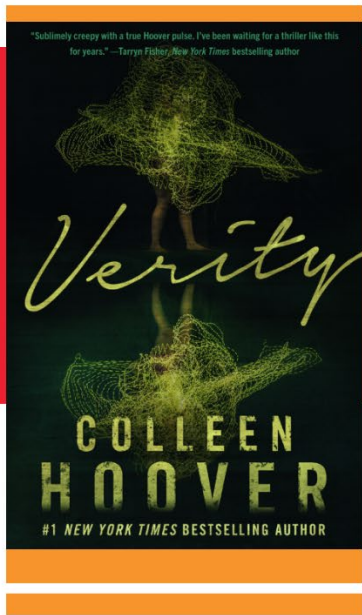


Lagardère Group ESG

2022-2023



ESG Pledges Dashboard

As leading publishing and transportation multinational corporation, Lagardère Group has a duty to help bring about a better and more sustainable world for everyone. This goal is reflected in four pledges in line with the UN's Sustainable Development goals.

In 2022, results achieved for these four goals attest to the effective Group strategy backed by big leaps forward on countless items.

2022 Pledges

Achievements

ENVIRONMENT



1. Minimize goods and services' environmental footprint

- Decarbonize operations
- Responsible paper procurement
- Tackle food waste
- Cut use of plastics and ecodesign

99% of purchased or provided paper from certified and/or recycled sources
4.2 CO2-eq tons per FTE (scopes 1, 2 and partially 3)
65% of Foodservice revenues in countries with a waste measurement system that take steps to cut food waste
95% of Foodservice revenues in countries having adopted responsible consumption and abolished single-use plastic

SOCIAL



2. Place people at the heart of strategy

- Gender equality
- Talent commitment and loyalty
- Diversity and inclusion promotion

45% of top executives are women
31% of managers have attended a diversity training course
300,000+ actual training hours across the Group
Nearly 15,000 permanent employees hired

SOCIETY



3. Spread business social and cultural diversity to as many people as possible

- Access to learning and entertainment
- Build sustainable development mindset
- Charitable engagement

99% of e-books available to disabled people
Hachette Foundation set up for reading
 Lagardère News signed a climate media contract
300+ green content pages (*Paris Match* and *Journal du Dimanche*)
351 Jean-Luc Lagardère Foundation prizewinners since 1990

ETHICS



4. Assure ethical and responsible governance

- Keep close eye on value chain
- Combat corruption
- Protect personal data

Write an **anti-corruption code of conduct**
50% of high-risk supplier purchases audited by Ecovadis

1. Minimize goods and services' environmental footprint

99%



of purchased paper or from certified and/or recycled sources

4,2

4.2 CO₂-eq
tons per FTE



of Foodservice revenues in countries that have a waste measurement system and take steps to cut waste



65%



95%

of Foodservice revenues in countries having adopted responsible consumption and abolished single-use plastic

1.1 Set an ambitious climate target

Pledges

- Lagardère Group pledges to **reduce greenhouse-gas emissions by around 30% by 2030 versus 2019:**
 - ✓ **46%** scopes 1,2 and partially 3 (home-working and business travel jobs) reduction goal
 - ✓ **28% reduction goal** for other scope 3 emissions accounting for 80% of emissions
- An ambitious target and consistent with the Paris Climate Treaty's 1,5°C target and well below 2°C
- Lagardère Group further plans to **help achieve France's 2050 net zero carbon target.**

Action Plans

- **Scopes 1 and 2 and travelling employees - :Group-wide steps**
 - Make buildings more energy efficient, reduce consumption, electrify car fleet, ecofriendly conduct training and more
 - Use renewable power sources (100% by 2025)
 - Green travel allowances, car-pooling, home-working and more
- **Scope 3 divisional steps**
 - Hachette Livre: Paper, printing and binding procurement, upstream and downstream freight
 - Lagardère Travel Retail: goods (80% of emissions) procurement and indirect steps taken with suppliers

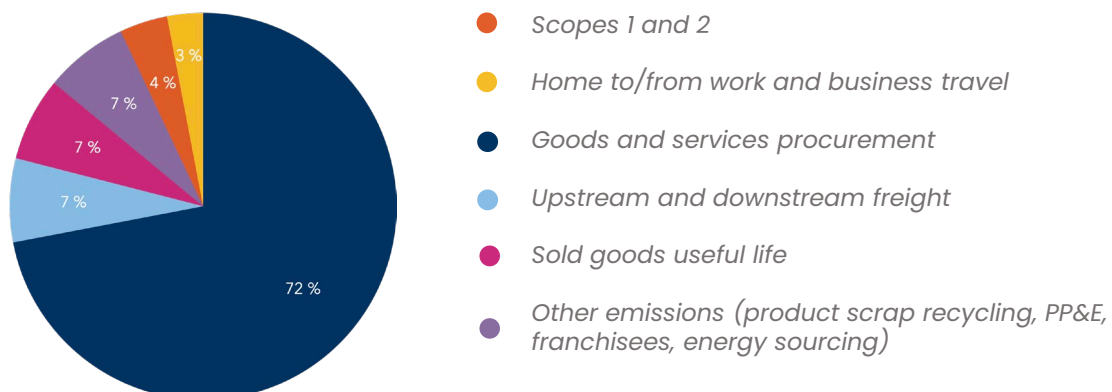
2022 Results

Carbon intensity: 4.24 tons Co2-eq per FTE*
(CO² equivalent tons per Full Time Equivalent)

