2017
CORPORATE SOCIAL RESPONSIBILITY
PROGRESS REPORT
HAVAS GROUP
CSR is becoming more and more important to our clients who now systematically ask us about our commitments during global pitches and increasingly so in local pitches. CSR is an essential part of our mission which aims to make brands meaningful.

Yannick Bopffé
OUR 4 RESOURCE COMMITMENTS
### 1/ Creating and implementing frameworks to manage our CSR undertakings

<table>
<thead>
<tr>
<th>ACTIONS/OBJECTIVES</th>
<th>KPIs</th>
<th>ADVANCEMENT COMPARED TO 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase size of the CSR network</td>
<td>Percentage of group headcount covered by a CSR contributor</td>
<td></td>
</tr>
<tr>
<td>The CSR network is comprised of 176 collaborators in 50 countries representing 100% of all collaborators.</td>
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### 2/ Continuous reporting of environmental and social data through online platforms

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<tr>
<td>Remain at the forefront of innovative online platforms for social and environmental reporting</td>
<td>Progress of tool implementation worldwide</td>
<td></td>
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<tr>
<td>The reporting platform Harmoni was set up and employed for the seventh consecutive year</td>
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</table>
3/ INVOLVING SUPPLIERS IN THE ADVANCEMENT OF OUR CSR POLICIES

KPIs

Create a database listing responsible suppliers

Number of suppliers that have been integrated into the approach

10 global suppliers participated in this year’s CSR reporting

4/ RAISING AWARENESS AND MOBILIZING ON THE ISSUES OF SUSTAINABLE DEVELOPMENT AND RESPONSIBLE COMMUNICATIONS AMONG COLLABORATORS

KPIs

Increase in number of trainings on the issues of sustainable development and responsible communications

Number of employees and percentage that have received trainings on sustainable development and/or responsible communications

858 collaborators participated in trainings on sustainable development and/or responsible communications

42 AGENCIES (THAT REPRESENT 22% OF ALL COLLABORATORS) HAVE IMPLEMENTED TOOLS AND COMMUNICATION RESOURCES TO ENGAGE Collaborators ON THE SUBJECT OF SUSTAINABLE DEVELOPMENT
OUR 6 COMMITMENTS TO PROGRESS
### Promoting a Harmonious and Healthy Working Environment That Supports Collaborators’ Growth and Development

#### FEMALE/ MALE DISTRIBUTION

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

#### Average Age of Collaborators

- **35 yrs**

#### 55% of all collaborators have participated in a training on diverse subjects

#### Actions/Objectives

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<th>Advancement Compared to 2016</th>
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<tr>
<td>Attract and retain talent by offering engaging career opportunities and leadership development programs</td>
<td>Number of individuals with disabilities working on behalf of Havas group: <strong>101</strong> collaborators that identify as disabled</td>
<td></td>
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<tr>
<td></td>
<td>Gender diversity in creative and managerial positions: <strong>Executive</strong> - <strong>60%</strong> Male, <strong>40%</strong> Female; <strong>Creative</strong> - <strong>59%</strong> Male, <strong>41%</strong> Female</td>
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<tr>
<td></td>
<td>Number of diversity initiatives: <strong>137</strong> initiatives</td>
<td></td>
</tr>
<tr>
<td>Support equal opportunity initiatives in our agencies</td>
<td>Number of Havas loft participants: <strong>150</strong> collaborators have participated in the Havas loft program since its launch in 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of training hours delivered in 2017 and number of training participants in 2017: <strong>129 195</strong> hours, <strong>94 666</strong> collaborators representing 55% of all Havas Group collaborators</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Turnover rate: <strong>34%</strong></td>
<td></td>
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<tr>
<td></td>
<td>Absenteeism: <strong>3%</strong></td>
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2/ Reinforcing socially responsible procurement policies in our supply chain

Silver

HAVAS continues to be ranked among the best suppliers in the advertising and market research category by ECOVADIS

In 2017 responsible purchasing guidelines were created and will be implemented in 2018

