

# DRAGON COMMUNICATION ON PROGRESS 2020 ROUGE





# **THINK OF THE PLANET**

Our environment is fragile, **please only print this COP if it is really necessary.**

You need to print it? Choose black and white printing. Print on both sides of the paper. Paper is the most natural, renewable and recyclable communication medium.

**Don't forget to recycle it.**





# OUR COMMITMENTS

We are pleased to reaffirm Dragon Rouge's support for the ten principles of the United Nations Global Compact concerning human rights, labor, environment and anticorruption policies.

Since 2018, our engagement with the UN Global Compact has continued to be a source of pride, inspiring our actions to be a positive force in society especially in the face of this unprecedented pandemic. Still being felt today in 2021, the effects of this pandemic are likely to be long-lasting and repeated in one form or another.

To deal with this pandemic, Dragon Rouge implemented strict sanitary measures and supported our employees across 8 countries through partial activity and telecommuting, while striving to maintain team cohesion and best business practices.

As we reflect on 2020, we have several major takeaways :

1) Confirmation that our people are everything. In 2020, Dragon Rouge's priorities shifted, much like many others. Our priority, more than ever, was our people and their well being.

2) This experience has also confirmed our commitment to sustainability. 2020 has provided the world with the opportunity to rebuild not only more responsibly but more sustainably. A more sustainable and circular economy model can transform our global economy into one that works for the benefit of all. To get there, we must think differently and act boldly. These values are in Dragon Rouge's DNA. We continue our focus on helping our clients and partners to more fully embrace sustainability by raising awareness and improving our offerings on sustainability conscious solutions and initiatives.

In 2021, we are committed to exploring further Diversity and Inclusion initiatives and defining company wide goals in order to progress. We plan to monitor this and other initiatives by creating and implementing a Dragon Rouge Global Index.

Aligned with our deep commitment to sustainability, we have taken the first steps to obtaining the B Corp certification.

By investing in equitable and sustainable practices & processes and creating a culture of inclusion we will attract, and retain, a diverse workforce that creates a more rewarding work environment, stimulates creativity, helps to meet the needs of our diverse client base, and delivers better overall performance.

Through this "Communication on Progress", we invite you to discover more about our commitments and the concrete solutions we are implementing in terms of corporate responsibility to improve the integration of these ten principles into our business strategy, culture and daily operations. This dynamic is carried out throughout the world by our Dragons, and I would like to take this opportunity to thank them for their contribution and their involvement on a daily basis.



Renaud Deschamps  
**GROUP CEO DRAGON ROUGE**



# 2020

2020, an **unpredictable** year to say the least, was without precedent.

This **COP 2020** takes into consideration the context and complications that came with a global **pandemic**.

Like most businesses around the globe, at Dragon Rouge we saw our goals and expectations for the year rapidly change and we acted as quickly as possible to adapt.

Our **focus** was less business oriented, and more **people oriented**. Many other goals and initiatives were sidelined in favor of a focus on our **Dragons** and their **wellbeing** in time of crisis.

In preparing this COP for the year of **2020**, it comes as no surprise that much of the planned progress and many of the goals outlined in our **2019** COP were simply unattainable in 2020. However, these goals are certainly not forgotten and have been **adapted** accordingly in this year's COP- we may not be exactly where we'd hoped but the needle of **progress** is still moving forward.

**DRAGONS ACROSS 8 COUNTRIES DID THEIR BEST THROUGHOUT THE WILD RIDE OF 2020 AND WE ARE ALL COMING BACK STRONGER BECAUSE OF IT!**



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**WOMEN  
AND MEN  
TALENTS,  
DESIGNERS  
AND  
STRATEGISTS**

**DRAGON ROUGE**  
is 244 women and men united by a common culture and who enjoy referring to each other as Dragons; 244 talents, designers and strategists who share common values of excellence, generosity and boldness.



# GLOBAL

# GLOBAL

DRAGON ROUGE is an independent creative agency. Small enough to phone a friend, but big enough to cover the world with our 8 offices.

DRAGON ROUGE is also a mission: that of igniting brands and propelling them forward creating the clarity, vitality and relevance they need to succeed.



# SUSTAINABLE DEVELOPMENT

**LASTLY, DRAGON ROUGE IS A COMPANY THAT BELIEVES IN THE IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT AND THAT PUBLICLY EXPRESSES ITS COMMITMENT BY RENEWING ITS UNITED NATIONS GLOBAL COMPACT MEMBERSHIP.**

- 1. Support and respect the protection of human rights**
- 2. Non-complicity in human rights violations**
- 3. Uphold freedom of association and recognize the right to collective bargaining**
- 4. Contribute to the elimination of all forms of forced and compulsory labor**
- 5. Contribute to the effective abolition of forced and compulsory labor**
- 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**



## **UNITED NATIONS GLOBAL COMPACT**

Since 2018, we communicate about our advances in terms of social responsibility through our Communication on Progress, published and accessible to all on the United Nations Global Compact website.

Because we perceive our collaborators' commitment as essential to responding to the challenges of a true ethical and responsible approach, we rely on the expertise of our CSR Team: voluntary Dragons, involved at the operational level in the teams' work organization, the choice of our partners or in our business practices. They collaborate to suggest indicators of improvement and to set our goals.

## **COMMUNICATION ON PROGRESS**



## **DRAGONS AROUND THE WORLD IN 2020**



# GIVING OUR STAKEHOLDERS A LISTENING EAR

**OUR EMPLOYEES:** Dragons, future or current, on a permanent or fixed-term contract, interns and freelance, all concerned primarily by our social policy and whose involvement in our CSR strategy is essential.

**OUR CURRENT OR FUTURE CLIENTS** that we support or can support in their CSR approach.

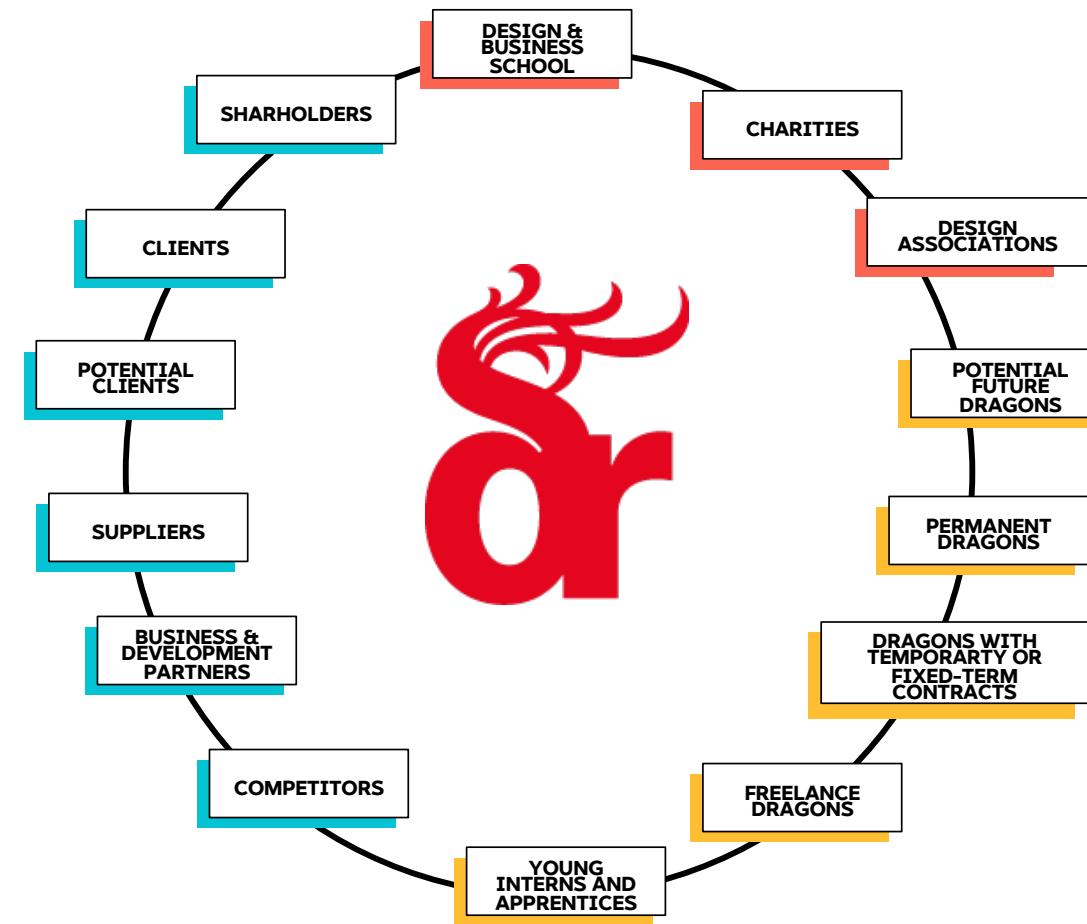
**OUR SUPPLIERS AND BUSINESS PARTNERS** that are part of our sphere of influence and that we encourage in their CSR approach via our code of conduct.

**OUR SHAREHOLDERS**, owners of part of our capital.

**DESIGN, COMMUNICATION OR BUSINESS SCHOOLS AND DESIGN ASSOCIATIONS** with which we maintain quality relationships.

**NON-PROFIT ORGANISATIONS AND CHARITIES** for which we offer our expertise through partnerships.

Our stakeholders include all the actors who have an interest in our activities because they participate in our economic life, influence our behaviour internally and externally or are affected directly or not by our activities.



# SUMMARY

The CSR approach that we committed to in 2019 allowed us to improve our capacity to adapt to our stakeholders' expectations regarding ethical topics and sustainable development.

01

**OUR SOCIAL  
RESPONSIBILITY:**  
ENHANCING THE EXPERIENCES  
& FOSTERING THE DRAGONS' DEVELOPMENT

02

**OUR ENVIRONMENTAL  
RESPONSIBILITY:**  
REDUCING OUR CARBON FOOTPRINT  
& SUPPORTING OUR CLIENTS IN CIRCULARITY

03

**OUR ECONOMIC  
RESPONSIBILITY:**  
LEADING OUR PARTNERS  
RESPONSIBLY AND LOYALLY

04

**OUR SOCIETAL  
RESPONSIBILITY:**  
BEING INVOLVED IN SOCIETY

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## **01 OUR SOCIAL RESPONSIBILITY:**

Enhancing the experience  
and fostering the Dragons'  
development



## COMMITMENT TO FOSTER DRAGON DEVELOPMENT

The blossoming of **talents** holds great interest for our group. Our creativity depends on it.

