

# Lagardère

CSR AT LAGARDÈRE / GIVING MEANING



2017-2018



Participants at the Lagardère group integration day, June 2017 - Paris (France).



Lagardère group stand at the CDMGE Academic Challenge, June 2017 - Paris (France).

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# Group profile

It is Lagardère's mission to ensure that its audiences and consumers around the world are loyal to the Group's strong brands, and it achieves that by publishing, producing, broadcasting and distributing content and services that are innovative and responsible, enriched by the expertise and diversity of the Group's talent.

Operating in around 40 countries, the Group has four business divisions:

**Lagardère Publishing**, which publishes books and e-books with activities in many areas such as Education, General Literature, Illustrated Books, Partworks, Dictionaries, Youth Works, Mobile Games and Distribution.

**Lagardère Travel Retail**, which develops retail activities in travel areas, focusing on the three

business segments of Travel Essentials, Duty Free & Fashion and Foodservice.

**Lagardère Active**, which contains the Group's Press, Audiovisual (Radio, Television, Audiovisual Production), Digital and Advertising Sales Brokerage activities, and features iconic brands such as Elle, Paris Match, Europe 1, Gulli and Doctissimo.

**Lagardère Sports and Entertainment**, a global integrated marketing agency specialising in the fields of sports and entertainment, offering a comprehensive range of services for sports rights holders, brands, athletes and media companies.

In 2017, the Group generated revenue of **€7,069 million** and had **28,886 permanent employees**.

## Workforce by geographic area at 31 December 2017

### 1 . FRANCE

Lagardère Publishing	2,365
Lagardère Travel Retail	4,228
Lagardère Active	2,416
Lagardère Sports and Entertainment	467
Other Activities	136
<b>Total</b>	<b>9,612</b>

### 2 . EUROPE (EXCL. FRANCE)

Lagardère Publishing	2,666
Lagardère Travel Retail	4,860
Lagardère Active	766
Lagardère Sports and Entertainment	572
<b>Total</b>	<b>8,864</b>

### 3 . NORTH AND SOUTH AMERICA

Lagardère Publishing	1,631
Lagardère Travel Retail	6,098
Lagardère Sports and Entertainment	175
<b>Total</b>	<b>7,904</b>

### 4 . ASIA-PACIFIC

Lagardère Publishing	133
Lagardère Travel Retail	2,049
Lagardère Sports and Entertainment	217
<b>Total</b>	<b>2,399</b>

### 5 . AFRICA

Lagardère Publishing	82
Lagardère Active	25
<b>Total</b>	<b>107</b>

# Giving meaning



**Which new vision should a company adopt? Which other missions should a company have? Which specific role should a company play in society? These have been key questions for governments and businesses in recent months and, more than ever, they resonate with Lagardère's desire to give meaning to its activities.**

Naturally, we continued our efforts in this area in 2017. The year started with a wide-ranging consultation with our internal and external stakeholders, which enabled us to identify what they expect of our Group and to respond through various initiatives.

I fully supported the creation of the LL Network, which aims to strengthen gender balance in the Group's businesses and help women gain positions with a high level of responsibility. I am confident that this network will also help to stimulate creative interaction between our divisions, as well as making us more attractive to the talented young people who will join us in future and who will be seeking to give meaning to their work.

Innovating and raising awareness of education issues are also central to our aims. To meet those aims, Hachette Livre contributed to the European investment fund Educapital and our media outlets engaged in corporate citizenship initiatives in 2017.

As part of these initiatives, Europe 1 launched its *Circuits Courts* programme about the social economy, *Le Journal du Dimanche* organised its second one-day event aimed at designing

the Europe of the future, Gulli stopped broadcasting live entertainment involving wild animals, Le Livre de Poche organised a writing competition for schoolchildren, and Lagardère Travel Retail made a commitment to stop distributing eggs from battery hens. These efforts all show that our entire Group is listening to what society has to say, and is having a positive impact in that society.

Our impact is strengthened by the ongoing investments made by our two foundations: the Jean-Luc Lagardère Foundation to support talented young people and cultural creativity, and the Elle Foundation to support the education of women and girls around the world.

To grow, create and innovate for the common good: this is the challenge that all members of our Group are striving to meet, and I am very proud of their efforts.

Arnaud Lagardère

# Objectives of the CSR policy



Lagardère group head office in Paris (France).



*“CSR issues are social value-creation issues.”*

Fourth meeting of the stakeholder panel, December 2016.

The Lagardère group's social responsibility policy is designed to address three requirements.

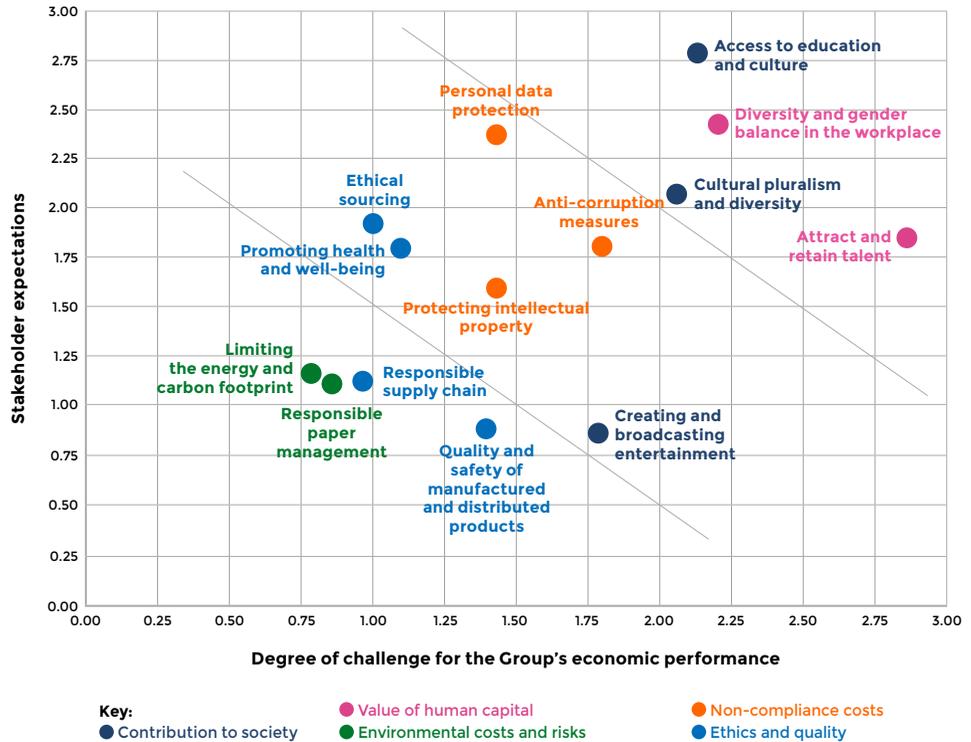
The first is that the Group needs to **respond to the increasing demands of regulators** at both national and European levels. CSR is increasingly governed by standards and legislation. Some of those rules set out obligations regarding the publication of CSR information, which at Lagardère has been verified by an independent third-party organisation for six years. Regulators are also increasingly demanding in terms of the vigilance and control processes we must adopt.

The second requirement is that the Lagardère group must **adapt its CSR approach with its development strategy**. Developments in the Group's activities - including expansion into new territories and the development of new or highly innovative activities - have a specific impact on society and so particular attention must be paid to them in terms of CSR.

The third requirement is for Lagardère to **strengthen its dialogue with its stakeholders**. That dialogue, which takes place every day in each of its divisions and has been increased by regular meetings with its panel of experts since 2015, has been enhanced by the materiality analysis that the Group carried out with all its stakeholders in 2017.

# A CSR strategy devised in collaboration with stakeholders

## The Lagardère group materiality matrix



The Lagardère group, supported by a materiality analysis carried out through a broad consultation of its stakeholders in 2017, now bases its CSR strategy on five strategic “core business” priorities and five priority action areas.

**At the core of the Group’s business activities**, the first two workforce-related priorities concern promoting diversity, equal opportunities and gender balance within teams, and strengthening employer attractiveness and talent retention. Our responses to the first two priorities include the creation of the LL Network – an internal network for promoting gender balance in our business divisions – along with the continuation of the manager training programme to combat stereotypes and new initiatives to raise managers’ awareness of digital issues.

The next two social priorities relate directly to the content produced by the Group. As part of those priorities, the primary commitments are to increase access to education, culture and entertainment, promote reading and protect youth.

Our media-related responsibilities also include promoting a wide range of ideas, freedom of expression and cultural diversity.

**Finally, responsible management of the paper cycle remains** a strategic environmental priority for Lagardère’s book and magazine publishing activities. Responsible management of digital activities – which encompasses environmental, workforce-related and social dimensions and is part of all our business activities – is also a key area of action for the whole Group.

