



CSR AT LAGARDÈRE  
IN 2015-2016

GIVING MEANING

*Lagardère*



Singapore Sports Hub, partner of  
Lagardère Sports and Entertainment.

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# GROUP PROFILE

Lagardère's 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.

The Group is structured around four business lines:

**Lagardère Publishing**, which publishes books and e-books in many subject areas (Education, General Literature, Illustrated Books, Partworks, Dictionaries and Youth Works) and carries out Distribution activities for its own publishers and third-party publishers.

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

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

**Lagardère Sports and Entertainment**, a global, integrated sports marketing agency offering a comprehensive range of services for owners of sports rights, brands, athletes and the media.

In 2015, the Group's revenue totalled **€7,193 million** and it had **25,784 permanent employees** at 31 December 2015.

## WORKFORCE BY GEOGRAPHIC AREA AT 31 DECEMBER 2015

### FRANCE

Lagardère Publishing	2,413
Lagardère Travel Retail	3,984
Lagardère Active	2,565
Lagardère Sports and Entertainment	407
Other Activities	150

**Total 9,519**

### EUROPE (EXCLUDING FRANCE)

Lagardère Publishing	2,433
Lagardère Travel Retail	6,914
Lagardère Active	542
Lagardère Sports and Entertainment	636

**Total 10,525**

### NORTH AND SOUTH AMERICA

Lagardère Publishing	1,310
Lagardère Travel Retail	1,904
Lagardère Sports and Entertainment	128

**Total 3,342**

### ASIA-PACIFIC

Lagardère Publishing	122
Lagardère Travel Retail	1,984
Lagardère Sports and Entertainment	213

**Total 2,319**

### AFRICA

Lagardère Publishing	79
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**Total 79**



## GIVING MEANING

**The motto of the Lagardère group's CSR policy has rarely been expressed more strongly than in 2015, when freedoms came under frequent attack.**

**Giving meaning** to the values embodied by our Group, i.e. audacity, creativity and excellence but also the promotion of cultural diversity, the protection of youth and support for the women's rights, which are central to our responsibility.

**Giving meaning** to our talent, to the women and men of various generations and origins, across all continents, who are our greatest strength. We support their careers within our Group, encouraging them to develop their skills by stimulating their ability to innovate and supporting their social commitment.

We also foster our young talent. That means the young people receiving cultural grants from the Jean-Luc Lagardère Foundation, and those selected by the Elle Foundation in the fields of fashion and social entrepreneurship. But it also means the young people winning competitions held by our media outlets, our publishing houses, our Travel Retail companies and Lagardère Sports and Entertainment, who may join us in the future.

**Giving meaning** to the way the Group adapts to changes in society, and particularly the rise of digital technology in society that is affecting all of our businesses, by using digital both to drive growth and foster trust with all our stakeholders.

**Giving meaning** to our environmental commitment after the signature of an international climate agreement during COP21 in Paris. Our media already show an exceptional level of commitment to educating people about climate change issues, and the Group also takes practical action in the field of environmental responsibility, instilling great positive energy in our employees in our quest for meaning.

Arnaud Lagardère

# OBJECTIVES OF THE CSR POLICY



Hachette Livre's new premises in Vanves (France) have HQE/BBC accreditation for high environmental quality and low energy consumption, demonstrating its environmental commitment.

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

The first is that the Group needs to **respond to the increasing demands of regulators** in individual countries and at the European level. CSR is increasingly governed by standards and legislation. Some of those rules set out obligations regarding the publication of CSR information, which at Lagardère has been verified by an independent third-party organisation for four years. The Group also determines its own ethical rules.

The second requirement is that the Lagardère group must **align its CSR approach with its development strategy**. Developments in the Group's activities – including growth in digital activities, expansion into certain territories such as Africa and the development of new activities such as those related to foodservice at Lagardère Travel Retail – have a specific impact on society and so specific attention must be paid to them in terms of CSR.

*“The main challenges that businesses will face are in fact CSR-related business opportunities.”*

First meeting of the stakeholder panel,  
June 2015

The third requirement is that the Lagardère group **must step up its dialogue with stakeholders**, which are increasingly numerous and involved. The Group-level stakeholder panel is a new resource designed to enhance this multi-party dialogue.

# FOUR STRATEGIC PRIORITIES



Ensuring environmental responsibility in the Group's books and e-books activities and in Relay stores.

## BOOSTING DIVERSITY AND THE INNOVATION CAPACITY OF OUR TALENT

Diversity fosters creativity and attracts talent. The Lagardère group encourages diversity by promoting equal opportunities, focusing on three areas: equality between men and women, disabilities and representation of ethnic and social origins.

Innovation is also central to the Group's duty to support its staff, in the training courses it provides to employees and in the encouragement it gives to their social commitments.

## ENSURING RESPONSIBLE DIGITAL MANAGEMENT

Making digital technology a way of both driving growth and fostering trust: that is the equation that Lagardère must solve.

The Group is aware that it needs to develop its value-enhancing and innovative businesses and digital expertise – partly based on engineering and exploiting data – in a responsible way that fosters trust. Accordingly, it sets demanding targets as regards keeping staff up-to-date and providing them with training on technological developments, personal data protection and intellectual property protection, as well as monitoring the environmental impact of digital media that carry the Group's content.

## PROMOTING ACCESS TO CULTURE AND ENTERTAINMENT

The Group plays a major role in the fields of culture, knowledge, information, entertainment, sport and travel retail. It has specific social responsibilities to the whole of civil society.

Ensuring access to the Group's content, promoting the diversity of its content, giving exposure to a wide range of ideas and offering unfailing support to freedom of expression are central to those responsibilities, as are protecting youth, providing media education and promoting reading.

## STRENGTHENING OPERATIONAL SUSTAINABILITY

Although the Lagardère group's activities take place mainly in the service sector, it is aware that it needs to reduce their environmental impact and develop them with respect for the environment. The Group's environmental commitments are based on helping to fight climate change, preserving natural resources and ensuring that its entire supply chain is environmentally responsible.

*“It is vital that innovation and CSR go hand-in-hand, particularly as the Group expands into new markets.”*

Second meeting of the stakeholder panel, November 2015



Immediately after the terrorist attack on Charlie Hebdo, the front cover of *Elle* on 14 January 2015 defended freedom of expression.



**Lagardère**

**ISABELLE JUPPÉ**

Corporate Social Responsibility Director, Lagardère group

## A CRUCIAL AND EXCITING YEAR FOR CSR

With the Paris climate change agreement signed during COP21 at the end of the year, 2015 was a crucial and exciting year for CSR in the Lagardère group, and it honed its CSR approach for the coming years.

The Group’s roadmap has been validated by the stakeholder panel set up in 2015 and forms part of its responsible governance approach. That approach now features four key areas of commitment focusing on talent, digital technology, media responsibility (which focused mainly on climate change in 2015) and environmental responsibility in the Group’s business activities.

The Lagardère group is aware that measurement is crucial to progress, and so it set up a new system for collecting workforce-related, social and environmental data that will enable it to address those issues in a more detailed, reliable way.

Finally, the progress the Group made with ratings from financial agencies analysing its performance, and the fact that it entered or remained in four ESG indexes<sup>(1)</sup>, bode well for the future.

