



COMMUNICATION ON PROGRESS 2018

LINKUP  FACTORY
RESPONSIBLE BUSINESS IS BETTER BUSINESS

THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

LABOUR

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

The elimination of all forms of forced and compulsory labour

The effective abolition of child labour

The elimination of discrimination in respect of employment and occupation

ENVIRONMENT

Businesses should support a precautionary approach to environmental challenges

Undertake initiatives to promote greater environmental responsibility

Encourage the development and diffusion of environmentally friendly technologies

HUMAN RIGHTS

Businesses should support and respect the protection of internationally proclaimed human rights

Make sure that they are not complicit in human rights abuses

ANTI-CORRUPTION

Businesses should work against corruption in all its forms, including extortion and bribery

LINKUP FACTORY, AN ACTIVE MEMBER OF THE UN GLOBAL COMPACT

The Global Compact offers a universal framework whereby organisations can commit to the Sustainable Development Goals of the United Nations. It was launched in 2000 to accelerate the adoption of more responsible and more ethical attitudes on 10 fundamental principles in 4 categories: human rights, international labour standards, environment and anti-corruption.

The Global Compact is a voluntary, non-binding initiative.

Today, 14,000 companies and NGOs are participating in this initiative in 170 countries, including 1300 in France. Global Compact partner organisations network in each country with other stakeholders to cooperate, learn and exchange experiences and best practices.

Communication on Progress (CoP) is the annual document indicating the measures that the organisation has taken to meet its commitments. The CoP spells out the mainstreaming of responsibility issues into strategy, culture, management structure and daily activities.

LinkUp Factory is committed to promoting the Global Compact and its principles.





This may seem surprising, but we are living in wonderful times! Of course, there are sources of concern for the future of mankind on a planet that we continue to ravage. However, at the same time, and particularly thanks to the sharing of information, awareness of the urgent need to act has never been as present in our lives, especially among young generations. This awareness has accelerated change in our organisations, our production modes, our relationships with all of our stakeholders and finally with citizen-consumers. It forces us to completely rethink ways of being and doing. In this context, becoming a committed, contributing company or brand, offers an opportunity for alignment with the expectations and requirements of the 21st century; an opportunity to reinvent one's model, to redefine relations with one's public by putting meaning back into consumption and thereby ensuring the sustainability of production.

Since its establishment nearly 10 years ago, LinkUp Factory has been assisting companies and their brands with these issues in order to reinvent production modes and accelerate this transition that we all seek. In this document, we review of our commitments and impacts within our organisation, not only as a company, but also through the missions we conduct for our clients, by helping them put in place governance and a CSR

strategy that must be ambitious and robust so that it can be consistently incorporated into their brands. We take this opportunity to renew our commitment to the 10 principles of the United Nations Global Compact.

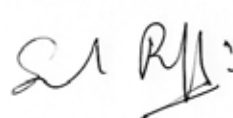
To succeed, these commitments require the full mobilisation of women and men, within organisations and more generally in society. This is why every year, we deepen our specific expertise in social marketing and so-called “nudges”, which are designed to facilitate changes in behaviour.

At LinkUp Factory, we are convinced that together, as citizens, companies, consumers, NGOs and States, we have a real opportunity to change things by acting today to ensure a more sustainable, more inclusive and hence more desirable future... And of course, we also plan to be contributors!

Happy reading!

Sandrine Raffin,
Founder of LinkUp Factory

Philippe Raffin,
Vice President



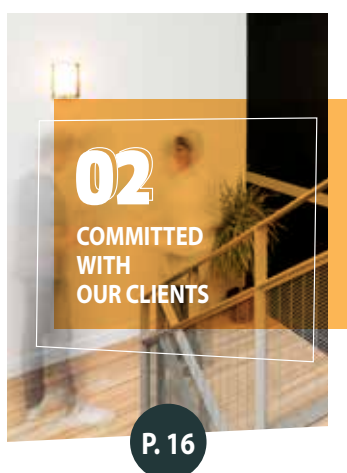
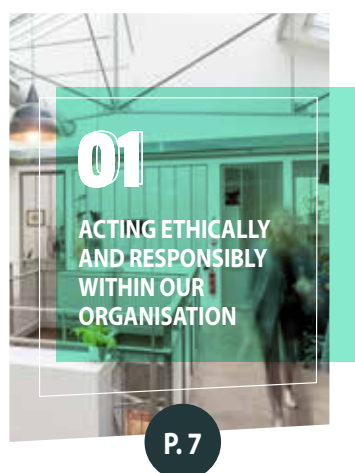

WHO ARE WE?



