



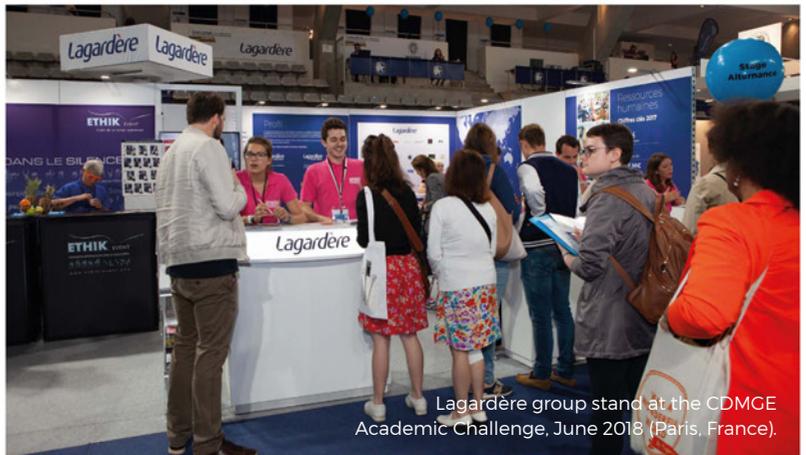
Lagardère

**CSR AT
LAGARDÈRE
GIVING MEANING
2018-2019**





First LL Network annual day,
June 2018 (Paris, France).



Lagardère group stand at the CDMGE
Academic Challenge, June 2018 (Paris, France).

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Giving meaning

Although social responsibility has long been part of corporate life, three fundamental movements have combined this year to give our Group's responsibility a new boost.

Firstly, the current transformation of our Group, which will refocus on two meaningful activities – Books and Travel Retail – in which it is a world market leader, and develop some of these new activities, such as foodservice, while also establishing its presence in new regions such as Africa.

Secondly, the introduction of new regulatory requirements in France and across Europe, such as the EU regulation on personal data protection and laws concerning duty of care, fighting corruption and safe and sustainable food.

Thirdly, the growing expectations of the wider community in terms of transparency, dialogue and action concerning key aspects of CSR, such as gender balance, adapting to new digital challenges such as artificial intelligence, and even concerns to do with the environment such as preventing animal suffering and food waste.

Our Group intends to respond to regulatory requirements by rolling out awareness-raising programmes and procedures, as well as to social expectations, while also beginning its own internal reinvention. Its responsibility is based on three main priorities: placing people at the heart of its strategy, supporting and anticipating social and environmental change, and ensuring ethical and responsible corporate governance.

Placing people at the heart of our Group's strategy means primarily the talented women and men who work for it. We need to support them in developing their skills, looking for meaning and their quest for innovation. But this also means all our audiences and consumers who read, listen to and buy or consume our products at railway stations and airports, with whom we need to share our commitments in terms of education, environmental responsibility and diversity.

We have made new commitments with regards to gender balance. I have signed up to the UN's Women's Empowerment Principles and our Group also participated in a collective company project to launch the #StOpE initiative to combat so-called "ordinary" sexism.

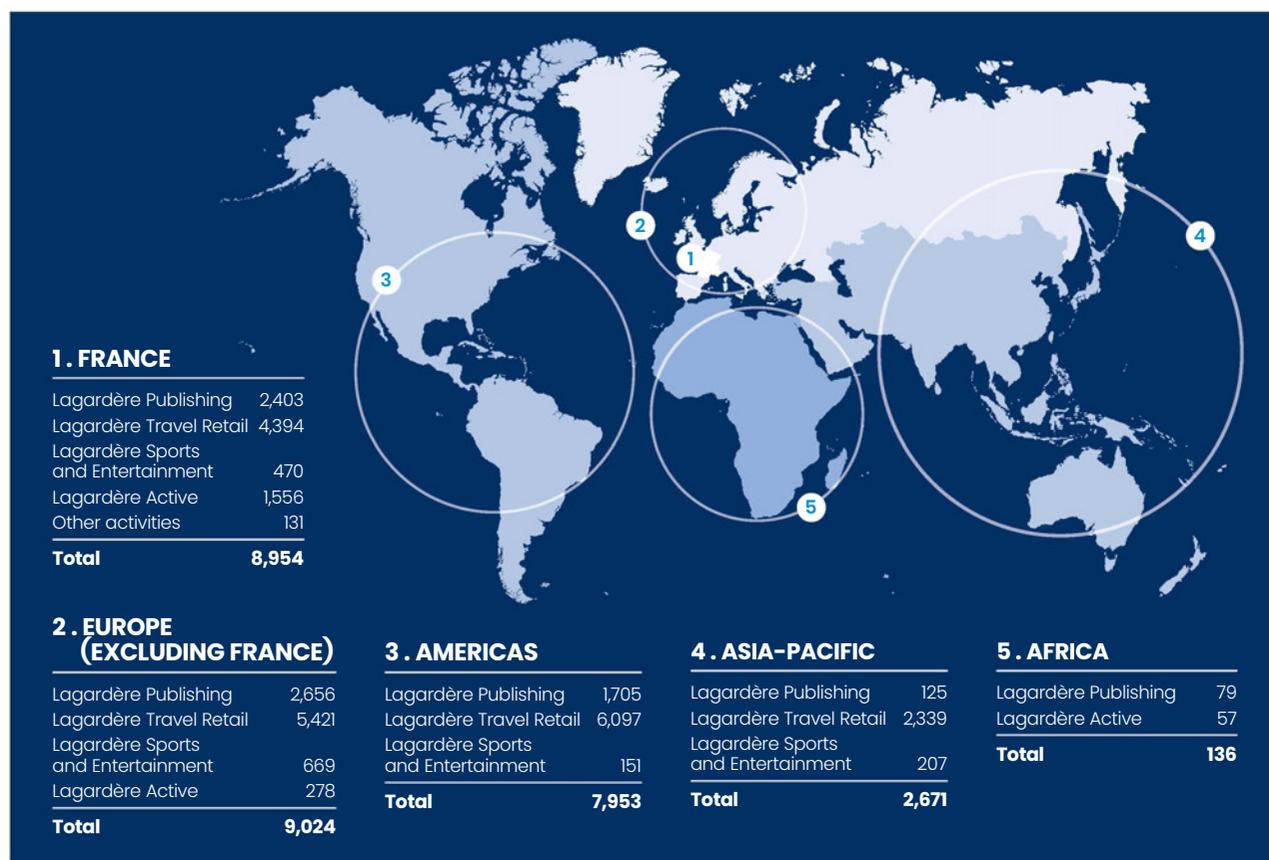
Lastly, the activities offered by the LL Network have also helped to raise awareness among our employees about equality while also giving them the opportunity to get involved in current social changes.

At a time when our Group is entering a new chapter in its history, I firmly believe that all these priorities are part of the company's *raison d'être*.

Arnaud Lagardère

Group profile

Workforce by geographic area at 31 December 2018



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, as at 31 December 2018, the Group had four business divisions:

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

Lagardère Travel Retail, which develops retail activities in travel areas and concessions focusing on the three business segments: Travel Essentials, Duty Free & Fashion and Foodservice.

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.

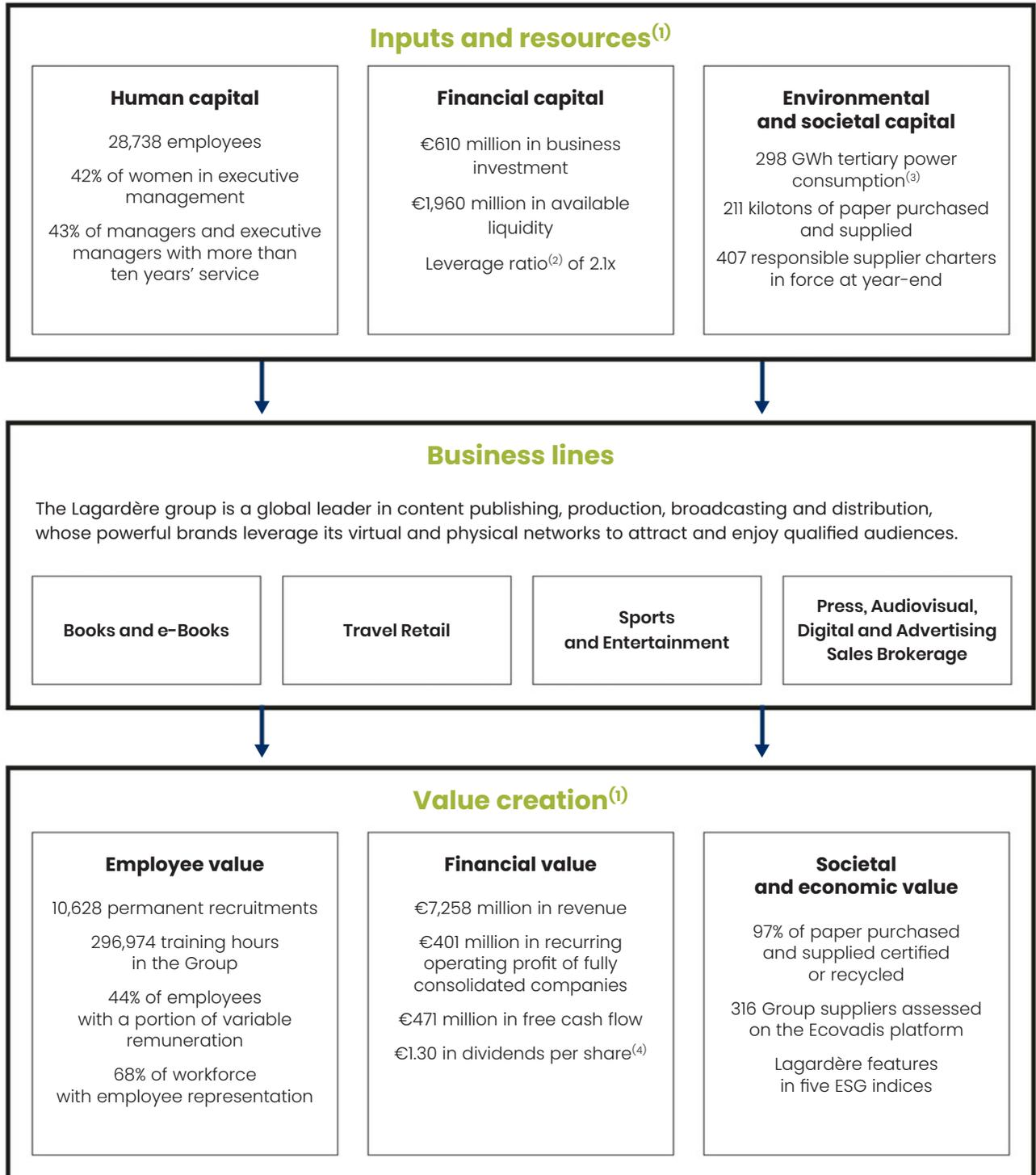
Lagardère Active, which contains the Group's Press, Audiovisual (Radio, Television, Audiovisual Production), Digital and Advertising Sales Brokerage activities.

