



DRAGON ROUGE

Communication on progress 2018





OUR COMMITMENTS

“At Dragon Rouge, we constantly push ourselves to re-invent. At the heart of this re-invention lies the need to create a company to help our clients have a meaningful impact through their brands, our employees to develop their talents at their full potential and evolve our actions as much as possible to contribute to the environment and society in all the regions we operate in.

The values of Dragon Rouge characterize its culture and ambition, that of being a key player in communications through design, and by having implemented the rationale of innovation with its clients and employees for more than 35 years. Our values of audacity, openness, curiosity and excellence anchor our identity to form a coherent whole, visible through social, corporate and environmental actions.

Today, our objective is to become a leading global design agency with a responsible and innovative approach. Dragon Rouge desires to be the preferred development partner for its clients, able to understand and support their efforts to bring high-quality, innovative products to market, more quickly, in a sustainable, ethical and resource-efficient manner.

Conscious of our responsibility in each of the pillars of sustainable development, we have decided to communicate more actively on our CSR approach, thus contributing to a shared economic and corporate development. This approach is presented within the Group as a true corporate commitment, creating value for all.

This first COP, designed and carried out by a team of volunteers, illustrates the actions we have put in place in terms of social, corporate, and environmental responsibility. We want it to be the bearer of a real dynamic that can be beneficial to all.”

Renaud Deschamps

Group CEO DRAGON ROUGE





Our history

Dragon Rouge is an independent creative agency, big enough to cover the world, small enough to phone a friend.

Our creativity extends beyond borders (thanks to 300 creative and strategic talents of more than 30 nationalities) and is the driving force behind our eight agencies specialised in design, branding and innovation: **Paris, London, Hamburg, Warsaw, New York, São Paulo, Shanghai and Singapore.**

Multicultural by nature, we share common values as well as a single mission: to help brands and companies innovate, transform and generate sustainable growth.

In 2018, we carried out a **diagnostic** to identify and assess the measures that we have taken in favour of sustainable development. We also evaluated the relevant indicators – a real challenge for the Dragon Rouge Group.

HAM LDN NYC PAR SAO SHA SIN WAW





GLOBAL COMPACT



In early 2019, we joined the United Nations Global Compact. Consequently, we committed to aligning our CSR strategy with the ten principles of the United Nations. We pledge to communicate annually on the advances we achieve via the publication of a Communication on Progress (COP).

- 1.** Support and respect the protection of human rights;
- 2.** Non-complicity in human rights violations;
- 3.** Uphold freedom of association and recognise the right to collective bargaining;
- 4.** Contribute to the elimination of all forms of forced and compulsory labour;
- 5.** Contribute to the effective abolition of forced and compulsory labour;
- 6.** Contribute to the elimination of discrimination in respect of employment or occupation;
- 7.** Support a precautionary approach to environmental challenges;
- 8.** Undertake initiatives to promote greater environmental responsibility;
- 9.** Encourage the development and diffusion of environmentally friendly technologies;
- 10.** Act against corruption in all its forms, including extortion and bribery.





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OUR APPROACH

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OUR APPROACH

Our CSR pillars

To meet COP requirements, we structured our approach around three main pillars:

- e Human rights and the workplace
- e The environment
- e Fighting corruption and engaging in ethical behaviour

Our CSR approach aims to ensure harmonious working conditions for our Dragons and to offer our clients quality creative solutions which will enable them to become long-term partners, all the while acting ethically and responsibly towards society. We also strive to limit our Group's environmental footprint.

Since it is a real strategic challenge to implement CSR initiatives, full commitment from both our employees and management is essential.

Our Ethics Committee

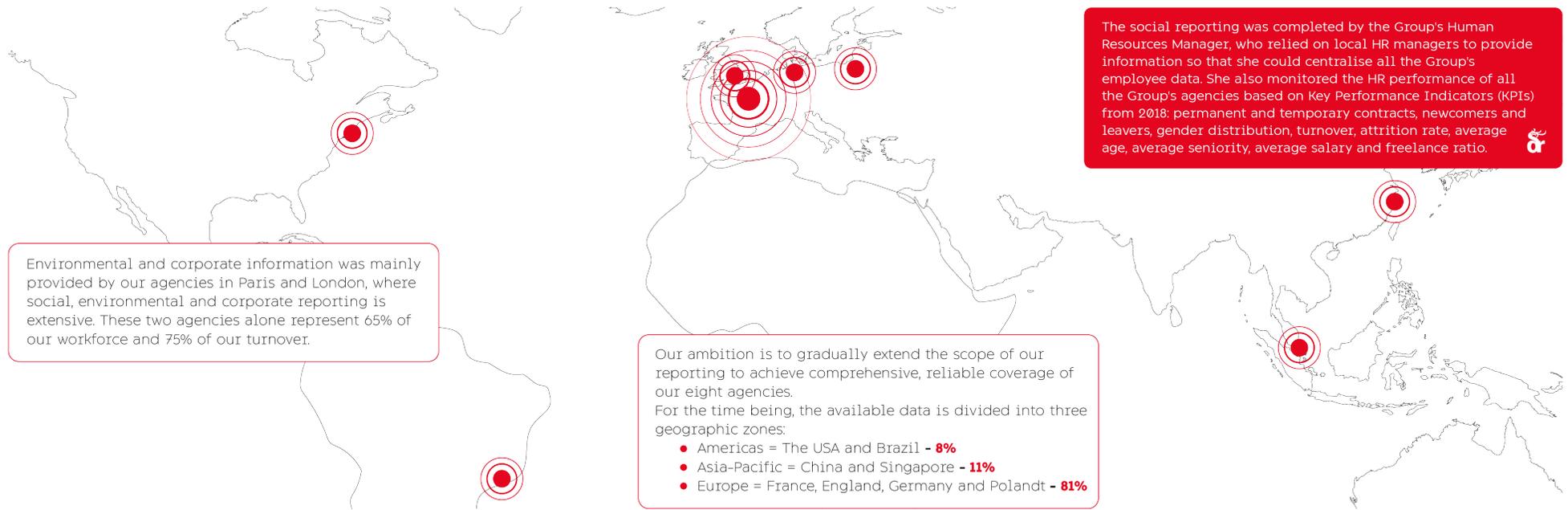
In order to compile our first CSR report, we gathered employees from different departments across our Paris agency to join an ethics committee. Consequently, each of these employees contributed to this first assessment and proposed ideas for improvement, which in turn defined our objectives for 2019. Alongside the Group Managing Director, representatives from each of the following departments took part: Administration, Finance, Human Resources, Communications, Major International Accounts, IT, Legal, Production and Materials.