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

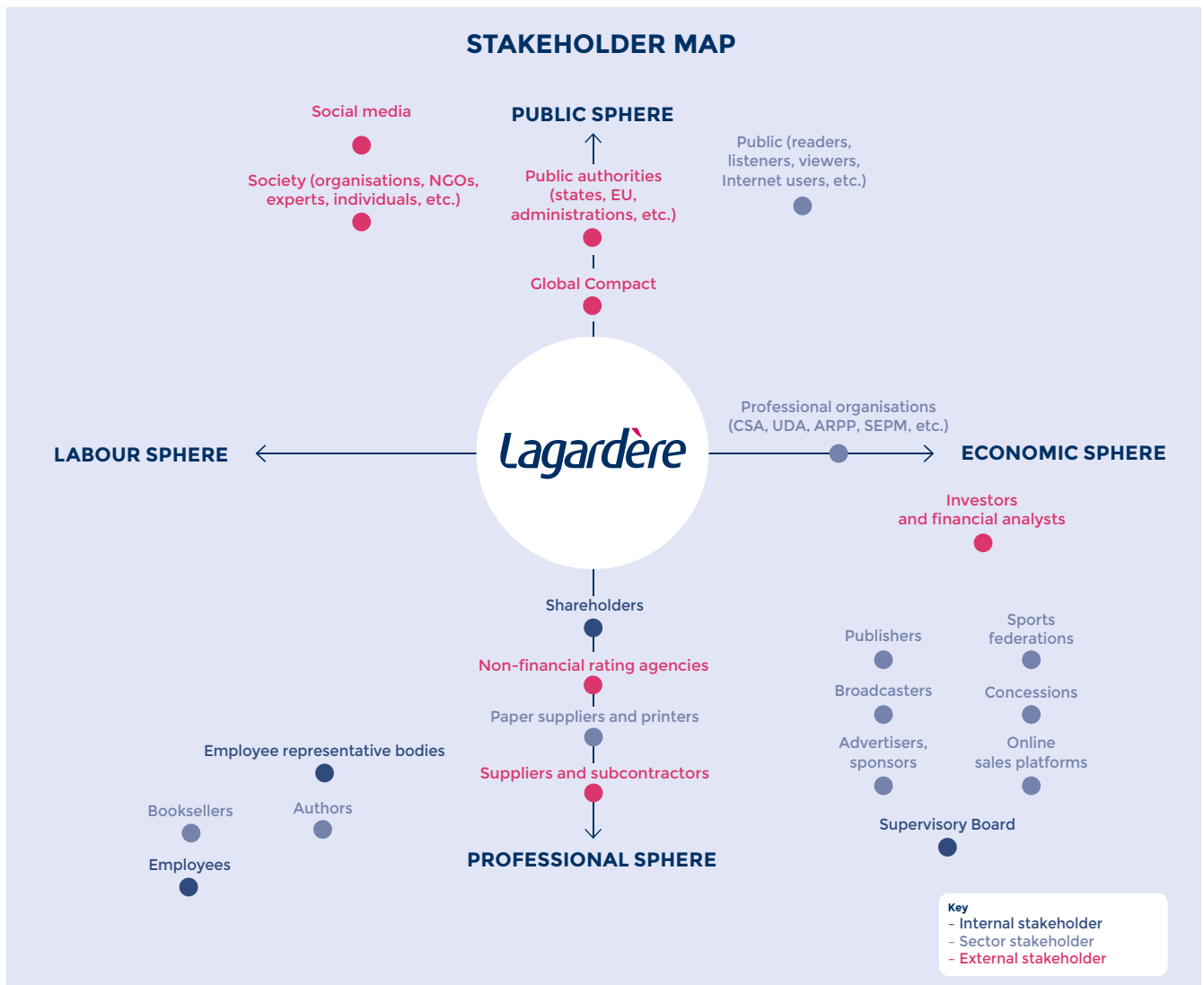
(1) Vigeo Euronext Europe 120, Eurozone 120, MSCI (MSCI Global Sustainability Index Series) and STOXX® (Global ESG Leaders) indices.

# INCREASING DIALOGUE WITH STAKEHOLDERS

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

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

In 2015, to enhance dialogue with stakeholders, the Group set up a panel of 13 people representing those stakeholders. They are experts in the Group's business areas (culture, travel retail, sport, digital etc.) and in its areas of responsibility (diversity, innovation, environmental responsibility and ethics), and they are now supporting Lagardère's social responsibility efforts.







**THIERRY FUNCK-BRENTANO**

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

**A FORWARD-LOOKING PANEL THAT FOSTERS DISCUSSION AND PROGRESS**

In accordance with its commitment to CSR, the Lagardère group has taken the initiative to enhance dialogue with stakeholders, in order to interact with them more effectively. Accordingly, we organised an initial two meetings in 2015 in order to collect advice, expectations and criticism regarding our CSR policy from people belonging to organisations or groups that could have an impact on Lagardère's activities and vice-versa.

The stakeholder panel is designed to be a forum for dialogue and has a consultative role. It is intended

to contribute to the Group's forward-looking discussions regarding its main workforce-related, social and environmental issues, in order to make CSR a driver of innovation and performance.

The opinions and recommendations of panel members have prompted us to adjust our CSR roadmap for the next few years, in line with our business model. As a result, the stakeholder panel is an innovative forum for dialogue and a real opportunity for the Group to make progress.

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

**MEMBERS OF THE STAKEHOLDER PANEL**



**Anne de Béthencourt**  
Director of External Relations for the Fondation Nicolas Hulot pour la Nature et l'Homme, Vice-President of the Institute for the Circular Economy



**Agathe Bousquet**  
President and CEO, Havas Worldwide Paris



**Philippe Charbit**  
Director, Customer services and solutions, Presstalis



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



**Léa Dunand-Chatellet**  
Director of share management and member of the Executive Board, Mirova



**Roxana Family**  
Chair of law and business ethics, Director of the law and business ethics masters programme, Dean of the law faculty, University of Cergy-Pontoise



**Laëtitia Grail**  
CEO and Co-founder, myBlee



**Alain Grandjean**  
Economist, Founding partner, Carbone 4



**Noëlle Genavire**  
Board Secretary, Group Employees' Committee and European Works Committee, Lagardère group



**Michel Lévy-Provençal**  
Founder, TEDx Paris



**Bernard Ourghanlian**  
Chief Technology and Security Officer, Microsoft



**Jean-Christophe Perruchot**  
CEO, STAL Industrie



**Olivier Poivre d'Arvor**  
Ambassador of the cultural attractiveness of France

# RESPONSIBLE GOVERNANCE

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

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

**Responsible governance also relates to the organisation of the CSR function.** The CSR function is represented among the Lagardère group's Managing Partners by Thierry Funck-Brentano, who is also Chief

Human Resources and Communications Officer. The Sustainable Development Department, which reports to Mr Funck-Brentano, co-ordinates the sustainable development steering committee (which validates the CSR strategy and promotes the sharing of best practice), engages in stakeholder dialogue and carries out annual CSR reporting.

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



Lagardère SCA's Annual General Meeting of 5 May 2015 - Paris (France).



**PIERRE LEROY**

Co-Managing Partner, Lagardère group

**A COMMITTEE THAT PAYS CLOSE ATTENTION TO CSR**

As Co-Managing Partner of the Lagardère group, I am delighted that our Group's Supervisory Board decided in 2015 to extend the remit of the Appointments and Remuneration Committee to cover CSR in particular. In my opinion, this shows that Supervisory Board members have a genuine and growing interest in these matters that relate to ethics and workforce-related, social and environmental responsibility issues, which have the potential to contribute gradually to our Group's performance. It also reflects Lagardère's desire to

make constant progress in the various areas of that responsibility.

Accordingly, the Sustainable Development Department, in two Committee meetings in 2015, was able to present the new 2015-2020 CSR roadmap together with action already taken and the role of non-financial rating agencies. Discussions with the Board will, without doubt, enhance our efforts in this area.

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



# BOOSTING DIVERSITY AND THE INNOVATION CAPACITY OF OUR TALENT

**Diversity fosters creativity and attracts talent. The Lagardère group encourages diversity by promoting equal opportunities, focusing on three areas: equality between men and women, disabilities and representation of ethnic and social origins.**

**As regards gender equality**, 61% of the Group’s workforce are women, and the main issue for the Group concerns the promotion of women into positions of high responsibility. At Lagardère Active, gender equality is primarily an issue for its media. The division is working to meet new obligations imposed by the French broadcasting authority (Conseil supérieur de l’audiovisuel – CSA) regarding representation of women on air and in the content of the Radio and TV business. It also organises – for example at *Elle*, a magazine that symbolises women’s causes – mass events such as the Elle Active Forum, and promote female social entrepreneurs via the Elle Impact Awards<sup>2</sup>.