**Excellence and collaborative spirit** are also essential to the success of our missions, even as our collaborators need to adapt, to meet the challenges and constantly changing needs of a globalized market.

We provided them with a work organization and setting thought out to foster their development.

**98% OF DRAGONS IN PERMANENT CONTRACT VERSUS 96% IN 2019**

**THE AVERAGE SENIORITY OF A DRAGON IS  
5,5  
YEARS**

**AVERAGE AGE OF A DRAGON:  
36**

**AVERAGE OF  
20  
DIFFERENT NATIONALITIES AT ANY GIVEN TIME**



## WORK/LIFE BALANCE

In 2020, work/life balance was more important than ever. Through sanitary restrictions and changing regulations, **our priority was our people.**

In certain agencies, where possible according to government regulations, work from home initiatives as well as social distancing were put into place in the offices.

Our priority was to manage our pandemic response by respecting the governmental rules while also caring for our employees' welfare- allowing them the possibility to come into the office if they chose in order to avoid the isolation and solitude that many felt working from home.



## DISCONNECTION - 2020

Prior to COVID-19, we formalized **a 2019 charter on the right to disconnect** which was given to each Dragon of our French agency. This charter was continued in 2020.

The right to disconnect is a crucial part of our **work/life balance**. In the midst of Covid-19 and the shift to working from home, we reminded everyone of the existence of the Charter on the right to disconnect and reminded them to **respect** it.

This charter reiterates our wish to respect our employees' breaks and leaves in order to achieve a **sustainable** work-life balance. It **guarantees** their right to not log in to their work digital tools and not be connected, including on their personal communication tools for a professional motive **outside** of their usual working hours.

This charter also reminds us of **good practices** (programming of mail, insertion of the mention "this message does not require an immediate response") and measures to be taken to reduce cognitive overload.

Thanks to this Charter our employees felt more comfortable **disconnecting** outside of working hours.

**DURING A PERIOD WHERE THE LINE BETWEEN OUR PROFESSIONAL AND PERSONAL LIVES WAS OFTEN BLURRED, OUR CHARTER TO DISCONNECT ASSURED ALL OF OUR DRAGONS OF THEIR RIGHT TO SWITCH OFF AND GUARANTEE A HEALTHY WORK/LIFE BALANCE.**



## BETTER REPORTING :

As part of our ongoing efforts to consistently improve upon the social and environmental reporting of our 8 agencies, we have focused on:

### **GLOBAL HR ENVIRONMENT:**

Our Human Resources Information System, Kammi, was implemented in 2019. This collaborative tool has allowed us to simplify the reporting of our 8 agencies while keeping our employees a central part of the process. It was a 2020 goal for us to digitize our annual interviews and Kammi has made this possible.

We conducted our second annual CSR survey among the Dragons of our 8 agencies. This survey provides us with important information that enables us to continue to improve our CSR approach, with input and suggestions from the Dragons themselves. The responses, compiled anonymously reflect our strengths as well as opportunities for improvement.

These survey results allowed us to compare responses from our previous survey in order to measure our progress, determine areas for improvement and put new initiatives in place.

### **DIGITALISATION:**

In 2021, we plan to digitize more of our administrative data to become paperless - both work and business contracts to be done digitally, all things HR to be digitized as well.



# SURVEY SAYS...

## OF DRAGONS SURVEYED:

- 96% think that the atmosphere is good in their team (90% company in general)
- 90% report being happy to come to work every day
- 89% feel supported when encountering a difficulty at work
- 88% believe that the company values their well being
- 88% feel recognized and useful for the work that they do
- **DRAGONS REPORT GETTING THE MOST JOB SATISFACTION FROM : THEIR TEAM ATMOSPHERE, BROAD SCOPE OF DIVERSE PROJECTS, CREATIVE FREEDOM**
- 87% feel that their position allows them to continue learning new skills and competencies
- 82% feel good/at ease with their colleagues and teams
- 80% feel that there is enough flexibility to organize their private lives and achieve a healthy work/life balance
- 70% do not feel obligated to constantly monitor or respond to work emails sent after hours



## FLEXIBILITY- OUTSIDE OF PANDEMIC CONTEXT

The pandemic has slowed things down and imposed new rules of operation that we adapted to throughout 2020. We approach the return to normal with the intent to allow continued flexibility. In addition, each of our offices has the freedom to grant its employees with free time beyond its area's minimum legal requirements.

### PARIS

Friday mornings work from home, and afternoons off for the Dragons

### LONDON + WARSAW

Fridays in July and August, the Dragons stop working at 1pm. One day off on their birthday

### NEW YORK

4 day weekends during summertime (in a country with traditionally few holidays)

### SÃO PAULO + SHANGHAI

Days off between weekends and holidays when the business activity permits.

### HAMBURG

Dragons stop working at 4pm on Fridays

### ALL OFFICES

Remote work in case of an occasional need to be at home and after validation of the manager

100% of the part-time hours are chosen and not imposed.

100% of the requests for unpaid leaves are accepted.



## FLEXIBILITY- IN THE 2020 PANDEMIC CONTEXT

Our Dragons were given as much flexibility as possible in order to balance home and work life during the pandemic. Across the agencies, this included working from home and working atypical hours- necessary for many who were working with children at home. So long as the work got completed to deadlines our usual working hours completely flexed around what individuals could feasibly do.

**Our commitment to helping our Dragons be their best both professionally and personally has never been stronger.**

Our London Dragons were also offered flexibility if they wanted to carry out volunteer work to support their community- a few members of the team **volunteered** at a local food bank.



## DRAGONS IN SHAPE

We continue to offer **these benefits** to our Dragons:

- Flu vaccination is available to all our Dragons in **Paris** or London
- Our **Warsaw** office contributes up to 500 PLN, to the **cost** of glasses worn at work
- The **London** Work Bike Program covers 40% of the cost of a new bike. This was particularly appreciated in 2020 in order to avoid using public transport during the pandemic.
- The Swile restaurant ticket card for the Dragons of **Paris** allows them to get up to 30% discount on their lunch and a greater freedom in managing their lunch credit.
- In the **Hamburg** office there is a special additional health insurance for the Dragons which covers up to EUR 300 of additional health costs, which the classic insurance would not cover.
- Lastly, our **Paris** office covers up to 50% of the cost of its Dragons' sports subscriptions (limited to 230€ annually) (provided they have at least one year of seniority), while our Warsaw office covers 30% of the cost of its Dragons' multisport passes.

In order to provide all the Dragons with good safety nets (health, old age, inability-disability-death coverage), we offer as part of our health prevention policy: a local health insurance that goes beyond the minimum legal requirements.

### London HEALTH AND WELL-BEING ACTION PLAN

- Our London office has also implemented a health and well-being action plan for its Dragons. To do so, they have listed initial priorities for implementation and will monitor and evaluate these actions on a half yearly basis. They will measure success, by tracking perceptions from the Global Dragon Rouge survey for 2020, as well as from informal 1-2-1 and group conversations with employees.
- This action plan covers a number of topics such as cigarette or alcohol addiction, healthy eating, physical activity, sleep, work and health, and well-being. As part of this action plan the agency also offers massages and healthy meals to all Dragons.



**The pandemic circumstances limited our ability to introduce more significant items to our already strong existing offers, but we count on adding more as circumstances evolve.**



# COVID INITIATIVES

As part of our Covid response, we appointed a Covid Lead where necessary (France, Singapore) for periods when offices reopened.

- The Lead is Responsible for :**
- the welcome of all new collaborators with particular instruction and attention to Covid protocol
  - surveillance of the good application of sanitary rules within the company (distance, masks, etc)
  - verification of distribution points of gels and masks
  - taking of temperature if necessary
  - immediate isolation of collaborator in case of suspicion of contamination

**AVANT L'OUVERTURE DE L'AGENCE**

- Désinfection / Nettoyage des **parties communes**.
- Nomination d'un **référent Covid** par entité.
- Mise en place de **procédures spécifiques** : nettoyage, courrier, livraison, etc..
- Affichage des consignes, marquages, équipements.
- Réaménagement des espaces (nouveaux plans agence).

**REVENIR A L'AGENCE**

- Prenez votre température : si votre **fièvre** est supérieure à 38°, ne venez pas à l'agence.
- L'accès à l'agence ne change pas et le parking en sous-sol reste accessible.
- Les hôtesses seront protégées par une paroi en plexiglas et un marquage au sol.
- Le port du masque est **impératif** dès le

**COMMENT SE DÉPLACER ? LES 3 ZONES**

**ZONE PERSONNELLE DE TRAVAIL**  
Pas de contraintes

**ZONE DE CIRCULATION**  
Port du masque obligatoire

**ZONE DE CONTACTS**  
Port du masque + gel hydro alcoolique

**RAPPEL DES MESURES BARRIERES**

**LE RESPECT DES MESURES BARRIERES ET DE L'ENSEMBLE DES RÈGLES DE DÉCONFINEMENT EST IMPÉRATIF POUR TOUS ET PENDANT TOUTE LA JOURNÉE**

**CORONAVIRUS, POUR SE PROTÉGER ET PROTÉGÉR LES AUTRES**

- Se laver les mains régulièrement et bien
- Respirer dans son coude ou en masque
- Éviter de toucher son visage
- S'isoler pour se soigner la tête, la gorge ou le nez

Vous avez des questions sur le coronavirus ? Appeler le 1 800 100 999

## DRAGONS GOOD COACHING

- While some formations were not possible in 2020, **we are proud to have still trained so many Dragons** and feel that it remains quite remarkable considering the pandemic circumstances we were faced with.
- 300 hours of English training.** This is a key initiative for Dragon Rouge, as an international agency we strive to give ourselves the means to work better together on a daily basis.



In France, in spite of the pandemic, we received an exceptional budget that allowed us to carry out the following trainings:

### TRAINING REPORT 2020 :

158 Dragons trained = 60% of DR employees, for a total of 1380 hours of training

	<b># HOURS</b>
INTERNATIONAL	330
FRANCE	1050
<b>TOTAL HOURS</b>	<b>1380</b>

	<b># EMPLOYEES</b>
INTERNATIONAL	49
France	109
<b>TOTAL EMPLOYEES TRAINED</b>	<b>158</b>

**IN 2021, OUR DRAGONS LOOK FORWARD TO CONTINUING THEIR FORMATIONS AS FREQUENTLY AS WAS POSSIBLE IN PRE-PANDEMIC CONTEXT!**



# CONTINUOUS TRAINING

Staff Training is continuously promoted, developed and delivered in all Dragon Rouge offices. We promote curiosity through our internal sharing sessions and external training offers to our teams.

