

<http://enter.lagardere.net>

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

**Lagardère**

**Writing a new page**



**Asterix AND THE  
CHARIOT RACE**

**The Gauls are back!**

03 Asterix and the Chariot Race released on 19 October



**Expansion in China**

02 Lagardère Sports opens an office in Shanghai





ACTIVE

## Record

The 18 August issue of *Elle* magazine, devoted to France's new first lady, broke a 10-year sales record with more than 530,000 copies sold (newsstands, subscriptions and online version combined)!

TRAVEL RETAIL

## Calls for tender

Lagardère Travel Retail has won two tenders for new shops. First of all, the division obtained a five-year concession for seven additional duty-free stores at Geneva's international airport. In addition, at Hong Kong's international airport, CDF-Lagardère Company Limited (a partnership between China Duty-Free Group and Lagardère Travel Retail) won the wine, spirits and tobacco concession, comprising eight stores with a sales area of 3,400 sq.m.

PUBLISHING



## The simpler the better!

With more than 1.6 million copies sold as of the end of August in all formats (since its launch in September 2015; see *Enter 142*), Hachette Pratique is riding the success of the Simplissime<sup>1</sup> collection (comprising 35 titles<sup>2</sup>). The collection is now diversifying into the creative leisure and youth markets. Several weeks ago, the sixth children's title was published by Hachette Enfants on face-painting ideas for kids, while Hachette Pratique has released a book on cocktails, as well as a history of France. Moreover, in the vein of the first *Simplissime*, it has released a book of 200 all-new recipes.

<sup>1</sup>Thirteen titles were ranked among the Top 50 Best-Selling Cookbooks and Wine Books, including nine in the Top 10! Source: GfK-Livres Hebdo, September 2016 – August 2017. <sup>2</sup>As of the end of November 2017.



Lagardère  
SPORTS AND  
ENTERTAINMENT

Lagardère Sports opens an office in Shanghai

## Expansion in China

In late August, Lagardère Sports announced the intensification of its operations in China with the opening of a Shanghai office. China has indeed become a major hub for sports and business. **The agency has therefore decided to expand and strengthen its operations in China in order to support the growing ambitions of its international and domestic clients.** According to Andrew Georgiou, CEO of Lagardère Sports and Entertainment: "With a presence already in Hong Kong, this new office marks the next chapter in the history of Lagardère Sports in the region, where we have great aspirations. We want to help Chinese businesses showcase their brands on the global stage as well

as support international brands and rights-holders to build their business in China through strong local partnerships." The Lagardère Sports Shanghai office will be able to deliver a full range of services for sports rights-holders, brands, athletes and media companies in such areas

## A full range of services

as marketing, sponsorship and brand partnerships; brand consulting, activation and digital services; content creation, media rights, production and distribution; stadium and arena management solutions; athlete management; and event management.

With its unparalleled experience

in international sports marketing (including a network of more than 60,000 rights-holders, brands, hospitality clients and broadcasters, and partnerships with three FIFA confederations and several major U.S. professional sports leagues), Lagardère Sports is a leading sports agency in Asia. It has had a presence in China for more than two decades, through, among other things, an exclusive partnership with the Asian Football Confederation (AFC); the 1995 creation of the Asian PGA Tour (the main men's professional golf circuit in Asia, outside of Japan); and a partnership with Formula 1® since July 2017, aimed at increasing the visibility of automobile racing in China. ←

With 65 hours and 40 minutes of programming, Lagardère Studios retains the top spot in the annual ranking of TV drama producers with nine companies represented (DEMD Productions, GMT Productions, Merlin Productions, Atlantique Productions, Ango Productions, Aubes Productions, Image & Compagnie, Kelija and ID Fictions).

<sup>1</sup>Écran Total, French TV drama programming aired in primetime on French channels TF1, France 2, France 3, Arte, M6, Canal+ and OCS, 1 September 2016 - 31 August 2017.

FAX: TRAVEL RETAIL

Lagardère Travel Retail has opened a 40-sq.m Leonidas outlet at the central railway station in **Cologne**, Germany, selling more than 100 of the Belgian chocolate maker's specialties.

