

CREATIVE LYNX GROUP LTD

FOR THE YEAR ENDED 31 DECEMBER 2022

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 www.vivendi.com.

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 www.vivendi.com.

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.

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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

Havas Corporate Social Responsibility policy is coordinated at group level. More details may be found at www.havasgroup.com.

CREATIVE LYNX GROUP LTD

FOR THE YEAR ENDED 31 DECEMBER 2022

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

Employee engagement

The company does not have any employees.

Suppliers, customers and clients

The company does not have any suppliers, customers or clients.

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Creative Lynx Limited

The company is part of the Havas Health & You division and is primarily located within Havas's Manchester Village at Princess Street.

CREATIVE LYNX LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Employee engagement

At Havas Lynx Group, the Directors understand that employees are at the heart of everything we do as a business and recognise the importance of an engaged and dynamic workforce. With this in mind, the Directors continue to take responsibility for gathering the views across the Group through multiple employee surveys throughout the year, as well as employee focus groups to allow individuals to voice opinions. Employees are also given the chance to engage with senior members of the Group through 'AGM' meetings and inductions for new starters. The trends are regularly reviewed, and the feedback is worked into our company strategy to ensure the agency culture continues to evolve in line with employee needs. The results are also presented at a company-wide level for transparency, as well as team results being presented to department leaders, so action plans can be created.

The type of employee engagement activity that is contained within our Talent Strategy includes:

- A full L&D offering – entitled LYNXLights. This comprises CPD accredited courses targeted at all levels of Seniority across the business; from Apprentice and Graduate / entry level roles, right through to Managers and Senior Leadership. It also comprises our flagship L&D programme - LXAcademy, which runs through May – October each year and is tailored to each Discipline within the business. This is in addition to bespoke programmes such as Inductions and onboarding for new starters and mentoring with internal / external mentors.
 - To support capabilities development within the business, we also hold regular and structured annual reviews with all team members. Each person has a personalised development plan, annual review meetings where 360 feedback is taken, and monthly 121s are also encouraged with line managers. This year we have also undertaken an overhaul of job descriptions to provide greater clarity on expectation of attitude, skills and behaviour required at every level within the business to facilitate progression. As people develop, promotions are awarded, and due to our unique business structure, we also readily offer opportunities to work and develop in other divisions within the group, meaning strong development pathways exist. This is demonstrated through the 121 promotions completed throughout 2022.
 - To further drive retention and engagement, which is key to our business, we have the LYNXLife benefits package which offers all employees rewards, aimed at supporting them through personal and professional milestones. A full benefits package review was undertaken this year to ensure we remain both competitive and attractive. Some of the changes implemented include, but are not limited to, increasing holiday allowance for all employees, new pension scheme, enhanced maternity and paternity allowances. We remain committed as a business to ensure we have competitive, relevant and exciting standpoint on benefits.
 - Wellbeing – whilst we are in tune with the wider network's Equalise programme and access complimentary materials, we also run our own local initiative. This comprises of a calendar of days to be celebrated, for example Mental Health Awareness Week, plus guest talks and additional resources. We run regular mental health awareness training for managers and leaders in the business. In addition, we have a number of qualified mental health first aiders in the business. We offer support for self-coaching, resilience, mental fitness, setting boundaries, focus and confidence via group coaching.
 - Equality, Diversity and Inclusion (ED&I) is also key to employee engagement at Havas Lynx Group. We regularly analyse our employee demographics and values, to ensure that we create an increasingly diverse and inclusive environment. Our ED&I strategy has been unveiled to the company and focuses on three key areas – evolving our internal and industry systems, encouraging education and ownership, plus supporting and elevating careers. This translates into tactics such as broadening our pipeline of talent, evolving management practices, and bolstering our reporting. The Talent Acquisition team also underwent bias training. We have shown significant progress on ED&I, and were pleased to see this reflected in our latest survey results - with >93% of people feeling fairly included regardless of gender, sexual orientation and ethnicity.
 - We offer a hybrid way of working, referred to as our "Thoughtful Working" policy, which encompasses both remote and office working. This allows individuals the opportunity to plan where they are working, being considerate to their colleagues, client needs and project requirements. To support people in adapting to hybrid working, we have formulated guidance, training, and resources. Evolving our working practices to suit the new future of a hybrid office / virtual model will continue to be key in our approach to employee engagement.
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CREATIVE LYNX LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

The environment

We recognise our responsibility to proactively protect our environment and we want to ensure that our actions are having a positive impact on our planet.

