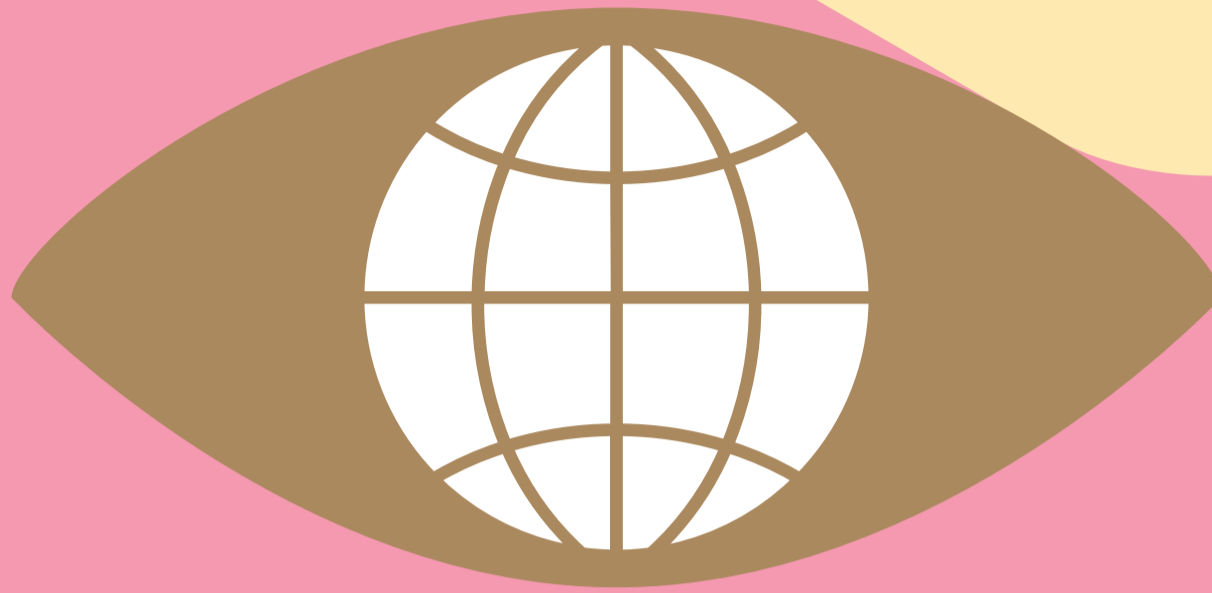


**WE  
ARE  
A  
FORGET  
FOR  
GOOD**



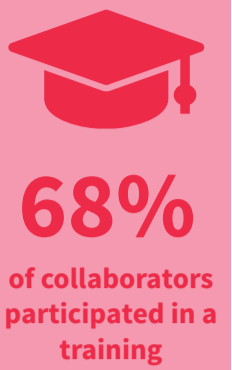
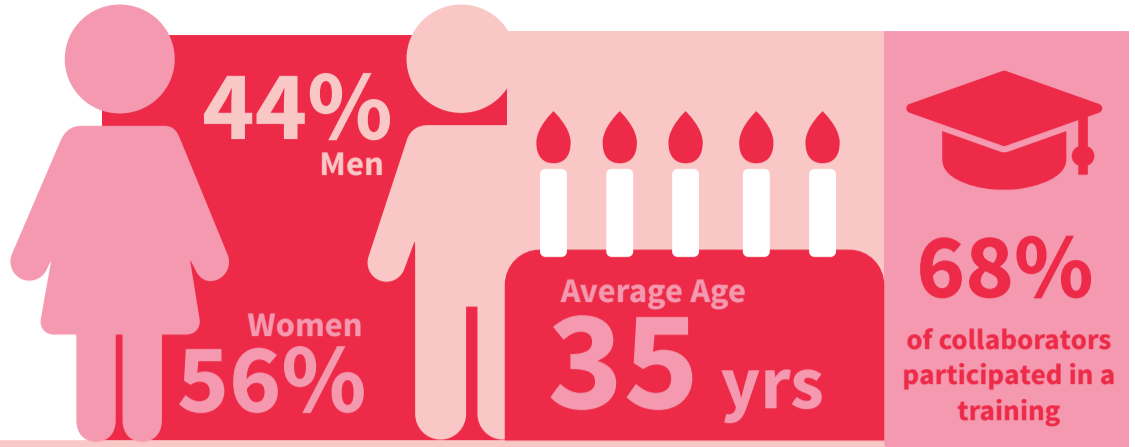
# TO CARE IS THE NEW COOL

The communication business is both a mirror and an engine of society. Playing an important role in the development of communities and their behaviour. During recent years, we as a group have made corporate social responsibility an integral part of everything we do. We encourage our agencies to harness the power of creative ideas to bring about positive change and minimize any negative impact on society.