**The other priority action areas relate to environmental responsibility**, such as fighting climate change (particularly as regards energy consumption); a responsible approach to the supply chain (where the new French law on the duty of care has major implications); and the quality, safety and ethical sourcing of content and products (mainly concerning Lagardère Travel Retail’s foodservice activities). The final part of the roadmap concerns business ethics, particularly efforts to fight corruption.



Web conference for the launch of the LL Network, November 2017 - Paris (France).

*Elle and Version Femina have signed the charter on working relations with fashion models and their well-being alongside Kering and LVMH.*

This ethical and workforce-related commitment resonates with the values of those magazines, which include respecting human rights, diversity and gender equality.



## A YEAR OF LISTENING TO AND DIALOGUING WITH SOCIETY



**ISABELLE JUPPÉ**  
Corporate Social Responsibility  
Director, Lagardère group

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

*In 2017, the Lagardère group maintained a close dialogue with all participants in society, and committed to initiatives focusing on making practical progress.*

**Firstly, we consulted** with our multiple internal and external stakeholders, which resulted in a materiality matrix that identifies their main expectations. **Next, we devised several initiatives based on our commitment** in these strategic areas, mainly those relating to our talent and social impact.

**For example, the creation of the LL Network** addresses both the need to promote gender balance in our business activities and our desire to strengthen constructive dialogue between the Group's various divisions.

**We also responded to social issues** such as animal cruelty, partly through our youth channels' decision to stop broadcasting live entertainment involving wild animals, and partly through Lagardère Travel Retail's commitment to stop distributing eggs from battery hens.

**Not to mention our efforts to raise audience awareness,** though our media, of major social issues such as gender equality and the promotion of cultural diversity and the social economy.

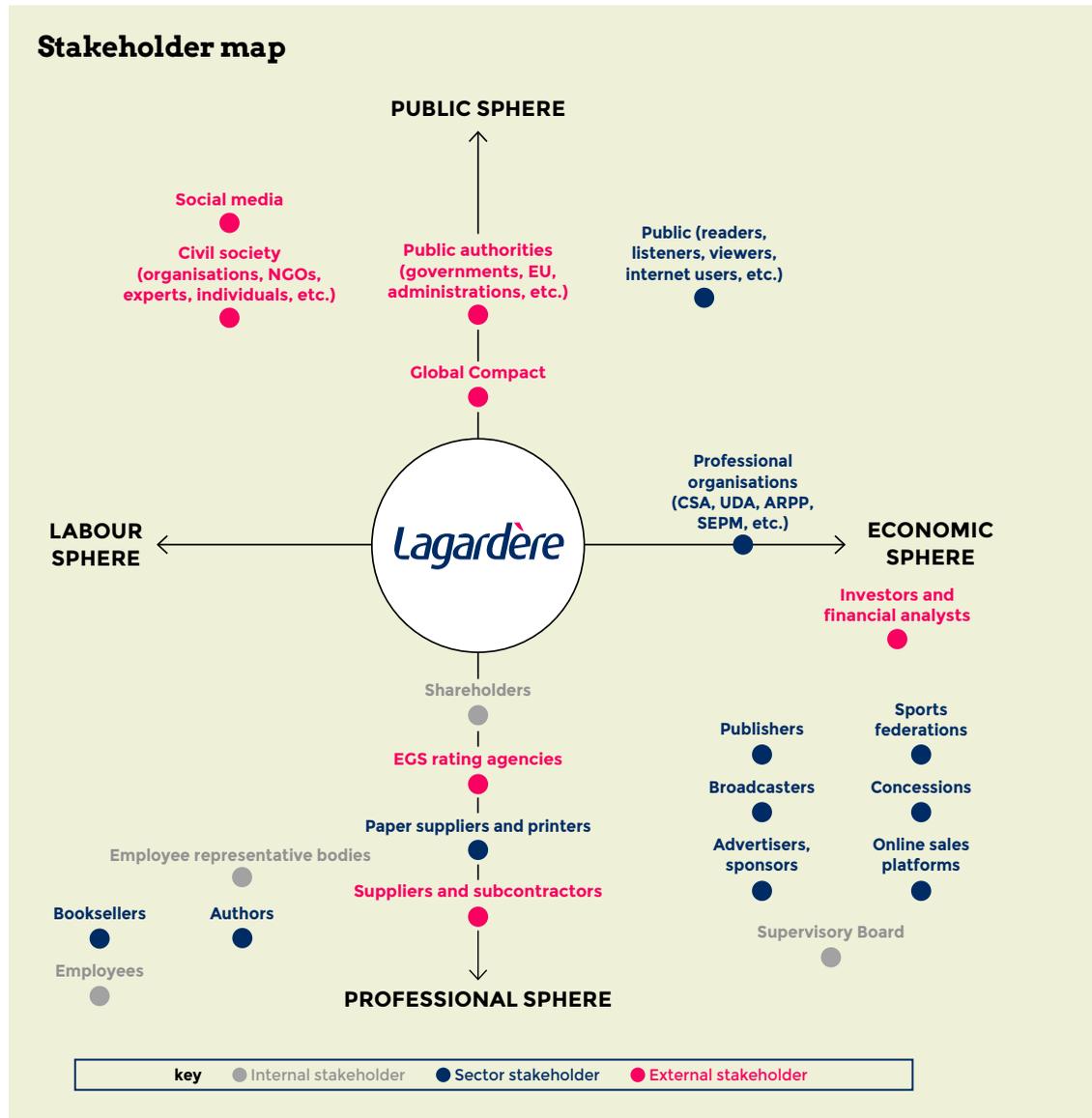
# Increasing dialogue with stakeholders

The Lagardère group's stakeholders include suppliers and advertisers, broadcasters and investors, listeners and travellers, licensors and regulators, and rights holders and sports clubs. They are increasingly numerous, involved and diverse.

Stakeholders are constantly in touch with the Lagardère group; they may affect the Group, and the Group's activities may affect them. Stakeholders may be industry-specific (such as the various professional organisations related to each of the Group's business lines), internal (since employees across all the Group's entities make up its largest stakeholder)

or external (representing various aspects of civil society, in both the public and private sectors).

After its first two years, during which it met six times, the stakeholder panel has 13 representatives who have been reappointed in 2018. They are experts in culture, travel retail, sport, digital technology, environmental responsibility and ethics, and support Lagardère's CSR efforts by offering comments, advice and criticism in a very useful and constructive way. Initiatives taken by the Group in the last few months show that we are taking into account their concerns.





## TALENT AND ARTIFICIAL INTELLIGENCE: CENTRAL THEMES FOR THE STAKEHOLDER PANEL

**THIERRY FUNCK-BRENTANO**

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

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

*In 2017, I wanted to organise two meetings of our stakeholder panel, which is made up of 13 business-line and CSR experts.*

*In the first meeting, we dealt with the theme of attracting and retaining talented staff, which I regard as a priority issue for the Group, and addressed the topics of training, innovation and engagement.*

*We discussed the Lagardère Travel Retail Academy project developed in 2017 for the division's top managers at the international level, the new version of the Innovation Awards developed*

*by the Group Innovation Network, and the Elle Foundation's commitment projects.*

*The second meeting gave rise to a stimulating debate about ethical issues related to big data and artificial intelligence. The meeting started with a Group presentation focusing on personal data protection, cybersecurity and innovation, after which one of the panel with expertise and experience in that field led a discussion about the vital issue of responsibility, which arises in relation to both risks and opportunities.*

### 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



**Stéphane Diagana**  
Business speaker,  
former high-level athlete



**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



**Laëtitia 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**  
Board member and CEO  
Succession Planning  
and Industry Practices,  
Spencer Stuart



**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

# Responsible governance



Lagardère SCA's Annual General Meeting, May 2017 – Paris (France).



Responsible governance, sometimes referred to as business ethics, results from sustainable commitments, organisational methods and practices and is the foundation of trust on which the Lagardère group CSR approach is built.

**First and foremost, it relates to the structure of Lagardère SCA** and the specific features of its legal form. It is a French limited partnership with shares which, because of its two categories of partners (General Partners and Limited Partners), is able to meet two basic requirements: the absolute separation of power between the executive body (the Managing Partners) and the supervisory body (the Supervisory Board) and the inclusion of shareholders in the supervision of the company. The independence of its Supervisory Board members – a large proportion of whom are women – and its operational methods (two special committees, one of which expanded its remit to include CSR in 2015) also promote responsible governance.

**Responsible governance also relates to the organisation of the CSR function.**

The CSR function is represented among the Lagardère group's Managing Partners by Thierry Funck-Brentano, who is also Chief Human Relations and Communications Officer. The Sustainable Development Department, which reports to Mr Funck-Brentano, co-ordinates the sustainable development steering committee (which validates the CSR strategy and promotes the sharing of best practice), engages in stakeholder dialogue and carries out annual CSR reporting.

