

HAVAS PROGRAMMATIC HUB LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

Havas is a member of the Vivendi group. The company is bound by and applies Vivendi group policies.

Vivendi is an integrated content, media and communications group.

More details of Vivendi's Corporate Social Responsibility ethos, policies, activities and results may be found at <https://www.vivendi.com/en/social-responsibility/>.

HAVAS PROGRAMMATIC HUB LIMITED

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Anti-corruption Code

At Vivendi, all employees are required to comply with the laws and regulations in the countries in which they operate. The Group's commitment in this regard is reflected in the implementation of a Compliance Program that covers personal data protection and anti-corruption measures, as well as obligations for monitoring the Group's business activities.

An Anti-corruption policy has been drawn up to prevent and identify any potential risks situation. These rules apply to all Vivendi employees and all Group business partners (suppliers, subcontractors, intermediaries, etc.).

Vivendi Anti-corruption Code may be found at <https://www.vivendi.com/wp-content/uploads/2018/10/Code-anticorruption-SIGNATURE-VA-021018.pdf>.

Vigilance Program

Vivendi has implemented a Compliance Program which sets out general ethics rules which are applicable to each and every group employee.

These guidelines cover the rights of employees, the quality of information and its protection, the prevention of conflicts of interest, commercial ethics and the respect of competition rules, the use of group property and resources, financial ethics and respect for the environment. The objective of the Compliance Program is to make employees aware of their professional responsibilities, to provide them with a reference tool that helps them determine appropriate conduct.

More details may be found at <https://www.vivendi.com/en/social-responsibility/specific-issues/ethics-and-business-practices/>.

Havas

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Havas is a leading global advertising and communications services group. Havas has special responsibilities due to its influence on society and how the latter evolves over time.

Corporate Social Responsibility and Code of Ethics

Havas Corporate Social Responsibility policy is coordinated at group level. More details may be found at <https://www.havasgroup.com/csr/>. In addition, Havas 2019 CSR Report may be found at <https://www.havasgroup.com/havas-content/uploads/2020/04/havasgroup-csr-report-2019.pdf>.

Ethics is the foundation of this Corporate Social Responsibility approach and the basis on which the group conducts its business. Havas Code of Ethics is aligned with expectations on the part of its stakeholders. Havas Code of Ethics is detailed at https://www.havasgroup.com/havas-content/uploads/2020/01/havas_codeofethics_2017.pdf.

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.

Havas has made corporate social responsibility an integral part of everything it does. Havas encourages its agencies to harness the power of creative ideas to bring about positive change and minimize any negative impact on society.

The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

HAVAS PROGRAMMATIC HUB LIMITED

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Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Group UK

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

Furthermore, the board constantly assesses the implications of decisions made, in terms of the both the potential long-term consequences for the company, together with the impact on our stakeholders, including shareholders, employees, clients, suppliers and customers, the wider community and the environment.

Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- regular and timely management accounts;
- detailed and accurate financial budgets and forecasts;
- collaboration as part of the Vivendi cash management policy; and
- consultation and approval of any significant investment and acquisition decisions.

Havas Media Division and HKX

The company is part of the Havas Media Group trading division and is primarily located within Havas's London Village at Havas King's Cross ("HKX") in Pancras Square, London.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment.

Learning and Development

Our People team provide high quality development opportunities for all employees:

- HKX Campus, a comprehensive prospectus of learning and development offerings servicing 1,700 employees across the UK;
 - regular keynote talks and inspiration sessions delivered in our onsite auditorium and virtually;
 - bespoke individual development plans and manager training;
 - in 2020, in response to Covid, we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
 - in 2020, we developed our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.
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Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading award winning health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
- in 2020, we repurposed the programme to work in a completely virtual format, the programme delivered over 630 hours of wellbeing activity for our employees, comprised of: 136 mental wellness sessions, 84 hours of 1:1 personal development coaching surgeries, 132 physical wellness sessions, and 135 of Covid response sessions; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children.

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diversity community of the UK.

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
- we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
- we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
- we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
- we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
- we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
- Havas Pride, in partnership with Durex and Havas London, hosted a roundtable to discuss the importance of positive LGBTQ+ representation in advertising;
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The community

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- developed a homework club for local students who have nowhere to work after school;
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The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill;
- all employee notebooks, pens and pencils are made from old pallets; and
- achieved Gold CSR rating with EcoVadis, a trusted provider of sustainability ratings.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars;
 - sourced over 80% of suppliers within 50 miles of our office; and
 - Havas Media Group became the first agency group in the industry to become DTSG (Digital Trading Standards Group) certified and as part of the accreditation Havas Media take a zero tolerance approach to the misplacement of ads; and
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At Vivendi, all employees are required to comply with the laws and regulations in the countries in which they operate. The Group's commitment in this regard is reflected in the implementation of a Compliance Program that covers personal data protection and anti-corruption measures, as well as obligations for monitoring the Group's business activities.

An Anti-corruption policy has been drawn up to prevent and identify any potential risks situation. These rules apply to all Vivendi employees and all Group business partners (suppliers, subcontractors, intermediaries, etc.).

Vivendi Anti-corruption Code may be found at <https://www.vivendi.com/wp-content/uploads/2018/10/Code-anticorruption-SIGNATURE-VA-021018.pdf>.

Vigilance Program

Vivendi has implemented a Compliance Program which sets out general ethics rules which are applicable to each and every group employee.

These guidelines cover the rights of employees, the quality of information and its protection, the prevention of conflicts of interest, commercial ethics and the respect of competition rules, the use of group property and resources, financial ethics and respect for the environment. The objective of the Compliance Program is to make employees aware of their professional responsibilities, to provide them with a reference tool that helps them determine appropriate conduct.

Havas

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Havas is a leading global advertising and communications services group. Havas has special responsibilities due to its influence on society and how the latter evolves over time.

Corporate Social Responsibility and Code of Ethics

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Havas signed the Global Compact 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.

Havas has made corporate social responsibility an integral part of everything it does. Havas encourages its agencies to harness the power of creative ideas to bring about positive change and minimize any negative impact on society.

