

CSR AT LAGARDÈRE IN 2019-2020 / GIVING MEANING



Lagardère



GIVING MEANING



Lagardère SCA
General Shareholders' Meeting,
May 2019 (Paris, France).

Like all businesses and society as a whole, we have seen our operations affected at the start of 2020 by the Covid-19 epidemic. The Group will draw on the values that for decades have formed the basis of its strength in order to rebound.

Our main priority in dealing with this unprecedented crisis was protecting our employees. At the same time, the Group has created a "Covid solidarity fund" to support our most severely affected employees and, where possible, our partners, all of whom are suffering the severe effects of this crisis. Given the uncertainty relating to what the outcome will be, we have had to refocus on what we are intrinsically and want to continue to be.

First and foremost, we are a Group that – thanks to its entrepreneurial spirit, agility and creativity – knows how to adapt to the evolutions and ups and downs of a world that is sometimes subject to abrupt change. The diversity and complementarity of our operations – at the crossroads of knowledge and travel – will ensure our durability.

Secondly, we are a Group that is committed more than anything to the engagement of our employees all over the world, and for whom we intend to defend the values of gender balance, promoting diversity and inclusion, making us a more attractive employer. This commitment was reflected in 2019 by the training of all staff in charge of human resources in combating sexism, as well as the development in the UK of the Changing the Story programme.

Thirdly, we are a Group that protects and disseminates the local and cultural heritage of the countries in which we operate, whether in terms of literature or education, entertainment or foodservice.

The development of Lagardère Travel Retail local store concepts is one of the ways we seek to promote cultural diversity within the Group.

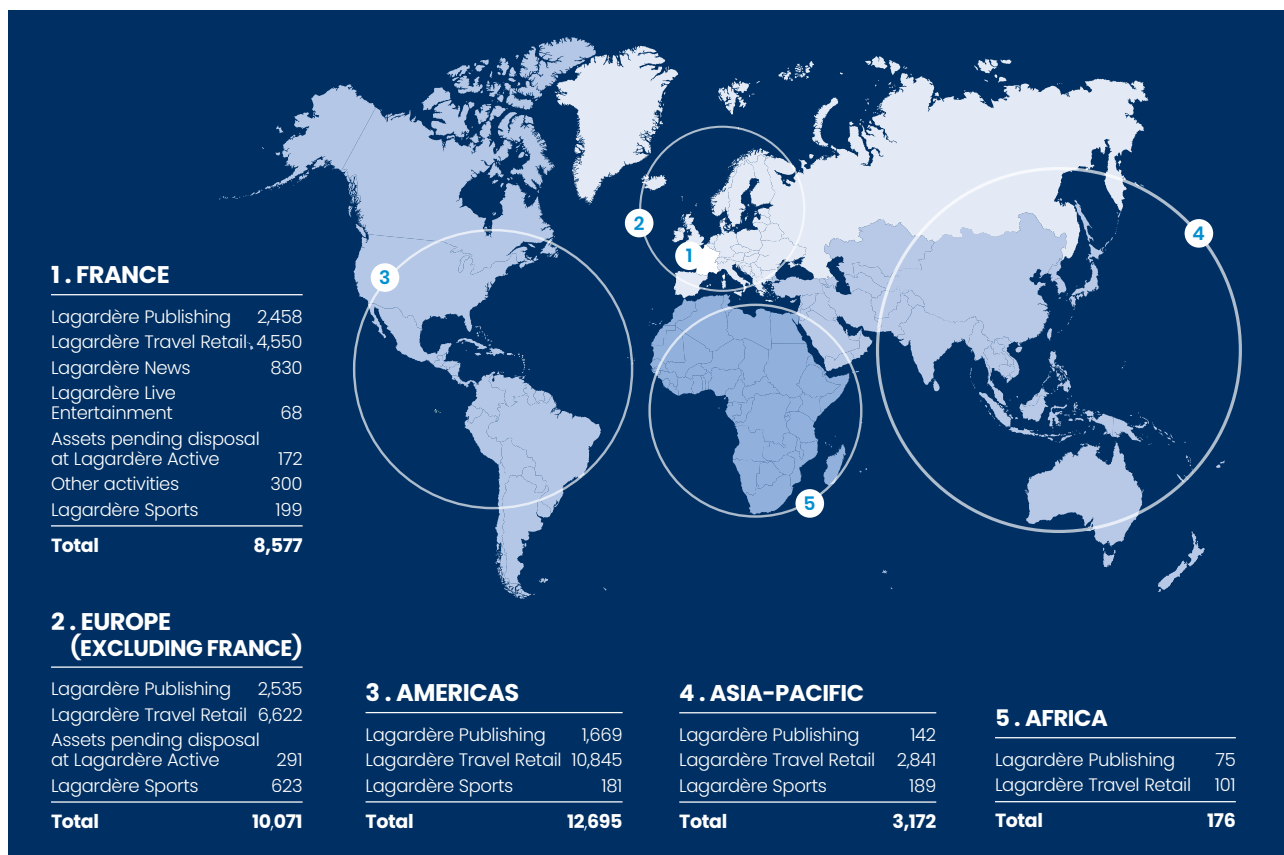
Lastly, we are a Group that intends to contribute to creating a better environment. 2019 saw a shift of opinion in collective awareness about climate change, primarily due to pressure from the younger generations. This resulted in a fourth carbon footprint assessment of French-speaking operations at Lagardère Publishing and the launch of the PEPS (Planet, Ethics, People, Social) strategy at Lagardère Travel Retail, which now permeates into its three areas of activity. This momentum should be reinforced in 2020, driven internally by our LL Network, which is developing its openness to debating the societal issues dear to our employees, who more and more are looking for meaning.

On the back of these values, which form the foundation of its *raison d'être*, our Group is ready to take on a new stage of its development. The dialogue initiated in 2019 with our panel of stakeholders will continue within the Group in 2020 in order to make this *raison d'être* the heart of our strategy.

Arnaud Lagardère

GROUP PROFILE

Workforce by geographic area at 31 December 2019



Created in 1992, Lagardère is an international group with operations in more than 40 countries worldwide. It employs over 30,000 people and generated revenue of €7,211 million in 2019.

Under the impetus of the Group's General and Managing Partner, Arnaud Lagardère, the Group launched a strategic refocusing around two priority divisions.

Lagardère Publishing is the world's third-largest book publisher for the general public and educational markets, and the leader in France. Alongside some 6,900 employees, it creates 17,000 original publications each year as well as contributing to their broader circulation by innovating with digital and mobile reading formats. Lagardère Publishing's activities also extend to adjacent businesses such as Mobile Games and Board Games.

Lagardère Travel Retail is the world's fourth largest travel retail merchant, with operations in three segments of this very dynamic field: Travel Essentials, Duty Free & Fashion, and Foodservice. Lagardère Travel Retail has 25,000 employees across an international network of more than 4,800 points of sale in around one thousand airports, mainline and urban train stations.

The Group's business scope also includes Lagardère News (*Paris Match*, *Le Journal du Dimanche*, Europe 1, RFM, Virgin Radio and the Elle brand licence) together with Lagardère Live Entertainment.

The Lagardère Studios unit is in the process of being sold.

BUSINESS MODEL

A sustainable value creation model

INPUTS AND RESOURCES⁽¹⁾

HUMAN CAPITAL

34,691 employees

44% of women executives

43% of managers and executives with more than ten years' service

FINANCIAL CAPITAL

€502 million in business investment

€2,163 million in available liquidity

Leverage ratio⁽²⁾ of 2.1

ENVIRONMENTAL AND SOCIETAL CAPITAL

319 GWh tertiary power consumption⁽³⁾

153 kilotons of paper purchased and supplied

14,203 audiobooks available in the Lagardère Publishing catalogue at year-end

BUSINESSES

Lagardère is an international group with operations in more than 40 countries worldwide. It ranks among the world leaders in publishing (Lagardère Publishing) and travel retail (Lagardère Travel Retail).

LAGARDÈRE PUBLISHING

Books
e-Books
Mobile Games and Board Games

LAGARDÈRE TRAVEL RETAIL

Travel Essentials
Duty Free & Fashion
Foodservice

OTHER ACTIVITIES⁽⁴⁾

VALUE CREATION⁽¹⁾

EMPLOYEE VALUE

15,142 permanent recruitments

291,994 training hours Group-wide

36% of employees with a portion of variable remuneration

70% of workforce with employee representation

FINANCIAL VALUE

€7,211 million in revenue

€378 million in recurring operating profit of fully consolidated companies

€294 million in free cash flow

SOCIETAL AND ECONOMIC VALUE

97% of paper purchased and supplied certified or recycled

15.6 tCO₂ eq of emissions per €m of revenue

Lagardère features in six ESG indices

(1) Data at 31 December 2019.

(2) Leverage ratio: Net debt/recurring EBITDA.

(3) Oil, gas, electricity and district heating.

(4) Mainly comprising Lagardère News (*Paris Match*, *Le Journal du Dimanche*, Europe 1, Virgin Radio, RFM and the Elle brand licence) together with Lagardère Live Entertainment.

STRATEGY AND OBJECTIVES OF CSR POLICY

The development of the Lagardère group's CSR policy has been gradually adapted to the scope and specific nature of its activities, as well as its surrounding social environment. This is characterised by two major trends that have only gained momentum over the last few years:

- growing awareness among society of issues relating to responsibility, particularly those concerning climate change, resulting in more demanding expectations in terms of environmentally friendly practices and practices with meaning, as expressed in particular by the younger generations;
- more stringent national and European regulatory requirements concerning social issues like gender balance, or environmental issues such as the circular economy and fighting waste.