OUR CSR APPROACH

Our mission: The role of LinkUp Factory is to help companies and brands build and express their societal relevance, turn their commitments into performance levers and facilitate the necessary changes in behaviour for a more sustainable world.

OUR CONTRIBUTORY APPROACH IN 3 PILLARS



OUR DEFINING VALUES

COMMITMENT

Because it is essential to be consistent with what we believe in, by making a present and future commitment to humankind and the planet, we want to be proud of our actions and transmit our values both within LinkUp Factory and to our clients.

CO-EVOLUTION

Growing together, moving forward, interacting with an ecosystem, respecting different points of view... we work to create a new relationship between our clients' stakeholders to strengthen the relevance and sincerity of commitments, to open up, interact more, and nurture innovation and progress.

CHANGE

For LinkUp Factory, change means being capable of creating disruptive innovations and impacting behaviour within our company, with our clients and for society as a whole.



01

ACTING ETHICALLY AND RESPONSIBLY WITHIN OUR ORGANISATION

PILLAR #1 ACTING ETHICALLY AND RESPONSIBLY WITHIN OUR ORGANISATION

The activity of LinkUp Factory is dedicated to change, from its conception through its appropriation by the women and men who implement it to its execution. We must therefore set an example in our commitments and our actions, at the social, environmental and societal level.

THE SUSTAINABLE DEVELOPMENT GOALS ON WHICH WE ARE FOCUSING



OUR 2019 GOALS



- 5%
energy consumption



2
new partnerships
(recycling of pens,
electronic waste, etc.)



+ 50%
recycled office supplies
(paper, pens, notebooks,
Post-its, folders, etc.)



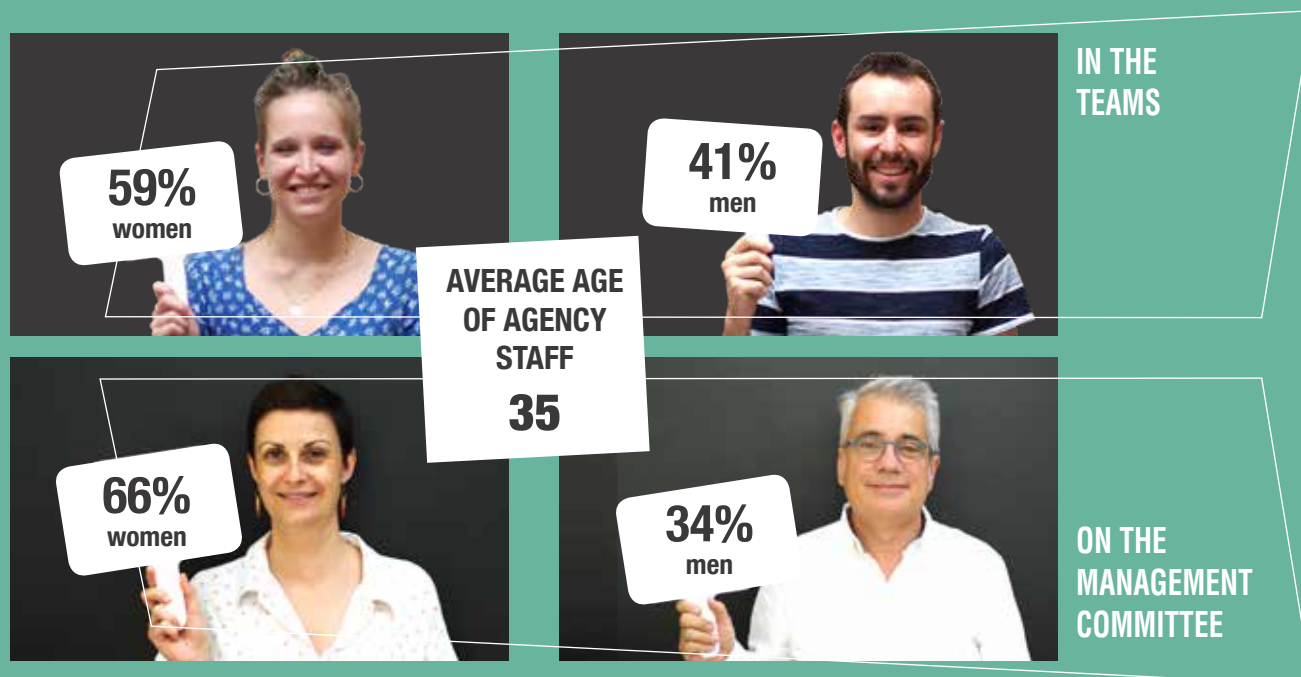
100%
of staff have signed
the eco-gesture policy