* Scopes 1 and 2 + staff travel

Lagardère Group emissions are 1457 kt of CO₂-eq (as of 2019)

Group emissions breakdown by big emitters



1.2 Assure responsible paper operations

Pledges

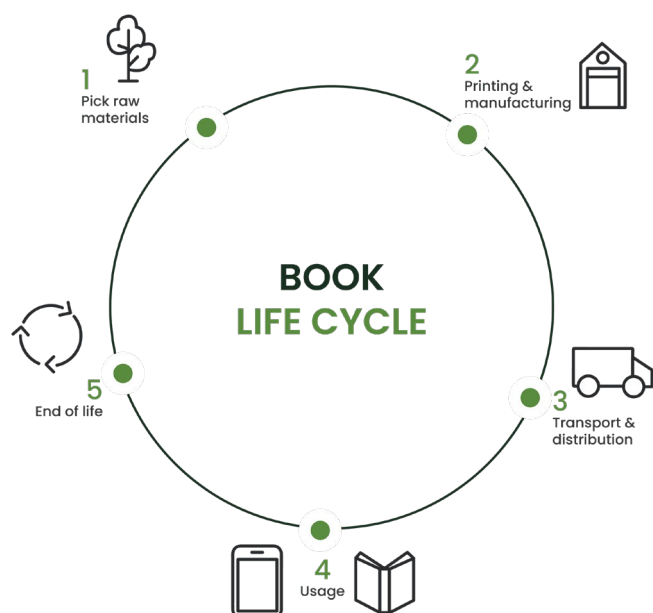
- Reduce deforestation
- Preserve natural resources
- Ensure used wood fibre traceability
- 2030 Target: **30% reduction in scrap rate**

Action Plans

- Certified and/or recycled paper books and magazines sourcing
- Specific fibre testing program for Asia-purchased paper
- ISO 14001-certified for most paper production plants
- Scrap rate minimized and lighter paper options
- Growth of print-on-demand

2022 Results

- 99% of purchased or provided paper comes from certified and/or recycled sources
- Increased print-on-demand book catalogue (123,938 books in France)



hachette s'engage pour l'environnement en réduisant l'empreinte carbone de ses livres. Celle de cet exemplaire est de : 300 g éq. CO₂. Rendez-vous sur www.hachette-durable.com



PAPER CERTIFIED BY WELL-KNOWN ORGANIZATIONS

1.3 Tackle food waste

Pledges

- Optimize production
- Preserve food
- Recycle waste
- Donate unsold produce
- **2024 Target: 80% of Foodservice revenues in countries having introduced a waste measurement system and food waste reduction initiatives**

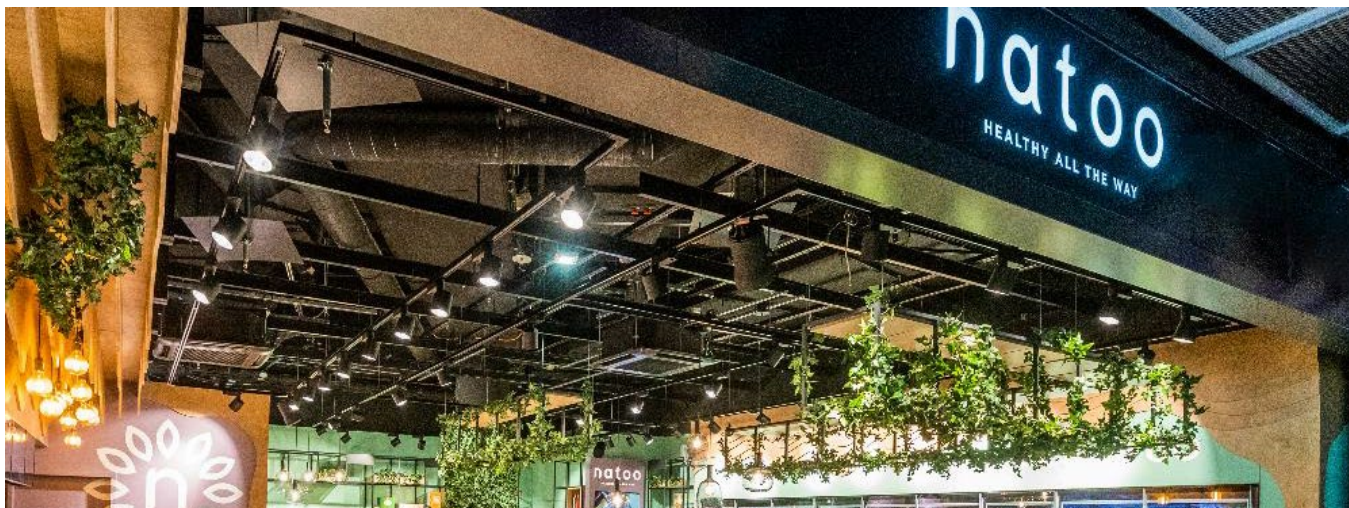
2022 Results

65% of Foodservice revenues in countries having introduced a waste measurement system and food waste reduction initiatives

