

 **BELONGING**

HAVAS UK DIVERSITY PAY GAP & IMPACT REPORT

September 2025

HAVAS



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 **BELONGING**

FOREWORD

Great businesses are built on great cultures. It's why we're committed to taking tangible steps to build a genuinely inclusive place to work in which all have equal opportunity to flourish.

This report outlines where we are as a business in 2025, and the steps we're taking to improve. It is intended to reaffirm our commitment to transparency, hold us to account, and help us plot the path forward. It is also a chance to reflect on the progress we have already made.

I'm proud that half our C-suite and most senior roles are held by women. That 20% of our people are from ethnically diverse backgrounds – a higher proportion than the UK as a whole. That we're an accredited Living Wage employer. I'm proud we now have four dedicated Employee Resource Groups (ERGs) and other support networks, a new Inclusion Council, and a health and wellbeing programme which, in 2025, was named the UK's best.

This year also marks the fifth anniversary of Havas Platform, our paid, UK-wide, entry-level scheme aimed specifically at underrepresented talent from diverse backgrounds. In that time, we've welcomed more than 100 people who would have traditionally struggled to gain access to the industry into our business – including (but not limited to) people from Black, Asian, and Minority Ethnic backgrounds, care leavers, returners to work, ex-offenders and those who are neurodivergent or have a disability. Of those, nearly 40 have since been hired into full-time roles.

We are a better and more representative business for it, and it remains one of the things at Havas of which I am most proud.

Equally, it is important to acknowledge we still have work to do. Transparency and accountability are critical in driving continued progress, and I hope you see both reflected throughout the following pages.

Take our gender pay gap reporting. While we're only legally required to report for our two largest individual entities, Havas Media and Havas Lynx, we voluntarily share data for our entire UK workforce across 25 businesses, above our statutory reporting requirement. We take the same approach towards our ethnicity pay gap, which is currently not legally required to be reported at all. While this year's data shows progress in many of our reporting categories, we know further improvements are needed to drive the scale of outcome we would like.

This work continues to be led by senior stakeholders, including our DE&I Executive Committee – a team of senior leaders from across the business who act as custodians of our DE&I strategy, All In. Working in partnership with group and agency leadership, plus a number of dedicated All In Ambassadors and our ERGs, they have developed a 10-point All In Charter, outlining our commitments in this space. This is its third iteration since it was first introduced in 2016. It will certainly not be the last.



Mark Whelan
Chairman and Group Chief Creative Officer
Havas UK
September 2025



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WHERE WE ARE

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PAY GAP AT A GLANCE

GENDER AND ETHNICITY PAY GAP REPORTING

Gender Pay Gap Regulations require all UK companies with headcounts of 250 or more employees to report gender pay gap information on an annual basis. While there is currently no legal requirement for employers to report on their ethnicity pay gap, at Havas we continue to report both our gender and ethnicity pay gaps as part of our commitment to move beyond compliance.

Based on the requirements stipulated in the Equality Act 2010, a gender pay gap is a calculation of the difference between the average hourly earnings, including bonus pay, of all the male employees and all the female employees in an organisation, regardless of the nature of the work they do. This same methodology has been adopted when measuring the ethnicity pay gap of our organisation, with a calculation being made for the difference between the average hourly earnings, including bonus pay, for all White employees and all ethnically diverse employees, regardless of the nature of work they do.

It's important to remember that a company's pay gap is not the same as equal pay.



PAY GAP EXPLAINED

Pay gaps can be driven by a number of factors including, crucially, having smaller numbers of female and/or ethnically diverse representation in the most senior roles in a business. At Havas UK, we recognise this to be one of the contributory factors for our pay gaps.

EQUAL PAY VS PAY GAP

We are confident that we pay all our people equally for work of equal value. We conduct regular pay audits to ensure this remains true and have mechanisms in place to ensure there are non-discriminatory practices in how we award pay. That aside, we do have both a gender and ethnicity pay gap, which is calculated differently to equal pay.

The Havas UK pay gaps can be quantified as the difference in the average pay and bonuses of all employees across our business.

MEDIAN VS MEAN

Throughout this report, we have highlighted the median numbers above the mean. Guidance from the Office of National Statistics suggests that an organisation's median pay gap is a better indicator of a "typical individual" and that this measure is less prone to influence by a few individuals with disproportionately higher incomes, thereby making them outliers.

MEDIAN CALCULATOR

The median is the **middle earning** male and female employee.

It is less likely to be skewed by the highest or lowest paid individuals

LOWEST PAID

1

2

3

MEDIAN

4

5

6

7

HIGHEST PAID

MEAN CALCULATOR

The mean is the **average hourly** pay of all male and female employees.

SUM OF HOURLY RATE OF PAY FOR **ETHNICALLY DIVERSE OR WOMEN**

1

1

1

DIVIDED BY

TOTAL NUMBER OF EMPLOYEES THAT ARE **ETHNICALLY DIVERSE OR WOMEN**

VS

SUM OF HOURLY RATE OF PAY FOR **WHITE OR MEN**

1

1

1

DIVIDED BY

TOTAL NUMBER OF EMPLOYEES THAT ARE **WHITE OR MEN**

GENDER PAY GAP

For 2025, our median gender pay gap is **16%** and our mean gender pay gap is **18%**.

Across Havas UK, 59% of our overall population are women, with 68% of people in our most junior roles being women.

Our gender pay gap therefore continues to be driven by the fact that there are more women in junior roles than men and fewer women in our most senior roles, particularly in senior leadership, which attract higher rates of pay and bonus. In line with our strategy to grow, retain and progress our diverse talent, including women in leadership roles, we've seen our figures improve year on year, as we see more of our women progress into these senior positions.

