



OUR CSR COMMITMENTS

2024 - 2025

Lagardère

CSR COMMITMENTS SCORECARD RSE

ENVIRONMENT

Limiting the environmental footprint
of products and services



Fight against
climate change

Resource management,
waste reduction and the
circular economy



-32 % reduction in Teq CO2/FTE emissions since
2019 (emissions from scopes 1 and 2 & scope
3 linked to business travel)

A significant proportion of Scope 3 published in our
first CSRD sustainability report (over 90% of our
activities)

A new objective concerning the
circular economy:

75 % of Lagardère Travel Retail
shops with 100% PET water bottles by
the end of 2025

SOCIAL

Putting people at the heart
of strategy



Working
conditions

Health and safety
at work

Diversity



46 % of top executives are women

81 % of employees trained to combat moral
harassment

SOCIETAL**Sharing the social and cultural diversity of activities**

Accessibility and dissemination of education and entertainment

Freedom of expression and pluralism



26,029 audio books available in Lagardère Publishing's catalogue

98 % of Lagardère Publishing's new releases are accessible to people with disabilities*

5,722 employees involved in solidarity initiatives, devoting a total of **40,006** working hours to these projects within the Group

29 projects supported by the Hachette Foundation for reading since 2022 (+8 in 2024)

373 winners have received a grant from the Jean-Luc Lagardère Foundation since 1990 (+9 in 2024)

* New textbooks available for Level 2

ETHICS**Ensuring ethical and responsible governance**

Fighting corruption

Respect for privacy



61 % of supplier spending at risk rated by EcoVadis

87 % of employees trained in the fight against corruption



#1

LIMIT THE ENVIRONMENTAL
FOOTPRINT OF PRODUCTS
AND SERVICES

3,97

tCO₂e / FTE on scopes 1, 2
and 3 partial* in 2024

100%

of unsold copies recycled
(books and media)

* Employee travel

Reduce GHG*
emissions by

30%
by 2030



*Greenhouse gases

RESPONSIBLE PAPER SUPPLY



Lagardère Publishing and Lagardère News source 99% of their paper from FSC/PEFC-certified sources.

#1.1 CLIMATE LEVERS FOR DECARBONISATION

As part of the Group's climate trajectory, each business line is working to identify and implement decarbonisation actions at every stage of its value chain.

Energy optimisation (scopes 1 & 2)

- Energy efficiency of buildings and facilities, use of renewable energy.
- Electrification of the vehicle fleet, use of telecommuting and carpooling.

Decarbonisation of the value chain (scope 3)

■ Lagardère Travel Retail

Commitment with suppliers, promotion of more responsible consumption within the Catering business (alternatives to beef and development of flexitarian meals).

■ Lagardère Publishing

Optimised management of print runs, reduction in the carbon intensity of paper manufacturers and printers (criteria for selecting suppliers and eco-design of products), reduction in emissions linked to inbound and outbound freight (criteria for selecting logistics service providers and alternatives to air freight).

■ Lagardère News

Optimisation of the production of the various press titles, reduction in the carbon intensity of media licences (ELLE magazines) in conjunction with franchise partners.



Natoo (Lagardère Travel Retail's own brand) is offering travellers the chance to create their own salad using fresh ingredients suitable for vegans and vegetarians.



REDUCING THE USE

Reducing the use of plastic is a cross-functional commitment within the Group's business lines.

Lagardère Travel Retail is taking action to stop using virgin plastic and to give priority to sourcing recycled or reusable resources

(logistics packaging, checkout bags, consumables). After phasing out plastic bags in 2023, its objective is to increase the proportion of recycled plastic water bottles (RPET) to 75% by the end of 2025.

For its part, Lagardère Publishing has rolled out a low-plastic action plan in France, both in the production of products (books, boxes) and in the supply chain. It will be rolled out internationally by 2025.



#1.2 RESOURCE MANAGEMENT AND CIRCULAR ECONOMY

The circular economy is also a priority for Lagardère, which strives to conserve resources while reducing its carbon footprint.

Eco-design and limiting unsold copies at Lagardère Publishing

- Organisation of eco-design week and an eco-challenge as part of the annual eco-design programme introduced in 2021.

