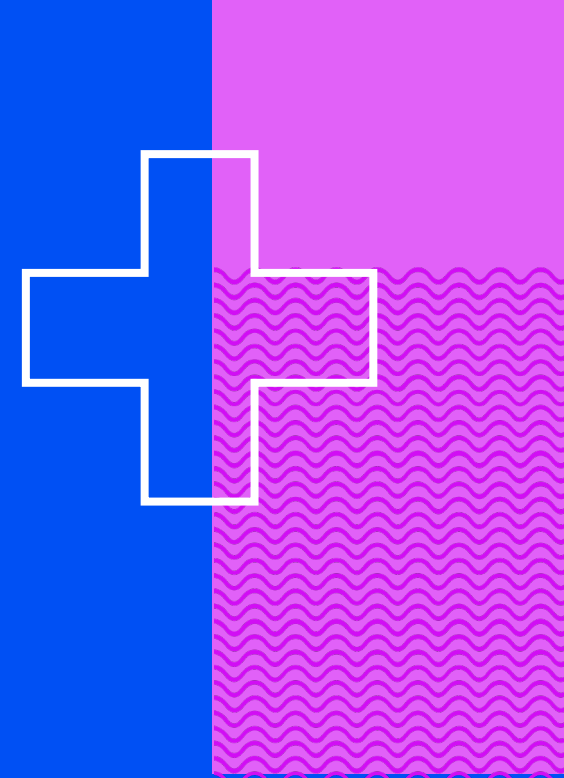


ALL
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**2022 DIVERSITY
PAY GAP REPORT**

MARCH 2022



FOREWORD

At Havas we believe great businesses are built on great cultures.

We are taking tangible and concrete steps to create a genuinely inclusive culture. That means providing opportunity for all of our people to succeed. We want to be a place where people come to do their best work and have the best times of their career. We believe the benefits to our business of greater inclusion and equality are proven and unequivocal.

There are a range of agencies that collectively make up the Havas UK Group, our “UK Village”, in total employing over 1,700 people in the UK. In the spirit of the transparency articulated in our DE&I Charter, plans and activity, this report builds on the analysis we completed last year when we voluntarily reported collectively for the first time. We believe this continues to be the right approach for us, as opposed to only for the Havas Media Limited legal entity, which is required to report gender pay gap information under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

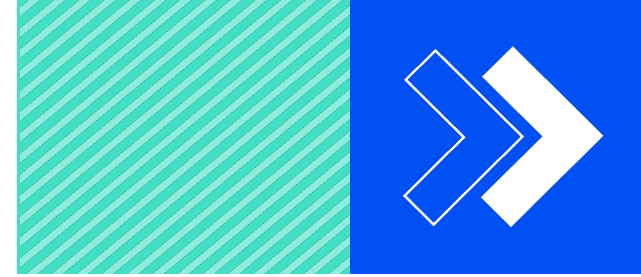
We remain committed to continuing to build an inclusive culture; that’s why we created ‘All In’. It ensures a culture full of diverse points of view, equitable opportunities, and a safe space to learn, self-reflect, and have courageous conversations.

By continuing to be transparent in this way, we in turn continue to live up to those commitments and hold ourselves to account.

Chris Hirst, Chairman Havas UK & Global CEO, Havas Creative



AT A GLANCE



➤ OUR 2022 GENDER PAY GAP

For 2022, our median gender pay gap is 14% and our mean gender pay gap is 22%.

Our gender pay gap continues to be driven by the fact that there are fewer women than men in the most senior positions, particularly in senior leadership, which attract higher levels of pay and bonus.

We have seen our focus on recruitment initiatives to attract more diverse people, and development programmes to keep them moving up starting to bear fruit.

In 2021 our overall representation of women increased by 1% and the proportion of promotions taken by women increased significantly to 79%.

We also launched the first edition of our Level Up, our programme for middle management employees hoping to progress to the next stage of their careers.

➤ OUR 2022 ETHNICITY PAY GAP

In our second year of voluntary ethnicity pay gap reporting for the UK Group, our average ethnicity pay gap is 21%. The main factor contributing to the gap is that there are proportionally fewer Black, Asian and Ethnic Minority employees in senior roles which attract higher pay and bonuses.

