CORPORATE SOCIAL RESPONSIBILITY
Our progress as of 12/31/2014
<table>
<thead>
<tr>
<th>Measures</th>
<th>Monitoring indicators</th>
<th>Degree of implementation as of 12/31/2014</th>
<th>Progress over 2013 level of implementation</th>
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</thead>
<tbody>
<tr>
<td><strong>OUR FOUR RESOURCE COMMITMENTS:</strong></td>
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<tr>
<td>1. To set up an organization that will enable us to manage our CSR undertakings</td>
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<tr>
<td>Creation of a network of CSR correspondents</td>
<td>Percentage of group headcount covered by a CSR correspondent</td>
<td>100%</td>
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<tr>
<td></td>
<td>The CSR network is composed of 132 correspondents in 50 countries, covering 100% of group headcount</td>
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<tr>
<td>2. To set up an IT system for environmental and social data</td>
<td>Degree of implementation of the tool</td>
<td>100%</td>
<td></td>
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<tr>
<td>Development and integration of a CSR reporting tool</td>
<td>The system of non-financial reporting has been rolled out for the 5th consecutive year. The input unit is now exactly the same as the financial reporting.</td>
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<tr>
<td>3. To involve our suppliers in our progress plan</td>
<td>Number of suppliers that have been integrated into the approach</td>
<td>30%</td>
<td></td>
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<tr>
<td>Awareness among our key suppliers of our procurement objectives and reporting</td>
<td>6 suppliers (group contracts) participated in our CSR reporting.</td>
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<tr>
<td>4. To mobilize and raise awareness among employees with regard to sustainable development and responsible communications</td>
<td>Number of employees and % that have received training</td>
<td>40%</td>
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<tr>
<td>Training courses and sessions to raise awareness of sustainable development and responsible communications practices</td>
<td>268 employees have been trained in sustainable development and/or responsible communication.</td>
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<tr>
<td>Design, development, and launch of an e-learning platform dedicated to sustainable development on the Havas intranet</td>
<td>Creation of a heading “news” in the CSR section on our new website: havas.com</td>
<td>100%</td>
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</table>
### OUR SIX COMMITMENTS TO PROGRESS:

#### ENVIRONMENT

1. **To reduce the environmental footprint of our operations**
   
   **A. CO₂ emissions**

   **Calculation of the group's carbon footprint**
   - **Measures:** Annual update
   - **Monitoring indicators:** *Update of the carbon footprint for the year 2014: CO₂ emissions of the group amounted to 109,031 t eq CO₂ or 6.5 t eq CO₂ per employee.*
   - **Degree of implementation as of 12/31/2014:** [100%](#)
   - **Progress over 2013 level of implementation:** [Green Arrow](#)

   **Implementation of a system to monitor our GHG emissions**
   - **Measures:** Degree of implementation of the tool
   - **Monitoring indicators:** *The GHG Calculator has been completely integrated into CSR reporting and was used again to assess our emissions this year.*
   - **Degree of implementation as of 12/31/2014:** [100%](#)
   - **Progress over 2013 level of implementation:** [Green Arrow](#)

   **Communication and implementation of the reduction plan (by 20% between 2011 and 2015)**
   - **Measures:** Results and evolution of GHG emissions compared with previous year
   - **Monitoring indicators:** *This year the group reduced its GHG emissions; they decreased by 6% per employee.*
   - **Degree of implementation as of 12/31/2014:** [100%](#)
   - **Progress over 2013 level of implementation:** [Green Arrow](#)

