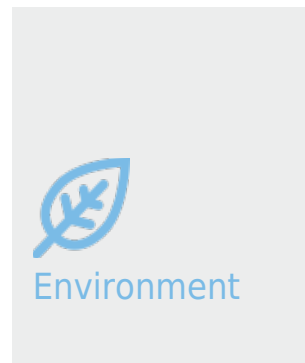
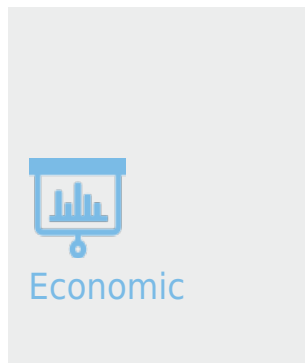
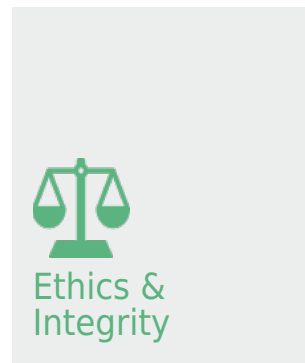
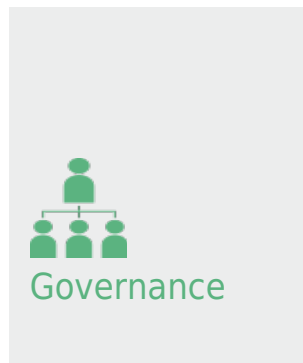
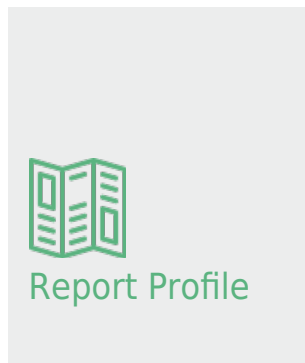
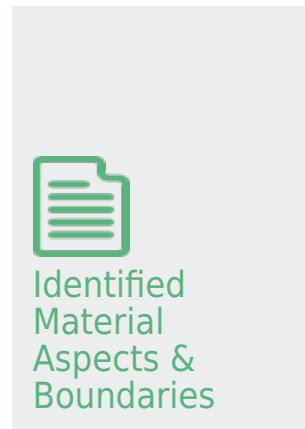
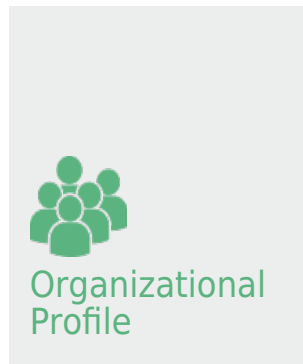
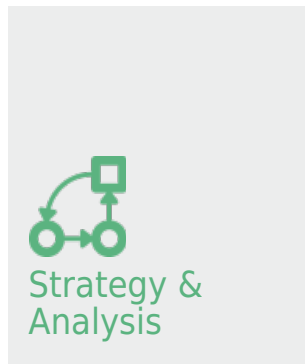


IPG Global Reporting Initiative Index 2017





Human Rights



Society

[Click here to
access
information
about UN
Global Compact
Communication
on Progress](#)

The logo consists of the letters 'I', 'P', and 'G' in a bold, sans-serif font. The 'I' and 'P' are light blue, while the 'G' is a darker blue and overlaps the 'P'.

Global Reporting Initiative Index

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

General Standard Disclosures: Strategy & Analysis

GRI
Indicator

G4-1

Reporti
ng Level



Sustainability – conducting our business ethically, and in line with the long-term health of the communities where our employees live and work – is key to IPG’s business strategy, and to the ethical operation of our company. During the past year, we have taken steps to strengthen our commitment to operating sustainably.

In this, our third year of reporting on our sustainability initiatives utilizing the GRI-G4 framework, we have continued to strengthen our commitment to operating sustainably. This year, we expanded the measurement of our emissions and other environmental impacts using [GHG Protocol Corporate Standards](#). We expanded our boundary from last year to include three of our largest offices around Paris, France. Further, we expanded our boundary in North America by including all offices which are over 50,000 square feet (down from 100,000 square feet last year) and in the UK, this year, we included 40% of our portfolio and 100% of our owned facilities. The expanded boundary as of the end of 2016 included 37% of our worldwide headcount, and 45% of our worldwide square footage.

IPG continues to make strides in our areas of environmental focus – energy usage, recycling, travel and green building practices, as outlined in our [recently updated sustainability policy](#) – with a 35% reduction in square foot per employee from 2004 to 2016 and a 70% reduction in power consumption in our central IT operations since 2008.

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

This year, IPG has continued its support of [Common Ground](#), the global initiative that brings together the major marketing and advertising holding companies in support of the [UN Sustainable Development Goals](#). IPG is continuing its support of [UN Sustainable Development Goal Number 6](#), ensuring universal access to clean water and sanitation. Some of our agencies’ work in this important area can be seen on the [video](#) we produced about our efforts. And IPG recently made a donation to [charity: water](#) to fully fund the creation of a drilled well in Tigray, Ethiopia, where 70% of the population currently lacks access to clean drinking water. Recent related work also includes [using virtual reality to educate children about clean water](#), [turning a bus stop into a water fountain that re-uses rainwater](#) and [educating employees at our corporate headquarters about the environmental benefits of our](#)

[green roof](#).

IPG agencies continue to engage on issues of concern in their local communities and globally. Recent projects have included [education about lung cancer screening](#), [the protection of elephants in Cape Town](#), and [the launch of an app to help those with severe allergies](#). Doing what's right for our communities is an important part of our DNA and of our history. It's also critical to our continued success.

The single most important factor in our company's success is talent. And our talent is drawn from people of varying ages, backgrounds, cultures, faiths, genders, nationalities, physical abilities, political affiliations, races, gender identity, and sexual orientations - to name but a few of the qualities that make each of us unique. IPG has committed substantial resources and expertise to increasing diversity in our ranks and forging a sustainable culture of inclusion at our company. In 2016, IPG's diversity and inclusion group executed more than 75 programs and events around the world. At IPG, we encourage, protect and celebrate our diversity. For us to compete effectively, our workforce has to reflect the world's changing demographics and more important, its changing marketplace.

We are committed to working to deepen and broaden our commitment to sustainability during the year ahead. You can read more about IPG's commitment to communities where our employees live and work on our sustainability website, [STRONGER](#).

General Standard Disclosures: Organizational Profile

GRI
Indicator

G4-4

Reporting
Level



G4-4 Report the primary brands, products and services

We are one of the world's premier global advertising and marketing services companies. Through our 49,800 employees in all major world markets, our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines. Our agencies create customized marketing programs for clients that range in scale from large global marketers to regional and local clients. Comprehensive global services are critical to effectively serve our multinational and local clients in markets throughout the world as they seek to build brands, increase sales of their products and services, and gain market share.

The work we produce for our clients is specific to their unique needs. Our solutions vary from project-based activity involving one agency to long-term, fully integrated campaigns created by multiple IPG agencies working together. With offices in over 100 countries, we can operate in a single region or deliver global integrated programs. The role of our holding company is to provide resources and support to ensure that our agencies can best meet clients' needs. Based in New York City, our holding company sets company-wide financial objectives and corporate strategy, establishes financial management and operational controls, guides personnel policy, directs collaborative inter-agency programs, conducts investor relations, manages corporate social responsibility programs, provides enterprise risk management and oversees mergers and acquisitions. In addition, we provide certain centralized functional services that offer our companies operational efficiencies, including accounting and finance, executive compensation management and recruitment assistance, employee benefits, marketing information retrieval and analysis, internal audit, legal services, real estate expertise and travel services.

Our Brands

Interpublic is home to some of the world's best-known and most innovative communications specialists. We have three global networks: McCann Worldgroup, Foote, Cone & Belding ("FCB") and MullenLowe Group, which provide integrated, large-scale advertising and marketing solutions for clients. Our global media services companies include UM and Initiative, which operate under the IPG Mediabrands umbrella. We also have a range of best-in-class global specialized communications assets as well as premier domestic integrated and digital agencies that are industry leaders.

- McCann Worldgroup is a leading global marketing solutions network comprised of agencies that emphasize creativity, innovation and performance. The global components of McCann Worldgroup are McCann, one of the world's largest advertising agency networks; MRM//McCann, a leading digital marketing and relationship management agency; Momentum Worldwide, a brand experience agency; McCann Health, a top-tier professional and direct-to-consumer health communications network; ChaseDesign, a shopper marketing specialist; PMK-BNC, the best-in-class talent, entertainment and brand agency; and CRAFT, the network's global adaptation and production arm. UM (media management), Weber Shandwick (public relations) and FutureBrand (consulting/design) align with McCann Worldgroup to deliver fully integrated solutions.
- FCB is a global, fully integrated marketing communications company focused on

changing consumer behavior for the benefit of their clients, colleagues and communities. With more than 8,000 people in 109 operations across 80 countries, the network brings a strong understanding of local markets and cultures while continuing a heritage of creativity and success dating from 1873. FCB has its roots in both creative, brand-building consumer advertising and behavioral, data-driven direct marketing.

- MullenLowe Group is a creatively driven integrated marketing communications network with a strong entrepreneurial heritage and challenger mentality. A global creative boutique of distinctive and diverse agencies, MullenLowe Group is rich in local culture with both intimacy and scale, present in more than 65 markets with over 90 agencies. Components include MullenLowe with expertise in brand strategy, creative content development and performance analytics; MullenLowe Profero, full-service, integrated digital marketing; MullenLowe Mediahub, media and communications planning and buying; and MullenLowe Open, behavior-driven activation, customer relationship management (“CRM”) and shopper marketing. MullenLowe Group is consistently ranked among the most awarded creative and effective agency networks in the world and has topped the Effie Index as the most effective global network in terms of points per dollar revenue for the past six consecutive years.
- IPG Mediabrands, as the global media arm of IPG, is responsible for managing marketing investment for many of the world’s most iconic brands. Its portfolio encompasses two global, full-service agencies, UM and Initiative, which are charged with delivering business results for clients, providing strategic counsel and advisory services and navigating the ever-evolving media landscape. This is developed and executed through integrated, data-driven marketing strategies. Rounding out the IPG Mediabrands portfolio of services are its specialty business units: Ansible, Cadreon, MAGNA, Healix, The IPG Media Lab, Mediabrands Insights, Rapport, Reprise and Society. These agencies focus on media innovation, forecasting, product development, branded content, emerging technology, mobile, search and social, out-of-home and more.
- We also have exceptional global marketing specialists across a range of disciplines. Our industry-leading public relations agencies such as Weber Shandwick and Golin have expertise in every significant area of communication management. Jack Morton is a global brand experience agency, and FutureBrand is a leading brand consultancy. Octagon is a global sports, entertainment and lifestyle marketing agency. Our digital specialist agencies, led by R/GA, Huge and MRM//McCann, are among the industry’s most award-winning digital agencies.
- Our premier healthcare communications specialists reside within our global creative networks.
- Our domestic integrated independent agencies include some of advertising’s most recognizable and storied agency brands, including Carmichael Lynch, Deutsch, Hill Holliday and The Martin Agency. The marketing programs created by these agencies incorporate all media channels, CRM, public relations and other marketing activities and have helped build some of the most powerful brands in the U.S., across all sectors and industries. We list approximately 90 of our companies on our website under the “Our Agencies” section, with descriptions, case studies, social media channels and office locations for each. To learn more about our broad range of capabilities, visit our website at www.interpublic.com. Information on our website is not part of this report.

General Standard Disclosures: Organizational Profile

GRI
Indicator

G4-6

Reporti
ng Level



G4-6

Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report



IPG agencies are located in over 100 countries, including every significant world market.

In recent years, IPG has made significant investments in Brazil and India, further strengthening our leadership position in these high-growth, developing markets. IPG also holds a majority stake in the Middle East Communication Networks (“MCN”), MCN is headquartered in Dubai, with 65 offices across 14 countries. In China, IPG continues to invest organically in the talent of our agency brands.

Interpublic group is headquartered in New York City, with Corporate Offices in the U.S. and Europe.

