

HAVAS

CSR REPORT 2024

IMPACT+



CONTENTS

1 - INTRODUCTION	4
1.1 - OUR ORGANIZATION	4
1.2 - OUR MESSAGES	6
1.3 - THE STORY OF A COMMITTED GROUP	10
1.4 - HAVAS & THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	13
1.5 - LABELS AND CERTIFICATIONS	14
1.6 - IMPACT+, OUR CSR STRATEGY	16
2 - PEOPLE	19
2.1 - KEY FIGURES	20
2.2 - BELONGING	22
2.3 - WELLBEING	26
2.4 - IMPACT	30
3 - ENVIRONMENT	33
3.1 - OUR 2024 CARBON FOOTPRINT	34
3.2 - EMBARKING ON A DECARBONIZATION TRAJECTORY	36
3.3 - ENVIRONMENTAL INITIATIVES WORLDWIDE	38
3.4 - SUPPORTING OUR CLIENTS IN THEIR POSITIVE TRANSFORMATION	40
4 - RESPONSIBLE COMMUNICATION	45
4.1 - POSITIVELY IMPACTING SOCIETY	46
4.2 - CREATING NEW IMAGINARIES	48
4.3 - PUTTING CREATIVITY AT THE SERVICE OF GREAT CAUSES	50
5 - ETHICS & ANTI-CORRUPTION	53
5.1 - TRAINING	55
6 - CONTACTS	59

PRESENTATION OF THE GROUP

HAVAS IS ONE OF THE LARGEST COMMUNICATIONS GROUPS IN THE WORLD, operating across the entire value chain, from developing great creative ideas and strategic consulting to execution and production. Since its establishment in Paris in 1835 by Charles-Louis Havas, the inventor of modern communication, the group has continuously expanded and reinvented itself to guide industry shifts and anticipate the changing needs of businesses. Today, Havas employs nearly 23,000 talents in over 100 countries.

To better serve its clients, Havas introduced the "Together" strategy, which established the Village model and positioned it as the industry's most integrated group, guided by its mission to

"Make a meaningful difference to brands, businesses and people." Building on this foundation, Havas developed Converged, a seamlessly integrated strategy and operating system, fusing all its global expertise, tools and capabilities, to create, produce, and distribute real-time, optimized, and personalized marketing solutions at scale. With inspired human ideas at the heart of this unique model, supercharged by the latest data, technology and AI, the teams work together with agility and in perfect synergy within Havas Villages to provide clients with tailor-made solutions that support them in their positive transformation. Havas is committed to building a diverse, inclusive, and equitable workplace, that prioritizes excellence and the professional development of its talents.

23,000+

EMPLOYEES

100+

COUNTRIES

9

EXPERTISES



ONE HAVAS

A MESSAGE FROM YANNICK BOLLORÉ



YANNICK BOLLORÉ

Chairman and CEO

At Havas, we firmly believe that creativity is a powerful force for positive societal change. It has the potential to reshape mindsets, alter perceptions, and drive behavioral change on crucial social and environmental issues.

Our industry's influence is both a privilege and a responsibility to our talents, clients, partners, society and future generations. After our listing on the Amsterdam stock exchange at the end of 2024, 2025 paves the way for a new chapter in the Group's history. We remain dedicated to continuing to evolve our decarbonization trajectory with renewed commitments that will be set before the Science Based Targets Initiative and will comply with the EU's disclosure requirements, ensuring even greater transparency and accountability in our efforts.

We have strong foundations: we can be proud of our 2024 achievements. Havas received the Ecovadis Gold Medal in recognition of our sustainability performance. We supported our clients in their transformation journey, training 200 senior clients leads in collaboration with Axa Net Zero and expanding Havas GenUs in France, a coalition of sustainability experts, to better understand and overcome challenges. Finally, our proprietary carbon calculator measured the impact of approximately 400 campaigns for 200 brands, resulting in emission reductions.

Our commitment to highlighting societal issues, such as biodiversity preservation through "Nature On/Off" from BETC Fullsix for Engage, and promoting women in sports through "The Female Field" from Dubai Lynx for Adidas, continues to resonate with audiences around the world.

As the world faces unprecedented challenges, we strive to create a positive impact and foster a sustainable future. This CSR report highlights our significant progress over the past year, showcasing our commitments and encouraging continued advancement.

We believe that success is measured not only by financial performance but also by our positive impact. Thank you to our teams, partners and stakeholders for your inspiration and support.

Yannick Bolloré



A MESSAGE FROM STÉPHANIE BERTRAND-TASSILLY



STÉPHANIE BERTRAND-TASSILLY
Global Chief CSR Officer

In addition to the year 2024 marking the Group's independence and its listing on Euronext Amsterdam, Havas continued its efforts in its CSR strategy and made progress in all the Impact+ pillars, enabling us to obtain the Ecovadis Gold Medal.

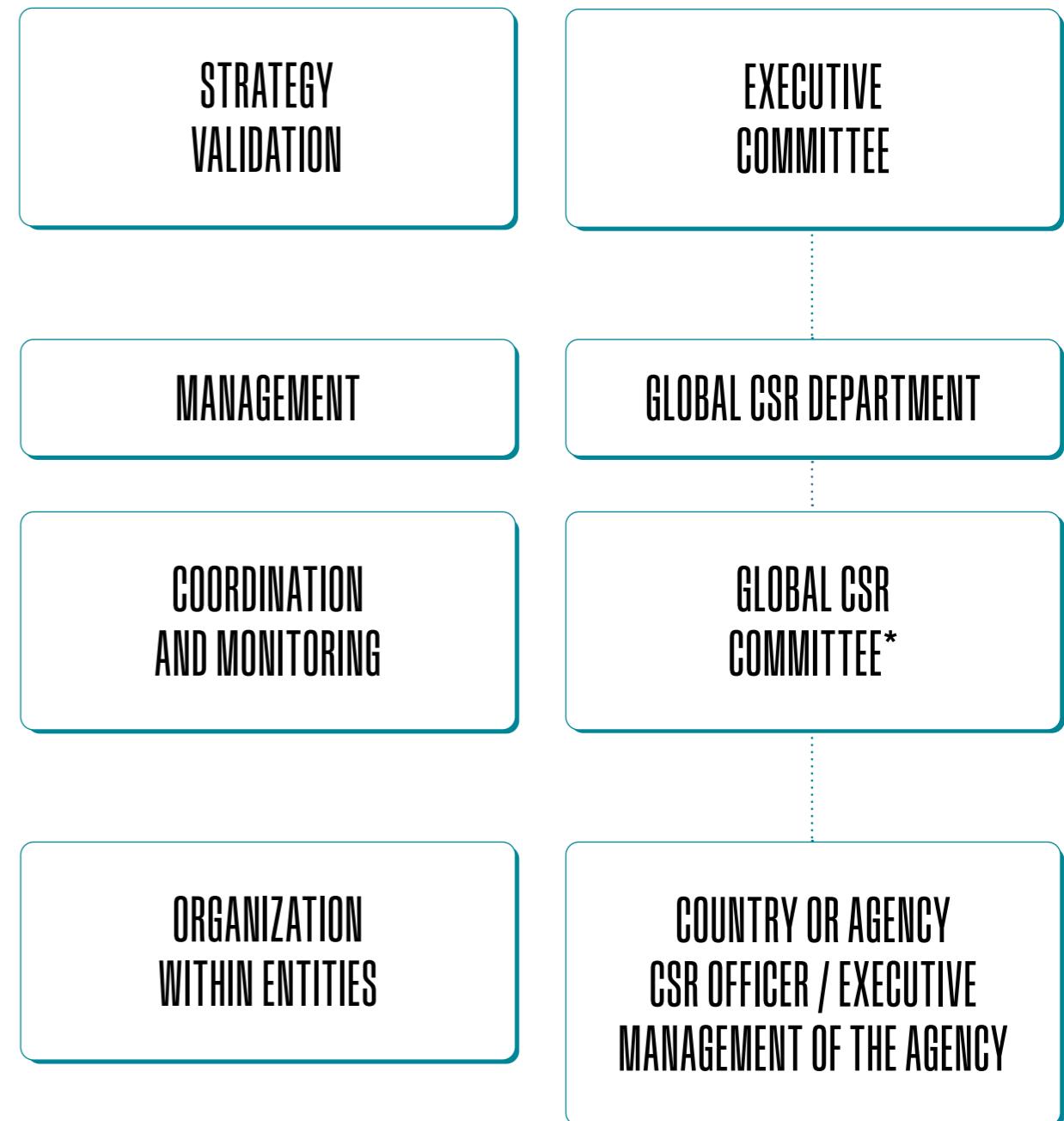
As we are deeply committed to fostering a sense of belonging and wellbeing, we have extended our global and local programming and activations, with a wide range of focus areas, such as mental health, women and gender equality, LGBTQ+ inclusion, disability inclusion and accessibility. We are proud that 37 countries have developed 145 actions, showcasing the potential of our People experience to impact all levels of our organization.

