

# 2021 CSR REPORT





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# 01

## A message from Yannick Bolloré

On September 23, 2021 at the Havas Village in Puteaux, we welcomed Valérie Masson-Delmotte from the United Nations Intergovernmental Panel on Climate Change (IPCC) to discuss the latest items of the informative IPCC report with our employees. The report is further proof, if any were needed, of the urgency to fight against global warming, after a year marked by a deadly heatwave in Canada, forest fires in Cyprus and California, and not least, giant mudslides in Japan. All these natural disasters are urging us to take action. In response to these challenges, and although it is not the most polluting group since it does not produce goods or own factories, Havas Group is now more than ever committed to meeting the social and environmental challenges facing the world.

As a Group, our mission is to make a meaningful difference to brands, businesses and people. To achieve this, meaning must be the very essence of who we are as a company and what we do as a communications group. And we are convinced that the search for meaning must always be tied to corporate social responsibility (CSR).

The communications industry has a lasting influence on society and the behavior of individuals. At Havas Group, we are aware of the role we must play to rise to the challenge of sustainable development and improve the world in which we live. As such, we aspire to be a leader in this drive for sustainability by encouraging our industry to practice responsible communications and raise the standards of our profession.

Through our Havas Impact+ CSR program, which is fully integrated into the Group's strategy, we encourage our agencies to foster positive change in society through their creativity and the influence of their campaigns. Our goal is to position CSR issues at the center of our businesses and help our clients better engage their communities through authentic messages and experiences, to grow sustainably and improve people's lives.

For the recommendations we make to our clients to be credible and impactful, we must first apply them to ourselves. Havas Group was awarded the EcoVadis Gold medal for its CSR performance. 30% of the Group is now operating under the standards of ISO 14001 certification. Three of our agencies have achieved B Corp certification: Havas London, Havas New York, and Havas Lemz in the Netherlands.

These successes are the result of the commitment of our teams worldwide, the individual contribution of each Havas family member and our collective efforts, which are constantly repurposed. This report is a presentation of our goals, progress and cornerstone initiatives.



Yannick Bolloré

# 02

## A message from Lorella Gessa

At Havas, we did not wait for the CSR buzz to take meaningful action. As an example, in 2009, the Group made tangible commitments, with clear goals and measurable targets. Day in, day out, we strive to act more responsibly to continuously improve our business. Parallel to this, we focus fully on serving the best interests of our stakeholders.

In 2020, we changed our approach to sustainability, by distancing ourselves from "traditional" CSR policies and rethinking our positive impact on the planet. This is how the Group's CSR program, Havas Impact+ was born, based on three pillars.

In 2021, the anniversary of the launch of Havas Impact+ coincided with COP26, which culminated in the Glasgow Climate Pact - a showcase if there ever was one! To honor COP26, we celebrated the first year of our CSR program by unveiling a new "eco-branded" face. With this in mind, we changed the visual identity of Havas Impact+ to reduce its digital footprint. As a company with global reach, we must absolutely practice what we preach through our CSR initiatives. We now encourage our clients to take care of their environmental impact by developing their visual identities in an eco-branded way.

More recently, we launched a dedicated Havas Impact+ website to ensure that our CSR commitments are clear and visible to all, that our progress is tracked, and that our successes are constantly promoted. Just like our new visual identity, our website is also eco-branded.



Lorella Gessa

LORELLA GESSA



# 03

## HAVAS IMPACT+ MILESTONES

### 2003

#### United Nations Global Compact (UNCG)

We were the first communications group to sign the UN Global Compact in support of the Agenda 2030 Sustainable Development Goals (SDGs).

### 2009

#### TCK TCK TCK

With the United Nations and Kofi Annan, we participated in the launch of the 'tck tck tck: Time for Climate Justice' campaign, the first global music petition uniting more than 50 renowned artists. 2009 also saw the deployment of our sustainable development strategy with six ambitious objectives to guide our actions and become an increasingly responsible company.

### 2016

#### United Nations Common Ground

We joined the Common Ground initiative launched by the United Nations and adopted Sustainable Development Goal 13: take urgent action to combat climate change.

### 2018

#### Grand Prix for Good

We won the Grand Prix for Good at Cannes for the 'Palau Pledge' campaign while the United Nations awarded us the Peace Medal for the 'Making Friends Across Religions' campaign. 2018 was also the year we kick-started the Havas Climate Solidarity initiative to offset the carbon footprint of campaigns produced for our clients.

