

STATEMENT ON EXTRA-FINANCIAL PERFORMANCE

2020 Financial Year

CONTENTS

PRESENTATION OF THE GROUP	3	AN ENVIRONMENTALLY-RESPONSIBLE GROUP	33
LEFEBVRE SARRUT: Your trusted partner in a changing world	4	In our activities	34
Our business model	4	In our day-to-day dealings	38
Our challenges – Concordance table	5	2020: an atypical year	38
		But with some significant advances	39
		And always committed to respect for biodiversity	39
A RESILIENT GROUP IN ALL CIRCUMSTANCES	7	APPENDIX 1 – NOTE ON METHODOLOGY	41
2020: A year marked by the pandemic	8	Legal framework	42
A resilient group	8	Duration of the financial year	42
Transformation in a time of crisis	12	Scope of consolidation	43
The customer experience	13	Data collection method	43
Innovation	13	Indicators used	44
The employee experience	15	Definition of the indicators presented in the concordance table	44
Pursuing our goals	16	Successful transformation	44
		Innovation/Finding the value of tomorrow	45
OUR VALUES AT THE HEART OF OUR COMMITMENTS	19	Integrating our ethical values into our offers	46
Through our governance	20	Recruiting new talents and earning their loyalty	46
Through compliance with our obligations	21	Quality of products and services	48
Through respect for each other	22	Compliance with our obligations	48
Overview of our employees and our social environment	22	Environmental protection	49
Talent management	24	Remaining competitive	51
The social environment	25	Sustaining the social environment	51
Work/life balance	25	Choosing trusted partners	52
Workplace health	26	Uniting around our values	52
Working environment	26	Maintaining hands-on Governance	53
Redistribution of wealth	27		
With our customers	27	APPENDIX 2 – OVERVIEW OF OUR SUBSIDIARIES	54
In our markets	28	Legal, tax and regulatory publishing	55
In our social commitment	29	Vocational training	57
And in our solidarity	30	The Group's other activities:	58
		Support activities:	58
		Start-up:	58

PRESENTATION OF THE GROUP

LEFEBVRE SARRUT: Your trusted partner in a changing world

Born of the merger in **1999** of two historic players in legal and tax publishing, EDITIONS FRANCIS LEFEBVRE and EDITIONS LÉGISLATIVES - the FROJAL / LEFEBVRE SARRUT Group has since experienced significant growth **in France and Europe**, structured around three business lines: **publishing, training and software**.

Our business model



Missions

- Being there for our customers
- Activating knowledge
- Supporting the future

Capital

- Human: With over 2,500 employees
- Intellectual: thanks to the skills of our employees
- Technological: Through innovation
- Financial: Strong investment capacity

Assets

- Shareholders • Expertise
- Contents • Brands • Customers

Sharing the value created

- 489 M€ of turnover
- 3,5 M€ share of equity method

With our suppliers: 164 M€

With our collaborators: 194 M€

With the state: 4 M€

Other income and expenses: 11 M€

Depreciation and provisions: 59 M€

Operating profit 60,7 M€

Financial result - 0,2 M€

Corporate taxes - 20 M€

Net result 40,4 M€

Our challenges – Concordance table

No.	Challenges	Actions/Policies	Indicators	KPI
Priority Challenges				
PC1	Successful transformation	<ul style="list-style-type: none"> › Appointment of a Managing Director of Transformation › Defining the strategic focuses › Defining the transformation programmes › Setting up working groups 	<ul style="list-style-type: none"> › Growth of publishing › Growth of training › Development of the share of digital in publishing › Development of the share of digital in training 	<ul style="list-style-type: none"> › Growth of publishing and training in France › Development of the share of digital in publishing and training in France
PC2	Finding the value of tomorrow and being ready to bring it to the table	<ul style="list-style-type: none"> › Innovation booster › Technological and strategic watch › Attaching R&D to the innovation department › Regular communication between Innovation and the BUS › European Inspiration 	<ul style="list-style-type: none"> › CIR research tax credit › Monitoring of objectives 	CIR research tax credit: number of hours and days
PC3	Integrating our ethical values into our offers	<ul style="list-style-type: none"> › Application of the measures prescribed by the French Sapin II anti-corruption law › Creation of a Compliance Department › Implementation of CSR projects 	Monitoring of projects	Monitoring of projects
PC4	Recruiting new talents and earning their loyalty	<ul style="list-style-type: none"> › Mobility process › Monthly reporting › Recruitment validation process › People review 	<ul style="list-style-type: none"> › Age pyramid › Turnover rate › Mobility › New arrivals › Interns and work-study students › Levels of remuneration 	<ul style="list-style-type: none"> › Age pyramid › New arrivals › Levels of remuneration
PC5	Quality of products and services	<ul style="list-style-type: none"> › Employee training 	Monitoring of employee training	Monitoring of employee training
PC6	Compliance with obligations	<ul style="list-style-type: none"> › DPO › Internal control › Awareness raising › Deployment of Data Legal Drive 	<ul style="list-style-type: none"> › Monitoring of requests to exercise rights 	Monitoring of requests to exercise rights
PC7	Environmental protection	<ul style="list-style-type: none"> › Environmental programme launched in 2020: energy audit › Discussions on a green offering 	<ul style="list-style-type: none"> › Monitoring of paper consumption associated with our activities › Monitoring of the vehicle fleet › Monitoring of changes in modes of transport › Monitoring of paper consumption for administrative purposes › Monitoring of energy consumption 	Monitoring of paper consumption associated with our activities

No.	Challenges	Actions/Policies	Indicators	KPI
Conventional challenges				
CC1	Remaining competitive	<ul style="list-style-type: none"> › Simplifying offers › Regular updates › Quality of the professional network › Meeting our customers' needs › Limiting under-utilisation of our products › Launch of new products 		
CC2	Sustaining the social environment	<ul style="list-style-type: none"> › Supporting the teams to help them grow › Local HR, psychological support helpline, workplace health scheme 	<ul style="list-style-type: none"> › Monitoring of labour relations › Gender equality index › Monitoring of the organisation of work › Monitoring of absenteeism 	
CC3	Choosing trusted partners	<ul style="list-style-type: none"> › Purchasing process - Contract policy 		
CC4	Uniting around our values	<ul style="list-style-type: none"> › Increased internal communication through unifying internal events and a dynamic Intranet 	Monitoring of internal communication	
CC5	Maintaining hands-on Governance	<ul style="list-style-type: none"> › Family shareholding › Legal structuring 	Monitoring of Governance body meetings	

A RESILIENT GROUP IN ALL CIRCUMSTANCES

2020: A year marked by the pandemic

PC1



In the first quarter of 2020, when the year still looked full of promise, a pandemic turned our day-to-day world upside down. This crisis - initially a health crisis but subsequently an economic crisis too - had an impact both on our activities and our organisation.

In France, the lockdowns and health measures imposed by the Government had a serious effect on our training business, which **contracted by 29.3% in 2020**, and to a lesser extent on our publishing houses (**down by 2.8%**).

As for our activities outside of France, our European subsidiaries held up well, with the exception of Italy where revenues are closely linked to the sale of books, which was interrupted as a result of the closure of the bookshops.

Faced with this situation, we had to take action and demonstrate our agility and resilience. Accordingly, our Statement on Extra-Financial Performance (SEFP) for 2020 will cover both the monitoring of our traditional indicators and all the actions taken in the face of this unprecedented crisis.

A resilient group

CC4

From the outset, we defined two priority focuses in our crisis management: the health and protection of our employees and the accompaniment of our customers.

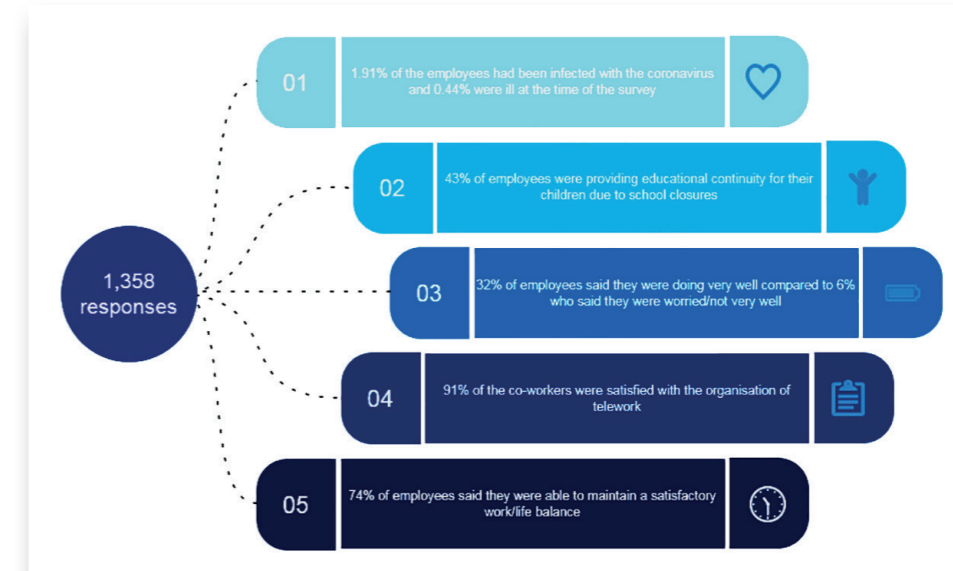
As early as February, in application of the slogan “Take care of yourself, take care of each other”, we decided to halt international travel, to quarantine employees returning from high-risk areas, to make hydroalcoholic gel and masks available and to post regular reminders of social distancing rules at all group sites.