Action Plans

- **Optimize:** less perishable seasonal foodstuffs, local food sourcing, gradual rollout of a measurement system
- **Preserve food:** Netherlands: "slowd" produce to lengthen fresh food shelf life*
- **Prevent waste:** happy hours, customer awareness campaigns in partnership with Too Good to Go (in Germany and France), *Fini le Gaspi* (stop waste) program in Relais H stores in France (unsold goods down 50%).
- **Recycle waste:** used coffee grounds recycled and vegetables put in compost and more
- **Donate unsold produce** to charities (e.g. US-based The Good Program)

*Process that removes ethylene in fresh food and lengthens shelf life



1.4 Cut plastic pollution and promote ecodesign

Pledges

- Eliminate single-use plastic
- Shift to eco-friendly consumables in all Lagardère Travel Retail outlets
- Lagardère Travel Retail 2024 target: 100% of Foodservice revenues in countries having adopted responsible consumption and abolished single-use plastic
- Hachette Livre 2030 target: 25% cut in plastic use in France

2022 Results

95% of Foodservice revenues in countries having adopted responsible consumption and abolished single-use plastic



Action Plans

Hachette Livre, France

(the plastic treatment program will be rolled out abroad from 2023)

- Chart various plastic types and establish a reduction roadmap by 2030, set a 100 benchmark (2019 base) comprising 4 sub-indicators: Products, Packaging, Retail, Governance
- Around 100 steps broken down into four variables: lower volumes, improved mix, underlying program rollout, ecosystem involvement

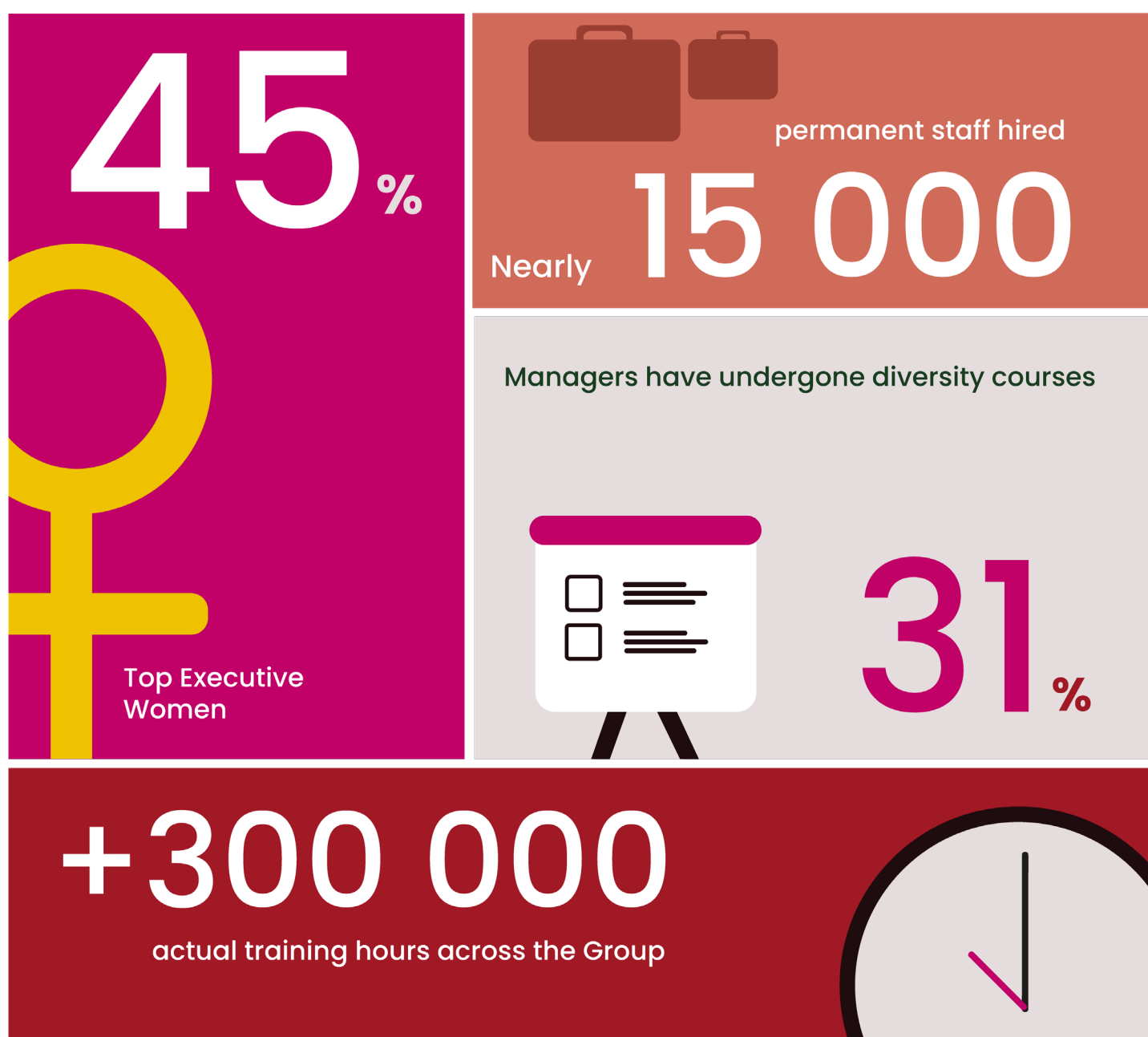
- Lower volumes, step up plastic recycling steps

