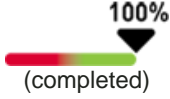



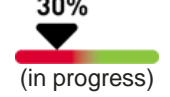

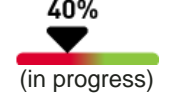






CORPORATE SOCIAL RESPONSIBILITY

Our progress as of 12/31/2011

Measures	Monitoring indicators	Degree of implementation as of 12/31/2011	Progress over 2010 level of implementation
OUR FOUR RESOURCE COMMITMENTS:			
1. To set up an organization that will enable us to manage our CSR undertakings			
Creation of a network of CSR correspondents	Percentage of group headcount covered by a CSR correspondent	 100% (completed)	
	<i>The CSR network is composed of 103 correspondents in 50 countries, covering 100% of group headcount</i>		
2. To set up an IT system for environmental and social data			
Development and integration of a CSR reporting tool	Degree of implementation of the tool	 100% (completed)	
	<i>The system of nonfinancial reporting is now fully integrated within agencies.</i>		
3. To involve our suppliers in our progress plan			
Awareness among our key suppliers of our procurement objectives and reporting	Number of suppliers that have been integrated into the approach	 30% (in progress)	
	<i>6 suppliers (group contracts) participated in our CSR reporting.</i>		
4. To mobilize and raise awareness among employees with regard to sustainable development and responsible communications			
Training courses and sessions to raise awareness of sustainable development and responsible communications practices	Number of employees and % that have received training	 40% (in progress)	
	<i>518 employees have been trained in sustainable development and/or responsible communication. 46% of headcount participated in at least one training session in 2011.</i>		
Design, development, and launch of an e-learning platform dedicated to sustainable development on the Havas intranet	Degree of implementation of the e-learning platform	<i>To be defined</i>	
	<i>To be defined</i>		

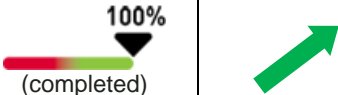

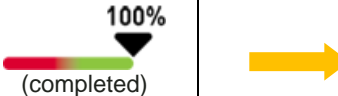

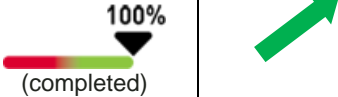

Measures	Monitoring indicators	Degree of implementation as of 12/31/2011	Progress over 2010 level of implementation
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OUR SIX COMMITMENTS TO PROGRESS:

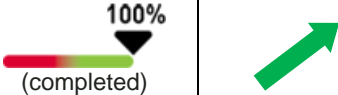

ENVIRONMENT

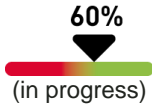

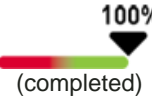



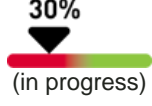

1. To reduce the environmental footprint of our operations

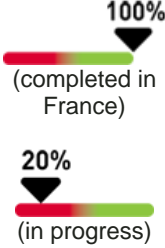

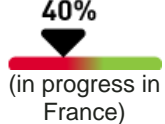

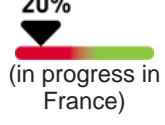

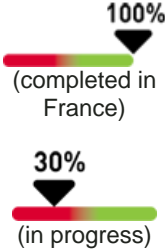

A. CO₂ emissions

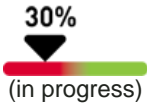

Calculation of the group's carbon footprint	Annual update		
	<i>Update of the carbon footprint for the year 2011: CO₂ emissions of the group amounted to 97,200 t.eq CO₂ or 6 t.eq CO₂ per employee.</i>		
Implementation of a system to monitor our GHG emissions	Degree of implementation of the tool		
	<i>The GHG Calculator has been completely integrated into CSR reporting and was used again to assess our emissions this year.</i>		
Communication and implementation of the reduction plan (by 10% between 2010 and 2015)	Results and evolution of GHG emissions compared with previous year		
	<i>The group reduced its GHG emissions 5% overall and 15% per employee. The reduction target is reached.</i>		