### 2020

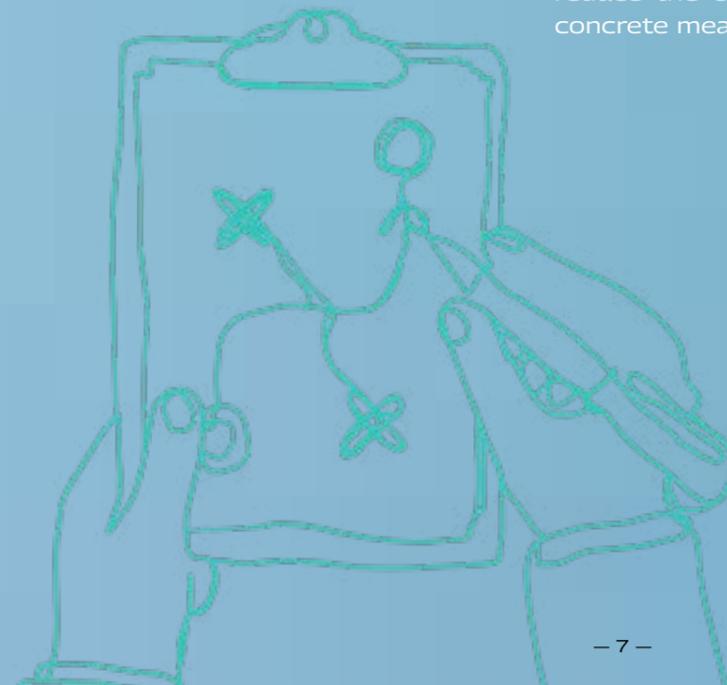
#### Havas Impact+

We created Havas Impact+, a unique CSR program structuring our six long-term commitments around three key pillars: environment, people, and meaningful communication. We also set up our industry's first Carbon Impact Calculator for multimedia campaigns.

### 2021

#### 2025 roadmap

We have pledged to contribute to the goal of collective carbon neutrality by 2025. By this date, we aim to reduce the carbon footprint of our business through concrete measures.



# 04

## Havas & the United Nations Sustainable Development Goals

In 2015, the UN created the 2030 Agenda, which lists 17 Sustainable Development Goals (SDGs) aimed at ending poverty, protecting the planet and ensuring that all people enjoy peace and prosperity. As part of Havas Impact+, the Group has focused its commitments on prioritizing several of these SDGs and is contributing, on its own scale, to advancing this agenda. Commitments can be found in the various pillars throughout this report.

*THE SDGS COMMIT US ALL TO BUILDING A SAFER, MORE SUSTAINABLE AND PROSPEROUS PLANET, ENCOURAGING US TO IMPROVE THE LIVES OF FUTURE GENERATIONS.*

LET'S  
BE THE  
CHANGE



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



**SDG 5**  
GENDER EQUALITY



**SDG 7**  
AFFORDABLE AND CLEAN ENERGY



**SDG 8**  
DECENT WORK AND ECONOMIC GROWTH



**SDG 12**  
RESPONSIBLE CONSUMPTION AND PRODUCTION



**SDG 13**  
CLIMATE CHANGE



**SDG 15**  
LIFE ON LAND



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



**SDG 17**  
PARTNERSHIPS FOR THE GOALS

# 05

## Labels & Certifications

The labels and certifications obtained by the Group validate our CSR approach, distinguish our performance and motivate us to drive Havas forward. They serve as benchmarks both for our teams and stakeholders.



Havas Group was awarded the EcoVadis Gold medal in recognition of its CSR performance. The Group ranked among the top suppliers in the "Advertising and Market Research" category.



The Group's entities in Spain, France and the United Kingdom have implemented an ISO 14001-certified Environmental Management System (EMS). When a company obtains this certification, it structures its environmental impact, increases operational efficiency and engages in continuous improvement. The standard is awarded by an independent body which oversees management, employees and external stakeholders. This body makes sure that the company is aware of its carbon footprint and is implementing concrete solutions to reduce environmental impact. 30% of the Group's global workforce operates under the framework of ISO 14001 certification. Click [here](#) to discover more.



Three of the Group's agencies are B Corporation certified: Havas London, Havas New York, and Havas Lemz in the Netherlands. They are some of more than 4,000 certified B Corporations worldwide that are committed to reconciling profit with public interests and delivering a positive impact on society.



Our US flagship agency, Havas New York, earned its B Corp certification after a rigorous two-year process to meet (and exceed) the B Lab's standards for accountability and transparency. At the same time, our UK agency - Havas London - obtained its B Corp re-certification, three years after obtaining initial certification. To mark the occasion, we asked Laura Maness, CEO Havas New York, and Xavier Rees, CEO Havas London, a few questions about their B Corp adventure. Listen to their conversation and be inspired in this [video](#). Click [to learn more](#).



Curious about B Corp? Vicki Maguire, Chief Creative Officer of Havas London, spoke to Adweek about what being B Corp-certified means to the agency, employees and clients, its impact on creativity and how it is the fastest way to securing carbon neutral status across the board. Watch the interview [here](#).



Havas Group and Vivendi have been included in the 2022 list of Socially Responsible Companies, published by French magazine, Le Point, and the Statista research institute. This label recognizes the 250 most responsible companies in France and covers 22 sectors. It is based on public performance indicators, including company CSR reports. An independent online survey of 5,000 French citizens was also conducted to complete the analysis of the performance indicators. Companies were examined in three different areas: environmental, social and corporate governance (ESG). The "Socially Responsible Company 2022" title strengthens Havas Group's reputation as a committed corporate citizen, spotlighting the efforts made through our Havas Impact+ CSR initiative.