   **B. Office paper consumption**

   **Reduce the number of printouts, print on both sides whenever possible, favor lighter-basis weights (gsm)**
   - **Measures:** Quantity of paper used (in tonnes) and the difference from the goal of a 40% reduction between 2011 and 2015
   - **Monitoring indicators:** *In 2014, total consumption of office paper was 382 tonnes or 28 kg per employee. This ratio is similar to the last year.*
   - **Degree of implementation as of 12/31/2014:** [100%](#)
   - **Progress over 2013 level of implementation:** [Green Arrow](#)
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<td>Gradual replacement of purchasing non-recycled paper (or paper not certified by an environmental agency) by fully recycled or FSC/PEFC-certified paper</td>
<td>Percentage of recycled or FSC/PEFC-certified paper in total office paper purchased, variance from the goal of using 100% recycled or certified paper in 2015</td>
<td>60% (in progress)</td>
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<td></td>
<td>Recycled or certified paper represents 47% of the group office paper consumption.</td>
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<td>C. Waste</td>
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<tr>
<td>To reduce our consumption of disposable products (bottles, plastic cups, etc.) and office paper</td>
<td>Total waste (tonnes) and variance from the goal of a 15% reduction in 2015.</td>
<td>100% (completed in France)</td>
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<tr>
<td></td>
<td>The total amount of waste produced in France only in 2014 amounted to 656 tonnes or 243 kg per employee.</td>
<td>20% (in progress)</td>
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<tr>
<td>To make paper sorting and recycling the rule</td>
<td>Number of entities (and corresponding percentage of group headcount) to have implemented a paper-sorting system</td>
<td>80% (in progress)</td>
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<td></td>
<td>180 agencies have implemented selective waste sorting and they cover almost 77% of group headcount.</td>
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<tr>
<td>2. To reduce the environmental impact of our communications</td>
<td>Number of recommendations (design/production of a media plan) that include a proposal to measure the impact on the environment</td>
<td>60% (in progress)</td>
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<tr>
<td>To have our client recommendations include proposals to measure the impact of our communications on the environment</td>
<td>231 client recommendations have integrated environmental impact measurement.</td>
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<td><strong>SOCIAL</strong></td>
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<td>3. To promote diversity and expand health insurance and employee benefits internationally</td>
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<tr>
<td>A. To promote diversity, with special emphasis on disabled persons</td>
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<tr>
<td>To raise awareness of our global staff concerning the professional integration of disabled persons into our agencies</td>
<td>Percentage of group headcount that has taken steps to raise awareness and number of awareness actions that have been organized</td>
<td>100% (completed in France)</td>
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<td></td>
<td>100% of French headcount have been made aware of disability in the workplace. Global awareness on disability subject is still ongoing within the worldwide agencies.</td>
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<td>To recruit disabled persons</td>
<td>Number of disabled persons (employees or trainees) working on behalf of the Havas group, and increase</td>
<td>30% (in progress)</td>
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<td></td>
<td>55 disabled employees are in the headcount for the Group.</td>
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<tr>
<td>To develop outsourcing with companies employing disabled persons with a view to professional integration</td>
<td>Amount of purchasing from companies involved in the professional integration of disabled persons</td>
<td>30% (in progress in France)</td>
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<td></td>
<td>Amount of purchasing from companies in the protected sector is € 25,126 (France scope)</td>
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<tr>
<td>B. To expand our system of health insurance and employee benefits internationally</td>
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<tr>
<td>To draw up a detailed plan of action upon completion of the inventory of social protection schemes to which our agencies contribute</td>
<td>Number of employees (and percentage of headcount) with health insurance and benefits, and number and percentage with pension scheme</td>
<td>100% (completed in France)</td>
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<td></td>
<td>In France the healthcare coverage concerns all the employees. Within the Group 10,512 employees or 67% of total headcount are concerned by a minimal healthcare insurance.</td>
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<td>Expand our CSR strategy within our supply chain</td>
<td>Integrate CSR criteria in the contract terms of our suppliers and CSR ratings criteria in invitation to tender. The group added a “sustainable development” clause to all its supplier contracts, including compliance with international and national labor standards. CSR rating criteria continue to be included in all the tenders.</td>
<td>40% (in progress)</td>
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4. To apply more demanding social and human rights criteria in purchasing products and services
## SOCIETAL ISSUES

### 5. To promote transparency and ethics in our businesses

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<td>Revision of the current Code of Ethics and procedures manual of Havas</td>
<td>The group updated its Code of Ethics in 2011</td>
<td>100% (completed)</td>
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</table>

### 6. To promote a model of communications more conducive to sustainable development

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<td>Integration of skills and tools dedicated to sustainable development within the group’s agencies (see resource commitments nos. 1 and 4)</td>
<td>New initiatives and tools are being developed to manage the environmental impacts of communication campaigns through the implementation of proprietary tools (databases of suppliers, charters, or guides). In 2014, 16 campaigns were designed with the collaboration of experts in sustainable development (internal or consultants).</td>
<td>40% (in progress)</td>
<td></td>
</tr>
<tr>
<td>Development of working methods prior to the design of communication campaigns, with greater involvement on the part of stakeholders from the client company</td>
<td>Number of consultations with stakeholders prior to the designing of communication campaigns</td>
<td>40% (in progress)</td>
<td></td>
</tr>
<tr>
<td>Greater commitment to society at large through pro bono work</td>
<td>Number of pro bono campaigns and corresponding number of working days</td>
<td>80% (in progress)</td>
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**For further information, contact:**

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marion.caillard@havas.com