THE DRAGON ROUGE GROUP

The collection and consolidation of data

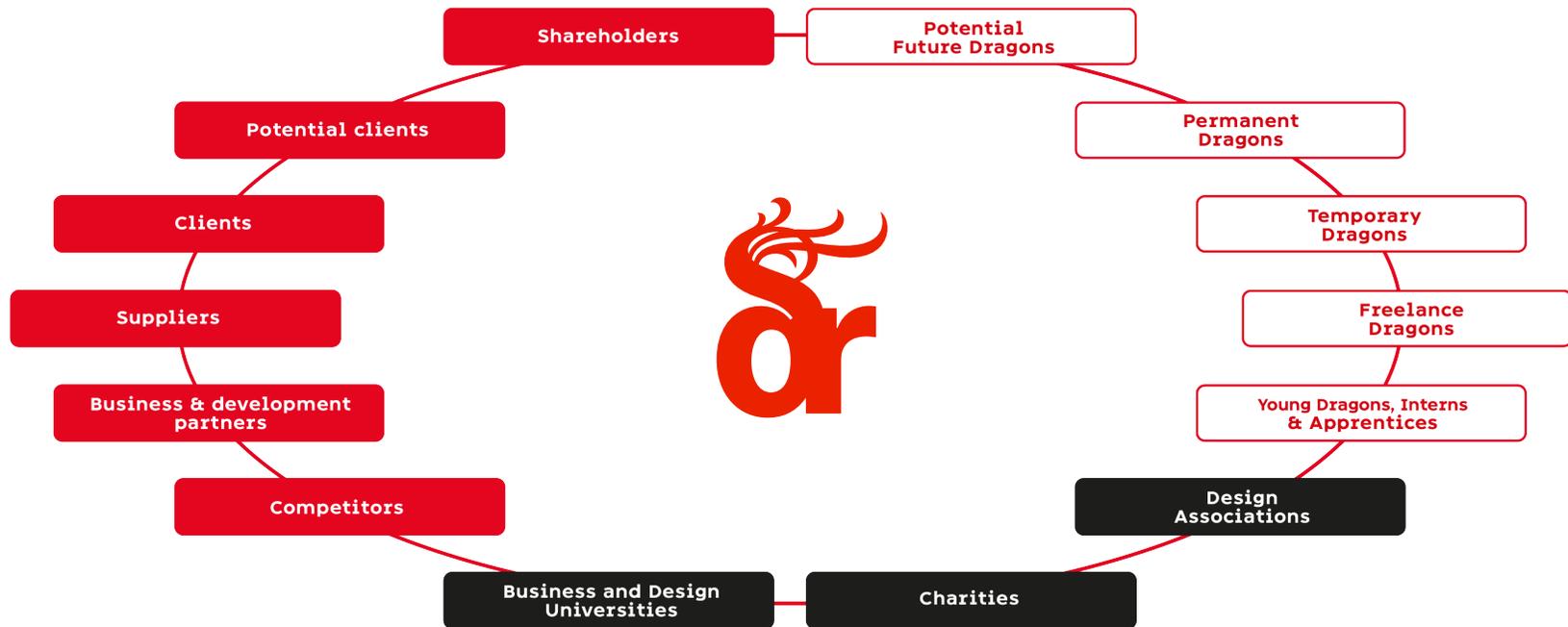
In addition to our French agency (the headquarters of the holding company) which is located in Paris, Dragon Rouge consists of seven other agencies: New York (USA), São Paulo (Brazil), London (United Kingdom), Hamburg (Germany), Warsaw (Poland), Shanghai (China) and Singapore.





OUR STAKEHOLDERS

We have identified the internal and external stakeholders who are most impacted by our actions (employees, clients, the environment and society at large) and with whom we have strong commitments.





HUMAN RIGHTS & THE WORKPLACE

Our mission: Improve the well-being of our Dragons



A photograph of two men sitting outdoors, laughing heartily. The man on the left is wearing a light-colored straw hat, sunglasses, and a dark blazer over a light shirt. The man on the right is wearing a dark blue t-shirt and has a beard. They are sitting in what appears to be a park or outdoor event space with other people in the background.

THE WELL-BEING OF OUR DRAGONS

Our goal as an agency is to be a benchmark employer in the field of communication through design.

We are both outwardly and inwardly orientated. We are committed to providing accessibility and showing empathy towards all our employees.

We truly believe that if we don't listen to one another, growth or progress can't occur. This is why we endeavour to support all our Dragons and to guarantee a fulfilling and rewarding work environment.



WORKING CONDITIONS

Our employees are primarily designers and consultants from leading business schools and universities. We have always maintained close proximity with these networks. If you look at our training programs, our international mobility and our encouragement of internal promotion, these measures attest to our desire to enhance the experience of our employees and promote quality recruitment and internal development.