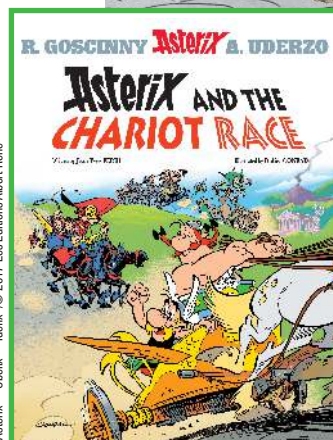
FAX: PUBLISHING

On 15 November, Grasset is set to release *Very Good Lives*, by **J. K. Rowling**, taken from her 2008 graduation speech to Harvard students.

FAX: SPORTS AND ENTERTAINMENT

The **Bordeaux Métropole Arena** (operated by Lagardère Live Entertainment) is already sold out for the inaugural concert of Depeche Mode, next 24 January. All the seats were sold in just a few minutes. This will be the band's only appearance in France in 2018.





**Lagardère**  
PUBLISHING

Asterix and the Chariot Race released on 19 October

## The Gauls are back!

The world's most famous Gallic comic characters, created by René Goscinny and Albert Uderzo in 1959, are back with a new adventure on 19 October! This 37<sup>th</sup> book in the series, published by Éditions Albert René, is the highlight of an eventful year marked by Uderzo's 90<sup>th</sup> birthday, the 40<sup>th</sup> anniversary of Goscinny's death, the Brus-

pattern. We feel it is important to maintain this model."

In fact, Asterix requires an enormous effort to engineer pre-publication confidentiality, especially given the magnitude of the figures involved (more than 370 million copies sold worldwide since its inception, making it the world's most popular comic

pattern. We feel it is important to maintain this model." In fact, Asterix requires an enormous effort to engineer pre-publication confidentiality, especially given the magnitude of the figures involved (more than 370 million copies sold worldwide since its inception, making it the world's most popular comic

### An initial print run of 5 million copies

sels exhibition and more! Says Isabelle Magnac, executive vice president Illustrated Books, "Asterix and the Chariot Race, the third volume since 2013 produced by Jean-Yves Ferri and Didier Conrad as storyboard writer and cartoonist respectively, is faithful to their biennial 'odd-year' publication

book series, with translations into 110 languages and dialects). The 36<sup>th</sup> book in the series – Asterix and the Missing Scroll (see Enter 139) – sold more than 5 million copies. "This new book," explains Céleste Surugue, managing director of Éditions Albert René, "has an initial

As for Asterix and the Chariot Race, it is faithful to a tradition established by Goscinny and Uderzo of alternating adventures inside and outside of Gaul, so this volume takes our heroes on an adventure abroad.

Asterix and Obélix cross over the Alps to Italy for a chariot race involving Romans, Britons, Goths, Lusitanians, Spartans and more! <http://asterix37.com>

# 25 million

The number of doctors' appointments managed by the MonDocteur website since its launch in 2013. The daily record for appointments was set on Monday, 2 October, with 152,000 appointments made (two per second!).

#### FAX: PUBLISHING

**Hodder & Stoughton** (Hachette UK) received the Marketing Team of the Year award from the Book Marketing Society.

#### FAX: ACTIVE

In September, **Gulli** launched a new visual identity and Gulli.fr got a makeover; in addition, a new version of the app is slated for January 2018.

#### FAX: TRAVEL RETAIL

Paradies is slated to open a **Limon Rotisserie** restaurant (serving Peruvian cuisine) in terminal 3 of the San Francisco international airport in early 2018.

#### PUBLISHING



### Icon

Fashion model and actress Cara Delevingne is now also an author! Her first novel, *Mirror Mirror*, was published in early October by Hachette Romans in France (with an initial print run of 100,000 copies!) and by Trapeze (Hachette UK) in the United Kingdom.

#### ACTIVE

## Le Journal du Dimanche

### Best newspaper

*Le Journal du Dimanche*, directed by Hervé Gattegno, won the award for Best Daily Newspaper during the 19<sup>th</sup>-annual Media Awards organized by CB News. The award marked the culmination of "an exceptionally dynamic year, with innovations in both the print and digital editions, including a new layout for the print edition and a new app and website for the digital edition, along with numerous editorial 'scoops.'" Readers and web surfers alike were clearly pleased with these changes, as evidenced by a 2.6%<sup>1</sup> increase in paid circulation in France, a 12%<sup>1</sup> increase for the digital version and a 32.3%<sup>2</sup> increase in visitors to the website Lejdd.fr!