In **2020**, continued education and learning opportunities remained one of our priorities. Despite the circumstances of COVID, we were able to maintain a regular frequency of training thanks to visio options.

- **Digital training** since this is a focus area of development at Dragon Rouge eg. UX/UI training, digital branding
- **Presentation skills training**

- **In-house seminars** on trends developed by DR Macro trends, Gen Z report, trends in Food and beverages/personal care/alcohol, low & no alcohol trends, plant-based/dairy free best practices

- **DR Playground :** where ideas run free. A weekly 30 minute talk by an external speaker to inspire and motivate the team. Photographers, illustrators, coaches, and music makers all inspire us with their stories.

- Our London Dragons participated in **Ellen Macarthur online training modules** to learn more about circular economy.

- **Inter-office employees exchange** Staff spending some time in other DR offices to promote knowledge sharing and give opportunities to our staff to grow internationally.

- **Monthly inter-office calls to transfer knowledge** on topics as diverse as sustainability, legal training, typography best practices, intellectual property regulations training, craftsmanship in design, structural design best practices, innovation processes.
- The speakers can be Dragon experts (sustainable packaging, digital footprint, sustainable materials, etc.) as well as external speakers (Ellen Macarthur, Common Cents, the social company that offers to introduce micro-donations during online and in-store purchases, web design +).

# COACHING, MENTORING, TRAINING ...

## SOCIAL RESPONSIBILITY

### 100% OF THE ANNUAL INDIVIDUAL PERFORMANCE REVIEWS WERE COMPLETED

These interviews are based on an evaluation grid which focuses on the collaborators' skills and well-being and allowed us to implement actions for skill development.

### 109 PARIS EMPLOYEES TRAINED

In 2020, Paris Dragons received trainings on Communication +Leadership, English, Marketing, Coaching, Team Building, Sales Strategy + Presentations, IT and more!

### GLOBALLY, WE HOSTED 38 DRAGONS ON INTERN AND APPRENTICE CONTRACTS

These contracts allow us to offer young students the opportunity to alternate theoretical and professional training, in order to understand the world of work at an early age.

### OPTIMISM WORKSHOP

Linked to the anxiety of COVID, our Paris office offered Dragons a workshop entitled "**Optimism**" with 2 personal development coaches  
Our London office has been pushing agency wide training in circular economy and design principles.

### KERNING THE GAP

Two designers were assigned a mentor and met online throughout the pandemic. This collective wants to see more diversity in design leadership, share experiences and be inspired to create. An aim is to help more women to hold leadership positions in our industry.

In 2020, much of our focus was on 1-1 coaching and the sharing of best practices among agencies to help elevate each team's skills, such as : Public Speaking, Developing Your Brand Strategy, Conflict Management



## FOCUS 2020: MAINTAINING BALANCE AND MENTAL HEALTH

A big effort was made in team building to maintain the morale of the teams: for example, in Paris a team building on the theme of "Optimism".

### Cultivating Optimism,

with Delphine Luginbuhl and Aurélie Pennel :

Because well-being at work is a key factor in performance, knowing how to take things in stride is a key to success.

In the current context, teams feel a strong need to work on both professional and personal development issues in a friendly atmosphere.

Based on these observations, we offer a training program designed to help our team develop optimism around them: team spirit, motivation, resilience, entrepreneurial spirit... all qualities that the optimist can bring to a group in action.

After a quick overview of the existing theory on the subject, the coaches helped our dragons discover the keys to combining resilience and optimism in the present within our organization, but also in their personal lives.





While we were unable to operate “as usual” in 2020, as soon as the sanitary situation allows, we will launch, or relaunch previous initiatives enjoyed by our Dragons: the return of fruit baskets in free disposal and “chill” communal areas such as lofts, gardens, terraces, cafeterias and sofa areas among the offices.

**We aim to motivate and keep our Dragons happy and creating through creative CSR measures.**

We conducted our second CSR survey and plan to integrate some of the suggestions into our 2021 initiatives: for example, many Dragons suggest more team building and collaboration to encourage inclusion and getting to know each other, both locally and internationally.



## **2020 IN OUR PARISIAN AGENCY... (AT TIMES WHEN ACCESS TO THE OFFICES WAS POSSIBLE )**

### **SOCIAL RESPONSIBILITY**

#### **CAFETERIA 2.0**

we partnered with a program proposing cooked meals (with a 10% discount to Dragons) made with fresh products without additives or preservatives and a delivery free of charge

#### **SHOWER FACILITIES**

to encourage Dragons to keep a healthy lifestyle, come to work by bike or take a sports break.

#### **BIKE TRAVEL**

up to 200€ per year for those who come to work by bike.

#### **FRESH PRODUCE**

partnership with a local farmer who grows organic vegetables, possibility for Dragons to order fresh produce baskets delivered to the office



We look forward to enjoying these initiatives (and more) in 2021!

## WELLNESS WEEK

### 2019 WELLNESS WEEK

In partnership with the International School of SPA, we dedicated the last week of November to the holistic reconciliation of our 4 bodies: physical, energetic, emotional and mental. "Home-made" smoothies, nutrition, aromatherapy, sophrology, yoga and massage workshops were organized within the agency throughout the week for the Dragons of Paris.

After the success of our Wellness Week in 2019, we planned to organize another for 2020 but it was not possible due to context.

**We hope to organize another as soon as possible**, as this was a huge success and widely appreciated by our Paris Dragons.

Our other agencies are planning to follow Paris' lead and organize their own Wellness Weeks once possible!



## CULTURE LOVERS

Despite the temporary closing of many institutions, we continue to offer these cultural incentives to our Dragons. They can't wait to find new inspiration through art once museums reopen in 2021!

**LONDON** • An Art Pass is offered to the Dragons who have confirmed their trial period in London. They can get discounts on the largest exhibitions and museums in England.

**NEW YORK** • Our New York Dragons enjoy membership to the Whitney Museum of American Art and the MOMA.

**PARIS** • Strategists attend an exhibition once per year and then share their vision and inspirations with the team

- Our London branch has received the **London Healthy Workplace** certification that recognizes and rewards employers who invest in health and well-being at the workplace. By adhering to the London Healthy Workplace Charter, collaborators and managers can be made aware of the importance of the well-being in the workplace and encourage good practices
- Our New York Dragons have been members of the **Investors In People** organization since 2002.



## SOCIAL DIALOGUE

We believe that the quality of the social climate is a determining factor for the quality of working life and our productivity.

We have a Social & Economic Committee which meets every month in France and which has an elected trade union representative.

In our other agencies, social dialogue is one of our priorities and takes the form of a plenary meeting at least monthly and often weekly.



## WELCOME NEW DRAGONS

Outside of pandemic context, a welcome meeting, a small presentation of all the members of the agency, a guided tour, organized team lunches, welcome gifts (mug, notebook, t-shirts...) are some of the small gestures that will promote the adaptation to the “Dragon” culture in most of our agencies.

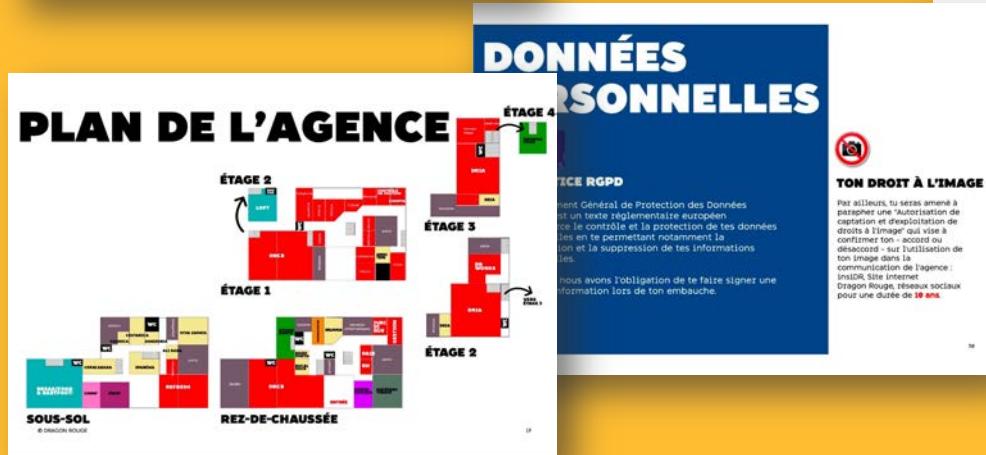
For a smooth integration, no question of arriving without already having your email address and your computer equipment prepared. Our IT team keeps a close watch and as soon as new Dragons arrive, they ensure that their integration is smooth and problem-free.

In Paris, each new Dragon is also entitled to a special shooting session in our photographer's studio for his/her new Dragon portrait.

**IN 2021 WE WILL COMPLETE OUR  
EXTENSIVE WELCOME GUIDE, TO BE GIVEN  
TO ALL NEW DRAGONS TO HELP  
FAMILIARIZE THEM WITH OUR CULTURE,  
THEIR NEW POST AND AGENCY.**



# **WELCOME GUIDE**



## BONDING TIMES

### NEW YORK

Throughout 2020, every other week the Dragons got together for a virtual lunch to bond and connect during the pandemic- DRNY picks up the tab for everyone's lunch. Subsequently on the alternating weeks they got together for a happy hour where everyone checked out an hour early and got together for virtual drinks.

### LONDON

Enjoyed numerous Zoom activities during lockdown. From an online Christmas party, to online playtime - challenges were set daily for all to participate. Monday morning inspiration sessions were held for 3 people who don't usually work together to present to the whole company about something that inspires them- resulting in some hilarious presentations and great bonding times. Dragons also received baked treats as a thank you - the aim being to share them over Zoom coffee mornings!

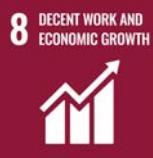
### PARIS

Paris Dragons attended many Visio parties in 2020- from happy hours to birthday and farewell parties. They also enjoyed participating in a virtual fundraising night over drinks to support healthcare workers.

### SINGAPORE

Enjoy Thirsty Thursdays where they combine knowledge sharing + business updates with celebrating birthdays and welcoming new joiners. They also look forward to their annual Chinese New year lunch celebration and annual Christmas party- previous years celebrations included combining Escape Room and trampolining outings!

Dragons like to get together to celebrate and share about winning competitions and successful projects. Those privileged moments are sources of inspiration and motivation! Birthdays, births of a new child and even departures are occasions to celebrate at Dragon Rouge. Outside of the pandemic context, our offices regularly plan festive evenings, and not only Christmas parties but also BBQ, happy hour, games, tournaments, cooking workshops, and more.