AN OPEN, CARING AGENCY

Our organisation aims to be agile, organic, communicative, creative, human, ethical and environmentally friendly. Mindful that our greatest asset is our human capital, we develop in-house training and communication projects to promote a pleasant work environment.

Helping everyone move forward and understanding global and individual problems are essential. To grasp these challenges, LinkUp Factory is particularly attentive to the questions of equality, diversity and accessibility.

STAFF BREAKDOWN



4.54% of staff have disabilities.

KEY POINTS

- Annual development interview (100% conducted in 2018);
- 90% of staff have permanent contracts;
- Telework and responsible purchasing policies formalised;
- 130 hours of training dispensed;
- Sharing of intelligence and skills:
 - Every Monday morning, a project team presents a relevant subject for the entire agency, including interns;
 - Use of the collaborative tool Workplace to share information in real time.

LIFE OF THE AGENCY

TELEWORK

To ensure a better work-life balance, we are all granted 2 days of telework per month.

*Milène,
Senior engineering consultant*



SATISFACTION SURVEY

We conducted a satisfaction survey of all our staff in December 2018 in order to identify best practices and ways of progress in our organisation. 86 % of you answered.

*Laetitia,
Deputy General Manager*



FRUIT BASKET

At LinkUp, we like a balanced diet. Every Monday, a seasonal fruit basket is delivered to the agency, and everyone can help themselves as much as they like.

*Amaury,
Agronomist consultant*



SPACES WHERE IT FEELS GOOD TO WORK

Mindful that a positive work environment, where staff feel comfortable and fulfilled, helps guarantee a more productive company, we turned a meeting room into a room for relaxation, breastfeeding for young mothers, and creativity.

*Audrey,
Office manager*



A. COMMITTED TO REDUCING OUR IMPACTS ON THE ENVIRONMENT

The need to consider and control our environmental impacts guides our corporate strategy. We implement a proactive policy in this area in order to maximise our positive impacts.



100%

green energy in our electricity contract

-5,8%

electricity saved (ratio of annual consumption 2018 vs N-1)

100%

LED lighting

The energy performance rating in 2018 was

48,873KwH



100%

of the paper used at the agency is recycled by les Joyeux recycleurs

100%

recycled paper purchased



The agency has purchased **2 videoconferencing** devices to cut down on visits to our clients.

When a visit to the client is absolutely necessary, we rely on our motor pool composed of **2 low-emission vehicles** (hybrid and electric).

Measuring our impacts and increasing staff awareness

To better evaluate the impact of our activity and target the most effective actions for implementation, we monitor our environmental data: energy, waste, paper, water, transport, etc. For example, we phased out plastic cups in 2017 and gave all staff members water bottles.

Transforming our ways of working

To reduce our impacts, we drew up and distributed to all an eco-gesture policy in 2018. It spells out all of the initiatives to adopt on a daily basis to reduce the agency's environmental impact. The eco-gesture policy has been published and is signed by all teams and new recruits. In 2019, we are introducing challenges for these eco-gestures to further mobilise our staff.



B. RIGOROUS SELECTION OF OUR SERVICE PROVIDERS

We seek to prioritise goods and services companies with the best approach in terms of social and environmental impacts, as far as is possible and economically viable. For example, we give preference to suppliers with a responsible approach.

To increase their awareness and encourage them to move ahead, we urge them to comply with our Responsible Purchasing Charter when signing contracts.

Responsible
Purchasing
Charter



EXAMPLE: *LES JOYEUX RECYCLEURS*

Their goal: combine social inclusion by increasing selective waste sorting at the company.

LinkUp Factory chose this service provider to collect its paper waste. Firmly grounded in the social and solidarity economy, les Joyeux Recycleurs come by every week to pick up our paper and cardboard waste. In 2019, we have expanded our collection to include cans and bottles.