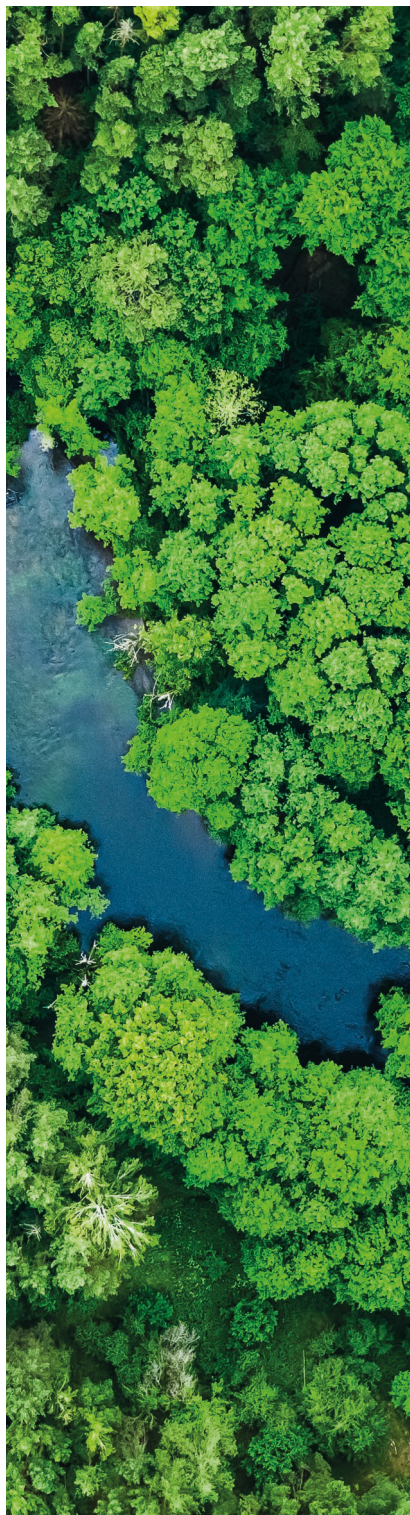
- Continued deployment of print-on-demand and automated stock replenishment to limit the number of unsold copies.



Combating food waste and waste at Lagardère Travel Retail

- International roll-out of the FLOW (Fighting to Limit Our Waste) anti-waste programme to combat all types of waste and reduce food waste: anti-waste training provided to more than 800 employees; introduction of better waste measurement; global roll-out of the partnership with Too Good To Go to reduce unsold food.

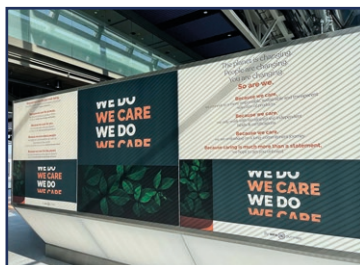




#1.3 AN ECO-RESPONSIBLE APPROACH AT THE HEART OF CUSTOMER PRACTICES

Committed to reducing their environmental impact, in 2024 Lagardère's business divisions adopted new responsible practices for their customers and commercial partners.

■ Lagardère Travel Retail is developing a range of responsible products, 'We care, we do', selected according to various social and environmental criteria. As part of this, the branch will be promoting independently certified products, refillable products, bulk goods and second-hand products.



■ Signature of a new partnership between Ecoprod and Lagardère Radio aimed at labelling audio productions according to their carbon impact.

ecoprod

■ ISO 20121 certification obtained for all the activities of the Arkéa Arena in Bordeaux, guaranteeing responsible management of its events.



■ Launch of the 'My concert by bike' operation at the Arkéa Arena to encourage concert-goers to get to the concert by bike, and thus promote soft mobility.





#2

PUTTING PEOPLE AT THE
HEART OF STRATEGY

46%

of top executives
are women

81%

of employees trained to
combat harassment
(moral, sexual)

93/100

on the Professional Equality Index in France

46%



of 'top executives' are women

(target of 45% by 2024, two years ahead of schedule)

#2.1 PROMOTING EQUAL OPPORTUNITIES

Lagardère pursues an active equal opportunities policy, supported by actions taken at local level by its business divisions.

Prevention of harassment

■ Deployment of e-learning to all Group employees to raise awareness of moral and/or sexual harassment.

Professional equality

■ Deployment of female talent development programmes at Lagardère Travel Retail in Spain, Portugal and Poland to support the professional development of women. Gender Equity Certification obtained in Italy.

employees on second-parent leave.



Hachette UK named one of the Times 50 Best Employers for Gender Equality in 2024



■ Hachette Livre in France has a number of initiatives to support parenthood, including 100% salary continuation for

INTEGRATION OF PEOPLE WITH DISABILITIES



At Lagardère, the inclusion of people with disabilities is a commitment shared by all its business lines.

Hachette Livre created its Mission Handicap in 2015. In France, it promotes recruitment, job retention and support for people with disabilities, in particular through workstation adjustments.

For its part, Lagardère Travel Retail France has set up a disability awareness programme, including a company agreement for the recruitment of workers with disabilities.