# (VIRTUAL) MOMENTS



## DRAGONS FROM ALL HORIZONS

Although small in size, our agency is present in 8 countries and welcomes Dragons of over 20 different nationalities. This multiculturalism is our strength. We encourage it and organize once a year a great festival of creativity with the creative directors of our 8 offices.

### **IN 2020, WE HELD OUR FIRST VIRTUAL GLOBAL MEETING WITH ALL THE EMPLOYEES OF THE NETWORK.**

This half day international meeting allowed each agency to present their activity from the previous year and to get to know each other better.

In preparing for this meeting, our Dragons were asked to anonymously respond to a few questions regarding the company. The survey results were also presented during the meeting.

**WHAT MAKES YOU PROUD TO BE A DRAGON? WHY?  
WHAT DO YOU THINK WE SHOULD DO MORE, LESS, FIGHT FOR OR AGAINST?**



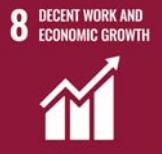
## SOME DRAGON RESPONSES TO GLOBAL MEETING SURVEY :

### **What makes you proud to be a Dragon?**

- I am glad to be a Dragon because of PEOPLE: both my colleagues and my clients. "Alone I go faster, together we go further"
- I'm proud of our resilience through COVID and the bold positivity we all represent.
- We live a spirit of creativity
- We have a game changing mindset in everything we do
- When I arrived, I immediately felt welcome and part of the DR family
- I am proud to be a Dragon because we FEEL more than others, we LIVE more intensely – every presentation as if it was the last one - we SEE the world through our eyes full of stars and sparkles, we truly BELIEVE in what we think
- I feel I can always ask for help and I will be heard
- Caring and well-being in the workplace is of paramount importance to our managers
- Opportunity to grow within the company

### **Fight for or against?**

- Sustainability, ecology, equal rights
- We should be doing more for diversity and positive impact on the world.
- Environment, more ecological, promote ecological packaging to our clients and internally
- Build circular brands that give back



**GENDER EQUALITY INDEX:****92/100**

In 2019, our gender equality index for our **Paris** agency was 77/100.

**WE ARE PROUD TO BE AT 92/100 FOR 2020.**

Our goal is to improve this index in a constant manner.

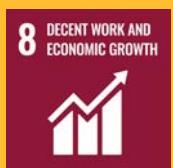
**This index was calculated according to 4 indicators as outlined by the French Ministry of Labor:**

- the gender pay gap,
- the difference in the distribution of individual wage raises,
- the number of employees who got a raise on their return from maternity leave
- the parity among the 10 highest salaries

**Among the 10 General Managers of our network, we have 50/50 equality amongst men and women.**

Lastly, we have always ensured equal access to training and employment for all, women and men.

For **2021**, we are working to establish a **DRAGON ROUGE GLOBAL GENDER EQUALITY INDEX** in order to include all of our agencies in this index, to track our progress and continue to improve.



## EQUAL OPPORTUNITIES FOR ALL

We welcome Dragons of all backgrounds, sizes and shapes, **as long as they can spit fire!**

All the positions offered within our group are open to people with disabilities.

In addition, for office supplies, we call on **l'Atelier Le Chêne** in France, an adapted company.

In our 8 agencies, we fight against **all forms** of discrimination and do not tolerate any form of sexual, physical or moral harassment, coercion or persecution.

### AS A GLOBAL AGENCY, OUR MAKEUP IS:

**EXECUTIVE LEVEL:  
50% FEMALE/ 50% MALE**

**MANAGEMENT LEVEL: 55% FEMALE/  
45% MALE**

**EMPLOYEE: 66%  
FEMALE/ 33% MALE**

While tracking ethnicity is not permitted in France, it is possible in the United States.

For example, in 2020 our New York office is comprised of:

### CURRENT FULL-TIME, SALARIED STAFF :

**83% FEMALE/ 17% MALE**

**33% POC/ 66% CAUCASIAN**



**THERE  
IS NO AGE  
TO  
HAVE  
TALENT**

**SOCIAL RESPONSIBILITY**

# AGE

**20%**  
OF DRAGONS  
ARE UNDER  
30 YEARS OLD

**13%**  
OF DRAGONS  
ARE OVER  
50 YEARS OLD

## PERSONALIZED FOLLOW-UP FOR DRAGONS OVER 55

Even though the **average age - 35 years old -** remains young throughout the group, an annual information meeting and an individual interview with a retirement counsellor are specially organized and offered to Dragons over 55 years of age, in order to help them better prepare for their future.

We believe in the virtues of diversity of any kind.

Generational diversity also creates value.

We work to create **a fair environment** in our agencies.  
It is important that **we'll give everyone the same opportunities for professional development.**



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## **02 OUR ENVIRONMENTAL RESPONSIBILITY:**

Reducing our carbon  
footprint and  
supporting our  
clients in circularity



**We are committed to a progressive approach to limiting our environmental footprint by using natural resources efficiently and sustainably, reducing the emission of greenhouse gases and recycling our waste.**

Simultaneously, we actively support our customers in their CSR efforts, by helping or encouraging them to act more responsibly. This is one of the goals pursued with the implementation of **the "Code of Conduct for Business Partners"**.

In addition to accepting fundamental principles related to the respect of human rights, the fight against corruption and money laundering, and the respect of labour standards, the Code encourages our business partners to take appropriate measures to reduce the environmental impact of their business activities as much as possible.

## CONTINUED INTERNAL AWARENESS

Following the publication of our first Communication on Progress, we conducted an awareness campaign with our Dragons. Among the objectives of this campaign: presenting our COP, spreading awareness about our excessive plastic consumption, providing information on good digital practices and collectively limiting our carbon footprint by simple gestures. Since then, we have included environmental awareness in our annual CSR global survey and studied how to modify our habits across our 8 agencies in order to determine how to best respect our environment.



## THE COMPUTER LOTTERY

After extending our computers' renewal period from 4 to 5 years, we started organizing our "Lottery" in France. 30 lots of computers and laptops were won by Dragons for a symbolic sum of 1 €. Double benefit: the recycling of our computer equipment and a happy Dragon!

While the pandemic prevented us from holding our annual lottery in 2020, we were able to bring it back in 2021.

## OUR GOAL FOR 2021:

Hold a lottery for smartphones ; study propositions for charitable donations of older tech



## EFFECTIVE CONSUMPTION

A priority in choosing a new server in 2020 was to learn more about effective energy consumption in order to make a well-informed decision.

While this factor was not the final decision in our purchase choice, we feel strongly that increased awareness of effective energy consumption is a step in the right direction to limiting our environmental footprint.

In 2020, we reduced the number of computers we bought in France:

**2018 : 35**

**2019 : 25**

**2020 : 11**

In 2020 we made conscious commitments to:

- extend the use of cell phones before renewing them, and to favor repairs
- study propositions for charitable donations of older technology



## EFFECTIVE CONSUMPTION

### THE END OF PLASTIC

In 2019, we tackled the dishes. Glasses, plates, stirrers, cutlery, plastic and PET bottles have given way to reusable cups, earthenware plates, stainless steel cutlery and glass bottles.

In Paris, we have also invested in new water fountains for sparkling water addicts (more bottles on the way!)

And to facilitate the new cleaning habits, a dishwasher has been installed in the cafeteria of our Paris office!

### RECYCLING OF OUR WASTE

Although we do not generate hazardous waste, we take care of our paper and cardboard waste (La Corbeille Bleue (Paprec) in France), ink cartridges from our printers collected & recycled by CONIBI (ISO 9001) or HP, photoreceptors and ovens reconditioned by Xerox. Last but not least, all defective batteries, bulbs and neon tubes are recycled and recovered by different service providers.

These efforts continued throughout 2020, with the intention of improving. Despite the pandemic context, we resisted using disposable products and favored washing at high temperatures to maintain sanitary conditions.

### GLASS OVER PLASTIC

In 2020 our London Dragons began using glass milk bottles from a local company. Their local milk delivery person drops the bottles off in an electric van, and the bottles are reused more than 25 times before they're recycled. The London Dragons estimate to be able to reduce their plastic use by 1,200 plastic bottle tops per year!



With the 2019 implementation of our new HRMS, Kammi, we achieved our goal to **DEMATERIALIZE** all leave requests from Dragon Rouge collaborators within the group. All requests for reimbursement of expenses from our Paris office are also dematerialized.

Our goal for 2020 was to dematerialize all mediums used for the annual evaluation interviews of the Dragons.

**We are proud to have achieved this, thanks to Kammi!**

**For 2021:** we plan to digitize more of our administrative data to become paperless - both work and business contracts to be done digitally, all things HR to be digitized as well.

## DEMATERIALIZATION, THE GOOD ALTERNATIVE TO PAPER

**2020**  
**525 REAMS**  
**OF A4 PAPER**

**LESS THAN**  
**1/3 OF 2019**  
**USAGE!**

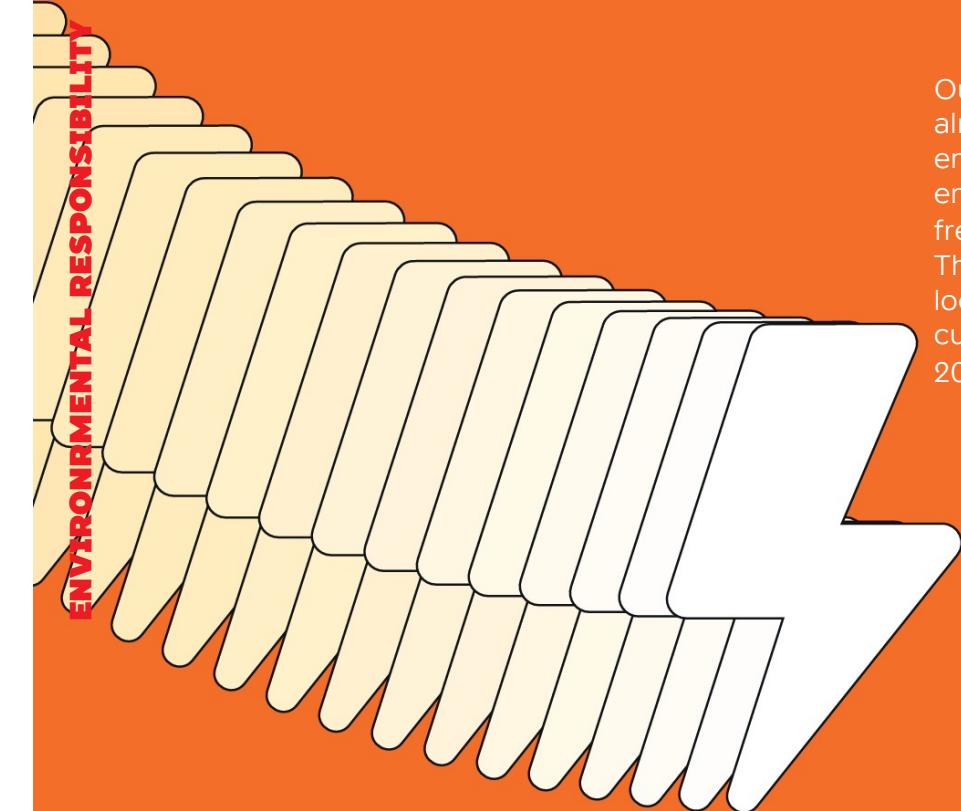
**VERSUS**

**2019**  
**1361 REAMS**  
**OF A4 PAPER**

In 2020, a system was put into place that requires a physical action at the printer in order to print, this action helps to eliminate forgotten print jobs, accidental double commands and prints, etc

**In 2021 :** we plan to switch to more recycled paper for printers, across all of the agencies.





## ELECTRICITY, ON THE WAY TO A NEW CONSUMPTION

Our second largest agency, in London, is already using Ecotricity, the UK's greenest energy supplier. They create 100% renewable energy from wind and sunmills. This gas is frack free and even vegan.