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<tr>
<td>Integrate CSR clauses in suppliers’ contracts and CSR criteria in invitations to tender</td>
<td>Number of supplier contracts with a CSR clause on environmental and/or social practices</td>
<td>691 suppliers</td>
</tr>
<tr>
<td>Sustain our responsible supplier conduct to clients and other stakeholders</td>
<td>Ecovadis classification and certification level</td>
<td>59/100 Certification Silver</td>
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</table>
### ACTIONS/OBJECTIVES

| Ensure collaborators incorporate the Havas code of ethics in all aspects of their work |
| Guarantee rigor on data security and data integrity by preserving the confidentiality, value and availability of proprietary, consumer and client third-party and open data |

### KPIs

| Percentage of collaborators presented and trained on the Havas Code of Ethics |
| Accreditations: ISO 27001:2013 and ISO 9001 |

| 60% of headcount |
| Artemis Alliance and Havas Helia are certified ISO27001 |

### ADVANCEMENT COMPARED TO 2016

- 1477 trainings on data security in 2017
- 60% of collaborators were briefed on Havas’ Code of Conduct
4

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

52 AGENCIES REPRESENTING 36% HAVE DONATED TO ASSOCIATIONS...

OUT OF 3280 CREATIVE PROJECTS SUBMITTED FOR REVIEW BEFORE BROADCASTING, ONLY 5% WERE JUDGED NON-COMPLIANT

ACTIONS/OBJECTIVES

KPIs

ADVANCEMENT COMPARED TO 2016

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 2017, 378 campaigns were designed in collaboration with sustainable development experts (internal or consultants)

13 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

112 pro-bono campaigns resulting in 3885 working days

Up hold our promise to combat stereotypes in our work

Number of complaints or suits brought against any of our communication campaigns and percentage of campaigns found non-compliant

Out of 3280 creative projects submitted for review before broadcasting, only 5% were judged non-compliant
5/ REDUCING THE ENVIRONMENTAL FOOTPRINT OF OUR OPERATIONS

GROUP’S CARBON FOOTPRINT
LOW GHG – INCREASE OF GHG /
COLLABORATORS OF 0.8 t.eq CO₂

THROUGH THEIR PROGRAM “ACTVERTISING”
BETC COLLECTED OVER
40 K€
FOR THE CARBON COMPENSATION
OF THE PRODUCTION OF ADVERTISING
CAMPAIGNS FOR THEIR CLIENTS
SUCH AS YVES SAINT LAURENT, LA
FRANÇAISE DES JEUX OR LACOSTE

ACTIONS/OBJECTIVES

KPIs

ADVANCEMENT
COMPARSED TO 2015

Lower CO₂ emissions according to
our 2015-2020 goals
(-20% per collaborator)

Annual update
The GHG emissions have increased to
143 683 t.eq CO₂, equal to 7.3 t.eq CO₂ per
collaborator.
For 2017, the group has seen its emissions
increase 0.8 t.eq CO₂ per collaborator

Reduce consumption
of standard office paper
by 40% for the period
2015-2020

Quantity of paper
consumed.
The goal for 2020 is a 40%
reduction
In 2017, total paper
consumption decreased to
249 tons, equal to 16 kg
per collaborator. This ratio
is 12% lower than last year

Use of 100% recycled or
certified paper FSC/ PEFC

Percentage of recycled
and/or FSC/PEF-certified paper and variance
from goal of 100% recycled
or certified paper in 2017
Recycled and/or certified paper
represents 76% of all global office
paper consumption

Reduce volume of waste
per collaborator by 20%
for the period 2015-2020

Total waste and variance from
the goal of a 15% reduction in
2015. The new goal for 2020
is a 20% reduction in total
waste
In 2017, total waste was
2252 tons, equal 144 kg per
collaborator. This represents
an increase of 12% per collaborator

Implement recycling
systems throughout all
Havas agencies

Number of entities (and corresponding percentage
of group headcount) to implement recycling
programs for paper and waste
218 agencies
which represents around
75% of all collaborators
implemented recycling programs
# MAINTAINING OUR COMMITMENT TO COLLABORATIVE EFFORTS IN REDUCING CLIMATE CHANGE

## ACTIONS/OBJECTIVES

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<td>Become leaders in the media industry on the issue of climate change through events and client collaborations</td>
<td>Advancement on UN Common Ground initiative</td>
<td>8 agencies have participated in Common Ground related initiatives</td>
</tr>
<tr>
<td>Employ our influence to raise awareness on the issue of climate change</td>
<td>Number of campaigns related to the issue of climate change</td>
<td>45 campaigns dedicated to climate change were created this year</td>
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