



As we have worked through this unprecedented time, what has been most remarkable to me as a business leader is the unwavering commitment of our people. Literally within days last March, 95 percent of our people around the world transitioned from working next to one another in their offices to working remotely. Before the pandemic, if we had tried to move our 50,000 employees to working from home, it would have taken years just to develop a plan and we likely would have decided it was not feasible! Instead, the forced change went smoothly. This is a credit to our people at every level of IPG. From individuals who had just completed their onboarding, to seasoned veterans of our company, from IT to creative, from finance to human resources.

What this tells me is that a group of hardworking, like-minded individuals who share similar value systems can do just about anything when they work together to do it. My advice to young people who are starting out in their careers has always been that you should work at a place that shares your values and if you find that not to be the case, you should make a change. I know this may be easier said than done, especially during the most unusual times in which we currently find ourselves, but it's more true than ever.

As we have lived through this pandemic together, IPG as an organization has worked very hard to support our people, to be as flexible as possible and to understand what our people are living through. We have also worked to ensure that our managers uphold this philosophy as well. We know that our people lead very full lives and are always working on balancing personal matters with work responsibilities. This, like so many other things, has grown even more pronounced during the pandemic.

In addition to working with individuals who share your values, I've also always given managers the advice to surround themselves with the smartest team they can find. No one person can do everything, no matter the size of an operation. Each of us has different areas of expertise and varying strengths we can bring to the table. I would advise young people similarly. You want to be around people who are smart, who you can learn from, who love their craft, and who get it and get you.

We each spend a lot of time at work – whether in the traditional office or our virtual ones. Whether you're starting out in your career, or making a change, my advice is the same. Make work something you love and a place where your values can come to life. Your work and your life will be better for it.

A handwritten signature in black ink, reading "Michael I. Roth". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Michael I. Roth
Executive Chairman
Interpublic Group