Some examples of achievements the group have achieved to date include:

- **Recycling** – we have implemented a robust recycling scheme across the Havas Lynx Group offices, encouraging everyone in the business to reduce, reuse, and recycle, both inside and outside of work;
- **At home communications** – whilst working remotely, we have shared communication to encourage employees to save energy and consider their impact on the environment – especially during the Christmas holiday period;
- **Recyclable stationery** – we have consciously switched to using recyclable envelopes when sending employees items to their home and office supplies including recycled paper for printing;
- **Upcycling technology** – employee technology no longer suitable for the business – including laptops, iPhones, iPads – is upcycled and donated to local charities or schools who are in need;
- **Reducing single-use plastics** – we've continued to reduce our use of single-use plastics by switching to reusable coffee cups, plates and cutlery for our weekly Barista and breakfast. We also have bags for life available for employees in our offices;
- **Beach cleans & litter picking** – we've ran a number of events including beach cleans to reduce the amount of waste accumulating along our coastlines.
- **Offsetting carbon emissions** – we plant a tree for every new starter who joins Havas Lynx Group. To date we are responsible for the planting of more than 5,000 trees;
- **Cycle to work scheme** – we encourage employees to cycle to work where possible through the cycle-to-work scheme, a scheme that saves employees money when they purchase cycle equipment;
- **Printing** – encourage all employees to reduce their print outputs through setting all printers to automatically print double-sided, and implemented a system whereby employees have to approve their printing requirements through their employee pass, thus reducing waste;
- **Office lighting** – around 50% of lighting in our Manchester offices is fitted with LED bulbs – which are up to 80% more energy efficient than conventional bulbs. When light fittings stop working, we replace them with an LED bulb.
- **Company materials & communication** - reduced the number of printed items circulated to our employees, using digital forms of communications (i.e. intranet and internal screens) instead to circulate key information; and
- **Environmentally focused charity campaigns** - for our 2022 Christmas campaign, we focused our charity efforts on donating pre-loved items to children's charity: The Little Green Stock Project. We also ran clothes swap for our employees, and any clothes left over were donated to local Manchester charities.

Suppliers, customers and clients

We engage with a variety of stakeholders including suppliers, customers and clients to inform and enable balanced decisions that incorporate multiple viewpoints, whilst maintaining the company strategy. In making decisions the board considers outcomes from engagements with stakeholders as well as maintaining the company's integrity, brand and reputation.

Some examples include:

- Receiving regular feedback from clients to ascertain our performance and monitor end user satisfaction levels.
 - A commitment to reinforcing socially responsible procurement policies in our supply chain and with our clients.
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EWDB LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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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.

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; and
 - bespoke team and individual development plans and manager training.
-

EWDB LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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; and
- the programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.

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.

We deliver against this commitment in the following ways:

- our Executive Diversity, Equity & Inclusion Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
- we encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
- we deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
- we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
- our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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.
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HAVAS CANADA HOLDINGS LIMITED

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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 E GROUP LIMITED

STRATEGIC REPORT

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Havas Media Division and HKX

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Employee engagement

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- the programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.

Diversity and Inclusion

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We deliver against this commitment in the following ways:

- our Executive Diversity, Equity & Inclusion Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
 - we encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
 - we deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
 - we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
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HAVAS E GROUP LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2022

- our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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;
 - 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 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.
-

HAVAS ENTERTAINMENT LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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/>.

HAVAS ENTERTAINMENT LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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/en/>.

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/>.

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://havasgroup.com>.

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 signed the United Nations 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

FOR THE YEAR ENDED 31 DECEMBER 2022

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 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;

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;
- the programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.

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 ENTERTAINMENT LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

We deliver against this commitment in the following ways:

- our Executive Diversity, Equity & Inclusion Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
- we encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
- we deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
- we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
- our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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.

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- 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;
- 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 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.

On behalf of the board

HAVAS HELIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Duty to promote the success of the company

The directors' main objectives are to maintain and increase the company's turnover and profitability by growing the company's client base, operational excellence and cost control, and through greater collaboration between the company and its partner agencies across the Havas group.

Promoting 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/our-group/environmental-societal-social-commitments/>.

HAVAS HELIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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/our-group/governance/compliance-program/>.

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://havaspositiveimpact.com/our-pillars/>. In addition, Havas 2021 CSR Report may be found at <https://havaspositiveimpact.com/wp-content/uploads/2022/07/2021-csr-report-havas-group-en-def.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 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

FOR THE YEAR ENDED 31 DECEMBER 2022

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;

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;
 - The programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.
-

HAVAS HELIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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.

We deliver against this commitment in the following ways:

- our Executive Diversity, Equity & Inclusion Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
- we encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
- we deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
- we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
- 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;
- Our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

The community

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Some of our achievements to date within our community:

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- set up clothes recycling stations in our offices;
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- 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 EcoVadis, a trusted provider of sustainability ratings.
-

HAVAS HELIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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 HOLDINGS LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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

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Vigilance Program

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More details may be found at <https://www.vivendi.com/en/>.

HAVAS HOLDINGS LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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.

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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:

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- 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 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 HOLDINGS LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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 MEDIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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 MEDIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Anti-corruption Code

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Havas

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HAVAS MEDIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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- the programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.