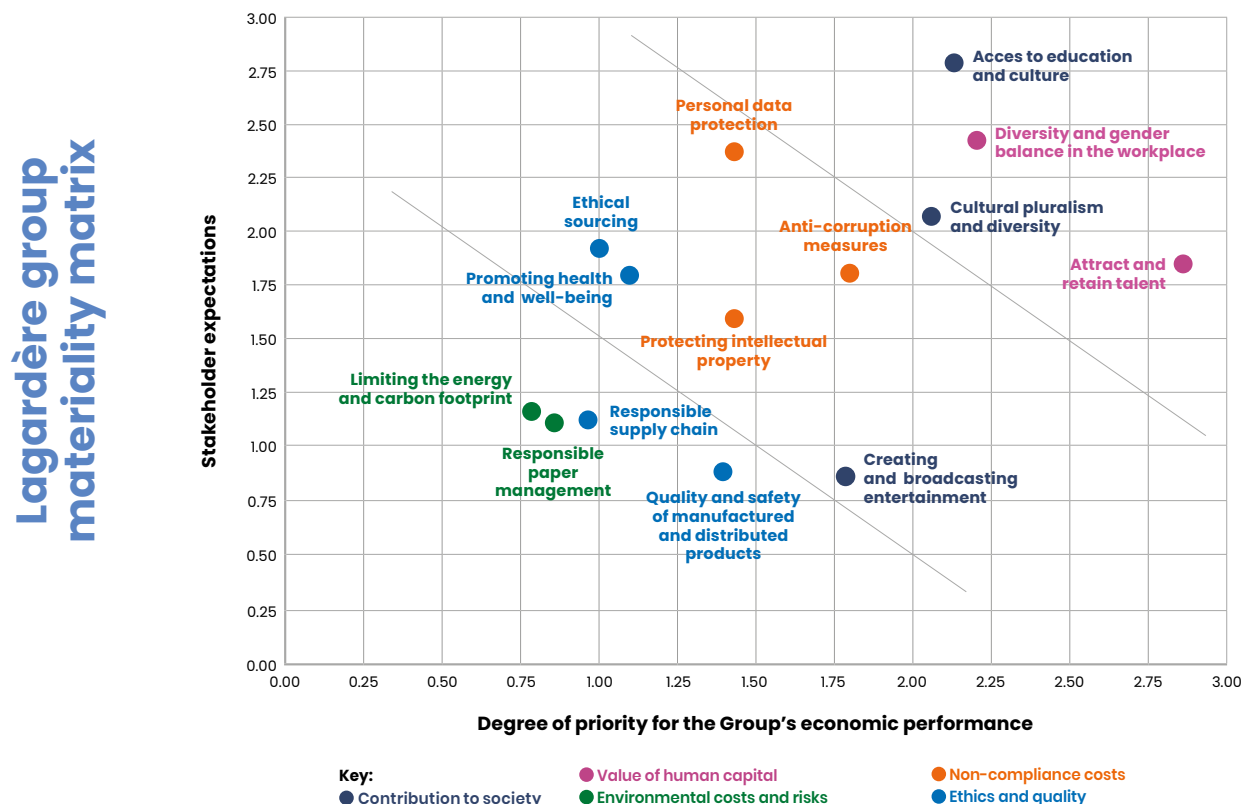
In order to anticipate and respond to these expectations and constraints, Lagardère's CSR strategy is based on three core pillars.

A social pillar: placing people at the heart of the strategy by endeavouring to pay attention to its employees,

increasingly in search of meaning, an essential means of driving its performance. Promoting diversity within its teams and gender balance are essential areas of commitment. The Group makes a constant effort to enhance its employees' skills, motivation and capacity for innovation.

An environmental pillar: limiting the environmental impact of products and services through three main concerns: fighting climate change, responsible management of paper in its publishing activities, and the circular economy (particularly in the food sector, in connection with foodservice activities at transportation hubs).

And lastly a societal pillar, which forms part of Lagardère's DNA: **sharing the social and cultural diversity of its activities**. The content published and distributed by the Group, promoting education, freedom of expression and cultural diversity, as well as the partnerships and initiatives taken by its entities within the framework of constant dialogue with our stakeholders form the basis of this societal commitment.



**JEAN-SÉBASTIEN GUILLOU**

Deputy Director of Non-Financial Information and Environmental Responsibility, Lagardère group

Vigilance as a means of boosting performance

Responsible governance, or even business ethics, which the Lagardère group intends to respect in all its activities and in all regions, is also the basis of its CSR roadmap.

This means that the Group applies national or European regulations, such as the publication for the second year of the Non-financial performance declaration, which highlights management of CSR risks, or even the duty of care that requires companies to adopt a vigilance plan, also published in stages.

It is within the framework in particular of the second stage of this vigilance and anti-corruption plan that the Group has devised its mechanism for issuing and collecting alerts, Ethics Line, which will be opened up to all stakeholders in 2020. The Group's Code of Conduct, which will be updated in 2020, will explain to all employees how it works.

Measures to fight corruption were once again at the centre of attention for Group Compliance, which continued with its employee training and awareness-raising programmes.

Lastly, with regard to personal data, the Lagardère group has designed a personal data Compliance pack intended for all employees, which sets out the issues relating to each stage of the personal data lifecycle, the main rules to be respected and the right actions to take.

All these measures, as well as respecting international ethics requirements, with its renewed adherence to the Global Compact, attest to the Lagardère group's ongoing vigilance in terms of responsible governance, which also safeguards its performance.

www.lagardere.com



2019 Constituent
MSCI ESG
Leaders Indexes

6 NON-FINANCIAL INDICES

in which the Lagardère group was included in 2019.



PIERRE LEROY

Co-Managing Partner, Lagardère group



A Supervisory Board attentive to CSR policy



Lagardère SCA
General Shareholders' Meeting,
May 2019 (Paris, France).

The constructive dialogue opened several years ago between the Group's CSR and Sustainable Development Department and our Supervisory Board's Appointments, Remuneration and Governance Committee saw three major changes in 2019.

- The growing expectations of all of society with regard to companies' environmentally friendly practices. Widely expressed by the younger generations and conveyed by non-financial rating agencies, these expectations are also those of the young employees we recruit and more generally employees who are invested in our various activities by looking to give ever more meaning to their work.
- Increasing regulatory requirements with regard to CSR, whether in terms of gender balance (for example, calculating an equal pay index) or in terms of information about companies' CSR policies (prompting us to publish our first non-financial performance declaration in 2019).
- The rise of CSR itself to the heart of company life, as established by the adoption of the PACTE law in France, which introduces two innovations: the redefinition, via the French Civil Code, of corporate purpose, which must now take into consideration the social and environmental aspects of its activities; and the possibility offered to companies to identify their *raison d'être*.

No doubt that the committee will pay attention to the project launched by the Group concerning this new opportunity.

www.lagardere.com

ARTICLE 1833:
article of the French Civil Code redefining corporate purpose, which must take "*into consideration social and environmental issues.*"

**THIERRY FUNCK-BRENTANO**

Co-Managing Partner and Chief Human Relations,
Communications and Sustainable Development Officer,
Lagardère group

***Raison d'être:* opening up dialogue with our panel**

For more than four years, the Lagardère group has been in regular dialogue with its stakeholder panel, consisting of 12 experts in our business activities and the issues facing us, which go hand in hand with its thoughts about societal responsibility.

Over these four years, the scope of the Group's activities has changed and it has refocused on two strategic activities: publishing and retail at transportation hubs. Our CSR strategy has also gradually adapted both to the transformation of our business activities and to the major changes within society. At each stage, our panel has been able to listen to us and also to guide us, and help us to identify our main societal challenges whether in terms of education, cultural diversity, innovation, attracting talent or even environmental responsibility.

The growing search for meaning – both by our employees and our various customers and audiences – as well as increasing environmental awareness among society as a whole, have also significantly impacted the CSR roadmap developed over time with our panel.

In 2019, these fundamental societal trends coupled with regulatory changes and the PACTE law in particular led us to launch the company's *raison d'être* project with our stakeholder panel. There is no doubt that the dialogue with our panel concerning our Group's societal role will help us to progress along this new path towards responsibility.

www.lagardere.com

Members of the stakeholder panel



Anne de Béthencourt
Director of Integral Vision,
member of the French Economic,
Social and Environmental Council



Agathe Bousquet
President of Publicis
Groupe in France



Philippe Charbit
Head of the French
newsstand project
at Presstalis



Nathalie Dechy
Former professional tennis
player, member of the Sport
et Citoyenneté thinktank



Roxana Family
Chair and Director of Master
in Law and Business Ethics,
Executive Vice President
in charge of international
development, University
of Cergy-Pontoise



Noëlle Genavre
Board Secretary, Group
Employees' Committee and
European Works Committee,
Lagardère group



Laetitia Grail
Co-founder of myBlee Math
founder of LGM Digital



Hervé Guez
Head of Responsible
Investment Research
and Equities and Fixed
Income, Mirova



Chantal Jouanno
President of the French
National Commission
for Public Debate



Michel Lévy-Provençal
Founder, TEDx Paris



Bernard Ourghanlian
Chief Technology and
Security Officer, Microsoft



Jean-Christophe Perruchot
Chairman of retail fit-out
specialist STAL Industrie

***“THIS RAISON D'ÊTRE MUST BE BROUGHT TO LIFE AND THEREFORE
LINKED TO STRATEGY”***

Meeting of the stakeholder panel, 23 October 2019.