**As regards representing ethnic and social diversity**, in 2015 the Group focused on raising awareness about the fight against stereotypes, signing contracts with recruitment agencies focusing on equal opportunities, and developing partnerships with charities that promote diversity, such as *École Miroir* and *Un Stage et Après*.

**As regards disabilities**, the Group’s various disability-oriented organisations organised several staff awareness-raising events.

Innovation is also central to the Group’s duty to support its staff, in the training courses it provides to employees – for example through its *Media Campus* programme – and in the encouragement it gives to their social commitments.

## RECRUITMENTS, CONTRACT CONVERSIONS, PROMOTIONS AND INTERNAL MOBILITY BY GENDER

Division	Recruitments		Contract conversions		Internal mobility		Promotions	
	Women	Men	Women	Men	Women	Men	Women	Men
Lagardère Publishing	361	214	87	77	49	24	71	47
Lagardère Travel Retail	2,799	1,765	152	89	8	10	143	85
Lagardère Active	90	109	89	71	18	13	30	24
Lagardère Sports and Entertainment	80	131	21	41	15	12	26	24
Other Activities	4	7	3	1	1	2	1	1
<b>Group total 2015</b>	<b>3,334</b>	<b>2,226</b>	<b>352</b>	<b>279</b>	<b>91</b>	<b>61</b>	<b>271</b>	<b>181</b>
Breakdown 2015	60%	40%	56%	44%	60%	40%	60%	40%

# MAKING GENDER EQUALITY A PERFORMANCE DRIVER



## CÉCILE DURAND-GIRARD

Head of Institutional Relations and Regulatory Affairs in Lagardère Active's Radio and TV business

### WOMEN'S ROLE IN THE MEDIA: MAJOR EFFORTS IN THE RADIO AND TV BUSINESS

Lagardère Active's Radio and TV business is strongly committed to giving women greater exposure, and applies the recent CSA directive recommending that broadcasters measure and increase the on-air presence of women. The CSA also expects a qualitative assessment of content, with the help of analysis schedules prepared with the Council for Equal Opportunities for Men and Women, regarding the presence or absence of stereotypes.

In the last few months of 2015, Europe 1 prepared detailed statistics on the large number of people contributing on-air to its programmes (journalists, presenters, commentators, experts, politicians and other guests). The results confirm that Europe 1's management is committed to giving airtime to talented female experts.

Gulli also quantified and assessed the presence of women and female characters in its animated series and programmes for children and families. It found that Gulli's heroines are usually brave, ambitious and active, rather than hysterical, chatty and ultra-stylish. These very positive results support the direction taken by Gulli's editorial executives.

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



Denis Olivennes, Chairman of Lagardère Active, supports UN Women's #HeForShe movement to promote gender equality.

# INCREASING THE CULTURAL DIVERSITY OF OUR TEAMS



**DAG RASMUSSEN**

Chairman and Chief Executive Officer, Lagardère Travel Retail

## DIVERSITY: A MAJOR ASSET FOR LAGARDÈRE TRAVEL RETAIL

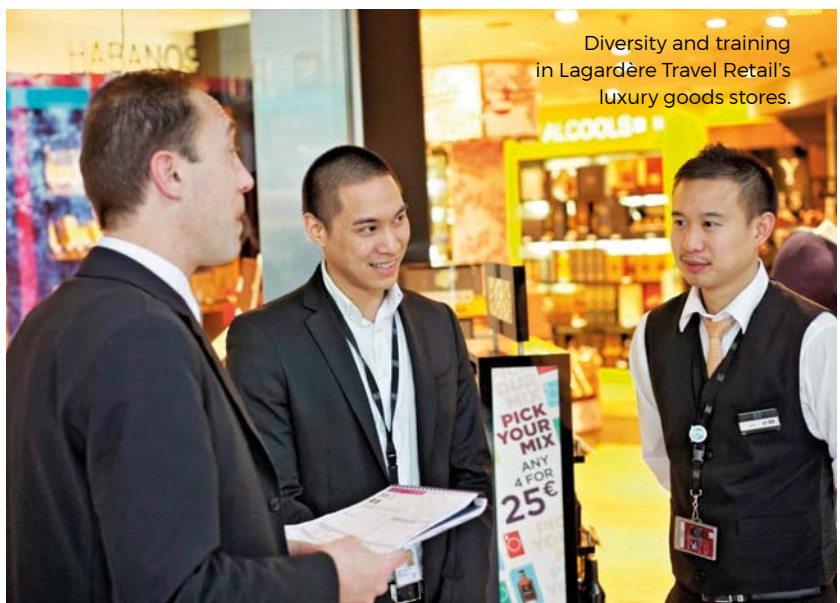
Lagardère Travel Retail's presence in 30 countries around the world is in itself a rich source of diversity, since frequent meetings between professionals from different cultures give rise to fruitful interaction. Diversity is also beneficial at the national level. To meet the challenges arising from its retail network and to provide the best service to international customers, SDA<sup>(1)</sup>, the company in charge of Duty Free & Luxury operations at Aéroports de Paris, is recruiting talented young people from areas around Roissy and Orly, along with Asian immigrants, to work in its stores as sales assistants and deputy managers. Over 500 such people were recruited on permanent contracts in 2015.

This recruitment approach addresses all aspects of diversity: 58 foreign languages are spoken within SDA's workforce, and SDA spends over 5% of its payroll on training its staff, helping them to do their jobs and meet their targets, but also encouraging internal promotion. As a result, over 80% of its managers came from this training programme.

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

(1) Société de Distribution Aéroportuaire, owned 50/50 by Aelia (Lagardère Travel Retail) and Aéroports de Paris.

**58**  
foreign  
languages  
spoken at SDA.



Diversity and training in Lagardère Travel Retail's luxury goods stores.

## INTEGRATING DIFFERENCES WITHIN THE COMPANY



**Lagardère**  
PUBLISHING

**ARNAUD NOURRY**

Chairman and Chief Executive Officer, Hachette Livre

### DISABILITIES: IMAGINATION PLAYING A CENTRAL ROLE AT HACHETTE LIVRE

Companies need to show social responsibility, because society expects it and because it is an ethical imperative.

At Hachette Livre, we are already taking pro-active steps to limit the environmental impact of our activities and to promote gender equality.

I want us now to reach a new milestone regarding the integration of disabled people into the workforce. That objective is being pursued through the creation of Hachette Livre's Disability Initiative which, for example, organised a "reading in the dark" workshop in 2015.

Diversity is one of Hachette Livre's key characteristics and one of its strengths. So integrating people with differences within our teams comes naturally to us.

Today, we need to join forces, organise ourselves and encourage those efforts so that we are even more able to welcome talented people together with their differences. Sometimes all that's needed to achieve that in our day-to-day activities is a little imagination: another of Hachette Livre's main resources.

It's up to all of us to make it happen.

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

From left to right: the Ethik Event team, Michel Cymes (doctor and author) and Alexis Rérolle (Head of Human Resources at Hachette Livre) at the "Atelier dans le Noir" reading in the dark workshop at Hachette Livre.



# 157

**participants**

in the Trophée Handiréseau awards, held by Lagardère Active on 12 February 2015 to recognise work done by women in companies that promote the social integration of disabled people.

# ENCOURAGING OUR TALENTED PEOPLE TO ENHANCE THEIR SKILLS



**ANDREW GEORGIU**

Chief Operating Officer, Lagardère Sports and Entertainment

## LAGARDÈRE SPORTS AND ENTERTAINMENT: BOOSTING STAFF INNOVATION

In September 2015, we brought together all our teams under the single brand of Lagardère Sports and Entertainment, which is now a single company with a consistent culture. With almost 1,600 people in around 20 countries across the five continents, Lagardère Sports and Entertainment has genuine international scale, operating in all major markets and with a long-standing presence in many of them.