The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

HAVAS HELIA LIMITED

YEAR ENDED 31 DECEMBER 2020

Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Group UK

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

Furthermore, the board constantly assesses the implications of decisions made, in terms of the both the potential long-term consequences for the company, together with the impact on our stakeholders, including shareholders, employees, clients, suppliers and customers, the wider community and the environment.

Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- regular and timely management accounts;
- detailed and accurate financial budgets and forecasts;
- collaboration as part of the Vivendi cash management policy; and
- consultation and approval of any significant investment and acquisition decisions.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment.

Learning and Development

Our People team provide high quality development opportunities for all employees:

- HKX Campus, a comprehensive prospectus of learning and development offerings servicing 1,700 employees across the UK;
 - regular keynote talks and inspiration sessions delivered in our onsite auditorium and virtually;
 - bespoke team and individual development plans and manager training;
 - in 2020, in response to the Covid we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
 - in 2020, we redeveloped our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.
-

HAVAS HELIA LIMITED

YEAR ENDED 31 DECEMBER 2020

Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading award-winning health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
- in 2020 we repurposed the programme to work in a completely virtual format, the programme delivered over 630 hours of wellbeing activity for our employees, comprised of: 136 mental wellness sessions, 84 hours of 1:1 personal development coaching surgeries, 132 physical wellness sessions, and 135 of covid response sessions; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children;

Diversity and Inclusion

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
- we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
- we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
- we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
- we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
- we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
- Havas Pride, in partnership with Durex and Havas London, hosted a roundtable to discuss the importance of positive LGBTQ+ representation in advertising;
- we released our first All In Podcast episodes; a platform giving visibility to the diverse voices and causes that matter to the people in our business. Hosted by our All In Ambassadors, we had courageous conversations about LGBT History, celebrating 50 years since Stonewall, the importance of internships and apprenticeships for accessing diverse talent, as well as the importance of allyship and the role men play in supporting women and taking part in the work to drive equality;
- we delivered over 80 hours of our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
- to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
- in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we shut down all operations and had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.

For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

HAVAS HELIA LIMITED

YEAR ENDED 31 DECEMBER 2020

The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

Some of our achievements to date within our community:

- partnered with small UK-based charity to deliver meals and essential items to homeless people in London and Manchester;
- developed a homework club for local students who have nowhere to work after school;
- set up clothes recycling stations in our offices;
- partnered with Redemption Roasters to give young offenders the chance to skill up; and
- donated £50,000 worth of time to a charity combating loneliness and isolation.

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill;
- all employee notebooks, pens and pencils are made from old pallets; and
- achieve Gold CSR rating with EcoVardis, a trusted provider of sustainability ratings.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars;
 - sourced over 80% of suppliers within 50 miles of our office;
-

CONRAN DESIGN GROUP LIMITED

YEAR ENDED 31 DECEMBER 2020

S172(1) Compliance Statement

Vivendi

Conran Design Group Limited is a member of the Vivendi group. The company is bound by and applies Vivendi group policies.

Vivendi is an integrated content, media and communications group.

Anti-corruption Code

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CONRAN DESIGN GROUP LIMITED

YEAR ENDED 31 DECEMBER 2020

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The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Group UK

CONRAN DESIGN GROUP LIMITED

YEAR ENDED 31 DECEMBER 2020

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

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The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

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The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment:

Learning and Development

Our People team provide high quality development opportunities for all employees:

- HKX Campus, is a comprehensive programme of learning and development offerings available to 1,700 employees across the UK;
- Regular keynote talks and inspiration sessions are delivered both in our onsite auditorium and virtually;
- Bespoke team and individual development plans and manager training;
- in 2020, in response to the Covid we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
- in 2020, we redeveloped our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.

Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading health and wellbeing programme, which has previously been shortlisted for several industry rewards for its strategic focus on health and wellbeing;
- In 2019, the programme delivered over 460 hours of wellbeing activity for our employees, comprised of: 30 keynote talks, 96 mental wellness sessions, 65 physical wellness sessions, and 80 hours of participatory workshops;
- in 2020 we repurposed the programme to work in a completely virtual format, the programme delivered over 630 hours of wellbeing activity for our employees, comprised of: 136 mental wellness sessions, 84 hours of 1:1 personal development coaching surgeries, 132 physical wellness sessions, and 135 of covid response sessions; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children;

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diverse community of the UK.

In 2020, we delivered against this commitment in the following ways:

- We have All In Ambassadors who support our Diversity and Inclusion Manager to deliver workshops and are also another resource for our people to discuss Diversity, Inclusion and Belonging;
-

CONRAN DESIGN GROUP LIMITED

YEAR ENDED 31 DECEMBER 2020

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
- we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
- we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
- we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
- we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
- we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
- Havas Pride, in partnership with Durex and Havas London, hosted a roundtable to discuss the importance of positive LGBTQ+ representation in advertising;
- we released our first All In Podcast episodes; a platform giving visibility to the diverse voices and causes that matter to the people in our business. Hosted by our All In Ambassadors, we had courageous conversations about LGBT History, celebrating 50 years since Stonewall, the importance of internships and apprenticeships for accessing diverse talent, as well as the importance of allyship and the role men play in supporting women and taking part in the work to drive equality;
- we delivered over 80 hours of our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
- to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
- in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we shut down all operations and had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.

For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

Some of our achievements to date within our community:

- partnered with small UK-based charity to deliver meals and essential items to homeless people in London and Manchester;
- developed a homework club for local students who have nowhere to work after school;
- set up clothes recycling stations in our offices;
- partnered with Redemption Roasters to give young offenders the chance to skill up; and
- donated £50,000 worth of time to a charity combating loneliness and isolation.