Dragons at work

- **300 Dragons**
- **94%** of contracts are permanent
- **Stable turnover** at around 3%
- **4% absenteeism** in Paris
- All employees who took maternity leave came back afterwards

Absenteeism is regularly monitored in each of our eight agencies. We consider it to be a vital 'health indicator' of our agencies.



Our work schedule

Our agencies have introduced some great initiatives to enhance the well-being of our Dragons:

- Warsaw Dragons get a **day off** on their birthday
- New York Dragons can take 4 days off (Fridays or Mondays) during the summer to extend their weekends, plus they benefit from public holiday days off (in a country where companies traditionally offer very little time off)
- Paris Dragons enjoy Friday afternoons off which promotes a healthy work-life balance
- São Paulo Dragons have **flexible working hours**
- Our London agency schedules important meetings between 9.30am and 5.30pm to make life easier for parents. Dragons can leave work at 4.30pm on Fridays throughout July and August
- Dragons can **work from home** (determined on a case-by-case basis)
- 100% of **part-time** work not imposed (i.e. was the preference of the Dragon concerned)
- 100% of **leave without pay** is accepted
- 10 days of leave per year for Paris Dragons whose children, parents or grandparents are ill (2 days for São Paulo, Hamburg and Warsaw Dragons), 7 days of **personal leave** for NYC Dragons and 6 days of parental leave for Singapore Dragons

Our health policy

We aim to provide high-quality healthcare, which covers general health, old age, disabilities and death, for all our employees worldwide. In order to keep our Dragons in good health, we propose the following as part of our health and prevention policy:

- Local **healthcare insurance** which covers more than the legal minimum for all our Dragons

Our agencies have designed solutions to help their Dragons to stay fit and healthy. For example:

- Paris Dragons receive flu **vaccinations** while London Dragons are reimbursed for the cost of the vaccine
- London Dragons are reimbursed for **vision tests** and we make an employer contribution towards the cost of glasses worn at work
- Our London agency covers 70% of the cost of a new bike as part of the **bike-to-work** scheme
- Our Paris agency covers 50% of the cost of **sports club memberships** (up to €230 annually) for Dragons employed for over a year



Our salary policy

To attract and retain the best talent on the market, we offer a desirable remuneration and benefits package. Our policy aims to acknowledge talent by rewarding both individual and collective performance.

- Remuneration consists of a fixed monthly salary which may be accompanied by a **bonus plan** and **once-off bonuses** if goals are reached
- **Profit sharing** program for Dragons in Paris.
- We also offer **benefits**; for example, Paris issues restaurant vouchers to all its Dragons valued at €9 a day (50% of which the cost is reimbursed by the agency), São Paulo Dragons receive a lunch subsidy of 22 R\$ per day and London Dragons can avail of free meals at the office





TALENT DEVELOPMENT

Our employees are our greatest asset

The development of our Dragons' talents is key to our long-term success. In order to respond to the complex, challenging briefs presented by our clients and to ensure that our Dragons can compete in the talent market, we give them the opportunity to continuously improve their skills and expertise.

The Dragon Rouge Group (being present in eight countries) requires cross-agency management of many projects involving various companies and cultures. Consequently, leadership, expertise and collaborative management are fundamental to our success.

Mobility

We encourage every Dragon to express their ambitions. Dragons can change positions or transfer internationally to another of our agencies. In 2018, we facilitated:

- 1 inter-agency **exchange** of designers
- 1 **V.I.E.** contract (Volunteer for International Experience)
- 2 **expatriations**



Managerial support

- Individual performance evaluation interviews are conducted annually. This is a unique opportunity for employees to have one-on-one discussions with their managers. These interviews enable us to understand our Dragons' aspirations in terms of training and mobility. They also serve as an indicator of satisfaction and a barometer to manage psychosocial risks. Lastly, these interviews allow us to identify Dragons with high potential. In this way, we can implement initiatives to develop internal talent.
- We introduced a new **evaluation grid** which highlights an employee's skills and focuses on their well-being
- 100% of **annual interviews** were conducted
- We participated in the **« Kerning the Gap mentoring »** program to bolster women's ambitions
- We ran a **1-2-1 executive coaching** program to help our Dragons focus on their goals and build their confidence
- **17 internal promotions** occurred in 2018



160 Dragons trained

Training programs are conducted in each of our agencies so that every Dragon can improve their skills, increase their knowledge and advance their career.

- Computer training – 65 Dragons
- Management, presentation skills and personal development training – 92 Dragons
- Language training – 14 Dragons
- Shanghai tax reform training – 14 Dragons
- Safety training – 5 Dragons
- **100% of the training budget for 2018 was spent**

We also pique curiosity with our in-house workshops:

- 2 annual design and graphic chain training courses for new Dragons
- 1 quiz to test IT skills in Paris
- 'Drive', an internal learning programme in London
- Monthly **Lunch-and-Learn** sessions

Our ambition is qualified by our accreditation as an **« Investors In People » organisation since 2002.**



WELL-BEING AT WORK

We know that good working conditions have a positive impact on our Dragons' well-being and efficiency. In turn, this significantly improves our company performance. That's why we make sure that all our agencies provide:

- **Ergonomic workstation equipment** to avoid back problems (change of chairs, laptop stands and footrests on request...)
- **Top notch computer equipment** - We always opt for cutting-edge, high-performance computer equipment with high computing power (Intel i7), ample RAM (from 16GB to 64GB) and extensive storage capacities (512GB)
- Optional additional large monitor (up to 27") for visual comfort
- **Recreational areas** - Lofts, gardens, cafeterias, sofas and terraces allow everyone to disconnect
- Open-plan offices
- Free fruit - Serves as an incentive to eat healthily (some agencies also provide tea, coffee and even snacks)
- Opportunities to share victories and successful projects - 'Loft' evenings in Paris provide a source of inspiration and motivation!

