



2020

# CSR REPORT

**HAVAS**  
**IMPACT+**

POSITIVELY IMPACTING THE WORLD

# *CONTENTS*



# 01

4

**A message from  
Yannick Bolloré**

# 02

5

**Havas Impact+  
at a glance**

# 03

6

**Havas & the Sustainable  
Development Goals**

# 04

7

**Environment  
Pillar**

# 05

12

**People  
Pillar**

# 06

18

**Meaningful Communication  
Pillar**

# 07

24

**Thank you**

# 01

## A message from Yannick Bolloré

LET'S  
BE THE  
CHANGE

Corporate social responsibility is an integral part of everything we do at Havas. We didn't wait for CSR to go mainstream before assuming our responsibilities: we were taking on concrete commitments as early as 2009.

Havas was a pioneer in this space, and I have always believed that as a company we have a major role to play in making the world we live in a better place, through the power of our creative ideas and the influence of our communications campaigns for our clients.

I'm thrilled to see that more and more people are calling for a profound change in society. In these unprecedented times, we have noticed a sharp increase in awareness among consumers, who are showing a growing preference for products and services offered by companies trying to do the right thing.

I hope you enjoy reading our CSR Report - it is important to regularly measure our progress and fix new, challenging objectives for the good of society as a whole. I would like to thank each and every member of the Havas family across the globe for their individual efforts, no matter how big or small. We have achieved a lot, but we can still do more.

Your constantly renewed commitment to make a positive impact on the world will make Havas the most meaningful group in our industry.

Yannick Bolloré



## HAVAS IMPACT+ AT A GLANCE

Since 2009, Havas Group has committed to operating as a responsible business and defined six CSR commitments together with ambitious objectives to guide all our practices and businesses.

In 2020, we launched Havas Impact+, a unique CSR brand structuring our six commitments around three key pillars: environment, meaningful communication and people.

The mission of Havas Impact+ is to encourage our agencies to harness the power of creative ideas through communication to bring about positive change in society.

# 03

## Havas & the Sustainable Development Goals

### SUSTAINABLE DEVELOPMENT GOALS



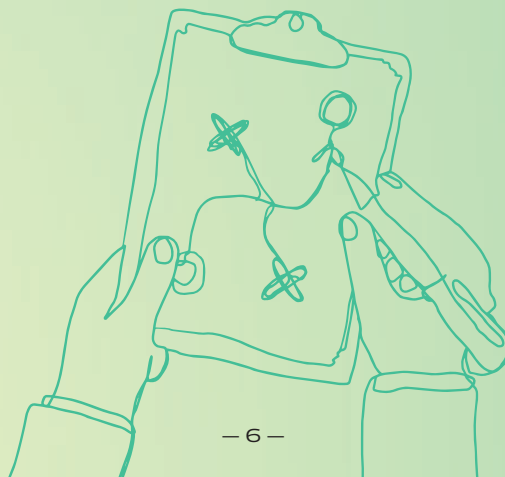
**THE SDGS INSPIRE US TO IMPROVE LIFE FOR FUTURE GENERATIONS AND MAKE A MEANINGFUL DIFFERENCE TO BRANDS, BUSINESSES AND PEOPLE.**



The Sustainable Development Goals (SDGs) are a universal call to action from the United Nations. To end poverty, protect the planet and ensure that all people enjoy peace and prosperity. They offer a framework to inspire meaningful growth for our collaborators and clients. This framework is represented throughout this report.

The SDGs build on the successes of the Millennium Development Goals, which started a global effort in 2000 to tackle poverty. The SDG agenda for 2030 includes new areas like climate change, economic inequality, innovation, sustainable consumption, peace and justice.

Our Meaningful Brands® research shows that commercial success and doing the right thing go hand in hand. People expect brands to take responsibility. The SDGs involve us all in building a safer, more sustainable and prosperous planet. They inspire us to improve life for future generations and make a meaningful difference to brands, businesses and people.



# 04



## HAVAS IMPACT+ ENVIRONMENT

Our ambition is to become the leading communications group on environmental issues and achieve carbon neutrality in 2025. In the following pages you will see our commitments, goals and progress in comparison to last year for this key pillar of our CSR approach.



