




NON-FINANCIAL  
**INDICATORS HANDBOOK**

| 2013

vivendi

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## NON-FINANCIAL INDICATORS HANDBOOK | 2013

The data and indicators noted with a  were published in Vivendi's Annual Report 2013 (AR 2013) and have accordingly been subject to verification by one of Vivendi's Statutory Auditors.

The attestation and limited assurance report presented p. 55 relates exclusively to these matters.

### Notes and legends applicable to all indicators presented in sections

- ▶▶ Societal, social and environmental indicators are presented in accordance with the requirements and structure of the French Grenelle II law.
- ▶▶ Unless otherwise stated, information is presented as consolidated data as of December 31, 2013.
- ▶▶ Cross-referencing with the principal reporting references is provided for each indicator. Accordingly, under the title of each indicator the following references are given:
  - “GRI”: the guidelines of the Global Reporting Initiative (G3.1 version), plus the Media Sector Supplement (MSS) and the Telecom Sector Supplement (TSS);
  - “UNGC”: the principles of the United Nations Global Compact; and
  - “OECD”: the OECD Guidelines for Multinational Enterprises.

The complete table of cross-references to the GRI guidelines is also available in the CSR section of Vivendi's website, where the ten CSR priority areas of action of the Group are also listed.

- ▶▶ For 2013 and 2012, the data is published in a consolidated format. Following the disposal in October 2013 of 88% of Vivendi's holdings in Activision Blizzard, 2013 non-financial data does not include Activision Blizzard information. The 2012 data was therefore restated for the purposes of the pro forma analysis. Information from the Maroc Telecom Group is included in the 2012 and 2013 non-financial data. 2013 data is broken down by subsidiary for certain indicators:
  - “C+G”: Canal+ Group;
  - “UMG”: Universal Music Group;
  - “GVT”: GVT;
  - “SFR”: SFR;
  - “MTG”: Maroc Telecom Group, which includes Maroc Telecom (“MT”) and its sub-Saharan subsidiaries (Onatel in Burkina Faso, Sotelma in Mali, Mauritel in Mauritania and Gabon Telecom in Gabon);
  - “Corporate”: Vivendi SA (for a number of social and environmental indicators); and
  - “Other”: data from Wengo, Digitick or other entities such as Vivendi Mobile Entertainment (VME) (for a number of social indicators).

The charts illustrating a number of indicators relate to 2013 data.

- ▶▶ “-”: data not applicable or not available

# 1

## Economic Indicators

1.1	Breakdown of Revenues	04
1.2	Investments in Content and Industrial Investments	05
1.3	Impact and Audience	05

The economic indicators presented hereafter are extracted from the Consolidated Financial Statements for the year-end December 31, 2013, prepared in accordance with International Financial Reporting Standards (IFRS). Therefore, as from the second quarter of 2013, in compliance with IFRS 5, Activision Blizzard and Maroc Telecom Group have been reported in Vivendi's Consolidated Statement of Earnings as discontinued operations. In practice, income and charges from these two businesses have been reported as follows:

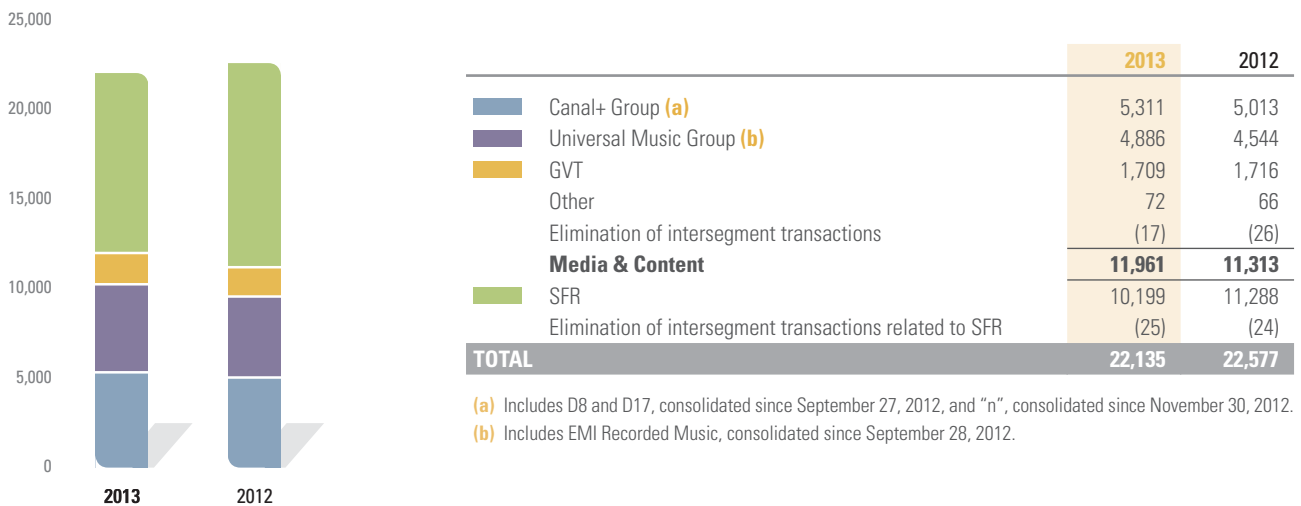
▶▶ their contribution until the effective divestiture, if any, to each line of Vivendi's Consolidated Statement of Earnings (before

non-controlling interests) has been grouped under the line "Earnings from discontinued operations";