Our company consists of experienced specialists who have been working in these fast-growing markets for many years, particularly in Asia and Africa. They work in collaboration with creatives who bring new

ideas, new solutions and innovations to the table. By bringing together our strengths and skills, we become even stronger and more responsive. In a world where everything is moving faster – and where our clients trust us to ensure consistency and quality in the solutions we provide to them – we are convinced that seamless integration of our sports activities is vital.

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

*“Innovation is crucial, and our business culture underpins that innovation.”*

Second meeting of the stakeholder panel, November 2015



A Lagardère Sports and Entertainment employee during the BCL BNP Paribas Luxembourg Open tennis tournament (October 2015).



## ENCOURAGING OUR EMPLOYEES' SOCIAL INVOLVEMENT

# 8 grants

awarded in 2015 to Hachette Livre employees by the division's Charitable Action Committee.



Duty Fair Days, a day of citizen action at the Emmaüs centre, organised by Lagardère Travel Retail.

Karen L'Etienne and Céline Nagalingum



FONDATION Jean-Luc  
**Lagardère**

### JUSTINA ALELIUNAITE

Digital distribution manager at Hachette Livre and recipient of the Jean-Luc Lagardère Foundation Community Commitment Grant in 2015

## COMMUNITY COMMITMENT GRANT: PUTTING COMMUNITIES AT THE HEART OF THE COMPANY

While working in digital distribution at Hachette Livre, I applied for a Jean-Luc Lagardère Foundation Community Commitment Grant and was fortunate enough to be selected.

The project I am supporting concerns the "Coup de Foudre" concerts organised by the musicians of the Palais royal. They are classical concerts, but not in the classical sense. The concerts are organised in partnership with France's "Cordées de la Réussite" organisation, and are exclusively for young people from neighbourhoods covered by the French government's "Politique de la Ville" urban support policy. The concerts are specially designed, interactive and suited to young

people who have limited cultural opportunities. They seek to promote equal opportunities and make a practical contribution to the personal fulfilment of these young people from modest backgrounds.

The €5,000 grant will allow the charity, of which I am a member, to reach more young people across France.

The Community Commitment Grant is a real opportunity for all Lagardère employees who are involved in meaningful charitable projects that address new challenges. They make communities a central part of the company.

→ [www.fondation-jeanlucagardere.com](http://www.fondation-jeanlucagardere.com)

# SUPPORTING RESPONSIBLE DIGITAL MANAGEMENT



Hachette Livre staff  
at the Vanves site (France).

# 36.7

## tonnes

Weight of WEEE<sup>(1)</sup>  
collected in France  
for recycling in France  
in 2015.

**The Lagardère group's growing involvement in digital technologies creates new challenges for the Group, requiring it to devise new business models and rethink its activities, and to manage new relationships with its audiences. However, the growth and innovation that the Group expects to achieve through digital technologies – via the creation of Lagardère Lab, investment in two digital-focused funds and the exploitation of data – must also be accompanied by trust and responsibility.**

The first challenge arising from the increasingly digital nature of the Group's activities is to train its staff, who must adjust to the increasing changes in their business lines. As well as being a source of innovation, however, digital developments also require greater responsibility as regards protecting personal data and combating piracy.

**Personal data protection** covers both the data of employees and those of the Group's customers. Raising awareness about digital security was one of the main staff initiatives undertaken by Lagardère in 2015.

As regards the **protection of intellectual property**, it lies at the heart of Lagardère Publishing's business, for example, since its publishers are the custodians of their authors' copyright.

Finally, although Lagardère's digital activities focus on the production of content and not on the media through which it is distributed, the Group must still take an interest in the environmental impact of those media. The Group itself uses many of these technologies (PCs, mobile phones, tablets, servers etc.) and it needs to pay attention to the environmental footprint of its entire digital chain.

(1) WEEE: waste electrical and electronic equipment.

# ADJUSTING TO DIGITAL INNOVATION



**Lagardère**

**CHRISTIAN GUET**

Deputy Group Human Relations Director, Chief Human Relations Officer at Lagardère Sports and Entertainment

## ENHANCING OUR DIGITAL SKILLS

For more than 10 years, the Lagardère group’s strategy has included support for employees to help them deal with digital developments in their business lines.

That support includes a long-standing partnership with Netexplo, a monitoring firm that specialises in looking at the changing use of new technologies.

Each year, Netexplo monitors innovations in digital usage through an international network of experts and academics, and publishes analysis of how digital technology is affecting businesses.

Lagardère has been involved in Netexplo’s development since it was created, and in 2015

it continued the collaboration by helping to put together the Netexplo Academy training programme.

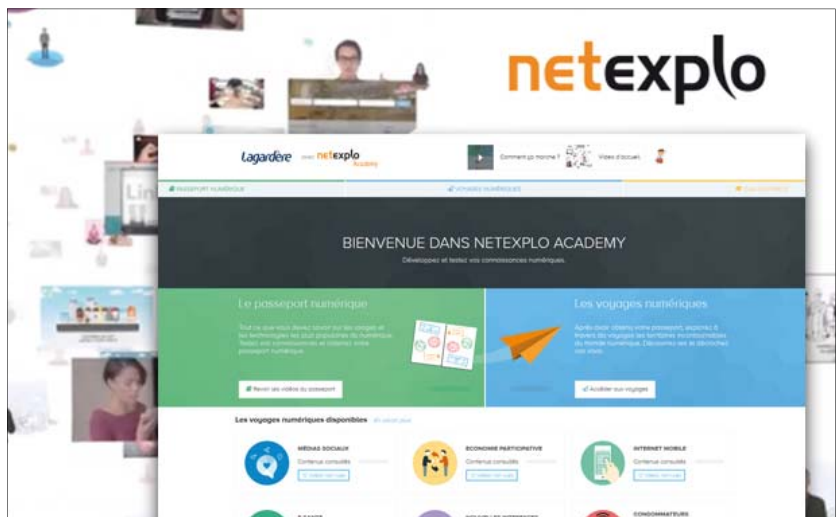
This online training programme features dynamic content and involves tests and videos on digital themes. It helps staff enhance their knowledge about digital content and new technologies.

We started to roll the programme out in late 2015, and all Group staff can access it via Enter, our intranet portal.

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

*“Innovation is the key challenge for the next few years. If companies don’t invest in innovation, they will get left behind.”*

Second meeting of the stakeholder panel, November 2015



Netexplo Academy: online programme intended to educate staff about innovation issues and the impact of digital technology.

# MEETING THE CHALLENGE OF DIGITAL SECURITY



*“Personal data protection is the number one concern among French people in the digital domain.”*

Second meeting of the stakeholder panel, November 2015



**Lagardère**

**THIERRY AUGER**

Deputy Chief Information Officer and Chief Security Officer, Lagardère group

## GROUP EMPLOYEES IN THE FRONT LINE

Digital security is a highly sensitive issue and a challenge that the Lagardère group must meet because of all its digital-based activities. Our IT teams are therefore working to implement internet protection technologies.

However, the actions of our staff are crucial. As a result, in late September 2015 we launched a serious game called “Keep an eye out”, which puts employees at the heart of the action and raises their awareness of these issues. Through various virtual scenes, players learn the right things to do when handling confidential corporate information.

The initiative forms part of our business process to protect the personal data that belong to our entities, but also our customers and partners. Digital security is a trust issue for all stakeholders, and a crucial strategic challenge for the Lagardère group. It is therefore vital that our people are full engaged in these data protection and cybersecurity initiatives.

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

## ETHICS IN THE DIGITAL ERA

# 1,514

## employees

took training on data protection and security in 2015.