**SDG 7**  
AFFORDABLE AND  
CLEAN ENERGY



**SDG 12**  
RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**SDG 13**  
CLIMATE  
CHANGE



**SDG 15**  
LIFE ON  
LAND



**SDG 17**  
PARTNERSHIPS  
FOR THE GOALS

# REDUCING OUR ENVIRONMENTAL FOOTPRINT

## AND BECOMING CARBON NEUTRAL IN 2025



**31,794 T.EQ CO2 THAT REPRESENTS 1.8 T.EQ CO2 PER COLLABORATOR**  
 FOR 2020, THE GROUP HAS SEEN ITS GHG EMISSIONS DECREASE 32% IN COMPARISON WITH 2018 (BASE YEAR)

PAPER CONSUMPTION

**42%**  
**LOWER**  
 THAN LAST YEAR



ACTIONS/OBJECTIVES	KPIs	ADVANCEMENT COMPARED TO 2019
<p><b>Lower CO2 emissions according to our 2018-2024 goals (-60% total GHG emissions) and achieve carbon neutrality by 2025</b></p>	<p>Annual update</p>	<p>Update of carbon footprint for 2019. The GHG emissions have increased to <b>31,794 t.eq CO<sub>2</sub></b>, equal to <b>1.8 t.eq CO<sub>2</sub> per collaborator</b></p> <p>For 2020, the Group has seen its GHG emissions decrease <b>32%</b> in comparison with 2018 (base year)</p> <p>New carbon footprint methodology</p>
<p><b>Reduce consumption of standard office paper by 40% for the period 2019-2024</b></p>	<p>Quantity of paper consumed. The goal for 2024 is a 40% reduction</p>	<p>In 2020, total paper consumption decreased to <b>165 tons</b>, equal to <b>9 kg per collaborator</b>. This ratio is <b>42% lower</b> than last year</p>
<p><b>Use of 100% recycled and/or certified paper FSC/ PEFC</b></p>	<p>Percentage of recycled and/or FSC/PEFC-certified paper and variance from goal of 100% recycled or certified paper in 2024</p>	<p>Recycled and/or certified paper represents <b>65% of all global office paper consumption</b></p>
<p><b>Reduce volume of non-hazardous waste per collaborator by 20% for the period 2019-2024</b></p>	<p>Total non-hazardous waste and variance from the goal of a 20% reduction in 2024</p>	<p>In 2020, total non-hazardous waste was <b>652 tons</b>, equal to <b>39 kg per collaborator</b></p>
<p><b>Implement recycling systems throughout all Havas agencies</b></p>	<p>Number of entities (and corresponding percentage of Group headcount) to implement recycling programmes for paper and waste</p>	<p><b>220 agencies</b> representing <b>82% of all collaborators</b> implemented recycling programmes</p>
<p><b>Decrease electricity consumption by 5% and shift to 25% supply of renewable energy for the period 2019-2024</b></p>	<p>Number of kWh consumed in 2020 and percentage of renewable energy for the Group</p>	<p><b>22 638 246 kWh</b></p> <p><b>17% renewable energy</b></p> <p>New indicator</p>



# MAINTAINING OUR COMMITMENT TO COLLABORATIVE EFFORTS

IN REDUCING CLIMATE CHANGE



**13**

**CLIENT CAMPAIGNS**

FEATURED THE ISSUE OF CLIMATE CHANGE



**1,093**

**TREES**

WERE PLANTED THANKS TO THE HAVAS CLIMATE SOLIDARITY INITIATIVE

## ACTIONS/OBJECTIVES

## KPIs

## ADVANCEMENT COMPARED TO 2019

**Become leaders in the media industry on the issue of climate change through events and client collaborations**

Advancement on UN Common Ground through the Havas Climate Solidarity initiative

**65,592€** financial contributions  
**3,279** t.eq CO2 in carbon offsets  
**87** clients participated  
**1,093** planted trees



**Employ our influence to raise awareness on the issue of climate change**

Campaigns that have made the most impact on the topic of climate change

This year we want to highlight the campaigns:  
**Ce n'est pas si facile de changer sa façon de consommer**  
 by BETC and E. Leclerc  
**La doudoune**  
 by Rosapark and Aigle  
**A Tree for Everyone**  
 by Havas Estonia and Alexela  
**The Water Index**  
 by Havas Turkey and Reckitt's Finish



TO GO FURTHER...