- First 2022 eco-challenge to promote ecodesign in manufacturing and logistics

Lagardère Travel Retail

- Abolish plastic in all catering outlet consumables
- Search for alternative materials to replace plastic bags
- Plastic water bottles > talk to suppliers to switch to recycled PET
- Organize a LTR France staff go green eco-challenge for ecodesign projects

2. Place people at the heart of strategy



2.1 Assure gender equality and diversity among staff

Pledges

- Assure gender equality
- Combat sexism
- Tackle discrimination, promote diversity and inclusion
- 2024 target: **45% of Group top executives are women (achieved 2022, 2 years ahead of schedule)**

2022 Results

- **45%** of top executives and **60%** of managers are women
- **92/100** weighted staff equality index score in France
- **13%** of Hachette UK staff are BAME* (2024 target 15%)
- **31%** of managers trained in diversity and inclusion
- **Ranked 4th** in the proportion of women among SBF120 company top executives

* Black, Asian, minority Ethnic



Action Plans

Groupe

- Signed up to the French StOpE program (campaign to combat casual sexism in business) in France and WEP abroad.
- Set up the LL Network (including a mentoring program) in France
- Diversity and anti-sexism management training



Divisions

- Hachette Livre self-diagnostic systems covering all stereotypes
- Hachette UK Changing the Story program
- Hachette Livre Disabled Mission to integrate disabled people at work
- ELLE International signed the diversity charter
- *Nos Quartiers ont des Talents* (our neighbourhoods've got talent) partnership (Hachette Livre and Lagardère News)
- Hachette UK, Lagardère Travel Retail UK Disability Confident program

2.2 Raise job attraction and staff loyalty

Pledges

- Improve staff work/life balance
- Promote in-house job transfers
- Build staff skills and innovation capacities
- Measure staff commitment

2022 Results

- 12.3 hours of training per employee on average
- 63% of staff covered by a job satisfaction survey

Action Plans

Group

- Step up home working

Lagardère Travel Retail

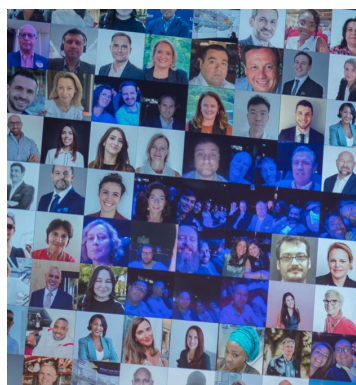
- Gallup job satisfaction opinion polls since 2018
- Regular staff seminars
- Toknow e-learning platform in France

Hachette Livre

- Workdays donated (especially helpers)
- Hachette Innovation Program, HIP challenge

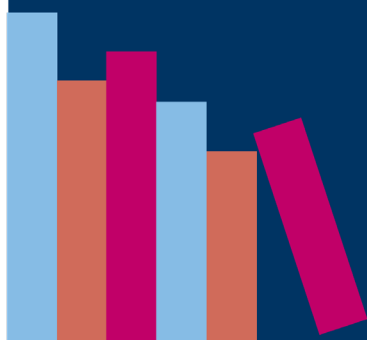
Lagardère News

- Sustainable development week every year



3. Spread business social and cultural diversity to as many people as possible

99%



e-books that disabled people can read

Lagardère News climate media contract

Signature

351



Jean-Luc Lagardère Foundation prizewinners since 1990

Creation

Hachette Foundation formed for reading

+300



pages of green content

3.1 Promote access to learning and entertainment

Pledges

- Give access to learning, knowledge and entertainment
- Make content accessible for disabled people
- Reading and cultural diversity promotion
- Défending right of free speech and pluralism of opinions

2022 Results

99% of Hachette Livre-published e-books accessible to disabled people

 **fondation
hachette**
pour la lecture



Action Plans

Hachette Livre

- Hachette Livre Foundation for reading 2022 launch
- Growth of audio books (20,000+ in 2022)
- Accessible publication charter signed (France, USA and UK)
- Reading promotion steps - trucks that deliver paperbacks
- Dialogue Books, Hachette UK publisher with illuminating voices often excluded from the mainstream, became a fully-fledged publisher in 2022
- Sponsors Pen International and Index on Censorship

Lagardère Travel Retail

- Reading promotion publicity events
- Relay Prize for travellers
- Sponsors the Angoulême animation festival
- Relay partnership in France with *Reporters sans Frontière*

Lagardère Live Entertainment

- Introduced bespoke devices to welcome Arkéa Arena audiences with special sensory needs
- Ramped up pre-show publicity and offered free special sensory kits

3.2 Build sustainable development awareness

Pledges

- Contribute to building awareness of society's biggest challenges via published content – books, magazines, radio and ads
- Help educate people about climate change.