Mean: The sum of all the hourly rates combined, divided by the number of employees

Median: All hourly rates put in ascending order, then identifying the midmost figure

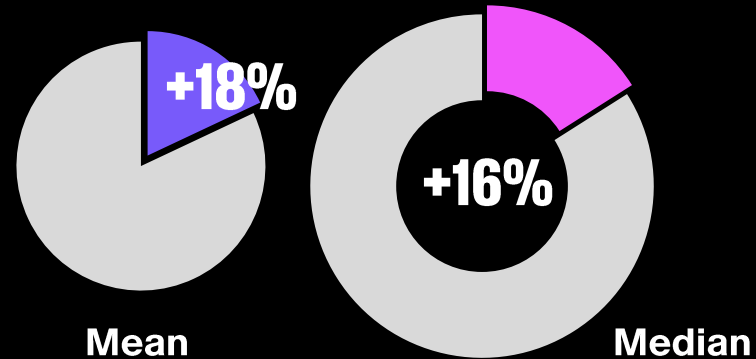
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HAVAS UK GENDER PAY GAP 2025

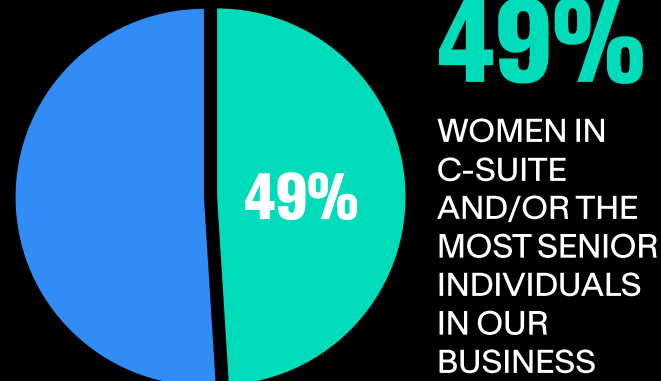
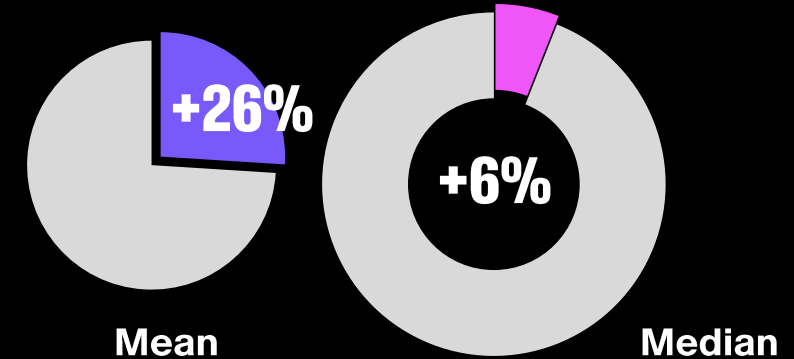
HOURLY OVERALL PAY GAP

Positive (+) = Males earn more than female
Negative (-) = Males earn less than females



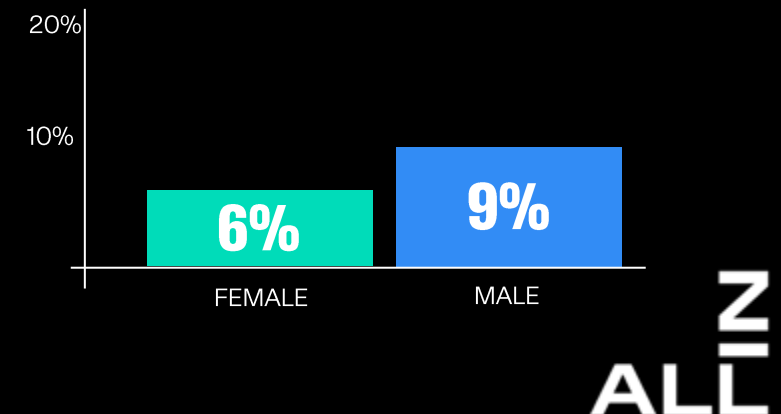
BONUS PAY GAP

Positive (+) = Males earn more bonus than female
Negative (-) = Males earn less bonus than females



49%
WOMEN IN
C-SUITE
AND/OR THE
MOST SENIOR
INDIVIDUALS
IN OUR
BUSINESS

PERCENTAGE OF EMPLOYEES THAT RECEIVED A BONUS PAYMENT



ETHNICITY PAY GAP

For 2025, our median ethnicity pay gap is **23%** and our mean ethnicity pay gap is **22%**.

Our ethnicity pay gap analysis is based on data from 85% of our overall population who have shared their ethnicity. As with our gender pay gap, the main factor contributing to our ethnicity pay gap is our business has proportionally fewer ethnically diverse employees in our most senior roles, which attract higher rates of pay and bonuses.

At Havas UK, the largest proportion of ethnically diverse employees are in our more junior roles. This presents an opportunity for us to improve our ethnicity pay gap figures in future years as we continue to attract, progress and retain our ethnically diverse talent.

Unlike our gender disclosure rate, which sits at 100%, our ethnicity disclosure rate is currently 85%. We're actively working towards improving this rate over the next 12 months by improving our TalentSpace user experience and explaining to our people how we use their data to identify areas where there may be inequality so we can take action to address it.

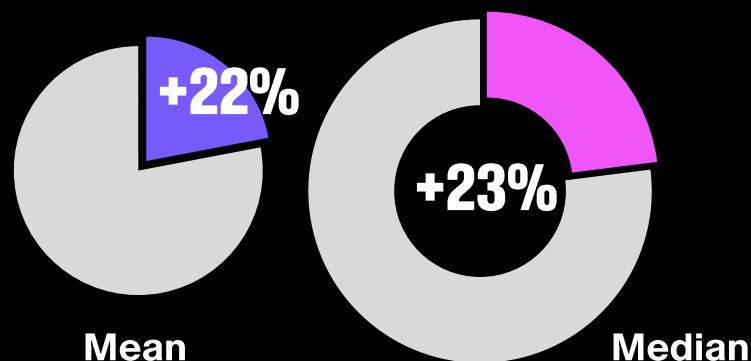
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HAVAS UK ETHNICITY PAY GAP 2025

