

SUSTAINABLE DEVELOPMENT / CSR

The Lagardère group is guided by responsible governance principles and acts in a socially responsible way across all of its day-to-day activities through workforce-related, social and environmental commitments. The Group's initiatives in various areas – support for talent, environmental responsibility, digital technology and media – also enhance its business performance.



Employees of Doctipharma.fr (Levallois-Perret, France)

SOCIAL RESPONSIBILITY AS A PERFORMANCE DRIVER

The CSR roadmap focuses on four strategic priorities.

Stimulating diversity and innovation within our workforce:

diversity fosters creativity and attracts talent. The Lagardère group encourages diversity by promoting equal opportunities, focusing on three areas: equality between men and women, disabilities and representation of ethnic and social origins. Innovation is also central to the Group's duty to support its staff, in the training courses it provides to employees and in the encouragement it gives to their social commitments.

Ensuring responsible digital management:

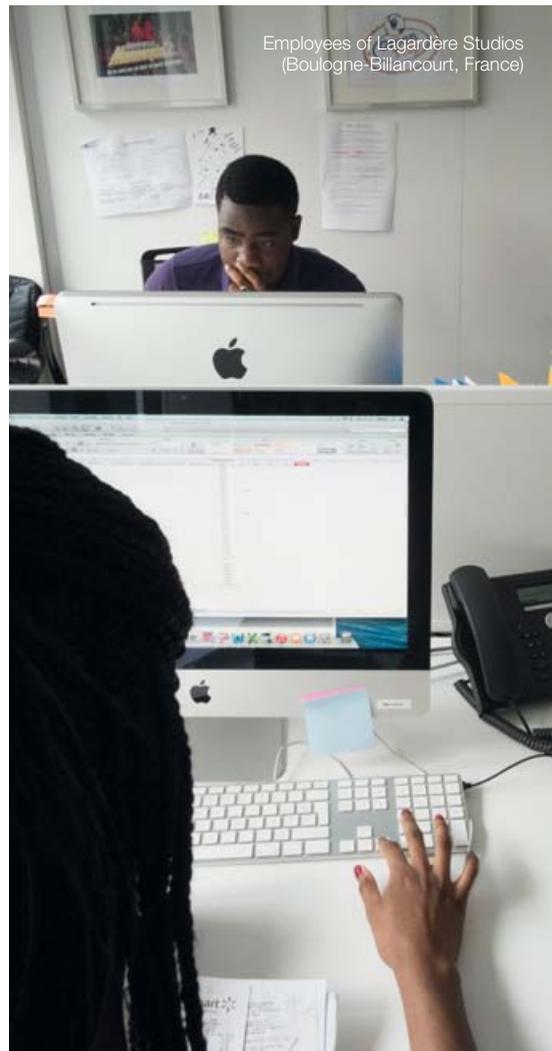
the Lagardère group is aware that it needs to develop its value-enhancing and innovative businesses and digital expertise in a responsible way that fosters trust. Accordingly, it sets demanding targets as regards keeping staff up-to-date and providing them with training on technological developments, personal data protection and intellectual property protection, as well as taking into account the environmental impact of its digital media.

Promoting access to culture and entertainment:

Lagardère plays a major role in the fields of culture, knowledge, information, entertainment, sport and travel retail. It has specific social responsibilities to the whole of civil society. The Group is responsible for ensuring the accessibility of its content, promoting the diversity of its content, giving exposure to a wide range of ideas, supporting freedom of expression, protecting youth, providing media education and promoting reading.

Strengthening operational sustainability:

most of the Lagardère group's activities are in the service sector, which tends to limit its direct environmental impact. Nevertheless, the environmental responsibility of those activities – particularly in relation to paper – is an important issue for the Group, which is focusing its action on combating climate change and ensuring a responsible supply chain.



The implementation of this CSR strategy addresses three requirements.

Meeting increasingly stringent regulatory requirements.

Aligning the CSR approach with the Group's development strategy, including in the digital field where value creation opportunities must be combined with a relationship of trust with the various audiences.

Deepening stakeholder relations:

in 2015, Lagardère set up a stakeholder panel consisting of 13 experts in its business areas and CSR issues to support its approach.

HUMAN RESOURCES: PREPARING FOR THE FUTURE

The Lagardère group is committed to promoting diversity and equal opportunities. Supporting organisations that help to transform society and supporting staff with their professional development are also key features of its human resources policy.

The Group offers in-house training to its managers to help them develop their skills, and 170 of them took these training courses in 2015.

It also has an internal mobility committee consisting of representatives of each of its divisions. The committee reviews vacancies and candidates for internal transfers, expanding the horizons of employees within the Group.

Finally, in 2015, the Group set up a careers and occupations committee to determine employees' potential professional development within the Group for a given business line. The initiative was successful and is likely to be rolled out gradually across the Group.



Group HR seminar
in July 2015 (France)



Lagardère

CHRISTIAN GUET

Deputy Group Human Relations Director, Chief Human Relations Officer
at Lagardère Sports and Entertainment

NETEXPLO ACADEMY: AN ONLINE TRAINING PROGRAMME TO ENHANCE DIGITAL SKILLS

For more than 10 years, the Lagardère group's strategy has included supporting employees to help them deal with digital developments in their business lines.

The system is based on a long-standing partnership with Netexplo, an independent monitoring firm that looks at how digital technology affects society and businesses. Lagardère has been involved in Netexplo's development since it was created, and recently

took part in putting together the Netexplo Academy training programme.

This online training programme features dynamic content and involves tests and videos on digital themes. It helps staff enhance their knowledge about digital content and new technologies. It is accessible to all employees via Enter, the Group's intranet portal.

