

Cultures
in motion



Our CSR Commitments

2025 - 2026

Lagardère

Cultures in motion

In December 2025, the Louis Hachette Group, Lagardère's parent company, defined a CSR strategy common to all its activities, under the banner "Cultures in Motion".

This strategy embodies both the Group's business lines and the way in which they are operated, and now forms the framework within which Lagardère pursues its sustainability commitments.

Lagardère reported the following non-financial performance figures in 2025:



Lagardère's ESG risk continues to fall, standing at **12.87** in 2025 (compared with 14.23 in 2024 and 16.45 in 2023), a performance that places Lagardère in 4th place in its category.



Lagardère scores **70/100**, an improvement of 14 points compared to the previous year.

Cultures are stories, voices, tastes and ideas.

They connect us, they open us up, they nourish us.

They are everywhere:

in a book opened on a train, a magazine bought in an airport shop, over a coffee in a station, a Radio programme or a concert.

Cultures travel.

They blend, they respond to one another, they evolve.

They're thriving.

And at Louis Hachette Group, this is the movement we love to help grow.

In publishing, media, live entertainment, and travel areas.

Wherever people go, we try to spread ideas.

And emotions.

But today, bringing cultures to life also means learning to bring them to life in a different way.

With greater care. Greater responsibility.

And ever more innovation.

We are rethinking the ways we produce, print and transport,

To welcome and entertain.

We are seeking to consume more responsibly, to reduce our impact, to devise more sustainable and open models

We champion reading, access to education, creativity, freedom of expression, and the diversity of voices.

We value travellers' experiences of local cultures, culinary traditions, encounters and emotions.

We also work to ensure that everyone finds their place:

in our teams, on our pages, on our airwaves, in our shops, our dining areas, on our stages.

For cultures that exclude no one, that listen to every voice, and which continue to broaden horizons.

Because cultures change everything.

They make the world more curious, freer, more alive.

And as long as they inspire, bring people together and enlighten, we, too, will continue to promote them, sustainably.

Louis Hachette Group.





#1



Fostering a culture of impact

-27%

in CO2e emissions per FTE since 2019
(Scope 1 and 2 emissions & Scope 3
emissions related to business travel)

99,9%

certified or recycled paper across
our Publishing and Media divisions

#1.1 Adapting our business lines to decarbonise our activities

#1.1

Reduction in GHG* emissions of **30%** by 2030.



*Greenhouse gases

The Lagardère group is rolling out an ambitious transition plan, bringing together all its activities with the aim of reducing its greenhouse gas emissions by nearly 30% by 2030 (based on 2019 levels).

Energy optimisation (scopes 1 & 2)

- The Group's business divisions are improving the energy efficiency of their buildings and facilities, and prioritising the use of renewable energy.
- The electrification of the vehicle fleet is continuing, with the objectives of achieving 100% hybrid or electric vehicles by 2030*, and is accompanied by measures promoting remote working and car-sharing.



Lagardère Travel Retail's greenhouse gas emissions reduction pathway was officially validated by the Science Based Targets initiative (SBTi) in 2025.

Building on the results achieved in its carbon audit, Hachette Livre has raised its climate ambition, now aiming for a reduction of around 50% in its greenhouse gas emissions by 2030 (compared to 2019), supported by a strengthened action plan.



Installation of solar panels at the logistics site in Getafe, Spain (Grupo Anaya).

*For Lagardère Travel Retail, this objective applies to countries where the energy mix is suitable and where the network of charging stations is sufficiently developed.

Decarbonisation of the value chain (scope 3)

■ Alongside major retail chains, Lagardère Travel Retail is significantly strengthening its commitment to its suppliers through its membership of the LESS (Low Emissions Sustainable Sourcing) platform, which enables the exchange of carbon data between manufacturers and retailers. The Lagardère Travel Retail division is also promoting more responsible consumption within its dining business, notably by offering alternatives to meat by reducing beef consumption and developing flexitarian meals. In 2025, the company took another step forward with the launch of "We Care We Do", a program designed to select more responsible suppliers, based on transparent dialogue between procurement teams and suppliers and using a methodology that incorporates various CSR criteria applied to both suppliers and products.



Launch of Lagardère Travel Retail's responsible offering in stores.



Lagardère Travel Retail is also developing local sourcing to meet travellers' growing expectations in a quest for authenticity, as evidenced by the opening of the Discover London store in the South Terminal at London Gatwick in 2025, which showcases a selection of iconic British products.



In 2025, Lagardère Radio joined the Ecoprod initiative to better assess the carbon footprint

of its advertising productions and also helped adapt the Carbon'Clap measurement tool for audio productions.