As part of the Group's strategic refocusing on Lagardère Publishing and Lagardère Travel Retail initiated in the first half of 2018, a plan to divest media assets is underway within Lagardère Active (excluding Europe 1, Virgin Radio, RFM, *Paris Match*, *Le Journal du Dimanche*, advertising sales brokerage and licence management for Elle). Furthermore, at the end of 2018, the Group confirmed that it had begun the disposal process for Lagardère Sports.

In 2018, the Lagardère group generated revenue of **€7,258 million** and had **28,738** permanent employees.

Business model

A sustainable value creation model



(1) Data at 31 December 2018.

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

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

(4) Dividend submitted for approval to the General Meeting to be held on 10 May 2019.

Strategy and objectives of CSR policy

The development of the Lagardère group's CSR policy has been gradually adapted to the scope and specific nature of its activities, as well as its surrounding social environment.

This is characterised by two major trends that have only gained momentum over the last few years:

- a growing framework of CSR standards at EU, national and international level;
- increasing expectations among citizens as regards society, characterised by both more stringent demands in terms of gender balance and growing environmental awareness and the search for meaning, as well as demand for dialogue and listening to stakeholders.

On the back of these trends, Lagardère's CSR strategy is based on three core pillars.

The first is placing people at the heart of the Group's strategy. This concerns both the Group's human resources (with priorities concerning gender balance, diversity and

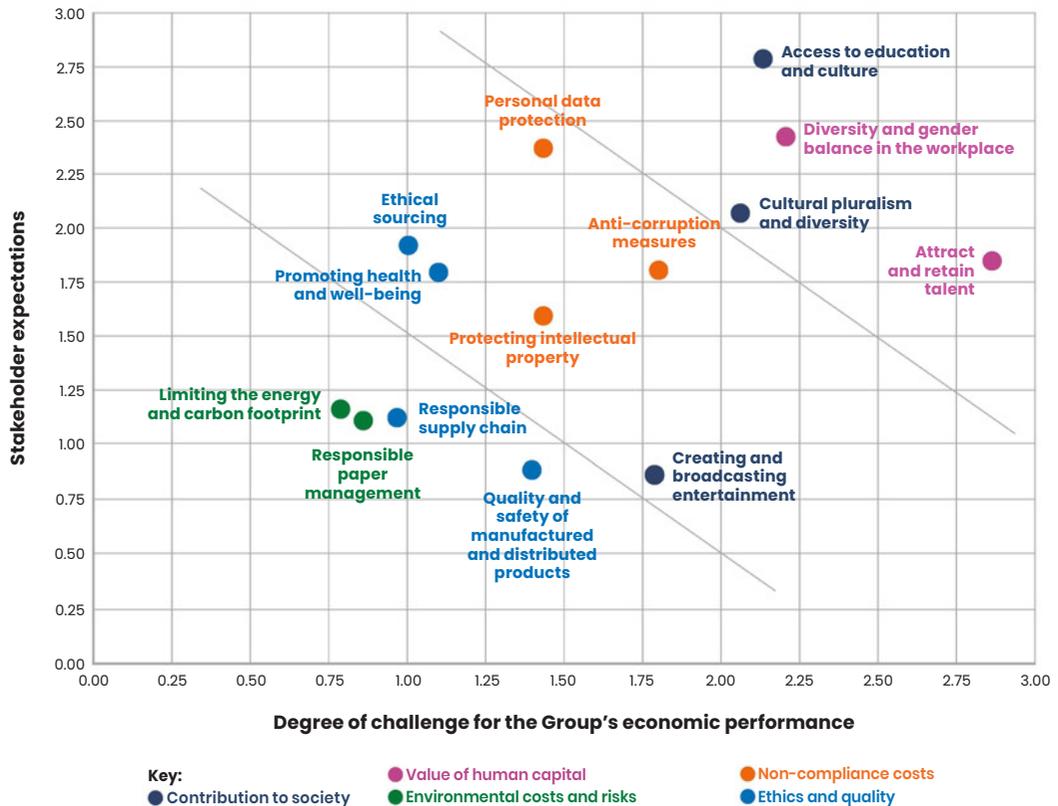
attracting talent) and human rights, in other words its role in society. These priorities are also related to access to education and culture in view of Lagardère's specific activities.

The second is centred around environmental responsibility and takes the form of three actions, taking account of the Group's activities: fighting climate change; responsible paper management (relating to publishing activities) and sustainable food (in relation to foodservice activities at transportation areas).

Lastly, the third pillar relates to ethical and responsible corporate governance, which underpins the entire CSR strategy and entails both compliance (such as fighting corruption, duty of care and data protection) and the Group's corporate governance more generally.

Lagardère's CSR strategy is based on ongoing dialogue with its stakeholders within the framework of a major consultation carried out in 2017, in addition to analysis of non-financial risks and opportunities in 2018.

The Lagardère group materiality matrix



In March 2019, a total of 18 media outlets – including Europe 1 and Lagardère Studios – signed up to the Code of conduct against sexual harassment and sexist behaviour launched by the “Pour les femmes dans les médias” (“For Women in the Media”) association.



First LL Network annual day, June 2018 (Paris, France).



ISABELLE JUPPÉ
Corporate Social Responsibility Director,
Lagardère group



A year of gender balance and environmental responsibility

2018 allowed Lagardère to further the commitments made the previous year concerning its main priorities, while also stepping up its vigilance and risk analysis in keeping with applicable legislative and regulatory requirements.

The rollout of the LL Network has helped to support a number of the Group’s commitments to encourage gender balance (in particular with the signing of the WEPs) and fight so-called “ordinary” sexism in the workplace (in particular by becoming part of the #StOpE initiative) or even the place of women in the digital universe (with the partnership with Digital Ladies & Allies).

2018 was a particularly eventful year, driven by the LL Network promoting gender balance. The success of the pilot mentorship programme has allowed for

the launch of a new programme in 2019, also open to men. Conferences allowed employees to hear from charismatic figures (such as conductor Zahia Ziouani) or address issues relating to innovation, such as the transformation of managers in the time of artificial intelligence. Various workshops and networking events allowed for a few exploratory themes to be tried out, such as coding lessons.

Increasing awareness about environmental responsibility and issues such as climate change, fighting food waste and animal suffering, or sustainable innovation, was also conveyed by various content rolled out by the Group across a variety of media and networks.

www.lagardere.com

Priority 1

Placing people at the heart of the Group's strategy

The Lagardère group's talent is its greatest strength and the diversity of its staff, as a reflection of society, is the best guarantee of creativity. **Promoting diversity and balance in the workplace** is the Group's main commitment, which takes the form of fighting discrimination, promoting equality between women and men and raising awareness about disability.

Lagardère has identified three recurring actions to fight discrimination:

- **regular assessment** of the situation at its various entities, by means of diagnostics of recruitment procedures in order to test applicant selection criteria. A third diagnosis will be launched in 2019;
- **training in decisional bias** linked to stereotypes concerning the managers of different divisions after all of the Group's human resources teams underwent training themselves;
- **partnerships with various organisations**, such as Nos quartiers ont des talents at the level of the Group and Hachette Livre, which has also signed a partnership agreement with Sciences Po to support students by means of the *Conventions Éducation Prioritaire* programme.