<sup>1</sup>ACPM OJD figures for H1 2017 vs. ACPM OJD figures for H1 2016; <sup>2</sup>Médiamétrie – NetRatings, visitor numbers for July 2017 vs. July 2016.

03

#### TRAVEL RETAIL

### Awards

Lagardère Travel Retail won a number of awards during the 2017 Airport Food and Beverage conference, organized by the Moodie Davitt Report and the Foodie Report. La Plage and Pan Garni (two restaurants at the Nice - Côte d'azur airport; see Enter 136) took first place in the Airport Food & Beverage Offer Best Reflecting a 'Sense of Place' category (and were also designated Europe Regional Winners); the brasserie L'Étoile du Nord (see Enter 143) received the Highly Commended special mention in the Individual Food & Beverage Offer of the Year in a Railway Station category; and So! Coffee, a Travel Retail internal brand, at the Krakow Balice airport (in Krakow, Poland), was named a Europe Regional Winner in the Airport Coffee or Non-alcoholic Beverage Shop of the Year category.





Frédéric Schlesinger



Emmanuel Perreau



Donat Vidal Revel

Photos © Eric Frotier de Bagnaux/Capa Pictures/Europe 1

## Writing a new page

In mid-September, at Lagardère Paris Racing, Frédéric Schlesinger, deputy chairman and CEO of Europe 1, held a press conference to present the 2017-2018 line-up of Group's radio division: Europe 1, RFM and Virgin Radio (*see opposite*).

As for Europe 1, Schlesinger explained that he had a "clear goal" and "shared vision" with Europe 1's chairman Arnaud Lagardère, adding that Europe 1 "must get back to its true roots and reclaim its rightful place as a leading radio station."

"We had very little time to design this new Europe 1, but our teams have been very supportive and all pulled together to make it happen, said Schlesinger. This new line-up has a new tone but doesn't stray from Europe 1's traditional values. **This iconic station is a vision of the world, a station that shares the daily life of those who tune in. It is a media source offering solidarity and concrete action.** Europe 1 is committed to serving its listeners, who themselves are involved in and witnesses to the unpre-

cedented political, financial, social and cultural disruptions the 21<sup>st</sup> century has seen so far. We need to create a portrait of the 2020s, building upon the station's pillars, which are also the essential foundations of our lives: information and knowledge serving a better understanding. Entertainment, laughter and curiosity to forge ahead no matter what. Eclectic and open to the world, Europe 1 proudly yet humbly strives to find a new

tone and bring lightness and modernity to its content without ever forgetting the values that have made it what it is for over a half-century: accuracy, independence, dynamism, good humour, charismatic voices and a sense of community and generosity!"

Schlesinger then passed the floor to Europe 1's on-air and programming director Emmanuel Perreau, who described "the spirit of the new line-up" ("We want to devote more space to editorial content," "a new sta-

tion identity has been designed, and a new advertising allocation has been established"), and to Europe 1's news director Donat Vidal Revel, who explained that he wanted to "offer the keys for understanding the world," "speak to France," "increase cultural content, with *Melting Pop*, hosted by Patrick Cohen," and "abolish the borders between news and programmes" and concluded by saying, "for this new impetus, we have the

best morning host in Patrick Cohen." Philippe Vandel - who hosts *Village médias* and *Les pourquoi* from Monday through Friday and *Ceci dit* on the weekend - then interviewed "classic voices" (such as Nikos Aliagas, Franck Ferrand, Matthieu Noël and Frédéric Taddei), and, of course, the "new arrivals": Patrick Cohen, journalist and host of *Europe Matin* from 7 to 9:30 am; Raphaëlle Duchemin, journalist, who hosts *Europe 1 bonjour* from 5 to 7 am; and Daphné Burki, for

*Bonjour la France* from 10 am to 12 noon.

The schedule has been updated (the new arrivals include Thomas Houroude for *Y'a pas péno* from 4 to 5 pm), although Europe 1's very strong identity will remain the same (featuring Caroline Dublanche, Christophe Hondelatte and Nicolas Poincaré).