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- Our King's Cross premises has eliminated all single use plastics;
 - Reduced carbon emissions by 6% per employee;
 - Achieved zero waste to landfill;
 - All employee notebooks, pens and pencils are made from old pallets
 - Achieve Gold CSR rating with EcoVardis, a trusted provider of sustainability ratings.
-

CONRAN DESIGN GROUP LIMITED

YEAR ENDED 31 DECEMBER 2020

Suppliers, customers and clients

Conran Design Group Limited are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- For local corporate travel, we use a taxi company that only uses low and zero emission cars;
 - Sourced over 80% of suppliers within 50 miles of our office;
 - We are registered as a SEDEX supplier (Supplier Ethical Data Exchange) to share the details of our labour standards, health and safety, the environment and our business ethics with our clients.
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HAVAS WORLDWIDE LONDON LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Anti-corruption Code

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YEAR ENDED 31 DECEMBER 2020

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Learning and Development

In partnership with the agency leadership team, our People and Talent team provide high quality development opportunities for all employees:

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- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children.

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diversity community of the UK. We recruited a Diversity and Inclusion Manager specifically to ensure that our strategic focus is delivered through a range of initiatives.

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
 - we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
 - we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
 - we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
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HAVAS WORLDWIDE LONDON LIMITED

YEAR ENDED 31 DECEMBER 2020

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 - we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
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- All employee notebooks, pens and pencils are made from old pallets;
- Achieve Gold CSR rating with EcoVadis, a trusted provider of sustainability ratings.

Benefit Corporation Status

Certified B Corp companies are legally required to consider the impact of decisions on their workers, customers, suppliers, community and the environment. In order to be a Certified B Corporation a company needs to achieve a minimum verified score on the B Impact Assessment—a rigorous assessment of a company's impact on its workers, customers, community, and environment—and make their B Impact Report transparent on bcorporation.net. B Corp Certification is administered by the non-profit B Lab.

Havas Worldwide London attained B Corp status in August 2018.

HAVAS WORLDWIDE LONDON LIMITED

YEAR ENDED 31 DECEMBER 2020

At Havas our mission is to make a meaningful difference to brands, businesses and people. In 2009 as a Global Group, Havas took the pledge to operate as a responsible business and established six Corporate Social Responsibility commitments with fixed objectives. The logical next step is for Havas Group to become a certified Benefit Corporation (B Corp) globally. Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.

HAVAS UK LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

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Havas has made corporate social responsibility an integral part of everything it does. Havas encourages its agencies to harness the power of creative ideas to bring about positive change and minimize any negative impact on society.

The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
 - reinforcing socially responsible procurement policies in our supply chain;
 - promoting transparency and ethics in our business;
 - taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
 - reducing the environmental footprint of our operations; and
 - maintaining our commitment to collaborative efforts in reducing climate change.
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HAVAS UK LIMITED

YEAR ENDED 31 DECEMBER 2020

Havas Group UK

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

Furthermore, the board constantly assesses the implications of decisions made, in terms of the both the potential long-term consequences for the company, together with the impact on our stakeholders, including shareholders, employees, clients, suppliers and customers, the wider community and the environment.

Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- regular and timely management accounts;
- detailed and accurate financial budgets and forecasts;
- collaboration as part of the Vivendi cash management policy; and
- consultation and approval of any significant investment and acquisition decisions.

Havas Media Division and HKX

The company is primarily located within Havas's London Village at Havas King's Cross ("HKX") in Pancras Square, London.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment.

Learning and Development

Our People team provide high quality development opportunities for all employees:

- HKX Campus, a comprehensive prospectus of learning and development offerings servicing 1,700 employees across the UK;
- regular keynote talks and inspiration sessions delivered in our onsite auditorium and virtually;
- bespoke individual development plans and manager training;
- in 2020, in response to Covid, we developed a new training programme specifically for upskilling managers for a new world of hybrid working - the 'Managing Remote Teams for High Performance' programme; and
- in 2020, we developed our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.

Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading award winning health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
- in 2020, we repurposed the programme to work in a completely virtual format, the programme delivered wellbeing activities for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions, and Covid response sessions; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver sessions specifically for our parents, including activities for their children.

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diversity community of the UK.

HAVAS UK LIMITED

YEAR ENDED 31 DECEMBER 2020

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
- we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
- we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
- we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
- we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
- we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
- Havas Pride, in partnership with Durex and Havas London, hosted a roundtable to discuss the importance of positive LGBTQ+ representation in advertising;
- we released our first All In Podcast episodes; a platform giving visibility to the diverse voices and causes that matter to the people in our business. Hosted by our All In Ambassadors, we had courageous conversations about LGBT History, celebrating 50 years since Stonewall, the importance of internships and apprenticeships for accessing diverse talent, as well as the importance of allyship and the role men play in supporting women and taking part in the work to drive equality;
- we delivered our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
- to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
- in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we shut down all operations and had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.

For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

Some of our achievements to date within our community:

- partnered with small UK-based charity to deliver meals and essential items to homeless people in London and Manchester;
- developed a homework club for local students who have nowhere to work after school;
- set up clothes recycling stations in our offices;
- partnered with Redemption Roasters to give young offenders the chance to skill up; and
- donated £50,000 worth of time to a charity combating loneliness and isolation.

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

HAVAS UK LIMITED

YEAR ENDED 31 DECEMBER 2020

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill;
- all employee notebooks, pens and pencils are made from old pallets; and
- achieved Gold CSR rating with EcoVardis, a trusted provider of sustainability ratings.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars;
 - sourced over 80% of suppliers within 50 miles of our office; and
-

EWDB LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

Havas is a member of the Vivendi group. The company is bound by and applies Vivendi group policies.

Vivendi is an integrated content, media and communications group.

Anti-corruption Code

At Vivendi, all employees are required to comply with the laws and regulations in the countries in which they operate. The Group's commitment in this regard is reflected in the implementation of a Compliance Program that covers personal data protection and anti-corruption measures, as well as obligations for monitoring the Group's business activities.

An Anti-corruption policy has been drawn up to prevent and identify any potential risks situation. These rules apply to all Vivendi employees and all Group business partners (suppliers, subcontractors, intermediaries, etc.).

Vivendi Anti-corruption Code may be found at <https://www.vivendi.com/wp-content/uploads/2018/10/Code-anticorruption-SIGNATURE-VA-021018.pdf>.