The issue of gender balance saw a particularly high number of initiatives in 2018. In terms of commitment, the Group signed up to the WEPs (Women's Empowerment Principles) and has joined forces with 29 other companies to launch the #StOpE initiative to combat so-called "ordinary" sexism in the workplace.

The launch in 2018 of the LL Network to promote gender balance and equality at work, which had more than 450 members (one-quarter of whom are men) at the start of 2019, allowed for the rollout of a cross-mentoring programme between divisions, as well as a number of workshops to support women in their career progression. The LL Network, which also aims to encourage constructive dialogue between business lines, is also a way of making the Group more attractive and retaining talent, by offering debates and meaningful actions for the new generation.

In addition to the LL Network, **employer attractiveness and talent retention** – as demonstrated by Duty Free Global's steady progress in the Great Place to Work survey at Lagardère Travel Retail – is also based on compensation and training programmes, as well as **support for charitable initiatives** at Group level or within divisions.

Lastly, this relies on the Lagardère group's ability to **stimulate capacity for innovation** among the talented staff who join it. This has been given a boost by the Group Innovation Network, which in 2018 organised the Innovation Awards, including for the first time a prize for picking up after a failure. Meanwhile, Lagardère Travel Retail has created a network of around 30 Innovation Boosters in 14 countries, while the Hachette Innovation Programme has supported companies coming up with innovative ideas suitable for the publishing value chain.

Over
450
members
have joined
the LL Network
in one year.



After-work event organised by the LL Network, October 2018 (Paris, France).



Networking breakfast organised by the LL Network, May 2018 (Paris, France).



"Trophées de l'Avenir Europe 1" award ceremony, February 2019 (Paris, France).

700
audiobooks
are published
each year by Hachette
Book Group in the
United States.

Placing people at the heart of the Group's strategy is also a matter of social responsibility, which consists in this case of promoting access to education, culture and entertainment, and defending freedom of expression, cultural diversity and pluralism of content.

Access to education goes well beyond the educational content published and distributed by Lagardère Publishing (Hachette, Hatier etc.) and targeted at the youth market. It also goes beyond the tens of thousands of works published each year by the Group's publishing houses (in particular Le Livre de Poche), which are an amazing way of **promoting and democratising reading**.

The involvement of Europe 1 and Gulli during the Press and Media Week at School is a good example of **education in the media**. In 2018, students were told about the phenomenon of fake news. Gulli has also launched a video campaign called "*Fais Gaffe!*" ("Watch out!") with Youtubers in order to warn children about abuses and the dangers of the internet.

But education also means **raising awareness of major social issues** by means of content. The performance of Lagardère's Publishing activities depends above all on the diversity of works published and the pluralism of ideas

conveyed. The Group's responsibility is therefore to give readers the keys to understanding the main issues of the world. In 2018, Hachette Livre acquired publishing house La Plage, which publishes authors in the fields of ecology and meaningful subjects, thereby increasing the diversity of Hachette Collections while also allowing La Plage to disseminate **its authors' environmentally-friendly message** more widely.

Furthermore, the organisation by Europe 1 of the latest "Trophées de l'Avenir" awards, in association with daily programme *La France bouge*, allowed the radio station, which gives people with differing opinions the chance to speak, to assert its **commitment to all forms of social and environmentally-friendly innovation** permeating society today.

Defending freedom of expression, in particular with Hachette Livre's unflinching commitment to the PEN club, remains the main marker of this responsibility. In addition, while Relay joins forces each year with Reporters Without Borders to distribute profits from the sales of their album to the NGO, Lagardère Travel Retail also expresses its commitment to **freedom of expression**.

Gender balance



Christian Guet signs the #StOpE initiative. December 2018 (Paris, France).



CHRISTIAN GUET
Deputy Human Relations Director,
Lagardère group

Lagardère

The Group is committed to fighting sexism

Within the Lagardère group, where more than 60% of employees are women, the main challenge to be addressed – in addition to that of wage equality, governed by new legal requirements – is that of giving women access to positions of greater responsibility. But there is another more fundamental issue that determines all future progress, that of combating the so-called “ordinary” sexism that occurs at all companies. This fight needs to be widespread on a day-to-day basis so that women are able to evolve and progress in business with peace of mind.

After signing up to the UN’s WEPs (Women’s Empowerment Principles) in May 2018, in connection with the Global Compact, which it has been a member of since 2003, the Lagardère group is proud

to have joined forces at the end of 2018 with 29 other companies as part of the #StOpE initiative against so-called “ordinary” sexism in the workplace, making a commitment to take concrete actions and raise awareness about sanctions in order to identify and effectively fight this problem.

Of the eight areas for action identified by #StOpE, Lagardère will begin in the first half of 2019 by training all of the Group’s human resources staff in how to identify sexist behaviour, react to such behaviour and support employees who are victims or perpetrators. The Group will then help its divisions to think about how to roll out tools to raise awareness among all employees.

www.lagardere.com

Promoting gender balance



First LL Network annual day,
June 2018 (Paris, France).

32
mentor/
mentoree pairs
in 2018 and 2019
within the LL Network.



GILDAS BOUTEILLER

Chief Information Officer,
Lagardère Sports
and Entertainment



VIRGINIE HERT

Head of New Products and University
and Professional division,
Lagardère Publishing

Lagardère

Mentoring: promising pilot programme for the LL Network

The mentoring programme launched in 2018 by the LL Network puts someone in the middle of their career development and looking for help in how to progress in touch with a more experienced manager from another division wanting to share their experience and skills.

After a year of extensive exchanges, Gildas and Virginie – one of the 14 pairs in the pilot programme – are delighted with their experience. Having progressed professionally and personally thanks to the informed advice of a mentor at the start of his career, Gildas wanted to be able to share his experience with someone else.

Thanks to his support and valuable advice, Virginie has managed to take more of a step back and launch

new projects, enjoying “everyday little successes after adopting certain team management practices”.

As mentor, Gildas has also benefited from Virginie’s viewpoint, which has allowed him to “put how he looks at certain subjects into perspective and take a step back from the automated way of doing things”. It was also a way for him to “invest more in the Lagardère group and move outside his scope of responsibility”.

These enriching exchanges will not stop there, as Virginie and Gildas want to continue with their meetings. Gildas is also willing to take part in the 2019 mentoring programme, which will also be open to men.

www.lagardere.com

Raising awareness about disability



Mattia with Lagardère Travel Retail employees, Venice airport (Italy).

Beating Noma: Lagardère Studios is continuing with its efforts to fight the disease that affects over 140,000 children per year, mainly in Africa.



ANDREA ARRIGHI

Vice-President Human Resources and Organisation, Lagardère Travel Retail Italy



Disability: Lagardère Travel Retail makes a commitment to young people in Italy

CSR has always been a priority for Lagardère Travel Retail Italy.

Since 2018, a nationwide programme has been in place with AIPD (Associazione Italiana Persone Down) with the aim of including young people with Down's syndrome (trisomy 21) in the company's teams by offering them internships in our stores and restaurants.

As part of this partnership, we have had the pleasure of receiving two young interns this year: Ilaria, in our Aelia Duty Free store at Rome-Fiumicino airport, and Mattia, in our Emporio del Grano restaurant at Venice airport.

In order to prepare for their arrival and raise staff awareness, online and classroom-based training sessions were offered to managers and their teams.

At the end of her trial period, Lagardère Travel Retail extended Ilaria's internship. Meanwhile, Mattia was hired on an apprenticeship contract. He is now Assistant Chef in our restaurant.

In addition to this partnership, Lagardère Travel Retail Italy supports research into cancer treatment, collecting donations at its stores to the Fondazione Umberto Veronesi.

We also support Bambin Gesù hospital in Rome, funding the purchase and maintenance of two home-care equipped vehicles for children with serious diseases.

www.lagardere-tr.com

Strengthening employer attractiveness and talent retention



Employees at the Hachette Livre head office (Vanves, France).

56%
of employees
at the Lagardère group
are aged under 40.



ALEXIS RÉROLLE
Senior Vice-President, Human
Resources, Hachette Livre



Hachette Livre: bespoke training for recruiting managers

While Hachette Livre recruits more than 800 employees each year in France of varying status (permanent, temporary, apprentices, interns), the priority of strengthening employer attractiveness and talent retention is more crucial than ever for our division, whose performance depends largely on the quality of its human resources.

Promoting a diverse range of backgrounds (age, sex, ethnic or social origin) is also a strategic challenge as talented and diversified staff, in terms of their skills and know-how, will enable Hachette Livre to respond to the priorities of tomorrow.

Our attractiveness as an employer relies on our ability to recruit well. More specifically, recruitment is one of a manager's main duties. It is also a way for a company

to communicate its values, plans and vision to the outside world, as all recruiters are ambassadors of the company. Lastly, it is also a sensitive exercise as it requires compliance with a legal framework, particularly in terms of non-discrimination.

For all these reasons, at the end of 2017 Hachette Livre's Human Resources Department introduced a dedicated recruitment training programme for managers, accompanied by a guide for recruiting managers providing details of all stages of the process, from identifying the needs of the position on offer to integrating the selected candidate into the company. A total of 40 managers benefited from this programme in 2018.

www.hachette.com

Stimulating innovation



30
internal
ambassadors

in 14 countries for
Lagardère Travel Retail's
Innovation Booster
programme.