# 06

## Ethics & Anti-Corruption

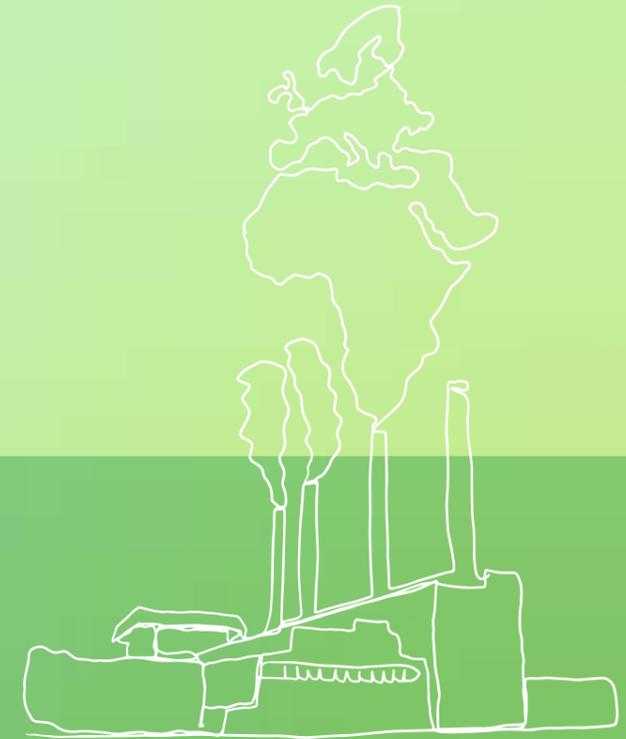


Havas Group has implemented a compliance program in line with the initiative developed by Vivendi. It covers anti-corruption measures, due diligence obligations and personal data protection. In 2020, the Group continued to implement its anti-corruption system, in coordination with Vivendi's CSR and Compliance Department. Havas is aware that detecting and preventing corruption risks helps to protect its reputation and sustain the trust of its partners. Since 2018, the Group has applied the Anti-Corruption Code established by Vivendi. Translated into 24 languages, it can be accessed from the Havas Intranet. It is also included in the bylaws of the Group's French subsidiaries and given to each new employee upon arrival. Lastly, the Group introduced a mandatory online training module dedicated to best practices and corruption detection.



The Group's development, day-to-day working practices and various policies are based on ethics principles detailed in the Havas Group Code of Ethics, which is distributed to each and every employee.

# 07



## HAVAS IMPACT+ ENVIRONMENT

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



**SDG 7**  
AFFORDABLE AND  
CLEAN ENERGY



**SDG 12**  
RESPONSIBLE  
CONSUMPTION AND  
PRODUCTION



**SDG 13**  
CLIMATE CHANGE



**SDG 15**  
LIFE  
ON LAND



**SDG 17**  
PARTNERSHIPS  
FOR THE GOALS

# REDUCING OUR ENVIRONMENTAL FOOTPRINT

AND CONTRIBUTING TO COLLECTIVE CARBON NEUTRALITY FROM 2025



**20,827 T.EQ CO<sub>2</sub>, EQUAL TO 1.04 T.EQ CO<sub>2</sub> PER EMPLOYEE.** IN 2021, THE GROUP'S GHG EMISSIONS DECREASED BY 56% VS. 2018 (BASE YEAR)



**REDUCTION OF 3.9%**

OF ELECTRICITY CONSUMPTION (ALL SOURCES COMBINED) RELATIVE TO 2020



**38%**

OF THE GROUP'S ELECTRICITY CONSUMPTION STEMS FROM RENEWABLE SOURCE\* ELECTRICITY PURCHASES \*COVERED BY GUARANTEES OF ORIGIN (SOURCE: NORWEGIAN HYDRO)

ACTIONS/OBJECTIVES	KPIS	PROGRESS COMPARED TO 2020
Lower CO <sub>2</sub> emissions according to our 2018-2024 goals (-60% total GHG emissions) and achieve carbon neutrality by 2025	Calculate via the Perform! reporting platform, using data reported by employees and ADEME (French Ecological Transition Agency) emission factors	Group emissions decreased to <b>20,827 t.eq CO<sub>2</sub></b> , equal to <b>1.04 t.eq CO<sub>2</sub> per employee</b> 2021 Group GHG emissions were down <b>56%</b> vs. 2018 (base year) 
Reduce consumption of standard office paper per employee by 40% for the 2019-2024 period	Total amount of office paper (internal/external usage), and ratio per employee	In 2021, total paper consumption decreased to <b>122 tons</b> , equal to <b>6.1kg per employee</b> . This ratio is <b>52%</b> lower than 2019, and <b>26%</b> lower than 2020 
Use of 100% recycled and/or FSC/PEFC-certified paper	Amount of paper purchased and certified (internal/external usage)/ total amount of paper purchased	Certified and/or recycled paper represents <b>72%</b> of the Group's total paper consumption 
Reduce volume of non-hazardous waste per employee by 20% for the 2019-2024 period	Amount of non-hazardous waste and ratio per employee	In 2021, total Group-wide non-hazardous waste was <b>467 tons</b> , equal to <b>23kg per employee</b> 
Implement recycling systems throughout all Havas agencies	Number of agencies implementing waste sorting initiatives. Headcount of agencies relative to total headcount	Waste sorting concerns <b>129 agencies</b> equal to <b>+72%</b> of the Group's employees 
Decrease electricity consumption by 5% and shift to 25% supply of renewable energy for the 2019-2024 period	Electricity consumption in kWh and share of renewable energies	<b>20,448,232 kWh</b>  <b>38%</b> from renewable energy sources 

