

CORPORATE AND SOCIAL RESPONSABILITY

Our CSR plan of action

- **THE ENVIRONMENT:**

1. **To reduce the environment footprint of our operations:**

- 1.A. CO2 emissions:**

- Objectives: to monitor and reduce our CO2 emissions by **10% between 2010 and 2015**
- Measures:

- a) Calculation of the group's carbon footprint:**

For a number of reasons, the group has decided to implement a policy to reduce its GHG (green house gas) emissions.

Firstly, this is Havas' way of contributing to the fight against global warming while reasserting its intention to comply with Global Compact commitments 7,8 and 9. As communications advisors for clients who are increasingly committed to their own environmental policies, it is important for Havas to become directly involved and to lead by example.

However, Havas must also anticipate all new regulatory measures (French and EU) relating to GHG¹ emission and their assessment.

As a result, Havas had its GHG emissions measured in 2009 and drew up a five-year reduction program on the basis of that carbon footprint calculation.

¹ GHG = GreenHouse Gas(es)

The Havas group's carbon footprint

Methodology and main results

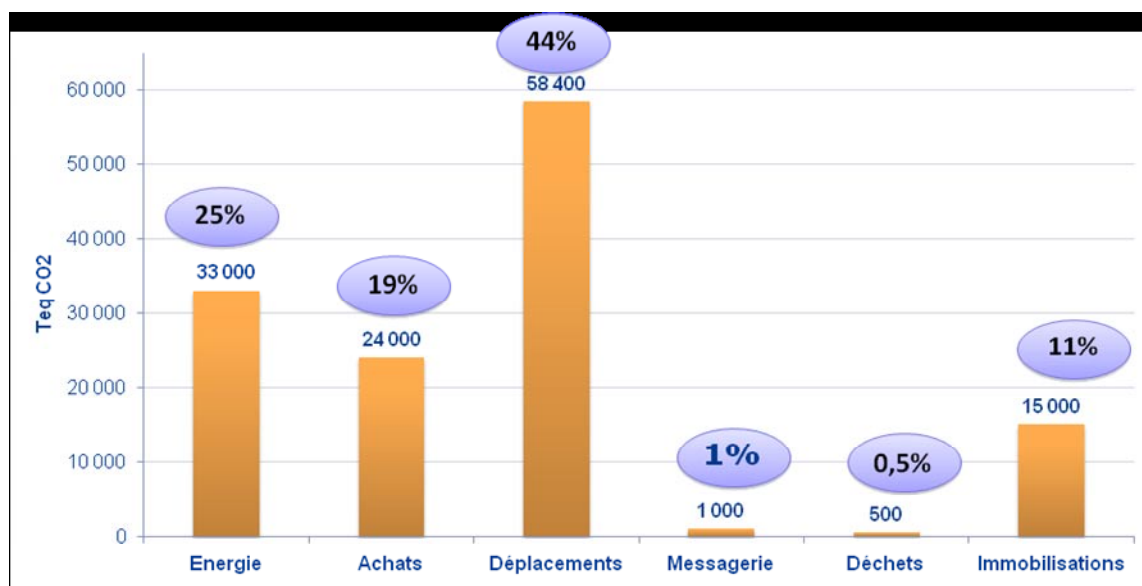
- Conducted with a consulting firm specialized in carbon-related issues
- Method applied: **ADEME version 6**

Scope:

- Activity in 2008
- "Office activity": direct and indirect emissions of GHG related to the running of the group's agencies, not including emissions generated by communications designed and implemented on behalf of our clients
- All 302 legal entities comprising the Havas group in 2008
- All GHG emissions, expressed in tons of CO₂ equivalent (t of CO₂ eq.)

Main results:

- **132,000 tons of CO₂ equivalent**
- **9 tons of CO₂ equivalent per employee**: 6 tons in France, 8 tons in Spain, 10 tons in the UK, 14 tons in the USA



This footprint assessment enabled us to set ourselves the goal of reducing our emissions by 10% between 2010 and 2015, and to draw up a plan of action to achieve that goal. Our top priority is the reduction of travel-related emissions, especially on business flights.

b) Implementation of a system to monitor our GHG emissions

A CO₂ calculation program is being prepared for inclusion in our new non-financial reporting software. It will use the same hypotheses (especially scope) as those used for the carbon footprint assessment in 2009. It will continually monitor emissions not only at group level (consolidated data) but also at each agency within the group.

c) Implementation of the plan to reduce emissions

The plan to reduce emissions by 10% between 2010 and 2015 will be launched in early 2010.

1.B. Consumption of office paper:

- **Objectives:** to reduce our consumption of office paper **by 30% between 2010 and 2015** and to prefer **recycled and/or FSC or PEFC-certified paper** when purchasing
- **Measures:**
 - d) **Reduce the number of printouts, print on both sides of paper whenever possible, prefer lighter basis weight**

Paper purchasing for 211 entities, representing 90% of total headcount, amounted to 668 tons in 2009, i.e. 53.5 kg per employee. In France, the average consumption is 43 kg per employee (based on a scope of 26 entities representing 94% of headcount in France).

The goal is to reduce paper consumption by 30% between 2010 and 2015 by reducing the number of pages printed, by encouraging printing on both sides of paper and by preferring paper with a lower basis weight (gsm).
 - e) **Gradual replacement of non-recycled paper purchasing (or paper not certified by an environmental agency) by fully recycled or FSC/PEFC-certified paper**

Based on 211 entities representing 90% of the group's headcount, certified or recycled paper accounted for 26% of the office paper consumed, on average. Now 61 entities, representing 27% of the group's headcount, purchase nothing but certified or recycled paper.

