

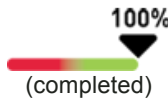

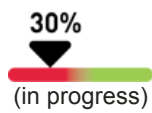

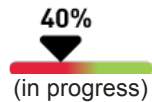







CORPORATE SOCIAL RESPONSIBILITY

Our progress as of 12/31/2014

Measures	Monitoring indicators	Degree of implementation as of 12/31/2014	Progress over 2013 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 132 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 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	 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>268 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	<i>Creation of a heading "news" in the CSR section on our new website: havas.com</i>	 100% (completed)	









Measures	Monitoring indicators	Degree of implementation as of 12/31/2014	Progress over 2013 level of implementation
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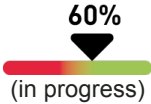



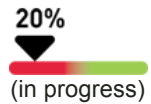


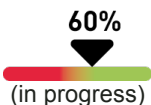

OUR SIX COMMITMENTS TO PROGRESS:



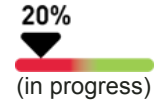
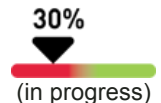

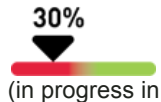

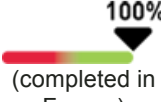

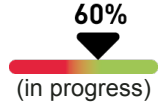
ENVIRONMENT

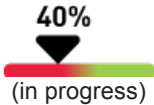

1. To reduce the environmental footprint of our operations

A. CO₂ emissions

Calculation of the group's carbon footprint	Annual update	 100% (completed)	
	<i>Update of the carbon footprint for the year 2014: CO₂ emissions of the group amounted to 109,031 t.eq CO₂ or 6.5 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 reduced its GHG emissions; they decreased by 6% 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 2014, total consumption of office paper was 382 tonnes or 28 kg per employee. This ratio is similar to the last year.</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2014	Progress over 2013 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	 60% (in progress)	
	<i>Recycled or certified paper represents 47% 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.	 100% (completed in France)	
	<i>The total amount of waste produced in France only in 2014 amounted to 656 tonnes or 243 kg per employee.</i>	 20% (in progress)	
To make paper sorting and recycling the rule	Number of entities (and corresponding percentage of group headcount) to have implemented a paper-sorting system	 80% (in progress)	
	<i>180 agencies have implemented selective waste sorting and they cover almost 77% 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	 60% (in progress)	
	<i>231 client recommendations have integrated environmental impact measurement.</i>		

Measures	Monitoring indicators	Degree of implementation as of 12/31/2014	Progress over 2013 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>55 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 € 25,126 (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 10,512 employees or 67% of total headcount are concerned by a minimal healthcare insurance.</i>	 60% (in progress)	

Measures	Monitoring indicators	Degree of implementation as of 12/31/2014	Progress over 2013 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 12/31/2014	Progress over 2013 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>	<p>100% (completed)</p>	
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	<p>40% (in progress)</p>	
	<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 2014, 16 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	<p>40% (in progress)</p>	
	<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	<p>80% (in progress)</p>	
	<i>119 pro bono campaigns have been carried out, representing 2,797 days of work.</i>		

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