Then, when the first lockdowns were announced in France and abroad, we were able to implement wide-scale working from home and to continue our activities without too much disruption thanks to a business culture that was already well established.

This change of organisation in record time was made possible by the unfailing commitment of our teams and intensified internal communication.

Among the measures taken to support our employees, we put in place a psychological support unit available 24/7, in collaboration with Workplace Options, which was subsequently reactivated in November 2020.

We also commissioned a survey of all employees in France and the rest of Europe on “Well-being and working conditions”, which generated a response rate of around **52%** and the results of which are detailed alongside:



Faced with this unprecedented situation, we had to deploy innovative means of staying in touch with all our employees and enabling them to stay in touch with their team members. In this regard, **five webinars** were held in France, bringing together on average **67% of employees**. During these internal meetings, members of the Executive Committee were able to gain an overview of the Group’s situation both in terms of business and HR aspects. The participants engaged in a live question and answer session.

Following these webinars, the satisfaction surveys highlighted that, on average:

- ✔ **79.82%** of respondents indicated that these webinars met their expectations;
- ✔ while **94.24%** of respondents were satisfied with the format of the meetings.

It was decided to continue this mode of communication beyond the crisis, given that it ties in with our aim to unite our employees around our values.

As stated above, our second priority focus for managing this crisis was accompaniment of our customers.

Conscious as we are of the absolute necessity of solidarity in the face of the crisis, and because the crisis is a reminder of the meaning of the values shared by our subsidiaries, we offered our support to all legal and accounting professionals, businesses and employee representatives to keep them informed free of charge and continuously of current developments, and in particular of the exceptional arrangements put in place in the territories where our Group operates.



To start with, a large number of publications were made freely accessible. Then, we decided to go further, providing our customers with all the information they needed in order to find out about and take on board the exceptional arrangements associated with the health crisis, putting dedicated COVID legal and tax hubs online.

As regards training, we worked on digitising our portfolio and offered free, topical webinars to our customers in each country where we are established.

In France, our subsidiary DALLOZ also decided to support bookshops by alerting our readers and the public at large to the difficulties encountered these companies were experiencing. In collaboration with Mathieu Persan, a famous French graphic artist and illustrator, we ran a support campaign entitled “**Back to the bookshop**”, hinged on a number of different media, in order to convey the following messages:

This campaign was carried out in three stages. First of all, we published an article in the *Actualité* and *Livres Hebdo* magazines to test the potential of our campaign, while at the same time informing bookshops and supplying those that wished with posters, stickers and page markers. The campaign was then officially launched on 24 August 2020 and promoted on social media. Lastly, we organised a contest from 30 August to 14 September 2020 with a strategy aimed at encouraging the public to visit bookshops.



“ To safeguard our access to culture,
 To safeguard booksellers, whose expertise
 and advice are an invaluable aid in the
 process of buying a book,
 And finally to safeguard a meeting place
 and an art of living that belongs to us all:
 Back to the bookshop! ”

During the lockdown, and with our agreement, Mathieu Persan designed a more sombre version of the poster in order to support bookshops in this new ordeal; the new version was reproduced by numerous publishers and subsequently retransmitted by numerous media. A fantastic operation which went far beyond EDITIONS DALLOZ, showing that our brand could not only take the initiative for what would become a national movement but was also willing and able to be self-effacing in the interests of a more important message.



And because our customers are not only professionals, at the end of October DALLOZ also offered law students a free digital revision guide to master the essential exercises for 1st and 2nd year Law, as well as two months' free access to the Dalloz Coaching revision platform.

This initiative was enthusiastically welcomed by university administrations and student associations which relayed it widely on social media, resulting in a 33% increase in Dalloz Coaching registrations in one week.

To find out more about our Group's solidarity initiatives, please go to page 18.

Lastly, in order to withstand this worldwide crisis that has badly affected the entire economy, starting with businesses, our shareholders decided to take a cut in their 2020 dividends. Thus everyone, in their own way and through our values, has enabled the Group to come through this difficult year and this trial - which is not yet behind us - in as good a shape as possible.

Transformation in a time of crisis

Last year we announced the launch of a far-reaching transformation plan based on three main pillars: **the customer experience**, **innovation** and **the employee experience**. The health and economic crisis has confirmed our future vision of our business and has convinced us that we need to go further and faster.

The customer experience

PC1

Whereas in 2019 our efforts were aimed at constructing tomorrow's offers and designing our transformation strategy, 2020 was marked by the launch of some major projects aimed at ensuring profitable and sustainable growth for our Group, but also at ensuring better comprehensibility and complementarity among our publications, training courses and software applications.

In this regard, the health crisis forced the Group to speed up its transformation to ensure greater flexibility vis-à-vis the market.

The success of our transformation represents a risk to our activities, so we decided to monitor its initial results starting this year, publishing an indicator tracking the digital share of our publishing and training activities. In 2020 the share of digital in the France Publishing division stood at **64%** and, taking into account the work under way, we expect this to grow by around **2 percentage points** in 2021.

In training, remote training in 2020 accounted for **44.52%** of revenues. Given the uncertainty as to when classroom-based training will resume, it has not been possible to set an objective for this year.

Furthermore, new indicators are being constructed to monitor this transformation process, and we hope to present customer satisfaction indicators next year.

Innovation

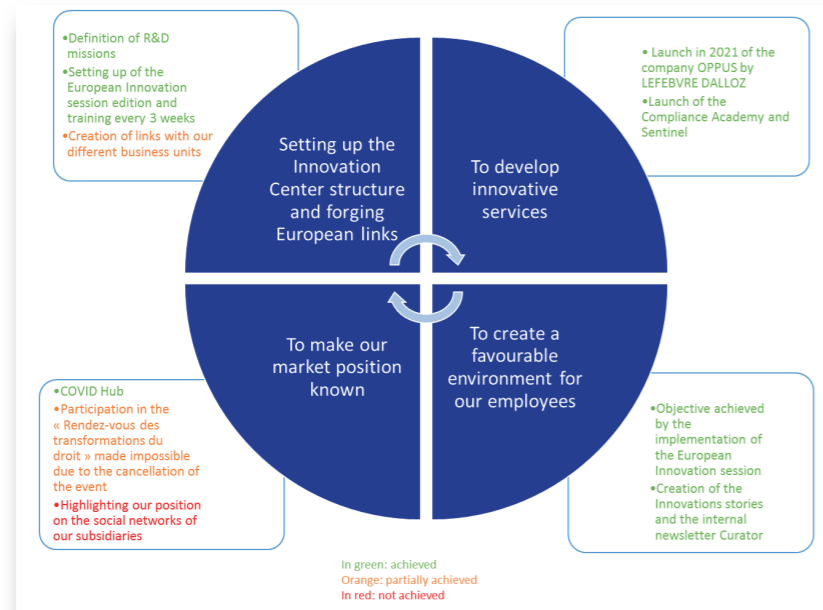
PC2

As an essential pillar of our transformation, innovation must inspire our initiatives and our projects, today and even more so tomorrow, both internally and externally, in particular by intensifying use of digital technologies.

In 2019, the appointment of a Group Innovation Manager, Camille Szejnhorn, was a first step in this direction. In 2020, we continued our efforts, structuring this strategic division, which now comprises the recently launched Innovation Centre, the Prospect Lab (which replaces the Innovation Lab) and the R&D Department.

Its mission is to anticipate how business models will evolve and to help the Group to prepare for these changes. Its action is customer-centric and oriented towards businesses.

This division, so constituted, has been assigned the following objectives:



We also put in place a specific performance indicator for our R&D Department, commissioning an external firm to carry out a study of our activities eligible for the CIR research tax credit. This study showed that 29 employees worked on R&D projects **for a total of 9,401 hours or 1,343 days.**

Furthermore, in the exceptional crisis context, we observed that our customers were accelerating their digital transformation more than ever before in order to respond to new challenges in terms of performance, responsiveness and mobility. To accompany this movement, we therefore decided to invest massively in innovation by creating an exceptional financing mechanism, the *European budget for innovation*. Its purpose is to support innovative projects that will drive growth in our markets, wherever they originate in Europe. This exceptional budget, with an initial allocation of **€5 million**, is a good illustration of our investment dynamic, and this in spite of the economic situation.