Headquarters

New York
909 Third Avenue
New York, NY 10022
United States
Phone: (212) 704-1200

Regional office US

Nebraska

13801 FNB Parkway
Omaha, NE 68154
United States
Phone: (402) 965-4800

Regional Office Europe

London
3 Grosvenor Gardens
London, SW1W OBD
England
Phone: 44 (0) 20 7082 0120

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-7	Reporting Level	
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G4-7

Report the nature of ownership and legal form

IPG is a publicly traded company. Details regarding the nature of ownership of Interpublic Group may be found within the Annual Report and the Annual Form 10K- Item 1 Business

http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec&secCat01.3_rs=81&secCat01.3_rc=10

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-8	Reporting Level 
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G4-8

Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).

IPG is one of the world’s premier global advertising and marketing services companies. Through our 49,800 employees in all major world markets, our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines. Our agencies create customized marketing programs for clients that range in scale from large global marketers to regional and local clients. Comprehensive global services are critical to effectively serve our multinational and local clients in markets throughout the world as they seek to build brands, increase sales of their products and services, and gain market share.

Our agencies are located in over 100 countries, including every significant world market. Our geographic revenue breakdown is listed below.

% of Total Revenue			
	2016	2015	2014
Domestic	59.70%	58.80%	55.50%
United Kingdom	8.90%	9.00%	9.10%
Continental Europe	8.90%	9.20%	10.70%
Asia Pacific	11.80%	12.00%	12.20%
Latin America	4.70%	5.00%	6.20%
Other	6.00%	6.00%	6.30%

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-9	Reporting Level	●
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G4-9

a. Report the scale of the organization, including:

- Total number of employees
- Total number of operations
- Net sales (for private sector organizations) or net revenues (for public sector organizations)
- Total capitalization broken down in terms of debt and equity (for private sector organizations)
- Quantity of products or services provided
- At year-end 2016, IPG employed 49,800 employees. IPG agencies are located in over 100 countries, including every significant world market. Our geographic revenue breakdown is listed below.

% of Total Revenue			
	2016	2015	2014
Domestic	59.70%	58.80%	55.50%
United Kingdom	8.90%	9.00%	9.10%
Continental Europe	8.90%	9.20%	10.70%
Asia Pacific	11.80%	12.00%	12.20%
Latin America	4.70%	5.00%	6.20%
Other	6.00%	6.00%	6.30%

Year Ended December 31 (in millions)	
2016	\$7,846.60
2015	\$7,613.80
2014	\$7,537.10

General Standard Disclosures: Organizational Profile

GRI
Indicator

G4-10

Report
ing Level



IPG Employees

Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11

Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, nine 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

The information in this section focuses on the composition of our workforce as well as how our employees are trained through our varied and robust development programs.

G4-10 and G4-LA1

Report the total number of employees by employment contract and gender, number of permanent employees by employment type and gender, total workforce by employees and supervised workers and by gender, the total workforce by region and gender, report whether a substantial portion of the organizations work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors, report any significant variations in employment numbers

Total number and rates of new employee hires and employee turnover by age group, gender and region

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2016.

Additional results from IPG's 2016 workforce data show that

- Minorities make up 20% of US "Officials and Managers," an increase of 101% since 2005.
- The "Professional" talent base is 26% minority, an increase of 35% since 2005.
- Women make up 54% of all the company's managers - including executive, senior and first

& mid-level management – an increase of 16% since 2005.

G4-LA2

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation

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

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

G4-LA-10

Programs for Skills Management and Lifelong Learning That Support the Continued Employability of Employees and Assist Them in Managing Career Ending

Recruiting, retaining and promoting great talent is key to our long-term success. Skills training and executive development are important components of how we work with our people to ensure their success and the continued success of IPG.

Educational Assistance

IPG encourages and financially supports continuing education and development programs that meet the career goals of our employees which are aligned with the needs of our business. Regular full-time and part-time employees can achieve professional career goals through taking job-related courses at an accredited school, college or university and be reimbursed for up to 75 percent of the tuition expenses. Whether taking a standalone course or making a commitment to a bachelors or masters degree program, attending traditional-style classes or non-traditional (e.g., on-line or accelerated) programs, employees and their managers work together to support development.

Individual Department Training

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

Skills-Building Training

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

Global Training

Operating ethically and with the highest standards of integrity is critical to our continued success. IPG's Code of Conduct forms the basis of how we interact with each other, with our vendors and with our clients. Each year, IPG provides employees with training on the Code of Conduct, and highlights different topics of particular importance to focus on during these trainings.

IPG Leadership Lab

The IPG Leadership Lab is a selective global executive development program for senior-level leaders within IPG agencies. The program draws high potential executives from across IPG and provides an intensive leadership development experience featuring in-market immersion, engagement with IPG executives, cross-agency peer coaching, and personal leadership feedback and planning. Held yearly since 2013, the IPG Leadership Lab has strengthened

agency leadership while enhancing collaboration across IPG.

Internship Program

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

Transition Assistance

IPG provides employees with support, as needed, through many transitions that take place over the employment life cycle (e.g., transitioning to a new role, transitioning back to work from a leave of absence or transitioning to retirement). This might include retirement and financial planning resources, coaching and career guidance, work-life balance resources and flexible work arrangements.

IPG Learning & Development Site - This site provides a wealth of diverse online courses and provides resources at employees' fingertips. There are multiple skill-building courses offered on management and leadership, performance management, writing & communication, diversity & inclusion, customer service, project management and personal development. Also offered are a wide variety of technical courses. Many of these courses are offered in multiple languages to meet the needs of our global population; languages include Mandarin, Japanese, Italian, German, French, Portuguese, and Spanish. The site also hosts numerous thought-provoking resources including articles, videos and free webinars addressing diverse topics.

Managing Day-to-Day series - This interactive, scenario-based live webcast series complements our "Managers Quick Reference Guide: Managing Day-to-Day Employment Issues," a resource for our IPG Corporate managers. The series addresses a multitude of management topics and participating managers are asked what they would do in certain situations. Then our Human Resources and Legal experts offer their perspectives. "Managing Day-to-Day" resources can also be found on our IPG Learning & Development Site.

MyLead - MyLead is an IPG enterprise-wide offered program, targeting senior managers for leadership development. It is an interactive leadership immersion experience which includes business simulation and real-time executive coaching. The program is designed to develop areas of responsibility that are most relevant to leadership roles in our industry and include Business Leadership, Client Leadership, and People Leadership.

The Art and Science of Leadership (TASL) - Like MyLead, TASL is an IPG enterprise-wide offering. This offering targets newer managers or those who need to further develop their core management skills. TASL participants learn key facets of leadership via an on-line, interactive experience. Participants are also involved in business simulations in which they face realistic skill challenges. An executive coach partners with each participant to discuss his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

G4-LA11

Percentage of employees receiving regular performance and career development reviews, by gender and by employee category

Performance Management - IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Approximately three quarters of

IPG employees actively participate in our on-line performance management process.

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-11	Reporting Level 
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Report the percentage of total employees covered by collective bargaining agreements

The percentage of IPG employees covered by collective bargaining is zero - 0 percent.

We have not had any labor union organizing activity at our offices in the United States, nor do we have any employees in the US who are covered by collective bargaining agreements. Some of our offices in Europe do have Works Councils - and IPG management teams at these offices work collaboratively and cooperatively with the Works Councils as applicable.

General Standard Disclosures: Organizational Profile

GRI
Indicator

G4-12

Reporti
ng Level



G4-12

Describe the organization's supply chain.

Each year, IPG spends over \$2 billion on products and services from more than 75,000 suppliers around the world.

The Global Sourcing & Procurement (GS&P) function at IPG leverages the collective buying power of all of our agencies across the world and applies a disciplined approach to sourcing and procurement in the categories where we have significant spend, including pass thru spend.

GS&P follows a standard strategic sourcing process. Included in the process is a due diligence phase during which we assess a number of key criteria, including the financial strength, capabilities, capacity, quality of products and services, commitment to diversity and sustainability, and the total cost of ownership associated with suppliers we do business with. Read more about this in our Supplier Code of Conduct which can be accessed at the following link:

<http://www.interpublic.com/about/corporate-governance>

Supplier diversity and sustainability are key components of our strategic sourcing process and our current and potential clients are highly interested in our approach. We are firmly committed to providing an inclusive environment for minority- and women-owned businesses.

On an ongoing basis, we conduct business review meetings with our key suppliers during which we discuss the feedback we have received from our business units regarding the supplier's performance. In conjunction with supplier reviews, we continually assess the competitive landscape within each of our key supplier verticals. Based upon the feedback received from the business units and the competitive landscape, RFP timelines are established to ensure IPG agencies and clients are receiving best-in-class service and pricing.

IPG understands that suppliers are independent entities, but the business practices and actions of a supplier may significantly impact and/or reflect upon us, our reputation and our brands. Because of this, and because we are committed to operating sustainably, IPG expects all suppliers and their employees, agents and subcontractors (their representatives) to adhere to the IPG Code of Conduct <http://www.interpublic.com/about/corporate-governance> while they are conducting business with and/or on behalf of IPG.

General Standard Disclosures: Organizational Profile

GRI
Indicator

G4-13

Report
ing Level



G4-13

a. Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:

- Changes in the location of, or changes in, operations, including facility openings, closings, and expansions
- Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)
- Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination

Interpublic Group of Companies is a New York Stock Exchange-listed company whose shares are owned by millions of individual and institutional investors. There has been no significant change in the stock ownership of IPG in recent years.

There have been no significant changes in the structure of the IPG supply chain or relationships with suppliers. IPG's relationships with suppliers are governed by our Supplier Code of Conduct which asks that IPG suppliers follow the IPG Code of Conduct. In addition, and as indicated in the Supplier Code, IPG expects that its suppliers share the same social responsibility as IPG with regard to sustainability, diversity, human rights and equal opportunity in the workplace.

During 2016, we completed ten acquisitions, three of which were included in the Integrated Agency Networks ("IAN") operating segment, and seven of which were included in the Constituency Management Group ("CMG") operating segment. The most significant acquisitions include a product and service design consultancy based in the U.S., an integrated healthcare marketing communications agency based in the U.S., a content creation and digital agency with offices in the U.S. and the U.K., a mobile consultancy and application development agency based in the U.K., a full-service public relations and digital agency based in China, a search engine optimization and digital content marketing agency based in the U.K., and a mobile focused digital agency based in the U.K. During 2016, we recorded approximately \$149.0 of goodwill and intangible assets related to our acquisitions.

During 2015, we completed five acquisitions, four of which were included in the Integrated Agency Networks ("IAN") operating segment and one of which was included in the Constituency Management Group ("CMG") operating segment. All acquired agencies have been integrated into one of our global networks or existing agencies. The most significant acquisitions include a full-service digital agency in the U.K., a group of creative marketing agencies based in Russia, and a media planning and buying agency with significant digital capabilities in Canada. During 2015, we recorded approximately \$61.0 of goodwill and intangible assets related to our acquisitions.

During 2014, we completed eight acquisitions, six of which were included in the IAN operating segment and two of which were included in the CMG operating segment. All acquired agencies have been integrated into one of our global networks or existing agencies. The most significant acquisitions included a global full-service digital agency, a digital agency in the United States and a search marketing agency in the Netherlands. During 2014, we recorded

approximately \$185.0 of goodwill and intangible assets related to these acquisitions.

Acquisition Strategy

A disciplined acquisition strategy, focused on high-growth capabilities and regions of the world, is one component of growing our services in today's rapidly-changing marketing services and media landscape. When an outstanding resource or a strong tactical fit becomes available, we have been opportunistic in making tuck-in, niche acquisitions that enhance our service offerings. We will continue to focus on digital and marketing services agencies throughout the world and on key international growth markets.

In recent years, IPG has acquired agencies across the marketing spectrum, including firms specializing in digital, mobile marketing, social media, healthcare communications and public relations, as well as agencies with full-service capabilities.

These acquired agencies have been integrated into one of our global networks or specialist agencies. In 2016, IPG's acquisitions included a product and service design consultancy based in the U.S., an integrated healthcare marketing communications agency based in the U.S., a content creation and digital agency with offices in the U.S. and the U.K., a mobile consultancy and application development agency based in the U.K., a full-service public relations and digital agency based in China, a search engine optimization and digital content marketing agency based in the U.K. and a mobile-focused digital agency based in the U.K.

Source: 2016 Annual Report 10K

General Standard Disclosures: Organizational Profile

GRI
Indicator

G4-15

Reporti
ng Level



G4-15

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

IPG is committed to operating as sustainably as possible. And we define sustainability broadly to include diversity and inclusion, the betterment of our communities and conducting our business in a way that is in sync with the long-term health of our planet.