In conclusion, Frédéric Schlesinger said that "results aren't the only things that count. It will be a long and difficult road. We shouldn't be overly enthusiastic, but we have the energy and the drive to succeed! Over the next three years, with the strategy we've mapped out, we hope to recover that 9% cumulative audience."

The radio division is gaining a new momentum. The same evening, also at Lagardère Paris Racing, it enhanced its iconic status by holding a gala evening to which all the staff of Europe 1, RFM and Virgin Radio were invited! ↵

### More space for editorial content

# Europe 1







Photos © Guilhem Canal

## The very best music

During the press conference, Jean Beghin, deputy director of the Radio division, asked Stéphane Bosc, deputy director of RFM, to describe this 2017-2018 season. For Bosc, “music is king on RFM.” As for programming, for the second season Élodie Gossuin and Albert Spano are hosting *Le Meilleur des réveils*, from 6 to 9:30 am, together with impersonator Marc-Antoine Le Bret. A change has come for the “drive-time,” evening commute timeslot (5-8 pm) with the arrival of a new

duo: Pat Angeli and Marie-Pierre Schembri, accompanied by “professional commentators” (Laurie Cholewa, Caroline Ithurbide and Alina Schiau). Pascal Nègre is beginning the second season of his show *L'invité de Pascal Nègre* (Saturdays and Sundays from 6 to 7 pm). RFM will continue to bring listeners “the best concerts, up close to the artists” with its *RFM Music Live* and *RFM Session VIP* features, while continuing to expand on social media, in particular with its

*RFM Facebook Live* events.

Once again, RFM is the leading adult music station in the 35-49 age group, with 5.1% audience share for all programming slots combined, but in particular the morning (+87,000 listeners) and drive-time, the evening commute (late afternoon, +90,000 listeners). It attracts more listeners than any other: every day, RFM listeners tune in for an hour and 40 minutes! RFM endures: every day, 2,269,000 listeners (+30,000 over a year) and 3.2%

audience share (+0.1 point over a year).<sup>1</sup> Clear success in the Paris region too: RFM is also the leading adult music station with +0.3 point audience share, +25,000 daily listeners and +6 min. of listening time.<sup>2</sup>

<sup>1</sup>Source: Médiamétrie 126,000 radio; April-June 2017; developments calculated over a year (vs. April-June 2016). Average for Monday-Friday, 5 am-12 midnight, 6-9:30 am, 9:30 am-5 pm, 5-8 pm, 8-12 midnight. Targets: 13-and-up and 35-49 age groups.

<sup>2</sup>Médiamétrie 126,000 radio Paris region; April-June 2017 vs April-June 2016; Monday-Friday average; 5 am-12 midnight, 6-9:30 am, 8:15-8:30 am; 13-and-up and ages 35-59. Indicators: CA, AS, QHS, TSL.



Photos © Renaud Corfouer

## Virgin Radio unchained!

After the success of last season - over 2.6 million listeners ages 13-and-up every day, and second-leading music station for the 25-49 age group<sup>1</sup>. Virgin Radio affirmed both “the relevance of its positioning and pop/rock/electro music format” and the popularity of *Virgin Tonic*, hosted by Camille Combal from 7 to 10 am. The morning show ranked second among listeners ages 25-49 in cumulative audience with an average of 50 minutes’ listening time per listener!<sup>2</sup> Now, in this 2017-2018 season, marking his fourth year on Virgin Radio, Camille Combal continues with his winning formula: “a unique type of good humour,” the “best gifts” for listeners and local appearances to connect with his audience!

The event of the season: Cauet hosts the 6-9 pm slot with his show *Cauet* (*Cauet*!, “Cauet s’lâche”), an off-beat, fully digital show that is like no other. Together with his team, he helps listeners to “end their day on a high note, with a healthy dose of laughter.” Cauet is currently “the top host on social media with nearly 9 million fans and followers and 1.3 billion views on YouTube!” Another new feature: *Virgin Direct*, from 5 to 7 am, with Nico du Bureau and Hélène, with topics relevant to listeners’ day (news, weather, sports, lifestyle and technology). Virgin Radio will also continue organizing events throughout France: the *ElectroShock* evenings (which will start up again this season on 30 November at

the AccorHôtels Arena in Paris with Justice, Martin Solveig, Kungs, The Avener, Feder, Robin Schulz, Lost Frequencies, Ofenbach and Richard Orlinski!), *Virgin Radio Live*, *Paris in Live* and showcases in areas outside of the Paris region.