The employee experience

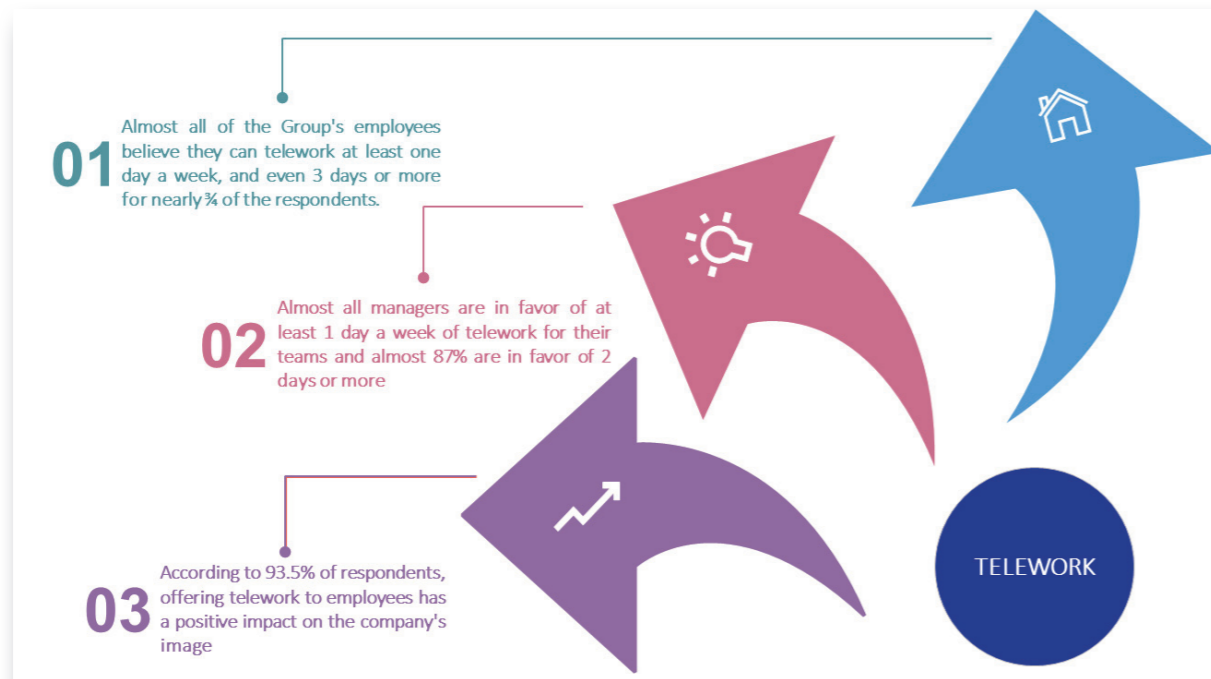
Our employees constitute our most valuable asset, and earning their loyalty is a prime objective. Because without them nothing is possible and because with them nothing is impossible, their experience in our organisation is the third pillar of our transformation.

And because we give the same attention to our employees as we do to our customers, we offer them a satisfying working context that favours the development of their skills.

The health crisis and the associated constraints have demonstrated their engagement and their adaptability more than ever before in the face of any circumstances. But the crisis has also upended everything we are used to and forced us to adapt to new ways of working. Last spring, we launched a survey on working from home among all employees worldwide, which led to the granting of the **WorkAnywhere®** label for all our entities.



The results of this survey persuaded us to initiate negotiations with the Employee Representative Bodies in the summer of 2020 with a view to signing new agreements on working from home that would meet the expectations of our employees.



Besides, in France it is vital that employees fully participate in the transformation process initiated. Accordingly, we aim to conduct regular surveys in 2021 to measure the impact and the expectations of our employees with regard to this far-reaching project.

Pursuing our goals

PC3

At the time of our last SEFP, we had committed to implementing concrete actions in favour of CSR, and we have fulfilled our commitments despite the crisis.

The results of the actions undertaken in 2020 are presented hereunder:

- ✔ As announced, we reached out to our customers in order to discuss their CSR practices and to identify the priorities in terms of their expectations of us. These exchanges took place by means of an online survey followed by face-to-face conversations with some of our customers.

These discussions enabled us to pinpoint the themes that interest our customers, the actions they would like to see us take and the communication they expect from us.

To find out more about the results of this survey, please go to page 26.

- ✔ In 2019, we wished to extend the gender equality index, enshrined in French legislation, to all our European subsidiaries. To this end, in 2020 we asked the HR departments of our foreign subsidiaries about the legislation in their respective countries, their practices and their perception of the subject.

This study revealed a certain disparity in terms of legislation and practices, which makes it difficult to apply this indicator in all the countries where we are established. Indeed, the bases of calculation imposed by French legislation are not exactly transposable, particularly as regards notions such as socio-professional categories. However, since this matter is of real concern, we are working to put in place an internal indicator based on the French index but using various different indicators which, together, will allow us to measure or at least identify a trend to ensure gender equality in our subsidiaries.

Apart from this, the survey carried out showed that certain subsidiaries are already far advanced in terms of gender equality, particularly Lefebvre in Spain which has a well-developed a work-life balance plan. In France, we extended four-week paid paternity leave to all our subsidiaries and made it accessible to same-sex couples as well as those of different sexes.

- ✔ Another of our objectives for 2020 was the development of the "Immigration Guidance" project. By way of reminder, this project, launched in 2017, gave rise to a mobile application called *Refugees@business*, which simplifies access to law for foreigners arriving in Europe: students, entrepreneurs and individuals seeking an economically and politically stable living environment.

Unfortunately, we came up against technical difficulties which have prevented us, for the time being, from rolling out this project, which still belongs to our Dutch subsidiary.

- ✔ Finally, the last focus of our CSR policy for 2020 concerned the launch of an environmental programme in France and involved the appointment of an expert consultancy firm, Greenflex, to carry out audits.

Despite the health crisis, which caused a few months' delay to the programme, we were able to carry out this mission and a feedback meeting was held at year-end on the two aspects addressed by these audits:

- On the “administrative” aspect, all our Paris sites, including Librairie Dalloz, were audited in order to highlight the strengths and the areas for improvement of our energy consumption and our waste management (including computer waste).
- On the “operational” aspect, we were able to analyse our entire offering, stressing our strengths and the efforts we have made in the past few years. This also allowed us to look to the future and reflect on ways of bringing about a more responsible offering.

This environmental audit is detailed in full in the section entitled “An environmentally-responsible Group”.

Lastly, having set up our Compliance Department in 2019, we were able to continue our actions to bring our procedures into line, disseminate best practices and enhance the Group's performance.

Processes and tools were proposed to accompany all employees and allow them to perform their functions in full compliance, a criterion of excellence for our Group and for our customers.

OUR VALUES AT THE HEART OF OUR COMMITMENTS

Through our governance

CC5

One of our strongest trump cards is the commitment of our shareholders and our governance bodies, whose involvement it is imperative to maintain.

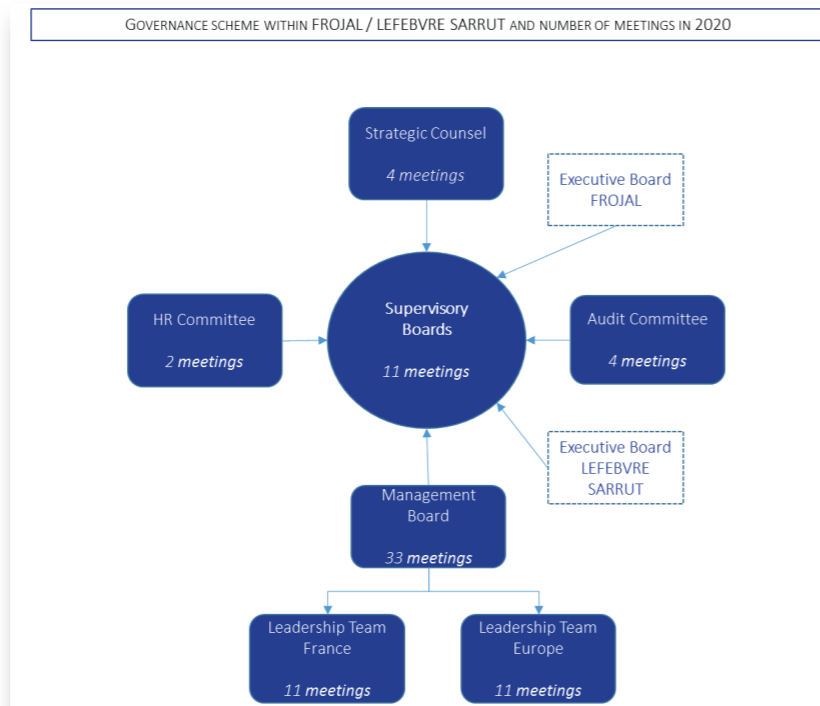
That is why over the years our Group has structured itself around committed, competent persons, who may or may not come from the shareholder families and who work on a daily basis for the growth of the Group. From the composition of our Governance bodies to our legal structure, we have put in place a solid and efficient organisation.

Governance is based on two Supervisory Boards, that of FROJAL and that of its subsidiary LEFEBVRE SARRUT, which meet as often as necessary. In taking their decisions, these Boards rely on recommendations by internal Board Committees which study the strategic issues and challenges in depth.

The LEFEBVRE SARRUT Executive Committee, composed of the Management Board, the Group CFO and a Managing Director, meets once a week to monitor our activities closely.

Lastly, every month two meetings are held between the Executive Committee, the subsidiary managers and the Group's operational managers: one devoted to France and the other to the foreign subsidiaries.

In 2020, our Governance bodies met **76 times**.



Additionally, in order to manage the COVID-19 crisis in a synchronised manner throughout the group, a meeting of the entire Leadership Team (France plus the rest of Europe) has been held every two weeks since the onset of the crisis and will continue to be held for as long as the pandemic lasts in Europe.

Through compliance with our obligations

PC6

As a benchmark player in the field of law and finance, we owe it to our customers and employees to be exemplary.

First of all, as regards tax, our Group does not tolerate abusive tax planning practices. Each of our subsidiaries, both in France and abroad, undertakes to fulfil its obligations and to participate in the development of its country by paying the taxes and dues they are eligible for.



Secondly, we make respect for and security of the personal data entrusted to us a priority. We make sure that each of our entities complies scrupulously with the General Data Protection Regulation (GDPR). A Data Protection Officer (DPO) has been appointed in each country where we operate. In France, monitoring of the GDPR has been entrusted to the Compliance Department under Frédéric Carvalheiro in his capacity as Legal Director and DPO, who has implemented various indicators including one for monitoring requests to exercise rights sent by our customers and prospects.