Oursustainability commitments are also founded on our environmental responsibility, which is based on two priorities. The first one is to embark on a decarbonization trajectory. In 2024, we continued to make progress on our own carbon targets, through the purchase of renewable electricity in various countries and the launch of an engagement process for our main suppliers globally. We have managed to decrease our emissions by 35% since 2018. The second priority is to support our clients in their transformation, and we are proud to have deployed the "Havas Carbon Impact calculator" across our countries and measured campaigns for many clients.

Our dedication to our clients is also driven by the narratives we promote and the messages we convey, aiming for positive change. The creativity of our agencies has allowed the production and distribution of 171 pro bono campaigns in support of important causes, such as the humanitarian crisis in Ukraine through "The Donation Map" from Havas Play for UNITED24, and Alzheimer's awareness through "Face Un-Recognition" from Republica Havas for ALMA.

As a major player in communications, we must use our power of influence to promote changes in lifestyles and consumption habits. The challenge is to combine profitability and sustainability by offering a new world that is just as desirable.

OUR CSR GOVERNANCE



*THE GLOBAL CSR COMMITTEE IS COMPOSED OF ABOUT 30 PEOPLE REPRESENTING THE COUNTRIES IN WHICH HAVAS OPERATES, STRENGTHENING THE GROUP'S CSR NETWORK.

THE STORY OF A COMMITTED GROUP

2003

UN GLOBAL COMPACT

We were the first communications group to sign the UN Global Compact to support the 2030 Agenda for Sustainable Development.

2018

GRAND PRIX FOR SUSTAINABLE DEVELOPMENT GOALS

We won the Grand Prix for Sustainable Development Goals at the Cannes Lions International Festival of Creativity for the "Palau Pledge" campaign and received the UN Peace Medal for the campaign "Making Friends Across Religions." This year we also launched the Havas Climate Solidarity initiative.

TCK TCK TCK
We partnered with the UN and Kofi Annan to launch the "TCK TCK TCK: Time for Climate Justice" campaign, alongside the world's first musical petition featuring over 50 global artists. This year, we also developed our sustainability strategy.

2009

IMPACT+

We launched Impact+, our CSR strategy based on 3 pillars: People, Environment and Responsible Communication. We have also set up the first carbon calculator for multi-media campaigns in France.

2020

2016

UN COMMON GROUND

We joined the UN Common Ground Initiative and adopted the Sustainable Development Goal (SDG) 13: Take urgent action to combat climate change and its impacts.

2023

DRIVING SUSTAINABLE TRANSFORMATIONS

Havas Carbon Impact calculator

Launched in November across all the group's agencies, Havas Carbon Impact calculator is an internal tool for calculating the carbon footprint of a media campaign, a creative campaign or an event organized for a client. It enables all our agencies to support their clients in their sustainable transformation.



TOWARD NEW COMMITMENTS

In December 2024, Havas split from Vivendi and became a publicly listed company. As such, Havas will commit in 2025 to the Science-Based Targets initiative (SBTi), an independent global body for companies to set emission reduction targets based on climate science. We will refine the SBTi-approved carbon emission targets previously set by the Vivendi Group, in order to reflect Havas' new status.

2024



HAVAS & THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, the UN created the **2030 Agenda**, which lists 17 Sustainable Development Goals (SDGs) aimed at ending poverty, protecting the planet and ensuring that all people enjoy peace and prosperity. As part of Impact+, Havas has focused its efforts on prioritizing several of these SDGs and is contributing, in its own way, to advancing this agenda. You will find them in the different pillars throughout this report.

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.
[United Nations Sustainable Development Goals' website.](#)

DETAILS OF THE SDGS THAT CONCERN US



LABELS AND CERTIFICATIONS



Havas has been awarded the Ecovadis Gold Medal in recognition of its sustainability performance, with an overall score of 75/100.



In three of our four main markets (Spain, United Kingdom, France), the workforce is almost entirely covered by an ISO 14001 certified Environmental Management System (EMS). This means that almost a third of the Havas workforce is certified.



BODIES



United Nations
Global Compact



Observatoire
de la responsabilité
sociétale
des entreprises

IMPACT+

IMPACT+, OUR CSR STRATEGY

Launched in 2020, Impact+, our sustainable development strategy, brings together our objectives and actions. It is based on 3 pillars: People, Environment and Responsible Communication.

2024 KEY FIGURES:



1,200+*

Creative and media projects have been measured by our Havas Carbon Impact calculator



17,662*

talents have completed the "Act Together" CSR training



79%*

of the group's electricity consumption comes from renewable energy sources



171

probono campaigns have been carried out



57%

of managers are women



-35%**

Havas' carbon footprint has decreased by 35% since 2018



145

actions related to the "All In" strategy took place worldwide



159

awards were received for our campaigns in a sustainable category

*PLEASE REFER TO THE DEDICATED SECTION FOR DETAILS ON THE SCOPE

**TOTAL SCOPES 1, 2 (MARKET-BASED), AND PARTIAL SCOPE 3

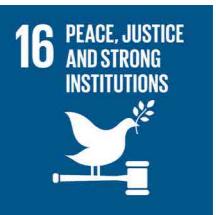
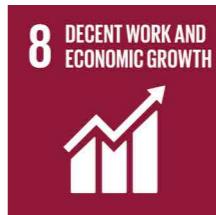
PEOPLE



PATTI CLARKE, Global Chief People Experience Officer

"At Havas, our people are central to the work we do each day. Through our core commitments of Belonging, Learning, Wellbeing, Career and Impact, we are focused on cultivating environments where employees can show up authentically, collaborate with talents from different cultures and capabilities, and feel empowered to grow both personally and professionally each day."

We are grounded in togetherness, openness, and respect for all, and take pride in the strong sense of belonging felt by our people. We care deeply about our wellbeing and aim to have our Villages be a place where everyone experiences community, growth, and a bit of fun. Our highest ambition is to deliver excellence to the brands and businesses we are privileged to support, while also doing our part to make a meaningful impact on society.



KEY FIGURES

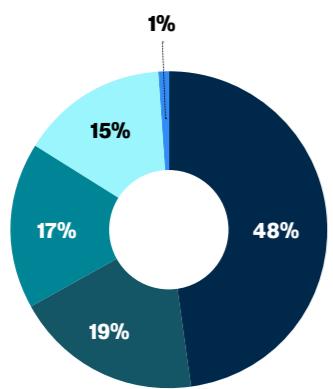
22,841

TOTAL WORKFORCE:

TOTAL WOMEN: **58.9%** / TOTAL MEN: **41%** *

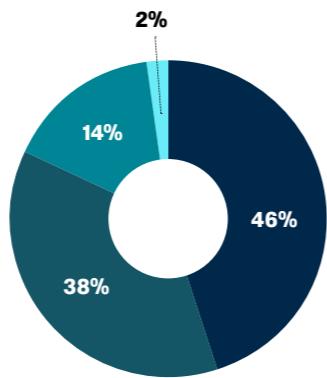
* The 0.1% are "others" or "not reported"

WORKFORCE BY GEOGRAPHICAL AREA:



- Europe: 11,022 (48%)
- Asia Pacific (with Oceania): 4,409 (19%)
- North America (Canada/USA/Mexico): 3,872 (17%)
- South America: 3,381 (15%)
- Africa: 157 (1%)

WORKFORCE BY DIVISION:



- Havas Creative: 10,468 (46%)
- Havas Media: 8,631 (38%)
- Havas Health: 3,246 (14%)
- Havas HQ: 496 (2%)

OUR PEOPLE EXPERIENCE IS ANCHORED
IN THE FOLLOWING COMMITMENTS:

 BELONGING

 LEARNING

 WELLBEING

 CAREER

 IMPACT



223,027
HOURS OF TRAINING WERE COMPLETED
BY OUR TALENTS IN 2024

107,107
TRAINING CERTIFICATES
WERE AWARDED IN 2024

Explore a few of the commitments to learn the global and location programming and activations that supported our people in 2024.

BELONGING

We build on our strengths of fairness and belonging by continuing to ensure all are welcomed as part of a team, encouraged to show up authentically, and energized to share their thoughts and ideas.

ALL IN, OUR INCLUSION AND BELONGING APPROACH

Launched in 2018, Havas All In represents our commitment to Inclusion and Belonging. Activated both globally and locally, All In empowers all levels of the organization to develop and drive initiatives that create impact.



81% OF TALENTS REPORT
THEY CAN BE THEIR AUTHENTIC SELVES
AT WORK (HAVASAY EMPLOYEE SURVEY,
OCTOBER 2024)

LOCAL

INITIATIVES



Agencies around the network determine local initiatives based on the needs and interests of their people and culture.