2022 Results

300+ pages of green content in *Paris Match* and *Journal du Dimanche*



Action Plans

Staff

- ESG Academy Network LL (13 conferences since launch)
- Lagardère Travel Retail: Go Green competition, *local heroes* network for the international CSR program "PEPS"
- Hachette Livre: ecodesign eco-challenge week
- Lagardère News and Lagardère Live Entertainment: Sustainable Development Week
- Lagardère Publicité: carbon calculator for advertising campaigns and bespoke commercial offers for *Avenir*, *Écho Label* and *Consommons Mieux*

External

- June 30, 2022 Lagardère News signed a climate media contract for radio stations and advertisers
- Climate media and radio contract extended to magazines and the press
- Lagardère News defined "green" content



3.3 Engage in charitable activities

Pledges

Step up partnerships and sponsorships that simultaneously:

- Support disadvantaged communities or people
- Provide cultural and educational activities for deprived people
- Take steps that bring Lagardère staff together working for a society-benefiting cause that enriches their work for Lagardère

Action Plans

Many **partnerships/sponsorships in France and abroad**

Eg *Nos Quartiers ont des Talents* (our neighbourhoods've got talent)

- Hachette Livre
Books donated to schools, mentors etc.
- Lagardère Travel Retail
 - *Reporters sans Frontières, Action contre la Faim*
 - Give a Day day in Bulgaria
- Lagardère News
Free advertising slots for charities

Countless steps supported by Group foundations:

- Jean-Luc Lagardère Foundation
- Hachette Foundation for reading

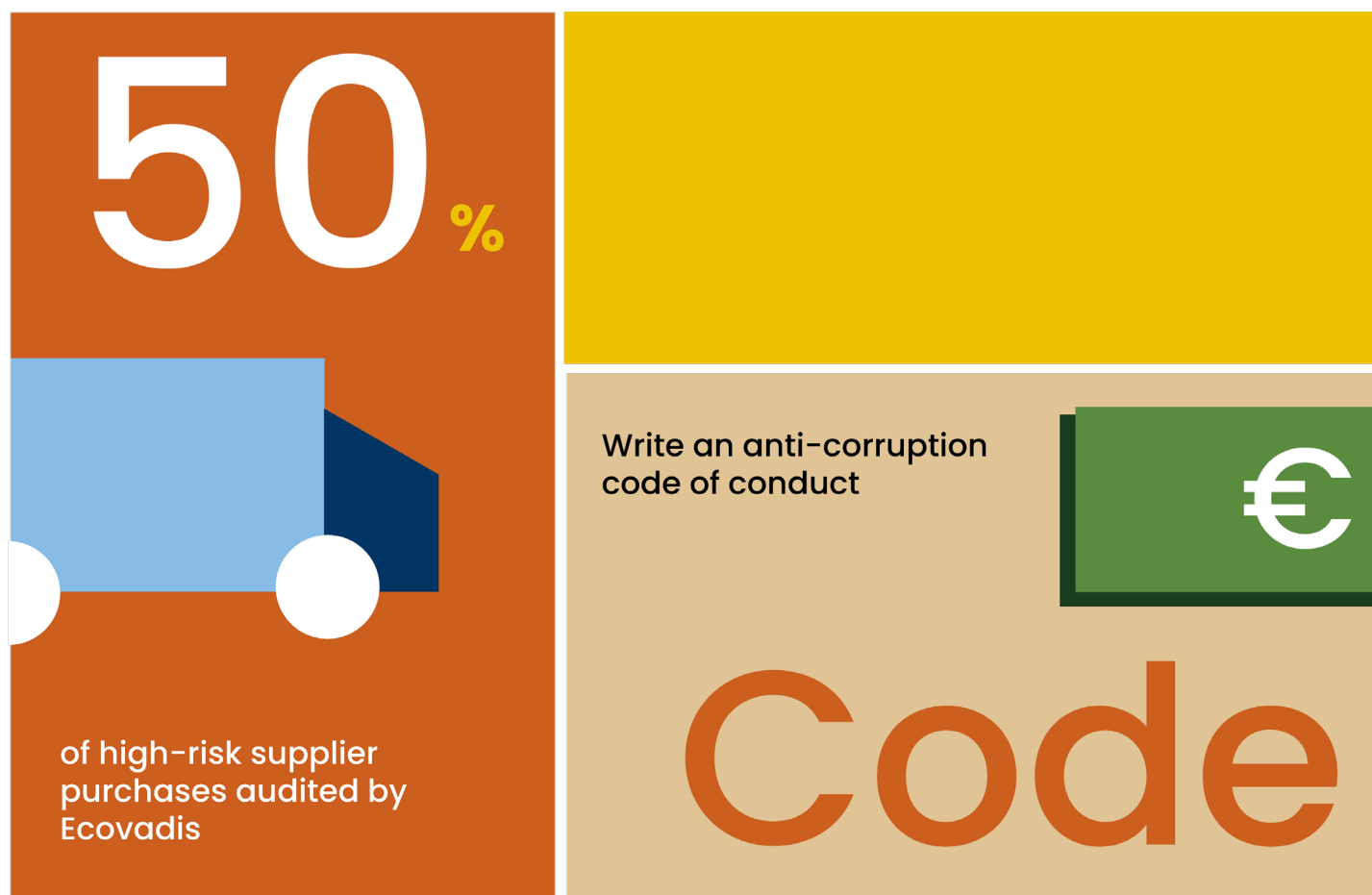
2022 Results

351 Jean-Luc Lagardère Foundation prizewinners since 1990



Lagardère Travel Retail attending the Caritatif Teribear sports event in Prague

4. Assure ethical and responsible governance



4.1 Guarantee a responsible value chain

Pledges

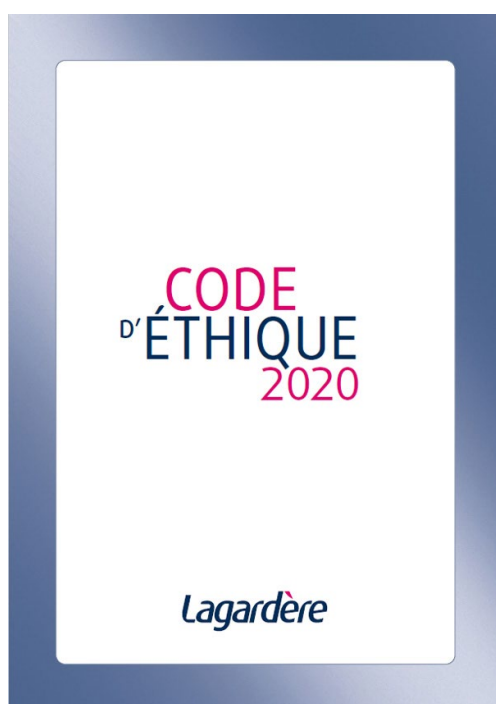
- Comply with the parent company and business customer vigilance duty law
- Responsible procurement policy

Action Plans

- Chart risks arising from suppliers' and subcontractors' operations
- Give responsible supplier charter to new suppliers serving Group companies
- Work with Ecovadis to assess high-risk suppliers
- Ethics Line platform
- Lagardère Group Code of Ethics
- Get ready for the forthcoming EU vigilance duty

2022 Results

50% of high-risk supplier purchases audited by Ecovadis (31% in 2021)



4.2 Combat corruption

Pledges

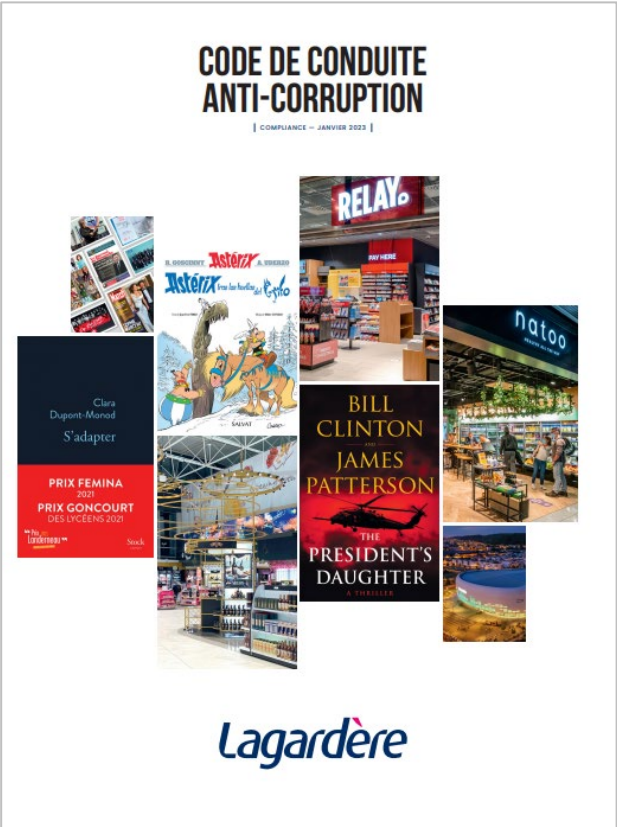
- Vigilance duty and French Sapin Act compliance
- Zero-tolerance principle

Action Plans

- Compliance program since 2013
- Anti-corruption training courses
- e-learning platform introduced e-learning

2022 Results

Introduce a multi-lingual anti-corruption code of conduct



Lagardère

Welcome to the Lagardère Group ethical alert platform

4.3 Protect personal data

Pledges

- Respect for private life is one of the fundamental liberties that Lagardère Group has to uphold Lagardère holds personal data of subscribers, travellers, netizens and others
- From 2018 GDPR (EU General Data Protection Regulation) introduced

Action Plans

- In 2016 Group DPO and divisional DPOs (Digital Protection Officer) appointed
- Risk Management and IT and Cybersecurity departments work together closely
- Dedicated compliance program
- IT security audits are carried out
- *Cyber et Moi*, cybersecurity awareness course given to all staff