# MAINTAINING OUR COMMITMENT TO COLLABORATIVE EFFORTS

IN REDUCING CLIMATE CHANGE



**16 CLIENT CAMPAIGNS** FEATURED THE ISSUE OF CLIMATE CHANGE

**4,852 t.eq CO<sub>2</sub>**

OFFSET THANKS TO THE CLIMATE SOLIDARITY INITIATIVE, MANAGED WITH PUR PROJET



ACTIONS/OBJECTIVES	KPIS	PROGRESS COMPARED TO 2020
Become leaders in the media industry on the issue of climate change	Core values for the Climate Solidarity scheme (carbon calculator for creative/event campaigns)	<b>€97,040</b> financial contributions <b>4,852 t.eq CO<sub>2</sub></b> offset <b>+140</b> clients committed 
Employ our influence to raise awareness on the issue of climate change	Campaigns that have made the most impact on the topic of climate change	This year we want to highlight the campaigns: <b>Logo Pollution</b> by Havas Turkey and Greenpeace  <b>The Decade of Doing</b> by Havas Lemz and Justdiggit <b>Own the Ocean</b> by Havas Chicago and Moen

## OUR ENVIRONMENTAL ACTION PLAN

### To achieve our objectives, we have kick-started the following initiatives:

Reduce non-essential travel and prioritize rail over air whenever possible

Develop sorting programs in our agencies to promote recycling

Increase the share of renewable energy in the Group's energy mix

Implement plans to limit paper consumption and accelerate paperless processes

Step up programs aimed at improving the energy performance of our Villages

Restrict the use of single-use plastics

### Our low-carbon emission products and services

The Havas Meaningful Impact program is central to our environmental strategy. This program aims to control and reduce greenhouse gas emissions generated by our products and services. To realize our ambitions, we implement environmentally friendly practices in the production and distribution of our campaigns, as well as carbon impact calculators to measure and identify the main sources of GHG emissions, and recommend reduction solutions to our clients.



# HAVAS IN ACTION



### CREATION AND DISTRIBUTION OF ECO-DESIGN GUIDELINES FOR OUR CAMPAIGNS AND EVENTS

To automate the eco-design of our campaigns and events, we decided to disseminate best practices through recommendations for creative and media eco-campaigns, as well as eco-responsible events.

### HAVAS CLIMATE SOLIDARITY

Launched in 2018, the initiative makes it possible to estimate the carbon footprint related to a campaign's production. We are partners with PUR Projet, which helps companies restore the ecosystems they depend on through carbon offset projects in agroforestry, regenerative agriculture and forest conservation in Peru and France.



### HAVAS CARBON IMPACT

In 2020, Havas Media France developed the first Carbon Impact Calculator for its clients' multimedia campaigns. The agency is now able to measure the carbon footprint of a campaign.



### POWER DOWN

For Earth Day 2021, Havas Impact+ offered its teams the Power Down initiative. The concept was simple: to disconnect from all technologies for an hour during the working day. The goal was to reduce electricity consumption while allowing our employees to take a screen-free break during their working day.



## MEETING WITH VALÉRIE MASSON-DELMOTTE (IPCC)

On September 23, Havas Village Puteaux welcomed Valérie Masson-Delmotte, paleoclimatologist, research director at the CEA (French Atomic Energy Commission) and co-chair of Panel 1 of the Intergovernmental Panel on Climate Change (IPCC), which reports to the United Nations. Valérie discussed the latest IPCC report and the urgent need to fight against global warming. Watch a [replay](#) of the conference.



## HAVAS VILLAGES CELEBRATE THE EUROPEAN SUSTAINABLE DEVELOPMENT WEEK



Every year, the European Sustainable Development Week (ESDW) is one of the highlights of the year in the Havas villages. In 2021, Havas Village Puteaux employees were offered DIY workshops on natural cosmetics, edible flower recipes and de-cluttering classes using the Marie Kondo method. They also rolled up their sleeves to clean up the banks of the Bassin de la Villette and participated in motivational conferences on reducing digital footprint and tackling climate change. See [photos](#).



Meanwhile, Havas Village Madrid held a car-free day, an online discussion with a waste reduction expert, and promoted volunteer and donation programs. Check out the pictures [here](#).

