



The Lagardère group's COMMITMENTS

To meet these objectives, Lagardère's CSR (Corporate Social Responsibility) strategy has four priorities:

- ▶ being a **responsible employer**;
- ▶ developing the business while **respecting the environment**;
- ▶ promoting access to **information and knowledge**;
- ▶ being a media group that **fosters social cohesion**.

For each of these four priorities, Lagardère has made commitments that it is pursuing as part of a continuous improvement approach.

[+ www.lagardere.com](http://www.lagardere.com)



SUSTAINABLE DEVELOPMENT

The Lagardère group must incorporate sustainable development into the production processes of its various businesses and into the day-to-day activities of its subsidiaries, assume the responsibilities that relate specifically to Lagardère's media activities in which digital technology is leading to fundamental change, and innovate to meet the expectations of stakeholders.

Workforce-related commitments

These reflect the Lagardère group's desire to create a dynamic, attractive working environment that empowers, motivates and encourages creativity among its staff:

- ensuring workforce balance and diversity;
- promoting harmonious working conditions;
- encouraging the development of skills.



Lagardère

Social commitments

These commitments relate to the responsibilities that arise specifically from Lagardère's media activities:

- defending information pluralism and ensuring content diversity;
- facilitating access to content and listening to various audiences;
- supporting the digital transformation of society;
- encouraging dialogue regarding sustainable development;
- making a commitment to promoting culture and sport;
- taking a community-based approach and promoting the emergence of young talent.

Environmental commitments

These reflect the issues and challenges involved in the Group's various business activities:

- preserving natural resources, particularly those used to make paper;
- promoting energy efficiency and helping to adjust to climate change;
- fostering employee commitment to environmental issues.

Within each division, the sustainable development strategy is implemented by a sustainable development department, which works closely with the Executive Committee.

At Group level, the Sustainable Development Department – reporting to Thierry Funck-Brentano, Co-Managing Partner of Lagardère SCA – co-ordinates a steering committee in which several Group-wide departments are represented (including Human Resources, Communications, Purchasing, Legal, Risk, Finance, IT and the Jean-Luc Lagardère Foundation).

In 2014, the Lagardère group intends to develop discussion with all of its stakeholders about the concrete CSR issues it faces.

SUSTAINABLE DEVELOPMENT



SEVEN INITIATIVES LAUNCHED OR CONTINUED IN 2013-2014

IT EQUIPMENT

at the Lagardère group headquarters

Lagardère



EMMANUEL GAUDIN
Group Chief Information Officer

CONTROLLING THE ENVIRONMENTAL IMPACT OF DIGITAL ACTIVITIES

The Lagardère group's IT systems are both at the heart of the value creation chain (radio and television antennae, distribution of digital assets, editorial tools, payment system) and provide direct support for business processes (advertising sales, client data, logistics, financial applications). This situation means that it is necessary to maintain a level of operating excellence, while also controlling the associated environmental impacts.

In France, the Lagardère group has implemented an improvement plan for the weight of waste electrical and electronic equipment (WEEE) and is continuing with its efforts to control how long fixed and mobile devices are owned. In addition, new cloud computing models - which are now reaching maturity - represent very attractive opportunities for a decentralised group like ours, combining economic rationale with a wealth of features and environmentally-friendly performance.

Our entities have also rolled out virtualisation technologies (server, network, data storage), achieving significant improvements relative to the carbon footprint of computer rooms. Lastly, best practices and levels of certification are systematically demanded within purchasing agreements for equipment and services.

 www.lagardere.com



GRUPE
HATIER
INTERNATIONAL

LES ÉDITIONS
FOUCHER



éditions
didier

GUIDE D'INTEGRATION



A COPY OF THE INTEGRATION GUIDE

for use by employees of Hachette Livre

CHILDREN OF PIZHOU WITH ANGELA WU,

Head of Human Resources at LS travel retail China

Lagardère
PUBLISHING



ALAIN BERGDOLL

Human Resources Director, Hatier

RECRUITING YOUNG PEOPLE: HACHETTE LIVRE ENHANCES ITS INTEGRATION PROCESS

The negotiation and implementation of “generation contracts” provided the opportunity to review the various stages of the integration process for young recruits and reach an agreement on a consistent and harmonised approach within the various publishing houses that make up Hachette Livre.

Integration is primarily the responsibility of the manager. Under the new “generation contract”, the young recruit may be supported by a “staff mentor”, who in addition to passing on practical information about how the company works also needs to pass on their business expertise. We also wanted to provide integration guidelines, explaining simply what to do and the stages to be followed. In addition to these documents, there are plans to offer young recruits a welcome session at the level of each entity, allowing them to find out about the division and its business activities. Further training is also planned at the level of both Hachette Livre and the Lagardère group.