In 2020, in France, we received 994 requests to exercise rights which were processed in **12.55 days**. As a reminder, the regulations in force require requests to be handled within 30 days of receipt.

And because we wish to assume in full our European dimension, we're examining the possibility of replicating the monitoring of this indicator with our foreign subsidiaries.

Lastly, in France, we scrupulously observe the application of the eight measures resulting from the Sapin II anti-corruption law. These measures are regularly monitored from both a legal and a financial point of view.

Through respect for each other

PC4 – CC2

In a global market where the social context can sometimes be fluid and difficult, human issues are at the heart of our concerns. Our aim is to motivate our employees and earn their loyalty. We have great faith in our values and insist on their being respected in all aspects of our social policy.

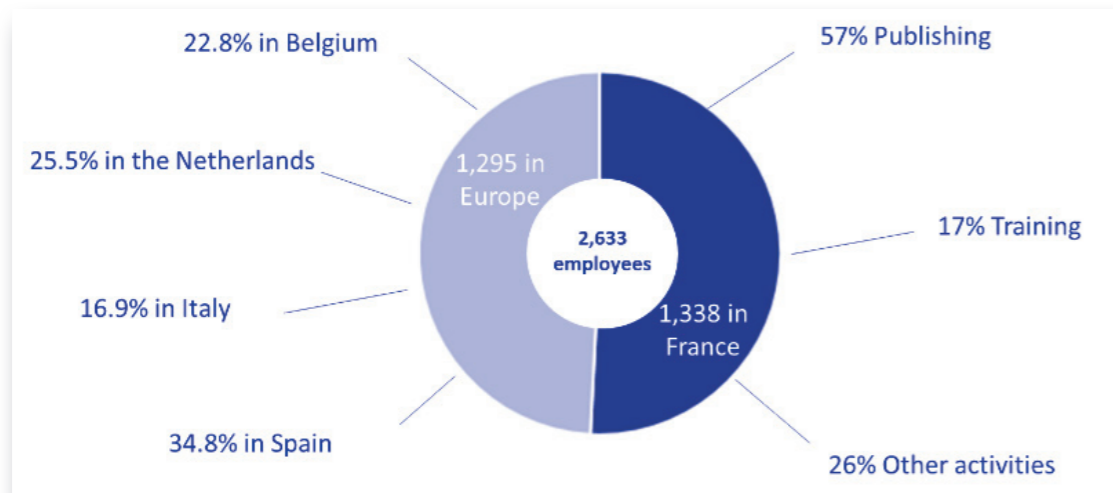
For example, proximity is to be found in our managerial practices and in the social dialogue that we encourage on a daily basis and that helps create a reassuring atmosphere for all our employees, well-being at work being an important factor in bringing out each person's creativity and full potential.

The value attached to skills and the trust we place in our employees (which does not mean that we do not check and monitor the tasks performed) contribute to the excellence of our products and services.

Lastly, our shared strategic vision means that everyone can work with a maximum of autonomy, each being responsible for his or her particular assignments and for the shared goal of the Group's growth.

Overview of our employees and our social environment

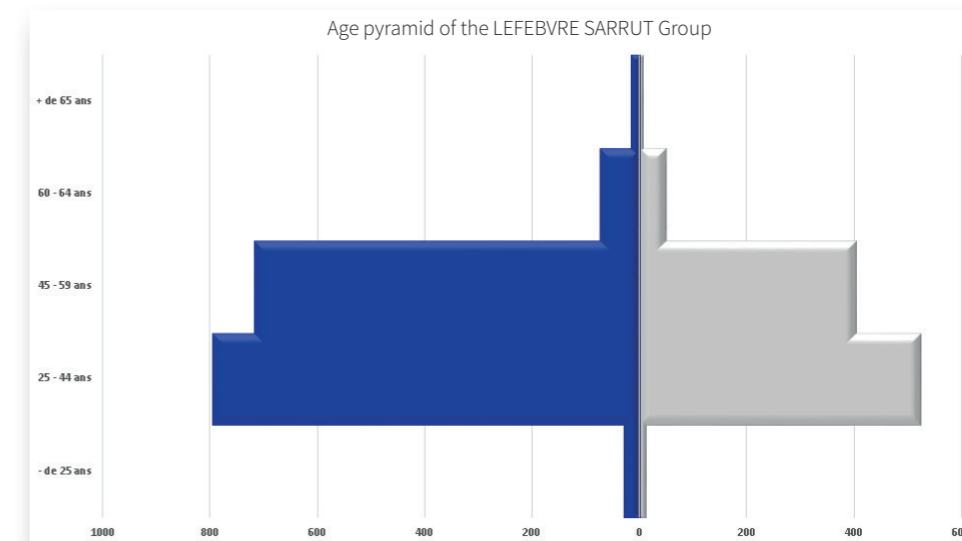
The majority of our Group workforce is female (62%) and more than half of our employees are between 25 and 44 years old. The diagram opposite shows the breakdown of our workforce by country and activity.



The diagram below indicates the key figures of the balance sheet of our social policy:



Lastly, to complete the presentation of our workforce, the Group's overall age pyramid is drawn up in order to enable us to effectively manage the development of our employees and our skills.



Talent management

Attracting employees and building their loyalty is essential, and involves a large number of actions. Our social policy allows each person to flourish in his or her roles, to be remunerated at fair value, to receive regular training to develop his or her skills and to expand his or her responsibilities and areas of action or to open up new prospects thanks to mobility within the Group.

Also, in order to promote our core businesses and promote professions, each year the Group welcomes young people for training and as part of their professional accreditation process. Thus in 2020, 52 young people joined our workforce as part of a work-study contract and 33 on an internship.

To ensure the development of our talents, we also offer measures enabling employees to plan for our long-term growth in France. A “Mobility Centre” allows employees to obtain all the information and support they need for career management. This platform dedicated to mobility brings together all of the Group’s job offers, as well as testimonials from employees who have benefited from mobility. A new version of this platform was launched in 2020, with new functionalities and job descriptions allowing everyone to identify the Group’s different business lines as well as the skills necessary to facilitate mobility.



This offer is also accompanied by:

- ✔ a Mobility Charter which sets out the system within the Group and streamlines the process;
- ✔ a guide on international mobility to help our employees who would like to join one of our companies abroad (Europe) and who need to undertake quite a number of individual steps;
- ✔ the possibility of Personal Branding sessions with the HR teams to help employees identify and develop their skills.



In 2020 we also promoted this mobility system through “PODCASTY”, the mobility podcast for discovering the less visible aspects of mobility within the Group through interviews published on our Intranet.

Our Group also has an evaluation system allowing regular monitoring of appraisals (annual appraisals, professional appraisal, training interview, objective monitoring interview).

All these actions enable our employees to play an active role in their career planning and to have a lasting involvement in our projects and in our growth.

The social environment

We foster a **positive social climate that is allied as closely as possible with our core values**. In like manner, the proximity of our Human Resources teams to the Employee Representative Bodies allows us to implement quality agreements and innovative social advances to benefit our employees.

In 2020, 176 formal meetings were held with the employee representatives, along with numerous discussions which led to the signing of 17 agreements on a variety of subjects: incentives, professional equality, work from home, remuneration, etc.



Work/life balance

We have put in place measures to focus on the work/life balance of all our employees. Our various working time and remote working agreements mean that everybody can harmonise the two. We also encourage our employees to respect the right to disconnect, which we formalised in particular in France and Spain. As previously indicated, working from home was in any case greatly increased in 2020 in view of the pandemic. The Group has provided all its French subsidiaries with a harmonised remote working agreement (negotiations currently finalised or under way depending on the subsidiary).

Furthermore, in 2021, we will be asking our employees in France to try external co-working for a six (6)-month trial period, to allow them to perform their functions in a new (innovative, calm, unfamiliar) environment depending on their professional and personal constraints (and tastes).

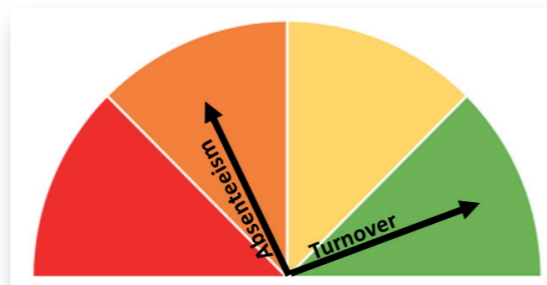
Workplace health



In France, we offer all our employees a health and pension insurance contract so that they benefit from cover on favourable terms and can plan for the future with total peace of mind. In some French subsidiaries, we have set up a hotline dedicated to employees and their loved ones, through which they can discuss any problems they encounter, whether professional or personal. These measures are essential for quality of life in the workplace and much appreciated by our employees, making them all the more willing to give their best. In the context of the large-scale implementation of remote working, we also provided a guide to all employees containing the rules to be followed when working from home, including the essential rules of well-being and safety.

Our social barometer in 2020 indicated a turnover rate of **11.72%**, compared with the European average of 18% (*data for 2019, from Hays Group*).

Absenteeism was relatively high in 2020, with **17,617** days of absence for sickness, an increase of 58% on a like-for-like basis; this figure is strongly influenced by the pandemic, particularly in France where the government suggested that parents should take sick leave to help their children study during the first lockdown and that persons at risk should do likewise.



Working environment

Major renovations have been carried out in recent years in most subsidiaries with the aim of modernising the work-space by incorporating new technologies: co-working, home office, open space, working café, gym, nap room, relaxation area, etc.

These allow everyone to work in a pleasant environment that promotes comfort, dialogue and well-being at work.