PRIORITY 1

Placing people at the heart of the Group's strategy



LL Network annual day,
June 2019 (Paris, France).

Attracting and retaining talented staff is an increasingly crucial matter at a time when the Group – like all big companies – has been shaken up by the younger generations joining it. There are three ways to respond to the expectations of these employees, who are increasingly looking for meaning and new methods of working:

- skills development with training programmes organised for all business lines in all divisions;
- stimulating innovation, which allows teams to try out more disruptive ways of doing things and be more creative;

As human resources are its greatest asset, the Lagardère group is committed to the social aspect of CSR – while also giving its divisions a high level of autonomy in their HR management – in two areas: promoting diversity and gender balance, and attracting and retaining talented staff.

Promoting diversity, which the Group translates as equal opportunity, is applied in three areas:

- fighting stereotypes with regular training programmes organised for managers and diagnostics of recruitment procedure;
- promoting gender balance, in which the LL Network is an operational driver;
- raising awareness about disability via initiatives organised by the Group's various disability bodies.

2019 was an eventful year for all Lagardère group entities. For example, Hachette Livre signed a partnership agreement in France with the charity Nos Quartiers ont des Talents and has already identified around 50 internal patrons, while also stepping up its commitment as part of its programme to promote diversity in the United Kingdom (Changing the Story). With regard to disability, the division also made a commitment to the Manifesto for the inclusion of disabled people in economic life and signed the ABC Charter (Accessible Books Consortium Charter), which promotes natively accessible publishing intended for people with reading difficulties.

- supporting commitment, offering employees the possibility to invest in causes dear to them.

A growing number of actions were seen in these areas in 2019. These were in terms of training with the extension of the forum intended for new joiners at Hachette Livre or the development of the academy for high potential managers at Lagardère Travel Retail, and in terms of innovation with initiatives launched by the Group's two innovation networks (Hachette Innovation Program and Innovation Booster at Lagardère Travel Retail).

239
HIGH POTENTIAL
MANAGERS
trained by Lagardère
Travel Retail Academy
since it was created.

DIVERSITY IS A SOURCE OF WEALTH



ARNAUD NOURRY

Chairman and Chief Executive Officer,
Hachette Livre

Lagardère
PUBLISHING

Books disseminate knowledge, information and ideas. Publishers are on the front line for finding out the challenges facing our societies in terms of social and environmental responsibility and Hachette Livre is therefore particularly aware of the importance of these commitments.

The first responsibility is environmental: to address the issue of climate change, Hachette Livre decided several years ago to take steps to control its greenhouse gas emissions by endeavouring to reduce its carbon footprint in each of the markets in which it operates. Having been the first publishing group in France to adopt a Scope 3 three-year carbon footprint assessment policy, Hachette Livre will continue to adopt various initiatives to control its environmental impact, in particular its use of plastic.

As regards our social responsibility, this is based on one essential principle, that of respecting each person and their unique attributes. Encouraging inclusion and diversity in all its forms is one of the targets we have set ourselves. A number of initiatives have been launched in various parts of the world. For example, in the United States, half the interns at Hachette Book Group are from ethnic minorities. In the United Kingdom, Hachette UK has created the Changing the Story programme and recently opened an office in Manchester to attract new talent. In France, Hachette Livre marked its commitment to getting disabled people into work by taking part in the DuoDay national day on 16 May 2019, and was one of the first companies to sign up to the Manifesto for the inclusion of disabled people in economic life.

Because Hachette Livre believes more firmly than ever that diversity is an asset and should be encouraged, new initiatives will be launched in 2020. More representative diversity is an essential asset to enhance the value, involvement and creativity of our staff. Ensuring that our teams better reflect the diversity of our society is part of our societal responsibility but also relates to the need to be able to offer the readers of tomorrow books in which they can recognise themselves.

www.hachette.com



Signing of equal opportunity partnership agreement between Hachette Livre and Nos Quartiers ont des Talents, February 2019 (Paris, France).

17,160 NEW WORKS
published by Hachette Livre in 2019.

PROMOTING DIVERSITY



SASKIA BEWLEY

Head of Diversity and Inclusion,
Hachette UK

Lagardère
PUBLISHING

The Changing the Story programme at Hachette UK stepping up a gear



Discussion workshop during the first Changing the Story Day at the Hachette UK head office, December 2019 (London, United Kingdom).

500
HACHETTE
UK EMPLOYEES
took part in the debates
at the first Changing
the Story Day.

Reflecting the world as it is, through its staff and through its editorial production: this is the aim of Changing the Story, the programme launched by Hachette UK in 2016.

Major advances were made in 2019: in April, Hachette UK became the first publishing house to publish its Ethnicity Pay Gap Report and committed itself to ensuring that within the next five years, 15% of employees within its teams will be from ethnic minorities. It also published its third Gender Pay Gap Report, which showed improvement in wage equality and an increase in the category of highly paid women.

Furthermore, in order to create the conditions for socially diversified editorial production and find out what people are thinking on a regional level, Hachette UK announced the opening in 2020 of an editorial satellite office in Manchester.

Lastly, on 3 December, a major Changing the Story campaign was organised at the London head office and at Hachette UK offices worldwide. All employees were invited to Changing the Story Day, which aimed to celebrate and encourage diversity and inclusion within the publishing sector. A total of 500 employees took part in discussion workshops led by groups of employees looking at a number of topics, in particular gender balance, professional integration of LGBT individuals, disability in the workplace, content accessibility and even employing the over 50s.

www.hachette.co.uk



DuoDay participants with Arnaud Nourry, Chairman and Chief executive officer of Hachette Livre (4th from left), and Sophie Cluzel, Secretary of State in charge of people with disabilities (3rd from left), May 2019 (Vanves, France).

Disability: a year of many commitments

As content accessibility is central to the Lagardère group's commitments, 2019 saw a number of initiatives within the Group's various entities to improve accessibility for disabled people as well as their integration into the world of work.

Around 180 Group employees put themselves forward to receive a disabled person and teach them about their job during the DuoDay organised in May 2019. This provided the opportunity to bring to life vocations or future collaboration opportunities while also breaking down prejudices.

In addition, in November 2019, Hachette Livre signed the Manifesto for the inclusion of disabled people in economic life alongside 100 or so other companies. This charter covers 10 operating commitments to encourage companies to contribute to getting disabled people into work and keeping them in work. Furthermore, Lagardère News, alongside a number of other French

media, signed the Charter relating to the representation of disabled people and disability in broadcast media in December 2019. This charter aims in particular to allow for better exposure of disabled people in broadcasting.

Lastly, Hachette Livre also made a commitment to make its e-books accessible to as many people as possible, including blind and poorly sighted readers. It signed the ABC Charter in September 2019 after winning the Accessible Books Consortium International Excellence Award in 2018. In addition, a conference entitled "How do you read when you're visually impaired?" was organised in partnership with the French Federation for the Blind and Hachette Livre's Mission Handicap project at the premises of the Vanves division head office in France in February 2020. This event provided the opportunity to raise employee awareness about inclusive reading. A second stage should help to continue to raise awareness by means of practical workshops.

180 LAGARDÈRE GROUP EMPLOYEES
volunteered for the DuoDay in 2019.

Gender balance: a year of progress



Conference on equality between men and women at the LL Network annual day, June 2019 (Paris, France)

44%
FEMALE

executive managers
at the Lagardère group
in 2019.

With over 64% female employees in 2019, the Lagardère group's two major activities operate in professional environments with a high proportion of women.

This predominance

of women can also be seen at management level, with women making up 55% of managers and a very high percentage of executive managers (44% in 2019 compared with 42% in 2018).

These impressive results do not exempt the Lagardère group from its responsibilities in terms of equality and in 2019 it continued with its commitment in four main areas.

Helping women to progress in their career. Allowing women to access positions of responsibility is one of the challenges facing the Group and is reflected by the promotion of a number of women within the corporate division and business divisions in 2019. Overall, the breakdown of promotions between women and men was in favour of women (62% of promotions), as was also the case for pay rises, 64% of which were awarded to women in 2019.

Transparency in terms of equal pay. Although the matter of equal pay is a must in all equality agreements within the Group, the divisions have also published – in accordance with the law for the freedom to choose your professional future – the equal pay index, based on five criteria. The first companies concerned within Lagardère Publishing and Lagardère Travel Retail obtained scores of 89 and 86 respectively out of 100 on average.

Fighting sexism. 2019 saw the implementation of the first commitments made on signing the #StOpE charter against so-called ordinary sexism in business in December 2018. The initial measures taken concerned training HR teams and raising employee awareness.

Development of the LL Network, which in 2020 entered its third year with over 500 members, and continued with its main aim of promoting gender balance. This is achieved by means of meeting with inspiring women or female role models and personal and professional development workshops, as well as its mentoring programme, which has allowed several dozen women to benefit from the experience of a male or female mentor since the programme was launched.

GENDER BALANCE



CHRISTIAN GUET

Deputy Human Relations Director,
Lagardère group

Lagardère

Fighting sexism: making our commitment to #StOpE concrete



Presentation of the #StOpE charter by Christian Guet at the LL Network annual day, June 2019 (Paris, France).