Members of
the Lagardère
Travel Retail
Innovation
Booster
programme.



MAJA THOMAS

Chief Innovation Officer,
Director of Hachette
Innovation Program



MARIE TRAUMAN

Deputy Director of Hachette
Innovation Program

Lagardère
PUBLISHING

Hachette Livre creates the book of tomorrow with start-ups

The aim of the Hachette Innovation Program (HIP) is to spread a culture of innovation across all areas of Hachette Livre. Our approach consists of establishing links between the world of new technologies and the world of books.

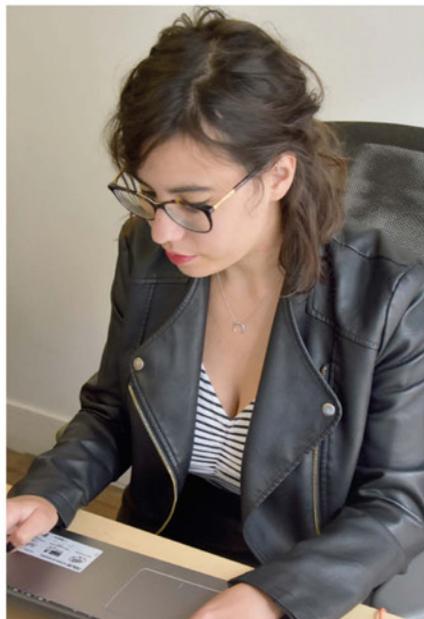
Within this framework, through a partnership with Blue Factory, ESCP Europe's business incubator, we work with companies that come up with innovative ideas suited to the publishing value chain. For example, we organised a call for projects, at the end of which we selected two companies whose projects generated interest from publishers: Celestory and Inédits.

Celestory is developing a tool to create, without coding, interactive scenarios in the form of apps (chatbots, video games, voice applications). Inédits is developing a collaborative writing platform called "Les arbres d'Inédits".

For six months, Hachette Livre offers the two start-ups space to work and support within the Blue Factory. Above all, each start-up receives help from a publisher to develop their project: Celestory is supported by Myriam Héricier, Director of Hachette Jeunesse Licences, and Inédits is supported by Véronique Cardin, President of Éditions JC Lattès. This allows them to test out their solutions and draw on the expertise and experience of the teams at Hachette Livre. In return, the publishers learn about start-ups and their approach to innovation. Our aim is for this to be a productive union for all involved.

www.hachette.com

Encouraging community involvement



Members of En avant toute(s).

400
women

have been advised and helped in two years since the launch of En avant toute(s)'s chatroom.



SIMON RUBEN

Journalist and reporter at Europe 1

Lagardère

En avant toute(s): when Lagardère encourages community involvement by its employees

A journalist and reporter for the Sports department at Europe 1 since 2012, I'm also a volunteer for En avant toute(s), a charity that helps young women who are victims of violence by providing an anonymous and free online chatroom, a unique service in France. It also works in schools and workplaces to raise awareness about gender equality.

I joined the charity two years ago. I wanted to do something and was looking for an organisation that was modern, young and dynamic. That's when I found En avant toute(s) through social media. It's an unusual charity that takes an innovative approach using digital technology, driven by young people and for young people. It pushes its volunteers to find creative and inventive ways of combating sexism. For me, it embodies modernity in a way that is happy, bold and optimistic.

Thanks to the Commitment Grants awarded by the Jean-Luc Lagardère Foundation, the life of the charity will change radically. With this year's award, it will extend the opening hours of its online chatroom, allowing it to listen to, guide and protect more young women. Let's be clear, En avant toute(s) is in the public interest: it saves lives. The unwavering support of the Jean-Luc Lagardère Foundation, which goes well beyond the grant awarded, is valuable help that boosts motivation. Over the next few weeks, the charity will open up a new salaried position with the sole aim of helping more and more young women.

www.fondation-jeanlucagardere.com

Encouraging access to education and culture



Tournament of words, October 2017 (Bordeaux, France).



Tournament of words, July 2018 (Paris, France).

8

writing matches

took place during the 2019 Tournament of words.



VÉRONIQUE CARDÉ

Chief Executive Officer of Éditions JC Lattès

Lagardère
PUBLISHING

Le Livre de Poche: the best way of democratising reading

Loyal to the original aims of Le Livre de Poche, my desire with the whole team is to support the democratisation of reading.

For the last five years, we've headed to the beaches to talk to readers thanks to the "Camion qui livre", a mobile bookstore that tours the French coast to attract new fans. We also work with Unicef to support its mission to educate the 128 million children not in school around the world by publishing unpublished works, with a proportion of funds paid back to them.

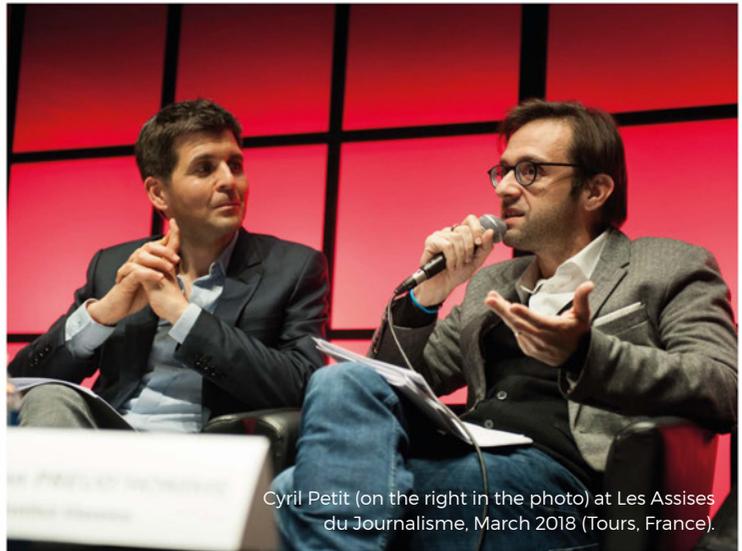
Still with a view to democratising reading, which remains the best way of fighting the withholding of knowledge, in 2017 we launched the "Tournament of words" in partnership with Le Labo des histoires. This is an inter-regional literary improvisation competition

that puts teams of secondary school children up against each other using words from cult works published by Le Livre de Poche. Delphine de Vigan agreed to sponsor the most recent event, intended to feed young adults' appetite for words, writing and reading. It is more important than ever to show them that a pencil and a book can create an experience just as exhilarating and enriching as television or video games.

To remain the ideal companion for every occasion, Le Livre de Poche invests in all traditional and less traditional cultural venues indoors and outdoors, hoping to offer countless new generations their first emotional reading experience.

www.livredepoche.com

Defending a wide range of ideas



Cyril Petit (on the right in the photo) at Les Assises du Journalisme, March 2018 (Tours, France).

Freedom of expression: Hachette Livre is still a contributor to the PEN International Publishers' Circle.



CYRIL PETIT
Chief Editor,
Le Journal du Dimanche

Lagardère
ACTIVE

Le Journal du Dimanche takes responsibility

In 2018, *Le Journal du Dimanche* launched a partnership (the fourth in six years) with students from nine well-known journalism schools in the provinces of France. The goal is to help them find employment during their final year of training (each week, the newspaper publishes one of their articles on a positive subject), give them visibility and help them financially, as each contribution is paid for. It is also a way of better covering regional news.

Le Journal du Dimanche has continued to open its doors to young journalists and in 2018 doubled the number of apprentices alternating between study and editorial work.

In addition, for the first time, the newspaper partnered Les Assises du Journalisme (with France Télévisions,

Radio France and France Médias Monde), which is the main reflective event on the industry and a forum for debate with the public. During these times when information raises questions, it is important to talk to readers about the newspaper's responsibilities.

Lastly, *Le Journal du Dimanche* has taken action to combat violence against women by publishing Muriel Robin's appeal on the front page and – something that is rare for a neutral newspaper like this – strongly supporting this cause, as highlighted by Managing Editor Hervé Gattegno in an editorial. It has also devoted the front page to wage inequalities and strives to be even more attentive to featuring women (experts or public figures) in the newspaper.

www.lejdd.fr

The commitment of the foundations



Pierre Leroy with
2018 grant recipients,
January 2019 (Paris, France).

307
talented
young people
have received grants from
the Jean-Luc Lagardère
Foundation since they
were created in 1989.

Jean-Luc Lagardère Foundation: encouraging young talent and fostering success

In 2018, the Jean-Luc Lagardère Foundation – under the aegis of the Fondation de France – awarded grants to 19 talented young people with original projects in the areas of culture and the media.

The grant winners then became involved in some of the Foundation's other programmes, such as Studio 13/16 at the **Centre Pompidou**, targeted at teenagers, which gave three winners of the TV Screenwriter grant "carte blanche" on creating programming for series.

Wanting to encourage the dissemination of cultural diversity, the Foundation continued its partnership with the **Institut du Monde Arabe** (IMA). In addition to the jointly created literary award, it supports weekly literary events with authors to talk about the Arab world.