We have also been experimenting recently with the “flex office” in small teams in order to adapt to new ways of working and to the health context.

New technologies have a major place within these new spaces. Specifically, voice-over-IP, video-conferencing, audio-conferencing and projection screens have been increased to bring the functionality of powerful tools to employees.

Redistribution of wealth

The contribution of each employee to the Group’s results is also recognised by financial benefits. Participation and incentive agreements and Company Savings Plans offered within subsidiaries are a perfect illustration of this. Furthermore, remuneration levels applied within the Group recognise the contribution of each individual at their fair value and are revised in line with their true worth.

In 2020, we are both proud and happy to announce that one of our subsidiaries has for the first time in the history of the Group signed an incentive agreement including an environmental indicator linked to employees’ consumption of paper, proof of how important it is for them to commit to an environmentally-responsible approach.

With our customers

PC5

Through our development programme, our ambition is to place our customers at the heart of our transformation so as to be able to meet their needs but also to anticipate them. To do so, we must offer them relevant, high-quality and increasingly personalised solutions. We take a long-term approach in order to support them throughout their careers.

Our main strength resides in the reliability of our products and services. Maintaining a high level of quality in a context of increased competition and free content can sometimes prove difficult.

To **compete with our rivals and maintain a high level of quality of products and services**, we apply various measures, notably including a responsible HR policy that is employee and market-oriented. This has resulted in a training programme worthy of our ambitions. Thus in 2020, **between 14% and 81% of women, and in most cases between 6% and 81% of men** received training from entities. We also allocated nearly €905,000 to employee training.

ities. We also offer a guide for carers to help our employees who find themselves in this situation, caring for a sick or disabled relative.

Furthermore, because we are convinced that the diversity of our talents is what makes us excel, our recruitment, training, promotion and remuneration practices are free of any form of discrimination.

And in our solidarity

PC3 – CC4

Our Group relies on very strong **family and entrepreneurial values** that are of paramount importance to our shareholders and employees. For us, the notions of sharing and solidarity represent an ideal to which we attach great value and to which we devote our time, energy and contributions.

This past year, the health context did not allow us to build the partnerships that we are used to or to take part in the events we had planned.



For example, following the two collections carried out for La Cravate Solidaire in 2018 and 2019, which proved highly successful, we wanted to repeat the experience at the beginning of 2020. The event was subsequently postponed to the end of the year. It was much looked forward to by all our employees, but unfortunately had to be cancelled when the November lockdown was announced. Although the association was able to continue with some of its activities in 2020, we decided to greatly limit access to our premises for part of the year and to

give priority to remote working in order to participate in the national effort to combat the spread of the coronavirus. Consequently, a clothes drive in 2020 would not have had the success it deserved. We therefore hope that 2021 will allow us once again to lend our support to this association which, by way of reminder, helps job-seekers to choose the right clothing for job interviews, since physical appearance and in particular style of dress are often discriminating factors when applying for a job.

Among the other initiatives abandoned because of the pandemic, we would mention the formation of a LEFEBVRE SARRUT team for the Paris marathon to support *Mécénat Chirurgie Cardiaque Enfants du Monde*, an association bringing children with heart malformations that cannot be treated in their home countries to France for surgery.



But although we had to cancel these projects, this did not prevent us from continuing a number of actions or initiating new ones.



In 2020, our Group continued its partnership with Micro Don to offer all employees the opportunity to participate in a micro-donation scheme called *Arrondi Solidaire*. This mechanism was put in place at Editions Francis Lefebvre following the *Idéaction* contest in 2017 and was extended to all French subsidiaries in 2018. It allows those who wish to make a monthly donation from their salary, ranging from the cents that come from rounding down to the nearest euro up to €10 a month, to associations chosen by the employees. Group employees thus supported *Planète Urgence*, *Institut Curie* and “Make a Wish” through their donations. The Group matches the sums paid by all employees. In 2020, €9,913 was raised for these three associations, with close to 53% going to the *Institut Curie*, thanks to donations from employees.

We thus supported the launch of a new Paris venue dedicated to philanthropy and business sponsorship, the *Philantro Lab*, by equipping its documentary resource centre free of charge with paperbacks and providing subscriptions.

In Belgium, our subsidiary LEFEBVRE SARRUT BELGIUM donated 450 tablets to 59 hospitals and healthcare institutions to allow patients to stay in touch with their families during these difficult times in which visits were no longer allowed. The idea, which came from one of our female employees, immediately received our support and our subsidiary succeeded in making this operation a unifying event since the choice of beneficiary institutions was left to the employees.



In Italy, GUIFFRÉ FRANCIS LEFEBVRE launched an initiative called “United for Italy” which consisted of a series of informative, educational and solidarity actions including a donation of €10,000 to the Sacco and Spallanzani hospitals. The Company also roped in its customers in the initiative by undertaking to donate an additional €5 for every purchase over €50.

Lastly, as every year, our Group engaged in sponsorship actions. In 2020, more than €101,000 was paid out to finance various projects and actions alongside associations and foundations.

AN ENVIRONMENTALLY-RESPONSIBLE GROUP

In our activities



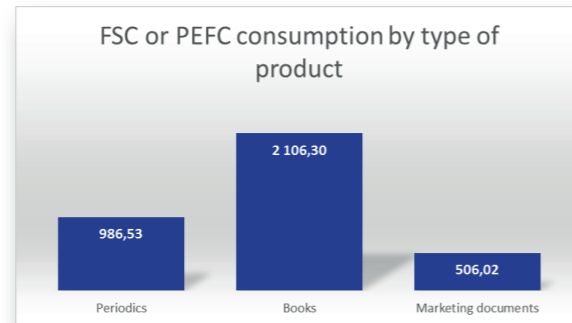
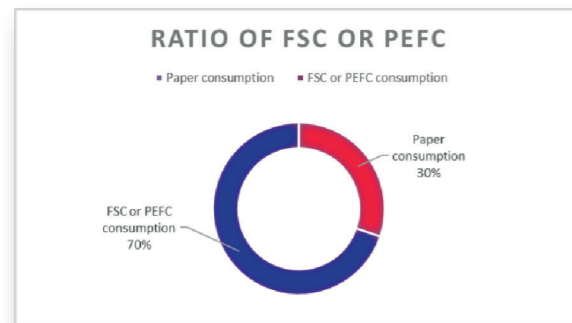
The nature of our business means that our Group is particularly sensitive to issues related to the use of paper and, in the face of environmental risks, it is the duty of everyone to assess the consequences of uncontrolled consumption.

That is why we offer services on digital platforms as well as downloadable books and journals.

For vocational training, we opt for catalogues in digital versions and those that are accessible through our websites. Similarly, teaching materials are now printed double-sided and have been reformulated to pare them down to core elements or are otherwise offered in digital formats. We also offer a range of distance learning products to limit our activity's environmental footprint (printing of documents, travel by trainers and trainees).

However, the production of certain books or news content still requires the use of paper, although such consumption is extensively monitored as part of our quest to minimise its use.

For several years now, our SEFP has presented data relating to our consumption of FSC and PEFC⁽¹⁾ paper, by type of products and their share in our total paper consumption.



1. PEFC Chain of Custody certification is awarded to companies by an independent certification organisation. This process tracks forest products from their place of origin through all stages of transfer and production to the final consumer as a PEFC-certified end product. At each stage, the certified wood must be clearly identifiable in stocks and on companies' documentation. The chain of custody concerns all stages of production – through harvesting, transporting, handling or processing and commercialisation of wood and wood-based products (such as paper). Purchases and sales are therefore monitored and tracked to ensure maximum reliability for final consumers.

PC7

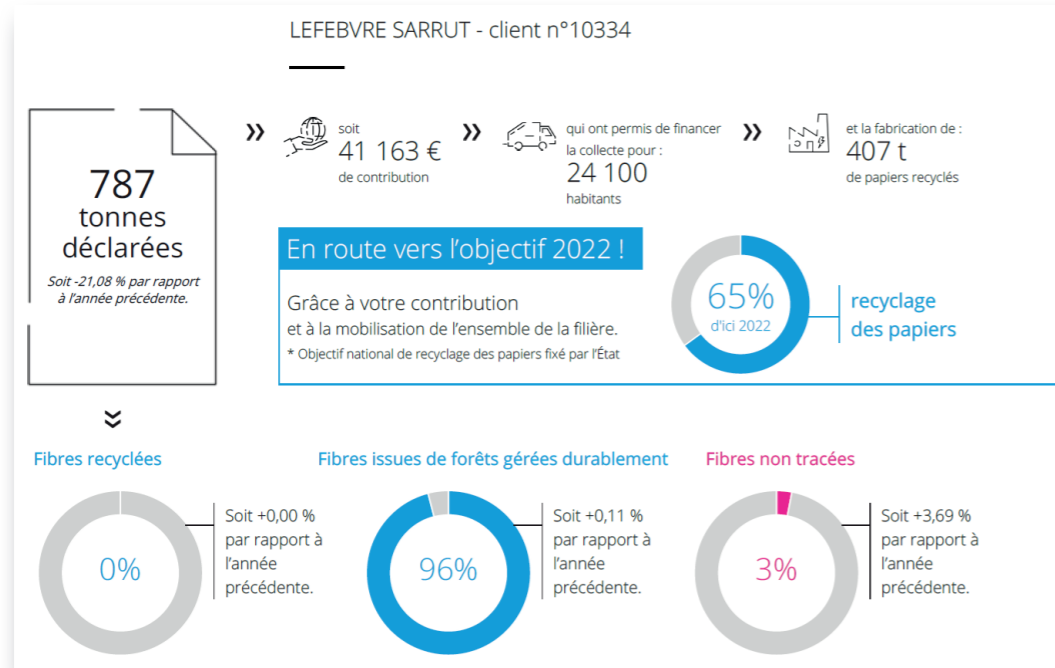
Today, **70%** of our periodicals, books and marketing documents are printed on FSC or PEFC paper, as against 51% in 2019, an increase of 19 percentage points in one year.