Vigilance Program

Vivendi has implemented a Compliance Program which sets out general ethics rules which are applicable to each and every group employee.

These guidelines cover the rights of employees, the quality of information and its protection, the prevention of conflicts of interest, commercial ethics and the respect of competition rules, the use of group property and resources, financial ethics and respect for the environment. The objective of the Compliance Program is to make employees aware of their professional responsibilities, to provide them with a reference tool that helps them determine appropriate conduct.

Havas

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Havas is a leading global advertising and communications services group. Havas has special responsibilities due to its influence on society and how the latter evolves over time.

Corporate Social Responsibility and Code of Ethics

Havas Corporate Social Responsibility policy is coordinated at group level. More details may be found at <https://www.havasgroup.com/csr/>. In addition, Havas 2020 CSR Report may be found at

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EWDB LIMITED

YEAR ENDED 31 DECEMBER 2020

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- detailed and accurate financial budgets and forecasts;
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EWDB and HKX

The company is just one of the many Havas UK group entities that are located within Havas's London Village at Havas King's Cross ("HKX") in Pancras Square, London.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment.

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EWDB LIMITED

YEAR ENDED 31 DECEMBER 2020

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- in 2020 we repurposed the programme to work in a completely virtual format; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver sessions specifically for our parents, including activities for their children;

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diverse community of the UK.

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
 - we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
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 - we delivered our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
 - to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
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EWDB LIMITED

YEAR ENDED 31 DECEMBER 2020

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The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill; and
- our London office notebooks, pens and pencils are made from old pallets; and
- we endeavour to use environmentally positive supplies wherever possible.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars; and
 - wherever possible we use local suppliers to reduce carbon emissions etc.
-

FORWARD 1 UK LTD

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

Havas is a member of the Vivendi group. The company is bound by and applies Vivendi group policies.

Vivendi is an integrated content, media and communications group.

More details of Vivendi's Corporate Social Responsibility ethos, policies, activities and results may be found at <https://www.vivendi.com/en/social-responsibility/>.

FORWARD 1 UK LTD

YEAR ENDED 31 DECEMBER 2020

Anti-corruption Code

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FORWARD 1 UK LTD

YEAR ENDED 31 DECEMBER 2020

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Havas Group UK

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Havas Media Division and HKX

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 - in 2020, in response to Covid, we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
 - in 2020, we developed our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.
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FORWARD 1 UK LTD

YEAR ENDED 31 DECEMBER 2020

Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading award winning health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
- in 2020, we repurposed the programme to work in a completely virtual format, the programme delivered over 630 hours of wellbeing activity for our employees, comprised of: 136 mental wellness sessions, 84 hours of 1:1 personal development coaching surgeries, 132 physical wellness sessions, and 135 of Covid response sessions; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children.

Diversity and Inclusion

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- we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
- we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
- we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
- we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
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- we delivered over 80 hours of our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
- to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
- in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we shut down all operations and had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.

For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

FORWARD 1 UK LTD

YEAR ENDED 31 DECEMBER 2020

The community

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Some of our achievements to date within our community:

- partnered with small UK-based charity to deliver meals and essential items to homeless people in London and Manchester;
- developed a homework club for local students who have nowhere to work after school;
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- our King's Cross premises has eliminated all single use plastics;
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- achieved Gold CSR rating with EcoVadis, a trusted provider of sustainability ratings.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars;
 - sourced over 80% of suppliers within 50 miles of our office;
 - Havas Media Group became the first agency group in the industry to become DTSG (Digital Trading Standards Group) certified and as part of the accreditation Havas Media take a zero tolerance approach to the misplacement of ads; and
 - Havas Media are also certified with IAB Gold Standard. This certification consolidates all industry best practice initiatives across Brand Safety, Fraud and Coalition for Better Ads. As part of this certification our pledge is that we operate within the strict boundaries of the Gold Standard to ensure we offer our clients the very highest standards in digital buying.
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GATE ONE LIMITED

YEAR ENDED 31 DECEMBER 2020

S172 (1) Compliance Statement

Vivendi

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Anti-corruption Code

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GATE ONE LIMITED

YEAR ENDED 31 DECEMBER 2020

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- consultation and approval of any significant investment and acquisition decisions.

Havas Creative Division and HKX

Gate One is part of the Havas Creative Group trading division and is primarily located within Havas's London Village at Havas King's Cross ("HKX") in Pancras Square, London.

Gate One takes significant steps to understand the views of our key stakeholders and consider their interests in our discussions and decision making.

Employee engagement

The board understands that as a professional services firm our people are at the heart of everything we do as a business, and the importance of an engaged, dynamic and high performing workforce to ensure we can respond to the challenging consulting market. We have 3 key strategic pillars that deliver against this commitment.

Learning and Development

Our People & Talent team provide high quality development opportunities for all employees:

We encourage our people to spend 10-12 days per year on learning & development. Formal Learning consists of "Core" training modules which focus on specific consultant capabilities. We have various core training interventions aimed at different grade groups. Examples include "The Edge" for our junior consultants and "GOAL – Gate One Accelerated Learning" for our Manager and above grades.

Formal learning is complemented by regular, informal "Lunch'n'Learns" which are intended to share sector, proposition and project expertise and experience.

GATE ONE LIMITED

YEAR ENDED 31 DECEMBER 2020

Our people are also encouraged to study for one accreditation per year, using the recommended external providers to select a qualification that aligns with their development goals. In 2020 these include accreditation with the Association of Project Management, CIMA, CIPD and many others.

Whilst we delayed some of our core learning and development programmes due to Covid, we stepped up development for our “PDLs” performance and development leads (line managers) running fortnightly sessions focused on supporting their teams through remote working, mental health awareness training and enhanced hybrid working skills

As part of Havas we make use of the HKX Campus, a comprehensive prospectus of learning and development offerings and the regular keynote talks and inspiration sessions delivered in our onsite auditorium and virtually;

Health and Wellbeing

Since our inception in 2013, our business has recognised the crucial importance of promoting positive health and wellbeing, never more so was this in acute focus during the pandemic

We have a dedicated and enthusiastic internal team of consultants who work alongside our People and Talent team to ensure we are offering the right health and wellbeing programmes focused on physical and mental health. This team produces a monthly health and wellbeing newsletter offering tips and access to different resources to support our team.