C. COMMITTED TO A MORE INCLUSIVE, CONTRIBUTING SOCIETY

As an consulting and communication agency on societal challenges, our mission is to bring about changes in behaviour with a view to accelerate, throughout society, the transition we are seeking. To do so, we are moving ahead methodically, as follows:

1/ Ensuring that the projects we implement feature an ethical dimension

The effectiveness and future of LinkUp Factory depend on the trust the agency inspires in its clients and staff.

We expect all staff members to follow a set of business ethics expressed in the form of “action principles” which must guide everyone’s behaviour under all circumstances. We comply with all international, European or French regulatory texts that may concern our activities, particularly those relating to international labour standards and respect for human rights. We ensure the transparency and truthfulness of the information transmitted to our clients, the financial community, oversight authorities and the general public.

In 2018, we formalised our business ethics charter, incorporating points relating to the behaviour of our staff in the performance of their duties. Copies are given to all staff and to new recruits.

2/ Promoting best practices

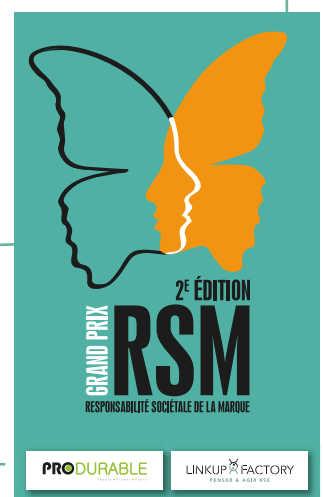
In 2018, LinkUp Factory, in partnership with Produrable and with the support of M6, staged the first Grand Prix of Social Brand Responsibility.

The purpose of the competition is to reward product, distribution or service brands (both B2C and B2B), which have entered a new dimension in terms of their relationship to consumers and society.

This prize, which is awarded by a jury of experts, recognises efforts made by brands that have incorporated a sustainable ethical model and opted for a positive footprint, which is shared in an appealing and consistent fashion with their consumers.

KEY FIGURES FOR THE SBR GRAND PRIX

- 35 participating brands
- 42 applications
- 8 winners
- 450 people in attendance



3/ Helping to drive changes in behaviour to benefit the community

In 2018, LinkUp Factory was certified as an approved research entity by the Ministry of Higher Education, Research and Education for changes in behaviour. This certification was renewed in 2019 for a three-year period.



2 PUBLICATIONS IN 2018 ON THE RESEARCH WORK CONDUCTED BY LINKUP

1/ Prévention de l'obésité chez les enfants, sur le sujet des portions alimentaires.
Gurviez P., Raffin S., A. Lommez et C. Dailly (2018) "Les Bons Comportements Alimentaires" Campaign, 4th European Social Marketing Conference, Anvers (Belgique).



2/ Publication on the Opticourse project and the impact of nutrition labelling – Published in the journal Santé publique France.
Gamburzew A., Raffin S., Darmon N. (2018) "Marketing social et intervention nutritionnelle en magasin". Santé Publique France. La santé en action N° 444.

4/ Increasing awareness and committing to causes that are close to our hearts

Because we view transmission as a key element for contributing to a more sustainable world, we give presentations in schools and donate time to associations.

Our teams conduct master classes and training cycles on nutrition, marketing and responsible communication.

58 hours provided in 2018.



In 2018, we supported two associations throughout the year via skills sponsorships:

LES CHAUSSETTES ORPHELINES

CHAUSSETTES ORPHELINES
Márcia de Carvalho
Paris

Founded by Marcia de Carvalho a decade ago, the association “Les Chaussettes Orphelines” combines social inclusion, sustainable development and creativity.

It turns socks into fine thread which its dressmakers at its workshop in the Goutte d’Or neighbourhood then use to create fashion clothes and accessories.

OUR ASSISTANCE

For eight years now, we have been supporting les Chaussettes Orphelines in many different ways:

- Member of the Steering Committee;
- Purchase of year-end gifts by the agency for staff and clients;
- Recognition of the association’s work in conjunction with Produrable (sharing of stands) and the CSR Grand Prix.



EARTHWORM – SOLS VIVANTS

Earthworm

Sols Vivants is a programme implemented in France by the NGO Earthworm, which seeks to encourage a transition to regenerative agricultural practices, restore the soil’s natural fertility and combat climate change. The Sols Vivants initiative was launched in 2018 via a pilot project in Santerre (Hauts-de-France).