The Foundation remains a partner of the **Orchestre Symphonique Divertimento**, headed by Zahia Ziouani, whose aim is to bring the symphonic canon to everyone, particularly in disadvantaged areas. It supports the orchestra's Academy, which each year trains around 500 young people in orchestral music practice.

These three institutions have also received young girls from the "Allez les filles" programme. Spearheaded by Fondation Paris Saint-Germain and supported by the Jean-Luc Lagardère Foundation, this scheme allows teenage girls to discover new sporting and cultural activities each week.

Lastly, the Foundation has awarded two Commitment Grants to charities sponsored by employees of the Group involved in community causes.

Elle Foundation: supporting women's education around the world

In 2018, the Elle Foundation continued with its commitment to providing access to education and emancipation for women in France and around the world, in particular with the international NGO IECD (Institut européen de coopération et de développement), which is committed to training boys and girls in the Cairo and Alexandria region of Egypt in the electricity and energy industries. In three years, the project should benefit 500 students.

This year, for the fourteenth "Elle Solidarité Mode" competition, the Foundation funded the fashion studies of three young women at prestigious schools in Paris: the École supérieure des arts et techniques de la mode (ESMOD), École de la chambre syndicale de la couture parisienne and Studio Berçot, with Amazon Mode as partner.

2018 also saw an impressive inter-foundation collaboration, with the Elle Foundation renewing its partnership with production company Imagissime

(a subsidiary of Lagardère Studios), France Télévisions and 11 foundations to jointly create the programme *ELLES ont toutes une histoire*. The third programme in 2018 was dedicated to women around the world and what still needs to be done to achieve equality by means of moving, clear and positive testimonies. The fourth programme, broadcast in early 2019 and still focusing on remarkable stories about women, for the first time uses testimonies from men interviewed by Marie Drucker.

The end of 2018 also saw Nadia Murad and Dr Denis Mukwege win the Nobel peace prize. The latter, supported by the Elle Foundation, is the voice of women in his country, the Democratic Republic of Congo, as well as all women, surviving or not, who are victims of rape as a weapon of war.

14
editions of the
"Elle Solidarité
Mode" competition

have been organised
by the Elle Foundation
since it was created.



Extract from the fourth season
of the *ELLES ont toutes une histoire* programme.

Priority 2

Supporting and anticipating social and environmental change

More than in previous years, 2018 saw growing civic awareness about climate change, reflected by the desire to favour increasingly sustainable and responsible means of consumption.

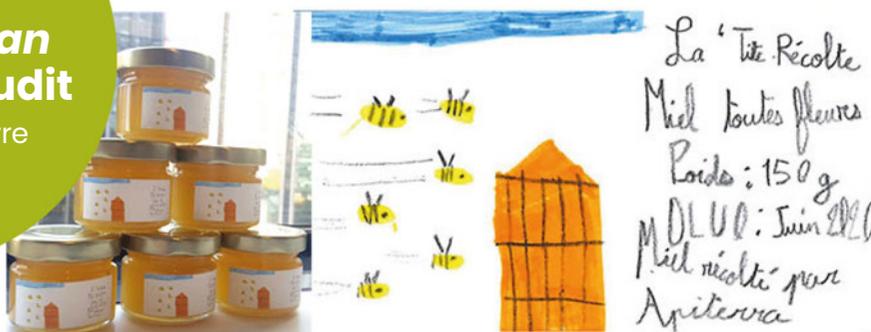
In addition to its responsibility relating to its content, raising awareness and informing the general public in order to provide the keys to taking action and understanding the world, the Lagardère group is continuing with its environmentally responsible approach in three ways: fighting climate change, responsible paper management in connection with its publishing activities, and an environmentally responsible food chain, particularly with regard to its foodservice activities in transportation areas.

While it is fighting climate change through ways such as using green electricity since late 2017 for all Group entities in France, this is also one of the objectives of Hachette Livre's paper management strategy by means of protecting natural resources. The division launched its fourth Scope 3 *Bilan Carbone*[®] audit, with the first three assessments having resulted in it reducing the format and paper weight of certain books and optimising print runs.

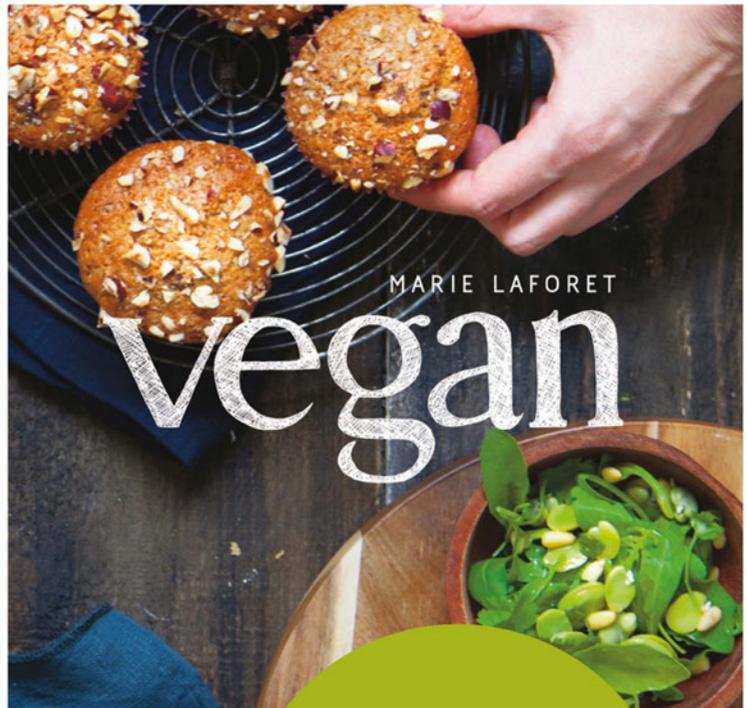
Lagardère Travel Retail, which in early 2019 launched its new PEPS strategy (Planet-Ethic-People-Solidarity), has also set itself a number of ambitious targets in this regard, in terms of reducing energy consumption at its sales outlets, cutting waste and non-reusable plastic bags, and even increasing use of local suppliers at all its foodservice outlets. Optimising logistics flows is another potential way of lowering greenhouse gas emissions, currently achieved by using hybrid delivery trucks at Paris-Charles-de-Gaulle and Paris-Orly airports, saving 20% in fuel each year. Reducing and recycling waste is another way, for example with the partnership between Relay and waste collection and recycling specialist CKFD, saving 17,043kg in CO₂ since 2015 by compacting PET cans and bottles across the Relais H Café network.

In terms of food supplies, Lagardère Travel Retail has made a commitment that in 2025 it will no longer sell eggs or egg products from battery hens in any part of its network, including outside France (i.e. more than 1,000 stores in 20 countries). In addition, the division is also combating food waste and has made a commitment to reduce waste by 50% by 2025. This target is based primarily on optimising stock management, transforming waste and reusing unsold produce. Lagardère Travel Retail is working with the start-up Too Good To Go, which allows partner companies to resell unsold produce at a lower price. This start-up also received a Europe 1 "Trophées de l'Avenir" award, which aims to put the spotlight on innovative projects involved in designing the world of tomorrow.

4th
Scope 3 Bilan Carbone[®] audit
by Hachette Livre
in 2019.



Honey collected as part of the Bee Cool campaign organised by Duty Free Global (Lagardère Travel Retail), France.



244 GWh
Lagardère group
worldwide
 electricity
 consumption.

The programme **La France bouge**, which organises the awards on Europe 1, also illustrates the desire of the Lagardère group's media activities to make a commitment to **raising public awareness about climate change** through their content. For example, *Elle* published a special issue focusing on ecology, suggesting 100 ways to save the planet. *Le Journal du Dimanche* and *Paris Match* are also committed to this goal and regularly publish articles on fighting climate change in order to raise awareness among their readers. **At Hachette Livre**, 2018 also saw the acquisition of La Plage, which has published 250 titles written by authors committed to protecting the environment, helping to spread the environmental message.

Raising awareness about climate change and environmental responsibility also concerns the Lagardère group's employees, who receive these messages and also take action on the ground. For example, Lagardère Travel Retail – where a number of social commitment initiatives have been taken in various countries, primarily in the Asia-Pacific region and the United States – has made the decision to set up a true network of CSR ambassadors around the world, with one in each country. In France, while Duty Free Global launched a number of initiatives in 2018 – including the Bee Cool campaign, inviting the division's employees to take part in collecting honey from beehives on the company's roof – Relay has approached Les Ateliers du Bocage to recycle mobile phones and other components from the current world of communications.

Lastly, the Group's various HQE certified buildings (high environmental quality) encourage employees to pay attention to their energy consumption and waste recycling. The Group's offices are optimised year on year in order to reduce everyday energy consumption by means such as LED lighting, presence detectors and approved IT equipment. 2018 saw the relocation of Lagardère Active employees from Levallois-Perret to two new HQE certified buildings in the same municipality.