In 2020 we renewed our internal team of mental health allies by asking for volunteers and running mental health awareness training from an external provider. This team is sponsored and supported by one of the Gate One partners who is part-qualified as a psychotherapist.

We publicise and promote the health and wellbeing sessions on offer from Havas Equalise and also our external partners such as our private healthcare provider – Vitality and our Employee Assistance Programme.

In 2021 we signed up to YuLife to provide our team with life assurance and they also run a proactive approach to managing physical and mental health

In 2020 we signed up to Perkbox for retail discounts but also for their cycle to work scheme – this salary sacrifice scheme encourages more physical activity by providing a cheaper way to buy a bike.

Diversity and Inclusion

Diversity, equity and inclusion is a key strategic priority and strive to create a workplace that is free of bias and fully representative of the diverse community of the UK.

In 2020, we delivered against this commitment in the following ways:

We conducted a diversity and inclusion survey and listening exercise with the support of an external D&I expert. We then shared the results of both with our team and revised our D,E&I plan to match the priorities highlighted from the survey. In terms of diversity, we have an under-representation of black people so we are keen to redress this balance in 2021 and beyond. We have committed to various diversity targets set by Havas between now and 2025.

In late 2020 we set up our first representative employee engagement network to provide the ‘employee voice’ to our leadership team and be involved in decision making that affects our people. We have two ‘reps’ per grade group who were selected to represent a variety of diverse characteristics, the group meets on a monthly basis and is chaired by our partner sponsor for culture and comms and our head of people and talent.

In 2021 as part of our D,E&I plan we started an inclusion calendar marking certain important dates from a religious, cultural or minority group perspective. Each month in the inclusion calendar is led by a different grade group to encourage involvement and engagement.

Also in line with our D,E&I plan we have created some D,E&I pages on our external website to demonstrate our commitment and also to encourage candidates from more diverse backgrounds to apply for roles with us.

As part of Havas we have signed up to the Executive DE&I Committee and Charter, setting out our commitments over the next five years; and participated in the bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and

in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.

GATE ONE LIMITED

YEAR ENDED 31 DECEMBER 2020

The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

Some of our achievements to date within our community:

We have three chosen charities we are supporting from the start of 2020 to the end of 2021 to whom we donate money and offer pro-bono consulting support.

We also offer mentoring to entrepreneurial start-ups whose founders come from a non-privileged background working in partnership with Foundervine (Foundervine) and also FishTank (the internal programme unique to Havas with the same aims).

The environment

The HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill; and
- achieve Gold CSR rating with EcoVardis, a trusted provider of sustainability ratings.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars;
- sourced over 80% of suppliers within 50 miles of our office.

With our clients we conduct regular engagement initiation and completion reviews to ensure alignment of starting objectives and high quality delivery to meet their expectations. In 94% of cases we exceed or significantly exceed their expectations.

HAVAS CANADA HOLDINGS LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

Havas is a member of the Vivendi group. The company is bound by and applies Vivendi group policies.

Vivendi is an integrated content, media and communications group.

Anti-corruption Code

At Vivendi, all employees are required to comply with the laws and regulations in the countries in which they operate. The Group's commitment in this regard is reflected in the implementation of a Compliance Program that covers personal data protection and anti-corruption measures, as well as obligations for monitoring the Group's business activities.

An Anti-corruption policy has been drawn up to prevent and identify any potential risks situation. These rules apply to all Vivendi employees and all Group business partners (suppliers, subcontractors, intermediaries, etc.).

Vivendi Anti-corruption Code may be found at <https://www.vivendi.com/wp-content/uploads/2018/10/Code-anticorruption-SIGNATURE-VA-021018.pdf>.

Vigilance Program

Vivendi has implemented a Compliance Program which sets out general ethics rules which are applicable to each and every group employee.

These guidelines cover the rights of employees, the quality of information and its protection, the prevention of conflicts of interest, commercial ethics and the respect of competition rules, the use of group property and resources, financial ethics and respect for the environment. The objective of the Compliance Program is to make employees aware of their professional responsibilities, and to provide them with a reference tool that helps them determine appropriate conduct.

Havas

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Havas is a leading global advertising and communications services group. Havas has special responsibilities due to its influence on society and how the latter evolves over time.

Corporate Social Responsibility and Code of Ethics

Havas Corporate Social Responsibility policy is coordinated at group level. More details may be found at <https://www.havasgroup.com/csr/>. In addition, Havas 2020 CSR Report may be found at

www.havasgroup.com/havas-content/uploads/2021/05/csr-report-2020.pdf.

Ethics is the foundation of this Corporate Social Responsibility approach and the basis on which the group conducts its business. Havas Code of Ethics is aligned with expectations on the part of its stakeholders. Havas Code of Ethics is detailed at

www.havasgroup.com/havas-content/uploads/2020/01/havas_codeofethics_2017.pdf.

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.

Havas has made corporate social responsibility an integral part of everything it does. Havas encourages its agencies to harness the power of creative ideas to bring about positive change and minimize any negative impact on society.

The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

HAVAS CANADA HOLDINGS LIMITED

YEAR ENDED 31 DECEMBER 2020

Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Group UK

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

Furthermore, the board constantly assesses the implications of decisions made, in terms of the both the potential long-term consequences for the company, together with the impact on our stakeholders, including shareholders, employees, clients, suppliers and customers, the wider community and the environment.

Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- regular and timely management accounts;
- detailed and accurate financial budgets and forecasts;
- collaboration as part of the Vivendi cash management policy; and
- consultation and approval of any significant investment and acquisition decisions.

Customers, suppliers and employees

The company does not have any customers, employees or business premises. Its only supplier is a bank. The relationship with the bank is managed by Havas Shared Services Limited.