**Lagardère**  
ACTIVE

**GARANCE DUPUIS**

General Counsel,  
Lagardère Active

## A MEDIA AND INTERNET LAW PRIZE FOR STUDENTS

Helping professional lawyers to re-establish close ties with universities and academic research, and preparing corporate lawyers to deal with changes arising from the widespread adoption of digital technologies in all industries: these are some of the challenges addressed by Lagardère Active's Legal Department when, in 2014, it joined forces with TFI, Microsoft and Yahoo to create a prize for the best dissertations on media and internet law written by students taking "master 2" law courses in France.

Lagardère Active's Legal Department found that the competition produced a very high level of ideas and discussion among university students, and was valuable breeding ground for professional innovation and development. In 2015, Claire Coroller, a student at the Jean Monnet faculty of Paris Sud University, won the prize for her dissertation about content generated by video game users. Special mentions also went to Fabien Roques, a student at Paris I Panthéon-Sorbonne University for his dissertation on the recording of TV programmes streamed online, and Lauriane Billette, a student at Paris II Panthéon-Assas University, for her dissertation on the effectiveness of the right to be forgotten.

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



*La RSE dans le secteur des Médias*  
(CSR in the Media sector): a guide written by the Forum RSE Médias in partnership with the Observatoire de la Responsabilité Sociétale des Entreprises (ORSE).

# PROMOTING ACCESS TO CULTURE AND ENTERTAINMENT

**Promoting cultural diversity and the pluralism of ideas**, fighting against illiteracy and for freedom of expression, ensuring the accessibility of content, advertising responsibly, promoting journalistic ethics, protecting youth, providing media education and defending the written word and reading.

Awareness of these **very specific** responsibility issues promoted the Lagardère group to found, with other media groups and in partnership with ORSE<sup>(1)</sup>, the Forum RSE Médias, which produces a guide to these issues among its other work. In 2015, Lagardère Active also organised a media CSR training course for its staff.

The Lagardère group **produces and disseminates content in all formats** and across all continents through its books, magazines, radio, television, audiovisual production, website and advertising sales brokerage activities. It works to ensure diversity in the content it produces, in the teams that create it and in the audiences that receive it.

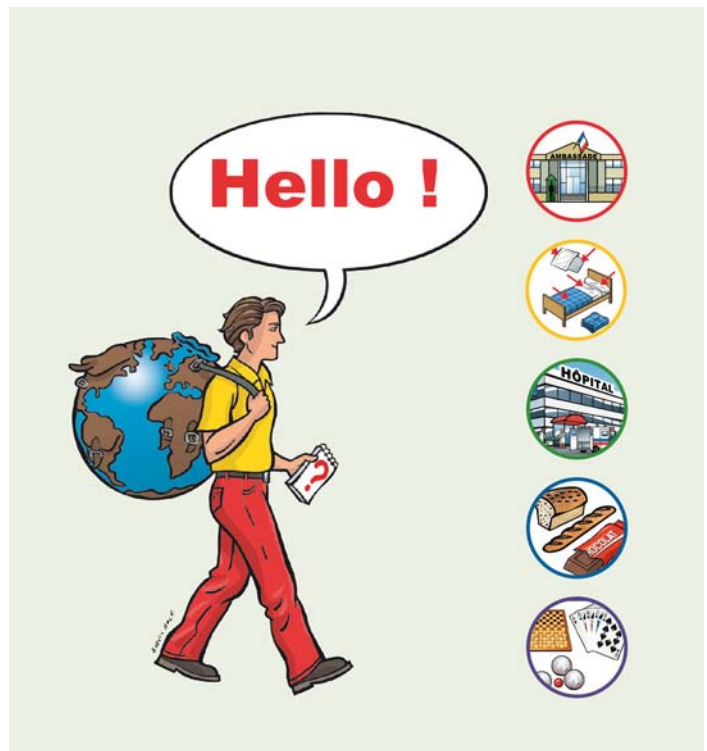
The Group took a number of initiatives in 2015 to illustrate its responsibility in this area. Examples include its development of audiovisual activities in Africa and the Livre de Poche campaign entitled “Un camion qui livre”, organised with independent bookshops to encourage young readers wherever they might be, even on the beach.

In addition to the Group’s youth education role, COP21<sup>(2)</sup> was an opportunity for the Lagardère group’s media to raise awareness of climate change issues among their listeners, readers, viewers and website users.

The Group also undertook major editorial initiatives in support of freedom of expression after the January and November 2015 terrorist attacks.

**15** languages  
and  
**33** countries:  
the growing reach  
of partworks published  
by Hachette Collections.

Guide du Routard published a free guide to help refugees and non-profit organisations to communicate.



(1) ORSE: Observatoire de la responsabilité sociétale des entreprises (French CSR monitoring body).

(2) International conference on climate change, held in Paris in December 2015.

# PROMOTING PLURALISM AND CONTENT DIVERSITY

22

Number of sub-Saharan and French-speaking African countries that Gulli Africa has entered since March 2015.



Shooting the *C'est la vie* series, produced by Senegalese company Keewu (Lagardère Studios).



**Lagardère**  
ACTIVE

**TAKIS CANDILIS**

Chief Executive Officer, Lagardère Studios

## AFRICA: LAGARDÈRE STUDIOS SEEKING LOCAL TALENT

Lagardère Studios' presence in French-speaking Africa is a major part of our international development.

It started over a year ago with the creation of the DIFFA distribution company, which has over 550 hours of programmes and 50 producer partners, followed shortly afterwards by the purchase of a majority stake in Keewu, a Senegalese company that makes drama series. DPEF (De Père En Fils productions), together with Gondwana-City, is

producing *Le Parlement du Rire*, a series consisting of 26 episodes of 26 minutes each that will soon be broadcast on African channel A+.

We have also formed a framework agreement with CFI<sup>(1)</sup> in order to identify and train local talent, which is a key aspect of our policy.

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

(1) Canal France International (CFI) is the co-operation agency of the France's foreign affairs and international development ministry, and its role is to co-ordinate and lead France's media development aid policy in Southern countries. It works with public- and private-sector entities in the media sector in order to strengthen the modernisation and democratisation process that France wants to support.

# PROTECTING YOUTH

**536**

**hours**  
of programmes  
with an anti-obesity  
message were  
broadcast by  
Lagardère Active's  
youth channels  
in 2015.



The 26<sup>th</sup> Press and Media Week at School, in Europe 1's studios with the support of Gulli.



**Lagardère**  
ACTIVE

**CAROLINE COCHAUX**

Deputy head of Lagardère Active's TV business and Chairman of Gulli

## GULLI'S ETHICS CHARTER

Ethics are a primary concern for the Lagardère group's youth channels, which are targeted at a specific group and depend on an exceptionally high level of trust with children, parents and educators.

At the Gulli channel, management is aware of its responsibility in early learning and shaping the conscience of its youngest viewers, and therefore went beyond its statutory and regulatory obligations by adopting an ethics charter in December 2015, after approval by its ethics committee.

The charter sets out a number of the channel's specific commitments, such as supporting

education through entertainment, respecting the French language, promoting healthy behaviours, representing diversity and equality, ensuring cultural pluralism, passing on values of solidarity and raising awareness about sustainable development.

→ [www.gulli.fr](http://www.gulli.fr)



## ENCOURAGING THE DEVELOPMENT OF KNOWLEDGE



**Lagardère**  
PUBLISHING

### CAMILLE CORDONNIER

Head of Marketing,  
Extra-Curricular Books,  
Youth and Development  
at Éditions Hatier

## TREMLIN PRÉPABAC: HATIER HELPING SECONDARY SCHOOL PUPILS TO PREPARE FOR THEIR FUTURE

Hatier, whose books already help children succeed at school, wanted to further its commitment to secondary pupils by helping them to prepare for their professional future. Accordingly, every year since 2013, its Tremplin Prépabac programme has rewarded the best student project with a €5,000 study grant.