B. Office paper consumption

Reduce the number of printouts, print on both sides whenever possible, favor lighter-basis weights (gsm)	Quantity of paper used (in tonnes) and the difference from the goal of a 30% reduction between 2010 and 2015		
	<i>In 2011, total consumption of office paper was 488 tonnes or 33 kg per employee. A decrease of 35%, the goal is reached.</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2011	Progress over 2010 level of implementation
Gradual replacement of purchasing non-recycled paper (or paper not certified by an environmental agency) by fully recycled or FSC/PEFC-certified paper	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	 <p>60% (in progress)</p>	
	<i>Recycled or certified paper represents 63% of the group office paper consumption.</i>		
C. Waste			
To reduce our consumption of disposable products (bottles, plastic cups, etc.) and office paper	Total waste (tonnes) and variance from the goal of a 10% reduction within three years	 <p>100% (completed)</p>	
	<i>The total amount of waste produced in 2011 by the group amounted to 1,876 tonnes or 132 kg per employee. The ratio per employee decreased 12%; the target is reached before 2013.</i>		
To make paper sorting and recycling the rule	Number of entities (and corresponding percentage of group headcount) to have implemented a paper-sorting system	 <p>80% (in progress)</p>	
	<i>Selective waste sorting covers almost 85% of group headcount.</i>		
2. To reduce the environmental impact of our communications			
To have our client recommendations include proposals to measure the impact of our communications on the environment	Number of recommendations (design/production of a media plan) that include a proposal to measure the impact on the environment	 <p>30% (in progress)</p>	
	<i>30 client recommendations have integrated environmental impact measurement.</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2011	Progress over 2010 level of implementation
SOCIAL			
3. To promote diversity and expand health insurance and employee benefits internationally			
A. To promote diversity, with special emphasis on disabled persons			
<p>To raise awareness of our global staff concerning the professional integration of disabled persons into our agencies</p>	<p>Percentage of group headcount that has taken steps to raise awareness and number of awareness actions that have been organized</p> <hr/> <p>66 awareness-raising actions were organized in France. 100% of French headcount have been made aware of disability in the workplace.</p> <p>20% of global headcount have taken steps to raise awareness about it.</p>	<p>100% (completed in France)</p> <p>20% (in progress)</p> 	
<p>To recruit disabled persons</p>	<p>Number of disabled persons (employees or trainees) working on behalf of the Havas group, and increase</p> <hr/> <p>49 disabled employees are in the headcount for France. The employment rate of disabled workers has increased 42% in France.</p>	<p>40% (in progress in France)</p> 	
<p>To develop outsourcing with companies employing disabled persons with a view to professional integration</p>	<p>Amount of purchasing from companies involved in the professional integration of disabled persons</p> <hr/> <p>Amount of purchasing from companies in the protected sector is €42,000 (France scope)</p>	<p>20% (in progress in France)</p> 	
B. To expand our system of health insurance and employee benefits internationally			
<p>To draw up a detailed plan of action upon completion of the inventory of social protection schemes to which our agencies contribute</p>	<p>Number of employees (and percentage of headcount) with health insurance and benefits, and number and percentage with pension scheme</p> <hr/> <p><i>In progress (a focus will be included in the sustainable development report)</i></p>	<p>100% (completed in France)</p> <p>30% (in progress)</p> 	

Measures	Monitoring indicators	Degree of implementation as of 12/31/2011	Progress over 2010 level of implementation
4. To apply more demanding social and human rights criteria in purchasing products and services			
Expand our CSR strategy within our supply chain	Integrate CSR criteria in the contract terms of our suppliers and CSR ratings criteria in invitation to tender	<p>30%</p>  <p>(in progress)</p>	
	<p><i>The group added a "sustainable development" clause to all its supplier contracts, including compliance with international and national labor standards. CSR rating criteria were included in a tender for office supplies.</i></p>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2011	Progress over 2010 level of implementation
SOCIETAL ISSUES			
5. To promote transparency and ethics in our businesses			
Revision of the current Code of Ethics and procedures manual of Havas	<i>The group updated its Code of Ethics in 2010</i>	100%  (completed)	
6. To promote a model of communications more conducive to sustainable development			
Integration of skills and tools dedicated to sustainable development within the group's agencies (see resource commitments nos. 1 and 4)	Monitoring of initiatives in all group agencies	40%  (in progress)	
	<i>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 2011, 45 campaigns were designed with the collaboration of experts in sustainable development (internal or consultants).</i>		
Development of working methods prior to the design of communication campaigns, with greater involvement on the part of stakeholders from the client company	Number of consultations with stakeholders prior to the designing of communication campaigns	30%  (in progress)	
	<i>23 campaigns were produced after consultation with client-company stakeholders</i>		
Greater commitment to society at large through pro bono work	Number of pro bono campaigns and corresponding number of working days	70%  (in progress)	
	<i>109 pro bono campaigns have been carried out, representing 2,125 days of work.</i>		

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