+ www.hachette.com

Lagardère
SERVICES



JOSIE TU

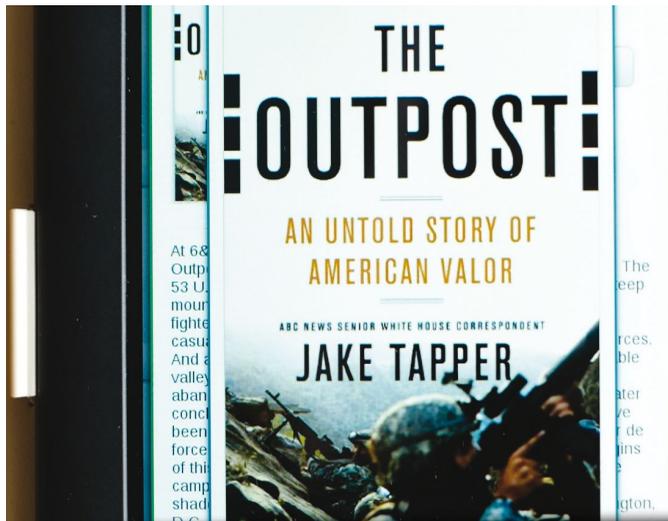
Marketing and Communications Manager,
LS travel retail China

WHEN EMPLOYEES MAKE A COMMITMENT TO ENABLING ACCESS TO CULTURE FOR ALL

Lagardère Services is committed to encouraging access for everyone, everywhere to diverse ideas and cultures. With this in mind, LS travel retail China has formed a partnership with the China Social Welfare Foundation (CSWF) to support its “Send your books to villages” initiative. In 2013, a humanitarian campaign to help children in certain rural areas of China was conducted via a number of joint initiatives:

- regular correspondence between members of staff at LS travel retail China and schoolchildren in Pizhou, in the poor region of Jiangsu;
- sending books and clothes for disadvantaged people living in rural parts of China;
- a visit by seven LS travel retail China employees to children in the town of Xinglou in the province of Jiangsu, during which books, school supplies and letters from other members of LS travel retail China were given to the children.

+ www.lsaspac.com



TITLES PUBLISHED BY HBG

are now available in the form of e-books at lending libraries in the United States and Canada

Lagardère
PUBLISHING



EVAN SCHNITTMAN
Executive Vice-President,
Marketing and Sales,
Hachette Book Group

LENDING E-BOOKS IS NOW POSSIBLE

As soon as e-books appeared in the US market, lending libraries wanted to allow their members to benefit from this new format. Major publishers including Hachette Book Group (HBG) treated this with caution, as lending an e-book risked allowing for uncontrolled duplication.

However, wanting to provide a satisfactory response to the legitimate concern of librarians not to be excluded from the digital revolution, HBG found a solution. All of its titles are now available in the form of e-books at public and university lending libraries in the United States and Canada, who request the books from one of its approved aggregators. They buy titles in the catalogue for three times the recommended public retail price of the printed version on release, or one and a half times the recommended public retail price one year after they go on the market. After the title is bought, the library can lend it on an unlimited basis, but to just one borrower at a time. Specific DRM (Digital Rights Management) is included in the e-book and ensures that this contractual restriction is observed.

+ www.hachettebookgroup.com

THE TEAM AT WOMEN'S MAGAZINE ODETTE & CO

Lagardère
ACTIVE



KARINE GULDEMANN
Executive Manager,
Elle Foundation

2013, A YEAR OF MANY COMMITMENTS

The total amount of subsidies awarded by the Elle Foundation to its partners in France and abroad came to almost €212,000. Help has been provided for new projects, as well as for the continuation of initiatives launched in previous years, such as:

- training of female teachers in Afghanistan;
- the reintegration of young prostitutes in the Congo;
- the awarding of university bursaries for young women in Morocco.

These projects are important in supporting the education of women.

In order to maintain a balance between France and the rest of the world, the Foundation continued with its commitment to the "Sport dans la Ville" association on the opening of the Paris region satellite, as well as its support of the "Odettes". This innovative and moving project enables unemployed women to get back to work and promote their local region of the Ardèche by creating a women's magazine, *Odettes & Co*. This project has also allowed for the involvement of Lagardère Active employees, in particular those at *Elle* magazine, who joined the "Odettes" for a professional training day at the division's head office.