Further examples:

- We arrange a carpooling service during public transport strikes in Paris
- London Dragons with at least three months of seniority are given an **'Art Pass'**
- Weekly shoulder massages in London
- A financial, legal, personal and professional assistance program for London Dragons



Events are held year-round: Christmas parties, raclette dinners, summer evenings, Escape Rooms, BBQs, a music festival, an adventure day at KletterWald, a baseball match at Yankee Stadium, a team-building day at Sentosa...





Global meeting

In June, Dragons from across the world met to celebrate creativity, which is at the heart of our business.

Each agency expressed a sense of belonging to the Dragon Rouge Group and highlighted what makes them different from the other agencies during ten-minute films centred around the theme of 'What it means to be a Dragon'.

The films were screened in France during the Global Meeting which gathered together:

- All the CEOs and MDs of the Group
- All the Creative Directors of the Group
- All the Paris Dragons

Afterwards, these films were sent to all of the Group's agencies, giving everyone an opportunity to relive the event.



SEAMLESS COMMUNICATION

Internal communication

In order to keep in contact with all our Dragons and to encourage dialogue/information sharing, we have set up various tools to support internal communication:

- **Google Hangouts** - A tool for organising remote meetings
- **InsiDR** - Our internal social network (accessible to all Dragons)
- **Brand Management** - A platform which hosts our brand assets
- **Portfolio** - A portal which enables agencies to share projects
- **Monthly Global Call** - Gathers CEOs, MDs of each agency and Group management staff to present the results and strategies for each agency
- **Annual Global Meeting** - Gathers CEOs, MDs and Creative Directors of the Group

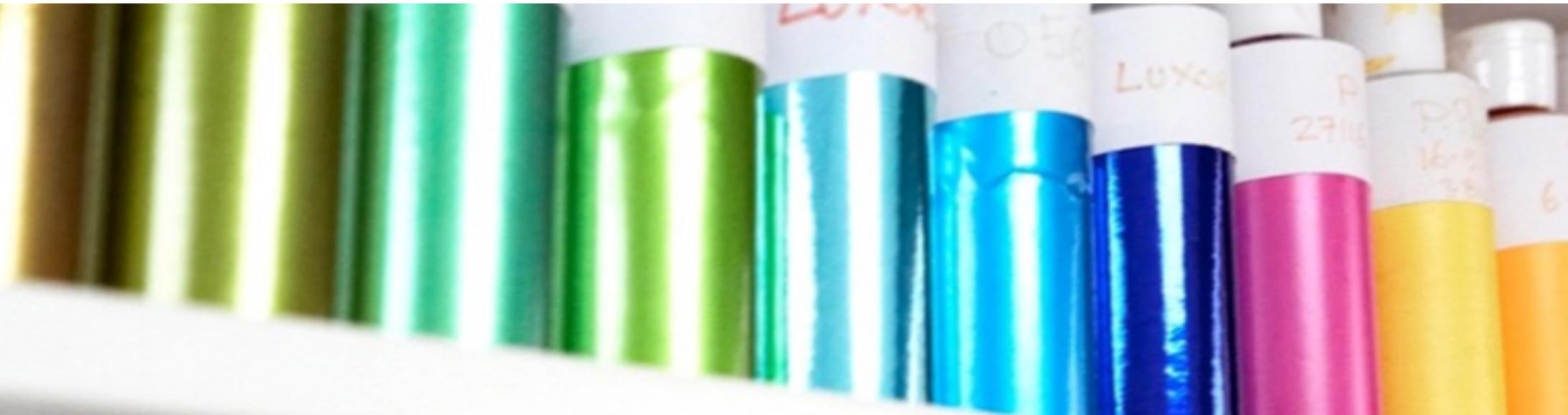


MULTICULTURAL DIVERSITY

Due to our international presence, we are conscious of the diversity of the world in which we operate. We believe that diversity can drive creativity, innovation and fresh knowledge. Although we are small, we are multicultural and we encourage exchanges between our eight agencies.

Diversity at Dragon Rouge means:

- **30 nationalities**
- **Blind recruitment** - We block personal information from CVs received by our London agency



EQUAL OPPORTUNITY

We are committed to fighting against all forms of discrimination within our eight agencies. We strive to promote equal opportunities from the outset, both during the hiring process and throughout our Dragons' careers. We do not tolerate any form of sexual, physical or emotional harassment, coercion or persecution.

Welcoming people with disabilities...

We employ Dragons with disabilities:

- Workers with disabilities may apply to **any vacancy within the Group**
- We procure office supplies through **ESAT** (workshops which aim to promote the social and professional integration of adults with disabilities)

...and workers who are undergoing professional reorientation

- We employed a six-month intern who was undergoing **professional reorientation**

