

# HAWAIIAS



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## Foreword

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**At Havas, we have long believed that creativity is a powerful driver of positive change.**

It shapes mindsets, sparks dialogue, and helps address the social and environmental challenges that define our time. In 2025, this belief guided our work more than ever as we continued to support our clients on their sustainability journey and strengthened the foundations of our own commitments.

I am proud to share that our collective efforts were once again acknowledged externally. We earned the EcoVadis Gold Medal with an outstanding score of 78/100, placing us among the top 5% of highest-rated companies. We also secured a B rating from the Carbon Disclosure Project, one of the most demanding environmental assessments.

Further recognizing our strong ESG commitments, Havas was added in March 2026 to the AEX ESG Index, which tracks the 25 Euronext Amsterdam-listed companies with the strongest Environmental, Social, and Governance (ESG) practices, reflecting our outlook and ambitions for the year ahead.

This year, we accelerated the rollout of our Havas Carbon Impact Calculator, which measures the carbon footprint of end-to-end campaigns. It has already assessed more than 2,500 projects

for major clients such as the BBC, EDF, and Orange. To go further, we equipped our agencies with the Sustainable Media Guide, a practical resource to help reduce the carbon impact of media campaigns.

We also launched the Opt-Out initiative in France, bringing sustainability criteria by default into our communication campaigns. In addition, we expanded Havas Genus, our network of sustainability experts, following the success of the model in the UK.

Our creative work this year once again showed the power of ideas to spark change. Campaigns like “Ink of Democracy” by Havas Creative India demonstrated how our teams continue to champion social and environmental issues with impact and imagination.

To recognize this commitment across the Group, we introduced the first Havas Sustainable Awards, celebrating the teams using creativity to drive purpose-led change. Among the winners were “Scholarship in Books” (BETC Brazil), “The Unsafest Journey” (Havas London), and “The Missing Issue” (Havas New York).

These achievements reflect the dedication of our teams, partners, and clients. Together, we will continue to build a more sustainable and inspiring future for our industry and the communities we serve.

**Yannick Bolloré**, Chairman and CEO

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**At Havas, we move forward with the conviction that change takes shape through collective intelligence.**

We find this intelligence in our talent, in our ability to reinvent the way we create, and in the responsibility we embrace in the face of the social and environmental challenges reshaping our time.

Sustainability, at the heart of our strategy, has become a driver of value, trust, and innovation. We support our clients not only as partners but as true strategic allies in their sustainable transition.

They expect transparency, expertise, and guidance from us to transform their communications, their models, and their narratives.

We respond by putting measurement, data, and creativity at the service of real impact. The deployment of the Havas Carbon Impact Calculator and the launch of Havas Opt-Out are concrete examples of this approach.

For our talent, we want every individual to find their rightful place, to thrive, to be recognized, heard, and protected. Inclusion, wellbeing, and social equity are the essential foundations of sustainable performance and authentic engagement.

This is why, every year, Havas All In drives agencies to take part in high-impact initiatives at both local and global levels. But one of Havas' most powerful strengths remains our ability to shape the imagination.

We know that communication can transform behaviors, open new possibilities, and make the transition not only necessary, but desirable.

**Stéphanie Bertrand-Tassilly**, Global Chief Sustainability Officer



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# 2003

## UN GLOBAL COMPACT

The Group was the first communications group to sign the UN Global Compact to support the 2030 Agenda for Sustainable Development.

# 2016

## UN COMMON GROUND

The Group joined the UN Common Ground Initiative and adopted the Sustainable Development Goal (SDG) 13: Take urgent action to combat climate change and its impacts.

# 2020

## IMPACT+

Havas launched Impact+, its CSR strategy based on three pillars: People, Environment, and Responsible Communication. The Group also set up the first carbon calculator for multi-media campaigns in France.

# 2024

## TOWARD NEW COMMITMENTS

In December 2024, Havas separated from Vivendi and became a publicly listed company in the Netherlands. In 2025, the Group committed to the Science-Based Targets initiative (SBTi) and is now updating the carbon reduction goals previously set within Vivendi to align with its new independent status.

# 2009

## TCK TCK TCK

Havas partnered with the UN and Kofi Annan to launch the "TCK TCK TCK: Time for Climate Justice" campaign, alongside the world's first musical petition featuring over 50 artists.

# 2018

## GRAND PRIX FOR SUSTAINABLE DEVELOPMENT GOALS

Havas won the Grand Prix for Sustainable Development Goals at the Cannes Lions International Festival of Creativity for the "Palau Pledge" campaign and received the UN Peace Medal for the campaign "Making Friends Across Religions." The Group also launched the Havas Climate Solidarity initiative.

# 2023

## DRIVING SUSTAINABLE TRANSFORMATION

### Havas Carbon Impact calculator

Launched in November across all the Group's agencies, Havas Carbon Impact calculator is an internal tool for calculating the carbon footprint of a media campaign, a creative campaign, or an event organized for a client. It enables all our agencies to support their clients in their sustainable transformation.

### Grand Prix for Good - Anne de Gaulle

Havas won the Grand Prix for Good at Cannes for Havas Paris' campaign on behalf of the Anne De Gaulle Foundation, which highlighted the work of the foundation set up by Yvonne and Charles de Gaulle to help people with mental disabilities.

# 2025

## SUSTAINABLE AWARDS

The Havas Sustainable Awards promote sustainability across the Group by encouraging agencies to integrate environmental and social impact into their work. The Awards recognize responsible behaviors and pro bono campaigns, helping embed sustainable practices in daily operations.



The **Global Sustainability Department** shapes the Group’s sustainability roadmap and orchestrates its deployment across all markets. Led by the Global Chief Sustainability Officer, a member of the Executive Committee, it ensures that sustainability is fully aligned with Havas’ strategic ambitions. The department drives global ESG initiatives, coordinates key cross-functional projects, and oversees non-financial reporting in partnership with the Finance Department and a dedicated network of reporting contributors worldwide.

To strengthen internal collaboration and amplify local engagement, the Global Sustainability Department also launched the Global Sustainability Committee in July 2023. Composed of around 30 sustainability representatives from key markets, this committee meets bimonthly to cascade the global strategy, surface local initiatives, and ensure that sustainability is consistently aligned with client expectations.



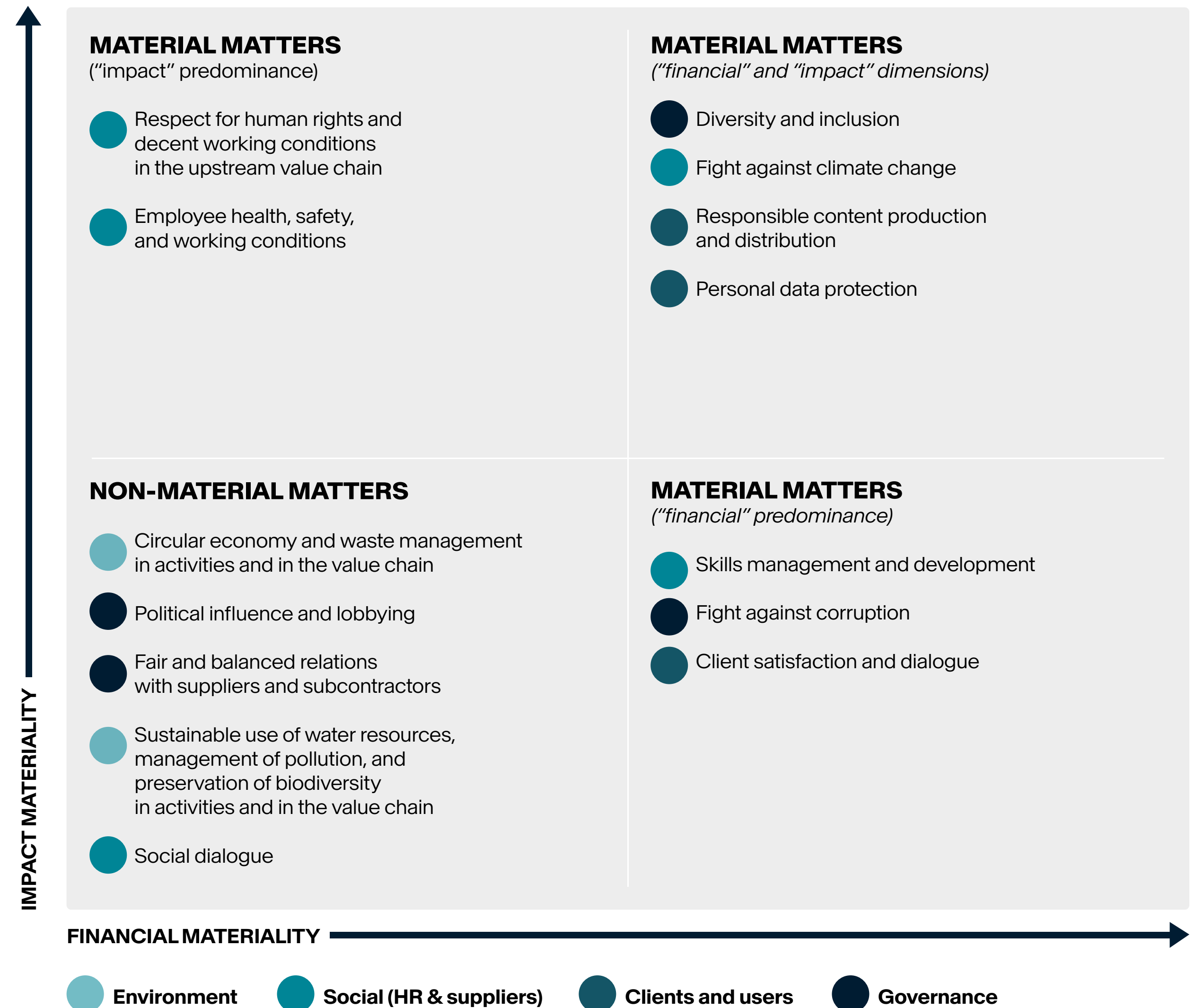
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In 2024, Havas conducted a double materiality analysis of its ESG impacts, risks, and opportunities in line with the latest ESRS standards and related guidance. This double materiality analysis encompasses the Group’s activities across all countries and covers its three primary business lines: Havas Creative, Havas Media, and Havas Health.