**Finally, responsible governance involves commitment to the national and international rules** that determine the CSR policy, such as the ten principles of the Global Compact, to which the Lagardère group has been a signatory since 2003, but also to texts that set out the Group's ethical standards (such as its Code of Conduct and Responsible Procurement policy), compliance programmes applied within the workforce and strict rules on the protection of youth and advertising, for example.



**PIERRE LEROY**  
Co-Managing Partner,  
Lagardère group

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## VIGILANCE: A KEY FOCUS FOR THE APPOINTMENTS, REMUNERATION AND GOVERNANCE COMMITTEE

*Our Supervisory Board's Appointments, Remuneration and Governance Committee closely monitors the development of our CSR roadmap. I regard the committee's involvement as vital, because of our Group's particular responsibilities in this area. The committee holds regular meetings in which we discuss Lagardère's non-financial rating and several major trends. The first such trend concerns the increasing expectations of our stakeholders regarding workforce-related and social issues, such as representing diversity and gender balance in the workplace, and attracting and retaining talented*

*people in the digital era. Since this latter subject is a particularly important one for us, the committee has decided to conduct a study about millennials within our Group. The second trend concerns the increasingly strict legislative and regulatory rules regarding CSR issues, at both national and European levels. In relation to that trend, we paid particular attention to the presentation of the French law on the duty of care for parent and contracting companies, along with our Group's preparation of a CSR risk map relating to the supply chain, which is the first stage of our duty of care plan.*

### Sustainable development organisational structure



# Promoting diversity and gender balance in the workplace

The Lagardère group is more convinced than ever that diversity in its workforce stimulates creativity and therefore boosts performance. As a result, in 2017 it stepped up its efforts in the three key areas of equality between men and women, the representation of ethnic and social origins, and disabilities.

**As regards gender balance**, the main initiatives in 2017 were:

- the creation of the LL Network in November. The network has two objectives: the first is to promote gender balance in the Group's teams and particularly in divisions where there is an imbalance, such as publishing and sports, and the second is to help women gain positions of high responsibility, although female representation among the Group's executives is continuing to rise;
- the signature of gender equality agreements in several divisions, such as Lagardère Publishing, which made a commitment to increasing gender balance in all types of work, and particularly when recruiting publishing, logistics and IT staff;
- the signature of specific commitments, for example at Europe 1 which included a specific budget for reducing gender pay gaps in its mandatory annual negotiation agreement. Progress was also made in 2017 regarding female representation on the Group's radio stations.

**As regards promoting diversity of origin**, we also adopted numerous new initiatives at divisional and Group level.

For example, the Group extended its training programme regarding decisional bias linked to stereotypes – which had already been taken by divisional executive committees and an initial group of executive officers in 2015 and 2016 – to almost 100 more managers. It also continued its second analysis of recruitment procedures in order to identify new potential sources of progress, and maintained its partnership with the Nos Quartiers ont des Talents charity.

At the divisional level, Hachette UK continued to roll out its Changing the Story programme, while Hachette Livre signed a sponsorship agreement with Sciences Po to support students on "priority education agreement" programmes along with schoolchildren receiving support under the "Premier Campus" programme.

**As regards disabilities**, each division maintained the Group's various disability-oriented efforts with a large number of internal awareness-raising initiatives.

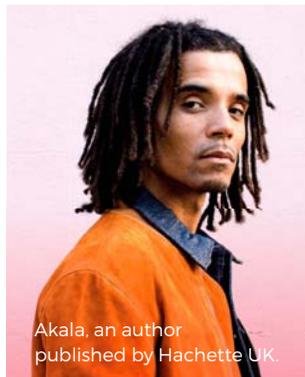


Europe 1 radio studio, Paris (France).

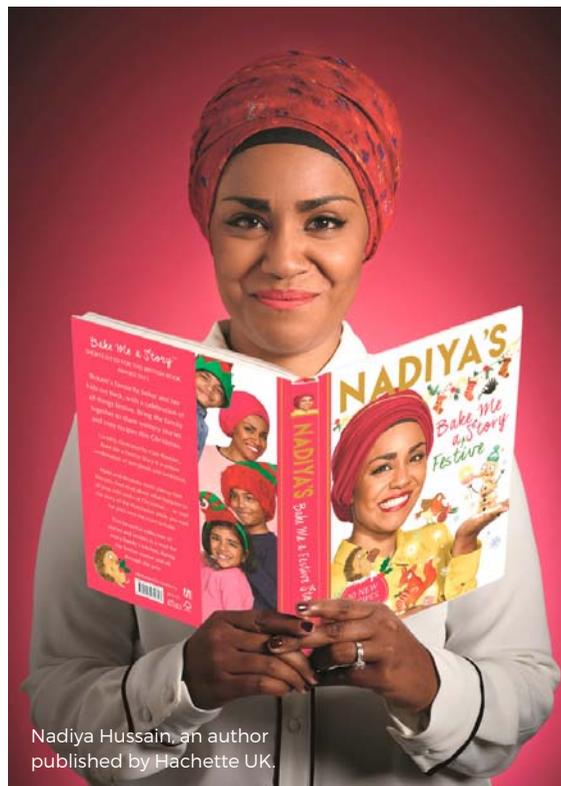


Lagardère Sports and Entertainment staff, Boulogne-Billancourt (France).

# Promoting diversity



Akala, an author published by Hachette UK.



Nadiya Hussain, an author published by Hachette UK.

## 5 internal staff networks

*representing different communities, have been created as part of Hachette UK's diversity programme.*

**Lagardère**  
PUBLISHING

## CHANGING THE STORY: HACHETTE UK BOOSTING DIVERSITY AND INCLUSION

Hachette UK set up a programme to promote diversity, called *Changing the Story*, in 2016. The programme is supported at the highest level of its hierarchy and has hundreds of members, working in order to:

- find and publish new minority authors by creating new collections of books that help to promote writers from different cultures and social backgrounds;
- attract and recruit staff and paid interns from different social and ethno-cultural backgrounds, and enable them to pursue higher education and receive accommodation grants in London;

- create a culture of integration at Hachette UK through mutual support networks for staff members, and a programme in which members of the management committee mentor talented staff of the future from minority backgrounds;
- provide two days of paid leave per year for staff to spend on community projects.

*Changing the Story* is central to Hachette UK's business strategy, and shows our deep commitment to fostering diversity and integrating all talented people, regardless of their age, beliefs, disabilities, ethno-cultural origin, gender, sexual orientation or social background.



**NICK DAVIES**

Managing Director at John Murray Press and co-ordinator of the *Changing the Story* programme

**SHARMAINE LOVEGROVE**

Publisher at Dialogue Books and co-ordinator of the *Changing the Story* programme

[www.hachette.co.uk](http://www.hachette.co.uk)

# Gender equality



LL Network debate, January 2018 – Paris (France).



After-work networking event for the LL Network, January 2018 – Paris (France).



Breakfast networking event for the LL Network, March 2018 – Paris (France).

## 43%

Percentage of women making up the Lagardère group's executives at 31/12/2017.

CSR at Lagardère in 2017-2018 / Giving meaning

## Lagardère



**BÉATRICE COURTOT**  
CSR and LL Network Adviser

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## LL NETWORK: A STAFF NETWORK FOR PROMOTING GENDER BALANCE

The LL Network ("L pour elle, L pour lui, L pour Lagardère") was launched in November 2017. It has three aims: promoting gender balance as a performance driver within business lines, encouraging women to further their careers, and stimulating the Group's creativity through interaction between members from various business lines.

It is an internal network that offers four types of activity for staff members:

- debate events that feature inspiring speakers and deal with themes such as gender balance and social innovation;
- networking events – at breakfast time or after work – that provide more information about the Group's business lines and people;

- workshops and masterclasses encouraging personal and professional development, such as the "Apprendre à oser" ("Learn to dare") workshop, which involves theatrical improvisation techniques;
- a pilot cross-divisional mentoring programme, which paired around twelve people with mentors in its first year.

The LL Network is a testbed for new ideas and, although it is in its early days, its aim is to help business lines achieve greater gender balance... and performance!

# Raising awareness of disabilities



## 23 disabled interns

taken on by Lagardère Active in 2017.



Cookery workshop organised by Lagardère Active's Disability Initiative.

**Lagardère**  
ACTIVE

## A VERY BUSY YEAR FOR THE DISABILITY INITIATIVE

2017 was a busy year for Lagardère Active's Disability Initiative. It started a new mentoring programme called *Parrain·TI* with *Arpejeh*, a non-profit organisation which supports disabled school children and college students with educational projects. The programme aims to support them throughout their educational career, and in particular offers them a 1-year work placement. Fifteen people at Lagardère Active have volunteered to be mentors and are helping their mentees to develop their career plans and networks, while finding out more about Lagardère Active's work and, in some cases, meeting their idols!