HAVAS HOLDINGS LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

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More details may be found at <https://www.vivendi.com/en/our-group/governance/compliance-program/>.

HAVAS HOLDINGS LIMITED

YEAR ENDED 31 DECEMBER 2020

Havas

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Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
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HAVAS HOLDINGS LIMITED

YEAR ENDED 31 DECEMBER 2020

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HAVAS PEOPLE LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

Havas is a member of the Vivendi group. The company is bound by and applies Vivendi group policies.

Vivendi is an integrated content, media and communications group.

More details of Vivendi's Corporate Social Responsibility ethos, policies, activities and results may be found at <https://www.vivendi.com/en/social-responsibility/>.

HAVAS PEOPLE LIMITED

YEAR ENDED 31 DECEMBER 2020

Anti-corruption Code

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The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
 - reinforcing socially responsible procurement policies in our supply chain;
 - promoting transparency and ethics in our business;
-

HAVAS PEOPLE LIMITED

YEAR ENDED 31 DECEMBER 2020

- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Group UK

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

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Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- Regular and timely management accounts;
- Detailed and accurate financial budgets and forecasts;
- Collaboration as part of the Vivendi cash management policy; and
- Consultation and approval of any significant investment and acquisition decisions.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment:

Learning and Development

In partnership with the agency leadership team, our People and Talent team provide high quality development opportunities for all employees:

- HKX Campus, a comprehensive prospectus of learning and development offerings servicing 1,700 employees across the UK;
- Regular keynote talks and inspiration sessions are delivered both in our onsite auditorium and virtually;
- Bespoke team and individual development plans are drawn up in consultation with our employees and manager training;
- in 2020, in response to the Covid we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
- in 2020, we redeveloped our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.

Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
 - In 2019, the programme delivered over 460 hours of wellbeing activity for our employees, comprised of: 30 keynote talks, 96 mental wellness sessions, 65 physical wellness sessions, and 80 hours of participatory workshops;
 - in 2020 we repurposed the programme to work in a completely virtual format, the programme delivered over 630 hours of wellbeing activity for our employees, comprised of: 136 mental wellness sessions, 84 hours of 1:1 personal development coaching surgeries, 132 physical wellness sessions, and 135 of covid response sessions; and
 - in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children;
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HAVAS PEOPLE LIMITED

YEAR ENDED 31 DECEMBER 2020

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diversity community of the UK. We recruited a Diversity and Inclusion Manager specifically to ensure that our strategic focus is delivered through a range of initiatives.

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;;
- we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
- we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
- we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
- we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
- we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
- Havas Pride, in partnership with Durex and Havas London, hosted a roundtable to discuss the importance of positive LGBTQ+ representation in advertising;
- we released our first All In Podcast episodes; a platform giving visibility to the diverse voices and causes that matter to the people in our business. Hosted by our All In Ambassadors, we had courageous conversations about LGBT History, celebrating 50 years since Stonewall, the importance of internships and apprenticeships for accessing diverse talent, as well as the importance of allyship and the role men play in supporting women and taking part in the work to drive equality;
- we delivered over 80 hours of our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
- to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
- in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we shut down all operations and had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.

For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

Some of our achievements to date within our community:

- Toothbrush collection and bags for Maria Fidelis Smiles project;
- Sale of cakes in support of Camden Giving's Tuesday initiative;
- Set up a donation box for toothbrushes and printed 300 bags to be given to homeless people in the area

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

HAVAS PEOPLE LIMITED

YEAR ENDED 31 DECEMBER 2020

Some examples of achievements the group has garnered to date:

- Our King's Cross premises has eliminated all single use plastics;
 - Reduced carbon emissions by 6% per employee;
 - Achieved zero waste to landfill;
 - All employee notebooks, pens and pencils are made from old pallets
 - Achieve Gold CSR rating with EcoVardis, a trusted provider of sustainability ratings.
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HAVAS SHARED SERVICES LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

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Anti-corruption Code

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The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

HAVAS SHARED SERVICES LIMITED

YEAR ENDED 31 DECEMBER 2020

Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Shared Services

The directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

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Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- regular and timely management accounts;
- detailed and accurate financial budgets and forecasts;
- collaboration as part of the Vivendi cash management policy; and
- consultation and approval of any significant investment and acquisition decisions.

Havas Shared Services and HKX

The company is just one of the many trading entities that are located within Havas's London Village at Havas King's Cross ("HKX") in Pancras Square, London and we are also located in Havas House, Maidstone.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment.

Learning and Development

Our People team provide high quality development opportunities for all employees:

- HKX Campus, a comprehensive prospectus of learning and development offerings servicing employees across the UK;
 - regular keynote talks and inspiration sessions delivered in our onsite auditorium and virtually;
 - bespoke team and individual development plans and manager training;
 - in 2020, in response to the Covid we developed a new training programme specifically for upskilling managers for a new world of hybrid working; and
-

HAVAS SHARED SERVICES LIMITED

YEAR ENDED 31 DECEMBER 2020

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Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading award-winning health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
- in 2020 we repurposed the programme to work in a completely virtual format; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver sessions specifically for our parents, including activities for their children;

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diverse community of the UK.

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
 - we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
 - we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
 - we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
 - we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
 - we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
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 - we delivered our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
 - to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
 - in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we shut down all operations and had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.
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HAVAS SHARED SERVICES LIMITED

YEAR ENDED 31 DECEMBER 2020

For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill; and
- our London office notebooks, pens and pencils are made from old pallets; and
- we endeavour to use environmentally positive supplies wherever possible.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars; and
 - wherever possible we use local suppliers to reduce carbon emissions etc.
-

HAVAS MEDIA LIMITED

YEAR ENDED 31 DECEMBER 2020

Duty to promote the success of the company

Vivendi

Havas is a member of the Vivendi group. The company is bound by and applies Vivendi group policies.

Vivendi is an integrated content, media and communications group.

More details of Vivendi's Corporate Social Responsibility ethos, policies, activities and results may be found at <https://www.vivendi.com/en/social-responsibility/>.

