

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.

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, with effect from 5th of April 2017.

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.

HAVAS UK GROUP APRIL 2017

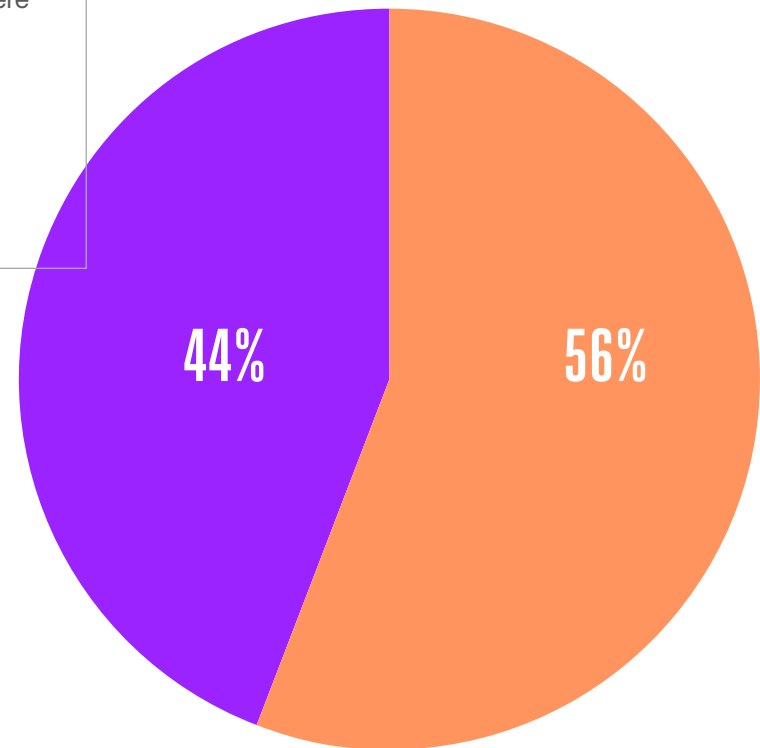
% OF FEMALES AND MALE EMPLOYEES



male

female

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

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.

**APRIL 2017 PAY GAP
BASE SALARY + BONUS**

25%	15%
MEAN	MEDIAN

APRIL 2017 BONUS GAP

55%	22%
MEAN	MEDIAN

**% OF EMPLOYEES RECEIVING
A BONUS PAYMENT**

45%	44%
MALE	FEMALE

HAVAS UK GROUP APRIL 2017

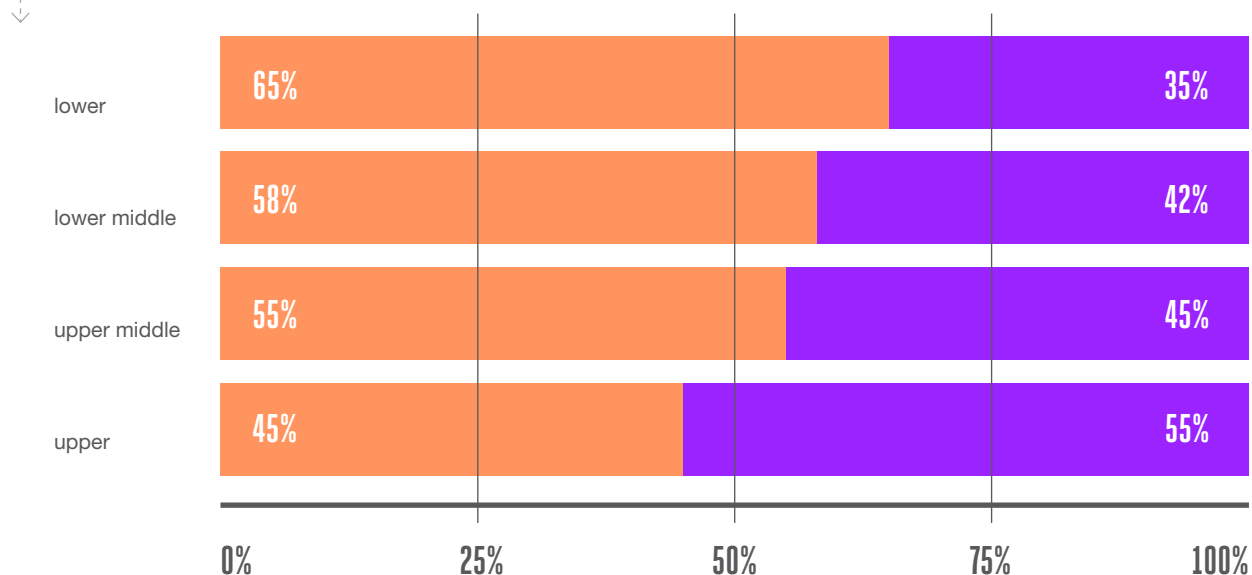


male female

% OF FEMALES AND MALES IN EACH OF THE FOUR PAY QUANTILES

Across the lower, lower middle and upper middle pay quartiles, women have a greater representation than men. Where our gender pay gap challenge lies is within the upper pay quartile, where the representation of women is 45%, and men 55%, which also explains the comparatively larger bonus gap in relation to the salary and bonus gap.

We will continue to actively track our gender pay gap and build on the initiatives we have already delivered, in order to change the gender shape of our senior leadership teams.



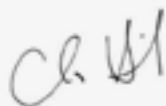
STATUTORY DISCLOSURE

Creative Lynx Limited and Havas Media Limited are individual companies, with over 250 employees. Detailed below is their individual company gender pay gap data on 5th April 2017.

Company	Median Gender Pay Gap	Mean Gender Pay Gap	Median Bonus Gender Pay Gap	Mean Bonus Gender Pay Gap	% of Males and Females in each of the four quartiles								% Males who receive a bonus	% Females who receive a bonus
					Quartile 1 (Lower Quartile)		Quartile 2 (Lower Middle Quartile)		Quartile 3 (Upper Middle Quartile)		Quartile 4 (Top Quartile)			
					Male	Female	Male	Female	Male	Female	Male	Female		
Creative Lynx Ltd	9%	12%	0%	12%	41%	59%	44%	56%	53%	47%	52%	48%	44%	70%
Havas Media Ltd	26%	29%	27%	37%	34%	66%	34%	66%	42%	58%	60%	40%	74%	68%

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 & CEO Europe