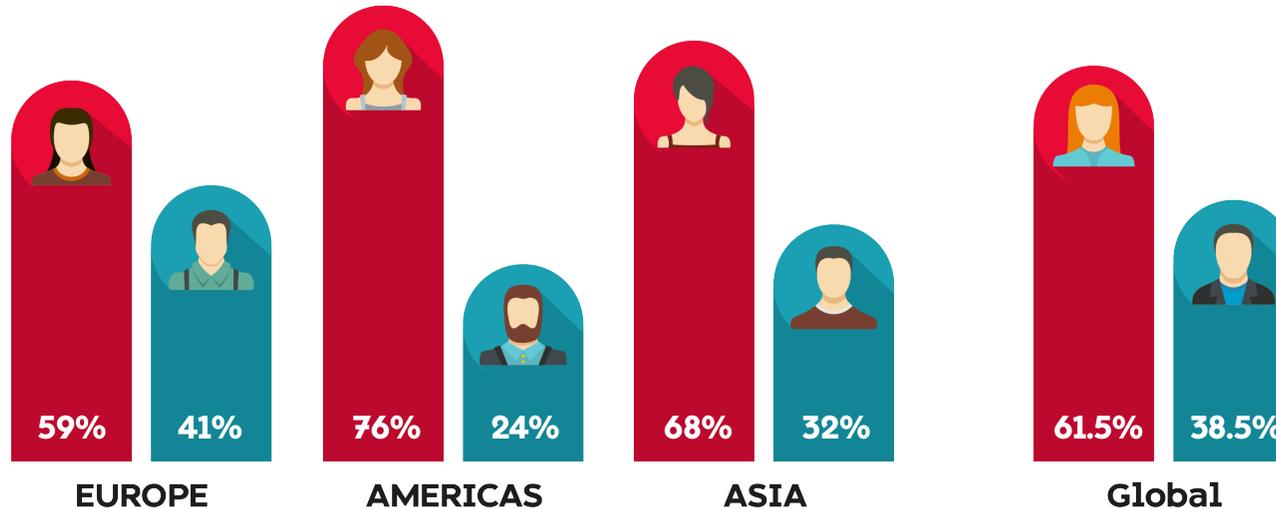


Let's talk about gender equality

We believe that a balanced gender mix better reflects society and can expand our perspectives. We know that communication agencies don't have the best reputation for gender diversity, especially when it comes to managerial positions. However, we are committed to supporting the movement for a more equal industry. As for our Dragons, the majority of them are women. This rings true across all our professions, from design to consulting...

Our commitments:

- To promote **equal access to employment**
- To ensure **equal access to training**





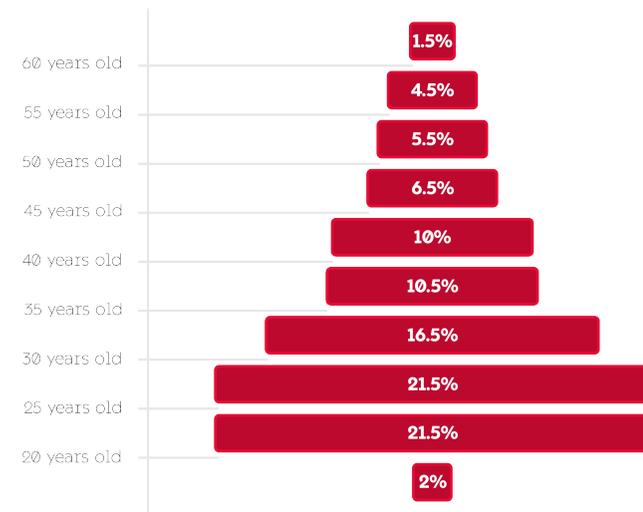
Let's talk about age

We are in favour of recruiting and retaining employees of all ages. Being mindful of generational diversity, we aim to safeguard the careers of our Dragons over 55 years of age. We look out for them and particularly focus on their working conditions. While the average age is low in all our agencies, we believe that age diversity is a key strength.

- 14% of Dragons are **over 50 years old**
- 62% of Dragons recruited in 2018 were **under 35 years old**
- Annual retirement-related meetings are held along with personalised follow-up for Dragons over 55 years old so that they can better prepare for the future

It's nice to live among Dragons

- **Average seniority: 4 years**





SOCIAL DIALOGUE

It's widely accepted that a better quality of life in the workplace leads to higher productivity and worker satisfaction.

• In 2018, we established an employee committee (called a CSE) who join together for monthly meetings in accordance with French legislation

• A trade union representative is a member of the CSE – as per the law, we don't allow any discrimination against the union delegate



3 THE ENVIRONMENT

Monitoring our consumption,
searching for solutions





Our external approach

We help our clients to significantly reduce their environmental impact:

- By providing more **responsible printing solutions**
- By recommending **materials classified as sustainable**
- By raising awareness of the **benefits of the circular economy** at our seminars and events, such as our 'Brand Momentum Series' in Singapore. During these conferences, we explore how to revolutionise collective and individual consciousness of sustainable development and the future of our planet
- By inviting our clients to London, the world's leading exponent of circular economy thinking, to encourage reflection on the following themes:

“Sustainability Inside”

“Sustainable Brands”

“The vital ingredients for successful, sustainable innovation”

“Growing your brand’s value through the Circular Economy”

“Pack to the future” - An analysis of the breaking trends in sustainable packaging design

“Generation Z” - The motivation and needs of an increasingly mindful society

“Making Fashion Circular” - The route to a more responsible and sustainable fashion system





Dorothy MacKenzie, Chairman of Dragon Rouge London, is deeply involved in the environmental movement. Ever since the 1980s, she has been questioning the role that brands play in the field of sustainability.

In 1991, she wrote 'Green Design,' a guide on the best practices in sustainable design.

She is currently the Board Director of the **Carbon Trust**, an organisation which aims to promote the movement towards a low carbon economy.

She is also an expert advisor to the **Ellen MacArthur Foundation**, an organisation whose mission is to accelerate the transition to a circular economy in partnership with Dragon Rouge.

GREEN DESIGN

DESIGN FOR THE ENVIRONMENT

— DOROTHY MACKENZIE —



Our internal approach

We limit our impact related to:

- **Greenhouse gas emissions** – We have put communication tools in place to reduce the need for our Dragons to travel. We also decided to cancel our in-house courier service
- **Waste** – We are mindful of sorting our waste and of recycling in particular
- The **energy consumption** of our servers
- **Creating awareness** – New Dragons receive an e-mail on their very first day with us which strongly recommends that they switch off their computers every evening. Another example is that, at the start of the New Year, our Shanghai agency offers a prepaid metro card to its Dragons to encourage them to use public transport.



WASTE & POLLUTION MANAGEMENT



Due to our activities, we primarily generate non-hazardous waste along with paper and cardboard.