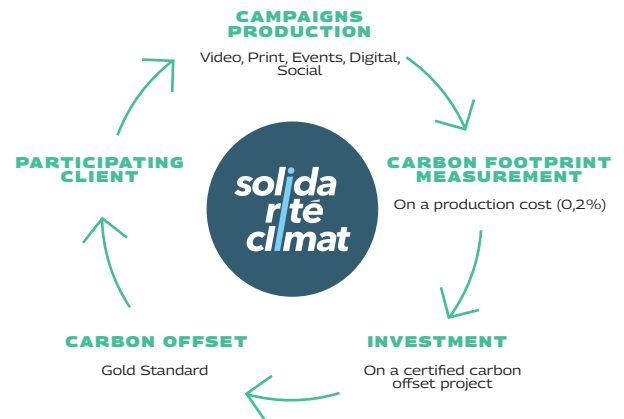
TAKING  
COLLECTIVE  
ACTION TO  
**SAVE THE  
PLANET**



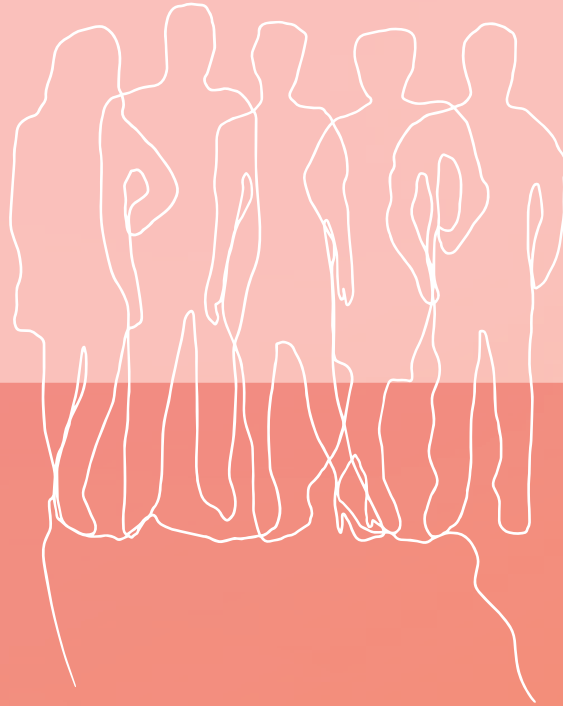


Havas is on a mission to become the world's leading communications group when it comes to enacting change and positively impacting the environment. That is why we made our ambitious commitment to achieve carbon neutrality by 2025. As a Group, we firmly believe that Havas is home to the most creative and innovative thinkers in our industry, and our ideas have the power to make a meaningful difference to future generations of this planet's inhabitants. We each have a responsibility to address our individual carbon footprint, and collectively, to recognise and reduce the impact of our operations and services at Havas. Hand-in-hand with our new commitments to reduce our environmental footprint and achieve carbon neutrality, it is our goal to measure the GHG emissions from our global campaigns and ensure that as many future projects as possible are green eco-campaigns.

Keeping in mind our ambitions, Havas Group made great strides beneath this pillar of Havas Impact+ in 2020, which can be seen in the previous pages. Most notably, this progress was achieved because our organisation implemented a continual improvement process through an ISO 14001-certified Environmental Management System (EMS), a move which will continue to help us to improve our environmental performance globally. It gives us great pride that 28% of our global headcount is now operating underneath this system, with a goal to achieve 100% in the near future. For Havas, 2020 was a year of progress. We developed impactful communications, activations and trainings to support European Sustainable Development Week, and launched progressive tools such as our industry's first Carbon Impact Calculator, which will allow us to measure the environmental impact of our clients' media campaigns across the globe moving forward. Our long-term commitment to our planet remains our priority.



# 05



## HAVAS IMPACT + PEOPLE

Our ambition is to create a culture where diverse voices and perspectives are encouraged and respected, and where all collaborators are equally supported in developing their careers. In the following pages you will see our commitments, goals and progress in comparison to last year for this key pillar of our CSR approach.