Since Havas was part of the Vivendi Group until late 2024, it relied on Vivendi’s double materiality analysis to ensure a robust methodology. Using Vivendi’s CSR and Duty of Vigilance risk mappings, Havas reassessed its own impacts, risks, and opportunities (IROs), and ESG topics, then aligned them with the ESRS to cover all relevant sustainability issues.

This analysis emphasized **15 material Impacts, Risks and Opportunities (IROs) broken down into 6 negative impacts, 7 risks, and 2 opportunities.**

For further information on our double materiality assessment, please refer to Chapter 7 of our [Universal Registration Document](#).



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# People

# Environment

# Responsible Communication

### Inclusion & Belonging

Foster a culture where everyone feels respected, included, and supported to be their authentic selves.

**80%**  
Of employees say they can be their authentic selves at work (HAVASay 2025)

**79%**  
Of employees feel respected at their agency (HAVASay 2025)

### Career Development

Provide equitable opportunities for growth and leadership readiness across all levels.

**59%**  
Of managers are women (+2% vs 2024)

**25.70%**  
Women hold 25.70% of creative leadership positions in 2025 (vs 20.30% in 2024)

### Our ambition to reduce our carbon footprint

Since 2023, Havas has pursued a decarbonization trajectory aligned with the Paris Agreement. In 2025, we made significant progress toward our climate goals:

**-47%**  
Reduction of Scope 1 and 2 CO<sub>2</sub> emissions compared to 2024

**86%**  
Of electricity consumption comes from renewable sources in 2025

### Our commitment to responsible campaigns

In 2025, Havas strengthened its approach to responsible communication, ensuring transparency, inclusivity, and sustainability in all creative work.

**+1,200**  
More than 1,200 projects measured with the Havas Carbon Impact calculator in 2025

For Havas, sustainability ratings and labels help demonstrate responsible practices and strengthen stakeholder trust. They enhance the company’s credibility in a market that increasingly values ethical and purposeful communication. Strong sustainability performance also supports long-term resilience and guides better strategic choices.

For Havas, partnering with organizations such as **Ad Net Zero**, **Circul’R**, **ORSE**, or **Tolson’s Sustainable Business Community** is key to advancing its sustainability ambitions and strengthening its leadership in responsible communication. These collaborations help Havas stay aligned with the highest environmental and social standards, benefit from expert insights, and contribute to collective industry progress. Through these partnerships, Havas can accelerate its transition, support clients more effectively, and promote a more sustainable and transparent communication ecosystem.



**EcoVadis:** EcoVadis is a global rating platform that evaluates companies’ environmental, social, and ethical performance across their supply chain. Havas achieved a score of 78/100, including 96/100 in Environment and 82/100 in Social, demonstrating significant progress. For the second consecutive year, the Group was awarded the Gold Medal, confirming its position in the top 5% of the companies assessed. Havas’ EcoVadis medal can be verified on the official EcoVadis platform [here](#).



**CDP:** CDP assesses how transparently companies report and manage their climate impact, using a scoring system from A to D that has become a key criterion for clients and tenders. In 2025, Havas submitted independently for the first time and **received a B rating**.

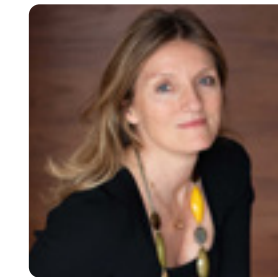


**ISO 14001:** ISO 14001 is an international standard for improving environmental management. Havas applies it across its global network, with over one-third of employees covered in countries such as France, the UK, Spain, and India.



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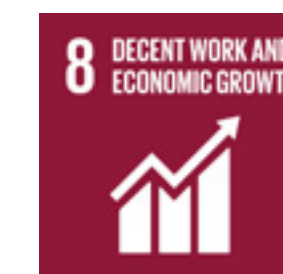


**Céline Merle Beral, Global Chief HR Officer**

“We are building a culture where inclusion fuels innovation, learning drives excellence, and every career journey contributes to sustainable performance, while embracing artificial intelligence as a catalyst to augment human potential, accelerate skills development, and responsibly reinvent the way we create value.”

**We are grounded in togetherness, openness, and respect for all**, and take pride in the strong sense of belonging felt by our people. We care deeply about our wellbeing and aim to have our Villages be a place where everyone experiences community, growth, and a bit of fun. Our highest ambition is to deliver excellence to the brands and businesses we are privileged to support, while also doing our part to make a meaningful impact on society.

By addressing these priorities, Havas contributes to the following Sustainable Development Goals (SDGs):



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# People Experience: Core Commitments



## Belonging

To build on our strengths of fairness and belonging by continuing to ensure all are welcomed as part of a team, encouraged to show up authentically, and energized to share their thoughts and ideas.



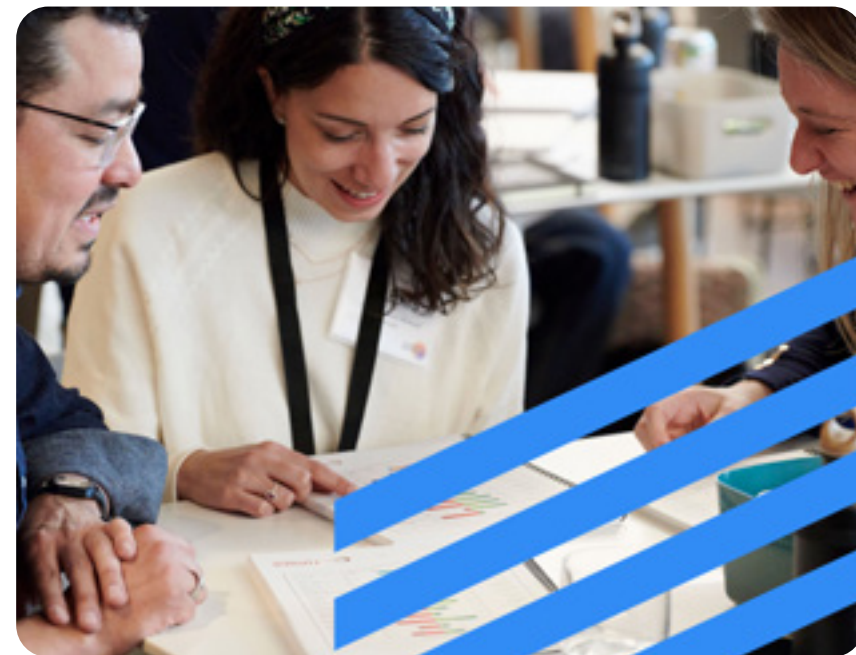
## Learning

To nurture an environment where curiosity and ongoing learning are encouraged each day. Investing in growth and development programs in addition to ensuring education on the latest skills and innovations that impact our business.



## Wellbeing

To offer an environment that prioritizes health and wellbeing through open conversations, caring managers, teams, and active learning and awareness, while encouraging self-care.



## Career

To offer fulfilling careers that encourage exploration, experiences, and mobility within teams and across the Group. Guided by supportive and engaged leaders, our focus is on finding the right path for each individual.



## Impact

To each do our part with trust, collaboration, and the pursuit of excellence at the core. Believing that ideas can bring positive change to our local communities and wider world through partnerships, volunteering, raising awareness, and connecting with those who need it most.

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Inclusion and Belonging are foundational to our culture and are deeply embedded in how we support and engage our people.



Our global approach, Havas All In, works to cultivate environments where employees feel supported to be their authentic selves, where all perspectives are encouraged and respected, and where everyone is equally supported in developing their careers. Designed to engage every level of the organization, All In empowers our agencies and Villages to lead locally relevant inclusion initiatives and to take part in global awareness programming throughout the year.

At the global level, three areas are treated as priority topics across the entire network: gender, LGBTQIA+ inclusion, and disability & accessibility.

Other themes such as ethnic and cultural representation, age inclusion, and additional locally relevant priorities are addressed at the local level within each agency or Village.

Our belonging efforts are measured each year in the HAVASay Employee Survey. We are proud of consistently high ratings on factors related to Inclusion and Belonging, including:

80%

*"I can be my authentic self at work"*

79%

*"I feel respected at my agency"*

74%

*"I feel like I belong at my agency or group"*

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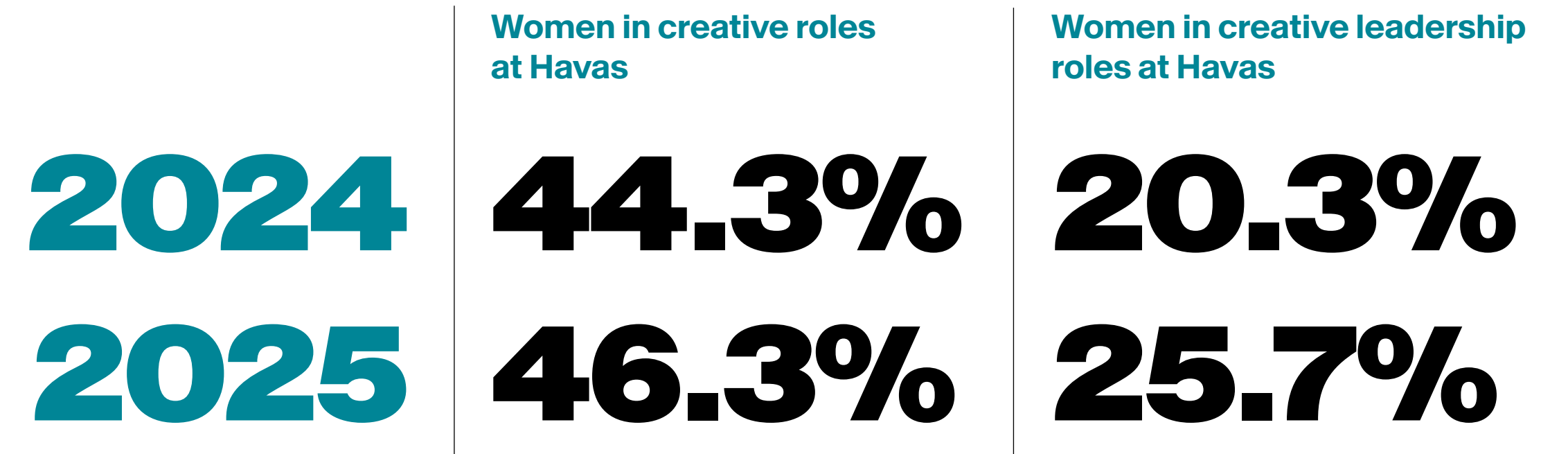
Supporting and empowering women in their careers is a priority across the Havas network. With women representing 60% of our workforce and over half of manager roles, our efforts are focused on continued leadership development, inspiration, and community building, as well as continuing to increase representation in senior and creative leadership roles.