## ROAD TO COP26

During the 10 weeks of the European Sustainable Development Week, the COP15 Biodiversity in China and the COP26 in Scotland, Havas and Vivendi joined forces to offer a program addressing different environmental themes through conferences, workshops, e-learning sessions and contests.



## LISTENING AND TRAINING



Our employees' feedback on CSR initiatives led by the Group is essential. In June 2021, we invited them to take part in the Havas & the Environment survey on their perception of environmental issues and the Group's eco-responsible approach. They recognized the quality of communications and praised the Havas Impact+ environmental initiatives, demonstrating good knowledge of ISO 14001 certification and judging overall waste management on our premises as satisfactory. The feedback also called for improved management of the digital footprint, better education on energy consumption and more effective promotion of ISO 14001 to our stakeholders.



In November 2021, we again gave our staff the opportunity to express their expectations on sustainability issues via a joint Vivendi & Havas materiality survey, in order to strengthen our respective Creation for the Future and Havas Impact+ CSR approaches, and with the aim of better targeting our actions and improving their positive impact.



Because we all have a role to play in protecting the planet, we encourage our employees to take the 'ISO 14001 Awareness' online training course on our digital learning platform - Havas University. This enables them to learn more about the Group's eco-responsible approach and how to elevate our environmental impact together.



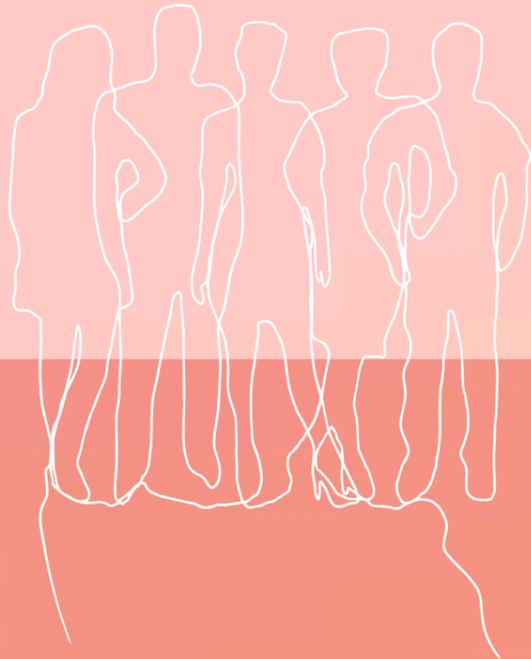
In November, during COP26, we introduced a new online training course developed by Vivendi for Havas University. Through this program, our teams can test their knowledge of key environmental issues, learn how they apply to Vivendi and Havas activities, and discover how to play their part in the fight against global warming by adopting a more environmentally friendly lifestyle.

## EVERYDAY GUIDANCE

Havas New York created a sustainability handbook for its office in an effort to formalize its responsible commitment to sustainability. The agency also developed a purchasing policy adopted last year, featuring a questionnaire on responsible suppliers. Havas New York is committed to purchasing from local suppliers. Discover the handbook [here](#).



OS



# HAVAS IMPACT+ PEOPLE

Our goal is to create a culture where diverse voices and perspectives are encouraged; where employees can express themselves freely, feel respected, and grow professionally. In the following pages you will see our commitments, goals and progress in comparison to last year for this key pillar of our CSR approach.



SDG 3

GOOD HEALTH AND WELL-BEING



SDG 5

GENDER EQUALITY



SDG 8

DECENT WORK AND ECONOMIC GROWTH



SDG 12

RESPONSIBLE CONSUMPTION AND PRODUCTION



SDG 16

PEACE, JUSTICE AND STRONG INSTITUTIONS

## PROMOTING A HARMONIOUS AND HEALTHY WORKING ENVIRONMENT

### THAT SUPPORTS EMPLOYEE GROWTH AND DEVELOPMENT



HEADCOUNT

19,942



AVERAGE AGE

36



75%

OF EMPLOYEES PARTICIPATED IN TRAINING

GENDER RATIO



57%

WOMEN



43%

MEN

#### ACTIONS/OBJECTIVES

#### KPIS

#### PROGRESS COMPARED TO 2020

#### Fighting against discrimination within our agencies

Number of people with disabilities working on behalf of Havas Group

119 employees identify as disabled



Gender diversity in creative and managerial positions

Executive  
♂57% ♀43%  
Creative  
♂58% ♀42%



Number of diversity initiatives

519 initiatives  
52% of employees took part in initiatives undertaken to promote diversity



#### Attract and retain talent by offering engaging career opportunities and leadership development programs

Number of Global Talent program participants

6,071 participants



Number of training hours delivered and number of employees who benefited from at least one training session over the year

159,319 hours  
15,045 employees representing 75% of Group employees



Turnover rate

33.9% Overall turnover rate



Absenteeism (all reasons)