Our Executive DE&I Committee, together with our All In Ambassadors and Agency Leaders, have been driving meaningful action through our DE&I Charter to build a more balanced and inclusive place to work for everyone.

We are really pleased to see that our efforts have had a positive effect. By increasing representation through all touchpoints of our business, as well as driving greater disclosure, we have seen overall representation increase to 24% in our declared population. This is a significant 5 points ahead of our 2020 position, 1 point away from our 2025 Charter target, and, most importantly, greater representation across all pay quartiles.

EQUAL PAY VS PAY GAP

We are confident that we pay all our people equally for work of equal value. In fact, we pledged it as part of our DE&I Charter. We conduct regular pay audits to ensure this remains true and have mechanisms in place to ensure non-discriminatory principles in how we apply pay. We do have a gender and ethnicity pay gap, which is calculated differently. It is quantified as the difference in the average pay and bonuses of all employees across our organisation.



AT A GLANCE

GENDER AND ETHNICITY PAY GAP REPORTING EXPLAINED

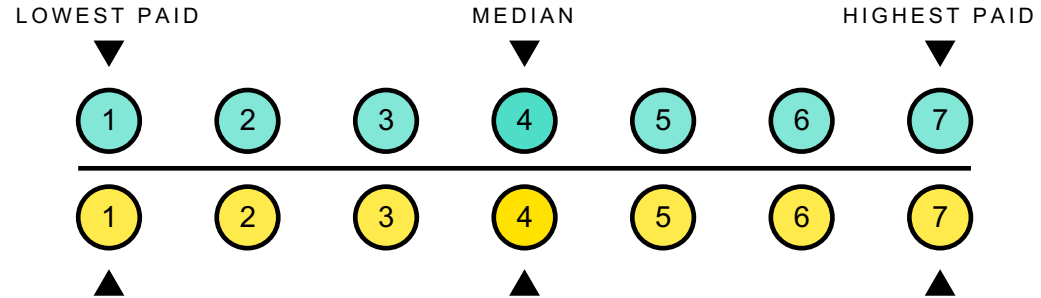
Following the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all UK companies with 250 or more employees are required to report gender pay gap information on an annual basis. Whilst there is currently no provision within the Equality Act to give guidance for ethnicity pay gap reporting, we have adopted the same approach as outlined for gender.

Based on the requirements stipulated in the Equality Act, the pay gap is the difference between the average hourly earnings of the group analysed (in this case either all men and women or all White and Black, Asian and Minority Ethnic employees) in a company across salary and bonus.

The pay gap is not the same as equal pay.

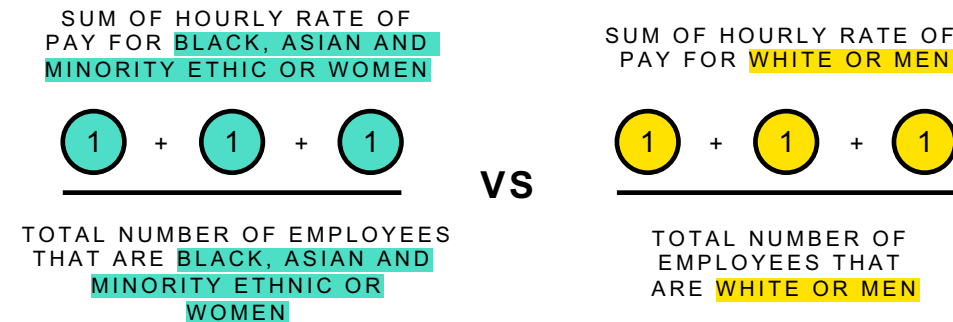
The pay gap can be driven by a number of factors including, crucially, having smaller female and Black, Asian and Minority Ethnic representation in the most senior roles in our business.

MEDIAN CALCULATOR



The median is the figure that falls in the middle of a range when the pay of all employees is lined up from smallest to largest. The median gap is calculated based on the difference between the midpoint of the range of Black, Asian and Minority Ethnic or female employees' pay and the midpoint of the range of White or male employees' pay.

MEAN CALCULATOR



The mean is calculated by adding up the pay of all relevant employees and dividing the figure by the number of employees.

The mean ethnicity pay gap is calculated based on the difference between mean pay of Black, Asian and Minority Ethnic or female employees and mean pay of White or male employees.