# 1

## Promoting a harmonious and healthy working environment

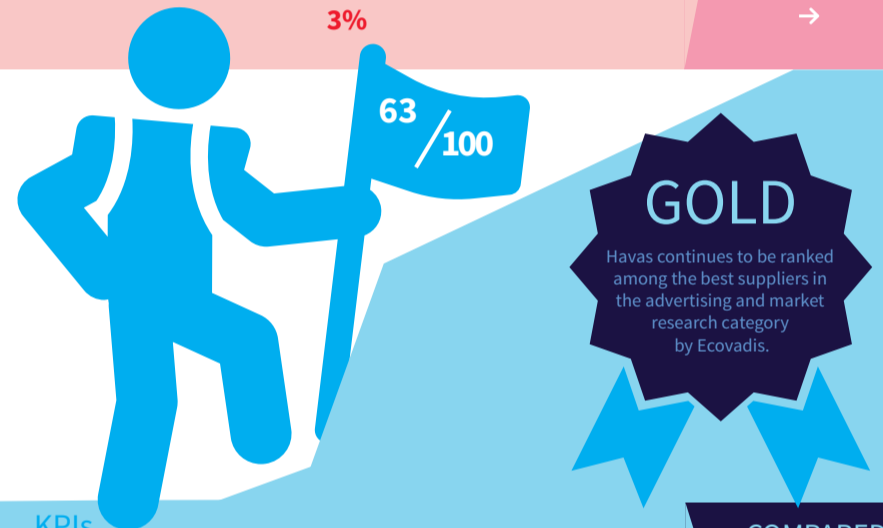
that supports collaborators' growth and development



ACTIONS/OBJECTIVES	KPIs	COMPARED TO 2017
Support equal opportunity initiatives in our agencies	Individuals with disabilities	124 collaborators that identify as disabled
	Gender diversity in creative and managerial positions	Executive: 43% Women, 57% Men; Creative: 42% Women, 58% Men
	Number of diversity initiatives	112 initiatives
Attract and retain talent by offering engaging career opportunities and leadership development programs	Number of Havas Loft participants	183
	Number of training hours delivered in 2018 and number of training participants in 2018	127,379 hours 13,405 participants
	Turnover rate	34%
	Absenteeism	3%

# 2

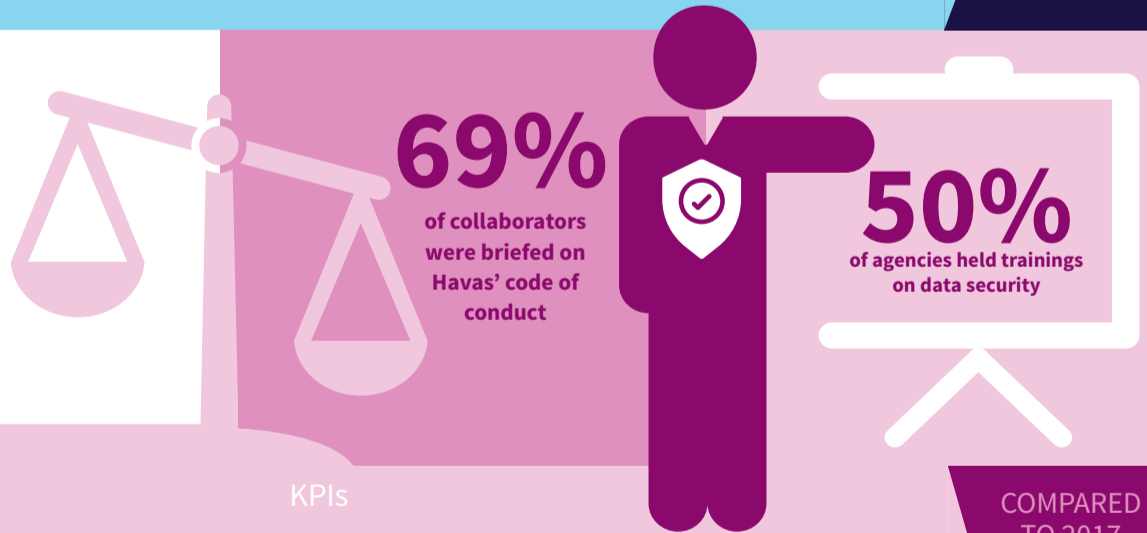
## Reinforcing socially responsible procurement policies in our supply chain



