

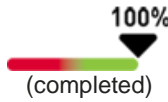



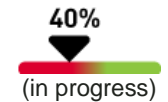











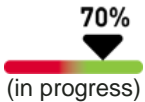



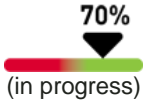

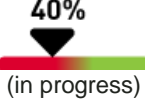





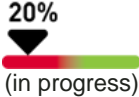
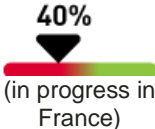

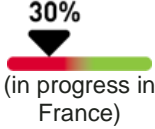




# CORPORATE SOCIAL RESPONSIBILITY

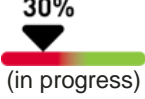
Our progress as of 12/31/2012









Measures	Monitoring indicators	Degree of implementation as of 12/31/2012	Progress over 2011 level of implementation
<b>OUR FOUR RESOURCE COMMITMENTS:</b>			
<b>1. To set up an organization that will enable us to manage our CSR undertakings</b>			
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 <b>123 correspondents</b> in 50 countries, covering <b>100% of group headcount</b></i>		
<b>2. To set up an IT system for environmental and social data</b>			
Development and integration of a CSR reporting tool	Degree of implementation of the tool	 100% (completed)	
	<i>The system of non-financial reporting has been rolled out for the 3rd consecutive year. The input unit is now exactly the same as the financial reporting.</i>		
<b>3. To involve our suppliers in our progress plan</b>			
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><b>6 suppliers</b> (group contracts) participated in our CSR reporting.</i>		
<b>4. To mobilize and raise awareness among employees with regard to sustainable development and responsible communications</b>			
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><b>275 employees</b> 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	Degree of implementation of the e-learning platform	<i>under construction</i>	
	<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 12/31/2012	Progress over 2011 level of implementation
<b>OUR SIX COMMITMENTS TO PROGRESS:</b>			
<b>ENVIRONMENT</b>			
<b>1. To reduce the environmental footprint of our operations</b>			
<b>A. CO<sub>2</sub> emissions</b>			
Calculation of the group's carbon footprint	Annual update	 100% (completed)	
	<i>Update of the carbon footprint for the year 2012: CO<sub>2</sub> emissions of the group amounted to <b>94,520 t.eq CO<sub>2</sub></b> or <b>6 t.eq CO<sub>2</sub> per employee.</b></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>The previously-mentioned goal has been reached last year, and the Group has now fixed a more ambitious target. This year the group reduced its GHG emissions <b>3% overall and 6% per employee.</b></i>		
<b>B. Office paper consumption</b>			
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 ( <b>new target</b> )	 100% (completed)	
	<i>In 2012, total consumption of office paper was <b>394 tonnes or 32 kg per employee.</b> It represents a decrease of <b>3% per employee.</b></i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2012	Progress over 2011 level of implementation
<b>Gradual replacement of purchasing non-recycled paper (or paper not certified by an environmental agency) by fully recycled or FSC/PEFC-certified paper</b>	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	 70% (in progress)	
	<i>Recycled or certified paper represents <b>67% of the group office paper consumption.</b></i>		
<b>C. Waste</b>			
<b>To reduce our consumption of disposable products (bottles, plastic cups, etc.) and office paper</b>	Total waste (tonnes) and variance from the goal of a 15% reduction in 2015. <b>(new target)</b>	 100% (completed)	
	<i>The total amount of waste produced in 2012 by the group amounted to <b>1,392 tonnes or 106 kg per employee.</b> The ratio per employee decreased <b>20%.</b> (new target to be defined)</i>		
<b>To make paper sorting and recycling the rule</b>	Number of entities (and corresponding percentage of group headcount) to have implemented a paper-sorting system	 70% (in progress)	
	<i>Selective waste sorting covers almost <b>73% of group headcount.</b></i>		
<b>2. To reduce the environmental impact of our communications</b>			
<b>To have our client recommendations include proposals to measure the impact of our communications on the environment</b>	Number of recommendations (design/production of a media plan) that include a proposal to measure the impact on the environment	 40% (in progress)	
	<i><b>54 client recommendations</b> have integrated environmental impact measurement.</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2012	Progress over 2011 level of implementation
<b>SOCIAL</b>			
<b>3. To promote diversity and expand health insurance and employee benefits internationally</b>			
<b>A. To promote diversity, with special emphasis on disabled persons</b>			
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	 <p>100% (completed in France)</p>	
	<p><b>100%</b> of French headcount have been made aware of disability in the workplace.  <b>20%</b> of global headcount have taken steps to raise awareness about it.</p>	 <p>20% (in progress)</p>	
To recruit disabled persons	Number of disabled persons (employees or trainees) working on behalf of the Havas group, and increase	 <p>40% (in progress in France)</p>	
	<p><b>67 disabled employees</b> are in the headcount for Europe. The employment rate of disabled workers has increased <b>22%</b> in France.</p>		
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	 <p>30% (in progress in France)</p>	
	<p>Amount of purchasing from companies in the protected sector is <b>€ 50,000</b> (France scope)</p>		
<b>B. To expand our system of health insurance and employee benefits internationally</b>			
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	 <p>100% (completed in France)</p>	
	<p>See in the 2011 Sustainability Report.</p>	 <p>30% (in progress)</p>	

Measures	Monitoring indicators	Degree of implementation as of 12/31/2012	Progress over 2011 level of implementation
<b>4. To apply more demanding social and human rights criteria in purchasing products and services</b>			
<b>Expand our CSR strategy within our supply chain</b>	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>	
	<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>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2012	Progress over 2011 level of implementation
<b>SOCIETAL ISSUES</b>			
<b>5. To promote transparency and ethics in our businesses</b>			
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)	
<b>6. To promote a model of communications more conducive to sustainable development</b>			
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		
	<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 2012, <b>138 campaigns</b> were designed with the collaboration of experts in sustainable development (internal or consultants).</i>	40%  (in progress)	
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><b>51 campaigns</b> 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><b>108 pro bono campaigns</b> have been carried out, representing <b>2,140 days</b> of work.</i>		

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