**56
COMPANIES**
joined the #StOpE
initiative in 2019.

Fighting so-called ordinary sexism in business was one of the main themes of our efforts to promote gender balance in 2019. After signing the #StOpE charter to fight so-called ordinary sexism in business alongside 29 other companies, we have launched a number of training and awareness initiatives for our employees.

We chose first of all to train all the Group's HR staff, who are in the front line in handling situations of sexism. Teaching them to detect, prevent and take the necessary measures was our main priority.

We also took measures to raise awareness which should be extended into 2020 for other employees. This awareness-raising has been done primarily through two conferences organised by the LL Network to promote gender balance. The first conference was organised in partnership with Lagardère Travel Retail on the occasion of International Women's Day on 8 March 2019.

The second, organised as part of the LL Network annual day, also enabled us to present the #StOpE charter to all employees present.

In addition to these actions, our Code of Conduct – the update of which is being finalised in 2020 – will include an additional chapter on our alert system, Ethics Line. Intended for all of the Group's employees and stakeholders, this incorporates sexism among its alert themes.

After signing the #StOpE charter, we acted swiftly in three key areas: commitment, training and implementing a reporting system.

www.lagardere.com

The LL network: a laboratory for equality and social innovation

More than 500 Group employees from all Lagardère group business lines have joined the LL Network since 2019 and contributed to its three main objectives.

Promoting diversity and gender balance through conferences, such as on International Women's Day (on the place of men in equality) or during the LL Network annual day (on fighting sexism), and personal development workshops (voice coaching, self-marketing and even learning computer coding). The cross-mentoring programme enabled 18 new managers to benefit from the expertise of more experienced managers in 2019. In 2020, a third mentoring session was opened up to 21 new pairs, with men making up one third of the mentees.

Enhancing networking between business lines. "Find out about the business lines" breakfasts have enabled a number of personalities – chosen for curiosity about their job and the passion with which they do it – to talk to members of the network. In 2019, these included

Sophie de Closets (Chief Executive Officer, Éditions Fayard), Mélanie Guillardou (Executive Vice-President Foodservice Global, Lagardère Travel Retail), Thierry Auger (Deputy Chief Information Officer and Chief Information Security Officer, Lagardère group) and Constance Benqué (Chief Executive Officer, Lagardère News).

Developing its role as an ideas laboratory. Discussions about new working methods favoured by millennials or growing expectations in terms of environmental responsibility provided the opportunity to share employees' best practices during a green afterwork event and a zero-waste breakfast.

Lastly, the LL Network chose in 2019 to invest more significantly in two areas: promoting women in the field of digital technology, in particular with the creation of a coding academy, and commitment, with an initial meeting organised in partnership with the Jean-Luc Lagardère Foundation on the awarding of its Commitment grants.



Social media workshop during the LL Network annual day, June 2019 (Paris, France).

PROMOTING GENDER BALANCE



Introduction to computer coding workshop organised by the LL Network, October 2019 (Paris, France).



ISABELLE JUPPÉ

Corporate Social Responsibility Director,
Lagardère group

Lagardère

The LL Network has launched a coding academy and promotes women in digital technology

Although a number of initiatives have come to light over the last 10 or so years to reinforce the position of women in digital technology and encourage young girls to aspire to digital careers, women are still hugely underrepresented in this area. At a time when artificial intelligence is permeating all dimensions of society more every day, this underrepresentation is becoming of concern for everyone.

That is why, in keeping with its support for the Digital Ladies & Allies association, the Lagardère group and its LL Network have decided to invest in particular in this mission of promoting women in digital technology.

The network's annual day in June 2019 gave the opportunity for a number of Digital Ladies from the Lagardère group to speak at the end of a conference given by digital mathematician Aurélie Jean on the biases – particularly gender biases – that can exist in algorithms.

The network has also set up a committee bringing together various experts from the Group's business lines to support – by means of listening and advice – members of the #Startuppeuse club created by Viviane de Beaufort, professor at ESSEC business school.

Lastly, the LL Network has also decided to launch, with the support of start-up IT4Girls, a coding academy to allow its members to learn the basics of computer coding. These sessions enabled them to learn about Python language after an initiation into Scratch software. All participants (one of whom was male!) thoroughly enjoyed the training and wanted to take another training session on demystifying artificial intelligence in 2020.

www.lagardere.com

MORE THAN 40 WOMEN were initiated in coding and Python language thanks to the LL Network in 2019.

STIMULATING INNOVATION



ROMÉE LAMIELLE
Innovation Manager,
Lagardère Travel Retail



Stimulating innovation by Lagardère Travel Retail employees supporting environmental responsibility

Lagardère Travel Retail employees are encouraged to come up with ideas that will allow for advances in innovation within the company and step up its transformation, particularly in terms of sustainable development. This commitment forms part of our innovation strategy in line with the PEPS (Planet, Ethics, People, Social) objectives defined in 2019. It is with this aim in mind that the Idea BoostR Challenge was launched in 2019.

a project that suggested enabling travellers to continue at railway stations and airports the environmentally responsible habits already adopted by many in the city. This project aims to offer customers at Duty Free and Relay stores in France sweet and savoury snacks "in bulk" in recyclable bags. This initiative aims to reduce the use of individual single-use packaging.

In addition to this challenge, Lagardère Travel Retail supports start-ups that use technology to support environmental responsibility. Its teams recently launched a partnership in France with the *Too Good To Go* mobile app, which combats food waste, and gave customers at 50 Relay stores in France the possibility of making a donation to a charity when making a contactless payment with the "Donations box" solution.

www.lagardere-tr.com

**50
STORE
RELAY**

trailing the
"Donations box"
solution with
contactless payment.

On this occasion, employees from five subsidiaries were invited to come up with innovative solutions to change our customers' in-store experience and better respond to their expectations. One of the winners of the first challenge was



Idea BoostR Challenge organised by
Lagardère Travel Retail's innovation teams
November 2019 (Paris, France)

RAISING AWARENESS ABOUT CYBERSECURITY



Presentation of the *Cyber et moi* scheme during the Digital Afterwork event organised by the LL Network, January 2020 (Paris, France).



THIERRY AUGER

Deputy Chief Information Officer and
Chief Information Security Officer,
Lagardère group

Lagardère

The human factor at the heart of raising awareness about cybersecurity in business

Against the backdrop of a growing number of targeted attacks despite the adoption of increasingly strict security measures, cybersecurity has become a key issue for companies, prompted in particular by new regulations like GDPR.

Employees – who are regarded by cybercriminals as a possible entry point to IT systems – need to be made aware of and trained in how to combat these attacks. Today, human error is involved in over 90% of security incidents (clicking on a phishing link, viewing a suspicious website, activating a virus or other advanced persistent threats).

That is why, following on from the approach initiated in 2017 with an educational game on the subject, *Keep An Eye Out*, the Lagardère group's IT Systems Security Department wanted to roll out a simple and adaptive

new cybersecurity training drive in 2020 intended to raise awareness among all employees, regardless of their level of risk exposure.

The aim of this drive, named *Cyber et moi*, is to transform each user from a potential target into an informed digital user, in order to enable everyone to:

- understand their role in the company's security;
- know the main threats and their consequences;
- recognise the signs of a threat;
- know how to protect themselves by means of tips and precautions;
- be aware that a lack of vigilance is often what allows an attack to succeed.

www.lagardere.com

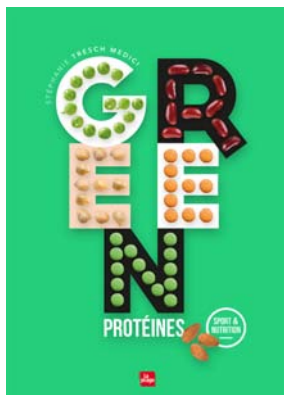
90% OF IT SECURITY INCIDENTS
are due to human error.

PRIORITY 2

limiting the environmental impact of products and services



While awareness of climate issues increased in 2019, the Lagardère group continued with its commitment to promoting environmental responsibility through three main priorities: fighting climate change, responsible paper management in connection with book and press publishing activities, and environmental responsibility of foodservice activities at transportation hubs.



A new theme came to light in 2019-2020: the circular economy and fighting waste. Reducing use of plastic has become a key issue, both for Hachette Livre, which launched a new project in this regard in 2020, and for Lagardère Travel Retail, which has begun to get rid of plastic

containers and cutlery at some of its foodservice outlets. For both divisions, which have a number of warehouses, this will require considerable effort over the years to come.

Independently of considerations about the circular economy in Travel Retail, which for example mobilised staff at Lagardère Travel Retail in Singapore during a dedicated workshop in January 2019, Foodservice teams have also decided to take steps to fight food

waste. This has been made concrete through measures such as the partnership between certain outlets in France and start-up Too Good To Go, donations of unsold food to various charities in Romania, and including reducing waste in the monthly bonus criteria for certain employees in the Czech Republic.

At Hachette Livre, responsible paper management is the main environmental topic, driven meticulously for more than 10 years both in terms of protecting natural resources with excellent certification rates (PEFC and FSC) of paper purchased, as well as in terms of reducing greenhouse gas emissions with Scope 3 carbon footprint assessments carried out every four years across its French-speaking operations. This has allowed for a significant reduction in the business's carbon footprint.

Furthermore, through all its editorial content on environmental matters, the Lagardère group helps to raise awareness among its readers, listeners and internet users who have all the keys to understand climate and social issues and can therefore decide to act or not. After acquiring Éditions La Plume in 2018, a publishing house specialising in practical ecology, a number of publishers such as Hachette Pratique, Marabout and Larousse have published works targeted at readers looking for advice, such as the Les Cahiers du consomm'acteur collection (Larousse).

