



2025 - 2026  
**Our CSR  
commitments**

Cultures  
*in motion*

**LOUIS HACHETTE GROUP**

# Cultures *in motion*

***In December 2025, the Louis Hachette Group 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, within a continuous drive towards sustainability.***

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 at a station, a radio programme or a concert.

Cultures travel.

They blend, they interact, they evolve. They thrive. And at Louis Hachette Group, it is this movement that we love to nurture.

In publishing, the media, the performing arts, and retail in transport hubs. Wherever people go, we try to pass on 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-increasing innovation.

We are rethinking the ways we produce, print, transport, welcome and entertain. We are striving to consume more sustainably, to reduce our impact, to devise more sustainable and inclusive models. We champion reading, access to education, creativity, freedom of expression and a 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 restaurants, and on our stages. For cultures that exclude no one, that listen to all voices, and that 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 drive them forward, sustainably.

Louis Hachette Group.



***One year after its creation, Louis Hachette Group received its first non-financial ratings in 2025:***



The Louis Hachette Group has been awarded a B rating in the Climate Ranking from the CDP, demonstrating structured management of its challenges carbon and its efforts regarding the transition climate transition.



Louis Hachette Group has been awarded a BBB rating, reflecting its performance in the areas of the environment, social and governance.



Fostering a culture  
**of impact**



Fostering a culture  
**of trust**



Fostering a culture  
**of talent**



Fostering a culture  
**of openness**

#1



Fostering a culture  
*of impact*

4,13

tCO2e / FTE across Scopes  
1, 2 and 3 (partial)\* by 2025

\* Employee travel

99,9%

certified or recycled paper used in  
our Publishing and Media divisions



# #1.1 Adapting our business lines to decarbonise our activities

**As part of its environmental policy, the Louis Hachette Group focuses on decarbonisation at every stage of its value chain, notably by rolling out a transition plan across Lagardère's operations, covering more than 90% of its turnover.**

## 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 aim of achieving 100% hybrid or electric vehicles by 2030\*, and is accompanied by measures promoting remote working and car-sharing.



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

Lagardère 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).

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 footprint assessment, Hachette Livre has raised its climate ambition, now aiming to reduce its greenhouse gas emissions by around 50% by 2030 (compared to 2019), supported by a strengthened action plan.

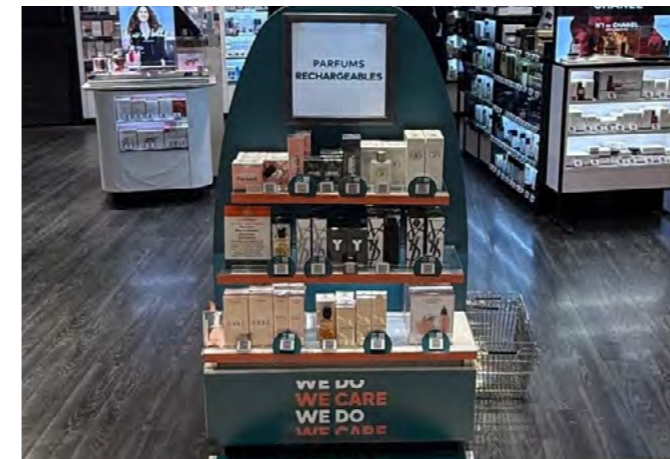
\*For Lagardère Travel Retail, this objective applies to countries where the energy mix is suitable and where the network of charging stations is sufficiently developed.

## #1.1

### 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 sector is also promoting more responsible consumption within its catering operations, notably by offering alternatives to beef 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.



In 2025, Lagardère Travel Retail will begin rolling out its sustainable offering in its retail outlets.

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 is optimising the production of its various publications and working to reduce the carbon intensity of its media licences (ELLE magazines), in collaboration with its franchise partners.

Prisma Media prints 90% of its magazines in France and sources paper produced using 45% low-carbon and renewable energy, whilst optimising its manufacturing processes (printers located near distribution centres, volume management).



Lagardère Travel Retail is also expanding its range of locally sourced products to meet the growing demand from travellers seeking authenticity, as demonstrated by the opening of the Discover London shop in the South Terminal at London Gatwick in 2025, which showcases a selection of iconic British products.

### Responsible advertising

Lagardère News, Lagardère Radio and Prisma Media are taking concrete steps towards more responsible advertising. 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. For its part, Prisma Media has partnered with Greenbids to reduce the emissions generated by its digital campaigns and has implemented several optimisation measures: streamlining content, video compression, 'low carbon' settings, etc.