Ensuring responsible paper cycle management

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

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

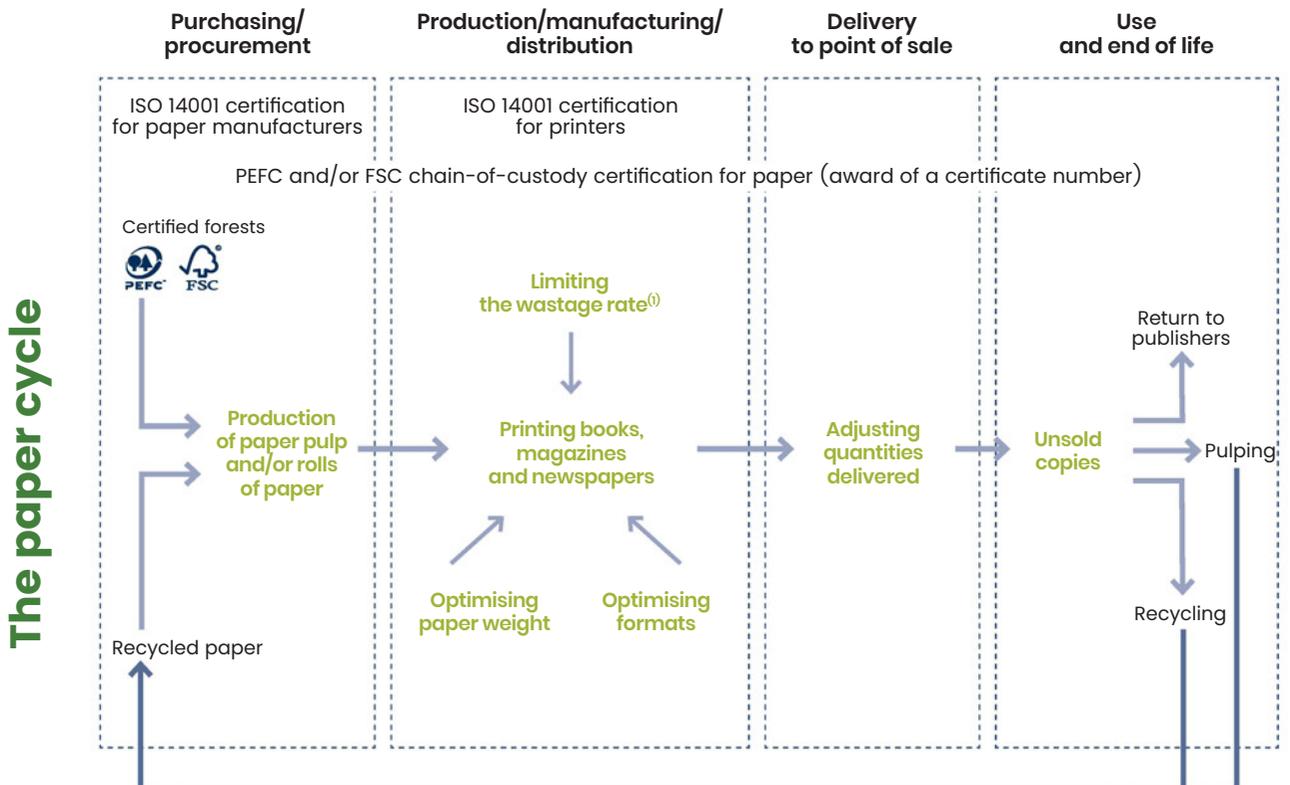
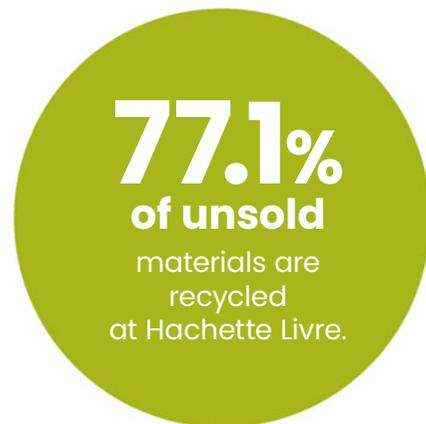
Since 2010, Lagardère Active has used a PEFC chain-of-custody certification process, enabling it to apply the PEFC logo in the credits or contents pages of its magazines.

Optimising paper consumption is also a central priority. Lagardère Publishing and Lagardère Active have adopted a number of initiatives to limit paper wastage during the production process. Adjusting the format of publications is another way of making book and magazine production more efficient.

At Lagardère Publishing, print-on-demand (POD) technology also helps to reduce paper consumption, while limiting greenhouse gas emissions linked to

production, storage and transportation. The division has developed the use of this technology in France, the United States and the United Kingdom, and its catalogue was enlarged in 2018.

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.



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



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

95%
of books

are printed
on certified paper
at Hachette Livre.



RONALD BLUNDEN

Senior Vice-President,
Corporate Communications and Sustainable
Development, Hachette Livre



Hachette Livre: 10 years of sustainable development initiatives

To address the issue of climate change, we decided in 2008 to take steps to control our greenhouse gas emissions.

We are in the process of our fourth Scope 3 *Bilan Carbone*[®] audit. Following reductions of 16% and then 10%, we expect marginal improvements this year, as the main ways of reducing emissions have already been identified and addressed. In particular, we have reduced the format and paper weight of certain books and optimised print runs, and relocated our head office to an HQE (high environmental quality) certified building.

The shift to printing on demand for back catalogue titles has been a decisive step in saving energy and raw materials, as well as the Ritméo solution, which automates just in time reprinting of slow-selling titles.

Furthermore, for increased education and transparency, we have created a system allowing us to give each book its own carbon footprint. This figure is currently shown at the top of the title page of most of the works we publish. It refers to a website that explains the sustainable development priorities applied to the publishing of books (www.hachette-durable.com).

Currently, 95% of our books are printed on certified paper. For greater reliability, we have introduced a system using random sampling to analyse paper by electronic microscope in order to detect the presence of any prohibited fibres. Use of recycled paper is restricted by the scarcity of a resource that is compatible with our requirements in terms of quality in price.

www.hachette.com

Fighting climate change



Participants in the Audencia business school CSR challenge, January 2019 (Paris, France).



ASSIA DAHMANI
Strategy Manager,
Lagardère Travel Retail



Relay's environmental impact at the heart of Audencia's CSR challenge

On 7 and 8 January 2019, Relay took part in Audencia business school's CSR challenge, inviting 150 students from six specialist Master's courses to offer a solution to a CSR-related business issue in order to develop a bespoke and inspiring project. This year, of the three companies and one charity involved in the challenge, Relay asked four groups of 10 students to get together for a "creative sprint". Supported by managers from the company, they came up with an innovative solution, service or concept to improve Relay's impact on the environment.

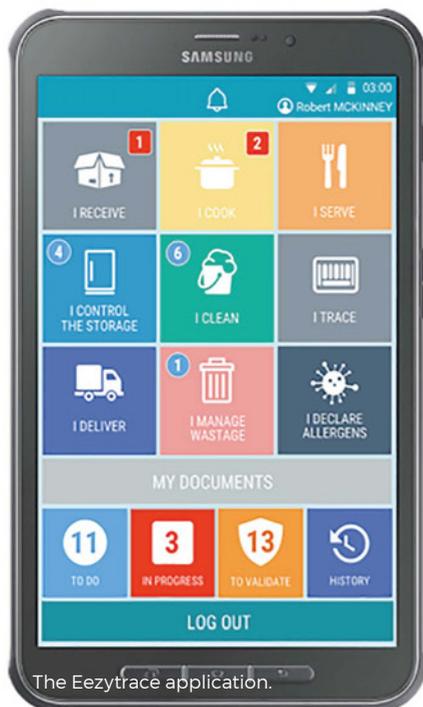
The project thought to be most relevant was based on the ambitious target of getting rid of plastic water bottles. Another project suggested facilitating recycling

of products sold by Relay while also increasing the stop ratio of sales outlets. The two other groups of students focused their projects on ethics, quality and provenance of products, suggesting promoting the use of approved and safe products.

In addition to environmentally-friendly initiatives that may be adopted at stores, the challenge has helped to improve the company's employer brand in an innovative and professional way. Constructive dialogue between participants and Relay demonstrated students' potential and their motivation in creating a more environmentally-responsible society.

www.lagardere-tr.com

Enhancing product traceability



The Eezytrace application.



Trib's store managed by Lagardère Travel Retail at Cairns airport (Australia).

14
countries

audited at
Lagardère Travel Retail
for food safety
and hygiene in 2018.



MARC STEINMYLLER

Foodservice Operational Manager,
Lagardère Travel Retail

Lagardère
TRAVEL RETAIL

Eezytrace: using digital technology for food safety

As a key player in Travel Retail with a network of over 1,000 foodservice outlets in 20 countries, Lagardère Travel Retail does all it can to guarantee product safety for consumers.

For each of its outlets, food health and safety is checked daily using strict and precise procedures, from delivery by the supplier until the finished product is handed over to the consumer. External audits are also carried out by an independent organisation (Bureau Veritas), which performs hygiene checks on two levels – local and international – of raw materials, finished products and equipment.

In order to improve traceability and food safety, the company has adopted a digital solution: Eezytrace.

This is a tablet application that makes it possible to perform easy and quick daily checks and consolidate data on a real-time basis. In addition to saving time, this solution allows staff to trace, consolidate and use data. Automatic data archiving allows for more reliable traceability and quick identification of potential risks in order to take corrective action as swiftly as possible.