Since 2018, our flagship women’s career development program, Femmes Forward, has provided 600+ director-level women with the tools, inspiration, and support needed to develop their careers within Havas. In 2025, 148 women completed the program from 26 countries.



## FEMMES FORWARD FRIDA

Our commitment to increasing the number of women in creative roles continues to progress, with a focus on representation in creative leadership roles. The selective Femmes Forward FRIDA program supports this commitment, providing rising women creative directors with expert-led skills workshops and the opportunity to attend the prestigious Cannes Lions Festival. **In 2025, the program selected 11 women from 5 countries.**



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We also celebrate the women of Havas throughout the year on social media. In 2025, our International Women’s Day campaign gathered over 200 submissions of "Havas Superwomen," highlighting women across the network who make an impact on their teams each day. Selected profiles were featured on Instagram.



**The KITA Initiative**  
**Havas Ortega x SPARK! Philippines**

The KITA Initiative was designed to transform often ignored store signage into a powerful cultural symbol that champions women’s economic empowerment in the Philippines. By reimagining everyday business markers, each storefront became a visible declaration that a business is proudly woman-owned. From streets to screens, KITA now extends beyond community stores to local and global brands, building a network of women in business who support one another and collectively redefine visibility as empowerment.

## People

Support for our LGBTQIA+ community and allies is an ongoing effort across the network, with a focus on fostering belonging, authenticity, and psychological safety.

Each June, the Group marks Global Pride through special programming that combines educational opportunities with the sharing of employee perspectives.

In 2025, our Pride U campaign offered a platform for stronger allyship and awareness through interactive webinars, plus a special Q&A series with LGBTQIA+ educators from We Create Space.



## BELONGING /LGBTQIA+ Inclusion



Havas Mexico's "Colors of Pride" photography contest invited all employees to express themselves freely and creatively through an image that celebrates the values of the LGBTQIA+ community. Winners were selected by the DEI Committee and announced during the agency's Global Pride panel.



Havas RED Australia hosted a powerful conversation on **Queer Inclusion in Media**, exploring the evolving state of LGBTQIA+ representation in media and the responsibility of brands and communicators. The event proved that inclusion is about intention, education, and action.



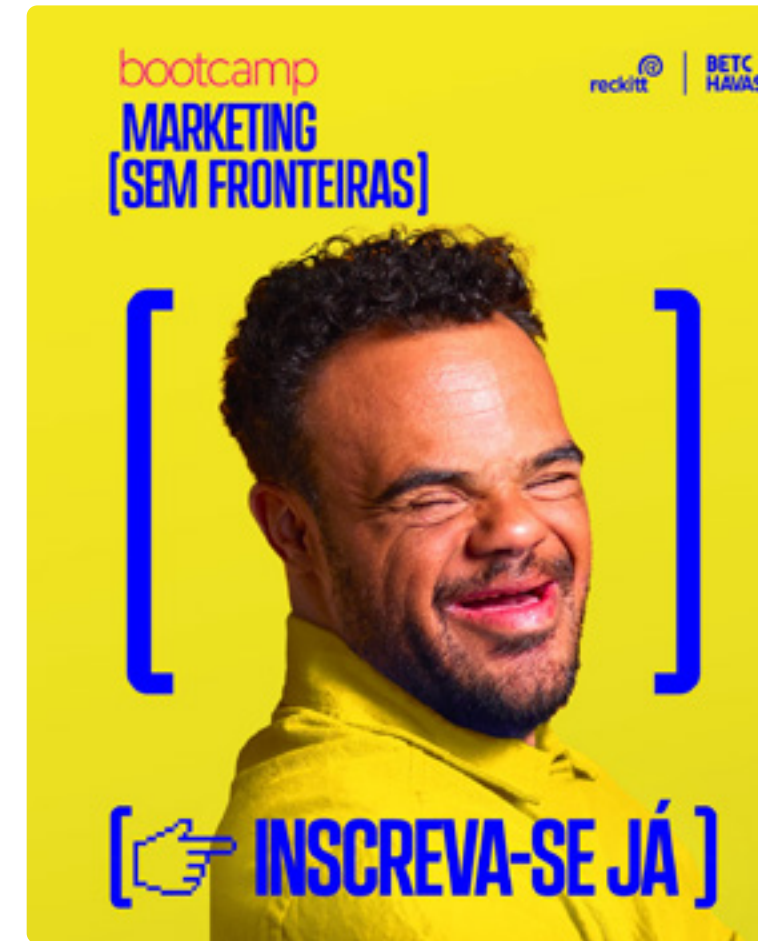
Havas Village India gathered to paint expressions of love, identity, and allyship. The vibrant **celebration of the LGBTQIA+** community reflected the inclusive culture they are building each day.

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Disability inclusion continued to grow meaningfully across Havas in 2025, becoming a more visible and intentional part of how we work, create, and support one another. Across our network, teams engaged with learning designed to build everyday inclusive habits. These sessions equipped employees with practical tools to design accessible work and foster more confident, informed collaboration.

In March 2025, we launched **Neuroverse**, Havas' Neurodiversity Center of Excellence, providing strategy, training, and talent development for both internal teams and clients. Its work contributes to workforce development and accelerates more inclusive practices throughout our network.

While most disability inclusion efforts today take place at the local level (workplace accommodations, accessible environments, individualized support), our global priority continues to be building awareness and driving accessibility education at scale. In 2025, employees had the opportunity to learn from expert-led sessions.



**BETC Brazil's "Marketing sem Fronteiras" bootcamp**, created for people with disabilities, trained 50 participants in online performance media. Delivered with Reckitt, the 12-week program offered 240 hours of live instruction and equipped attendees with practical skills for entry into the marketing and media sector.



**Havas Village Paris inaugurated an inclusive cafeteria, Kawafuté**, which employs people with cognitive and intellectual disabilities. Co-created with Sogeres and the Afuté association, the project supports their pathway to employment in the food service sector.



**Havas Village Italy is actively integrating neurodivergent talent** into its workplace by leveraging partner expertise in sourcing, training, and placement, providing specialized coaching, and creating more inclusive and digital workspaces.



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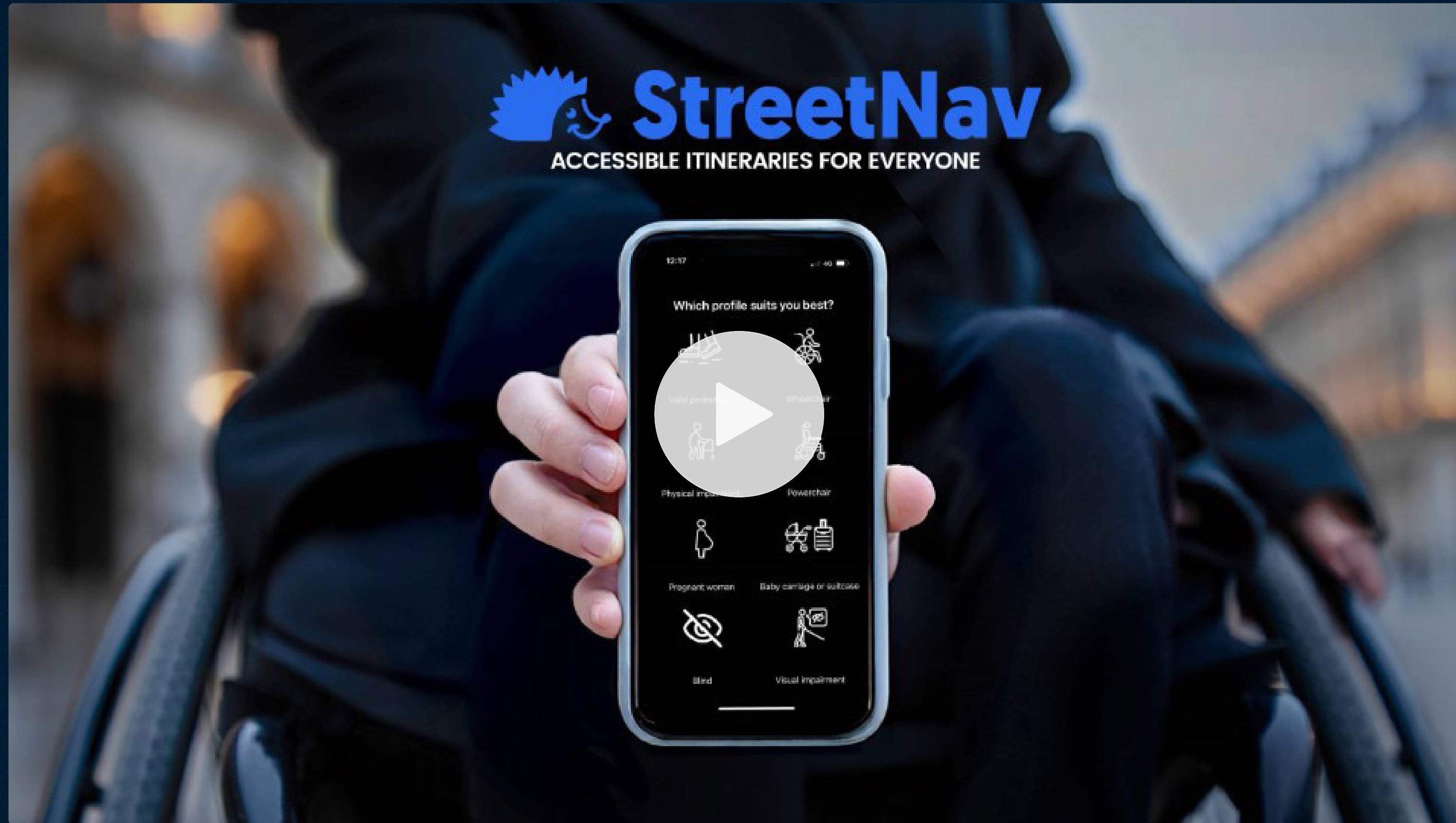
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### StreetNav

#### Havas Paris x StreetCo

Havas Paris developed a pro bono campaign to promote StreetNav, an accessibility-focused navigation app created by StreetCo.