3.1%



## REINFORCING SOCIALLY RESPONSIBLE PURCHASING POLICIES



ACTIONS/OBJECTIVES	KPIS	PROGRESS COMPARED TO 2020
Sustain our responsible supplier conduct with clients and other stakeholders	EcoVadis rating and certification level	Havas Group rating <b>69/100</b> Certification <b>Gold</b>

## PROMOTING TRANSPARENCY AND ETHICS IN OUR BUSINESS



ACTIONS/OBJECTIVES	KPIS	PROGRESS COMPARED TO 2020
Ensure that all new employees incorporate the Havas Code of Ethics in all aspects of their work	Percentage of employees trained in anti-corruption	<b>78%</b> of employees
Guarantee rigor on data security and data integrity by preserving the confidentiality, value and availability of proprietary, consumer and client third-party and open data	Percentage of employees in France that followed the data security (GDPR) course with Havas University in 2021	<b>44%</b> of employees

# HAVAS IN ACTION

## COMMITMENT TO DIVERSITY AND INCLUSION



In 2018, Havas created All In, a Diversity, Equity and Inclusion (DE&I) program, covering a wide range of initiatives from ethnic and cultural representation, gender equality, and LGBTQIA+ inclusion to disability, wellness, age and many other topics. All In offers an innovative approach to DE&I issues that is not imposed by management but engages all levels of the organization. We favor a “local” approach to implementing our DE&I program, factoring in differences between countries, cultures and agencies. Last year, All In led 100 initiatives in 39 agencies and villages.

However, the Covid-19 pandemic resulted in changes to the program by focusing initiatives on work time arrangements, childcare for careworkers, mental health issues for professionals, and the celebration of Pride and Black History Months through distance learning sessions and entertaining online experiences.

Launched in 2018, Femmes Forward is a career acceleration program for female Havas employees to prepare them for faster career growth. Combining career development, management skills assessment, leadership coaching and the power of networking, this program also includes presentations and discussions with other Havas employees, thought leaders, experts and inspiring entrepreneurs. Femmes Forward represents Havas Group's commitment to advancing the careers of its female employees. To date, 150 women have participated in the program in 23 countries where the Group operates. 30% of them have been promoted, including 50% a year after the program.



In 2021, the program adapted to the pandemic context with Femmes Forward ON AIR, an online edition offering women around the world the opportunity to enhance their leadership skills, reflect on what they want to do with their careers and build a plan to get there. To date, Femmes Forward ON AIR has hosted over 100 participants in 20 countries. As the program continues to grow, we are seeing a 15% promotion rate and a 96% retention rate.



## PROMOTING MENTAL HEALTH AND WELLNESS AT WORK

Mental health is a fundamental component of a healthy and fulfilling life. The unprecedented pandemic we just navigated has greatly intensified daily stress in our industry. Whether through increased screen time, blurred lines between work and private life, remote relationships with clients or fast adaptation to new challenges, our mental health has been challenged to a greater extent than ever before. At Havas, we decided to offer support programs to ensure the well-being of our employees.



In 2021, Havas All In launched Be Kind to Your Mind, a mental wellness program to make employees aware of the importance of mental health and good habits to develop. (Re)discover the program [here](#).

Recently, work habits have changed dramatically and computer programs now dictate our punctuality. Based on the observation that it is often the little things that make the biggest impact, the Havas Health & You teams came up with an original concept to schedule meetings every five minutes past instead of on the hour. Discover [Take Five](#).



The pandemic has precipitated the development of new ways of working, and many of our Villages around the world have reimagined the role of the office, initiating large-scale projects to create new, more collaborative, sustainable and enjoyable work spaces. At Havas Village Paris, France, ROOTS embodies this new trend of versatile and environmentally friendly spaces, championing creativity and workplace well-being. Employees can now enjoy a quality lunch, but also hold meetings and events there during the rest of the day. See its inauguration [video](#) from September 2021.



The advertising industry is far from sheltered from the issues of harassment and gender-based violence. Being meaningful also implies ensuring that everyone feels calm, confident and free to be themselves in a high-quality workplace. In this respect, no misbehavior can be tolerated and the fight against harassment is one of Havas' priorities. Every two years, we select a mandatory harassment and discrimination awareness training course that we ask all our employees to follow on our Havas University platform. We also organize plenary sessions open to all and specific sessions for managers on these topics. This is in addition to local anti-harassment reporting schemes, as well as training modules on cognitive biases, anti-corruption awareness and personal data protection, which are also mandatory.



In a move to broaden the traditional concept of parenthood, Havas Village Australia has introduced a series of changes to its family leave policy to support expectant parents in their journey to parenthood. They also have policies in place to support transgender and non-binary employees, as well as victims of domestic and family violence. [Read article](#).

## TRAINING AND CAREER DEVELOPMENT

**HAVAS**  
UNIVERSITY

Havas University is Havas Group's learning platform that supports employee development by providing them with a range of online courses and activities. This approach is part of Havas Group's commitment to fostering the professional and personal development of each employee and promoting a shared culture based on knowledge transfer. Havas University offers courses in several languages, on a variety of subjects, from media expertise to business insights, tool training, regulatory certifications and soft-skills.