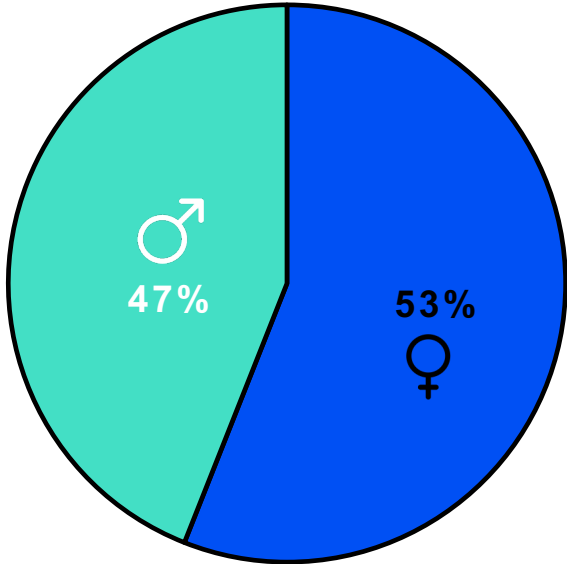
MEDIAN VS MEAN

Throughout this report, we have highlighted the median numbers above the mean. Guidance from the Office of National Statistics suggests that 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.

OUR TEAM MAKE UP

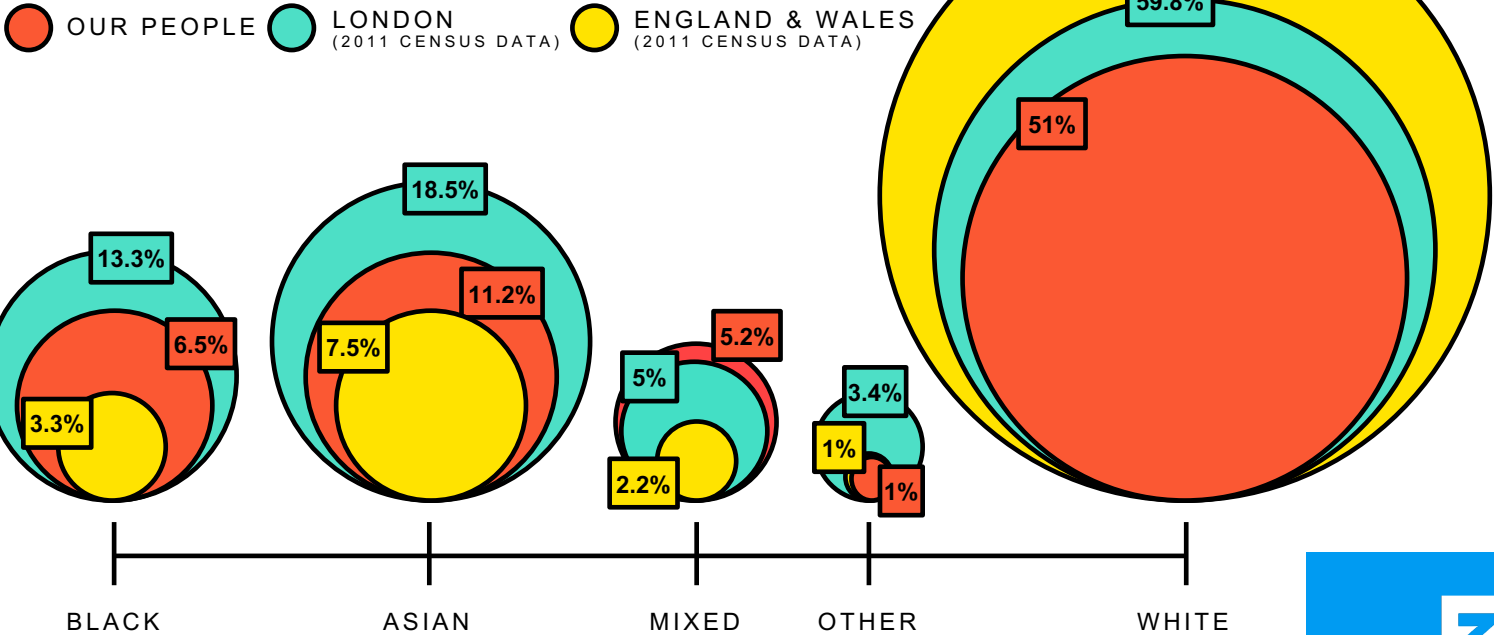
% FEMALE AND MALE EMPLOYEES

Our overall team is made up of 53% women and 47% men. However, as experienced by many other companies within our sector, there are fewer women at the most senior, executive level, where pay and bonuses are highest. This creates a gender pay gap.