Moreover, in 2020, work was carried out in France to inventory the certifications held by our suppliers, enabling us to present the following information:

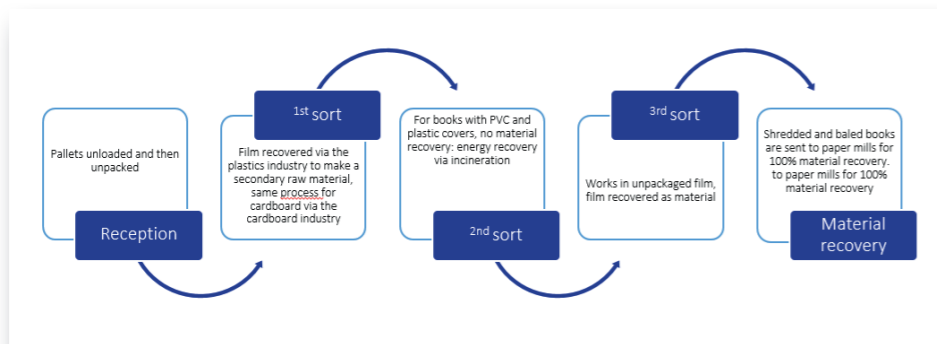


In 2021 we aim to carry out a similar exercise for all our foreign subsidiaries.

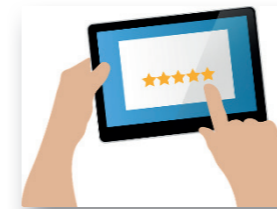
In addition, in France, our Group is a member of Citéo, a State-approved eco-organisation, enabling it to meet its obligation of “**Extended Producer Responsibility**” and thus participating in the circular economy of the Paper industry.



Lastly, and still as part of an environmentally-responsible approach, our end-of-life product (pulp) is made available to PAPREC and GDE who are in charge of processing in accordance with the following diagram:



These efforts, in place for many years to reduce the environmental impact of our activities, are perfectly in line with our customers' expectations, as demonstrated by the large-scale CSR customer survey we carried out.



Causes to defend, actions to take, communication to deploy: all these subjects were addressed, initially in an online survey, which 264 customers took the time to respond to.

We then asked them to answer a more specific questionnaire in a face-to-face conversation with a member of the task force put in place for this project. At the time of writing, sixteen of them had agreed to meet us to talk about our CSR policy and their expectations. This co-construction approach provided reassurance as to the actions undertaken over the past few years and evidence of our proximity and willingness to listen to our customers. And although the digital share of our business continues to grow, the survey also confirmed that paper is still firmly anchored in our customers' habits and intimately linked to our image. Which is why our customers, in their concern for safeguarding the environment, expect us to pay special attention to managing our consumption of paper, to our procurement of raw materials and to managing the life cycle of our works.

In 2021, we wish to go further and work on drawing up an environmentally-responsible offering. Several possibilities are currently being studied with the common theme of end-of-life management of our works.

The Greenflex audit has also been highlighted:

- ✔ Ecologically-controlled communication, largely digitised it is true, but as regards the printed share, a real determination to optimise environmental performance is evident, in particular with packaging from bio sources. Among the objectives we have set ourselves is the elimination of film wrapping by 2022;
- ✔ Excellent sales forecasting which allows us to reduce wasted return trips and to limit the processing of unsold goods in comparison with the national average (10% as against 25.5% - source: SNE (French Publishers Association));
- ✔ The strong generalisation of our offering, reducing the waste generated by the Publishing division.

Furthermore, for several years now we have had a carbon calculator in place for certain publication ranges. Based on positive feedback from our customers, we are considering extending this to all our works and, in due course, making it a performance indicator.

In our day-to-day dealings

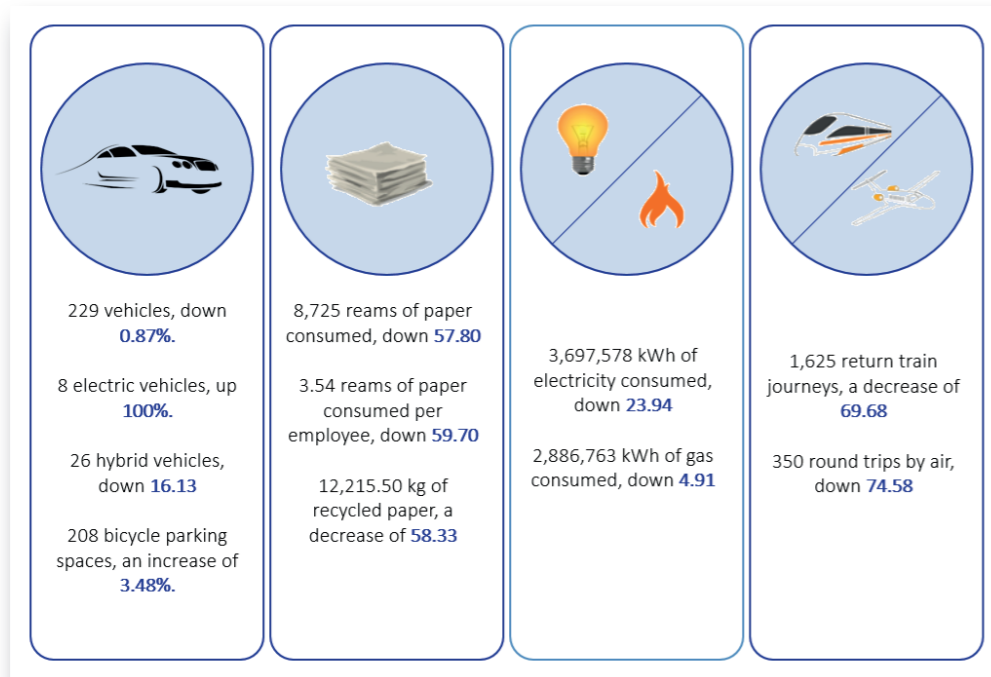
PC7

Failure to control our CO2 emissions, the creation and treatment of waste, and failure to control our resources are all factors representing a major risk for the well-being and equilibrium of our planet and also of our customers, our employees and future generations.

As an environmentally-responsible and committed Group, it is up to us to work on implementing robust, concrete actions so that the development of our activities does not come at the expense of our environment.

2020: an atypical year

We present hereunder **our monitoring indicators on the management of our vehicle fleet, on the consumption of paper for administrative purposes, on changes in our modes of transport and in our energy consumption**. However, in view of the context, these figures must be examined with prudence. Indeed, these figures are a reflection not so much of our efforts as of the effects of the economic situation:



But with some significant advances

Among the projects close to our heart, we undertook an energy and environmental audit in France in 2020 in partnership with Greenflex, a French company in the sustainable development sector, specialising in helping companies speed up their environmental, energy and social transition.

This audit was carried out in the last four months of 2020 and covered our sites and our offers (as presented on page 26).

Thus in September 2020, our seven Paris sites and the DALLOZ bookshop on Rue Soufflot were audited. The analysis centred on our practices as regards waste management and reduction – paper/cardboard, glass, plastic, computer waste, printed matter – and our energy consumption.

The results showed a certain disparity among the various sites, notably due to their location and their status as public access buildings (*Etablissement Recevant du Public - ERP*). This audit enabled us to identify avenues for improvement, particularly as regards the management of administrative waste. Studies show that an employee working in an office generates on average between 120 kg and 140 kg of waste per year, 80% of which is paper and cardboard, so it seems vital to us to take whatever steps are necessary to reduce and sort this waste.

Thanks to this audit, we were also able to showcase the management of our IT hardware: equipment reaching the end of its life or becoming obsolete is sold to a broker who recycles it in accordance with WEEE standards, allowing us to ensure end of life processes for our equipment by means of a recycling certificate and to guarantee the deletion of data.

And always committed to respect for biodiversity

PC7

Although our activities do not present risks for the preservation of biodiversity, the Group is particularly sensitive to this issue and promotes, to the extent of its abilities, **actions promoting ecosystem preservation**.

For example, beehives have been installed in our green spaces (Levallois) for some years now. Two of them are currently still active, each with an average of between 50,000 and 60,000 bees. Our bee-keepers were thus able to collect nearly 90 kg of honey in 2020.



Furthermore, and still as part of this quest to conserve biodiversity, other hives are sponsored by our subsidiary Francis Lefebvre Formation and company allotments have also been created at our Montrouge site.

APPENDIX 1 – NOTE ON METHODOLOGY

Beyond the legal framework detailed below, drawing up the Statement on Extra-Financial Performance (SEFP) allows us to:

- ✔ Monitor our transformation and thus respond to the evolution of our markets;
- ✔ Make sure that the values embraced by the Group are adhered to;
- ✔ Identify, steer and manage our risks and challenges,
- ✔ Define policies and action plans allowing us to better manage the aforementioned risks and challenges

Legal framework

In accordance with the provisions of Article L.225-102-1 of the French Commercial Code, our Group is required to publish a consolidated SEFP presenting information on how we take into account the social and environmental consequences of our activities. Our SEFP contains all the information required by Article L.225-102-1 paragraph III, except for the following subjects:

- ✔ Fight against food waste,
- ✔ Fight against food insecurity,
- ✔ Respect for animal welfare and a responsible, equitable and sustainable diet.