#2.2 COMBATING DISCRIMINATION

Lagardère's business divisions are implementing concrete actions to prevent and combat all forms of discrimination.

Inclusive recruitment at Lagardère Travel Retail

■ Policy of combating discrimination by systematically including a reference to the diversity of profiles in job offers, and local actions, such as the recruitment programme for young people from disadvantaged backgrounds launched in 2022 in partnership with Lima airport.

Diversity of origins at Lagardère Publishing

■ Inclusive recruitment initiatives in France: Training in inclusive recruitment and management, partnerships promoting equal opportunities with «Nos Quartiers ont des Talents» and the Priority Education Agreements of Sciences Po, etc.

■ Continuation of the Changing the story programme in the United Kingdom and the United States to promote diversity within our teams.

14hours

of training per employee, on average,
in 2024



Lagardère Travel Retail in Italy awarded
'Top Employer' certification for excellent
working conditions

#2.3 QUALITY OF LIFE AT WORK, TRAINING

With more than 33,000 employees worldwide, the Lagardère Group is committed to guaranteeing quality working conditions while supporting skills development.

Employee training and professional development

■ Deployment of an e-learning platform for all Group employees in order to invest in employee skills development.

■ In all Lagardère Travel Retail entities, launch of a Retail training programme for sales staff, including face-to-face sessions and events to strengthen team spirit.

■ Initiatives designed to encourage employees to adopt good health practices at Lagardère News and Lagardère Radio: breast cancer screening, 'No Smoking Month' challenge, etc.

■ Employee engagement surveys at Lagardère Travel Retail and Lagardère Publishing (Spain), which measure the well-being and quality of working life of employees and identify areas for improvement.

Quality of life at work and employee commitment

■ Actions taken at Lagardère Publishing to improve the quality of life at work: events organised around the Paris 2024 Olympic and Paralympic Games, participation in the Quality of Life and Working Conditions week involving 450 employees in workshops, webinars, etc.





#3

SHARE THE SOCIAL AND
CULTURAL DIVERSITY OF
OUR ACTIVITIES WITH AS
MANY PEOPLE AS POSSIBLE

98%

of Lagardère Publishing's new titles accessible*
to people with disabilities

5,722

employees involved in solidarity
actions, totalling 40,006 hours of
work

EDUCATION IN PUBLISHING AND MEDIA PROFESSIONS



Lagardère's various business lines introduce young people to professions in the sector and support emerging talent.

Lagardère Publishing offered 80 young people the opportunity to discover the publishing professions in Vanves as part of the Pass Culture programme.

For their part, Lagardère News and Lagardère Radio joined forces with CLEMI for the 35th Press and Media in Schools Week and welcomed nearly 250 young people throughout the week. In addition, Lagardère Radio welcomed 64 trainees from 3eme and 2de in 2024. The company also organises the Lauga Delmas Scholarship, which enables a winner to join the Europe 1 editorial team for several months.



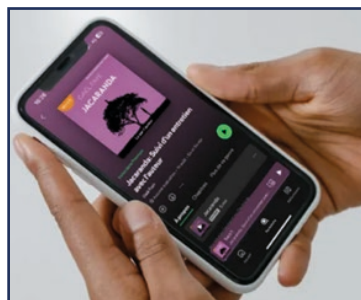
#3.1 ACCESS TO EDUCATION AND CULTURE

Lagardère's activities (publishing, press, radio, live performances) produce informative, educational and cultural content. They therefore have a key role to play in facilitating access to education and contributing to the democratisation of culture

Measures taken to promote accessibility

■ Development of digital books and natively accessible 'ePub 3' formats in order to reach a wider range of readers, even those who are the most distant from books because of their disability, and development of audiobooks (partnership with Spotify), which also enables wider access to content at Lagardère Publishing.

■ Provisions for people with ASD (Autism Spectrum Disorders) in Lagardère Live Entertainment's theatres.



#3.2 PROMOTING READING

From Lagardère Publishing, which offers a vast selection of books, to the Hachette Foundation for Reading, Europe 1's book reviews and the literary prizes organised by Lagardère Travel Retail via its Relay network, all Lagardère branches are working to promote reading.

A rich selection of books from Lagardère Publishing

■ Lagardère Publishing, the world's third-largest publisher of books for the general public, publishes more than 15,000 new titles every year. With more than 200 publishing brands covering all publishing segments for the general public (school and after-school, literature, illustrated, paperbacks, etc.), promoting reading is at the heart of its business.

The pleasure of reading when travelling with Lagardère Travel Retail

■ Lagardère Travel Retail, through its Relay network, is strengthening the link between reading and travel. The 47th edition of the RELAY Voyageurs Lecteurs Prize promotes literary discovery, while the RELAYSEPM Magazine of the Year Prize rewards the most daring, creative and committed titles.



