2024

ESG REPORT

A Decade in Transparency

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CSO Letter

Once again this year, Interpublic made progress on our environmental, social and governance (ESG) work. This work is a journey, and every step forward comes from a place of wanting to create a better world for our people, clients and partners.

With our near-term emission reduction targets validated by the Science Based Targets initiative (SBTi), our work in **Climate Action** continues. We have achieved our Scopes 1 and 2 emission reduction goals, and are on track for our targeted 30% reduction in Scope 3 emissions by 2030. This progress positions us well as we move toward our long-term net-zero goal, which we aim to reach across our operations by 2040. We have increased our renewable electricity use to 36% by procuring renewable energy credits (RECs).

Responsible Media & Content remain of paramount concern as we further invest in AI tools for our internal workflows, and to generate and scale insights and ideas for our clients. We are focused on using these tools in an ethical and responsible manner, and are members of the Partnership on AI to Benefit People and Society (PAI), where Interpublic and **McCann Worldgroup** were the first global marketing and advertising services companies to join. We've also formed an internal steering group to support our companies' collective fluency in AI tools while prioritizing equity and responsible use. We continue to invest in **MAGNA**'s Media Responsibility Index (MRI) which has expanded to Australia and India, as well as to the Europe, Middle East & Africa region, helping clients evaluate media partners based on suitability, inclusivity, sustainability and data ethics.

AI also has implications for **Data Ethics & Privacy**, which we build into our business strategies, retaining a staff of cross-functional experts comprised of privacy engineers, privacy legal specialists and compliance experts. As we consistently build data-driven insights and tools for our clients, this team partners with our companies and our clients to ensure we stay focused on ethically sourcing data, evaluating advertising and marketing technology partners, and providing ongoing governance of the data in our care. Data ethics and privacy remain a core component of our annual Code of Conduct training, which all employees are required to take each year. As we build applications that will move our clients' businesses forward, ethics and privacy are always considered. This is the case, for example, with Acxiom's Real ID™, which enhances marketers' first-party data without the risks of moving personally identifiable information (PII) or creating other compromises to customer privacy or security. The tool provides advanced data privacy, ensuring adherence to state regulations, using rigorous data access controls, encryption and governance.

Our work and the value we bring to clients is powered by the many talented individuals who bring different perspectives and a broad range of expertise to the work we do together. **Human Capital Management** and the ways we work to ensure fairness and equal access for our people remain a key area of focus for us. Our comprehensive benefits program prioritizes employees' physical health, emotional wellbeing and financial protection. We are always focused on professional growth for our people and annually offer thousands of training courses across multiple platforms to constantly develop and train our talent. In 2024, Interpublic introduced a set of Guidelines on Employee Health and Safety, which bring together our existing policies related to employee health and wellbeing.

All of the work that we do and the ways we operate are backed by our long-standing, industry-leading commitment to an **Inclusive Culture**. To understand our employees' perceptions on how our culture fosters inclusion and a sense of belonging, wellbeing and growth, we launched our global BELONG survey in 2023. We have also re-launched our business resource groups (BRGs), an important tool for employee development and networking, and have added a new BRG, ADAPT (All Differing Abilities Partnering Together) dedicated to creating an inclusive environment for employees with disabilities at Interpublic.

With increased regulations and reporting requirements on the horizon, we have formed a Corporate Sustainability Reporting Directive (CSRD) Steering Committee, a cross-functional group that meets regularly to track progress and implement decisions regarding materiality and reporting.

We are proud of the work we do that supports our values, and are equally proud of the **recognitions** we have received, realizing that much remains to be done as we continue working together on this journey.





Jemma Gould
Chief Sustainability Officer

About Interpublic

Interpublic Group of Companies is a values-based, data-fueled and creatively-driven global provider of marketing solutions. Guided by a purpose-driven strategy, we use human-centered marketing to connect, engage and interact on a personal level to drive performance and make a difference in communities around the world. We are regularly recognized for our creative work, for our environmental, social and governance (ESG) contributions, for being a leading advertising holding company and for being a best place to work.



Company Overview

Interpublic is a publicly-traded global holding company with approximately 57,400 employees across all major world markets. Our companies combine the power of creativity and technology to provide services in consumer advertising, digital marketing, communications planning, media, public relations, specialized marketing and data management.

Our solutions vary from project-based activity involving one Interpublic company to long-term, fully integrated campaigns created by multiple Interpublic companies working together. We specialize in human-centered marketing, a data-driven approach to identify real people with a finely tuned set of passions, behaviors and motivations far beyond their demographics, and build compelling marketing experiences that connect, engage and interact with people on a personal level.

2023 Overview of Interpublic

Holding Company
90+ operating units

Locations
100+ countries

Revenue
$10.89 billion

Headquarters
New York City

Employees
57,400

Stock Ticker
IPG:NYSE

*Additional company-related data can be found in the **Appendix**.*

Role of the Holding Company

Interpublic's key role as a holding company is to support and invest in our company brands so they can produce the best work for clients. We provide resources to ensure that our companies can best meet clients' needs, and we selectively facilitate collaborative client service among our companies. Supporting our brands allows us to attract and retain talented people who are passionate and want to develop their careers with a company that has a strong culture and a unique value proposition that aligns with their own.

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

It is a strategic principle of Interpublic to provide clients with access to the best and most appropriate resources to drive their success. Our model enables clients to access the diverse capabilities across our holding company. We provide single-management solutions to multidisciplinary teams and leverage consulting and advisory services to ensure we efficiently drive business results for our clients.

To facilitate seamless integration, Interpublic's brands are grouped into reportable segments based on their primary capabilities:

- **Media, Data & Engagement Solutions**

  (e.g. **IPG Mediabrands**, **UM**, **Initiative**, **KINESSO**, **Acxiom** and our digital transformation agencies and **MRM**)

- **Integrated Advertising & Creativity Led Solutions**

  (e.g. global networks **FCB**, **IPG Health**, **McCann Worldgroup** and **MullenLowe Group**, and domestic integrated agencies **Campbell Ewald**, **Carmichael Lynch**, **Deutsch** and **The Martin Agency**)

- **Specialized Communications & Experiential Solutions**

  (e.g. **DXTRA Health**, **The Weber Shandwick Collective**, **Golin**, **Jack Morton**, **Momentum** and **Octagon**)

In 2023, Interpublic was ranked Top Holding Company of the year at the Effie U.S. Awards for the second year in a row

All our brands leverage Interpublic's data and tech offerings to connect brand marketing and performance marketing, driving accelerated growth for our clients.

In 2023, **IPG Mediabrands** launched its Unified Retail Media Solution, which enables brands to manage investment performance seamlessly across all retail media networks — one of the fastest-growing advertising channels.

The Unified Retail Media Solution is also included in Interact, Interpublic's new cross-company marketing engine. Interact is a suite of tools that streamline and automate the end-to-end customer experience, helping brands find better ways to engage, convert and retain audiences through paid, owned and earned channels and on an individual level. By uniting top-tier technology through a first-to-market partnership with Adobe® and proprietary data from **Acxiom**, Interact supercharges content, experiences and commerce, at scale.

Also in 2023, and to continue strengthening Interpublic's end-to-end commerce offering, we launched Creative Commerce Labs. The Labs work to find new and innovative revenue streams for marketers, helping clients navigate the highly competitive commerce landscape. Interpublic conducts Commerce Labs with a variety of partners and platforms.

These assets build on other recent investments at Interpublic, such as introducing a Chief Commerce Strategy Officer and a Chief Solutions Architect.



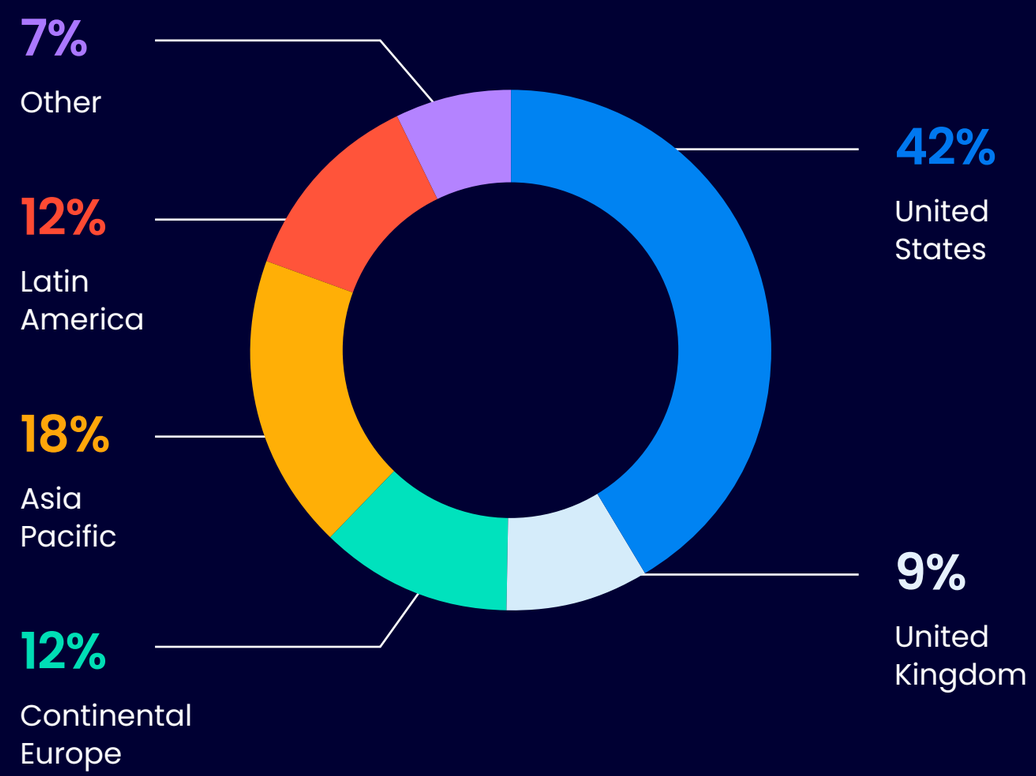
Locations

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

Based in New York City with offices in over 100 countries, we are able to focus on a single region as well as deliver global integrated programs. In 2023, Interpublic had approximately 57,400 global employees, with approximately 23,800 employees operating in the United States (U.S.). While the majority of Interpublic operations are based in the U.S., operations outside the U.S. represent a significant portion of our net revenues – approximately 35% in 2023.

2023 Employees by Region

As of 2023, Interpublic had approximately 57,400 employees across the world in over 100 countries. The majority of our operations are based in the U.S.[1]



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

Awards & Recognitions

In recognition of our commitment to and implementation of sustainable business practices, Interpublic has been listed on several ESG-related indices and awards:

- Interpublic has been recognized as a **2023 CDP Supplier Engagement Leader**.
- In 2023, Interpublic was on the **FTSE4Good Index** for the fourth consecutive year. This Index identifies companies that demonstrate ESG practices measured against international standards.
- Interpublic was listed on **2023 Disability Equality Index** as a "Best Place to Work' by Disability:IN.
- In 2023, Interpublic was listed on the **Bloomberg Gender Equality Index** for the fourth consecutive year. The Index is premier ranking of global companies that publicly demonstrate their commitment to equality and advancing women in the workplace.
- In 2023, Interpublic was listed on the Human Rights Campaign's **Corporate Equality Index** for the 14th year in a row and was named one of the "Best Places to Work for LGBTQ+ Equality." The Index is a premier benchmarking survey, rating companies on their policies and practices related to LGBTQ+ workplace equality.
- In 2023, MSCI assigned an "AA" ESG Rating to Interpublic and designated the company as an "**ESG Leader**."

Based on Interpublic's annual submission to S&P Global's **Corporate Sustainability Assessment** (CSA), we were included in several additional indices for 2023.

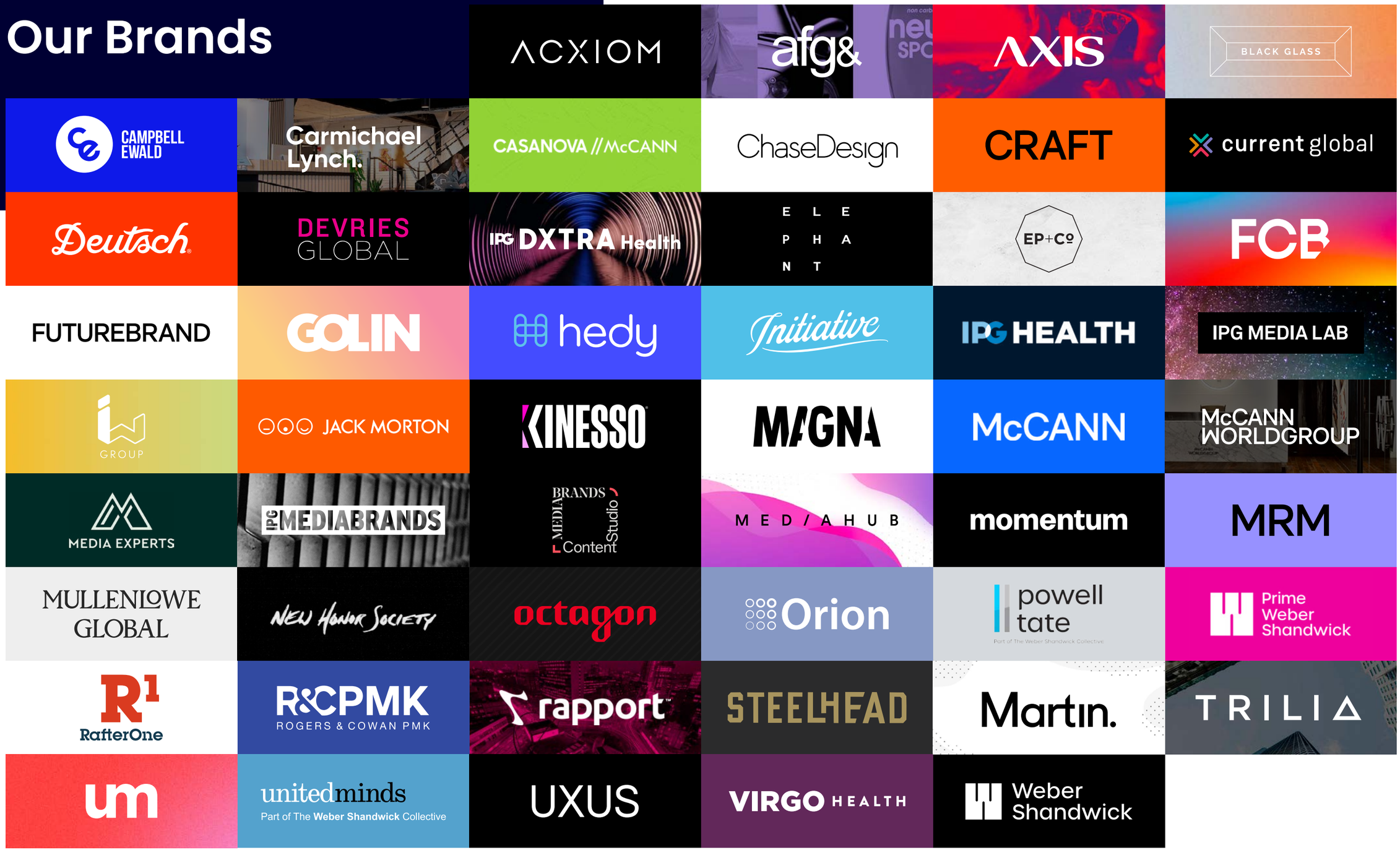
- Interpublic was listed on the **Dow Jones Sustainability Index** (DJSI) North America for the fourth consecutive year. The DJSI North America recognizes the top 20% of sustainability performers among the 600 largest U.S. and Canadian companies.

- Interpublic is also listed on two additional S&P indices that recognize companies' work in the ESG space — the **S&P 500 ESG** and the **S&P Global 1200 ESG**. The S&P 500 ESG is based on the S&P 500 Index and includes only U.S.-based companies, while the S&P Global 1200 encompasses companies from around the world.

"At Interpublic, we understand that our success is rooted in our ability to deliver to a range of stakeholders while supporting the well-being of our people and the communities in which we live and work. We are proud to receive recognition for our ESG-related programs, while acknowledging that there is plenty of work left to be done."

– Jemma Gould, Interpublic Chief Sustainability Officer

Our Brands


ACXIOM
afg&
AXIS
BLACK GLASS
CAMPBELL EWALD
Carmichael Lynch.
CASANOVA // McCANN
ChaseDesign
CRAFT
current global
Deutsch
DEVRIES GLOBAL
IPG DXTRA Health
ELEPHANT
EP+CO
FCB
FUTUREBRAND
GOLIN
hedy
Initiative
IPG HEALTH
IPG MEDIA LAB
GROUP
JACK MORTON
KINESSO
MAGNA
McCANN
McCANN WORLDGROUP
MEDIA EXPERTS
IPG MEDIABRANDS
MEDIA BRANDS Content Studio
MED/AHUB
momentum
MRM
MULLENLOWE GLOBAL
NEW HONOR SOCIETY
octagon
Orion
powell tate
Part of The Weber Shandwick Collective
Prime Weber Shandwick
R1 RafterOne
R&CPMK ROGERS & COWAN PMK
rapport
STEELHEAD
Martin.
TRILIA
um
unitedminds
Part of The Weber Shandwick Collective
UXUS
VIRGO HEALTH
Weber Shandwick

ESG Strategy

Interpublic is a purpose-driven company, committed to achieving the highest standards on environmental, social and governance (ESG) issues. Interpublic understands that our success is not only grounded in our growth and financial health, but also in the health of our people, our planet and the communities where we live and work. As an integral part of our business, Interpublic and our companies have invested significant time, effort and resources in support of our ESG programs for several years.

In the past few years, Interpublic has mindfully evolved its ESG strategy, which now includes time-bound targets, diverse partnerships and implementation at every level of our business as well as in the work we provide to our clients.



We organize our ESG work around five strategic priorities:



ESG Materiality Assessment

Interpublic engages **Governance & Accountability Institute** (G&A), a respected advisor on ESG issues, to conduct regular independent materiality assessments to identify the topics around which to build and expand our ESG strategy and reporting.

We conducted our latest materiality assessment in 2023, resulting in an updated list of ESG priorities since our last assessment conducted in 2021. Interpublic's senior management has approved the results of the assessment.

This process ensures that we focus on the key material issues for our business and our various stakeholders, supporting our strategic response to shifts taking place in the world around us, while operating in alignment with our company values.

Examining Key Stakeholders and Issues: The 2023 assessment began by compiling a list of over 40 ESG topics from a range of key stakeholders, including investors, clients, industry peers, ESG frameworks and rating organizations. Topics included each of the GRI Standards Topics, the 17 United Nations (UN) Sustainable Development Goals (SDGs), the SASB Advertising & Marketing Sustainability Accounting Standard Topics, and other ESG topics important to investors and other key stakeholders. For material ESG topics identified that did not map directly to a GRI Standards Topic, an additional "non-GRI material topic" was added to the materiality analysis.

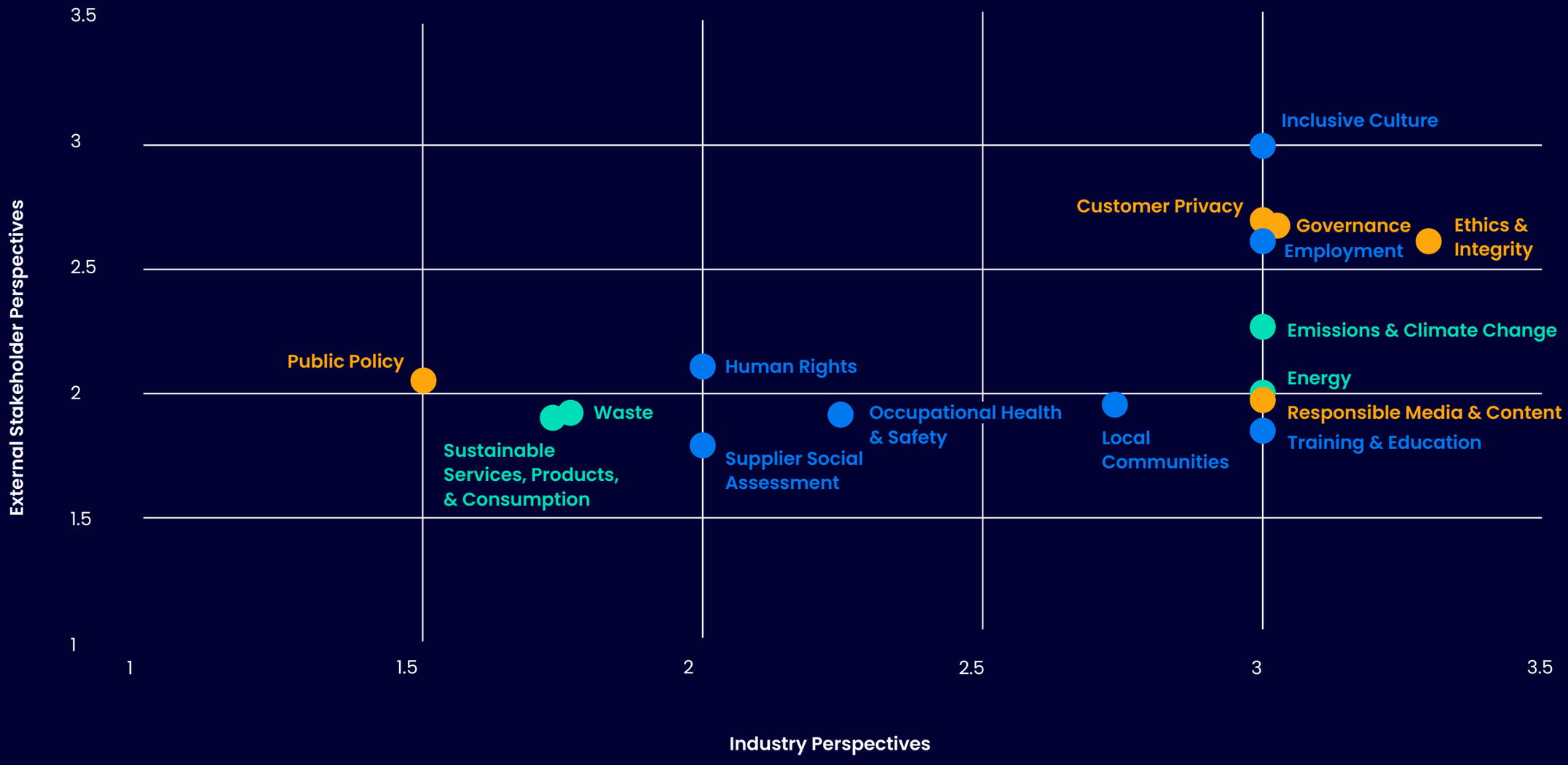
Conducting a Deeper Analysis: To evaluate which issues are most material and where our company has an impact, we conducted a deeper analysis starting with an assessment of our industry peers and clients with high ESG ratings, and the leading ESG investor raters and institutional investors. We reviewed these stakeholders' strategic selection of material ESG topics for inclusion in their ESG disclosures, rating methodologies, investment decision-making, goal-setting and strategy.

Discovering the Greatest Impact: From this process, an overall materiality score was calculated for each ESG topic.

Through this quantitative approach, Interpublic has identified the following ESG issues as most material to our business:

1. Inclusive Culture
2. Customer Privacy & Data Security
3. Ethics & Integrity
4. Employment
5. Governance
6. Emissions & Climate Change
7. Energy
8. Responsible Media & Content
9. Training & Education
10. Local Communities
11. Human Rights
12. Occupational Health & Safety
13. Public Policy
14. Supplier Social Assessment
15. Waste
16. Sustainable Services, Products & Consumption

Interpublic ESG Materiality Matrix



ESG Tracking & Reporting

Interpublic pursues continuous improvement of our ESG programs by contributing to the global development of sustainability practices and reporting on those practices. Therefore, we are committed to transparency, including annual reporting on our ESG disclosures.

Interpublic publishes progress on all our ESG strategic priorities in a comprehensive annual ESG report. Our 2024 ESG Report was prepared in alignment with various reporting frameworks and standards including the **Global Reporting Initiative** (GRI), the **Sustainability Accounting Standards Board** (SASB) and the **Task Force on Climate-Related Financial Disclosures** (TCFD). Our disclosures and initiatives are also mapped to specific **UN Sustainable Development Goals** (SDGs). This report details our progress on all of our ESG strategic priorities.

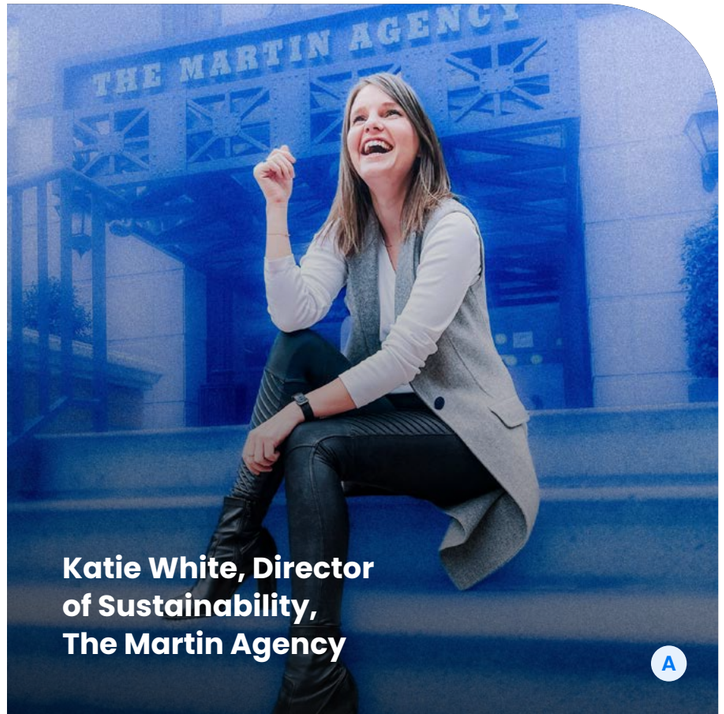
In recent years, we have obtained external assurance on certain greenhouse gas (GHG) emissions and certain people metrics.

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

Interpublic Company Spotlights

Sustainability Leadership & Strategy

- **The Martin Agency** named its inaugural Director of Sustainability. She is responsible for overseeing the agency's sustainability strategy and ESG compliance. A
- The Anthem Awards recognized **Momentum Worldwide's** "Make Sustainability Matter" strategy as Business Leader of the Year in the category of Sustainability, Environment & Climate. B
- To consider ways to take more action, **Acxiom** established an Environmental, Sustainability and Governance team. The new team provides direction and support for Acxiom's ESG goals.



Katie White, Director of Sustainability, The Martin Agency

A



B

ESG Governance & Oversight

Interpublic's Board of Directors is involved in the oversight and governance of ESG issues in a variety of ways. The entire Board, including our CEO and our Board Chair, has overall responsibility for the oversight and management of the company's risks, including those related to ESG issues.

Our Board's Corporate Governance and Social Responsibility Committee has primary oversight of Interpublic's sustainability-related policies and practices, and makes recommendations to the entire Board regarding the company's policies and practices on climate and social responsibility issues. The Board's Audit Committee has oversight of overall company risks.

Our Board is kept informed on climate change through regular reporting from our CSO as well as other company management. The SVP, Global Assistant Controller, regularly reports to the Audit Committee on climate issues and Interpublic's ESG reporting.

The Board's specific oversight functions for each ESG area are outlined on the right, including the roles for the Board's committees.

Sustainable Operations

Interpublic's Environmental Sustainability Policy applies to all domestic and international offices across all of Interpublic's companies, agencies, subsidiaries, suppliers and affiliates. It is administered by the Chief Sustainability Officer (CSO). Sustainable operations are among the ESG issues on which the Board is kept informed through regular reports from the CSO.

Climate Action

Interpublic's Board of Directors, including our CEO and our Chair, has overall responsibility for oversight and management of the company's risks, including those caused by climate change.

The Board's Corporate Governance and Social Responsibility Committee has primary responsibility for Interpublic's ESG-related policies and practices, including climate change.

Our Board is kept informed on climate change through regular reporting from our CSO as well as other company management. The SVP, Global Assistant Controller, regularly reports to the Audit Committee on climate issues and Interpublic's ESG reporting.

Responsible Supply Chain

Interpublic's Board of Directors reviews and considers the implications of social responsibility issues that affect the company. The Board's Corporate Governance and Social Responsibility Committee oversees issues of global corporate citizenship and social responsibility, and makes recommendations to the full Board regarding the company's policies and practices on these issues.

At the executive level, the CFO is the executive sponsor of Interpublic's ESG programs and oversees the ESG Steering Committee. The CFO collaborates with the General Counsel, reports to the CEO on related risks and strategy and keeps the Board and its committees informed on ESG-related issues.

Interpublic's Chief Sustainability Officer (CSO) spearheads the company's global sustainability programs. The CSO is designated with overseeing Interpublic's efforts on ESG-related issues at the consolidated corporate level. Her responsibilities include monitoring the company's ESG performance and assessing and managing related risks and opportunities. She formally reports to the Board on an annual basis, with written updates quarterly.

A management-level ESG Steering Committee serves to coordinate and promote Interpublic's efforts across the company. The Steering Committee, which meets regularly with our CSO, is responsible for identifying and remediating risks posed by ESG issues, and monitoring progress toward our ESG targets and commitments. The Committee includes representatives from Interpublic's various business functions including Human Resources; Inclusion & Impact; Communications; Information Technology; Real Estate; Procurement; Investor Relations; Travel; Legal; Finance; Treasury; and Controllers.

Human Capital Management

Interpublic's Board of Directors is actively involved in talent management. The Board seeks opportunities for interaction with potential leaders through formal presentations and by periodically holding meetings of the Board and its committees at various Interpublic operating units. In addition, the Board receives regular updates on key talent indicators for the overall workforce, including work environment, inclusion, recruiting and development programs.

The Board's Compensation and Leadership Talent Committee is responsible for reviewing the company's initiatives to attract, develop and retain key employees, such as establishing performance measures and goals.

This Committee is also responsible for: Interpublic's compensation philosophy; recommending compensation for the CEO; and reviewing succession plans for key executive positions with the full Board.

Making an Impact

Interpublic's Board of Directors is actively involved in talent management and is regularly updated on inclusion.

Community Engagement & Giving

Interpublic's Board of Directors reviews and considers the implications of social responsibility issues that affect the company. The Board's Corporate Governance and Social Responsibility Committee oversees issues of global corporate citizenship and social responsibility, including charitable and political matters. The Committee makes recommendations to the full Board regarding the company's policies and practices on these issues.

In addition, an enterprise-wide ESG Task Force is responsible for involving all of Interpublic's companies in ESG action. Its work ensures that ESG-related issues are integrated into a multi-disciplinary, company-wide process of risk identification, assessment and management. The ESG Task Force is comprised of individuals at various Interpublic companies who are charged by their CEOs with oversight for sustainability; it includes Chief Financial Officers, executives and managers in the areas of client relationships, marketing, operations, human resources, strategy and data, and facilities. The Task Force regularly meets with our CSO.

In 2023, Interpublic formed an internal committee on compliance with the EU's Corporate Sustainability Reporting Directive (CSRD), to prepare for related regulations that apply to Interpublic and its companies.

Each chapter in this report provides further details on management-level oversight of the respective ESG topic.

Interpublic sets annual high-priority objectives (HPOs) for ESG goals including on an inclusive culture. At the end of each year, company performance is assessed against the HPOs, and the results are directly tied to agency compensation.

Data Ethics & Privacy

Interpublic's Board of Directors oversees our cybersecurity and information security risk management and controls, with periodic cybersecurity updates made directly to the Board's Audit Committee.

Ethics & Integrity

Interpublic's Board of Directors, along with the CEO and management team, oversees a robust compliance program applicable to 100% of our operations. The Board's Audit Committee has oversight responsibility of our compliance program, including anti-corruption.

Corporate Governance & Risk

Interpublic's Board of Directors oversees the company's risk assessment and risk management processes and performs an annual review and assessment of the primary operational and regulatory risks facing Interpublic, their relative magnitude and management's plan for mitigating these risks.

The Board's Audit Committee oversees compliance with the company's Code of Conduct, legal and regulatory compliance, ethics programs, tax strategy, cybersecurity and information technology, data privacy, whistleblower hotline and internal audit.

This Committee oversees many aspects of enterprise-wide risk management and reports on such matters to the Board. Other Board Committees are also involved in risk management, and they regularly inform the Board of any potential issues or concerns arising out of their risk management duties.

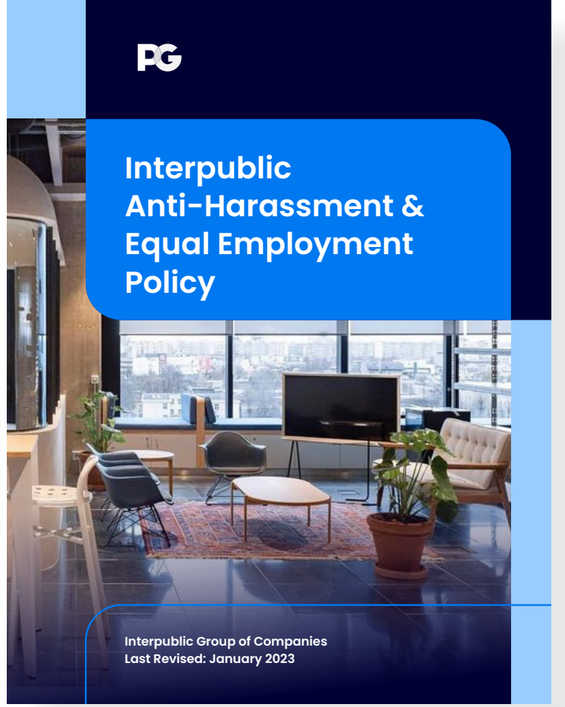
ESG-related Policies

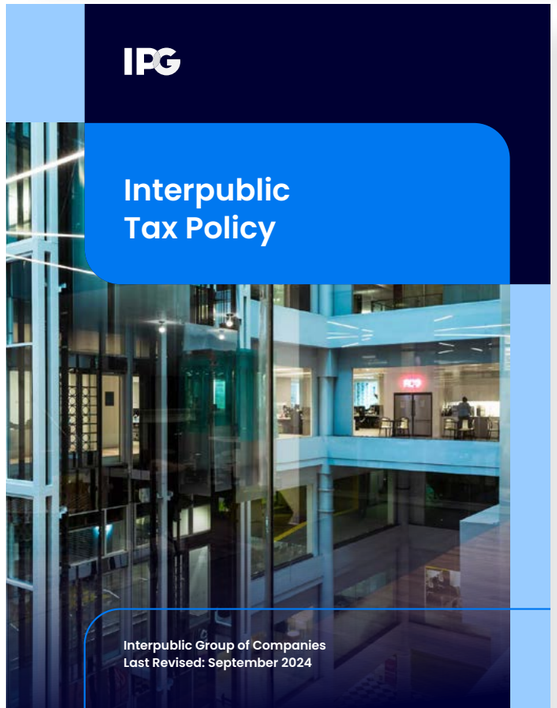
Several of Interpublic's standard policies and procedures are informed by our ESG strategy. These policies and procedures support our ESG priorities and ensure that we are accountable to all of our stakeholders around the world, including investors, clients, employees, consumers, suppliers and communities.

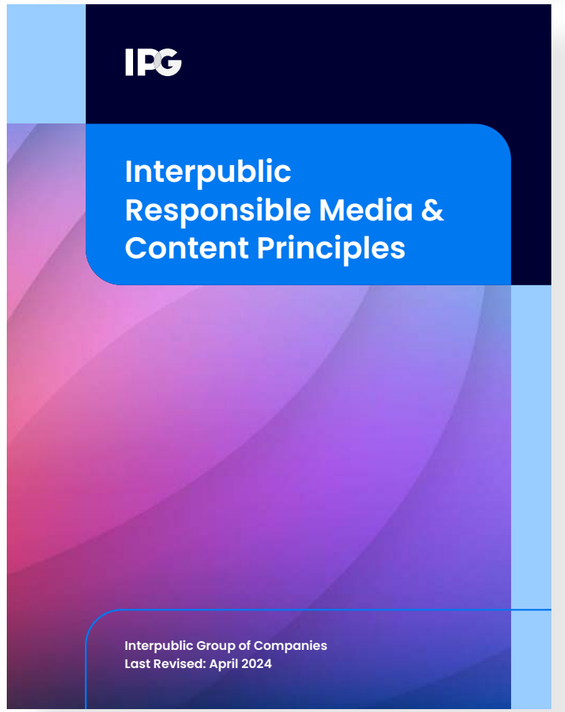
The following policies can be found on our **Corporate Governance** page:

- Anti-Corruption Policy
- Anti-Harassment and Equal Opportunity Employment Policy
- Board Committee Charters
- Board Composition
- Code of Conduct
- Corporate Governance Guidelines
- Environmental Sustainability Policy
- Global Contributions Strategy & Policy
- Guidelines on Employee Health & Safety
- Human Rights Policy
- Responsible Media & Content Principles
- Supplier Code of Conduct
- Supplier Management Principles
- Sustainable Business Travel Policies
- Tax Policy









Partnerships & Frameworks

Interpublic strives to raise the ESG bar not just for our own company but across our industry in terms of monitoring and disclosing impacts, taking action and driving broader change through our work for clients. We are actively involved in partnerships to advance inclusion, responsible media and content, data privacy, civic engagement and climate action.

Interpublic is a member of the **American Association of Advertising Agencies** (4A's) Sustainability Task Force, which helps agencies in the industry develop solutions for climate action. We are also a member of **Green the Bid**, an industry initiative to make productions more sustainable.

During the 2023 Cannes Lions International Festival of Creativity, Jemma Gould, Interpublic Chief Sustainability Officer, participated in panels with clients Microsoft and Kimberly-Clark, and partners The Female Quotient, ACT Responsible and the 4A's. Discussions addressed how the industry can work collectively to advance ESG goals.

Interpublic has adopted the **UN Women's Empowerment Principles**. These actionable principles guide businesses to promote gender equality and women's empowerment, helping to achieve the SDGs related to gender equality.

United Nations Global Compact

We were the first U.S.-based advertising holding company to join the **UN Global Compact**, the world's largest corporate sustainability initiative. As a participant in the Global Compact since 2015, Interpublic is committed to upholding its 10 principles on human rights, gender equality, fair labor practices, environmental sustainability and anti-corruption. Interpublic submits an annual communication on progress on the actions we take to advance these principles.

Our annual ESG reporting is mapped to the SDGs to show how our work advances each Goal. We partner with not-for-profit organizations and make charitable contributions in alignment with the SDGs, as outlined in our Global Contributions Strategy. Interpublic actively supports the SDGs and has focused over the years on SDG 6, Access to Water and Sanitation for All.

We also partner with the **Unstereotype Alliance** to implement best practices in creating work free from stereotypes. Interpublic is a founding member of the Unstereotype Alliance, which was convened in 2017 by UN Women, the United Nations' entity for gender equality.



Organizations with which Interpublic partners on ESG issues:

Environmental

- Ad Net Zero
- AdGreen
- America is All In
- Business Ambition for 1.5°C
- The Climate Pledge
- Green the Bid
- IPA Media Climate Charter
- isla
- Science Based Targets initiative (SBTi)
- Scope3
- UN Race to Zero

Social

- 30% Club
- Catalyst
- charity: water
- Coqual
- Disability:IN
- The Female Quotient
- Free The Bid
- FREE THE WORK
- National Gay and Lesbian Chamber of Commerce (NGLCC)
- National Minority Supplier Development Council (NMSDC)
- Partnership for New York City
- PFLAG
- Tanenbaum Center for Interreligious Understanding
- UN Global Compact
- Unstereotype Alliance
- Women's Business Enterprise National Council (WBENC)

Governance

- American Advertising Federation (AAF)
- ANA Educational Foundation (AEF)
- American Association of Advertising Agencies (4A's)
- Association of National Advertisers (ANA)
- Business Roundtable's Privacy Working Group
- Center for Information Policy Leadership
- Civic Alliance
- Digital Advertising Alliance (DAA)
- Federation of European Data and Marketing (FEDMA)
- Future of Privacy Forum
- Global Privacy Alliance
- Global Privacy Assembly
- Information Accountability Foundation
- Interactive Advertising Bureau (IAB)
- International Association of Privacy Professionals (IAPP)
- Partnership for Responsible Addressable Media
- Privacy for America

More detail on how we work with partners is provided throughout the report.

Stakeholder Engagement on ESG

Interpublic brings our five strategic ESG pillars to life at our own company and through our partnerships and engagements with our stakeholders. We also aim to drive change on our priority ESG issues through our creative work.

Along our ESG journey, we have seen how the many facets of sustainability are tied to one another, and we strategically select our areas of impact to account for their linkages.

More examples of how we engage with our stakeholders on ESG can be found throughout the report.

Clients

Interpublic regularly engages with clients on their ESG strategies. Clients are regularly informed on our performance and progress through meetings, our annual ESG report, as well as our responses to ESG surveys and questionnaires including CDP and EcoVadis.

We create client campaigns that deliver purposeful results, encourage behavior shifts among consumers and strive to minimize the environmental impacts of the work we do with clients.

Interpublic has made several tools available to our clients to help track and mitigate the environmental impacts of our work, such as AdGreen for measuring environmental impacts of productions and the TRACE tool for measuring environmental impacts of events.

Employees

With 57,400 employees across the globe, Interpublic is dedicated to engaging and empowering our people. Our enterprise-wide ESG-related policies reinforce these principles for our employees, offering protections, guidance and tools for action.

Interpublic also engages with our employees on ESG topics through a number of internal channels, including town halls, employee engagement surveys, regular newsletters (Essential ESG, You@IPG), and the annual publication of our ESG report.

In 2023, Interpublic leaders held a Live Forum open to all employees, sharing company-wide updates on sustainability, inclusion and social impact. Jemma Gould, Interpublic Chief Sustainability Officer, informed employees about the company's five strategic ESG priorities and its climate targets. Channing Martin, our Global Chief Diversity & Social Impact Officer, updated employees on a recent assessment of Interpublic's global operations, and discussed the new BELONG survey.

Employee training is another essential part of ensuring that our operations advance our ESG goals. Our required Code of Conduct training provides ESG information and guidance, including on our Environmental Sustainability Policy. The training also guides employees in recycling practices in the office, establishing composting programs, procuring recycled goods and other ways to reduce waste.

Interpublic employees are encouraged to join our Business Resource Groups (BRGs) pertaining to dimensions of inclusion, as well as our Sustainability Allies group.

ESSENTIALESG IPG SUSTAINABILITY ALLIES

Interpublic Company Spotlight

Making the business case for ESG transparency

Weber Shandwick hosted a panel discussion for companies in Japan on the importance of communicating about ESG, especially governance practices.



Policymakers

Interpublic regularly takes stands on issues affecting our world and our business, with a view to promoting empathy and well-being in a changing world. In 2023, we stood up for principled action around: climate change, data privacy, and healthcare rights in the U.S.

Interpublic also engages with policymakers and the public to promote action and policies that increase our positive impacts and those of our industry. Interpublic and its companies are active members in trade associations and advocacy organizations such as the ANA Educational Foundation and the American Advertising Federation.

Investors

As part of our investor relations program, Interpublic's Board of Directors and Investor Relations team regularly engage with investors on issues related to ESG initiatives.

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

We engage with rating agencies and benchmarking organizations including:

- Bloomberg GEI
- CDP
- EcoVadis
- S&P Global's CSA
- HRC's Corporate Equality Index
- FTSE Russell
- Vigeo Eiris
- MSCI ESG
- Sustainalytics
- London Stock Exchange ESG
- Bloomberg ESG
- ISS ESG



Communities

Interpublic is focused on health, well-being and social justice in the communities where we live, work and vote. Interpublic forges partnerships with and makes financial contributions to initiatives that align with our values and with the SDGs. Interpublic is a Flagship Partner of **charity: water**, a not-for-profit organization we have supported since 2016 to bring water to communities around the world.

We promote opportunities for our companies and our employees to engage with not-for-profit organizations such as employee fundraising and volunteer initiatives. We also provide *pro bono* services on projects that are important to us and to our stakeholders.

Suppliers

Interpublic's supply chain is key to helping achieve our ESG goals, and we are committed to working with suppliers and partners who share our values. We seek to partner with suppliers who operate with the highest standards of integrity and with sustainable practices.

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

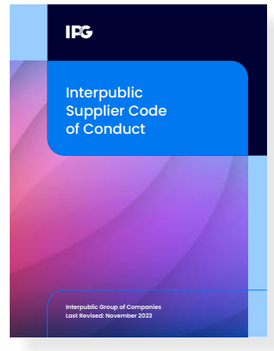
Interpublic is building out our supplier program and working to continually increase our spend with underutilized businesses.

Our vendor engagement includes targeted outreach to our largest vendors regarding their climate action strategies and emissions data. This supports Interpublic in monitoring progress toward the target of reducing our Scope 3 emissions by 30% by 2030 (2019 baseline).

OBJECTIVE

30%

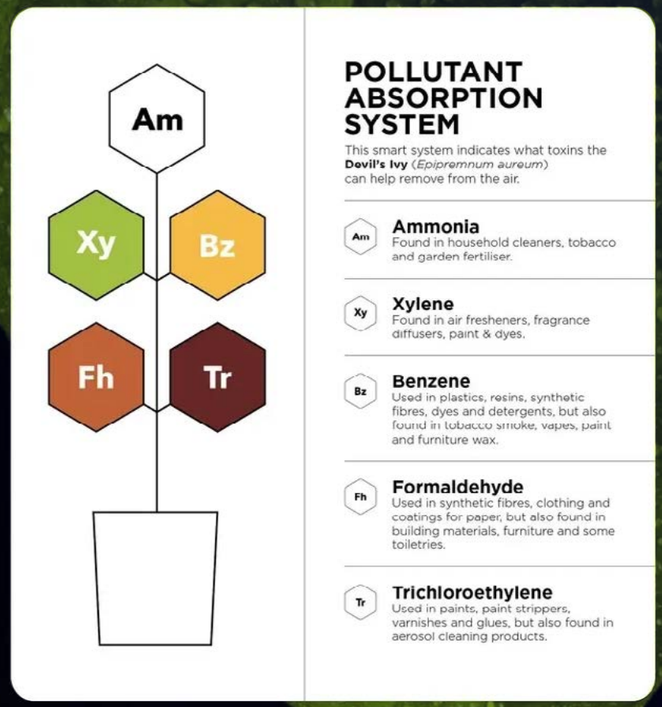
reduction of our Scope 3 emissions by 2030 (from a 2019 baseline)





Environmental

McCann London and **McCann Health London** launched "Smart Plants" for Plant Drop, a campaign that demonstrates how plants can improve air quality in homes.



Sustainable Operations

We are always exploring ways to fulfill our responsibility to the planet, ensuring our employees contribute to global sustainability by making smarter choices in how we conduct business. This chapter outlines our environmental impact strategy, including implementing sustainable practices at our facilities and promoting sustainability among employees and Interpublic companies.

Details on Interpublic's specific approach to climate change strategy and emissions reductions can be found in the ***Climate Action*** *chapter of this report.*



Policies Supporting Sustainable Operations

Interpublic maintains several policies that support our commitment to environmental sustainability across our operations and our work.

Our **Environmental Sustainability Policy** reflects Interpublic's expansive commitments. It establishes practices by which Interpublic and individual employees can reduce our impact on the environment, recognizing that this also brings mutual benefits to our people and the communities where we live and work. These choices can also lead to cost savings, help us align with our clients' expectations and demonstrate our responsibility to other key stakeholders.

