“In my view CSR will be more and more important because we can see in every global pitch and most important in local pitches, clients asking for our CSR credentials. I think CSR will be a criteria like price and creativity that will make our clients choose their group of agencies.”

Yannick Baffière
OUR 4 RESOURCE COMMITMENTS
Creating and Implementing Frameworks to Manage Our CSR Undertakings

The CSR Network is comprised of 180 collaborators.

**Actions/Objectives**

- Increase size of the CSR network

**KPIs**

- Percentage of group headcount covered by a CSR contributor

- The CSR network is comprised of 180 collaborators in 50 countries representing 100% of all collaborators.

**Advancement Compared to 2015**

Continuous Reporting of Environmental and Social Data Through Online Platforms

The reporting platform Harmoni was launched for the 6th consecutive year.

**Actions/Objectives**

- Remain at the forefront of innovative platforms for social and environmental reporting

**KPIs**

- Progress of tool implementation worldwide

- The reporting platform Harmoni was launched and employed for the sixth consecutive year. The reporting entities are aligned to those in the financial reporting.
### IN Volving SUPpiLers
**In the Advancement of Our CSR Policies**

<table>
<thead>
<tr>
<th>ACTIONS/OBJECTIVES</th>
<th>KPIs</th>
<th>ADVANCEMENT COMPARED TO 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a database listing responsible suppliers</td>
<td>Number of suppliers that have been integrated into the approach</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 global suppliers participated in this year’s CSR reporting</td>
<td></td>
</tr>
</tbody>
</table>

### RAISING AWARENESS AND MOBILIZING
**On the Issues of Sustainable Development and Responsible Communications Among Collaborators**

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<tr>
<td>Increase number of trainings on the issues of sustainable development and responsible communications</td>
<td>Number of employees and percentage that have received trainings on sustainable development and/or responsible communications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>518 collaborators participated in trainings on sustainable development and/or responsible communications</td>
<td></td>
</tr>
</tbody>
</table>
OUR 6 COMMITMENTS TO PROGRESS
### Promoting a Harmonious and Healthy Working Environment That Supports Collaborators’ Growth and Development

#### Female/Male Distribution

- **Female**: 56%
- **Male**: 44%

50% of all collaborators have participated in a training on diverse subjects.

#### Actions/Objectives

**Support equal opportunity initiatives in our agencies**

- Number of individuals with disabilities working on behalf of Havas group: 85 collaborators with disabilities
  - New Indicator
- Gender diversity in creative and managerial positions:
  - Executive: M 62%  F 38%
  - Creative: M 61%  F 39%
  - New Indicator
- Number of diversity initiatives per agency: 72 initiatives
  - New Indicator

**Attract and retain talent by offering engaging career opportunities and leadership development programs**

- Number of Havas loft participants: 110 collaborators have participated in the Havas loft program since its launch in 2014
  - New Indicator
- Number of training hours delivered in 2016 and number of training participants in 2016:
  - 163593 hours
  - 8523 collaborators representing 50% of all Havas Group collaborators
- Turnover rate: 32%
- Absenteeism: 3%

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| | Gender diversity in creative and managerial positions:
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| Attract and retain talent by offering engaging career opportunities and leadership development programs | Number of Havas loft participants: 110 collaborators have participated in the Havas loft program since its launch in 2014 |
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| | - 163593 hours
| | - 8523 collaborators representing 50% of all Havas Group collaborators |
| | Turnover rate: 32%
| | Absenteeism: 3% |
# Reinforcing Social Responsible Procurement Policies in Our Supply Chain

**Actions/Objectives**

| Integrate CSR clauses in suppliers’ contract and CSR criteria in invitations to tender |
| Sustain our responsible supplier conduct to clients other stakeholders |

**KPIs**

| Number of supplier contracts with a CSR clause on environmental and/or social practices |
| Ecovadis classification and certification level |
| Havas group rating |

**Advancement Compared to 2015**

| 679 suppliers |
| 52/100 Certification Silver |

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**Ecovadis’ Top 9 Suppliers in the Advertising and Market Research Category**

The group has begun an analysis of suppliers and sub-contractors that represent at least 75% of global expenditures for each agency.
# Promoting Transparency and Ethics in Our Business