One last point should be highlighted: the commitment of employees, who are increasingly active and aware about protecting the environment in their personal lives and also want to invest in their professional lives. The LL Network has acted on this expectation and organises regular meetings to promote best practices in this regard.

120,000 TONNES OF GREENHOUSE GASES
(scope 1 and scope 2) were emitted by the Lagardère group in 2019.

RESPECTING THE ENVIRONMENT REQUIRES THE INVOLVEMENT OF THE WHOLE COMPANY



Lagardère Travel Retail employees taking part in the Teribear sports event for charity (Prague, Czech Republic).



DAG RASMUSSEN

Chairman and Chief Executive Officer,
Lagardère Travel Retail

Lagardère
TRAVEL RETAIL

Improving the environmental and societal impact of our activities is at the heart of our strategy.

We have made this a priority because the environment emergency requires our immediate attention. We also firmly believe that paying permanent attention to CSR creates value over time and fosters innovation, and want to mobilise all our staff towards achieving this goal.

Having recognised the important role we have to play to support the responsible transformation of the Travel Retail sector, we came up with PEPS, our CSR strategy addressing all sustainable development issues on the basis of four main pillars: Planet, Ethics, People and Social.

For each of these pillars, we have made strong and measurable commitments. In terms of protecting the environment, for example, our targets are to reduce food waste by 50% between now and 2025 and to rapidly eliminate single-use plastic in foodservice activities.

In terms of the social aspect, a number of subsidiaries work with local charities, such as Paradies Lagardère, which has joined forces with food banks. Lastly, we support the local economic fabric and are reducing our environmental impact by favouring local and artisanal products in our stores.

50%
TARGET

for reducing food waste in 2025.

With PEPS, we are inviting our employees and then of course our customers and our partners to share our goals and our values. It is by executing PEPS together that we will be able to have a significant and lasting impact. In the past, Lagardère Travel Retail has demonstrated its ability to transform itself and innovate in order to challenge established models and take on the challenges that have arisen. I have confidence in each and every one of us to address the major environmental and societal challenges we are facing as best possible.

www.lagardere-tr.com

Ensuring responsible paper cycle management

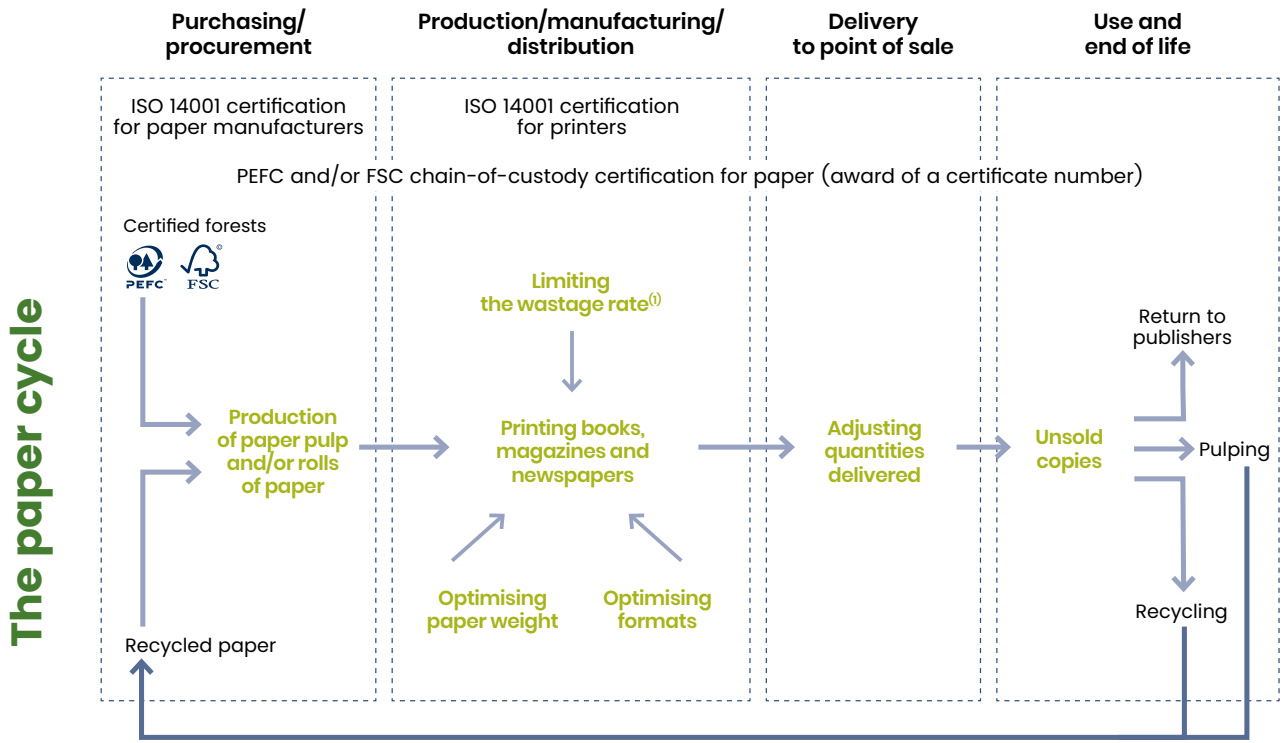
From supply to production and ending with the management of returns, the Lagardère group works with all its trade partners involved at every stage of paper cycle management.

Over the years, initiatives to ensure traceability and monitor the paper grades purchased by printers have significantly reduced the proportion of untraceable fibres used in publications and/or ensured that no fibres resulting from deforestation activities are used. Since 2016, a programme to verify Asian fibres was launched initially in the United States before being extended to all entities in France, the United Kingdom and Spain.

Optimising paper consumption is also a central priority. Lagardère Publishing has adopted a number of initiatives to limit paper wastage during the production process. Adjusting the format of publications is another way of optimising book production.

In addition, print-on-demand (POD) technology also helps to reduce paper consumption, while limiting greenhouse gas emissions linked to production, storage and transportation. The division has developed the use of this technology in France, the United States and the United Kingdom, and its catalogue was further enlarged in 2019.

With regard to the circular economy (waste prevention and recycling), **managing unsold material** represents one of the biggest environmental priorities for the Lagardère group. At Lagardère Publishing, unsold copies of books are either stored or pulped. To address this issue, the division is gradually rolling out automatic reprinting tools that will eventually enable publishers to have the right number of books in stock at all times.



(1) Wastage rate: the percentage of paper wasted during the manufacturing process.

337,385 TITLES AVAILABLE
via digital printing on demand at Hachette Livre.

ENSURING A RESPONSIBLE PAPER LIFECYCLE



GAËTAN RUFFAULT

Senior Vice-President, Human Resources and Environmental Responsibility,
Hachette Livre

Lagardère
PUBLISHING

Hachette Livre paying attention to its environmental impact

As a book publisher, Hachette Livre has been involved for a number of years in addressing sustainable development issues and fighting climate change. In this regard, we have made several commitments in order to improve its environmental performance.

The first consists of reducing our carbon footprint. To do this, Hachette Livre has measured its carbon footprint in France since 2008 – which we have managed to reduce by 4% a year – and is also able to determine the carbon footprint of each book in France in detail.

The second commitment consists of eliminating any negative impact of our activities on forests under threat and ensuring responsible use of natural resources.

To do this, Hachette Livre practises a responsible procurement policy by buying almost exclusively certified paper and, to a lesser extent, recycled paper, for which resources are more limited. To take things even further, the division also conducts random laboratory tests on printed books it has produced to verify the origin of the fibres.

In order to continue to improve our environmental performance in 2020, Hachette Livre is to launch – with the help of an advisor – a study into the use of plastics in its value and production chain. The aim of this project will be to map, analyse and eventually reduce use of plastics by means of strategies of substitutability, identifying the right material, recyclability and even adapting processes to rethink packaging.

**AROUND
97%
OF PAPER**
(purchased and supplied) is certified or recycled.

www.hachette.com

PEPS, LAGARDÈRE TRAVEL RETAIL'S CSR STRATEGY



Presentation of the PEPS strategy during the Lagardère Travel Retail top managers annual seminar, June 2019 (Paris-La Défense, France).



AMBROISE FONDEVUR
Chief Business Officer,
Lagardère Travel Retail

Lagardère
TRAVEL RETAIL

A network of “Heroes” in order to better factor in local environmental issues

With its PEPS (Planet, Ethics, People, Social) strategy, Lagardère Travel Retail has set itself ambitious targets to improve the company's impact on the environment and its communities. Because we firmly believe that the success of this strategy depends on our employees, their local anchoring and the diversity of their viewpoints, we have developed an international network of “Local Heroes”. True ambassadors of our commitment, more than 30 employees endeavour to achieve concrete progress in terms of responsibility across the entire company by articulating the PEPS strategy within their market and adapting it to their market's specific issues.

The role of these “Local Heroes” is to be a real driving force in change by activating initiatives aiming to improve our environmentally friendly practices. They are also invited to promote their commitment within the subsidiaries in order to foster the support of the entire company. Lastly, an online bank

of best practices has been made available to allow them to find out about and assess the impact of the projects for which they are responsible.