The Policy is administered by Interpublic's Chief Sustainability Officer (CSO), with oversight from the Board, and applies to all domestic and international offices across every one of Interpublic's companies, agencies, subsidiaries, suppliers and affiliates. Interpublic will take appropriate corrective action in the event of any violation of the Policy.

Interpublic regularly communicates with employees about the value of individual responsibility to change behaviors and highlights client work across our network that advances climate action. The practices called for in our Environmental Sustainability Policy are promoted regularly throughout the company.

Interpublic's Environmental Sustainability Policy includes specific provisions advising our companies and employees to:

Carpool, bike or use public transportation when possible for commuting or travel to meetings	Use enhanced booking tools to choose the lowest-emissions travel itinerary and form of travel whenever possible, and to use videoconferencing where appropriate	Work with building management to maximize recycling, including collection of food scraps for composting
Install low-energy lighting, upgrade to energy-saving lightbulbs and use lighting and climate-control sensors to save energy when offices are not in use	Occupy office spaces that use less energy, generate lower levels of carbon emissions and positively contribute to environmental protection wherever possible	Procure post-consumer recycled goods and minimize reliance on single-use plastic

The Policy also calls for a proactive review of prospective clients in the oil, energy and utility sectors before engaging in new work.

*The full Policy is available on Interpublic's **Corporate Governance** webpage.*

Our domestic and international **Business Travel Policies** specifically address sustainability and reducing our carbon emissions associated with employee business travel and commuting, and other aspects of the environment that are affected by choice of local accommodations.

*The travel policies are discussed in more detail in the **Climate Action** chapter of this report.*

Interpublic also maintains policies to select properties for physical offices. Our **Real Estate Policies** call for seeking the most energy-efficient tenant spaces and office buildings, and they require Interpublic companies to seek real estate solutions within the existing portfolio before leasing additional office space.

*Our real estate policies and practices are discussed in more detail in the **Climate Action** chapter of this report.*

Compliance: In 2023, Interpublic did not have any significant monetary or non-monetary losses from legal proceedings associated with environmental regulations or other non-compliance with environmental laws or regulations.

Interpublic Company Spotlight

High Standards for Environmental Management

In 2023, **Momentum Worldwide** earned third-party recertification to the environmental management standards of ISO 14001 and ISO 20121, which are the global standards for environmental best practice. The recertifications apply to the network's U.S., UK, Canada and Japan markets. The network conducts annual audits to ensure transparency regarding progress on environmental management.

These environmental standards support Momentum Worldwide's overall sustainability strategy – Make Sustainability Matter – which calls for:

- Reducing carbon emissions by 50% by 2030 (2019 baseline)
- Removing 90% of waste from operations by 2027
- "Greenskilling" the workforce with bespoke sustainability training
- Embedding circular economy principles into creative, design and production processes
- Building a community of preferred partners to minimize environmental impacts of supply chain

"We're excited to live up to the rigorous structure of these standards by embedding them into our operations from the ground up, influencing not only what we do but how we do it."

– Momentum Worldwide presentation on Make Sustainability Matter strategy

Programs & Initiatives

Interpublic encourages more sustainable practices by providing concrete tools for action at both the individual and corporate levels, as well as by each Interpublic company.

Engaging Suppliers: Interpublic considers environmental impacts throughout our global activities and planning, and we expect our suppliers and business partners to do the same.

*For more information on how Interpublic engages with our supply chain on climate and environmental issues, see the **Climate Action** and **Responsible Supply Chain** chapters of this report.*

Engaging Employees:

- **Training:** Training is essential in ensuring that our operations are as sustainable as possible. All employees must complete Code of Conduct training each year, which covers the Environmental Sustainability Policy and other ESG information and guidance. The training also includes guidance to employees on recycling practices in the office, establishing composting programs, procuring recycled goods and other ways to reduce waste.

  Through our participation in the UN Global Compact, Interpublic offered a virtual session on increasing employee skills in sustainability. The UN Global Compact Academy is available to Interpublic companies and employees and offers over 50 courses on sustainability issues in several languages, taught by industry experts.

  Interpublic Learning & Development hosts a monthly LinkedIn Learning Challenge for employees, and in April 2023 the focus was on sustainability in the workplace. A series of short videos addressed topics including:

  - Create a compelling business case for change
  - Skills we need to make our future green
  - Communicate around sustainability and climate issues internally

- **Awareness:** Interpublic is committed to building broad employee awareness of environmental impacts and best practices across our network. This increases our impacts on-site and extends positive behaviors beyond Interpublic offices, including into employees' remote workspaces. Interpublic makes continual effort to educate employees about our ESG practices, and we update employees on progress toward our climate goals.

  Interpublic's corporate communications team publishes "**Essential ESG**," a quarterly global employee newsletter with updates on climate action, sustainability campaigns and social impact work for clients from across the Interpublic network.

ESSENTIAL ESG

Recent issues of the newsletter have informed employees about our sustainability efforts, sharing progress on Interpublic's climate targets, composting practices at corporate headquarters, agency sustainability initiatives and related client work. One newsletter also shared how individual employees are going green in their personal lives.

In 2023, Interpublic communications provided employees with a detailed guide to recycling and other tips on reducing waste at the office. We also developed an internal guide to explain our climate commitments, reporting practices, and initiatives to reduce emissions and emphasize the important role of client work. The guide helps support agency leads who are developing sustainability strategies for their own company.





Interpublic Company Spotlights

Sustainability Training for Employees

- During Make it Matter Day 2023, employees at **Momentum Worldwide** engaged in a day of learning, delving into the interconnectedness of sustainability, wellness, and belonging.
- **IPG Mediabrands** UK/EMEA teams developed an employee "train the trainer" series in sustainability. The training began with the UK market and expanded to all of Mediabrands' Sustainability Champions in EMEA markets. The training equips employees to share sustainability information with colleagues locally.

- **Fostering Action:** The Interpublic **Sustainability Allies** is a group of employees with various job functions across our global network who are interested in the intersection of our work and the natural environment. This group meets quarterly to share information about environmental initiatives across Interpublic, brainstorms eco-conscious solutions for our work and hosts educational events.

IPG SUSTAINABILITY ALLIES

160+

Members from companies across Interpublic's global network

6 CLEAN WATER AND SANITATION

World Water Day

For World Water Day 2023, Interpublic hosted a conversation with client Reckitt, water.org, and **Weber Shandwick**. Panelists discussed the importance of water for companies and the global community, and how employees and others can have a positive impact on the world's water needs.

*For more information on the impacts of clean water and sanitation, see the **Community & Social Impact** chapter of this report.*





Earth Day

In 2023, our Sustainability Allies led a company-wide challenge that ran from Earth Day in April to World Environment Day in June. Interpublic employees were challenged to inspire 50,000 actions to combat climate change. Each company received points for individual and office-based actions, updated on a weekly leaderboard, and the winning agency – **MRM** – selected the Environmental Defense Fund to receive a corporate donation.

Interpublic Company Spotlights

Reducing Plastic Pollution

- **Momentum Worldwide** teams around the world found unique ways to support environmental action. In St. Louis, Missouri, employees participated in the global "Plastic-Free July" **challenge**, in an effort to reduce plastic use. In Chicago, employees removed 27 pounds of litter from the Oak Street Beach as a community service activity. **MW Singapore** partnered with the Plastic Project for a three-hour beach clean-up on Earth Day.
- **Mediahub U.S.** teamed up with MobileFuse and Givsly for a 2023 Earth Month project with GrowNYC. Mediahub volunteers worked in a garden that provides fresh produce to New Yorkers in need.



Interpublic Company Spotlight

Making Immersive Events More Sustainable

Momentum Worldwide UK worked with an artist to develop the Verizon London Hub, an immersive experience showing the synergy between sustainability and experiential design. The space actively diverts 334 kilograms of plastic pollution away from landfills, through elements like cork coffee tables and couches made of recycled polyester from ocean and landfill plastics. The Verizon project is an example of Momentum Worldwide's shift from disposable to durable assets, emphasizing production quality and making a plan for the end of the life cycle for every activation asset.

"We take into consideration what will happen to the product or material once it is no longer usable. This proactive planning ensures that our creations do not become a burden on the environment."

– **David Chamberlain, Momentum Worldwide North American Chief Experience Design Officer**



Engaging Our Offices: Interpublic is working toward greater responsibility for waste and consumption in the spaces we occupy. At every Interpublic location, the director of administration or office services is encouraged to work with building management to employ best practices to maximize recycling whenever possible, including collection of food scraps for composting.

Empowering Interpublic Companies to Act: Each Interpublic company implements our sustainability strategy and values in ways that make sense for their cultures. Our worldwide employee portal includes a section dedicated to sustainability resources for our companies, such as:

- Information on Interpublic's climate action strategy to ensure our entire network is aware of our collective goals and ways to implement them
- An office guide to reducing waste for: other Interpublic offices to encourage replicating our corporate waste reduction initiative, including a list of vendors for recycling and compost bins
- A scorecard for sustainable production of advertising campaigns, created by **AdGreen**
- A factsheet on Interpublic's involvement with **Ad Net Zero** and how it affects our operations



Action at Interpublic Corporate

Diverting Waste from Landfill

Since 2022, our corporate headquarters office in New York City and other Interpublic companies/offices have been collecting organic material like food scraps, compostable plates and utensils, and paper towels – which makes up nearly 50% of their waste – to make fuel through a waste-to-energy process. This diverts organic matter from landfills where it would emit methane, a greenhouse gas that traps heat in the atmosphere.

In 2023, Interpublic's corporate office and other Interpublic company offices located in the building diverted 29.3% of their waste from the landfill, according to a 24-hour audit.

- **Reusing & Recycling Electronics:** In 2023, Interpublic's corporate headquarters engaged Cartridge Forest to recycle toner cartridges and plant two trees for every item sent in, with partner charity Trees for the Future. The recycling effort offset an estimated 3.24 tons of carbon dioxide.

  For our North America offices, Interpublic partners with the IT Asset Management Group to properly recycle electronics that are no longer usable. In New York City and Omaha, our corporate offices regularly donate functional workstations to augment higher education programming provided in prisons by **Hudson Link**.

These initiatives support Interpublic's policy that electronic equipment that is broken or obsolete must be properly disposed of or sent for recycling to a recycling firm certified by the U.S. Environmental Protection Agency (EPA), and not placed in Interpublic trash or regular recycling. We also provide boxes or other materials to ship ink and toner to take-back programs.

3.24 tons

of carbon dioxide offset by recycling toner cartridges in 2023

Interpublic Company Spotlight

Donations Not Landfills

In 2023, **Initiative** piloted a partnership with the not-for-profit organization Replate to reduce food waste by donating unused food.

Action at Interpublic Omaha

Going Green Office-wide

In the past several years, employees at Interpublic's Omaha offices have taken various green initiatives including reducing paper consumption, which led to lower waste volumes building-wide. Paper and cardboard are recycled, along with cans and bottles. In addition, the company gives each employee a mug and a bento box on their first day of work, and it has eliminated the need for single-use plates and utensils.

- **Procurement:** Our Environmental Sustainability Policy encourages the procurement of post-consumer recycled goods wherever possible to minimize the impacts of our consumption. For example, our coffee bar at Interpublic corporate headquarters is always stocked with reusable mugs and glasses, as well as compostable products.

  To source the most sustainable office supplies, Interpublic offices in the UK work with Commercial, an award-winning supply company that uses sustainable processes and incorporates the SDGs into its operations. Working with responsible suppliers adds value to our business strategy as we evolve our procurement practices to be as sustainable as possible while conserving financial resources.

Interpublic Company Spotlight

Triple-Zero Events

Jack Morton is committed to a positive impact through all of its events. It pursues three core aims: zero single-use plastics; zero-carbon from within the office and projects; and zero avoidable waste through resource efficiency and recycling. Event crews are required to bring their own reusable water, food and hot drink containers as well as personal cutlery.

Jack Morton also has a partnership with RAREFORM and Backpacks for Life to repurpose materials from client campaigns into backpacks for at-risk and homeless veterans.



Climate Action

A critically important part of our ESG program is our commitment to take action for a healthy climate as we transition to a lower-carbon future. The entire Interpublic network is working to achieve an ambitious climate action plan with a goal to reach net-zero carbon across our global operations by 2040.





Oversight of Climate Strategy

Interpublic's Board of Directors, including our CEO and our Chair, has overall responsibility for oversight of the company's risk management related to climate change. Climate-related issues are considered in the Board's review and guidance of risk management policy, review of annual budgets and oversight of progress against commitments for addressing climate change.

Within the Board of Directors, the Corporate Governance & Social Responsibility Committee has primary oversight for Interpublic's ESG-related policies and practices, including those specific to climate change. This Committee - and specifically its Chair - are responsible for overseeing and making recommendations to the overall Board regarding the company's policies and practices on ESG-related issues, including climate change. Meanwhile, the Board's Audit Committee holds primary responsibility for the company's management of risks, including those caused by climate change.

Our Board and its committees are kept informed on climate-related issues through direct communication with our **Chief Sustainability Officer** (CSO), **Senior Vice President** (SVP), **Global Assistant Controller** and **Chief Financial Officer** (CFO).

- The CFO is the executive sponsor of Interpublic's ESG programs and oversees the ESG Steering Committee. The CFO collaborates with our General Counsel on climate-related issues, reports to the CEO and keeps the Board and its committees informed on ESG-related issues.
- The CSO is designated with overseeing Interpublic's efforts on ESG and climate action at the consolidated corporate level. Her responsibilities include monitoring climate action performance, while assessing and managing climate-related risks and opportunities. She meets with Interpublic's ESG Steering Committee and ESG Task Force, and formally reports to the Board annually, with written updates quarterly. The CSO also reports to the SVP, Global Communications, where the ESG team sits, while managing its own financial budget related to ESG strategy, including the implementation of GHG reduction practices.
- Our SVP, Global Assistant Controller regularly reports to the Board's Audit Committee on the status of the company's ESG reporting. He oversees controls around our ESG data and manages our third-party data review.

Interpublic's ESG Steering Committee is a management-level committee, which meets regularly and is responsible for:

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

This ESG Steering Committee includes representatives from Interpublic's various business functions, such as Human Resources; Impact & Inclusion; Communications; Information Technology; Real Estate; Procurement; Investor Relations; Travel; Legal; Finance and Controllers. This mix of individuals and departments enables Interpublic to monitor and identify climate-related risks across all areas of our operations. The Committee's work ensures that climate-related issues are integrated into a multidisciplinary, company-wide risk identification, assessment and management process.

In addition to the ESG Steering Committee, an enterprise-wide ESG Task Force coordinates climate action across Interpublic companies. The ESG Task Force is composed of individuals throughout the Interpublic network who are charged by their CEOs with oversight for sustainability at their respective companies; it includes chief financial officers, executives, managers and facility representatives.



IPG Climate Oversight

Interpublic Group of Companies Board of Directors

Our Board, including our Chair and our CEO, has overall responsibility for the oversight and management of the company's risks, including those caused by climate change. The Board is kept informed on climate change through several direct avenues, such as reports from the Board's Audit Committee, its Corporate Governance & Social Responsibility Committee, our CFO, our CSO, our Global Assistant Controller and our Treasurer.

Board of Directors Audit Committee: This Committee has primary responsibility for the company's risks, including those caused by climate change.

Chief Financial Officer: Our CFO is the executive sponsor of Interpublic's ESG programs. The CFO collaborates with our General Counsel on climate-related issues, and reports to the CEO.

ESG Steering Committee: This Committee monitors and oversees Interpublic's climate action performance and its progress toward our targets and other commitments. This management-level committee includes representatives from various business functions. It is overseen by the CFO, and members of the Committee meet with the CSO.

Board of Directors Corporate Governance & Social Responsibility Committee: This Committee has primary responsibility for the company's ESG-related policies and practices, including climate change.

Chief Sustainability Officer: Our CSO is designated with overseeing the company's efforts on ESG and climate action at the consolidated corporate level. Her responsibilities include monitoring climate action performance, while assessing and managing climate-related risks and opportunities. She meets with Interpublic's ESG Steering Committee and ESG Task Force, and formally reports to the Board annually, with written updates quarterly. Our CSO also reports to the SVP, Global Communications.

ESG Task Force: This Task Force coordinates climate action across the Interpublic network with representatives from our various companies. The Task Force meets with the CSO regularly.

Global Assistant Controller: The SVP, Global Assistant Controller oversees the Interpublic network's ESG data, including GHG emissions inventory, and manages our third-party limited assurance. The Global Assistant Controller regularly reports to the Board's Audit Committee on the status of ESG reporting.

- Chief Financial Officer
- Chief Sustainability Officer
- Chief Information Officer
- Chief Human Resources Officer
- Global Chief Diversity & Social Impact Officer
- General Counsel
- SVP, Treasurer
- SVP, Chief Commercial Officer
- SVP, Global Communications
- SVP, Investor Relations
- SVP, Corporate Services
- SVP, Global Business Transformation & Operations Management
- SVP, Global Assistant Controller
- VP, Associate General Counsel
- President, Powell Tate and Global Lead, Social Impact, Weber Shandwick

Climate-related Risks & Opportunities

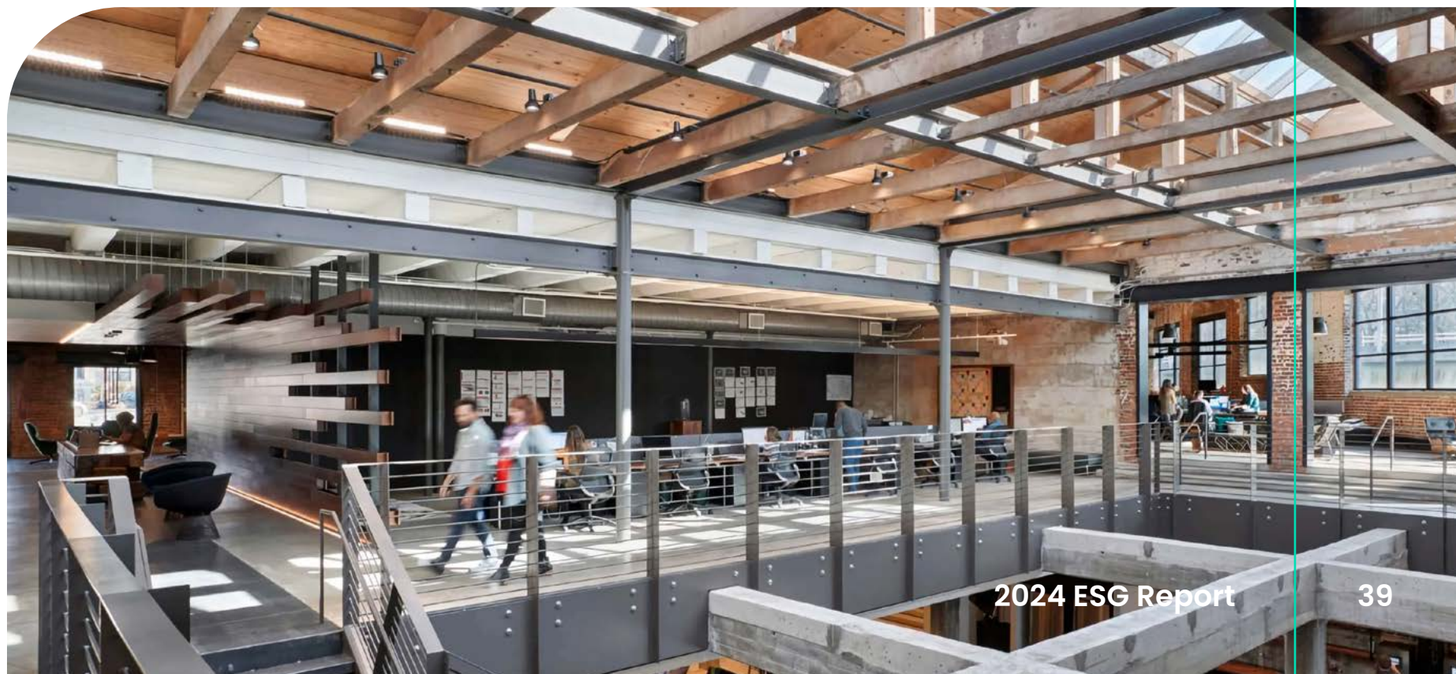
Interpublic has a robust framework for evaluating a wide range of risks and opportunities, including those related to climate change, and whether they have a substantive financial impact. At Interpublic, climate-related issues are integrated into multidisciplinary company-wide risk management processes, including monitoring and overseeing progress against related goals and targets.

*Our approach to risk management is described further in the **Corporate Governance & Risk** chapter of this report.*

Physical Climate-related Risks: Interpublic incorporates the short-term and long-term physical risks of climate change into our business continuity planning. These risks include the increasing likelihood of extreme weather events and rising sea levels which might affect Interpublic's offices, particularly in locations expected to be heavily affected by sea-level rise, such as New York City and Miami.

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

Transitional Climate-related Risks: Interpublic also considers transitional risks, such as shifting market preferences and evolving legal conditions associated with climate change. Interpublic remains proactive in our climate action strategy because we recognize the short-term and medium-term reputational risks for lack of action on climate due to our clients' and other stakeholders' increased emphasis on climate-related risks.



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

- **Shift in consumer and market preferences:** Consumer and business interest has been growing in technologies related to climate change mitigation and adaptation. Interpublic companies are actively identifying and pursuing opportunities presented by clients' responses to climate change-related challenges and their development and marketing of new products and services by developing campaigns that create new markets for sustainable products. These marketing efforts can shift demand toward more environmentally responsible products and catalyze consumer behavior changes that reduce environmental and social pressures on a meaningful scale.
- **Resource efficiency:** By relocating our offices into more energy-efficient buildings, Interpublic is investing in opportunities that we expect will lower our emissions and operating costs associated with electricity, heating and air conditioning. Since 2016, all new tenant buildouts are required to conform to LEED-certified or better, wherever possible.



- **Talent:** Employees are increasingly interested in working at companies that share their values, especially when it comes to climate change and other ESG issues. Interpublic expects these changing preferences to affect the talent pipeline and is proactively communicating our climate commitments, performance and employee engagement on these issues to our employees, clients, investors and the general public.

*Interpublic discusses climate-related risks and opportunities in more detail in our 2024 CDP Climate Change response, available on our ESG reporting website **here**.*

Measurable Commitments & Targets

As part of Interpublic's ongoing commitment to environmental sustainability, we are pursuing an ambitious climate action plan that includes quantitative goals with both long- and near-term milestones.

Our climate targets include:

- **Net-Zero Emissions:** Interpublic is committed to reaching net-zero carbon emissions across our operations by 2040 – joining over 500 other companies and organizations as a signatory of **The Climate Pledge**.
- **Science-based Targets:** To achieve our long-term climate goal, we set the following science-based targets to reach by 2030:
  - 50% reduction of Scope 1 and Scope 2 emissions (2019 baseline) – aligned with a 1.5°C trajectory
  - 30% reduction of Scope 3 emissions (2019 baseline) – aligned with a 2°C trajectory
- **100% Renewable Electricity:** Interpublic has committed to sourcing 100% renewable electricity across our portfolio by 2030.



Interpublic's Climate Commitments

2019 – Baseline year for science-based targets

2021 – Announcement of company-wide climate action targets

2023 – Current progress[1] against targets:

- Increased renewable electricity usage to approximately 36%
- Reduced Scope 1 and Scope 2 emissions by 66% $MTCO_2e$
- Reduced Scope 3 emissions by 29% $MTCO_2e$

Targets

2030

- 50% reduction of Scope 1 and Scope 2 emissions
- 30% reduction of Scope 3 emissions
- 100% renewable electricity sourced

2040

- Net-zero carbon emissions

= Science-based target

= Achieved

1 - Progress reported using 2023 calendar year emissions data against the 2019 baseline.

Our Scope 1 and Scope 2 commitment is aligned with limiting global temperature rise to 1.5°C above pre-industrial levels, which makes Interpublic a signatory to the **Business Ambition for 1.5°C** and a member of the UN-backed **Race to Zero** campaign. Our Scope 1, Scope 2 and Scope 3 targets have been validated by the **Science Based Targets initiative** (SBTi), the best-practice framework for validating emissions reduction targets.

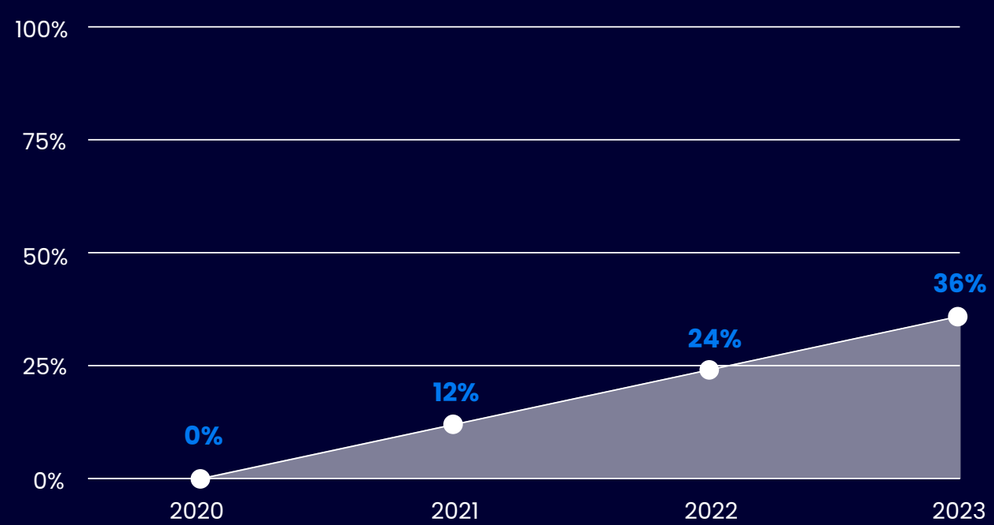
Progress: In 2023, we saw 133% progress toward reaching our Scope 1 and Scope 2 emissions target, and 99% progress toward our Scope 3 emissions target, and by year-end 2023 we reached approximately 36% renewable electricity usage. By the end of 2024, our renewable electricity usage is expected to reach 40%.

*Read more about our efforts under **Programs & Initiatives** below.*

"Validation from the SBTi on our emission reduction targets is an important milestone on our climate journey. We plan to use these targets to guide our roadmap for emission reduction across our business, and we look forward to continuing cross-company and industry collaboration as we work on these commitments."

– **Jemma Gould, Interpublic Chief Sustainability Officer**

Progress Toward 100% Renewable Energy by 2030



Interpublic Company Spotlight

Live Tracking of Carbon Footprint

In 2023, **McCann Worldgroup** launched its Green Tracker, making it the first in the industry to create a sustainability dashboard using Microsoft technology. Tracking covers 14 areas of emissions, such as air travel, taxis and heating its 100 offices. With these data points, the dashboard provides a comprehensive overview of the global network's carbon footprint in real time so the company can measure its progress in decarbonizing its operations.

Tracking & Reporting

In line with our commitment to transparency and accountability, Interpublic is committed to tracking performance against our targets and reporting on progress. We regularly monitor global emissions and energy data for 100% of our operations. We publicly report on this data and our progress against our targets on a yearly basis in our comprehensive ESG reports and CDP responses, both of which can be found on **our website**.

More details on our methodology and approach to emissions calculations are included in the management assertion in the back of this report.

External Assurance: PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement on certain GHG emissions and certain people metrics for the year ended or as of December 31, 2023.

*See PwC's Report of Independent Accountants on **page 201**.*

Interpublic measures the following material Scope 3 categories in our inventory:

Cat 1: Purchased goods and services

Cat 2: Capital goods

Cat 3: Fuel- and energy-related activities

Cat 4: Upstream transportation and distribution

Cat 5: Waste generated in operations

Cat 6: Business travel

Cat 7: Employee commuting

Cat 8: Upstream leased assets

Cat 9: Downstream transportation and distribution

Cat 10: Processing of sold products

Cat 11: Use of sold products

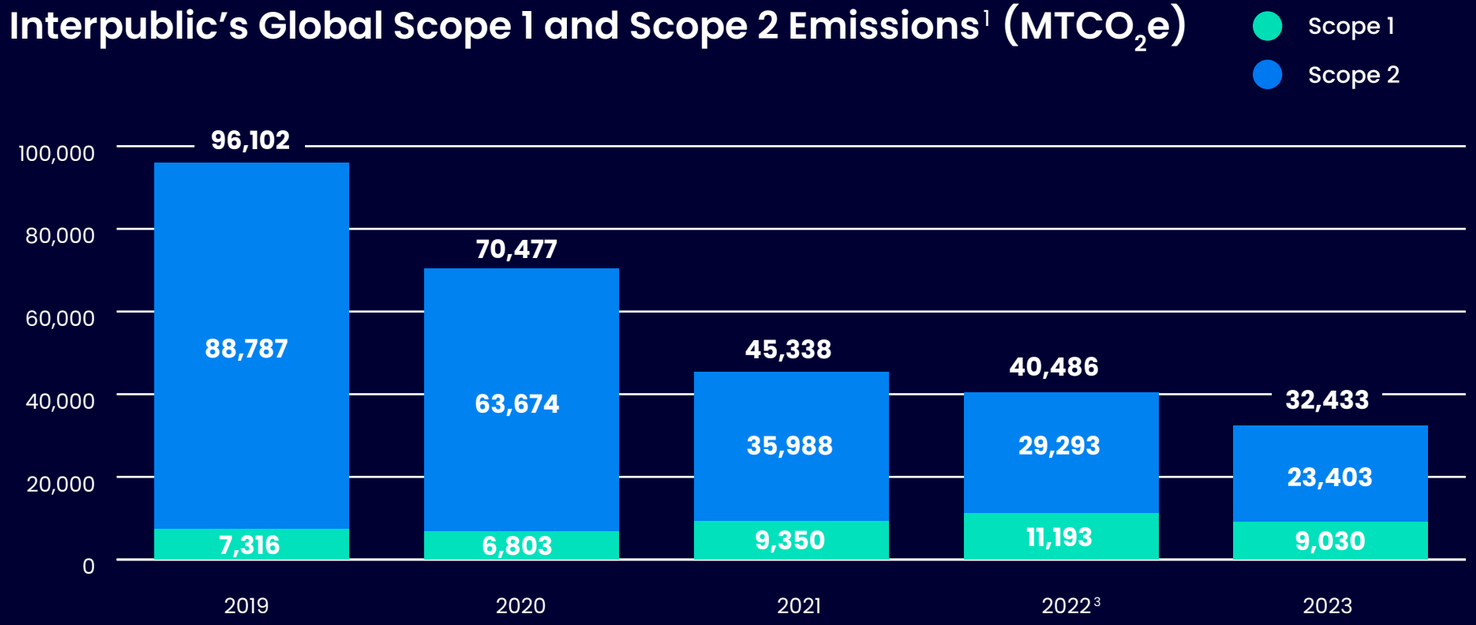
Cat 12: End-of-life treatment of sold products

Cat 13: Downstream leased assets

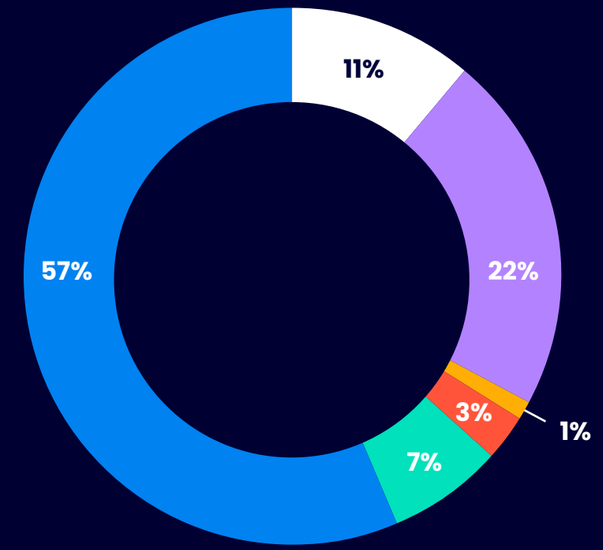
Cat 14: Franchises

Cat 15: Investments

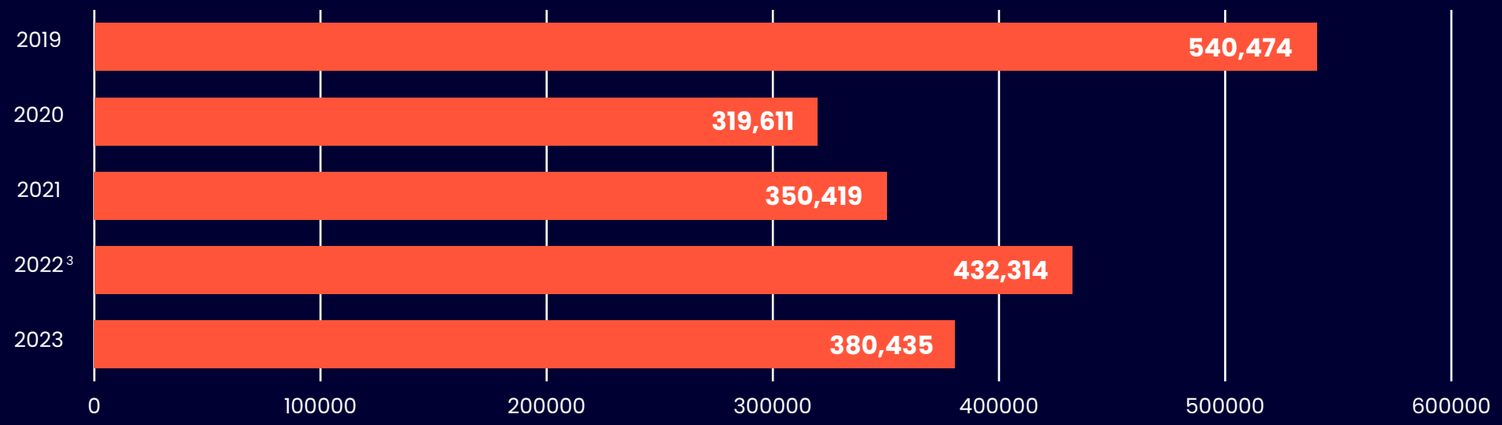
Interpublic's Global Scope 1 and Scope 2 Emissions[1] ($MTCO_2e$)



Interpublic's 2023 Global Scope 3 Emissions by Category[2]



Interpublic's Global Scope 3 Emissions ($MTCO_2e$)



- 57% **Cat 1:** Purchased goods and services[2] (without supplier-specific data)
- 7% **Cat 2:** Capital goods
- 3% **Cat 3:** Fuel and energy-related activities
- 1% **Cat 5:** Waste generated in operations
- 22% **Cat 6:** Business travel
- 11% **Cat 7:** Employee commuting (incl. teleworking)

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

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

3 - All data for RafterOne, which was acquired by Interpublic in October 2022, was excluded from the reported 2022 metrics due to limited availability of data.

Each year Interpublic may have slight updates and improvements to our GHG emissions inventory methodology which are detailed in each year of our reporting. Our 2023 data methodology is discussed in the management assertion letter at the back of this report, while prior years' methodology can be found in the management assertion letter of our prior reports.

Additional GHG data is provided in the ***Appendix*** *of this report.*

Note: Reported data may not total due to rounding to the nearest whole number.

Programs & Initiatives to Reduce Emissions

Across the Interpublic network we are taking strategic action to address climate change. This takes place on three levels: reducing the environmental impact of our operations – such as employee business travel, supplier selection and how we manage our physical workspaces; supporting our clients' progress to reduce their own emissions and screening new clients to ensure a shared emphasis on climate action; and driving public consensus around the urgency of achieving a net-zero world, particularly through industry-wide initiatives.

Reducing Supply Chain Emissions: Interpublic's climate strategy includes a 30% reduction of our Scope 3 emissions by 2030 (2019 baseline). In connection with this target, Interpublic has a supplier engagement program to gain insights into this component of our emissions, and ultimately work to lower its contributions. Interpublic intends to continually grow this program each year to ensure we're actively monitoring progress toward our targets.

Interpublic's Supplier Code of Conduct addresses environmental considerations and includes a request that suppliers, wherever possible, reduce their total emissions by 30% by 2030 (2019 baseline) and reach net-zero carbon by 2040. We request that suppliers have these targets validated with the Science Based Targets initiative (SBTi). All suppliers are also requested to disclose their emissions data on an annual basis by responding to the CDP Climate Change questionnaire, and to develop an emissions reduction roadmap. Employees who manage vendors use a set of Supplier Management Principles to support climate action along our supply chain.

*More information can be found in the **Responsible Supply Chain** chapter of this report.*



Promoting Low-Carbon Business Travel: As a client services business, Interpublic recognizes that travel and in-person collaboration often play a role in relationship-building and creativity. We seek to strike a balance between that need and the urgency of slowing global warming by promoting the use of appropriate alternatives to in-person meetings requiring travel, and supporting employees to make lower-carbon choices when travel is necessary.

- **Encouraging less travel:** Interpublic encourages the use of virtual meetings, telepresence applications and other technologies when practical from a business perspective. Our domestic and international travel policies provide employees with detailed guidance on reducing carbon emissions associated with employee business travel and commuting. These travel policies are available for review on our **website**.

  In 2023, Interpublic's IT team completed a set of upgrades to all conference rooms at corporate headquarters. All rooms now support Microsoft Teams natively as well as WebEx and Zoom, and they all have high-quality cameras, microphones and speakers. The enhanced virtual meeting capabilities aim to make collaboration more efficient and reduce unnecessary travel.

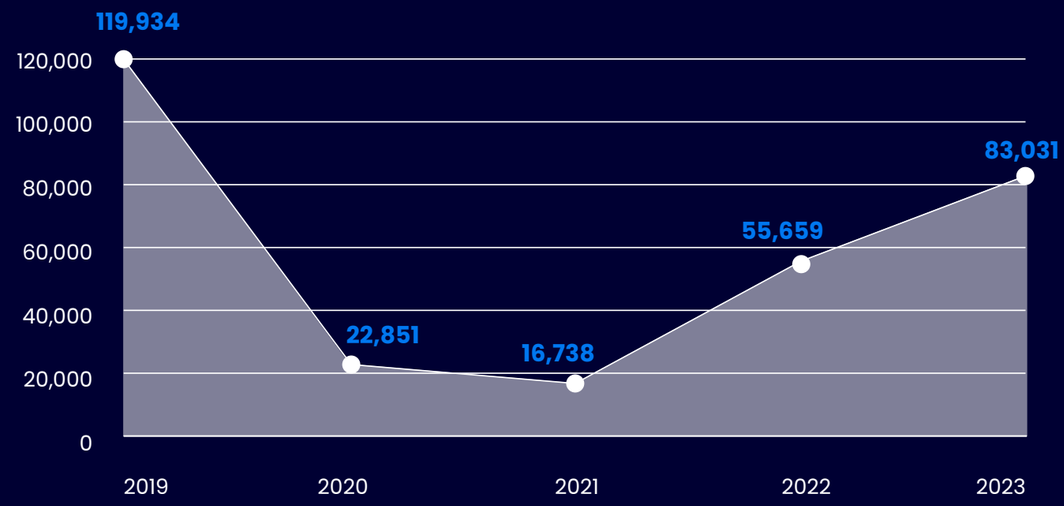
- **Supporting lower-emissions travel planning:** Interpublic uses the Tripkicks platform, an environmental feature within our online booking program. The Tripkicks tool sorts travel by carbon emissions to help employees select options that are less damaging to the environment, including the consideration of rail travel over air and carefully selecting air travel class. The tool also displays eco-friendly booking options and hotel health/wellness amenities.

  The tool is available in almost all Interpublic countries globally, and our travel department has produced a reference guide with a training video and sessions for employees. The training course on Interpublic's Code of Conduct for new hires now includes guidance on reducing emissions from business travel. We also announced the launch in a communication to all employees to ensure awareness.

  In late 2023, Interpublic added the option of generating individual travel reports for each employee, including carbon dioxide (CO_2) calculations for air travel, and identifying trends and opportunities to affect the company's environmental footprint. In early 2024, we launched emissions calculations for rail travel and hotel stays.

- **Tracking emissions from business travel:** Interpublic continually tracks our emissions from business travel to monitor progress and identify opportunities to maximize improvements to lessen the climate impacts of this emission source. Interpublic was among the first *Fortune 500* companies to create a program for tracking travel-related carbon emissions, and we are committed to continuing to monitor and disclose our progress in this area.

Historical Annual Emissions from Business Travel ($MTCO_2e$)[1]



1 - This data represents the total annual global emissions from Interpublic employee business travel (including air, hotel, rail and car).

Managing Real Estate Footprint: To reach our ambitious emissions reduction targets, Interpublic continues to focus on its own operations and real estate portfolio. We are moving toward reducing the overall size of our real estate portfolio, and co-locating companies, where possible.

Interpublic's real estate footprint is an important area we can leverage to reduce our emissions. Interpublic has adopted a restructuring and consolidation strategy to create efficiencies across our office spaces including co-location, new real estate exits and lease terminations to further optimize our real estate footprint, aligning with our hybrid service model.

For example, sharing facilities with companies across our network is a major component to reducing our energy usage and carbon footprint. Interpublic's real estate policies require our companies to seek real estate solutions within the existing portfolio before leasing additional office space. To guide these considerations, Interpublic's policies provide a benchmark of square footage needed per person.

Since its 2020 launch, this company-wide restructuring initiative has resulted in a total reduction of 2.87 million square feet globally, representing an approximate 28.7% cut of our occupied spaces (as of year-end 2023).

- **Minimum standards for new office spaces:** By moving our offices into more energy-efficient buildings, we have the opportunity to save on operating costs such as electricity, heating and air conditioning. Therefore, maximizing energy efficiency in tenant spaces and office buildings is incorporated into Interpublic real estate policies. Since 2016, all new tenant occupancies are required to be in buildings that are LEED-certified, whenever possible. We further encourage Interpublic companies to proactively seek and obtain LEED certification for any new office build, whenever possible.
- **Requirements for Interpublic landlords:** Our consideration process for new and renewed office leases incorporates climate-related criteria, including that the landlord:
  - Has established plans to source at least 50% of the building's electricity from renewable sources by 2030
  - Has established a whole building performance reduction goal in carbon or Energy Use Intensity (EUI) units
  - Provides Interpublic with an annual update on the building's ENERGY STAR score

- **Green spaces:** We encourage Interpublic companies to utilize “green designs” including open space planning (80% open plan/20% offices and conference rooms), efficient-energy-use-planning measures (i.e. lighting, climate control, HVAC) to generate lower emissions and strategies to contribute positively to environmental protection, such as green roofs.
- **Energy conservation:** In addition to working in ENERGY STAR and LEED-certified buildings whenever possible, we encourage employees to ensure further resource efficiency by switching off all energy-consuming equipment when not in use. Interpublic companies are encouraged to employ efficient energy-use planning measures (i.e. lighting, climate control, HVAC) to lower emissions. For example, we implement incremental upgrades to our leased spaces, including upgrading low-energy lighting that uses 75% less energy when older bulbs expire, as well as the installment of energy-efficient heating, ventilation and air conditioning (HVAC) equipment.

Networking-Only Offices

As of 2023, Interpublic had 30 offices across the world that have fully transitioned to Zero Footprints, meaning there are no systems present other than networking. These processes reach our offices in 21 countries, and in eight countries this applies to every Interpublic office located there: Austria, Belgium, Greece, Ireland, Netherlands, Philippines, South Africa and Taiwan. In 2024, this will also include all offices located in Canada.



Increased Use of Renewable Energy: In line with our commitment to source 100% renewable electricity by 2030, we are incrementally increasing our renewable electricity usage on an annual basis. Interpublic is purchasing Energy Attribute Certificates (EACs) and Renewable Energy Certificates (RECs), as well as exploring opportunities to join power purchase agreements (PPAs).

IT Efficiencies: Interpublic implements energy-efficiency programs and sustainable standards in managing our real estate portfolio and our information technology (IT) operations, such as data centers. These initiatives have both decreased our global emissions and reduced operating costs.

Since data centers account for about 32% of Interpublic's Scope 1 and Scope 2 (location-based) GHG emissions, moving our hardware and software systems from Interpublic locations to our providers' energy-efficient data centers will significantly reduce our carbon emissions and help achieve Interpublic's climate commitments.

In 2023, Interpublic IT continued its accelerated move to the cloud with providers that are focused on reducing carbon emissions, adopting renewable energy, employing innovation for efficiencies and reducing materials consumption. This has enabled Interpublic to further progress our ESG objectives.

Interpublic Company Spotlight

Utilizing Solar Power

In 2023, **McCann's** real estate team installed a rooftop solar array at the Bonis Hall office in Macclesfield, UK, as well as EV charging stations for employee use. The solar installation has been producing energy since October 2023.



McCann Manchester's
Bonis Hall Office

- **Reducing power consumption:** To improve our IT operational efficiencies and reduce energy consumption, Interpublic consolidated four of our Global IT Data Centers by migrating IT infrastructure and applications operations in 2008 to the state-of-the-art Scott Technology Center (STC) facilities in Omaha, Nebraska. Since this consolidation, Interpublic expanded the use of virtualization technologies by 84%, which has reduced power consumption in IT operations by 66.4%. Interpublic continued to reduce the number of server racks and power required to run our enterprise infrastructure and applications, while continually adding new feature functionality. Power consumption at our principal data center in Omaha at the STC campus peaked in 2012, and recently, usage has been dropping by 10% each year.

At the end of 2023, Interpublic achieved a 15.3% year-over-year reduction in power consumption at the STC facilities in Omaha, surpassing the 12.5% target, and overall, reducing power consumption by 66% from its 2012 energy peak. We have set a goal to dramatically reduce our remaining consumption by the end of 2025 through an aggressive plan to wind down usage.

The continued migration of workloads to cloud infrastructure and applications to software as a service (SaaS) capability is reducing servers and storage in our data centers and offices all over the world.

- **Digital Transformation:** Over the next few years, Interpublic will continue to roll out a company-wide IT strategy which prioritizes moving all IT infrastructure to the cloud where feasible. This includes servers, storage, network devices, printers, workstations and studios. This approach began with a review of the timing of hardware and software systems, primarily servers, at the end of useful life and/or end-of-contract terms, and has been extended to all IT infrastructure for consideration to move to cloud or SaaS. We are migrating to approved suppliers that have been vetted to assess their commitments to reduce impacts of climate change including energy efficiency and sourcing of alternative energy.

Our cloud hosting providers regularly supply Interpublic with our carbon savings achieved from moving to the cloud, which helps measure our progress toward Interpublic's company-wide emissions-related targets.

Transition Underway

Interpublic has transitioned 2,700 of our 5,800 servers to the cloud, which is a 47% completion rate thus far. This progress does not include the additional efforts underway at **Acxiom**, summarized on the next page.

Interpublic Company Spotlight

Progress at U.S. Data Centers

Acxiom, which operates several data centers in the U.S., is undertaking targeted projects to improve the efficiency of its data centers and reduce its overall environmental impact. The company is making significant progress in three key areas: consolidating data centers, shifting to virtualized environments and converting to air cooling.

Between 2018 and 2023, Acxiom phased out three of its eight owned data centers, significantly reducing energy consumption across the company's footprint. The company also closed one of its leased facilities in the Chicago area. In 2023, Acxiom continues to shrink its data center footprint and has reduced electrical consumption from data centers by 9.42% (year-over-year). We anticipate reducing this consumption by another 10% in early 2025.

In addition, Acxiom's cloud-first approach means a move to dynamic virtualized environments, which in turn enables consolidation to a smaller number of servers. This means there are fewer devices in the data centers that require power and cooling. Over the last four years, the Acxiom Private Cloud has enabled considerable migration to dynamic virtual environments.