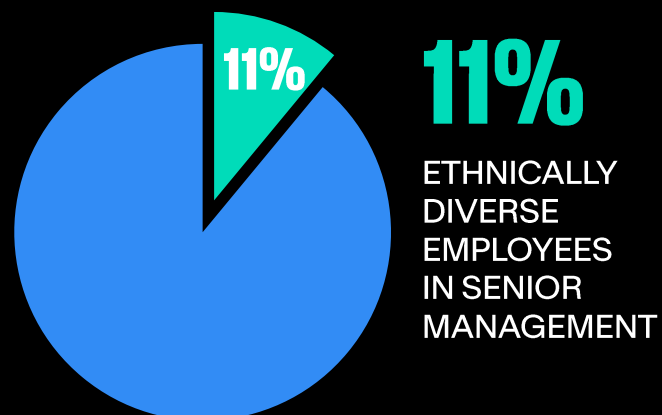
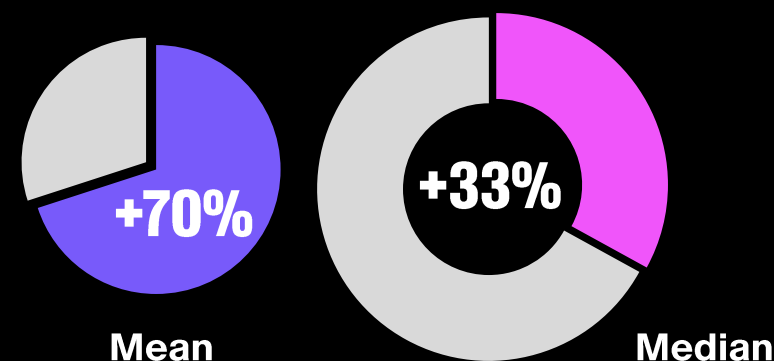
HOURLY OVERALL PAY GAP

Positive (+) = White earn more than ethnically diverse
Negative (-) = White earn less than ethnically diverse

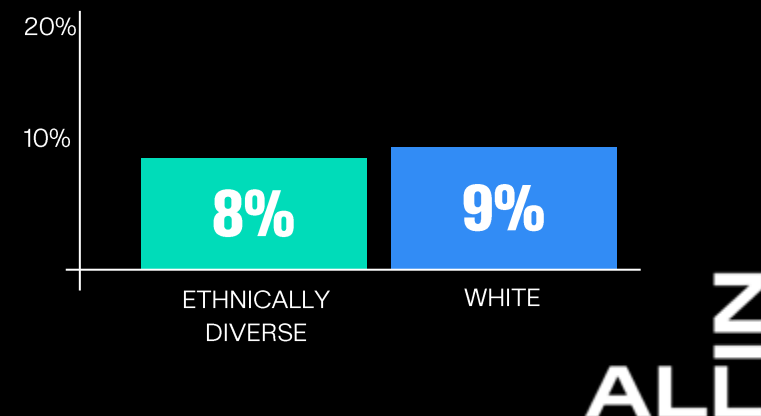


BONUS PAY GAP

Positive (+) = White earn more bonus than ethnically diverse
Negative (-) = White earn less bonus than ethnically diverse



PERCENTAGE OF EMPLOYEES THAT RECEIVED A BONUS PAYMENT



OUR GENDER MAKE UP

PERCENTAGE OF FEMALE VS MALE EMPLOYEES

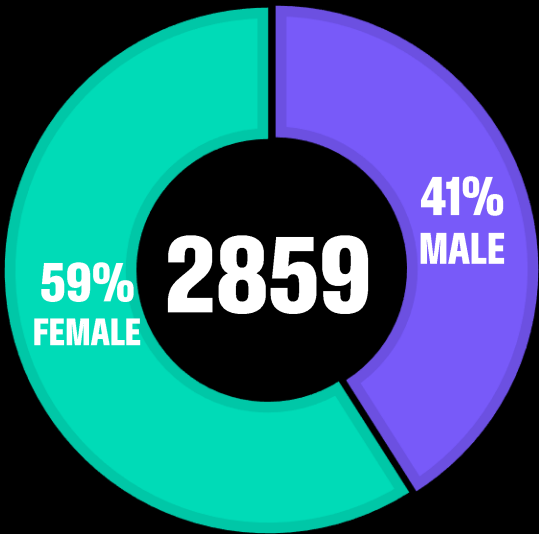
The overall population of Havas UK is made up of **59% women and 41% men.**

However, as experienced by many other companies within our sector, there are fewer women in the most senior, executive level roles in the business, where pay and bonuses are highest. We recognise the challenge this presents and understand how it contributes to our gender pay gap.

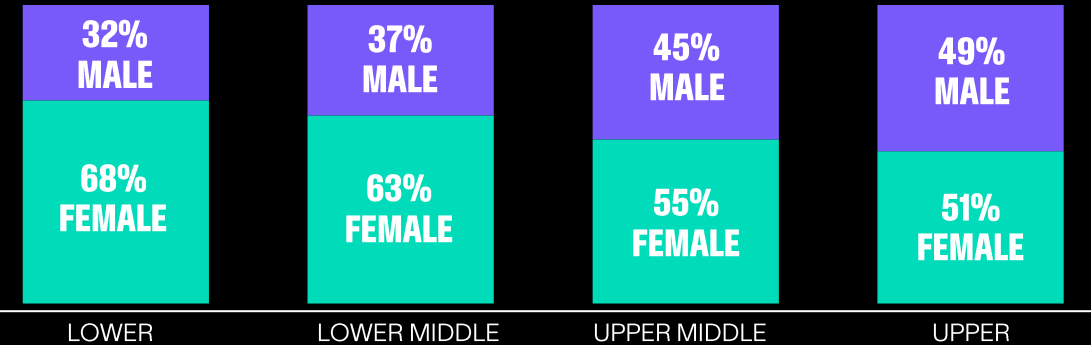
HAVAS UK GENDER PAY GAP AT A GLANCE

Gender Pay Gap: Median	16%	
Gender Pay Gap: Mean	18%	
Proportion of male/female in lower quartile pay band	M 32%	F 68%
Proportion of male/female in lower middle quartile pay band	M 37%	F 63%
Proportion of male/female in upper middle quartile pay band	M 45%	F 55%
Proportion of male/female in upper quartile pay band	M 49%	F 51%
Gender Bonus Gap: Median	6%	
Gender Bonus Gap: Mean	26%	
Proportion of staff receiving a bonus	M 9%	F 6%

HEADCOUNT BASED ON GENDER DISTRIBUTION



GENDER DISTRIBUTION IN THE FOUR PAY QUARTILES



OUR ETHNICITY MAKE UP PERCENTAGE OF ETHNICALLY DIVERSE EMPLOYEES

20% of our declared population identify as ethnically diverse.