Conclusion? “With its hosts, the music played and the artists it supports, Virgin Radio embodies a truly free spirit. Both friendly and challenging, Virgin Radio is THE station for an active, connected generation.”

<sup>1</sup>Médiamétrie 126,000 radio survey; Mon.-Fri. average, 5 am-12 midnight, 13-and-up age group, Apr-June 2017. 2,641,000 daily listeners; 2nd place in cumulative audience in the 25-49 age group between 5 am and 12 am, music station category.

<sup>2</sup>Médiamétrie radio 126,000; Monday-Friday average; CA, AS and TSL; ages 25-49 and up; 6-10 am, aged 13-and-up; April-June 2017, music station category.





## A new take on cooking

Hachette Cuisine is publishing a cookbook devoted to “the challenges of sustainable eating and cooking,” titled *Manger & cuisiner éco-responsable*, by François Pasteau. The book explains the basics of eco-responsible cooking and features 50 recipes.

## INNOVATION

### Wattpad

Hachette Book Group and Wattpad – an online self-publication community for writers and readers – have formed a joint venture known as “Hachette Audiobooks: Powered by Wattpad.” Last summer, Hachette Livre’s subsidiary in the United States launched a series of audio books based on stories published on Wattpad. Moreover, this online community has also signed its first partnership with a European publishing house – Hachette Romans (a Hachette Livre subsidiary) – which published its first three “Wattpad books” in September.

## FAX: INNOVATION

During the 2017 Media Changers Awards by *Stratégies*, *Paris Match* (and Handicap International) won Gold in the Innovations in Presence Policy category (subcategory: Consumer Events, Public Relations Events, Special Campaigns, Media Partnerships).

**Hachette Book Group** has signed a partnership with the Novel Effect app., under which a selection of the Group’s children’s books will be included in the app, which provides sound effects for a truly immersive reading experience. The first four books selected for the app were published by Little, Brown Books for Young Readers.



Lagardère

INNOVATION New developments for the Innovation Awards

## A date with innovation

The first Innovation Forum organized by the Group Innovation Network (Réseau Innovation Groupe or RIG) was held in early July, at the invitation of Thierry Funck-Brentano and Pierre Leroy, co-managing partners of Lagardère SCA. During his introductory remarks, Funck-Brentano recalled the Group’s commitment to digital security and stressed the necessity of remaining vigilant, because of the Group’s broad involvement in the digital

Group Innovation Network for which he is also responsible.

The event also provided an opportunity for Edouard Minc, Prospective and Investment director of the Group Innovation Network, and Emmanuel Gaudin, the Group’s Chief Information Systems officer, to announce the launch of the 2017-2018 Innovation Awards (celebrating their 10<sup>th</sup> anniversary) with three new prizes: the Innovation Prize, organized around four main themes

expected success, but from which beneficial lessons were drawn; and the Ideas Challenge on an imposed theme, with mixed teams.

**All Group employees are invited to compete in the three categories and submit their application package up through the end of January (available on <http://enter.lagardere.net/en>).** A jury will select the winners of the first two prizes, and the winner of the Ideas Challenge will be designated by a vote, open to everyone,

## Participate in the Innovation Awards!

world. Then Julien Durand, the Group’s senior vice-president Strategic Development, explained the raison d’être and organization of the

(product innovation, services, processes, and ecological innovation); the Prize for Best Failure, for a project that did not meet with the

on Enter, the Group’s internal Portal. We urge you to get going on your applications today! ➔

5

For the fifth consecutive time, the Routard.com website has been awarded Harris Interactive’s Label of excellence for “the best user experience provided to visitors.” Routard.com was among the 15 award-winning websites and scored better on four key criteria than in 2016!

Source : NetObserver® Harris Interactive survey, 20 March - 11 June 2017.