The project to move towards a 100% renewable, local, citizen friendly electricity consumption is currently under study for our office in Paris in 2021.

**2020\***  
**364 152 KWH**  
**FOR THE GROUP**

\*While we continue to track these figures, it must be noted that they were greatly impacted by the pandemic context- certain agencies remained closed for the majority of 2020.

**VERSUS**

**2019**  
**460 850 KWH**  
**FOR THE GROUP**



While our reduced agency consumption is partly due to work from home measure put into place during the pandemic, the low consumption is also explained by the installation of LED lighting in our agencies with a goal of 100% LED in Paris for 2020.

We are currently at 80% LED in Paris and will continue to strive to reach our goal of 100% in 2021.

100% of the restrooms in Paris are already equipped with automatic lighting with motion detectors

## OUR GAS CONSUMPTION

**2020\***  
**234 265 KWH**  
**FOR THE GROUP**



**2019**  
**388 524 KWH**  
**FOR THE GROUP**

\*While we continue to track these figures, it must be noted that they were greatly impacted by the pandemic context- certain agencies remained closed for the majority of 2020.



**2020\***  
1096 M<sup>3</sup>  
**FOR THE GROUP**

**VERSUS**

**2019**  
2350 M<sup>3</sup>  
**FOR THE GROUP**

\*While we continue to track these figures, it must be noted that they were greatly impacted by the pandemic context- certain agencies remained closed for the majority of 2020.

## OUR WATER CONSUMPTION

Our activity does not require water, our consumption is related to sanitary use, the maintenance of our green spaces and the supply of filtered water fountains made available to the Dragons.

In order to limit our water consumption in 2019, we set up an automatic sprinkler system for our green spaces in Paris.



**6** CLEAN WATER AND SANITATION



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION



## TRAVELING RESPONSIBLY BY LIMITING OUR GREENHOUSE GAS EMISSIONS

Established in France and abroad, our activity falls within the tertiary sector. Therefore, the transportation of our collaborators remains our main source of greenhouse gas emissions. In order to encourage business trips that generate the least pollution, we choose to travel by train rather than by plane for our collaborators' trips lasting less than three hours.

In 2019, we set up a charging station for electric vehicles in the parking lot of our Paris office. As of 2020, our fleet currently consists of 5 company cars, including 2 hybrid vehicles, and a second charging station.

**OUR OBJECTIVE IS TO SYSTEMATICALLY RENEW THIS FLEET WITH HYBRID OR FULLY ELECTRIC VEHICLES.**

COVID effect: Since there was almost no travel in 2020 due to the pandemic, this made it possible to learn how to work differently thanks to videoconferences.

As the Dragons become more and more accustomed to this style of working, it is probable that we will permanently reduce the number of business trips in the future.



## WE ACTIVELY SUPPORT OUR CLIENTS IN THEIR RESPONSIBLE APPROACH

At Dragon Rouge, **sustainability** is in our DNA. We support our client in developing solutions that are sustainable (e.g. designing packaging that is sustainable, recommending sustainable printing techniques, **injecting sustainability into our clients' business** and brand through their brand strategy, messaging, internal/external comms and activities... etc.)

We have over 25 years of experience and expertise in helping leaders and **companies navigate the intersection between brand and sustainability**. We believe brands must play a greater role in shaping the new behaviors that will lead us towards a sustainable future. So, we help organizations understand how they can develop their brands, products and services in ways that create a positive impact for society, the environment and their businesses.

**WE ARE A STRATEGIC COMMUNICATIONS PARTNER TO THE ELLEN MACARTHUR FOUNDATION, WITH WHOM WE HAVE WORKED SINCE 2013.**

**WE ARE THE ONLY AGENCY OF OUR TYPE TO BE A MEMBER OF THE CE100 AND WORK WITH DIFFERENT TASK GROUPS ON SUBJECTS AS DIVERSE AS FOOD, CITIES AND FASHION.**



# SUSTAINABILITY INITIATIVES

Our Paris Dragons have a **sustainability team** composed of members from the design, marketing, and production departments. They monitor sustainability initiatives and tendencies, subjects that may interest the group, potential opportunities and more.

Our Paris agency has worked probono with the **Sustainable Design School** since 2019. This partnership helps us grow our efforts towards Sustainable Design. We worked on the school's logo and maintain an exchange with the school to work with interns who share their expertise and talents to develop sustainable designs for our clients.



Responsible and sustainable challenges are becoming more and more pressing. We are committed, hand in hand with our clients and partners, to design a new future for branding in all its dimensions (packaging, identity, retail, digital)...**SOME EXAMPLES**

Since 2019, we have been encouraging our customers, through our "**Code of Conduct for Business Partners**", to put in place appropriate measures to minimize the impact of their business activities on the environment.

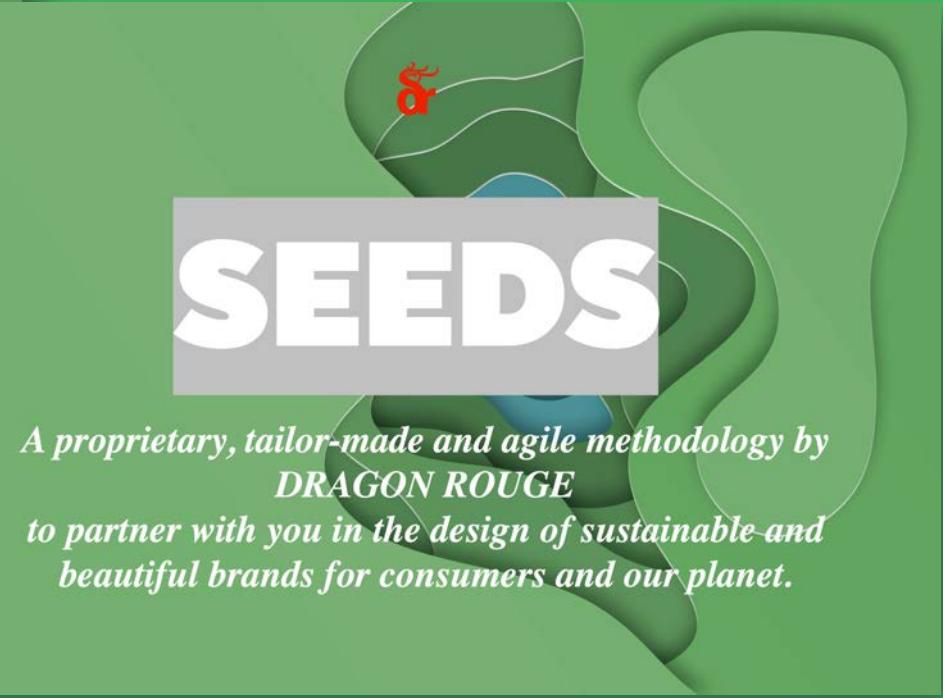
In order to raise our client's awareness on major sustainability challenges, our Warsaw Dragons have held several online "**Green Packaging**" training sessions for our clients. With news of these training sessions being shared via our social networks, our Dragons gained recognition as **experts** in the sustainability /green / eco spheres - which have led to business opportunities with companies looking to learn more and become more sustainable.

For several years, we have been working to rethink our profession through different initiatives and for each of our projects. All of our client presentations now include a **sustainable development component**. We have also developed suitable methods, such as the **SEEDS method** for responsible and sustainable packaging.



## THE SEEDS METHOD

The **SEEDS** method (presented in our COP 2019 as SOURCE) was developed in 2020 with clients. These proprietary methods were designed to help our customers significantly reduce their environmental footprint and are based on 3 fields of action.



## AVERY DENNISON PARTNERSHIP

A partnership with **AVERY DENNISON** to raise awareness among the spirits market to use eco-responsible materials and inks, which promote creation while respecting the planet.