**SDG 3**  
GOOD HEALTH  
AND WELL-BEING



**SDG 5**  
GENDER  
EQUALITY



**SDG 8**  
DECENT WORK AND  
ECONOMIC GROWTH



**SDG 12**  
RESPONSIBLE  
CONSUMPTION AND  
PRODUCTION



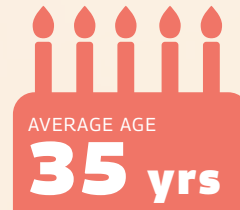
**SDG 16**  
PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

# PROMOTING A HARMONIOUS AND HEALTHY WORKING ENVIRONMENT

THAT SUPPORTS COLLABORATORS' GROWTH AND DEVELOPMENT



FEMALE/ MALE DISTRIBUTION



**88%**

OF COLLABORATORS PARTICIPATED IN A TRAINING

## ACTIONS/OBJECTIVES

## KPIs

## ADVANCEMENT COMPARED TO 2019

Support equal opportunity initiatives in our agencies

Number of individuals with disabilities working on behalf of Havas Group

**157** collaborators that identify as disabled



Gender diversity in creative and managerial positions

Executive  
♂ **59%** ♀ **41%**  
Creative  
♂ **58%** ♀ **42%**



Number of diversity initiatives

**162** initiatives  
56% headcount coverage



Attract and retain talent by offering engaging career opportunities and leadership development programmes

Number of Global Talent programme participants

**1,121** participants

New indicator

Number of training hours delivered in 2020 and number of training participants in 2020

**196,377** hours  
**16,456** collaborators representing 88% of all Havas Group collaborators



Turnover rate

**21.3%** global turnover



Absenteeism

**3%**



# REINFORCING SOCIALLY RESPONSIBLE PROCUREMENT POLICIES IN OUR SUPPLY CHAIN



HAVAS GROUP CONTINUES TO BE RANKED AMONG THE BEST SUPPLIERS IN THE ADVERTISING AND MARKET RESEARCH CATEGORY BY ECOVADIS.



IMPLEMENTATION OF RESPONSIBLE PURCHASING CHARTER FOR GLOBAL STRATEGIC SUPPLIERS

## ACTIONS/OBJECTIVES

## KPIs

## ADVANCEMENT COMPARED TO 2019

Integrate CSR clauses in suppliers' contracts and CSR criteria in invitations to tender

Number of supplier contracts with a CSR clause on environmental and/or social practices

**179** suppliers



Sustain our responsible supplier conduct to clients and other stakeholders

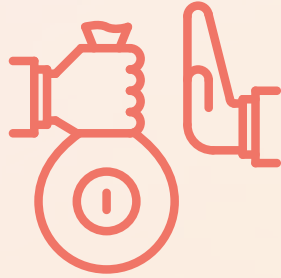
EcoVadis classification and certification level

Havas Group rating  
**64/100**  
Certification  
**Silver**

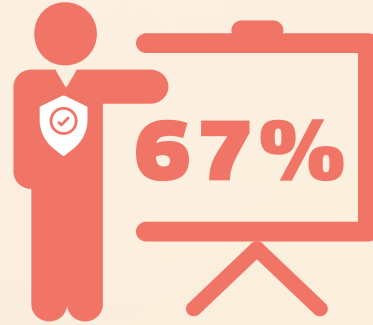


# PROMOTING TRANSPARENCY AND ETHICS

IN OUR BUSINESS



**79%** OF COLLABORATORS TRAINED ON ANTI-CORRUPTION



OF AGENCIES HELD TRAININGS ON DATA SECURITY

## ACTIONS/OBJECTIVES

## KPIs

## ADVANCEMENT COMPARED TO 2019

Ensure collaborators incorporate the Havas Code of Ethics in all aspects of their work

Percentage of collaborators trained on anti-corruption

**79%** of collaborators

New indicator

Guarantee rigour on data security and data integrity by preserving the confidentiality, value and availability of proprietary, consumer and client third-party and open data

Percentage of entities that provided trainings on data security in 2020

**67%** of agencies



TO GO FURTHER...