The Disability Initiative has also arranged several different disability awareness-raising initiatives for Lagardère Active staff:

- a "Vis ma vie" ("Live my life") workshop in which staff members put themselves in the position of someone with a physical disability (by using a wheelchair) or a visual disability (by trying to get around without using their sight);
- a cookery workshop led by the social enterprise *Kialatok*, in which they cooked food while putting themselves in the position of people with various disabilities.



**VÉRONIQUE GHISLERI**

Welfare and Disability Initiative Officer, Lagardère Active

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# Strengthening employer attractiveness and talent retention

With more than 56% of its staff aged under 40, the Lagardère group fosters a vision that is both inspiring and human, suited to all of its talented people, today and tomorrow.

**By enabling talented staff to undertake the training they need**, the Group gives them opportunities for continuing education and the acquisition of new skills. For example, the creation of the Lagardère Travel Retail Academy in 2017 allowed high-potential managers to take management training modules in various areas (innovation, finance, strategic marketing, leadership etc.) led by eminent teachers from Asia, North America and Europe. The Academy gives these managers opportunities to learn about the cultural context in the countries in which their division operates, and to increase their sense of belonging to an international group. As well as making these talented people more loyal to the Group, the initiative addresses the Group's need to attract high-potential and hyper-connected people, which is a key human-resource issue in the digital and artificial-intelligence era. The CDMGE Academic Challenge, which took place on 10 June 2017, once again enabled the Lagardère group to meet young graduates and show them its wide range of business activities.

The Group also intends to deal with the major changes in working relationships expected in the next few years **by promoting an environment that encourages creativity and innovation**. As part of that effort, in 2018 the Group Innovation Network (GIN) launched its Innovation Awards to recognise staff members who are leading positive

disruption and to encourage creativity among others at Lagardère. By taking part in Netexplo – an annual global digital innovation event that takes place every year – and the GIN's Innovation Forum, the Group staff kept abreast of the latest trends regarding innovation at work and ongoing changes in business practices, such as the creation of predictive retail models based on artificial intelligence, which are currently at the experimental stage.

**Finally, by supporting community engagement among its staff members**, the Lagardère group commits to and encourages social initiatives, as shown by the partnership between Paradies in the United States and the Make a Wish NGO. In France, Hachette Livre's Charitable Action Committee and the Jean-Luc Lagardère Foundation's Commitment Grants reward projects led by staff members who are personally committed to public-interest causes.

**Training, innovation and staff commitment** are therefore the three key ways in which the Lagardère group seeks to enhance its appeal as an employer and retain talent.

Lagardère group stand at the CDMGE Academic Challenge, June 2017 – Paris (France).



Commitment Grants ceremony, November 2017 – Paris (France).

# Optimising skills



Participants in the Lagardère Travel Retail Academy, January 2018 (Singapore).

**127** managers

*trained by the Lagardère Travel Retail Academy since its launch.*

**Lagardère**  
TRAVEL RETAIL

## LAGARDÈRE TRAVEL RETAIL ACADEMY: AN INTERNATIONAL ACADEMY FOR TOP MANAGERS

*The Lagardère Travel Retail Academy was set up in early 2017 and aims to develop the skills of the division's top managers and high-potential staff, bringing together participants from multiple countries for a three-day "learning expedition".*

*It organised six sessions in 2017 and is planning a further eight in 2018. They take place in Europe (Paris, Rome), North America (Atlanta) and Asia (Singapore). The training is provided by internationally renowned experts from major universities (MIT, Harvard, ESSEC, Sciences Po Paris, etc.), who teach around 15 participants with the focus on themes such as change*

*management, leadership, finance for non-financials, innovation and marketing.*

*Each training session is preceded by a day in which participants learn about the local business and carry out site visits, increasing their understanding of the markets in each region in which Lagardère Travel Retail operates. The events are an important opportunity for managers from the division's various subsidiaries to meet each other, share knowledge and learn, and it strengthens their sense of belonging within the division.*



**ISABELLE HÉRAULT**

Executive Vice President Human Resources & Communication, Lagardère Travel Retail

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

# Stimulating innovation

*“Given the businesses in which the Lagardère group operates, we must take an interest in artificial intelligence and seize the opportunities it offers.”*

Sixth meeting of the stakeholder panel, December 2017.



First Innovation Forum organised by the Group Innovation Network, July 2017 – Paris (France).



**OLIVIER SORBA**

Data Development Director,  
Group Innovation Network

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

## GROUP INNOVATION NETWORK: HELPING STAFF SEIZE OPPORTUNITIES OFFERED BY ARTIFICIAL INTELLIGENCE

*Artificial intelligence (AI) is a major technological breakthrough, leading to new products and services that are more tailored, customised and innovative. At the same time, it is raising fears about dehumanisation, job losses, technological disconnection and the risk of omnipotent algorithms taking control of our lives. While this last risk relate to a version of AI that is still in the realm of science fiction, there is already a multitude of software tools and components, often freely accessible, that are enriching users' experience and boosting productivity. In the near future, new ways of making better use of data and assets will give rise to new businesses and new opportunities.*

*The Lagardère group must play an active role in this development, and its staff must master these new individual and collective skills. The Group Innovation Network is helping to demystify AI and facilitate its adoption through technology monitoring, experimentation and ongoing formal and informal discussions with the Group's divisions. To that end, the first Innovation Meetings took place on 3 July 2017, bringing together more than 100 staff members and managers, including the Managing Partners, for a series of discussions that covered AI and other topics.*

# Encouraging community involvement



Initiative adopted by Paradies Lagardère teams in support of the Make a Wish charity (United States).

**70** charities

*suggested by staff have received support from the Hachette Livre's Charitable Action Committee in France since 2010.*

**Lagardère**  
TRAVEL RETAIL

## MAKE A WISH: LAGARDÈRE TRAVEL RETAIL'S COMMUNITY ENGAGEMENT PROJECT IN NORTH AMERICA

*Since the acquisition of Paradies, the decade-long partnership between Lagardère Travel Retail and Make a Wish has expanded into the United States. Paradies is proud to support this initiative which, though cash contributions and donations in kind, works to make dreams come true for seriously ill children, brightening their lives during difficult times. Make a Wish continues to receive the personal support of Gerry Savaria and Jeff Flowers, two key members of Paradies' executive team. Giving hope, strength and joy to sick children*

*and their families is a source of great satisfaction for the whole company. As an ambassador for this project in North America, I'm particularly pleased with how staff are getting more and more involved. In November 2017, during our annual management conference, we even told a girl that she would be going to Disney World! As well as showing our staff's community commitment, their involvement also strengthens their feeling of belonging within the company.*



**NIKKI HARLAND**  
Senior Vice President,  
Human Resources,  
Paradies Lagardère

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

# Promoting access to education, culture and entertainment

“Ensure inclusive and quality education for all and promote lifelong learning”: that is one of the 17 sustainable development goals defined by the United Nations. The Lagardère group, which produces and publishes various types of content on educational, extracurricular, literary, university and practical topics, must naturally play a role in achieving that goal.

But its commitment goes further than its activity as a publisher, and further than the work done by its foundations, such as the Elle Foundation’s constant efforts to promote access to education for girls and women around the world as a key element of helping them lead a freer life.

The Group pursues its educational mission in various ways.

**The Group is innovating**, for example through two recent initiatives:

**Hachette Livre’s involvement in Educapital**, the first European investment fund focusing on education and training, and Hatier’s launch of the *Mon coach Bescherelle* mobile app, which uses artificial intelligence.

**The Group also promotes reading and writing**. Although this may seem an obvious thing for a book publisher to do, it does valuable work in this area. In 2017, for example, Le Livre de Poche held the fourth edition of “Un camion qui livre” – an initiative in which it delivers books to readers on beaches – as well as holding

an inter-regional literary improvisation competition for secondary school children called “**Le tournoi des mots**”. The Group’s other divisions are also playing their part, such as Lagardère Travel Retail, which is encouraging people to read while travelling and also awarded the **40<sup>th</sup> Relay travelling reader prize** in 2017.

**The Group supports and protects youth**, through the vast range of youth content it publishes and distributes, but also through initiatives like Gulli’s decision to stop broadcasting live entertainment involving wild animals, taking a stand against animal cruelty.

**The Group also seeks to educate people about sustainable development**, particularly through efforts across all its media to put the spotlight on people who are transforming society.