Diversity and Inclusion

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HAVAS MEDIA LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

We deliver against this commitment in the following ways:

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- we deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
- we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
- our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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- set up clothes recycling stations in our offices;
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- donated £50,000 worth of time to a charity combating loneliness and isolation.

The environment

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- 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;
 - 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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HAVAS PEOPLE LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Duty to promote the success of the company

Vivendi

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Vivendi is an integrated content, media and communications group.

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HAVAS PEOPLE LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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/our-group/governance/compliance-program/>.

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://havaspositiveimpact.com/our-pillars/>. In addition, Havas 2021 CSR Report may be found at <https://havaspositiveimpact.com/wp-content/uploads/2022/07/2021-csr-report-havas-group-en-def.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 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 PEOPLE LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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;

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.
 - The programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.
-

HAVAS PEOPLE LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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 deliver against this commitment in the following ways:

- Our Executive DE&I Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
- We encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
- We deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
- We deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice;
- Our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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;
- 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 of our achievements to date within our community:

- 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 EcoVadis, a trusted provider of sustainability ratings.
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HAVAS PROGRAMMATIC HUB LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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

HAVAS PROGRAMMATIC HUB LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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/our-group/governance/compliance-program/>.

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://havaspositiveimpact.com/our-pillars/>. In addition, Havas 2022 CSR Report may be found at <https://havaspositiveimpact.com/wp-content/uploads/2023/06/2022-csr-report.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 United Nations 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.

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Havas is committed to:

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 - 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 PROGRAMMATIC HUB LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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 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;

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;
- the programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.

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 deliver against this commitment in the following ways:

- our Executive Diversity, Equity & Inclusion Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
 - we encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
 - we deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
 - we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
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HAVAS PROGRAMMATIC HUB LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

- our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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 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 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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HAVAS SHARED SERVICES LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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/our-group/environmental-societal-social-commitments/>.

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/en/our-group/governance/compliance-program/>.

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

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://havaspositiveimpact.com/>. In addition, Havas 2021 CSR Report may be found at <https://havaspositiveimpact.com/wp-content/uploads/2022/07/2021-csr-report-havas-group-en-def.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.

HAVAS SHARED SERVICES LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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 Shared Services

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 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 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; and
 - bespoke team and individual development plans and manager training.
-

HAVAS SHARED SERVICES LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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; and
- the programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.

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.

We deliver against this commitment in the following ways:

- our Executive Diversity, Equity & Inclusion Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
- we encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
- we deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
- we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
- our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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 UK LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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

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Vivendi Anti-corruption Code may be found at <https://www.vivendi.com/en/>.

HAVAS UK LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Vigilance Program

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HAVAS UK LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Havas Group UK

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Shareholders

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- collaboration as part of the Vivendi cash management policy; and
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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

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Health and Wellbeing

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 - we deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
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HAVAS UK LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

- Our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.

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; 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 WORLDWIDE LONDON LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Duty to promote the success of the company

Vivendi

Havas Worldwide London 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.

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Anti-corruption Code

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Vigilance Program

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HAVAS WORLDWIDE LONDON LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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/our-group/governance/compliance-program/>.

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://havaspositiveimpact.com/our-pillars/>. In addition, Havas 2021 CSR Report may be found at <https://havaspositiveimpact.com/wp-content/uploads/2022/07/2021-csr-report-havas-group-en-def.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 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.

HAVAS WORLDWIDE LONDON LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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, 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 are drawn up in consultation with our employees and manager training provided;

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;
- The programme continues to deliver over 600 hours of wellbeing activity for our employees, comprised of: mental wellness sessions, 1:1 personal development coaching surgeries, physical wellness sessions.

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 deliver against this commitment in the following ways:

- Our Executive Diversity, Equity & Inclusion Committee holds our Diversity & Inclusion Charter which sets out our commitments over the next five years;
 - We encourage all our employees to share information about their ethnicity with us to ensure we have a clear picture and we communicate regularly and transparently with them;
 - We deliver Havas Doorway events with partner schools and community groups to drive awareness about our industry with young people and make entry more accessible;
 - We deliver our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice; and
 - Our HKX Platform internship programme, designed to provide access and opportunity for individuals typically underserved and underrepresented by our industry, provides 6 month full time placements, paying the London Living Wage, for 10 people every quarter. In 2022, 39% of interns were offered permanent roles at the end of their internship.
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HAVAS WORLDWIDE LONDON LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

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.

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.

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;
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THE MAITLAND CONSULTANCY LIMITED

FOR THE YEAR ENDED 31 DECEMBER 2022

Duty to promote the success of the company

Vivendi

The company 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/our-group/environmental-societal-social-commitments/>.

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>.

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FOR THE YEAR ENDED 31 DECEMBER 2022

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/our-group/governance/compliance-program/>.

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THE MAITLAND CONSULTANCY LIMITED

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THE MAITLAND CONSULTANCY LIMITED

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