



ANSWERS TO WRITTEN QUESTIONS OF THE AGM, MAY 26, 2021

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QUESTIONS RECEIVED FROM FIR

ENVIRONMENT

1. *To be in line with the Paris Agreement, what are the CAPEX amounts for 2025? How will these be distributed across the value chain between maintenance CAPEX and growth CAPEX? What is the geographical allocation?*

We have just had our new commitments for 2030 validated by SBTi, in line with the Paris Agreement according to a 1.5° scenario.

Concerning the new taxonomy, given our service activities, only part of our business will be affected and the key issue is not CAPEX. Our initial work has highlighted the energy issues related to some of our digital activities.

2. *How do you limit the impact of biodiversity loss on your future revenue? Specify the indicators and means put in place.*

Given our activities, the major impact is not on biodiversity but rather on the resources used for our electrical energy needs. For us, limiting impact means focusing on purchasing products and services that have the least possible impact on the environment.

3. *How do you anticipate the scarcity of certain natural resources and the difficulties in supplying your strategic resources? How does this affect your business models and how do you secure your supply chain?*

With regards to our digital activities, our main focus is on energy, with electricity consumption and energy efficiency. With our new Climate objectives for 2030, validated by SBTi and aligned with the Paris Agreement - 1.5° scenario, we are working together with our suppliers to find solutions that have the least possible impact and that use renewable energy.

We are conducting a case-by-case analysis, with projections over time.

Our objective is for the Group to have 100% direct renewable energy sources by 2030 (33.5% in 2020)



SOCIAL

4. Solidarity between economic actors, large and small companies, seems necessary to limit the negative impact of the current crisis. How is your group adapting its purchasing and sales practices, both nationally and internationally, to support its suppliers and customers affected by the crisis? Do you apply differentiated policies for VSEs and SMEs? Has the crisis prompted you to structurally change your policies in this area?

As part of our action plan for suppliers in response to the consequences of the pandemic, we have paid particular attention to the rapid payment of invoices from the many VSEs and SMEs with which we work, with the aim of continuing to work with a very large number of them.

5. At group level, how are you managing the social impact associated with the massive development of teleworking since the beginning of the pandemic? In particular, in terms of psychosocial risk management, cost sharing, employee satisfaction surveys, reversal of employee choice, share of employees teleworking, etc.?

In April 2020, we launched an internal project on "the work of tomorrow". Employees worldwide were invited to participate and nearly half of them shared their contributions and proposals.

An international working group compiled the results, enabling us to draw up a framework for the future, which was presented in December at our virtual seminar attended by 65,000 employees. We will not go back to the way we were before the pandemic, but we will not become a "Zoom company". Each country has the power to adjust the local organization of work as soon as the health situation allows it, alternating between office hours, which must remain a priority because human interaction is essential in our business,- and working remotely.

In all countries, significant measures have been taken to support our employees.

As an example, in France several actions have been implemented. These include a psychological unit accessible to all Group employees 24/7, a medical teleconsultation service, webinars on best practices in teleworking and remote management and the organization of weekly exercise meetings via the "Stay Home, Stay Fit" program.

Negotiations have been opened with the social partners on teleworking and the right to disconnect. In this respect, and especially during the health crisis, a group agreement for a fixed period was signed in order to provide a framework for teleworking which complies with the recommendations of the public authorities and for the payment of a lump-sum allowance compatible with the URSSAF (French social security and family allowance collection agency) scales, depending on the number of days teleworked in the month.



6. *Do you have a definition of "living wage" that goes beyond the local legal minimum wage? If so, what is it? How does your company ensure that its employees, but also the employees of its suppliers, receive a living wage?*

Since almost all of our employees have a high level of qualification, we are well above the "local legal minimum".

This is dealt with country by country.

Our remuneration policy is based on criteria of competitiveness with respect to our competitors and internal equity is supported by external benchmarks and internal graduation tools.

We question our suppliers on their remuneration practices and are particularly attentive to certain categories of services (e.g. cleaning or security companies).

7. *Do you take into account environmental and social criteria in your profit-sharing agreements with employees in France? If yes, what are these criteria?*
- Have they changed since April 1, 2020?
- What is the proportion of these criteria in the profit-sharing formula? Has it changed in the last year?
- What percentage of employees are concerned?

For the past few years, two CSR criteria have been taken into account in the variable portion of the compensation paid to the Group's senior executives (Chairman and members of the Executive Board), and in the Long Term Incentive Plan awarded to the Group's main executives, in order to ensure that everyone is mobilized around these issues.