% BLACK, ASIAN, MINORITY ETHNIC AND WHITE EMPLOYEES

24% of our declared population identify as being from a Black, Asian or Minority Ethnic background. Whilst we have offices in some regional locations (primarily Manchester and Cirencester), the majority of our businesses are based in and around London.



DELIVERING OUR ALL IN ACTION PLAN

OUR ALL IN STRATEGY

In 2016, we created our first ever Diversity & Inclusion Charter which marked the beginning of our formal diversity, equity and inclusion strategy, All In.

Since then, we have made significant progress to create a fairer and more equitable workplace. But we know we have more to do. So, in 2020, we reaffirmed our commitment to diversity, equity and inclusion through the creation of our first DE&I Committee.

This executive-level Committee is responsible for governing and progressing all our DE&I work in order to realise the change we need.

The following areas of focus ensure we are 'All In' this work together.

DATA & TRANSPARENCY

We will start by collecting an accurate data set to track, measure and hold ourselves accountable. It is vital that we are also transparent about our commitments and our progress. This will ensure our people know where we stand.

EDUCATION

We have a robust DE&I training programme in place. We will ensure it is implemented for all leadership and staff and developed further to ensure we can also provide this knowledge and training to our partners and clients in future.

RECRUIT, RETAIN, REWARD

We will continue to explore non-traditional recruitment paths and track our existing programmes to enable access to new talent. We know that some employees are under-represented, under-utilised and under-served; lacking the access and resources for their advancement. We will continue to develop our programmes to ensure we reward, retain and progress them at Havas.

ADVOCACY & ALLYSHIP

We need to make sure the voices we use internally and externally are diverse. We need to advocate for the talent we have in our businesses that currently do not have a voice. We will develop training and support programmes for marginalised and minoritised people to equip them to represent us.

OUR WORK IN PRACTICE

We believe we must drive representation by putting out inclusive communications for our clients - from embedding practices early on in our process, to using diverse suppliers. We will continue to create programmes such as Press Pause and our Talent Casting Principles, to help support our clients to make a meaningful difference through our work together.

DELIVERING OUR ALL IN ACTION PLAN

OUR FIVE AREAS OF FOCUS HAVE LED US TO THE FOLLOWING KEY SUCCESSES IN 2021

- In Havas Media Group, we developed and launched Havas Boost, a programme to create dedicated funding rounds for businesses founded and run by people from diverse backgrounds, addressing real issues in the start-up community which helps to drive innovation both in our industry and for our clients. For 2021, our first round was opened for Black-owned start-ups in the Media and Tech space.
- We turbocharged our HKX Platform internship programme, leveraging the Government's Kickstart Scheme and committing to bringing in 100 people, a significantly higher number of entry-level placements than ever before, and expanding the programme across our entire Village.
- Our communications efforts encouraged a majority proportion of our employees to share information about their ethnicity with us to help us gain a clear picture of our organisation to be more meaningful in our action planning.
- We expanded our Employee Resource Groups and launched a Women's Network and two specific ERGs for Disability and Race.
- We launched Level Up, the first edition of our unique management programme aimed at our women and ethnic minority employees in middle management who are hoping to progress to the next stage in their careers.
- We continued to promote diverse voices through activities like our International Women's Day celebrations, the Ramadan Diaries series by Havas helia Cirencester, the Breaking the Bias speaker series by Havas Media Group, and The DE&I Bookclub by Havas People.
- We took the opportunity to revise our bespoke All In Workshop covering bias, privilege, equity, intersectionality and anti-racism practice, delivering the session to 450 employees so far.