**CREATING  
A SAFE,  
DIVERSE AND  
INCLUSIVE  
ENVIRONMENT  
FOR OUR  
PEOPLE AND  
OUR CLIENTS**







Havas Group would not exist without our Villages around the world and without the people and communities that fill them. Our Village culture, where diverse voices and perspectives are encouraged and respected, is what makes our organisation stand out from our competitors. Through Havas Impact+, it is our ambition to attract and retain the best global talent by offering opportunities for growth and leadership development programmes, and to support equal opportunity throughout our entire network. To accelerate our mission to bolster our Diversity, Equality and Inclusion (DE&I) programmes, Havas Group established and developed All In. A programme which ensures a culture full of diverse points of view, equitable opportunities and a safe space to learn, self-reflect and have courageous conversations. All In launched with 100 actions in 39 agencies and Villages. In 2020, there were over 160 diversity initiatives that covered 56% of our collaborators. This programme includes our existing Femmes Forward and HavaSay initiatives, as well as Commit to Change NA, an initiative focused on supporting, investing in and growing Black, Indigenous, People of Colour (BIPOC) representation within our business. With All In, we are making great progress in celebrating the richness of our talent and we are seeing enormous impact around the world.

Together with our commitment to operate as a transparent and ethical business, our Group Code of Ethics underwent an update to better fulfil the expectations of our stakeholders, and our Compliance and Anti-Corruption Programmes now align with that of our parent Group, Vivendi. All of our business partners (suppliers, service providers, intermediaries, agents, sub-contractors, co-contractors, etc.) are required to comply with the Anti-Corruption Code's principles or at least equivalent standards,

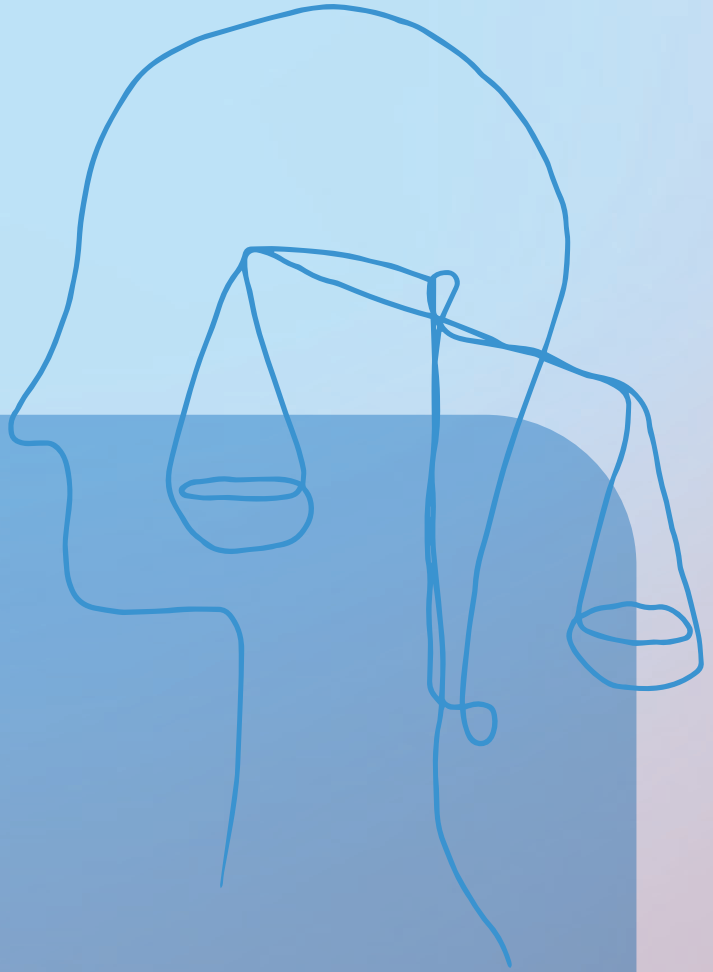
and to promote the application of the Code's principles among their own partners. As stated in previous pages, the deployment of anti-corruption trainings covered more than 79% of our headcount in 2020 and 67% of agencies held training on the protection of personal data. Likewise, our commitment to maintain a responsible supply chain is anchored by our Group policies to both highlight our engagement to a responsible supplier programme and to answer to our clients CSR evaluations needs, through extra financial evaluation platforms such as EcoVadis. Havas Group's responsibility to our people, suppliers and clients continues to accelerate and it is a source of new ideas and programmes for our future.

**HAVASAY**

**WE WANT TO HEAR FROM YOU!**

Take 15 minutes to share your thoughts!  
Simply search your inbox for an email from [notifications@cultureamp.com](mailto:notifications@cultureamp.com), and click the link to get started.

06



# HAVAS IMPACT +

MEANINGFUL  
COMMUNICATION

Our ambition is to encourage our agencies to harness the power of creative ideas to bring about positive change in society. In the following pages you will see our commitments, goals and progress in comparison to last year for this key pillar of our CSR approach.