In France, the profit-sharing scheme is optional, but is one of Publicis Groupe's long-standing commitments to its French employees. Today, it is based on the annual organic growth of the Group's net income in France and worldwide.

8. *In the context of employee savings, which funds actually have a responsible label (CIES, Finansol, Greenfin, SRI)? For each fund offered, what is the name of the label(s), what is its percentage share of outstanding employee savings and to what proportion of employees is it offered? In addition, what proportion of the group's employees in France and abroad have access to other forms of professional savings, particularly for retirement? What proportion of the assets corresponding to these savings is managed in a socially responsible manner and has "quality signs"? Which ones?*

Yes, these criteria have been offered to our employees for several years now.

The company savings plans are managed by different service providers within the Group in France. , They all have the same thing in common: on the one hand, they offer schemes that



include solidarity actions and, on the other hand, these schemes are applied by default when employees do not make a choice.

For example, for one of our largest providers, out of the 5 funds offered, 4 have the governmental SRI and CIES labels. For this provider, the proportion of funds with the label in the PEE scheme is 86%. These funds are offered to all employees concerned.

In France, we do not yet have a retirement savings scheme, but discussions are progressing very actively on this subject.

GOVERNANCE

9. *Do you apply the GRI 207 standard for your public tax reporting?*

If yes: does this reporting cover all the elements indicated in this standard and if not, which elements have you chosen not to publish and why? If you do not use this standard: what are the reasons for this and do you plan to apply it in the near future (1 to 2 years)? What other measures do you have or plan to implement to meet the growing demand for fiscal transparency from your stakeholders?

Publicis Groupe already meets 3 of the 4 criteria expected in the GRI 207 indicator. This is already included in the URD, where our approach to compliance and respect for tax obligations, transparency, tax risk management and governance of these subjects is outlined. As for the last criterion on the country-by-country approach, we are closely following international developments.

10. *What is the scope of the equity ratios you publish? What analysis do you make of the evolution of these ratios? Has this analysis led you to adapt your compensation policies? If so, how?*

The scope of the analysis is broad and representative of the Group's activities in France, the United States and the United Kingdom, i.e. 67% of the total payroll and 73% of Group revenue. This approach is relevant because it covers a scope that is representative of our business and in markets where we face active competition for our talents.

11. *With regards to the implementation of your group's gender equality policy, could you provide us with:*

- (i) The agenda and quantified objectives - achieved or to be achieved - concerning the subjects related to this policy (career, training, remuneration, division of private/work life, etc.) at all levels of responsibility.*
- (ii) Whether this equality policy is applied in all Group companies, both in France and internationally. If not, why not?*
- (iii) If so, what specific measures are being taken to promote gender equality in the countries where the Group operates and where it is difficult to establish this concept?*



After reaching our 2020 objective of 40% of women among key managers (40.4% in 2020), we have raised the objective to 45% of women among key managers in 2025. This objective is integrated into the remuneration of senior executives.

The Group's policy is based on intangible principles that apply everywhere without exception, in particular:

- diversity, so that our teams are representative of the local, cultural and social context of the country where we operate
- equal pay for men and women
- the implementation of flex-programs to facilitate the modulation of work schedules between office and telework.

Each country establishes its own operational action plan in compliance with legal obligations. For example, in France, a collective group agreement on professional equality between men and women was signed with the social partners, providing for corrective measures to exceed the 75/100 professional equality index in each agency in the years to come. The Publicis Groupe's agencies actively participate in the various activities of the "VivaWomen" internal network, which allows women to speak regularly about leadership, mentoring and personal development. Publicis is a majority shareholder of the Women's Forum, to which the Group gives very strong support.

12. How are your lobbying practices formalized and how do they fit into your group's CSR strategy? Can you describe the chain of responsibility of your company in terms of lobbying or institutional relations? In which cases, can or should your group's control body (board of directors, supervisory board) be consulted? What information about your lobbying practices do you publish (public positions, allocated budgets, etc.) for each of your global markets?

Publicis Groupe does not conduct lobbying activities on its own behalf.

If it were to happen, it would be done in accordance with a structured process managed at the highest level.

13. How, in concrete terms, do you involve the social partners, at group and local levels, in committing your company to a fair transition? Do you intend to publish their opinion on your compliance plan? Do you intend to publish their opinion on your non-financial performance document?

In France, social dialogue is sustained and regular. The social partners are involved not only through information or information-consultation procedures in accordance with the relevant legal provisions, but also in a more informal way through non-mandatory information meetings when the elected representatives requests it or when Management proposes it.