In 2024, 145 actions took place across 46 agencies and 39 countries on a range of local and regional focus areas, including:

Education & Awareness
Mental Health
Industry Access
Ethnic & Cultural Representation
LGBTQ+ Inclusion
Women & Gender Equality

GLOBAL

PROGRAMMING



Global programming promotes network participation and collaboration on common social topics:

Women
Mental Health
LGBTQ+ Inclusion
Disability Inclusion

145 ACTIONS TOOK PLACE ACROSS
46 AGENCIES AND 39 COUNTRIES



GLOBAL PROGRAMMING

FEMMES FORWARD CONTINUES TO IMPACT

DIRECTOR-LEVEL WOMEN, WITH 107 PARTICIPANTS FROM 16 COUNTRIES IN 2024.



FEMMES FORWARD FRIDA

Femmes Forward FRIDA is a spinoff of Femmes Forward designed to support the advancement of women at the creative director level. Through the experience, participants gain personalized leadership development and community building, as well as exposure and inspiration at the Cannes Lions International Festival of Creativity. Since implementing the FRIDA program, we have seen improved results: between 2021 and 2024, the total number of women in creative roles increased from 42% to 44.7%.

LOCAL INITIATIVE HIGHLIGHTS



UK — WOMEN'S MENTORING PROGRAM

Sponsored by the Women of Havas employee resource group, the London Village launched a bespoke six-month mentoring program that matched over 80 senior women and non-binary leaders to 80 women and non-binary people in the business at Havas UK & Ireland, across Creative, Media and Health agencies. The program was designed and launched following focus group feedback from employees in the business that expressed an interest in creating more networks and opportunities to have mentors.



GLOBAL LEARNING SESSIONS

A mix of expert-led learning sessions delivered awareness to global employees in 2024. A few of the women and gender-related topics included:

- Unmuting Menopause
- The Power of Women's Leadership
- Navigating the Mental Health Gender Gap
- Women, Power, and Impact
- Self-Care for the Caregivers



INDIA — EMPOWHERS

Havas India proudly introduced EmpowHers, a six-month mentorship program in partnership with Her Entrepreneurial Network (HEN), a networking platform for women entrepreneurs. EmpowHers is led by members of Havas India who have lent their years of experience to help women mentees meet business challenges through monthly catchups. Additionally, Havas India experts provided HEN members with workshops on different subjects such as performance marketing, branding & design, PR & more.

WOMEN

50,9%

OF WOMEN AT HAVAS

13,464 WOMEN OUT OF 22,841 TALENTS

40%
OF CEOS, PRESIDENTS,
MANAGING
DIRECTORS ARE WOMEN

57%
OF MANAGERS
ARE WOMEN

92
GENDER INDEX 2024
(HAVAS VILLAGE FRANCE)

WOMEN BY GEOGRAPHICAL AREA:
North America (Canada/USA/Mexico): 61%
Europe: 60%
South America: 58%
Africa: 56%
Asia Pacific (with Oceania): 55%

WOMEN BY DIVISION:
Havas Health: 65%
Havas Media: 60%
Havas Creative: 57%
Havas HQ: 57%



*The World's First
Football Pitch to
Have a Female Gender*

THE FEMALE FIELD DUBAI LYNX X ADIDAS X ONYX FC

The Female Field campaign, created by Dubai Lynx in collaboration with Onyx FC—the United Arab Emirates' first all-female owned and operated football team—aimed to challenge the cultural belief that sports are not meant for women. Highlighting the irony that most Arabic words associated with sports are grammatically feminine, the campaign transformed a football pitch by adding two dots above its central circle, turning it into a 'Ta' Marbuta'—a letter that denotes the female gender in Arabic. This symbolic gesture turned the pitch into the world's first football field with a female gender, reinforcing the message that women have always belonged in sports.

**220 MILLION PEOPLE REACHED
ACROSS 19 COUNTRIES**
(DUBAI LYNX ESTIMATES)

GLOBAL PROGRAMMING



#HAVASPRIDE

While Havas celebrates LGBTQ+ inclusion and education all year long, Global Pride Month emphasizes a particular theme and the voices of our LGBTQ+ community and allies. Havas Pride 2024 explored the importance of what identity and allyship mean to the community. Programming included a mix of global learning sessions on intersectional identity, LGBTQ+ mental health, and modern-day parenting. Employee insights on identity were also shared on the @Havas Instagram.

LOCAL INITIATIVE HIGHLIGHTS



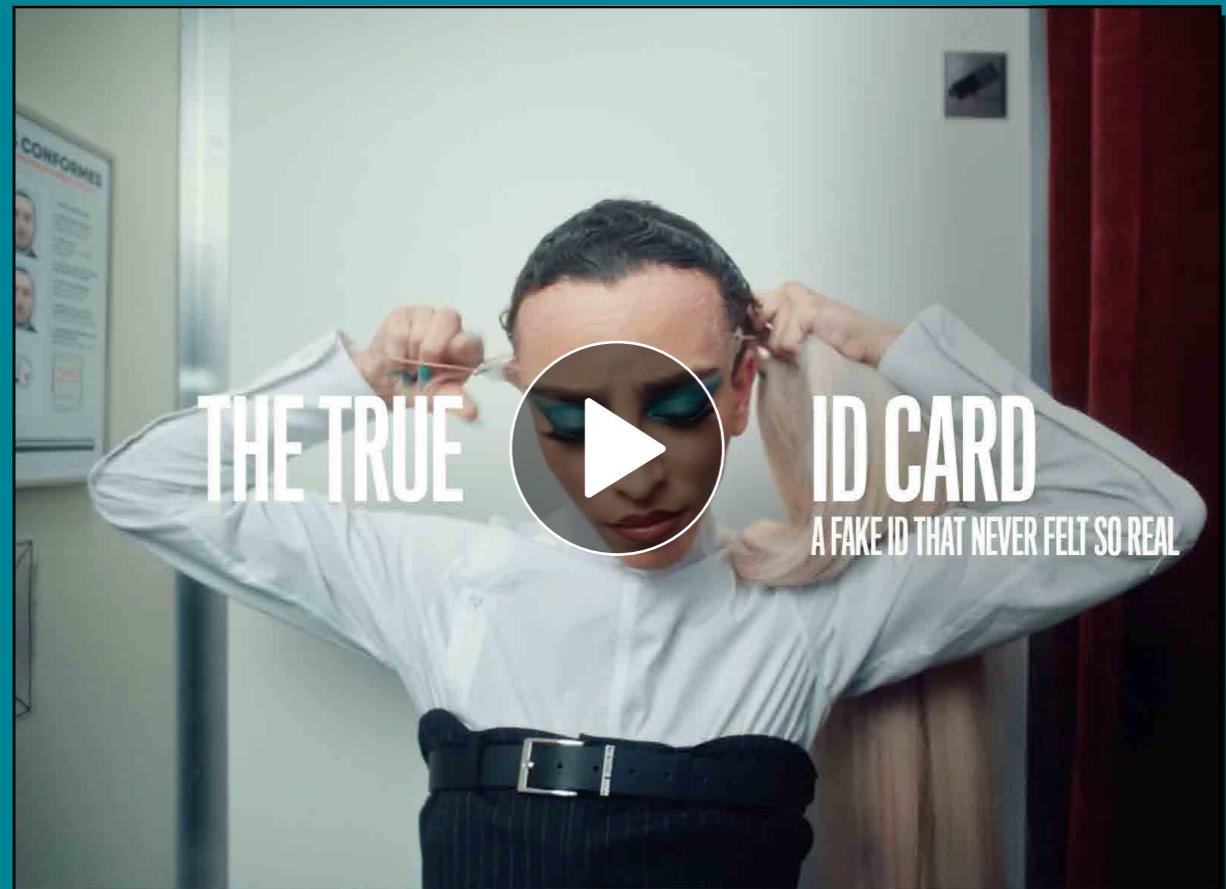
HONG KONG — LGBTQIA+ EDUCATION & AWARENESS

Havas Hong Kong took 2024 Pride Month as an opportunity to boost LGBTQIA+ education in the workplace, a topic that lacks awareness compared to their Asian counterparts. Through promotion of Havas University's "Understanding LGBTQIA+" course, employees exceeded 85% completion, empowering themselves with knowledge to create more supportive and inclusive environments.



USA — TOGETHER: A PRIDE INITIATIVE

During Pride Month, Arnold Boston focused on actionable ways to support their local young LGBTQ+ community through a coordinated multi-layered campaign and partnership with BAGLY, a local organization supporting LGBTQ+ youth. Activities included "Give Them Their Flowers," an exhibit featuring seven individuals who are making a difference in their community, an awareness campaign highlighting the stories of trans youth, a donation drive, and a care package assembly event.