These subjects were deliberately not addressed in the statement as, given our activities, our involvement is negligible.

Duration of the financial year

All the indicators presented in our SEFP are calculated for the period from 1 January to 31 December 2020.

Scope of consolidation

The scope of consolidation of the SEFP extends to all the Group's trading companies, with the exception of:

- ✔ juris, an associate over which we do not exercise exclusive or joint control,
- ✔ companies with 5 employees or fewer on the social indicators when they allow the employees concerned to be identified,

The scope of consolidation of the SEFP therefore includes 17 companies located in 7 countries, and included in the scope of the Group's financial consolidation at 31 December 2020.

Apart from this, certain indicators have a defined scope (e.g. France only, Publishing only, Training only, etc.). In this case, a specific mention is inserted at the beginning of the definition to facilitate readers' understanding of the data.

Data collection method

Data for the purposes set out above was collected from:

- ✔ For social data: HR - Payroll services for each company in France and abroad. A collector within the Group Human Resources Division was appointed for these purposes.
- ✔ For environmental and business data France: from the Working Environment and Purchasing Division (WEP) and the Manufacturing Division. The Directors of these Divisions chose to be collectors for their data.
- ✔ For environmental and business data outside France: no equivalent of the WEP exists in other countries, so the CFOs of each foreign subsidiary collected the data. The data was then consolidated by the French collectors.
- ✔ For data associated with transformation: the booster projects relay their monitoring indicators which are established in cooperation with the Group Finance Division.
- ✔ For innovation: the data are communicated by the Innovation Division on the basis of the report drawn up by the FI GROUP.

- ✔ For the monitoring of the CSR projects, the data referred to in the SEFP come from the Compliance Department dashboard.
- ✔ For data associated with the exercise of rights: the data come from the Data Office which monitors this indicator on a monthly basis.
- ✔ For data monitoring internal communication, the data are collected by the Communication Division.
- ✔ For the monitoring of Governance bodies, the number of meetings is tracked by the Assistant to General Management.

Indicators used

The selected indicators were communicated to contributors when launching collection campaigns together with a lexicon for better readability for each indicator.

These indicators are mostly provided for the entire scope of activities. However, for some indicators that are difficult to transpose to all European countries, an analysis of France's activities has been provided. Where the scope of the indicator differs, a note appears in the SEFP to make this clear.

Definition of the indicators presented in the concordance table

N.B.: The indicators followed by an asterisk () are our key performance indicators (KPIs), which are shown in bold in the SEFP*

PC1 – Successful transformation

Growth of the Publishing Division, France *

This indicator concerns only the French publishing houses, namely Editions Francis Lefebvre, Editions Législatives and Editions Dalloz, and corresponds to the total revenues of year “N” divided by [the total revenues of year “N-1” x 100].

Growth of the Training Division, France *

This indicator concerns only the French training bodies, namely Francis Lefebvre Formation, CSP Docendi, Elégia, Dalloz Formation and Bärchen, and corresponds to the total revenues of year “N” divided by [the total revenues of year “N-1” x 100].

Development of the share of digital in the Publishing Division's revenues *

This indicator concerns only the publishing houses, namely Editions Francis Lefebvre, Editions Législatives and Editions Dalloz, and corresponds to the total digital revenues of year “N” divided by [the total revenues of year “N” x 100].

Development of the share of digital in the Training Division's revenues *

This indicator concerns only the French Training bodies, namely Francis Lefebvre Formation, CSP Docendi, Elégia, Dalloz Formation (with the exception of Prépa Dalloz and major events) and corresponds to revenues from the sale of 100% distance training (MOOC, virtual classroom, e-learning, mobile learning, micro learning) or **blended learning** (which combines a face-to-face component with a remote component) of year “N” divided by [total revenues of year “N” x 100].

The health crisis having badly affected face-to-face activity, we announce in this SEFP the construction of this indicator, which will be published starting in 2021.

PC2 – Innovation/Finding the value of tomorrow

Monitoring of objectives

This indicator corresponds to the monitoring of the objectives set by the Governance bodies for the Innovation Division. By its very nature, this indicator cannot be expressed in figures.

CIR *

The CIR (*crédit d'impôt recherche*) research tax credit is a generic measure in support of businesses' R&D activities, without restriction as to sector or size. For the monitoring of our actions in France, our Group uses an external consultancy firm to assess the time spent by our employees on eligible projects.

Thus the indicator presented corresponds to the number of hours – translated into days on the basis of a 35-hour week – spent by Group employees on the development of projects eligible for the CIR.

PC3 – Integrating our ethical values into our offers

Monitoring of projects *

This indicator provides information on the actions initiated within the framework of Group compliance and their degree of progress. There are three aspects to these actions: CSR, Sapin II anti-corruption law and GDPR.

By its very nature, this indicator cannot be expressed in figures, but we are working to construct monitoring indicators for next year.

PC4 – Recruiting new talents and earning their loyalty

Age pyramid *

This indicator shows the workforce at 31 December of the year audited on permanent or temporary contracts (excluding replacement temporary contracts) as a headcount. Apprenticeships, professional accreditation contracts, traineeships, temporary positions and service provision are not counted. Employees included in the workforce must have an employment contract with one of the Group's companies.

The breakdown of the workforce by gender and age brackets is as follows:

- ✔ Under 25
- ✔ Between 25 and 44
- ✔ Between 45 and 59
- ✔ Between 60 and 64
- ✔ Over 65

Age is determined at 31 December of the previous year.

Compiling these data, usually provided distinguishing first by gender and then by age group, allows us to construct a global age pyramid* for all Group employees.

Turnover rate

This indicator allows us to calculate the overall turnover rate for all Group subsidiaries.

The turnover rate is calculated as follows:

$$\frac{[(\text{number of departures from the Group for any reason} + \text{number of new arrivals to the Group}) / 2]}{\text{Group headcount (average workforce) for the year}}$$

All departures are indicated here, irrespective of the reason, with the exception of interns and work-study contracts, as well as the headcount or average workforce determined at the end of each month (both temporary and indefinite employment contracts (long-term contracts and fixed-term contracts)).

Mobility

This is mobility between subsidiaries, whether French or foreign.

Mobility within the same subsidiary, but in a different Division/Department/Unit/Service is not counted.

In contrast with previous years, we have chosen to no longer indicate the number of promotions in the year since this information is now incorporated within the gender equality index published in this report.

New arrivals *

This indicator shows all the arrivals during the year (long-term contracts and fixed-term contracts), broken down by gender. Apprenticeships, professional accreditation contracts, traineeships, temporary positions and service provision are not counted since they are covered by a specific indicator.

Interns and work-study students

This indicator corresponds to the number of internship and work-study contracts (apprenticeship and professional accreditation contracts) concluded during the year.

Levels of remuneration *

This indicator includes basic gross remuneration (including any seniority bonuses and exceptional bonuses paid during the year) and variable remuneration received during the year (bonus, target bonus, variable remuneration of sales personnel) for permanent employees, excluding corporate officers. Compensation for part-time employees was recalculated as full-time equivalent. A distinction is made between executives and employees for the French subsidiaries and between managers and employees for the foreign subsidiaries.

Benefits (for example incentives, profit-sharing and matching contributions) are not included in this indicator.

PC5 – Quality of products and services

Monitoring of employee training *

This indicator tracks the percentage of employees trained, broken down by gender: it is calculated by dividing the number of people trained by gender by the total number of employees at 31 December by gender. Where the same employee undertakes training more than once per year, he or she is only counted once.

The indicator also includes the number of internships, professional accreditation contracts and apprenticeship contracts entered into during the year.

This indicator also provides the number of internships and work-study contracts concluded during the year.

PC6 – Compliance with our obligations

Monitoring of requests to exercise rights *

This concerns the number of requests to exercise rights processed during the year and the average processing time.

This new indicator is presented, for now, for France only, but will be extended to all subsidiaries in the next few years.

PC7 – Environmental protection

Monitoring of paper consumption associated with the manufacture of our works and/or our marketing actions *

This indicator includes, based on a breakdown by product category (periodical publications, books and marketing documents):

- ✔ The monitoring of the annual paper tonnage by company consumed for printing paper products,
- ✔ And the monitoring of paper tonnage from sustainably managed forests consumed in the printing of paper products (FSC or PEFC).

The data collected relates to the manufactured products delivered and invoiced in year N. In the case of a partial delivery in year N and the balance in year N+1, paper consumption will also be accounted for partially for year N, and the balance recognised in year N+1 (2 invoices and 2 consumptions). The consumptions include both the consumed paper bought by the company and that provided by the printers.

This indicator is presented in the SEFP in the form of a percentage expressed to two decimal places.

Monitoring of the vehicle fleet

This indicator, calculated on 31 December of the audited year, covers:

- ✔ The number of vehicles, meaning the number of vehicles belonging to the company or on long-term lease,
- ✔ The number of electric vehicles, meaning the number of electric vehicles belonging to the company or on long-term lease,
- ✔ The number of hybrid vehicles, meaning the number of hybrid vehicles belonging to the company or on long-term lease,
- ✔ The number of parking spaces reserved for bicycles.

The data relating to the number of charging points installed at the sites and the average emissions per vehicle are considered insignificant and therefore omitted.

