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**DIVERSITY AND INCLUSION POLICY**

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**HAVAS N.V.**

Dated as of 16 December 2024

## DIVERSITY AND INCLUSION POLICY

### 1 Introduction

- 1.1 This diversity and inclusion policy (the **D&I Policy**) of Havas N.V. (the **Company**) was adopted by the board of directors of the Company (the **Board**) and by the executive directors on the Board (**Executive Directors**) on 11 December 2024 and is effective as from and including 16 December 2024 and shall remain in full force and effect until amended or terminated (in whole or in part). This D&I Policy has been prepared and adopted in accordance with best practice provision 2.1.5 of the Dutch corporate governance code (**DCGC**).
- 1.2 Capitalized terms used but not otherwise defined in this D&I Policy have the same meaning set forth in the list of definitions included in the regulations of the Board (the **Regulations**).
- 1.3 The Company's goal is to create an environment of inclusion and acceptance at the Company and its Group Companies in which each person is treated equally without discrimination. The Company therefore values and promotes diversity, equity and inclusion for the group as a whole.
- 1.4 The Company believes that the business will benefit from a wide range of skills and a variety of different backgrounds. A diverse composition of the Board promotes debate, balanced decision-making and independent actions within the Board.

### 2 Senior management

The Executive Directors will identify such category of employees of the Company in management positions, which will qualify as 'senior management' (**senior management**) and to which this D&I Policy applies.

### 3 Diversity aspects

- 3.1 The following diversity aspects have been identified to be relevant for the Company and its business, considering the market the Company operates in:
- (a) nationality;
  - (b) age;
  - (c) sex or gender identity;
  - (d) educational background;
  - (e) cultural background;
  - (f) expertise: experience in marketing and media;
  - (g) competencies; and

(h) other personal qualities.

3.2 The diversity aspects as set out in Clause 3.1 of this D&I Policy shall be taken into consideration when (i) preparing the Board profile, (ii) nominating persons for appointment to the Board and (iii) employing or promoting individuals who will (thereafter) form part of the senior management.

#### **4 Diversity targets**

The Board has set the following specific diversity targets to safeguard diversity within the Board:

- (a) by 2030, at least 50% of the Board will consist of women, and at least 50% of the Board will consist of men;
- (b) by 2030, at least 50% of the Board will have experience in marketing and/or media;
- (c) by 2030, the nationality of the members of the Board shall be reasonably consistent with the geographic spread of the Company's business and no nationality will account for more than 80% of the members of the Board; and
- (d) by 2030, at least 40% of the Board will consist of members below the age of 70 at the time of their nomination for appointment to the Board.

#### **5 Reporting**

5.1 Pursuant to best practice provision 2.1.6 of the Dutch Code, this D&I Policy and the implementation thereof shall be explained in the Company's corporate governance statement. More specifically, the following shall be addressed:

- (a) the objectives of this D&I Policy;
- (b) how this D&I Policy has been implemented; and
- (c) the results of this D&I Policy in the past financial year and – where relevant and applicable – insight into the inflow, progression and retention of employees; and
- (d) the gender composition of the Board and senior management at the end of the past financial year.

5.2 If the composition of the Board and/or senior management diverges from the targets stipulated in this D&I Policy, the corporate governance statement shall include:

- (a) an outline of the current state of affairs;
- (b) an explanation as to which measures are being taken to attain the intended target; and
- (c) by when the target is likely to be achieved.

## **6 General Provisions**

- 6.1 The nominating committee of the Board shall review this D&I Policy from time to time as deemed necessary, but at least once per year, and make recommendations to the Board, where it concerns diversity, equality and inclusion within Board, and to the Executive Directors, where it concerns diversity, equality and inclusion within senior management, for their consideration and approval.
- 6.2 An amendment to this D&I Policy requires a resolution by the Board and a resolution by the Executive Directors. In deviation of the foregoing, an amendment to Clause 4 of this D&I Policy requires a resolution by the Board and an amendment to Clause 5 of this D&I Policy requires a resolution by the Executive Directors.
- 6.3 The Board and the Executive Directors, as applicable, retains their right to deviate from this D&I Policy.

## **7 Website**

This D&I Policy, and any amendments thereto, shall be published on the Company's website.

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