THE TRUE ID CARD

BUZZMAN X NYX PROFESSIONAL MAKEUP

In collaboration with Buzzman, NYX Cosmetics presents "The True ID Card." The campaign suggests that instead of seeing makeup as a way to hide, it is a means for expressing identity and individuality. Its importance is even more profound for members of the LGBTQIA+ community. For them, wearing makeup is not about putting on a mask, it's about taking one off.

**14.4 MILLION VIEWS ACROSS
ALL PLATFORMS**

258 MILLION IMPRESSIONS

(CAMPAIGN PERFORMANCE FIGURES, NYX PROFESSIONAL MAKEUP)

WELLBEING

GLOBAL PROGRAMMING

Our work environments aim to prioritize health and wellbeing through open conversations, caring managers and teams, and active learning and awareness.

Havas deepened its commitment to supporting employee mental wellness in 2023 with the launch of **Havas Minds, a custom-designed content series educating on the spectrum of mental health**. Hosted on Havas University in English, French, Spanish, and Portuguese, the two-module series with native-speaking facilitators provides a deeper look at mental health awareness, valuable tools to enhance personal wellbeing, practical tips for navigating conversations, and more.

Employee champions are also core to our Wellbeing commitment. In 2025, we plan to expand our **network of 45+ wellness passionate employees** from around the globe to offer enhanced training on mental health first aid as well as initiative leadership and creating impact.

LOCAL INITIATIVE HIGHLIGHTS



PHILIPPINES — MENTAL HEALTH MONTH

In October, Havas Ortega celebrated Mental Health Month by leading initiatives to support mental wellness in the workplace, including transforming a conference room into a relaxation and meditation space, hosting a speaker session, organizing a film screening and discussion centered on mental wellness, and a mental health fair.



GERMANY — GRATITUDE WALL

Havas Germany celebrated Mental Health Week by installing a "Wall of Gratitude" mural within the office. Employees shared encouraging and supportive messages on the wall, highlighting areas of gratitude.

NETHERLANDS — POP UP COACHING

Havas Media Netherlands launched Pop Up Coaching, an initiative providing in-office coaching to support employee mental wellness in real-time. With a coach onsite each month, employees can request sessions to help with navigating personal challenges, practicing stress management and self-care, and more.

AUSTRIA — HAVAS VILLAGE SPORTS SESSIONS

Every Thursday, Havas Village Vienna encourages employees to embrace mental wellness by providing discounted personal training sessions. This initiative focuses on bringing together employees from different business areas and levels to focus on mental health and wellness as a community.



PREMIÈRE CONVERSATION (FIRST CONVERSATION) BETC X HEETCH X FONDATION FALRET

In 2024, mental health remains a taboo topic, particularly in underprivileged neighborhoods, even though one in five young people suffers from depressive disorders. Heetch, in partnership with BETC and the Falret Foundation, launched "First Conversation" to raise awareness among young people and encourage them to speak up. For one week, psychologists drove Heetch ride-sharing vehicles to provide an initial contact with a professional, and drivers were trained in active listening.



6,600+
TALENTS HAVE COMPLETED
THE HAVAS MINDS TRAINING

GLOBAL PROGRAMMING

We work together with trust and collaboration—celebrating our wins, learning from our setbacks, and taking pride in knowing our ideas and efforts are making a meaningful difference.

Disability and Accessibility programming launched as a new focus area in 2024, with **global learning sessions** on a range of introductory topics:

- **Digital Accessibility Awareness:** Fundamental skills and awareness with internal thought leaders, plus a client case study session with tips for more accessible work.
- **Understanding Disabilities:** Exploring the importance of understanding visible and invisible disabilities, ways to foster inclusivity by recognizing diverse needs, and the unique social barriers often faced by the community.
- **The Power of Neurodiversity:** Exploring the spectrum of neurodiversity, plus how to embrace it to foster more diverse perspectives, creative problem-solving.

LOCAL INITIATIVE HIGHLIGHTS



CHILE — PARTNERSHIP WITH RESIDENCIA LAS AZUCENAS

Havas Chile continues to deepen their relationship with Residencia Las Azucenas, a local non-profit organization providing housing and care to young girls with mental and physical disabilities. In 2024, the team's efforts helped collect and provide winter clothing, as well as quality time with the girls.



UK — PANEL: INCLUSION AND ACCESSIBILITY IN FILM, TV AND MEDIA

Havas Adapt, Havas UK's dedicated disability ERG, partnered with StudioCanal UK to host a Village-wide panel on inclusion in the creative industry, neurodiversity and tailored workplace accommodations, daily realities for talent with disabilities, and hiring for adaptability.



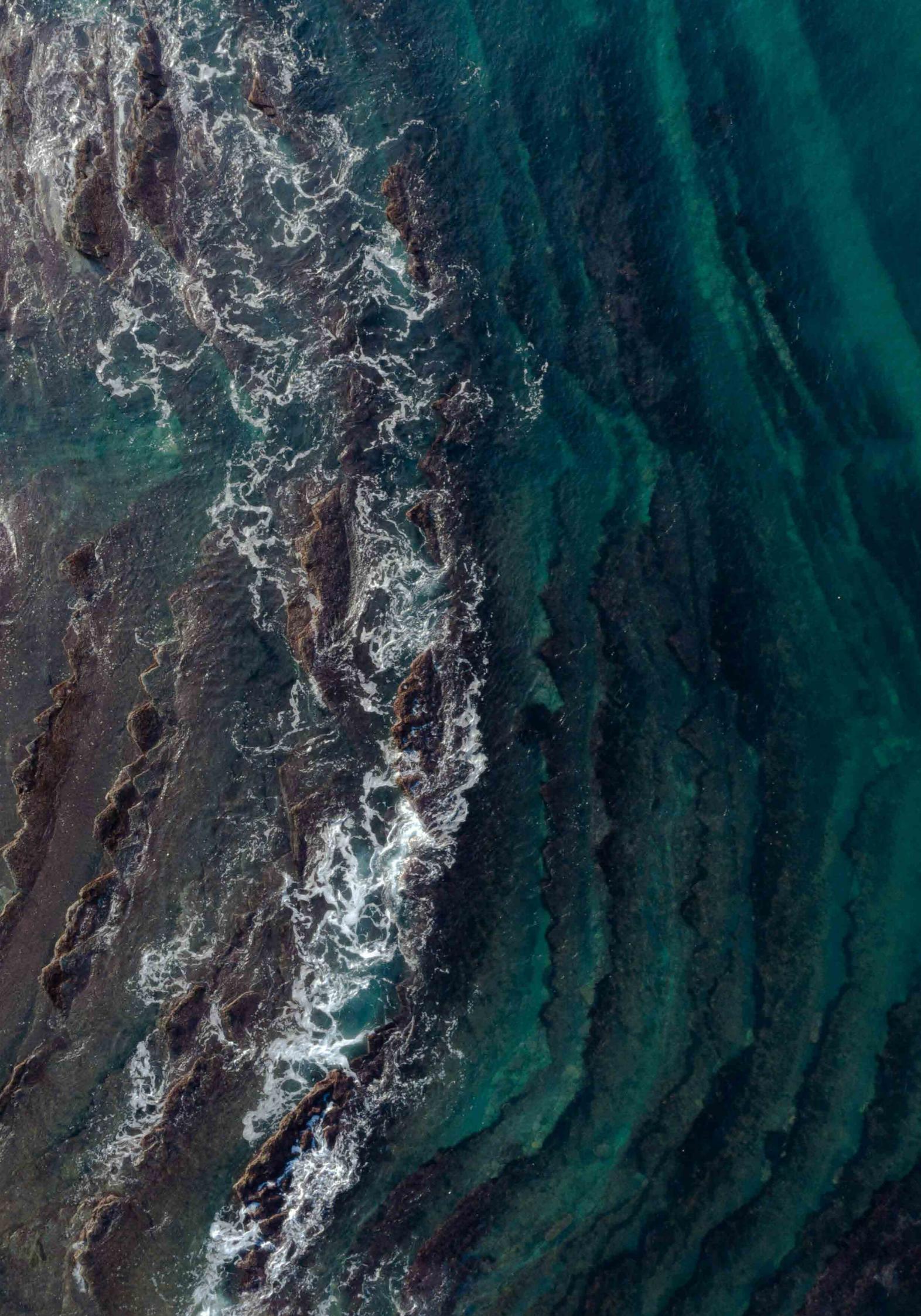
FRANCE — 4TH ANNUAL DUODAY

Havas Village France hosted its fourth annual DuoDay as part of European Disability Employment Week in November. DuoDay is a European inclusion initiative that enables individuals with disabilities to be paired with an industry professional for one day of immersion and inspiration. The goal is to increase awareness of different disabilities, promote the integration of people with disabilities into the workplace, and combat prejudice.