# Access to education and culture



*Mon coach Bescherelle is a fun, innovative app, launched in November 2017 by Hatier, which aims to revolutionise the way people learn to spell.*



**Lagardère**  
PUBLISHING

## WITH EDUCAPITAL, HACHETTE LIVRE IS INVESTING IN THE INNOVATIVE EDUCATION OF TOMORROW!

*Since October 2017, Hachette Livre has been involved in Educapital, the first European investment fund focusing entirely on education and training. Hachette Livre is one of the main contributors to the fund, and its only educational publisher. With €45 million to invest, Educapital's aim is to find and support start-ups that are taking an innovative approach to education in all its forms and at all stages of life, including early-years education and lifelong learning. The fund plans to invest in around 15 companies in France and Europe, aiming to turn them into international success stories.*

*Teams from the division's main publishing houses – Hachette Éducation, Hatier, Didier, Foucher and Dunod – are involved in the project, contributing their expertise and knowledge in the educational field. Hachette Livre's involvement is bringing it closer to the digital pure-plays in which the fund is investing. It shows the Group's ambition of consolidating its leading position and being in the vanguard of innovation. It also shows the Group's strong social commitment to educating and training future generations.*



**FABRICE BAKHOUCHE**

Senior Vice President for Strategy and Development. Secretary General as of 1 July 2018, Lagardère Publishing

[www.hachette.com](http://www.hachette.com)

# Protecting and supporting youth



# 50.88%

*Proportion of programmes broadcast by Gulli in 2017 that were subtitled or specifically aimed at the deaf and hard-of-hearing (well above the 20% minimum set by the French broadcasting authority).*



**CAROLINE COCHAUX**

Deputy head of Lagardère Active's TV channels, Chairman of Gulli

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

## YOUTH CHANNELS AGAINST ANIMAL CRUELTY

*In October 2017, we announced that we would no longer broadcast live entertainment involving wild animals on any of Lagardère Active youth TV channels, and in any country in which our channels are broadcast. From now on, we will show wild animals in their natural environment.*

*Being the leading youth broadcaster is a major responsibility and, as well as entertaining our viewers, we must offer programmes that allow all children to gain a perspective on our society and on the world: programmes that arouse their curiosity and develop their critical*

*faculties, but also open their eyes to the social, environmental and animal-rights causes that we hold dear. By affirming its stance against animal cruelty, Gulli intends to raise awareness of the issue as widely as possible and help make today's children the citizens of tomorrow, with respect for the environment in which they live, by encouraging debate in their families and schools.*

*As a result of its announcement, Gulli won the animal welfare prize awarded by PETA (People for the Ethical Treatment of Animals).*

# Raising awareness of major social issues

More than  
**100**  
change  
makers

appearing on  
Europe 1's Circuits  
Courts programme  
between August and  
December 2017.



Lagardère  
ACTIVE

## CIRCUITS COURTS: EUROPE 1'S WAY OF RESTORING MEANING TO THE ECONOMY

*As the African proverb goes, "hope is the pillar of the world." But haven't we gone beyond the limits of progress? Every day on Europe 1, Maxime Switek, Anne Le Gall and Cyrielle Hariel reassure us that hope is still possible. In Circuits Courts, they discuss – in a critical but optimistic way – ideas and solutions for a better way of life. All of the topics they choose stimulate discussion. Of course, the programme asks what France will look like in future, and describes the pollution of our skies and oceans without any pseudo-intellectual waffle. But also, it looks at topics such as the organic cosmetics market, the return of neighbourhood cinemas and a feature*

*on a former advertising executive who has become a cabinetmaker. Guests on Circuits Courts have included Pedro Opeka, Matthieu Ricard, Thomas Pesquet and Arnold Schwarzenegger, but also Robert, a homeless person who has slept on the streets for the last 12 years, and Gunter Pauli, the "Steve Jobs of sustainable development". The guests' message is that we need to restore meaning to the economy, that social and community initiatives are worthwhile, and that they are contributing to those initiatives every day. Circuits Courts means action and a different type of progress. One that can give us a better way of life, right now, because hope is the pillar of the world.*



**FRÉDÉRIC SCHLESINGER**  
Deputy Chairman and Chief  
Operating Officer, Europe 1

[www.europe1.fr](http://www.europe1.fr)

# Defending a wide range of ideas and cultural diversity

**Promoting diversity is a key aspect of Lagardère's workforce-related policy, and also involves the promotion of cultural diversity as a way of enhancing performance across all divisions in all countries.**

At Lagardère Publishing, this policy of promoting diversity has resulted in the UK launch of a collection of stories by authors from diverse backgrounds, published by Little, Brown as part of the Changing the Story initiative. In the United States, Hachette Book Group has been strongly committed to this subject for a long time, and its Read Different programme promotes the values of respecting differences, education and dialogue through books that represent the diversity of their authors and characters.

**Defending freedom of expression is another major objective for the Group's publishers.** Hachette Livre is the co-founder of PEN International's Publishers Circle, and took part in a publishers' trip to Istanbul in January 2017 to demand the release of journalists imprisoned in Turkey.

Lagardère Travel Retail has multilingual teams working in several thousand stores in travel areas around the world, and promotes cultural diversity, both within those teams and in the products it sells. Wherever possible, locally produced products are given prominence and in some cases, as in Senegal, this also provides a way of helping the economic development of women.

Lagardère Active strives to promote cultural diversity, a wide range of ideas and freedom of expression across all its media. For example, it broadcast Gulli Bil Arabi in 2017 in 18 Arab countries, along with 22 countries in French-speaking Africa. It also launched a special monthly edition of *Paris Match* in Africa. Also in Africa, Lagardère Studios continued to make the *C'est la vie* TV series, using local film crews and local actors, showing its commitment to supporting African projects in all parts of the distribution chain and paying particular attention to the new generation of male and female producers who are rightfully seeking recognition in the international market.

Finally, there was the exemplary partnership between the Elle Foundation and Hachette Romans to produce *Girl Rising*, a book that is helping to promote the education of girls around the world.



My Little Pony: Equestria Girls broadcast on Gulli Bil Arabi.



# Promotion of local products



Rosalie (Senegal).

34

**Number  
of countries**  
in which Lagardère  
Travel Retail operates.



Rosalie jams in a Lagardère Travel Retail store at Dakar Blaise-Diagne international airport (Senegal).

**Lagardère**  
TRAVEL RETAIL

## IN DAKAR, LAGARDÈRE TRAVEL RETAIL IS COMBINING BUSINESS AND MEANING WITH ROSALIE

*At Blaise-Diagne international airport in Dakar, Senegal, Lagardère Travel Retail has been selling locally produced jams and other local products, helping to give economic independence to an African woman and her family. This successful example of environmental responsibility started when I was travelling to the airport, somewhere between Nguékhokh and Ngaparou. It was there that Rosalie produced her jams. She told me where she bought her fruit and the difficulties she had buying pots, labels and even the elastic bands that attach a small square of wax to the lid. After some intensive negotiations, we reached a mutually beneficial*

*agreement. Rosalie gave us the opportunity to expand our range of local craft products, displayed around a symbolic baobab tree, which gives us a greater sense of place. In return, we gave her the opportunity to improve her life as a single mother in a small, isolated village, struggling to raise her children and finish building her home. With the sudden increase in sales resulting from our agreement, she was able to hire two other women from her village to help make the jams, and became a sort of local celebrity. She is very proud to be one of our suppliers, and we are even prouder for discovering her!*



**BRUNO BOUCHACOURT**

General Manager,  
Lagardère Travel Retail Senegal

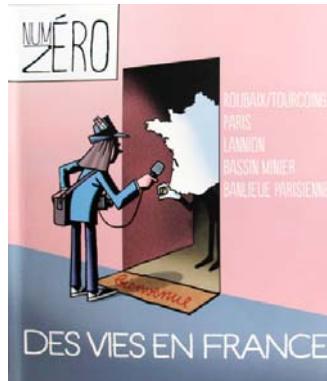
[www.lagardere-tr.com](http://www.lagardere-tr.com)

# A wide range of ideas

## 9

### African film schools

*benefiting from partnerships with the Keewu production company (Lagardère Studios).*



CSR at Lagardère in 2017-2018 / Giving meaning

**Lagardère**  
ACTIVE



**HERVÉ GATTEGNO**

Managing Editor,  
Le Journal du Dimanche

[www.lejdd.fr](http://www.lejdd.fr)

## EUROPE: A CENTRAL THEME OF DISCUSSION IN LE JOURNAL DU DIMANCHE

*Covering everything from events happening on our doorstep to the very largest topics, Le Journal du Dimanche continued to observe and describe the world as it was in 2017, in all of its aspects and all aspects of our business. In the spring, we joined forces with three renowned journalism schools to ask 63 students to go behind the scenes of the presidential election, reporting on the ordinary events that are not usually discussed with all the all the political sparring taking place. We published their articles on our website during the campaign, and the best of them were made into a special edition*

*that we distributed to executives at all major French media outlets. At the other end of the spectrum, we organised the second €.Day at Paris-Dauphine university. This is a renowned conference that attracts prestigious guests, and its aim is to promote European values in all areas. Throughout the event, political leaders and top economists, intellectuals and students discussed their visions and experiences. They all left with stars – those of the European flag – in their eyes. It was an honour for Le Journal du Dimanche to be involved in the event, and it is definitely one to be repeated!*



# Ensuring responsible paper cycle management

The Lagardère group has long led a rigorous policy of responsible paper management which applies throughout the paper life cycle. From supply to production and ending with the management of returns, Lagardère works with all its trade partners involved at every stage.