IPG is a signatory of the [United Nations Global Compact](#), an initiative that encourages companies to align strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and to report on the actions the company takes to advance these societal goals. Additionally, we are part of [Common Ground](#), an initiative that brings together the companies in our sector in support of the [UN Sustainable Development Goals](#). IPG has adopted Goal #6, access to water and sanitation, and is working on a number of [initiatives](#) in support of this goal. In addition, the company has recently made a donation to [charity: water](#) that will fully support a drilled well in Tigray, Ethiopia, a community where about 70% of the population currently lacks access to clean water.

We also aim to strengthen the communities where our employees live and work. Every day, around the world, teams from our agencies are working in their local markets on projects that include [prescription drug overdose among teenagers](#), [working to end Alzheimer's disease](#) and [encouraging equality and inclusivity](#).

Each year, IPG contributes financially as well as through in-kind donations to many organizations focused on economic justice, environmental, health and social impact, that have a positive impact on the communities where our employees live and work. Below is a list of some of the organizations to which IPG has contributed during the past year.

Advertising Educational Foundation
Advertising Women of New York
American Advertising Federation
American Advertising Federation - District Two
American Red Cross
Appeal of Conscience Foundation
Baruch College Fund
Boston Symphony Orchestra, Inc.
Catalyst
charity: water
Columbia University
Committee Encouraging Corporate Philanthropy
Dress for Success
Equality Florida Institute, Inc.
Gay Men's Health Crisis
Gift of Life Bone Marrow Registry
Hadassah

Hoboken Family Alliance
Holy Apostles Soup Kitchen
James Lenox House Association
John A. Reisenbach Foundation
Lifeforce in Later Years (LiLY)
Lincoln Center Corporate Fund
Manhattan Chamber of Commerce
Memorial Sloan-Kettering Cancer Center
Muscular Dystrophy Association
National 4-H Council
National Center on Addiction and Substance Abuse
National Hispanic Business Group
New York City Center
New York City Police Foundation, Inc.
New York Presbyterian Hospital
NYC Outward Bound Center
NYWICI Foundation
Partnership for New York City
Ronald McDonald House of New York
Step Up Women's Network
The Advertising Council, Inc.
The American Hospital of Paris Foundation
The Committee for Economic Development of the Conference Board
The Economic Club of New York
The Fund for Public Schools
The Museum of Modern Art
The New York Pops
The Paley Center for Media
The Partnership for Drug-Free Kids
UJA Federation of New York
Whitney Museum of American Art
World Meeting of Families
Year Up, Inc.

General Standard Disclosures: Organizational Profile

GRI
Indicator

G4-16

Reporting
Level



G4-16

List memberships of associations and national or international advocacy organizations to which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic

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

INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
4A's OOH Committee	Rapport	Member
ActionAid	Weber Shandwick	Trustee
Adcraft Club of Detroit	Campbell Ewald	Board Member
AdFed	Carmichael Lynch	Board Member
ADC Germany	GGH MullenLowe GmbH	Member
Ad Ops	MAGNA	Advisory Council
Advertising Club of New York	Deutsch, Initiative	Board Member
Advertising Council	Campbell Ewald, FCB, Initiative, McCann, MullenLowe US, R/GA, Weber Shandwick	Board Member, Contributor, Council Member
Advertising Educational Foundation	IW Group, McCann, R/GA, Weber Shandwick	Board Member, Advisory Board Member
Advertising Research Foundation	Huge, Weber Shandwick	Member
Advertising Week	Deutsch	Board Member
Alex's Lemonade Stand Foundation	Tierney	Board Member
All Japan Radio □ TV Commercial Council	McCann	Committee Member
American Advertising Federation	FCB, R/GA, Weber Shandwick	Board Member, Advisory Board
American Association of Advertising Agencies (4As)	Campbell Ewald, Carmichael Lynch, Deutsch, FCB, Golin, Huge, Identity, Initiative, IPG Mediabrands, MAGNA, MullenLowe Group, New Honor Society, The Martin Agency, Rapport, R/GA, Society, Tierney, UM, Weber Shandwick	Board Member, Committee Member
American Library Association	Huge	Committee Member
American Marketing Association	Carmichael Lynch	Member
Annual Advertising Hall of Fame	FCB	Committee Member
APG Germany	GGH MullenLowe GmbH	Member
Arthur W. Page Society	Golin, IW Group, Weber Shandwick	Member, Board of Trustees

Asian & Pacific Islander American Chamber of Commerce & Entrepreneurship	IPG, IW Group	Board Member, National Chairman
Asian & Pacific Islander American Scholarship Fund	IW Group	Advisory Member
Asian American Advertising Federation	IW Group	Board Member
Asian Americans Advancing Justice	IW Group	Board Member
Asian Real Estate Association of America	IW Group	Advisory Council Member
Association of Advertising Agencies of India (3Asofi)	MullenLowe Lintas Group	Member
Association Communication Publique (Public Communication Association)	MullenLowe France	Member
ACA SA (Association for Communication and Advertising, South Africa)	MullenLowe South Africa	Board Member and Chair
Association for Data Driven Marketing and Advertising (ADMA)	303 MullenLowe	Advisory Board
Association of National Advertisers - Alliance for Inclusive and Multicultural Marketing (ANA-AIMM)	IW Group	Board Member
Association of the British Pharmaceutical Industry (ABPI)	Virgo Health	Member
Audit Bureau of Circulations (ABC)	MullenLowe Lintas Group	Member
BalletX	Tierney	Board Member
BAM	R/GA	Board Member
Berlin School	R/GA	Board Member
BIMA, A MITX Organization	MullenLowe US	Executive Committee
Bombay Chamber of Commerce and Industry	MullenLowe Lintas Group	Member
Boston Symphony Orchestra	Weber Shandwick	Board of Overseers
Brand Activation Association	FCB/RED, FCB X	Board Member
Bright Pink	Golin	Board Member
British Independent Film Association	MullenLowe London	Chairman
C&F Bank	The Martin Agency	Board Member
Canadian Council of Public Relations Firms	Weber Shandwick	Member
Canadian Foundation for Pharmacy	McCann Health	Executive Committee
Canadian Marketing Association	Weber Shandwick	Member
Canadian Public Relations Society	Weber Shandwick	Member
CARITAS Metro Richmond	The Martin Agency	Board Member
Carlton College Advisory Board	MullenLowe Group	President
Center for Asian American Media	IW Group	Board Member
Center for Asian Pacifics United for Self-Empowerment	IW Group	Board Member
Center for Plain Language	McCann	Board Member
Cerebral Palsy Alliance Research Foundation	IPG Mediabrands	Board Member
Chartered Institute of Public Relations	Weber Shandwick	Board Member
Chicago Association of Direct Marketing	FCB Chicago	Board Member
Chicago Children's Choir	Golin	Board Member
Chicago Foundation for Women	FCB/RED	Board Member
Chicago Ideas Week	FCB	Board Member
Chicago Public Library Foundation	FCB Chicago	Board Member
Circulo Uruguayo de Publicidad	MullenLowe SSP3	Board Member
Circumnavigators Foundation	Weber Shandwick	Member
City and County of San Francisco - Mayor's Small Business Advisory Council	IW Group	Member
City Center	McCann	Board Member
City Year Boston	Jack Morton	Board Member
Civil Institute of Advertising Auto-regulation (ICAP)	FCB	Board Member
Clinton Global Initiative Disability Working Group	Weber Shandwick	Member
Coalition of Asian Pacifics in Entertainment	IW Group	Board Member
College for Creative Studies	Campbell Ewald	Board Member
ColorComm	The Axis Agency, Weber Shandwick	Executive Director for the Los Angeles Chapter of ColorComm, Board Member
Conservation Lands Foundation	Cassidy & Associates	Board Member
Council on Foreign Relations	Weber Shandwick	Member
Creative Alliance	Huge	Committee Member
D&AD Advisory Board	MullenLowe London	Board Member

DePaul University	Golin	Board Member
Digital + Technology Collective	303 MullenLowe	Board Member
DMA	FCB Chicago	Board Member
D-Show	McCann	Chairman
Duke Global Health Institute	Weber Shandwick	Chairman, Advisory Board
Earth University	The Martin Agency	Board of Directors
Economic Club	FCB Chicago	Member
Edward M. Kennedy Institute for the United States Senate	Weber Shandwick	Board Member
Elizabeth Glaser Pediatric AIDS Foundation	Weber Shandwick	Board of Directors
Emily's List	Weber Shandwick	Board Member
Epilepsy Foundation of America	Carmichael Lynch	Board Member
Equity Lifestyle Properties, Inc.	The Martin Agency	Board Member
European Sponsorship Association	Octagon	Committee Member
Executives Club	FCB Chicago	Member
Experian Client Advisory Board	FCB Chicago	Member
Facebook Creative Council	FCB, R/GA	Board Member, Member
Factory Theatre, Toronto, Canada	Weber Shandwick	Board of Directors
Financial Executives International	Golin	Board Member
Forbes Agency Council	Carmichael Lynch	Member
Free The Bid	Huge	Member
Fred's Footsteps	Tierney	Board Member
French Agencies Association (AAC)	MullenLowe France	Board Member
Fort Hays State University Entrepreneurship Advisory Council	IW Group	Member
Futures & Options	IPG Mediabrands	Board Member
GAIN/USAID	McCann Health	Consulting Advisor
Gamble Aware	MullenLowe London	Advisor
GeoPath	Rapport	Board Member
Girl Scouts of Eastern PA	Tierney	Board Member
Goodman Theatre	Golin	Board Member
Greater West Point YMCA	The Martin Agency	Board Member
Guldvågen Award	Weber Shandwick	Jury Member
Healthcare Consultancies Association	Virgo Health	Finance Committee
HK Board for the Wilson Global Initiative	Golin	Board Member
Hugo Group	FCB	Member
IAC Video Excellence Council	Initiative	Board Member
IAB	Ansible, Deutsch, FCB, UM	Board Member, Committee Member
I-COM Chief Data Officer Council	Huge	Member
IMA India - 'The India Chief Marketing Officers' Forum	MullenLowe Lintas Group	Member
Institute for Public Relations (IPR)	Golin	Board Member
Institute of Advertising Singapore	McCann	Committee Member
Institute of Communications and Advertising (ICA), Canada	Weber Shandwick	Board of Directors
Institute of Directors	FCB	Member
Institute of Practitioners in Advertising (IPA)	FCB, Initiative, Mediabrands Insights, MullenLowe London, Rapport	Fellow, Member, President
InterAction Business Council (IBC)	Weber Shandwick	Advisory Board
International Advertising Association	McCann	Committee Member
International Agencies Council for the EACA (European Association of Communication Agencies)	MullenLowe Group	Member
International Association of Business Communicators	Weber Shandwick	Member
International Association for the Measurement and Evaluation of Communications (AMEC)	Weber Shandwick	Member
International Market Assessment India Private Limited	MullenLowe Lintas Group	Member
International Pharmaceutical Federation (FIP)	McCann Health	Board Member
International Society for Medical Publication Professionals (ISMPP)	Virgo Health, McCann Health	Member, Board Member
Internet and Mobile Marketing Association of the Philippines	McCann	Committee Member