Daily literary events with Lagardère Radio

■ In addition to a literary column broadcast every day on the Europe 1 morning show, Nicolas Carreau's programme La Voix est Livre celebrates authors and their works every week. Europe 1 is also involved with the Europe 1 x GMF Literary Prize, which rewards a work that celebrates the collective and human values.



The promoting reading and writing among people who are far from it via the Hachette Foundation for Reading

■ Created in 2021, the Hachette Foundation is committed to two major missions: combating illiteracy and early school leaving, and fostering social links through reading.



Since its creation, it has supported **29 passionate and committed associations** who, every day, promote reading.

+50hours
of 'green' content on Lagardère
Radio stations



DONATING ADVERTISING SPACES

Lagardère News and Lagardère Radio are committed to supporting a number of associations by donating space on their stations and in their press titles. Beneficiaries of this initiative include the Red Cross, the Établissement Français du Sang, the Fondation de France and organisations fighting multiple sclerosis.



#3.3 PUBLICATION OF IMPACTFUL CONTENT

Lagardère Publishing, Lagardère News and Lagardère Radio contribute to raising awareness, informing and promoting responsible values through their editorial productions.

Committed publishers at Lagardère Publishing

■ Lagardère Publishing's publishers promote the emergence of high-impact content by tackling diverse themes such as ecology, feminism, inclusion and diversity. Examples include the ecological and activist publisher La Plage, the inclusive publishing brand Dialogue Books in the UK and the feminist collection Les Insolentes at Hachette Pratique.



Broadcasting 'green' content at Lagardère Radio

■ Lagardère Radio is continuing the Climate Media Contract set up with Arcom to monitor the number of hours devoted to environmental topics on its stations. In addition, the branch submits annual reports to Arcom on the various themes it has undertaken to address in its programmes: the fight against violence against women, the environment, healthy eating and lifestyle, disability and parasport, women's sport and media education.

**FONDATION Jean-Luc
Lagardère**

The Jean-Luc Lagardère Foundation supports cultural creation by awarding grants to young cultural and media professionals every year. In 2024, nine grants were awarded for a total of €170,000. The new winners join the 364 who have already received awards from the Foundation since it was set up in 1990. The Foundation is also developing partnerships with associations and major institutions that share the same commitment to a shared culture open to all.

#3.4 EMPLOYEE VOLUNTEERING, SPONSORSHIP AND SUPPORT FOR CREATIVITY

Lagardère's business lines are mobilising around solidarity initiatives.

Actions led by employees: volunteering and skills-based sponsorship

■ In all the Group's divisions, employees get involved with various associations during their working hours, either on a one-off basis through voluntary work, or on a longer-term basis through skills sponsorship.



Continuation of the long-term partnership between Lagardère Publishing and Bibliothèques Sans Frontières, involving 34 employees through skills sponsorship.

Initiatives supported by Group entities: support for associations and corporate philanthropy

■ The Group's Divisions are actively involved in solidarity initiatives through sponsorship and support for associations, demonstrating their desire to make a tangible contribution to causes in the public interest.



Use of Lagardère Live Entertainment's concert halls to host associations, such as the Restos du Coeur concert at the Arkéa Arena.



#4

ENSURING ETHICAL AND
RESPONSIBLE
GOVERNANCE

87%

of Lagardère employees received
anti-corruption training in 2024

61%

of supplier
expenditure at risk
assessed in 2024



Lagardère anti-corruption code of conduct.

87% of employees trained in anti-corruption

(exceeding the target of 70% by 2024)

Target of assessing

67% of supplier expenditure at risk in 2024

(61% achieved in the same year)

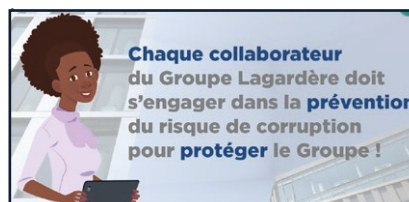


#4.1 PROMOTING BUSINESS ETHICS

Lagardère is committed to developing its activities in line with the major challenges of quality, compliance and ethics.

Combating corruption

- All employees are covered by an anti-corruption Code of Conduct.
- Roll-out of e-learning on anti-corruption to all employees.
- Provision of an ethics hotline for employees.



Subcontracting and suppliers

- Application of a Responsible Supplier Charter (updated in 2024).
- Continued collaboration with EcoVadis to regularly assess the environmental, social and ethical performance of Lagardère's suppliers and subcontractors.







Contact

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