In 2023, the last remaining data center water cooling towers were removed, making Acxiom now water-independent in its data centers, except for restrooms and lawn sprinklers.

As a result of these initiatives Acxiom has achieved:

Lower water consumption:
Following 30 conversions, we now have air-cooled units throughout all of Acxiom's owned data centers.

>98%

Reduction in total water consumption since 2018, as of 2023

Lower electrical consumption:
As of 2023, Acxiom's annual electrical consumption dropped by approximately 50.37% compared to the 2018 baseline.

~44,000 kW

Reduction in electrical consumption per year

In September 2023, Acxiom's utility provider commissioned a 132-megawatt solar farm that will supply all customers, including Acxiom's data center, with an estimated 25-45% of their power needs through this renewable energy source.

"Knowing our commitment to sustainability is paying off and yielding real, tangible results pushes us forward toward pursuing even more environmentally friendly practices.... We know that by factoring the environment into our business decisions, we are investing in the future and in our business."

– **Janet Cinfio, Acxiom Chief Information Officer**

Client & Industry Initiatives

Interpublic actively engages with our clients by informing them of our environmental impact, commitments and progress through commonly utilized annual reporting questionnaires, such as CDP and EcoVadis. Interpublic also relies on our companies to reduce the emissions associated with their operations and their work for clients, recognizing the specific expertise of each company and the nuances of the emissions associated with production, media, events, communications and data management.

Interpublic is continually exploring ways to evaluate and improve the environmental impact of the advertising and marketing services we offer to clients. One major component of this approach is Interpublic's involvement with NGOs, industry groups and initiatives that focus on making advertising and media a positive force for environmental sustainability, helping to drive public consensus around the urgency of achieving a sustainable world.

Interpublic is also proud to support our clients' environmental goals by reducing the emissions and waste associated with our advertising, media and other work.

Client Due Diligence

In a first for our industry, Interpublic and our companies now **proactively review** the climate impacts of prospective clients in the oil, energy and utility sectors before engaging in new work. We partnered with a third-party climate change expert to develop a set of questions that we ask prospective clients to affirm before we enter a new partnership. Since putting this review policy in place, we have, on multiple occasions, turned down potential new business opportunities.

Interpublic's review of prospective clients in the oil, energy and utility sectors is based on a set of questions including:

- *Have these companies set specific emission reduction goals that are aligned with the 1.5°C ambition to achieve net-zero carbon by 2050 or sooner with no greater than 10% off-setting?*
- *Are these companies publishing clear climate reporting, including scope, baseline, timeline, and the tracking of Scopes 1, 2 and 3 emissions?*
- *Are their goals public and in line with the goals Interpublic has made in our own ecosystem?*
- *Have these companies ceased any controversial form of oil and gas production?*

For our existing clients whose businesses are carbon-intensive, we aim to positively impact their business transformation journeys, and we are committed to aligning all future Interpublic work on their behalf with Interpublic's sustainability values.

In addition, Interpublic does not work with trade associations or lobbying groups that seek to extend the life of fossil fuels.

Initiatives

	Goal	What We Do
GREEN THE BID	• Shift commercial advertising productions to zero-waste, carbon-neutral and other sustainable and regenerative practices.	• Member of Advisory Board • In 2023, Interpublic's Chief Sustainability Officer (CSO) moderated a webinar interviewing Green the Bid and Interpublic companies working to support sustainability in advertising.
4's	• Advance social and civic goals. Help agencies in the industry develop solutions for climate action. • Facilitate *pro bono* efforts on the part of its members to support social and community causes.	• Interpublic's CSO is a member of the Sustainability Task Force.
ADGREEN AD NET ZERO	• Help advertisers track and mitigate the environmental impacts of a production, working toward zero-waste and zero-carbon. • Provides five-point action plan for reducing the environmental impacts of advertising (including operations, production, media, events and sustainable behavior change). • Provides **training sessions** and offers **carbon calculator** and certification process for productions, providing data to support goal-setting and assessing progress. • A sustainability-focused scorecard provides a checklist for each department related to production of an advertisement, including creative, post-production, location, facilities, construction, lighting, camera, costume, make-up and hair, food styling and sound.	• Founding member of both Ad Net Zero and AdGreen. • **Member** of Global Leadership Group, working to globalize the initiative, beginning with U.S. and EU. The U.S. chapter was launched in February 2023. • As a member, Interpublic has committed to: - Take steps to apply Ad Net Zero Action Plan - Complete annual survey to track carbon footprint reduction industry-wide • At the agency-level, **IPG Mediabrands** is the media chair for Ad Net Zero as they work to identify a standard framework for measuring media campaign carbon emissions.

Interpublic Company Spotlights

Convening Urgent Discussions

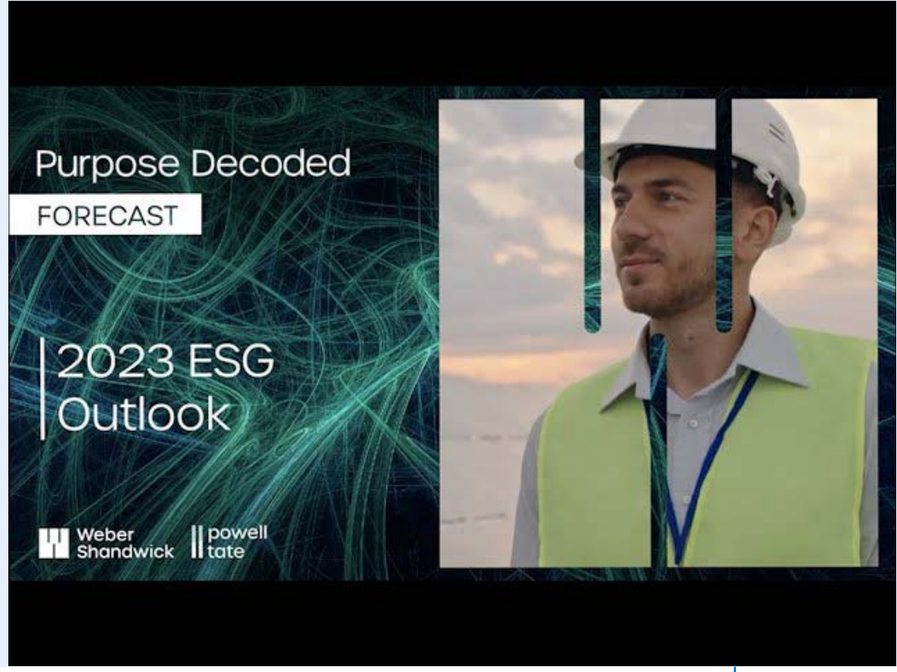
In 2023, **IPG Mediabrands** hosted its first-ever Sustainability Forum. Agency leaders, client partners and climate experts spoke about the role of advertising in mitigating the climate crisis. During the Forum, IPG Mediabrands announced a set of new goals and partnerships, including a goal to reduce emissions from programmatic media by 30% in one year.

IPG Mediabrands also held its inaugural Sustainability Research Showcase for clients, which featured speakers on topics including how the climate crisis is, in part, a communications crisis.



Contributing Thought Leadership

Weber Shandwick and **Powell Tate** developed a video series, "Purpose Decoded," on key trends in sustainability and ESG shaping discussions in 2023.



Telling Your Climate Story Over Time

Weber Shandwick conducted an AI-led analysis of corporate communications around climate change. The findings revealed several themes, and the company issued recommendations for climate messaging in the current environment.

"It's time to dial up communications about incremental progress against long-term goals to earn positive stakeholder engagement. This is a journey: tell the story over time and deliver it in a candid and transparent way."

– Graham Reid, Weber Shandwick UK, Head of Sustainability

Lowering Emissions with Carbon Calculators

- **AdGreen**: Interpublic is a founding member of this Advertising Association initiative that provides tools to help advertisers track and mitigate the environmental impacts of production. The hallmark of the initiative is a carbon calculator and certification process to enable agency producers and the industry at large to set goals and assess progress. The U.S. chapter was launched in February 2023.

  *AdGreen is also discussed on **page 53**.*

- **Media Consumption Carbon Calculator**: This tool estimates the energy consumed by the target audience receiving the ad, which allows advertisers to measure this specific portion of emissions associated with their campaigns. Launched by **UM** and **IPG Mediabrands**, the calculator is available in 32 markets.

- **Scope3 Partnership**: **IPG Mediabrands** was the first global media and agency network to partner with Scope3, an emissions data measurement company, to offer clients services to measure, offset and reduce CO_2 levels from digital ad activity. This offering augments IPG Mediabrands' Media Consumption Carbon Calculator (discussed on the left).

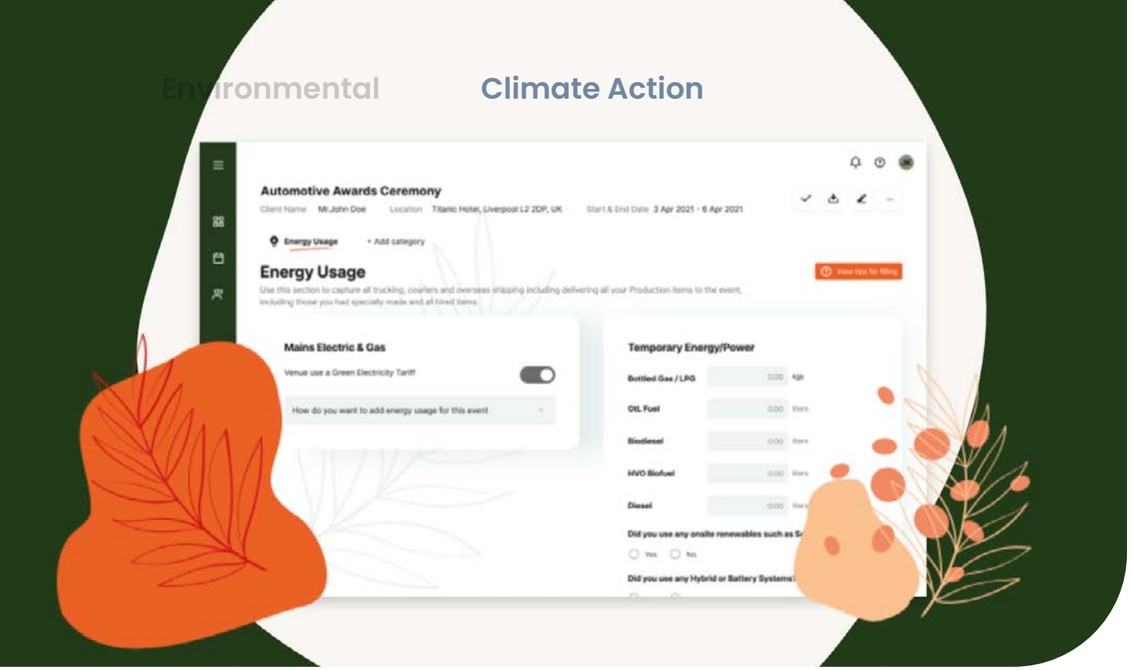
  IPG Mediabrands is working with both Scope3 and the industry organization Ad Net Zero as industry standards are codified, to estimate and measure emissions generated from advertising across all media types – not just digital.



Interpublic Company Spotlight

Internal Infrastructure to Achieve Climate Targets

In 2023, **UM** received a Sustainability Standout badge from *Campaign US* after the company launched a sustainability practice to reach net-zero emissions in media activation by 2040, among other targets. As part of **IPG Mediabrands**, the agency partners with Scope3 to help clients measure and reduce media-related emissions.



IPA Media Climate Charter

- **isla's TRACE:** The event industry's sustainability body, isla, has developed a calculator called TRACE that offers real-time measurement of carbon impacts of physical and virtual advertising and captures supplementary data on waste, transport and materials. TRACE can help reduce businesses' carbon footprint by measuring real-time carbon impacts of in-person and virtual experiences.

  Jack Morton is a founding member of isla, while **Momentum Worldwide** was the first global experiential agency to purchase the TRACE license and led the tool's rollout across UK, U.S., Canada and Japan. Momentum piloted TRACE to track the environmental footprint of its own event projects, including carbon, waste, transport and materials. Momentum is aiming to have implemented the tool into at least 60% of project deliveries globally.

- **IPA Media Climate Charter:** This UK-based initiative provides media agencies with resources to transition to zero-carbon, including a carbon calculator that determines carbon emissions associated with media buying and distribution. The **Media Carbon Calculator** calculates the carbon emissions associated with a media plan based on the media mix. It uses a range of data sources, including DEFRA electricity emissions factors, device power outputs and energy intensity to determine the carbon footprint of a media plan at channel level.

  IPG Mediabrands is a founding member and supporter of the IPA Media Climate Charter, participating in multiple working groups within the charter including ESG showcases for media owners, and media decarbonization.

Interpublic Company Spotlight

Lower-Emissions Advertising

MAGNA, the centralized **IPG Mediabrands** intelligence and investment resource, partnered with Oracle to conduct a global study on the relationship between consumer engagement and sustainability. This study drew on the Scope3 model for calculating emissions from digital impressions, and Oracle's Moat Score System to examine the relationship between metrics and emissions.

The study provides evidence that the longer ads are run, the lower the carbon footprint – demonstrating that sustainability is an important facet in financial success. Results also support a strong positive correlation between attention and sustainability.

Study findings include that:

- An ad viewed over a longer period produced two-thirds fewer emissions, yielding a 6% reduction in GHG emissions by merely prohibiting non-viewable impressions
- The higher the quality of metrics, the fewer grams of CO2 are emitted
- Static ads have 34% fewer emissions than animated, and 16% fewer emissions on desktops, as opposed to other electronic devices

IPG Mediabrands has used the **findings** to develop more advanced media buying algorithms and supply path optimization solutions.

Collective Pledges & Commitments

We also work with several organizations to drive public consensus around the urgency of achieving a sustainable world. **Interpublic is a signatory and/or member of the following alliances and campaigns to maximize the impact of advertising on climate action:**

- **Science Based Targets initiative (SBTi)**: Interpublic's science-based emissions reduction targets have been validated by SBTi, a global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science. The initiative is a collaboration between CDP, the UN Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).
- **Race to Zero**: This United Nations-backed, multistakeholder campaign is the world's largest alliance for achieving net-zero carbon emissions by 2050.
- **Business Ambition for 1.5°C**: This campaign, led by SBTi in partnership with the UN Global Compact and the **We Mean Business Coalition**, calls on companies to commit to setting ambitious, science-based emissions reduction targets.
- **America Is All In**: This is the most expansive coalition of leaders ever assembled in support of climate action in the U.S. Alongside the federal government, members work to develop a national climate strategy to reduce U.S. emissions by 50% by 2030 (from a 2005 baseline) and reach net-zero emissions by 2050, in alignment with the Paris Agreement on climate change.
- **The Climate Pledge**: Co-founded by Amazon and Global Optimism, a growing list of over 500 companies and organizations have become signatories to The Climate Pledge committing to net-zero operations by 2040. The pledge calls for regular reporting on emissions, applying decarbonization strategies and utilizing credible carbon offsets.
- **Ad Net Zero***: Advertising Association, IPA and ISBA launched Ad Net Zero, with Interpublic as a founding member in 2020. The industry initiative aims to reduce the impact of developing, producing and running advertising, with a five-point action plan to reduce carbon emissions from advertising operations to net zero by 2030. Businesses commit to robust, verified plans to reduce their emissions. The initiative also encourages participants to pledge to use the power of advertising to accelerate the switch to more sustainable products and services for consumers.

Interpublic's Chief Sustainability Officer is a member of Ad Net Zero's Global Leadership Group, which is working to globalize the initiative. The U.S. chapter was launched in February 2023.

*At the agency level, **IPG Mediabrands** is the media chair for Ad Net Zero, helping to identify a standard framework for measuring media campaign carbon emissions.

*Additional initiatives and partnerships are discussed in the **Sustainable Operations** chapter of this report.*

Social



Powell Tate for Bloomberg Philanthropies

*Learn more on **page 183**.*

Making an Impact

Interpublic and our agencies are committed to creating effective and inspiring work that is driven by a rich and inclusive company culture. We reinforce these values through a comprehensive set of award-winning programs, a global strategy and committed stakeholders. These include business resource groups, open to all, that develop career-building programs for all of our employees, as well as bring new tools to the business on a variety of topics. We seek to hire, promote and retain top talent, and we measure the inclusiveness of our culture with a company-wide survey that measures belonging.



Inclusion as a Business Driver

Inclusive teams outperform on innovation and creativity. An ability to reflect different perspectives makes us a stronger partner for the many clients who come to us because we share their values and commitment to advancing inclusion and social impact.

We also take an equity-centered approach to talent, and we work proactively to nurture an inclusive environment that allows all of our people to be at their best.

Our client work and our community engagements carry the same thread: including everyone and representing our complex world.



Our Investment

We began our people-first approach over a decade ago. Since then, IPG has seen notable improvements in the range and skill set of our workforce, that reflects the skills to keep us competitive and the communities our clients represent. We believe that an environment that encourages respect and trust is key to a creative business like ours, and that a competitive advantage comes with having a variety of perspectives and beliefs in our workforce.

We have been widely recognized for our efforts in this area. In January 2024 we announced that IPG had received several honors that recognize its initiatives and transparency around Environmental, Social and Governance (ESG) efforts this year. The honors include IPG's fourth year on the Dow Jones Sustainability Index (North America), 14th year on the Human Rights Campaign Foundation's 2023-2024 Corporate Equality Index, and recognition on "Best Places to Work for Disability Inclusion" by Disability Equality Index, among other accolades and ratings.

*Board-level oversight is discussed in the **ESG Strategy** chapter of this report.*

Our People & Workplace Policies

Our policies help ensure equal opportunities and a fair culture for all of our employees:

- Interpublic's **Code of Conduct** sets expectations for a work environment that embodies respect and dignity for all employees globally. The Code makes clear our policies that prohibit discrimination based on gender identity, race, ethnicity, nationality, religion, age, sexual orientation, disability and other dimensions of inclusion. The Code also sets out our zero-tolerance policies against harassment of all types including sexual and racial harassment.
- Our detailed **Anti-Harassment and Equal Employment Policy** aims to ensure a fair, ethical and respectful work environment for all employees. This Policy states that Interpublic and its subsidiaries will provide equal pay for equal work. It prohibits discrimination or harassment on the basis of any protected characteristic, details the methods for employees to make complaints regarding any such conduct and protects them from retaliation. The Policy also covers other priorities such as preventing sexual harassment.
- Our **Human Rights Policy** details how Interpublic implements its policy on inclusion and non-discrimination, including through reasonable accommodations for disabilities, promoting from within the organization and prohibiting all forms of harassment. The Code of Conduct and Human Rights Policy both express our respect for the International Labour Organization (ILO) conventions on discrimination and equal pay.
- Interpublic's Board of Directors considers inclusion when seeking and reviewing candidates to join the Board. Our **Policy on Board Composition**, included in Interpublic's Corporate Governance Guidelines, supports Interpublic's efforts to have Board members who bring not only broad professional experience – looking beyond membership on corporate boards – but also varying perspectives.

These policies are available on our ***Corporate Governance*** *website.*

Reporting a Concern: Everyone at Interpublic can help ensure that our workplace is free from discrimination and harassment. Employees are encouraged to report known or suspected discrimination or harassment to a trusted manager, their local human resources director, the Corporate Human Resources Officer, the Interpublic legal department or the **Alertline**.

Our Strategy

In 2023, Interpublic launched the **RISE** strategy. RISE is our expanded vision of what it means to have the greatest talent in the world, and how fully realized goals can drive business in unprecedented ways. The strategy rests on four pillars:

- **R**emove barriers limiting inclusion, which relates to our work to build an inclusive culture;
- **I**nvest in the potential of our global talent, which addresses our efforts to attract the best talent and make our workforce more representative of our communities and our clients' consumers;
- **S**park industry innovation and growth; and
- **E**mpower local and global communities for local impact through our commitment to volunteerism, partnership and philanthropy.

To craft this vision, we conducted an assessment of our work globally to identify strengths and areas where we can build on historic efforts. We then engaged people across the enterprise in reimagining our potential. We expect our new RISE strategy to transform how we operate and deliver for our people, our clients, our industry and our community.

Inclusion and access for people with disabilities is a key element of Interpublic's work. Interpublic is committed to ensuring that our communications meet the highest standards to be inclusive of people of all abilities.

Interpublic has worked to improve the digital accessibility of our **corporate website** as well as existing and new digital properties. In 2024, we published a **statement** on the accessibility of our website and provided avenues for support as needed.

As part of this commitment, in March 2023, Interpublic became a corporate sponsor of **Disability:IN**. Announcing the partnership to employees, we shared a Disability:IN resource on creating more inclusive and accessible hybrid meetings and an image library to support authentic storytelling, among the many other resources from Disability:IN. Interpublic and **Acxiom** both earned top scores and are recognized as Best Places to Work for Disability Inclusion based on our submission to the Disability Equality Index.

Interpublic company **Current Global** established the **Accessible by Design** campaign to ensure that every piece of communication created for the company and its clients meets the highest standards to be inclusive of people of all abilities. Clients can request an Accessible by Design audit. Current Global also provides training to help employees and clients deliver inclusive communications.



Our Workforce

Being people-first is a key element in how Interpublic delivers value to all of our stakeholders. We are focused on creating a representative and highly talented workforce at every level.

Since we began our formal programs, Interpublic has seen notable improvements in the range of our workforce, with the goal of growing talent that meets our client's needs. To ensure progress, we have a variety of global programs and incentives in place that focus on the hiring, retention and promotion of all talent across the company.

Interpublic sets specific standards for human capital management and, on a yearly basis, assesses each operating unit's performance in managing and developing its workforce. We undertake human capital initiatives with an aim of ensuring that employees have the high level of competence and commitment our businesses need to succeed. We formally assess our operating units against their efforts in the areas of people development and inclusion, performance management, talent acquisition and organization development in order to drive or support the units' strategic business and growth goals. Accordingly, the operating units create and deploy skills-training programs, management training, employee goal-setting and feedback platforms, applicant-tracking systems, new-employee onboarding processes, and other programs intended to enhance the performance and engagement of the workforce.

Inclusion, the potential of our talent, growth, and social impact are essential priorities for Interpublic. Our goal is that our talent represents our communities and consumers, with a corporate culture that drives belonging, well-being and growth. We believe that such a workplace will enable us to provide cultural insights to help our clients make authentic and responsible connections with their customers. The programs we provide include events, training and curated and bespoke content, research and tools, to foster awareness and action on an array of critical issues that we believe are vital for the recruitment, retention, advancement, well-being and belonging for all of our employees.

For International Women's Day 2023, Philippe Krakowsky, Interpublic CEO, addressed employees with a message highlighting that our communications work has the power to challenge stereotypes and inspire change, both through the creative work and the talent that creates it. Three of every 10 employees at Interpublic are women in STEM roles and our goal is to continue reducing the gender gap across all job functions at all job levels.

Tracking & Reporting

Interpublic's executive statistics show that we have strong gender representation across all ranks of our company. In 2023, Interpublic exceeded the U.S. National External Workforce Benchmark for women in the categories of senior/executive-level managers, first/mid-level managers and professionals. Our U.S. EEO-1 data showed that in 2023, 51% of our senior-most leaders across Interpublic were women, while minority representation at this level was 21%.

*Our full U.S. EEO-1 disclosure along with additional inclusion data can be found in the **Appendix** of this report.*

Self-identification: We believe that every employee's identity and experiences contribute to the richness of our company. In 2023, to improve our employee identification reporting capabilities, Interpublic launched a global self-identification initiative in the UK and the U.S. It invites employees to voluntarily share more about their identities with expanded identity categories such as gender identity, sexual orientation, disability, ethnic heritage, care-giving responsibilities and social mobility. This is an important step to strengthen the data infrastructure on our global talent while continuing to foster our inclusive culture. Self-identification allows us to tailor our programs to employee needs, learn more about our organization and improve workforce planning.

External Assurance: PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement on certain greenhouse gas emissions and certain people metrics for the year ended or as of December 31, 2023.

*See PwC's Report of Independent Accountants on **page 201**.*

U.S. Equal Employment Opportunity Commission (EEOC) Data[1,2,3]

2023 Interpublic Workforce Representation

	Black or African American		Asian		White		Hispanic or Latino		Women	
	Total Percentage	YOY % Change	Total Percentage	YOY % Change	Total Percentage	YOY % Change	Total Percentage	YOY % Change	Total Percentage	YOY % Change
Total U.S. Workforce	**8.0%**	**0.0%**	**11.2%**	**0.1%**	**67.8%**	**-0.4%**	**9.6%**	**0.1%**	**61.7%**	**1.0%**
Senior / Executive Level Managers	4.8%	0.1%	8.4%	0.7%	78.7%	-0.3%	5.7%	-0.1%	51.3%	0.6%
First / Middle Level Managers	5.3%	-0.5%	10.7%	0.1%	71.9%	0.3%	9.0%	-0.1%	61.5%	0.8%
Professionals	10.3%	0.4%	12.5%	0.0%	62.5%	-1.0%	10.8%	0.1%	62.3%	1.0%

1 - Our workforce representation data reported here encompasses approximately 99% of our U.S. workforce.

2 - Our overall U.S. workforce data is in accordance with the EEOC's Employer Information EEO-1 report (EEO-1 Survey).

3 - In alignment with ISO 30414 (International Organization for Standardization) guidelines for human capital reporting, we have recently shifted our year-over-year change calculations for gender, race and ethnicity from a calculated rate of change based on representation to a simplified YOY percent change.

Programs & Initiatives

The programs we provide aim to advance recruitment, retention, advancement, well-being and belonging for all people. These programs also foster allyship, engaging all employees in creating a more inclusive workplace and client work free of stereotypes.

Our programs include events, trainings and curated and bespoke research and tools. We offer focused programs in support of specific communities of employees, which all are invited to attend, and we have established business resource groups (BRGs) that convene timely events and conversations.

Learning & Culture: Interpublic aims to ensure a culture that drives belonging, well-being and growth for all our people and fosters the cultural insights and sensitivity to help our clients make authentic and responsible connections with their customers. Openness to new ideas and support for all aspects of one's life and identity – in other words, an environment of trust and respect – are key to both the creative process and essential to attracting and retaining the best talent in our industry.

In 2023, as we faced geopolitical conflicts, socio-economic challenges, climate crises, global health uncertainties and a volatile economy, we focused on leveraging the tenets of our inclusive culture to maintain employee connection. We prioritized work-life harmony and closely monitored employee engagement and satisfaction. Our commitments have allowed us to differentiate ourselves as a truly human-centered organization.

We believe our new RISE strategy will help us to attract, retain and develop the world's best people who represent a wide range of identities, experiences, worldviews, cultures and ideas to help solve the increasingly complex challenges that agencies and marketers face. Culture is essential in our approach to succession planning as well. It includes cultivating a climate of inclusion that promotes development, advancement and well-being of key talent from an inclusive workforce.

Interpublic is committed to cultivating more inclusive leadership and management by investing in learning and practical experiences to ensure we are allies and consistent advocates for each other. Through events, training, curated content, research and tools, Interpublic fosters awareness and action on issues related to the recruitment, retention, advancement, well-being and belonging for people who are part of underrepresented groups.

Our programming addresses topics including:

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

We have also sponsored clinical group counseling on stress and trauma related to racism, hate speech and violence.



In 2023, Interpublic's Global Inclusion & Impact Team supported numerous programs and events, many in partnership with our BRGs, that are open to all. Initiatives addressed topics such as violence and invisibility affecting many of our communities.

We live in a time that work and life are interconnected. It is our goal to provide our people with the resources, knowledge and safe spaces they need to thrive at work and life.

In 2023, Interpublic hosted an interactive workshop, “Be Your Own Cheerleader,” in celebration of Asian/Pacific Islander American Heritage Month. The in-person group activity was facilitated by executive coach, trainer and author Neelu Kaur. A

We also hosted a “Breaking the Glass Screen” networking event in partnership with C-Sweet. Industry leaders discussed ways to overcome barriers for women seeking career advancement in media and entertainment.

Interpublic’s shared services and IT teams walked in the Heartland Pride Parade in Omaha, Nebraska. The parade featured hundreds of LGBTQ+ organizations to celebrate the theme of “Love Out Loud.” About 40 employees, family and friends represented Interpublic in front of thousands of spectators from across the U.S. Midwest. B

An essential element of an inclusive culture is demonstrations of support and solidarity from our leadership. In mid-2023, the Interpublic CEO sent a memo to all employees recognizing the impact of major court rulings in the U.S. for LGBTQ+ people and their families.



A



B

Pay Equity: All employees in our global workforce deserve equitable pay and benefits. We are committed to pay equity across our network for women and underrepresented groups, and we comply with country-specific pay gap disclosure requirements.

We annually conduct pay equity reviews in conjunction with an external consultant to compare compensation on the basis of gender and race between employees who are similarly situated with respect to factors such as job function, experience and geography. We take steps to correct any individual anomalies that have been identified. Our analysis covers the U.S. and many international markets, in 2024 representing more than 90% of our global workforce, and we are gradually expanding to cover our full population. Based on our analyses to date, there were no findings of widespread pay inequalities.

Interpublic supports the UN Global Compact's **Women's Empowerment Principles** (WEPs), a program guiding businesses to promote gender equality and women's empowerment in the workplace, marketplace and community. The WEPs are comprised of seven actionable principles and aim to push businesses to achieve the UN Sustainable Development Goals (SDGs) and targets related to gender equality, such as SDG 5.

Inclusive Benefits: We strive for each member of our global workforce to feel that we support their wellness through the employee benefits and resources we offer.

In 2023, our inclusive benefit offerings included a new partnership with Maven to expand our gender-inclusive family-building benefits, a gender-neutral parental leave policy that applies equally to adoptive and surrogate parents, and a commitment to women's health including funding for employees who must travel to access abortions and other healthcare not provided where they live.

Eliminating Bias & Stereotypes in Creative Work: Interpublic companies collaborate with partners and clients on campaigns that avoid stereotypes, foster inclusion, promote the empowerment of women and underrepresented groups, and combat discrimination and sexual violence.

Interpublic's talented creative teams drive business growth by producing high-impact work that disrupts stereotypes and resonates with our clients' global consumers.

Interpublic is a founding member of UN Women's **Unstereotype Alliance**, convened by UN Women to eradicate harmful stereotypes in all media and advertising content and collectively use the advertising industry as a force for driving positive change around the world. Through the Unstereotype Alliance, our companies can unlock resources to check their own work for biases.

In 2023, we featured the Unstereotype Alliance's campaign, "Say Nothing, Change Nothing," during our inclusion-focused breakfast event hosted by Interpublic at the Cannes Lions Festival. The campaign calls on companies and consumers to expect more than just unstereotyped content. Going further, we call for a shift "from bystander to upstander" to end acts of stereotyping. For more on our Cannes inclusion event, see **page 82**. In 2024, one of Interpublic's BRGs, the Women's Leadership Network (WLN), partnered with the Unstereotype Alliance to lead the creation of a global gender equity framework.

Enhancing Safety for Women & LGBTQ+ Employees: Interpublic introduced a tool for employees booking travel. It provides insights on several aspects of travel, including country-specific information on safety for women and LGBTQ+ employees travelling internationally.

Inclusive Sourcing & Suppliers: Our supplier program is a strategic corporate initiative at Interpublic and a core element of our overall commitment to inclusion. A broad supplier base gives Interpublic a competitive advantage and helps to improve the lives of people around the world, particularly in underrepresented and economically challenged communities.

Interpublic is committed to working with underutilized suppliers and partners who reflect our stakeholders, our clients' customers and our communities. To that end, we actively seek out companies owned by women, racial and ethnic minorities, veterans, LGBTQ+ people and people with disabilities.

In 2023, Interpublic spent more than $617 million on underutilized suppliers in the U.S., with more than 36% of this spend on certified suppliers. Since launching our new supplier management platform in 2021, we have onboarded 455 certified vendors with supporting certification documentation.[1] These underutilized suppliers are additive to our ecosystem.

Each year **IPG Mediabrands** holds the **Equity Upfront**™ – an annual event to accelerate support of underutilized and small media companies. This work is informed by signature research conducted by **MAGNA** – Mediabrands' investment and intelligence company – demonstrating the strategic significance of inclusive audiences as well as the need for brands to connect with them in authentic, culturally resonant ways.

Several Interpublic companies partner with **FREE THE WORK**, a not-for-profit committed to creating opportunities for underrepresented groups in directing and producing.

*Our supplier program is discussed in more detail in the **Responsible Supply Chain** chapter of this report.*

1 - We recently transitioned our ESG reporting on this number to include only certified suppliers so that we can better track our progress. We expect this number to increase as additional suppliers complete the onboarding process.

Employee Training

Interpublic is committed to implementing regular training programs to eliminate discrimination, harassment or other unfair treatment in our workplaces.

All Interpublic employees are trained regularly on our strategy and policies. Our annual Interpublic Code of Conduct training, required of all full-time and part-time employees, reinforces our expectations and has included content on harassment, unconscious biases and subtle forms of discrimination that might not be egregious violations of the law, but are outside our Code and could have discriminatory or biased impact. Additionally, Interpublic provides anti-harassment training to all new hires in the U.S., and all employees are re-trained on the topic regularly (with frequency depending on local regulations).

To be accessible for all employees, the Code of Conduct training course incorporates narration and voiceover in the English-language version, and has alternative text with images. We have also transitioned to using a larger font and colors that the Americans with Disabilities Act recommends.

In 2023, we offered anti-harassment training to all global employees for the first time, expanding our reach to 56,000 people. The global training introduced an interactive map to display information about anti-harassment regulations in countries around the world. The annual Preventing Harassment & Discrimination course reinforces our zero-tolerance approach to discrimination and harassment.

For managers, Interpublic provides annual training on handling reports and incidents of bullying and harassment.

In 2023, Interpublic's Learning & Development team introduced trainings for managers on inclusive and unbiased hiring practices. We also used the Greenhouse tool's inclusion features and provided trainings for managers.

*More information on anti-harassment training is provided in the **Ethics & Integrity** chapter of this report. More information on inclusivity skills training is provided in the **Human Capital Management** chapter of this report.*

2023 Completion Rates from Required Employee Groups

Code of Conduct Training

New Hires:	Current Employees:
77%	**92%**

Anti-harassment Training

Employees & Supervisors	California – Employees & Supervisors
87%	**86%**

Employee Engagement

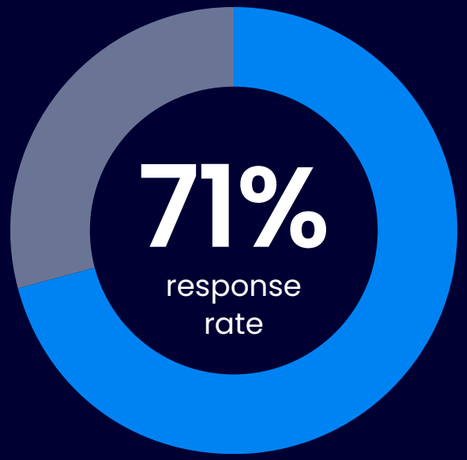
We use a rich network of tools and practices to engage our people in inclusion efforts. These include employee surveys, regular communication both in writing and through live events, and a variety of BRGs.

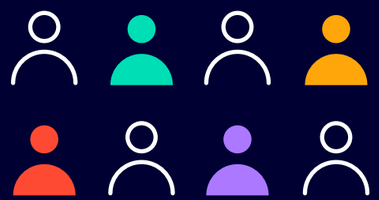
Inclusion + Impact Report: In 2023, Interpublic launched our **inaugural DEI report**, titled "Inclusion + Impact." The report presented the company's efforts in 2022 and 2023, including initiating the RISE strategy described earlier in this chapter.

Employee Surveys: Interpublic has conducted an annual employee inclusion survey of its U.S., Canada and UK employees for many years. In 2023, we expanded the employee survey to cover our global workforce, and relaunched it as the BELONG survey (Building Equity, Leveraging Opportunities, and Nurturing Growth). The survey covers employee perceptions about their work experiences and environments, including the impact of our inclusion activities. It assesses responsiveness to differences and other important levers for innovation, growth and belonging.

To share the BELONG results with employees, we hosted a series of global virtual "road shows" for each region and network across our global markets. We highlighted ways to improve scores and opportunities for learning – including through custom suggestions on LinkedIn Learning and engagement strategies for middle managers.

Highlights of 2023 BELONG Survey





comments from over

21,900

employees

Scored above the global benchmark for our industry in four areas:

- collaboration
- inclusive leaders
- opinions count
- appreciating differences

Scored the highest in the areas of:

- providing a culture and workplace with non-discrimination
- respectful treatment
- authenticity

Opportunities for growth include streamlining data infrastructure, amplifying accountability at a global scale and increasing representation in leadership roles

Regular Communications: Interpublic regularly communicates with employees about our inclusion strategy, programs and resources, including highlighting client work across our network that advances our commitment to inclusion. Through email memos and employee newsletters, we regularly promote the practices called for in our Code of Conduct and Anti-Harassment Policy and the values at the center of our inclusion strategy.

Interpublic's corporate communications team publishes "**Essential ESG**," a quarterly global employee newsletter offering updates regarding our progress on issues and examples of inclusive campaigns for clients from across the Interpublic network.

Interpublic also provides periodic reminders of the inclusive health resources available to employees and their families, such as accessing the Pride365+ website to support people across a broad spectrum of LGBTQ+ topics, and other links to therapy, childcare support and consultations.

Other channels of employee communications on include trainings and network-wide town halls.

At an IPG Live Forum in 2023, we updated employees on a recent inclusion assessment on Interpublic's global operations, including workplace trends and progress.

Events for 2023 International Women's Day

- **Momentum Worldwide's** SVP, Talent Attraction and Outreach, joined a panel held by The Female Quotient on Black women in leadership.
- **Acxiom** asked employees to share what equity means to them with an #EmbraceEquity post. A
- **Jack Morton's** team in Asia brought to life a milestone event by the Interpublic Women's Leadership Network (WLN) in partnership with Meta and Interpublic agencies. B





Employee Groups: Interpublic's global, enterprise-wide **business resource groups** (BRGs) bring together employees across geographies and companies. They provide a positive forum for development, education and idea exchange, particularly pertaining to dimensions of identity. These groups also address career development and management training, executive presence and the importance of mentors and sponsors. These employee-led communities are pivotal to our culture at Interpublic. By partnering with community-based organizations, BRGs also serve as channels for social impact where employees live and work. Through our BRGs, employees can influence company policies that affect them. Interpublic BRGs are supported by the corporate Impact & Inclusion team and our agencies. Interpublic BRGs serve all employees across all agencies. All new employees are invited to join BRGs and are informed of Interpublic's guides and resources for an inclusive workplace. Employees are encouraged to participate in any BRG programming, especially topics on which they may not identify, as a way to create more allies for each other.

In 2023, Interpublic reignited its BRGs with the goal to grow and amplify their impact to the business in the areas that are most important to the company and its stakeholders.

Our global BRGs include:

ADAPT All Differing Abilities Partnering Together

Asian Heritage Group

BEBN BLACK EMPLOYEE NETWORK

WOMEN'S LEADERSHIP NETWORK

SOMOS HISPANIC/LATINO HERITAGE GROUP

PLUS LGBTQIA+ COMMUNITY AND ALLIES

Spotlight on ADAPT

ADAPT (All Differing Abilities Partnering Together), launched in 2024, is dedicated to creating an inclusive environment for employees with disabilities at Interpublic. We focus on providing resources, advocacy and opportunities for professional growth. Our goal is to raise awareness, promote accessibility and ensure all employees can thrive through networking, mentorship and educational programs.

Spotlight on SOMOS

SOMOS is a dedicated group of Hispanic/Latino leaders at Interpublic, helping employees access programs that provide skills development, networking opportunities, mentoring and career enrichment.

Interpublic Company Spotlights

New BRG for Caregivers

In 2023, The Weber Shandwick Collective launched RE:balance, a business resource group for caregivers who are balancing work and care responsibilities.



Spotlight on Asian Heritage Group

The **Asian Heritage Group** (AHG) promotes the professional and personal development of Interpublic's Asian and Pacific Islander employees.

In 2023, the AHG collaborated with executive coach, trainer and author Neelu Kaur, whose work focuses on API self-advocacy and individual success. The first event, "Raised in the We, Thrive in the I," took place as a **fireside chat** moderated by Helene Yan, Interpublic Chief Client Officer of Health.

The AHG followed the fireside chat with a professional development **workshop** with Kaur, centered on cultural nuances of collectivism and individualism. The workshop helped participants take credit for their contributions to their respective teams, navigate being interrupted during meetings, and celebrate smaller professional wins.



Spotlight on Black Employee Network

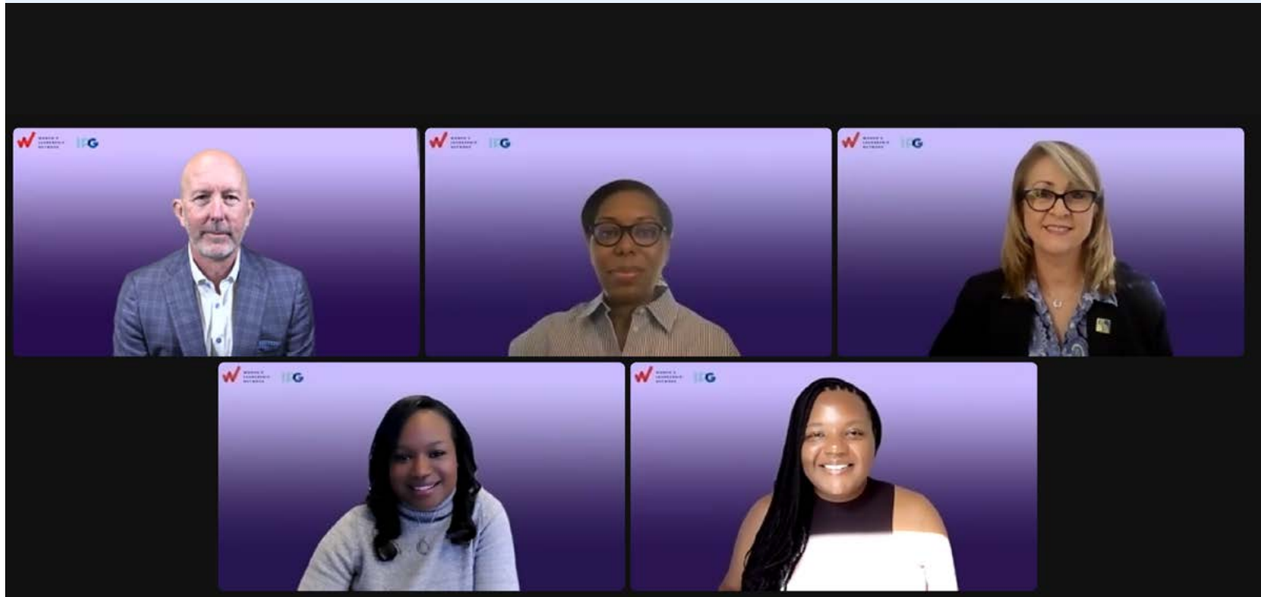
The **Black Employee Network** (BEN) facilitates the success of Interpublic's Black employees by enriching their professional lives, creating connections, promoting environments that welcome, and value and leverage their contributions to our communities.

In 2023, in honor of Black History Month, BEN hosted a panel with speakers including Interpublic's first Black female Chief Creative Officer, Shannon Washington, on the importance of Black representation in the C-suite and how inclusive representation in creative roles can help develop stereotype-free client work.

Spotlight on Women's Leadership Network

The Interpublic **Women's Leadership Network** (WLN) focuses on the advancement, retention and recruitment of women at all levels throughout Interpublic. WLN advocates for every colleague to contribute to creating a more inclusive workplace. The WLN has chapters in 14 U.S. locations as well as Japan, London, Mumbai, Shanghai, Singapore and Sydney.

For International Women's Day in 2023, WLN hosted a virtual panel event with industry leaders to discuss how the technology industry can tackle equity and the digital gender divide.







Spotlight on PLUS

PLUS – LGBTQ+ Community and Allies – works to ensure that Interpublic policies and practices are inclusive of our lesbian, gay, bisexual, transgender, queer and all (+) employees, in order to make Interpublic an employer of choice. As an open group, PLUS works with allies and community members to educate and inform all employees about issues facing the LGBTQ+ community. PLUS also aims to provide teams with the resources to attract and retain LGBTQ+ talent, while championing the power of our work to accurately reflect the needs and interests of LGBTQ+ consumers.

In 2023, PLUS hosted a virtual fireside chat with the CEO of Lambda Legal on LGBTQ+ history and current U.S. legislation affecting the community.

For Pride Month in 2023, PLUS hosted a panel discussion on the significance of gender-affirming care and LGBTQ+-inclusive healthcare. The parent of a trans teen spoke alongside a primary care physician who provides gender-affirming care. The conversation centered around compelling personal narratives to shed light on the significance of gender-affirming and LGBTQ-inclusive healthcare.

In 2023, PLUS members helped to develop a new, 32-page benefits guide for Interpublic employees that outlines transgender-inclusive healthcare offerings, family planning programs (including fertility services), HIV treatment and prevention coverage, and offerings through the employee assistance program (EAP).

Partnerships

Interpublic supports numerous community-based organizations and is actively involved in partnerships with leading coalitions that bring together companies to advance inclusion.

Interpublic is a member of the **30% Club**, a global coalition aimed at ensuring a minimum of 30% representation of women on corporate boards. Interpublic has endorsed and consistently exceeded this objective, with 40% of its members being women in 2023.

Interpublic and several of our companies served together as the Presenting Sponsor of the 2023 inaugural inclusion event for AdCraft, a non-profit advertising organization. The event, titled “Thrive, Activate & Elevate: Igniting Inclusion through Creativity, Talent and Media,” fostered discussion of inclusion challenges in the advertising industry. Interpublic speakers included Channing Martin, Interpublic Chief Diversity & Social Impact Officer, Joi Patrick, **MRM** SVP, Director of Human Resources, and Danny Robinson, who was Chief Client Officer of **The Martin Agency** and is now its CEO.



Other partnerships include:

C-Sweet, a global community of female executives, whose mission is to foster executive-level relationships for women across sectors for business development, brand acceleration, partnerships and extended career paths through curated receptions and digital engagement.

Catalyst, a leading international research organization, which works to advance equality and inclusion for women from all backgrounds, as well as people who are cultural and racial minorities, living with disabilities, non-conforming gender identities and all sexual orientations.

Coqual, a global thinktank, formerly known as The Center for Talent Innovation. Interpublic partners with Coqual on research studies to inform our objectives and learn about effective processes to improve representation, retention, advancement and inclusive workplace culture.

Disability:IN, the leading not-for-profit resource for business disability inclusion worldwide.

The Female Quotient, which supports organizations committed to closing the gender gap in the workplace.

Free the Bid, an industry organization that encourages pledges for ad agencies, production companies and brands to have at least one woman director on every commercial production job.

PFLAG, which helps parents, families, friends and co-workers support people who identify as LGBTQ+.

Tanenbaum Center for Interreligious Understanding, a not-for-profit dedicated to creating workplaces that support employees' religious differences.

Unstereotype Alliance, which was convened by UN Women with Interpublic as a founding member. It aims to eradicate harmful stereotypes in all media and advertising content and collectively use the advertising industry as a force for driving positive change around the world. Interpublic remains a Global Member today.