IPA Digital Business Member	MullenLowe London	Member
IPA Effectiveness Leadership Group	MullenLowe London	Member
IPA Finance Committee	MullenLowe London	Council Member
IPG Media Futures Group	Initiative, UM	Committee Member
IPR Measurement Commission and AAPOR (American Association for Public Opinion Research)	Weber Shandwick	Member
Jacob's Pillow Dance Festival	Weber Shandwick	Board Member
Japan Advertising Agency Association	McCann	Committee Member
Japanese American Citizens League	IW Group	Board Member, Regional Governor
Japanese American Cultural & Community Center	IW Group	Board Member
Japan Magazine Advertising Association	McCann	Committee Member
JFL42 Comedy Festival, Toronto, Canada	Weber Shandwick	Board of Directors
JNBA	Carmichael Lynch Relate	Advisory Board
John F. Kennedy Library Foundation	Weber Shandwick	Board Member
Journal of Communication in Healthcare	Virgo Health	Board Member
Kingston University Marketing Experts Committee	MullenLowe London	Member
Kizuna	IW Group	Board Member
Korean Youth and Community Center	IW Group	Board Member
LAGRANT Foundation	IW Group, Weber Shandwick, Golin	Board of Directors, Board Member
Latino Policy Leadership Forum	The Axis Agency	Board Member
M-School: Institute of Marketing at LMU	Deutsch	Member
Main Line Health	Tierney	Board Member
MAIP	Carmichael Lynch	Member
MGGB	MullenLowe London	Member
Make-A-Wish Foundation of Japan	McCann	Committee Member
Marcus Graham Project	FCB	Board Member
Market Research Council (MRC)	Weber Shandwick	Member
Marketing Society of the UK	MullenLowe London	Chairman, Member
Marriott Foundation	Golin	Board Member
Marwen	FCB	Board Member
MassART	MullenLowe US	Advisory Board
McLuhan Centre for Culture and Technology, University of Toronto, Canada	Weber Shandwick	Advisory Board
Meet Minneapolis, Convention and Visitors Association	Carmichael Lynch Relate	Board Member
Metro LaCrosse	Jack Morton	Board Member
Miami Ad School	R/GA	Board Member
Minneapolis Community Alliance	Carmichael Lynch Relate	Member
Minneapolis Downtown Council	Carmichael Lynch Relate	Committee Member
Mpls MadWomen	Carmichael Lynch	Member
Musicopia	Tierney	
NABS Fast Forward	MullenLowe London	Chairman
National 4-H Council	Dailey	Board Member
National Association of Asian American Professionals	IW Group	Board Member
National Kidney Foundation	Initiative, McCann	Board Member
National Partnership for Women & Families	Weber Shandwick	Board of Directors
NationSwell	FCB	Council Member
NetBase Customer Advisory Board	Carmichael Lynch Relate	Advisory Board
New York Women in Communications (NYWICI)	Weber Shandwick	Board Member
NHS Blood and Transplant Liver Advisory Group	Virgo Health	Lay Advisor
NHS Research, Innovation and Novel Technologies Advisory Group	Virgo Health	Chairman
Nielsen	IW Group	Advisory Council
NYU Tisch School of Fine Arts	R/GA	Board Member
OCA National	IW Group	Advisory Council
Off the Street Club	FCB/RED, Golin	Board Member

One Club	Deutsch, FCB, The Martin Agency, MullenLowe U.S., R/GA	Board Member, Member
One Million Degrees	FCB	Board Member
Padres Contra el Cancer	The Axis Agency	Board President
Paley Center for Media	McCann	Member
Parsons New School of Design	R/GA	Board Member
Partnerships Panel Committee	MullenLowe London	Member
Pathology Quality and Clinical Governance Committee	Virgo Health	Committee Member
PBS	IW Group, The Martin Agency	Board Member
Philadelphia Ad Club	Tierney	Member
Philadelphia Ad Council	Tierney	Member
Philadelphia Art Museum	Tierney	Corporate Sponsor
Pilobolus Dance Theater	R/GA	Board Member
PMI	McCann	Board Member
Portuguese Association of Advertising, Communication and Marketing Agencies (APAP)	FCB	Board Member
PR Council	Carmichael Lynch, Current, Devries Global, Golin, Huge, Weber Shandwick	Board of Directors, Board Member, Member
President's Advisory Council on Doing Business In Africa	Weber Shandwick	Member
President's Commission on Asian Americans and Pacific Islanders	IW Group	Commissioner
Project Art	Devries Global	Board Member
PRSA Foundation	Carmichael Lynch Relate, Weber Shandwick	Board Member, President
PRSA Los Angeles	Golin, IW Group	Board Member, Member
RADA	MullenLowe London	Member
RSA	MullenLowe London	Fellow
Ron Brown Scholar Program	Weber Shandwick	Advisory Board, Chairman
Ronald MacDonald House of New York	McCann	Chairman
Roosevelt University	Golin	Board Member
Route - The Audience Research Body for Outdoor Advertising	Rapport	Board Member, Committee Member
Save the Children	FCB	Board Member
She Runs It (formerly Advertising Women of New York)	Tierney, Weber Shandwick	Board Member
soda The Digital Society	Huge	Member
Somerset House	MullenLowe London	Board of Trustees
Spanbild Holdings Ltd	FCB	Board Member
Sports Backers	The Martin Agency	Board Member
Stanford School of Earth, Energy & Environmental Sciences	Cassidy & Associates	Board Member
Super Bowl 52	Carmichael Lynch Relate	Committee Member
Superbrands Council	Jack Morton	Member
Sustainability Board for the British Chamber of Commerce in Singapore	MullenLowe Salt	Co-Chair
Swedish Association of Communications Agencies Diversity Initiatives	Weber Shandwick	Lead
Sydney Marketing Society	Reprise	Member
Techfront Australia Pty Ltd	FCB	Board Member, Chairman
The Advertising Club	Deutsch, MullenLowe US, MullenLowe Lintas Group	Trustee Member, Member
The Advisory Committee on Voluntary Foreign Aid (ACVFA)	Weber Shandwick	Chairman
The Advertising Standards Council of India (ASCI)	MullenLowe Lintas Group	Member
The BrandLab	Carmichael Lynch	Board Member
The Christie NHS Trust	McCann Health	Board Member
The College of New Jersey Foundation	Weber Shandwick	Board of Directors
The Foundation for Excellence in Women's Health Care	FCB	Board Member
The Greater Philadelphia Chamber of Commerce	Tierney	Board Member

The Greater Richmond Chamber of Commerce	The Martin Agency	Board Member
The Greater West Point Family YMCA	The Martin Agency	Board Member
The iAB	R/GA	Board Member
The International Radio & TV Society Foundation	IPG Mediabrands	Board Member
The LAPD Community & Youth Foundation	The Axis Agency	Board Member
The National Institute for Health and Care Excellence (NICE)	Virgo Health	Board Member
The Orphaned Earring	The Axis Agency	Founder
The Path to Purchase Institute	FCB/RED	Member
The Performance Theatre's Inspired Leadership Award	Weber Shandwick	Committee Member
The Seminar	IW Group, Weber Shandwick	Member
The United Way of Southeastern PA and Southern New Jersey	Tierney	Board Member, Committee Member
ThinkLA	Deutsch	Board of Directors
Tokyo Advertising Health Insurance Association	McCann	Committee Member
Turkish Advertising Association	MullenLowe Istanbul	Board Member
UK Effies Committee	MullenLowe London	Member
UN Commission on Lifesaving Commodities for Women and Children	McCann Health	Member
UN Every Woman Every Child Initiative	McCann Health	Supporting Member
UN Foundations Communications Corps Advisory Panel	McCann Health	Advisory Panel
UN Private Sector Constituency of the Partnership for Maternal, Newborn and Child Health	McCann Health	Member
UN Program for Private Sector Partnerships	McCann Health	Supporting Member
UNC School of Media and Journalism	FCB	Advisory Board Member
Unión Colombiana de Empresas Publicitarias - Colombian Association of Advertising Agencies (UCEP)	MullenLowe SSP3	Board Member
Union of French Media Agencies (UDECAM)	IPG Mediabrands	Member
University of Florida Public Relations Advisory Council	IW Group	Member
University of Georgia's Grady School	Golin	Board Member
University of Iowa	Golin	Member
University of Minnesota Journalism School	Carmichael Lynch Relate	Member
University of Minnesota's National Diversity Board	Carmichael Lynch	Board Member
University of Southern California PR Advisory Council	Golin, IW Group	Member
University of Wisconsin	Golin	Board Member
U.S. African Development Foundation	Weber Shandwick	Chairman of Advisory Board
USAID Advisory Committee on Voluntary Foreign Aid	Weber Shandwick	Chairman of Advisory Committee
USC Center for Public Relations	Golin	Board Member
VCU Brandcenter	FCB	Board Member
VCU Robertson School of Media & Culture	The Martin Agency	Chair of Advisory Committee
Venture Richmond	The Martin Agency	Board Member
Virginia Commonwealth University	R/GA	Board Member
Virginia Film Festival	The Martin Agency	Board Member
Virginia Tech Department of Communication	The Martin Agency	Board Member
Virginia Tech Pamplin College of Business	FCB	Board Member
WACL - Vote 100 Committee	MullenLowe London	Member
Warehouse Project & Gallery	FCB Chicago	Board Member
Weave Youth & Community Services	Jack Morton	Board Member
Western Connecticut State University Marketing Advisory Council	IW Group	Member
Wharton School of Business: Wharton Future of Advertising Program	Deutsch	Global Advisory Board
Wine and Business Club	MullenLowe France	Member
World Business Chicago	FCB	Board Member
YMCA Arts and Letters Foundation	Initiative	Board Member
Young Presidents Organization	The Martin Agency	Member

YPO Washington DC
Zero Touch Digital

HUGE
The Martin Agency

Committee
Member
Advisory Board

General Standard Disclosures: Identified Material Aspects & Boundaries

GRI Indicator	G4-17	Reporting Level	
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G4-17

List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report

Please see Part I - Item 1, Business, page 2 of IPG 10K which can be accessed at the following link:

http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec&secCat01.3_rs=31&secCat01.3_rc=10&control_selectgroup=0

General Standard Disclosures: Identified Material Aspects & Boundaries

GRI Indicator	G4-18	Reporting Level	
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G4-18

a. Explain the process for defining the report content and the Aspect Boundaries.

b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.

Interpublic completed a comprehensive materiality process with the assistance of The Governance & Accountability Institute, an independent third-party. IPG examined the importance of each GRI indicator and various sustainability issues to key important stakeholder groups including our peers, largest customers, employees and investors.

We then reviewed the results with an internal team of senior management to make the final decisions on what is considered to be material to Interpublic and its stakeholders.

Based on this process, we selected our material aspects, indicators and report content.

We are continuing as an organization to engage with our stakeholders, and further examining what additional sustainability aspects are important to them and to our business. In the future, we will update the report content to include the results of these engagements and considerations as we continue to develop our sustainability program.

General Standard Disclosures: Identified Material Aspects & Boundaries

GRI Indicator	G4-19	Reporting Level	
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GRI Category	GRI Aspect
Economic	Economic Performance Indirect Economic Impacts
Environmental	Energy Emissions Products & Services Transport Supplier Environmental Assessment
Social / Labor Practices and Decent Work	Employment Training & Education Diversity and Equal Opportunity Supplier Assessment for Labor Practices Labor Practices Grievance Mechanisms
Social / Human Rights	Investment Supplier Human Rights Assessment
Social / Local Communities	Anti-Corruption Public Policy Supplier Assessment for Impacts on Society

General Standard Disclosures: Stakeholder Engagement

GRI Indicator	G4-24	Reporting Level	
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G4-24, 25, 26

G4-24: Provide a list of stakeholder groups engaged by the organization.

G4-25: Report the basis for identification and selection of stakeholders with whom to engage.

G4-26: Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.

Interpublic Group's most important stakeholders are our clients, our employees and investors.

We work with our clients to ensure that the marketing communications programs we design for them are most efficiently and effectively moving their businesses forward. In order to ensure that our clients are successful and that we maintain our competitive positioning in the marketplace, we must always make certain that our business is aligned with clients' changing needs and the ever-changing consumer landscape. Ours is a talent business and, to serve our clients in the best way possible, we must recruit and retain top talent.

Finally, as a public company, it's essential that we meet the expectations of our shareholders who make it possible for us to do best-in-class work on behalf of our clients.

Interpublic Group conducted a materiality assessment with the assistance of our sustainability consultant, [Governance & Accountability Institute](#), the exclusive data partner for the [Global Reporting Initiative](#) in the United States.

We conducted research with our clients, our employees and our investors. In addition, we had discussions with internal proxies representing these groups to learn more about which areas are critical for us to focus on in our sustainability strategy. We also engage regularly with these key stakeholder groups during our normal business operations. Increasingly we are receiving various questions and surveys from clients asking about particular aspects of our sustainability program which enable us to learn more about their areas of focus as well as their concerns.

In addition to these three key groups, we took into account other stakeholder groups such as NGOs, government, academia and our industry peers, which all provide important insight into the sustainability issues that are important to IPG, our clients and our industry.

Based on the results of this stakeholder-inclusive materiality process, we have chosen the GRI aspects and indicators that we include as part of this report. In addition, we are continuing to improve the way we engage with these important stakeholders on an ongoing basis to further inform our sustainability strategy moving forward.

