

HAVAS UK GENDER PAY GAP REPORT

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.

HAVAS UK GROUP APRIL 2019

% OF FEMALES AND MALES EMPLOYEES

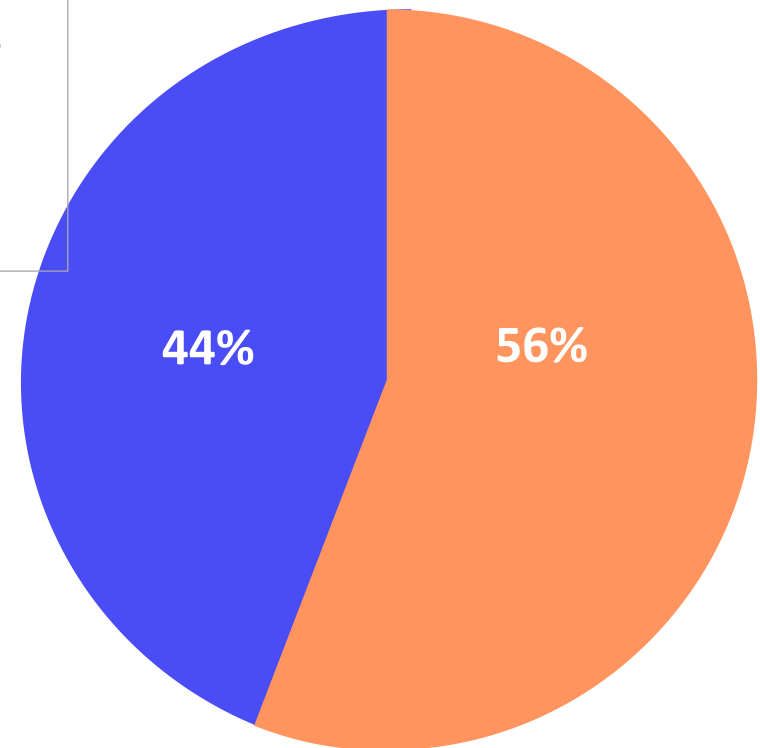


Male Female

Following the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all UK companies with 250 or more employees are required to report their gender pay gap information on an annual basis.

A gender pay gap is the difference between the average hourly earnings of all men and women in a company across salary and bonus. Gender pay gap is not the same as equal pay. Equal pay is the legal requirement for women and men carrying out the same or similar work to be paid equally.

Across the Havas Group in the UK, our overall team is made up of 56% women and 44% men. However, as experienced by other companies within our sector, there are fewer women at the senior executive level, where pay and bonus are highest and therefore Havas Group UK has a gender pay gap.



HAVAS UK GROUP APRIL 2019

% OF FEMALES AND MALES IN EACH OF FOUR PAY QUARTILES



male female

HAVAS UK GROUP

There are a range of agencies that collectively make up the Havas UK Group, in total employing around 2,000 people throughout the UK. Our approach has been to apply this analysis to every Havas agency within the UK and report collectively as a Group, as well as separately for the two legal entities, Creative Lynx Limited and Havas Media Limited, who are required to report their gender pay gap information under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Across the lower, lower middle and upper middle pay quartiles, women have a greater representation than men. Where our gender pay gap challenge continues to lie is within the upper pay quartile where the representation of women is 46%, with men at 54%, which is an increase of female representation by 4% and a decrease of 4% male representation since 2018.

Whilst we can report some positive change in our gender pay gap, in relation to the both the salary and bonus gap, we continue to actively track our gender pay gap and build on the programmes we have already started, in order to change the gender shape of our senior leadership teams.

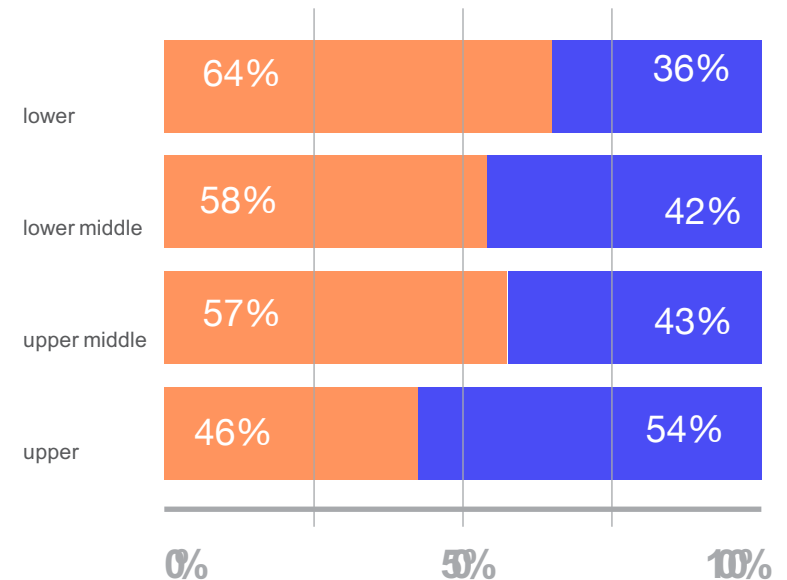
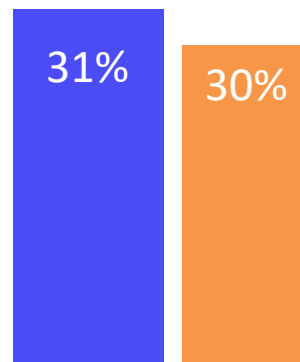
April 2019 Pay Gap BASE SALARY + BONUS

23% **13%**
MEAN MEDIAN

April 2019 Bonus Gap

58% **33%**
MEAN MEDIAN

% of employees receiving a bonus payment



STATUTORY DISCLOSURE

Creative Lynx Limited and Havas Media Limited are individual companies, 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		
Creative Lynx Limited	14%	20%	0%	-9%	38%	62%	38%	62%	42%	58%	58%	42%	42%	49%
Havas Media Limited	10%	24%	40%	67%	40%	60%	40%	60%	46%	54%	52%	48%	25%	24%

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 Creative