■ Lagardère Publishing tailors its print runs to match demand as closely as possible and incorporates eco-design principles from the very beginning of the book production process. At the same time, the division is reducing the carbon footprint of its value chain by selecting paper suppliers and printers committed to the energy transition.

■ Lagardère News optimise la production de ses différents titres de presse et travaille à réduire l'intensité carbone des licences média (magazines ELLE), en collaboration avec ses partenaires franchisés.

#1.2 Taking care of resources throughout our value chain

The circular economy is also a priority for Lagardère. Managing its supply chain upstream and reducing waste help to conserve natural resources, whilst reducing its carbon footprint.

Eco-design and reducing unsold stock at Lagardère Publishing

■ The eco-design programme run in France since 2021, which includes the organisation of an Eco-Design Week and an eco-challenge, has been extended to the UK through 'Green Shoots', an internal competition aimed at promoting eco-friendly practices among UK teams.

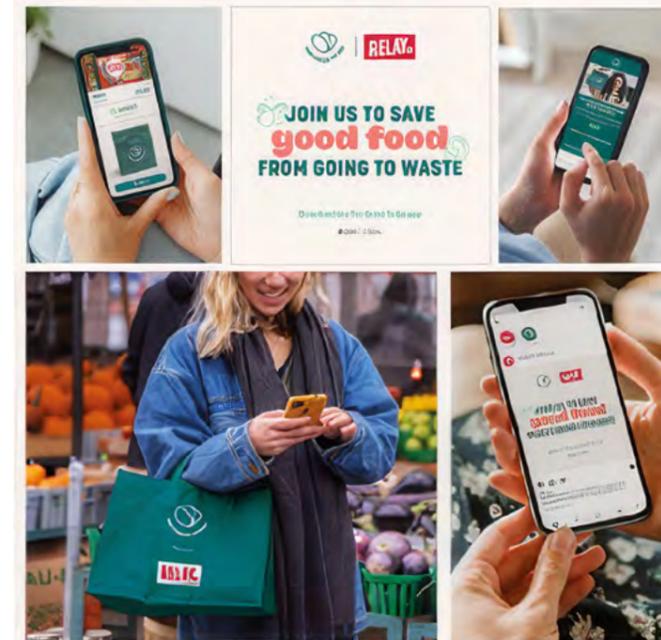
■ The division is continuing to roll out print-on-demand with Lightning Source France and automated stock thanks to the Ritmeo program replenishment in order to limit overproduction and, consequently, the disposal of unsold stock.

More than
440 000 titles
in the print-on-demand catalogue in France by 2025.



Combating food waste and waste at Lagardère Travel Retail

■ Lagardère Travel Retail continues to combat all forms of waste and reduce food waste through its FLOW (Fighting to Limit Our Waste) programme, which has been rolled out internationally. This has been achieved in particular through the training of over 1,300 employees, improvements in waste measurement, and the global expansion of its partnership with Too Good To Go to minimise unsold food.



Relay x Too Good To Go Partnership

Reducing plastic use



Lagardère Travel Retail is taking steps to phase out virgin plastic and prioritise the use of recycled or reusable materials (logistics packaging, shopping bags, consumables).

By 2025, the division had achieved its objective of transitioning to bags made from eco-friendly materials for all its direct supplies, and 75% of the water bottles sold in its stores were made from 100% RPET (recycled PET).

For its part, Lagardère Publishing is continuing to roll out a low-plastic action plan in France, covering both product manufacturing (books, box sets) and the supply chain.



Maurepas Warehouse (Lagardère Publishing)



#2



Fostering a culture of talent

47%

of women among top executives

11,8

hours of training on average
per employee

#2.1 From creative business lines to our stores, promoting team development



Mentoring programme: 2025 cohort.

129

mentor-mentee pairs mentee pairs have been formed since the launch of the Group programme in 2018.

With over 33,000 employees worldwide, Lagardère is committed to ensuring quality of life at work and fostering the fulfilment of its teams.

Career development and work-life balance

■ At Group level, the internal mobility scheme and the cross-division mentoring programme continue to be developed to support employees in their career progression.

■ The business divisions are stepping up initiatives to promote a healthy work-life balance, notably through parental leave and carer's leave schemes, as well as flexible working hours during specific events.

Employee engagement

■ Employee engagement surveys are conducted to gain a better understanding of staff morale and identify areas for improvement: these are carried out annually at Lagardère Travel Retail, where they will be deployed in 100% of the relevant countries by 2025 and on an ad hoc basis within certain Lagardère Publishing entities.

#2.2 Cultivating diversity, unlocking potential and encouraging innovation

Team diversity is a fundamental priority for Lagardère in order to cater to the diversity of its audiences and the varied needs of its customers. Training, the cornerstone of equal opportunities, enables the Group to develop all talent.