- In Paris, we use La Corbeille Bleue, a subsidiary of the Paprec Group (AFQ ISO 14001), for all our paper and cardboard recycling needs
- Recycling bins have been set up in all our offices
- A customisable mug is given to each Dragon to reduce the need for single-use cups
- In Paris, our used ink cartridges are collected by either our recycling service provider CONIBI (ISO 9001) or by the manufacturer HP
- Photoreceptors and printer fuser units are reconditioned by Xerox before being reintroduced into the use cycle in Paris
- Lastly, all defective batteries, light bulbs and fluorescent lamps are recycled and recuperated by various service providers



Reducing our IT waste

Our computer equipment consists mainly of desktop and laptop computers, servers and printers. In 2018, we increased the length of our equipment renewal period:

- **We keep computers for 5 years** (previously 4 years)
- **We keep mobile phones for 3 years** (previously 2 years)
- **We keep servers for 6 years** (previously 5 years)

We choose to invest in Apple equipment, as the company is widely recognised for its green solutions in the manufacturing of computers and phones.

Minimal noise pollution

The vast majority of our activities do not create noise pollution. In Paris, the only installations which are likely to generate noise and which could potentially affect the neighbourhood are the IT rooms and our air conditioning system. The noise pollution from these installations was reduced in 2018 by installing air conditioning compressors in the IT office rather than on the roof.





SUSTAINABLE USE OF RESOURCES



Paper

- **1,630 500-sheet reams of A4 paper** were used in 2018 (6.1 reams of paper per Dragon)
- **Paris printed 10% less** than the previous year thanks to Print & Release technology
- **100% of our administrative documents were digitalised** as part of our document dematerialisation program
- **100% of our invoices were sent by e-mail** or via an e-invoicing platform (when our clients consented)
- **We dematerialised all time-off requests in Paris.**
- We use **Google Drive** to archive and electronically store our documents



Water

- Our business activities don't require water. Our consumption is limited to sanitary use, the maintenance of our green spaces and the supply of water to filtered fountains for employees
- **2,353 m3 of water were consumed by the Group in 2018 (8.8 m3 per Dragon)**

SUSTAINABLE USE OF RESOURCES



Electricity

- **596 054kWh** of electricity were consumed by the Group in 2018 (2,232 kWh per Dragon)
- **40% of our light bulbs use LED technology** in our Paris agency – Our objectives are to reach 70% by 2019 and 100% by 2020
- **100% LED lighting** in our São Paulo agency
- 100% of our toilets in Paris are equipped with **automatic motion detector lighting**
- 21°C to 27°C temperature range for our air conditioners in Singapore
- A timer switches off the air conditioners in our Paris agency when it's unoccupied
- Our utility supplier in London uses 100% green electricity and frack-free gas



Gas

- **450 374kWh** of gas were consumed by the Group in 2018 (1,687 kWh per Dragon)
- **100%** of our windows in Paris are double-glazed which limits heat loss

LIMITING OUR GREENHOUSE GAS EMISSIONS

Curbing our business travel

- Since our agencies are located throughout the world and since our business lies in the tertiary sector, employee transportation is our main source of greenhouse gas emissions.
- We **travel by train** rather than by plane for trips under 3 hours
- We possess **six company cars** (four are under 3 years old, two are hybrid vehicles).
- 100% of our meeting rooms are equipped with **audio and video conferencing systems** to allow remote meetings between our London and Paris agencies
- 100% of our work stations are equipped with **Google Hangouts Meet**
- An average of 43 people per day attend meetings on Google Hangouts Meet, using both the chat and video functions (with up to 250 participants online at times)



FIGHTING CORRUPTION & ENGAGING IN ETHICAL BEHAVIOUR

**Transparency and loyalty with our partners & clients:
A long-term commitment**



TRANSPARENCY & LOYALTY WITH OUR PARTNERS & CLIENTS



We support our clients while also complying with the continuously evolving regulation which governs the sectors in which we operate.

Therefore, we strive to deliver quality creative work that meets the needs of our clients. In this way, we can maintain long-term relationships built on trust.



LONG-TERM RELATIONSHIPS FOUNDED ON TRUST

We are committed to fostering effective social and environmental practices with all our partners.

Our subcontractors & suppliers

We have many in-house skills at our disposal. However, when we need to seek resources outside of our usual scope of activity or when specific expertise is required, we may resort to external service providers or suppliers. We currently have relationships with suppliers whose practices meet our requirements in terms of cost, quality and delivery times but who also share our **ethical, social and environmental concerns.**

In addition, both the transparency and traceability of all our purchases is guaranteed thanks to well-documented **purchase orders.**

Transparency, equality & loyalty with our business partners

We consistently work to maintain partnerships which meet the three criteria above. No matter the size of the company (even if it's a start-up or an SME), if its ambition is clear and it's in line with our values of honesty and reliability, we will consider it. Profitability is not our only criteria in the selection process! Our services are routinely based on a **preliminary estimate.** Otherwise, the cost is specified at each stage of the project.



Clearly defined working methods & deadlines

When embarking on a new project, in addition to providing a detailed cost estimate, a **working methodology** is established by clearly defining rigorous procedures and steps which stem from:

- Recognised practices in the industry (e.g. following these project stages: strategy – creation – development – finalisation – implementation)
- A thorough study of our client's requirements
- From the expertise we've gained over 34 years in the creative industry

We favour **regular and direct communication:**

- Transparent and honest information is exchanged via e-mail (to share important information and on an as-needed basis)
- Verbal exchanges throughout all the major stages of a project: Debriefing, optimisation, questions
- Informal chats to keep in touch
- Meetings during the crucial stages of a project: Brief, presentation, strategy and creation
- Video-conferences with remote clients



Clearly defined working methods & deadlines

We also encourage **exchanges** between clients and our in-house teams:

- Our strategic and creative teams attend meetings with clients, especially briefing, presentation or debriefing meetings
- We support our clients during the technical stages by facilitating face-to-face discussions or calls with our technical experts

Finally, in order to optimise the **quality** of our work:

- Senior Dragons oversee deliverables at important stages of a project
- Managers complete weekly reviews of all ongoing projects
- We redefine the scope of a brief when necessary
- We refuse deadlines which will inhibit the successful completion of a project



Trust & confidentiality

Any information provided by a client in the context of a project is strictly confidential and remains within the confines of the Group.