*Additional partnerships are highlighted in the **Responsible Supply Chain** chapter of this report.*

Interpublic regularly shines a spotlight on critical issues for inclusion through high-profile events:

- In 2023, Interpublic hosted our **annual Inclusion Breakfast** during the Cannes Lions Festival of Creativity, marking the company's 11th year focusing on the implications of equality in the workplace, society and media. The 2023 program, "Don't Whisper, SHOUT," showcased Interpublic's efforts to be upstanders, not bystanders, in the inclusion conversation — utilizing visuals, products, language and actions to challenge harmful stereotypes, celebrate individuality and foster a more inclusive world. Watch a replay of the **2023 Inclusion Breakfast**. A
- The 2023 Inclusion Breakfast featured a panel on how to make marketing inclusive of people with varying abilities – and how doing so benefits strategy and innovation for our clients. Leaders from Mattel, Amazon Studios, Microsoft and L'Oréal delved into the importance of prioritizing accessibility and inclusion as a fundamental aspect of their approach to innovation. B
- While at Cannes, Interpublic also participated in several panels at The Female Quotient's Equality Lounge. We also joined Equality Lounge events during Advertising Week in New York, supporting panels on shifting perceptions of women in cybersecurity, how to get more Latina women into the C-suite, and how female leadership reshapes business and drives impact. C







Human Capital Management

Interpublic provides centralized support and systems to ensure that each of our 57,400 employees across the globe is involved in work that makes a difference, is appreciated for their contributions and is offered a visible career path. We engage with our companies to ensure that accountability tools are in place for talent practices throughout the organization.



3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

Management of Human Capital

Several teams and individuals have responsibility for our efforts in managing a balanced approach to human capital, as do individual managers across the network:

- Our **Chief Talent Officer** leads the global human resources function, working with the senior corporate team and all of Interpublic's companies to assess needs, ensure top talent is in place and enhance our systems to support talent initiatives.
- Our **Chief Diversity & Social Impact Officer** plays an important role in fostering an inclusive environment that engages and retains our talent.
- Our **Corporate Learning & Development** team leads training programs to support the professional advancement of each member of our workforce.

At the holding company level, Interpublic oversees all human capital resources and activities, sets specific standards for management, provides support and policy guidance, and manages shared programs. Interpublic also manages selected human capital processes where centralization is most effective and efficient. We designate other human capital processes and functions to our companies to adopt the most appropriate strategies for their client sector, workforce makeup and other factors.

Holding Company Level

- Development of human resources governance and policy documents
- Executive compensation for Interpublic senior leaders
- Employee benefits programs
- Senior-executive succession planning
- Overall executive development

Company Level

- Skills-training programs
- Management training
- Employee goal-setting and feedback platforms
- Applicant-tracking systems
- New-employee onboarding processes

On an annual basis, Interpublic formally assesses each company's performance in managing and developing its workforce. These assessments address people development, inclusion, performance management, talent acquisition and organization development, in order to drive each unit's strategic business and growth goals.

*For Board-level oversight for these topics, see the **ESG Strategy** chapter of this report.*

Employee Engagement

Interpublic is committed to building an inclusive culture while maintaining employee connection, prioritizing work-life integration and closely monitoring job satisfaction.

Town Halls, Live Forums & Listening Sessions:
Interpublic holds periodic town halls, forums and listening sessions to enable employees to hear updates from leadership and raise questions or concerns. IPG Live Forums are intended to inform Interpublic's corporate staff members of key business assets, tools and growth areas that exist around the Interpublic network. In 2023, we held a hybrid live forum with featuring Interpublic's Chief Diversity & Social Impact Officer and our Chief Sustainability Officer to update employees on our work in ESG. Another live forum engaged employees in a discussion on how generative artificial intelligence (AI) is reshaping the advertising industry.

In 2023, Interpublic also held listening sessions regarding the conflict in Israel and Gaza. The events were designed as safe spaces with trained facilitators to help employees navigate their mental health during times of turmoil, share their needs in the workplace and work with colleagues who may have different perspectives.



Surveys: Employee surveys are an important engagement tool for understanding our employees, as well as collecting company-wide feedback. On an annual basis, Interpublic conducts an employee survey to assess employee perceptions about their work experiences, performance management, psychological safety, the company's responsiveness to differences and other levers for innovation, growth and belonging.

In 2023, we launched an enhanced global employee survey, BELONG, which focuses on job satisfaction, purpose and happiness. Survey results inform suggested learning areas for leaders' teams. We shared the results through a series of regional meetings and a global town hall.

*For more information on the BELONG survey, see the **Making an Impact** chapter of this report.*

The Global BELONG Inclusion Survey

GLINT will provide agencies insights across various indices.

Leaders will be able to map areas of opportunity directly to suggested LinkedIn Learning Courses, promoting accountability.

Global insights

Fewer questions than previous employee survey

Strictly voluntary

Confidential

Employee Recognition: The Interpublic Anniversary Award Program celebrates employees' milestone anniversary dates, which we recognize every five years.

Employee Newsletters: Our internal newsletter for Interpublic corporate employees, You@IPG, presents a monthly update on benefits, how to take action on pressing issues, reminders of available resources and stories from colleagues about their hobbies and interests. We launched the Appreciate You@IPG feature in the beginning of 2024 to let employees recognize each other for efforts big and small.

In 2023, issues of the newsletter emphasized the benefits of outdoor recreation, exercise, yoga and meditation, the importance of mental health, simple steps to improve healthy eating and tips for heart health. As part of a wellness emphasis during the second quarter of the year, You@IPG highlighted mental health benefits available to employees.

Other employee engagement initiatives include:

- Regular CEO communication to all employees
- Department-based wellness events
- Networking and educational events to foster a culture of inclusion
- Employee business resources groups (BRGs)
- Volunteer opportunities through Interpublic-organized events

Interpublic Company Spotlight

Rewarding Optimism & Unity

UM celebrated several employees with a new annual recognition program, "forUM Fellows." The program highlights colleagues that embody the "DNA" of UM US: Fearless, Optimistic, Relentless, Unified, Masterful.

The forUM Fellows were awarded $5,000 and five days off for an experience of a lifetime!

UM leaders describe why the company had recognized each colleague:

"There is not one word you could utter nor a problem so challenging that would dim her optimism & curious nature, quell her can-do attitude, stifle her willingness to achieve nor wipe the grin off her face."

– Chauncey Wesley, SVP, Group Partner, Integrated Investment

"She is someone who lends a hand to support this UM community and genuinely cares about cultivating a culture of inclusivity."

– Amy Ferriero, VP, Operations

The You@IPG employee newsletter featured the reflections of Interpublic employees who reached a milestone of 20 years or more:

"The culture … has fostered a sense of community where I feel that I both belong and am valued. The people at IPG are the reason I've chosen to stay at IPG and make IPG my work home. I truly enjoy working with my colleagues and developing the friendships that I have made over the years. I know companies often state that people and culture are important to the company, but IPG walks its talk."

– Interpublic employee in Chicago, 25 years

"The culture [at Interpublic] was great when I started and still is. You don't find many companies that grow as big as we are and still try to maintain a good atmosphere to work in."

– Interpublic employee in Omaha, 35 years

"I've been listened to, and I've listened, and that has been the key to my growth here at IPG."

– Interpublic employee in London, 25 years

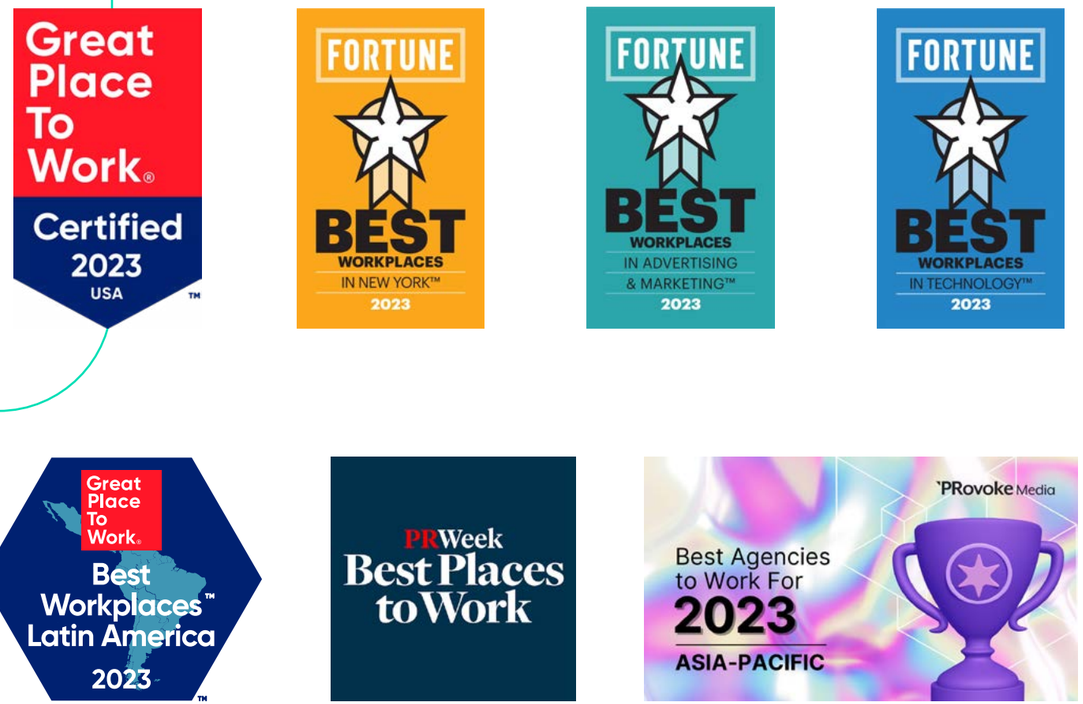
"The positive work culture in IPG … prioritizes the wellbeing of employees, offers support at all levels within the organization, and has policies in place that encourage respect, trust, empathy, and support."

– Interpublic employee in India, 30 years

Interpublic Company Spotlights

Great Places to Work

- **UM** received several recognitions: certification as a Great Place to Work, one of the Best Workplaces in New York from *Fortune*, and a Best Workplace in Advertising and Marketing from *Fortune*.
- **Golin** was named a *PRWeek* Best Place to Work 2023 for an extra-large agency, and Golin's Asia-Pacific office was recognized as a best large agency to work for in the region by PRovoke. A
- **FutureBrand North America** received a Digiday WorkLife Award for its hybrid work environment.
- **Acxiom** was certified as a Great Place to Work (for the sixth consecutive year) and as a Best Workplace in Technology.
- **DeVries Global** ranked in third place among large agencies as a Best Asia-Pacific Agency to Work For by PRovoke.
- **IPG Mediabrands** received certification as a Great Place to Work for several of its locations in Latin America: Brazil, Colombia, Ecuador, Mexico and Peru.





Benefits & Compensation

Interpublic offers eligible employees a comprehensive benefits program, providing a broad range of plans from which each person can choose to meet their specific needs. We focus on partnering with each employee to create a healthy lifestyle through our benefits program – prioritizing their physical health, emotional wellbeing and financial protection.

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

Employee health coverage includes access to virtual care for both medical and behavioral health needs, available 24 hours a day, seven days a week.

Medical benefits include insurance coverage for fertility services. The U.S. workforce also receives insurance coverage for egg-freezing, contraception and gender reassignment. In 2023, we expanded family-building benefits for U.S. corporate employees through the Maven program, a virtual clinic that provides on-demand support for the family-building, pregnancy and parenting journey. Interpublic fully covers an employee's Maven membership. The new benefit was well received by employees in its first year.

In the U.S., employees or their family members in need of cancer care can access a team of dedicated nurses, social workers and advisors at Memorial Sloan Kettering Cancer Center to guide patients through the process of receiving care.

In the U.S., we provide funding for travel to ensure employees and their families have consistent access to healthcare, including elective abortion care and other critical medical services.

Life Insurance: Basic life and business travel accident insurance is provided at no cost to employees, and group rates are available for additional insurance, including for family members.

Mental Health: Interpublic offers access to licensed therapists and other resources for employees and their family members through our global employee assistance program (EAP), CCA@YourService, as well as the Self Care stress management app and Talkspace online therapy. Behavioral and mental healthcare is also available via the medical plans offered. The benefit includes counseling and substance abuse recovery services.

*For more on employee mental health, see the **Employee Health & Safety** chapter of this report.*

Employee Assistance: Interpublic's global EAP provides help with personal, financial and legal issues on a free, 24/7 basis. In addition to the mental health resources noted above, professional consultation and referral services include legal and financial services, childcare and eldercare, managing personal health and life transitions, and everyday needs such as time management, pet care and volunteer opportunities.

In the past few years, Interpublic has purposefully increased internal communication about the EAP and other benefits through employee newsletters and communications from Interpublic leaders.



Educational Assistance: Interpublic encourages and financially supports continuing education and development programs that meet the career goals of Interpublic corporate employees and are aligned with the needs of our business. Interpublic reimburses employees for a percentage of their tuition and registration fees for approved courses. Employees have used the educational assistance program to complete standalone classes, as well as courses toward a bachelor's or master's degree program.

Cultural Event Access: Interpublic partners with cultural and industry organizations to offer discounts to U.S. employees for museums, live theater and other cultural institutions.

Legal Support: A group legal benefit allows U.S. employees to obtain legal services at a discount.

Tax-advantaged Payments: For costs related to healthcare, dependent care and commuting, plans provide U.S. employees with a tax-advantaged way to pay.

Commuter Benefits: U.S. employees can receive a monthly reimbursement to pay for transit and parking when they commute to the office.



Transition Support: Interpublic provides employees with support for transitions throughout the employment life cycle (e.g., starting a new role, returning to work from a leave of absence or transitioning to retirement). Such support might include financial planning and retirement resources, coaching and career guidance, work-life balance resources and flexible work arrangements.

Separation Pay: For eligible terminated employees, Interpublic provides severance pay on a tiered basis. The amount of pay depends on length of employment, beginning with two weeks pay for three months of service. Continued group health insurance (COBRA) is also available to U.S. employees after leaving Interpublic.

Employee Stock Purchase Plan: Interpublic's Employee Stock Purchase Plan (ESPP) is available for all Interpublic employees.

Retirement Benefits: Interpublic's retirement programs include a 401(k) savings plans to which all U.S.-based employees can contribute. For employees with less than 10 years of service, Interpublic matches 50% of the first 6% contributed. For employees with 10 or more years of service, the percentage increases to 75% of the first 6% contributed.

Work-life Balance for Families: We subsidize several services to provide support for employees through our partnership with Bright Horizons; we offer resources for planned and last-minute childcare, tutoring, elder care and pet care.

Other services and benefits for Interpublic's working parents include:

- On-site lactation rooms
- Adoption assistance
- Fertility services
- Surrogacy support
- Resources for parents of children with special needs
- Educational resources for parenting and remote schooling



Paid Leave: Interpublic provides employees with paid time off to ensure opportunities to rest, regroup and recuperate. These include:

- **Paid time off:** All Interpublic employees globally are offered one to four weeks of paid time off (PTO) per year. Other time off includes paid holidays, paid sick time and leaves of absence.
- **Flex time off:** For Interpublic corporate employees in the U.S. (except for non-exempt employees in California and Nebraska), our Flex Time Off policy enables our people to take time off at their discretion, subject to manager approval and business needs, with no fixed number of days off per year. Flex Time Off is intended to encourage our employees to take the time needed to provide balance in their lives. To ensure a successful transition to the new policy, in early 2023 Interpublic offered two employee training sessions to address questions and review the timekeeping process. We also provided a menu of relevant additional courses through LinkedIn Learning.
- **Paid sick time:** Employees can take paid sick leave to manage their health or a family member's health and to access preventive medical care and routine medical appointments. It can also be used for additional reasons, such as:
  - A public health emergency causing the closure of school or childcare for the employee's child;
  - Seeking assistance related to domestic violence, harassment, sexual assault, sexual abuse or stalking (whether for the employee or a family member); and
  - Isolation, quarantine or another need to avoid presence in the community.

"The importance of taking time off cannot be emphasized enough in today's fast-paced environment when work frequently overlaps with personal life. However, many of us tend to leave our vacation days unused. Embracing time off isn't just about moments of leisure, it's about investing in a healthier and more fulfilling life."

– Interpublic human resources team, in a You@IPG newsletter encouraging everyone to use their PTO



- **Family leave:** Interpublic's network-wide Employee and Family Leave program applies equally to primary and secondary caregivers in the U.S. The benefit can be applied to parental leave as well as to care for a spouse or parent. The leave benefit for U.S. employees is 12 weeks at 100% pay. Many employees will receive additional paid time off depending on duration of need, tenure with the company and local paid leave provisions. Employees can supplement family leave with up to 80 hours of paid sick leave for birth, adoption or foster care.
- **Parental leave:** Interpublic's parental leave benefit is covered under our Employee and Family Leave program. It applies equally to primary and secondary caregivers in the U.S., regardless of gender, making no distinction between "maternity leave" and "paternity leave," and is fully inclusive of adoptive and surrogate parents. Within the U.S., Interpublic companies may choose to enhance parental leave above the minimum benefit of 12 weeks.
- **Disability leave:** Interpublic provides U.S. employees with paid disability leave for up to 26 weeks. Interpublic is also committed to identifying and providing reasonable accommodation for disabilities. Additionally, Interpublic provides long-term disability insurance for income protection.
- **Bereavement leave:** Employees can receive up to five days of paid leave in a calendar year in the event of a death or deaths in the family. Interpublic and its companies work to be supportive and responsive whenever our employees suffer a loss or need to tend to ill family members. Our executive and senior management have emphasized expectations of compassionate responsiveness to our employees' needs.

Interpublic Company Spotlight

The Gift of Time for Growing Families

The Martin Agency announced an expanded parental leave policy that gives a birthing parent 20 weeks of paid leave (an increase from 12 weeks), as well as 14 weeks off for a non-birthing partner.

"I knew exactly what this gift of time meant for my family.... I can't explain the weight that was lifted that day and the feeling that has continued since allowing me to focus on my family, my baby and myself vs. being crippled with the anxiety of rushing the transition back to work. This is what support looks like. This is what showing up for your people looks like."

– Katherine Sheehan, The Martin Agency Director of Brand Communications

Compensation: Fair compensation is central to our company's ESG strategy, with balanced compensation programs that are intended to fully recognize employees for their talent and contributions. Interpublic benchmarks compensation against other programs in our industry to ensure they are competitive and effective for recruitment and retention purposes.

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

*For more information on our compensation programs, see Interpublic's proxy statements **here**.*

Flexible Working Arrangements

Interpublic has fostered a flexible culture for many years. We formalized flexible working arrangements amid the return to office in recent years and continue to support flexible schedules across corporate offices and our companies. Interpublic's flexible working arrangements pair the advantages of in-person interaction among colleagues and clients with the benefits of remote work. We strive for consistency and fairness across job types to ensure that as many employees as possible can enjoy a combination of remote and in-person work.

Through trainings regularly offered to employees, Interpublic supports managers in leading hybrid and virtual teams effectively and inclusively.

Interpublic Company Spotlight

Employee Wellbeing as Productivity Driver

"The wellbeing of employees has a direct influence on their productivity, job satisfaction and overall success.... Creating a flexible and inclusive work environment that values both the professional and personal aspects of our lives and contributes to overall engagement and long-term success."

– Amy Lane, Momentum Worldwide UK Talent Director

Talent Pipeline

With guidance from Interpublic's global human resources team, our companies determine their respective talent strategies and recruitment activities. Each Interpublic company and operating unit creates and runs its own recruitment initiatives based on its hiring needs and existing talent pools.

Many of our recruitment programs also support Interpublic's objectives. For more information, see the ***Making an Impact*** *chapter of this report.*

Strategy & Planning: For mid- and entry-level roles, Interpublic companies customize programs to address hiring needs from within existing talent pools. For senior-level roles across the company, Interpublic's global human resources function conducts a review process to establish talent pipelines. The team makes investments in retaining and developing individuals identified during this process. The Board annually reviews the alignment of our personnel and succession strategy with Interpublic's overall business strategy. A principle of our comprehensive succession planning effort is cultivation of a workforce that is inclusive, and promotes the development, advancement and wellbeing of our key talent.

Cultivating New Talent: The Interpublic internship program offers students meaningful projects that provide an introduction to our industry while also developing a highly valued future talent pool. Interpublic welcomes interns every year to enable aspiring professionals to gain practical knowledge across our departments. Interns are provided with tools and guidance that allow them to actively contribute to many of our projects. Working with knowledgeable mentors, interns gain exposure to a broad range of processes and new technologies as well as substantive knowledge about our industry. Internships are offered during the summer and in a limited number of areas year-round.

Interpublic Company Spotlights

Internships & Beyond

- In 2023, **Momentum Worldwide** welcomed 17 students and graduates to the summer internship program at its Egypt office. The company also hosts interns in its New York office. A
- **Initiative Melbourne** holds an exchange program with **Initiative Paris**, enabling employees to immerse themselves in the culture of working in an overseas market.
- In 2023, **McCann Manchester** hosted eight professionals for its apprentice program, an 18-month experience in the advertising and creative fields. B

41/46 of the apprentices who have completed McCann Manchester's apprentice program since 2011 graduated into permanent roles at the company

- **Weber Shandwick UK** partnered with the University of Salford's Journalism Department to launch the Earned Media Graduate Scheme, and hired three graduates of the program for its Manchester office in 2023. C







Learning & Development

Exceptional talent is key to our success, and Interpublic strives to ensure every employee has a pathway to be fulfilled and experience professional growth. We continually invest in retaining, developing and promoting our most valuable assets.

For training and leadership development, Interpublic often works with specialty firms that partner with recognized academics and other experts in marketing and communications. Interpublic provides our employees with a variety of training and executive development programs, and advocates for all employees to actively participate in performance management to help ensure each person has a visible career path and opportunities for mobility within Interpublic.

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

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

In 2023, the Interpublic Learning & Development team offered webcasts for employees and managers on "Career Conversations" – aiming to build on the annual performance review to create an ongoing environment of feedback and coaching. The sessions advanced a culture of feedback all year long, not just at prescribed moments.

75%

of Interpublic corporate employees utilize the ePerformance tool to set mutually agreed objectives with their manager

Each year, we set high-priority objectives (HPOs) for talent management globally, which include standards and expectations for effective, strategic employee training and development. At the end of each year, company performance is assessed against the annual HPOs and the results are directly tied to agency compensation.

Skills Training & Education: Interpublic conducts extensive employee skills training and executive development programs, as these are important components of how we work with our people to ensure their success and the continued success of the company. Interpublic establishes incentives for our companies to create effective training and development for employees and managers.

- **Skills-building training:** Interpublic offers managers and employees skill-building training via live classroom sessions, and live and recorded webcasts. Employees across the globe are supported to enhance their foundational skills including coaching, delivering and receiving feedback, interviewing, delegation, project management, workplace respect, unconscious bias, career development, presentation skills, business writing, emotional intelligence, creating psychological safety, communication, conflict resolution, customer service and performance management. Our training programs aim to educate employees on core competencies and empower participants to bring their skills to bear in the workplace.

  In 2023, we provided 47 different live trainings via webcast for a total of 227 hours of training. These trainings had 2270 individual enrollments with excellent representation from all global populations. In 2023, Interpublic partnered with the training vendor BTS to provide a three-part webcast series on demystifying AI and the future of work.

- **Allyship:** Stronger Allies is a five-week learning series for employees and managers across Interpublic. Attendees experience a live and interactive program that provides the first step in strengthening allyship and helping build an inclusive workplace. In 2023, about half of the employees offered spots in the course fully participated, for a total of 77 employees in the June cohort and 115 in the November cohort.

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

- **Interpublic Learning & Development site:** This online platform for Interpublic corporate employees provides courses and resources, including skill-building courses on management and leadership, performance management, writing and communication, inclusion, customer service, project management and personal development. A wide variety of technical courses are also offered. Many of these courses are offered in multiple languages to meet the needs of our global population. Employees have access to LinkedIn Learning to expand their professional education, with learning menus tailored to employees and managers.

Participation in Learning Resources

Interpublic employees around the world utilize the resources available through the Learning & Development site. The platform includes both access to LinkedIn Learning sessions and Interpublic's customized courses and resources.

In 2023, the platform provided over 980 hours of training. Learning resources had a total of:

1,630 Learners

4,400 Courses viewed

20,530 Videos viewed

Cultivating Leadership: Interpublic offers several leadership, mentoring and coaching opportunities for employees at various levels of the company. These programs include:

- **Empowership:** A one-year learning and development program that helps professional women thrive by building their leadership competencies. Empowership provides 24/7 access to relevant and dynamic training resources, inspiration, practical how-to guidance and a robust female community. As part of this program, Interpublic Corporate Learning & Development hosts monthly webinars and group calls that are open to all Interpublic women globally, with Q&A sessions with industry experts, digital resources and a peer forum. In 2023, over 600 Interpublic employees actively engaged with the program, both live and online. In total, we have enrolled over 5,000 women across over 25 countries, via our remote-access learning platform.
- **Interpublic Leadership Lab:** A global executive development program for a 30-person cohort of high-potential leaders across Interpublic companies. The intensive leadership experience features in-market immersion, engagement with Interpublic executives, cross-agency peer coaching and personal leadership feedback and planning. The Lab also enhances collaboration across Interpublic by fostering a collective experience for each cohort of participants.
- **MyLead:** A virtual, enterprise-wide coaching program targeting senior managers at Interpublic companies that takes place over seven weeks and connects participants with a global network of coaches. In 2023, 74 employees across our enterprise participated in MyLead.
- **The Art & Science of Leadership (TASL):** Specialized coaching for first-time managers during a three-week program. In 2023, 146 employees across our enterprise participated in TASL.
- **Mentoring:** Interpublic is committed to mentoring and relies on our mentorship culture to build careers within the company. We believe that mentoring can help all employees gain information, develop skills and make career decisions. Mentoring is also a reciprocal relationship, benefiting both mentor and mentee, and is an important resource for our employees and companies.
- **Coaching:** Interpublic offers a series of live training sessions for managers on coaching employees. Participants in Coaching@IPG explore the four “A’s” of key coaching behaviors: active listening, asking quality questions, action-planning and adapting to the person and situation. The sessions are offered every other year, and the webcast recording and supplemental resources are always available on the Learning & Development website.
- **Topic-based webinars for managers:** The Learning & Development team delivers live global webcasts for corporate managers on a variety of management topics, including delegation, how to conduct effective virtual meetings and how to build psychological safety on teams.

Employee Health & Safety

At Interpublic, our people are key to our success both as a business and as a thriving workplace community. Interpublic is committed to high standards of occupational health and safety for our employees, and to supporting their broader wellness.

This priority is reflected in our policies and resources devoted to physical and mental health for employees and their families, as well as our investments in a proactive crisis preparedness program.



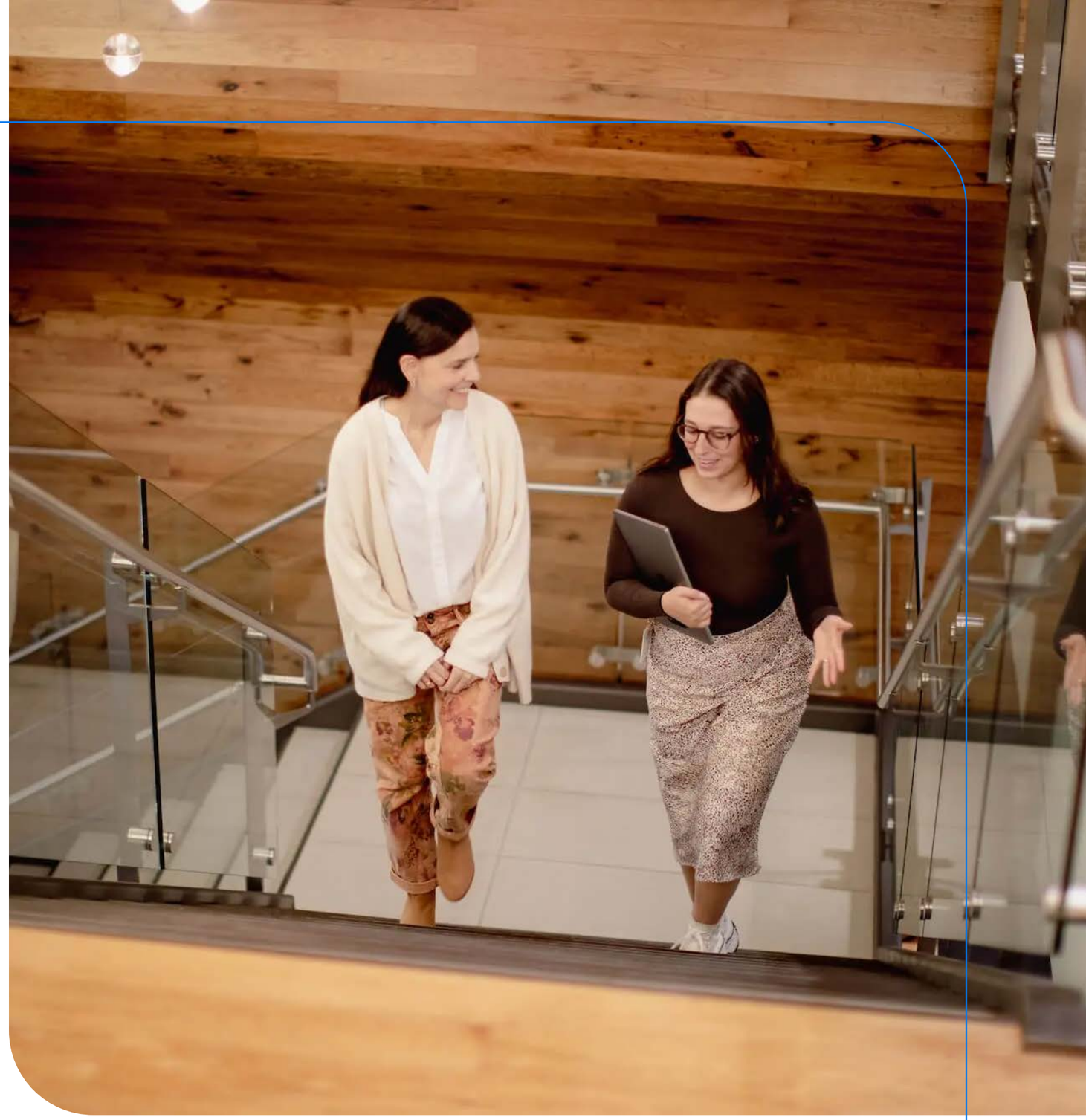
Policies & Procedures

We strive to meet our commitment to employee health, safety and wellness by upholding Interpublic safety procedures and health policies, complying with applicable laws and regulations on workplace safety, ensuring continuous improvements, and taking initiatives to foster a healthy and safe work environment for every employee. At Interpublic, a safe and healthy workplace includes mental health and psychological safety.

Interpublic's publicly available **Guidelines on Employee Health and Safety** build on a set of important practices and policies – including our Code of Conduct, Supplier Code of Conduct, Human Rights Policy, and policies on workplace violence, substance abuse, paid sick leave, harassment and more – as well as relevant international standards such as the WELL Building Standard.

Interpublic also maintains comprehensive policies and procedures for facility-based incident response, medical emergencies, violence and other site-specific incidents. We provide a dashboard planning tool for use by each Interpublic company's incident management team.

Employees must notify a manager immediately if they become aware of unsafe working conditions. The company immediately investigates all reported OHS incidents and takes appropriate action based on the results of the investigation and as is required by applicable law.



Crisis Preparedness

Our approach to preparedness is based on three priorities: safety of employees; protection of company assets; and continuity of business operations.

Interpublic's longstanding global crisis preparedness program covers emergency preparations, incident management and business continuity amid health crises and other events, while bolstering employee health and safety.

To ensure Interpublic's employees can safely continue working and serving our clients even when a crisis or natural disaster occurs, Interpublic companies are required to create and maintain an approved plan for business continuity. Each year, we aim to have documented business continuity plans for all top-tier companies in our global enterprise, using Interpublic's proprietary business continuity planning tool. In 2023, 92 of these companies had achieved this objective. We audit approximately 50-60 individual plans per year on an ongoing basis.

Recently, Interpublic updated safety precautions at corporate headquarters in New York, asking employees to: provide contact information for use in an emergency; indicate whether they would need assistance using stairs or evacuating the building during an emergency; and consider volunteering to serve as a "floor warden" for evacuations and other protective actions. We also provide instructions on how to shelter in place, emergency phone numbers, where to gather outside the building and how to report a medical emergency.

Communication in a Crisis

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

Each office's incident management team is responsible for communicating with employees, clients and other stakeholders to ensure that health and safety guidelines are followed and that effective incident management procedures are in place and ready for use. Our Preparedness web platform allows Interpublic colleagues and companies across the entire organization to share experiences and best practices in responding to various incidents.

Interpublic's crisis communications systems and tools include:

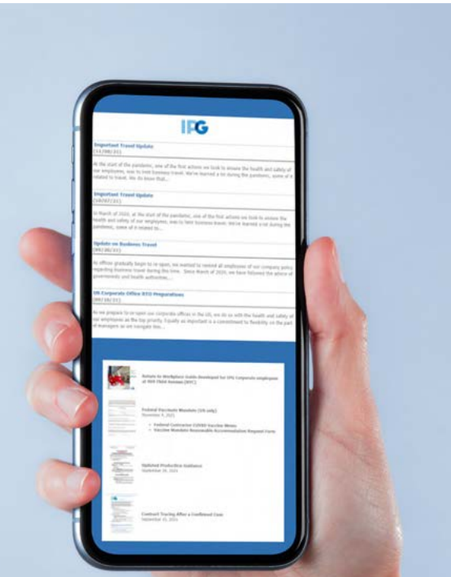
Regroup: This mass notification vendor enables Interpublic companies to efficiently communicate with and account for employees before, during and after an incident or a significant business disruption.

Internal Crisis Contact List: A focused email list of more than 1,000 designated crisis contacts throughout the Interpublic network informs employees of changes and additions to our crisis and safety resources.

Emergency Instructions: Our headquarters has emergency procedures in place and issues instructions, including through an automatic message when a visitor is added to the check-in system and through the onboarding process for new hires. For WELL-certified offices, emergency evacuation procedures are available to visitors. Each office team must develop site-specific emergency procedures, including evacuation procedures, and share them with employees.

Employee Communications: Interpublic's CEO and other executives regularly update employees through all-staff memos and encourage employees and their families to utilize Interpublic's employee assistance program (EAP).

Interpublic Preparedness: Interpublic's internal employee website provides numerous employee services and resources to support our crisis preparedness program and workforce notification system. This includes sharing information on topics of interest (e.g. COVID-19), business travel safety, business continuity, and incident response planning resources and support.



Health & Safety Risk Assessment

As part of our annual enterprise risk management process, Interpublic develops a risk assessment for our operations around the world, with health and safety hazards included as one of many types of potential risk. This assessment results in a risk rating for each Interpublic office and shows the status of their health and safety plans. Among other functions, this assessment is used to inform the selection of companies to be audited for crisis preparedness compliance.

Interpublic is committed to continuing our proactive, global approach to enterprise risk management, including country-specific risk assessments and the creation of locally tailored action plans to address risks.

*For more information on our enterprise risk management programs, refer to the **Corporate Governance & Risk** chapter of this report.*

Interpublic Company Spotlight

Monitoring Event Safety

When J**ack Morton** creates an experience for a client, the company identifies potential hazards and monitors safety before, during and after the event.

- The Health and Safety team inspects the site or venue during the planning stages of an event and identifies any hazards, creates a risk assessment and develops preventive measures.
- Risk assessments cover health surveillance, air flow, hygiene, housekeeping, mental welfare, installation work, lighting, fire, working at height, accessibility, drugs and alcohol, violence and crowd disturbance, evacuation, noise and criminal or terrorist activity.
- Contractors working on-site are asked to provide risk assessments for their work.
- The team drafts an event safety plan covering all phases of the event. The plan provides processes and procedures to mitigate any safety risks without compromising the overall experience.
- The event team briefs onsite crews regarding these processes and procedures.
- A follow-up “dynamic” risk assessment identifies any new hazards before starting work to update the risk assessment and the event safety plan.
- For high-risk activities, we use a “permit-to-work” system to ensure teams follow a safe system at all times and management can monitor work safety.
- If systems require changes or are not completed correctly, teams are re-trained using “toolbox talks.”

Healthy Buildings

In 2023, Interpublic received a **WELL Health-Safety** Rating in 47 of our locations, which represent our major sites in North America.

WELL provides the premier standards focused on enhancing building health and wellness through the sites where we work. This set of standards supports and enhances the long-term health and safety needs of all our colleagues and workplaces.

Promoting Occupational Health

Interpublic provides numerous services to promote employee health and safety. For employees enrolled in our UnitedHealth medical plan, coverage includes specialized support for chronic back and joint pain, among other orthopedic issues, nerve pain and more. Interpublic employees can also utilize the Interpublic Hotel Health and Wellness Reference, an internal health and wellness website with resources to inform and optimize their health and wellness during business travel.

In 2023, Interpublic offered updated flu and COVID-19 vaccinations at our corporate headquarters in New York. Employees enrolled in UnitedHealthcare through Interpublic were eligible to receive the vaccinations at no cost.



Promoting Mental Health & Psychological Safety

Interpublic recognizes that a safe and healthy workplace includes mental health and psychological safety. We offer customized resources to support employees amid crises like racially motivated violence, natural disasters and political conflicts.



Interpublic Company Spotlights

Boosting Workplace Mental Health

- **The Weber Shandwick Collective (TWSC)** announced an **initiative** for employee mental health in the Asia-Pacific region in partnership with **This Can Happen**. The partnership aims to support managers in fostering mental health and well-being in the workplace. The offering supplements TWSC's existing global mental health support, which features an employee assistance program and a global partnership with the not-for-profit organization Project Healthy Minds.
- At a 2023 conference, **Where Are All the Black People** (#WAATBP), organized by The One Club for Creativity, **Mediahub** joined other industry leaders in a conversation about Black mental health in the ad industry and beyond.

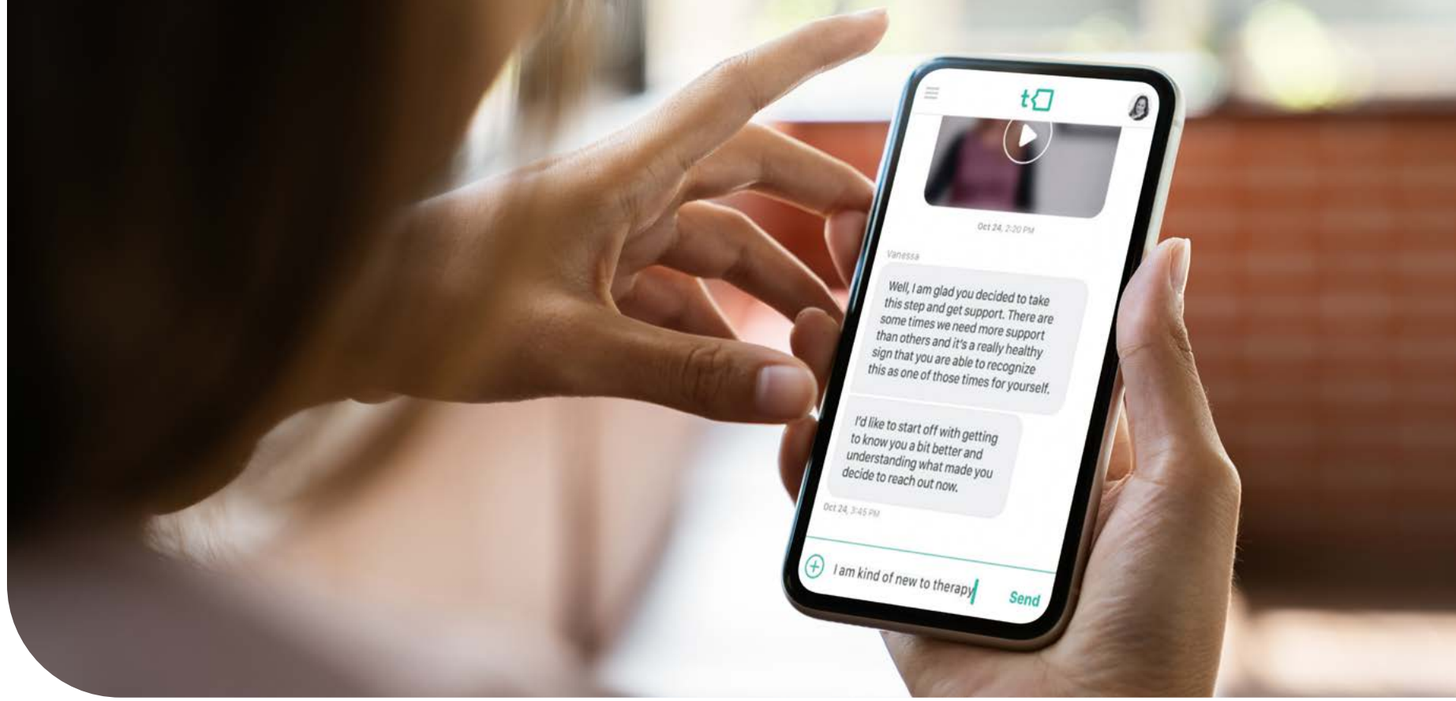
"The past few years have been incredibly taxing on mental health across the region. It's very important that our people feel empowered and supported in getting the help they need, and our partnership with the This Can Happen team will help enable that."

– **Tyler Kim, Weber Shandwick Asia Pacific CEO**

Our executive and human resources communications to employees regularly remind our people that we offer comprehensive mental health benefits and resources, and that many of them extend to employees' families. Interpublic employees who are enrolled in UnitedHealthcare through Interpublic receive custom communications on mental health via email and mailers.

Additional stress-reduction resources are available through Interpublic's internal employee benefits portal. Wellness resources address mindfulness, managing anxiety and the science of happiness. Employees enrolled in our medical plan can use a free tool, Self Care, which provides personalized, on-demand help for stress and emotional wellbeing.

Employee medical plan coverage includes expanded benefits such as access to applied behavior analysis for autism spectrum disorders and specialized coverage including support for eating disorders.



Resources for Our Employees

Comprehensive Mental Health Benefits

- 24/7 professional counseling and referrals through CCA@ YourService, Interpublic's employee assistance program (EAP)
- Regular online therapy through Talkspace app
- Behavioral health support including services for substance abuse through employee health care coverage
- LGBTQ+ support

Psychological Safety Resources

Guides for managers and employees covering:

- Emotional intelligence
- Delivering and receiving constructive feedback
- Benefits of a psychologically safe environment
- Ensuring psychological safety of Black employees
- Stages of building a culture of psychological safety

*More employee resources and benefits are described in the **Human Capital Management** chapter of this report.*

Employee Training in Health & Safety

Interpublic's Code of Conduct training provides a yearly review of the Code, which covers health and safety policies. In 2023, we saw a 92% completion rate of our annual Code of Conduct training.

Each office's incident management team is responsible for pre-incident planning and coordination, including ongoing safety-related activities and training such as first-aid training, CPR/AED training, evacuation drills, fire drills, active-shooter training and floor-warden training.

As part of our continued emphasis on employee health and wellness, we have also offered informational trainings on topics like stress reduction and sleep disorders to assist our employees and managers in reaching and maintaining good health and wellbeing. In addition, we are working to train Interpublic managers in empathy and other factors that affect mental health, as well as to use best practices related to inclusion and equity in all areas of our operations and interpersonal interactions.

Interpublic's Learning Center offers regular webinars on emotional intelligence. Throughout 2023, Interpublic's Corporate Learning & Development team offered webcasts focused on psychological safety. Separate sessions took place to target employees and managers.

We also circulated a set of resources to provide further training and awareness, with an emphasis on psychological safety for employees of color.

For Mental Health Awareness Month 2023, Interpublic hosted an in-person meditation session at corporate headquarters. Our monthly employee newsletter, You@IPG, reached employees throughout the year with reminders on the benefits of mindful eating, outdoor recreation, yoga, heart health and exercise.

92%

Completion rate of our annual Code of Conduct training

We offer opportunities for employees to learn about health and wellness both at the office and outside work. These offerings include trainings, resources and events to provide our people with a layer of preventive health and to support overall well-being. Examples include:



Stress reduction trainings



Mental health training



Yoga & other fitness classes



"Lunch & learn" events



Themed employee awareness campaigns



Self-care emails & newsletters



Town halls

Interpublic Company Spotlight

Proactive Support for LGBTQ+ Health

For Pride Month in 2023, Interpublic's business resource group for LGBTQ+ employees hosted a panel on trans health to shed light on the importance of gender-affirming and LGBTQ-inclusive healthcare.

"We can only start building solutions once we start listening to those who are directly impacted by the inequities that create those challenges in the first place.... These types of conversations both affirm that everyone has a place here at IPG, while also giving allies the tools they need to more proactively create a more inclusive and welcoming environment."

– **Maggie Cavaliere, Co-Chair of PLUS, YuzuYello VP and Director of Experience Design Strategy**



Responsible Supply Chain

Interpublic's supply chain is key to helping to achieve our ESG goals, and we are therefore committed to working with suppliers and partners who share our values. We seek to partner with suppliers who operate with the highest standards of integrity and with sustainable practices.



5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
13 CLIMATE ACTION
17 PARTNERSHIPS FOR THE GOALS

Policies Supporting a Responsible Supply Chain

Interpublic expects our suppliers to embrace the letter and spirit of our commitment to ethics and integrity, environmental protection and sustainability, and employment practices that promote, equal opportunity and a safe and healthy work environment. These expectations and requirements are communicated in Interpublic's **Code of Conduct**, **Human Rights Policy** and **Environmental Sustainability Policy**.

We also have a dedicated **Supplier Code of Conduct**, which sets forth the values and standards to which we hold our suppliers.

100% of our supplier contracts include environmental, labor and human rights, which are stated in our Supplier Code of Conduct.

For Interpublic employees who manage suppliers, we have created additional guidance to accompany the Supplier Code of Conduct.

The **Supplier Code of Conduct** explains our expectations for suppliers including that they adopt an environmental sustainability policy along with time-bound emissions reduction requests, and that they comply with the Interpublic Human Rights Policy. 100% of new suppliers are required to sign our Supplier Code of Conduct.

Suppliers must comply with all applicable laws and regulations, act with integrity in connection with providing services to Interpublic, and make commitments regarding anti-corruption compliance, privacy, security and data protection and employment practices, among other values. The Code also requires suppliers to acknowledge and share Interpublic's commitments to sustainability, inclusion and human rights.

Our **Human Rights Policy** strictly commits to using voluntary labor only, while prohibiting engagement in human trafficking within any part of our business or supply chain. The use of forced labor, whether in the form of indentured labor, bonded labor, prison labor or any other behavior constituting modern slavery or servitude, is prohibited. Other provisions in our Human Rights Policy call for upholding fair working conditions, ensuring health and safety, protecting the rights to organize and vote, and providing a fair and living wage.

The requirements of these policies apply to all Interpublic companies around the world and to our suppliers, including their employees, agents and subcontractors. If non-compliance with these policies is suspected, we encourage immediate reporting of any concerns. Interpublic has a policy of zero tolerance for retaliation.

*All policies can be found on our **website**.*

OBJECTIVE

30%

reduction in suppliers' total emissions by 2030 (2019 baseline) and reach net-zero carbon by 2040

We request that suppliers have these targets validated with the Science Based Targets initiative (SBTi). We also request that all suppliers disclose their emissions data on an annual basis by responding to the CDP Climate Change questionnaire.

Supplier Management

Each year, Interpublic purchases products and services from approximately 48,000 vendors around the world, guided by our Strategic Sourcing & Procurement (SS&P) team. The SS&P team includes experts in preferred vendor management as well as agency and vendor collaborations. The SS&P team is led by our Senior Director for Global Procurement, who reports to our Global Controller & Chief Accounting Officer.