Lagardère

A Lagardère team runs in the Parisienne foot race for the 10<sup>th</sup> time



© Jean-Marie Hervio/DPPI/Lagardère

## A capital performance from our “Parisiennes”

For the 10<sup>th</sup> consecutive year, on Sunday, September 10, a group of runners donned the Lagardère colours for La Parisienne, Europe’s leading foot race for women and the No. 2 race in France after the Paris Marathon. This 21<sup>st</sup> race, which featured a Caribbean theme, was granted the honour of starting on the Champs-Élysées. Runners from Corporate and all four Group divisions – Lagardère Publishing, Lagardère Travel Retail, Lagardère Active, and Lagardère Sports and Entertainment – participated in the race, with over 55 runners finishing the 7-km course with flying colours. The runners put in a great performance, finishing 20<sup>th</sup> out of the 322 ranking teams<sup>1</sup> participating in the

Challenge Entreprise<sup>2</sup> (out of 475 registered companies). La Parisienne has been generating support for breast cancer research for 12 consecutive years, in partnership with the Fondation pour la Recherche Médicale (Foundation for Breast Cancer Research). In 2016, the race raised more than €86,900. And since the beginning of its partnership with the Foundation for Breast Cancer Research, La Parisienne has raised over €984,600 and funded 24 projects. Congratulations and a big thank you to all the women who took part!

<sup>1</sup>In 2016, the Lagardère team finished 15<sup>th</sup> out of 499 ranking teams.  
<sup>2</sup>Companies must form a team of at least 10 runners to participate in the Challenge Entreprise. Rankings are based on the times of the first 10 runners to finish (actual times), divided only by their combined ages.

42%

The percentage of the Group's executives who are women.

Source: 2016-2017 Milestones

## In 2016, Lagardère was...

As is customary each year, the Human Resources department has reported figures that provide a "snapshot" of the Group's human face. At the end of 2016, the Group had 28,575 permanent employees,\* an increase in the workforce of 10.82% primarily affecting Lagardère Travel Retail (due in large part to the integration of Paradies in the United States). Increases in the workforce at Lagardère Publishing were mainly due to the integration of Perseus, and at Lagardère Active to the integration of the Spanish production company Grupo Boomerang TV. At Lagardère Sports and Entertainment, the increase stemmed from the

integration of new companies in Germany and the United States, along with organic growth driven by the expansion of its consulting activities.

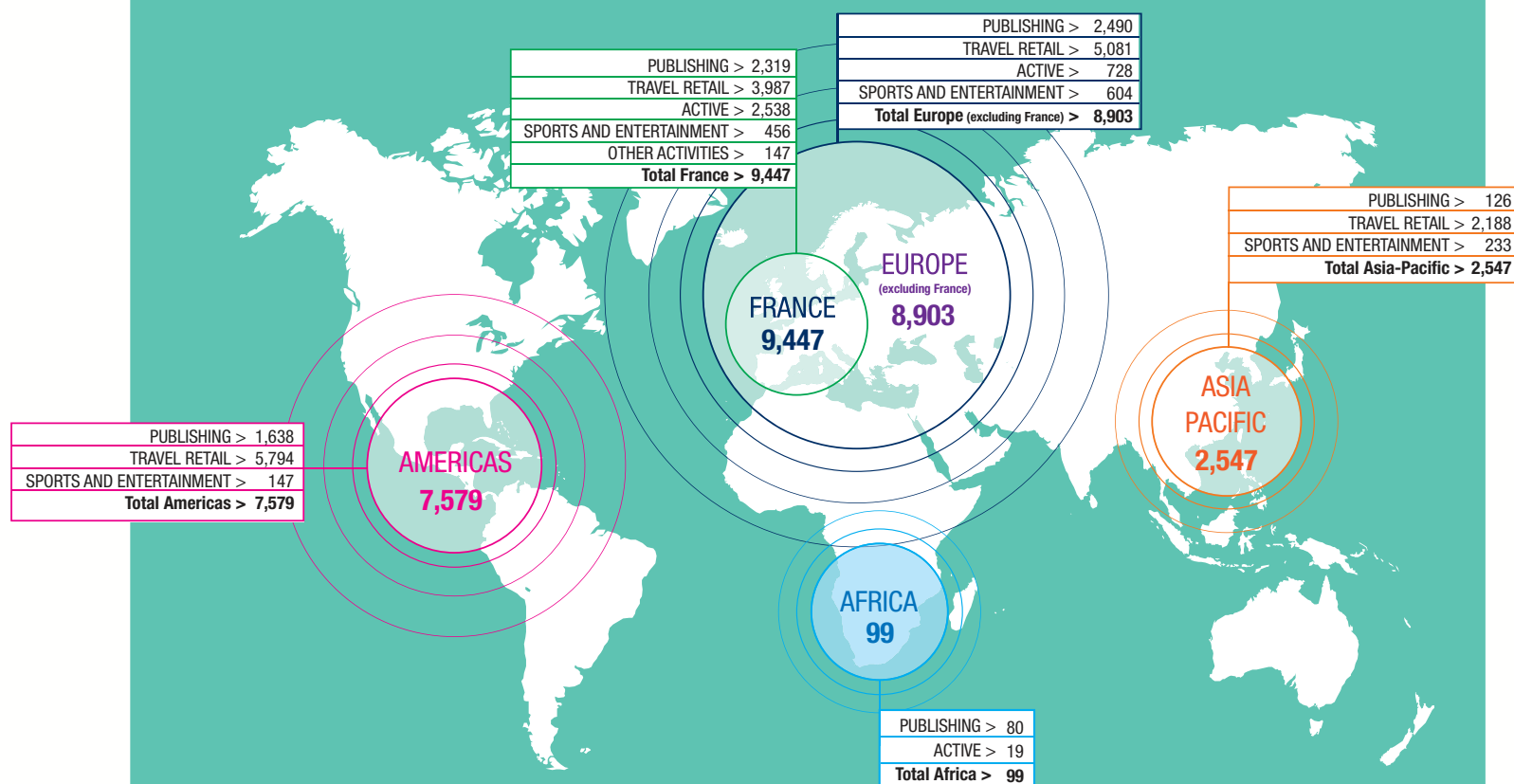
With operations in some 30 countries worldwide, Lagardère confirmed its status as a multinational group with over 67% of its permanent workforce located outside of France. Moreover, women are still in the majority, representing 63% of permanent employees and 55% of management positions.