The initiative addresses the major mobility gap faced by people with reduced mobility, who go out six times less often. StreetNav offers obstacle-aware, accessible itineraries for users such as wheelchair users, people with walkers or crutches, visually impaired users, pregnant women, and parents with strollers.

Since launch, StreetNav has enabled users to enjoy 50 additional days out per year, enhancing social participation. With a potential impact on 200 million Europeans, the project demonstrates strong societal relevance.

Across the network, our work environments encourage curiosity and ongoing learning each day. From training opportunities to AI workshops and leadership development programs, we provide in-depth education on the skills, trends, and innovations that impact our business.

## HAVAS NEXTGEN

Since 2015, our flagship executive leadership development program, Havas NextGen, has brought together leaders from across our global network for a dynamic learning experience. Over three live modules, participants explore their own personal development, adopt tools to enhance team and client dynamics, and learn strategies to lead confidently through our industry's ever-changing landscape.

## HAVAS University

Our online learning management platform, Havas University, drives this commitment by offering all employees an extensive library of courses and certifications on professional skills, innovative trends, leadership, inclusion, compliance, and more. 2025 was a record-breaking year for employee certifications, with over 135K granted.

# +135k

Learning certifications granted in 2025



### Partnership Ekino x Sistech

Ekino, one of Havas' digital and technology agencies, is driven by the belief that **meaningful change begins with human connection.**

Through a partnership with Sistech, the agency **supports refugee women** in accessing training and upskilling opportunities in digital and technology fields, helping them build confidence, inclusion, and long-term professional independence.

**Employee wellbeing is a daily priority, and mental health is a key focus.**

Our global mental health awareness series, Havas Minds, has equipped over 7,000 employees with tools to understand the spectrum of mental health, navigate conversations, and build wellness action plans.

Leaders also play an active role in supporting education and creating a culture of wellbeing by modeling open dialogue, encouraging breaks and time off, and sharing their own experiences. In the October 2025 HAVASay Survey, 74% of global employees reported feeling that their leader genuinely cares for their wellbeing.

Global webinars throughout the year serve as additional opportunities for education on wellness topics. Led by expert facilitators, the sessions provide space for awareness and discussion.

**Havas Minds has educated**

**7,000+**

**Employees on the spectrum of mental health, navigating conversations, and wellness action planning.**



**A Reminder to be Kinder  
Havas People**

“A Reminder to be Kinder” is a mental health campaign designed to support customer service workers, the people often on the receiving end of rising customer aggression. “A Reminder to be Kinder” is a smart use of a company’s owned channels for a good cause. Rather than hearing an annoying corporate track on repeat, customers can hear stories from call centre workers and empathize with the names they so often get called. Why does it matter? Because poor mental health at work is costing the Australian economy over \$39 billion in lost productivity, and frontline workers are feeling it most. This campaign is about bridging the gap between customers and employees and reminding us all that kindness can make a real difference.

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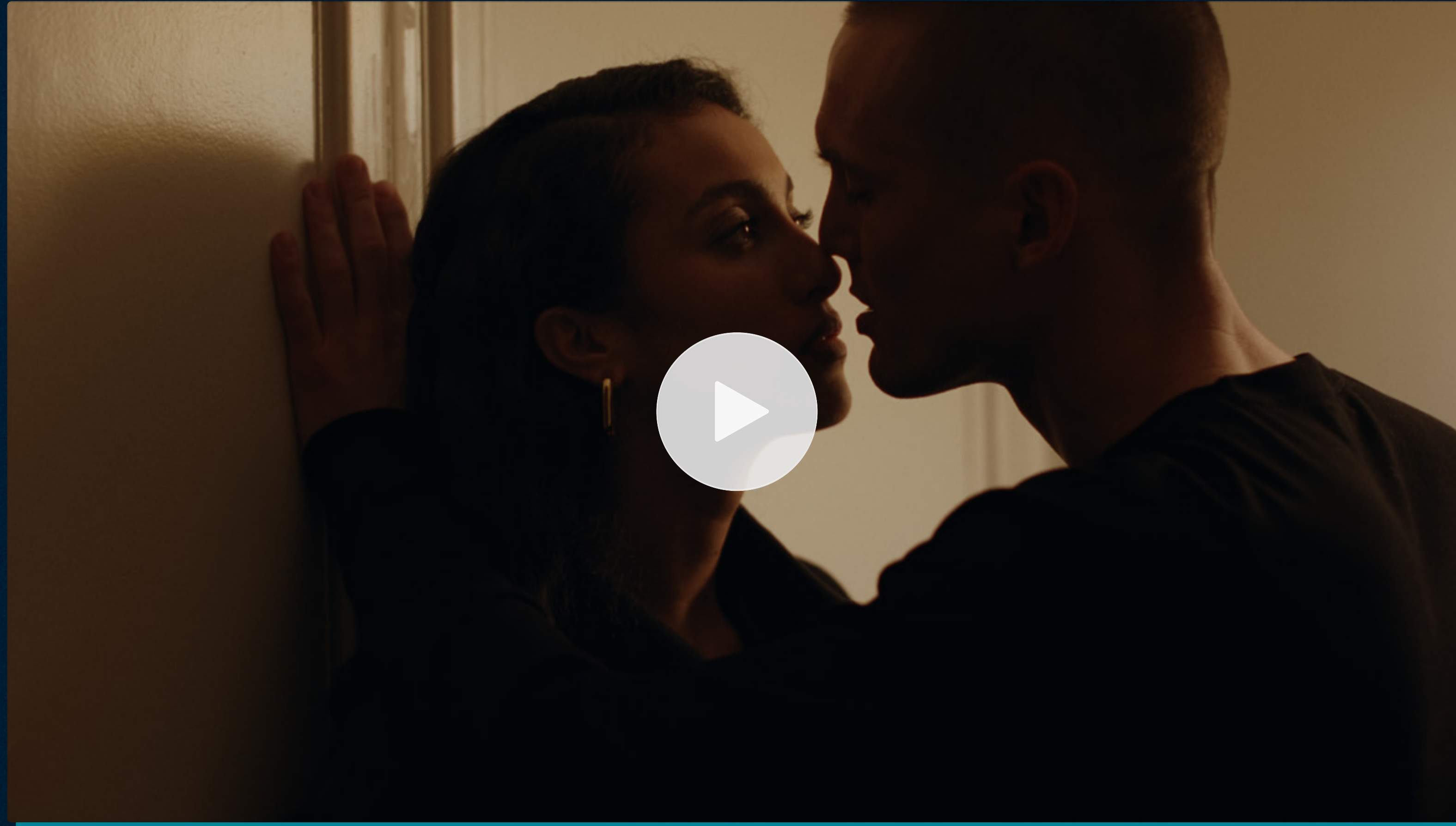
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**Don't Call It Love**  
**BETC x YSL Beauty**

The "Don't Call It Love" campaign is a powerful and strategic initiative that skillfully deconstructs the codes of perfume advertising to equip young people with the tools to recognize the signs of abuse in relationships.

At Havas, our career development programs are designed to open doors, build confidence, and support growth at every stage of a person’s journey, from early exposure to leadership readiness. A few of our career-building experiences include:

**Havas Doorway**

An immersive, one-day introduction to the advertising and marketing world for students and community groups.

**Platform**

A three-month placement program for entry-level talent from diverse backgrounds. The fast-paced, real-world “crash course” enables exposure to live projects and clients.

**Career Compass**

Clear, practical guidance on growth pathways and expectations, empowering individuals to navigate their next steps with confidence.

**Emerge**

A hybrid learning experience for emerging team leaders focused on building management skills, increasing leadership exposure, and strengthening community across cohorts.

**Elevate**

Hybrid experience providing the tools, connections, and confidence needed to thrive at Havas and in the industry.



In addition to program experiences, annual Performance Reviews also help guide every employee’s career development and help facilitate valuable manager-employee conversations. Career Mapping is also available for a growing number of roles to help guide an employee’s trajectory and next steps.

Mobility is an element that we encourage at the highest level, whether by learning about opportunities with other departments and roles in one’s own agency, taking part in a special project to hone new skills, or even experiencing the culture of another Havas office around the world.

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With impact at the core of our work each day, we take great pride in knowing that our efforts and ideas can bring positive change to our local communities and the wider world. 2025 was full of opportunities for philanthropy through meaningful partnerships, volunteering, raising awareness, and connecting with those who need it most.



Havas North America partnered with F.Y. Eye's Nonprofit Co-Lab, a four-month accelerator program pairing NYC nonprofits with Havas' creative experts to develop powerful public awareness campaigns. With strategic guidance and creative direction, the collaboration helps reach thousands of New Yorkers with messages that truly matter.



At Havas Village France, Havas Solidaires enables employees to contribute their skills and energy to a charitable cause of their choice, for up to 2 working days per year. In 2025, 113 employees supported 12 nonprofit organizations, completing a total of 120 missions.



Havas UK uses the volunteering platform Matchable to match employees' skills to charities in need across the world. In 2025 alone, 571 volunteers donated over 900 hours across a wide spectrum of charities, from mental health to wildlife and conservation.



Havas Spain has implemented a partnership with the Quiero Trabajo Foundation to support women at risk of exclusion through job interview mentoring. Since 2019, Havas volunteers have delivered these empowerment sessions. In 2025, 81% of the 25 women supported secured employment thanks to the program.

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# Environment

Havas is advancing an ambitious decarbonization trajectory aligned with the Paris Agreement, aiming to reduce emissions from energy use and from key business activities such as business travel. The Group is also involving its suppliers to ensure they align with its decarbonization commitments by 2026, making sustainability a shared responsibility across its value chain.

**At the same time, Havas supports its clients** in lowering the environmental impact of their campaigns by measuring emissions with the Havas Carbon Impact calculator and proposing eco-designed solutions. The Group also raises client awareness of sector-specific sustainability issues and promotes responsible narratives that encourage sustainable lifestyles and support the ecological transition.