## #1.2 Caring for resources throughout our value chain

*Across all the Group's operations, managing production volumes forms part of an approach aimed at continuously optimising upstream resources and reducing unsold stock downstream. These circular economy initiatives also help to reduce the 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 designed to promote eco-responsible practices among UK teams.

The sector 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 thus the destruction of unsold stock.

# +440 000

titles in 2025 in the print catalogue in France.

hachette  
LIVRE

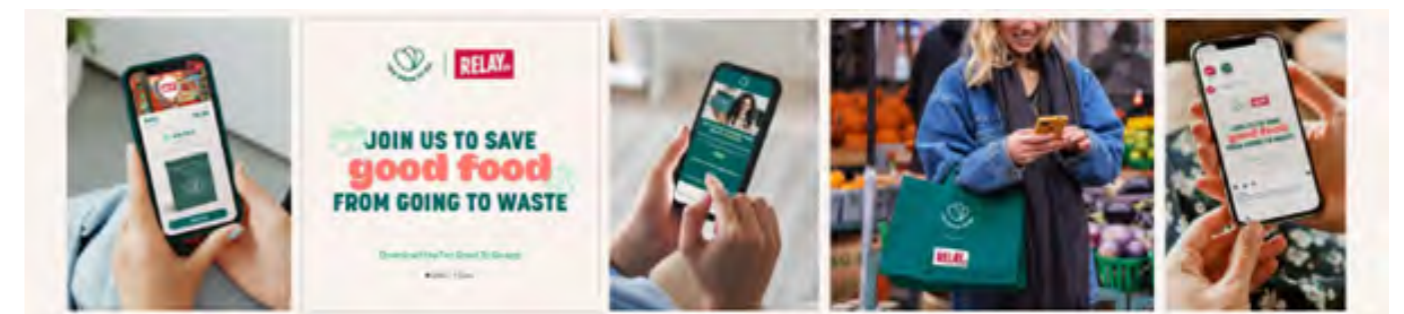
Semaine de  
**l'Eco-conception**  
2025

## #1.2

### Combating food waste and waste at Lagardère Travel Retail

Lagardère Travel Retail continues to combat all types of waste and reduce food waste through its FLOW (Fighting to Limit Our Waste) programme, which has been rolled out internationally,

notably through the training of over 1,300 employees, improved waste measurement and the global roll-out of the partnership with Too Good To Go to limit unsold food.



Relay x Too Good To Go partnership

#### Reducing plastic use



Lagardère Travel Retail is taking action to phase out virgin plastic and prioritise the sourcing of recycled or reusable materials (logistics packaging, carrier bags, consumables). By 2025, the division had achieved its target of transitioning to eco-friendly bags for all its direct supplies, and 75% of the water bottles sold in its outlets 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

11,6

hours of training on  
average per employee



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

*With over 34,000 employees worldwide, the Louis Hachette Group is committed to ensuring a good quality of life at work and fostering the personal development of its teams.*

### Career development and work-life balance

At Group level, the internal mobility scheme and the cross-business-unit mentoring programme continue to be developed to support employees in their career development.

Group entities are stepping up initiatives to promote work-life balance, particularly through schemes for parental and carer leave, as well as flexible working hours during specific events.

**129** mentor-mentee pairs have been formed since the Group programme was launched in 2018.

### Employee engagement

Engagement surveys are conducted to better understand team morale and identify areas for improvement: they are conducted annually within Lagardère Travel Retail, where they will be deployed in 100% of the relevant countries by 2025; organised every two years at Prisma Media; and carried out on an ad hoc basis in certain Lagardère Publishing entities.



Mentoring programme: 2025 cohort

### Initiatives to support employees who are carers

Lagardère Publishing has introduced, in France, a scheme allowing employees to donate days of leave to colleagues in a caregiving role (e.g. a seriously ill child, parents losing their independence, etc.). The head office of Lagardère Travel Retail offers its 500 employees additional CESU vouchers for employees who are parents of a child with a disability, as well as the option of part-time work, and has also introduced the option of donating days off. Lagardère Radio has introduced 'carer' leave with full pay. Finally, initiatives aimed at carers are being developed within Prisma Media, notably the creation of a support guide and a scheme for donating RTT days.

## #2.2 Cultivating diversity, unlocking potential and encouraging innovation

*Team diversity is a fundamental priority for the Louis Hachette Group, enabling it 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 its talent.*

### Diversity and anti-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", 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.