General Standard Disclosures: Stakeholder Engagement

GRI Indicator	G4-25	Reporting Level	
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G4-24, 25, 26

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General Standard Disclosures: Stakeholder Engagement

GRI
Indicator

G4-26

Reporti
ng Level



G4-24, 25, 26

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G4-25: Report the basis for identification and selection of stakeholders with whom to engage.

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General Standard Disclosures: Stakeholder Engagement

GRI Indicator	G4-27	Reporting Level	
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G4-27

Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.

At IPG, we define sustainability broadly to include minimizing our environmental footprint, ensuring diversity and inclusion at all of our companies, and assisting communities where our employees live and work. Sustainability is a key priority for IPG as it is for our stakeholders, including employees, clients and shareholders. We regularly engage with each of these groups on these topics, as we do with all matters of mutual importance. IPG and its agencies work with clients on projects that highlight such matters of importance and many of these engagements are featured on our STRONGER website which is devoted exclusively to the coverage of sustainability.

Recent work in this area has included:

[Furthering the United Nations Sustainable Development Goals](#)

[Advancing diversity and inclusion in the workforce](#)

[Promoting the use of recyclable packaging](#)

For a more extensive summary of our sustainability programs, please visit [STRONGER](#).

General Standard Disclosures: Governance

GRI Indicator	G4-34	Reporting Level	
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G4-34

Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts

Information on the governance structure of IPG including the committees of the highest governance body which are responsible for decision-making on economic, environmental and social impacts can be found in the "Corporate Governance" section starting on page 8 of our 2017 Proxy Statement here:

<http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-proxy>

Detailed charters for several important IPG board committees can be found on the IPG website in the Corporate Governance Section:

Audit Committee Charter

Corporate Governance Committee Charter

Compensation Committee Charter

General Standard Disclosures: Ethics & Integrity

GRI Indicator	G4-56	Reporting Level	
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G4-56

Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics

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

For 2015 Code of Conduct:

98%, 42,209 out of 43,249

For 2016 Code of Conduct:

97%, 39,290 out of 40,324

Specific Standard Disclosures: Economic

GRI Indicator	G4-EC1	Reporting Level					
		●					
Years Ended December 31			<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
Statement of Operations Data							
Revenue.....			\$7,846.60	\$7,613.80	\$7,537.10	\$7,123.30	\$6,956.20
Salaries and related expenses.....			50,381.10	4,857.70	4,820.40	4,545.50	4,391.90
Office and general expenses.....			1,870.50	1,884.20	1,928.30	1,978.50	1,886.00
Operating income.....			938	871.9	788.4	598.3	678.3
Provision for income taxes.....			198	282.8	216.5	181.2	213.3

Reference: 2016 Annual Report, Page 15

Payments to providers of capital

Debt service – Our 2.25% Senior Notes in aggregate principal amount of \$300.0 mature on November 15, 2017, and a \$22.6 note classified within our Other notes payable is due on June 30, 2017. We expect to use available cash to fund the retirement of the outstanding notes upon maturity. The remainder of our debt is primarily long-term, with maturities scheduled through 2024. See the table below for the maturity schedule of our long-term debt.

Reference: 2016 Annual Report, Page 27

Revenue Breakdown by Region	<u>\$ of Total Revenue</u>		
	<u>2016</u>	<u>2015</u>	<u>2014</u>
Domestic.....	59.70%	58.80%	55.50%
United Kingdom.....	8.90%	9.00%	9.10%
Continental Europe.....	8.9%	9.20%	10.70%
Asia Pacific.....	11.80%	12.00%	12.20%
Latin America.....	4.70%	5.00%	6.20%
Other.....	6.00%	6.00%	6.30%

Reference: 2106 Annual Report, Page 5

Specific Standard Disclosures: Economic

GRI Indicator	G4-EC3	Reporting Level 
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G4-EC3

Coverage of the organization's defined benefit plan obligations

- a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities.
- b. Where a separate fund exists to pay the plan's pension liabilities, report:
- o The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them
 - o The basis on which that estimate has been arrived at
 - o When that estimate was made
- c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.
- d. Report the percentage of salary contributed by employee or employer.
- e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).
- a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities.
- o Please see form 10 K, "a" on page 64. 2016 10 K can be accessed at the following link: <http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec>
- b. Where a separate fund exists to pay the plan's pension liabilities, report:
- o The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them
- Please see form 10 K, "b" on page 64. 2016 10 K can be accessed at the following link: <http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-reportsannual>
- o The basis on which that estimate has been arrived at
- Please See (b.) on page 32 of 10K. 2016 10 K can be accessed at the following link: <http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-reportsannual>
- o When that estimate was made - All estimates are as of 12/31/16

- c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work toward full coverage, and the timescale,

if any, by which the employer hopes to achieve full coverage.

- o [See \(c.\) on page 66 of Form 10K.](#)

d. Report the percentage of salary contributed by employee or employer.

- o We do not disclose this information

e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).

- o We do not disclose this information

IPG

Specific Standard Disclosures: Economic

GRI Indicator	G4-EC8	Reporting Level 
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G4-EC8

Significant indirect economic impacts, including the extent of impacts

Report examples of the significant identified positive and negative indirect economic impacts the organization has. These may include:

Changing the productivity of organizations, sectors, or the whole economy

Economic development in areas of high poverty

Economic impact of improving or deteriorating social or environmental conditions

Availability of products and services for those on low incomes

Enhancing skills and knowledge amongst a professional community or in a geographical region

Jobs supported in the supply chain or distribution chain

Stimulating, enabling, or limiting foreign direct investment

Economic impact of change in location of operations or activities

Economic impact of the use of products and services

Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.

Sustainability in all its forms – environmental responsibility, good corporate citizenship, ensuring socially-responsible business practices – is important and integral to the way we do business around the world.

In terms of suppliers, IPG IT actively assesses the credentials and qualifications of our partners and encourages them to adopt environmentally friendly policies. At IPG, we source from a wide base of suppliers to ensure economic advantage for our clients.

Each year, around the world, IPG agencies work to make a difference in the communities where our agencies operate. These projects can be seen on the [STRONGER](#) section of our website and include partnering with the United Nations on furthering [Sustainable Development Goal #6](#), access to clean water and sanitation, [working to improve adult literacy](#), [helping underserved kids in South Africa to reach their full potential](#) and [bringing attention to the problem of abused children in France](#).

In developing nations where IPG operates, IPG agencies, by the nature of their business, help local businesses to be more productive in terms of their marketing and promotional activities. IPG agencies in local markets around the world purchase goods and services from local businesses and entrepreneurs and, of course, employ individuals from local communities. All

of these activities benefit the local economies where IPG agencies operate.

Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA1	Reporting Level	
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IPG Employees

Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11

Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, nine 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

The information in this section focuses on the composition of our workforce as well as how our employees are trained through our varied and robust development programs.

G4-10 and G4-LA1

Report the total number of employees by employment contract and gender, number of permanent employees by employment type and gender, total workforce by employees and supervised workers and by gender, the total workforce by region and gender, report whether a substantial portion of the organizations work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors, report any significant variations in employment numbers

Total number and rates of new employee hires and employee turnover by age group, gender and region

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2016.

Additional results from IPG's 2016 workforce data show that

- Minorities make up 20% of US "Officials and Managers," an increase of 101% since 2005.

- The "Professional" talent base is 26% minority, an increase of 35% since 2005.
- Women make up 54% of all the company's managers - including executive, senior and first and mid-level management - an increase of 16% since 2005.

G4-LA2

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation
Full-time and part-time employees working 20 hours or more on a regular basis receive a full range of medical benefits.

For the temporary employee population, an employee must work an average of 30 hours per week or more over a 12-month period in order to be eligible for the IPG Medical plan only. They are excluded from all other benefits.

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

G4-LA-10

Programs for Skills Management and Lifelong Learning That Support the Continued Employability of Employees and Assist Them in Managing Career Ending

Recruiting, retaining and promoting great talent is key to our long-term success. Skills training and executive development are important components of how we work with our people to ensure their success and the continued success of IPG.

Educational Assistance

IPG encourages and financially supports continuing education and development programs that meet the career goals of our employees which are aligned with the needs of our business. Regular full-time and part-time employees can achieve professional career goals through taking job-related courses at an accredited school, college or university and be reimbursed for up to 75 percent of the tuition expenses. Whether taking a standalone course or making a commitment to a bachelors or masters degree program, attending traditional-style classes or non-traditional (e.g., on-line or accelerated) programs, employees and their managers work together to support development.

Individual Department Training

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

Skills-Building Training

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

Global Training

Operating ethically and with the highest standards of integrity is critical to our continued success. IPG's Code of Conduct forms the basis of how we interact with each other, with our

vendors and with our clients. Each year, IPG provides employees with training on the Code of Conduct, and highlights different topics of particular importance to focus on during these trainings.

IPG Leadership Lab

The IPG Leadership Lab is a selective global executive development program for senior-level leaders within IPG agencies. The program draws high potential executives from across IPG and provides an intensive leadership development experience featuring in-market immersion, engagement with IPG executives, cross-agency peer coaching, and personal leadership feedback and planning. Held yearly since 2013, the IPG Leadership Lab has strengthened agency leadership while enhancing collaboration across IPG.

Internship Program

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

Transition Assistance

IPG provides employees with support, as needed, through many transitions that take place over the employment life cycle (e.g., transitioning to a new role, transitioning back to work from a leave of absence or transitioning to retirement). This might include retirement and financial planning resources, coaching and career guidance, work-life balance resources and flexible work arrangements.

IPG Learning & Development Site – This site provides a wealth of diverse online courses and provides resources at employees’ fingertips. There are multiple skill-building courses offered on management and leadership, performance management, writing & communication, diversity & inclusion, customer service, project management and personal development. Also offered are a wide variety of technical courses. Many of these courses are offered in multiple languages to meet the needs of our global population; languages include Mandarin, Japanese, Italian, German, French, Portuguese, and Spanish. The site also hosts numerous thought-provoking resources including articles, videos and free webinars addressing diverse topics.

Managing Day-to-Day series – This interactive, scenario-based live webcast series complements our “Managers Quick Reference Guide: Managing Day-to-Day Employment Issues,” a resource for our IPG Corporate managers. The series addresses a multitude of management topics and participating managers are asked what they would do in certain situations. Then our Human Resources and Legal experts offer their perspectives. “Managing Day-to-Day” resources can also be found on our IPG Learning & Development Site.

MyLead – MyLead is an IPG enterprise-wide offered program, targeting senior managers for leadership development. It is an interactive leadership immersion experience which includes business simulation and real-time executive coaching. The program is designed to develop areas of responsibility that are most relevant to leadership roles in our industry and include Business Leadership, Client Leadership, and People Leadership.

The Art and Science of Leadership (TASL) – Like MyLead, TASL is an IPG enterprise-wide offering. This offering targets newer managers or those who need to further develop their core management skills. TASL participants learn key facets of leadership via an on-line, interactive experience. Participants are also involved in business simulations in which they face realistic skill challenges. An executive coach partners with each participant to discuss his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

G4-LA11

Percentage of employees receiving regular performance and career development reviews, by gender and by employee category

Performance Management - IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by an ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Approximately three quarters of IPG employees actively participate in our on-line performance management process.

Specific Standard Disclosures: Labor Practices & Decent Work

GRI
Indicator

G4-LA2

Reporting
Level



IPG Employees

Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11

Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, eight 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

The information in this section focuses on the composition of our workforce as well as how our employees are trained through our varied and robust development programs.

G4-10 and G4-LA1

Report the total number of employees by employment contract and gender, number of permanent employees by employment type and gender, total workforce by employees and supervised workers and by gender, the total workforce by region and gender, report whether a substantial portion of the organizations work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors, report any significant variations in employment numbers

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G4-LA2

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation

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G4-LA-10

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Educational Assistance

IPG encourages and financially supports continuing education and development programs that meet the career goals of our employees which are aligned with the needs of our business. Regular full-time and part-time employees can achieve professional career goals through taking job-related courses at an accredited school, college or university and be reimbursed for up to 75 percent of the tuition expenses. Whether taking a standalone course or making a commitment to a bachelors or masters degree program, attending traditional-style classes or non-traditional (e.g., on-line or accelerated) programs, employees and their managers work together to support development.