The motivation of this network – which I have the privilege of leading – is remarkable. Launched in 2019 with the support of Lagardère Travel Retail's Executive Committee, emulation of the community of “Local Heroes” allowed for the emergence of more than 120 initiatives in 2019 relating to all issues concerning sustainable development, whether in terms of enhancing our ecological or ethical product offering in stores, extending our charitable efforts or even making our operations more energy efficient.

www.lagardere-tr.com

120 PEPS INITIATIVES
launched by Lagardère Travel Retail “Local Heroes” in 2019.

RESPONSIBLE MANAGEMENT OF FOODSERVICE ACTIVITIES



RAMONA SARBU

CSR and Communication Specialist,
Lagardère Travel Retail Romania

Lagardère
TRAVEL RETAIL

Fighting food waste in Romania

4,092
PRODUCTS

donated by
Lagardère Travel
Retail Romania
to fight food waste
in August 2019.

Faced with the challenge of food waste, the staff at Lagardère Travel Retail in Romania have made a commitment by means of CSR initiatives and targeted commercial actions.

Through partnerships with the charity Caritas and the Life and Light and Metropolis

foundations, our staff have provided meals for people in difficulty by donating surplus ultra-fresh produce from around 15 of our outlets. This initiative has also allowed for the direct involvement of 15 employees, who for a fortnight in August 2019 volunteered for Caritas by collecting surplus food from four of our stores.

Thanks to the commitment of these staff, more than 4,092 fresh food products close to expiry were donated.

A promotional offer was also developed with the same aim. This offers a discount of 40% after 16 hours on a selection of sandwiches, pastries and salads close to expiry at around ten 1Minute stores and two Hub Convenience stores. This means our customers can help to limit food waste and support sustainable development while also benefiting from significant reductions on fresh products.

Following on from the success of these initiatives in 2019, our staff are looking to extend their commitment to other charitable partners and develop end-of-day promotional offers on a wider basis.

www.lagardere-tr.ro



1minute outlet managed by
Lagardère Travel Retail (Romania).

ENVIRONMENTALLY RESPONSIBLE EMPLOYEES



VANINA POQUET

Head of Duty Free Inflight
for Duty Free Global



Go Green: a team of committed employees at Lagardère Travel Retail

At the start of 2019, more than 20 particularly committed employees from Lagardère Travel Retail's Duty Free head office formed the Go Green team in order to implement environmentally responsible actions within the company.

Their first mission – to reduce the head office's environmental impact – resulted in concrete actions such as promoting two environmentally responsible search engines, listing two environmentally responsible prepared meal providers and even organising participative workshops on the theme of zero waste.

Furthermore, Go Green's second aim is to raise employee awareness about sustainable development issues by organising internal events, in particular by means of a dedicated information breakfast during which committed brands were presented and employees invited to take part in practical workshops.

Go Green also organised a sale of low-cost pollution-reducing plants with ESAT La Mare Savin. A second market was organised in December 2019 for the festive period.

Following these initial successes, the aim is to continue to promote initiatives that will enable the Duty Free head office to become even more environmentally responsible with the introduction of recycling, for example.

www.lagardere-tr.com

Sale of pollution-reducing plants organised by the Go Green team at the Duty Free Global head office, December 2019 (Paris-La Défense, France).



20 EMPLOYEES

make up the Go Green team, which heads up environmental initiatives at Duty Free Global in France.

ENVIRONMENTALLY RESPONSIBLE EMPLOYEES



Vegetable crops shared between employees of the Hachette Livre head office (Vanves, France).



MANON RAYNAL

CSR officer,
Lagardère group

Lagardère

Green afterwork events and zero waste on the menu for employees with the LL Network

Now a true “ideas laboratory”, the LL Network offers its members the opportunity to discuss topical issues with a societal impact, such as sustainable development.

The network started by allowing Group employees who have long been committed to the matter, both in their personal lives and their professional lives, to speak during a green afterwork event.

Two Hachette Livre employees in Vanves talked about the introduction to their building of growing trays for flowers and aromatic plants, as well as fruits and vegetables. These two great advocates of biodiversity were able to raise awareness among employees at the site by getting them to (re)discover forgotten species. The Go Green team from Lagardère Travel Retail, put together on the initiative of Vanina Poquet (see focus page 24) at Duty Free Global based

in La Défense, also came to talk about its efforts to raise awareness on the ground.

Following the success of this afterwork event, the LL Network organised another two workshops on the subject:

- a workshop during the 2019 annual day that helped to raise awareness about the circular economy and factor this concept into business lines by means of practical case studies;
- a zero waste breakfast with the authors of the new Larousse collection entitled Les Cahiers du consomm'acteur, and La Recyclerie, partner of the first work, who led a workshop on making tawashi sponges from odd socks brought in by participants.

www.lagardere.com

26,744 kg

OF OFFICE WASTE

sorted, collected and recycled at Lagardère Travel Retail France in partnership with adapted company Cèdre in 2019.

PRIORITY 3

Sharing the social and cultural diversity of activities



Sharing social and cultural diversity means ensuring the dissemination to as many people as possible, thanks to the Group's talents, activity and various partnerships, the additional education, culture and freedom that form the basis of our society's ability to live together.

This diversity is reflected in a number of ways. The diversity of publishing houses (over 150 different names) that form a constellation of writers, languages and content (literature, education, practical etc.) is central to Hachette Livre's model. This diversity is reflected for example through the Changing the Story programme in United Kingdom, the Read our World programme in the United States, or the Feminismos collection in Spain. It is this diversity that fuels the Group's other commitments, such as its commitment towards freedom of expression and plurality of ideas, as symbolised by Hachette Livre's ongoing support of Pen International's Publishers' Circle (which defends freedom of expression and freedom to publish where these freedoms are under threat) or Relay's partnership with the charity Reporters Without Borders (Reporters Sans frontières). The Group's commitment also extends to access to education, knowledge and entertainment, which was reinforced in particular with the ramp up of the mobile games and board games business,

the strong growth of audio books, and also the adoption of specific formats supporting the readability of digital content for people with reading difficulties.

But access to education also means promoting reading – via a number of initiatives such as *Le Camion qui livre* a mobile library launched by Le Livre de Poche – and raising awareness about the major challenges facing society, with for example the Europe 1 *Trophées de l'avenir* awards for people or businesses coming up with innovations to support the sustainable and harmonious society of the future.

Furthermore, the diversity of the countries in which the Group operates allows it to promote specific products and services in each region. For example, at over 4,800 Lagardère Travel Retail stores in 39 countries and around one thousand airports, mainline and urban train stations, this diversity is expressed in particular through the local products on offer at foodservice outlets and Discover stores.

Lastly, this cultural and social diversity – which is specific to the Group's activities, also concerns the impact that, like all companies, the Lagardère group has on a local level in the various regions in which it operates, as well as in its relationships with its partners and suppliers.

150 PUBLISHING BRANDS

illustrate Hachette Livre's editorial diversity on an international level.

BEING THE COMMENTATORS ON A CHANGING WORLD



CONSTANCE BENQUÉ

Chief Executive Officer, Lagardère News

Lagardère

"Companies have a social responsibility that goes well beyond just their economic role." This is how Nicolas Barré, editor of Europe 1's morning show, summarised the theme dominating the 2020 World Economic Forum in Davos.

Thinking about how Lagardère News takes part in this collective effort of course means looking at our commitments in terms of diversity, training and integration, our environmental impact and gender balance. These commitments are now being taken on directly by our employees.

But more broadly speaking, this responsibility is the very object of what Lagardère News does. Through our symbolic media brands, we are everyday commentators on this growing awareness. In the age of social media and fake news, with institutions facing a serious crisis of confidence, our solid and singular editorial projects respond to this need for responsibility.

This is the aim of *Le Journal du Dimanche*, which proudly conveys the belief that politics concerns us all. Each week, the title sets the pace of political life, gives rise to major themes and, if necessary, reveals the untruths that are damaging public debate.

In addition to the weight of words is the shock of photos: from the environmental ravages of mass tourism to the precarious vessels of migrants in the Mediterranean, *Paris Match* excels in storytelling through pictures in order to raise awareness and reveal major changes of our times.

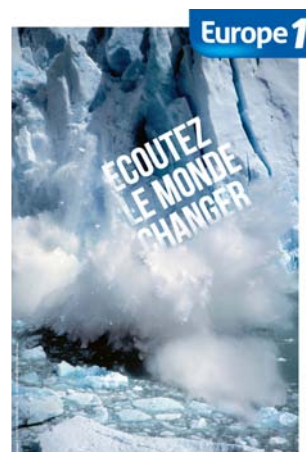
Listening to the world as it changes is the promise of Europe 1, which every day tells us about the changing world, without judgement but with the enthusiasm and spirit that characterise our radio station. Telling, but also being engaged by highlighting French success stories, innovative companies that provide solutions to the environment emergency, the challenge of living together and the need to live better.

**"FACED WITH A SERIOUS
CRISIS OF CONFIDENCE,
OUR SOLID AND SINGULAR
EDITORIAL PROJECTS
RESPOND TO THIS NEED
FOR RESPONSIBILITY."**

Constance Benqué

Fake news, conspiracy theories, name bashing, obsession with decline are countervailing values that go against this sense of responsibility. Lagardère News' role is to support the future and the role of our impressive media brands, and every day come up with editorial formats that are more attractive, more powerful and more convincing because they are more responsible.

www.lagardere.com



PROMOTING DIVERSITY



rfi JC Lattès

Prix Voix d'Afriques

Un prix littéraire pour révéler
les nouvelles plumes
du roman africain en langue française



VÉRONIQUE CARDÌ

Chief Executive Officer, Éditions JC Lattès

Lagardère
PUBLISHING

Cultural diversity: an explosion of literary gems

Supporting the diversity of the catalogue is central to my ambitions for Éditions JC Lattès.