OUR ASSISTANCE

- Development of communication tools: graphic identity, website, educational comic,
- Member of the Advisory Board.



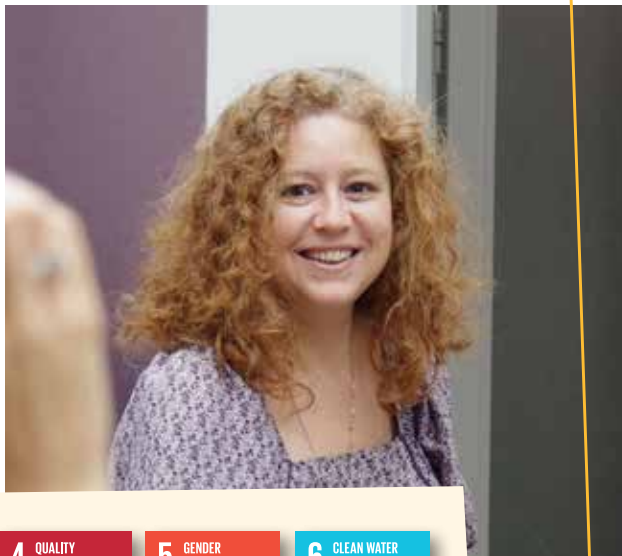


02

COMMITTED
WITH
OUR CLIENTS

What is exciting about our work at LinkUp Factory is that we cover all of the SDGs with our different clients.

*Siegrid,
Consulting Manager*



Our goal is to improve the sustainability of our clients' economic models and help them move forward in all fields relating to their societal and ethical responsibility.

To achieve this goal, we immerse ourselves in their organisation, consult with their stakeholders, put them in contact with experts and bring

in-house ambassadors on board so that together, they co-build new ways of practicing their trade, producing, selling, and so on.

We carry out these missions within different industrial sectors (food, cosmetics, household products, textiles, luxury, etc.) and international geographical areas.

3 MAIN TYPES OF MISSIONS

A - Co-building a company's CSR approach.

B - Raise awareness of and accelerate the CSR approach.

C - Apply the approach to products and brands: CSR enables the introduction of SBR (Social Brand Responsibility).

A- CO-BUILDING A COMPANY'S CSR STRATEGY

- Define the CSR strategy, its structuring elements and its road map, with measurable objectives in the short, medium and long term.
- Train/mobilise teams, put governance in place and inspire working groups.
- Prepare publications on CSR in cooperation with corporate governance.

PRACTICAL CASE



PEPSICO FRANCE
Ensemble, donnons du sens à notre quotidien

- Build the French CSR approach
- Publish the first Economic and Financial Planning Document (DPEF)

2018

B- INCREASING AWARENESS OF AND ACCELERATING THE CSR APPROACH

- Tangibly highlight CSR and develop ownership and empowerment tools for in-house teams.
- Put progress made in perspective, simply and educationally.

PRACTICAL CASE



Auchan | RETAIL
FRANCE



Highlighting the scope of the CSR approach and commitments of staff at Auchan-agit.fr
→ 1200 actions nationwide

2018

C- APPLYING THE APPROACH TO PRODUCTS AND BRANDS

CSR PERMEATES AND ENABLES THE INTRODUCTION OF SOCIAL BRAND RESPONSIBILITY (SBR)



The goal is to combine responsibility and marketing to ensure that the company's commitment is consistent with its business strategy.

At Linkup Factory we are convinced that CSR should spread through the company's entire product offering and not only consider impacts induced through the value chain but also include consumers, in order to get them involved and encourage them to consume better. Thus, building a CSR strategy means defining, driving then

highlighting the brand's commitments and actions towards the ecosystem within which it operates.

It also means establishing a new form of relationship with citizen-consumers while expecting transparency, ethics and environmental respect from employees and products. Finally, it means giving the company's societal contribution concrete form through the brand(s) marketed by the company.