Monitoring of changes in modes of transport

This indicator, calculated on 31 December of the audited year, covers:

- ✔ The number of return trips by rail but does not take into account single journeys or combinations of different modes of transport,
- ✔ The number of return trips by air but does not take into account single journeys or combinations of different modes of transport.

In view of the substantial increase in remote working and the provision of the TEAM tool for all Group employees, the indicator relating to video-conference equipment is considered irrelevant and has been omitted.

Monitoring of paper consumption for administrative purposes

This indicator, calculated on 31 December of the audited year, covers:

- ✔ Annual consumption of reams of reprographic paper, corresponding to the number of reams of paper, of all sizes, billed during the year audited,
- ✔ The grammage of the reprographic paper mainly used in each Group entity in g/m²,
- ✔ Average annual consumption of reams per employee: paper purchases of all invoiced formats divided by the number of employees in full-time equivalent on 31 December of the audited year,
- ✔ Annual volume of recycled paper, being the number of kilograms of paper collected by the service provider in charge of recycling,
- ✔ Measures to limit paper consumption, the measures implemented in each entity to reduce paper consumption,
- ✔ Recycling other than of paper: describes the actions implemented to promote recycling within each entity.

Monitoring of energy consumption

This indicator covers:

- ✔ Annual electricity consumption, being the electricity consumption in kW/h during the year and normally established on 31 December of the audited year.

If it is not possible to communicate the data at 31 December of the audited year, the data are calculated over a rolling period (e.g. November N-1 to November N);

- ✔ Annual gas consumption: corresponds to the gas consumption in kW/h during the year and normally established on 31 December of the audited year.

If it is not possible to communicate the data at 31 December of the audited year, the data are calculated over a rolling period (e.g. November N-1 to November N).

N.B.: For sites closed during the year, the data run from 1 January of year N to the end of the lease.

In view of the difficulty of obtaining consistent data for all countries where the Group operates, the indicators for Mixed electricity production and liquid consumption limitation measures have been omitted.

CC1 – Remaining competitive

The indicators are currently in the process of being constructed, and should be ready to present starting next year.

CC2 – Sustaining the social environment

Monitoring of labour relations

This indicator presents the nature of the Employee Representative Bodies in the company (Works Council, Personnel Representative, Health and Safety and Workplace Conditions Committee, Combined Works Council and Employee Representative, Social and Economic Committee), the number of union representatives, the number of meetings during the year (excluding negotiations), the number of agreements signed during the year as well as the subject matter of these agreements. These indicators are representative of the situation at 31 December 2020.

Gender equality index

Since 2018, businesses have been obliged to publish this ratio annually; in this report we group together the ratio calculated for each of our French subsidiaries subject to this obligation.

Monitoring of the organisation of work

This indicator shows the number of full-time and part-time employees, by status and gender, at 31 December. The staff numbers used are the same as for breakdowns by gender and by age.

Monitoring of absenteeism

This indicator shows the number of working days lost due to absence as a result of sickness, by gender. Days of absence due to sickness do not include maternity leave, long-term illness (more than 90 days) or any sickness for which no certificate was issued.

The absence of an employee whose working time is less than 7 hours per day on average (depending on the working time agreement) is equal to 1 day since it corresponds to 1 day not worked on the part-time basis applied.

For any therapeutic part-time sickness leave, the number of days of absence due to sickness is indicated separately.

CC3 – Choosing trusted partners

This risk is not covered by a monitoring indicator, only by specific policies.

CC4 – Uniting around our values

Monitoring of internal communication

This indicator, which applies only to France, covers:

- ✔ The number of in-house webinars held,
- ✔ The number of participants in these webinars, being the number of people connected during the webinar. This is expressed as a percentage in accordance with the following formula: $\text{Number of persons connected} / \text{Number of invitations sent} \times 100$.

- ✔ The level of employee satisfaction following these webinars expressed as the percentage of persons reporting their level of satisfaction as 4 or 5 (5 being the maximum) in the satisfaction survey sent after each webinar,
- ✔ The level of acceptance of the communication format, expressed as the percentage of persons reporting their level of satisfaction with the communication format as 4 or 5 (5 being the maximum) in the satisfaction survey sent after each webinar.

CC5 – Maintaining hands-on Governance

Monitoring of Governance body meetings

This indicator, applicable to the decision-making bodies of FROJAL and LEFEBVRE SARRUT, covers:

- ✔ The number of meetings of the Supervisory Boards,
- ✔ The number of meetings of the Strategic Board,
- ✔ The number of meetings of the Audit Committee,
- ✔ The number of meetings of the HR and Remuneration Committee,
- ✔ The number of meetings of the Executive Committee,
- ✔ The number of meetings of the Leadership Team France,
- ✔ The number of meetings of the Leadership Team Europe.

APPENDIX 2 – OVERVIEW OF OUR SUBSIDIARIES

Our strength lies in the **reliability** of our brands which have established themselves as **key** players in their markets, sharing the same ambition for **excellence** in the service of our customers.

This **combination of expertise** guarantees a high level of quality and innovation in the offers that we present.

Legal, tax and regulatory publishing

The subsidiaries of the Publishing Division are as follows:



Editions Francis Lefebvre: tax, legal and accounting publisher for companies and lawyers. The creator of Memento, a practical and essential tool for legal and accounting professionals, publisher of the Navis and Inneo portals and software solutions for accountants, notaries, lawyers and companies.



Editions Législatives: publisher of the ELnet portals, creator of the Dictionnaires Permanents for companies and particularly HR professionals, accountants, real estate professionals, social action and HSE, administrations and more generally all legal professions.



Editions Dalloz: publisher of a very wide range of books, codes, reviews, encyclopaedias, portals and digital solutions for lawyers and other legal professions, students and academics, and governments. Its Juris Edition department is a reference for non-profit organisations.



Sdu: the second largest legal publisher in the Netherlands, with a wide range of digital and paper offerings (databases and online services, tools and software, mobile applications, magazines and books) for lawyers, companies, tax specialists, and public actors, including the central government and local authorities. Sdu also runs events and seminars.



Lefebvre: foremost legal publisher in Spain, resulting from the merger between the subsidiary created in Spain in 1989 by Editions Francis Lefebvre and El Derecho Quantor, acquired in 2010. Lefebvre offers a wide range of paper-based and digital documentation, including in the mobility field, for legal and accounting professionals.

Lefebvre Sarrut Belgium, with the brands:



Larcier: thanks to its prestigious professional legal publishing brands, Larcier proposes documentary solutions tailored to the specific needs of all legal practitioners in Belgium, Luxembourg and France (lawyers, magistrates, notaries, company lawyers, etc.). Larcier also assists economic and HR professions in Belgium.

Indicator: legal publisher for SMEs and their advisers. Indicator offers valuable, clear and expert advice on changes to regulations and case law through its advice letters and associated portals, in addition to practical and directly applicable cases.

Intersentia: renowned Flemish legal and accounting publisher. Intersentia publishes many monographs and prestigious reviews in Dutch and English for Belgian and international academic and professional markets.



Giuffrè Francis Lefebvre: market-leading legal publisher in Italy, partnering law and tax professionals with publishing content and innovative services that are continually informed by the actual needs of its customers. The company is the result of a merger between the subsidiary established in Italy by Editions Francis Lefebvre and Giuffrè Editore, acquired in 2017.



juris: number one digital legal publisher in Germany, in co-ownership with the federal government and in partnership with independent publishers.

Vocational training

The subsidiaries of the Training Division are as follows:



Francis Lefebvre Formation: leader in training programmes for companies, banks and their boards with a catalogue of over 440 training programmes, Francis Lefebvre Formation trains over 20,000 trainees each year. Its customers include two thirds of CAC 40 and SBF 120 companies as well as numerous SMEs in all sectors.



Bärchen: specialist in training in the fields of banking, insurance and finance, Bärchen offers more than 200 training courses in financial markets. Its subsidiary Bärchen Education offers professional certifications and collaborates with numerous schools and universities to offer the most suitable courses for its customers.



Elégia: leader in social law and human resources training, Elégia also runs training programmes in health, safety, quality, environment, finance, urban planning, construction, real estate management, management and personal development. It hosts around 20,000 participants.



Daloz Formation: over 500 practical and topical training programmes run for law professionals: lawyers, notaries, companies, accountants, bailiffs, real estate professionals, local authorities, etc.



CSP Docendi: CSP Docendi supports the development of individual skills and collective capacities of organisations by relying on innovative methods and modes of intervention, in particular through an innovative educational formula comprising two days of face-to-face training with a digital support before and after training e.start® and e.coach® CSP Docendi offers more than 300 inter-company internships in ten major cross-departmental areas (management, leadership, project management, HR, written and oral communication, professional efficiency, QSE, customer relations/sales, fi-

nance/management).

The Group's other activities:

Support activities:



Lefebvre Sarrut Services: created in 2014 to centralise the support functions of the French subsidiaries, particularly sales administration, IT, accounting, manufacturing (legal) and part of human resources. This also includes 'L'Appel Expert'.

Start-up:



i-Lefebvre Sarrut: created in 2016 to host the Group's innovative projects.



ELS Partnership: formed from the cooperation between Lefebvre Sarrut and Rocket Lawyer Incorporated, this subsidiary proposes an online legal assistance platform.



Francis Lefebvre e-Compliance: started in 2018 from the cooperation between Editions Francis Lefebvre, Francis Lefebvre Formation and CMS Francis Lefebvre Avocats, this subsidiary, 51% owned by Lefebvre Sarrut, offers a global online compliance assistance solution.