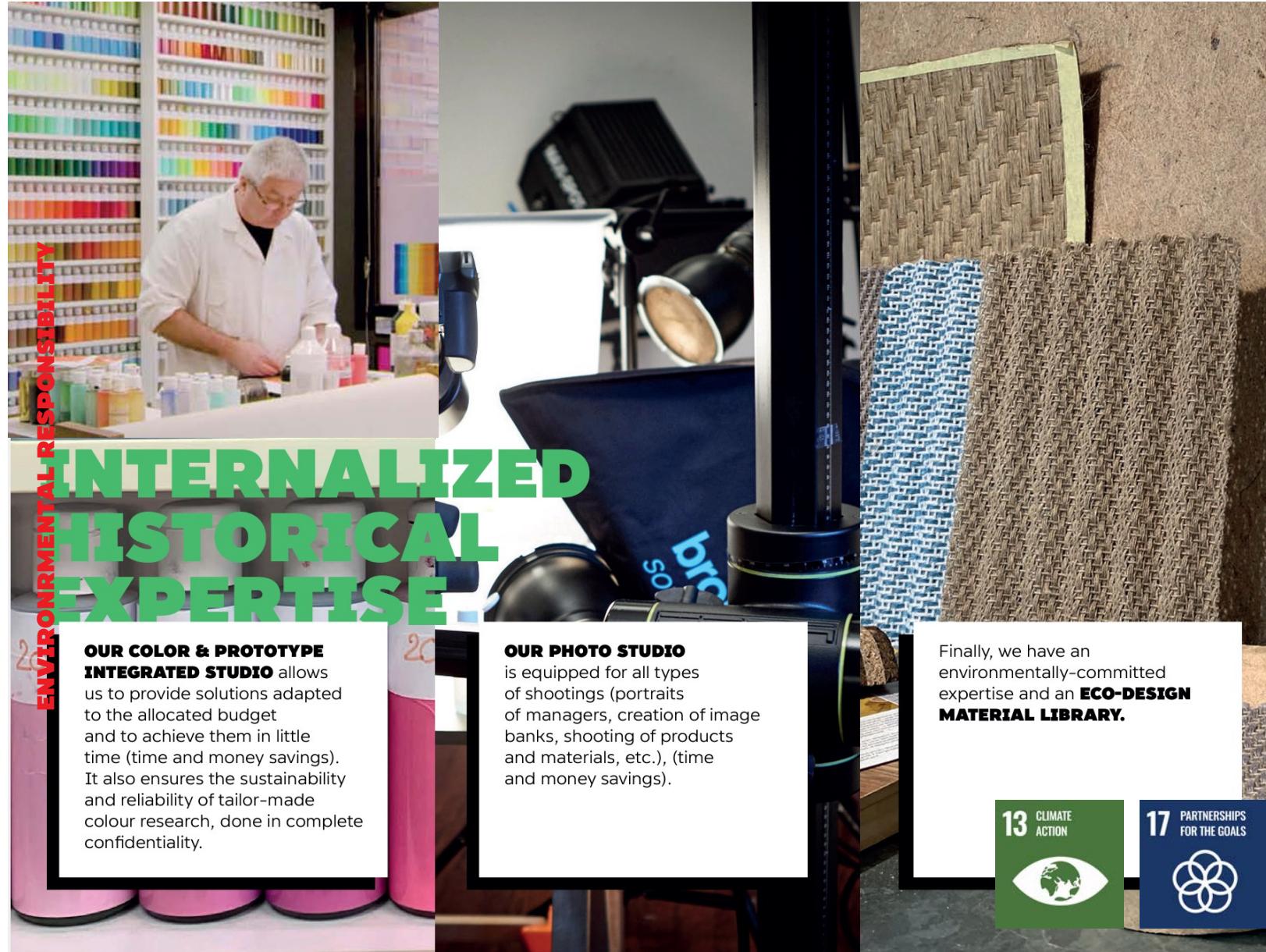


## INTERNALIZED HISTORICAL EXPERTISE

**OUR COLOR & PROTOTYPE INTEGRATED STUDIO** allows us to provide solutions adapted to the allocated budget and to achieve them in little time (time and money savings). It also ensures the sustainability and reliability of tailor-made colour research, done in complete confidentiality.

**OUR PHOTO STUDIO** is equipped for all types of shootings (portraits of managers, creation of image banks, shooting of products and materials, etc.), (time and money savings).

Finally, we have an environmentally-committed expertise and an **ECO-DESIGN MATERIAL LIBRARY**.



**OUR ARCHITECTURE AND PROJECT MANAGEMENT TEAMS ARE ABLE TO TRAIN AND GUIDE OUR CLIENTS TOWARDS THE MOST SUSTAINABLE SOLUTIONS:**

**Selection of all our suppliers** based on sustainable development criteria.

**Choice of industrial partners** (large groups or SMEs) engaged in a CSR or SME approach (ISO 14001 standard) and in manufacturing processes that consume little energy resources, water and raw materials (EU energy label).

**Orientation of the choice of materials** by always integrating the environmental criteria and by favouring official and independent labels at European level.

**Constant technological watch** (ADEME, INIES database, CSTB, Observatory of indoor air quality) on sustainable products and on new forms of recyclability, (supplier meetings, trade show visits, etc.).

Realization of colour and volume models, 3D simulation.

## A RESPONSIBLE CLIENT AGENCY RELATIONSHIP

- Since 2019, we have been conducting internal awareness campaigns about good CSR practices. These are intended to make our collaborators aware of the impact of their choices on a daily basis so that they can all play their part in raising awareness with our clients.
- We make our strategic recommendations in full awareness of the design and production impacts that they imply. We have implemented a pragmatic and educational «step by step» method to support our clients in a sustainable and responsible approach on 4 levels: technical and industrial feasibility, relevance for the consumer, category challenges, and brand DNA.
- We advise our clients on the latest ecological and sustainable offerings and opportunities.



# ENVIRONMENTALLY COMMITTED CREATION AND PRODUCTION

**We are attentive to all the physical and digital dimensions of brands, from supports and materials (paper, wood, pigments, glass, etc.) for publishing, packaging or to the printing and manufacturing (inks, paints, varnishes, filming, shaping...).**



**We make sure to select papers from sustainable sources:**

- with forest certification and certification of the companies that process the raw material until the finished product: FSC, PEFC,
- recycled papers not chemically treated,
- wood-free papers, based on the cultivation of fast-growing fibrous plants (kenaf, hemp), the recovery of agricultural waste (straw, vegetables, sugar cane, bamboo) and of the textile industry (cotton, flax).

**We avoid papers that are too white and that have been treated too much.**

**We always recommend ISO 216 document formats to avoid paper waste.**

The standard ISO 216 applied to the choice of a format avoids wasting paper. In Europe, the A series are used: by cutting an A (N) sheet into two identical parts, we obtain two sheets of A (N + 1) format. The ISO 216 standard allows the processing of the majority of printed supports without paper waste.

**We systematically reduce the number of pages of documents to be produced and their number of copies to what is strictly necessary.**

**Whenever possible, we print in recto-verso/double sided in order to conserve materials.**

**We reduce the use of inks by limiting the inking surface.**

**We promote the use of biodegradable and recyclable vegetable inks which do not use solvents derived from fossil raw materials, or heavy metals.**

**We promote the application of acrylic varnishes (water-based, odourless and easier to recycle) over oily varnishes (offset), UV or film-coating.**





#### PRIVILEGED PARTNER OF THE ELLEN MACARTHUR FOUNDATION

Through our partnership with the Ellen MacArthur Foundation, which advocates accelerating the transition to a circular economy, we are raising awareness about the sustainable development challenges among our teams. The members of the Foundation take part in our seminars and invite participants to reflect on the advantages of the circular economy. The London Dragons even had the opportunity to visit a recycling site. Dorothy Mackenzie, chairman of the London office, is also very involved in the environmental movement. In 1991, she had already written a book about the good “**Green Design**” practices. Dorothy Mackenzie also spoke at the 7<sup>th</sup> Edition of the Ellen MacArthur Foundation’s Summit.

This Summit brings together world leading thinkers, innovators and pioneers who are refining and implementing the vision of an economic system that is restorative and regenerative, by design.

Dorothy MacKenzie took part in the EMF CE100’s Acceleration Workshop, which provides a pre-competitive space to share knowledge and advance individual agendas. These immersive events are a chance to learn from expert input, build new relationships, and progress collective approaches.

She is head of the board of directors of the **Carbon Trust**, which helps organizations transition to a low-carbon future, as well. Our London CEO and Hamburg Managing Director also attended the **Carbon Trust** and Department for International Trade’s (DIT) event briefing in Düsseldorf on September 12<sup>th</sup>. The session was focused on helping corporates in Germany boost action on climate leadership.

13 CLIMATE ACTION



GOLD

2021

ecovadis

Sustainability  
Rating

The EcoVadis rating covers a **broad spectrum of non-financial management systems**, including impacts in the following areas: **Environment, Social & Human Rights, Ethics and Responsible Purchasing**.

Each company is assessed on key issues according to its size, location and sector of activity.

Evidence-based assessments are refined in clear scorecards, with scores ranging from zero to one hundred (0-100), and medals (bronze, silver, gold) where appropriate. In addition, the scorecards provide guidance on strengths and areas for improvement that assessed companies can follow to focus their sustainability efforts and develop corrective action plans to improve their CSR performance.

Dragon Rouge is proud to be a Gold level recipient for 2020.

**2019 : 64/100 - Gold Status**

**2021 : 66/100 - Gold Status**

According to EcoVadis, this is a very good score for our sector of activity!

In 2021 we will aim to improve upon our EcoVadis score and start working on our goal of obtaining B Corporation status.



# ECO

## AN ECO-DESIGN MATERIAL LIBRARY THAT IS COMMITTED TO SUSTAINABLE DEVELOPMENT

Our goal is to systematically design our projects based on a sustainable development logic. Materials are only one link in this process, and one cannot reduce eco-design by their selection alone.

Our material library works as the interface in contact with suppliers, manufacturers and all of our partners (installers, sign makers) and our internal teams (designers and project management), in order to establish a constructive and environmentally meaningful dialogue from the concept phase.

By acknowledging the eco-design strategies to adopt with our designers and interior architects, the material library manager references the environmental indicators of the selected materials in an inventory and ensures a technological and regulatory monitoring. Thus, our projects can obey the three fundamental pillars of sustainable development: economic, social and environmental.



### THE ECONOMIC PILLAR:

Getting involved in a sustainable environmental approach requires engaging with objectives that go beyond simply responding to a program, while respecting the budget and regulatory constraints. We have to think with limited means and resources; innovate more with less.

### THE ENVIRONMENTAL PILLAR:

The scarcity of non-renewable resources, the need to reduce the carbon footprint of the building industry, forces us to rethink practices and have common sense. Wexmust design by minimizing resources, by predicting the end-of-life of our projects and their reversibility.

### THE SOCIAL PILLAR:

All of these commitments are a concrete response to our CSR values, as well as those of our clients. Our architectural and design concepts already meet the fundamentals of lighting, ergonomics, accessibility, i.e. all the criteria for the well-being, health, and comfort of users.

As contractors or project managers, we also include the safety and health aspects of workers and craftsmen on our sites. Our sustainable development approach improves the image of all stakeholder companies and brands with which we are committed.

This objective is accompanied by a reflection on a demonstrative methodology for the eco-efficiency of our projects.