Diversity and the fight against discrimination

Inclusive recruitment at Lagardère Travel Retail

■ Anti-discrimination policies require that job postings include information about the diversity of candidate profiles, as well as local initiatives, such as the recruitment programme for young people from disadvantaged backgrounds launched in 2022 in partnership with Lima Airport.

Diversity of backgrounds at Lagardère Publishing

■ Hachette UK continues to champion diversity within its teams through its "Changing the Story" programme, launched in 2016. This programme, which is also rolled out in the United States, has been expanded at Hachette Book Group beyond internal representation to directly link inclusion to the subsidiary's editorial strategy.

Training and skills development

■ Since 2023, the Group has made available a platform for e-learning to invest in the professional development of all its employees worldwide, supplemented by training tailored to the specific needs of business lines within each division.



Hachette UK teams taking part in the "Changing the Story" 2025 festival.



Three Lagardère Travel Retail employees taking part in the new "Aura" training programme, a major initiative aimed at sales teams and dedicated to excellence, product knowledge and personalising the customer journey.

91/100
on the **Equality Index** in France.

47% 
of women among
'top executives'
(achieving the objective
set at 47% for 2025).

Gender equality between women and men

■ With women making up the majority of its headcount, Lagardère ensures a balanced representation of women and men at all levels of responsibility, right up to the highest level of governance, within the senior executive team, where setting an example in this area is a clearly stated priority.



■ Lagardère Publishing continues its efforts to promote pay equality, notably through initiatives to improve transparency of salaries in the United Kingdom, which have enabled Hachette UK to be recognised by The Times as one of the 50 best employers for gender equality for the sixth consecutive year.

■ Lagardère Travel Retail is rolling out female talent development programmes in France and Spain, and has renewed its Gender Equity Certification in Italy.

Inclusion of people with a disability

■ Hachette Livre is taking action to promote the recruitment, retention and support of people with a disability, driven by its Mission Handicap initiative launched in 2015, which includes, in particular, the adaptation of workstations.

■ Lagardère Travel Retail is implementing measures to promote the inclusion of people with a disability within its entities, as evidenced by Luton Airport in the UK's progress in the Disability Confident programme, where it achieved Level 3 (Disability Confident Leader) in 2025.

■ Lagardère News and Lagardère Radio also organise disability awareness initiatives, particularly as part of European Disability Employment Week.



Organisation of a "Café silence" at Hachette Livre in France to introduce staff to sign language.



#3



Fostering a culture of openness

40 hours

of 'green' content broadcast on Lagardère Radio stations

29 018

Audiobooks available in the Lagardère Publishing catalogue

5 502

employees involved in community initiatives, totalling 25,221 hours of work

3.1 Supporting diverse creativity and all the voices that drive it

FONDATION Jean-Luc
Lagardère

supports creativity by awarding grants each year to young professionals in the cultural and media sectors.

In 2025, the launch of a new 'Regard Engagé' grant will support a creator, selected from among the candidates for the nine existing grants, whose project helps to develop new narratives to raise awareness of social and environmental priorities and invent a desirable future.

Since its creation in 1990, 386 recipients (including thirteen new ones in 2025) have received a total of €7,770,000, including €180,000 in 2025. The Foundation also develops partnerships with associations and major institutions that share the same commitment to a that is shared and open to all.

Lagardère Publishing, Lagardère News and Lagardère Radio promote diverse content and ensure a plurality of voices is at the heart of their editorial output.

Committed publishers at Lagardère Publishing

■ For several years, Lagardère Publishing has been developing impactful content covering themes such as ecology, feminism, inclusion and diversity, notably through Éditions La Plage, La Grenade (JC Lattès), Dialogue Books (Hachette UK), Legacy Lit (Hachette Book Group), as well as the feminist collection Les Insolentes (Hachette Pratique) and Feminismos (Grupo Anaya).

Circulation of 'green' content at Lagardère Radio

■ Since 2022, the Group's radio stations have been adhering to the Climate Media Contract established with Arcom to measure the number of hours devoted to environmental topics. Flagship programmes also highlight certain positive and regional initiatives, such as La France bouge and Balades en France, highlighting local expertise and regional discoveries.



Presentation of the Regard Engagé grant, awarded to a recipient whose project focuses on mental health.

#3.2 Promoting access to education and culture

Some of Lagardère's activities (publishing, press, radio, live entertainment) produce content of an informative, educational and cultural nature. 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

■ Since 2024, Lagardère Publishing has been publishing 98% of its new text-based books in the accessible 'epub 3' format (Level 2), positioning it as a pioneer in relation to the European Accessibility Act, which came into force in 2025 and now requires all new e-books to be accessible to people with visual impairments or reading difficulties. The division is also developing audiobooks, thereby helping to broaden access to content.