**SDG 12**

RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**SDG 17**

PARTNERSHIPS  
FOR THE GOALS

TAKING THE LEAD IN

# THE CREATION AND DIFFUSION OF RESPONSIBLE COMMUNICATIONS

THROUGHOUT OUR AGENCIES AND IN COLLABORATION WITH CLIENTS AND PARTNERS



## AGENCIES

REPRESENTING 31% OF TOTAL COLLABORATORS HAVE DONATED TO ASSOCIATIONS



### ACTIONS/OBJECTIVES

### KPIs

### ADVANCEMENT COMPARED TO 2019

**Promote tools and collaborative strategies dedicated to sustainable development**

Monitoring of responsible communication initiatives in all of the Group's agencies

In 2020, **191 campaigns** were designed in collaboration with sustainable development experts (internal or consultants)



Number of consultations with stakeholders prior to the conception of a communication campaign

**21 campaigns** were conceived after consulting client stakeholders



**Engage our communities and partners through pro bono work**

Number of pro bono campaigns and corresponding number of working days

**77 pro bono campaigns** resulting in **2,904 working days**



**Uphold our promise to combat stereotypes in our work**

Number of creative projects submitted for review before broadcast and number of campaigns, once broadcast, subjected to an intervention from an advertising regulator for breach of ethical rules

Out of **3,131 creative projects** submitted for review before broadcast, **1 campaign** was subjected to an intervention from an advertising regulator for breach of ethical rules



TO GO FURTHER...

MAKING A  
**POSITIVE**  
**DIFFERENCE**  
TO THE WAY  
PEOPLE  
LIVE THEIR  
LIVES





HAVAS  
MEDIA GROUP



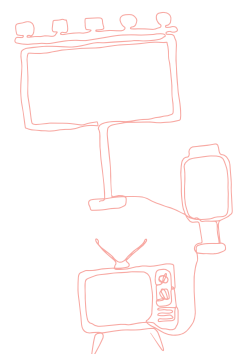
At Havas, ideas and the incredible people that spark them are our most valuable asset. In 2020, creativity was our kryptonite and spurred us to communicate change and make a meaningful difference on behalf of our global clients. We are in the business of ideas and believe our creativity has the power to bring about positive change in society. As a Group, our purpose is to lead through the creation and diffusion of responsible and meaningful communications, which guide our global talent, and our collaborative relationships with partners and clients. More than ever, our developed communication tools and strategies are geared towards sustainable development and pro bono work.

In 2020, our most influential leaders spearheaded the creation and implementation of meaningful communication initiatives in order to maximise their impact, and Havas Media Group became the first global advertising holding company to join the Conscious Advertising Network (CAN). In the US and UK, we celebrated the launch of our Social Equity Private Marketplace, a first-of-its-kind platform which guides owned media organisations to positively invest funds in underrepresented businesses. Through the power of communication in 2020, we drew together our global network and took a stand for the causes that matter to us. Our commitment, which is at the core of what we do, uniquely positions Havas Group to truly answer society's demands and bolster our clients wishes to create a positive impact.



#### **Undercover Avatar**

Award-winning pro bono campaign  
by Havas Sports & Entertainment France  
for L'Enfant Bleu



# 07

## Thank you!

Many thanks to the teams across our network who have greatly contributed to a solid and comprehensive CSR report, helping us collect reliable data and measure our progress through 2020. This data is invaluable to understanding what's going well and what can be improved, as well as gauge Havas' overall positive impact.

We thank our project team who oversaw the ISO 14001 certification process and our agencies in France, Spain and the UK who worked hard to achieve the highest standards of environmental performance.

We also take great pride in our agencies in London and Amsterdam having achieved B Corp certification, and are very excited for more B Corp journeys ahead - entities in Australia, France, Indonesia, India, Malaysia, Singapore, the UK and US have all started this process to become a force for good.

Let's gratefully recognise all the inspiring pro bono campaigns that showcase the generosity and creativity of our agencies around the world.

Last but not least, thanks so much to all of our Havas collaborators who have welcomed Havas Impact+ with lots of enthusiasm, making it come to life in their local markets. We encourage more Villages and agencies to implement our brand at their level and make it their own.

Thank you!



**LORELLA GESSA**





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