



CORPORATE SOCIAL RESPONSIBILITY

Our CSR actions plan (2010)

ISSUES

The communications sector has a considerable influence on society at large. It plays a part in the economic development of companies by raising brand awareness and image in an increasingly global and competitive world.

Communications must innovate in order to re-establish a relationship based on trust, by focusing on how companies and brands really help build a new social model. This innovation will probably entail greater transparency, greater humility and greater consideration for all stakeholders.

VISION

As any organization, Havas has to now estimate its contribution and to assume its responsibility related to direct or indirect impacts that the group generates by its activities and its functioning.

In 2009, the Havas Group set out a Corporate Social Responsibility policy which reflects its awareness and willingness to renew its commitment to respect and implement the 10 principles of the Global Compact to which the group signed up in 2003.

STRATEGY

The group has set itself **6 commitments** to progress that act as guidelines for all its businesses, wherever it operates, whether in France or abroad.

9 objectives derive from these six guidelines serving as a framework for the CSR Group policy over the next five years. They are aimed at reducing the impact of our activities on the environment, on social and society issues.

The 6 progress commitments...

1. To reduce the environmental footprint of our activity

CO₂ Emissions

Paper
Consumption

Waste

2. To reduce the environmental impact of our communication campaigns

Communication
Actions

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

Diversity

Social Welfare
Protection

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

Responsible
Purchasing

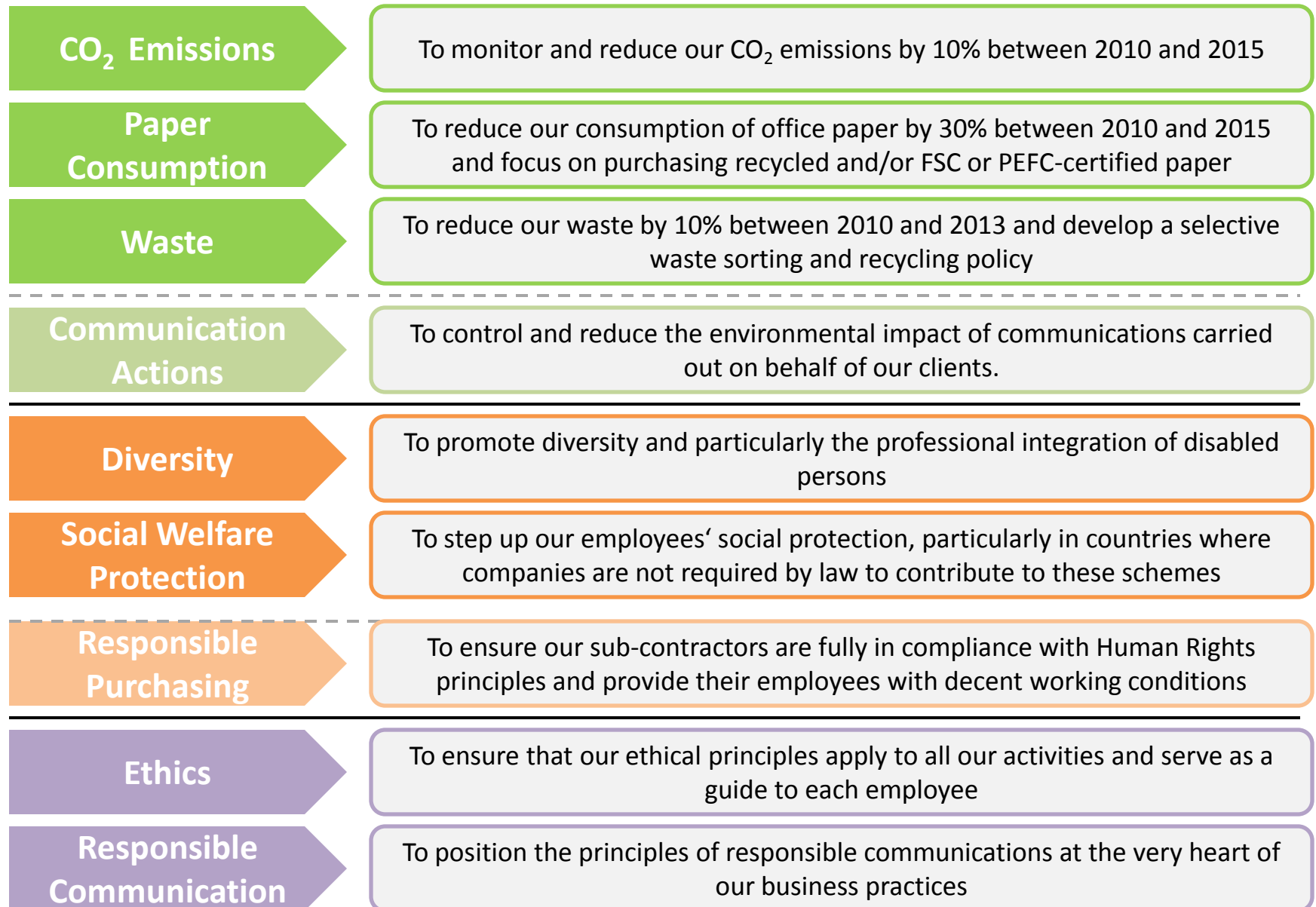
5. To promote transparency and ethics in our businesses

