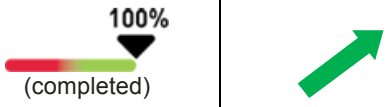

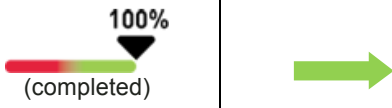





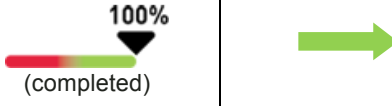














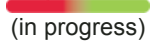









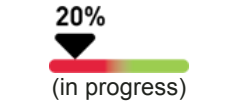
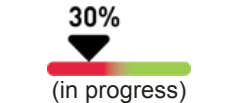

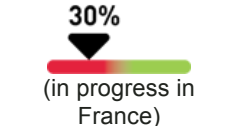



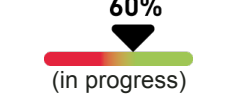
CORPORATE SOCIAL RESPONSIBILITY



Our progress as of 12/31/2015

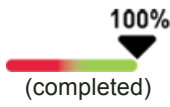

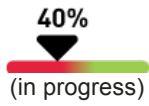

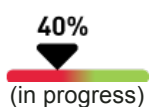



Measures	Monitoring indicators	Degree of implementation as of 12/31/2015	Progress over 2014 level of implementation
OUR FOUR RESOURCE COMMITMENTS:			
1. To set up an organization that will enable us to manage our CSR undertakings			
Creation of a network of CSR correspondents	Percentage of group headcount covered by a CSR correspondent	 <p>100% (completed)</p>	
	<i>The CSR network is composed of 142 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	 <p>100% (completed)</p>	
	<i>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.</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	 <p>40% (in progress)</p>	
	<i>7 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	 <p>40% (in progress)</p>	
	<i>238 employees have been trained in sustainable development and/or responsible communication.</i>		
Design, development, and launch of an e-learning platform dedicated to sustainable development on the Havas intranet	Number of employees and % that have received training	 <p>100% (completed)</p>	
	<i>Creation of a heading "news" in the CSR section on our new website: havas.com</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2015	Progress over 2014 level of implementation
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	 100% (completed)	
	<i>Update of the carbon footprint for the year 2015: CO₂ emissions of the group amounted to 121,916 t.eq CO₂ or 6.6 t.eq CO₂ per employee.</i>		
Implementation of a system to monitor our GHG emissions	Degree of implementation of the tool	 100% (completed)	
	<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 20% between 2011 and 2015)	Results and evolution of GHG emissions compared with previous year	 100% (completed)	
	<i>This year the group increased a bit its GHG emissions; they increased by 1.5% per employee.</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 40% reduction between 2011 and 2015.	 100% (completed)	
	<i>In 2015, total consumption of office paper was 309 tonnes or 22 kg per employee. This ratio has fallen by 33% by comparison with 2013 (same scope). Set against the 2010 baseline, the target reduction of 40% has been achieved. The Group is keen, however, to pursue its efforts and is maintaining this objective for the 2015-2020 period.</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2015	Progress over 2014 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 style="text-align: center;">60%</p>  <p style="text-align: center;">(in progress)</p>	
	<i>Recycled or certified paper represents 61% 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 15% reduction in 2015.	<p style="text-align: center;">100%</p>  <p style="text-align: center;">(completed in France)</p> <p style="text-align: center;">30%</p>  <p style="text-align: center;">(in progress)</p>	
	<i>The total amount of waste produced in 2015 amounted to 1,541 tonnes or 129 kg per employee. This ratio decreased by 30% compared to 2013 (same scope)</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 style="text-align: center;">80%</p>  <p style="text-align: center;">(in progress)</p>	
	<i>163 agencies have implemented selective waste sorting and they cover almost 65% 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 style="text-align: center;">60%</p>  <p style="text-align: center;">(in progress)</p>	
	<i>168 client recommendations have integrated environmental impact measurement.</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2015	Progress over 2014 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			
To raise awareness of our global staff concerning the professional integration of disabled persons into our agencies	Percentage of group headcount that has taken steps to raise awareness and number of awareness actions that have been organized	 100% (completed in France)	
	<i>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.</i>	 20% (in progress)	
To recruit disabled persons	Number of disabled persons (employees or trainees) working on behalf of the Havas group, and increase	 30% (in progress)	
	<i>45 disabled employees are in the headcount for the Group.</i>		
To develop outsourcing with companies employing disabled persons with a view to professional integration	Amount of purchasing from companies involved in the professional integration of disabled persons	 30% (in progress in France)	
	<i>Amount of purchasing from companies in the protected sector is € 56,361 (France scope)</i>		
B. To expand our system of health insurance and employee benefits internationally			
To draw up a detailed plan of action upon completion of the inventory of social protection schemes to which our agencies contribute	Number of employees (and percentage of headcount) with health insurance and benefits, and number and percentage with pension scheme	 100% (completed in France)	
	<i>In France the healthcare coverage concerns all the employees. Within the Group 70% of total headcount are concerned by a minimal healthcare insurance.</i>	 60% (in progress)	

Measures	Monitoring indicators	Degree of implementation as of 12/31/2015	Progress over 2014 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 style="text-align: center;">40%</p>  <p style="text-align: center;">(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 continue to be included in all the tenders.</i></p>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2015	Progress over 2014 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 2011</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 2015, 10 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	 40% (in progress)	
	<i>A dozen of 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	 100% (completed)	
	<i>113 pro bono campaigns have been carried out, representing 2,063 days of work.</i>		

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