The publishing house has for many years been an active supporter of writing from Africa, by means of major authors like Sami Tchak, Henri Lopes, Patrice Nganang, Kangni Alem and even Abdourahman Waberi, Prix Renaudot finalist in 2019 for *Pourquoi tu danses quand tu marches?*

To showcase the cultural diversity of our publications even further, we have launched the "Voix d'Afriques" (African Voices) prize in partnership with RFI and the Cité Internationale des Arts (Paris, France). This literary award is intended to support the emergence of new voices from the African continent. The call for stories forms part of the Africa 2020 season, with the winning novel to be published in June 2020 and the winning author received for a residence at the Cité Internationale des Arts.

Reflecting the diversity that surrounds us also guided the creation of the new label, La Grenade, headed by Mahir Guven, winner of the Prix Goncourt first novel award for *Grand frère*. With around 10 publications per year, La Grenade aims to publish texts that are both explosive and exotic, new voices that seize something powerful of our time and can reconcile demanding readers and those who are put off reading because they do not feel represented by a certain type of current literary production in France. La Grenade will therefore be an explosion of first novels and short stories, thousands of gems from the cultural diversity of France and the French-speaking world.

www.editions-jclattes.fr

AFRICA 2020 LAUNCH OF THE VOIX D'AFRIQUES AWARD
to promote cultural diversity.

ACCESS TO EDUCATION

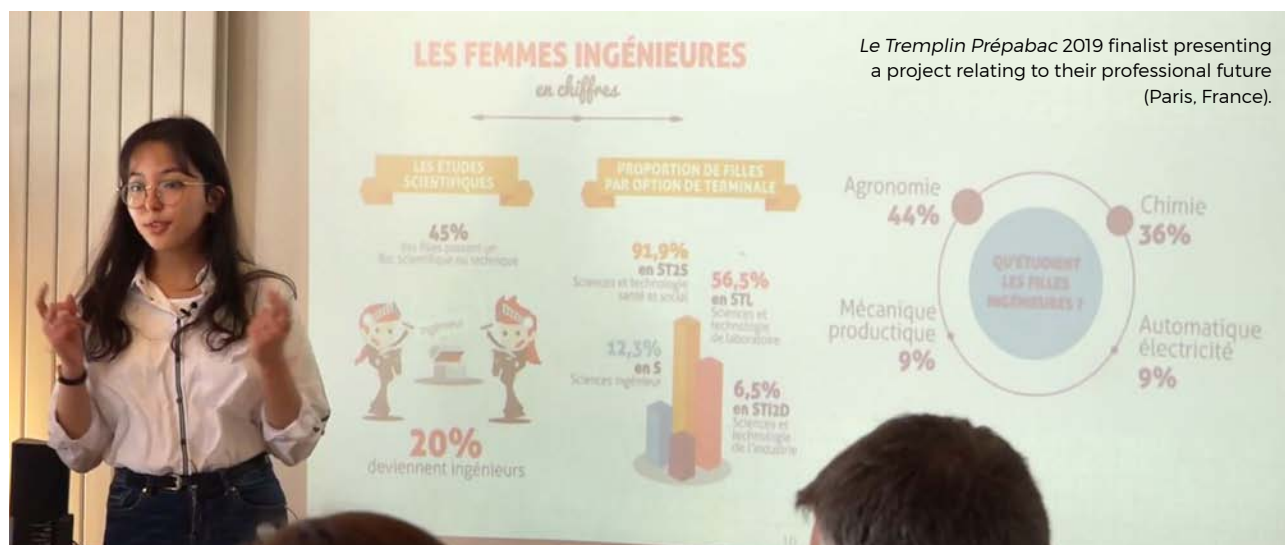


RACHEL DUC

Head of Extra-curricular, Youth and Parenting at Hatier

Lagardère
PUBLISHING

CSR award for Éditions Hatier's *Le Tremplin Prépac*



What does Marine, future mathematics researcher, have in common with Thomas, who wants to become a herpetologist, or Arthur the percussionist, or Quentin who wants to get into Esport? They are all among the winners of *Le Tremplin Prépac*, a competition organised every year since 2013 by Éditions Hatier, Lagardère Publishing's educational and extra-curricular subsidiary. On the back of this competition, the publisher won a *Trophée de l'édition* publishing award in December 2019 in the CSR category.

For eight years, *Le Tremplin Prépac*, which is widely promoted on social media and by partners Phosphore and EF (Education First), allows secondary school students to present a project close to their heart to build their professional future. The first prize of €5,000, awarded by a judging panel, allows them to fund an internship, rent, enrolment with a school, professional equipment, etc. The competition also awards a second prize, a trip in Europe, reserved for more international projects, and a third prize of €1,000 awarded by internet users.

The 2020 competition hopes to beat the record set by the 2019 competition, which saw the registration of 790 students, an increase of 39% relative to 2018, and 119 projects published on the website Tremplinprepabac.fr.

For Éditions Hatier, market leader in exam preparation, this is the successful conclusion of the support given to students wanting to pass their baccalaureate and enjoy a good start to their post-school years.

www.editions-hatier.fr

790
STUDENTS
registered for
Le Tremplin
Prépabac in 2019.

A WIDE RANGE OF IDEAS



CYRIL PETIT

Deputy managing editor,
Journal du Dimanche

Lagardère

***Le Journal du Dimanche:*
also talking about the good things in the world!**



Societal responsibility also means talking about trains arriving on time, or even early. *Le Journal du Dimanche* has made this an aim: also talking about good things in the world and the people who are making change. This is the opposite of general pessimism, clashes and bad buzz.

Three examples of this optimism in 2019:

- **Ça nous réjouit (It makes us happy):** in “Le Journal de Demain”, the digital mini-newspaper sent every evening by email since May 2019, the 100,000 registered users receive a piece of good news. The *Ça nous réjouit* section highlights local, national or international initiatives concerning fighting climate change, gender balance, inclusion, economic success, etc. The same is done every Sunday with the *Signe positif* (“Positive sign”) section.

- **La France des solutions:** with five other media, *Le Journal du Dimanche* took part in the campaign that consisted of reporting each week in summer on an action on the ground aiming to bring people together rather than divide. This initiative recreates the link between towns and countryside, between suburbs and inner-city areas, between generations, between producers and consumers, between savers and companies, between elected representatives and citizens, between people in the same region.
- **Partnership with journalism schools:** each Sunday, between January and June 2019, *Le Journal du Dimanche* published a positive local story put forward by a student from a recognised journalism school in the provinces. This has three main aims: to tell us what is going on in France, to help apprentice journalists to find work and to offer our readers different points of view.

www.lejdd.fr

100,000 PEOPLE REGISTERED FOR “LE JOURNAL DE DEMAIN”
in 2019 received good news every day.

CONTENT ACCESSIBILITY



**BETWEEN 1.8
AND 2 MILLION**
blind and visually
impaired people
in France.



SOPHIE NICOLET

Senior Vice-President, Corporate Communications,
Hachette Livre

Lagardère
PUBLISHING

Making our books accessible: an ethical obligation

Hachette Livre uses digital technologies to make its books accessible to people who have difficulty reading.

Since 2018, “natively accessible” digital versions of novels or essays published by a Hachette Livre publishing house in France have been available as soon as they are released, meaning that they can immediately be used by readers with a Braille keyboard or the audio transcription function on a device (smartphone, PC or e-reader).

In order to extend this digital book protocol as widely as possible, Hachette Livre – with its subsidiaries Hachette UK and Hachette Book Group – signed up to the Accessible Books Consortium’s Charter for Accessible Publishing in 2019.

In addition, initiatives are also emerging within our publishing houses and helping to enhance

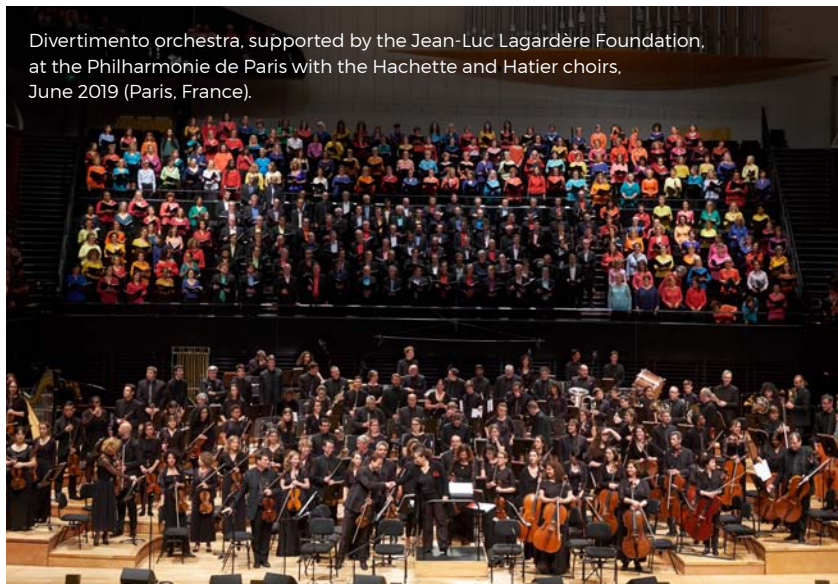
the range of accessible content. In November 2019, Hachette UK partnered with the Royal National Institute of Blind People (RNIB) to make 33,000 titles from its catalogue accessible via the RNIB Bookshare platform. This free service provides people who are unable to read with a library of schoolbooks designed to be read electronically or adapted to the particular needs of people who are blind, partially sighted or have dyslexia.