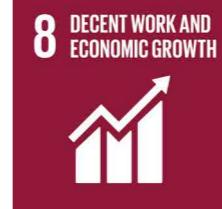
JBL QUANTUM GUIDE PLAY HAVAS BLKJ X HARMAN

Despite the popularity of first-person shooter games, accessibility for the visually impaired community remains a significant challenge. To support these individuals within the gaming community, Harman collaborated with Havas BLKJ to launch a software designed to make these games more inclusive. The software leverages advanced AI and machine learning algorithms to transform in-game objects and structures into auditory cues. By enabling visually impaired players to perceive their virtual environment through sound, the technology enhances their overall gaming experience.



ENVIRONMENT

Our environmental strategy is based on two priorities:
Embark on a decarbonization trajectory and **support** our clients in their positive transformation.



EMBARKING ON A DECARBONIZATION TRAJECTORY

Havas is committed to a decarbonization trajectory that encompasses reductions in energy consumption, increased use of renewable energy, lowering emissions associated with operations and engaging with suppliers to achieve these goals.

Our decarbonization trajectory, aligned with the Paris Agreement, is structured around **4 major objectives:**

Reduce our greenhouse gas emissions associated with energy consumption (Scopes 1&2) by
71% by 2035

Use
100%
renewable electricity by 2030

Reduce our emissions linked to business operations (business travel, fixed assets, waste...) by
43% by 2035

Involve our suppliers in a decarbonization strategy aligned with the group's commitments by
2026



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

In December 2024, Havas split from Vivendi and became a publicly listed company. As such, Havas will commit in 2025 to the Science-Based Targets initiative (SBTi), an independent global body for companies to set emission reduction targets based on climate science. We will refine the SBTi-approved carbon emission targets previously set by the Vivendi Group, in order to reflect Havas' new status.

79%

OF THE GROUP'S
ELECTRICITY CONSUMPTION
COMES FROM **RENEWABLE**
ENERGY SOURCES*

-51%

GHG EMISSIONS
ON SCOPES 1 AND 2
(MARKET-BASED) BETWEEN
2018 AND 2024

Collaborating with suppliers is key to achieving our carbon targets and addressing the climate crisis. Havas suppliers are divided into two categories: indirect and direct.

The indirect suppliers, which support Havas' internal operations, **are required to adhere to the group's Responsible Purchasing Charter and CSR Clause**. These documents outline the ethical, social, and environmental standards that suppliers must meet before collaborating with Havas. Additionally, strategic suppliers are invited to **undergo an EcoVadis assessment**. This assessment helps ensure that suppliers are aligned with the company's commitment to responsible and sustainable business practices.

The direct suppliers are directly involved in client-related work, such as advertising, creative, production and media. By the end of 2023, Havas expanded its environmental assessment to include 85% of its direct suppliers by emissions, within the top five countries where it operates. **Starting in 2024, Havas developed detailed questionnaires and communicated with these suppliers to assess their progress regarding climate reduction targets.** This initiative aimed

to understand suppliers' current efforts and plans to reduce their carbon footprints.

By the end of 2024, 66% of 2023 suppliers by emission had already set climate reduction targets, demonstrating their commitment to sustainability. To address suppliers who have not yet set reduction targets, Havas will launch a **supplier engagement program in 2025, specifically aimed at small and medium-sized enterprises (SMEs)**. This program encourages SMEs to calculate their carbon emissions and set climate reduction targets, providing them with the necessary support and resources to achieve these goals.

In addition to these efforts, Havas updated its Responsible Purchasing Charter in 2024. All new suppliers are now required to sign it or demonstrate equivalence within their own charters as a precondition for engagement. **This ensures that all suppliers comply with Havas' CSR principles, which include ethical business practices, respect for human rights, and environmental sustainability.**

For more information on supply chain risk assessment, please refer to page 56.

*17% INCREASE VERSUS LAST YEAR. FOR DATA COMPARABILITY, IT ONLY INCLUDES BUILDING ELECTRICITY CONSUMPTION; THE ENERGY CALCULATION OUTSIDE PERFORM IS EXCLUDED AS PER THE 2023 APPLIED METHODOLOGY.

ENVIRONMENTAL INITIATIVES WORLDWIDE

GLOBAL PROGRAMMING



UK — CLIMATE OF HEALTH WHITE PAPER

The World Health Organization (WHO) has declared the climate crisis as one of the biggest global health threats, with one in four deaths linked to preventable environmental causes. Havas Lynx's white paper, *Climate of Health*, shows how the climate crisis is exacerbating existing health challenges and placing additional burdens on already strained healthcare systems around the world. The climate crisis has become business-critical, and it is imperative that we make it our business to drive sustainable change.



SPAIN — HAVAS CON VALENCIA

In response to the devastating floods in Valencia in October 2024, Havas launched an urgent action plan to support families and businesses severely impacted. The teams collected over 500 kg of first necessity products. By the end of December, they had donated more than 50 Christmas baskets (equivalent to 150 food parcels), and raised over €14,000 among employees. Additionally, the entire budget for Havas Spain's Christmas celebrations was redirected to support those most affected by the floods.



NATURE ON/OFF (PRO BONO)

BETC FULLSIX X ENGAGE

For the first edition of the Life! Festival, organized by ENGAGE, BETC FULLSIX created a series of 20 AI-generated artworks using Firefly to raise awareness about biodiversity loss. The series reimagined iconic classical paintings, like *The Luncheon on the Grass* and *The Birth of Venus*, devoid of nature, aiming to provoke thought and highlight the importance of biodiversity.

LOCAL INITIATIVE HIGHLIGHTS



FRANCE — BETC KITCHEN

The BETC Kitchen, the corporate restaurant of BETC, has been awarded 2 stars by the Ecotable label. This label, ranging from 1 to 3 stars, is awarded to restaurants committed to supporting the ecological transition. The label recognized BETC Kitchen's key initiatives, including revamping the menu to reduce high-impact products (such as exotic fruits and vegetables, red meat, pork, salmon), minimizing processed foods, offering more organic products (59%) and using only seasonal fruits and vegetables.



CHINA — BOOKS FOR VEGGIES

At Havas China, the team celebrated Earth Day in a meaningful way with a special program - "Books for Veggies" as they aim to make Earth a greener place and inspire positive changes. Employees were encouraged to donate their gently used books, and in return, received a bundle of fresh vegetables from local farms, in partnership with organizations dedicated to promoting education in rural areas.

SUPPORTING OUR CLIENTS IN THEIR POSITIVE TRANSFORMATION

Havas is committed to supporting clients in their positive transformation and to participate in the decarbonization of the advertising industry. This translates into the following ambitions:

Measure greenhouse gas emissions associated with the production and distribution of campaigns as well as raise client awareness of this impact using our internal platform: Havas Carbon Impact calculator.

Offer more sustainable alternatives and promote eco-designed solutions that meet client requirements.

Raise awareness of the role they can play in addressing environmental issues specific to their sectors.

HAVAS CARBON IMPACT CALCULATOR

In November 2023, we deployed the Havas Carbon Impact calculator, a proprietary tool designed to calculate the carbon footprint of events, media campaigns and creative campaigns created for a client. By integrating all of Havas expertise into one unique tool, collaborating **agencies can measure and deliver the full carbon impact assessment of a shared campaign**, from production to diffusion.

Based on a robust methodology (GHG Protocol, SRI, SNPTV, LCA, etc.), the Havas Carbon Impact calculator addresses clients' ambition to understand their value chain carbon emissions, by providing ever more accurate results. **Its embedded Havas-specific data ensures granular, customized insights:**

- **The tool reflects the specificities of each country where Havas operates**, for example by applying local electricity emission factors (IEA, DEFRA, ADEME), or the location of their data centers.

- For media plans, **the tool relies on specific data from Havas' media providers from more than fifty countries**, ensuring consistency in the carbon footprint calculations for agencies and their clients. In 2024, we deepened the methodology and opti-

mized the tool to closely meet the needs of agencies and clients, a trend we will confirm in 2025 by implementing the Global Media Sustainability Framework (GMSF).