The SS&P team applies a structured approach to supplier selection and risk management. Our sourcing process includes thorough due diligence to evaluate key criteria, as well as commitment to inclusion and sustainability.

With support from the Board of Directors, Interpublic also utilizes a Third-Party Risk Management (TPRM) process to identify, assess and manage risks associated with third-party partnerships. Suppliers found to have high inherent risk are required to complete detailed control questionnaires and submit supporting documentation for a comprehensive assessment in any of the risk domains including privacy, information security, compliance, corruption and modern slavery.

Interpublic uses several tools to manage our vendor pool. As part of our long-term strategic plan to improve central business functions and provide our global network of companies with easy-to-use, efficient processes and systems to manage operations, we have significantly improved our vendor management support structure, including the successful launch of the Range SAP Ariba platform in the U.S.

For non-media vendors, we currently use the SAP Ariba Network platform in the U.S., UK and Canada to support vendor management, including approval of third-party vendor requests. For media vendors, we use MediaOcean. Use of these platforms is required in all markets to ensure compliance with Interpublic's standard onboarding processes and purchasing policies, and Interpublic companies are leveraging preferred vendors as appropriate.

Interpublic's vendor management program continues to expand around the world. The program is also adding new toolsets, deploying the use of the SAP platform for guided buying in the U.S.

Our vendor management program is also designed to increase information security and efficiency in the supplier onboarding process, and to simplify and streamline how we assess and manage vendors. It is also expected to deliver sharpened visibility for supplier selection criteria, including inclusion categorization and other sustainability metrics.

Interpublic vendors are expected to self-monitor their compliance with the Supplier Code of Conduct, but Interpublic retains the right to audit suppliers at our sole discretion. Interpublic may request the immediate removal of any representative of a vendor who behaves in a manner that is unlawful or inconsistent with the Supplier Code of Conduct. Interpublic conducts business reviews on a regular basis through the term of an agreement – at least annually – and prior to expiration.

Interpublic maintains a variety of resources for reporting of questionable behavior or possible violations of the Supplier Code of Conduct, including a 24-hour toll-free Alertline maintained by an independent third party and available in all major languages. Reports made to the Alertline are sent to Interpublic's legal department for further investigation, and Interpublic will not tolerate any retaliation against an individual who has, in good faith, reported a possible violation.

In addition, Interpublic conducts advanced practices to monitor supplier performance, such as surveying workers to obtain anonymous feedback. This provides a constructive input to inform risks and buying decisions.

Supplier Selection: Interpublic's supplier management initiatives have led to the creation of a preferred list of thoroughly vetted third-party suppliers. The criteria for selecting preferred suppliers include financial strength, capabilities, credibility, quality and competitive pricing. Additional evaluations focus on their commitment to sustainability, inclusion, human rights and environmental impact.

The preferred vendors list provides pertinent details related to our preferred vendors including: procurement/agreement summary, supplier details, offering details, guidance on how to buy, rate/discount structure and status.

Our supplier selection and request for proposals (RFP) process includes several questions on potential suppliers' ESG-related strategies, ensuring that environmental, social and governance impacts are considered in Interpublic's procurement process.

Engaging Vendors on Climate Action

Interpublic's climate strategy includes a 30% reduction of our Scope 3 emissions by 2030 (from a 2019 baseline).

To monitor progress toward this goal, Interpublic continues to expand our existing vendor engagement with annual targeted outreach to our largest vendors (by spend) regarding their climate action strategies and emissions data. The outreach aims to collect data on our vendors' GHG inventories, and the maturity of their emissions reduction targets and strategy. This process helps inform both Interpublic's supply chain emissions and a supply chain strategy around climate.

"A large portion of our emissions are associated with our suppliers, so we can only achieve our climate goals with your commitment and dedication to a more sustainable future."

– **Jemma Gould, Interpublic Chief Sustainability Officer, in letter to top vendors**



OBJECTIVE

30% **reduction of our Scope 3 emissions by 2030 (from a 2019 baseline)**

Suppliers

Having a broad range of suppliers is a core element of Interpublic's overall commitment to inclusion and comprises a key component of our strategic sourcing process. Our supplier program connects business to historically marginalized business owners, helping them thrive while supporting their wider communities.

We recognize that working with a broad array of companies—from on-camera talent to event execution to paper providers to cleaning services— empowers and elevates underrepresented and economically challenged entrepreneurs and their local communities, while also giving Interpublic a competitive advantage. We are committed to working with suppliers and partners who reflect our stakeholders, our clients' customers and our communities, and who share our commitment to sustainable, equitable operations.

We encourage our companies to identify and partner with small businesses and underutilized suppliers that are additive to our ecosystem. As eligible suppliers become certified, we include them on our roster.

In 2023, we spent more than $617,096,287 on underutilized suppliers in the U.S., with more than 36% of this spend on certified suppliers.

Since launching our new vendor management platform in 2021, 455 certified vendors have been onboarded with their supporting certification documentation.[1] These underutilized suppliers are additive to our ecosystem.

*For more information on Interpublic's commitments on underutilized media spend, see the **Making an Impact** and **Responsible Media & Content** chapters of this report.*

1 - In 2021, we transitioned our ESG reporting on this number to include only certified suppliers so that we can better track our progress. We expect this number to continue to increase as additional suppliers complete the onboarding process.

Supplier Partnerships: Several Interpublic companies partner with **FREE THE WORK**, a not-for-profit organization committed to creating opportunities for women, people of color and members of other underrepresented groups to be hired by companies in the film, television, advertising and media industries. Interpublic companies, including **FCB** and **The Martin Agency**, utilize FREE THE WORK's global talent database and other resources to identify talent.

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

To support a wide array of suppliers, we have also participated in NMSDC's Centers of Excellence mentoring program in New York, an 18-month program that focuses on fostering minority business development and enhancing successful business relationships between corporations and minority business enterprises (MBEs) by strengthening the corporate minority supplier development processes.

Interpublic is also an active member of NMSDC's Advertising, Entertainment, Marketing, and Sports (AEMS) industry group, which focuses on sharing best practices to increase opportunities for minority-owned businesses. Interpublic is also an active corporate member of the **National Gay and Lesbian Chamber of Commerce** (NGLCC), the largest advocacy organization dedicated to expanding economic opportunities for LGBTQ people, and the exclusive certifying body for LGBTQ-owned businesses. We are also an active member of **Disability:IN**.

Community & Social Impact

Interpublic is committed to strengthening the communities where we live, work and vote. As part of this commitment, we forge partnerships with initiatives that align with our values and with the UN Sustainable Development Goals (SDGs). The SDGs aim to advance environmental protection, social protection and economic growth around the world.

The SDGs we support through our charitable contributions and partnerships include:



We promote opportunities for our companies and our employees to engage with not-for-profit organizations such as employee fundraising and volunteer initiatives. We also provide *pro bono* services on projects that are important to us and to our stakeholders.



Policies Supporting Community Engagement & Social Impact

Interpublic has established a **Global Contributions Strategy & Policy (SP&P 311)** by which we encourage Interpublic companies to ensure that all charitable contributions are aligned with at least one of the SDGs. The policy details due diligence and approval processes Interpublic has in place to ensure that our charitable donations reflect our values and business strategy, including that donations are made in compliance with applicable laws, and by supporting the objectives of the SDGs.

The policy also sets out exclusions (including organizations that discriminate, religious groups, as well as actions that support bribery or political and lobbying activity) to ensure that all contributions are consistent with Interpublic's values, legal obligations and good governance practices.

Oversight of our Global Contributions Strategy & Policy is the responsibility of Interpublic's General Counsel.

*Board-level oversight is discussed in the **ESG Strategy** chapter of this report.*



Corporate & Employee Giving

Interpublic's corporate donations in 2023 supported organizations providing support for people around the globe facing serious challenges. These include:

Hawai'i wildfires

We donated on behalf of our employees to the **Hawai'i Community Foundation's** Maui Strong Fund following devastating fires, and encouraged others who were able to contribute to join us.

Humanitarian crisis in Israel and Gaza

To help address the humanitarian crisis in Israel and Gaza, we made a donation to the **International Committee of the Red Cross**.

Turkey-Syria earthquakes

To support victims of earthquakes in the regions surrounding Turkey and Syria, we donated to the **International Rescue Committee**.

Storms in U.S. Midwest

We donated to the **Arkansas Foodbank** and **American Red Cross** to support victims of severe storms in the midwestern U.S., where some **Acxiom** employees suffered damage to their homes and property.

API safety in California

We made a donation to the **Asian Pacific Community Fund** (APCF) in California after shootings that targeted Asian and Pacific Islanders (API) during Lunar New Year celebrations.

Organizations to which Interpublic contributed in 2023 include the following:

- Ad Council
- American Advertising Federation (AAF)
- American Advertising Foundation
- Advertising Club of New York
- Advertising Educational Foundation (AEF)
- American Red Cross
- Arkansas Foodbank
- Ascend Foundation
- Asian Pacific Community Fund (APCF)
- Baruch College Fund
- Business Roundtable
- charity: water
- Chief Executives for Corporate Purpose (CECP)
- Epilepsy Foundation of Metropolitan New York (EFMNY)
- Hawai'i Community Foundation
- International Committee of the Red Cross (ICRC)
- International Rescue Committee
- Lincoln Center Corporate Fund
- Naomi Berrie Diabetes Center
- New York City Center
- New York City Partnership Foundation
- New York Presbyterian Hospital
- New York Women in Communications (NYWICI)
- Paley Center for Media
- Partnership for New York City
- Partnership to End Addiction
- Ronald McDonald House of New York
- UJA Federation of New York
- UN Women
- Whitney Museum of American Art

Clean Water & Sanitation: For several years, Interpublic has supported the advancement of clean water and sanitation (SDG 6), understanding that when a community gains access to water, many things begin to change for the better, especially for women and girls.

As part of this commitment, Interpublic is a Flagship Partner of **charity: water**, a not-for-profit organization we have supported since 2016 to bring water to communities around the world.

For World Water Day 2023, Interpublic organized a panel discussion on the impact of water on people, companies and our global community. We partnered with Reckitt, Water.org and **Weber Shandwick** to hold the breakfast conversation – moderated by a former BBC News science editor – and share how companies and employees can help achieve SDG 6.

Services for Omaha Neighbors: Interpublic's Omaha teams fundraised for the United Way of the Midlands, which has been supporting local residents through economic challenges for over 100 years. Employees organized raffles and larger-than-life games with human game pieces for United Way's "Dream Big" theme for the year.

In 2023, charity: water completed two projects for which Interpublic and employees had raised money:

A piped water system in Nepal

In Nepal, most water sources are a difficult, dangerous journey from communities due to the region's varied terrain. The piped water system we supported uses gravity, electricity, solar power or a combination of methods to bring water directly to distribution points.

Tap stands to create household access to water in India

In India, the national government has a goal of bringing piped water to every household in the country by 2024. charity: water water is working alongside local organizations to support these efforts.



Service Work & Community Organizing

Interpublic encourages employees to be active citizens of their communities by serving on boards of not-for-profit or community organizations and participating in activities that are meaningful to them.

IPG Cares is our corporate volunteer and events committee. For International Women's Day 2023, IPG Cares hosted a sandwich-making event for community service organizations and visited a nursing home to offer manicures to residents.

Also in 2023, IPG Cares volunteers collected personal hygiene products for **Women in Need**. Employees also distributed food to approximately 300 New Yorkers over the course of a month.

IPG Cares members in Mumbai, India, provided school supplies for public secondary schools, and Interpublic Omaha employees participated in a house-build for Habitat for Humanity.

During the 2023 holiday season, IPG Cares organized a group of employees to serve 250 meals in one night to those facing food insecurity and homelessness at Crossroads Community Services and The Coalition for the Homeless. IPG Cares also encouraged employees to purchase from the Harlem YMCA's wish list for children as part of Interpublic's ongoing support through the Black Employee Network (BEN).

In January 2023, to mark Martin Luther King Jr. Day and the National Day of Service, all employees were encouraged to dedicate time to a local organization and share how they participated.

civic alliance

Interpublic has signed onto Civic Alliance's "100% In for Democracy Pledge"



"I encourage you to embrace the notion that you can better your community."

– Channing Martin, Interpublic Chief Diversity & Social Impact Officer, in a company-wide memo

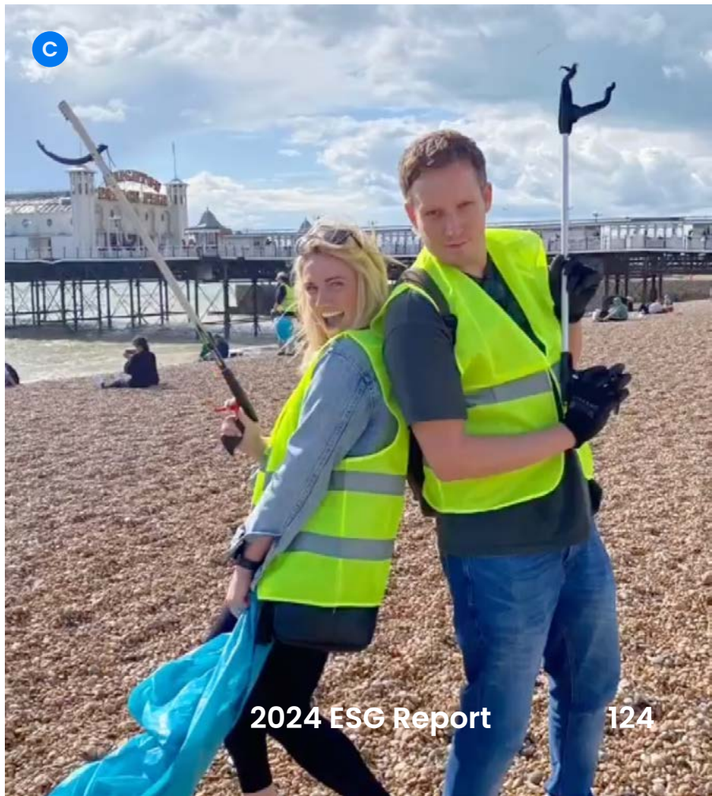
Interpublic Company Spotlight

Momentum activities for clean & equitable communities

- In New York, **Momentum Worldwide** employees participated in America SCORES, a soccer event to support programming for the city's young people. The organization emphasizes racial equity and youth voices as drivers of a more equitable future. A
- In Chicago, the **Momentum Worldwide** team hosted a collection drive for clothing and other essential items for children at "Cradles to Crayons." B
- **Momentum UK** celebrated the Great British Beach Clean Week, crowning a "King of the Beach" who collected the most rubbish. C







Interpublic Company Spotlight

Community Service & Non-Profit Leadership

UM has organized annual Impact Days for employees since 2016, engaging people at 120 offices in 50 countries. The annual event is organized by UM Better World, the agency's corporate social responsibility team. As teams spend the day taking "micro-action" on a local scale, they share real-time updates with each other around the world, fostering a sense of wider impact and ensuring that small efforts in local communities can scale up to the global community as well.

In 2023, for the sixth annual Impact Day, UM collaborated with local charities and NGOs in its regions around the world. With offices closed for the day, over 3,000 employees took part, working on projects related to the pillars of equity, sustainability and wellness.









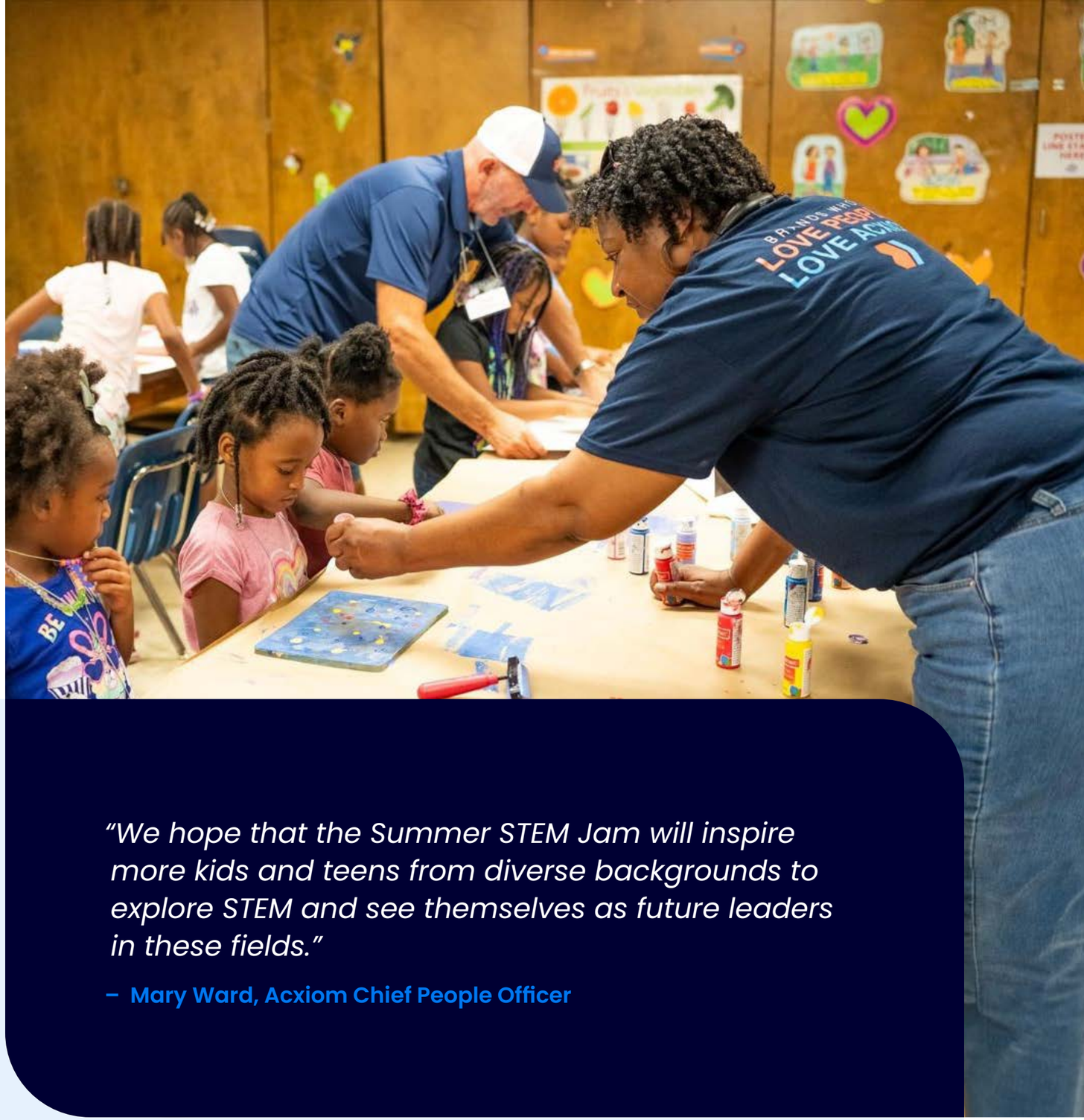
Interpublic Company Spotlight

Community Service & Non-Profit Leadership

Acxiom is an enthusiastic supporter of the not-for-profit organization Girlstart and its mission to increase girls' interest and engagement in STEM through innovative, nationally recognized informal STEM education programs. With support from Acxiom, Girlstart provides a year-round suite of education programs for K-12 girls in high-need schools across the U.S.

Acxiom's Chief Information Officer continues to serve on Girlstart's Board of Directors and Chair the Board's Strategic Planning Committee.

In July 2023, Acxiom launched the first ever "**Summer STEM Jam**" consisting of a three-day event celebrating STEM education for kids and teens in underserved communities. The purpose of the event is to serve as an avenue to ignite curiosity, cultivate skills and foster a lifelong love for science, technology, engineering and math.



"We hope that the Summer STEM Jam will inspire more kids and teens from diverse backgrounds to explore STEM and see themselves as future leaders in these fields."

– **Mary Ward, Acxiom Chief People Officer**

Interpublic Company Spotlights

Community Service & Non-Profit Leadership

- **Mediahub U.S.** held its second annual Mediahub Volunteer Day, hosting events for employees in six cities to support not-for-profit organizations working on food insecurity, human services and sustainability. Employees made a meaningful impact in their local communities across New York, Boston, Los Angeles, Richmond, Minneapolis, and Winston-Salem.
- During Gun Violence Awareness Month 2023, employees at **Initiative** raised awareness by hosting the company's first annual blood drive with local blood banks in New York, Chicago and Los Angeles.



Pro Bono Services

At Interpublic, caring for our communities includes *pro bono* services like creative work, donated media and other ways of partnering with not-for-profit organizations and advocacy groups. In every corner of the globe, people from Interpublic and our companies are lending their time and talents to causes that matter to them and to their communities. As a matter of policy, our companies are encouraged to undertake *pro bono* work and other partnerships with organizations working to advance environmental and social protection.

The work that we do with partners helps build a cleaner, healthier world and more inclusive workplaces and communities. This work strengthens our organization and helps grow our business, while making us an employer of choice.



For World Water Day 2023, Interpublic connected charity: water with **Rapport** to secure *pro bono* out-of-home advertising space for a campaign to raise awareness of the time it takes women and girls to collect water. Rapport secured space in 11 cities in the U.S. including: Atlanta, Aurora, Boston, Chicago, Dallas, Los Angeles, Miami, New York, Philadelphia, Phoenix and San Francisco. In New York City, the campaign appeared in subway stations, digital kiosks, digital transit shelters, bulletins and taxi tops. The space donated for the campaign totaled nearly $900,000 in value.

Interpublic Company Spotlights

Lending Our Talents to Safety, Health & Sustainability for All

Powell Tate, the public affairs unit of **The Weber Shandwick Collective**, works with community partners to help build a safer, healthier, more inclusive and sustainable world.

In 2023, the agency:

- Developed a bold brand identity for Shatterproof's "Unshame" campaign to tackle bias against people with substance use disorders; A
- Helped the UN High Commissioner for Refugees (UNHCR) coordinate corporate support around the refugee crisis in Ukraine;
- Advised Women of the Vine & Spirits on an industry campaign to stamp out sexual harassment;
- Helped introduce a new global foundation, Ocean Us, dedicated to restoring the world's rapidly deteriorating oceans; and
- Supported Empowered Network in engaging prospective corporate partners to support survivors of human trafficking.



Visualizing Support for Grieving Families

UM London is proud of its ongoing partnership with the Ruth Strauss Foundation, founded by Sir Andrew Strauss in memory of his late wife Ruth to help families cope with grief. In 2023, UM significantly enhanced its support by securing £373,000 worth of free media space for the Foundation's annual Red for Ruth Day, including a £259,000 out-of-home plan around cricket grounds. Lords Cricket Ground was awash in red as England played Australia, symbolizing widespread support for this important cause.



Long-standing Support for Valued Partners

Orion has long supported two non-profits with substantial yearly media donations to:

- Project Yellow Light, which cautions against texting and driving
- Paley Center for Media, to support its work on how media shapes culture and society

Additional *Pro Bono* Work in 2023:

A **FCB Interface** for Navneet: Created the second **edition** of a campaign underscoring the importance of teachers and shedding light on the profession's challenges.

B **McCann Frankfurt** for Clean River Project e.V.: Drew **attention** to plastic pollution in German rivers.

C **Lodestar UM** for UN Women India and the Unstereotype Alliance: Illuminated gender portrayals in the media with the #YouDontSeeMee **campaign**, showcasing the discrepancy between on-screen representations and real-life experiences.

D **AREA 23** for Unchained At Last: Created a fake **reality show**, "Unseen Housewives," to reveal the truth of child marriage in the U.S.

E **FCB New York** for the Ad Council: In new Smokey Bear **PSAs** about outdoor fires, reminded viewers that "Smokey is Within."

F **MullenLowe Treyna** for the Quezon City Government: Launched the City's Right to Care Card, a first-of-its kind **initiative** to empower LGBTQ+ couples to make medical decisions for their partners.

*See more examples of Interpublic companies' creative talents in the **Creative Work for People & Planet** chapter of this report.*





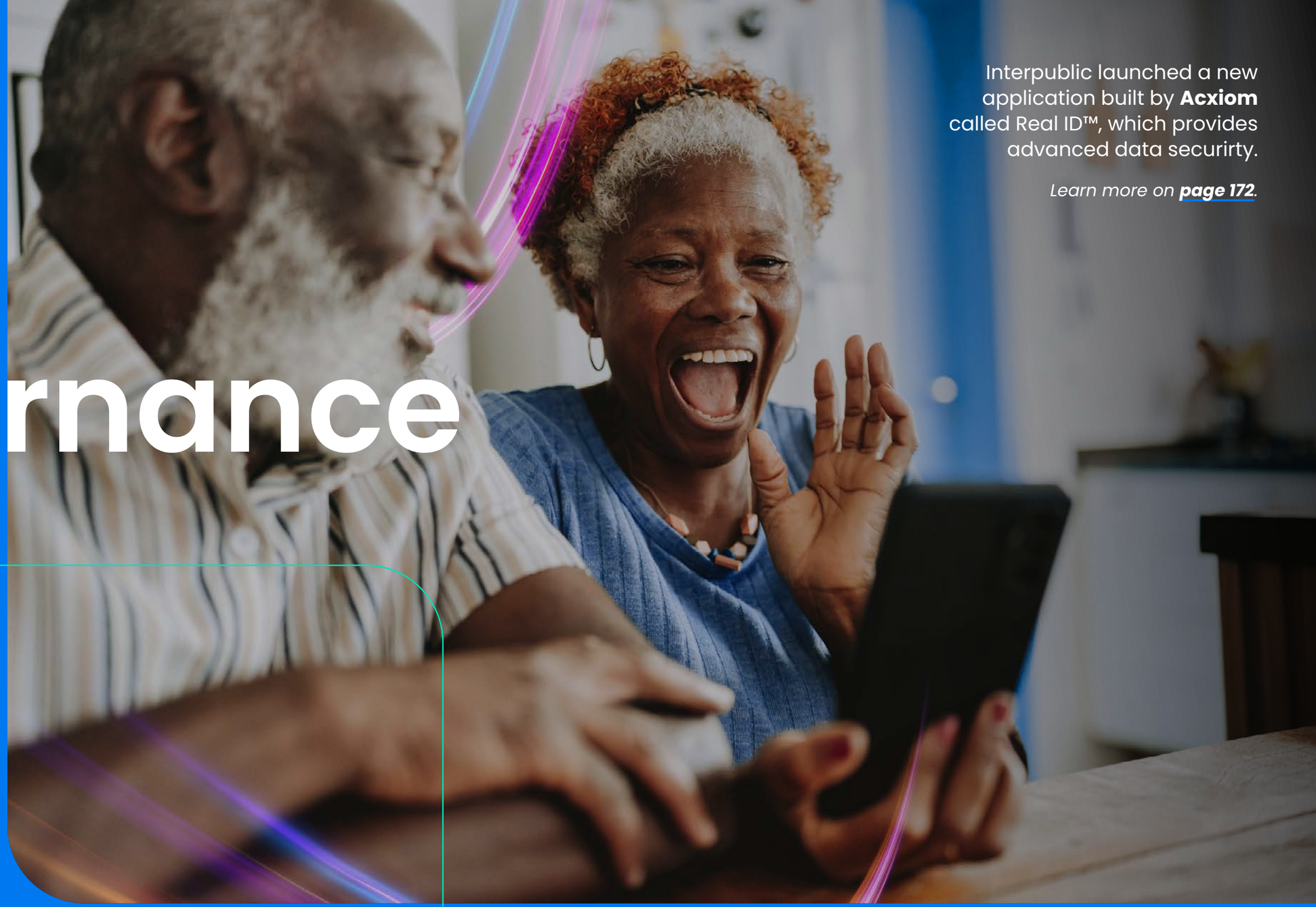








Governance



Interpublic launched a new application built by **Acxiom** called Real ID™, which provides advanced data securirty.

*Learn more on **page 172**.*

Corporate Governance & Risk

Interpublic's comprehensive governance framework is designed to ensure transparency and accountability for our Board of Directors and management team. Our governance practices include robust programs to identify and manage enterprise risks.

*More detailed information about our Board of Directors and corporate governance practices is available in our **2024 Proxy Statement**.*

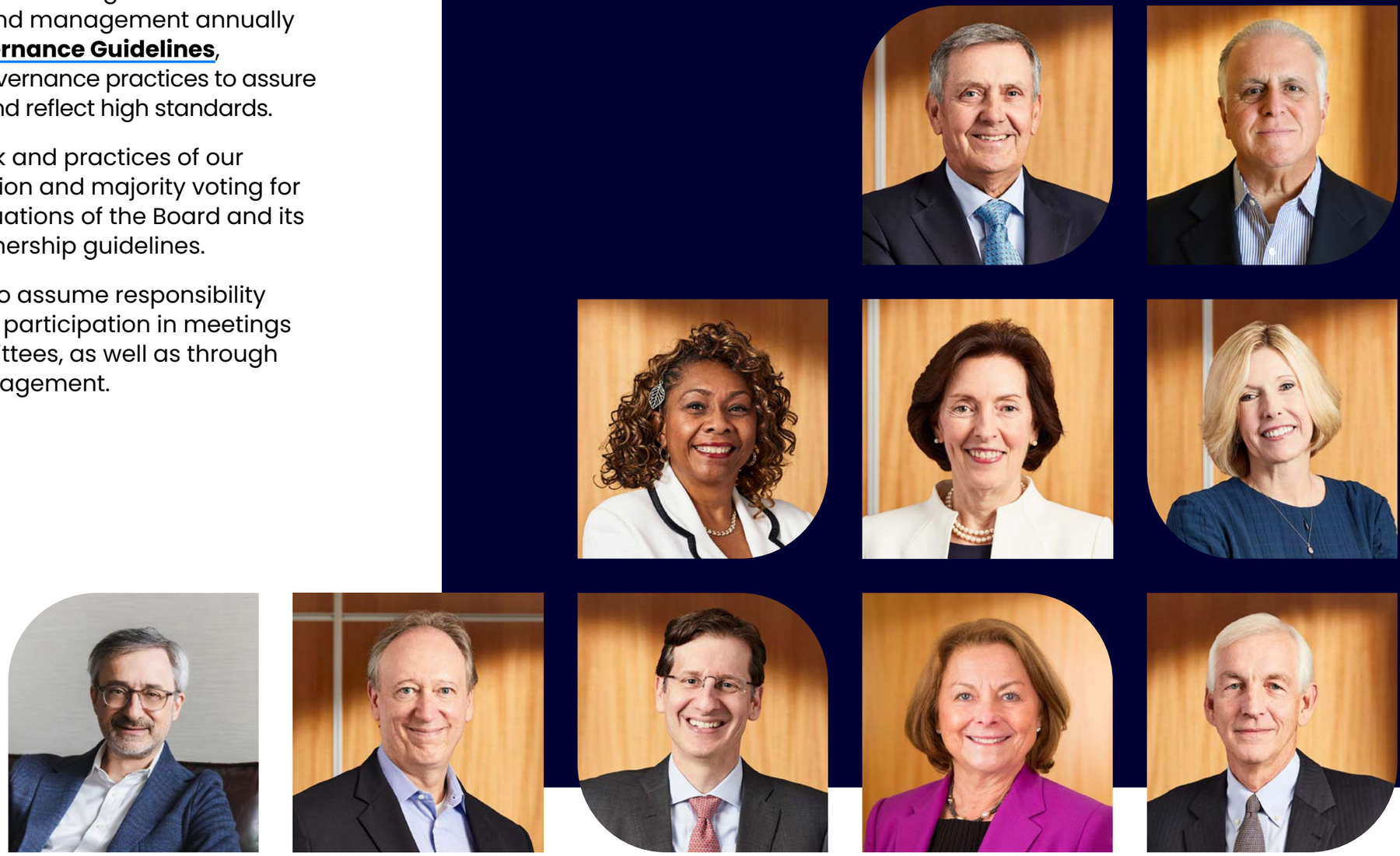


Board of Directors: Role & Governance

Interpublic's Board of Directors is responsible for overseeing the operation and strategic direction of our company. The Board and management annually review our **Corporate Governance Guidelines**, committee charters and governance practices to assure that they are appropriate and reflect high standards.

The governance framework and practices of our Board include annual election and majority voting for directors, annual self-evaluations of the Board and its committees, and stock ownership guidelines.

All directors are expected to assume responsibility for active and constructive participation in meetings of the Board and its committees, as well as through communications with management.



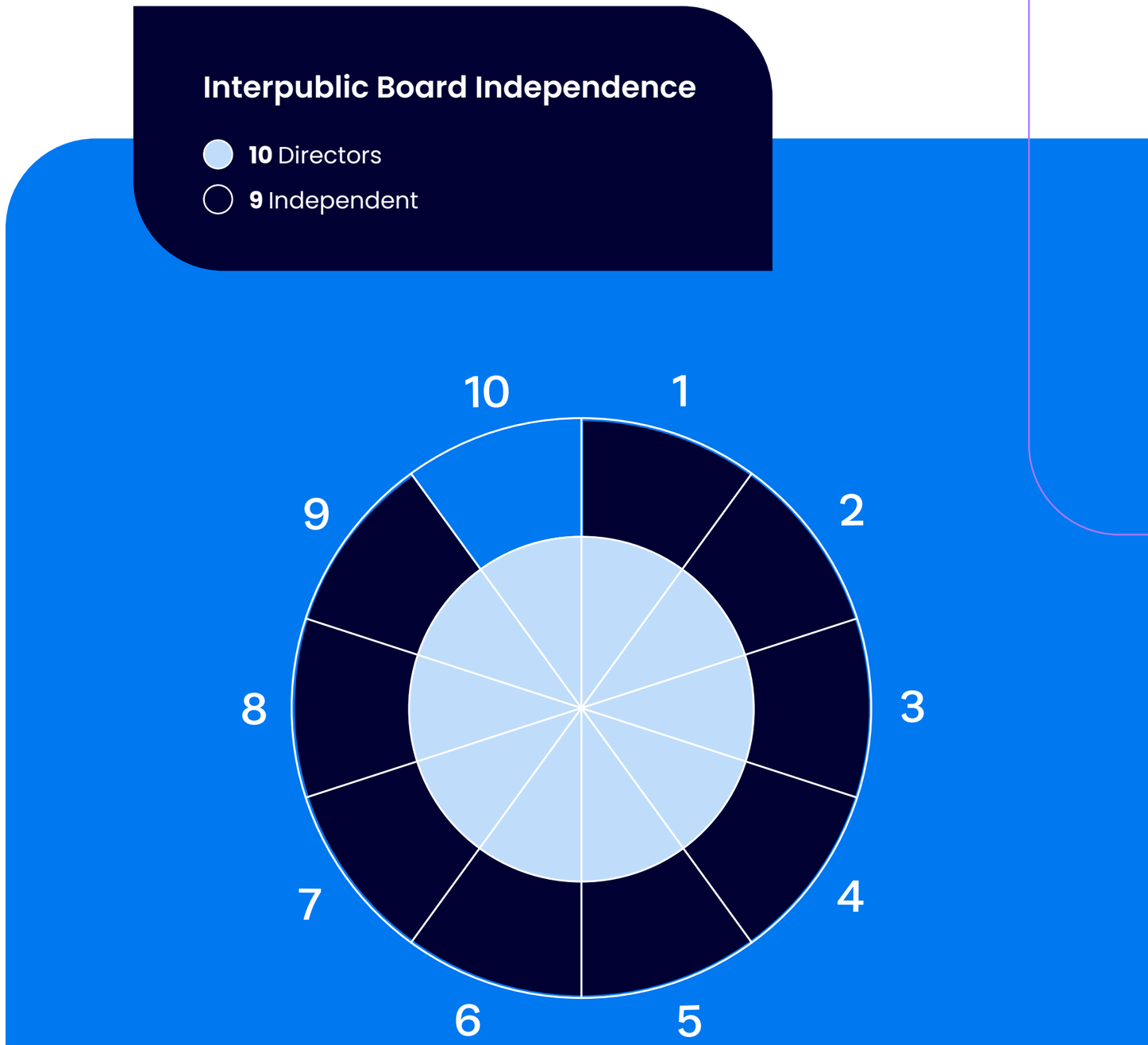
Board Independence

Since the end of 2021, the Board has had an independent, non-executive Chair. As of September 1, 2023, nine of the Board's ten members were independent, with our CEO being the only member of management who serves as a director.

The Board annually evaluates the independence of each director according to Interpublic's Corporate Governance Guidelines and the New York Stock Exchange (NYSE) listing standards. In 2023, the Board and its Corporate Governance and Social Responsibility Committee determined that each of the non-management directors is an independent director by these standards.

The Board's standing committees (the Audit Committee, the Compensation and Leadership Talent Committee and the Corporate Governance and Social Responsibility Committee) must consist entirely of independent directors, as required in our Corporate Governance Guidelines.

To ensure that directors can serve effectively on Interpublic's Board, independent directors shall not serve on more than four other public company boards, and management directors shall not serve on more than two boards of other public companies. The members of Interpublic's Audit Committee shall not serve on the audit committees of more than two other public companies.



Board Succession & Refreshment

When acting on our director succession and refreshment plans, Interpublic's goal is to maintain a diversity of thought, background and experience on the Board that will support our long-term strategy. Our Corporate Governance and Social Responsibility Committee oversees director succession planning. Directors annually review and assess Board performance and overall skills and areas of expertise present on the Board, to inform recommendations of new directors to ensure fresh perspectives and adequate succession planning. Additionally, directors may not stand for re-election after age 75, unless the Board determines that waiving this restriction is in the best interests of our stockholders.

Board Education

Interpublic's director education program assists Board members in fulfilling their responsibilities. In addition to the onboarding program and annual training on the Code of Conduct, ongoing education is also provided through in-depth presentations on strategy, operations, energy transition, cybersecurity, enterprise risk management, legal and regulatory matters, and various other ESG-related issues. Management or outside experts provide the presentations as needed. We also reimburse directors who attend continuing director education programs for any fees and related expenses.

As of September 2023, all of our Board members have qualifications and experience in corporate governance, and 70% have qualifications and experience in sustainability.

100%

of Board members have qualifications and experience in **corporate governance**

70%

of Board members have qualifications and experience in **sustainability**



Board Committees: Roles & Governance

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

Board committee chairs play a key role in shaping the agendas for their committees and presenting information to them. Committees have authority to hire independent advisors as they deem appropriate.

Our standing Board-level committees are responsible for specific topics and processes at Interpublic, as follows:

2 of 3

Interpublic Board Committees are chaired by **women directors**

Audit Committee is responsible for overseeing compliance with the company's Code of Conduct, legal and regulatory compliance, ethics programs, tax strategy, cybersecurity and information technology, data privacy, whistleblower hotline, the work of Internal Audit and other internal controls and auditing matters.

This includes appointment and oversight of the independent auditors of the company, reviewing financial statements before filing with the U.S. Securities and Exchange Commission, reviewing critical accounting policies and practices, and reviewing the quality, adequacy and effectiveness of the company's internal controls.

In addition, the Audit Committee has oversight of the company's enterprise risk management processes and framework.

*Enterprise risk management is further discussed on **page 139**.*

Compensation & Leadership Talent Committee is responsible for reviewing succession plans for key executive positions, reviewing and adopting an executive compensation philosophy, and ensuring our compensation programs (including incentive plans) support the advancement of talented employees into leadership roles.

One of the highest priorities of Interpublic's Board is oversight of succession planning for our CEO and senior management. The Committee's oversight process includes reviews of succession scenarios, potential candidates, planned transitions and timelines for senior management. With guidance from this Committee, the Board devotes significant attention to identifying and developing talented senior leaders.

In overseeing Interpublic's executive and senior management compensation philosophy and practices, the Committee annually reviews and approves the goals and objectives relevant to determining executive compensation, including equity compensation awards, and for the CEO, recommends goals, objectives and compensation for review and approval by the full Board. This includes establishing performance measures and goals and verifying their achievement.

*Interpublic's executive compensation approach is further discussed on **page 142**.*

Corporate Governance & Social Responsibility Committee is responsible for overseeing and recommending to the Board overall governance structure and process for our company, including emergency CEO succession planning and Board succession planning, as well as our ESG strategy.

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

The Committee also develops the Corporate Governance Guidelines for the Board, and it reviews and makes recommendations to the Board regarding governance practices generally.

The Committee has direct oversight of Interpublic's ESG policies and practices, including inclusion and impact, environmental sustainability, data ethics and privacy, community impact and public policy.

*More detailed information on Board oversight of Interpublic's sustainability programs is included in the **ESG Strategy** chapter of this report.*

Enterprise Risk Management

Interpublic's comprehensive enterprise-wide risk management program is a key part of our corporate governance framework. Interpublic's Board plays an active role in the oversight of enterprise risk management activities and considers various risk topics throughout the year, including our assessment and risk management processes, and it performs an annual review and assessment of the primary operational and regulatory risks facing Interpublic, their relative magnitude and management's plan for mitigating these risks.

Our planning and forecasting processes and our capital allocation reviews serve as stress tests for financial risks. Stress testing for non-financial risks includes a range of cybersecurity exercises. Our Internal Audit team continuously evaluates risk in partnership with the Enterprise Risk Management team.

*More information on cybersecurity can be found in the **Data Ethics & Privacy** chapter of this report.*

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

*More information on our TPRM process can be found in the **Responsible Supply Chain** chapter of this report.*

As part of our risk management processes, the company's Risk Owners identify inherent risks within their respective areas of expertise. We then develop programs to mitigate the risks as needed. Each risk receives ratings for both impact and likelihood of occurrence, for before and after risk mitigation programs take place.

We catalogue identified risks in a risk registry. Risk Owners and the Executive Risk Committee (described on the next page) conduct periodic reviews of the catalogue. The Executive Risk Committee considers engaging outside risk resources with the goal of ensuring that the risk register is complete and our risk mitigation programs are effective.

The Board's Audit Committee oversees enterprise-wide risk management and reports on such matters to the Board. Other Board committees are also involved in risk management, and they regularly inform the Board of any potential issues or concerns arising out of their risk management duties. The chart below shows the types of risk managed by the Board and its committees:

Board-level Risk Oversight

Board of Directors

- Strategic & Competitive
- Brand & Reputation
- Operational
- Capital Allocation
- Mergers & Acquisitions
- Financial
- Legal & Regulatory
- Cybersecurity
- CEO Succession Planning
- Investor Relations

Compensation & Leadership Talent Committee

- Executive Compensation
- Talent Development & Retention
- Equity-based Incentive Plans
- Succession Planning*
- Applicable Legal, Regulatory & Compliance

Audit Committee

- Financial Statements
- Audits & Relationship with Auditors
- Internal Controls
- Enterprise Risk Management
- Related Person Transactions
- Code of Conduct
- Cybersecurity & Information Technology*
- Privacy
- Tax
- Applicable Legal, Regulatory & Compliance

Corporate Governance & Social Responsibility Committee

- Governance Structure & Processes
- Corporate Social Responsibility
- Environmental Sustainability and Climate*
- Inclusion*
- Board Succession Planning
- Applicable Legal, Regulatory and Compliance

* Shared with the Board

At the management level, Interpublic's senior management is responsible for assessing and managing the company's various exposures to risk on a day-to-day basis. This includes identifying risks through a robust enterprise risk management framework and the creation of appropriate risk management programs and policies to address such risks. Management reports regularly to the Audit Committee concerning significant risks facing the company and mitigation activities to address risks. We engage third parties as appropriate to assess and test components of our risk management process.

Management-level Risk Oversight

Interpublic has created committees consisting of personnel from various Interpublic departments that support our teams in their enterprise risk management efforts.

The **Executive Risk Committee** is comprised of senior leaders across Interpublic and holds primary responsibility for overseeing the risk framework, identifying our overall risk posture and the material risks facing the company. The Committee is made up of executives from Interpublic at the holding company level. Each member is responsible for a business function, but independent from an individual network or business lines. The Committee reports to the Board on an annual basis. Management regularly reports to the Audit Committee on a variety of significant risks facing the company.

Composition of Executive Risk Committee

- EVP, General Counsel
- EVP, Chief Financial Officer
- EVP, Controller, Chief Accounting & Business Transformation Officer
- SVP, Chief Talent Officer
- SVP, Chief Information Officer
- SVP, Treasurer *(committee leader)*
- SVP, Associate General Counsel - Corporate Compliance
- SVP, Internal Audit
- SVP, Operational Compliance
- SVP, Corporate Services

The **Anti-Bribery Compliance Committee** is comprised of personnel from Legal and Internal Audit, as well as a representative of the Executive Risk Committee. This Committee assesses Interpublic's corruption risk, provides guidance on anti-corruption policies and establishes priorities for employee anti-corruption training. The Committee meets on a quarterly basis.

The **Investigations Oversight Committee** is comprised of personnel from Legal, Internal Audit and Human Resources. This Committee reviews anonymous complaints reported via Interpublic's Alertline and other alleged violations of company policy and ethical standards, to confirm that the appropriate resources are being allocated to investigate each allegation and to consider any appropriate remediation of any violations. The Committee meets on a monthly basis.

Our Internal Investigation team is led by Interpublic's Senior Vice President, Associate General Counsel – Corporate Compliance, who reports to our Executive Vice President, General Counsel.

Internal Audit

Interpublic's Internal Audit function is led by the Senior Vice President, Internal Audit. It is designated to provide independent, objective assurance and advisory services, which are designed to add value and improve our operations. Internal Audit brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal Audit is an integral part of our corporate-level internal control system. It is committed to working closely with Interpublic's management and the Audit Committee in support of their corporate governance responsibilities.

Interpublic's Internal Audit team conducts a robust annual risk assessment process, with quarterly updates, using best-in-class software to risk-rank all Interpublic companies and efficiently allocate internal audit resources. The assessment uses criteria including country corruption perception index, fraud or Code of Conduct violations, total government revenue, percent government revenue, minority interest, financial metrics and other governance issues. Risk assessment attributes are applied to identify financial, M&A, cybersecurity and crisis preparedness risks that may affect our companies.

Executive Compensation Approach

Interpublic's executive compensation philosophy focuses on attracting, motivating and retaining an inclusive group of talented employees. Our executive compensation programs are modeled on best practices in corporate governance, including aligning pay and incentive plans to several well-defined objectives, both financial and strategic. The majority of the compensation for named executive officers is performance-based, with fixed base salary comprising a relatively small portion of total target compensation.

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

*For more information on our high-priority objectives (HPOs) for the CEO refer to our **2024 Proxy Statement**.*

Ethics & Integrity

Our values define who we are as an organization and are a key differentiator for Interpublic. These values are centered around respect for every individual and appreciation for universal principles of human rights. Our policies, trainings and programs are designed to reinforce these values and address any incidents of unethical behavior.



Policies Supporting Ethical Behavior

Our policies aim to foster sound and equitable business ethics and a culture of integrity and respect for all stakeholders. All Interpublic companies around the world are expected to adhere to our corporate policies, in addition to ensuring that their employees and suppliers also comply. Interpublic will take corrective action (up to and including termination) for any violation of our communicated policies. We regularly communicate our policies and procedures, and we tailor the communications to specific jurisdictions or in connection with circumstances that may pose increased risks.

Code of Conduct: Interpublic has adopted a set of ethical standards known as our Code of Conduct. The Code forms the foundation of how we interact with one another, with our suppliers and with our clients. It provides guidance on performing our jobs ethically and promoting a work environment of respect and dignity for all employees globally. The Code ensures compliance with all applicable laws and regulations in the countries where we operate.