THE 4 PS OF CSR

DRIVING
SBR



PRODUCT

- Process quality
- Traceability and transparency
- Sustainable sourcing
- Eco-design



PEOPLE

- Product impact on consumer health
- Employee health and well-being
- Ethical relationship with suppliers



PLANET

- Reduction of the environmental impact of activities; waste management
- Local footprint
- Overall approach zero impact



PURPOSE

- Social or societal contribution
- A fight in the public interest
- Positive mobilisation of consumers

→ Revisit the 4 Ps of the marketing mix to include social brand responsibility and contribution

PRACTICAL CASE



- Getting in-house teams involved
- Co-building to improve the dairy industry
- Brand involvement and road map produced
- Strategy for gradual roll-out to the general public

WORLD UPSTREAM DAIRY CHARTER WITH WWF



PRESS RELEASE



ONLINE VIDEOS



A modern office interior with large glass windows and a blue overlay. The text '03' is prominently displayed in white, bold, sans-serif font. Below it, the text 'COMMITTED TO CHANGING BEHAVIOUR' is written in a smaller, white, bold, sans-serif font. The background shows a bright, airy space with a white wall and a blue counter. A person is visible in the background, and a small red fire alarm pull station is mounted on the wall. The foreground shows a white counter and a metal stool.

03

**COMMITTED
TO CHANGING
BEHAVIOUR**

To respond to the new societal challenges — environment, health, security, inclusion, etc. — LinkUp Factory is committed and promotes social progress with the introduction of proven approaches. These are designed to change the practices of targeted individuals or groups.

THE SUSTAINABLE DEVELOPMENT GOALS CONCERNED BY CHANGES IN SOCIAL BEHAVIOUR



LINKUP FACTORY AN APPROVED RESEARCH ENTITY



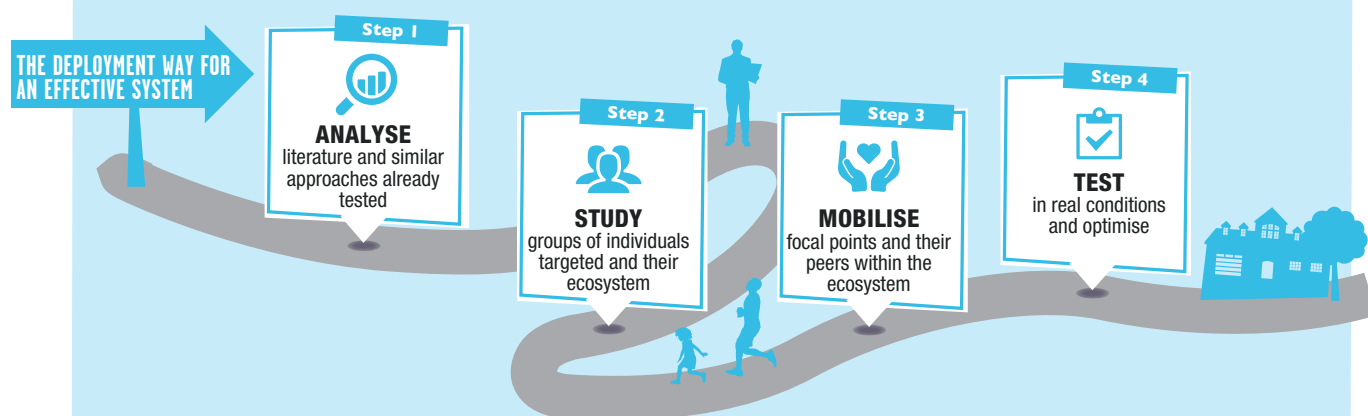
LinkUp Factory was certified as an approved research entity by the Ministry of Higher Education, Research and Education for changes in behaviour.

LinkUp Factory is also eligible for the Research Tax Credit (CIR) because it initiates research programs to install behavioural changes that promote health with the help of its research engineers.

AN APPROACH BASED ON TRIED-AND-TRUE METHODS

- LinkUp Factory has invested for years in health promotion and behavioural change programmes for population groups targeted owing to their tendency to develop behaviour with harmful effects. Prevention of obesity, moderate alcohol consumption, encouraging young people to stop smoking, physical activity: all of these public health goals are fundamental.
- To design effective campaigns, we have developed an approach based on a model inspired by social marketing – sometimes called “nudges” – and Living Labs.

SOCIAL MARKETING APPROACH



- 1. Analysis of scientific literature and existing models:** what are they? And what limits and strong points did they identify?
- 2. In-depth study of groups of individuals targeted and their ecosystem:** what are their perceptions, their representations and the basis for their underlying motivations? What is the “price to pay” to change behaviour: the trade-off between what we lose and what we gain. What are the levers that could encourage target groups to change?
- 3. Mobilisation of focal points and peers within the targets’ system** to involve them in building the strategy and drive change. The idea is to train them, to give them new skills so they can interact with the target groups (cascading effect).
- 4. Real-life tests to co-optimize,** with focal points and targets, the arrangements identified prior to deployment.