#### Integrating young people from priority education networks at Prisma Media

Prisma Media welcomes young people from priority education networks REP and REP+ in Gennevilliers onto work placements and work-study schemes to promote equal opportunities whilst strengthening its local roots.

**33** young people from REP and REP+ areas taking up work placements or work-study placements at Prisma Media in 2025.

### Training and skills development

The Louis Hachette Group provides an e-learning platform to invest in the skills development of all its employees worldwide, supplemented by training tailored to the specific needs of roles within the business sectors.



Three employees from Lagardère Travel Retail are taking part in the new 'Aura' training programme, a comprehensive initiative aimed at sales teams and focused on customer service excellence, product knowledge and personalising the customer journey.

## #2.2

**Gender equality in the workplace**

With a majority of women among its workforce, the Louis Hachette Group is committed to ensuring a balanced representation of women and men at all levels of responsibility, right up to the highest level of governance, within all executive bodies, 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 women's talent development programmes in France and Spain, and has renewed its Gender Equity Certification in Italy.



A meeting with Kelly Massol, a committed entrepreneur and founder of Secrets de Loly, hosted by Prisma Media to mark International Women's Rights Day 2025.

# 90/100

on the Equality Index in France.

## #2.2

**Inclusion of people with disabilities**

Hachette Livre is taking action to promote the recruitment, retention and support for people with disabilities, 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 disabilities 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 initiatives to raise awareness of disability issues, particularly as part of European Disability Employment Week.

Prisma Media has strengthened its support for the inclusion of employees with disabilities by covering the full cost of the health insurance contribution for employees holding a Recognition of Disabled Worker Status (RQTH). The company is also a signatory to the Diversity Charter and has been a partner, since 2011, of an association dedicated to the social and professional integration of people with disabilities.



Organisation of a 'Silent Café' at Hachette Livre in France to introduce staff to sign language.

#3



Fostering a culture  
*of openness*

29 018

audiobooks available  
in the Lagardère Publishing catalogue

5 640

employees involved in charitable initiatives,  
totalling 25,563 hours of work



## #3.1 Supporting diverse creativity and all the voices that drive it

The entities of the Louis Hachette Group promote diverse content and ensure that a plurality of voices is at the heart of their publishing 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).

### Broadcasting 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. signature programmes also promote positive, locally-focused initiatives such as

La France bouge and Balades en France, highlighting innovative entrepreneurial projects, local expertise and discoveries regional stations.

**40** hours of 'green' content on Lagardère Radio stations.

### Publication of positive-impact content at Prisma Media

Having become a positive-impact media outlet in 2023, GEO launched a new collaboration in 2025 with WWF centred on an issue bringing five extinct species back to life using images generated by artificial intelligence. The Prix des Fabuleuses, organised by Femme Actuelle in partnership with Europe 1, honours ten committed women each year. The media outlet Simone took part in an awareness-raising project on chemical submission in partnership with the Moovance collective.

**199** covers dedicated to so-called "high-impact" topics published in Prisma Media magazines.



Image published by GEO as part of its partnership with the WWF in 2025.

The Jean-Luc Lagardère Foundation supports creativity by awarding annual grants to young professionals in the cultural and media sectors. In 2025, the launch of a new grant, 'Regard Engagé', will recognise a creator selected from among the applicants for the nine existing grants, whose project helps to develop new narratives that raise awareness of social and environmental issues and invent a desirable future. Since its inception in 1990, 386 recipients (including thirteen new ones in 2025) have received a total of €7,770,000, including €180,000 in 2025.



## #3.2 Promoting access to education and culture

Some of the Louis Hachette Group'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 non-fiction titles 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, was awarded the 'Tourisme et Handicap' label for the Arkea Arena in Bordeaux.

Prisma Media has trained its journalists in plain language writing to make its content more accessible to people with disabilities, and in 2025 supported the printing and distribution of the magazine Le Papotin, an "unconventional magazine" produced by teenagers and young adults with ASD.



Cover of Le Papotin magazine, issue 42.

### Training in publishing and media professions

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 in the School Press and Media Week every year, and welcomed nearly 250 young people during the 2025 event.



Prisma Media supports young talent with the 8th edition of the GEO Young Reporter Grant, offering a future journalist or photojournalist the opportunity to have their report published in the magazine GEO and on its website. The organisation also distributed 15,900 print and digital magazines to schools as part of the 2025 Press and Media in Schools Week to enhance their teaching materials.