Ethics

6. To promote a communication model more conducive to sustainable development

Responsible
Communication

...translated into 9 goals :



CO₂ Emissions

To monitor and reduce our CO₂ emissions by 10% between 2010 and 2015

Calculation of the Group's carbon footprint:

For a number of reasons, the group has decided to implement a policy to reduce its GHG¹ emissions:

- this is Havas way of contributing to the fight against global warming while reasserting its intention to comply with Global Compact commitments 7/8/9.
- 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.
- Havas must also anticipate all new regulatory measures (French and EU) relating to GHG emissions and their assessment.

A serie of actions ranked by their contribution to reducing our GHG emissions and affecting different items was established :

- **business travels by air**
- **business travels by car** (fleet vehicles in particular)
- **energy consumption in buildings**
- **paper consumption**

In 2010, a dedicated GHG calculator was integrated in the environmental reporting system. It allows the group to follow its annual CO₂ emissions and meet its reduction targets.

Methodology and main results :

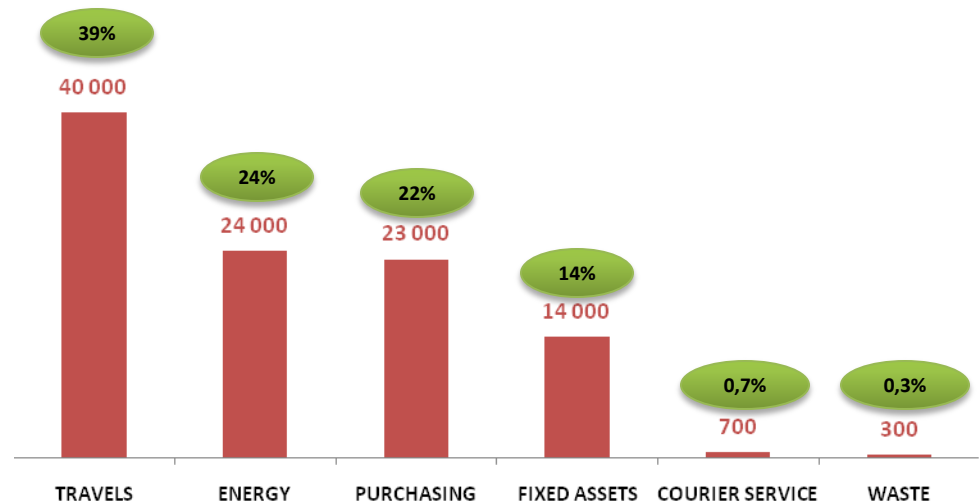
- Method applied : **ADEME version 6**

Scope :

- 2010 Activity
- « Office activity » : direct and indirect emissions of GHG related to the running of the group's agencies.
- 108 « business groups » representing 350 legal entities covering 99% of Group headcount.