+5 OVERALL REPRESENTATION OF ETHNIC MINORITY EMPLOYEES (24%)

79% OF ALL PROMOTIONS IN 2021 WERE WOMEN

+4 INCREASE IN UPPER PAY QUARTILE FOR BLACK, ASIAN, AND MINORITY ETHNIC EMPLOYEES (16%)



DELIVERING OUR ALL IN ACTION PLAN

IN 2022 WE WILL CONTINUE TO BUILD ON OUR PROGRESS WITH THESE PRIORITY ACTIONS CONFIRMED SO FAR:

IMPROVING OUR LIVED EXPERIENCE

- We will build on the success of HKX Platform, to grow it further and continue to provide meaningful opportunities for entry level candidates from diverse backgrounds.
- We will launch new inclusive Family Planning and Support policies to help attract and retain women in our upper pay quartiles, encourage fathers in traditional relationships to be more active in childcare, and continue to break the bias with a fully inclusive policy that supports parents regardless of gender, type of relationship, or type of parenthood.
- Following the first round of investment, we will look to expand Havas Boost across the Village.
- We will deliver more Havas Doorway immersion day experiences to drive awareness of and accessibility to our industry whilst building key networks and communities.

SUPPORTING OUR WORK

- We recognise our responsibility for the communications messaging of hundreds of clients, and therefore we will launch an Inclusion Council; a formalised support system to help ensure the work we develop is not only representative, but that it is also portraying diverse audiences authentically, responsibly, and positively. The Inclusion Council will be made up of the diverse voices, perspectives and lived experiences of our people.
- We will introduce Responsible Output Guidance; a set of resource tools to support our people in the development and creation of our work, to further ensure the positive representation and portrayal of diverse audiences.

GENDER PAY DATA

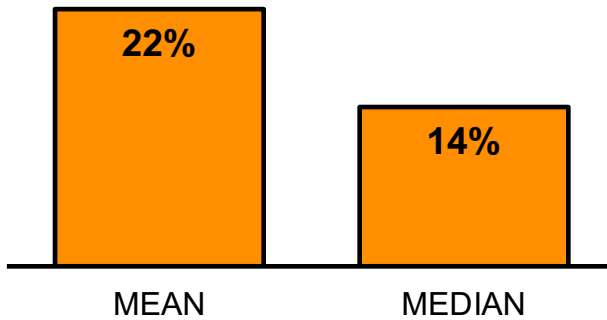


SHARING OUR GENDER PAY GAP DATA

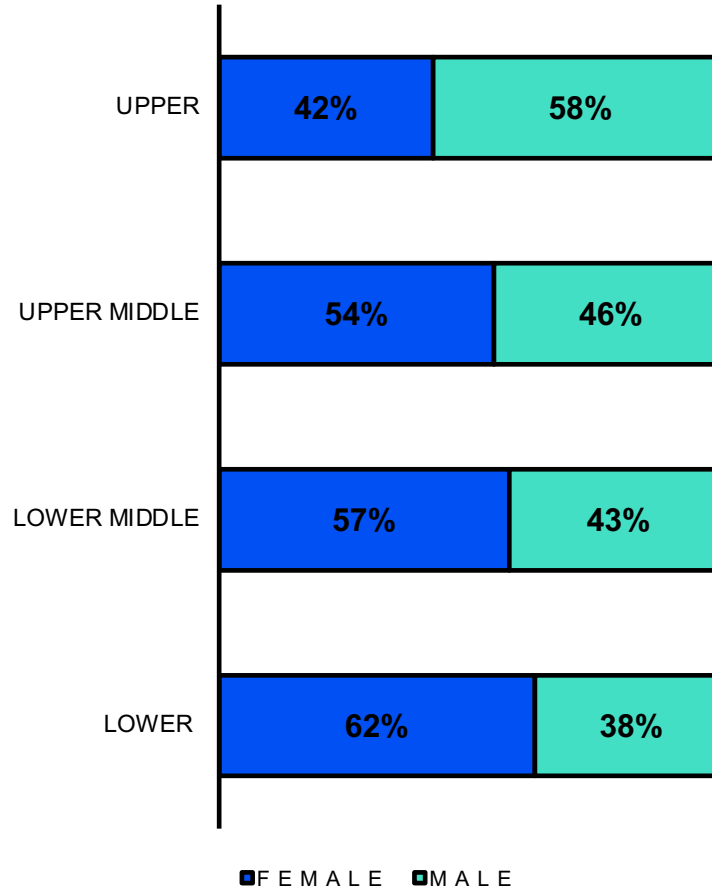
For 2021, our median gender pay gap is 14% and our mean gender pay gap is 22%.