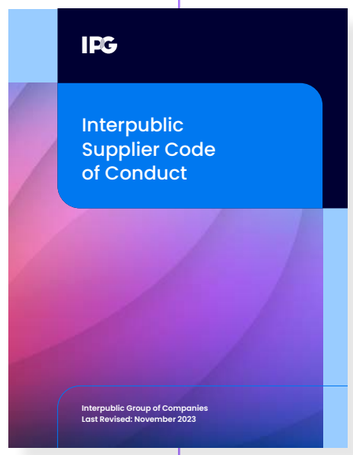
The Code of Conduct applies to all employees of Interpublic and its companies, including executive officers and the Board of Directors. Our Corporate Governance Guidelines explicitly state that Interpublic's Board of Directors and executive officers must comply with the Code of Conduct, and that the Board may not waive any provision of the Code for any director or executive officer. The Code of Conduct is available in 15 languages for our global workforce.

Supplier Code of Conduct: In 2023, we updated our Supplier Code of Conduct and introduced a supplementary set of Supplier Management Principles to guide Interpublic employees in ensuring vendor compliance with the Supplier Code.

We expect all of our suppliers and their employees, agents and subcontractors to adhere to the Supplier Code of Conduct while they are conducting business with or on behalf of Interpublic, and we communicate this expectation through invoices and/or contracts, as well as by requiring each new supplier to acknowledge agreement with the Interpublic Code of Conduct and our Supplier Code of Conduct when they are onboarded – or committing to comply with their own code, if substantially similar, in providing goods or services to Interpublic. For business partners that present an elevated risk level, we include detailed provisions relating to anti-corruption in relevant contracts.

More information can be found in the ***Responsible Supply Chain*** *chapter of this report.*





Policies Supporting Ethical Behavior *(continued)*

Anti-Corruption Policies: Our anti-corruption policies include a zero-tolerance policy with respect to bribery and corruption in any form, and compliance with all applicable anti-corruption laws and regulations worldwide. Interpublic has additional relevant policies in place to safeguard against corrupt payments, including a Gifts Policy and Travel & Entertainment Policies.

Human Rights Policy: This Policy outlines our commitment to fair labor standards, ethical conduct and universal principles of human rights. It makes specific commitments regarding modern slavery, forced labor and child labor, providing fair and humane working conditions and living wages, inclusion and non-discrimination, the rights to organize and vote, the right to clean water and responsibility for content, among other areas.

Tax Policy: Our Tax Policy underlines the importance of complying with tax laws, rules and regulations in both the letter and spirit of the law. The Policy expresses our commitment to acting with transparency and integrity with respect to all direct and indirect tax matters, and it sets out key principles that apply to all tax matters across Interpublic.

Responsible Media & Content Principles: These Principles are based on the understanding that our companies create some of the world's most recognizable marketing campaigns. They aim to ensure that our work for clients results in socially and environmentally responsible, non-stereotyped and accessible content for all, and supports the long-term well-being of our communities. The Principles apply to all companies in the Interpublic network around the world, including our employees and suppliers.

Anti-Harassment & Equal Employment Policy: This Policy ensures a fair, ethical and respectful work environment, free of harassment and discrimination for all individuals. It provides for reasonable accommodations for employees with disabilities.

Global Contributions Strategy & Policy: This ensures that our charitable donations reflect Interpublic values and business strategy and that donations are made in compliance with applicable laws. As outlined in the policy, Interpublic strategically engages in initiatives that support the UN Sustainable Development Goals (SDGs) and prohibits donations to organizations that support discrimination, bribery or political and lobbying activity.

*These policies and other publicly available policies supporting ethics and integrity can be reviewed on Interpublic's **Corporate Governance** site.*

Ethics & Anti-Corruption Training

Interpublic recognizes the value of regular training for ensuring a workplace that operates ethically and protects human rights for every individual.

Code of Conduct Training: All employees worldwide are advised of and required to complete annual training on our Code of Conduct. The mandatory annual training for all employees entails engaging with and responding to hypothetical scenarios involving topics in the Code, with different focus areas selected each year. In 2023, the training highlighted anti-corruption, business integrity, information security and data privacy. The annual all-employee training course also reinforces Interpublic's commitment to operating as sustainably as possible. We have a very high level of participation in this training across the company.

All new hires also receive mandatory training on the Code, which includes policies focused on anti-corruption and human rights, among other topics.

All employees are reminded of specific points in the Code of Conduct through regular communications, such as a reminder upon the release of each quarterly earnings report that the company's policy prohibits insider trading of Interpublic stock or other Interpublic securities. Employees must annually certify their agreement with the Code and disclose any potential conflicts.

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

Board members also receive annual training on the Code of Conduct.

100%

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

Additional Training in Ethics Policies:

- Interpublic legal and internal audit personnel regularly conduct live anti-corruption compliance training sessions for key personnel in significant, high-risk markets.
- Interpublic provides anti-harassment training to all new hires in the U.S. and to senior managers outside the U.S. Every two years, we retrain California managers, and every four years, we retrain all U.S. employees. Interpublic's CEO invites and encourages all employees to take these courses, and we have maintained high levels of employee participation.

Compliance with Ethics Policies & Regulations

Our Board of Directors, CEO and management team oversee Interpublic's robust compliance program, which is applicable to 100% of our operations. We maintain cross-functional management committees to oversee compliance, including an Anti-Bribery Compliance Committee and an Executive Risk Committee.

Anti-corruption compliance is implemented by various corporate departments, including Legal, Internal Audit, Human Resources and our regional controllers team.

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

*More information on our compliance audit programs can be found under the **Corporate Governance & Risk** chapter.*



100%

of our operations are assessed for risks related to corruption

Raising Concerns

Interpublic and its companies take pride in a reputation of high moral and ethical standards. We maintain that reputation by fostering a culture of openness. Our Speak Up Policy discusses Interpublic's global framework for the confidential and anonymous (where allowed) submission of good-faith concerns about improper conduct, and how Interpublic treats those concerns once received.

Interpublic seeks to engage employees, suppliers, consultants, freelancers and other business partners who share our values and human rights standards. Interpublic will not tolerate violations of our ethical standards.

If violations to laws, regulations or company policy are suspected, we strongly encourage all Interpublic employees, contractors, suppliers, clients and business partners, as well as all other stakeholders, to immediately utilize our publicly available reporting mechanisms.

In accordance with Interpublic policy and local laws, reports can be made by contacting our toll-free **Alertline**, a third-party operated hotline available 24/7 in more than 40 languages. Individuals may also report violations through an Alertline website operated by an independent third-party.

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

In addition, Interpublic provides employees with several other means to express concerns about their work environments and to seek advice about ethical and lawful behavior. As described in our Code of Conduct, Interpublic employees may report concerns to anyone in their reporting line, local and corporate human resources departments, the legal department or the corporate compliance team. If contacted, employees are expected to participate in an investigation of a report. Those who file a concern may receive follow-up information about the outcome of such an investigation, as allowed by local law.

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

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

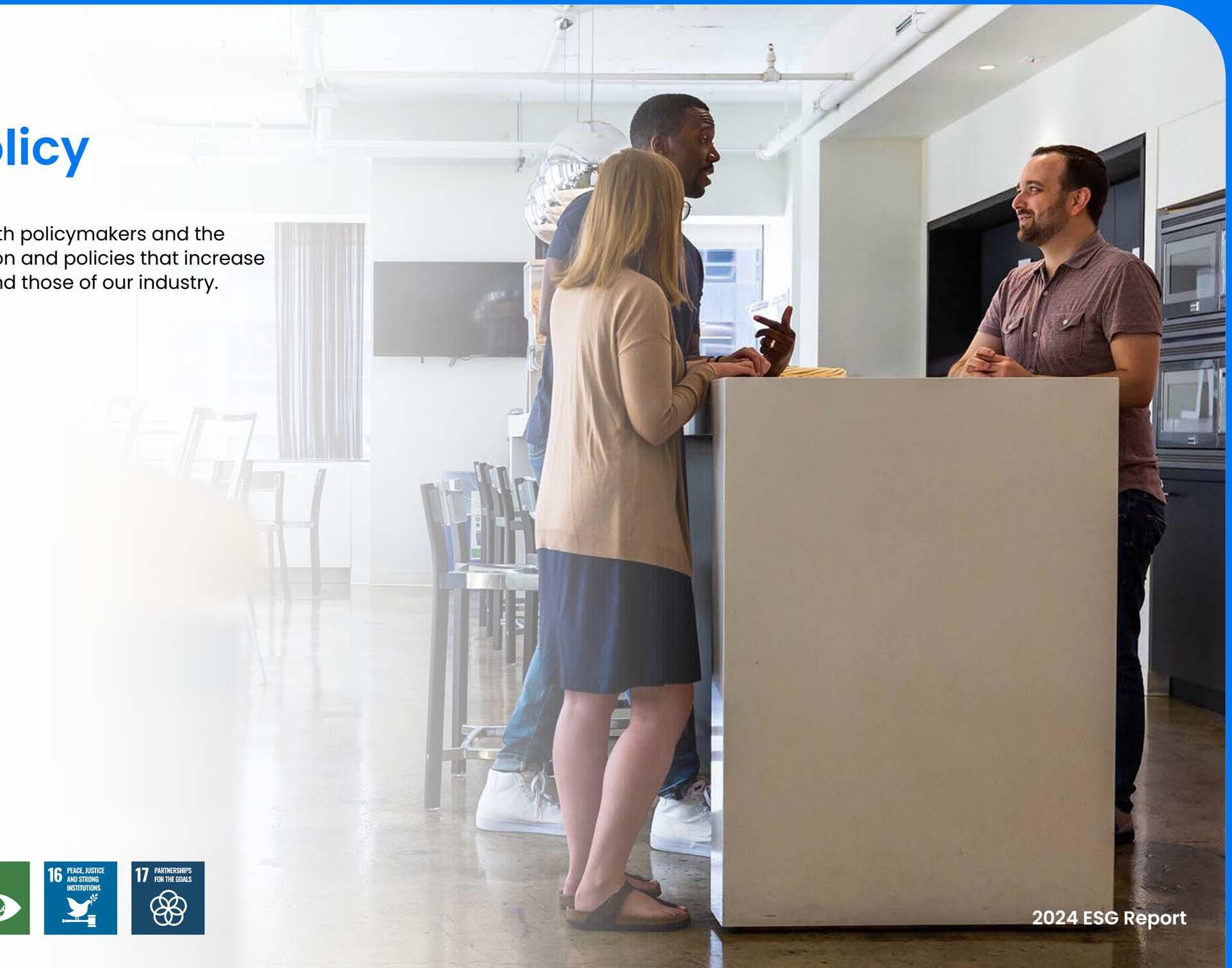
Interpublic employees can also raise ethical concerns or seek advice on ethical standards through our annual employee survey assessing experiences and perceptions of inclusiveness as part of Interpublic's culture. While this periodic survey is conducted by a third-party, our Global Inclusion & Impact Team reviews summaries of responses to identify any common ethical concerns.

24/7

third-party operated hotline available in more than 40 languages

Public Policy

Interpublic engages with policymakers and the public to promote action and policies that increase our positive impacts and those of our industry.





Policies Supporting Responsible Political Engagement

Interpublic encourages employees to support our communities by participating in political activities that interest them and play an active role in democratic processes. Employees are welcome to participate in political activity in a personal capacity and donate to political causes using their personal funds and in their own names.

As indicated in our **Anti-Corruption Policy**, Interpublic and its agencies may not contribute any company funds, facilities or services to any candidate for public office, any political party or official thereof, any political action committee, or any political initiative, referendum or other form of political campaign (other than political marketing and communication services or lobbying activities conducted by an Interpublic company whose regular business activities consist of such services or activities) without prior approval from Interpublic's General Counsel. All lobbying activities must first be cleared with Interpublic's legal department, except where the applicable office's regular business activities consist of such lobbying activities. These provisions are also included in Interpublic's **Code of Conduct**.

*Our publicly available policies can be reviewed on Interpublic's **Corporate Governance** site.*

Interpublic Company Spotlight

Responding to Geopolitical Conflict

At the 2023 PRovokeGlobal summit, Pam Jenkins, **The Weber Shandwick Collective** Chief Public Affairs Officer, spoke about how geopolitics is no longer the sole responsibility of general counsels, but is becoming a major responsibility of chief creative officers.

Jenkins said companies with a global presence and reach like Interpublic are increasingly expected to respond to international and geopolitical issues. To do so, they need to understand how employees view or respond to global issues and how certain conflicts may affect them. This is crucial to avoid causing polarization in the workplace.

"Silence is not an option…but knowing when and how to communicate is a high stakes gambit. When geopolitical tensions spike, employees and the public expect companies to speak up."

– Pam Jenkins, The Weber Shandwick Collective Chief Public Affairs Officer

Taking a Stand on Important Issues

Interpublic regularly takes public stands on critical issues affecting our world and our business. Our statements and initiatives aim to promote empathy and well-being in a changing world. In 2023, we supported:

- **Healthcare rights in the U.S.**
- **Climate action**
- **Data privacy**

Health Care Rights in the U.S.

Interpublic stands for women's fundamental human rights. Amid the restrictions to access abortion and related health services following the U.S. Supreme Court decision to overturn Roe v. Wade, Interpublic updated its healthcare benefits to provide funding for travel, to ensure that employees and their families have consistent access to healthcare.



Interpublic Company Spotlight

Health Agencies Raise Voices for Women's Rights

In 2023, **IPG Health** hosted an **event** with the United Nations' **Universal Access Project** to discuss the future of global reproductive healthcare access in a post-Roe environment. Leaders from reproductive health advocacy, policy and communications organizations explained how the overturning of Roe v. Wade has affected their work.

Briana Ferrigno, **McCann Global Health** President, spoke of the company's long-standing guidance to clients regarding women's health as a fundamental right. She underscored the right to vote in making your voice heard, and said being bold and authentic has helped McCann's clients reach women.

Climate Action

Interpublic has a long-standing commitment to climate action, and ensures that our public policy work for clients follows our ESG principles and commitments, including our climate strategy. Interpublic was the first advertising holding company to publicly decide not to support or engage in marketing or communications aimed at influencing public policy that seeks to extend the life of fossil fuels.

*See the **Climate Action** chapter of this report for more information on our efforts to reduce our carbon footprint.*

civic alliance

Interpublic has signed onto Civic Alliance's "100% In for Democracy Pledge"

13 CLIMATE ACTION

Interpublic Company Spotlight

Deploying an Elections Task Force

The Weber Shandwick Collective deployed a Global Elections Task Force, looking ahead to 2024 as a consequential year in which nearly half the world's population could vote in elections across more than 70 countries and regions, including the U.S., UK, France, European Union, India and Mexico.

Comprising experts from across **Weber Shandwick**, **Powell Tate**, **KRC Research** and **United Minds**, the task force tracked emerging issues, distilled election-related developments and trends and delivered actionable, real-time counsel to support clients and colleagues in navigating complex geopolitical and domestic issues at the intersection of business, politics and society.

Counsel covered: scenario preparedness and issues management; earned, social and paid media strategy; and stakeholder intelligence and engagement. The task force also published data-backed research, insights and thought leadership on the **Election Matters hub** to unpack the political, often polarized environment in which organizations of all kinds communicate.



Data Privacy

Interpublic has supported robust consumer data privacy rights for nearly 30 years. Our Global Public Policy Program actively advocates for responsible marketing and advertising practices by engaging with government bodies, policy think tanks and industry trade groups across all our markets. We focus on the ethical use of data and technologies, including automated decision-making technologies (ADMT) and artificial intelligence (AI). Our advocacy emphasizes that responsible practices are essential for fostering competition and maintaining trustworthy marketplaces.

We support interoperable standards for data privacy, data governance and digital responsibility. In the U.S., we are strong advocates for enacting a fair, pre-emptive and effective federal data privacy law. We engage with the U.S. Congress to work toward a law that provides robust protections and rights for people, protects competition and promotes a healthy, trustworthy American marketplace.

As **Privacy for America** Steering Committee members, Interpublic champions its framework and principles for data privacy legislation. We have long distinguished ourselves in our industry by advocating for a U.S. federal data privacy law and supporting a federal data broker registry (also known as an information service provider (ISP) registry), along with accompanying accountability standards.

Interpublic organizes events to foster discussion on the role of data in marketing and advertising. Events in 2023 included:

- A multistakeholder conference in Dublin with the Irish Data Protection Commission (DPC) and major companies.
- A multistakeholder conference in London with the UK Information Commissioner's Office (ICO), the UK Digital Regulation Cooperation Forum (DRCF) and key companies.

Through our stakeholder events, Interpublic advances support for the lawful processing of data for responsible marketing and advertising solutions.

In addition, we engage with stakeholders to develop harmonizing solutions to address the friction between European data privacy rules, new technologies (such as ADMT and AI), and modern marketing and advertising practices.

In 2024, Interpublic worked with members of U.S. Congress and their staffs to modify the draft of the American Privacy Rights Act (APRA), to craft a fair and workable statute.

Industry Initiatives

Interpublic engages with policymakers principally through our membership in trade and advocacy organizations on issues that affect our business and our industry, such as:

- the **American Advertising Federation** (AAF), which focuses on protecting and promoting the well-being of advertising through a nationally coordinated grassroots network of advertisers, agencies, media companies, local advertising clubs and college chapters;
- the **Advertising Educational Foundation** (AEF), a not-for-profit foundation that creates and distributes educational content on the societal role of advertising and marketing, which has resulted in attracting high-achieving college graduates to our industry;
- the **Association of National Advertisers** (ANA), which aims to drive growth for marketing professionals, brands and the industry at large by fostering best practices, championing innovation and creating initiatives to improve marketing effectiveness and societal impact;
- the **Digital Advertising Alliance** (DAA), which focuses on establishing and enforcing self-regulatory principles for privacy and transparency in digital advertising, empowering consumers with tools and resources to control interest-based advertising while maintaining trust and accountability in the industry;
- the **Interactive Advertising Bureau** (IAB), which represents digital advertising companies and promotes the responsible growth of the industry by developing technical standards, best practices and research to enable innovation and improve the effectiveness of online advertising; and
- the **American Association of Advertising Agencies** (the 4A's), which works to advance social and civic goals by partnering with federal, state and local governments and facilitating *pro bono* efforts on the part of its members. Interpublic's Chief Sustainability Officer is a member of the 4As' Sustainability Task Force, which helps agencies and the industry develop solutions for climate action.

Data Ethics & Privacy

Data is essential to our business, and our strategic and responsible use of data is core to Interpublic's values. Interpublic has a responsibility to promote high standards in data management, privacy and security, and to ensure the ethical use of data.

The need to source and process data ethically remained of paramount concern for Interpublic in 2023. Interpublic leaders took strong positions in support of consumer privacy, brand suitability and data ethics.



Interpublic is keenly aware of the links between respecting privacy, safeguarding data and enabling trust. We therefore approach privacy as a business imperative and aim to be the lead advertising holding company in providing privacy-compliant services to ensure the ethical use of personal information. This applies to our stewardship of our clients' customer data, our partners' data, third-party data, business contact data and our employee and applicant data.

Interpublic's policies on data security, privacy and confidentiality apply to its use of AI and generative AI tools across the company.

Interpublic has joined the International Association of Privacy Professionals (IAPP), the top privacy organization, as an **AI Governance Foundational Supporter**. The AI Governance Foundational Supporters are companies who are committed to fill the need for trained and certified AI governance professionals to ensure AI systems are developed, integrated and deployed in line with emerging laws and policies in a trustworthy way. Supporters use IAPP's AI governance tools and trainings to develop and grow their teams of AI governance professionals.

Interpublic was the first marketing/advertising holding company to become a member of the Partnership on AI (PAI), joining other notable technology companies. Interpublic agencies utilize AI frameworks, best practices, forums and networking with other companies to address and mitigate societal bias in AI. **McCann** is also actively involved, working with PAI to publish synthetic media transparency methods and act as the initial chair of PAI's newly formed AI Transparency Committee.



Acxiom & KINESSO: Media, Data & Technology Specialists

Interpublic companies **Acxiom** and **KINESSO** develop and activate data and technology-enabled marketing and advertising solutions that help our clients recognize, understand and connect with people. These companies are built on applied data ethics and digital responsibility, leveraging proprietary technology to enable confident, respectful, safe and secure use of a wide variety of data and technology capabilities. Many of these technologies and data assets have been engineered and evolved over the past several decades to ensure the ethical use of data.

Additionally, we complement our proprietary technology capabilities with a select array of partners to help activate and measure advertising performance. As new media channels become available, such as CTV and OTT, we adapt our leadership values into these channels including support of people's privacy choices. We perform due diligence and ongoing oversight of these partnerships and the solution functionality to ensure our ethical standards are upheld.

Data Ethics at Acxiom & KINESSO

Acxiom is a pioneer and thought leader in managing first-party data, with 50 years of expertise and leadership in ethical data use and best-in-class ethical standards on gathering data and respecting consumer privacy.

Acxiom's strong programs, coupled with Interpublic's long-standing commitment to transparency in media practices, provide a differentiated offering for clients. A key reason Acxiom has been successful is that privacy is embedded into the core of our business. Acxiom supports brands via its compliance with data ethics and privacy regulations, including the General Data Protection Regulation (GDPR), the California Consumer Privacy Act (**CCPA**) and additional privacy and data laws enacted in our markets.

Clients trust Acxiom to go above and beyond what is legally required to ensure that clients' customer data and additional data that Acxiom collects and makes available to clients is kept safe and used fairly. Acxiom believes ethical collection and management of data are both a legal and moral responsibility.

In 2023, **IPG Mediabrands** launched **KINESSO**, a tech-driven performance unit delivering real intelligence that moves brands forward. The launch was part of Interpublic's broader strategy to streamline operations and enhance efficiency by consolidating three major brands — Kinesso, Reprise and Matterkind.

KINESSO harnesses the power of technology and data to create a more streamlined approach to client services. With a deep understanding of consumer behavior, KINESSO offers comprehensive end-to-end media activation and optimization, global capability centers, and data and tech expertise — facilitating a more integrated approach to ensure success for clients.

KINESSO uses Acxiom's ethically sourced data, and other permissible third-party data, in the development of its KINESSO Intelligent Identity services and audience solutions. These capabilities are provided to clients to enable conscious marketing and advertising across connected channels, including for addressable advertising. KINESSO provides transparency and honors people's rights regarding their data. KINESSO's Privacy Notices and Privacy Rights Portal are available **here**.

Management of Information Security, Data & Privacy

Interpublic has made significant investments in privacy leadership within the company, creating high-level roles at several of our companies and a Global Privacy & Data Protection Team led by the **Global Chief Privacy Counsel**. In support of our commitment to stewardship of client and partner data, and to continue providing our clients advanced services and trustworthy technology in data privacy, our leadership roster includes an **SVP, Data Integrity & Public Policy**. The following entities have responsibility for Interpublic's efforts in information technology security, data protection and privacy:

Global Privacy & Data Protection Steering Committee

Our Global Privacy & Data Protection Steering Committee is comprised of members of Interpublic's senior leadership, including: the General Counsel; Chief Information Officer (CIO); Chief Information Security Officer (CISO); SVP, Treasurer; SVP, Internal Audit; VP, Human Resources; SVP, Corporate Compliance; and Chief Data Governance Officer (CDGO). The purpose of the Steering Committee is to advise and direct the privacy and data protection program. The Steering Committee meets with the Global Privacy Team on a monthly basis to discuss current projects, objectives and anticipated challenges.

Information Security Steering Committee

Our Information Security Steering Committee is comprised of Interpublic's global IT and security leadership, and led by the CISO. The Steering Committee meets every other month to discuss relevant threats, initiatives, technology, pilots and reporting on cybersecurity matters. It supports Interpublic companies around the world by helping to shape their strategies to detect and respond to internal and external cybersecurity threats.

Executive Risk Committee

Our Executive Risk Committee oversees risk management including cybersecurity and privacy risks. The Committee's multidisciplinary leadership includes the owners of IT and cyber risk (Interpublic's CIO and CFO) and privacy risk (our General Counsel). The chair of the Executive Risk Committee regularly updates the Board and its Audit Committee on the risk landscape, while the CIO, CFO and General Counsel provide updates on notable cybersecurity events to the CEO and Audit Committee chair.

Global Privacy & Data Protection Team

Our Global Privacy & Data Protection Team is led by the Global Chief Privacy Counsel and is responsible for oversight of policies and programs on data privacy. The Team: develops regulatory compliance materials and relevant policies and procedures; conducts vendor assessments; drafts and negotiates privacy and data protection agreements with clients and vendors; conducts training and awareness at Interpublic and its companies; and advises Interpublic's Privacy Champions at our companies on their compliance obligations and requirements.

Interpublic's Global Privacy & Data Protection Team members include:

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

Chief Information Security Officer

Our Chief Information Security Officer (CISO) works closely with key stakeholders, including internal committees such as the Information Security Steering Committee, Interpublic's global IT leadership, peer institutions and industry groups, to manage cybersecurity and information security risk.

Chief Information Officer

Our Chief Information Officer (CIO) works closely with key stakeholders, internal committees such as the Executive Risk Committee, security committees and working groups, and global IT leadership to manage information technology and security risk. The CIO provides annual updates to the Board and its Audit Committee, as well as periodically throughout the year, regarding policies and practices, cybersecurity and technology updates and industry trends and ongoing efforts to prevent, detect and respond to internal and external critical threats.

Chief Data Governance Officer

Our Chief Data Governance Officer (CDGO) works closely with key stakeholders, including Privacy teams, CISO and internal committees such as the Data Governance Council and the Records Management Committee to review and manage the lifecycle of key data assets, ensuring data management best practices to reduce operational risks of data management. The CDGO provides regular updates to the Global Privacy & Data Protection Steering Committee and other internal committees, as well as periodically throughout the year, regarding data management and analytics technology and processes updates.

Privacy Champions

Interpublic has identified Privacy Champions across our network of companies. These Privacy Champions are responsible for implementing data privacy policies at their companies and for managing compliance efforts. They support employees with questions or client inquiries about privacy, data protection and use of personal information.

*Board-level oversight related to information security and data privacy is discussed in the **ESG Strategy** chapter of this report.*

Protecting Personal Information & Data

Interpublic is committed to ensuring the privacy and security of our clients' data. We build privacy protections into our business strategies, allowing our networks to create better solutions to assist clients in meeting their privacy compliance requirements.

We retain a staff of cross-functional experts comprised of privacy engineers, privacy legal specialists and compliance experts. This team partners with our companies and our clients to ensure we continue to focus on ethically sourcing data, evaluating advertising and marketing technology partners, and providing ongoing governance of the data in our care.

When we process customer data on behalf of our clients, we work to ensure those customers also retain control over their data. Interpublic has policies and programs in place to protect this data and assure appropriate use, including using it only for our clients' specified and permitted uses. We do not use client data for secondary purposes without appropriate permission. We also promote policies within the industry that would do the same.

In 2023, Interpublic launched a new application built by **Acxiom** called Real ID™, which enhances marketers' first-party data without the risks of moving personally identifiable information (PII) or creating other compromises to customer privacy or security. The tool provides advanced data privacy, ensuring adherence to state regulations, using rigorous data access controls, encryption and governance.



Interpublic Company Spotlight

Objective Quality Standards for ISMS

IPG Mediabrands earned Global ISO 27001:2013 certification for its information security management system (ISMS), affirming the company's investment in privacy protection and proactive measures to keep client data safe.

With this certification, all of IPG Mediabrands' locations worldwide are certified. The company will continually improve its practices to pursue renewed certification each year.



Managing Security Risk

Interpublic's security program incorporates aspects of industry-recognized security frameworks (e.g., NIST CSF, ISO 27001) to identify, protect, detect, recover and respond to security threats to the organization. We are expanding ISO certification globally. A focus on continuous improvement enables Interpublic to advance its security posture in an evolving threat landscape.

Below are some recent highlights of the program:

- Enhanced threat detection, monitoring and response capability
- Improved security management of cloud platforms
- Improved vendor risk evaluation process to mitigate vendor risk
- Continually enhanced software security program to protect digital assets
- Continually strengthened security for system and data access
- Enhanced privileged account management and network access controls
- Improved user awareness on security through phishing simulations and additional mandatory training

Interpublic maintains, and requires our third-party service providers to maintain, security controls designed to ensure the confidentiality, integrity and availability of our systems and the confidential and sensitive information we maintain and process.

Policies Supporting Data Ethics & Privacy

Interpublic is committed to transparent, accountable and ethical data use to power our marketing intelligence services. Several policies and other guidance documents are in place to support Interpublic employees and companies in fulfilling this commitment.

Protecting Personal Information: Our use of data must be transparent, fair, appropriately permissioned and respect individuals' preferences. The Interpublic **Code of Conduct**, which applies to all our companies and their employees, expresses Interpublic's respect for individuals' privacy, underlining the duty to protect personal information (PI) in accordance with applicable privacy and data protection laws wherever Interpublic conducts business. The Code underscores that PI should only be used for relevant and appropriate business purposes.

Interpublic's commitment to protecting the PI of our employees, our clients and their customers is expressed in our **Privacy Policy** (SP&P 605), which details our internal requirements for processing PI. Interpublic companies are advised to delete customer PI of clients as soon as it is no longer needed. The policy is owned by the privacy legal team. In case of a breach of the policy, our responses depend on severity and range from requiring additional training up to termination. The privacy policy system is embedded in group-wide management of risk and compliance management at Interpublic.

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

Interpublic's **Website Privacy Notice** describes the types of information Interpublic and its companies collect about individuals on Interpublic websites, how the information is used and shared, and the choices available regarding Interpublic's use of the information. The Website Privacy Notice also describes the measures Interpublic takes to safeguard PI, and how individuals can contact Interpublic about its privacy practices and to exercise their rights. Interpublic provides guidance and support to our companies to help them with their specific website practices and policies.

One of Interpublic's seven **Responsible Media & Content Principles** is "Protect Personal Information." This Principle calls on all Interpublic companies, including those involved with gathering and managing clients' customer data, to comply with all applicable laws and regulations governing data privacy and security so that personal data is kept safe and used fairly. Personal data should not be used in marketing communications or services in a way that discriminates against an individual or group of individuals, including in regard to their ability to access employment, housing or other products and services.

Policies Supporting Data Ethics & Privacy *(continued)*

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

Data Security: Interpublic's data security program has prioritized seven requirements regarding the data lifecycle. These requirements cover data inventory, application criticality (for structured data that resides in apps), data classification, data treatment (including security architecture, encryption and configuration expectations), retention/destruction, backup and data-loss prevention.

Interpublic maintains security policies and operational procedures that address certain data protection requirements, including organizational, physical and technical controls, as well as how to report violations. The aim of these policies and procedures is to promote effective privacy protection and data management, including data protection impact assessments (DPIA) and privacy impact assessments (PIA), vendor assessments and additional data governance procedures. Our DPIA and PIA programs align with the U.S. Office of Management and Budget's (OMB) M-03-22 guidance, and include processes to evaluate and document the use of data and technology against applicable laws and ethical standards to determine the impact to people and to ensure the responsible and respectful uses of data and technology.

Interpublic complies with privacy and data security laws and regulations across the markets in which we operate, including the General Data Protection Regulation (GDPR) in the EU and UK, the General Data Protection Law (LGPD) in Brazil, U.S. state privacy laws including the California Consumer Privacy Act (CCPA), and applicable privacy and data protection regulations in other markets and countries as new laws come into effect.

Interpublic has additional internal policies and procedures covering the following topics:

- Incident Response
- Information Security
- Data Classification
- Cloud Security
- Access Controls
- Remote Access
- Acceptable Use of Interpublic Information & Systems
- Information Exchange & Electronic Communications
- Social Media

Interpublic's **Physical & Environmental Security Policy** (SP&P 640) covers the handling of sensitive data. It requires removing sensitive data by using a secure file deletion utility before disposing, selling or donating used computers and electronic storage equipment.

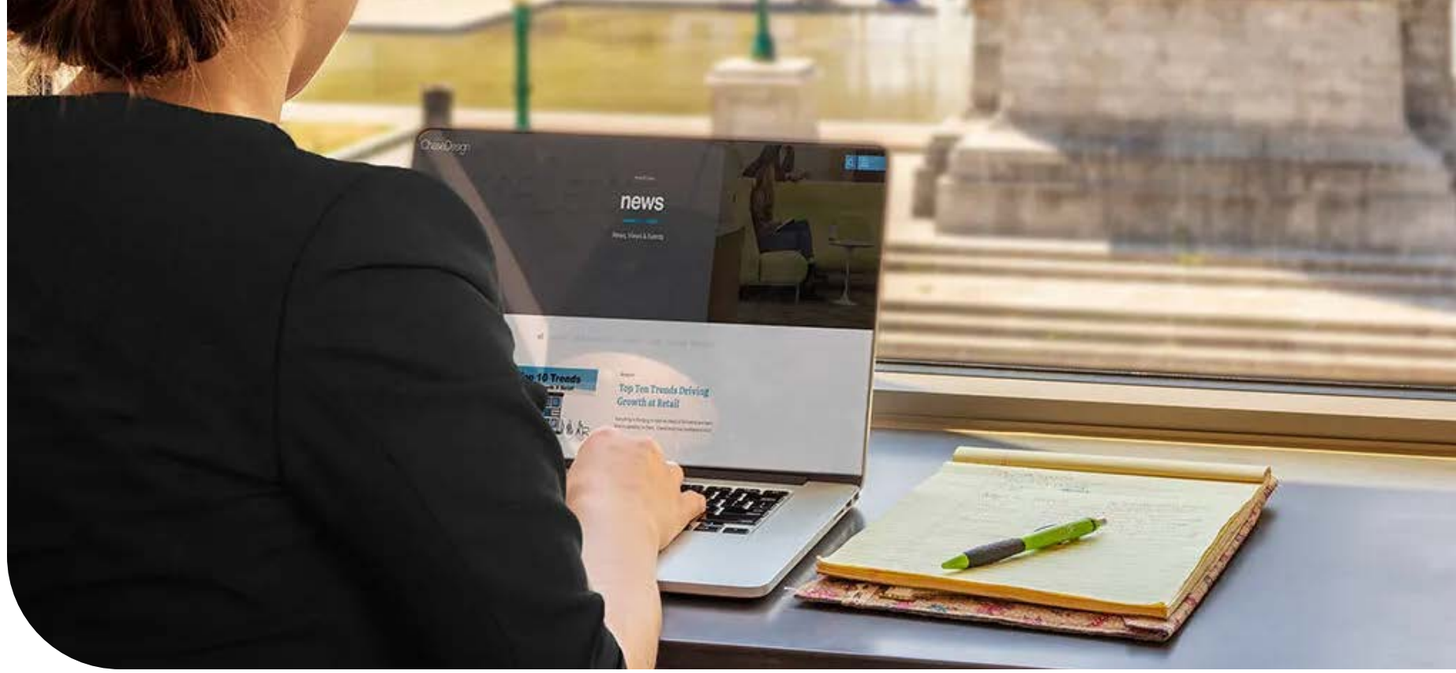
Audit & Compliance

Interpublic utilizes various measures and metrics to track compliance with policies and identify opportunities for improvement. Among our measures and metrics:

- Internal and external auditors review critical controls annually (including access, hygiene, change management and training).
- Our vulnerability management working group reviews the results of vulnerability scans to prioritize remediation. We track closure rate and prioritize action based on criticality.
- We use threat intelligence, threat models and security tools to continuously scan our landscape. Critical areas are escalated for review and action by the Information Security Steering Committee.
- We use a leading solution for attack surface management to identify vulnerabilities on our external perimeter, classify them and prioritize them for remediation.
- We regularly measure security operations – events, alerts, tickets and incidents – measured by mean time to detection and mean time to remediation.
- We measure the security posture of our third parties using Third-Party Risk Management (TPRM) software to obtain scores and metrics for measuring improvement.

Interpublic will take appropriate corrective action (up to and including termination) in the event of any violation of our data privacy policies or practices.





Internal Audit: Interpublic leverages our internal audit team to help gauge the compliance of our privacy program. The team conducts additional reviews at Interpublic's individual business units, as determined through a risk assessment model that covers a variety of metrics.

As part of our continued effort to enhance cybersecurity capabilities and to stay abreast of emerging threats, Interpublic instituted an enhanced annual security testing program in 2014. This year's testing program was led by IT Audit, and was coordinated and performed by an independent third-party service provider.

The security testing is unannounced and includes the following assessments:

- **Internet assessment:** Includes identification and testing of external-facing Interpublic hosts, including servers and network devices that are connected to and accessible through the public internet.
- **Intranet assessment:** Consists of a review of the Interpublic internal network infrastructure to identify vulnerabilities that could lead to access to sensitive information and privileged access on the internal network.
- **Wireless assessment:** Consists of a review of internal and guest wireless networks, as well as a search for rogue access points at the test site.
- **Social engineering assessment:** Consists of phishing emails to Interpublic's technical staff to determine what information or access could be gained (e.g., URLs for access, password resets, naming conventions).

Reporting Concerns: Any violations of Interpublic policies on privacy and data security are required to be reported to Interpublic's Global Chief Privacy Counsel, other members of the legal department or Interpublic's **Alertline**. Interpublic's CISO and the Interpublic Global Privacy Team jointly investigate incident reports involving PI.

Employees can contact **ESD@interpublic.com** or call 888-IPG-8778 to report suspected violations of laws, regulations or company policy.

Vulnerability Testing: Interpublic's IT security team conducts regular exercises including: technical simulations to test people, processes and tools; threat hunts to scan for missing secure configuration; and tabletop exercises to prepare staff who are involved with incident response.

External attack and penetration testing is performed by a third party on an annual basis, and vulnerability scans are run on all assets within the Interpublic Internet Protocol range on a monthly basis.

Simulated Hacking Attacks

Each year, Interpublic conducts an internal simulated hacking exercise and prioritizes the outcomes by risk. Interpublic uses an industry-recognized breach and attack simulation (BAS) software, which is run by a managed service provider and conducted as a simulated surprise attack to measure the effectiveness of our security controls.

Additional simulated hacking attacks are part of third-party external vulnerability analysis, where a simulated surprise attack is conducted on Interpublic's network both internally and externally each year.

Vulnerability Analysis

Interpublic uses several tools to identify vulnerabilities in a manner consistent with the U.S. National Institute of Standards and Technology's (NIST) cybersecurity framework. We use vulnerability management software on all systems that have an operating system, such as workstations, servers and cloud virtual machines. We run periodic threat hunts to identify any missing secure configurations and standard security controls. We also use threat hunts to search for emerging zero-day vulnerabilities that may not yet be classified by detection software. We use static and dynamic software scans to ensure that the software and platforms we build are free from defects, and we prioritize the remediation of any issues found.

Third-Party Vulnerability Analysis

For our external third-party vendors, we use an industry-recognized software tool to conduct a vulnerability analysis that monitors vendors' cybersecurity scores and alerts Interpublic when a vendor has a significant change. We also use questionnaires to assess the security posture and understand vulnerabilities and risk based on the size and maturity of people, processes and technologies they have in place.

Employee Training & Awareness

Interpublic believes privacy and data protection are everyone's responsibility. We engage with our employees and provide regular training to foster our data privacy and security culture. Interpublic employees are required to complete trainings that cover security and privacy best practices as well as company policies:

- All employees are required to undergo training on data protection and information security; this is covered in our mandatory annual Code of Conduct training. In 2023, Interpublic had a 92% completion rate for this employee training.
- All employees are also trained through quarterly simulated phishing attacks. If an employee fails these exercises, they receive additional training, and repeated failures are addressed by managers through performance reviews or other means. Reports on phishing campaign results are sent to Interpublic and agency leadership on a quarterly basis.
- IT administrators are trained on secure use of admin accounts in the performance of their duties. IT admins have more privileges than regular users and therefore require additional awareness training on Interpublic security capabilities, controls, obligations and objectives.
- Employees involved with software development are trained on threat modeling to ensure they are knowledgeable on approaches to effectively ensure security is built into all our projects and includes guidance on identifying and mitigating threats.
- Interpublic's human resources employees complete annual privacy and security training on the types of employee, beneficiary, applicant and other personal information which they may process on a daily basis. The training addresses department-specific recommendations, guidance and best practices.

92% Completion rate for employee training on data protection and information security

Interpublic's intranet site provides all of our companies with a central location for security and privacy-related policies, training and guidance resources.

Interpublic's Chief Information Security Office issues regular updates on security when granting access to each other in a collaborative work environment, to prevent unauthorized access. Our internal policy on Acceptable Use and User Responsibilities supports employees to use secure practices when using our computing resources.

Interpublic's CISO team provides security tips to all Interpublic employees throughout the year and covers topics including online shopping, IT security while traveling as well as phishing reminders.

International Data Privacy Day

A Shared Responsibility for Protection

We regularly communicate with employees regarding the shared responsibility of protecting data and privacy. On International Data Privacy Day, we send an annual message to all Interpublic employees.

In 2023, Interpublic's General Counsel called on employees to consider how they handle personal data – specifically to ensure they are:

- Providing a privacy notice when necessary and collecting consent when required for data processing
- Only sharing data with others who have a need to know, or when a contract is in place with vendors
- Taking steps to safeguard the data
- Using data ethically and responsibly
- Deleting data once it is no longer needed

Industry Initiatives

It is Interpublic's duty not only to protect and assure appropriate use of personal information, but also to promote policies within the industry that do the same. Interpublic companies are active participants in several industry initiatives focused on advancing data privacy, including International Data Privacy Week, advancing fair and balanced U.S. federal data privacy legislation, I-COM Data Ethics Council, and Digital University for Regulator series advancing fair and balanced regulatory approaches to data privacy and protection.

Interpublic companies are also affiliated with several organizations addressing privacy and information policy, including:

- Privacy for America - Steering Committee
- The Information Accountability Foundation – Board seat
- The Center for Information Policy Leadership - Advisory Board
- The Future of Privacy Forum - Advisory Board
- Global Privacy Assembly
- International Association of Privacy Professionals (IAPP) - Education Advisory Board
- Global Privacy Alliance
- Business Roundtable - Privacy Working Group
- Association of National Advertisers (ANA) - Ethics Review Committee and AI Committee

In 2023, our data privacy team engaged directly with policymakers around the globe and held seats at many key privacy organizations.

*For more information on our policy engagement related to data ethics and privacy, see the **Public Policy** chapter of this report.*



Responsible Media & Content

Our companies are responsible for creating some of the world's most recognizable marketing campaigns, and we expect our work to support the long-term well-being of our communities and our planet. Interpublic recognizes our opportunity to drive real change by using our strategy and communications skills to create a more accepting society, as well as to broaden perspectives and understanding.

As a leading provider of marketing solutions for clients around the world, Interpublic plays an influential role in determining what information consumers receive and how they receive it.



Policies Supporting Responsible Media & Content

First published in 2022, Interpublic's **Responsible Media & Content Principles** apply to all companies in the Interpublic network around the world, including employees and suppliers. The purpose of the principles is to make our marketing campaigns and choice of media channels consistent with ESG values and ensure they do not cause or contribute to harm.

In addition to these principles, all marketing communications and services should be prepared in compliance with local customs and laws regulating these activities. Interpublic will take appropriate action to address any violation of these principles.

On a global basis, our operating policies require campaigns to adhere to industry guidelines for truthfulness in advertising and many other significant matters relating to advertising integrity.



Responsible Media & Content Principles

- Truth in Advertising
- Promote Respect
- Promote Inclusion
- No Hate Speech
- Promote Accessibility
- Protect Personal Information
- Protect Children's Well-being

Programs & Initiatives

We take our responsibility seriously in promoting the responsible advancement and use of artificial intelligence (AI), mindful decision-making about ad placement, countering misinformation and ensuring accessibility to content. We also work to eliminate stereotypes in our content and elevate the narratives of all communities, as well as ensure content is environmentally responsible and promotes new and underutilized media.



Interpublic Company Spotlight

Leadership Expertise for Clients

The Weber Shandwick Collective launched a global network of external experts to serve as counselors for CEOs and C-suite leaders at client companies, centered on purpose-driven media as a business driver.

"**The Collective Senior Advisors**" provide on-demand expertise and insights into media, government, technology and civil society. Key issues include building a brand that deepens trust with all stakeholders and communicating the brand's purpose as a way to advance resilience and growth.

During the 2023 Cannes Lions International Festival of Creativity, Interpublic helped organize a panel on driving growth responsibly with sustainable media as part of the first-ever **Open House for Good**.

Responsible AI: In 2023, Interpublic and **McCann Worldgroup** became the first global marketing and advertising companies to join the Partnership on AI (PAI) to Benefit People and Society. This is a coalition of over 100 organizations working to advance AI responsibly. We participate in order to ensure that the AI tools we use do not include misinformation or biases.

Interpublic has formed an AI Steering Committee to support our companies' collective fluency in AI tools while prioritizing equity and responsibility. The Committee is comprised of leaders of selected Interpublic companies who will disseminate key learnings from the PAI throughout the entire organization.

In 2023, Interpublic's Chief Information Officer moderated an event featuring five leaders from across the Interpublic network at a live forum hosted by Interpublic on "Making Brands Stronger in the AI World."

Interpublic Company Spotlights

Improving the Use of AI

Momentum Worldwide organized a global virtual event with Microsoft to explore the ethics and impact of AI in marketing.

MullenLowe MENA debuted a dedicated website to help fix gender stereotypes in AI. FixingthebAIs provides an image bank of women performing professional roles, populating a new gender-neutral dataset that can train automated systems to recognize and combat existing bias. Images were made royalty- and rights-free to encourage widespread use.

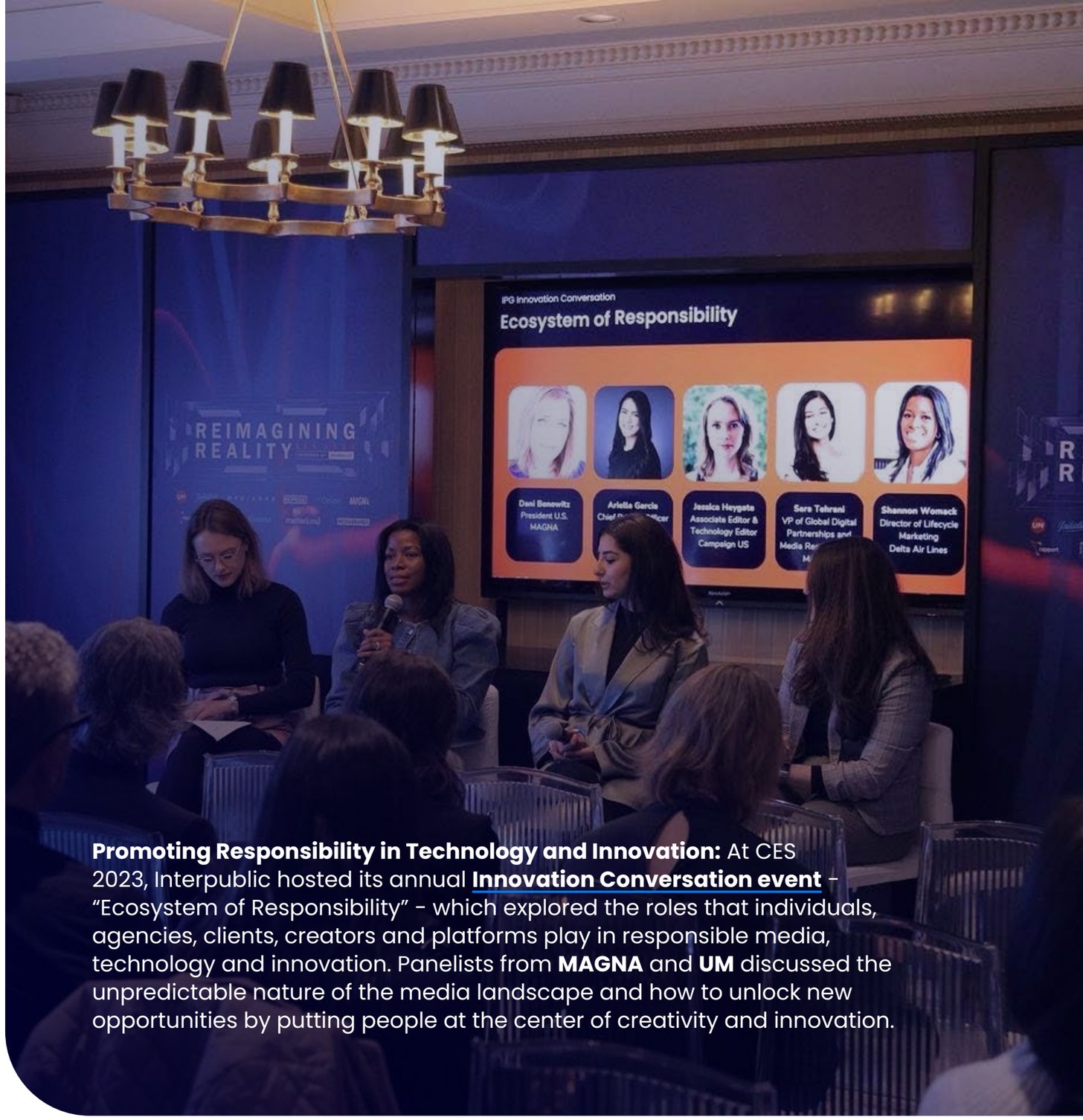


Tracking Media Responsibility: 2023 marked the fourth year of the **IPG Mediabrands Media Responsibility Index** (MRI), which assesses the media landscape to foster accountability and action around brand suitability. Our evaluation covers the ESG priority areas of suitability, inclusivity, sustainability and data ethics.