Many young people see their dreams and passions thwarted by a lack of financial resources. With this competition, we are supporting secondary pupils by helping them to access higher education, and by giving them real recognition. These young people, aged between 16 and 18, present their projects before a jury of professional people, which is a novel experience for them, and they receive valuable advice that will help them in the future.

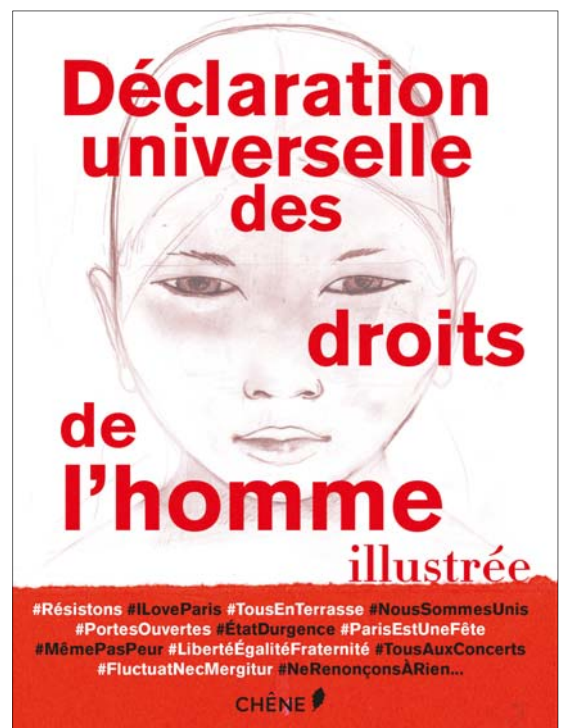
Every year, we are amazed at the enthusiasm and dedication of the students, and we always look forward to the next year's edition.

Since 2013, over 1,500 secondary pupils have taken part in the programme, and three candidates have won bursaries: Houda, who wants to be a sign language interpreter, Mickaël, a future cancer specialist, and Marine, who is passionate about maths.

→ [www.tremplinprepabac.fr](http://www.tremplinprepabac.fr)

*“Education remains  
a real priority, especially  
when you’re the third  
largest publisher  
in the world.”*

Second meeting of the stakeholder  
panel, November 2015



Cover of the *Universal Declaration of Human Rights* for children, Éditions du Chêne.

# COP21: RAISING AWARENESS OF CLIMATE ISSUES



**DENIS OLIVENNES**

Chairman of Lagardère Active

## FROM ELLE TO EUROPE 1, LAGARDÈRE ACTIVE'S MEDIA ARE SHOWING THEIR COMMITMENT

Protecting the environment is a key dimension of the Lagardère group's corporate citizenship. That is why all of the Group's media got involved in this major climate conference in Paris. The special edition of *Elle*, entitled *Elle aime la planète* and edited by Mélanie Laurent, was a highlight. *Paris Match* rounded off six months of exciting and stimulating reports with a book called *Ma terre en photo*, copies of which were given to the 195 heads of state attending COP21.

Europe 1, which always strives to stay one step ahead, held a number of special events before, during and after COP21. For example, on 25 November, it held

an event on the Île de Sein, an island off the coast of Brittany that is threatened by rising sea levels. It also broadcast a special morning climate report live from Beijing, and held a COP21 day building up to the conference itself. These efforts culminated in the Europe 1 environment awards, in which we gave out seven prizes for environmental initiatives that provide new solutions. We could extend those awards within the Group in future.

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

Over  
**3.3**  
millions  
listeners

followed the COP21 morning specials on Europe 1 in November and December 2015.

*Elle aime la planète*, a round special edition of the magazine guest-edited by Mélanie Laurent, made from 100% recycled paper and plant-based inks.





**Lagardère**  
ACTIVE

**OLIVIER ROYANT**  
Managing Editor,  
*Paris Match*

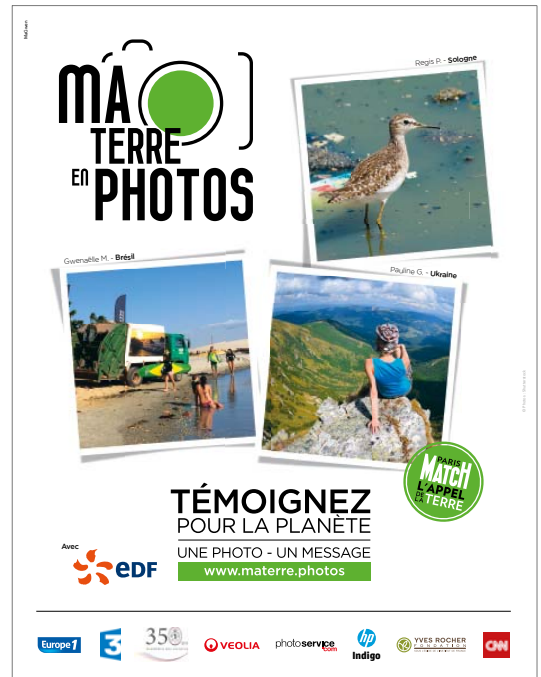
## PARIS MATCH: PROACTIVE ENGAGEMENT THROUGH “APPEL DE LA TERRE”

Ten months before COP21, *Paris Match*'s editorial staff set itself a challenge: to move from being journalists merely observing on the sidelines to being militant activists.

The result was the “Appel de la terre” initiative, which involved 180 pages in *Paris Match* magazine, a Facebook page, hundreds of articles on our website and interviews with a number of leading environmental commentators and campaigners. By combining photos, expert reports, graphics and statistics, we sought to educate our readership by taking a positive approach to the subject. The highlight was “Ma terre en photos”, a major photography project in which amateur and professional photographers all around the world were invited to post their photos on a dedicated website, that gave rise to a “white book” of photos.

Our editorial carried a clear message: “*Look closely at the images on the following pages: behind each one stands a citizen of the world who is reaching out to you.*” I will never forget the emotional expression of Ban Ki-Moon, Secretary-General of the United Nations, when he looked through the book: he was fascinated by the power of the images and the community spirit that the project represented. The project proved that photography, more than ever, is the only real universal language.

→ [www.parismatch.com](http://www.parismatch.com)



The “Ma terre en photos” photographic petition, launched by *Paris Match* to coincide with COP21.

**15,000**  
photos by amateur  
and professional  
photographers  
in “Ma terre en photos”.

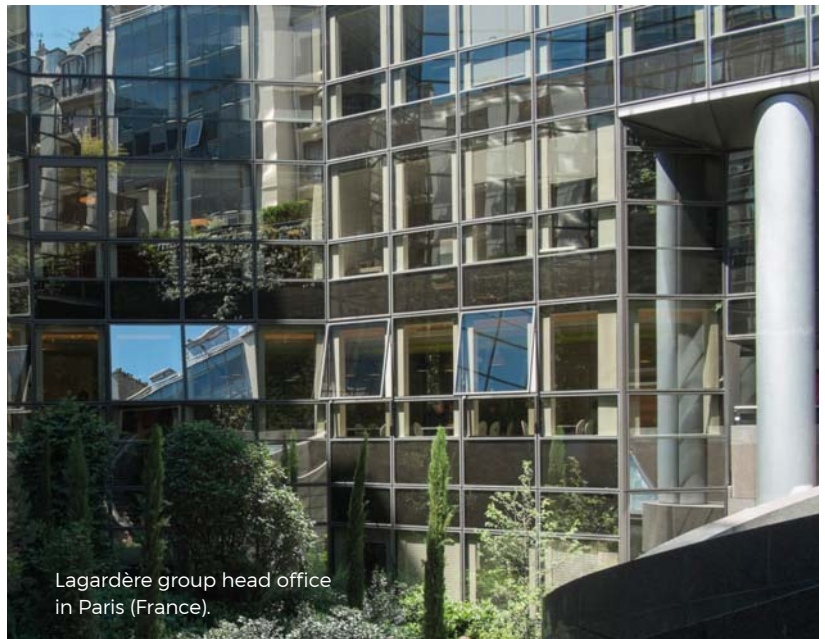
# STRENGTHENING OPERATIONAL SUSTAINABILITY

# 248

“responsible supplier”

## charters

in place within the Group  
at the end of 2015.