By addressing these priorities, Havas contributes to the following Sustainable Development Goals (SDGs):



In 2025, Havas carried out a climate risk analysis assessing physical and transition risks as well as climate-related opportunities. The study used two IPCC (Intergovernmental Panel on Climate Change) scenarios (SSP1-2.6 and SSP5-8.5) across short-, medium-, and long-term horizons, rating risks by likelihood and financial impact.

Physical risks such as heat stress, flooding, and wildfires were evaluated through site exposure analysis based on GPS data, while transition risks linked to regulation, technology, markets, and reputation were assessed qualitatively. The methodology relied on scientific models, EU Taxonomy alignment, and double materiality principles.

Under a +4°C scenario, physical risks for Havas significantly increase, with extreme weather events causing business interruptions and asset damage as the most critical threat, alongside heatwave impacts, while energy and infrastructure risks remain low in materiality. Conversely, in a +1.5°C scenario, transition risks dominate in the long term, driven by stricter climate regulations, evolving consumer behavior, and employee expectations, with reputation risks from greenwashing being the most significant concern.

To face these risks, Havas anticipates regulatory developments by conducting continuous monitoring and engaging in industry initiatives. At the same time, growing exposure to physical climate risks also encourages the Group to strengthen its resilience by improving energy efficiency and accelerating the adoption of renewable energy solutions.

RISK	Level of Risk	
	2030	2050
Loss of worker productivity due to extreme temperatures and increased heatwave events	<b>MODERATE</b>	<b>MODERATE</b>
Damage to leased buildings due to extreme weather events	<b>MODERATE</b>	<b>MODERATE</b>
Rising climate-related regulation on advertising	<b>MODERATE</b>	<b>POTENTIALLY SIGNIFICANT</b>
Reputation and brand image from greenwashing accusations	<b>MODERATE</b>	<b>POTENTIALLY SIGNIFICANT</b>

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## Environment

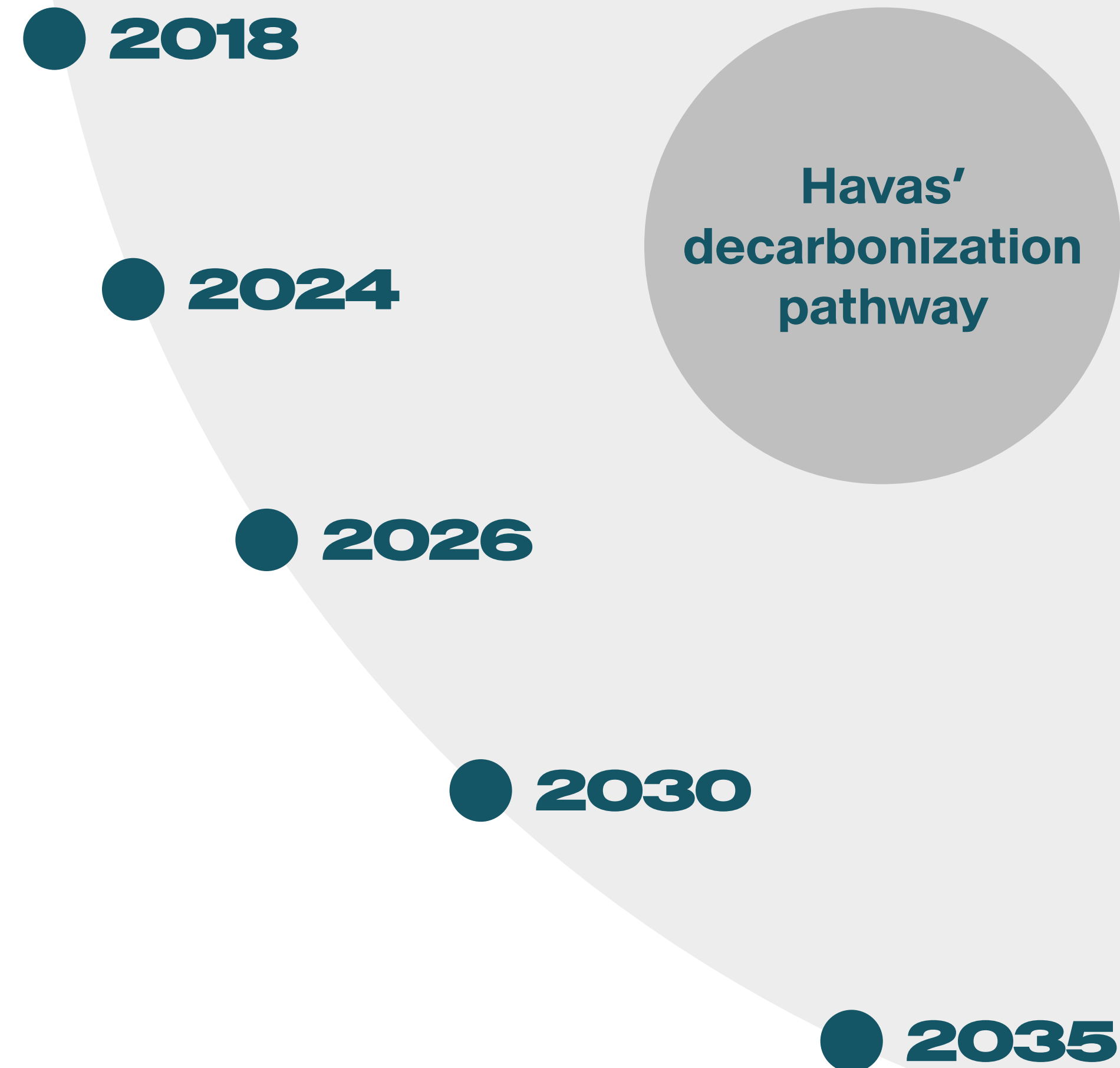
Following its spin-off from Vivendi in December 2024, Havas has reaffirmed its commitment to the Science Based Targets initiative (SBTi) and has decided to reassess its decarbonization pathway and prepare a new submission of climate targets. Meanwhile, Havas is committed to a decarbonization trajectory structured around four major objectives.

### Our Climate Targets\*:

- 1. Reduce** significantly our greenhouse gas emissions associated with energy consumption (scopes 1 & 2) **by 2035**
- 2. Use 100% renewable electricity by 2030**
- 3. Reduce** significantly our emissions linked to business operations (business travel, fixed assets, waste...) **by 2035**
- 4. Involve our suppliers in a decarbonization strategy** aligned with the Group's commitments **by 2026**

\*These targets were set using 2018 as the base year. However, they will be reassessed soon using a new base year.

## /Decarbonization Pathway



Havas focuses on driving climate action for Scope 1 and 2 through the use of renewable energy and the implementation of energy efficiency measures.

Renewable Energy

Havas’ ambition is to power its global operations with 100% renewable electricity by 2030. Progress is already underway, with 86% of electricity sourced from renewables in 2025. The roadmap focuses on the countries with the highest energy consumption, offering a decision-making framework for local teams, from on-site generation to green supply contracts and, where direct sourcing is not possible, the use of Guarantees of Origin to ensure traceability. This strategy aligns Havas’ operations with global climate goals.

Energy Sobriety Plan

Havas works to improve energy efficiency across its offices and promote responsible energy use. Several countries, such as France, the UK, Spain, and India, have introduced local renewable-energy measures and obtained the ISO 14001 certification. In France, the 2025 energy-sobriety plan uses technical upgrades, operational controls, and behavioral actions to cut energy consumption. Across many markets, Havas is also reducing emissions from its vehicle fleet by promoting cleaner mobility and accelerating electrification.

86%

Of Havas’ electricity consumption comes from renewable sources

-47%

GHG emissions on Scope 1 and 2 (market-based) between 2024 and 2025

-20%

In company car emissions compared to 2024

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Havas is committed to decarbonizing its Scope 3 emissions through key levers such as supplier engagement, a responsible travel policy, waste reduction, and the promotion of soft mobility solutions. These actions reinforce our ambition to drive sustainability across our entire value chain.

**Business Travel Policy**

Business travel, by land or air, represents a substantial portion of Havas’ greenhouse gas emissions. In response to this challenge, a new Travel Policy was introduced in 2025, applicable to all employees, to outline the conditions for air travel and prioritize the use of trains.

**Sustainable Procurement**

In 2025, Havas continued its supplier engagement work to support its carbon reduction objectives such as ongoing data collection on its suppliers’ climate commitments. To address suppliers without reduction targets, Havas launched in 2025 a supplier engagement program specifically aimed at small and medium-sized enterprises (SMEs). In parallel, the updated Responsible Purchasing Charter was rolled out, requiring new suppliers to sign it during the onboarding process.



**Partnership with GOONJ x Havas India**

Havas India partnered with Goonj to support circular resource use by collecting underutilized urban materials and redirecting them to underserved rural communities. Employees across three Havas Villages donated clean, reusable items, and offices hosted collection points and a Goonj showcase promoting sustainable consumption. The initiative gathered 316 kg of clothing, household essentials, and utility items, extending the lifecycle of materials, preventing waste, and reinforcing responsible behaviors among employees.

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### The Impossible Shots

#### BETC Fullsix x GEO magazine

BETC Fullsix, in collaboration with GEO, brought five extinct species back to life through scientifically validated AI-generated photography, developed alongside leading paleontologists, biologists, and scientific journalists. The project marked a breakthrough in responsible “augmented journalism,” preserving the memory of species lost to human-driven extinction and reinforcing GEO’s mission to document biodiversity beyond the limits of traditional photography.



### Waste

Havas has implemented a waste management system to ensure responsible waste handling across its facilities. As part of this approach, most cleaning products used are concentrated, reducing plastic waste from empty containers. The system also includes on-site sorting of recyclables and the return of empty containers and soiled microfiber cloths for proper treatment through specialized channels.

### Sustainable Mobility

In France, Havas offers a sustainable mobility allowance of up to €600 per year to encourage employees to adopt low-emission commuting options such as walking, cycling, and public transport, promoting greener travel habits as an alternative to traditional reimbursements.



### The Circular Economy Havas Village Spain

The Havas Re Vive 2025 initiative reaffirmed Havas’ commitment to circularity. It collected 772 items, with 64% reused internally, avoiding 4 tons of CO<sub>2</sub>. The program also created social value: 105 garments were donated to the NGO AERESS to support employment reintegration, and 170 books went to AIDA Books to fund development projects. A home appliance repair workshop with Repair Café further promoted waste reduction.