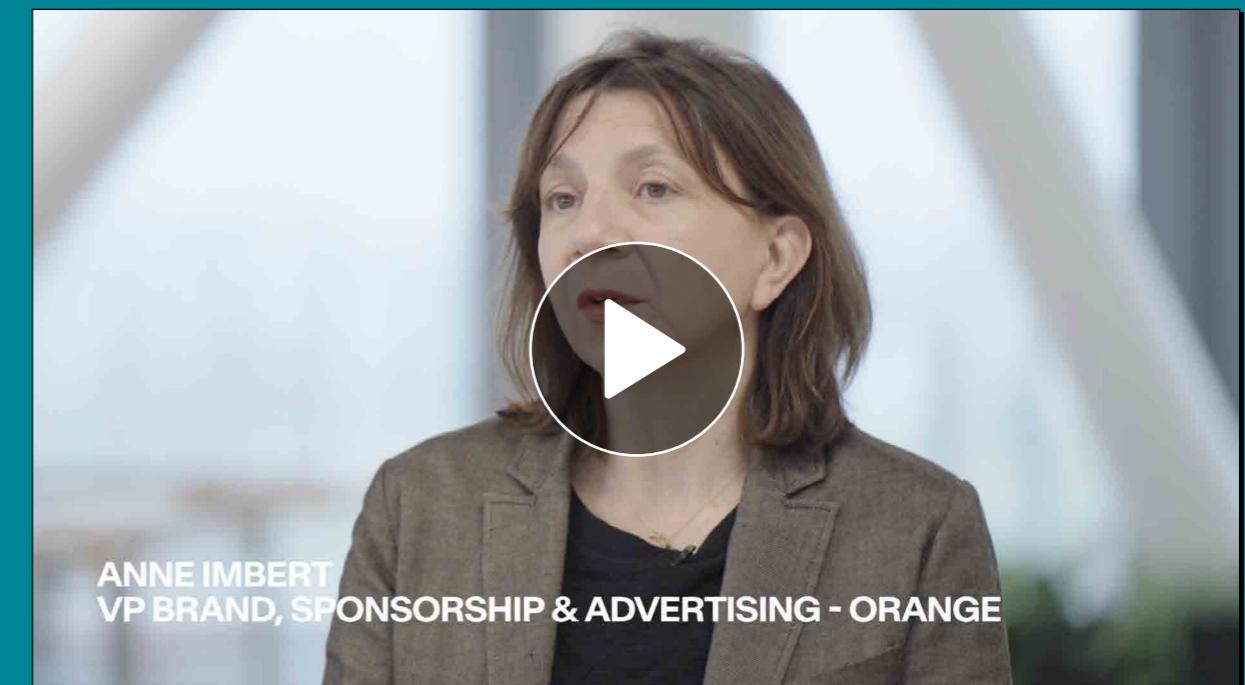
Several formats can be measured in the calculator. For Creative campaigns, the tool covers the carbon impact of live action shoots, radio spots, photo shoots, print ads, web developments and events organized for a client. For Media planning, the tool covers press, OOH, DOOH, TV/replay, radio, digital, cinema, SMS/email, leaflets and banners. For every calculated format, Havas clients benefit from a detailed carbon impact breakdown, including insights into the stages generating the most emissions.

Taking a consulting approach with our clients on decisions related to their campaigns is at the heart of the Havas Carbon Impact calculator. **By using the tool ahead of the campaign launch, agencies can offer solutions to minimize its overall carbon impact.** Several clients have already leveraged the tool's results to guide strategic decisions, aligning their campaigns more closely with sustainability objectives (see video on the following page).

400+ CAMPAIGNS AND 1,200+ PROJECTS HAVE BEEN MEASURED USING THE HAVAS CARBON IMPACT CALCULATOR

USED FOR 150+ CLIENTS*

*SINCE THE LAUNCH



CLIENT TESTIMONIALS ON HAVAS CARBON IMPACT CALCULATOR

To mark the one-year anniversary of the Havas Carbon Impact calculator, Havas collected testimonials from clients who have taken advantage of the Group's proprietary tool to measure the carbon impact of their creative or media campaigns.

"Once it is measured, we can no longer ignore it"

AURÉLIEN PERNOT, Brand and Advertising Manager, EDF

"Thanks to Havas, we reduced by half the impact of the Paralympics campaign"

ANNE IMBERT, EVP Brand, Advertising and Sponsorship Director, Orange

SUPPORTING OUR CLIENTS IN THEIR POSITIVE TRANSFORMATION

AXA NET ZERO SCHOOL

When collaborating with clients in sectors like energy, healthcare, and agrifood, it is crucial to understand the levers at their disposal to support the ecological transition. Net Zero School courses, in partnership with AXA and available through Havas University, trained our client leads with the necessary knowledge and skills. These courses were dedicated to 200 senior, client-facing professionals in their respective sectors. The knowledge gained from these courses will help Havas agencies to support their clients in their decarbonization pathway.

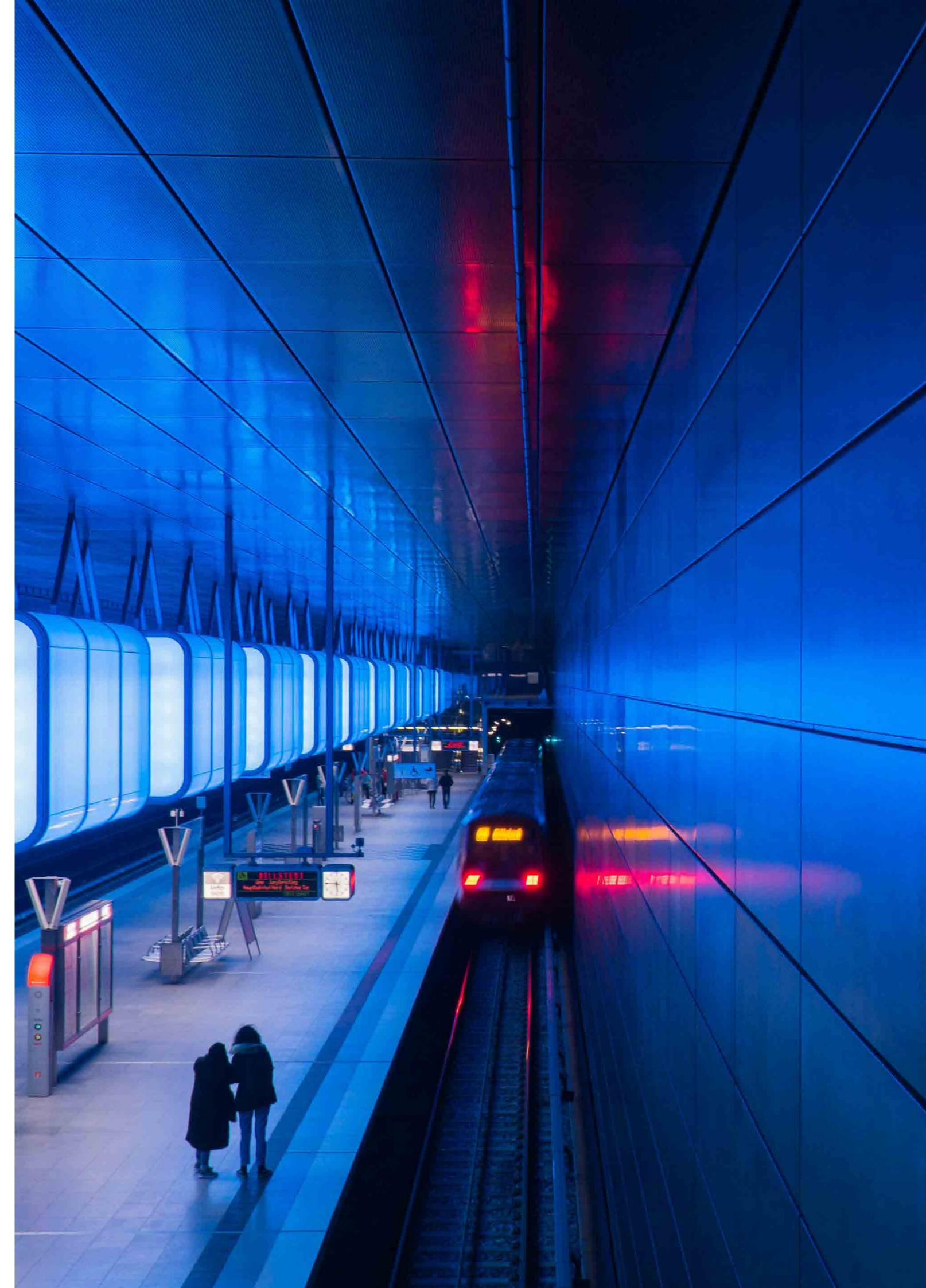


	AGRI FOOD		TEXTILE
	ENERGY		OIL & GAS
	CHEMICALS		ROAD TRANSPORT
	HEALTH		AVIATION

ADRESSED TO **200** SENIOR CLIENT LEADS

"The AXA Net Zero School training program addresses our needs for understanding our clients' challenges in their net zero transition and opportunities for us to hold meaningful conversations with clear information and practical guidance. The substance of the training is highly engaging and just the right balance of stretching and applicable. I found it highly valuable in terms of the new knowledge I gained and the confidence it gave me."

TONY MATTSON, Global Strategy Partner (Havas Creative Network) and Head of Impact (Havas Media Network UK)



RESPONSIBLE COMMUNICATION



We belong to the industry of ideas, and we believe that creativity has the power to bring about positive changes in society. Our goal is to lead the way in creating and delivering responsible communication messages through our agencies in collaboration with our clients and partners.

Our ambitions:

Put our expertise **at the service** of the public interest;

Promote new narratives about responsible lifestyles and consumption;

Give prominence to campaigns that raise public awareness of societal issues and the ecological transition;

Fight stereotypes in our work.