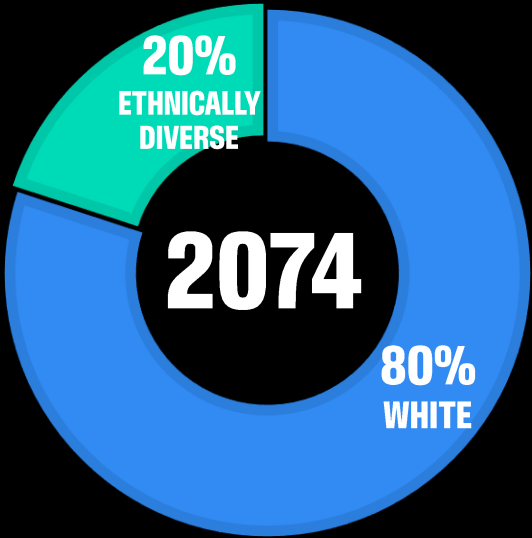
While our main UK office is in London, we also have offices in regional locations (primarily Leeds, Manchester, Thames Ditton, and Cirencester), which can sometimes present a challenge when recruiting to diversify our talent.

HAVAS UK ETHNICITY PAY GAP AT A GLANCE

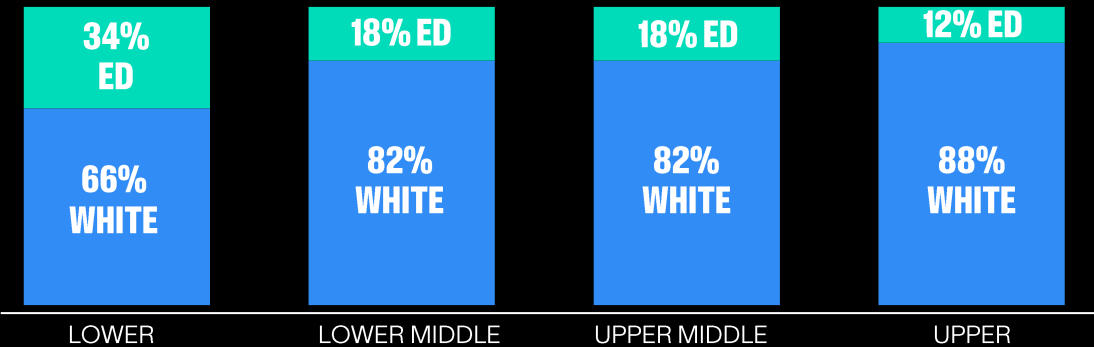
Ethnicity Pay Gap: Median	23%	
Ethnicity Pay Gap: Mean	22%	
Proportion of White/Ethnically Diverse in lower quartile pay band	W 66%	ED 34%
Proportion of White/Ethnically Diverse in lower middle quartile pay band	W 82%	ED 18%
Proportion of White/Ethnically Diverse in upper middle quartile pay band	W 82%	ED 18%
Proportion of White/Ethnically Diverse in upper quartile pay band	W 88%	ED 12%
Ethnicity Bonus Gap: Median	33%	
Ethnicity Bonus Gap: Mean	-297%	
Proportion of staff receiving a bonus	W 9%	ED 8%

*W: White, ED: Ethnically Diverse

HEADCOUNT BASED ON ETHNICITY DISTRIBUTION



ETHNICITY DISTRIBUTION IN THE FOUR PAY QUARTILES



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REFLECTIONS

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HAVAS UK DE&I 10 POINT CHARTER

OUR DE&I PROMISE

We've achieved our targets from our 2020 DE&I 10 Point Charter, so have updated it by setting new targets.

We'll continue helping our people feel like they belong here by creating a fair and welcoming environment where everyone feels encouraged to show up authentically and share their thoughts and ideas.

1. We will continue to improve the experience and representation of women, and achieve gender parity at leadership by December 2026
2. We will continue to grow the representation of ethnically diverse talent in our business, with an ambition to achieve 15% representation in senior management by December 2026
3. We will continue to improve the representation of disabled talent, neurodivergent talent, and others with accessibility needs as well as carers by enhancing their employee experience and removing accessibility barriers
4. We will continue to improve the experience and representation of talent from diverse socio-economic backgrounds, by tackling barriers of entry for underserved socio-economic groups
5. We will take further action to improve the inclusion and experience of LGBTQ+ talent
6. We commit to improving industry access for older talent by becoming an age-friendly employer
7. We will continue to amplify diverse voices
8. We will accelerate our All In DE&I education programme, ensuring at least 90% of all new joiners attend our foundational All In workshop, as well as build out our suite of inclusive training
9. We commit to further supporting our teams to take an inclusive approach in driving representation and making a meaningful difference through our work for our people, our clients, and our communities
10. We commit to keep communicating our progress regularly and will publish our Diversity Pay Gap annually

ALL IN STRATEGY

At Havas UK, we have a collective commitment to diversity, equity and inclusion and believe it is **EVERYONE'S** responsibility to bring it to life. Through our All In strategy, we've prioritised the following areas to build from:

EDUCATION

We have a robust All In training programme, which has been shaped over time to include the different audiences and businesses Havas interacts with.

Our foundational All In DE&I training is implemented for all new starters. We also have an ongoing training and education programme for our people, leadership, partners/suppliers, and clients, that builds on DE&I themes including, but not limited to, understanding bias, inclusive recruitment, and inclusive language.

RECRUIT, RETAIN, REWARD

We want to be a place that people will remember as the best time in their careers. A place where everyone can thrive. We are always reviewing our hiring processes to remove bias and increase access. We commit to being open and clear about what we expect from our people and provide the right tools to equip them to succeed. We encourage everyone to take ownership of their career journeys and provide them with the support and resources to make this possible.

DATA

We're unashamed about being data driven and collect demographic data for all our people. Data is one way in which we are accountable for our efforts in making our business more diverse and representative of society. This is the collaborative approach across our network that helps inform the work we do and measure the strength of our impact.

TRANSPARENCY

We publish our Diversity Pay Gap and Impact Report annually and commit to showing the progress we're making against our DE&I commitments.

ADVOCACY & ALLYSHIP

We ensure the voices we use internally and externally are diverse. We provide space for all our people to advocate for one another, and for those that do not currently have a voice. We've developed training and support programmes for everyone to help them in their advocacy and allyship roles.

OUR WORK IN PRACTICE

We believe we must drive representation by putting out inclusive communications, programmes, and solutions - from embedding practices early on in our processes to using diverse suppliers.

We have an Inclusion Council that is committed to providing an objective voice of peers that review our work to ensure it is being developed responsibly and is portraying diverse audiences authentically, responsibly and positively.

We also have programmes such as Press Pause and our Talent Casting Principles that help support our clients in their pursuit of more diverse campaigns and we continue to develop more responsible communications that make a meaningful difference through our work.

Against each priority, we have a series of initiatives, events and measures for success.