The MRI 4.0 built on previous editions to provide deeper insights into the Australia and India markets, as well as the Europe, Middle East & Africa (EMEA) region.

The MRI has become a bellwether for the industry as it evaluates over 150 media partners each year across formats such as social, digital, CTV, display, broadcast and out-of-home. The MRI also has become a valuable resource for clients as they manage their business' ESG goals and make responsible media investment decisions.

The MRI is a core element of IPG Mediabrands' Media for Good agenda, which strives to advance and positively impact ESG issues in our business and throughout the industry.



Promoting Responsibility in Technology and Innovation: At CES 2023, Interpublic hosted its annual **Innovation Conversation event** - "Ecosystem of Responsibility" - which explored the roles that individuals, agencies, clients, creators and platforms play in responsible media, technology and innovation. Panelists from **MAGNA** and **UM** discussed the unpredictable nature of the media landscape and how to unlock new opportunities by putting people at the center of creativity and innovation.

Partnering for Responsible Addressable Media: Since 2020, Interpublic has been a member of the governing group of the **Partnership for Responsible Addressable Media**, which aims to protect critical functions of media and advertising while safeguarding consumers' privacy.



Interpublic Company Spotlight

Conscious Inclusion of Disability in Advertising

McCann Worldgroup is committed to "Conscious Inclusion." In 2023, McCann Worldgroup co-hosted the Missing 23% **event** ocused on the underrepresentation of disability in advertising.

Interpublic Company Spotlight

Communicating Clearly About Sustainability

In 2023, **Weber Shandwick** provided essential "golden rules" for companies' sustainability communications.

- **Be credible:** Sustainability is not a PR exercise. Brand communications should be anchored in a sustainability strategy backed up by real actions.
- **Silence is no longer an option:** Customers, regulators, shareholders and the media will demand to see/hear action. Companies need to communicate what they are doing to at least comply with sector regulations.
- **Communications must be consistent:** Companies must speak distinctly with one voice and one story, backed up with clear proof points, to all audiences across all channels.
- **Keep it clear and simple:** Not everyone is a sustainability expert. Refrain from using either overly complicated or vague language to remove ambiguity, so audiences can easily understand your sustainability claims.

Eliminating Stereotypes & Bias: As creators, strategists and innovators, we are drivers of culture. Our work often reaches consumers directly and shapes public perceptions. This creates a responsibility to elevate the narratives of marginalized communities, and this requires authentic storytelling.

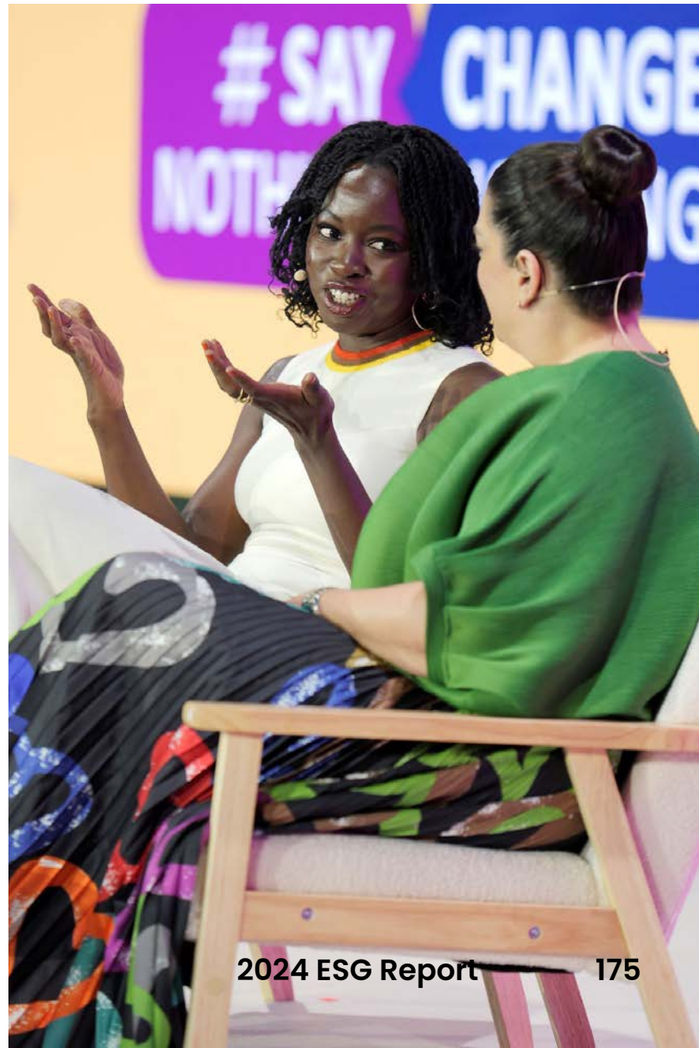
To fulfill this vision, with respect to people with disability, Interpublic launched a partnership with **Disability:IN**, a leading organization dedicated to empowering and advancing the inclusion of people with disabilities in the workplace. The partnership enables us to provide resources to our companies as they create groundbreaking, stereotype-free client work.

*For more on Interpublic's partnership with Disability:IN, see the **Making an Impact** chapter of this report.*

Interpublic is a founding member of the **Unstereotype Alliance**, an organization convened in 2017 by UN Women, the United Nations' entity for gender equality. The Unstereotype Alliance seeks to eliminate harmful stereotypes in all media and advertising content. As a member, Interpublic and our companies strive to eliminate such stereotypes from marketing campaigns.

Additionally, Interpublic participates in and sponsors industry initiatives to highlight, celebrate and promote increased representation of women in client organizations and in media and technology industry organizations. Interpublic has also partnered with organizations like **Free the Bid** and **The Female Quotient**. Free The Bid's pledge calls for ad agencies, production companies and brands to have at least one female director on every commercial production job. The Female Quotient provides advisory solutions and global exchanges to help organizations close gender equality gaps.





Interpublic Company Spotlight

What Over 50 Really Looks Like

MullenLowe held an event titled “This Is What Over 50 Looks Like” aiming to stamp out ageism in advertising. The event included a private viewing of a **photographic exhibition** by blind photographer Ian Treherne, showing fascinating, diverse, lively people aged between 55 and 90 – offering positive imagery to show how great being over age 50 can be.





Interpublic Company Spotlight

Award-winning Work on the Gender Pain Gap

Golin UK and client Nurofen won an ESG Award 2023 for the “See My Pain” **campaign**, which illuminates that women are more likely to experience pain, but they’re less likely to have it taken seriously by healthcare providers due to ignorance and unconscious bias. Golin’s “See My Pain” campaign brought this “Gender Pain Gap” into focus, helping consumers and providers alike understand pain bias through data and brand action.

Media that Makes an Impact: Equity Upfront™ is an annual week-long event accelerating support for underutilized and small media businesses in order to redress gaps in the marketing industry. Hosted by **MAGNA**, the investment and intelligence company of **IPG Mediabrands**. The **third Equity Upfront** took place in 2023 with a focus on opportunities for clients and agencies that support a wide array of media partners.

MAGNA's Equity Portal, an online resource exclusively available to IPG Mediabrands' clients and affiliates, serves as a reference guide for those seeking to invest in trusted, underutilized media partners.





EQUITY BY MAGNA UPFRONT

5 GENDER EQUALITY

Interpublic Company Spotlight

Advancing Media Investment

UM and **IPG Mediabrands** entered into a partnership with Roku to measure TV viewership for new and underutilized media networks, in order to help accelerate advertiser investment. UM aims to change the conversation about equity-oriented investment from a focus on moral reasons to business reasons. The data gives brands the ability to buy smaller, under-tapped networks.

Improving Accessibility: Current Global is educating clients on making communications fully accessible to people of all abilities. As part of the agency's **Accessible by Design** initiative, the Public Relations and Communications Association (PRCA) published the industry's first **Accessible Communications Guidelines**, pointing to tools and standards to make content inclusive for all. In 2023, PRCA released a new edition of the guidelines.

ACCESSIBLE BY DESIGN | current global



Creative Work in Support of Responsible Media & Content: Interpublic companies work with partners and clients on campaigns focused on eliminating stereotypes, fostering inclusion, promoting the empowerment of women and combatting discrimination and sexual violence.

*Examples of our work can be found in the **Creative Work for People & Planet** section of this report.*

Interpublic Company Spotlight

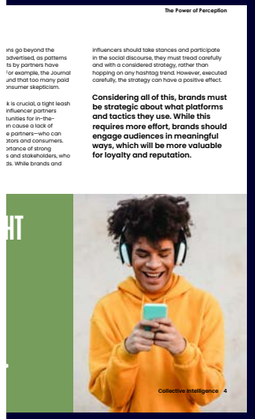
Consumer Desire to Find Common Ground, Support Social Issues

Weber Shandwick worked with KRC Research to **survey** 1,500 consumers on the importance of a brand's reputation. The findings show that consumers are deeply concerned about political and social divisions and believe businesses should find common ground to help bridge them. Most of the those surveyed want companies to take public positions on critical social issues such as human rights, climate change, racism and gun violence.

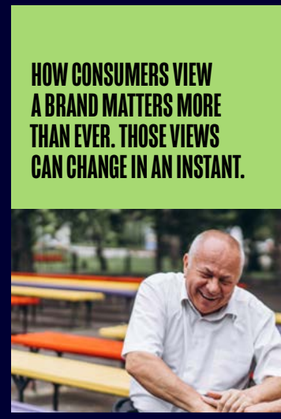
When companies do not sufficiently demonstrate their values, consumers respond: 44% say they have boycotted a company to express protest. Meanwhile, over a third of consumers have "buycotted," or shown support for a brand by intentionally buying its products or services.



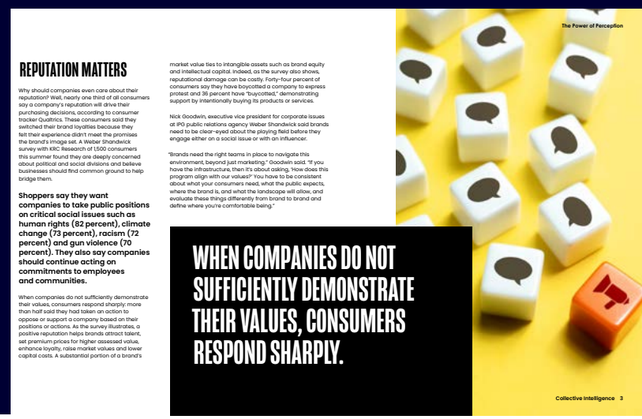












Creative Work for People & Planet

As a leading global provider of marketing solutions, Interpublic recognizes the impact that our business activities can have on the world around us. We therefore strive to use our platforms to help create a healthier planet and a better society. In line with our values, Interpublic is committed to the Sustainable Development Goals (SDGs) – part of the UN's 2030 Agenda for people and planet. The **17 SDGs** address critical aspects of environmental and social protection and inclusive prosperity.

Interpublic companies regularly work with partners and clients on campaigns that are designed to eliminate stereotypes, foster inclusion, combat violence, promote good health, mobilize voters, and drive climate action and sustainable consumption.

In 2023, Interpublic companies across the globe created campaigns that support these objectives, highlighted in the following pages.

A

Mediabrands Content Studio for Pizza Hut Malaysia

Launched a hunger awareness campaign that invites Malaysians to "share a slice" to combat hunger.

Read More

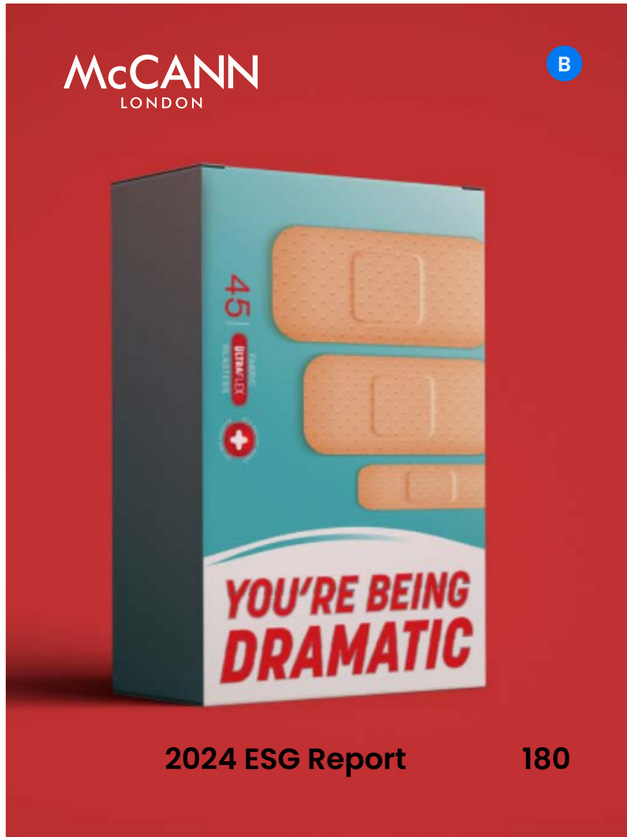
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McCann London for Reckitt Nurophen

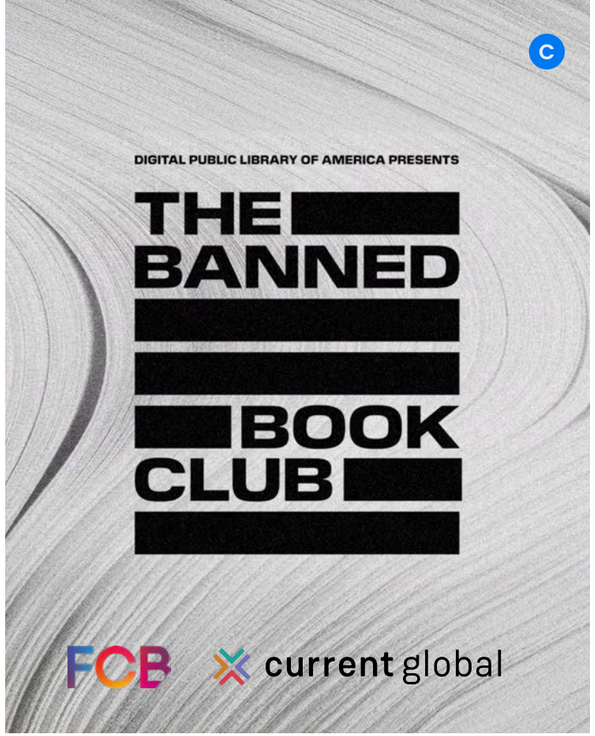
Launched the next phase of "See My Pain," highlighting dismissive reactions when women discuss pain. Presented new insights from Gender Pain Gap Report.

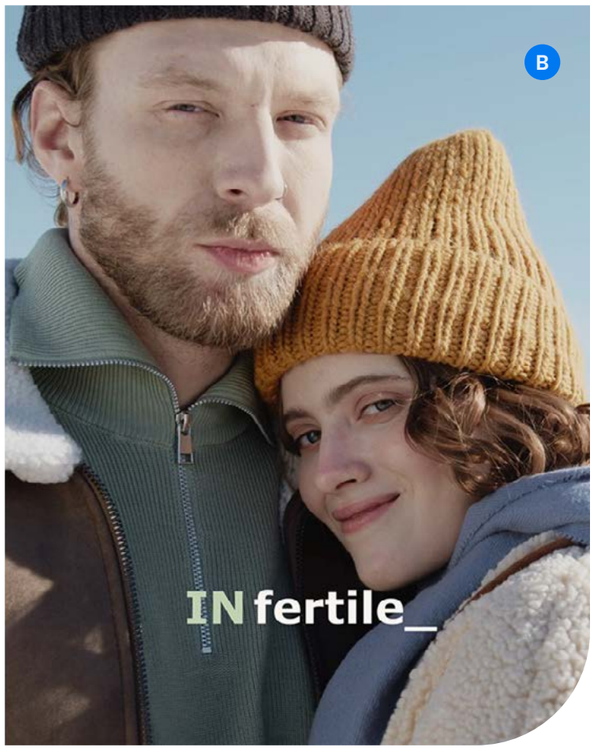
Read More











A

Current Global for Novartis

Established a two-year partnership with Jamie-Lynn Sigler, an actor, MS patient and advocate, to share her journey with relapsing MS and the positive impact of treatment.

Read More

B

MRM Germany for Merck Healthcare

Collaborated on a groundbreaking campaign about infertility and its associated psychological challenges.

Read More

C

FCB Chicago and **Current Global** for Digital Public Library of America

Introduced the “Banned Book Club,” a digital library offering free banned e-books to readers who live where they have been banned.

Read More

A

R/GA Argentina for Kimberly-Clark

Launched PSA campaign “Where is the bathroom?” to encourage dialogue on the importance of basic sanitation access.

Read More

B

McCann Bristol for Good Energy

Launched a campaign encouraging homeowners to adopt heat pumps, a greener energy option.

Read More

C

Weber Shandwick for Bloomberg Philanthropies

Launched the Local Infrastructure Hub to connect cities and towns with critical access to federal infrastructure funding.

Read More

D

Weber Shandwick for the Foundation to Combat Antisemitism

Handled PR for the “Stand Up to Jewish Hate” campaign, which established the blue square as a symbol of confronting antisemitism.

Read More

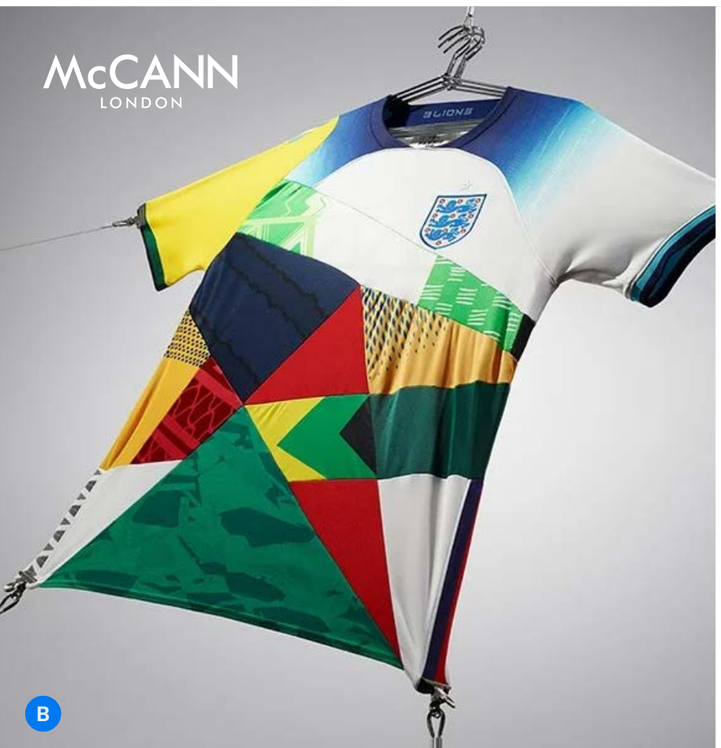














A

10 REDUCED INEQUALITIES

Carmichael Lynch for Subaru

Released the “Beautiful Silence,” featuring a 10-year-old deaf actor. Adweek highlighted the ad on its list of “20 Campaigns that Made Creatives Jealous in 2023.”

Read More

B

10 REDUCED INEQUALITIES

McCann London for Show Racism the Red Card

Won a Gold Lion in the Creative Data category at Cannes for this initiative celebrating the rich diversity of the England football team. It aims to start a conversation about immigration within the UK.

Read More

C

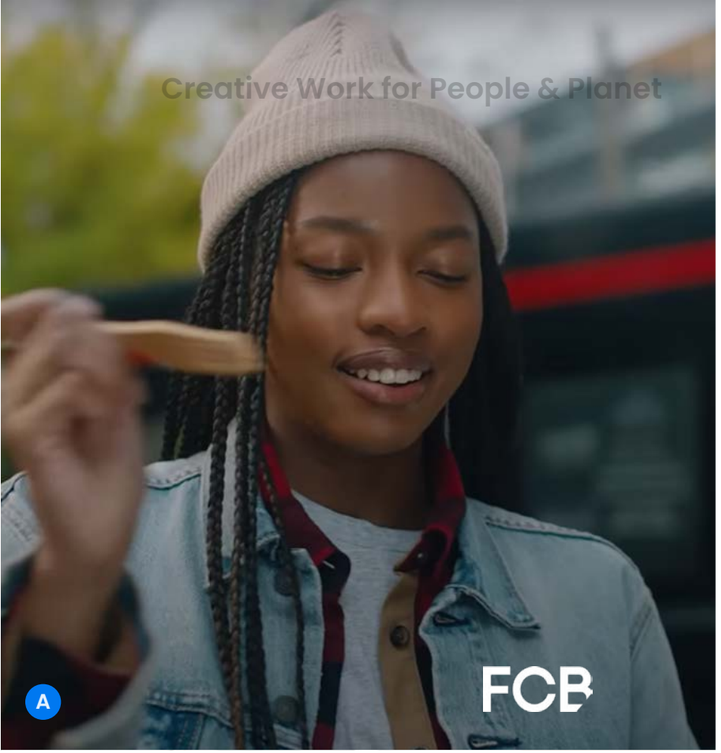
11 SUSTAINABLE CITIES AND COMMUNITIES

Powell Tate for Bloomberg Philanthropies

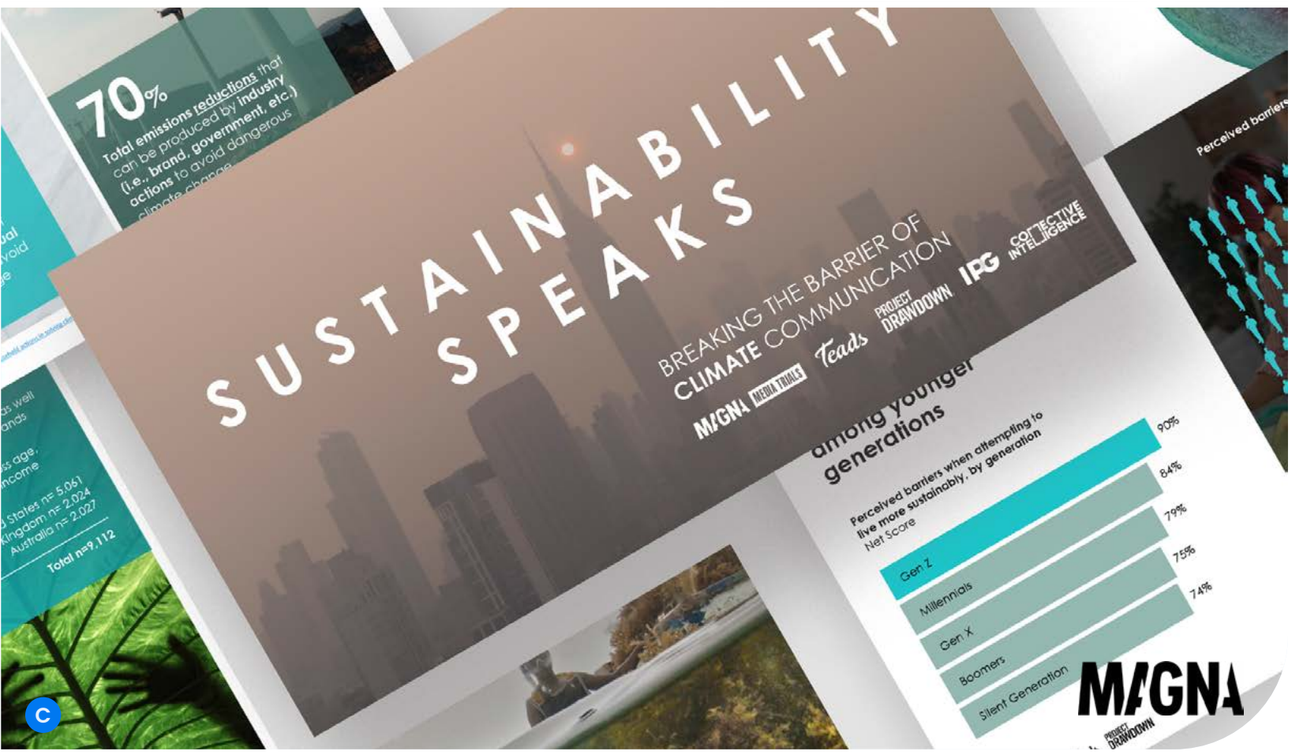
Amplified the CityLab, which launched a fund to replicate city innovations, and hosted a Mayors Innovation Studio on how generative AI can help run cities better.

Supported the unveiling of the Bloomberg Center for Cities at Harvard University, to advance progress in cities around the globe.

Read More







A

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

FCB Canada for Air Canada

Created a campaign to showcase the airline's "Leave Less, Do More" environmental strategy.

Read More

B

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Initiative for Canada Goose

Unveiled the next iteration of "Humanature," a purpose-driven platform where eco-minded youth talk about climate change and sustainable fashion.

Read More

C

13 CLIMATE ACTION

MAGNA for Teads and Project Drawdown

Released a study on what's missing in communication about climate change.

Read More

A

Weber Shandwick and **R&CPMK** for Sandy Hook Promise

New contract aims to make prevention a core part of the gun violence conversation.

Read More

B

Momentum Worldwide for Chevrolet

The Canada team created the seventh consecutive Good Deeds Cup, inspiring minor hockey teams to compete for up to $100,000 from an e-charity of their choice.

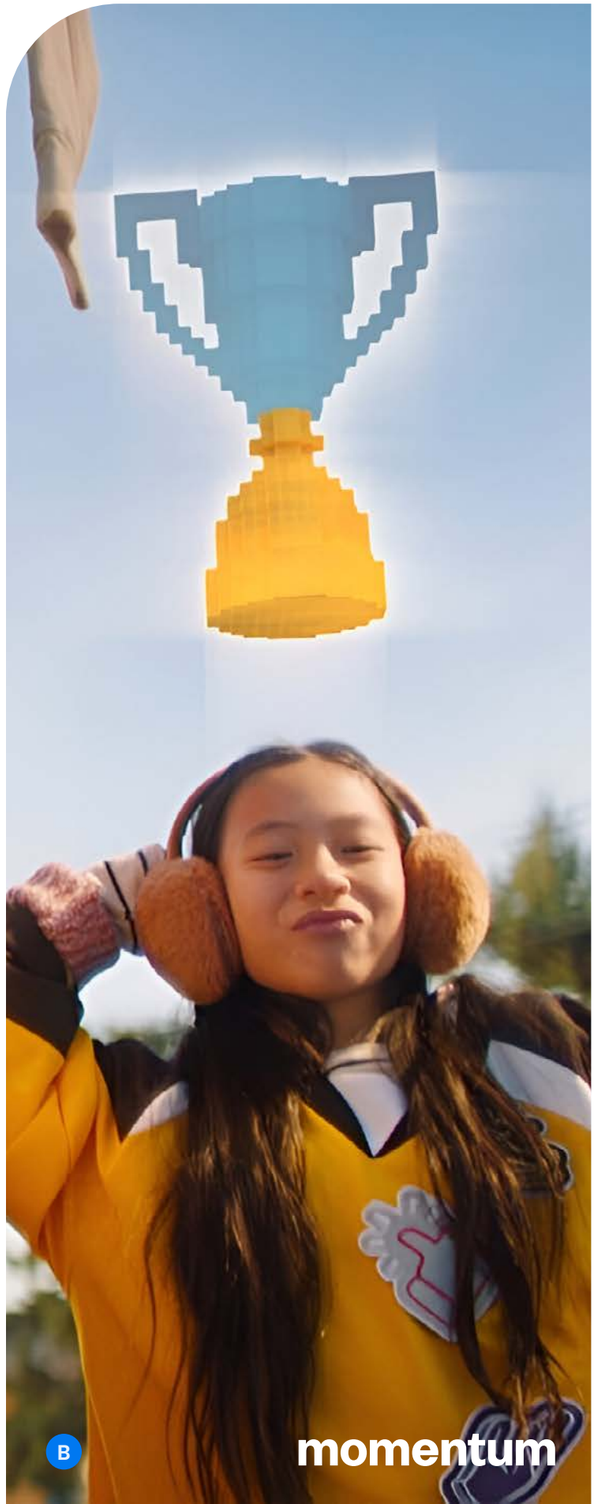
Read More

C

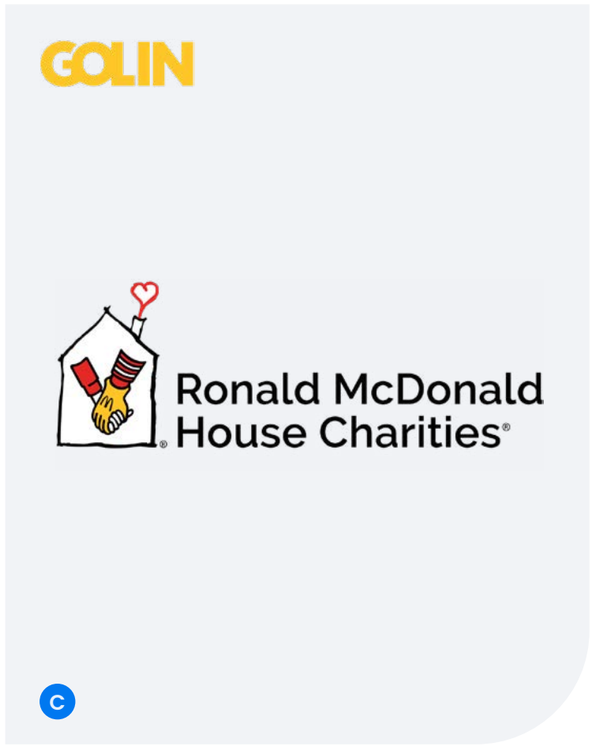
Golin for Ronald McDonald House Charities

Launched an internal website for RMHC's 50th anniversary.

Read More







About this Report

This 2024 ESG Report provides an annual update on our sustainability journey. Interpublic strives to continuously improve our programs by contributing to the global development of sustainability practices and reporting on those initiatives. We recognize the importance of transparency and are committed to reporting on our ESG disclosures on an annual basis.

*Interpublic has been reporting on our sustainability performance and publishing related reports since 2015. Our historical sustainability reporting can be found **here**.*

This report primarily covers data and metrics related to the 2023 calendar year from January 1, 2023, to December 31, 2023, unless otherwise noted. Interpublic also made strides in our sustainability journey during 2024, and some of this progress is highlighted throughout the report, where indicated.

As a global holding company, Interpublic has worked diligently to increase our emissions inventory monitoring and reporting boundary to include our entire network of operations. This multi-year project has included incremental scope increases each year from 2014 to 2019, when we accomplished the incorporation of 100% of our locations and offices worldwide - representing over 300 facilities. We continue to disclose emissions data within our operational control. Our historical energy and emissions inventories prior to 2018 are based on a reduced scope of operations.

To inform perspectives on trends regarding our environmental footprint, it is important to consider our global initiative to reduce office space, which in turn helps to reduce our overall carbon footprint. We launched the program in 2020, and as of year-end 2023, it has resulted in a total reduction of 2.87 million square feet globally, representing an approximate 28.7% cut to our occupied spaces.

*Additional energy and emissions disclosures can be found in our **2024 CDP Response**.*

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

We prepared this report in alignment with various reporting frameworks including the **Global Reporting Initiative** (GRI) Universal Standards, **Sustainability Accounting Standards Board** (SASB) Advertising & Marketing Standards, the **Task Force on Climate-related Financial Disclosures** (TCFD) recommendations, and the 10 principles of the **UN Global Compact.** The report also maps disclosures and initiatives by relevance to specific **UN Sustainable Development Goals** (SDGs). As a participant of the UN Global Compact, we also submit an annual Communication on Progress on our work on the Compact's 10 principles.

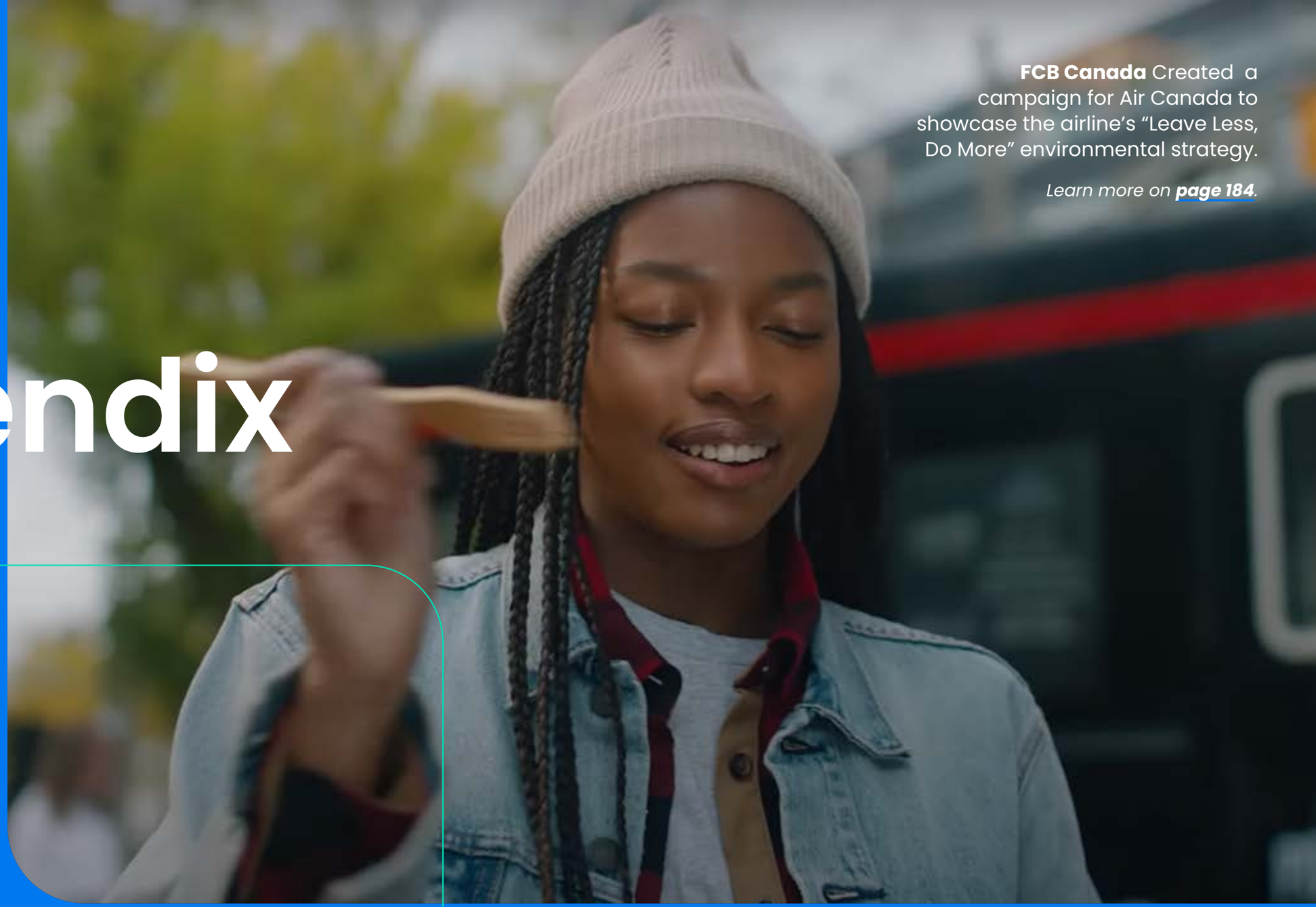
*Specific alignment with these reporting frameworks can be found in the **Appendix** of this report.*

PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement on certain greenhouse gas emissions metrics and certain people metrics for the year ended or as of December 31, 2023.

*See PwC's Report of Independent Accountants on **page 201**.*

We welcome your review and engagement on Interpublic's ESG reporting practices as we continue enhancing our work in this area. Please send inquiries to **Jemma Gould**, Interpublic's Chief Sustainability Officer (CSO).

Appendix



FCB Canada Created a campaign for Air Canada to showcase the airline's "Leave Less, Do More" environmental strategy.

*Learn more on **page 184**.*

Environmental Data

Environmental Data[1]	Unit	2023	2022[3]	2021	2020	2019	GRI Link
Operational Data							
Total Revenue	$ in Millions	$10,890	$10,923	$10,241	$9,061	$10,221	-
Total Employees	#	57,400	58,400	55,600	50,200	54,300	
Total Locations	#	315	351	360	408	368	
Total Square Footage	sq ft	8,083,973	9,326,316	10,035,188	11,116,946	10,443,054	
GHG Emissions Data							
Total Scope 1 Emissions	$MTCO_2e$	9,030	11,193	9,350	6,803	7,316	305-1
Natural gas	$MTCO_2e$	6,692	7,856	5,884	4,672	4,669	
Other fuels[2]	$MTCO_2e$	23	140	140	32	204	
Refrigerant losses	$MTCO_2e$	2,315	3,197	3,326	2,099	2,443	
Total Scope 2 Emissions (location-based)	$MTCO_2e$	34,532	36,553	38,854	60,385	85,205	305-2
Electricity	MTCO2e	33,557	34,194	36,146	58,723	83,673	
District heat (steam)	$MTCO_2e$	637	1,733	2,464	1,662	1,483	
Chilled water	$MTCO_2e$	338	625	244	0	50	
Total Scope 2 Emissions (market-based)	$MTCO_2e$	23,403	29,293	35,988	63,674	88,787	305-2
Electricity	$MTCO_2e$	22,428	26,935	33,280	62,012	87,254	
District heat (steam)	$MTCO_2e$	637	1,733	2,464	1,662	1,483	
Chilled water	$MTCO_2e$	338	625	244	0	50	

1 - Each year Interpublic may have slight updates and improvements to our GHG emissions inventory methodology. Any changes are detailed in our annual reporting. The management assertion letter in the back of each annual ESG report discusses the data methodology used that year.

2 - "Other fuels" includes emissions mostly from diesel, with small amounts of gasoline and petrol included in the 2019 and 2021 data.

3 - All data for RafterOne, which was acquired by Interpublic in October 2022, was excluded from the reported 2022 metrics due to limited availability of data.

Note: Reported data may not total due to rounding to the nearest whole number. Currency-related data is reported in USD.

Environmental Data[1]	Unit	2023	2022[3]	2021	2020	2019	GRI Link
Total Combined Scope 1 + 2 Emissions (location-based)	$MTCO_2e$	43,562	47,746	48,204	67,188	92,521	305-1
Total Combined Scope 1 + 2 Emissions (market-based)	$MTCO_2e$	32,433	40,486	45,338	70,477	96,102	305-2
Total Scope 3 Emissions	$MTCO_2e$	380,435	432,314	350,419	319,611	540,474	305-3
Cat 1: Purchased goods and services[4]	$MTCO_2e$	215,553	286,088	238,406	215,955	308,327	
Cat 2: Capital goods	$MTCO_2e$	25,746	36,174	41,137	35,161	45,319	
Cat 3: Fuel-and energy-related activities	$MTCO_2e$	10,484	15,317	16,802	14,495	21,836	
Cat 5: Waste generated in operations	$MTCO_2e$	3,149	3,426	791	287	1,645	
Cat 6: Business travel	$MTCO_2e$	83,031	55,659	16,738	22,851	119,934	
Cat 7: Employee commuting (incl. teleworking)	$MTCO_2e$	42,472	35,650	36,545	30,862	43,413	
GHG Emissions Intensity[5]							
GHG emissions (scope 1 + 2) per employee	$MTCO_2e$ per employee	0.57	0.69	0.82	1.40	1.77	305-4
GHG emissions (scope 1 + 2) per square feet	$MTCO_2e$ per sq ft	0.0040	0.0043	0.0045	0.0063	0.0092	
GHG emissions (scope 1 + 2) per total revenue	$MTCO_2e$ per $	0.0000030	0.0000037	0.0000044	0.0000078	0.0000094	
Energy Data							
Total Energy Consumption	MWh	130,748	152,156	150,155	191,049	253,288	302-1
Non-renewable energy consumption	MWh	97,732	128,502	138,099	-	-	
Renewable energy consumption[6]	MWh	33,016	23,654	12,056	-	-	

1 - Each year Interpublic may have slight updates and improvements to our GHG emissions inventory methodology. Any changes are detailed in our annual reporting. The management assertion letter in the back of each annual ESG report discusses the data methodology used that year.

3 - All data for RafterOne, which was acquired by Interpublic in October 2022, was excluded from the reported 2022 metrics due to limited availability of data.

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

5 - GHG Emissions Intensity metrics were calculated using Scope 2 market-based emissions.

6 - Interpublic set our renewable electricity target in 2021, and did not systematically track renewable energy data prior to 2021.

Note: Reported data may not total due to rounding to the nearest whole number. Currency-related data is reported in USD.

Environmental Data[1]	Unit	2023	2022[3]	2021	2020	2019	GRI Link
Total Direct Energy Consumption	MWh	35,661	42,332	31,903	25,887	26,585	302-1
Natural gas	MWh	35,572	41,782	31,354	25,781	25,764	
Other fuels[2]	MWh	89	550	549	106	821	
Total Indirect Energy Consumption	MWh	95,088	109,824	118,252	165,162	226,703	
Electricity	MWh	91,296	97,825	103,610	155,533	217,940	
Chilled water	MWh	851	2,538	898	0	342	
District heat (steam)	MWh	2,942	9,461	13,744	9,629	8,421	
Total Renewable Electricity Use	MWh	33,016	23,654	12,056	-	-	
% Renewable electricity use	%	36%	24%	12%	-	-	
Energy Intensity							
Energy consumption per employee	MWh per employee	2.28	2.61	2.70	3.81	4.66	302-3
Energy consumption per square feet	MWh per sq ft	0.016	0.016	0.015	0.017	0.024	
Energy consumption per total revenue	MWh per $	0.000012	0.000014	0.000015	0.000021	0.000025	

1 - Each year Interpublic may have slight updates and improvements to our GHG emissions inventory methodology. Any changes are detailed in our annual reporting. The management assertion letter in the back of each annual ESG report discusses the data methodology used that year.

2 - "Other fuels" includes emissions mostly from diesel, with small amounts of gasoline and petrol included in the 2019 and 2021 data.

3 - All data for RafterOne, which was acquired by Interpublic in October 2022, was excluded from the reported 2022 metrics due to limited availability of data.

Note: Reported data may not total due to rounding to the nearest whole number. Currency-related data is reported in USD.

Workforce Productivity

Workforce Productivity Data	Unit	2023	2022	2021	2020
Total Global Employees	#	57,400	58,400	55,600	50,200
Total U.S. Employees	#	23,800	25,000	23,300	21,100
Total Assets	$	$19,267.3	$18,811.7	$19,909.2	$18,042.7
Total Revenue	$	$10,889.3	$10,927.8	$10,241	$9,061
Net Revenue	$	$9,400.6	$9,449.4	$9,107.9	$8,064.5
Domestic	$	$6,102.2	$6,157.7	$5,763.1	$5,211.4
United Kingdom	$	$759.2	$742.2	$781.5	$664.3
Continental Europe	$	$795.7	$764.6	$799.7	$683.6
Asia Pacific	$	$729.8	$772.7	$791.4	$710.5
Latin America	$	$448.7	$423.6	$396.4	$323.4
Other	$	$565.0	$588.6	$575.8	$471.3
Net Revenue per FTE	$	$163,773.52	$161,804.79	$163,811.15	$160,647.41
Adjusted Net Income *Available to Interpublic Common Stockholders*	$	$1,152.7	$1,085.7	$1,036.9	$680.2
Adjusted Net Income per FTE	$	$20,081.88	$18,590.75	$18,649.28	$13,549.80
Adjusted Operating Expenses 1	$	$7,917.9	$7,965.8	$7,661.1	$7,062.3
Total Employee-related Expenses 2	$	$6,243.9	$6,258.3	$5,975.4	$5,345.0
Salaries as a % of Adjusted Operating Expenses	%	79%	79%	78%	76%
USD currency amounts are presented in Millions, except “per FTE” amounts.					

1 - Interpublic’s reported ‘Adjusted Operating Expenses’ represent adjustments for our billable expenses and restructuring charges each year.

2 - Interpublic’s reported ‘Total Employee-related Expenses’ include base salaries, benefits and payroll tax, incentive expense, severance expenses, temporary help and all other salaries and related expenses.

Employee Training Data

Training Course	2023 Employee Completions	2023 Training Hours	2023 Completion Rate[1] from required employee groups
Code of Conduct			
New Hires	9,961	4,582	77%
Current Employees	51,242	23,571	92%
Data Protection & Information Security[2]	51,242	23,571	92%
Anti-Harassment Training[3]			
Employees & Supervisors	47,430	72,894	87%
California Employees & Supervisors	1,871	3,948	86%

*More information on training, learning and development are available in the **Human Capital Management** chapter of this report.*

1 - In 2023, we continued to experience technical challenges with our training platforms which impacted overall participation rates.
2 - This is no longer a separate course. As of 2023, it is combined with the annual training course on Interpublic's Code of Conduct.
3 - International employees were trained on Preventing Harassment starting in 2023. Going forward, this will be an annual training for this group of employees.

U.S. EEO Workforce Inclusion Data [1, 2]

	Women				White				Black or African American				Asian American				Hispanic or Latino				Other [3]			
Level	**2023**	**2022**	**2021**	**2020**	**2023**	**2022**	**2021**	**2020**	**2023**	**2022**	**2021**	**2020**	**2023**	**2022**	**2021**	**2020**	**2023**	**2022**	**2021**	**2020**	**2023**	**2022**	**2021**	**2020**
Senior/Executive Level Managers	51.3%	50.7%	49.6%	48.1%	78.7%	79.0%	80.4%	82.3%	4.8%	4.7%	4.7%	4.2%	8.4%	7.7%	7.1%	6.5%	5.7%	5.8%	5.2%	5.0%	2.4%	2.8%	2.6%	2.0%
First/Mid Level Managers	61.5%	60.7%	59.7%	59.0%	71.9%	71.6%	73.8%	76.0%	5.3%	5.8%	5.2%	4.5%	10.7%	10.6%	10.2%	9.6%	9.0%	9.1%	8.0%	7.4%	3.2%	2.9%	2.8%	2.5%
Professionals	62.3%	61.3%	61.1%	60.0%	62.5%	63.5%	64.4%	68.2%	10.3%	9.9%	9.3%	7.6%	12.5%	12.5%	12.6%	11.6%	10.8%	10.4%	10.0%	8.9%	3.9%	3.7%	3.8%	3.7%
Total U.S. Workforce	61.7%	60.7%	-	-	67.8%	68.2%	-	-	8.0%	8.0%	-	-	11.2%	11.1%	-	-	9.6%	9.5%	-	-	3.5%	3.2%	-	-

*For more information around Interpublic's workforce inclusion data, disclosures, strategy and initiatives can be found in the **SASB Standards Table** and **Making an Impact** chapter of this report.*

1 - Our workforce representation data reported here encompasses approximately 99% of our U.S. workforce. Due to this scope the data reported here differs from other references throughout the ESG Report.