- All our employees are required to **sign a Confidentiality Clause** in accordance with the GDPR
- **Awareness meetings** are held to educate Dragons on the importance of adhering to the confidentiality clause in their contracts





Ethical requirements

We have always sought to conduct transactions which are fair and which comply with the applicable law. Commercial relations must be sound and based on a well-defined contractual framework (general or specific conditions, specific contracts) and must reflect the entire scope of a commercial relationship.

- It is **obligatory to consult** with a direct supervisor when any legal or ethical business-related issue arises
- It is **strictly prohibited** to offer or accept gifts/gratuity or to grant undue advantages directly or through intermediaries with the intent to obtain favourable treatment or to influence the outcome of a negotiation

Vigilance

All forms of fraud are prohibited within the Group and are subject to both our internal penalties and the sanctions prescribed by applicable international or local law. Every Dragon must become familiar and comply with internal control procedures relating to administrative and financial matters. Reporting any suspicious transactions is compulsory as it enables the Group to intervene before an infraction is perpetrated.

- We have a particularly vigilant **internal control system** with regards to warning signals (false invoicing, pricing which is well above or below the market standard...)
- We've implemented **procedures** such as requiring a double signature for bank transfers and making calls to confirm a new IBAN



Respect for copyright

We are **highly vigilant** with regard to respecting copyright and have put in place procedures to:

- Guarantee the traceability of the various creative elements that constitute a piece of work whether it was created entirely by Dragon Rouge or whether it includes pre-existing third-party artwork (graphics, illustration, photography, etc.). We have established **art purchasing procedures** within the framework of our contracts with stock photo databases. Our clients have peace of mind thanks to the extremely broad conditions we've negotiated within these contracts which allow for the acquisition of intellectual property rights
- Check the use history of creations. We use extensive benchmarks and complete preliminary research on **intellectual property databases** like INPI. Raise awareness among clients about the importance of conducting prior rights searches
- **Raise awareness** among employees about the prohibition of infringing on copyright, including literary, artistic and industrial property rights. We impose this prohibition on our creative services providers in order to avoid cases of infringement



Compliance with competition law

Competition and even more so calls for tenders are commonly practised in the world of communication agencies. This is a fundamental feature of the open economy in which we operate. We strictly adhere to the applicable laws in France and the **white paper issued by the « Association Design Conseil »** (the French Association of Design Agencies). We prohibit the exchange of confidential information and/or any arrangement with a competing agency or agencies to fix prices or conditions of sale, split a market or boycott a market player e.g. in the context of meetings with professional associations such as the ADC and the EPDA.

Preventing possible conflicts of interest

A conflict of interest occurs when an employee engages in activities that favour his or her own personal interests to the detriment of the Group's interests. In order to prevent such conflicts of interest, our employees are made aware of situations in which they cannot make a fair decision because they will be affected by the outcome.

Consumer health & safety

Given the nature of our activities, our impact on the health and safety of consumers is limited. On the other hand, we are especially attentive to the environmental impact of new materials and processes which we recommend and/or are integrated into our client's products.



RECOMMENDING ECO-FRIENDLY MATERIALS

**Which printing processes will allow for optimal recyclability?
How can we control the environmental impact of materials used in
architecture?**

Our Materials Expert, who works in conjunction with our architectural and project management teams, informs our clients about the most sustainable solutions and encourages them to 'think green'.

- We select all our suppliers based on sustainable development criteria
- We choose industrial partners (large corporations or SMEs) who are committed to a CSR/Environmental Management System approach (ISO standard 14001) and to manufacturing processes which consume less energy, water and raw materials (EU Energy Label)
- We opt for sustainable materials and favour those which carry official and independent labels at EU level
- Ongoing technological research is carried out by our Materials Expert and Production Manager (ADEME, the INIES database, CSTB, OQAI) to identify sustainable products and new recycling methods (research methods include meeting with suppliers, visiting trade shows, attending Collège de France conferences...)
- Our mock-up specialist creates colour and volume 3D prototypes which allows us to inspect for faults or carry out any necessary modifications before final production



Choice of materials

- **Renewable, recycled or recyclable materials** (Blue Angel, Cradle to Cradle)
- **Materials which do not pose a threat to the environment or to the health of humans and are free of volatile organic compounds** (A+, EU Ecolabel, Greenguard, GUT, Indoor Air Comfort, NF Environnement, Pure)
- **Materials which do not originate from endangered ecosystems** (FSC, Nordic Label, PEFC)



GRAPHIC CHAIN TRAINING WORKSHOPS

Our work is an integral part of the complex graphic chain. To ensure that our Paris Dragons have a clear understanding of various printing processes, our Production Manager organises a graphic chain training workshop every quarter (half-day sessions). We also invite all our clients to a day-long creative/marketing/production workshop annually. During these sessions, we inform project managers about new environmentally friendly materials, biodegradable inks and the life cycle of packaging.



SOCIAL RESPONSIBILITY



Good corporate citizenship and strong relations with all our stakeholders are the foundation for healthy and sustainable growth. This is why we are committed to:

- **Acting ethically and responsibly**
- **Affording total transparency to our stakeholders**

We pledge to contribute positively to the local communities in which we operate and to use our skills and expertise to help organisations with a social purpose, such as charities or NGOs.