Our gender pay gap is largely driven by the fact that there are fewer women than men in the most senior positions, particularly in senior leadership, which attract higher levels of pay and bonus.

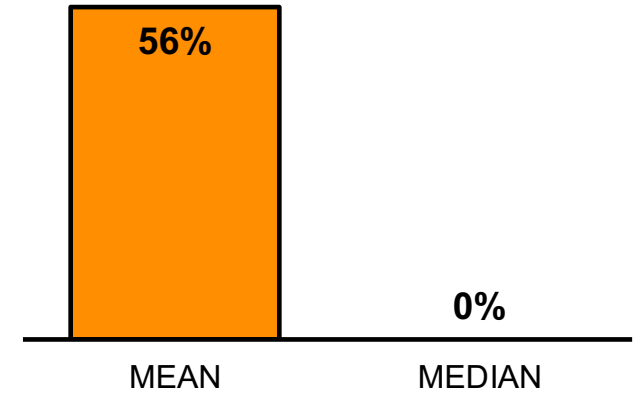
HOURLY OVERALL PAY GAP



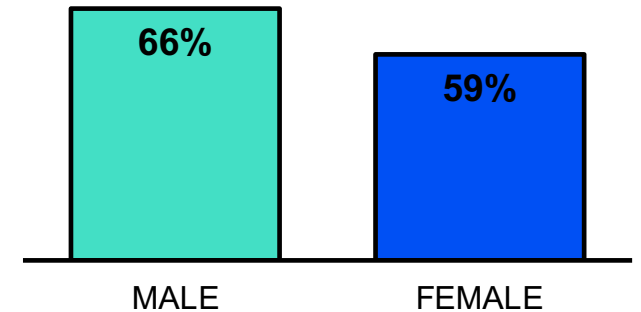
% OF FEMALES AND MALES IN EACH OF FOUR PAY QUARTILES