**OUR PROFESSION IS AN INTEGRAL PART OF THE COMPLEX GRAPHIC CHAIN. TO ENSURE THAT WE UNDERSTAND THE DIFFERENT PRINTING PROCESSES, OUR PRODUCTION MANAGER IN PARIS HOLDS A GRAPHIC CHAIN TRAINING WORKSHOP (1/2 DAY) FOR OUR EMPLOYEES EACH QUARTER.**

**OUR PARIS OFFICE OFFERS AN ANNUAL ONE DAY CREATION-MARKETING-PRODUCTION WORKSHOP TO THEIR CLIENTS. DURING THESE WORKSHOPS, WE MAKE PROJECT MANAGERS AWARE OF NEW ECO-DESIGNED MATERIALS, BIODEGRADABLE INKS AND OF THE RECYCLABILITY CYCLE OF PACKAGING.**



03  
03

## **03 OUR ECONOMIC RESPONSIBILITY:**

Conducting our  
partnerships with  
transparency and  
loyalty



- THE 2019 “CODE OF CONDUCT FOR DRAGON ROUGE BUSINESS PARTNERS” IS PART OF OUR DESIRE TO DELIVER QUALITY CREATIONS THAT MEET THE REQUIREMENTS OF OUR CLIENTS AND TO MAINTAIN LONG-TERM RELATIONSHIPS BUILT ON TRUST: THIS CODE FORMALIZES COMMITMENTS EXPECTED FROM OUR BUSINESS PARTNERS, IN THE FIGHT AGAINST CORRUPTION, RESPECT FOR HUMAN RIGHTS AND LABOUR STANDARDS, PROTECTION OF HUMAN HEALTH AND SAFETY AND PROTECTION OF THE ENVIRONMENT**



## OUR BUSINESS PARTNER CODE OF CONDUCT

In our previous COP, we made the implementation of our «Code of conduct for business partners» a goal. It is a major step forward for the Dragon Rouge group. This Code is intended to be incorporated into all of our contractual commitments with our Business Partners.

We have thus strengthened our actions aimed at promoting good social and environmental practices with all our partners and at defining our ethical expectations. This Code applies to all of our Business Partners, clients, suppliers and service providers.

By their commitment to work with Dragon Rouge, our Commercial Partners sign their acceptance and compliance with the terms of this Code (unless equivalent principles were previously agreed upon).

For each topic of the Code, our Business Partners comply with the principles arising from the United Nations Universal Declaration of

Human Rights, the fundamental conventions of the International Labour Organization (ILO) and the Sustainable Development Goals (ODD), in compliance with the legislation, applicable regulations, as well as contractual provisions in force.

Any serious failure by a Commercial Partner to comply with the principles set out in this Code constitutes a breach of contractual obligations and is likely to result in the application of the coercive measures provided for in the contract, which may lead to the outright termination of the contract, at the fault of the Commercial Partner, without prejudice to any damages which may be claimed by Dragon Rouge.

In the event that a Commercial Partner, due to particular circumstances, is unable to comply with certain provisions of the Code, it is required to notify us immediately in order to agree on the corrective measures to be implemented.



# MAIN PRINCIPLES

## THE MAIN PRINCIPLES OF THIS CODE TARGET:

- In terms of ethics, our desire to treat our partners with honesty and fairness in order to maintain a lasting and healthy business relationship. We expect our partners to act in the same way and alert us in the event of a potential conflict of interest before the start of a mission;
- The fight against all forms of corruption and money laundering;
- Respect of human rights and international labour standards, in particular the main conventions of the International Labour Organization (ILO) which fights against forced or compulsory labour, illegal work, child labour, and all forms of discrimination (religion, sex, political opinion, social origin, etc.);
- Health, Safety and respect of the Environment: Our Business Partners must ensure that appropriate measures are in place to protect the health and safety of their employees and minimize the impact of their business activities on the environment.

In 2020, our goal was to expand and strengthen this Code with an alert system allowing our collaborators and all third parties to confidentially warn Dragon Rouge about abnormal situations or actions, going against the Code's principles, particularly in matters of business ethics.

Due to the pandemic context of 2020, we were not able to achieve this goal, so it remains a goal that we prioritize for 2021.

PRINCIPLES  
PRINCIPLES



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17 PARTNERSHIPS  
FOR THE GOALS

## LONG-TERM RELATIONSHIPS FOUNDED ON TRUST, WITH EVERYONE

**WE ARE COMMITTED TO FOSTERING EFFECTIVE  
SOCIAL AND ENVIRONMENTAL PRACTICES  
WITH ALL OUR PARTNERS.**

### OUR SUBCONTRACTORS AND 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 work 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.

However, we aim to improve the consideration of environmental factors in our decision-making process so that we can act more actively, in the search for creative and innovative solutions that promote more sustainable consumption patterns.



## TRANSPARENCY, BALANCE AND 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, reliability and relevance of the offer or service, we will consider it. Profitability is not our only criteria in the selection process!

Our services are routinely based on a preliminary estimate. The cost is specified at each stage of the project. With the exception of some specific cases, services are invoiced for upon delivery of the work and our payment deadlines are in line with the provisions of the Economy Modernization Act.

# TRUST CONFIDENTIALITY TRANSPARENCY BALANCE LOYALTY

## 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 the confidentiality clause in their contracts.



## 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 the stages of the project, namely strategy – creation – development – finalisation – implementation);
- From a thorough study of our client's requirements or 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;
- Videoconferences with remote clients.

**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 managers oversee deliverables at important stages;
- We refuse deadlines which will inhibit the successful completion of a project.



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**17** PARTNERSHIPS FOR THE GOALS



## 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.

## INCENTIVE TO 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 regard 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 OF COPYRIGHT

Although we are constantly seeking originality and creativity for the benefit of our clients, 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 through extensive and complete preliminary research on intellectual property databases like INPI. Raise awareness among clients about the importance of conducting **searches for anteriority**.
- 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.



## RESPECT FOR COMPETITION LAW

Competition is commonly practiced 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, 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.

# RESPECT COMPETITION PREVENT CONFLICTS OF INTERESTS



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## **04 OUR SOCIETAL RESPONSIBILITY:**

Being involved in  
Society + Giving back



# A POSITIVE CONTRIBUTION TO OUR ECOSYSTEM

**WE WANT TO BE A DRIVING FORCE TO RESPOND TO THE MAJOR CHALLENGES OF SOCIETY. THROUGHOUT THE YEAR, WE HAVE ENGAGED IN CONCRETE ACTIONS NOT ONLY TO CONTRIBUTE POSITIVELY TO OUR ECOSYSTEM BUT ALSO TO PUT OUR EXPERTISE AT THE SERVICE OF CHARITIES.**



# CIRCULAR



ELLEN  
MACARTHUR  
FOUNDATION

# PARTNER

**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. In doing so, we ensure that its circular economy messages inform, resonate and inspire!





WE BELIEVE IN  
THE POWER OF  
ENTREPRENEURSHIP.

At Great Village we believe in the power of entrepreneurship. Our community gathers hundreds of passionate entrepreneurs – Captains – who have a strong and engaged conviction.

They are determinated to make their dream come true. As ambitious as their dream might be, we help them bring it to life – as long their dream serves the collective interest and the SDG 17.



## THE GREAT VILLAGE PARTNERSHIP

In 2020 Dragon Rouge became a partner of The Great Village- a **Greater**.

The Great Village, launched by two entrepreneurial women, Maud Jégo and Fatou Ndiaye, is a cooperative incubator based on **bartering** which also offers business experience.

Greater barter their knowledge to make all the projects part of the Great Village **grow mutually**, with love.

In **exchange** for our design and branding services, our Paris team received two team building workshop sessions, where our Dragons worked on creating a coherent link **between our dreams, our ambitions and our organization**.

This innovative business model not only allows us to support a **female run initiative**, but also opens access to our services to more people with various budgets.

Now that we are in the Great Village ecosystem, we intend to remain an active partner and contribute to helping the system **thrive**.



# EVERYONE AGAINST CANCER



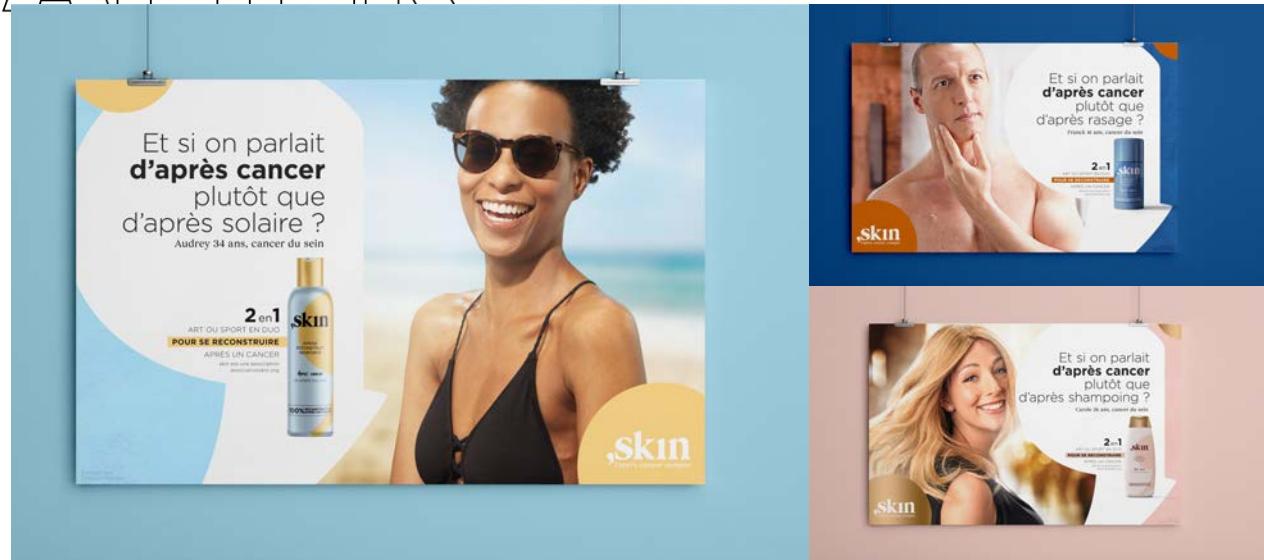
**WE WORK CLOSELY WITH CHARITIES ON PRO BONO PROJECTS WHICH BENEFIT SOCIETY**

Since 2017, we have been involved in the initiatives organized by Tout Le Monde Contre le Cancer, a French organization which carries out events in hospitals to support cancer patients and their families, such as "l'Échappée Rose", "Les Escales au Château" et "100 Noëls dans 100 Hôpitaux".

In 2020, we continued our ProBono collaboration with Tout Le Monde Contre Le Cancer and worked on 2 new campaigns: Mini Pattes et cie, and Gouter Vitaminé.



# COMMITTED AFTER



# CANCER

## THE SKIN ASSOCIATION HELPS WOMEN AND MEN AFTER CANCER

In 2019, Dragon Rouge worked on the association's visual identity, the redesign of their website, their social media content and the creation of print marketing materials. The association saw its number of members increase by 30%!