Following a test phase during 2018, the Eezytrace solution will be implemented at all subsidiaries by the end of 2019.

www.lagardere-tr.com

Priority 3

Ensuring ethical and responsible corporate governance



Responsible corporate 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's CSR approach is built.

This is done primarily by observing compliance requirements, but the Lagardère group's objective is to transform these constraints – which often relate to notions of risk and sanctions – into opportunities, as confidence is a value that the Group intends to make one of its main assets. This confidence is coupled with the values conveyed by Lagardère and which give full meaning to its ethical commitments.

These compliance requirements, which have become more stringent over the years, go hand in hand with the Lagardère group respecting a number of principles or codes of conduct that permeate its responsibility, both internationally and internally.

Three topics were particularly significant in 2018 in terms of compliance.

The first is that of personal data protection, central to the Group's activities and digital development strategy. Since the adoption of the General Data Protection Regulation (GDPR), applicable in France and all EU Member States as of 25 May 2018, this issue has been covered widely

by the media, receiving a high level of public attention and subject to increased vigilance by the supervisory authorities. Furthermore, case law is beginning to be developed, particularly as regards sanctions and the exercising of certain rights such as the right to erase data.

The Group took action in 2016 to implement this regulation, with the close involvement of the Managing Partners. After initial awareness-raising initiatives within the Group's divisions as of mid-2016, a dedicated task force was created at Group level, coordinated by three departments and comprising the Data Protection Officer (DPO), the Chief Information Security Officer and the Compliance Officer.

A Steering Committee was set up with the divisions under the responsibility of the DPO, and a network of officers created in the divisions. This has allowed for various tools, methods and policies to be validated in order to identify processing of data, establish the legal framework and ensure technical protection of personal data.

This compliance programme now forms part of the ongoing enhancement process that characterises all Group risk management and compliance programmes. For example, internal audits have already been initiated and are scheduled for 2019.



407
responsible
supplier charters
 active and signed
 at the end of the year
 within the Group.

The second issue is that of the duty of care plan drawn up by the Lagardère group in 2017 in accordance with the French law on duty of care for parent and contracting companies. The implementation of this plan continued in 2018 under the aegis of the Managing Partners, primarily by means of factoring it into the Group's risk mapping and analysis of financial risks with the Risk and Internal Control Department and the Audit Department. The plan is in addition to the commitments made over a number of years in terms of responsible procurement, as evidenced by a responsible procurement policy in force since 2013 and a responsible supplier charter to support the assessment of suppliers performed each year as part of the partnership with Ecovadis.

The third issue, the training aspect of which was extended in 2018, is that of fighting corruption and observing international economic sanctions.

The Group has adopted a "zero tolerance" policy towards corruption. This policy takes the form of a specific compliance programme that has been rolled out gradually since 2013. It comprises in particular an anti-corruption policy applicable to all and reflecting the Group's ethical requirements.

This policy is put into practice by means of specific procedures intended to govern activities regarded as risky and controls to check that they are observed.

The Group's senior executives and employees are trained in ways of fighting corruption and are required to observe applicable regulations and apply the Group's anti-corruption policy in their relations with third parties, whether government bodies, administrations, clients or suppliers in the public or private sector.

But responsible corporate governance is also reflected by observing internal or international ethical regulations. Internationally, Lagardère applies a number of founding documents on CSR, such as the ILO⁽¹⁾ and the OECD⁽²⁾ guidelines aimed at multinational corporations. Each year, the Group also renews its commitment to the principles of the Global Compact, of which it has been a member since 2003, and since 2016 it has respected the UN's 17 sustainable development goals.

Internally, the Code of Conduct, last updated in 2016 concerning respect for others and fighting discrimination, sets out a collection of guidelines at Group level, deriving directly from the values of Lagardère and providing a set of shared standards for all Lagardère employees.

(1) International Labor Organization.

(2) Organisation for Economic Co-operation and Development.

Combining duty of care and performance



Lagardère employees at a workshop on the law concerning duty of care, February 2018 (Paris, France).

316
suppliers
of the Lagardère group
assessed by Ecovadis
to 31 December 2018.



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



Duty of care plan rolled out in stages

2018 was the first year of the rollout of the duty of care plan drawn up by the Group in the second half of 2017 following the mapping of risks relating to the activities of suppliers and subcontractors. This risk mapping allowed for the identification of seven main procurement categories that are most likely to give rise to risks in terms of personal health and safety, human rights and also the environment.

The Group's entities then rolled out their individual action plans in the light of their activities. This meant focusing initially on suppliers and subcontractors involved in the highest-risk procurement categories and present in countries considered to be the most exposed to CSR risk and representing the highest amount of procurement spending. This prioritisation

resulted around 40 suppliers being assessed over the course of the year via the Group's partner Ecovadis, which is responsible for analysis their level of CSR maturity on behalf of the Group.

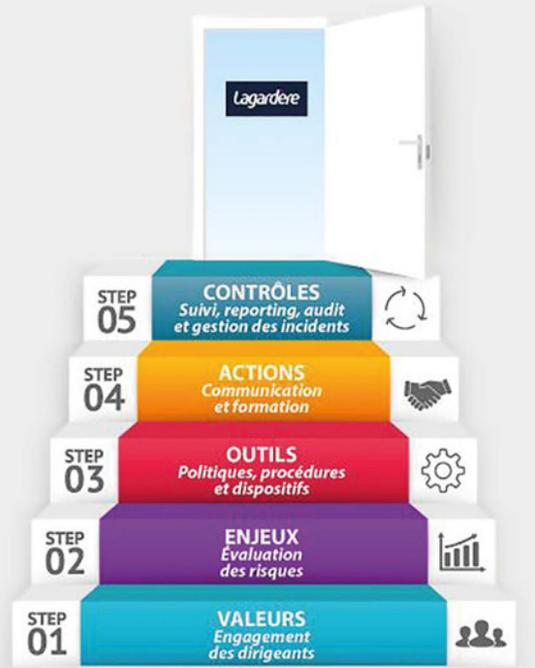
The adoption of our duty of care plan also provided the opportunity to organise an awareness-raising morning in February 2018 for legal, compliance, procurement, CSR and risk management teams across the Group, as well as a number of decision-makers and operating staff. This event was the opportunity to raise awareness among the employees present of the priorities relating to duty of care, and above all to share the best practices already in place within the Group.

www.lagardere.com

Transforming risks into opportunities

“It’s not enough to make the right decisions, they need to be implemented in the right way.”

Arnaud Lagardère, General and Managing Partner, Lagardère SCA



NADIA LUBRANO
Lagardère group
Compliance Officer



Compliance: a team and programmes to support the Group’s values

With more stringent and increasingly international standards, growing stakeholders demands and almost immediate visibility of the slightest failing – actual or alleged – thanks to social media, companies and individuals have seen their responsibility increase and new risks emerge.

It is against this backdrop that regulations have been introduced in France relating to combating corruption, duty of care and personal data protection, requiring the adoption of compliance programmes, or even the regulation relating to declaring non-financial performance that requires companies to provide evidence of implementation.

Within the Lagardère group, the Compliance Department has rolled out programmes to identify, prevent and handle in an inclusive way certain cross-functional risks to which the Group may be

exposed in its operating activities. In practice, these programmes comprise risk analysis, training, help with decision making and control points. Their application is overseen by a network of correspondents around the world. Based on fundamental values and reflecting responsible corporate governance, they support the Group’s development strategy.

The increasing amount of regulation with which companies have to comply is only a reflection of the wider community’s expectations. Consumer and market confidence need to be won, and this means providing evidence of virtuous action. The adoption of Compliance programmes forms part of this. This is a strong indicator of companies’ maturity, a means of managing risk and a certain strength in terms of competitiveness to ensure lasting growth.

www.lagardere.com

A structure and organisation guaranteeing ethics



Lagardère SCA General Shareholders' Meeting, May 2018 (Paris, France).

Responsible corporate governance relates first and foremost 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 (with its two special committees) also promote responsible corporate governance.

Since 2015, the Supervisory Board has incorporated CSR within the duties of the Appointments, Remuneration and Governance Committee, which regularly listens to the Sustainable Development and CSR Department's updates on its roadmap and non-financial scores.

The Sustainable Development and CSR Department, under the authority of the Managing Partners, coordinates a steering committee made up of CSR managers from each division and representatives of several cross-functional departments. Chaired by Thierry Funck-Brentano, Co-Managing Partner of the Lagardère group and Chief Human Relations, Communications and Sustainable Development Officer, this committee fine-tunes the Group's CSR strategy and proposes initiatives to be undertaken at Group level while promoting the sharing of best practices between divisions.

In addition to this committee, the Sustainable Development and CSR Department ensures dialogue with all of the Group's stakeholders (including its panel of 13 experts) and jointly heads up various focus groups dealing with key issues, such as responsible procurement in collaboration with the Group's Purchasing Department, and the promotion of diversity and gender balance with the Human Resources Department.