Main results :

102 000 tons eq. CO₂
7,2 tons eq. CO₂ per employee



Total GHG emissions of the Group by item (in ton.eq CO₂)

¹green house gas

Paper Consumption

To reduce our consumption of office paper by 30% between 2010 and 2015 and focus on purchasing recycled and/or FSC or PEFC-certified paper

Total **paper**
consumption of

735 tons

56 kg of
paper/employee

For a communications group, paper is one of the largest single items of consumption.

Havas has set a target of reducing its consumption of standard office paper by 30% between 2010 and 2015.

A second target complements this previous one: in 2015, office paper purchasing will concern only recycled or certified paper.

Measures :

- **Reducing printing, maximizing the use of recto-verso printing and opting for lower paper grammages.**
- **Gradual replacement of non-recycled paper purchasing (or paper not certified by an environmental agency) by fully recycled or FSC/PEFC-certified paper.**

Over a scope representing 92% of Group headcount, purchases of office paper amounted to 735 metric tons, the equivalent of 56 kg per employee.

Average consumption in France was 39 kg per employee. Over the same scope, certified (FSC or PEFC) paper represented an average of 59% of office paper consumption.

At present, 21 business groups, representing 26% of Group headcount, currently purchase nothing but certified or recycled paper.

Waste

To reduce our waste by 10% between 2010 and 2013 and develop a selective waste sorting and recycling policy

The Group has set a target of reducing its waste generation by 10% between 2010 and 2015.

Measures:

- To reduce our consumption of disposable products (bottles, plastic cups, etc.) and to reduce our consumption of office paper.
- To make paper sorting and recycling the rule.

In 2010, over a perimeter representing 90% of Group headcount, our total waste (all types of waste included) amounted to 1,925 metric tons, equivalent to 150 kg per employee.

Selective waste sorting is becoming more widespread and now covers almost 80% of Group headcount. Most of the waste sorted is paper (for 77% of Group headcount) but waste electrical and electronic equipment (WEEE) is also sorted and recycled over a scope representing 70% of Group headcount.

At the Suresnes site in France (Havas headquarters), obsolete computer hardware (4.3 metric tons) was recycled in accordance with the WEEE directive by a sheltered workshop.

1 925 tons

of waste production

150 kg of waste per
employee

80 % of Group headcount

concerned by **selective
waste sorting**

Communication Actions

To control and reduce the environmental impact of communications carried out on behalf of our clients.

The Group has set a target of increasingly building proposals for measuring the environmental impact of communication campaigns into its recommendations to clients. This policy is being implemented in close consultation with Group clients.

Measures:

- To have our recommendations include proposals to measure the impact of our communications on the environment.
- To prefer means of production and communication that have the least impact on the environment.

The means to implement are 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...

In 2010, 6 business groups² (in France, the USA and Argentina) submitted 42 such proposals to clients. Most of the proposals concerned media campaigns, but some related to broadcast and event campaigns.

At the same time, agencies are gradually building environmental criteria into their choices of service providers and resources deployed.

In 2010, environmental criteria were factored into the design of 63 campaign programs across six business groups.

30 proposals to
measure
**environmental
impact of
communications**
were really realized

Diversity

To promote diversity and particularly the professional integration of disabled persons

57 disabled employees in the Group

20 recruitments of disabled employees during the year

Disability instructions for use

HAVAS

The Havas Group has defined a Corporate Social Responsibility policy founded on a number of progress commitments, one of which bears specifically on human resources: diversity and social welfare protection.

The Group is aware that the employment of disabled persons is an important issue, and is keen to demonstrate its commitment by implementing a responsible, consistent and long-term policy to promote employment of the disabled.

Measures:

- **To raise awareness concerning the professional integration of disabled persons in our agencies,**
- **To recruit disabled persons,**
- **To develop outsourcing with companies employing disabled persons with a view to professional reintegration (known as ESATs in France).**

Awareness-raising sessions were organized at four Group sites in 2010 (actors taking part in a short sketch, translated into French sign language, exhibition of photographs of disabled persons)

A guide entitled "Disability: instructions for use" was distributed to all Group employees and posted on the HR Intranet. The guide focuses Group policy on practical solutions.

A partnership agreement with French disability agency Agefiph was signed to enshrine the group's commitment over the next two years (2011 and 2012). The employment rate of disabled people targeted by the group (for France) is 2% in 2011 and 3% in 2012.