## #3.2

### Promoting reading at the heart of Lagardère Publishing's business

Lagardère Publishing, the world's third-largest publisher of general-interest books, publishes over 15,000 new titles a year. With more than 200 publishing brands covering all segments of the general-interest market (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 celebrated its bicentenary and organised Les Grandes Rencontres Hachette, a unique cultural event, free of charge and open to all, to mark the occasion.

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



Actress Reese Witherspoon, spokesperson for the Raising Readers campaign.

#### 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 widely accessible and enable as many people as possible to (re)discover the joy of reading, both in France and abroad.

### 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 RELAY Travellers' Readers' Prize promotes literary discovery, whilst the RELAY-SEPM Magazine of the Year Prize recognises the most daring, creative and socially conscious publications.



### 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.



### Introducing children to reading from a very young age with Prisma Media

Prisma Media is expanding its children's segment with the launch of new publishing offerings aimed at younger children, such as the magazine Mini Loup for 3-7-year-olds and the magazine Dora, designed as an accessible first reader from the age of 3.

## #3.2

### Volunteering, skills-based sponsorship and support for charities

Employees volunteer their time for various charities, either on an ad hoc basis through volunteering, or on a longer-term basis through skills-based sponsorship.

Lagardère Live Entertainment makes its performance venues to host charities 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.



Nearly 170 employees from the Louis Hachette Group took part in the Odyssea 2025 race to support breast cancer research.



Epic Night concert at the Folies Bergères in aid of the Epic Foundation in 2025.



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

#### Donation of advertising space

Lagardère News and Lagardère Radio are joining forces with numerous charities by advertising space on their radio stations and in their publications free of charge. Among the beneficiaries of this initiative are La Fondation des Femmes, Action Against Hunger and the French Blood Establishment. In the same spirit of solidarity, Prisma Media supports key causes by providing advertising space to boost their visibility and impact.

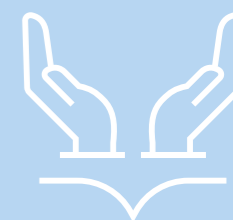
#4



Fostering a culture  
*of trust*

91%

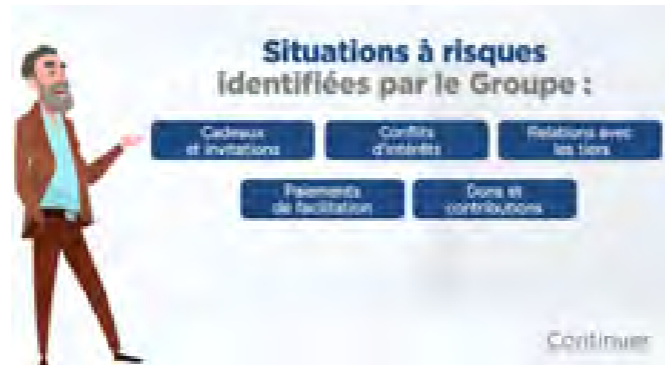
of employees trained  
in anti-corruption by 2025



## #4.1 Ensuring ethical conduct in our business relationships

*The Louis Hachette Group places the fight against corruption at the heart of its commitments to business ethics.*

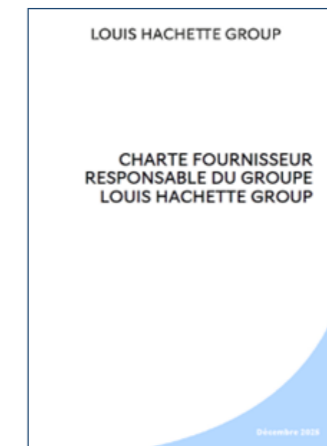
Within the Group, all employees are guided by an anti-corruption code of conduct and a dedicated e-learning course on this topic is being rolled out to all staff. In addition, an ethics hotline has been made available to employees as well as external stakeholders (suppliers, consumers, etc.).



## #4.2 Implementing increasingly responsible practices with our partners

*Securing supplier relationships is another priority for the Louis Hachette Group, particularly given its international presence.*

The Group has a Responsible Supplier Charter and also conducts third-party integrity assessment processes. In particular, 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 monitor the proportion of supplier expenditure presenting high risks that has been assessed.



**91%**  
of high-risk supplier expenditure assessed in 2025 (exceeding the objective set at 80% for 2025).



LOUIS HACHETTE GROUP

## Contact

**Sustainable Development and CSR Department**

4, rue de Presbourg

75116 Paris

Tel: 01 40 69 16 00