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**IF YOU CAN'T  
BIN IT, BAG IT.**

**If You Can't Bin It, Bag It**  
**Havas Host Australia x Tourism Fiji**

The campaign encourages people in Fiji to reduce litter by using reusable drawstring bags when bins aren't available. Designed locally, the bags help store trash until proper disposal. More than 40,000 bags were distributed nationwide, and brands like McDonald's and Burger King supported the effort by adding 5,000 campaign stickers to their takeaway packaging.

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Havas calculates its greenhouse gas (GHG) emissions annually using data from the non-financial reporting campaign.

In 2025, with support from an external advisor, Havas, as a newly listed company, conducted a detailed review of its 2024 carbon footprint to align with evolving EU regulations on ESG disclosures. This led to the full disclosure of Scope 3 emissions, including Category 3.1 Purchased Goods and Services, previously partially disclosed. As a result, the Group’s reported 2025 footprint more than doubled relative to the 2024 published figure; however, on a like-for-like full scope basis, overall emissions decreased by 3% between 2024 and 2025.

To reinforce reporting governance, Havas established its Non-Financial Reporting Team in collaboration with the Global Sustainability and Finance Departments. The team manages the reporting tool, trains regional coordinators, consolidates Group-level data, reviews data quality, and develops and implements the 2025 Havas Environmental Reporting Protocol, aligned with the GHG Protocol, GRI Standards, and the GRI Media Sector Supplement.

Deloitte was appointed as the independent third-party auditor to provide limited assurance on a wide range of qualitative and quantitative ESG matters. For the environmental pillar, material indicators are selected across Scope 1, 2, and 3.

Based on audited data, Havas reports **86,860 tCO<sub>2</sub>e in 2025**. The perimeter covers all legal entities in the environmental reporting scope (representing 98% of total headcount). Emissions are calculated in accordance with the GHG Protocol using recognized emission factors from ADEME, the GHG Protocol, the IEA, and AIB.

The inventory of environmental indicators is presented in tons of CO2 equivalent (tCO2e), with a breakdown by scope category:

GHG EMISSIONS		(TCO2E)	2025 FULL SCOPE	2024 FULL SCOPE	2024 PUBLISHED DATA**	% CHANGE FULL SCOPE 2025 VS 2024	
SCOPE 1	Offices (oil, natural gas)		601	595	560	1%	
	Generators (gasoline, diesel)		149	2,574	2	-94%	
	Mobile sources (gasoline, diesel, LPG)		1,480	1,848	1,725	-20%	
	Refrigerant gases		411	304	292	35%	
<b>TOTAL SCOPE 1</b>			<b>2,641</b>	<b>5,321</b>	<b>2,579</b>	<b>-50%</b>	
SCOPE 2	Electricity location-based		5,530	6,468	6,167	-15%	
	Electricity market-based		1,565	3,136	2,895	-50%	
	District heating network		523	428	407	22%	
	District cooling network		22	40	39	-45%	
	<b>TOTAL SCOPE 2 LOCATION-BASED</b>			<b>6,076</b>	<b>6,936</b>	<b>6,613</b>	<b>-12%</b>
	<b>TOTAL SCOPE 2 MARKET-BASED</b>			<b>2,110</b>	<b>3,604</b>	<b>3,341</b>	<b>-41%</b>
<b>TOTAL SCOPE 1 AND 2 LOCATION-BASED</b>			<b>8,716</b>	<b>12,258</b>	<b>9,192</b>	<b>-29%</b>	
<b>TOTAL SCOPE 1 AND 2 MARKET-BASED</b>			<b>4,751</b>	<b>8,926</b>	<b>5,920</b>	<b>-47%</b>	
SCOPE 3	3.1 Purchased goods and services*		50,159	47,266	197	6%	
	3.2 Capital goods		6,789	5,182	5,182	31%	
	3.3 Fuel- and energy-related activities (not included in Scope 1 or 2)		971	2,967	2,267	-67%	
	3.4 Upstream transportation and distribution		N/A	N/A	N/A	N/A	
	3.5 Waste generated in operations		240	260	251	-8%	
	3.6 Business travel		10,401	12,556	12,055	-17%	
	3.7 Employee commuting		13,549	12,073	11,549	12%	
	3.8 Upstream leased assets		N/A	N/A	N/A	N/A	
	3.9 Downstream transportation and distribution		N/A	N/A	N/A	N/A	
	3.12 Processing of sold products		N/A	N/A	N/A	N/A	
	3.13 Use of sold products		N/A	N/A	N/A	N/A	
	3.14 End-of-life treatment of sold products		N/A	N/A	N/A	N/A	
	3.15 Downstream leased assets		N/A	N/A	N/A	N/A	
	3.16 Franchises		N/A	N/A	N/A	N/A	
	3.17 Investments		N/A	N/A	N/A	N/A	
	<b>TOTAL SCOPE 3</b>			<b>82,109</b>	<b>80,305</b>	<b>31,501</b>	<b>2%</b>
	<b>TOTAL SCOPE 1 AND 2 LOCATION-BASED &amp; 3</b>			<b>90,825</b>	<b>92,562</b>	<b>40,693</b>	<b>-2%</b>
<b>TOTAL SCOPE 1 AND 2 MARKET-BASED &amp; 3</b>			<b>86,860</b>	<b>89,230</b>	<b>37,421</b>	<b>-3%</b>	

(\*) FULL SCOPE DISCLOSURE IN 2025

(\*\*) 2024 PUBLISHED DATA COVERED ONLY ENTITIES WITH MORE THAN 25 EMPLOYEES. FROM THE 2025 DISCLOSURE ONWARD, ALL ENTITIES ARE INCLUDED. THEREFORE, THE RECALCULATED "2024 FULL SCOPE" IS PROVIDED FOR DATA COMPARABILITY.

N/A: NOT APPLICABLE; ASSESSED AS NOT RELEVANT GIVEN HAVAS' B2B SERVICE ACTIVITIES

**Havas is committed to supporting clients in their positive transformation and to participating in the decarbonization of the advertising industry. This translates into the following ambitions:**

Measure greenhouse gas emissions associated with the production and distribution of campaigns, as well as raising client awareness of this impact using our internal platform: Havas Carbon Impact calculator.

Offer more sustainable alternatives and promote eco-designed solutions that meet client requirements.

Raise awareness of the role they can play in addressing environmental issues.

In November 2023, Havas launched the Havas Carbon Impact Calculator, a proprietary tool designed to measure the carbon footprint of our end-to-end campaigns: creative campaigns and production, media plans, and events. Built on robust methodologies (GHG Protocol, SRI, SNPTV, LCA), it provides precise and reliable assessments enriched with Havas-specific data. The tool adapts to the reality of each market by applying local electricity emission factors (IEA, DEFRA, ADEME) and integrating media providers' data from more than 60 countries, ensuring consistent carbon calculations across agencies.

This tool reinforces a consulting-driven approach: when leveraged prior to a campaign launch, agencies can proactively recommend lower-impact alternatives to optimize carbon performance. For each format, our clients receive a comprehensive carbon footprint breakdown, clearly highlighting the stages that contribute

most significantly to overall emissions. These insights empower our clients to make more informed strategic decisions and ensure their communication initiatives are more closely aligned with their sustainability commitments.

Throughout 2025, Havas has enhanced the methodology and optimized the tool to better support its agencies and clients, for example by adding the measurement of 3D and retouching for live-action shoots, photo shoots, and radio spots. The Group has initiated the integration of the industry's new standard for media-related carbon measurement, the Global Media Sustainability Framework (GMSF) to ensure our methodology remains fully aligned with market expectations and the latest sector developments. By 2026, the tool will be fully compliant with this standard, including the implementation of a more accurate measurement of programmatic media, reinforcing the robustness and credibility of our approach.



**+2,5k**

Campaigns measured in the tool since its launch

**+2,2k**

Users worldwide

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“We are reducing CO<sub>2</sub> by producing in Europe, by favoring trains and by limiting travel. We adopt an eco-responsible catering and shoot in natural settings. This is a joint decision and a request on the part of EDF to influence the CO<sub>2</sub> emissions of their production.”

David Green, Executive Creative Producer at EDF

Since 2024

48

Campaigns have been measured using the Havas Carbon Impact Calculator



**Eva Mobilité**  
**BETC x EDF**

Since 2024, BETC has been partnering with EDF to track the impact of every single production. The approach focused first on raising client awareness around the importance of measurement and the establishment of a robust carbon baseline.

The carbon calculator was applied across all EDF productions, supported by ongoing guidance to drive continuous optimization of shoots. As a result, BETC and EDF implemented a set of concrete operational practices to better manage and limit the carbon impact of audiovisual productions, including the pooling of shoots to reduce travel, the production of multiple films within a single production wave, a preference for rail transport over air travel and more limited international travel, as well as the adoption of eco-responsible catering on set.

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# THE INK of DEMOCRACY

POWERS INDIA'S HIGHEST EVER VOTER TURNOUT



# Responsible Communication

**Responsible Communication is a strategic priority for Havas**, as it addresses growing societal expectations for transparency and positive impact.

Our approach aims to reduce the environmental footprint of campaigns through eco-design and carbon measurement tools, while fostering inclusive and sustainable narratives. This commitment also strengthens our competitive edge, as clients increasingly seek partners who combine creativity with responsibility. Through mandatory training programs and adherence to international standards, we ensure credibility and prevent greenwashing. Ultimately, Responsible Communication creates long-term value for our clients, our teams, and society, while anticipating regulatory changes and stakeholder demands.

By addressing these priorities, Havas contributes to the following Sustainable Development Goals (SDGs):



Through either global training programs or locally in-house sessions, talents are trained in responsible communication practices.

+31k

Employees trained through "Act Together" training program since its launch

Act Together

As part of its Sustainability strategy, Havas has launched "Act Together", a mandatory global training program aimed at building awareness and skills on key sustainability topics. The course covers climate issues, responsible communication principles, including how to identify and avoid greenwashing, and Havas' strategic commitments. This ensures that all employees are equipped to support clients in their environmental transition and contribute to the Group's decarbonization efforts.



Supporting clients in sectors such as energy, healthcare, and agrifood requires a deep understanding of the levers that can accelerate their ecological transition. Through the Net Zero School, developed with AXA and delivered via Havas University, nearly 200 senior client-facing professionals gained forward-looking insights and practical expertise. This strengthened capability enables Havas teams to better guide, challenge, and support clients in their decarbonization journeys and drive meaningful transformation.