BONUS PAY GAP



% OF EMPLOYEES RECEIVING A BONUS PAYMENT



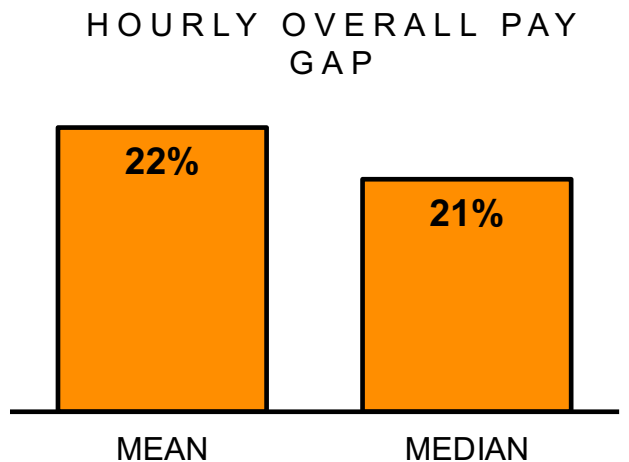


ETHNICITY PAY DATA

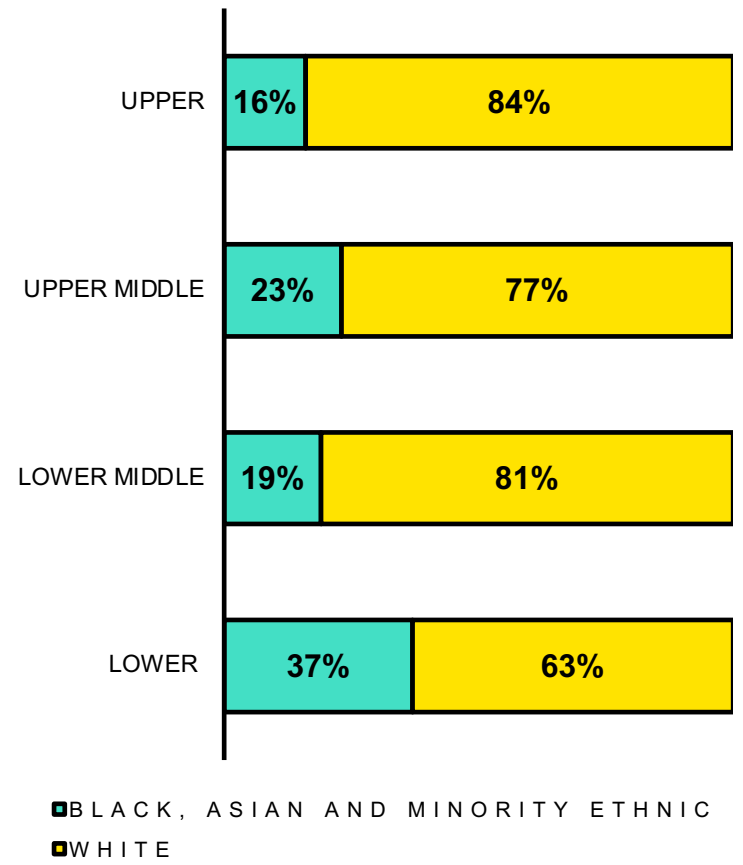
SHARING OUR ETHNICITY PAY GAP DATA

When we remove the undeclared population from our data used for ethnicity pay reporting, 24% of our people have identified as being from a Black, Asian or Minority Ethnic background.

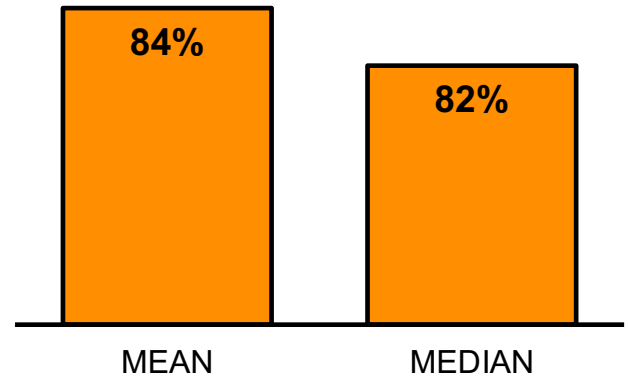
In our second year of voluntary ethnicity pay gap reporting, our average ethnicity pay gap is 21% and the ethnicity bonus gap is 82%. The main factor contributing to the gap is that there are proportionally fewer Black, Asian and Ethnic Minority employees in senior roles which attract higher pay and bonuses



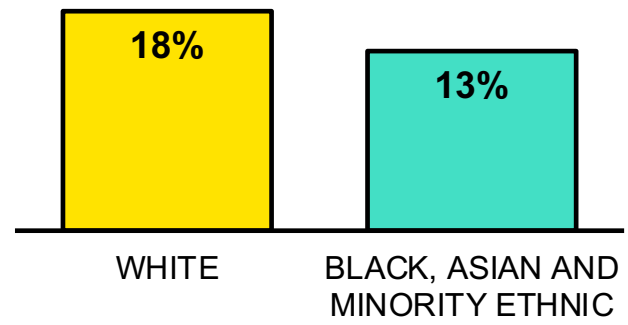
% OF BLACK, ASIAN AND MINORITY ETHNIC EMPLOYEES IN EACH OF FOUR PAY QUARTILES



BONUS PAY GAP



% OF EMPLOYEES RECEIVING A BONUS PAYMENT





APPENDIX 1 – STATUTORY DISCLOSURE

STATUTORY DISCLOSURE

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 | -3% | 12% | 0% | 25% | 47% | 53% | 51% | 49% | 40% | 60% | 53% | 47% | 76% | 86% |

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.



Chris Hirst, Chairman Havas UK & Global CEO, Havas Creative





APPENDIX 2 – REPORTING AGENCIES

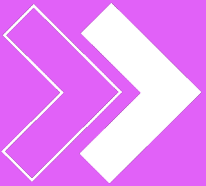
| CREATIVE GROUP | MEDIA GROUP |
|--|---|
| <p> Cake Cicero/AMO Conran Design Group Ekino Gate One Havas CX Helia, London Havas CX Helia, Cirencester Havas London Havas People Maitland/AMO One Green Bean </p> | <p> Havas Media UK, London Havas Media UK, Manchester Havas Business Havas Entertainment Havas Market Havas Media Global Organic </p> |

- Pay and gender data based on April 2021 snapshot as described by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- Ethnicity data based on December 2021 snapshot for most current view.