→ www.lagardere.com

SOCIAL RESPONSIBILITY ON ALL FRONTS



The 26th Press and Media Week at School, in Europe 1's studios with the support of Gulli

The Lagardère group shows its social responsibility in many ways. These include:

- ▶ the corporate philanthropy activities of the Jean-Luc Lagardère Foundation and the Elle Foundation;
- ▶ partnerships with educational institutions and non-profit organisations;
- ▶ the Group's impact on employment in the various countries in which it operates;
- ▶ relations with partners and suppliers;
- ▶ dialogue with all stakeholders.

As well as covering these various areas, the Group's social responsibility is also focused on two key areas of action.

The first relates to the growing place of digital technology in all Group businesses, which means that it must take measures in areas such as personal data protection, digital education and the fight against piracy.

The second relates to the Group's specific responsibility as a major player in the media industry, which includes promoting content accessibility, freedom of expression, media education and youth protection.

Lagardère
ACTIVE



CAROLINE COCHAUX

Deputy Head of Lagardère Active's TV business and Chairman of Gulli

YOUTH PROTECTION: GULLI SHOWING STRONG COMMITMENT THROUGH ITS ETHICS CHARTER

Ethics are a primary concern for the Lagardère group's youth channels, which are targeted at a specific group and depend on an exceptionally high level of trust with children, parents and educators.

At the Gulli channel, management is aware of its responsibility regarding early learning and shaping the conscience of its youngest viewers, and therefore went beyond its statutory and regulatory obligations by adopting an ethics charter in 2015,

after approval by its ethics committee.

The charter sets out a number of commitments, such as supporting education through entertainment, respecting the French language, promoting healthy behaviours, representing diversity and equality, ensuring cultural pluralism, passing on values of solidarity and raising awareness about sustainable development.

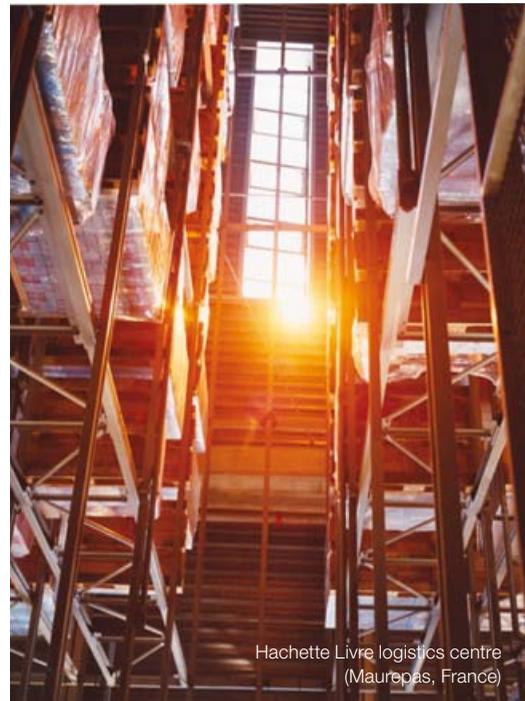
→ www.gulli.fr

ENVIRONMENT: SEEKING TO BE ENVIRONMENTALLY RESPONSIBLE IN DAY-TO-DAY ACTIVITIES

In 2015, as well as managing paper-related activities in a responsible way – throughout the paper lifecycle, from sourcing paper from sustainably managed forests to recycling unsold copies – the Group committed to combating climate change through several environmental responsibility initiatives. They included Hachette Livre's third carbon audit and the upcycling programme adopted when refitting several dozen Lagardère Travel Retail stores.

In addition, as part of the COP21 climate change conference, the Group organised various awareness-raising events among its staff to help them understand issues specific to their work and take action to address them.

Responsible management of the supply chain is also a major environmental responsibility issue for Lagardère, and in 2015 it showed that by rolling out the Ecovadis supplier assessment platform.



Hachette Livre logistics centre
(Maurepas, France)



Lagardère
PUBLISHING

RONALD BLUNDEN

Senior Vice-President, Corporate Communications and Sustainable Development, Lagardère Publishing

CARBON AUDIT: HACHETTE LIVRE'S EFFORTS TO REDUCE ITS CARBON FOOTPRINT REWARDED

Hachette Livre's third carbon audit showed a 10% reduction in greenhouse gas emissions in 2015 compared with the previous audit. The audit takes into account emissions all along the value chain, covering forests, paper, printing and transport as well as Hachette Livre's activities proper (storage, distribution, office activities etc.).

The 2015 audit shows a further reduction after the 16% cut between 2009 and 2012, resulting

mainly from efforts to streamline print and reprint runs. One specific programme reduced by 7% the number of copies printed or reprinted, while increasing sales of each title, delivering both economic and environmental benefits.

→ www.hachette.com



Lagardère group stand at the CDMGE Academic Challenge in June 2015 (Paris, France)

2015 KEY FIGURES

25,784

permanent employees

39%

Percentage of the Group's executives who are women

587

employees moved jobs in the Group, both between and within divisions

170

employees took part in the Media Campus training programme

16,445

took at least one training course during the year

72

collective agreements were signed

3,500

women took part in the Elle Active Forum in Paris (France)

15,000

photos were submitted as part of the "Ma terre en photos" initiative organised by *Paris Match* to coincide with COP21



€239,322

was collected by Lagardère Travel Retail for the Action Contre la Faim charity

164

Group suppliers were assessed by the Ecovadis platform

43

energy audits were carried out by the Group

1kg of CO₂ equivalent

Average carbon footprint of a Hachette Livre book, calculated during the division's third carbon audit

Elle Active Forum in March 2015 (Paris, France)