Impacters - Havas France

In France, the "Impacters" program is structured into three levels of expertise.

• Level 1

Raises employee awareness of the ecological transition through the Climate Fresk workshop and the "Act Together" training.

• Level 2

Focuses on job-specific practice, with training tailored to each profession. It begins with a shared module on responsible communication, followed by specialized content for creative, media, production, and other roles. For example, creative teams were trained by "Imagine 2050" to identify greenwashing risks and design narratives that promote more sustainable behaviors.

• Level 3

Targets employees seeking deeper expertise, such as becoming Climate Fresk facilitators or ISO 14001 Environmental Management System coordinators.

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**HAVAS GENUS**  
Sustainability Network

Companies are facing a pivotal moment where long-term success depends on reinventing their models to balance resilience and positive impact. In France, Havas addresses this challenge through Havas GenUs, a network of expert communicators already established in the UK and Ireland since 2022. Combining strategic and creative consulting, data-driven tools, and consumer insights, Havas GenUs supports brands in both transformation (business model shift, climate roadmap) and engagement (storytelling, audits, responsible communication).

**The Sustainability Gain - Havas Media Ireland**

“The Sustainability Gain: How Impactful Creative Takes You Further with Less” is a 2025 report commissioned by Ad Net Zero Ireland and developed by Havas Media Ireland, WPP Media Ireland, Future Proof Insights, and Amárach Research. The study, the first of its kind in the market, explores how advertising can reduce its carbon footprint through smarter, longer-lasting creative.

The findings challenge the idea of ad “wear-out”, showing that strong creative remains effective over long periods, even with high TV exposure. Attention, clarity, emotion, and memorability are key drivers of long-term performance, with simplicity supporting sustained impact. Fundamentally, the report revealed that sustainability in advertising extends beyond greener production, it can also be achieved through creative durability, reuse, and message design.



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# HAVAS

## Opt-Out

Havas has developed a standardized approach called **“Havas Opt-Out”**, which embeds strict responsible communication criteria by default into media and creative strategies, helping its clients adopt more sustainable practices.

This approach is supported by an ecosystem of solutions designed to limit negative impacts, including the Havas Carbon Impact Calculator, digital file compression practices, and econometric modeling under carbon constraints (M4).

To further maximize positive impact, Havas uses tools such as the Havas Impact Score, French Touch (a programmatic marketplace that promotes direct connections with activated SSPs to limit the number of intermediaries), MOMA (a solution that identifies and prioritizes the shortest and most efficient path to purchasing inventory), and additional offers across the network.



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Havas uses creativity to support the causes that matter. Through our pro bono work, we partner with NGOs and charities to give visibility to social and environmental issues and help them inspire positive change.



**Lost Childhood**  
 Havas Germany, Havas Media Germany x WAAU

“Childhood Ends When War Begins” is a pro bono awareness and fundraising campaign for the NGO WeAreAllUkrainians (WAAU). Based on research, war makes children ‘age faster’ emotionally and biologically. The campaign uses ethically created, AI-generated child portraits that visibly age within seconds to illustrate invisible trauma without exposing real children. It turns compassion into digital donations for scalable mental health support, including a psychological first-aid chatbot, 24/7 crisis chat, and Hope & Healing Centers for children in Ukraine.



**Betclic Sefer Gaming 2025**  
 Havas Africa x Betclic Ivory Coast

This campaign highlights the risks of sports betting. Deployed across urban billboards, social media, and a central film, it follows the story of a young man facing betting addiction. The video features leading Ivorian artists whose involvement boosts visibility and emotional impact. The campaign aims to spark a collective awakening around responsible gambling. Its purpose is not only to inform but to inspire lasting behavioral change.

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## Responsible Communication

In 2025, Havas allocated nearly €1.2 million through financial and in-kind support to organizations addressing urgent community, cultural, educational, and health-related needs. These actions and initiatives reflect the Group's long-standing commitment to equity, inclusion, cultural vitality, and positive change, while reinforcing its dedication to health equity, education accessibility, community empowerment, and societal wellbeing. Across the Group, several entities played a key role in advancing this commitment, among them:

### Havas Health US

Havas Health US provided targeted charitable contributions including support to organizations such as Project HOPE, Understood For All, and the Coalition for Healthcare Communication.

### Havas Media Network Spain

Havas Media Network Spain contributed to cultural, educational, and community-focused organizations (including Fundació Foto Colectania, Fundación CYD, and Associació Barcelona Global). This support highlights the Group's commitment to cultural enrichment, social development, and community wellbeing.

### Havas France

At Havas Village France, Havas Solidaires allows employees to volunteer their skills for up to two working days per year, and in 2025, this initiative mobilized 113 employees who supported 12 nonprofit organizations through 120 missions. Also in France, Shortcut Events provided financial support to the Fondation des Amis du Festival de Cannes and the Fonds de dotation contre le VIH.

### Havas UK

In 2025, Havas UK supported charitable organizations by providing free office space, totaling 64m<sup>2</sup> from January to June and 33 m<sup>2</sup> from July to December. This initiative strengthened the capacity of their activities and supported the continuity of their social missions.

## /Funding and Donations



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### Ink of Democracy

#### Havas Creative India x The Times of India

In the previous Indian General Elections, around 33% of eligible voters didn't turn out due to laziness, lack of awareness, and political alienation. This led to 7,500 litres of unused electoral ink, a purple-colored ink, normally used to mark fingers after voting to prevent duplication of votes.

For the 2024 elections, The Times of India and The Economic Times printed their pages in purple ink instead of the traditional black. For every 132 absent voters, one page was printed, totalling 2.28 million prints and one appeal: "Don't waste a drop of electoral ink. Don't waste the power of democracy."

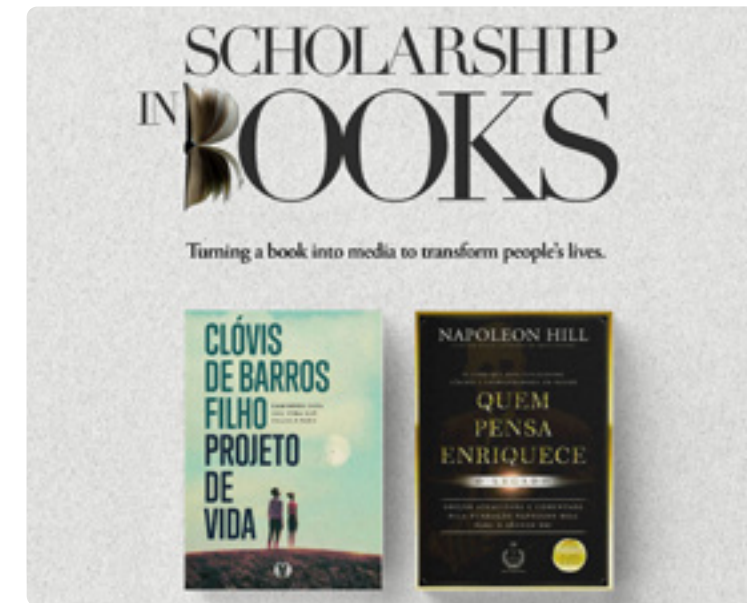
The ink once used as a mark of democracy became a reminder to defend it. It inspired India to break free from political apathy, and despite an intense heatwave, the country witnessed a world record of **642,000,000 voters** turning up to cast their vote.

# HAVAS Sustainable Awards

Launched in 2025, the **Havas Sustainable Awards** aim to **accelerate the integration of sustainability across the network and reinforce the adoption of the Havas Carbon Impact Calculator**, introduced in 2023. The program recognizes two dimensions: the agencies most actively using the calculator to measure and reduce campaign emissions, and the most impactful pro bono campaigns addressing environmental or social issues.

For this first edition, four agencies were recognized for their exemplary use of the Carbon Impact Calculator: Havas Media Network Manchester, Havas Events France, BETC Fullsix, and Havas Media Argentina.

These awards highlight the growing engagement of Havas teams worldwide in embedding sustainability into everyday operations and creative output.



### GOLD CAMPAIGN

#### Scholarship in Books - BETC Havas Brazil

This campaign transformed books into scholarships to support access to education for underprivileged students.



### SILVER CAMPAIGN

#### The Unsafest Journey - Havas London

The campaign confronted public desensitization to refugee tragedies by immersing commuters in a multi-channel experience that urged immediate action.



### BRONZE CAMPAIGN

#### The Missing Issue - Havas New York

The campaign reframed substance use with empathy by highlighting the link between mental health and addiction through rewritten celebrity stories in a special Us Weekly issue.



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# .AI



Dan Hagen, Global Chief Data & Technology Officer

"AI is moving quickly, but trust is not keeping pace. Many people now rely on AI in everyday life while still questioning who is accountable when it fails. Concerns around bias, misinformation, and data use are widespread.

In response, we have strengthened our AI governance framework, which sets the oversight, risk controls, and escalation routes for AI use across the Group. At its core sits our AI policy, built on clear principles - human accountability, transparency, robust data governance, active bias mitigation, and security by design.

Every AI-enabled use case must have a human owner. Data must be handled lawfully and with explicit consent. Outputs are subject to review, reducing the risk of harm or unintended bias. Alongside this, we have introduced mandatory AI training across the Group, with the aim of reaching 80% of our staff.

AI will continue to move quickly. Technical progress on its own is not enough. Our responsibility is to ensure trust keeps pace."

# Governance

**At Havas, we enforce a zero-tolerance approach to corruption in every form.**

Whether in our internal or external relationships, it is our duty to remain vigilant, uphold our ethical standards, and adhere to the laws in the countries where we operate.

Havas carries out its business activities in compliance with local and international regulations and bases its business conduct and its relations with third parties on high standards of business ethics. These standards guide its business development and help maintain the Group's relationships of trust with its business partners and clients. They also strengthen its overall performance. They are enshrined in a Compliance Program, which includes training for employees in ethical behavior and aims to prevent and address any risk situation that may arise within the context of their work.

It is **in line with the fundamental principles of the United Nations Global Compact**, which shape Havas' approach to respecting and promoting fundamental human rights and labor standards, respecting the environment, and combating corruption.