Anti-corruption Code

At Vivendi, all employees are required to comply with the laws and regulations in the countries in which they operate. The Group's commitment in this regard is reflected in the implementation of a Compliance Program that covers personal data protection and anti-corruption measures, as well as obligations for monitoring the Group's business activities.

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Vigilance Program

Vivendi has implemented a Compliance Program which sets out general ethics rules which are applicable to each and every group employee.

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Havas

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Havas is a leading global advertising and communications services group. Havas has special responsibilities due to its influence on society and how the latter evolves over time.

Corporate Social Responsibility and Code of Ethics

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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.

Havas has made corporate social responsibility an integral part of everything it does. Havas encourages its agencies to harness the power of creative ideas to bring about positive change and minimize any negative impact on society.

The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Group UK

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

Furthermore, the board constantly assesses the implications of decisions made, in terms of the both the potential long-term consequences for the company, together with the impact on our stakeholders, including shareholders, employees, clients, suppliers and customers, the wider community and the environment.

Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- regular and timely management accounts;
- detailed and accurate financial budgets and forecasts;
- collaboration as part of the Vivendi cash management policy; and
- consultation and approval of any significant investment and acquisition decisions.

Havas Media Division and HKX

The company is part of the Havas Media Group trading division and is primarily located within Havas's London Village at Havas King's Cross ("HKX") in Pancras Square, London.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment.

HAVAS MEDIA LIMITED

YEAR ENDED 31 DECEMBER 2020

Learning and Development

Our People team provide high quality development opportunities for all employees:

- HKX Campus, a comprehensive prospectus of learning and development offerings servicing 1,700 employees across the UK;
- regular keynote talks and inspiration sessions delivered in our onsite auditorium and virtually;
- bespoke individual development plans and manager training;
- in 2020, in response to Covid, we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
- in 2020, we developed our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.

Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading award winning health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
- in 2020, we repurposed the programme to work in a completely virtual format, the programme delivered over 630 hours of wellbeing activity for our employees, comprised of: 136 mental wellness sessions, 84 hours of 1:1 personal development coaching surgeries, 132 physical wellness sessions, and 135 of Covid response sessions; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children.

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diversity community of the UK.

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
 - we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
 - we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
 - we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
 - we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
 - we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
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 - we released our first All In Podcast episodes; a platform giving visibility to the diverse voices and causes that matter to the people in our business. Hosted by our All In Ambassadors, we had courageous conversations about LGBT History, celebrating 50 years since Stonewall, the importance of internships and apprenticeships for accessing diverse talent, as well as the importance of allyship and the role men play in supporting women and taking part in the work to drive equality;
 - we delivered over 80 hours of our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
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- to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
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For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

Some of our achievements to date within our community:

- partnered with small UK-based charity to deliver meals and essential items to homeless people in London and Manchester;
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- partnered with Redemption Roasters to give young offenders the chance to skill up; and
- donated £50,000 worth of time to a charity combating loneliness and isolation.

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill;
- all employee notebooks, pens and pencils are made from old pallets; and
- achieved Gold CSR rating with EcoVadis, a trusted provider of sustainability ratings.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars;
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THE MAITLAND CONSULTANCY LIMITED

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Learning and Development

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- Regular keynote talks and inspiration sessions are delivered both in our onsite auditorium and virtually;
- Bespoke team and individual development plans are drawn up in consultation with our employees and manager training provided;
- in 2020, in response to the Covid we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
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THE MAITLAND CONSULTANCY LIMITED

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Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

THE MAITLAND CONSULTANCY LIMITED

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Some examples include:

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HAVAS E GROUP LIMITED (FORMERLY TARGETMCG LIMITED)

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Vigilance Program

Vivendi has implemented a Compliance Program which sets out general ethics rules which are applicable to each and every group employee.

These guidelines cover the rights of employees, the quality of information and its protection, the prevention of conflicts of interest, commercial ethics and the respect of competition rules, the use of group property and resources, financial ethics and respect for the environment. The objective of the Compliance Program is to make employees aware of their professional responsibilities, to provide them with a reference tool that helps them determine appropriate conduct.

More details may be found at <https://www.vivendi.com/en/social-responsibility/specific-issues/ethics-and-business-practices/>.

Havas

The company is a member of the global Havas group. The company is bound by and applies global Havas group policies.

Havas is a leading global advertising and communications services group. Havas has special responsibilities due to its influence on society and how the latter evolves over time.

Corporate Social Responsibility and Code of Ethics

Havas Corporate Social Responsibility policy is coordinated at group level. More details may be found at <https://www.havasgroup.com/csr/>. In addition, Havas 2019 CSR Report may be found at <https://www.havasgroup.com/havas-content/uploads/2020/04/havasgroup-csr-report-2019.pdf>.

Ethics is the foundation of this Corporate Social Responsibility approach and the basis on which the group conducts its business. Havas Code of Ethics is aligned with expectations on the part of its stakeholders. Havas Code of Ethics is detailed at https://www.havasgroup.com/havas-content/uploads/2020/01/havas_codeofethics_2017.pdf.

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.

Havas has made corporate social responsibility an integral part of everything it does. Havas encourages its agencies to harness the power of creative ideas to bring about positive change and minimize any negative impact on society.

The Group has established six commitments to progress which guide all aspects of the business regardless of the nature of the work.

HAVAS ENTERTAINMENT LIMITED (FORMERLY TARGET MEDIA LIMITED)

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Havas is committed to:

- promoting a harmonious and healthy working environment that supports collaborators' growth and development;
- reinforcing socially responsible procurement policies in our supply chain;
- promoting transparency and ethics in our business;
- taking the lead in the creation and diffusion of responsible communications throughout our agencies and in collaborations with clients and partners;
- reducing the environmental footprint of our operations; and
- maintaining our commitment to collaborative efforts in reducing climate change.

Havas Group UK

In the UK, the directors of the company have taken all necessary steps to ensure that the company has implemented and complied with all Havas and Vivendi group policies and procedures.