Promoting diversity, training and employee involvement are strategic challenges of the Group's CSR policy: in this regard, efforts are

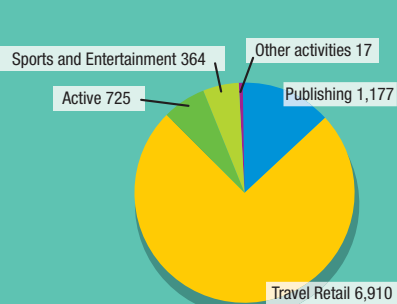
focused mainly on employee skill and career development. For example, throughout the Group, 23,441 employees received training in 2016, representing a total of over 321,000 training hours, 65% of which were devoted to professional and management training. Such training not only improves employees' performance in their job functions, but also enhances their advancement opportunities. Finally, the Group is continuing its efforts in the area of youth training in view of the 1,880 trainees and interns welcomed during the year.

\*Employees with open-ended employment contracts (CDIs).

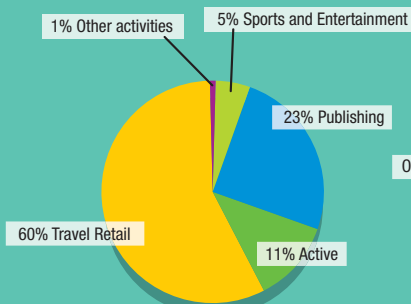
### Breakdown of workforce by division and by geographical area at the end of 2016



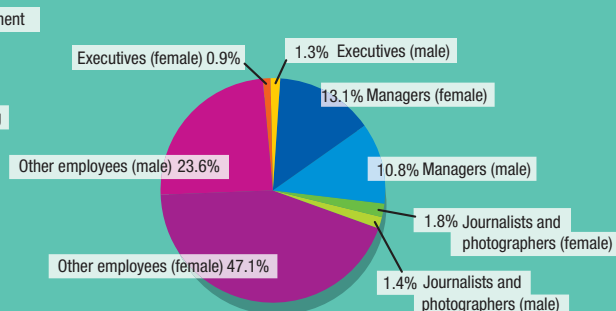
#### Inflow of permanent personnel by division