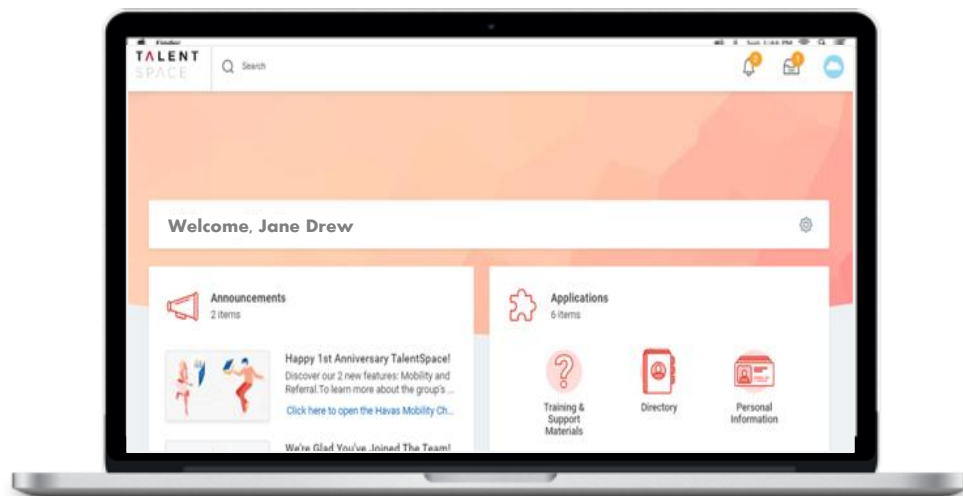
DELIVERING OUR ACTION PLAN

SUPPORTING OUR WORK

True representation in TalentSpace

We have revisited and improved TalentSpace, our HRIS. We responded to the feedback from our people by updating our TalentSpace questions, so that we are capturing and measuring data that is most important to them.

We amended the demographic questions we ask on TalentSpace, to better represent the communities that call Havas UK home.



Updates to TalentSpace questions means every person across Havas UK can independently log onto the system and manage their personal information.

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We are an accredited Living Wage Employer



We recognise that it's hard to be engaged in positive social impact if basic needs aren't being met. We are a committed Living Wage employer across all our agencies in the UK.

We've spent time to thoughtfully standardise our approach to entry level pay and moved to awarding Living Wage nationally for all our people, as well as all contractors and supply staff in our immediate supply chain.



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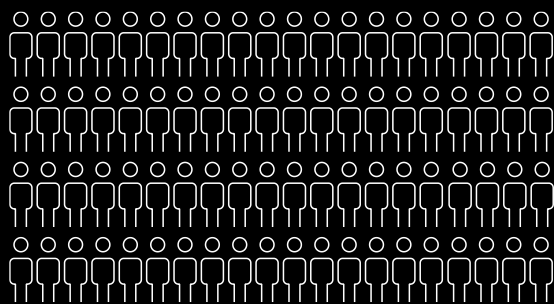
DELIVERING OUR ACTION PLAN: SUPPORTING OUR WORK

MENTORING

In 2024, we launched our first Women's Mentoring Programme, in partnership with our Women of Havas ERG. The Women's Mentoring Programme saw senior colleagues support junior colleagues to address challenges they face in their career and help them map out solutions to help with their progression.

THE PROGRAMME WAS:

- A confidential 1:1 relationship offering career development support from a more senior woman who offered insights, shared their experiences and offered guidance to more junior talent.
- An opportunity for mentors to act as a 'critical friend' who offered feedback and acted as a sounding board for their mentee
- A space which allowed mentees the opportunity to expand and develop their broader Havas network



80

FEMALE EMPLOYEES FROM
ALL LEVELS PARTICIPATED IN
THE WOMEN'S MENTORING
PROGRAMME



DELIVERING OUR ACTION PLAN: SUPPORTING OUR WORK

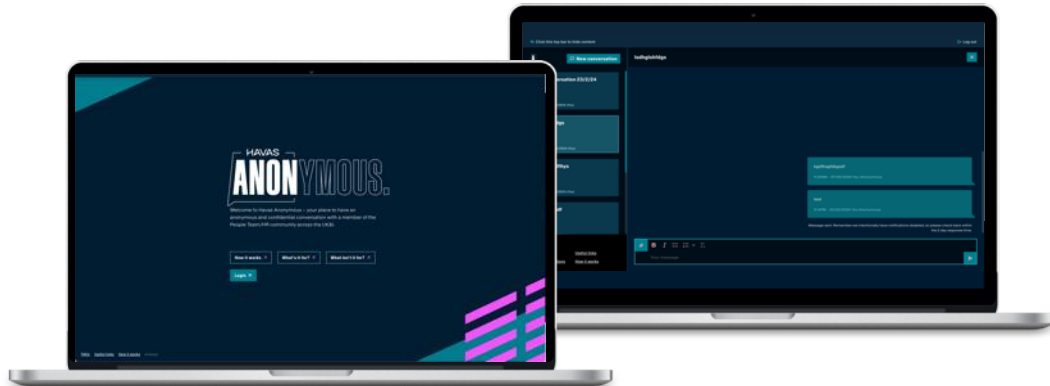
ANONYMOUS PORTAL

At Havas UK, it is vitally important to us that everyone feels they are able to have their voice heard and share their experiences in a trusted space.

In 2024 we built and launched the Anonymous Portal, a place for our people to come and have a confidential conversation with a senior member of the People Partner community.

The portal operates similar to a WhatsApp conversation, with individuals' identities kept anonymous. It is an additional space to the mediums already on offer for people across the network. The portal allows our people to ask questions about their working experience if they don't want to speak about the subject in person or aren't comfortable doing so through the current channels available to them for whatever reason.

The portal is designed to help foster a sense of inclusion for those who communicate in different ways and also encourage psychological safety for anybody struggling within the workplace.



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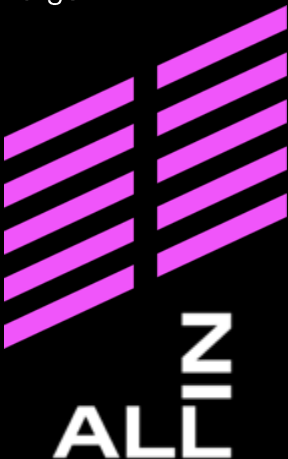
INCLUSION
COUNCIL

BELOING

The Inclusion Council is made up of a diverse group of Havas volunteers who have committed to providing an objective voice for their peers by reviewing work they submit to the council. The council is a formalised support system to help ensure the work we develop is not only representative, but that it is portraying diverse audiences authentically, responsibly, and positively. Colleagues from across the network are invited to share and have work reviewed by peers on the Council.