POSITIVELY IMPACTING SOCIETY

OUR TALENTS TRAINED IN RESPONSIBLE COMMUNICATION

The Havas Global CSR department deployed "Act Together," a mandatory training for all our talents. It covers topics such as the causes and consequences of climate change, new economies emerging in response to the environmental crisis, responsible communication and how to fight greenwashing, as well as the presentation of our CSR strategy. At the same time, many countries are developing in-house training tailored to their teams.

17,662*

TALENTS HAVE COMPLETED
THE "ACT TOGETHER"
TRAINING COURSE

LOCAL INITIATIVE HIGHLIGHTS



FRANCE — THE RISE OF THE CHANGEMAKERS 2024 MEANINGFUL BRANDS™ REPORT

In 2024, Havas published its annual Meaningful Brands™ study. Conducted in partnership with YouGov, the study surveyed over 156,000 people across 24 markets and more than 2,600 brands. This year, the study focused on consumer expectations in light of the UN's 17 Sustainable Development Goals. The study reveals that the social commitment of brands accounts for around 1/3 of the purchasing act in China, the United States and France. However, several concerns remain specific to certain cultures: for example, biodiversity (SDG 15) interests Anglo-Saxon consumers while not being a priority for French and Chinese consumers. On the other hand, climate (SDG 13) is one of the top 3 concerns in China, but not in other countries. For their part, French consumers pay particular attention to responsible production and consumption (SDG 12).

FRANCE — SUSTAINABLE SPOTS

With the desire to highlight its positive impact campaigns, BETC has launched the Sustainable Spots. This new monthly video format gives a voice to the BETC talents behind these initiatives, offering them a platform to share their contributions. The goal: to show that action can be taken at different levels in advertising campaigns—through messaging, production, activation, or even pro bono work.

*THE SCOPE IS LIMITED TO ACTIVE TALENTS AT HAVAS. IN TOTAL, 26,472 PEOPLE HAVE COMPLETED THE TRAINING.



FRANCE X UK X IRELAND — HAVAS GENUS

Companies and brands are at a turning point. To ensure their long-term success in a fluctuating world, they must now reinvent their models by balancing resilience with positive impact. This is the strategic challenge Havas in France addresses through Havas GenUs, a network of expert communicators with complementary approaches, already established in the UK and Ireland since 2022. Combining strategic and creative consulting, data optimization tools, and consumer research, Havas GenUs supports companies in their need for "Shift" (model transformation, climate roadmap) and "Engagement" (storytelling, auditing, responsible communication training).



UK — SUSTAINABLE INNOVATION PROGRAMME

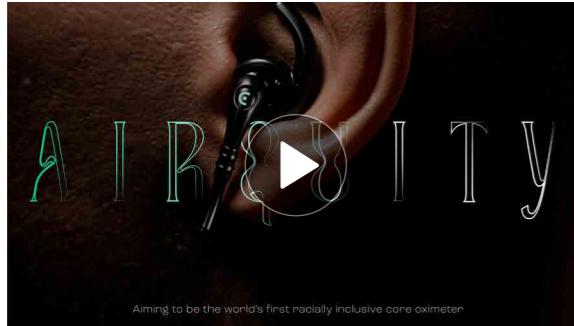
In 2024, Havas UK launched the Sustainable Innovation Programme, a proprietary skills training series designed to drive positive change for our clients. The purpose of the program is to support collective understanding of the climate crisis and guide participants through the actions we can take to address this. Sessions cover an introduction to the climate crisis, measuring advertising emissions using the Havas Carbon Impact Calculator, low-carbon campaign principles and harnessing the power of communications for audience sustainable behavior change. The series culminates in a shared commitment and co-created action plan to ensure progress.

"The BBC is really committed to reducing greenhouse gas emissions from both our direct operations and from our value chain. Our approach is aligned to the latest climate science, and our long-term Net Zero emission reduction targets—to reduce all emissions by at least 90% by 2050—are approved by the Science-Based Targets initiative (SBTi). These targets are challenging and a collective effort is needed to hit them. That's why our work with Havas Media on the Sustainable Innovation Programme, to understand and reduce the carbon emissions from our paid media activities, is so important."

NICKI BROWN, Director of Media, BBC

CREATING NEW IMAGINARIES

MEANINGFUL CAMPAIGNS



AIRQUITY LYNX UK X EARSWITCH

Health inequalities can't be ignored, contributing to millions of early deaths in England alone. Medical technologies play a part in these failings, with devices such as common pulse oximeters reported taking inaccurate, life-threatening readings from people with darker skin. In collaboration with Lynx UK, Earswitch presented Airquity, an innovative core oximeter recording medical-grade and racially inclusive health metrics from the inner ear canal, where all skin looks the same.



THE BIG SHAKEUP (PRO BONO) HAVAS GERMANY X AKTION DEUTSCHLAND HILFT

In order to generate new donations for the victims of the severe earthquakes in Syria and Turkey on February 6, 2023, the NGO Aktion Deutschland Hilft launched in partnership with Havas Germany an unprecedented, synchronized media guerrilla campaign across all media channels: on the first anniversary of the earthquakes, Germany's entire media landscape was shaken at regular intervals at exactly the same time. Visually and acoustically.



THE GENDER DISCOUNT BETC HAVAS SAO PAULO X SANTANDER BANK

In 2024, Santander addressed one of the main problems in Brazil: the gender pay gap, which stands at 21%. The campaign served as a platform for an unprecedented discussion about wage inequality in the mainstream media, with Santander offering a 21% discount on various bank services exclusively for women.



EVA SAGA BETC XEDF

For almost 4 years, EDF's Eva saga has strived to be as responsible as possible by encouraging people to consume less energy, use low-carbon electricity and adopt more virtuous behaviors for the environment, all this while always trying to be more inclusive and representative of society.



DES HISTOIRES POUR NOËL (STORIES FOR CHRISTMAS - PRO BONO) HAVAS PARIS SOCIAL X LABEL EMMAÜS

In response to a 20% decline in visits to the Label Emmaüs solidarity platform, Havas Paris created an innovative campaign to highlight the value of second-hand products. The agency developed an AI-driven tool that creates compelling stories for each item for sale, transforming simple pre-loved objects into unique, desirable gifts and giving them a fresh emotional significance.



159 AWARDS IN A SUSTAINABLE CATEGORY IN 2024

PUTTING CREATIVITY AT THE SERVICE OF GREAT CAUSES

1,177
TALENTS WERE INVOLVED
IN SOLIDARITY ACTIONS
(INCLUDING PRO
BONO)/SKILLS-BASED
SPONSORSHIP INITIATIVES

171
PRO BONO CAMPAIGNS
WERE CARRIED OUT
BY THE GROUP'S AGENCIES



PASTA LIBERA TUTTI (PASTA LIBERATES ALL) HAVAS PR MILAN X IL TORTELLANTE

Il Tortellante is a therapeutic and qualifying lab where autistic teenagers and young adults learn the art of making fresh pasta by hand. With the guidance of experienced volunteer grandparents, participants discover the secrets to creating the perfect tortellino, all with the goal of acquiring the skills needed to build their lives as independent adults. Since 2023, Havas PR Milan has been providing pro-bono support to this self-financed organization by managing its press office across traditional and social media, organizing team-building activities with companies, and enhancing its public relations.