Lagardère group head office  
in Paris (France).

**Most of the Lagardère group’s activities are in the service sector, which tends to limit its direct environmental impact. Nevertheless, environmental responsibility is an important issue for the Group in its business activities.**

**Combating climate change** is the first area in which the Group and its divisions take action. Greenhouse gas emissions arise from the energy consumption of its offices, warehouses, stores and sporting and cultural venues. For each division, commitment to reducing these emissions both underpins its environmental performance and enhances its economic performance.

Energy efficiency is also achieved through **responsible management of activities relating to the procurement and production of paper**, throughout the paper lifecycle. Lagardère Publishing has an ambitious programme – called “Cap Action Carbone” – of reducing greenhouse gas emissions arising from its activities. It has carried out three carbon audits, the first in 2008, the second in 2012

and the third in 2015. The results of those audits have allowed it to take appropriate action.

It has also found ways of reducing emissions through novel initiatives, such as **reusing old furniture from Relay stores** in Lagardère Travel Retail’s new stores.

**A responsible purchasing system** is a second major area of commitment. The Lagardère group has signed a framework agreement with Ecovadis, providing a collaborative platform that enables its divisions to assess the environmental and workforce-related performance of their suppliers. Supplier assessments were introduced gradually in 2015.

# RESPONDING TO CLIMATE CHANGE



**Lagardère**

**JEAN-SÉBASTIEN GUILLOU**

Deputy Corporate Social Responsibility Director,  
Lagardère group

## AUDITS TO PROMOTE ENERGY EFFICIENCY

Reducing energy consumption is a way of limiting greenhouse gas emissions and helping combat climate change. In addition to relocating certain divisional head offices to buildings that meet the highest environmental standards, the Lagardère group carried out 43 energy audits in 2015.

That initiative, undertaken by the real-estate and sustainable development departments in conjunction with the Group's four divisions, represents a response to the European directive on energy efficiency and pre-empts requirements arising from the French act on energy transition for green growth.

The audit results must be submitted to a special national platform in France in spring 2016. To carry out the audits, the Lagardère group used a young company founded by a group of engineering graduates.

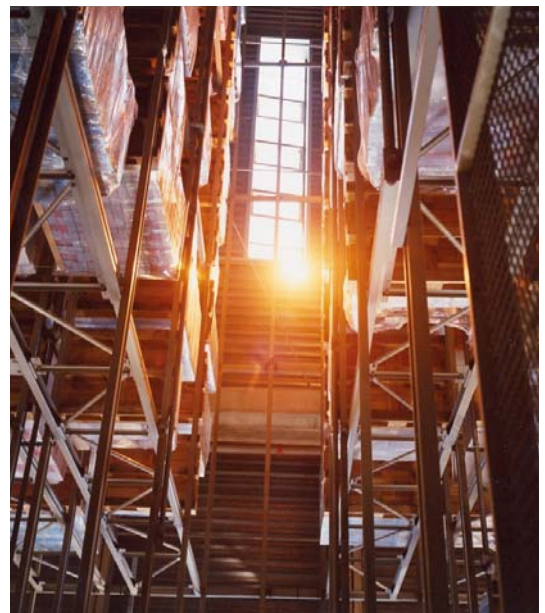
The detailed audit reports will enable us to adopt action plans to reduce energy consumption, and also achieve a rapid return on investment.

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

## GROUP TERTIARY ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS IN FRANCE IN 2015

Energy	Consumption (kWh)	CO <sub>2</sub> emissions (tonnes of CO <sub>2</sub> equivalent)
Gas	19,731,859	3,650
Oil	1,912,437	509
Electricity	73,404,502	5,726
District heating	4,930,159	1,086
<b>Total</b>	<b>99,978,957</b>	<b>10,971</b>

Hachette Livre's logistics centre in Maurepas (France) underwent an energy audit in 2015.



# MANAGING PAPER RESPONSIBLY



**RONALD BLUNDEN**

Senior Vice-President, Corporate Communications and Sustainable Development, Lagardère Publishing

## HACHETTE LIVRE'S CARBON AUDIT: EFFORTS REWARDED BY A FURTHER REDUCTION IN THE CARBON FOOTPRINT

Hachette Livre's third carbon audit showed a 10% reduction in greenhouse gas emissions between 2012 and 2015, to 169,000 tonnes of CO<sub>2</sub> equivalent. That represents another significant reduction after the 16% cut between 2009 and 2012, and resulted mainly from efforts to streamline print and reprint runs. One specific programme reduced by 7% the number of copies printed or reprinted, while increasing sales of each title: crucially, therefore, it was beneficial from both an economic and environmental point of view. Emissions resulting from book production fell from 120,000 to 105,000 tonnes of CO<sub>2</sub> equivalent between 2012 and 2015, a reduction of 13%.

A new IT system used by publishers, called Cyclade, will in future give them even closer control over their print and reprint runs.

Hachette Livre's efforts are therefore being rewarded, although we are aware that our carbon footprint is likely to shrink less quickly in future as the main potential reductions are identified and addressed.

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

Cap Action Carbone Hachette s'engage pour le développement durable

hachette

NOTRE DÉMARCHE | RÉGLEMENTATION FRANÇAISE | INITIATIVES INTERNATIONALES | PAPIER CERTIFIÉ | PAPIER RECYCLÉ | EMPREINTE CARBONE | NUMÉRIQUE

Conscients de notre responsabilité sociale et environnementale, nous nous engageons à faire un usage responsable des ressources naturelles, et à prendre des mesures tendant à éliminer tout impact négatif de nos activités sur les forêts menacées et à réduire notre empreinte carbone.

C'est dans cet esprit que nous avons entrepris de faire figurer sur nos ouvrages deux indications importantes : la nature du papier sur lequel ils sont imprimés, lorsque celui-ci est certifié ou recyclé, et leur empreinte carbone individualisée. Nous estimons en effet que les acheteurs de nos livres ont le droit de connaître ces informations, et cette démarche est validée à la fois par une réglementation française sur l'« étiquetage écologique » en voie d'élaboration, et des initiatives internationales allant dans le même sens.

Pour en savoir plus, vous pouvez visionner notre vidéo.

Le site que vous venez d'appréhender à consulter veut être un instrument de communication aussi complet, rigoureux et impartial que possible sur la question de l'impact environnemental des livres en général, et de celui que vous venez d'acheter en particulier. Il aborde également celui du livre numérique. Il sera amélioré au fur et à mesure que de nouvelles méthodes, de nouvelles études et de nouvelles expériences viendront enrichir notre connaissance du sujet.

hachette s'engage pour l'environnement en réduisant l'empreinte carbone de ses livres. Celle de cet exemplaire est de : **300 g éq. CO<sub>2</sub>**  
Rendez-vous sur [www.hachette-durable.fr](http://www.hachette-durable.fr)

PAPIER À BASE DE FIBRES CERTIFIÉES

hachette s'engage pour l'environnement en réduisant l'empreinte carbone de ses livres. Celle de cet exemplaire est de : **300 g éq. CO<sub>2</sub>**  
Rendez-vous sur [www.hachette-durable.fr](http://www.hachette-durable.fr)

PAPIER À BASE DE FIBRES RECYCLÉES

2012 e Hachette - Mentions légales

**1**  
**kg of CO<sub>2</sub> equivalent**  
Average carbon footprint of a Hachette Livre book.

## INNOVATIVE APPROACH TO ENVIRONMENTAL RESPONSIBILITY

*“The upcycling approach used for the renovation of Relay stores led to a 30%-cut in expenditure and a significant reduction in greenhouse gas emissions.”*

Second meeting of the stakeholder panel, November 2015



Relay store at Nîmes train station (France).