<table>
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<th>KPIs</th>
<th>ADVANCEMENT COMPARED TO 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure collaborators incorporate the Havas code of ethics in all aspects of their work</td>
<td>Percentage of collaborators introduced and trained on the Havas code of Ethics</td>
<td>57% of headcount</td>
</tr>
<tr>
<td>Provide a rigor on data security and data integrity by preserving the confidentiality, value and availability of proprietary, consumer and client third-party and open data</td>
<td>Accreditations: ISO 27001:2013 and ISO 9001 Affiliation to data protection agencies such as: FEDMA, ICO DMA</td>
<td>Artemis Alliance and Havas Helia are certified ISO27001</td>
</tr>
</tbody>
</table>

**57% of Collaborators Presented and Trained on the Havas Code of Ethics**

**Data Security Certified**
## 4

### TAKING THE LEAD IN THE CREATION AND DIFFUSION OF RESPONSIBLE COMMUNICATIONS THROUGHOUT OUR AGENCIES AND IN COLLABORATIONS WITH CLIENTS AND PARTNERS

**40 AGENCIES**  
Representing 20% of all collaborators have participated in the conception of pro bono campaigns, or have helped obtain advertising space for charities and non-governmental organizations.

**Out of 3,368 creative projects submitted for review before broadcasting.**

### ACTIONS/OBJECTIVES

<table>
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<th>KPis</th>
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</table>
| **Promote tools and collaborative strategies dedicated to sustainable development** | - Monitoring of Responsible communication initiatives in all of the group’s agencies  
- Number of consultations with stakeholders prior to the conception of a communication campaign  
- In 2016, 176 campaigns were designed in collaboration with sustainable development experts (internal or consultants)  
- 11 campaigns were conceived after consulting client stakeholders |
| **Engage our communities and partners through pro bono work** | - Number of pro bono campaigns and corresponding number of working days  
- **94 pro-bono campaigns resulting in 3,379 working days** |
| **Up hold our promise to combat stereotypes in our work**    | - Number of complaints or suit brought against any of our communication campaigns and percentage of campaigns found non-compliant  
- Out of **3,368 creative projects submitted for review before broadcasting, only 4% were judged non-compliant** |
## REDUCING THE ENVIRONMENTAL FOOTPRINT
### OF OUR OPERATIONS

<table>
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<th>KPIs</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Lower CO\textsubscript{2} emissions according to our 2015-2020 goals</td>
<td>Annual update</td>
<td>Update of carbon footprint for 2016. The GHG emissions have increased to \textbf{126,906 t.eq CO\textsubscript{2}}, equal to \textbf{6.5 t.eq CO\textsubscript{2} per collaborator}. For 2016, the group has seen its emissions decrease \textbf{1.5% per collaborator}.</td>
</tr>
<tr>
<td>Reduce consumption of standard office paper by 40%</td>
<td>Quantity of paper consumed</td>
<td>Total paper consumption decreased to \textbf{286 tons}, equal to \textbf{18 kg per collaborator}. This ratio is 18% lower than last year</td>
</tr>
<tr>
<td>Use of 100% recycled or certified paper FSC/PEFC</td>
<td>Percentage of recycled and/or FSC/PEFC-certified paper and variance from goal of 100% recycled or certified paper in 2020</td>
<td>Recycled and/or certified paper represents \textbf{78% of all global office paper consumption}</td>
</tr>
<tr>
<td>Reduce volume of waste per collaborator by 20% for the period 2015-2020</td>
<td>Total waste and variance from the goal of a 20% reduction in total waste by 2020</td>
<td>In 2016, total waste was \textbf{1,583 tons}, equal \textbf{128 kg per collaborator}. This represents a decrease of 0.7% per collaborator</td>
</tr>
<tr>
<td>Implement recycling systems throughout all Havas agencies</td>
<td>Number of entities (and corresponding percentage of group headcount) to implement recycling programs for paper and waste</td>
<td>\textbf{193 agencies} which represents around 67% of all collaborators implemented recycling programs</td>
</tr>
</tbody>
</table>
MAINTAINING OUR COMMITMENT TO COLLABORATIVE EFFORTS IN REDUCING CLIMATE CHANGE

35 CAMPAIGNS
DEDICATED TO CLIMATE CHANGE WERE CREATED THIS YEAR

ACTIONS/OBJECTIVES                      KPIs                        ADVANCEMENT COMPARED TO 2015

Become leaders in the media industry on the issue of climate change through events and client collaborations

Advancement on UN common ground initiative

New indicator

Employ our influence to raise awareness on the issue of climate change

Number of campaigns related to the issue of climate change

35 campaigns dedicated to climate change were created this year

New indicator