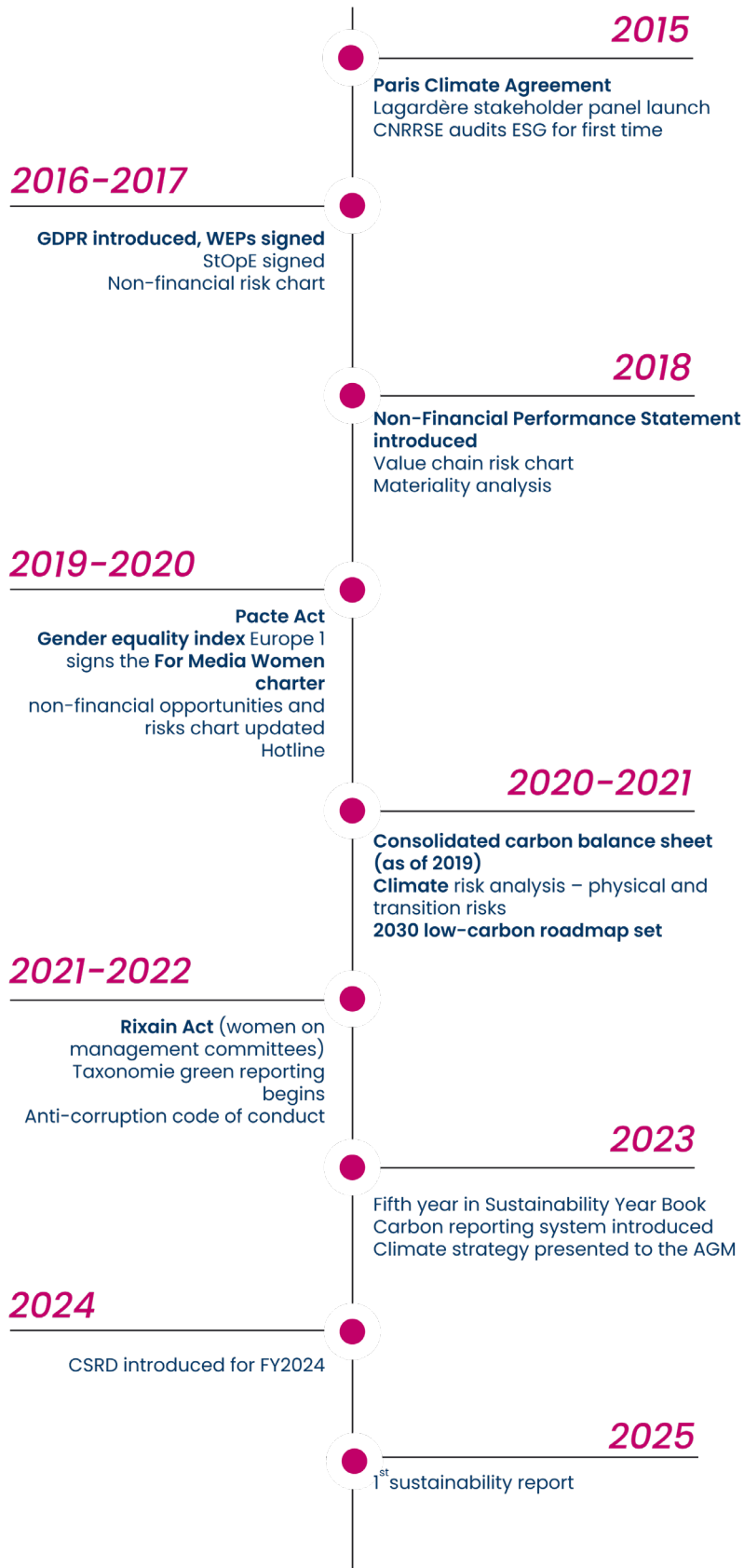
2022 Results

52.5% of personal data are properly protected (Group index weighted for revenues)



Appendices

1. Lagardère ESG strategy 2015-2025



2. Ambitious science-based decarbonization goals

Lagardère pledges to comply with the Paris Climate Deal,

which recommended that global temperature should not rise by more than 1.5°C by the end of the century compared to pre-industrial temperatures.

Lagardère strives to contribute to the global 2050 net zero carbon movement by setting science-based targets

Scopes 1&2 + partially scope 3: 1.5°C Rise

Target: cut emissions by an average 4.2% a year or cumulative 46% reduction **by 2030** (vs 2019)

Simultaneous target: source all power from renewable energies by 2025

Scope: Scopes 1 and 2 plus business and home to/from work travel (scope 3)

Scope 3 Work towards 2°C rise until 2030 then 1.5°C until 2050

Target: cut emissions by an average 2.5% a year or cumulative 28% reduction **by 2030** (vs 2019)

From 2030, 4.2% average annual emissions reduction

Scope: substantial scope accounting for just over 80% of scope 3 emissions (i.e. beating the 2/3 minimum required by scientific standards)

- Hachette Livre: paper purchase and production (printing and binding), upstream and downstream freight
- Lagardère Travel Retail: primarily procurement that accounts for 80% of emissions

3. Stakeholder Panel

Striving to innovate in its endeavours to talk to stakeholders, in 2015 Lagardère set up a stakeholder panel, a consultative forum comprising 13 people (of whom 12 outside the Group) representing the Group’s main divisional business challenges. The panel is chaired by Senior Management and run by the Sustainable Development and ESG department; panel meeting objectives:

- **Establish regular dialogue**, at corporate level, between Lagardère and stakeholders;
- **Better appreciate stakeholder** perceptions and expectations towards the Group;

- **Nurture forward-looking thinking** on Lagardère’s primary social, societal and environmental challenges.