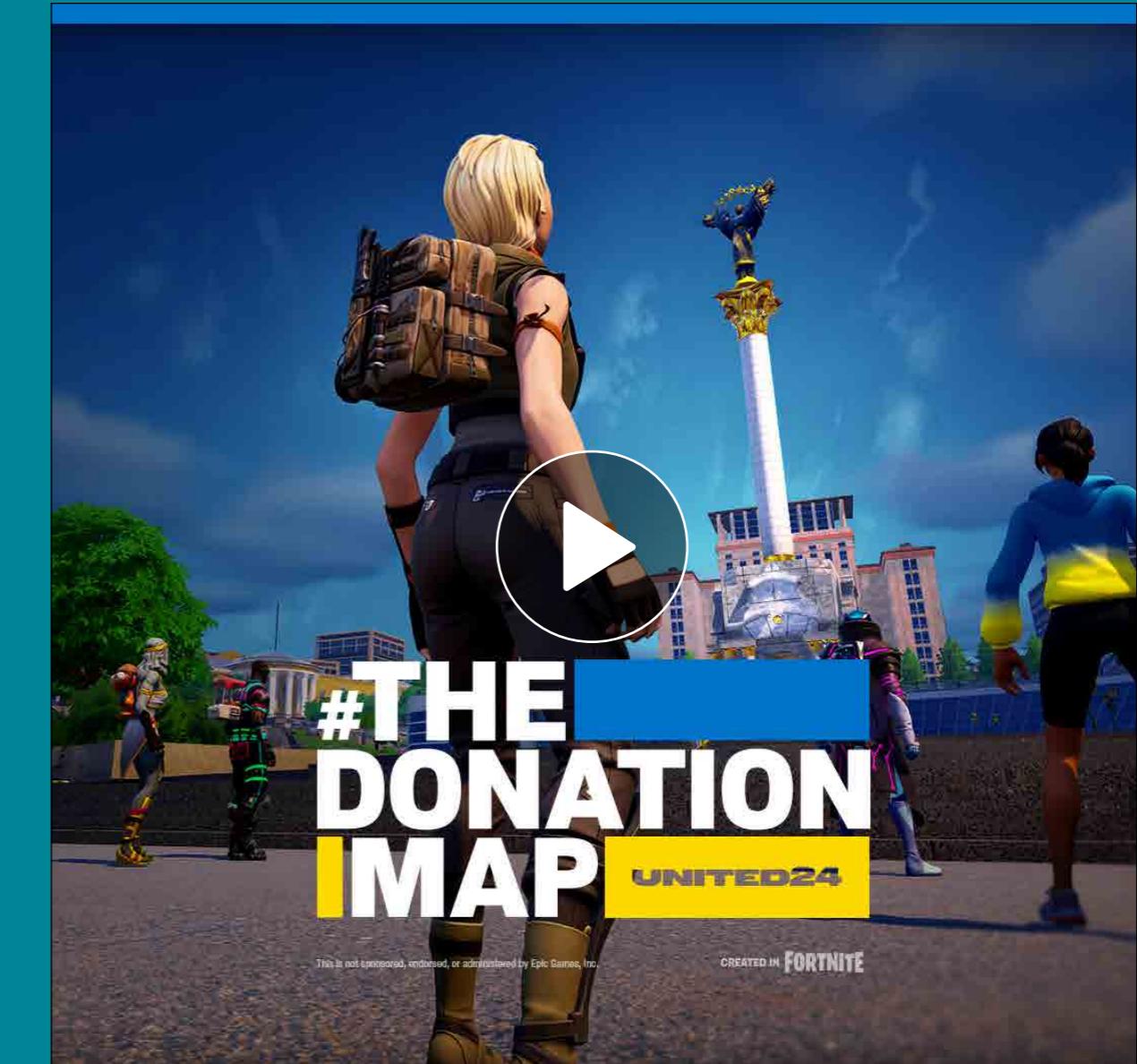
M'ENDORS PAS (DON'T PUT ME UNDER) HAVAS PARIS X NOT IN MY GLASS

In 2024, France—and the world—discovered the story of Gisèle Pélicot and the Mazan rape trial. A year earlier, Havas Paris had assisted Caroline Darian, her daughter, in the creation and launch of the #MendorsPas movement to raise awareness of chemical submission through a major campaign in the press and on social media. The mobilization of citizens, healthcare professionals, and public authorities played a crucial role in highlighting this issue as a central concern in the fight against violence targeting vulnerable individuals. The outcome: a trial that also serves as a reckoning for chemical submission with "Don't Put Me Under" making headlines in France and abroad, and a government mission created and entrusted to the godmother of the M'endors Pas association, Sandrine Josso.



FACE UN-RECOGNITION REPÚBLICA HAVAS X ALMA

Approximately 55 million people worldwide are believed to be living with Alzheimer's or other types of dementia. To convey the concept of facial confusion, one of Alzheimer's main symptoms, República Havas helped the association ALMA to intentionally confuse hundreds of thousands of Defensa y Justicia club fans and TNT Sports followers: for a week, soccer player "Uvita" Fernández was replaced with a look-alike on the club's and the player's social media accounts.



THE DONATION MAP HAVAS PLAY X UNITED24

Supporting UNITED24, the official fundraising platform for Ukraine, Havas Play created a unique experience for gamers to connect with the Ukrainian cause. Taking advantage of the Fortnite creator monetization system, users who spent time on the Fortnite map representing the Independence Square in Kyiv generated money to rebuild a hospital in Ukraine. The campaign reached a broad audience beyond gamers through effective multi-channel communication, making the map a focal point for solidarity.

A CAMPAIGN THAT WON
44 AWARDS IN 2024



ETHICS & ANTI-CORRUPTION

At Havas, we enforce a zero-tolerance approach to corruption in every form. Whether in our internal or external relationships, it is our duty to remain vigilant, uphold our ethical standards, and adhere to the laws in the countries where we operate.

Thus, Havas carries out its business activities in compliance with local and international regulations and bases its business conduct and its relations with third parties on high standards of business ethics. These standards guide its business development and help maintain the group's relationships of trust with its business partners and customers. They also strengthen its overall performance. They are enshrined in a Compliance Program, which includes training for group employees in ethical behavior and aims to prevent and deal with any risk situation that may arise within the context of their work. It is in line with the fundamental principles of the United Nations Global Compact, which shape the group's approach to respecting and promoting fundamental human rights and labor standards, respecting the environment and combating corruption.



TRAINING

92%
OF HAVAS EMPLOYEES
HAD COMPLETED
THE ANTI-CORRUPTION
MODULE AT YEAR-END 2024
(91% AT YEAR-END 2023)

ANTI-CORRUPTION
The training of all employees is a key focus of the anti-corruption program. An e-learning fully dedicated to anti-corruption issues helps employees gain a better understanding of at-risk behavior and of anti-corruption policy rules. This training module is compulsory and constitutes the minimum requirement for all employees in terms of anti-corruption training, particularly when onboarding new employees. Specific and regular training courses, notably for people, identified as potentially exposed to a corruption risk, complete the training program.

90%
OF HAVAS EMPLOYEES HAD
COMPLETED THE DUTY OF
VIGILANCE TRAINING AT YEAR-
END 2024 (88% AT YEAR-END
2023)

DUTY OF VIGILANCE
To strengthen the vigilance program, the Compliance Department has intensified the deployment of training modules on the duty of vigilance.

90%
OF HAVAS EMPLOYEES HAD
COMPLETED THE ANTI-
HARASSMENT TRAINING
AT YEAR-END 2024
(87% AT YEAR-END 2023)

HARASSMENT
In 2024, Havas has continued to strengthen measures related to the fight against harassment and reminded a zero-tolerance policy for any form of psychological or sexual harassment. Numerous actions have been taken, such as enhancing whistleblowing systems and procedures for conducting internal investigations, several communication and awareness-raising campaigns aimed at all employees were again carried out, and training for managers and employees.

ANTI-CORRUPTION CODE

As the foundation of the group's anti-corruption policy, the Havas Anti-Corruption Code sets out the group's commitments in the fight against corruption. These rules apply to all employees in every country where the group operates. The Anti-Corruption Code has been translated into 24 languages so that each individual can understand the prevention measures it contains. The group's businesses have adopted the Code as part of their Internal Regulations, which means employees are bound by it. It is also [available on the Havas website](#) and the Group intranet.

HAVAS CODE OF ETHICS

Havas signed the Global Compact back in 2003 and continues to assert its commitment to the 10 main principles defined by the United Nations with regard to human rights, labour law, the environment and the fight against corruption. All employees should be guided in their day-to-day work by the values and principles set forth in this Code of Ethics, irrespective of their profession, level of responsibility or geographical region. This Code of Ethics has been provided to all the agencies within the group. As part of the induction process, all new Havas recruits receive a copy of the Code of Ethics. It is also [available on the Havas website](#) and the Group intranet.

THIRD-PARTY ASSESSMENT

The integrity of third parties is assessed using maps based on specific risk criteria (e.g., third party category, revenue generated and location) used to identify the different third-party categories and to align the assessment with the chosen risk level. This analysis led to the definition of third-party assessment policies based on the specific nature of each business segment. These policies set out the categories of at-risk third parties, the roles of those involved in performing due diligence, and the appropriate process within the business for deciding whether to establish or continue the business relationship.

COMPLIANCE CLAUSES

Business relationships cannot be established unless business partners are informed of the group's anti-corruption commitments and receive documents on its Compliance Policy (e.g., Anti-Corruption Code and Responsible Purchasing Charter). Each business also ensures that their draft contracts include an anti-corruption clause setting out each party's commitments with regard to anti-corruption issues.

Alongside the anti-corruption clause, a vigilance clause consolidates contractual compliance provisions. Incorporated into commercial agreements, it provides a framework for the commitments of the parties to the commercial relationship with regard to vigilance issues. The deployment of these clauses continued in 2024.

WHISTLEBLOWING SYSTEMS

Designed to detect risks, the whistleblowing system is deployed through a platform that is available to all Havas group entities. This platform is accessible to all group employees as well as third parties. It guarantees the strict confidentiality of the identity of the whistleblower, the persons targeted by the report and all information and documents gathered via the system. Employees who witness or believe, in good faith, that they have knowledge of a case of serious breach of these codes, can also report any such non-compliance to their superiors, or, they can contact directly the Compliance Department by e-mail at the following address: compliance@havas.com

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POSITIVELY IMPACTING THE WORLD

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