We've extended the work of our Inclusion Council by encouraging more of our people to use our bespoke portal to peer review work. More specifically, the council continues to be available for:

- Sense checking pieces of work where there aren't members of a target community or intended audience in a project team
- There are concerns around the tone of voice adopted for a piece of work
- Demonstrating to clients that work has been anonymously and/ or objectively reviewed.



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DELIVERING OUR ACTION PLAN: SUPPORTING OUR WORK

FLAGSHIP PROGRAMMES

We've continued to deliver on our most successful and impactful programmes. Year on year we see the how they contribute to a positive shift in DE&I across Havas UK.

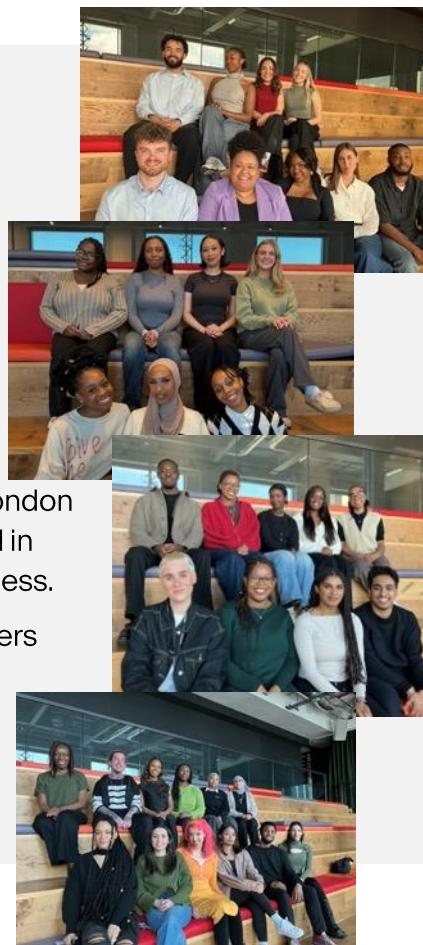
Havas Platform

We've grown Havas Platform, our entry level placement programme, which specifically focuses on under-represented talent who face higher barriers of entry into our industry than others.

The programme focuses on recruiting individuals with a keen interest in our industry, who would have traditionally struggled to gain access.

Each role is full-time, 6 months in duration and paid at London or National Living Wage. The programme is instrumental in our efforts to diversify the talent we attract into our business.

Last year, we successfully hired four cohorts of Platformers onto the programme and had our first ever Manchester cohort. 12 of those Platformers participating in the programme were hired into permanent Havas roles following completion, our greatest ever retention rate.



HAVAS

BELOING



Havas Doorway

We've continued to deliver our hugely successful Havas Doorway immersion visits to drive awareness of, and accessibility to, our industry, whilst building key networks and communities for the young people who participate in them.

Havas Doorway visits are immersion days targeting underrepresented groups. In 2024, over 100 Havas volunteers shared employability advice to over 300 young people across 13 visits.

The sessions allowed our young guests to work on a live brief and present back in the form of a pitch to our volunteers and their peers.

Havas Doorway provides an opportunity to inspire, build awareness, and sign post those who are work ready to active opportunities within Havas UK and our wider industry.



ALL IN



≡ BELONGING

ACTIONS

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ACTIONS FOR THE NEXT 12 MONTHS

DISABILITY CONFIDENT

We are committed to becoming a Disability Confident Leader employer and have started the work to do so. This is the highest tier in the disability scheme that is only awarded to employers making meaningful change in this space. We want Havas UK to be a place where disabled talent, neurodivergent talent, and those with accessibility needs feel like they belong.

As a Disability Confident Leader employer, we want to remain a destination of choice for those with accessibility needs. In 2025, we are therefore formally applying for Disability Confident Leader status.

We've completed the first stage of the process by conducting an in-depth audit of every area of our business and the processes we use to understand how we can make our roles as inclusive as possible.

We're now working on how we can demonstrate how our actions to be more inclusive will be reflected in our external messaging and communications, recruitment campaigns, job adverts, and in any work we do with external organisations and clients.

By becoming a Disability Confident Leader, we will play a leading role in changing attitudes for the better, especially within our industry and the UK business landscape.

We'll help change behaviours, attitudes and cultures towards talent with disabilities and improve our own understanding of disability, neurodiversity, and accessibility needs.

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ACTIONS FOR THE NEXT 12 MONTHS

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IMPACT IN THE COMMUNITY

We're making a positive impact in our communities, through volunteering and giving back to charities and groups we partner with. Whether it be through our direct relationships with charity partners, or volunteering via opportunities on Matchable, our people are making an impact beyond our walls.

Matchable is a volunteering platform we've made available to all our people to amplify our ability to have an impact from a volunteering perspective. There are opportunities to volunteer with hundreds of different and smaller charities that really need our help.

Building on our belief that business should be a force for good, we're encouraging each and every one of our people to attend our 2025 CSR day and use it as an opportunity to work together and give back to the communities we serve. We're using Matchable to drive engagement to achieve 5K collective volunteering hours, equivalent to £600K.

We've invited everyone at Havas to help us reach our Village target of 5000 hours donated to charity by the end of 2025, by signing up to the Matchable platform.