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G4-LA11

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Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA10

Reporting Level



IPG Employees

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G4-LA2

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G4-LA-10

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G4-LA11

Percentage of employees receiving regular performance and career development reviews, by gender and by employee category

Performance Management – IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Approximately three quarters of IPG employees actively participate in our on-line performance management process.

Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA11	Reporting Level 
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IPG Employees

Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11

Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, eight 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

The information in this section focuses on the composition of our workforce as well as how our employees are trained through our varied and robust development programs.

G4-10 and G4-LA1

Report the total number of employees by employment contract and gender, number of permanent employees by employment type and gender, total workforce by employees and supervised workers and by gender, the total workforce by region and gender, report whether a substantial portion of the organizations work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors, report any significant variations in employment numbers

Total number and rates of new employee hires and employee turnover by age group, gender and region

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2016.

Additional results from IPG's 2016 workforce data show that

- Minorities make up 20% of US "Officials and Managers," an increase of 101% since 2005.
- The "Professional" talent base is 26% minority, an increase of 35% since 2005.
- Women make up 54% of all the company's managers - including executive, senior and first & mid-level management - an increase of 16% since 2005.

G4-LA2

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation

Full-time and part-time employees working 20 hours or more on a regular basis receive a full range of medical benefits.

For the temporary employee population, an employee must work an average of 30 hours per week or more over a 12-month period in order to be eligible for the IPG Medical plan only. They are excluded from all other benefits.

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

G4-LA-10

Programs for Skills Management and Lifelong Learning That Support the Continued Employability of Employees and Assist Them in Managing Career Ending

Recruiting, retaining and promoting great talent is key to our long-term success. Skills training and executive development are important components of how we work with our people to ensure their success and the continued success of IPG.

Educational Assistance

IPG encourages and financially supports continuing education and development programs that meet the career goals of our employees which are aligned with the needs of our business. Regular full-time and part-time employees can achieve professional career goals through taking job-related courses at an accredited school, college or university and be reimbursed for up to 75 percent of the tuition expenses. Whether taking a standalone course or making a commitment to a bachelors or masters degree program, attending traditional-style classes or non-traditional (e.g., on-line or accelerated) programs, employees and their managers work together to support development.

Individual Department Training

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

Skills-Building Training

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

Global Training

Operating ethically and with the highest standards of integrity is critical to our continued success. IPG's Code of Conduct forms the basis of how we interact with each other, with our vendors and with our clients. Each year, IPG provides employees with training on the Code of Conduct, and highlights different topics of particular importance to focus on during these trainings.

IPG Leadership Lab

The IPG Leadership Lab is a selective global executive development program for senior-level leaders within IPG agencies. The program draws high potential executives from across IPG and provides an intensive leadership development experience featuring in-market immersion, engagement with IPG executives, cross-agency peer coaching, and personal leadership feedback and planning. Held yearly since 2013, the IPG Leadership Lab has strengthened agency leadership while enhancing collaboration across IPG.

Internship Program

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

Transition Assistance

IPG provides employees with support, as needed, through myriad transitions that take place over the employment life cycle (e.g., transitioning to a new role, transitioning back to work from a leave of absence or transitioning to retirement). This might include retirement and financial planning resources, coaching and career guidance, work-life balance resources and flexible work arrangements.

IPG Learning & Development Site – This site provides a wealth of diverse online courses and provides resources at employees’ fingertips. There are multiple skill-building courses offered on management and leadership, performance management, writing & communication, diversity & inclusion, customer service, project management and personal development. Also offered are a wide variety of technical courses. Many of these courses are offered in multiple languages to meet the needs of our global population; languages include Mandarin, Japanese, Italian, German, French, Portuguese, and Spanish. The site also hosts numerous thought-provoking resources including articles, videos and free webinars addressing diverse topics.

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G4-LA11

Percentage of employees receiving regular performance and career development reviews, by gender and by employee category

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Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA12	Reporting Level 
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G4-LA12

Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

Three out of the nine members of the Interpublic Board are women, making us a stand-out among S&P 500 companies with a 30% representation of women on our board.

In 2011, Dawn Hudson, Vice Chairman of the Parthenon Group was elected to the board. In 2007, Jocelyn Carter-Miller, President of TechEdVentures, a community empowerment firm that educates children, families and the community through charter schools and community-based programs, joined the board. Also in 2007, Mary J. Steele Guilfoile joined our board and agreed to serve on its audit committee.

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Additional results from IPG's 2016 workforce data show that:

- Minorities make up 20% of US "Officials and Managers," an increase of 101% since 2005.
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Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA14

Reporting Level



Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-S09 and G4-HR10

G4-EN32

Percentage of new suppliers that were screened using environmental criteria

- Report the percentage of new suppliers that were screened using environmental criteria.

G4-LA14

Percentage of new suppliers that were screened using labor practices criteria Report the percentage of new suppliers that were screened using labor practices criteria.

G4-S09

- Percentage of new suppliers that were screened using criteria for impacts on society

G4-HR10

- Percentage of new suppliers that were screened using criteria for impacts on society

Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

<http://www.interpublic.com/about/corporate-governance>

The Supplier Code of Conduct is part of our corporate standard policies and procedures and focuses on the following areas:

Legal and Regulatory Compliance Practices including:

- Compliance with anti-corruption laws, anti-trust and fair competition laws
- Adherence to environmental laws and regulations

Business Practices including:

The expectation that our suppliers and their representatives should conduct their business interactions with integrity and in accordance with their obligations to IPG including:

- Honestly and accurately reporting all business information
- Creating, retaining and disposing of business records in compliance with all legal and regulatory requirements
- Protecting and responsibly using the physical and intellectual assets of IPG
- Using discretion when offering gifts or entertainment to IPG employees
- Avoiding the appearance of or actual improprieties or conflicts of interest
- Avoiding insider trading by buying or selling IPG stock when in possession of information

about IPG that is not available to the investing public.

Employment Practices

IPG expects its suppliers to share its commitment to human rights and equal opportunity in the workplace. This includes:

- Cooperating with IPG's commitment to a workforce free of harassment and unlawful discrimination
- Providing a safe and healthy work environment
- Using only voluntary labor
- Complying with local minimum working and laws and requirements and not utilizing child labor

Sustainability

IPG expects its suppliers to share its commitment to operating in sync with the long-term health of the environment.

Diversity

IPG is committed to being among the most diverse companies in the world and we expect a commitment to diversity from our suppliers.

We also expect that our suppliers comply with our Code of Conduct.

Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA16	Reporting Level	
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G4-LA16

Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms

We provide our employees with a number of different approaches to express concerns about their work environments. As described in the [Interpublic Code of Conduct](#), which covers all employees, IPG employees may report concerns to their managers, to local Human Resources offices, to corporate Human Resources, to IPG Legal staff, or to IPG's Chief Risk Officer. We also provide a telephone hotline, as required by U.S. law, which is called the "IPG Alertline." This hotline is available by telephone or email 24 hours a day, seven days a week. Where permitted by local law, reports to the Alertline may be made anonymously. All reports are investigated, and our policy very clearly states that there will be no retaliation against anyone who makes a report in good faith.

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN3	Reporting Level 
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Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19

G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

This year Interpublic has continued our journey of calculating GHG emissions by expanding our boundary from last year to include three of our largest offices around Paris, France. Further, we expanded our boundary in North America by including all offices which are over 50,000 square feet (down from 100,000 square feet last year) and in the UK, this year, we included 40% of our portfolio and 100% of our owned facilities. Our Scope 1 and Scope 2 calculations in North America and Paris, France were completed using Measurabl, the online sustainability data software, which aligns its carbon accounting algorithms to the WRI/WBCSD's [GHG Protocol, Revised Edition](#) methodologies. To calculate carbon emissions, we use US EPA e-Grid emissions factors for buildings within the United States and national-level emissions factors for buildings outside the United States.

To calculate our UK emissions we were supplied with an annual emissions report by Green Element. The calculations completed by Green Element are in accordance with the GHG Protocol using 2016 conversions factors for purchased electricity and gas. Where up to 3 months' worth of data was not available or accurate, the missing data was estimated using a monthly average for that supply.

The expanded boundary as of the end of 2016 included 37% of our worldwide headcount, and 45% of our worldwide square footage.

Below are the combined calculated Scope 1 and 2 emissions:

Scope 1:

- 2015: 2,496.8 MTCO₂e
- 2016: 2,257.7 MTCO₂e

Scope 2:

- 2015: 21,964.2 MTCO₂e

- 2016: 20,951.5 MTCO₂e

The 2015 and 2016 uncertainty number for Scope 1 is ~2% and the uncertainty number for Scope 2 is ~12%.

Below is our Electricity and Fuel usage (Natural Gas and Heating Oil)

Electricity

- 2015: 60,006 MWh
- 2016: 57,436 MWh

Fuel (Natural Gas & Heating Oil)

- 2015: 10,463 MWh
- 2016: 9,745 MWh

Energy Intensity

These numbers include electricity, fuel (natural gas & heating oil), and central steam / heating where it was available.

- Energy Per Employee 2015: 4.14 MWh per Employee 2016: 3.91 MWh per Employee
- Energy Per Square Footage 2015: .016 MWh per Sq Ft 2016: .015 MWh per Sq Ft

GHG Emissions Intensity

These numbers include Scope 1 and Scope 2 emissions as detailed above in GHG Emissions numbers and use the number of full time employees as an intensity denominator.

- GHG Emissions Per Employee 2015: 1.33 MTCO₂e per Employee 2016: 1.26 MTCO₂e per Employee
- GHG Emissions Per Square Footage 2015: .0053 MTCO₂e per Sq Ft 2016: .0051 MTCO₂e per Sq Ft

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN5	Reporting Level 
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Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.

G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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Specific Standard Disclosures: Environment

GRI Indicator	G4-EN6	Reporting Level	
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Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.

G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

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G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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Specific Standard Disclosures: Environment

GRI Indicator	G4-EN7	Reporting Level 
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G4-EN7

Reductions in energy requirements of products and services

Information Technology – to improve IT operational efficiencies and reduce energy consumption, IPG has migrated its IT infrastructure and applications operations to the state-of-the-art Scott Technology Center facilities located on the campus of the University of Nebraska at Omaha (State of Nebraska).

IPG consolidated its four Global IT Data Centers to this new facility, which utilizes energy-efficient technology and virtualization. As a result, since 2008, IPG IT has decreased the number of physical servers in our production and disaster recovery facilities by 30% while increasing its hosting services; more than doubling the amount of storage. IPG also achieved a 66% reduction in IT power consumption and reduced the Central IT data center square footage by half when we centralized our data centers (starting in 2008). IPG is now sustaining a 70/30 ratio of virtual to physical machines which have decreased racks, ports, and overall carbon footprint.

IPG IT continues to adopt new energy-efficient technology as older servers and storage age out and need replacement, and over the years, we have been able to continue to reduce the number of server racks and power required to run IPG's enterprise infrastructure and applications while continually adding new feature functionality. Additionally, Central IT moved from New York City to Jersey City, NJ, and achieved Gold level LEED certification in our new IT headquarters.

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN15	Reporting Level	
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G4-EN6 - Reduction of energy consumption

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G4-EN5 - Energy intensity

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Specific Standard Disclosures: Environment

GRI Indicator	G4-EN16	Reporting Level 
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- 2016: 9,745 MWh

Energy Intensity

These numbers include electricity, fuel (natural gas & heating oil), and central steam / heating where it was available.

- Energy Per Employee 2015: 4.14 MWh per Employee 2016: 3.91 MWh per Employee
- Energy Per Square Footage 2015: .016 MWh per Sq Ft 2016: .015 MWh per Sq Ft

GHG Emissions Intensity

These numbers include Scope 1 and Scope 2 emissions as detailed above in GHG Emissions numbers and use the number of full time employees as an intensity denominator.

- GHG Emissions Per Employee 2015: 1.33 MTCO₂e per Employee 2016: 1.26 MTCO₂e per Employee
- GHG Emissions Per Square Footage 2015: .0053 MTCO₂e per Sq Ft 2016: .0051 MTCO₂e per Sq Ft

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN17	Reporting Level	
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G4-EN 17

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

IPG's nearly 50,000 employees around the world travel more than 290 million miles each year on airplanes. In 2014, the IPG travel department developed a new way to track carbon emissions related to that travel and a way for our business travelers to play a big part in reducing those emissions.