**MY  
COACH  
VILLAGE**

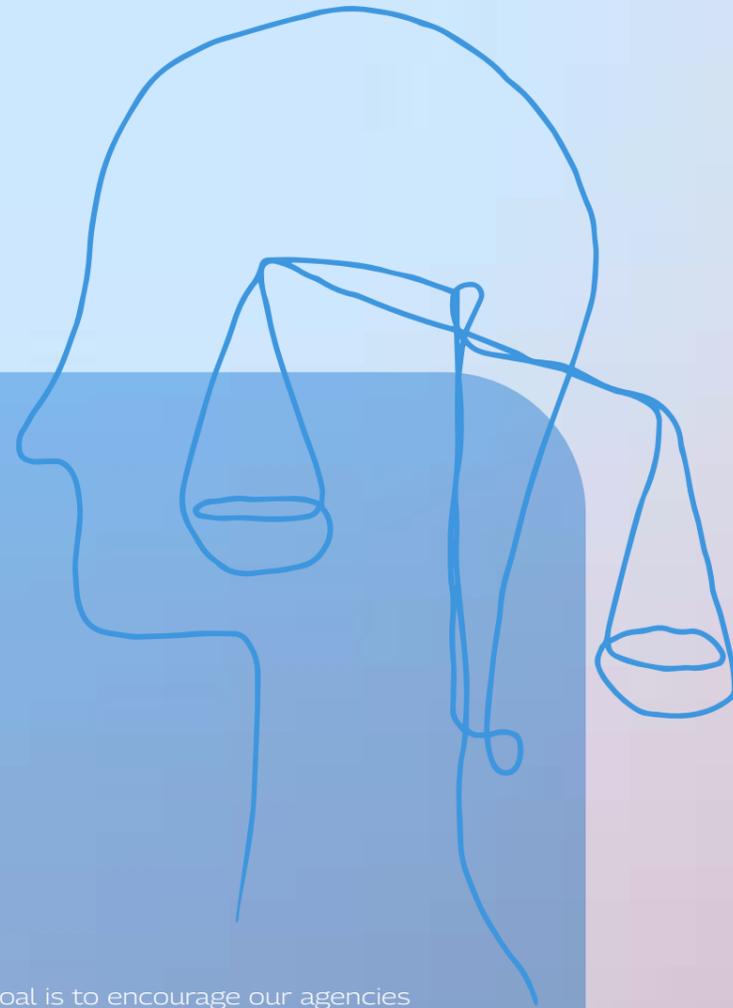
Faced with the transformation of our businesses and working environments, Havas has set up the MyCoach Village internal coaching program as one of its support solutions for employee development and performance. Employees can work with two certified coaches who help them find their own solutions to professional challenges by listening to them and asking them questions.

Havas Kids is an equal opportunity program created in 2017, offering ninth graders, mainly from underprivileged communities in the Réseaux d'Education Prioritaire (France's priority education networks), the opportunity to complete their internship within our agencies. Havas has teamed-up with ViensVoirMonTaf, the "network of young people without a network", an initiative aimed at bringing together young people full of desire, ambition and enthusiasm, but without a network of professionals for their ninth grade internship. The 2021 edition was rich in discoveries, uplifting meetings and good fun: radio creation, social network coordination, a tiktok workshop, sport commentator Messaoud Benterki's surprise conference, etc.

Havas Impact+ offers French employees a skill-based sponsorship program, Havas Solidaires, enabling them to devote some of their working time to supporting a cause close to their hearts via a network of partner associations, for two days every two years. Recognizing societal issues more closely and delivering a tangible impact on the world around us also means making each employee a committed citizen.



09



**HAVAS  
IMPACT+**  
MEANINGFUL  
COMMUNICATION

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



**SDG 12**  
RESPONSIBLE  
CONSUMPTION AND  
PRODUCTION



**SDG 17**  
PARTNERSHIPS  
FOR THE GOALS

TAKING THE LEAD IN  
**THE CREATION AND DISTRIBUTION  
OF RESPONSIBLE COMMUNICATIONS**  
THROUGHOUT OUR AGENCIES AND IN COLLABORATION  
WITH CLIENTS AND PARTNERS

**78** **PRO BONO CAMPAIGNS**  
were undertaken  
by the Group's agencies



ACTIONS/OBJECTIVES	KPIS	PROGRESS COMPARED TO 2020
Engage our communities and partners through pro bono work	Number of pro bono campaigns and corresponding number of working days	<p><b>78</b> pro bono campaigns undertaken by the Group's agencies</p> <p>Almost <b>2,492</b> working days were dedicated to these campaigns</p>
Uphold our promise to combat stereotypes in our work	Number of creative projects submitted for review before broadcast and number of campaigns, once broadcast, subjected to an intervention from an advertising regulator for breach of ethics rules	<p><b>4,169</b> creative projects submitted for review before broadcast</p> <p><b>1</b> campaign was subjected to an intervention from an advertising regulator for breach of ethics rules</p>

# HAVAS IN ACTION

As a major player in the industry of ideas, we believe that creativity has the power to accompany, and even drive, positive societal change by shaping mindsets and perceptions, as well as influencing behaviors around societal and environmental issues. We are convinced of the value of responsible communications as a driver of progress.