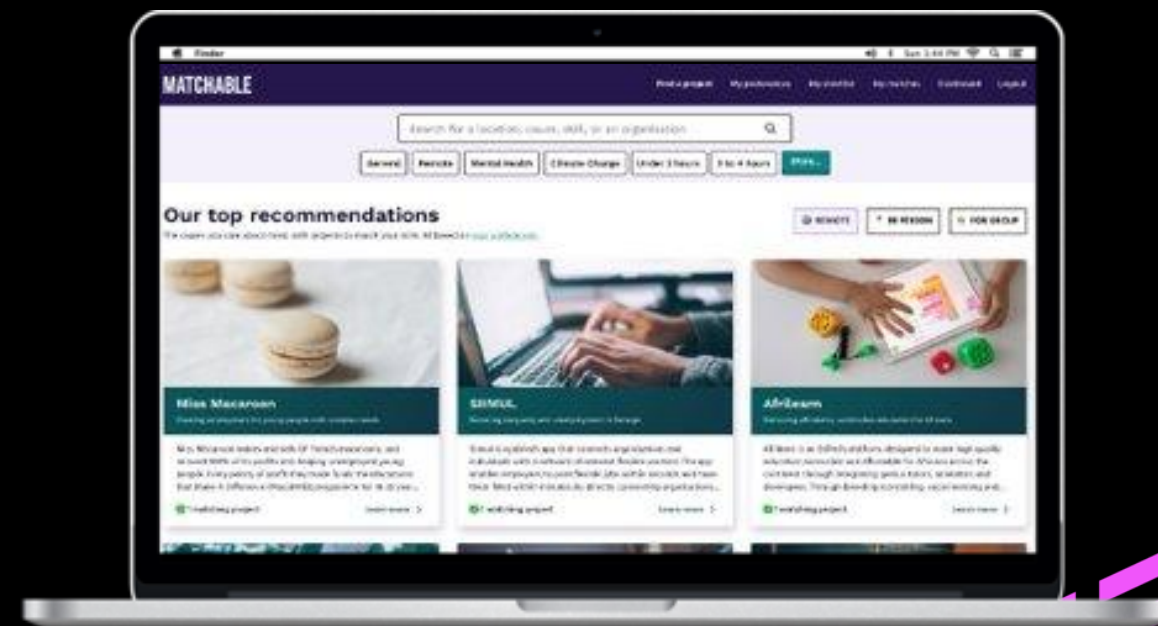
170+ HOURS
COMMITTED TO
VOLUNTEERING
THROUGH
MATCHABLE

£20K

VALUE OF THE TIME
ALREADY DONATED THROUGH
MATCHABLE

HAVAS

MATCHABLE



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ACTIONS FOR THE NEXT 12 MONTHS

PEOPLE POLICY REVIEWS

In 2025, we'll conclude a comprehensive review of all our people policies, share them with all our agencies and publish them on the People Teams SharePoint.

It's crucial we ensure fairness, compliance, and effectiveness across all our agencies. Reviewing our people policies has helped us identify and address inconsistencies in our practices and ensure consistency in what we do. By evaluating our people policies, we've also been able to improve and streamline our people operations and enhance our overall workplace culture.

SUPPORTING SENIOR WOMEN

We will build on the success of our 2024 pilot returners programme, in collaboration with the charity *Back2Business*. This ground-breaking initiative specifically aims to encourage and promote the advancement of senior talent returning to our industry after a period of absence. Our programme will continue to run for 6 days over 2 weeks, culminating with a dedicated delegate networking event in the second week.

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WORK EXPERIENCE FOR YOUNG PEOPLE

We'll expand our two employability programmes geographically, with more regional cohorts of Platform and *Keys4Life* placements in London.

Key4Life is an innovative charity which rehabilitates young men. It provides real solutions to help reduce youth offending through employer-based work placements and rehabilitation.



HAVAS
PLATFORM

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ACTIONS FOR THE NEXT 12 MONTHS

REVERSE MENTORING

We've launched a reverse mentoring programme which pairs senior leaders (mentees) with junior or less experienced employees (mentors), allowing for knowledge exchange, improved diversity and inclusion, and fostering a culture of learning and innovation. The goal is to leverage the perspectives of more junior employees to influence leadership decisions, foster open communication, and bridge generational gaps within our agencies at Havas.

HELPING ETHNICALLY DIVERSE EMPLOYEES TO PROGRESS

We're piloting a Havas UK-wide Emb[race] sponsorship programme, specifically aimed at supporting the retention and progression of middle managers.

Emb[race]

HAVAS

BELOING

HAVAS SOCIAL MOBILITY

Social Mobility is a key area of focus for us as our All In strategy matures. From collecting the socio-economic data of our people via TalentSpace, to unlocking a broader pool of talent from untapped communities, social mobility is central to our DE&I activities at Havas.






























To help open up our industry to under-represented communities, we're creating a Social Mobility programme based around a set of online digital challenges. The aim of the programme is to increase the diversity of talent (particularly young and rural) attracted to careers in Advertising and Communications.

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APPENDIX

MAPPING OUR DE&I ACTIONS

Below, we've mapped out how our priority actions for 2025 will contribute to us achieving the targets outlined in our DE&I 10 point charter. Each project in the previous 'actions' section of this report has been colour-coded and assigned to the charter commitment(s) it supports:

NO.	OUR DE&I PROMISE	PROJECTS
1	We will continue to improve the experience and representation of women, and achieve gender parity at leadership by December 2026	   
2	We will continue to grow the representation of ethnically diverse talent in our business, with an ambition to achieve 15% representation in senior management by December 2026	     
3	We will continue to improve the representation of disabled talent, neurodivergent talent, and others with accessibility needs by enhancing their employee experience and removing accessibility barriers.	   
4	We will continue to improve the experience and representation of talent from diverse socio-economic backgrounds, by tackling barriers of entry for underserved socio-economic groups	    
5	We will take further action to improve the inclusion and experience of LGBTQ+ talent	 
6	We commit to improving industry access for older talent by becoming an age-friendly employer	 
7	We will continue to amplify diverse voices	   
8	We will accelerate our All In DE&I education programme, ensuring at least 90% of all new joiners attend our foundational All In workshop, as well as build out our suite of inclusive training	
9	We commit to further supporting our teams to take an inclusive approach in driving representation and making a meaningful difference through our work for our people, our clients, and our communities	 
10	We commit to keep communicating our progress regularly and will publish our Diversity Pay Gap annually	

STATUTORY DISCLOSURE – HAVAS MEDIA

Havas Media Limited is an individual company with over 250 employees. Detailed below is their individual company gender pay gap data.

COMPANY	MEDIAN GENDER PAY GAP	MEAN GENDER PAY GAP	MEDIAN BONUS GENDER PAY GAP	MEAN BONUS GENDER PAY GAP	QUARTILE 1 (LOWER QUARTILE)		QUARTILE 2 (LOWER MIDDLE QUARTILE)		QUARTILE 3 (UPPER MIDDLE QUARTILE)		QUARTILE 4 (TOP QUARTILE)		% MALES WHO RECEIVE A BONUS	% FEMALES WHO RECEIVE A BONUS
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
HAVAS MEDIA LIMITED	18.0%	26.0%	33%	53%	34%	66%	38%	62%	50%	50%	55%	45%	41%	34%

Declaration

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Patrick Affleck (Chief Executive Officer)

STATUTORY DISCLOSURE – HAVAS LYNX

Havas Lynx Limited is an individual company with over 250 employees. Detailed below is their individual company gender pay gap data.