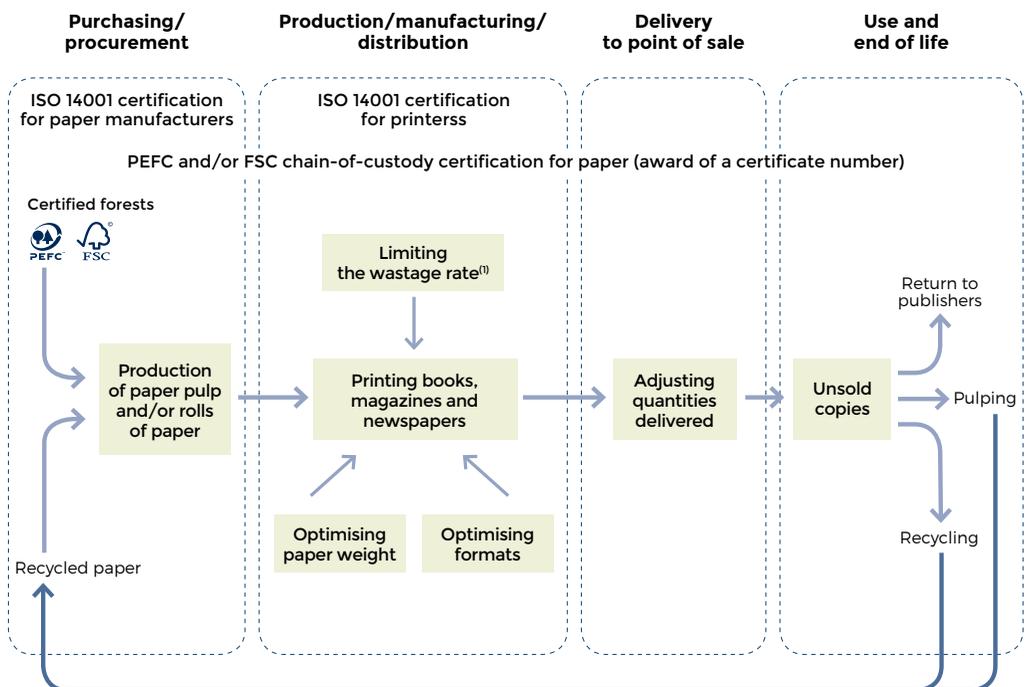
## Traceable paper purchasing

Lagardère Publishing and Lagardère Active – the two Lagardère group divisions in which paper is a key issue – are seeking to increase the proportion of certified paper (paper from sustainably managed forests) they purchase every year and to use recycled paper whenever possible. 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.

At the end of 2016, Hachette Book Group (HBC, the US subsidiary of Lagardère Publishing) launched a new programme to verify the Asian fibres that enter into the paper it purchases. Each quarter, samples of the paper used in publications distributed by HBC are tested to obtain assurance that the paper purchased from Asian markets is from suppliers that respect their environmental commitments. Over the course of 2017, this programme was progressively extended to all Lagardère Publishing entities in France, the United Kingdom and Spain. This represents a significant initiative that rounds out and reinforces the division’s policy of purchasing certified and recycled paper.

Since 2010, Lagardère Active has used a PEFC chain-of-custody certification process, enabling it to apply the PEFC logo in the credits or contents pages of its magazines. This process is subject to an annual audit by an approved external consultancy.

## The Paper Cycle



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

Print-on-demand service  
at Hachette Livre's logistics centre  
in Maurepas (France).



97%

*Percentage of  
certified or recycled  
paper bought in 2017.*



### Optimising paper consumption

Lagardère Publishing and Lagardère Active have adopted a number of initiatives to limit paper wastage during the production process. The wastage rate refers to the percentage of paper wasted during the book and magazine manufacturing process. The relevant teams within the divisions determine the best technical parameters and carry out detailed calculations of the amount of paper to be allocated to the printer. Adjusting the format of publications is another way of making book and magazine production more efficient.

At Lagardère Publishing, print-on-demand (POD) technology, which allows books to be printed on an as-needed basis, 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 enlarged in 2017.

### End-of-life management for printed materials

With regard to the circular economy (waste prevention and recycling), managing unsold printed material (books and magazines) represents the biggest environmental priority 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 amount of books in stock at all times.

At Lagardère Active, the Magazine Publishing division takes action upstream to reduce the rate of returns by optimising the number of copies of each title sent to retail outlets. Over the past twelve years, these actions have reduced its rates of returns to levels well below the average national rate.

# Strengthening our operational sustainability

The Lagardère group is **taking action against climate change**. In 2017, it made particular efforts regarding its electricity suppliers in France, as well as signing the Paris Climate Action charter. With its buildings in the Greater Paris area, the Group is well aware of its environmental responsibility and has chosen to join forces with the Mairie de Paris to achieve the targets of the “energy climate plan” in order to reduce the carbon footprint of its activities and supply chains. As a result, the Group intends to promote responsible use of natural resources, measures that eliminate any adverse impact on endangered forests, greater energy efficiency across its sites, more efficient processes and greater awareness among its business partners and consumers.

**The Lagardère group has been committed to responsible purchasing for several years already**, and continued to assess its suppliers in 2017, working with Ecovadis. In accordance with the French law on the duty of care for parent and contracting companies, the Lagardère group prepared a duty of care plan in the second half of 2017. The plan was presented in an awareness-raising meeting for all staff members concerned – lawyers, purchasers, HR managers, etc. – in the Group’s various divisions, and the first part of that plan involves working with Ecovadis to map CSR risks in our supply chain.



Duty of care workshop held at the Lagardère group head office, February 2018 – Paris (France).

**Finally, the quality, safety and ethical sourcing of content and products** are crucial for the Group, and initiatives in these areas were adopted in 2017. For example, Lagardère Travel Retail adopted a commitment to stop using eggs from battery hens by 2025, and stepped up its policy regarding hygiene, quality and food safety in all of its Foodservice activities. At Lagardère Active, Europe 1 set up an Ethics Committee to ensure the honesty, independence and plurality of the station’s news and programming, aiming to strengthen media freedom and independence and to foster media pluralism.



Hachette Livre head office, Vanves (France).

# Enhancing product traceability



Lagardère Travel Retail Foodservice store at Cairns international airport (Australia).



Lagardère Travel Retail Foodservice store at Keflavik international airport (Iceland).

*“This decision reflects our commitment to offering travellers the highest-quality products.”*

Dag Rasmussen, Chairman and Chief Executive Officer, Lagardère Travel Retail

**Lagardère**  
TRAVEL RETAIL

## LAGARDÈRE TRAVEL RETAIL COMMITTED TO ANIMAL WELFARE

*By 2025, Lagardère Travel Retail will no longer be selling any item containing eggs or egg products from battery hens, in any part of its network, which currently consists of more than 850 stores in 19 countries. That decision was the result of a close collaboration with French charity L214 and the international organisation The Humane League, with which Lagardère Travel Retail has established a relationship of mutual trust. Those organisations are committed to reducing animal cruelty, particularly by improving the conditions in which animals are raised. This important step is part of Lagardère Travel Retail's comprehensive*

*and proactive efforts in favour of sustainable development, and addresses society's growing desire to improve farm conditions for animals and product traceability. The decision produced a very positive response in the local, national and international press, in both generalist and trade publications. Lagardère Travel Retail is planning to extend its decision to other categories of sensitive food products, and is also contributing to the Lagardère group's CSR policy, in partnership with independent organisation Ecovadis, as regards assessing the environmental and social performance of its suppliers.*



**MÉLANIE GUILLDOU**  
Executive Vice President  
Foodservice Global,  
Lagardère Travel Retail

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

# Fighting climate change

**12,385**  
 Lagardère group's greenhouse gas emissions in France in tonnes of CO<sub>2</sub> equivalent.



Jean-Sébastien Guillou signing the Paris Climate Action charter, October 2017 - Paris (France).