By addressing these priorities, Havas contributes to the following Sustainable Development Goals (SDGs):



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### Anti-Corruption Code

As the foundation of the Group’s anti-corruption policy, the Havas Anti-Corruption Code sets out the Group’s commitments in the fight against corruption. The Group has adopted a global Anti-Corruption Code that applies to all employees and relevant third parties. The Code sets out the principles, expected behaviors, and prohibited practices associated with bribery, corruption, influence peddling, facilitation payments, gifts and invitations, conflicts of interest, and dealings with public officials. The Code applies to all employees. All our business partners (suppliers, service providers, intermediaries, agents, subcontractors, co-contractors, etc.) are required to respect the principles of the Code or at least equivalent standards, and to promote the application of the Code’s principles among their own partners. It takes into account local rules and regulations applicable in the countries where the Group operates, notably the Foreign Corrupt Practices Act (FCPA) in the United States and the UK Bribery Act.

The Code is complemented by detailed internal policies covering gifts and invitations, donations and sponsorships, conflict of interest management, due diligence obligations, whistleblowers guidelines, and procedures for the receipt and processing of whistleblowers alerts. It is also available on the [Havas website](#) and the Group intranet.

### Code of Ethics

The Code of Ethics reminds Havas’ commitment to the 10 main principles defined by the United Nations with regard to human rights, labor law, the environment, and the fight against corruption.

All employees must follow the values and principles of the Code of Ethics in their day-to-day work, regardless of their role, seniority, or location. The Code has been shared with all agencies in the Group, and every new Havas employee receives a copy during the induction process. It is also available on the [Havas website](#) and on the Group intranet.

### Anti-Corruption Risk Mapping

In line with regulatory expectations, the Chief Compliance Officer, with the commitment of the operational managers of the entities and headquarters, conducts a structured corruption risk mapping exercise to identify and assess exposure across its global operations. The required controls to cover these risks are based on action plans associated with the mapping and are designed to strengthen the risk management systems already in place within each business line.

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### Anti-Corruption

The training of all employees is a key focus of the anti-corruption program. An e-learning module fully dedicated to anti-corruption issues, completely updated in 2025, helps employees gain a better understanding of at-risk behavior and anti-corruption policy rules. This training module is compulsory and constitutes the minimum requirement for all employees in terms of anti-corruption training, particularly when onboarding new employees. Specific and regular training courses, notably for people identified as potentially exposed to corruption risks, complete the training program. By the end of 2025, over 93% of Havas employees had been trained.

93%

of Havas talents had been trained on anti-corruption at year-end 2025

### Duty of Vigilance

To strengthen the vigilance program, the Compliance Department has intensified the deployment of training modules on the duty of vigilance. In 2025, the e-learning module was entirely updated, and by the end of the year, over 92% of Havas employees had been trained.

92%

of Havas talents had been trained on duty of vigilance at year-end 2025

### Harassment

In 2025, Havas continued to strengthen measures related to the fight against harassment and reaffirmed a zero-tolerance policy for any form of psychological or sexual harassment. Numerous actions have been taken, such as enhancing whistleblowing systems and procedures for conducting internal investigations, carrying out several communication and awareness-raising campaigns aimed at all employees, and training for managers and employees. By the end of 2025, over 93% of Havas employees had been trained.

93%

of Havas talents had been trained on harassment at year-end 2025

### Third-Party Assessment

The integrity of third parties with whom Havas works is assessed by the Compliance team. The assessment sets out the categories of at-risk third parties, the roles of those involved in performing due diligence, and the appropriate process within the business for deciding whether to establish or continue the business relationship. The main risks covered are corruption risk, duty of care risk, and risks related to international economic sanctions.

### Acquisitions

The Group performs compliance due diligence reviews on all potential acquisition targets. The Compliance and M&A teams conduct quarterly coordination sessions to monitor ongoing acquisition targets, recently acquired activities, and related risk exposure. Transaction documentation systematically incorporates compliance related representations, warranties, and indemnities to reduce residual post-acquisition risks.

### Conflicts of Interest

The Group has implemented a dedicated Conflict of Interest Policy and Procedure available within TalentSpace. Employees are required to identify and disclose any actual or potential conflicts of interest. The framework provides guidance for managing such situations and ensuring the integrity of decision-making processes across the organization.

### Compliance Clauses

Business relationships cannot be established unless business partners are informed of the Group’s anti-corruption commitments and receive documents on its Compliance Policy (e.g., Anti-Corruption Code and Responsible Supplier Charter).

Each business ensures that its draft contracts include anti-corruption and CSR clauses setting out each party’s commitments with regard to anti-corruption and vigilance issues but also, including representations, warranties, and undertakings relating to compliance with applicable international sanctions regimes.

The deployment of these clauses continued in 2025.

### Whistleblowing Systems

Designed to detect risks, the whistleblowing system is deployed through a platform that is available to all Havas Group entities, available at [havas.integrityline.com](https://havas.integrityline.com). Reported concerns are processed through standardized investigation protocols designed to help ensure impartiality, traceability, and timely remediation. This platform is accessible to all Group employees as well as third parties.

Employees who witness or believe, in good faith, that they have knowledge of a case of serious breach of these codes can also report any such non-compliance to their superiors, or they can contact directly the Compliance Department by e-mail at the following address: [compliance@havas.com](mailto:compliance@havas.com).

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Havas is committed to protecting personal data, whether it concerns the Group’s own information, the data it manages on behalf of its clients, or that of its suppliers and partners.

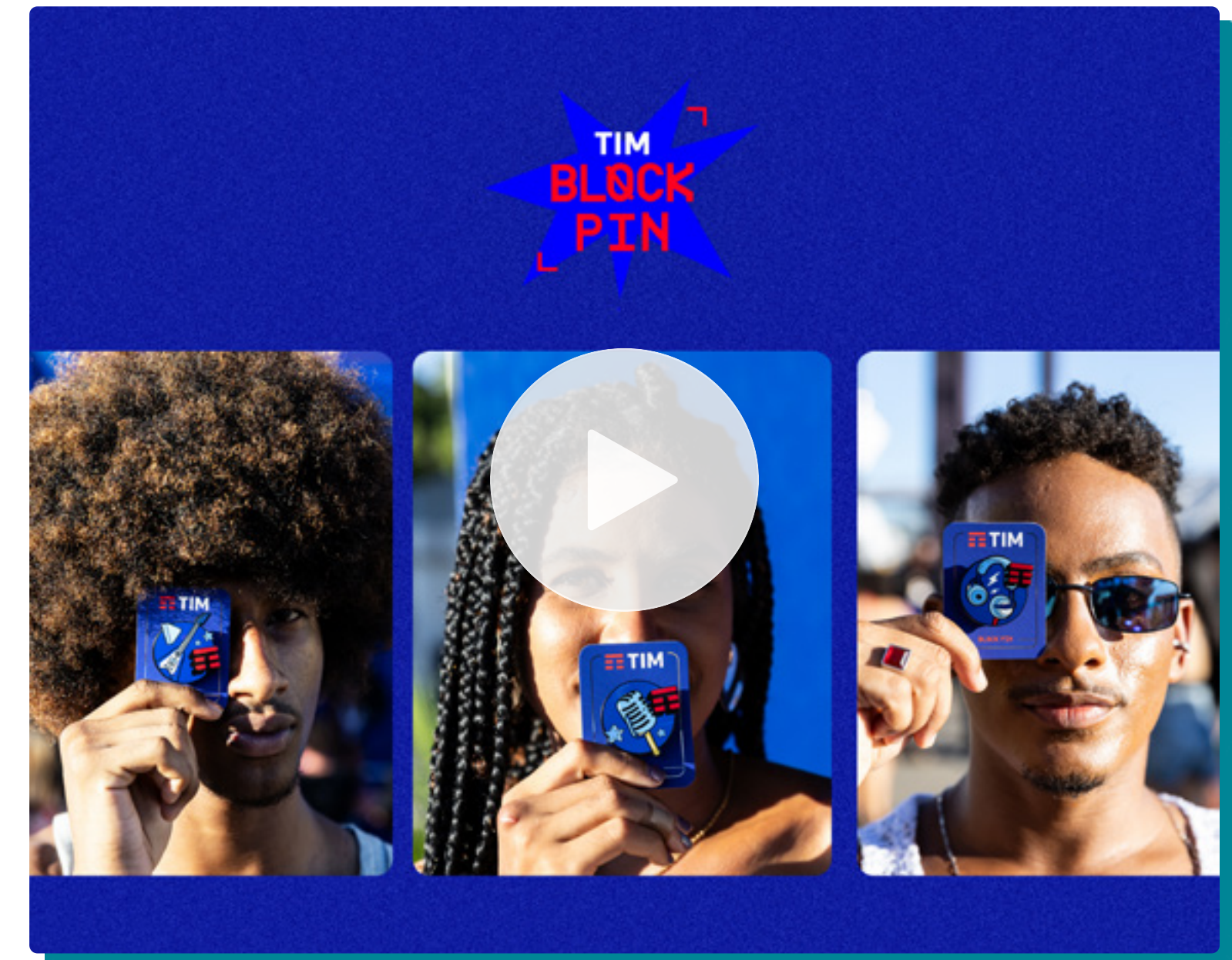
**Privacy Program & Data Governance**

Havas maintains a strong GDPR (General Data Protection Regulation) aligned privacy program with clear governance, strict internal policies, and privacy-by-design embedded into everyday operations. The company makes data-protection rights easy to exercise and ensures that clients, suppliers, and partners follow the same standards, creating consistent protection across the entire value chain.

**Privacy Training & Awareness**

Havas empowers its teams worldwide with a robust training program designed to make data protection part of the company’s DNA. All employees follow mandatory GDPR courses, additional learning modules, local privacy law training, and cybersecurity education, reinforced by Group-wide awareness campaigns that keep privacy top of mind.

To drive real impact, Havas tracks participation through performance indicators and sets clear completion targets.



**TIM Block Pin**  
**BETC Havas Brazil x TIM Telecom**

TIM Block Pin is a free wearable distributed by TIM Telecom in Brazil, including both TIM clients and users from other carriers, and designed to improve safety and peace of mind during large cultural events. By automatically locking the phone via Bluetooth when it moves away from its owner, the solution helps prevent theft and protect personal data. The campaign demonstrates how technology can be used responsibly to enhance everyday security, foster trust, and protect what matters most: human connections.

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