COMPANY	MEDIAN GENDER PAY GAP	MEAN GENDER PAY GAP	MEDIAN BONUS GENDER PAY GAP	MEAN BONUS GENDER PAY GAP	QUARTILE 1 (LOWER QUARTILE)		QUARTILE 2 (LOWER MIDDLE QUARTILE)		QUARTILE 3 (UPPER MIDDLE QUARTILE)		QUARTILE 4 (TOP QUARTILE)		% MALES WHO RECEIVE A BONUS	% FEMALES WHO RECEIVE A BONUS
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
HAVAS LYNX LIMITED	18.0%	23.0%	13%	63%	26%	74%	30%	70%	37%	63%	45%	55%	81%	77%

Declaration

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Matthew Weeks (Chief Financial Officer)

UK GROUP REPORTING AGENCIES

CREATIVE NETWORK	MEDIA NETWORK	HEALTH NETWORK	NETWORK HQ
H/Advisors Cicero H/Advisors Maitland Conran Design Group Inviqa Gate One helia Havas London Havas People One Green Bean Havas Red Prose on Pixels	Additive Arena Media Havas Media UK, London Havas Media UK, Manchester Havas Market Organic Havas Play Ledger Bennett	Havas Lynx Havas So H4B London M&C Consultancy Medicom Group Sciterion Havas Consumer Health	Havas UK Shared Services

A ‘true picture’ definition includes all those employed at Havas (excluding those with global contracts and those on temporary contracts) on the pay gap snapshot day, of 5 April 2024.

- Pay and gender data based on April 2024 true picture snapshot.
- Ethnicity data based on April 2024 true picture snapshot.

MEET THE EXECUTIVE DE&I COMMITTEE



Ewen MacPherson
Group Chief People
Officer



Tamara Greene
Managing Director,
Global Brands



Ailsa Buckley
Managing Director



Sharon Annafi
Head of DE&I



Claire Knapp
CEO, Havas Lynx Group

This committee is made up of senior representatives from each of the three divisions of the Havas Network – Creative, Health and Media. The group meet regularly to review performance against our 10 Point UK DE&I charter and All In strategy, and provide strategic leadership for all of our agencies.

Our Committee is responsible for governing and progressing all our DE&I work, and act as custodians for the Havas All In strategy.

Not only does it provide strategic leadership for the delivery of our Havas UK DE&I strategy, it also holds our business accountable for the actions we commit to taking.

Through the actions we have outlined, our Executive Committee steer our business to make a real and lasting change that positively shifts the dial on DE&I at Havas UK.

UK GROUP ALL IN AMBASSADORS



TONY MATTSON

GLOBAL STRATEGY
PARTNER & HEAD OF
IMPACT

HAVAS MEDIA



VIKKI KOSMALSKA

PARTNER

**MAITLAND
H/ADVISORS**



ELEANOR MITCHELL

MX PLANNING
BUSINESS DIRECTOR

**HAVAS MEDIA
MANCHESTER**



WILL TAYLOR

CLIENT PARTNER

ORGANIC



OLI GOLDMAN

SENIOR ACCOUNT
DIRECTOR

ORGANIC



RENAE SHAW

HEAD OF PEOPLE

HAVAS MARKET



EMMA CLAYTON

HSE & WELLBEING
MANAGER

HAVAS MARKET



SOPHIE BERMAN

HEAD OF TALENT &
CREATOR
PARTNERSHIPS

HAVAS PLAY



**SUNNY MOON-
LITTLE**

PRODUCER

HELIA (LONDON)



KIRIN HOWARD

LEAD SYSTEMS
ANALYST

**HELIA
(CIRENCESTER)**



**AINHOA
WADSWORTH**

MANAGING PARTNER

HAVAS LONDON



**FARIBA
GHAZIZADEH**

ACCOUNT DIRECTOR

**HAVAS RED
(LONDON)**



**BIANCA-MARIA
CAVUOTO**

CLIENT PARTNER

**HAVAS RED
(MANCHESTER)**



SONIA COCHET

CHIEF PEOPLE
OFFICER

GATE ONE



AMY HENDERSON

MANAGER

GATE ONE



**MOLLY EXLEY-
KIDD**

STRATEGY DIRECTOR

ARENA MEDIA



PARISA NAMAZI

DIRECTOR OF TALENT

**CICERO
H/ADVISORS**

UK GROUP ALL IN AMBASSADORS



AIMEE STAPLETON

PEOPLE DIRECTOR

HAVAS LYNX



JENNEH THOMAS

DIRECTOR TALENT & PEOPLE

H4B



LISA SEUKERAN

ASSOCIATE DIRECTOR

HAVAS SO



LYDIA FISHER

SENIOR ACCOUNT DIRECTOR

HAVAS SO



HAYLEY HAWKINS

SENIOR PHARMACEUTICAL CONSULTANT

GEMINI



SMITHA KUSUMAKAR

SENIOR COMMS MANAGER

HAVAS LIFE LONDON & SCITERION



GEORGIA WILDAY

PEOPLE ADVISOR

HAVAS SHARED SERVICES



CLAIRE COULTRUP

SENIOR HR BUSINESS PARTNER

HAVAS HEALTH



REBECCA ZOLI

PEOPLE PARTNER

CONRAN DESIGN GROUP



KONNIE ZARNAVELI

EXPERIENCE DESIGNER

INVIQA



ATIA IRSHAD

CHIEF OPERATING OFFICER

HAVAS PEOPLE



CLARA GENEAU

SENIOR ACCOUNT MANAGER

HAVAS PEOPLE



ELLY BONNEY

ASSOCIATE STRATEGY DIRECTOR

TRIPTK



JACK FEW

MANAGING PARTNER

ADDITIVE +



RICHARD GILL

MANAGING PARTNER

ADDITIVE +



ANDREA DUDE

HEAD OF SERVICES & EVENTS

BUILDING SERVICES & IT



SHARON ANNAFI
HEAD OF DE&I

HAVAS UK

THANK YOU!

**IF YOU HAVE ANY QUESTIONS, PLEASE
REACH OUT TO THE DE&I TEAM AT
ALLIN@HAVAS.COM**

HAVAS

**Z
ALL**