While we work to limit our travel where possible, in a client services business, some of our travel is absolutely essential. Smart travel policies – traveling less where possible, traveling lighter and traveling smarter – is a shared goal that we have committed to. To help ensure that travel across our organization is as sustainable as possible, we have enhanced our online booking tool to allow business travelers to sort air travel by carbon dioxide (CO₂) emissions as well as by time and cost. This tracking system has been turned on in nearly all countries where online booking is available, allowing our business travelers to assess comparative CO₂ emissions between IPG preferred carriers, allowing us to make smarter travel choices that are also less damaging to the environment.

By understanding the impact each of us can have upon the economic, environmental, and social sustainability of our communities, our employees can contribute in small ways to the ongoing health of our communities. Our travel program that takes carbon emissions into consideration was one of the first of its kind to be instituted at a Fortune 500 company.

In 2016, IPG employees around the world traveled a total of 296,744,957 miles, with total emissions of 61,693 tCO₂e (metric tons of carbon dioxide equivalent).

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN18	Reporting Level 
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Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.

G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

This year Interpublic has continued our journey of calculating GHG emissions by expanding our boundary from last year to include three of our largest offices around Paris, France. Further, we expanded our boundary in North America by including all offices which are over 50,000 square feet (down from 100,000 square feet last year) and in the UK, this year, we included 40% of our portfolio and 100% of our owned facilities. Our Scope 1 and Scope 2 calculations in North America and Paris, France were completed using Measurabl, the online sustainability data software, which aligns its carbon accounting algorithms to the WRI/WBCSD's [GHG Protocol, Revised Edition](#) methodologies. To calculate carbon emissions, we use US EPA e-Grid emissions factors for buildings within the United States and national-level emissions factors for buildings outside the United States.

To calculate our UK emissions we were supplied with an annual emissions report by Green Element. The calculations completed by Green Element are in accordance with the GHG Protocol using 2016 conversions factors for purchased electricity and gas. Where up to 3 months' worth of data was not available or accurate, the missing data was estimated using a monthly average for that supply.

The expanded boundary as of the end of 2016 included 37% of our worldwide headcount, and 45% of our worldwide square footage.

Below are the combined calculated Scope 1 and 2 emissions:

Scope 1:

- 2015: 2,496.8 MTCO₂e
- 2016: 2,257.7 MTCO₂e

Scope 2:

- 2015: 21,964.2 MTCO₂e

- 2016: 20,951.5 MTCO₂e

The 2015 and 2016 uncertainty number for Scope 1 is ~2% and the uncertainty number for Scope 2 is ~12%.

Below is our Electricity and Fuel usage (Natural Gas and Heating Oil)

Electricity

- 2015: 60,006 MWh
- 2016: 57,436 MWh

Fuel (Natural Gas & Heating Oil)

- 2015: 10,463 MWh
- 2016: 9,745 MWh

Energy Intensity

These numbers include electricity, fuel (natural gas & heating oil), and central steam / heating where it was available.

- Energy Per Employee 2015: 4.14 MWh per Employee 2016: 3.91 MWh per Employee
- Energy Per Square Footage 2015: .016 MWh per Sq Ft 2016: .015 MWh per Sq Ft

GHG Emissions Intensity

These numbers include Scope 1 and Scope 2 emissions as detailed above in GHG Emissions numbers and use the number of full time employees as an intensity denominator.

- GHG Emissions Per Employee 2015: 1.33 MTCO₂e per Employee 2016: 1.26 MTCO₂e per Employee
- GHG Emissions Per Square Footage 2015: .0053 MTCO₂e per Sq Ft 2016: .0051 MTCO₂e per Sq Ft

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN19	Reporting Level 
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Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.

G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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GHG Emissions Intensity

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- GHG Emissions Per Employee 2015: 1.33 MTCO₂e per Employee 2016: 1.26 MTCO₂e per Employee
- GHG Emissions Per Square Footage 2015: .0053 MTCO₂e per Sq Ft 2016: .0051 MTCO₂e per Sq Ft

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN30	Reporting Level 
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G4EN-30

Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce

As a client services business, IPG does not transport appreciable amounts of material, nor does IPG manufacture or ship manufactured goods. Our primary asset is our people. And, as a client services company with clients and offices located all over the world, our employees do travel frequently for business. We are working to mitigate the impact of this travel in several ways.

First, IPG encourages its employees to utilize alternate meeting tools when available and when practical. Multiple file sharing systems are in place and are regularly utilized, as are video conferencing resources. In our new corporate space in New York City, several of our conference rooms are lync-enabled, which expanded our functionality from laptops and desktops (voice, video, & screen share) to the conference room audio system and LCD monitors. So employees are now able to see video stream from those speaking on one LCD monitor next to a monitor showing the presentation materials. Remote users are able to see speakers and participants in the conference room alongside presentation materials being shared from a laptop.

While some business travel is of course absolutely essential, we were among the first Fortune 500 companies to implement a tool that allows our business travelers to take carbon emissions into consideration when booking their travel - for more information and detail on this initiative, please see our response to G4EN-17.

Specific Standard Disclosures: Environment

GRI
Indicator

G4-EN32

Report
ing Level



Please note this response is cross-referenced for G4-EN32, G4-LA12, G4-S09 and G4-HR10

G4-EN32

Percentage of new suppliers that were screened using environmental criteria

- Report the percentage of new suppliers that were screened using environmental criteria.

G4-LA14

Percentage of new suppliers that were screened using labor practices criteria Report the percentage of new suppliers that were screened using labor practices criteria.

G4-S09

- Percentage of new suppliers that were screened using criteria for impacts on society

G4-HR10

- Percentage of new suppliers that were screened using criteria for impacts on society

Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

<http://www.interpublic.com/about/corporate-governance>

The Supplier Code of Conduct is part of our corporate standard policies and procedures and focuses on the following areas:

Legal and Regulatory Compliance Practices including:

- Compliance with anti-corruption laws, anti-trust and fair competition laws
- Adherence to environmental laws and regulations

Business Practices including:

The expectation that our suppliers and their representatives should conduct their business interactions with integrity and in accordance with their obligations to IPG including:

- Honestly and accurately reporting all business information
- Creating, retaining and disposing of business records in compliance with all legal and regulatory requirements
- Protecting and responsibly using the physical and intellectual assets of IPG
- Using discretion when offering gifts or entertainment to IPG employees
- Avoiding the appearance of or actual improprieties or conflicts of interest
- Avoiding insider trading by buying or selling IPG stock when in possession of information

about IPG that is not available to the investing public.

Employment Practices

IPG expects its suppliers to share its commitment to human rights and equal opportunity in the workplace. This includes:

- Cooperating with IPG's commitment to a workforce free of harassment and unlawful discrimination
- Providing a safe and healthy work environment
- Using only voluntary labor
- Complying with local minimum working and laws and requirements and not utilizing child labor

Sustainability

IPG expects its suppliers to share its commitment to operating in sync with the long-term health of the environment.

Diversity

IPG is committed to being among the most diverse companies in the world and we expect a commitment to diversity from our suppliers.

We also expect that our suppliers comply with our Code of Conduct.

Specific Standard Disclosures: Human Rights

GRI Indicator	G4-HR2	Reporting Level 
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G4-HR2

Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operation, including the percentage of employees trained.

IPG provides Code of Conduct training each year as well as anti-harassment training to all new hires in the US and to senior managers outside the U.S. Every two years, we re-train California managers, and every four years, we re-train all US employees. Our Chief Executive Officer invites and encourages all employees to take these courses and we have had good success in obtaining high levels of employee participation. Specifically:

New Hire Code of Conduct Course

14, 309 completed x 50 minutes to complete = 715, 450 minutes = **11, 924** hours.

Completion Rate -- 97%

California Harassment Course

299 completed x 120 minutes = 35,880 minutes = 598 hours

Completion Rate -- 85%

CA Harassment Course is only for California. There is a legal requirement under CA state law, AB 1825 for supervisors in California to receive two hours of training every two years.

Employee/Supervisor Harassment Course

3717 completed x 35 minutes to complete = 130,095 minutes = 2, 168.25 hours

Completion Rate -- 92%

Affirmative Action Fundamentals

1,610 completed x 30 minutes to complete = 48,300 minutes = 805 hours

Completion Rate -- 90%

Code of Conduct Course-Current Employees

Approximately 30 minutes x 39,290 completed = 1,178,700 minutes = 19,645 hours

Completion Rate -- 97%

Specific Standard Disclosures: Society

GRI Indicator	G4-S03	Reporting Level	
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G4-S03

Total number and percentage of operations assessed for risks related to corruption and the significant risks identified

Report the total number and percentage of operations assessed for risks related to corruption.

Report the significant risks related to corruption identified through the risk assessment

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

Specific Standard Disclosures: Society

GRI Indicator	G4-S04	Reporting Level 
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G4-S04

Communication and training on anti-corruption policies and procedures

- a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.
- b. Report the total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.
- c. Report the total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region.
- d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region.
- e. Report the total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.

IPG regularly communicates its anti-corruption policies and procedures by a variety of methods. Some messages are intended for a broad audience, while other messages are targeted to specific audiences. Communications are also tailored to specific jurisdictions or in connection with circumstances that may pose increased risks. For example, during the Mid-Autumn Festival (a Chinese holiday in which business associates traditionally exchange gifts), IPG sends a reminder to Chinese employees of the company's Gift Policy. To have maximum impact, this reminder is sent by local management in the Chinese language.

All employees, worldwide, are required to take an annual Code of Conduct training, which includes anti-corruption matters. In addition, IPG Legal, Risk and Internal Audit personnel regularly conduct live, in-person training sessions for key personnel in significant, high-risk markets such as China, India, South Africa and Brazil.

- a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.
 1. IPG's Board of Directors is regularly apprised of our anti-corruption program.
- b. Report the total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.
 1. 100% of employees are advised of the anti-corruption policies and procedures.
- c. Report the total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region.
 1. Our vendors are aware that we expect their compliance with IPG's Supplier Code of Conduct. It is referenced in invoices and/or contracts. For business partners that present an elevated risk level, we include detailed provisions relating to anti-corruption in the relevant contracts.
- d. Report the total number and percentage of governance body members that have

received training on anti-corruption, broken down by region.

1. 100% of governance body members receive training on anti-corruption.

e. Report the total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region

1. All employees, worldwide, are required to take an annual Code of Conduct training, which includes anti-corruption matters. In addition, IPG Legal, Risk and Internal Audit personnel regularly conduct live, in-person training sessions for key personnel in significant, high-risk markets such as China, India, South Africa and Brazil.

Specific Standard Disclosures: Society

GRI Indicator	G4-S06	Reporting Level	
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G4-S06

Total value of political contributions by country and recipient/beneficiary

Although personal political activity is welcome, as employees we may not make political contributions by or in the name of IPG or any of its subsidiaries.

Taken from IPG's Code of Conduct (page 44)

Political Activities

Personal Political Activities

IPG Employees are all permitted to positively support our communities by participating in the political activities that interest us. However, we must be careful to uphold IPG's reputation by only participating in such activities on our own time and at our own expense. We may not allow any campaign or candidate to use Interpublic funds or assets, equipment or trademarks. In addition, we should never use IPG's name while taking part in these activities. We must never use our position of authority to make another employee feel compelled or pressured to participate in any way in any political event or cause, or for any political purpose.

Corporate Political Activities

Although personal political activity is welcome, as employees we may not make political contributions by or in the name of IPG or any of its subsidiaries. "Political contributions" include IPG funds and anything of value, including loans, contributions or use of goods, facilities, or services. These restrictions apply not only to direct contributions made to individual candidates, political committees, or political parties, but also to indirect contributions that would ultimately be used to support individual candidates, political committees, or political parties, such as tickets to a fundraising dinner or similar event.

IPG's Standard Policies and Procedures (SP&Ps) also address the issue of political contributions. Specifically, IPG's Anti-corruption policy, SP&P 309, states:

Due to the inherently sensitive nature of political contributions, you may not pay or furnish Company funds, facilities, or services of any kind to any candidate for public office, any political party or official thereof, any political action committee, or any political initiative, referendum, or other form of political campaign without prior approval from the Company's General Counsel and Chief Risk Officer.

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

Nothing in this Policy shall preclude political contributions by Personnel from their personal funds and for personal reasons, but Personnel may not use personal funds to make any payments or contributions on behalf of, or for the benefit of, the Company.