Since launch, the panel has met eleven times. The most recent 2022 meeting focused on the Group’s low-carbon strategy and decarbonizing action plans.

Dialogue with the panel further allowed the Group to approve the 2017 materiality analysis.

Stakeholder Panel Members



Anne de Béthencourt
Integral Vision director
Economic, Social and
Environmental Councillor



Agathe Bousquet
Publicis Group France
chairwoman



Philippe Charbit
Presstalis Kiosks
mission director
France



Nathalie Dechy
Former professional tennis
player,
Sport and Citizenship
thinktank member



Roxana Family
Cergy Pontoise University
Business ethics law masters
director, senior vice president
international growth



Philippe Gallois
Group Committee
Secretary



Laetitia Grail
myBlee Match
co-founder LGM Digital
founder



Hervé Guez
Research activities and
Mirova rate director



Stéphane Jitiaux
Cojean chairman
and CEO



Chantal Jouanno
Public Debate National
Commission chair



Michel Lévy-Provençal
TEDx Paris
founder

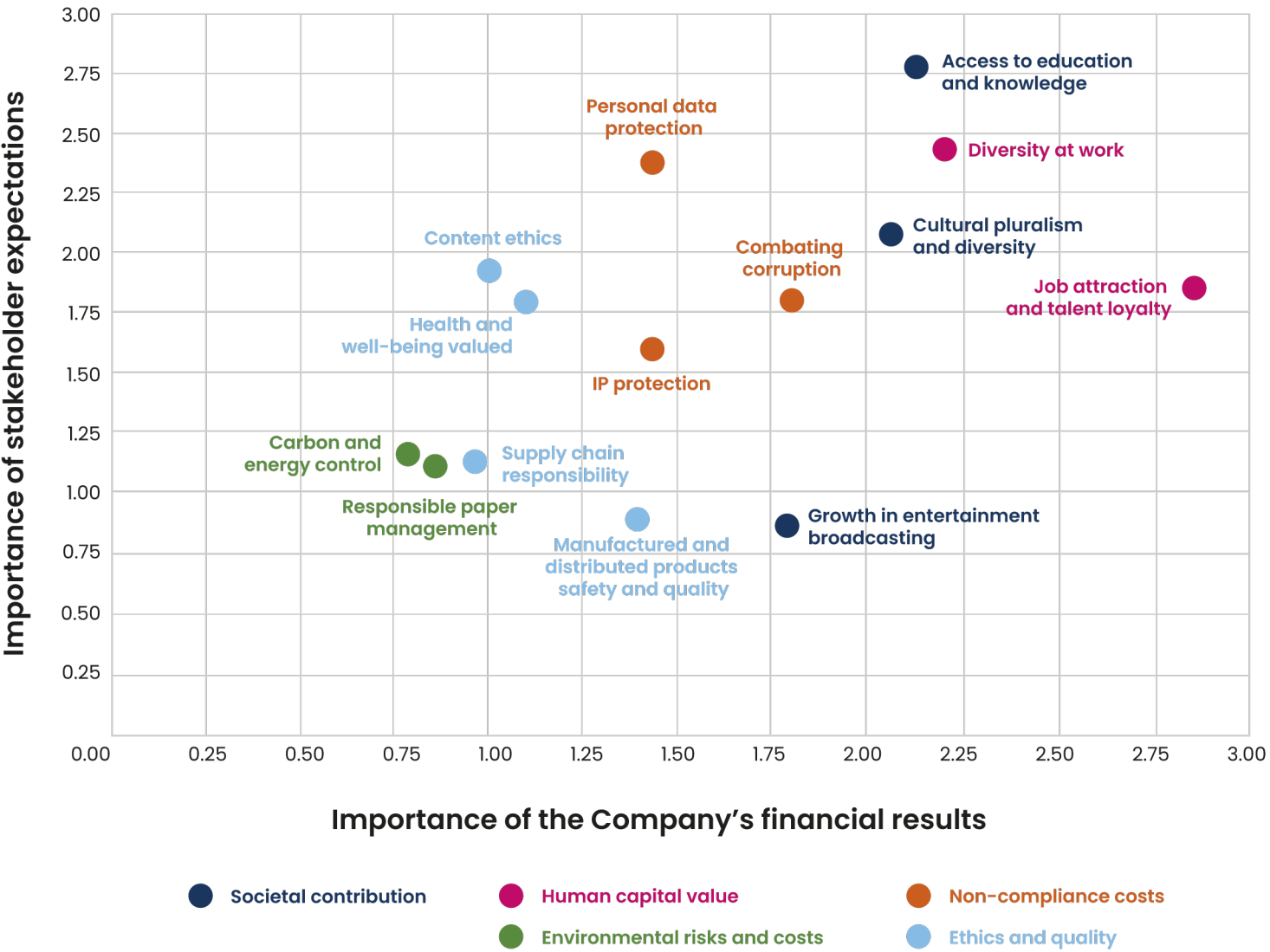


Bernard Ourghanlian
Microsoft Technical
and Security director



Jean-Christophe Perruchot
Stal Industrie Chairman –
commercial property
arrangement

4. Lagardère Group Materiality Matrix*



*Drafted in 2017, 2023 scheduled update.

Contact

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