ACTIONS/OBJECTIVES	KPIs	COMPARED TO 2017
Sustain our responsible supplier conduct to clients and other stakeholders	Ecovadis classification and certification level	Havas group rating 63/100 Certification Gold
Integrate CSR clauses in suppliers' contracts and CSR criteria in invitations to tender	Number of supplier contracts with a CSR clause on environmental and/or social practices	490 suppliers

# 3

## Promoting transparency and ethics in our business



ACTIONS/OBJECTIVES	KPIs	COMPARED TO 2017
Ensure collaborators incorporate the Havas code of ethics in all aspects of their work	Percentage of collaborators presented and trained on the Havas Code of Ethics	69%
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	Accreditations: ISO 27001:2013 and ISO 9001 Affiliation to data protection agencies such as: FEDMA, ICO DMA Artemis Alliance et Havas Helia are certified ISO27001 50% of agencies provided trainings on data security in 2018	

# 4 The creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners

**56** Agencies have donated to associations

**272 campaigns** were designed in collaboration with sustainable development experts (internal or consultants)

ACTIONS/OBJECTIVES	KPIs	COMPARED TO 2017
Promote tools and collaborative strategies dedicated to sustainable development	Number of consultations with stakeholders prior to the conception of a communication campaign <b>46 campaigns</b>	↗
Engage our communities and partners through pro bono work	Number of pro bono campaigns and corresponding number of working days <b>143 pro bono campaigns</b> <b>8,327 working days</b>	↗
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 <b>2,777 creative projects</b> submitted for review before broadcasting <b>287</b> were judged non-compliant	→

# 5 Reducing the environmental footprint of our operations

**CO<sub>2</sub>**

**108,866 t.eq CO<sub>2</sub> that represents 5.5 t.eq CO<sub>2</sub> per collaborator**  
For 2018, the group has seen its emissions decrease 1.8 tons CO<sub>2</sub> per collaborator

**A decrease of 20% in waste for 2018**

Consumption paper **2% higher** than last year

ACTIONS/OBJECTIVES	KPIs	COMPARED TO 2017
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 <b>297 tons, = 16 kg per collaborator</b> This ratio is 2% higher than last year	↗
Use of 100% recycled or certified paper FSC/ PEFC	Percentage of recycled and/or FSC/PEFC-certified paper and variance from goal of 100% recycled or certified paper in 2017 <b>73% of all global office paper consumption</b>	→
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 <b>1,890 tons, = 115 kg per collaborator</b> This represents a 20% decrease 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 <b>239 agencies</b> which represents 78% of all collaborators implemented recycling programs	→
Lower CO <sub>2</sub> emissions according to our 2015-2020 goals (-20% per collaborator)	Annual update <b>108,866 t.eq CO<sub>2</sub> that represents 5.5 t.eq CO<sub>2</sub> per collaborator</b> This ratio is 3% higher than last year	↗

# 6 Maintaining our commitment to collaborative efforts in reducing climate change

**23 client campaigns** featured the issue of climate change

ACTIONS/OBJECTIVES	KPIs	COMPARED TO 2017
Become leaders in the media industry on the issue of climate change through events and client collaborations	Advancement on UN Common Ground initiative <b>9 agencies</b> that participated in Common Ground related initiatives	↗
Employ our influence to raise awareness on the issue of climate change	Campaigns that have made the most impact on the topic of climate change This year we want to highlight these award winning campaigns: Palau Pledge (Host/Havas), Save our Species (BETC) and Get Ready for Global Warming (Rosapark), because of their tangible results and impact in helping raise awareness on climate change.	↗