These policies are in force for employees in all countries in which IPG operates

Specific Standard Disclosures: Society

GRI
Indicator

G4-S09

Report
ing Level



Please note this response is cross-referenced for G4-EN32, G4-LA12, G4-S09 and G4-HR10

G4-EN32

Percentage of new suppliers that were screened using environmental criteria

- Report the percentage of new suppliers that were screened using environmental criteria.

G4-LA14

Percentage of new suppliers that were screened using labor practices criteria Report the percentage of new suppliers that were screened using labor practices criteria.

G4-S09

- Percentage of new suppliers that were screened using criteria for impacts on society

G4-HR10

- Percentage of new suppliers that were screened using criteria for impacts on society

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- Protecting and responsibly using the physical and intellectual assets of IPG
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- Avoiding the appearance of or actual improprieties or conflicts of interest
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- Providing a safe and healthy work environment
- Using only voluntary labor
- Complying with local minimum working and laws and requirements and not utilizing child labor

Sustainability


IPG expects its suppliers to share its commitment to operating in sync with the long-term health of the environment.

Diversity

IPG is committed to being among the most diverse companies in the world and we expect a commitment to diversity from our suppliers.






We also expect that our suppliers comply with our Code of Conduct.

General Standard Disclosures: Strategy & Analysis

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-1		Provide a statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	Message from Michael Roth, Chairman and CEO of Interpublic	





General Standard Disclosures: Organizational Profile

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-3	●	Report the name of the organization	Interpublic Group of Companies, Inc.	
G4-4	●	Report the primary brands, products and services	IPG operates in all major world markets – our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines.	
G4-5	●	Report the location of the organization's headquarters	909 Third Avenue, New York, New York 10022	
G4-6	●	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	IPG is a global company with offices in over 100 countries.	
G4-7	●	Report the nature of ownership and legal form	IPG is a publicly traded company.	
G4-8	●	Report the markets served	We are one of the world's premier global advertising and marketing services companies.	
G4-9	●	Report the scale of the organization, including: total number of employees, total number of operations, net sales or net revenues, total capitalization broken down in terms of debt and equity, quantity of products or services provided	IPG is a global company with employees and operations in more than 100 countries.	

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-10		<p>a. Report the total number of employees by employment contract and gender.</p> <p>b. Report the total number of permanent employees by employment type and gender.</p> <p>c. Report the total workforce by employees and supervised workers and by gender</p> <p>d. Report the total workforce by region and gender.</p> <p>e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</p> <p>f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</p>	<p>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</p> <p>STRONGER</p> <p>IPG Summit on Black Women in Advertising Draws Record Crowds, Trends Number 2 on Twitter 03/28/2017</p> <p>R/GA Launches Chatbot to Help Close The Gender Pay Gap 04/04/2017</p> <p>WLN NY Hosts 'Getting to 50/50: A Conversation on What it Will Take' 05/15/2017</p>	
G4-11		Report the percentage of total employees covered by collective bargaining agreements.	The percentage of IPG employees covered by collective bargaining is zero - 0 percent.	
G4-12		Describe the organization's supply chain.	Understanding and Monitoring the Conduct and Impact of our Supply Chain	
G4-13		<p>a. Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination 	There have been no significant changes during the reporting period in IPG's size, structure, ownership, or supply chain.	
G4-14		Report whether and how the precautionary approach or principle is addressed by the organization.	The precautionary approach generally applies to manufacturing, rather than service companies. Since IPG is a provider of marketing services, we do not consider the precautionary approach.	





GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-15	●	List externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	IPG is committed to good corporate citizenship.	
G4-16	●	List memberships of associations and national or international advocacy organizations to which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic	IPG takes its role as a corporate citizen seriously. This includes membership and leadership roles in trade associations as well as community organizations that impact the lives of communities where our employees live and work.	

General Standard Disclosures: Identified Material Aspects & Boundaries

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-17		<p>a. List all entities included in the organization’s consolidated financial statements or equivalent documents.</p> <p>b. Report whether any entity included in the organization’s consolidated financial statements or equivalent documents is not covered by the report.</p> <p>The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents.</p>	Please see Part I - Item 1, Business, page 2 of IPG 10K.	
G4-18		<p>a. Explain the process for defining the report content and the Aspect Boundaries.</p> <p>b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.</p>	Interpublic completed a comprehensive materiality process.	
G4-19		List all the Material Aspects identified in the process for defining report content	Click below for a list of material GRI G4 aspects that were identified in the process for defining report content which included a comprehensive stakeholder-driven materiality assessment detailed in this report.	
G4-20		For each material Aspect, report the Aspect Boundary within the organization as follows: report whether the Aspect is material within the organization; if the Aspect is not material for all entities within the organization, select one of the following two approaches and report either (the list of entities or groups of entities included in G4-17 for which the Aspect is not material, or the list of entities or groups of entities included in G4-17 for which the Aspects is material); report any specific limitation regarding the Aspect Boundary within the organization	Unless otherwise noted, the boundary for the disclosures in our report represent the entire Interpublic entity as described in our 10K annual report.	

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-21	●	For each material Aspect, report the Aspect Boundary outside the organization, as follows: report whether the Aspect is material outside the organization; if the Aspect is material outside of the organization identify the entities, groups or entities or elements for which the aspect is material and describe the geographic area where the Aspect is material for the entities identified; report any specific limitation regarding the Aspect Boundary outside the organization.	Unless otherwise noted, the boundary for the disclosures in our report represent the entire Interpublic entity as described in our 10K annual report.	
G4-22	●	a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	There are no restatements of information provided in previous reports.	
G4-23	●	a. Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	This year Interpublic has continued our journey of calculating GHG emissions by expanding our boundary to include three of our largest offices around Paris, France. Further, we expanded our boundary in North America by including all offices which are over 50,000 square feet (down from 100,000 square feet last year) and in the UK, this year, we included 40% of our portfolio and 100% of our owned facilities. The expanded boundary as of the end of 2016 included 37% of our worldwide headcount, and 45% of our worldwide square footage.	


General Standard Disclosures: Stakeholder Engagement

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-24		Provide a list of stakeholder groups engaged by the organization.	Note this response will be cross-referenced for G4-24, G4-25 and G4-26.	
G4-25		Report the basis for identification and selection of stakeholders with whom to engage.		
G4-26		Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.		
G4-27		Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Sustainability is a key priority for IPG as it is for our stakeholders, including employees, clients and shareholders.	

General Standard Disclosures: Report Profile

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-28	●	Reporting period (such as fiscal or calendar year) for information provided.	We are reporting on a calendar year cycle.	
G4-29	●	Date of most recent previous report.	IPG published its last sustainability report in March of 2017. We update our sustainability site, STRONGER , on a weekly basis.	
G4-30	●	Reporting cycle.	IPG reports annually.	
G4-31	●	Provide the contact point for questions regarding the report or its contents	Jemma Gould, Senior Director, Corporate Responsibility and Communications 212-704-1327, Jemma.Gould@Interpublic.com	
G4-32	●	Report the in accordance option the organization has chosen. Report the GRI Content Index for the chosen option. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be in accordance with the Guidelines.	The GRI G4 Guidelines served as a guide for our reporting and our report includes a GRI content index, but we do not declare in accordance with either core or comprehensive levels.	
G4-33	●	Report the organization's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organization and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	This report has not been externally assured.	




General Standard Disclosures: Governance

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-34		Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	Our Proxy Statement provides detailed information on our governance structure.	








General Standard Disclosures: Ethics & Integrity

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-56		Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Interpublic's Code of Conduct forms the foundation of how we interact with one another, with our vendors and with our clients. It helps ensure that we operate ethically and transparently as we perform our jobs.	Principle 10: Anti-Corruption







Specific Standard Disclosures: Economic






GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-EC1		Direct economic value generated and distributed	Direct economic value generated and distributed	
G4-EC3		Coverage of the organization's defined benefit plan obligations	Please see link below for more information on IPG's defined benefit plans.	
G4-EC8		Significant indirect economic impacts, including the extent of impacts	<p>Sustainability in all its forms -- environmental responsibility, good corporate citizenship, ensuring socially-responsible business practices --is important and integral to the way we do business around the world</p> <p>STRONGER</p> <p>FCB New York Helps Dress for Success Celebrate 20th Anniversary with the #OpenDoorProject 04/03/2017</p> <p>McCann Health & Afghan Ministry of Public Health Partner To Increase Childhood Vaccination Rates 10/19/2017</p>	

Specific Standard Disclosures: Labor Practices & Decent Work


GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-LA1		Total number and rates of new employee hires and employee turnover by age group, gender and region	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11</i></p> <p>STRONGER</p> <p>IPG Receives Perfect Score on HRC Corporate Equality Index for LGBT Workplace Equality 12/05/2016</p>	Principle 6: Labour
G4-LA2		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<p><i>Please note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p>	
G4-LA10		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11</i></p>	Principle 6: Labour
G4-LA11		Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11</i></p>	
G4-LA12		Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<p>Diversity and Inclusion have been priorities for IPG for more than a decade.</p> <p>STRONGER</p> <p>IPG Employees Talk About Race on Inclusion Forum Call 07/13/2017</p> <p>Roth Joins Advertising Week Panel on Diversity and Inclusion 09/27/2017</p> <p>Deutsch is Part of Program to Employ People with Intellectual Disabilities 09/28/2017</p>	Principle 6: Labour
G4-LA14		Percentage of new suppliers that were screened using labor practices criteria	<p><i>Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-SO9 and G4-HR10.</i></p>	Principle 6: Labour
G4-LA16		Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	<p>We provide our employees with a number of different approaches to express concerns about their work environments.</p>	

Specific Standard Disclosures: Environment





GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-EN3		Energy consumption within the organization	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 7: Environment Principle 8: Environment
G4-EN5		Energy intensity	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 8: Environment
G4-EN6		Reduction of energy consumption	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 8: Environment Principle 9: Environment
G4-EN7		Reductions in energy requirements of products and services	To streamline our operations and reduce unnecessary usage of energy, water, and natural resources, IPG focuses on our people.	Principle 8: Environment Principle 9: Environment
G4-EN15		Direct greenhouse gas (GHG) emissions (Scope 1)	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 7: Environment Principle 8: Environment
G4-EN16		Energy indirect greenhouse gas (GHG) emissions (Scope 2)	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 7: Environment Principle 8: Environment

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-EN17		<p>Other indirect greenhouse gas (GHG) emissions (Scope 3)</p> <ul style="list-style-type: none"> • Report gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent, excluding indirect emissions from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization (these indirect emissions are reported in Indicator G4-EN16). Exclude any GHG trades, such as purchases, sales, or transfers of offsets or allowances. • Report gases included in the calculation, if available. • Report biogenic CO2 emissions in metric tons of CO2 equivalent separately from the gross other indirect (Scope 3) GHG emissions. • Report other indirect (Scope 3) emissions categories and activities included in the calculation. • Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions. 	Smart travel policies – traveling less where possible, traveling lighter and traveling smarter – is a shared goal that we have committed to.	
G4-EN18		Greenhouse gas (GHG) emissions intensity	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 8: Environment
G4-EN19		Reduction of greenhouse gas (GHG) emissions	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 8: Environment Principle 9: Environment
G4-EN30		Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	IPG's primary asset is our people. As a client services company with clients around the world, our employees travel frequently for business. We are working to mitigate the impact of this travel.	
G4-EN32		Percentage of new suppliers that were screened using environmental criteria	Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-SO9 and G4-HR10.	Principle 8: Environment

Specific Standard Disclosures: Human Rights

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-HR2		Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	IPG understands the importance of training, particularly as it relates to ensuring a workplace that operates ethically and transparently and is also free from any type of harassment.	Principle 1: Human Rights

Specific Standard Disclosures: Society

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-S03		Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Interpublic assesses 100% of our operations for risks related to corruption.	Principle 10: Anti-Corruption
G4-S04		Communication and training on anti-corruption policies and procedures	IPG regularly communicates its anti-corruption policies and procedures by a variety of methods.	
G4-S06		Total value of political contributions by country and recipient/beneficiary	Although personal political activity is welcome, as employees we may not make political contributions by or in the name of IPG or any of its subsidiaries.	
G4-S09		Percentage of new suppliers that were screened using criteria for impacts on society	Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-S09 and G4-HR10.	