Furthermore, the board constantly assesses the implications of decisions made, in terms of the both the potential long-term consequences for the company, together with the impact on our stakeholders, including shareholders, employees, clients, suppliers and customers, the wider community and the environment.

Shareholders

The board communicates directly with Vivendi regarding strategy and performance of the company through a number of different channels:

- regular and timely management accounts;
- detailed and accurate financial budgets and forecasts;
- collaboration as part of the Vivendi cash management policy; and
- consultation and approval of any significant investment and acquisition decisions.

Havas Media Division and HKX

The company is part of the Havas Media Group trading division and is primarily located within Havas's London Village at Havas King's Cross ("HKX") in Pancras Square, London.

Employee engagement

The board understands that Havas UK's staff are at the heart of everything we do as a business, and the importance of an engaged and dynamic workforce to ensure we can respond to the challenging media market. We have 3 key strategic pillars that deliver against this commitment.

Learning and Development

Our People team provide high quality development opportunities for all employees:

- HKX Campus, a comprehensive prospectus of learning and development offerings servicing 1,700 employees across the UK;
 - regular keynote talks and inspiration sessions delivered in our onsite auditorium and virtually;
 - bespoke individual development plans and manager training;
 - in 2020, in response to Covid, we developed a new training programme specifically for upskilling managers for a new world of hybrid working, we put 90 employees through the 'Managing Remote Teams for High Performance' programme; and
 - in 2020, we developed our HKX Campus programme to include a new pillar for 'Hybrid Work Tools', inspired by lockdown but built to last as we develop our new ways of hybrid work for the future. It provided all our employees with the opportunity to upskill in communication, productivity, effectiveness and collaboration.
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Health and Wellbeing

Our business also recognises the crucial importance of promoting positive health and wellbeing:

- Havas Equalise is our industry-leading award winning health and wellbeing programme, awarded the best mental health strategy from the Not a Red Card Awards 2020;
- in 2020, we repurposed the programme to work in a completely virtual format, the programme delivered over 630 hours of wellbeing activity for our employees, comprised of: 136 mental wellness sessions, 84 hours of 1:1 personal development coaching surgeries, 132 physical wellness sessions, and 135 of Covid response sessions; and
- in response to the Covid pandemic during lockdown 3.0 we developed content for the programme to deliver over 100 hours of sessions specifically for our parents, including activities for their children.

Diversity and Inclusion

We have a concerted strategic focus on diversity and inclusion and strive to create a workplace that is free of bias and fully representative of the diversity community of the UK.

In 2020, we delivered against this commitment in the following ways:

- we reaffirmed our commitment to diversity, equity and inclusion with the launch of our Executive DE&I Committee and Charter, setting out our commitments over the next five years;
- we began a concerted communications campaign to encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture;
- we partnered with Creative Equals to open source our anti-discrimination initiative Press Pause; a formal framework through which employees are empowered to positively challenge and talk about anything that has concerned them in the moment;
- we became a founding member of Unstereotype Alliance; a UN Women's initiative to tackle harmful stereotypes in advertising;
- we produced the All In Alphabet; a series of short-form videos as a learning tool to equip us all to have more inclusive, courageous conversations;
- we delivered four Havas Doorway events with some of our partner schools and community groups). We had over 80 young people attend across the year, driving awareness and accessibility of our industry;
- Havas Pride, in partnership with Durex and Havas London, hosted a roundtable to discuss the importance of positive LGBTQ+ representation in advertising;
- we released our first All In Podcast episodes; a platform giving visibility to the diverse voices and causes that matter to the people in our business. Hosted by our All In Ambassadors, we had courageous conversations about LGBT History, celebrating 50 years since Stonewall, the importance of internships and apprenticeships for accessing diverse talent, as well as the importance of allyship and the role men play in supporting women and taking part in the work to drive equality;
- we delivered over 80 hours of our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
- to celebrate Black History Month, we partnered with Blanguage to co-create a content series called 'Black is' and developed the 'Way Back When' history short series to remind ourselves of Black British History; and
- in May, the world was shaken by the murder of George Floyd and the present reality of racism was made clear on a global scale. In response, we shut down all operations and had a day of reflection to contemplate our roles in improving racial justice and diversity, and, for those that needed it, time to grieve and to find comfort and support through their own lived experiences of racism.

For the second year running, we won Campaign's Best Place to Work award in recognition of our focus on creating a great place to work for our employees.

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The community

We recognise that we have a responsibility to enact positive social change and can be both a mirror and an engine in society.

Some of our achievements to date within our community:

- partnered with small UK-based charity to deliver meals and essential items to homeless people in London and Manchester;
- developed a homework club for local students who have nowhere to work after school;
- set up clothes recycling stations in our offices;
- partnered with Redemption Roasters to give young offenders the chance to skill up; and
- donated £50,000 worth of time to a charity combating loneliness and isolation.

The environment

Our unique employee-led HKX Roots committee is focused on progressing green policies in the UK to make our business as environmentally friendly as possible.

Some examples of achievements the group has garnered to date:

- our King's Cross premises has eliminated all single use plastics;
- reduced carbon emissions by 6% per employee;
- achieved zero waste to landfill;
- all employee notebooks, pens and pencils are made from old pallets; and
- achieved Gold CSR rating with EcoVardis, a trusted provider of sustainability ratings.

Suppliers, customers and clients

We are committed to reinforcing socially responsible procurement policies in our supply chain and with our clients.

Some examples include:

- for local corporate travel, we use a taxi company that only uses low and zero emission cars;
 - sourced over 80% of suppliers within 50 miles of our office; and
 - Havas Media Group became the first agency group in the industry to become DTSG (Digital Trading Standards Group) certified and as part of the accreditation Havas Media take a zero tolerance approach to the misplacement of ads; and
 - Havas Media are also certified with IAB Gold Standard. This certification consolidates all industry best practice initiatives across Brand Safety, Fraud and Coalition for Better Ads. As part of this certification our pledge is that we operate within the strict boundaries of the Gold Standard to ensure we offer our clients the very highest standards in digital buying.
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