PRACTICAL CASE



Cultivating a feeling of self-efficacy to drive change

The programme Bouge Avec Moi, implemented since 2017 by the ARS of Hauts-de-France, is designed to encourage women to engage in physical activity.

Premature death before age 65 is significantly higher than the national average in Hauts-de-France, especially among women. The reason is cardiovascular disease, often due to a lack of physical activity. Applying the method made it possible to work on women's feeling of efficacy and their capacity to help each other on a daily basis.



MOTIVATIONAL VIDEO

+ 320,000 views
on YouTube



Nearly
25,000 fans

A WEBSITE FOR THE GENERAL
PUBLIC AND A FACEBOOK PAGE

PRACTICAL CASE



Vivons en Forme®, an effective programme based on the mobilisation of local focal points

For 10 years, VIF has been working to prevent childhood overweight and obesity and promote fitness and well-being in families.

Introduced in 250 communes in France by the association, FLVS – Fédérons Les Villes pour la Santé -, the programme is implemented locally by municipalities under the guidance of a project manager. A veritable local orchestra director, he or she mobilises and trains, with the help of association teams, local focal points based on the topics proposed annually: physical activity, sleep, healthy eating habits, drinking water, etc. Another novel programme feature is the development of tools to combine social marketing with a search for concrete interactions with children and their families.

Thanks to this approach, the programme has yielded positive results over the long term that have exceeded expectations.

DROP IN OVERWEIGHT
AND OBESE CHILDREN

Saint-André-
lez-Lille

-40,5 %

OVER 7 YEARS

Saint-
Quentin

-6,6 %




OVER 8 YEARS

Vitré

-17 %

OVER 11 YEARS

CORRELATION TABLE FOR THE SUSTAINABLE DEVELOPMENT GOALS

Principles of the Global Compact	Pillars concerned at LinkUp Factory	Commitments of LinkUp Factory	Link with the UN goals
HUMAN RIGHTS			
Companies are invited to promote and respect the protection of international human rights law.	#1: Acting ethically and responsibly within our organisation	Ethics policy attached	
Companies are invited to see to it that they are not complicit in human rights violations.	#1: Acting ethically and responsibly within our organisation	Ethics policy attached	
INTERNATIONAL LABOUR STANDARDS			
Companies are invited to respect freedom of association and recognise the right to collective bargaining.	#1: Acting ethically and responsibly within our organisation	Ethics policy attached	
Companies are invited to contribute to the elimination of all forms of forced or compulsory labour.	#1: Acting ethically and responsibly within our organisation	Ethics policy attached	
Companies are invited to contribute to the effective abolition of child labour.	#1: Acting ethically and responsibly within our organisation	Ethics policy attached	
Companies are invited to contribute to the elimination of all discrimination with regard to employment and profession.	#1: Acting ethically and responsibly within our organisation	Ethics policy attached	
ENVIRONMENT			
Companies are invited to apply the precautionary approach to problems concerning the environment.	#1: Acting ethically and responsibly within our organisation	<ul style="list-style-type: none">• p 12 Measuring our impacts & increasing staff awareness (eco-gesture policy attached)	
Companies are invited to take initiatives to promote greater environmental responsibility.	#1: Acting ethically and responsibly within our organisation #2: Being fair and innovative in consulting, creation and the production of our messages #3: Contributing actively to changes of behaviour in society	<ul style="list-style-type: none">• p 12 Rigorously selecting our service providers• p 14 Committing to causes that are close to our hearts• p 18 Co-constructing the strategy CSR of companies• Environmental policy attached	
Companies are invited to promote the development and dissemination of environmentally friendly technology.	#1: Acting ethically and responsibly within our organisation #2: Being fair and innovative in consulting, creation and the production of our messages	<ul style="list-style-type: none">• p 12 Transforming our ways of working• p 13 Promoting best practices• p 19 applying the approach to products and brands• p 22 committing to behavioural change	
ANTI-CORRUPTION			
Companies are invited to take action against corruption in all its forms, including extortion and bribery.	#1: Acting ethically and responsibly within our organisation	Ethics policy attached	