#### Breakdown of workforce by division



#### Average gender breakdown per socio-occupational category







Left to right: Pierre Leroy, Sinan Antoon, Jack Lang and Yasmine Chami

FONDATION Jean-Luc  
**Lagardère**

Antoon wins award

## The fifth-annual Arab Literature Prize

The fifth-annual Arab Literature Prize was awarded on 18 October by Pierre Leroy, co-managing partner of Lagardère SCA and managing director of the Jean-Luc Lagardère Foundation, and Jack Lang, president of the Institut du monde arabe (IMA, Arab World Institute). **The literary prize was awarded in a ceremony attended by numerous literary and cultural luminaries to Iraqi novelist Sinan Antoon for *Seul le grenadier*** (published by Sindbad/

Actes Sud). The jury – chaired by Pierre Leroy – also awarded special mentions to two other novels: *Mourir est un enchantement* by

### The only French literary award for Arab literature

Moroccan author Yasmine Chami (Actes Sud), and *Pas de couteaux dans les cuisines de cette ville* by Syrian writer Khaled Khalifa (Sindbad/Actes Sud). The award, created in 2013 by the Jean-Luc Lagardère Foundation and the Arab World

Institute, is the only French award recognizing Arab literary creativity. The prize aims to “promote the work of a writer who is a national of an Arab League country and the author of a literary work written or translated into French,” with a view to “enhancing and disseminating Arab literature in France at the height of the autumn literary season.”

**Lagardère**

The Group takes part in the CDMGE for the ninth consecutive year

## A successful 2017 Challenge

The ninth-annual CDMGE (Challenge du monde des grandes écoles et des universités), supported by Lagardère since its inception, was held in June at Paris' Charléty stadium. Sponsored by Lagardère and seven other companies, the 2017 event was once again a huge success, with more than 7,000 students and new graduates on hand from more than 300 schools and universities, along with 1,000 employees from a wide range of companies.

A large number of Group employees took part and excelled in several sporting events, including the 10-km individual run (sponsored by the Group, for which the starting signal was given by France's Sports Minister Laura Flessel), and the football and mixed wheelchair basketball tournaments. In addition, two Lagardère Sports employees – selected via a game-contest on Enter, the Group's internal Portal – started the Race of Legends, competing against Christine Arron, Muriel Hurtis,



Left: Sports Minister Laura Flessel

Ladji Doucouré and Ronald Pognon, four legendary French track and field champions. Moreover, Group employees welcomed over 300 students and recent graduates to the Lagardère professions stand, so as to introduce them to our brands and business lines.

Finally, in partnership with Ethik Events and in the presence of the Sports Minister, Lagardère organized an awareness-raising workshop on disability, inviting students, employees and visitors to try their hand at sign language.

### TRAVEL RETAIL



© Sylvain Bardin/Duty Free Global

## A question for...

**Frédérique Nogues,**

communication officer at Duty Free Global

*What is the story behind Lagardère Travel Retail's first beehive?*

On 20 April, we set up our first beehive on the green roof of our Wone warehouse in Compans, Seine-et-Marne (see Enter 126). The idea was proposed by two employees, including one from the Dreamteam. We consulted an agency that provides support for our CSR projects to study the feasibility of the project, which rapidly garnered the support of our management committee and a large number of employees. Our warehouse at Compans was the logical choice, since our head office at La Défense was not feasible, and the Supply department immediately 'adopted' the project. Our first harvest was last 5 July when we collected 11 kg of honey! We launched an in-house competition at the same time to create a label for the pots for our honey, which we decided to call *La Tite Récolte* (The Little Harvest), in a nod to Lagardère Travel Retail's initials (LTR). The jury, comprising Compans and Dreamteam employees, selected a pretty blue label produced by a head-office trainee. We are now looking at the possibility of developing other initiatives related to biodiversity, but not necessarily to bees. The hive is a good example of the initiatives carried out by the Dreamteam, a group of some 15 employee volunteers from all departments of Duty Free Global, which meets every other month to come up with projects to promote well-being and social interaction, and in which they remain involved through to completion. Since the team was formed in 2014, it has introduced a wide range of initiatives, including yoga workshops with a special rate for employees; a 'warm-up' breakfast meeting hosted by one department for other departments; and Family Day, a Christmas tea party for children that gives them an opportunity to visit mom's or dad's office! More than ever before, our goal is to make Duty Free Global a great place to work!