Social initiatives

- A 50% discount on fees for designing the identity and entire brand universe of **Casa Pequeno Mundo**, a non-profit association that offers career services, technical courses and full psychosocial support to young people under 19 years old
- Our São Paulo agency participated in **social programs organised by Techo**, an NGO that mobilises volunteers to fight extreme poverty in Latin America
- Supporting Dragons who sit on the Board of Directors of organisations such as the **Carbon Trust**



Paris Dragons took part in the 'Course des Lumières', a fun run which gathers donations for the Curie Institute. London Dragons held a Coffee Morning for Macmillan Cancer Support and a cake sale for International Women's Day.



PARTNERSHIP WITH ELLEN MACARTHUR

Founded in 2009, The Ellen MacArthur Foundation's mission is to accelerate the transition to the circular economy. As an influential organisation, the Foundation has succeeded in creating global momentum around the **circular economy** and putting it at the top of the agendas of business leaders, governments and academic researchers – all in just a few short years.

- **We have joined the Ellen MacArthur Foundation** as a Knowledge Partner to offer advice and expertise regarding strategic communications and branding
- We ensure that its circular economy messages inform, resonate and inspire!



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PARTNERSHIP WITH TTLMC

We work closely with charities on pro bono projects which benefit society. Since 2017, we have been involved in the initiatives organised by « Tout Le Monde Contre le Cancer », a French organisation which carries out events in hospitals to support cancer patients and their families. We designed the entire graphic universe for 'l'Échappée Rose' – the first mobile wellness facility which travels to hospitals around the country, allowing patients to put the disease 'on pause' and enjoy a moment of relaxation. We also designed for 'Les Escales au Château' - escape from the daily routine at the hospital and head off on a dream vacation - and '100 Noël dans 100 Hôpitaux' –entertainment, face painting, gourmet snacks and personalised gifts for hospitalised children at Christmas time.





Involvement with schools

We pride ourselves on extending expertise to the academic community. It is a unique opportunity for us to exchange with the designers and consultants of tomorrow and to help further students' training.

- We invite students to **visit our agency and attend our conferences** with the aim of sharing our knowledge and creating job opportunities
- We **set briefs** for students to work towards. We spend time to clearly brief them and critique their work along the way
- We sit on **juries** at student competitions
- We **lecture** at Paris universities (Penninghen and IUT, Bobigny) for design degrees
- We are involved with **École Estienne** (meetings with its creative directors, allowing its students to tour our agency, adjudicating student projects) and **École Tokyo Design** (we plan annual presentations of our expertise as well as agency visits)
- We welcome young students for **observation internships** to help them decide whether or not to pursue a career in our industry and introduce them to the world of business



Interaction with the eco-design system

- Our founding president is a **member of the ADC Board (Association Design Conseil)** which brings together French design agencies that share a common ambition - to bring client's brands to life through their products and to be a genuine partner. They also share a common vision - that design is a brand's primary medium of communication. Design strengthens a brand's identity, value and name recognition over time
- The CEO of our Warsaw agency is the acting **Vice-President of the EPDA (European Brand and Packaging Design Association)**, the first European network which brings together international designers and design agencies and allows them to communicate with fellow creatives

**In design
we +rust.**

**ASSOCIATION
DESIGN
CONSEIL**

epda European Packaging
Design Association



**FIRE
STARTERS**



**BO
LD**



OBJECTIVES FOR 2019

**BE
INNOVATIVE**



**BO
LD**



**FIRE
STARTERS**



OBJECTIVES FOR 2019

Our ambition is to extend the scope of our social, environmental and societal reporting in the near future to achieve comprehensive, reliable coverage of our eight agencies.

We seek to adopt the best practices in areas where we have the most significant impact.

We are already planning several projects for 2019:

SOCIAL: HEALTH & WELL-BEING

Ask our occupational physician to carry out an assessment of risks (psychosocial risks, musculoskeletal disorders and noise control in open spaces)

Write a charter on the right to disconnect and implement an automatic email system

Incentivise Dragons to come to/from work by bike through an employer's contribution towards the cost of a bicycle

SOCIAL: NEW DRAGONS, DIVERSITY & EQUAL OPPORTUNITES

Write a welcome booklet for new employees

Work with more people with disabilities and those who are undergoing occupational rehabilitation

Ensure that at least one of our caterers employs people in social reintegration





ENVIRONMENTAL: WASTE SORTING & RECYCLING

Encourage waste separation by purchasing clearly labelled large bins for our office and organise awareness campaigns to educate our Dragons on the importance of recycling

Investigate the possibility of using coffee beans instead of coffee capsules in our machines.

We are also considering installing a compost system

ENVIRONMENTAL: ELIMINATING UNNECESSARY WASTE

Make the switch to LED lighting in Paris: We aim to reach 70% by 2019 and 100% by 2020

Dematerialise all time-off requests for the entire Group

Conduct campaigns encouraging Dragons to reduce their energy and paper consumption

Organise a draw allowing Dragons to purchase our old IT equipment for €1 per device

Arrange an annual collection of clothing, books and clothes to donate to NGOs

ENVIRONMENTAL: STOPPING POLLUTION

Replace our current fleet with hybrid vehicles

Consider installing charging stations for electric cars

Mandate that our travel agency track our travel and calculate our CO2 emissions





ENVIRONMENTAL: BIODIVERSITY INITIATIVES

Contemplate creating green spaces inside our agency

Examine the possibility of installing a beehive on the roof of our offices

SOCIETAL: ETHICS

Continue to take environmental factors into account when choosing subcontractors and suppliers

Draft a code of conduct for our business partners

Explore writing a charter for the protection of whistleblowers

SOCIETAL: CHARITIES

Offer our branding/packaging services to charities for free

Participate in a fun run to raise funds for charity

Our CSR approach is based on our philosophy of continuous improvement. We pledge to find innovative solutions to become a more responsible employer, partner and business.