+ www.ellefondation.net



THE CAST OF THE MUSICAL *DISCO*,
an original show by Lagardère Unlimited
Live Entertainment

PRESENTERS ON TV CHANNEL GULLI



XAVIER RÉCHAIN
Executive Producer,
Lagardère Unlimited
Live Entertainment



GÉRARD-BRICE VIRET
Managing Director of French
and International TV Channels,
Lagardère Active

RESPONSIBLE AND PROFITABLE SHOWS

As part of our show production activities, in which staff costs are high and employee motivation is a key performance factor, taking account of sustainable development issues helps to increase team solidarity and ensure satisfaction in the workplace. It also makes a real contribution to increasing profitability by improving the quality of the show and therefore boosting ticket sales.

On a human level, we provide help with the professional development of young artists, who make up the majority of choruses at musicals. We also try to ensure the diversity of artistic and technical teams, in particular by emphasising the role of women in technical teams.

In addition, a number of small environmentally-friendly gestures enable us to combine protecting the environment with cutting costs, such as using rechargeable batteries in microphones, LED projectors, and a system of named water bottles at rehearsals and shows.

[+ www.lagardere-unlimited.com](http://www.lagardere-unlimited.com)

MEDIA EDUCATION: GULLI PICKS UP THE PACE IN DIGITAL ACTIVITIES

Already very active in the area of media education - from learning about the broadcast universe to understanding the role of the media and how it works - Gulli is looking to extend its presence to new media in 2014.

While the accessibility of the Internet and social media is proving practical, it creates an issue with exposure to potentially risky content and exchanges. Under the aegis of Caroline Cochaux, Head of programmes and antennae for our youth channels, Gulli has initiated a review that aims to bring together civic initiatives spearheaded by associations or institutions, and to promote advice and best practices.

In March 2014, in partnership with Europe 1, the channel also took part in the 25th Press and Media at School Week.

Lastly, following its enthusiastic support of the launch of the education-medias.csa.fr website by the Conseil Supérieur de l'Audiovisuel, France's broadcast industry regulator, Gulli will soon offer editorial content on the site targeted at the general public.

[+ www.gulli.fr](http://www.gulli.fr)

SUSTAINABLE DEVELOPMENT

2013 KEY FIGURES

71

pages of advertising were given to the Ecofolio campaign in 23 Lagardère Active magazines



Tous les papiers ont droit à plusieurs vies.



169

employees were trained in diversity at Lagardère Active as part of the Active Diversity project, representing a total of 676 hours of training

48

Hachette Livre suppliers signed the Group's new responsible supplier charter



14

Number of volunteers making up the Green Team at LS travel retail Romania at the end of 2013

2013 KEY WORDS

HACHETTEBNF.FR

Name of the website dedicated to the partnership between Hachette Livre and the Bibliothèque Nationale de France, allowing readers to access the treasures of France's literary heritage and history using printing on demand.

LE TREMPLIN PRÉPABAC

Competition created by Hatier in 2013 to reward the best future project by a secondary school student with a €50,000 study bursary.

BBC CERTIFICATION ("BÂTIMENT BASSE CONSOMMATION")

Energy efficiency certification awarded to the building under construction in Vanves that will house the new global head office of Hachette Livre at the end of 2014.

"SIGNE AVEC RÉMI"

New sign language learning programme broadcast on TiJi, the pre-school children's channel.

ECOFOLIO

Name of the agreement signed on 18 July 2013 by the French magazine press publishers' union (Syndicat des éditeurs de la presse magazine), of which Lagardère Active is an active member, along with other professional organisations that encourage the recycling of newspapers and magazines.

56

new titles were published in the Audiolib catalogue



34,455m²

of beach cleaned by the Surfrider Foundation Europe association, thanks to 6,891 people brought together on the initiative of Gulli on the occasion of Earth Day.

8,000

books were made accessible via printing on demand at Hachette Livre in France

1,500m³

of "dechlorinated" swimming pool water was used at the La Croix Catelan site for watering lawns.

95

blood donations have been made by employees at the Lagardère group's head office during nine collections organised since 2010 in partnership with Établissement français du sang (French National Blood Service).

33 tonnes

of waste electrical and electronic equipment (WEEE) was given by the Lagardère group's French entities to certified organisations responsible for recycling.



Lagardère

DIVERSITY CHARTER

Following Europe 1 and Hachette Filipacchi Associés, Lagardère Entertainment signed the company diversity charter in 2013.

HUBIZ

Name of the network of Lagardère Services sales outlets that has fitted the majority of its self-service refrigerators with doors in order to reduce energy consumption and improve service standards.

CANTEEN

Name of the NGO that works in partnership with Lagardère Services in Australia and New Zealand, supporting children aged 12-14 suffering from cancer.

MEDIA CSR

Name of the document written by the Observatoire de la Responsabilité Sociétale des Entreprises, France's observatory for corporate social responsibility, and the Media CSR Forum on the challenges of social responsibility in the media.