Social Welfare Protection

To step up our employees' social protection, particularly in countries where companies are not required by law to contribute to these schemes

In France, the
coverage rate is
over 95 %
after
reimbursement

The Group is working on the deployment of a more homogenous policy in terms of additional health protection.

One of the objectives that the Group has set itself is that all employees can have the best possible offer coverage in terms of welfare, beyond what the local regulatory framework may provide.

Measure:

- **To draw up a detailed plan of action upon completion of the inventory of social protection schemes to which our agencies contribute.**

Internationally, the inventory phase could be completed in 2010, but it will be launched during the non-financial reporting. This assessment will cover the various areas of welfare, health (details of the proposed repayment or missing, type of offered pension, etc ...) and will involve all the group entities.

The social welfare scheme in France reported very good results in 2010, as it did in 2009, in terms not only of employee benefits plan coverage but also of medical expenses. The coverage rate is high, over 95% after reimbursement by the Social Security system and top-up mutual insurance schemes.

In addition, the social welfare protection scheme for expatriate employees continues to offer a high quality of services, as is evidenced by the 2010 results from the schemes in place.

The Group intends to continue its policy of prevention: a memo will be circulated to all employees.

Responsible Purchasing

To ensure our sub-contractors are fully in compliance with Human Rights principles and provide their employees with decent working conditions

The Group's approach for responsible purchasing is being set up. The Group purchasing department is active to accept trade agreements whose the various agencies can enjoy. The achievement of some purchasing remains local. But the Group's willingness is to guide efficiently its agencies to suppliers which are involved in a responsible approach.

Measures :

- Integrate "CSR" criteria in our contracts with suppliers,
- Develop assessments of our suppliers through questionnaires, audits, interviews, ...
- Adopt a charter of responsible purchasing.

As in the case of the demands we make of our sub-contractors concerning impact on the environment, the different means to implement these measures are very varied: definition of social criteria, qualification of our suppliers on the basis of their social practices, managing sub-contractors accordingly, etc.

In 2010, some entities of the Group are committed and have conducted assessments of their suppliers (particularly production suppliers).

One of the first steps of the Group in 2011 will be to add a sustainable development clause in its supplier contracts including compliance with international and national standards labor.

192 suppliers have been assessed to determine **their social commitments and their requirements for outsourcing**

Ethics

To promote transparency and ethics in our businesses

Our position is to ensure an ethical, transparent and profitable functioning according to the principles set out in our Code of Ethics.

Measure :

- To monitor the effects of the update of our Code of Ethics and our guide on internal procedures.

The Group updated its Code of Ethics and its guide to internal procedures in 2010, to provide a better response to the expectations of its stakeholders.

These documents have been circulated to all Group entities and have been posted on our website and on our intranet.

503 employees
have been trained
to **anti-corruption**
rules



Responsible Communication 1/2

To promote a communication model more conducive to sustainable development

This is a medium to long-term commitment and Group agencies are gradually developing initiatives in this area.

Measures :

- **Integration of skills and tools dedicated to Sustainable Development in the group's agencies** (See Annual Report, part 8.1 p18, best efforts commitments Nos. 1 and 4)
- **Development of working methods upstream of the design of communication campaigns, with greater involvement on the part of stakeholders from the customer company.**

New initiatives and tools are being developed to manage the environmental impacts of communication campaigns through the implementation of proprietary tools to assess these impacts, the creation of databases of suppliers engaged in environmental initiatives or with the help of charters or guides to internal procedures.

Meeting the expectations of client-company stakeholders, particularly when the campaign theme is linked to issues of sustainable development, is an essential step in the process of defining communication messages.

Otherwise, Havas Media repeated its Sustainable Futures survey in 2010. For each brand considered, the survey measures consumer perceptions of various environmental and social issues in order to rank brand strengths and weaknesses in the eyes of the general public.

A preliminary CSR analysis, conducted by agency Sustainable Development correspondents, helps determine from the outset the most legitimate aspects on which the message can be based, thereby avoiding any risk of greenwashing.

14 campaigns were produced after **consultation with client-company stakeholders** (mainly NGOs)

37 campaigns were designed with the assistance of **sustainable development experts** (internal or external consultants)



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