Each of the Group's divisions has its own CSR policy led by a Sustainable Development/CSR manager who coordinates networks of internal correspondents in France and abroad. For example, in early 2019 Lagardère Travel Retail launched a network of CSR officers in each of the countries in which it operates in order to roll out the division's CSR strategy.

Sustainable development/CSR organisational structure



PIERRE LEROY
Co-Managing Partner, Lagardère group



A Board that listens to the wider community

As it does every year, the Supervisory Board's Appointments, Remuneration and Governance Committee closely monitored the development of our Group's CSR strategy.

This is characterised by two fundamental trends.

The first is increasing compliance constraints in terms of CSR. The application of the Non-Financial Information Statement requirement in 2019 calls for a new CSR approach based on risks and opportunities, in addition to materiality analysis of our CSR priorities. This approach takes the form of specific mapping of CSR risks, as well as work to integrate this into the Group's risk mapping, done in collaboration with the Risk Management and Audit Department. The application of the law concerning duty of care has also resulted

in the drawing up of a duty of care plan, while the introduction of the GDPR in May 2018 and the law on combating corruption has resulted in the development of specific procedures.

The second trend is growing expectations on the part of society, including the demand for equality between women and men, prompting the Group to take even more action in this already important area, in particular by taking part in various initiatives to combat sexism.

More than ever, the wider community's demand for greater environmental responsibility, transparency and meaning has led the Lagardère group to make CSR a central part of its strategy.

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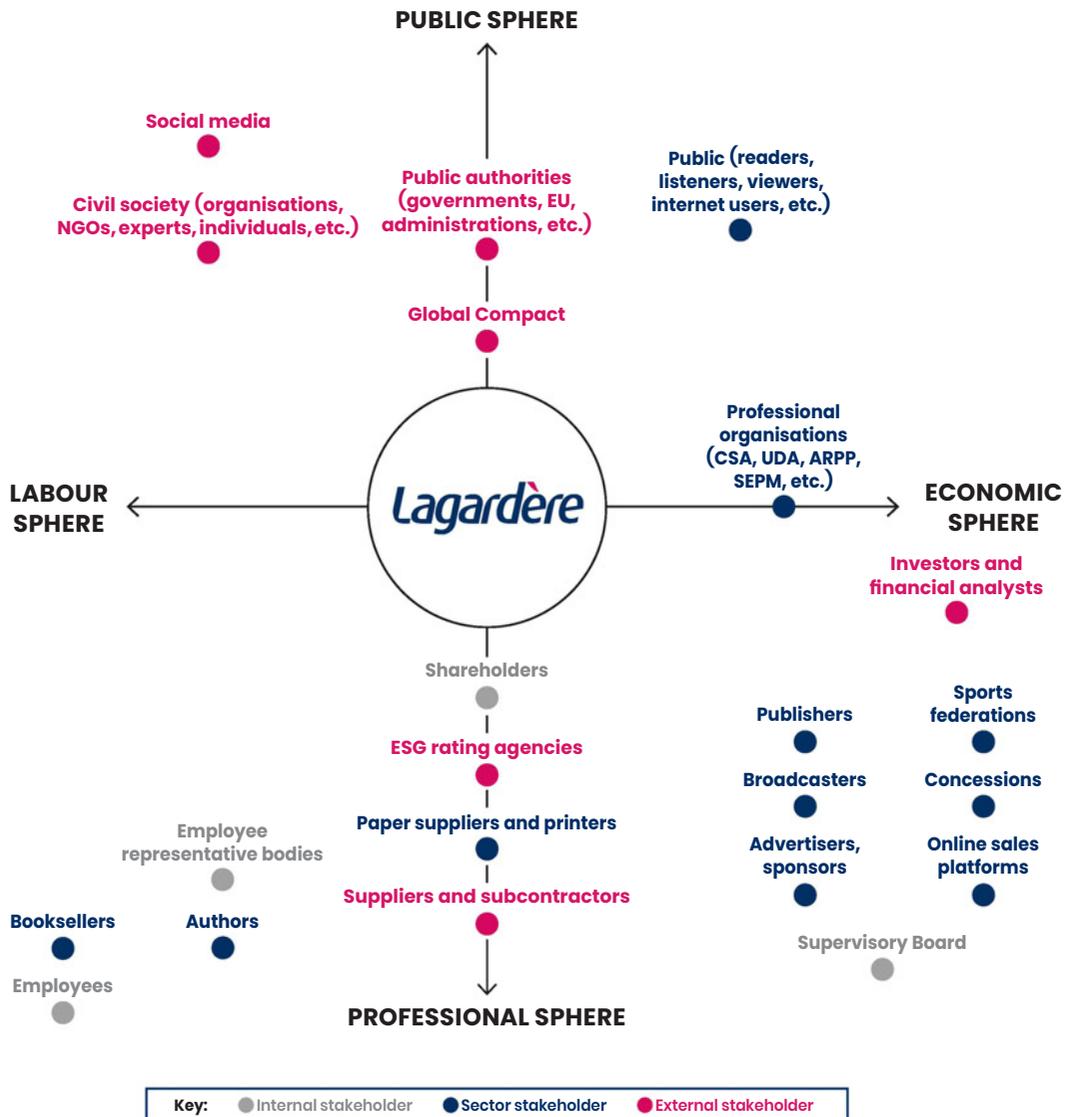
Strengthening stakeholder relations

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 the wider community, in both the public and private sectors).

After more than three years, during which it met seven times, the stakeholder panel has 13 representatives, some of whom were reappointed in 2018. They are experts in culture, 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. Their informed opinion concerning both the materiality of CSR issues and analysis of non-financial risks has enabled the Lagardère group to fine-tune its CSR roadmap.

Stakeholder map



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



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



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



Chantal Jouanno
President of the French
National Commission
for Public Debate



Michel Lévy-Provençal
Founder, TEDx Paris



Bernard Ourghanlian
Chief Technology and
Security Officer, Microsoft



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

“We need to communicate positively about the risks to be transformed into strong commitments, conveyed as clear objectives.”

Meeting of the stakeholder panel, 19 September 2018



THIERRY FUNCK-BRENTANO

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

Lagardère

A panel that keeps an eye on changes in the CSR roadmap

For three years, the Lagardère group's stakeholder panel – consisting of 13 experts in our business lines and CSR priorities – helps the Group to review its CSR strategy. The panel meets regularly, allowing for dialogue at Group level with representatives of our various stakeholders. These meetings also help Lagardère to look ahead with regard to its main social, societal and environmental priorities.

These are fine-tuned year on year in the light of society's own changing expectations, regulatory requirements that are regularly becoming more stringent, and changes to our Group's scope, requiring to adapt our CSR priorities to our changing activities.

Dialogue with our panel over the last three years has therefore been very useful in this regard. In 2017,

it helped to analyse the materiality of our priorities, allowing for an update of our CSR roadmap. In 2018, the panel focused on analysing our CSR risks and opportunities in addition to materiality analysis, responding to new regulatory requirements in terms of non-financial reporting.

This constructive dialogue has consolidated the Lagardère group's CSR roadmap, which is now based more than ever on the importance of diversity in its talent, the societal priorities of education and cultural diversity, and ensuring that its activities are environmentally responsible.

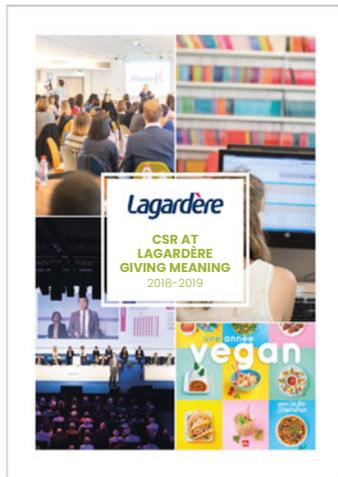
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Table of indicators

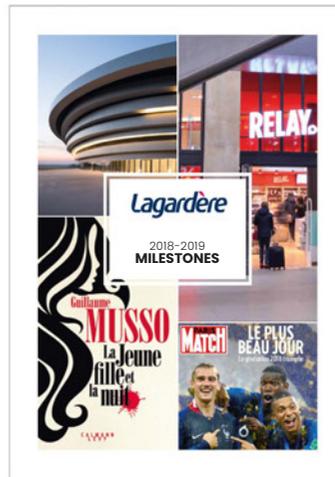


	2018	2017	2016
Percentage of the Group's executives who are women	42%	43%	42%
Number of members of the LL Network	450	270	–
Number of executives and managers with at least 10 years' service	43%	42%	44%
Number of Audiolib titles (France)	706	623	531
Percentage of paper (books and magazines) from certified sources (sustainably managed forests)	87%	87%	93%
Percentage of paper from recycled sources	10%	10%	5%
Greenhouse gas emissions (in g of CO ₂ equivalent) per euro of revenue worldwide	14.6	15.6	15.0
Number of active responsible supplier charters signed at the end of the year within the Group	407	409	378
Number of Group suppliers evaluated by the Ecovadis platform	316	288	238

Publications



**CSR at Lagardère
in 2018-2019**



2018-2019 Milestones
Corporate Brochure



Reference Document
including the Annual Financial
Report – Fiscal Year 2018



USB key

containing these publications
in English and French

These publications
are also available in French.

www.lagardere.com

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