■ Lagardère Live Entertainment is implementing a scheme to welcome audiences with autism spectrum disorder (ASD) to its venues and, in 2025, secured the 'Tourisme et Handicap' label for the Arkea Arena in Bordeaux.

Education in publishing and media business lines

■ In 2025, Hachette Livre welcomed 120 young people to its Vanves site as part of the Pass Culture scheme to introduce them to careers in publishing.

■ Lagardère News and Lagardère Radio take part every year in Press and Media Week in Schools, and welcomed nearly 250 young people during the 2025 event.

98%
of Lagardère Publishing's new releases are accessible* to people with a disability.

* New text-based publications accessible at level 2





Actress Reese Witherspoon is the spokesperson for the Raising Readers campaign.

Promoting reading at the heart of Lagardère Publishing's activities

■ Lagardère Publishing, the world's third-largest book publisher, publishes over 15,000 new titles a year. With more than 200 publishing brands covering all general interest publishing segments (General Literature, Genre fiction, Illustrated Books, Children and Young Adult fiction, Textbooks and non-curricular books, etc.), the promotion of reading lies at the heart of its business. In 2026, Hachette Livre will celebrate its bicentenary, and to mark the occasion has organised Les Grandes Rencontres Hachette in March 2026, a unique cultural event, free of charge and open to all.

■ In 2025, Hachette UK and Hachette Book Group launched 'Raising Readers', a major campaign aimed at raising awareness of the decline in reading for pleasure among children (including awareness-raising texts at the end of books, charitable partnerships, collaborations with brands, etc.).

The joy of reading whilst travelling with Lagardère Travel Retail

■ Lagardère Travel Retail, through its Relay network, is strengthening the link between reading and travel. The 48th edition of the RELAY Travellers' Readers' Prize promotes literary discovery, whilst the RELAY-SEPM Magazine of the Year Prize recognises the most daring, creative and socially engaged titles.

Daily literary features with Lagardère Radio

■ In addition to a daily literary feature broadcast on Europe 1's morning show, Nicolas Carreau's programme La Voix est Livre showcases authors and their works every week. Europe 1 is also involved in the Europe 1 x GMF Literary Prize, which recognises a work celebrating community and human values.



Promoting reading and writing among those who are disengaged from these activities via the Hachette Foundation for Reading

The Hachette Foundation for Reading supports initiatives that promote access to books, focusing on two key objectives: combating illiteracy and school dropout rates, and fostering social cohesion through reading. Since 2021, it has supported 34 organisations that make books more accessible and enable as many people as possible to (re)discover the joy of reading, both in France and abroad.



Volunteering, skills-based sponsorship and support for charities

■ Across all divisions, employees support various charities during working hours, either on an ad hoc basis through volunteering or on a longer-term basis through skills-based sponsorship.

■ Lagardère Live Entertainment makes its venues available to host organisations such as Princesse Margot, À la vie à l'amour, La nuit de la déprime, the Du bout des lèvres charity concert and Epic Night.



■ Lagardère Radio donates advertising space to advertisers supporting major causes: in 2025, on the Europe 1, Europe 2 and RFM, €236,000 worth of free airtime was made available to charities such as La Fondation des Femmes, Action contre la Faim and the Établissement français du sang.



Nearly 130 Lagardère employees took part in the 2025 Odyssey race to support breast cancer research, alongside Prisma Media.



Lagardère Paris Racing welcomed around fifteen young people aged between 7 and 17, supervised by the Apprentis d'Auteuil charity, for a multi-sport camp.



#4

Fostering a culture of trust

90%

of employees trained
in anti-corruption by 2025

91%

of supplier expenditure
assessed as high risk



#4.1 Ensuring ethical conduct in our business relationships

90%



of employees trained in anti-corruption

(exceeding the objective set at 85% for 2025).

Lagardère places fighting corruption at the heart of its business ethics commitments.

■ Within the Group, all employees are guided by an anti-corruption code of conduct, and dedicated e-learning training on this subject is circulated to all staff. In addition, an ethics hotline is to staff and external stakeholders (suppliers, consumers, etc.).



#4.2 Implementing increasingly responsible practices with our partners

Ensuring the integrity of supplier relationships is another priority for Lagardère, particularly given its strong international presence.

■ The Group has a Responsible Supplier Charter, updated in 2025, and also conducts a third-party integrity assessment process. Furthermore, Lagardère works with EcoVadis to regularly assess the environmental, social and ethical performance of its suppliers and subcontractors. These reviews, supplemented by other ESG analyses, enable the Group to track the proportion of assessed high-risk supplier expenditure.



91%



of high-risk supplier expenditure assessed in 2025

(exceeding the objective set at 80% for 2025).



Lagardère

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