## LEADING BY EXAMPLE IN RESPONSIBLE COMMUNICATIONS



Each year, the Cannes Lions Festival celebrates the best of the world's creativity and has established itself as a must-attend event for spotting the new trends that are shaping our industry and society at large. This past decade, brands have realized that in order to build consumer loyalty, they must be generous and work towards a "better world." In 2021, the jury once again recognized rising stars who created campaigns that will have a lasting positive impact on the planet and society. Discover some of the creations of this year's Havas winners.



In February 2021, the Chilean subsidiaries of Havas and Universal Music partnered up to produce the virtual festival Desafío Play x Chile. By bringing together artists from around the world, the event raised much-needed funds to alleviate the digital divide, which is growing significantly in Chile due to the pandemic, and provide millions of children with access to a digital education. As the first large-scale social event held in Chile, widely covered by various media, the fundraiser exceeded its initial target. This successful project demonstrates Vivendi's collaborative potential for large-scale causes.



Havas Media collaborated on three campaigns in Chicago, New York and London with partner Good-Loop, allowing Internet users to generate contributions for charity by simply viewing an online ad. This is a relevant example of one of our value-creation initiatives, which showcases our Meaningful Media strategy.



In 2021, Ben Downing was promoted to a new position within Havas Media to support the Group's subsidiaries in deploying the Ethical Media Manifesto, reinforcing best practices within each entity and promoting investments in more ethical media. Discover his approach [here](#).



The leaders of Black at Work at Havas Chicago have produced a powerful documentary for students and advertising professionals - Just Like Me. Just Like Me shares the stories of seven African-American creatives as they share their respective journeys, struggles and successes in the advertising industry to inspire the next generation. They describe the feeling of sometimes being alone - learning and making their way - without men and women like them.

## l'agenceverte

Havas Paris acquired Agence Verte, a Paris-based agency specializing in responsible and public interest communications. For nearly 30 years, Agence Verte has been supporting various stakeholders - private companies, public institutions, NGOs, foundations - on environmental, societal and digital issues, with the aim of shaping a more responsible future in and a better world. See [press release](#).



Are consumers ready for circular shopping? In 2020, 74% of them indicated that they wanted to consume less in order to preserve the environment for future generations. Great news: the Generation Rewear! campaign created by Havas London for Vanish aspires to make consumers aware of environmentally friendly practices when purchasing, wearing, maintaining or disposing of their clothes.

Discover our pro bono campaigns [here](#).

## CLIENT TESTIMONIALS



**Fabrice Beaulieu**  
Chief Marketing, Sustainability  
& Corporate Affairs Officer, Reckitt

□ The great thing about working with Havas is that together we've created real behavior changing campaigns for Finish and Vanish that have driven meaningful impact. Havas has been a really valued partner for us as we leverage the power of our brands as a positive voice for societal change, and I look forward to continuing our journey together. □

# HOW ADS HAVE CHANGED: FROM CLICHÉ ADS TO RESPONSIBLE ADS

The power of the messages and the influence of the images on mentalities, if we still needed convincing... This selection of Before and After ads illustrates how the industry has changed.

## WOMEN AND CARS



BEFORE

AFTER



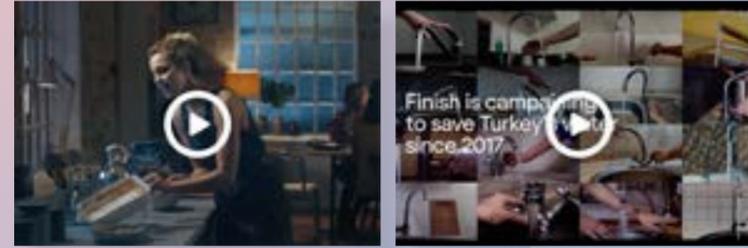
## FOOTBALL



BEFORE

AFTER

## WASHING UP LIQUID



BEFORE

AFTER

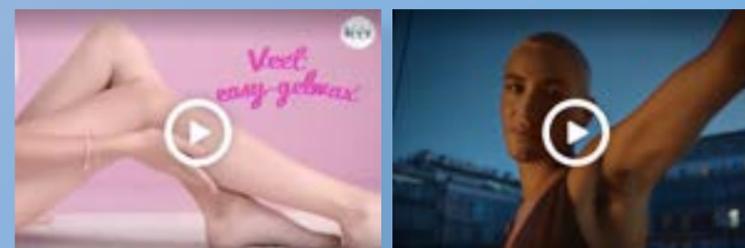
## COUPLES



BEFORE

AFTER

## WOMEN'S BODY HAIR



BEFORE

AFTER



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