We continued our partnership in 2020 with a marketing campaign. The goal of the 2020 campaign was to demystify the post-cancer period, with a non-stigmatizing aesthetic approach

SKIN creates duos of recovering patients & artists. From these duets, are born unique works of art: paintings, photos, choreographies and shows. The recovering patient expresses their emotions, and the artist helps them materialize them. We are committed to this association by offering its visual identity definition, its graphic universe and by offering activations.



# ENGAGED



# WITH

## COMMITTED TO CHILDREN AND TEENAGERS WITH HERZCASPAR

In 2020, our Hamburg Dragons continued their partnership with HerzCaspar.

In 2019 they offered the creation of the whole graphic universe for this beautiful organization, which helps children and teenagers to get through the difficult moments that they experience during their long stays in the hospital and helps to improve their daily lives



BUTT



ALSO...

#### OUR SÃO PAULO AGENCY

offered 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.

#### THE SINGAPORE DRAGONS

cleaning up their beaches. There is a huge amount of plastic packaging and other detritus that washes up on the shores, and the Dragons spent the day cleaning it up as a team-building activity.

#### THE LONDON DRAGONS

once again raised funds for **Save the Children** with "wear your Christmas jumper to workday". Dragons also volunteered at a local food bank, and when the agency closed due to lockdown, perishable items as well as toilet paper and tea were donated to Paddington food bank.

#### THE NEW YORK DRAGONS

enjoy 4 volunteer days per year in which Dragons get to give back to the community. They typically volunteer at local soup kitchens, preparing and serving food for the homeless and for children.



# DRAGON ROUGE GIVES BACK



# DRAGON ROUGE INITIATIVES

We recognize that the design industry is woefully underrepresented by people of color. Our theory is that many young people in disenfranchised areas do not have access to, or knowledge of, the design industry. Our goal is to do our part to change that.

We believe that there will be a greater chance for success if we connect with students when they are younger, and we aim to engage them at an early age. Through our volunteer work, mentoring programs, workshops, and internships we provide students with the experience and roadmap for success in branding and design.





# DRAGON ROUGE INITIATIVES

Free Arts NYC is a non-profit which empowers underserved youth through art and mentoring programs to develop their creativity, confidence, and skills to succeed.

We work with Free Arts NYC, to share our love of branding & design with students in underrepresented neighborhoods in the NYC area through ongoing workshops, mentoring, donations of school supplies, and high school summer internships.



# DRAGON ROUGE INITIATIVES

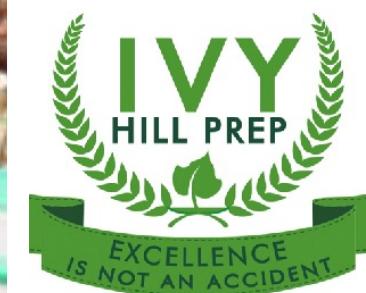
"Ivy Hill Prep's mission is to offer a high-quality, world-class education to every student who steps through our doors. In our eyes, skin color, demographics, zip-code, and socio-economic status mean absolutely nothing when assessing one's ability to achieve greatness. DRNY has an ongoing relationship with the Ivy Hill Prep School to help inspire children at a young age and open their eyes to a potential career in the branding and design category."

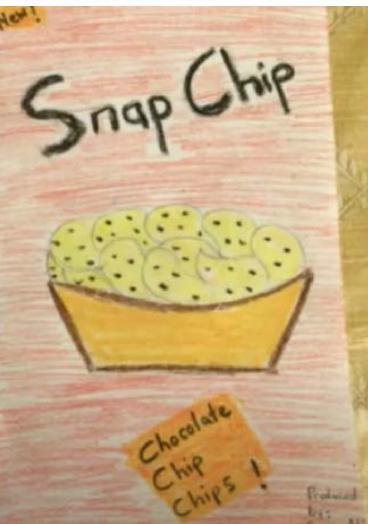
For one initiative, we created a video for Ivy Prep Career Week to inspire and inform the young students and educate them about a career in storytelling and creativity.



I LOVE your submission. Individuals like yourself help remind our students that opportunities are limitless. I know your team's video will inspire many. I only wish you could see the look on their faces. Thank you!"

Shantel Thompson, Elementary Social Worker,  
Ivy Hill Prep





# DRAGON ROUGE INITIATIVES

DRNY hosted a 30-minute talk/activity session with kids at PS 55Q in the Little Guyana neighborhood in Queens, NY.

We started off with a Q&A session, in which each kid got to ask questions about graphic design and our experiences in design.

The kids then had time to create their own packaging designs followed by the kids sharing their packaging designs which included name, product, and colors of their choosing.



# DRAGON ROUGE INITIATIVES

Volunteering has been a part of the Dragon Rouge culture for years, especially when it comes to those who are disenfranchised or marginalized. We volunteer as an office at least once a quarter to give back to those who are less fortunate than us and are often overlooked and neglected by the rest of society.

It's a small investment of time but we hope to make a difference where we can.



# DRAGON ROUGE INITIATIVES

Our São Paulo agency is involved with Pequeno Mundo, a private and independent social organization that was established in 2018 in Bragança Paulista.

The first phase included the construction of a technical school focused on socially vulnerable teenagers. The second phase includes the construction of a foster home for children and teenagers.

The school offers 4 programs:  
beauty, construction, IT and culinary.

But their main difference is that their programs also include non-technical classes, to help students develop their creativity, social intelligence and other skills.



# FIRESTARTERS

**FOR THE THIRD YEAR IN A ROW, OUR LONDON TEAM HELD ITS FIRESTARTERS COMPETITION**

Firestarters is our global student design competition, whereby every year we launch three new briefs to a diverse mix of design universities and student communities. Shortlists are chosen with the top two in each country receiving internships at Dragon Rouge studios. Our aim is to do everything we can to help bridge the gap between education and employment. We will always champion new blood and open our doors and arms to the next generation of design talent.

**FIRE STARTERS**

**WHAT YOU SHOULD SEND**

1. **Looking for the materials**  
The new Firestarters competition briefs will be available on our website. In order to have had the most chance of being selected, you will be required to submit your material to us by the deadline.
2. **What you need to do**  
Please make sure that you follow the briefs as closely as possible. If you have any questions or concerns, please contact us via email.
3. **Send the material**  
Please send the material to the address provided in the briefs. Please make sure that you include all the required documents in the right order. Please also make sure that you include a cover letter.

**WHAT YOU SHOULD SEND**

Please send the following items:

- Name
- Universality
- Year of study
- Course address
- Contact number
- Project title
- Send details
- [www.dragonrouge.com/careers](http://www.dragonrouge.com/careers)

# DIGITAL FUTURES



## DRAGON ROUGE INITIATIVES

During the pandemic, the London Dragons donated their older laptops to local charity Digital Futures who then distributed the laptops to teenagers from underprivileged backgrounds. This enabled them to study online when all face-to-face teaching ceased.

At close, the Digital Futures project allocated in total 1874 devices through 47 schools, 2 supplementary schools, 3 youth clubs and to 10 caregivers.

« Digital Futures was delivered in partnership with Westminster City Council to tackle digital exclusion during the COVID-19 pandemic and associated lockdown from March 2020.

Face-to-face service provision stopped or was minimized, and services, education and opportunities were provided online for children.

Digital inclusion is a minimum and basic requirement to experience equal opportunities. Digitally excluded young people lack voice and visibility in society. 9% of UK families do not have a laptop, desktop or tablet at home. »



# EDUCATION

## EDUCATION

### EDUCATION

#### EDUCATION

##### EDUCATION

###### EDUCATION

###### EDUCATION

SOCIAL RESPONSIBILITY

**WE EXTEND** our expertise to the academic community. It is a unique opportunity for us to exchange with the designers and consultants of tomorrow and make students the ambassadors of our educational approach in terms of training.

**Below are some yearly initiatives, not all possible during 2020 due to the pandemic but they remain priorities to resume as soon as possible :**

**WE ARE INVOLVED** with École Estienne (meetings with its creative directors, allowing its students to tour our agency, adjudicating student projects) and Tokyo Design School (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.

**WE HOLD CONFERENCES** about design for student of LCC University, Nottingham Trent, Arts University Bournemouth, Lincoln and Norwich University.



# DRAGONS IN JURIES AND DESIGN ASSOCIATIONS

## SOCIAL RESPONSIBILITY

### ADC

Our Paris Consumer Branding CEO is a member of the Association Design Conseil board 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.

**ASSOCIATION  
DESIGN  
CONSEIL**

### EPDA

The CEO of our Warsaw agency is vice-president of the European Brand & Packaging Design Association, the first of international scope. the first European network bringing together designers and design agencies of international scope.  
EPDA logo

**epda** European Brand & Packaging Design Association

### POLSKI KLUB BRANDINGU

Our Warsaw office CEO is also an active member of the Klub Brand Design SAR, which brings together marketing and communication agencies from Poland. As a member of the creation committee of the white paper on good market practices, she frequently gives lectures.



### DBA

Our agencies in London and New York are members of the Design Business Association, a community of over 400 design agencies and design-centric companies that are concerned with raising trade standards and improving the perception of their industry.



### HAMBURG

Our Hamburg Executive creative director is active in many juries and member of Art Directors Club Germany, Art Directors Club Europe, D&AD London, DDC Frankfurt



# **OBJECTIVES 2021**

## OBJECTIVES 2021

### HR:

- We will complete our extensive **welcome guide**, to be given to all new Dragons to help familiarize them with our culture, their new post and agency. This will be part of a more developed on boarding program.
- We will work to establish a **Dragon Rouge Global Gender Equality Index** in order to include all of our agencies in this index, to track our progress and continue to improve.
- Duplicate globally our **Charter** on the right to disconnect.
- Explore **further Diversity and Inclusion** initiatives and define company wide goals

## OBJECTIVES 2021

### ENVIRONMENTAL:

- Awareness campaign promoting **better sorting of waste** and better signage.
- Transition **to 100% LED lighting** in Paris in 2021- currently at 80% in 2020.
- Renewal of our car fleet for **hybrid or electric vehicles**.
- Improvement of spaces related to **bicycle parking**.
- Switch to more **recycled paper** for printers, across all of the agencies.
- Hold a **lottery for smartphones** ; study propositions for charitable donations of older tech.
- **Digitize** more of our administrative data to become paperless - both work and business contracts to be done digitally.

## OBJECTIVES 2021

### BUSINESS ETHICS:

- Continue to take **environmental factors** into account when choosing subcontractors and suppliers with the implementation of a CSR survey.
- As part of the “**Dragon Rouge Business Partner Code of Conduct**”, implementation of a whistle-blower digital tool
- Improve upon our **Ecovadis score**.
- Begin working on our goal of obtaining B Corp certification.

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THANK YOU

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