**JEAN-SÉBASTIEN GUILLOU**  
 Deputy Director of Non-financial Information and Environmental Responsibility, Lagardère group

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

## SIGNATURE OF THE PARIS CLIMATE ACTION CHARTER

*In an official ceremony at the Mairie de Paris on 12 October, the Lagardère group signed the Paris Climate Action charter. By becoming a signatory to that charter, the Group joined more than 40 major corporations that have also committed to fighting climate change alongside the City of Paris. Since this is an issue that affects all of us, we need to rise up and show that the whole Group is taking action to limit our energy consumption and greenhouse gas emissions. By signing the charter, we want to highlight the Lagardère group's CSR approach and strategy.*

*In practical terms, the Paris Climate Action charter consists of three stages, each of which corresponds to a specific level of commitment. Those three levels of commitment are associated with a set of general objectives and specific measures. After achieving the general objectives of one level, a signatory can progress to the next level of commitment. By signing the charter, the Group is once again showing its dedication to fighting climate change. Above all, we are showing that we are taking part in the joint effort to reduce the Paris region's carbon footprint.*

# Reducing the Group's environmental footprint

247  
GWh

Lagardère  
group  
worldwide  
electricity  
consumption.



Hachette Livre head office,  
Vanves (France).

**Lagardère**

## THE LAGARDÈRE GROUP SWITCHES TO GREEN ELECTRICITY IN FRANCE

*As part of its policy of reducing its environmental footprint, the Lagardère group has switched to green electricity for all electricity supply contracts under its control in France. Since 1 November 2017, our electricity has come from hydroelectric, wind, solar and biomass sources.*

*In practical terms, for each kWh consumed by Lagardère, our supplier injects one kWh of green electricity into the national grid.*

*To give an idea of our contribution to the national energy transition effort, to produce the 40 GWh of electricity*

*we consume each year, it would take one nuclear reactor two days, the Flamanville plant 18 hours or all French nuclear plants combined one hour.*

*Since green energy is more expensive than standard electricity, we took advantage of improved terms obtained in the most recent tender process to absorb the additional cost without any pain.*

*We will definitely be extending this approach to the other geographical areas in which the Group operates, while naturally taking account of local generation sources.*



**ARNAUD DE LAMEZAN**

Group Purchasing  
and Real Estate Director,  
Lagardère group

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

# Fulfilling compliance obligations

As well as voluntary initiatives that companies choose to take regarding workforce-related, social and environmental matters, CSR issues are increasingly governed by texts, regulations and laws, at both the national and European levels. For example, there is the European directive on non-financial reporting and the French law on the duty of care for parent and contracting companies.

Two of the Lagardère group's material areas of responsibility in particular are governed by increasingly strict texts. The first relates to the exponential growth in data and concerns the protection of personal data and cybersecurity, and the second relates to the fight against corruption.

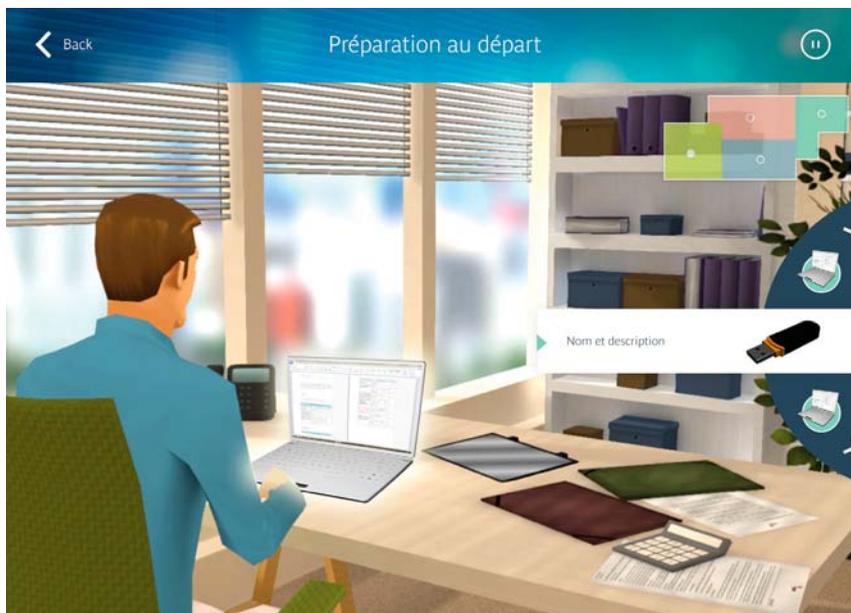
## Data protection and cybersecurity

To prepare for the European General Data Protection Regulation, which is due to come into force on 25 May 2018, the Group has set up a programme, led by the Group Data Protection Officer (appointed in late 2016), the Group Chief Information Security Officer and the Group Compliance Department

As part of the programme:

- the divisions are setting up a network of correspondents for the Group Data Protection Officer;

*Keep an eye out*: an online serious game for Lagardère group staff, dealing with digital security.

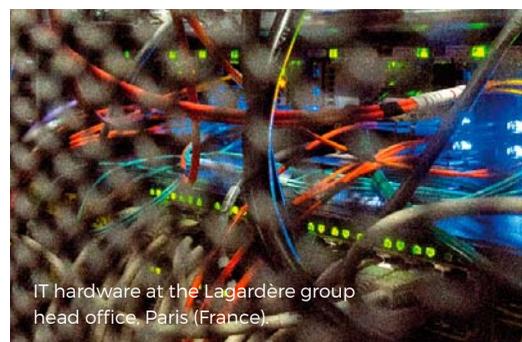


- Group Corporate is disseminating support documents and an IT tool to compile a list of the ways in which personal data are processed and protected;
- efforts are being made to raise staff awareness.

## Fighting corruption

The anti-corruption programme is a global system that meets the highest standards in this field, along with all regulations in force in the countries in which the Group operates. In 2017, the Group's anti-corruption policy and the procedures that supplement it were updated to take account France's act of 9 December 2016 (the "Sapin 2" act).

One of the procedures relates to contracts with third parties, requiring checks to be performed on potential partners before a contract is formed. In 2017, those checks were stepped up. In addition, training is organised for the most exposed staff members at all levels of the Group.



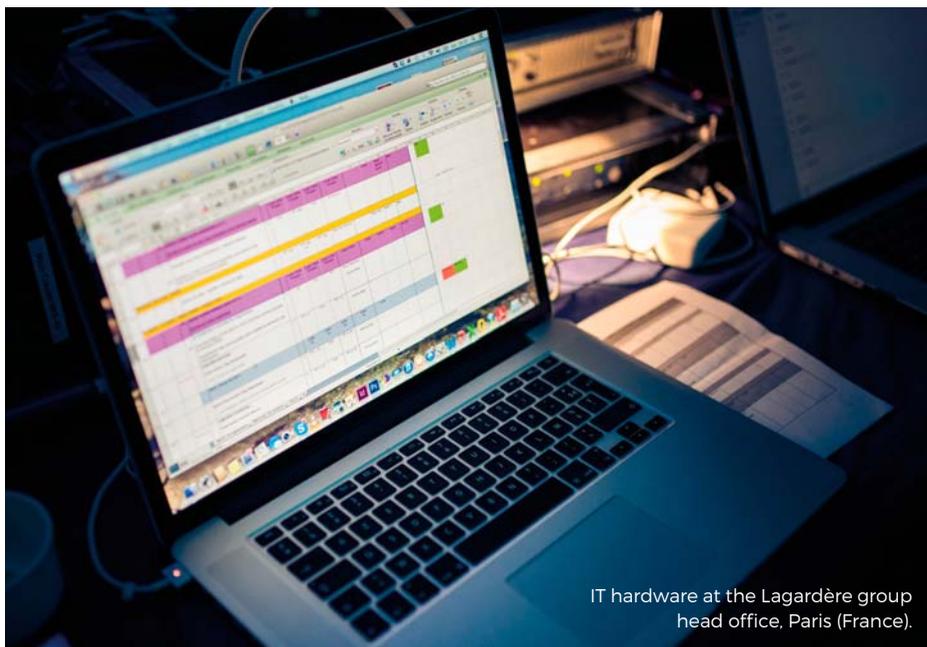
IT hardware at the Lagardère group head office, Paris (France)

# Fighting piracy

**71%** of companies

say that they are seeing an increase in cyberattacks against them.

Source: "Enjeux Cyber 2018", Deloitte.



IT hardware at the Lagardère group head office, Paris (France).

**Lagardère**

## A TWO-PRONGED CYBERGOVERNANCE APPROACH

*At a time when global cyberattacks are on the increase and regulations are getting tougher, our ongoing analysis of cyber-events is helping us to make regular adjustments and improvements to our cybergovernance. Our method for measuring IT risk is now fully aligned with the Group's risk map: of the 40 major risks identified by the Group, 11 relate to cybersecurity. As a result, by working with the Risk and Internal Control Department, the Group IT Department can adjust the shared tools it deploys. Our methods now cross-reference each IT risk check with the Group*

*risk map, which gives the person managing the business being analysed an overview of the main risks and gives the IT team a clear idea of where those risks originated.*

*The system is supplemented by regular discussions with executives and our correspondents.*

*We are also connected to various external networks aimed at fostering innovation in the cybersecurity field, and we are constantly looking for technologies that will help us to increase efficiency and simplify our processes.*



**THIERRY AUGER**

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

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

# Foundations' commitments

**16**  
**recipients**  
**of grants**

*from the Jean-Luc Lagardère Foundation won awards in 2017.*



Pierre Leroy with 2017 grant recipients, January 2018 – Paris (France).