Lastly, Hachette Romans – which publishes French-language young adult classics and original fiction – signed a partnership agreement with Mobidys to convert around 30 titles from its catalogue into FROG format and thereby make them accessible to dyslexic readers in audio, digital or print version.

www.hachette.com

A growing desire for civic engagement

Divertimento orchestra, supported by the Jean-Luc Lagardère Foundation, at the Philharmonie de Paris with the Hachette and Hatier choirs, June 2019 (Paris, France).



922

HACHETTE BOOK GROUP EMPLOYEES

were engaged
in charitable actions
in 2019.

While environmental expectations have been growing constantly for many years, the search for meaning is also increasingly significant, particularly within the company itself, with people questioning its role in society more and more. That is why the company's engagement with regard to society via actions that are in keeping with the heart of its activities, or the engagement of its employees who appreciate encouragement and support, is one of the major aspects of CSR at the Lagardère group. This desire to be engaged is expressed on all levels.

Firstly, through the engagement of the Jean-Luc Lagardère Foundation, which independently of the grants it has awarded for 30 years to talented young people from the world of culture, has also for the last six years given Commitment grants to charities supported by employees of the Group's various entities.

At Hachette Livre, a similar initiative has existed for even longer in France, the Charitable action committee, which provides financial support for charitable projects promoted by employees. In 2019, ten or so charitable projects received awards, from democratising reading and writing to developing renewable energies, as well as help with education and literacy.

At Lagardère Travel Retail – where the philanthropic dimension is also highly developed, particularly

in English-speaking countries – employees are involved in a number of projects across all regions. In France the division has for several years supported the charity Action contre la Faim, organising a number of campaigns to raise funds. On the other side of the Atlantic, by mobilising employees and passengers at US and Canadian airports, Paradies Lagardère is also invested to fighting hunger.

The Lagardère group's engagement also has a cultural dimension. With a growing number of competitions, prizes, book donations and tutoring programmes to encourage reading (such as Hachette Book Group's Read Ahead mentoring scheme) within the Group, examples of engagement can also be linked to economic events. In 2019, a number of initiatives were taken in France to support the reconstruction of Notre Dame cathedral in Paris. Several publishing houses, such as E/P/A and Le Livre de Poche, republished works and paid a portion of the profits to the national collection fund. Meanwhile, staff at Lagardère Travel Retail in France organised collection campaigns for Notre Dame at 200 sales outlets.

On a more musical note, singers from Hachette and Hatier took part in the concert organised at the Philharmonie de Paris to celebrate 20 years of the Divertimento orchestra, supported by the Jean-Luc Lagardère Foundation.

ENCOURAGING CIVIC-MINDEDNESS



GREGG PARADIES

President and Chief Executive Officer,
Paradies Lagardère

Lagardère
TRAVEL RETAIL

Charitable engagement: a fundamental value for Lagardère Travel Retail



Charitable engagement is in the DNA of Lagardère Travel Retail and its employees, who want to invest positively in their community.

This is the case in particular in North America, where Paradies Lagardère has put fighting hunger at the heart of several philanthropic initiatives. The company supports the “No Kid Hungry®” campaign run by the charity Share Our Strength, which works to improve access to food in the United States and worldwide. To help it, restaurants managed by Paradies Lagardère paid the charity a portion of the price of each coffee sold in September during its “Dine Out for No Kid Hungry®” campaign. Throughout the year, 25% of revenues from each child meal sold at its restaurants are paid to the charity.

The success of the work done during this campaign has also inspired initiatives aiming to resolve hunger in communities close to Canadian airports.

Stores managed by Paradies Lagardère at airports in the country now allow their customers to donate food, which will then be distributed to local populations by food banks. These partnerships include the partnership between Edmonton airport and the Leduc & District Food Bank, as well as that between Calgary airport and the Airdrie Food Bank.

Paradies Lagardère is committed to making a difference and having a positive impact on its employees, customers and suppliers.

www.paradieslagardere.com

The Jean-Luc Lagardère Foundation is engaged in the fields of culture, diversity and education

For the 30th consecutive year, the Jean-Luc Lagardère Foundation, under the aegis of the Fondation de France, awarded 11 grants in 2019 to young creatives from the worlds of writing, digital technology, broadcast and music.

The 13 grant winners for this anniversary year join the 307 talented young people who have already received grants from the Foundation. Over the last 30 years, a number of innovative projects have come to light thanks to the determination and daring of the grant winners. Many of them enjoyed remarkable success in 2019, such as **Éric Baudelaire** (Photographer winner 2003), who won the Prix Marcel Duchamp, the most prestigious contemporary art award in France, and **Christophe Barral** (Film producer winner 2011), producer of the film *Les Misérables*, which attracted around 2 million viewers in France in 2019 and represented France at the Oscars.

The Foundation continues to assert its deep-seated commitment to promoting cultural diversity by supporting institutions like the **Institut du monde arabe**, with which it awards the Arab literature prize each year,

or the **Orchestre Symphonique Divertimento**, which for 20 years has allowed all audiences to access orchestral music.

Because supporting creativity and education is still central to what it does, the Foundation is a loyal partner of the **Académie de France in Rome – Villa Médicis** and its programme of short residences for grant winners from higher education institutions specialising in the creation, theory and history of the arts, as well as the **Centre Pompidou** and its space reserved exclusively for teenagers, Studio 13/16. Since it opened 10 years ago, the space has already received around 80,000 young people and exhibited works by more than 100 artists and collectives.

In 2019, the Foundation also supported the **Abbaye aux Dames' Place aux jeunes!** scheme, the *cité musicale* music centre in Saintes (France), which helps children to fulfil their musical potential and acquire cultural reference points.

320
TALENTED
YOUNG
PEOPLE

have received grants from the Jean-Luc Lagardère Foundation since 1990.



Pierre Leroy with 2019 grant recipients, January 2020 (Paris, France).

THE COMMITMENT GRANTS



Jean-Luc Lagardère Foundation Commitment awards ceremony organised with the LL Network, November 2019 (Paris, France).



QUITERIE CAMUS

Deputy Director,
Jean-Luc Lagardère Foundation

Lagardère

Supporting charitable initiatives put forward by employees

Since 2014, the Jean-Luc Lagardère Foundation has awarded Commitment grants to charities sponsored by Lagardère group employees. Our aim is to accompany and encourage employees involved in charitable causes in connection with the Foundation's areas of action (culture and sport, diversity, education and medical research). This is also a way for us to tell employees about the areas in which the Foundation is involved.

In 2019, three charities received grants after an internal vote (which each year also attracts a great deal of interest from employees): École à l'hôpital, presented by Caroline Minguez-Cunningham (Kwyk); Gribouilli, sponsored by Mélanie Ogier (Duty Free Global); and Des jeunes et des lettres, supported by Naïma Timzouert (Hachette Jeunesse).

The grants were awarded for the first time on the occasion of an afterwork event dedicated to commitment and organised with the LL Network. We wanted to highlight the work done by these charities by inviting someone with an inspiring story.

With Martin Hirsch (General Director of Public Assistance – Hôpitaux de Paris and President of the Institut de l'Engagement) as guest of honour, the award ceremony was conducted under the banner of sharing experience and generosity.

www.fondation-jeanlucagardere.com

“COMMITMENT MEANS LEARNING TO GIVE YOUR TIME AND YOURSELF TO ACHIEVE PROGRESS.”

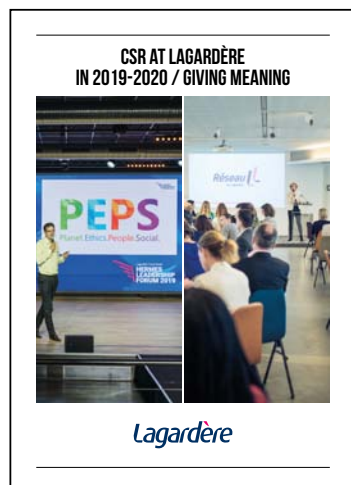
Caroline Minguez-Cunningham, 2019 Commitment grants winner.

TABLE OF INDICATORS



	2019	2018	2017
Percentage of the Group's executives who are women	44%	42%	43%
Number of members of the LL Network	500	450	270
Percentage of employees covered by employee representation	70%	68%	71%
Number of audio books published by Hachette Livre	14,203	12,363	-
Percentage of paper (books and magazines) from certified sources (sustainably managed forests)	> 87%	87%	87%
Percentage of paper from recycled sources	<10%	10%	10%
Weight (in t of CO ₂ equivalent) of greenhouse gas emissions (scope 1 and scope 2) per €m of revenue worldwide	15.6	14.6	15.6

PUBLICATIONS



CSR at Lagardère in 2019-2020



Universal Registration Document

including the
Annual Financial Report
Fiscal Year 2019



2019-2020 Milestones

Corporate Brochure

These publications are also available in accessible format and in French.

www.lagardere.com

CONTACTS

REGISTERED OFFICE

Lagardère SCA

4, rue de Presbourg
75116 Paris – France
Tel: +33 (0)1 40 69 16 00

CORPORATE SUSTAINABLE DEVELOPMENT AND CSR DEPARTMENT

4, rue de Presbourg
75116 Paris – France
Tel: +33 (0)1 40 69 16 00

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