2 - The inclusion data reported in the management assertion of this report (pg. 201) presents employees who did not self-report their race/ethnicity, which differs from the data presented in this table. The data in this table is not subject to the limited assurance engagement.

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

Interpublic 2024 TCFD Table

SDG MAPPING: 13

This is Interpublic's fourth publication utilizing the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. The below 2024 TCFD Table discloses information from the 2023 calendar year, and has been published in conjunction with Interpublic's 2024 ESG Report and 2024 CDP Response. These publications are supplementary to one another, disclosing on the same calendar year.

TCFD Disclosure	Interpublic Reference Location	Interpublic Response
Governance		
a) Describe the board's oversight of climate-related risks and opportunities.	**2024 ESG Report** Climate Action, pages 36-38 **2024 CDP Response** C4. Governance, pages 27-39	Interpublic's Board of Directors, including our CEO and our Chair, has overall responsibility for the oversight and management of the company's risks, including those caused by climate change and other implications of climate change as it affects Interpublic. Within the Board of Directors, the Corporate Governance and Social Responsibility Committee has primary responsibility for Interpublic's ESG-related policies and practices, including those specific to climate change. Our Board and its committees are kept informed on climate-related issues through direct communication with our Chief Financial Officer (CFO), Chief Sustainability Officer (CSO) and Global Assistant Controller. The CFO is the executive sponsor of Interpublic's ESG programs. She collaborates with our General Counsel, reports to the CEO on related risks and strategy and reports to the CEO. The CSO is designated with overseeing Interpublic's efforts on climate change at the consolidated corporate level. Her responsibilities include monitoring climate action performance, while assessing and managing climate-related risks and opportunities. The CSO formally reports to the Board on an annual basis, with written updates quarterly. The CSO also reports to the SVP, Global Communications. Interpublic's ESG Steering Committee, a management-level committee, is overseen by the CFO and includes representatives from Interpublic's various business functions, including Human Resources; Impact & Inclusion; Communications; Information Technology; Real Estate; Procurement; Investor Relations; Travel; Legal; Finance; and Controllers. This mix of individuals and departments enables Interpublic to monitor and identify climate-related risks across all areas of our operations. The Committee's work ensures that ESG-related issues are integrated into multidisciplinary, company-wide risk identification, assessment and management processes. The ESG Steering Committee, or a subset of its members, meets regularly with the CSO. In addition to the ESG Steering Committee, an enterprise-wide ESG Task Force coordinates climate action across Interpublic companies. The Committee regularly meets with the CSO. *Refer to our **2024 CDP Response** and the **Climate Action** chapter of this report for more details.*
b) Describe management's role in assessing and managing climate-related risks and opportunities.		

TCFD Disclosure	Interpublic Reference Location	Interpublic Response
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	**2024 ESG Report** Climate Action, pages 41-42, 39-40 **2024 CDP Response** C3. Disclosure of risks & opportunities, pages 18-26 C5. Business strategy, pages 40-53	Interpublic has identified a wide range of climate-related risks with the potential to impact our business. At the center of our climate strategy, we have set a net-zero carbon commitment supported by science-based reduction targets aligned with a 1.5°C scenario. The disclosures in our **2024 CDP Response** and the **Climate Action** chapter of this report discuss both our physical and transitional risks, as well as climate-related opportunities in more detail.
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.		
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		
Risk Management		
a) Describe the organization's processes for identifying and assessing climate-related risks.	**2024 ESG Report** Climate Action, pages 35-40, 45-58 **2024 CDP Response** C3. Disclosure of risks & opportunities, pages 18-26 C5. Business strategy, pages 40-53	Interpublic has a robust framework for evaluating a wide range of risks and opportunities, including risks and opportunities related to climate change, and whether they have a substantive financial impact. At Interpublic, climate-related issues are integrated into multidisciplinary, company-wide risk management processes, including monitoring and overseeing progress against related goals and targets. *This approach to climate risk is described more in our **2024 CDP Response** and the ***Climate Action*** chapter of this report.*
b) Describe the organization's processes for managing climate-related risks.		
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.		

TCFD Disclosure	Interpublic Reference Location	Interpublic Response
Metrics & Targets		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	**2024 ESG Report** Climate Action, pages 41-44 Environmental Data Table, pages 192-194 **2024 CDP Response** C7. Environmental performance - Climate Change, pages 55-129	Interpublic has made great strides in our climate action strategy. Our overall climate goal is to become net-zero carbon across our global operations by 2040. To ensure we reach this goal, we are committed to reaching a number of targets by 2030, including sourcing 100% renewable electricity, and our science-based targets of reducing 50% of our Scope 1 and Scope 2 emissions (2019 baseline) and reducing 30% of our Scope 3 emissions (2019 baseline). Interpublic is committed to tracking our performance against these targets and reporting on our progress annually to stakeholders. Interpublic monitors the following metrics to track performance against these targets: Scope 1, Scope 2 and Scope 3 emissions, along with related energy usage. Refer to the **Climate Action** chapter of this report for more details. **2023 Data:** **Scope 1:** 9,030 $MTCO_2e$ **Scope 2:** 34,532 $MTCO_2e$ (location-based) **Scope 2:** 23,403 $MTCO_2e$ (market-based) **Scope 3:** 380,435 $MTCO_2e$ *More detailed GHG emissions data is available in our Environmental Data Performance Table in the **Appendix** of this report.*
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.		
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.		

Interpublic 2024 SASB Table: Advertising & Marketing Standard

This is Interpublic's fifth year reporting using the Sustainability Accounting Standards Board (SASB) Standards for the Advertising and Marketing Industry. The below 2024 SASB Table discloses information from the 2023 calendar year, and is published in conjunction with Interpublic's 2024 ESG Report. These publications are supplementary to one another, disclosing on the same calendar year.

SASB Topic: Data Privacy — SDG Mapping: 16

SASB Code	SASB Accounting Metric	2023	2022	2021	2020	Interpublic's Detailed Response
SV-AD-220a.1	Discussion of policies and practices relating to behavioral advertising and consumer privacy	-				Information on this disclosure can be found in the **Data Ethics & Privacy** chapter of our 2024 ESG Report.
SV-AD-220a.2	Percentage of online advertising impressions that are targeted to custom audiences	-				Interpublic does not track this data across all areas of its business in a manner conducive to a precise and verifiable response to this metric at this time. Interpublic believes understanding data and our related obligations and responsibilities is critical to the current and future success of our company. The incorporation of data expertise and responsibility into the core of the company has been and continues to be a key market strategy of the company. Interpublic's approximately 100 companies operate in all major world markets. These companies include our Media, Data and Technology offering segment, comprised of **Mediabrands**' global media services, **Acxiom**'s data and technology capabilities and **KINESSO**'s data-driven marketing solutions. We intend to continue to enhance the data and technology layer within all of our offerings and to build data and tech-enabled marketing solutions, informed by a holistic understanding of audiences. This allows us to deliver personalized user experiences and more accountable marketing for brands. As a fundamental part of this strategic vision, we believe in an ethical and conscious approach that respects consumer privacy and promotes brand suitability. While the data we presently collect might permit estimates of targeted digital spend as a percentage of total spend across certain digital specialist agencies or groups, any such calculation would not capture total digital spend across all Interpublic companies and the geographies in which they operate, nor would such calculations of spend necessarily correspond to impressions. We continue to explore methods to expand our reporting boundary of this calculation.
SV-AD-220a.3	Total amount of monetary losses as a result of legal proceedings associated with consumer privacy	No material monetary losses.				In light of the global scope and scale of operations, Interpublic, and its clients, are at times involved in various legal proceedings, and subject to investigations, inspections, audits, inquiries and similar actions by governmental authorities, arising in the normal course of business. Although uncommon, these may include proceedings related to consumer privacy. Interpublic management evaluates all such proceedings for materiality, whether individual or in the aggregate, and when appropriate records liabilities and makes public disclosures. For each of the periods presented, Interpublic recorded no monetary losses as a result of legal proceedings associated with consumer privacy that it believes were material.

SASB Topic: Advertising Integrity						SDG Mapping: 16
SASB Code	**SASB Accounting Metric**	**2023**	**2022**	**2021**	**2020**	**Interpublic's Detailed Response**
SV-AD-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false, deceptive, or unfair advertising	No material monetary losses.				In light of the global scope and scale of operations, Interpublic, and its clients, are at times involved in various legal proceedings, and subject to investigations, inspections, audits, inquiries and similar actions by governmental authorities, arising in the normal course of business. Although uncommon, these may include proceedings related to allegations of false, deceptive, or unfair advertising. Interpublic management evaluates all such proceedings for materiality, whether individual or in the aggregate, and when appropriate records liabilities and makes public disclosures. For each of the periods presented, Interpublic recorded no monetary losses as a result of legal proceedings associated with allegations of false, deceptive or unfair advertising that it believes were material.
SV-AD-270a.2	Percentage of campaigns reviewed for adherence with the Advertising Self-Regulatory Council (ASRC) procedures, percentage of those in compliance	-				On a global basis, our policies require campaigns to adhere to industry guidelines for truthfulness in advertising and many other significant matters relating to advertising integrity. Although advertisers are primarily accountable for what is said in their communications and what support they have for their claims, our corporate and company attorneys, as well as company business affairs teams, are also aware of these standards and develop and screen creative work with those standards in mind. Therefore, Interpublic believes that virtually all company campaigns requiring review are reviewed for adherence with the Advertising Self-Regulatory Council (ASRC) or equivalent procedures.
SV-AD-270a.3	Percentage of campaigns that promote alcohol or tobacco products	2.3%	2.2%	2.2%	2.0%	Alcohol clients make up the majority of this percentage, while revenue associated with tobacco products was negligible and focused on transitioning current smokers to smoke-free tobacco products.

SASB Topic: Workforce Diversity & Inclusion

The below inclusion data is focused on the required SASB disclosures. More information around Interpublic's workforce inclusion data, disclosures, strategy and initiatives can be found in the **Making an Impact** chapter of this report.

SDG Mapping: 5 10

SASB Code	SASB Accounting Metric	2023		2022[1]		2021		2020	
	Percentage of gender representation for:								
	Global Workforce	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
	(1) management	58%	42%	57%	43%	56%	44%	55%	45%
	(2) professionals	59%	41%	59%	41%	59%	41%	58%	42%
	(3) all other employees	67%	33%	66%	34%	66%	34%	66%	34%
SV-AD-330a.1	**U.S. Employees**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
	(1) management	60%	40%	59%	41%	58%	42%	58%	42%
	(2) professionals	62%	38%	62%	38%	61%	39%	60%	40%
	(3) all other employees	72%	28%	69%	31%	69%	31%	70%	30%
	Percentage of minority[2] representation for: [3, 4]								
	(1) management	25%		28%		25%		23%	
	(2) professionals	36%		36%		36%		32%	
	(3) all other employees	26%		30%		28%		26%	

1 - All data for RafterOne, which Interpublic acquired in 2022, has been excluded from the reported metrics due to limited availability of data.

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

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

4 - The inclusion data reported in the management assertion of this report (pg. 201) presents employees who did not self-report their race/ethnicity, which differs from the data presented in this table. The data in this table is not subject to the limited assurance engagement.

Note: Reported data has been rounded to the nearest whole number and may not equal 100%.

SASB Topic: Workforce Diversity & Inclusion							SDG Mapping: 5 10
SASB Code	**SASB Accounting Metric**						
SV-AD-330a.1	**Percentage of 2023 racial/ethnic group representation of U.S. employees:**						
		Asian	**Black or African American**	**Hispanic or Latino**	**White**	**Other**[5]	**Did Not Self-Report**
	(1) management	9%	5%	8%	61%	3%	15%
	(2) professionals	12%	10%	10%	58%	4%	8%
	(3) all other employees	4%	12%	7%	66%	3%	8%

SASB Topic: Activity Metrics					
SASB Code	**SASB Accounting Metric**	**2023**	**2022**[1]	**2021**	**2020**
SV-AD-000.D	Number of full and part-time employees, globally[6]	54,346	55,454	51,416	46,688
	Number of U.S. full and part-time employees[6]	23,609	24,574	23,161	21,139

1 - All data for RafterOne, which Interpublic acquired in 2022, has been excluded from the reported metrics due to limited availability of data.

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

6 - Our SASB workforce reporting metrics encompass approximately 99% of our U.S. workforce, and approximately 96% of our global workforce. Due to this scope the data reported here differs from other references throughout the ESG Report.

Note: Reported data has been rounded to the nearest whole number and may not equal 100%.

Report of Independent Accountants

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

We have reviewed the accompanying management assertion of The Interpublic Group of Companies, Inc. (IPG) that the greenhouse gas (GHG) emissions and employee diversity metrics for the year ended or as of December 31, 2023 (collectively, the "metrics") in management's assertion are presented in accordance with the assessment criteria set forth in management's assertion. IPG's management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics. Our responsibility is to express a conclusion on management's assertion based on our review.

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

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

The firm applies the Statements on Quality Control Standards established by the AICPA.

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

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

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

As discussed in management's assertion, in 2023, IPG changed the methodology used to calculate total Scope 1 GHG emissions and total Scope 2 GHG emissions for certain emissions sources.

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

PricewaterhouseCoopers LLP

New York, New York
August 29, 2024 with respect to the GHG Emissions metrics in Table 1 and September 25, 2024 with respect to the Employee Diversity metrics in Table 2

The Interpublic Group of Companies, Inc. Management Assertion

With respect to the greenhouse gas (GHG) emissions and employee diversity metrics for the year ended or as of December 31, 2023 (collectively, the "metrics") presented in the tables below, management of The Interpublic Group of Companies, Inc. (IPG) asserts that such metrics are presented in accordance with the assessment criteria set forth below. Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics, and for the completeness, accuracy, and validity of the metrics.

The metrics include data for office and data center locations of IPG and its operating subsidiaries (collectively referred to as "locations") unless otherwise defined in the assessment criteria. Activity data related to divested entities was excluded from the metrics from the date of divestiture forward and activity data for acquired entities was included in the metrics from the date of the acquisition forward.

Table 1 - Metrics - GHG Emissions

Metric	Definition of Metric[1,2,3,4,5]	Metric Quantity[6]
Total Scope 1 GHG emissions	Direct emissions from stationary combustion (natural gas and diesel) and refrigerant losses.[7]	9,030 $MTCO_2e$
Total Scope 2 GHG emissions (location-based)	Indirect emissions from purchased electricity, purchased chilled water, and purchased district heat (steam) (location-based).[8]	34,532 $MTCO_2e$
Total Scope 2 GHG emissions (market-based)	Indirect emissions from purchased electricity, purchased chilled water, and purchased district heat (steam) (market-based).[8]	23,403 $MTCO_2e$
Total Scope 3, Category 6: Business travel GHG emissions	Indirect emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties. This includes transportation by air, rail, and car travel, as well as hotel stays.[9]	83,031 $MTCO_2e$

GHG emissions assessment criteria

1. IPG considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard,* and *Corporate Value Chain (Scope 3) Accounting and Reporting Standard: Supplement to the GHG Protocol Corporate Accounting and Reporting Standard* (together, the "GHG Protocol") to guide the criteria to assess, calculate, and report direct and indirect GHG emissions.
2. GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.
3. Carbon dioxide equivalent (CO_2e) emissions are inclusive of carbon dioxide (CO_2), nitrous oxide (N_2O), methane (CH_4), and industrial gases, which include hydrofluorocarbons (HFCs). The other GHGs of sulfur hexafluoride (SF_6), perfluorocarbons (PFCs), and nitrogen trifluoride (NF_3) are not emitted by IPG's locations. Emissions data by individual gas is not disclosed as a majority of CO_2e in Table 1 relates to CO_2. The CO_2e emissions utilize Global Warming Potentials (GWPs) as follows: (i) where the emission factor is reported in CO_2e, the embedded GWPs are applied, or (ii) where the emission factor is not reported in CO_2e, the GWPs defined by the Intergovernmental Panel on Climate Change's (IPCC) Fifth Assessment Report (AR5 - 100 year) are applied. CO_2e emissions are calculated by multiplying actual or estimated activity data by relevant emission factors and/or GWPs.

4. IPG excluded the following from its Scope 1 and 2 GHG emissions reporting per the GHG Protocol definition of operational control: serviced space (e.g., WeWork), apartments, subleased space, storage locations, signage space, and parking.
5. IPG excluded the following from its Scope 1 and 2 GHG emissions reporting due to limited availability of data: fuel used by company owned/leased vehicles (Scope 1 GHG emissions), diesel fuel used in owned backup generators at certain office locations (Scope 1 GHG emissions) and purchased electricity from leased backup generators at certain office locations (Scope 2 GHG emissions).
6. $MTCO_2e$ = metric tons of carbon dioxide equivalent.
7. Related to total Scope 1 GHG emissions:
    - Annual usage of natural gas, diesel, and refrigerant loss were collected from third-party invoices, where available, for a representative sample of IPG locations.
    - If annual usage data was not available or the location was not part of the sample, the following methodologies were applied to estimate usage:
        - For natural gas, a natural gas average intensity factor was determined for office and data center locations, which was then multiplied by the square footage of each office and data center location. If it was confirmed that a location did not use natural gas, then no natural gas was estimated.
            - For office locations, IPG's 2022 natural gas average intensity factor (by square footage) was used as a proxy. This natural gas average intensity factor was then multiplied by the square footage of each office location. A distribution of heating source use according to the United States (U.S.) Energy Information Administration (EIA) 2018 Commercial Buildings Energy Consumption Survey (CBECS) was used which assumes that 49% of office location floor space uses natural gas.
            - For data center locations, IPG's 2022 natural gas average intensity factor (by square footage) was used as a proxy. This natural gas average intensity factor was then multiplied by the square footage of each data center location. Unless electricity was confirmed as the sole heating source, it was assumed natural gas is the sole heating consumption source.
            - In 2023, IPG changed the methodology used to estimate GHG emissions from natural gas used at office locations from using current year data from third party invoices to using prior year data from third party invoices. In 2022, the average intensity factor was determined based on current year 2022 data from third-party invoices. In 2023, the prior year 2022 average intensity factor was used. If the 2023 average intensity factor was used, the reported total Scope 1 GHG emissions would have been approximately 25% higher. This change is not reflected in the comparative information for years prior to 2023.
        - For diesel, the following methodologies were applied to estimate usage:
            - For office locations, the 2018 CBECS fuel oil intensity factor was used, which was then multiplied by the square footage of each office location. A distribution of heating source use according to the 2018 CBECS was used which assumes that 2% (office location confirmed natural gas use) or 3% (office location confirmed no natural gas use) of the office location floor space uses diesel.
            - For data center locations, no diesel was estimated as it was assumed that natural gas is the sole heating consumption source (unless it was confirmed that electricity was the sole heating source).
        - For annual refrigerant loss, losses were estimated for office and data center locations by multiplying square footage of each office and data center location by the estimated loss rate per square foot.
            - 1kg (refrigerant charge)/500 ft^2 (estimated cooling) * 10% (operating loss factor) / 1000 * 1,300 (GWP) = 0.00026 tCO_2e per ft^2 (estimated loss rate per square foot)
            - Assumptions used in the above formula included the following:
                - 1 kg of refrigerant charge capacity (Hightower Service Inc., *How Much Refrigerant is in a Home Air Conditioner*, August 10, 2018) was used for each 500 square feet (HVAC-ENG, *Cooling Load Rules of Thumb*)

- There was a 10% annual operating loss factor (U.S. Environmental Protection Agency (EPA), *Direct HFC and PFC Emissions from Use of Refrigeration and Air Conditioning Equipment*, Section 4, Table 2: Default Emission Factors for Refrigeration/Air Conditioning Equipment, 2004)
- All locations used HFC-134a (U.S. EPA, *Refrigerant Transition & Environmental Impacts*, 2023)

- Emission factors:
  - Sources which provided emission factors for both natural gas and diesel:
    - United Kingdom and Europe: U.K. Department for Energy Security & Net Zero (DESNZ) Government conversion factors for company reporting of greenhouse gas emissions 2023
    - Canada: Environment and Climate Change Canada National Inventory Report 1990 - 2021: Greenhouse Gas Sources and Sinks in Canada 2023
    - Australia: Australian Government Department of Climate Change, Energy, the Environment and Water Australian National Greenhouse Accounts Factors 2023
    - New Zealand: New Zealand Government Ministry for the Environment Measuring emissions: A guide for organisations 2023
    - Sweden: Swedish Environmental Protection Agency National Inventory Report Sweden 2023: Greenhouse Gas Emission Inventories 1990-2021 Submitted under the United Nations Framework Convention on Climate Change and the Kyoto Protocol for the CH_4 emission factor. CO_2 and N_2O emission factors are from U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023
    - Ireland: Sustainable Energy Authority of Ireland (SEIA) Emission Factors 2023 for the CO_2 emission factor. CH_4 and N_2O emission factors are from U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023
    - Netherlands: CO2 emissiefactoren List of CO_2 Emission Factors 2023
    - All other countries: 2019 Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual
  - Natural gas:
    - United States: U.S. EPA 2024 GHG Emission Factors Hub, Center for Corporate Climate Leadership
    - Switzerland: Swiss Confederation Switzerland's Greenhouse Gas Inventory 1990-2021 National Inventory Document 2023
  - Diesel:
    - United States: U.S. EIA Carbon Dioxide Emissions Coefficients by Fuel (2023) for the CO_2 emission factor. CH_4 and N_2O emissions factors are from 2019 Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual
    - Brazil: FGV Brazilian Program Calculation Tool, version 2022
    - Japan: Ministry of the Environment, Japan Greenhouse Gas Inventory Office of Japan (GIO), Center for Global Environmental Research (CGER), National Institute for Environmental Studies (NIES) National Greenhouse Gas Inventory Report of Japan 2024
- Estimated emissions from the sources above account for approximately 78% of reported total Scope 1 GHG emissions.

8. Related to total Scope 2 GHG emissions:

- Annual usage of purchased electricity, purchased chilled water, and purchased district heat (steam) were collected from third-party invoices, where available, for a representative sample of IPG locations.
- If annual usage data was not available or the location was not part of the sample, the following methodologies were applied to estimate usage:
  - For purchased electricity, IPG's 2022 electricity average intensity factor (by square footage) was used as a proxy for office and data center locations. This electricity average intensity factor was then multiplied by the square footage of each office and data center location. It was assumed that all locations use electricity.

    - Energy attribute certificates (EACs) purchased by IPG were applied in calculating total Scope 2 market-based GHG emissions for the year ended December 31, 2023. EACs follow application and retirement guidelines on geography, vintage, certification and retirement established by the GHG Protocol and RE100. EACs applied in calculating total Scope 2 market-based GHG emissions for the year ended December 31, 2023 have been contracted for and retired in full.
    - Emissions related to purchased electricity remaining after the application of EACs were calculated based on the market-based emission factors as described below.
  - For purchased chilled water, if a location previously confirmed usage of purchased chilled water but was unable to provide current year actual data, the 2018 CBECS electricity consumed by buildings using district chilled water for cooling and refrigeration intensity factor (by square footage) was used. This intensity factor was then multiplied by the square footage of each location to estimate purchased chilled water usage. If it was confirmed that a location did not use purchased chilled water, then no purchased chilled water was estimated.
  - For purchased district heat (steam), the following methodologies were applied to estimate usage:
    - For office locations, IPG's 2022 purchased district heat (steam) average intensity factor (by square footage) was used as a proxy. This purchased district heat (steam) average intensity factor was then multiplied by the square footage of each office location. A distribution of heating source use according to the 2018 CBECS was used which assumes that 11% (office location confirmed natural gas use) or 21% (office location confirmed no natural gas use) of the office location floor space uses district heat (steam).
    - For data center locations, no district heat (steam) was estimated as it was assumed that natural gas is the sole heating consumption source (unless it was confirmed that electricity was the sole heating source).
- In 2023, IPG changed the methodology used to estimate GHG emissions from purchased electricity and purchased district heat (steam) from using current year data from third party invoices to using prior year data from third party invoices. In 2022, average intensity factors were determined based on current year 2022 data from third-party invoices. In 2023, the prior year 2022 average intensity factors were used. If the 2023 average intensity factors were used, the reported total Scope 2 GHG emissions would have been approximately 6% and 8% higher for location and market-based, respectively. This change is not reflected in the comparative information for years prior to 2023.
- Emission factors: Location-based:
  - Purchased electricity:
    - United States: U.S. EPA Emissions & Generation Resource Integrated Database (eGrid)2022 for the U.S. factors by sub-region
    - United Kingdom: U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023
    - Australia: Australian Government Department of Climate Change, Energy, the Environment and Water Australian National Greenhouse Accounts Factors 2023
    - Canada: Environment and Climate Change Canada National Inventory Report 1990-2021: Greenhouse Gas Sources and Sinks in Canada 2023
    - Brazil: Government of Brazil Ministry of Science, Technology and Innovation Average CO_2 Emission Factors Grid by Month/Year 2023 for the CO_2 emission factor. CH_4 and N_2O emission factors are from UN DESA (defined below) 2021 Statistics Division – 2021 Energy Balance Visualizations
    - Ireland: Sustainable Energy Authority of Ireland (SEIA) Emission Factors 2023 for the CO_2 emission factor. CH_4 and N_2O emission factors are from the UN DESA (defined below) 2021 Statistics Division – 2021 Energy Balance Visualizations
    - All other countries: Emission factors were calculated using data from the Energy Balances and Electricity Production for each country from the United Nations Department of Economic and Social Affairs (UN DESA) Statistics Division – 2021 Energy Balance Visualizations and emission factors from the 2019 Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual
  - Purchased chilled water:

- Canada: Environment and Climate Change Canada National Inventory Report 1990-2021: Greenhouse Gas Sources and Sinks in Canada 2023
- United Kingdom and Europe: U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023
- All other countries: Emission factors were calculated using data from the Energy Balances and Electricity Production for each country from the UN DESA Statistics Division - 2021 Energy Balance Visualizations and emission factors from the 2019 Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual; with kilowatt hours (kWh) converted to ton-hour of cooling using the U.S. EIA Form EIA-1605 Voluntary Reporting of Greenhouse Gases - Emission benchmarks for chilled water

  - Purchased district heat (steam):
    - Finland: Finnish Energy, Energy Year 2023 District Heating
    - United States: U.S. EPA 2024 GHG Emission Factors Hub, Center for Corporate Climate Leadership
    - Germany: German Environment Agency 2022 CO_2 Emission Factors for Fossil Fuels
    - Poland: Department of Electricity and Heat Markets of the Energy Regulatory Office/Regional Branches of the Energy Regulatory Office Thermal Energies in Numbers 2021
    - Denmark: Danish Energy Agency Key figures - Denmark - 2021
    - Hungary: Ministry for Innovation and Development Hungary's Fourth Biennial Report Under the United Nations Framework Convention on Climate Change 2019
    - Italy: Noussan, Michel 2018. Performance indicators of District Heating Systems in Italy – Insights from a data analysis. Applied Thermal Engineering
    - Austria: Environment Agency Austria National Inventory Report 2021: Submission under the United Nations Framework Convention on Climate Change and under the Kyoto Protocol
    - France: Réseaux de chaleur et de froid District Heating and Cooling in France 2022
    - Norway: The Norwegian EPD Foundation Environmental Product Declaration 2022
    - China: Climate Transparency Brown to green: the g20 transition towards a net-zero emissions economy, China country profile 2019
    - Sweden: Energy Companies Sweden – Swedenergy – AB 2023 Environmental assessment of district heating
    - Netherlands: CO2 emissiefactoren List of CO_2 Emission Factors 2023
    - All other countries: U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023

- Emission factors: Market-Based:
  - Purchased electricity:
    - United Kingdom and Europe: Association of Issuing Bodies (AIB) European Residual Mixes2022 for the CO_2 emission factor. CH_4 and N_2O emissions are excluded from the CO_2e calculation of IPG's reported total Scope 2 market-based GHG emissions.
    - All other countries: Same as the location-based emissions factors
  - Purchased chilled water:
    - Same as the location-based emissions factors
  - Purchased district heat (steam):
    - Same as the location-based emissions factors
- Estimated emissions from the sources above account for approximately 15% and 19% of reported total Scope 2 (location-based and market-based, respectively) GHG emissions.

9. Related to Scope 3, Category 6: Business travel GHG emissions:

- Annual business travel-related activity and spend data was collected from third-party travel vendor reports as follows:
  - Air travel: flight routes with origin and destination locations, segment mileage, and service class

  - Rail and car travel: spend (USD) on rail and car services (taxi, ride-sharing services, and rental car) by region. The following assumptions were used to convert spend data to mileage for rail and car travel:
    - For rail travel, spend (USD) was converted into mileage using the 2023 average passenger fare per mile traveled computed based on information reported by the U.S. Bureau of Transportation Statistics (BTS) and Amtrak (Monthly Performance Report).
    - For car travel, spend (USD) was converted into mileage using the average cost and distance driven per rental day for rental cars from Time (2023) and Auto Renewal News (2010) and the average cost per mile for taxi and black cars (i.e., ride-sharing) from Uber (2023).
  - Hotel nights: number of hotel nights by country
- IPG excluded GHG emissions related to business travel not booked through the IPG Travel systems (except for taxi travel booked directly through vendors).
- Emission factors:
  - Air travel (all countries): U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023, Business travel - air emission factors (with radiative forcing) expressed in emissions per kilometers traveled by passengers depending on the flight distance and service class.
    - The following assumptions were made to calculate custom emissions factors for the following class types:
      - The emission factor for Medium Haul First Class was estimated by multiplying the Medium Haul Business emission factor by the Long Haul ratio (First/Business).
      - The emission factor for Medium Haul Economy was used as the emission factor for Medium Haul Premium Economy Class as a proxy.
      - The emission factor for Medium Haul First Class was used as the emission factor for Medium Haul Premium First Class as a proxy.
      - The emission factor for Long Haul First Class was used as the emission factor for Long Haul Premium First Class as a proxy.
  - Rail travel:
    - United States and Canada: U.S. EPA 2024 GHG Emission Factors Hub, Center for Corporate Climate Leadership, Table 10 (emissions per passenger-mile on Intercity Rail – Northeast Corridor)
    - All other countries: U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023, Business travel - land emission factors expressed in emissions per passenger-km for national rail
  - Car travel:
    - United States and Canada (rental car travel): U.S. EPA 2024 GHG Emission Factors Hub, Center for Corporate Climate Leadership, Table 10 (emissions per mile for a passenger car)
    - All other countries (rental car travel) and all countries (taxi and ride-sharing services): U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023, Business travel - land emission factors expressed in emissions per km for an average car with unknown fuel and in km per passenger for taxi / black cab
  - Hotel nights (all countries): U.K. DESNZ Government conversion factors for company reporting of greenhouse gas emissions 2023, Hotel stay emission factors expressed in emissions per room per night
    - Where country-specific emission factors were not available, an average emission factor by region (Africa, Australia & Pacific, Europe, Asia, Latin America, Middle East, and North America) was calculated using emission factors from the U.K. DESNZ for countries within the region as a proxy.

Table 2 - Metrics - Employee Diversity

Metric	Definition of Metric	Metric Quantity
Percentage of gender representation for U.S. employees	The gender representation of IPG's U.S. employees by job category.[10]	(1) Management: Female: 60% Male: 40% (2) Professionals: Female: 62% Male: 38% (3) All other employees: Female: 72% Male: 28%
Percentage of 2023 racial/ethnic group representation of U.S. employees	The racial/ethnic group representation of IPG's U.S. employees by job category.[10]	(1) Management:[11] Asian: 9% Black or African American: 5% Hispanic or Latino: 8% White: 61% Other: 3% Did not self-report: 15% (2) Professionals:[11] Asian: 12% Black or African American: 10% Hispanic or Latino: 10% White: 58% Other: 4% Did not self-report: 8% (3) All other employees: Asian: 4% Black or African American: 12% Hispanic or Latino: 7% White: 66% Other: 3% Did not self-report: 8%

Employee diversity assessment criteria

10. Related to the employee diversity metrics:
    - IPG considers the guidance of the Equal Employment Opportunity Commission 2023 *EEO-1 Component 1 Data Collection Instruction Booklet* to guide the criteria to assess, calculate, and report employee diversity metrics.
    - The workforce includes full-time (employees working at least 35 hours per week) and part-time (employees working less than 35 hours per week) U.S. employees.
        - Excluded from the reported employee diversity metrics are employees indicated as temporary employees within IPG's Human Resource systems.
    - IPG's employee diversity metrics include the following U.S. employees by job category: (1) management, (2) professionals, and (3) all other employees.
        - Management includes executive/senior-level officials and managers and first/mid-level officials and managers as indicated within IPG's Human Resource systems.
        - Professionals include professional level employees as indicated within IPG's Human Resource systems.
        - All other employees include personnel other than management and professionals as indicated within IPG's Human Resource systems.
    - The gender representation and racial/ethnic group representation is as self-reported by the employee and recorded in IPG's Human Resource systems as of December 31, 2023.
    - The other race/ethnicity category includes the following classifications: American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Two or More Races.
        - Two or More Races are defined as employees that self-report with two or more race/ethnicity categories: White, Black or African American, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander.
        - Employees that self-report as Hispanic or Latino and another race/ethnicity category are classified as Hispanic or Latino.
11. The percentages in this job category do not equal 100% due to rounding.

Interpublic 2024 GRI Content Index

Interpublic has long reported in alignment with the Global Reporting Standards (GRI). For our 2024 ESG Report, we have reported the information cited in this GRI Content Index for the 2023 calendar year with reference to the 2021 Universal GRI Standards.

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
GRI 2: General Disclosures 2021			
Organizational Profile			
2-1 Organizational details	**2024 ESG Report** About Interpublic, pages 4-7 **2023 Annual Report** Business, pages 2-9 **2024 CDP Climate Response** C1. Introduction, page 6		
2-2 Entities included in the organization's sustainability reporting	**2024 ESG Report** About Interpublic, pages 5-7, 9 About this Report, page 186		
2-3 Reporting period, frequency and contact point	**2024 ESG Report** About this Report, page 186		
2-4 Restatements of information	**2024 ESG Report** About this Report, page 186		
2-5 External assurance	**2024 ESG Report** External Assurance, pages 201-205 **2023 ESG Report** External Assurance, pages 193-197		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
2-6 Activities, value chain and other business relationships	**2024 ESG Report** About Interpublic, pages 4-7 Responsible Supply Chain, pages 111-117 Data Ethics & Privacy, pages 155-168 Responsible Media & Content, pages 169-179 Creative Work for People & Planet, pages 180-185 About this Report, page 186 Workforce Productivity Data Table, page 191 **2023 Annual Report** Business, pages 2-9 MD&A of Financial Condition & Results of Operations, pages 20-45 Financial Statements & Supplementary Data, pages 48-97		
2-7 Employees	**2024 ESG Report** About Interpublic, pages 5-7 Making an Impact, page 60 Data Performance Tables, pages 191, 193 SASB Standards Table, pages 199-200		
2-9 Governance structure and composition	**2024 ESG Report** ESG Strategy, pages 15-17 Corporate Governance & Risk, pages 134-142 **2024 Proxy Statement** Election of Directors, pages 5-10 Our Corporate Governance Framework, pages 16-23		
2-10 Nomination and selection of the highest governance body	**2024 Proxy Statement** Election of Directors, pages 5-10 Our Corporate Governance Framework, pages 16-23		
2-11 Chair of the highest governance body	**2024 Proxy Statement** Board Leadership Structure, page 15		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
2-12 Role of the highest governance body in overseeing the management of impacts	**2024 ESG Report** ESG Strategy, pages 15-18, 21-23 Corporate Governance & Risk, pages 137-142 **2024 Proxy Statement** Our Corporate Governance Framework, pages 18-19 **Corporate Governance & Social Responsibility Committee Charter**		
2-13 Delegation of responsibility for managing impacts	**2024 ESG Report** ESG Strategy, pages 15-18 Climate Action, pages 36-38 Making an Impact, pages 61-62 Human Capital Management, page 84 Data Ethics & Privacy, pages 158-165 Responsible Media & Content, page 170		
2-14 Role of the highest governance body in sustainability reporting	**2024 ESG Report** ESG Strategy, page 12 About this Report, page 186		
2-15 Conflicts of interest	**2024 ESG Report** Ethics & Integrity, pages 146, 148 **2024 Proxy Statement** Board's Role in Risk Oversight & Transactions with Related Persons, pages 18-23		
2-17 Collective knowledge of the highest governance body	**2024 Proxy Statement** Election of Directors, pages 5-10		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
2-18 Evaluation of the performance of the highest governance body	**2024 Proxy Statement** Our Corporate Governance Framework, page 22 Compensation Discussion & Analysis, pages 41-44		
2-19 Remuneration policies	**2024 Proxy Statement** Compensation Discussion & Analysis, pages 41-44		
2-20 Process to determine remuneration	**2024 Proxy Statement** Compensation Discussion & Analysis, pages 41-44		
2-21 Annual total compensation ratio	**2024 Proxy Statement** CEO Pay Ratio, page 69		
2-22 Statement on sustainable development strategy	**2024 ESG Report** CSO Letter, page 3		
2-23 Policy commitments	**2024 ESG Report** ESG Strategy, page 18 Ethics & Integrity, pages 144-145		
2-24 Embedding policy commitments	**2024 ESG Report** ESG Strategy, page 18 Sustainable Operations, pages 26-30 Making an Impact, pages 63, 72 Employee Health & Safety, pages 102, 105, 109 Responsible Supply Chain, pages 112-114 Community & Social Impact, pages 118-119 Ethics & Integrity, pages 144-148 Public Policy, page 150 Data Ethics & Privacy, pages 161-167 Responsible Media & Content, page 152	 	

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
2-26 Mechanisms for seeking advice and raising concerns	**2024 ESG Report** Ethics & Integrity, page 148 **AlertLine Document**		
2-27 Compliance with laws and regulations	In 2023, Interpublic was in compliance with laws and regulations that it believes were material. Any non-compliance or litigation proceedings would be reported in our annual 10-K. **2023 Annual Report**		
2-28 Membership associations	**2024 ESG Report** ESG Strategy, pages 19-20 Climate Action, pages 52-53 Making an Impact, pages 80-81 Responsible Supply Chain, page 104 Community & Social Impact, page 121 Public Policy, page 154 Data Ethics & Privacy, page 168 Responsible Media & Content, pages 174, 179		
2-29 Approach to stakeholder engagement	**2024 ESG Report** ESG Strategy, pages 21-23 **2024 Proxy Statement** Our Corporate Governance Framework, page 20		**Principle 10:** Anti-Corruption

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
2-30 Collective bargaining agreements	In the United States, Interpublic has not had any labor union organizing activity at our offices, nor do we have employees who are covered by collective bargaining agreements. In Japan and Europe, some Interpublic offices do have employee-led, Works Councils. At these locations, Interpublic management teams and the Works Councils collaborate and cooperate, as applicable, on labor relations. The percentage of Interpublic employees covered by collective bargaining is 0%.		**Principle 3:** Labour
GRI 3: Material Topic 2021			
3-1 Process to determine material topics	**2024 ESG Report** ESG Strategy, pages 11-13		
3-2 List of material topics	**2024 ESG Report** ESG Strategy, pages 11-13		
3-3 Management of material topics	**2024 ESG Report** ESG Strategy, pages 15-18 Climate Action, pages 36-38 Making an Impact, pages 61-62 Human Capital Management, page 84 Data Ethics & Privacy, pages 158-165 Responsible Media & Content, page 170		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
Economic Topics			
GRI 201: Economic Performance 2016			
201-1 Direct economic value generated and distributed	**2024 ESG Report** About Interpublic, pages 4-7 Data Performance Tables, page 191 **2023 Annual Report** Business, pages 2-5 Financial Statements & Supplementary Data, pages 48-97		**Principle 10:** Anti-Corruption
201-2 Financial implications and other risks and opportunities due to climate change	**2024 ESG Report** Climate Action, pages 39-40 TCFD Recommendations Table, pages 194-196 **2024 CDP Response** C3. Disclosure of risks & opportunities, pages 18-26		**Principle 7:** Environment
201-3 Defined benefit plan obligations and other retirement plans	**2024 ESG Report** Human Capital Management, pages 90-95 **2023 Annual Report** MD&A of Financial Condition & Results of Operations, pages 43-44 Notes to Consolidated Financial Statements, pages 62-63, 77-83, 86-87		**Principle 6:** Labour

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
GRI 205: Anti-Corruption 2016			
205-1 Operations assessed for risks related to corruption	**2024 ESG Report** Corporate Governance & Risk, pages 139-142 Ethics & Integrity, page 147		**Principle 2:** Human Rights **Principle 10:** Anti-Corruption
205-2 Communication and training about anti-corruption policies and procedures	**2024 ESG Report** Corporate Governance & Risk, page 141 Ethics & Integrity, pages 144-151		
GRI 206: Anti-Competitive Behavior 2016			
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2023, Interpublic did not have any legal and/or regulatory fines, penalties, or other legal action associated with violations of anti-competitive behavior, anti-trust, monopoly practices, as well as violations relating to anti-corruption or corruption standards.		**Principle 10:** Anti-Corruption
GRI 207: Tax 2019			
207-1 Approach to tax	**2024 ESG Report** Ethics & Integrity, page 145 **Tax Policy**		**Principle 10:** Anti-Corruption
207-2 Tax governance, control, and risk management	**2024 ESG Report** Corporate Governance & Risk, pages 137, 139-140 Ethics & Integrity, page 145 **Tax Policy**		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
Environmental Topics			
GRI 302: Energy 2016			
302-1 Energy consumption within the organization	**2024 ESG Report** Environmental Data Table, page 189-190		**Principle 8:** Environment **Principle 9:** Environment
302-3 Energy intensity	**2024 ESG Report** Environmental Data Table, page 190		
302-4 Reduction of energy consumption	**2024 ESG Report** Climate Action, pages 41-42, 47-51 Environmental Data Table, pages 188-189		
GRI 305: Emissions 2016			
305-1 Direct (Scope 1) GHG emissions	**2024 ESG Report** Climate Action, pages 43-44 Environmental Data Table, pages 188-189 **2024 CDP Response** C7. Environmental performance - Climate Change, page 59		**Principle 8:** Environment **Principle 9:** Environment
305-2 Energy indirect (Scope 2) GHG emissions	**2024 ESG Report** Climate Action, pages 43-44 Environmental Data Table, pages 188-189 **2024 CDP Response** C7. Environmental performance - Climate Change, page 60		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
305-3 Other indirect (Scope 3) GHG emissions	**2024 ESG Report** Climate Action, pages 43-44, 46 Environmental Data Table, page 189 **2024 CDP Response** C7. Environmental performance - Climate Change, pages 61-65		**Principle 8:** Environment **Principle 9:** Environment
305-4 GHG emissions intensity	**2024 ESG Report** Environmental Data Table, page 189 **2024 CDP Response** C7. Environmental performance - Climate Change, page 115		
305-5 Reduction of GHG emissions	**2024 ESG Report** Climate Action, pages 41-51 Environmental Data Table, pages 188-189 **2024 CDP Response** C7. Environmental performance - Climate Change, pages 55-129		
GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	**2024 ESG Report** Climate Action, page 45 Responsible Supply Chain, pages 111-117		**Principle 6:** Labour

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
Social Topics			
GRI 401: Employment 2016			
401-1 New employee hires and employee turnover	**2024 ESG Report** Making an Impact, pages 65 Human Capital Management, pages 96-97 **2023 DEI Report** **2024 Gender Equality Disclosure** Talent Pipeline, pages 2-3		**Principle 6:** Labour
401-2 Benefits provided to full-time employees that are not Labour provided to temporary or part-time employees	**2024 ESG Report** Human Capital Management, pages 90-95		
401-3 Parental leave	**2024 ESG Report** Human Capital Management, pages 93-94 **2023 DEI Report** **2024 Gender Equality Disclosure** Inclusive Culture, pages 3-4		
GRI 403: Occupational Health & Safety 2018			
403-1 Occupational health and safety management system	**2024 ESG Report** Employee Health & Safety, pages 102-105		**Principle 1:** Human Rights
403-2 Hazard identification, risk assessment, and incident investigation	**2024 ESG Report** Employee Health & Safety, pages 103-105		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
403-3 Occupational health services	**2024 ESG Report** Employee Health & Safety, pages 106-108		**Principle 1:** Human Rights
403-4 Worker participation, consultation, and communication on occupational health and safety	**2024 ESG Report** Human Capital Management, pages 85-87 Employee Health & Safety, pages 103-105		
403-5 Worker training on occupational health and safety	**2024 ESG Report** Employee Health & Safety, pages 106-108		
403-6 Promotion of worker health	**2024 ESG Report** Making an Impact, pages 68-70, 74-75 Human Capital Management, pages 90-92 Employee Health & Safety, pages 106-108		
GRI 404: Training & Education 2016			
404-1 Average hours of training per year per employee	**2024 ESG Report** Employee Training Data Table, page 192		**Principle 1:** Human Rights
404-2 Programs for upgrading employee skills and transition assistance programs	**2024 ESG Report** Human Capital Management, pages 96-100		
404-3 Percentage of employees receiving regular performance and career development reviews	**2024 ESG Report** Human Capital Management, page 98		

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
GRI 405: Diversity & Equal Opportunity 2016			
405-1 Diversity of governance bodies and employees	**2024 ESG Report** Making an Impact, pages 66-67 Corporate Governance & Risk, pages 135-136 Data Performance Tables, page 193 SASB Standards Table, pages 199-200 **2023 DEI Report** **2024 Gender Equality Disclosure** Leadership, page 2 Talent Pipeline, pages 2-3		**Principle 6:** Labour
405-2 Ratio of basic salary and remuneration of women to men	**2024 ESG Report** Making an Impact, page 70 **2023 DEI Report** **2024 Gender Equality Disclosure** Pay, page 3		
GRI 413: Local Communities 2016			
413-1 Operations with local community engagement, impact assessments, and development programs	**2024 ESG Report** Community & Social Impact, pages 118-131		**Principle 1:** Human Rights **Principle 8:** Environment

GRI Disclosure	Interpublic Reference Location	SDGs	UN Global Compact
GRI 414: Supplier Social Assessment 2016			
414-1 New suppliers that were screened using social criteria	**2024 ESG Report** Responsible Supply Chain, pages 111-117		**Principle 1:** Human Rights **Principle 2:** Human Rights **Principle 6:** Labour
414-2 Negative social impacts in the supply chain and actions taken	**2024 ESG Report** Responsible Supply Chain, pages 111-117		
GRI 415: Public Policy 2016			
415-1 Political contributions	**2024 ESG Report** Public Policy, pages 149-154		**Principle 10:** Anti-Corruption
GRI 417: Marketing & Labeling 2016			
417-3 Incidents of non-compliance concerning marketing communications	**2024 ESG Report** SASB Standards Table, page 198		**Principle 2:** Human Rights
GRI 418: Customer Privacy 2016			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	**2024 ESG Report** SASB Standards Table, page 198		**Principle 2:** Human Rights **Principle 10:** Anti-Corruption



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