APPENDIX 3 – UK GROUP DE&I CHARTER

OUR 10 POINT CHARTER



1

We have met our target of 50% females in senior management in Havas UK, now we commit to 50% in C-suite and/or the most senior individuals in our businesses by 2025.

2

We recommit ourselves to achieving 25% Black Asian Minority Ethnic employees by 2022. We extend this commitment to include at least 10% Black, Asian and Minority Ethnic employees in senior management by 2025.

3

We hereby extend the UK Government's equal pay legislation beyond simply looking at gender. At Havas UK, every person in the same role, with the same level of skills, experience, competence and contribution to our business, is paid the same.

4

We will actively develop and support programmes (both informal and formal) designed to remove the advancement hurdles faced by women and Black, Asian and Minority Ethnic employees.

5

We commit to developing and growing our diversity education programmes and tools. This includes a commitment that all new and existing staff, leadership & C-suite will go through our All In training programme. All staff will complete Havas University diversity training.

6

We commit to providing industry access to diverse talent through our placement schemes, partnerships with external organisations, and recruitment practices. Long List candidates for consideration should be 50% female; 14% Black, Asian and Minority Ethnic.

7

We commit to partnering with external organisations, charities, and businesses to educate young people from a range of backgrounds and cultures about our industry and the Havas story, to help them see us as a viable career choice.

8

We commit to amplifying diverse voices* both within our business and the industry through partnerships, PR, thought leadership and events/speaking opportunities.

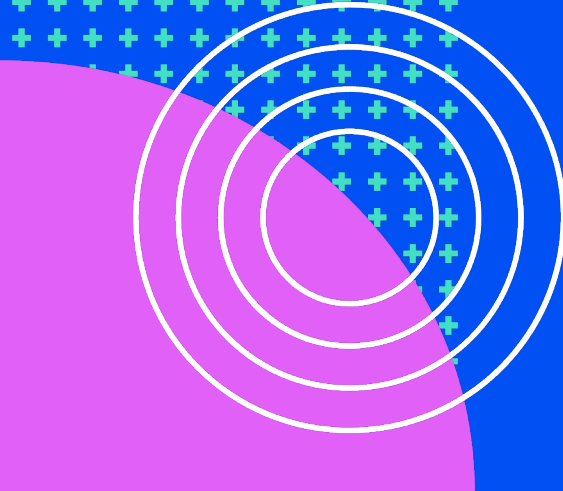
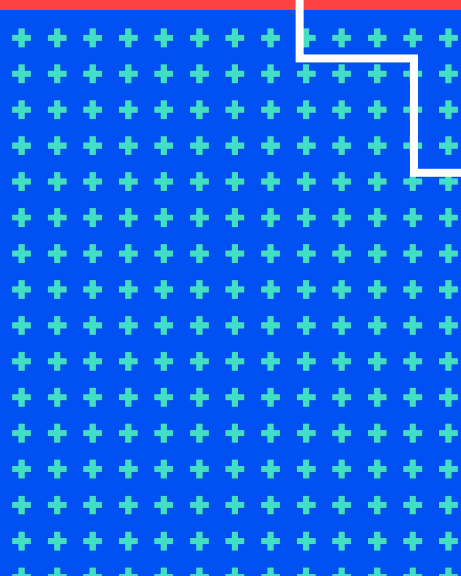
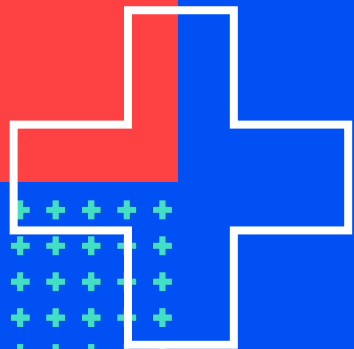
9

We commit to embed inclusive practices across our work and to improve representation throughout the creative and media process by working with diverse suppliers, diverse media owners, and partners promoting diverse working practices.

10

We commit to communicating our progress regularly to the whole business to ensure transparency and accountability.





THANK YOU