Arab Literature Prize award ceremony, October 2017 – Paris (France).

## **Jean-Luc Lagardère Foundation: encouraging young talent and fostering cultural diversity**

The Jean-Luc Lagardère Foundation is the leading sponsor of creativity among young French-speakers, and in 2017 it awarded eleven grants (and a special prize) to talented young people presenting bold, innovative projects in the cultural and media fields. Since 1989, the Foundation has supported 288 creative young people, who are working every day to help promote culture in all its forms. Those receiving grants have become involved in some of the Foundation's other programmes, such as the Villa Medici, which again welcomed three grant recipients for a one-month stay in 2017.

The Foundation, fully committed to promoting cultural diversity, forged closer links with the Institut du Monde Arabe (IMA). Following on from the literature prize founded by the two institutions, 2017 saw the start of a new monthly event hosted by the IMA to help people discover – or rediscover – the wealth of Arabic

literature, which is often denied the exposure it deserves.

The Foundation continued to support the Divertimento orchestra led by Zahia Ziouani and its academy, which are enabling several hundred young people to discover symphonic orchestra music.

In 2017, the Foundation also celebrated the tenth anniversary of its programme to help high-level athletes prepare for their subsequent careers, which it started in conjunction with Sciences Po and which encourages athletes to succeed and achieve new goals.

Finally, for several years now, the Foundation has encouraged Group employees to get involved in community projects. Accordingly, three Commitment Grants were made to charities supported by employees in 2017.

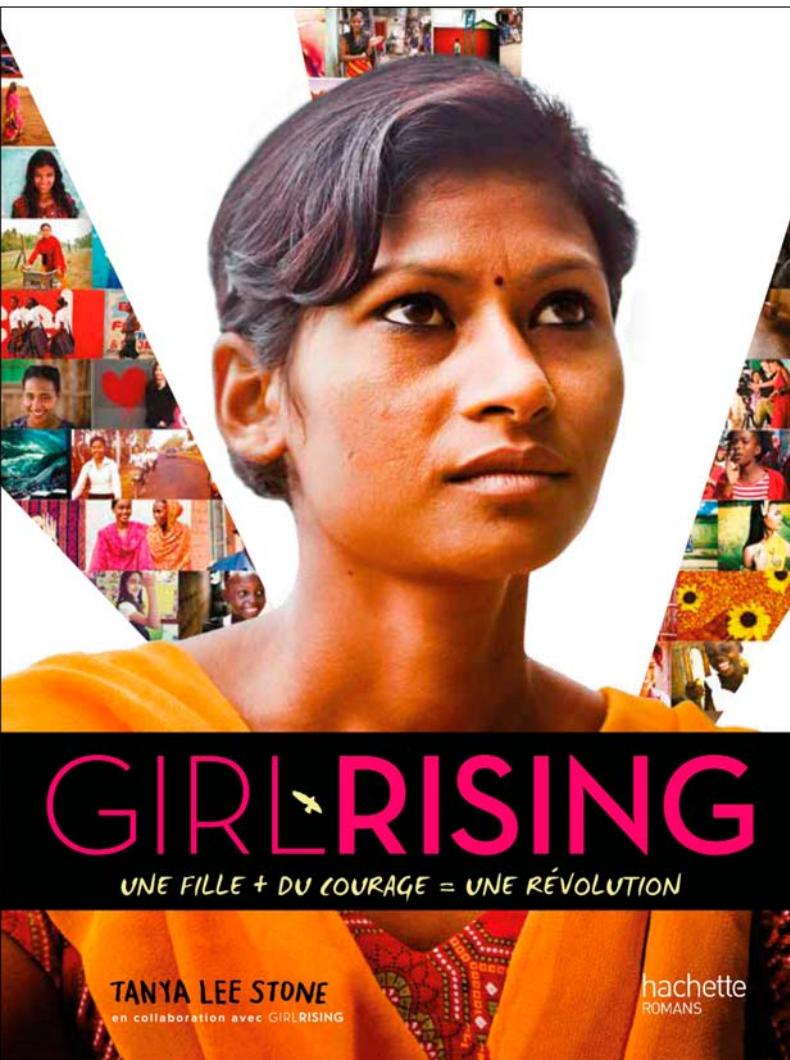
## Elle Foundation: supporting women's education around the world

In 2017, the Elle Foundation continued its commitment to helping women lead freer lives and achieve economic independence, by supporting 20 projects in France and worldwide. The Foundation works in 30 countries via its partner charities. In France, it works in particular with École de la Deuxième Chance, Elle Solidarité Mode and En Avant Toutes!. Outside France, for example in Iraq, it works with the EliseCare NGO to support Yazidi women; in the Democratic Republic of the Congo, it works with Dr Denis Mukwege and the Panzi charity; and in Morocco, it works with the Béatrice Schönberg Foundation.

Innovation and new technologies are also central to the Elle Foundation's strategy. That is shown by the Moteur! and RFI Challenge App Afrique projects that it supported in 2017.

The Foundation developed exciting partnerships with other divisions of the Lagardère group in 2017. For example, it joined forces with Hachette Romans (subsidiary of Lagardère Publishing) to publish *Girl Rising*, whose preface was written by Karine Guldemann, the Foundation's Executive Manager. The Foundation also worked alongside Imagissime (a Lagardère Studios company) on the second season of "ELLES ont toutes une histoire" for France Télévisions. The season consisted of eleven 90-second episodes dealing with sexism in the workplace. These short films were seen by more than 16 million viewers.

Finally, more than 300 employees are involved in the Foundation's various projects. Those projects include Elle Foundation Masterclasses, which are afternoon training sessions for charities, in which Lagardère Active staff give insights into their areas of expertise, such as communication, digital campaigns, social media and website design.



**85**  
projects

*have been carried out in 30 countries since the Elle Foundation was set up in 2004.*

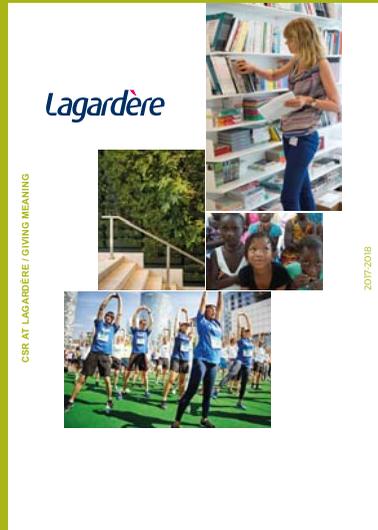
# Table of indicators



Participants at the Lagardère group integration day, June 2017 – Paris (France).

	2017	2016	2015
Percentage of the Group's executives who are women	43%	42%	39%
Number of employees (male and female) who are members of the LL Network	270	-	-
Number of hours of programmes with an anti-obesity message broadcast by the youth channels in France during the year	505	553	536
Number of Audiolib titles	623	531	458
Percentage of paper (books and magazines) from certified sources (sustainably managed forests)	87	93	91
Percentage of paper from recycled sources	10	5	5
Greenhouse gas emissions (in g of CO <sub>2</sub> equivalent) per euro of revenue in France	5.48	5.46	4.77
Number of responsible supplier charters active at the end of the year within the Group	409	378	248
Number of Group suppliers evaluated by the Ecovadis platform	288	238	164

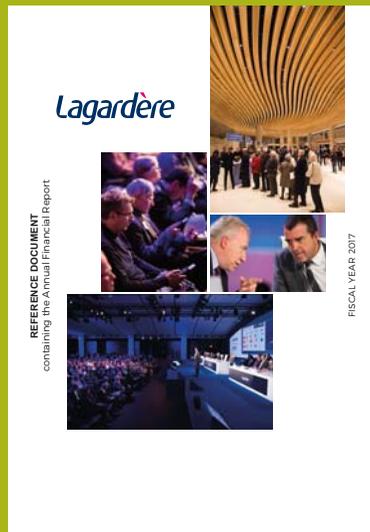
# Publications



**CSR at Lagardère  
in 2017-2018**



**2017-2018 Milestones**  
Corporate Brochure



**Reference Document**  
containing the Annual Financial  
Report – Fiscal Year 2017



**USB key**  
containing these publications  
in English and French

These publications are also  
available in French.

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

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Avec Ecofolio  
tous les papiers  
se recyclent.