Havas' goal is to buy only recycled or FSC/PEFC-certified paper for its offices by 2015.

1.C Waste:

- **Objectives:** to reduce our waste by 10% between 2010 and 2013 and to develop a waste sorting and recycling policy
- **Measures:**
 - f) **To reduce our consumption of disposable products (bottles, plastic cups, etc.) and to reduce our consumption of office paper** (see above)

In 2009, for a scope of 171 entities representing 70% of the group's headcount, our waste (all waste types combined) totaled 1,768 tons, i.e. 181.1 kg per employee.

Havas' goal is to reduce its total waste by 10% between 2010 and 2013.
 - g) **To make paper sorting and recycling the rule**

In 2009, 125 entities representing 65% of the group's headcount were already sorting all waste paper.

Havas' goal is to make paper sorting the rule everywhere within three years, i.e. between 2010 and 2013.

2. To reduce the environmental footprint of our communications

- **Objectives:** to control and reduce the environmental impact of communications carried out on behalf of our clients.
- **Measures:**
 - a) **To have our recommendations include proposals to measure the impact of our communications on the environment**
 - b) **To prefer means of production and communication that have the least impact on the environment**

These means are very varied, and include guides on good purchasing practices, qualification of our suppliers (irrespective of their sector of business) on the basis

of their offer and environmental practices, managing sub-contracting accordingly, etc. The pilot project conducted in France in 2010 will help determine priority measures and define the corresponding performance indicators.

- **SOCIAL ISSUES**

3. To promote diversity and expand health insurance and employee benefits internationally

3.A. Promote diversity:

- **Top objective:** to promote the professional integration of disabled persons.
- **Priority measures:**
 - a) **To raise awareness concerning the professional integration of disabled persons in our agencies**
 - b) **To recruit disabled persons**
 - c) **To develop outsourcing with companies employing disabled persons with a view to professional reintegration (known as ESATs in France)**

The group's policy in favor of the disabled

In late 2008 in France, the group set up a Steering Committee chaired by the Head of Human Resources for France and comprising the HR Managers of the French agencies. This Steering Committee determines what measures are to be taken to promote and monitor the rehabilitation of disabled persons.

For the fourth consecutive year, the group took part in the Jobs for the Disabled week where it received some 100 job applications that were circulated to all the group's agencies.

2009 also saw the signing of a partnership agreement with Tremplin, an association specialized in the reintegration of disabled students whom it then accompanies into the workplace.

Havas' goal is to help reintegrate disabled persons through employment, in France and abroad, either by recruiting them directly (as salaried employees, trainees, apprentices, etc.) or through outsourcing contracts with companies employing disabled persons with a view to professional reintegration (known as ESATs in France).

In France, two group agencies have contracted out the sorting of their waste to Elise, a company with social objectives that creates jobs for people having difficulties integrating society (in particular disabled persons or people experiencing long-term unemployment). The building in Suresnes (housing the group's head office and a number of our agencies) has over 1,400 employees and has its WEEE (waste electrical and electronic equipment) recycled by an ESAT called AP2R.

3.B. Expand our system of health insurance and employee benefits internationally

- **Objective:** to step up our employees' social protection, particularly in countries where companies are not required by law to contribute to these schemes for their employees.
- **Priority measure:**
 - d) **To draw up a detailed plan of action upon completion of the inventory of social protection schemes to which our agencies contribute**

The group's social protection policy

In France, the level of social protection (health insurance and employee benefits) is high and was further improved in 2009, particularly for dental care (implants, orthodontics and parodontal care) and in the field of osteopathic treatment, acupuncture and chiropractic treatment.

This year, the social protection (health insurance and employee benefits) contracts of our expatriate staff members were fully harmonized and entrusted to a new provider. Under the terms of this new contract, all our expatriates will benefit from an equivalent or higher level of protection, irrespective of where they are located.

The group continued to pursue its policy to intensify social protection in the United States. By centralizing all its health insurance policies with the same insurer, the group ensured better protection for all its employees.

Elsewhere, all our health insurance policies are being audited with a view to drawing up a plan of action in 2010.

4. To apply more demanding social and human rights criteria to ensure more responsible purchasing of products and services:

- **Objective:** to ensure our sub-contractors are fully in compliance with human rights principles and provide their employees with decent working conditions

- **Measure:**

As in the case of the demands we make of our sub-contractors concerning impact on the environment, the means are very varied: definition of social criteria, qualification of our suppliers on the basis of their social practices, managing sub-contractors accordingly, etc. The pilot project conducted in France in 2010 will help establish priority measures and define the corresponding performance indicators.

- **SOCIETY ISSUES**

5. To promote ethics in the operation of our businesses

- **Objective:** to ensure that our ethics apply to all our activities and serve as a guide to each and every employee.

- **Priority measures:**

- a) **Revision of the current Code of ethics and guide on internal procedures**

Havas already has a code of ethics and a guide on internal procedures. Havas' goal for 2010 is to further develop this code, taking into account stakeholders' new expectations and reinforcing the corresponding control procedures.

6. To promote a model of communications more conducive to sustainable development:

- **Objective:** to position the principles of **responsible communications** at the very heart of our business practices.

- **Priority measures:**

- a) **Integration of skills and tools dedicated to Sustainable Development in the group's agencies** (See resource commitments Nos. 1 and 4)

- b) **Development of working methods upstream of the design of communication campaigns, with greater involvement on the part of stakeholders from the customer company.**

- c) **Greater commitment to society at large through pro bono work.**