**Lagardère**  
TRAVEL RETAIL

### BERTRAND VERGUIN

Chartered architect and Head of Architecture and Sustainable Development at Lagardère Travel Retail

## UPCYCLING: A SMART WAY OF RENOVATING RELAY STORES

How to renovate a large number of stores in the shortest time possible:

that was the challenge facing Lagardère Travel Retail France for several dozen of its Relay stores. The challenge was met by taking a smart approach. After taking the time to understand what was needed and looking closely at existing solutions, we decided to use the “upcycling” principle. That meant reusing our existing fittings and giving them a new lease of life by turning them into new fittings. This is a cheaper and more innovative solution, and one that is perfectly suited to Relay’s increasingly diverse

product range. The solution also had a positive impact on the planet.

Working with our partner Stal, which is committed to new environmentally responsible manufacturing methods, we also saved a lot of time, particularly by simplifying the administrative burden. We showed a lot of creativity, a bit of daring in the way we challenged ourselves, and solid technical skills: the recipe for a highly successful project.

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

# FOUNDATIONS COMMITMENTS

## JEAN-LUC LAGARDÈRE FOUNDATION: ENCOURAGING YOUNG TALENT AND PROMOTING CULTURAL DIVERSITY

The Jean-Luc Lagardère Foundation is strongly committed to supporting culture, communities and sport. Since 1990, under the auspices of the Fondation de France, it has been making grants to talented people aged under 30 (or 35 in some disciplines) who have submitted an original and innovative project in the following categories: Writer, Film Producer, Television Scriptwriter, Musician, Bookseller, Print Journalist, Photographer, Documentary Maker, Animation Filmmaker and Digital Creator.

Since its creation, 261 scholars have received awards totalling €5,630,000.

The Foundation has a number of other programmes to promote cultural diversity, encourage creativity and foster success. In 2015, the Foundation continued to support the French Academy in Rome (Villa Medici), awarded its third

annual prize for Arab literature, and formed a partnership with the “Lire pour en sortir” charity, which makes reading a core part of the rehabilitation process for people in prison.

It also supports École Miroir, a school providing free training to actors, directors and authors who represent the full cultural and social diversity of France’s disadvantaged neighbourhoods.

Finally, Community Commitment Grants were awarded to three Group employees in the programme’s second year.

# 13

## recipients of grants

from the  
Jean-Luc Lagardère  
Foundation received  
€255,000 in total  
in 2015.



The 2015 recipients of grants from the Jean-Luc Lagardère Foundation and Pierre Leroy.



## ELLE FOUNDATION: 11 YEARS OF SUPPORTING WOMEN'S EDUCATION AROUND THE WORLD

The Elle Foundation was created by Lagardère Active in 2004, under the auspices of *Elle* magazine. The projects it supports are a practical expression of Hélène Lazareff's commitment to the emancipation of women, made 70 years ago.

Supporting the emancipation of women means giving them access to education and training, which in turn give independence and freedom to the women themselves and those close to them.

Accordingly, the Elle Foundation supports programmes that help girls and women attend school, study, undertake vocational training and set up businesses, in France and abroad.

In 2015, it led 12 projects including six new ones in China, Morocco, Ghana, Cambodia, Burkina Faso and Democratic Republic of the Congo.

The Foundation also continued its work with Lagardère Active staff in 2015 through a volunteering programme that capitalises on individual skills, which we have adopted as part of our day-to-day work to increase our support to charities and the people they help. In 2015, 12 Skype mentors were appointed under the programme to talk to 12 Moroccan students and help them improve their French.

The Elle Foundation also continued to host events including presentations and debates for staff, raising their awareness of the Foundation's community values and commitment.

"Une carrière pour elle" programme in Morocco, led by the "Juste pour eux" charity, with the support of the Elle Foundation and its Skype mentors.

# 65 projects

have received financial support from the Elle Foundation since it was set up.



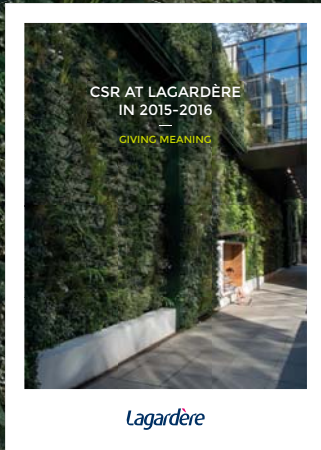
# TABLE OF INDICATORS<sup>(1)</sup>

Indicators	2014	2015
Percentage of the Group's executives who are women	39%	39%
Number of employees who took at least one training course during the year	-	16,445
Number of Group employees who took a training course relating to data protection during the year	-	1,514
Weight (in tonnes) of WEEE <sup>(2)</sup> collected and recycled during the year in France	25.7	36.7
Number of hours of programmes with an anti-obesity message broadcast by the youth channels during the year	330	536
Number of titles available in the Audiolib catalogue in France	380	458
Number of African countries in which the Group's audiovisual programmes are broadcast	-	22
Percentage of paper (books and magazines) from certified sources (sustainably managed forests)	88	91
Average carbon footprint (in kg of CO <sub>2</sub> equivalent) of a book according to Hachette Livre's third carbon audit	1.13	1
Greenhouse gas emissions (in g of CO <sub>2</sub> equivalent) per euro of revenue in France	4.8	4.7
Number of "responsible supplier" charters active and signed at the end of the year	-	248
Number of suppliers evaluated by the Ecovadis platform	-	164

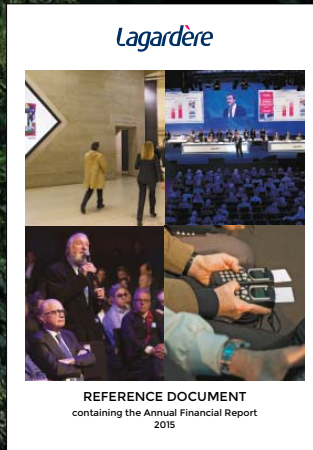
(1) These indicators are taken from figures in the Lagardère group's Registration Document (chapter 5.3) and illustrate the Group's strategic CSR issues.

(2) WEEE: waste electrical and electronic equipment.

# PUBLICATIONS



**CSR  
at Lagardère  
in 2015-2016**



**Reference Document**  
containing the Annual  
Financial Report  
2015



**2015-2016  
Milestones**  
Corporate Brochure



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

These publications  
are also available  
in French.

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

# CONTACTS

## REGISTERED OFFICE

**Lagardère SCA**  
4 rue de Presbourg  
75116 Paris - France  
Tel: +33 (0)1 40 69 16 00

## CORPORATE SUSTAINABLE DEVELOPMENT DEPARTMENT

42 rue Washington – Immeuble Monceau  
75408 Paris Cedex 08 - France  
Tel: +33 (0)1 40 69 16 00

Photo credits: Gilles Bassignac/Lagardère; William Beaucardet; Benjamin Boccas; Nicolas Boutteville; Émilie Buzyn/Lagardère; Ça me regarde/Lagardère Travel Retail; Arnaud Carroué/Lagardère; Éric Couderc; Dahmane/Lagardère; Rory Daniel; DR; DS Souchon photographie; Sébastien Duhamel; Fanny Duprés/Lagardère; Marie Etchegoyen/CAPA Pictures/Europe 1; Olivier Ezratty; Frédéric Froument/Lagardère; Jacques Grison/Lagardère; Nicolas Héron; Sacha Héron; Jadwiga Kadziela; Lagardère Travel Retail; C. Lebedinsky/Challenges/REA; Thierry Lewemberg Sturm; ONG RAES; William Parra; Jérôme Prebois.

Design: Sugar, Pepper & Salt – Production: BRIEF

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Avec Ecofolio  
tous les papiers  
se recyclent.