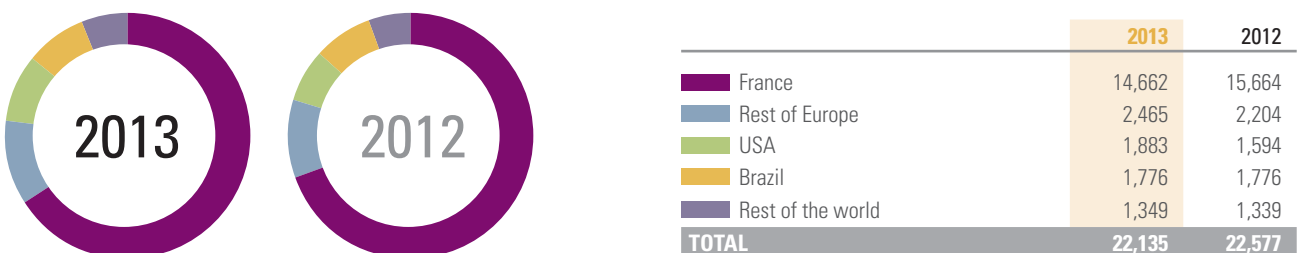
- ▶▶ in accordance with IFRS 5, these adjustments have been applied to all periods presented to ensure consistency of information; and
- ▶▶ their share of net income has been excluded from Vivendi's adjusted net income.

### 1.1 Breakdown of Revenues

Revenues by business segment (December 31 - in millions of euros)



Revenues by geographic area (December 31 - in millions of euros)



## 1.2. Investments in Content and Industrial Investments

Gross investments in content (€ millions)		
GRI	UNGC	OECD
DMA EC - Economic Performance aspect, EC1	1, 2	IV
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>2,435</b>	2,336*
C+G	1,783	
UMG	625	
Others	27	

\* 2012 data restated.

Gross investments in content represent the films, television and sports rights paid by Canal+ Group, advances paid by UMG to artists, as well as the €27 million of investments in content realized by Watchever (line "Others").

Net industrial investments (€ millions)		
GRI	UNGC	OECD
DMA EC Economic Performance aspect, EC1, TSS IO1	1, 2	IV, IX.1
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>2,624</b>	3,976*
C+G	211	
UMG	26	
GVT	769	
SFR	1,610	
Others	8	

\* 2012 data restated.

The line entitled "Others" represents the net industrial investments related to the other activities of the Group. In 2013, net industrial investments related to telecommunication activities (SFR and GVT) represented €2,379 million.

## 1.3. Impact and Audience

Number of subscriptions in Group's business units (thousands)		
GRI	UNGC	OECD
2.5, 2.7, DMA EC Market presence aspect, TSS PA4	-	-
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>48,480</b>	46,353*
C+G	14,671	
GVT	7,198	
SFR	26,611	

\* 2012 data restated.

This indicator does not apply to UMG. As of December 31, 2013, are measured in this indicator: regarding Canal+ Group, pay-TV subscribers around the world (France, Overseas, Africa, Vietnam and Poland); concerning GVT, the number of individual customers' lines and SME in service; as for SFR, the mobile and internet subscriber bases.

# 2

## Integrated Reporting Pilot Project

### Intangible cultural capital: the impact of the Group's investment in diversity of content on value creation

As Vivendi plans to focus on its media and content activities, and considering the growing demand from the Group's different stakeholders to better understand its overall performance, the General Management has launched an integrated reporting pilot project to illustrate how promoting cultural diversity, one of the strategic issues of Vivendi's CSR policy, creates societal and financial value while preventing risks and opening up opportunities to win markets.

#### ■ The Challenge

Vivendi exerts a human, cultural and intellectual influence on the lives of millions of customers and citizens worldwide due to the activities of the Universal Music Group, the world leader in music; the Canal+ Group, the leading French media company also active in French-speaking Africa as well as Poland and Vietnam, and its subsidiary Studiocanal, which is a leading European player in the production, acquisition, and international distribution and sales of films and TV series. Vivendi has a societal responsibility to satisfy the curiosity and varied tastes of its audiences on all continents, to help these audiences achieve their full potential, and to provide the necessary conditions for them to become open to the world and exercise their critical judgment.

In addition, cultural diversity is at the heart of Vivendi's businesses: music, television and film. Providing rich, original content; signing new artists in all categories; avoiding creative talent drain; meeting the expectations of our subscribers; making our platform attractive in a digital environment that disrupts the well-established practices – these are the goals being pursued by our businesses as they strive to preserve their leading position in their respective markets (please refer to diagram below).

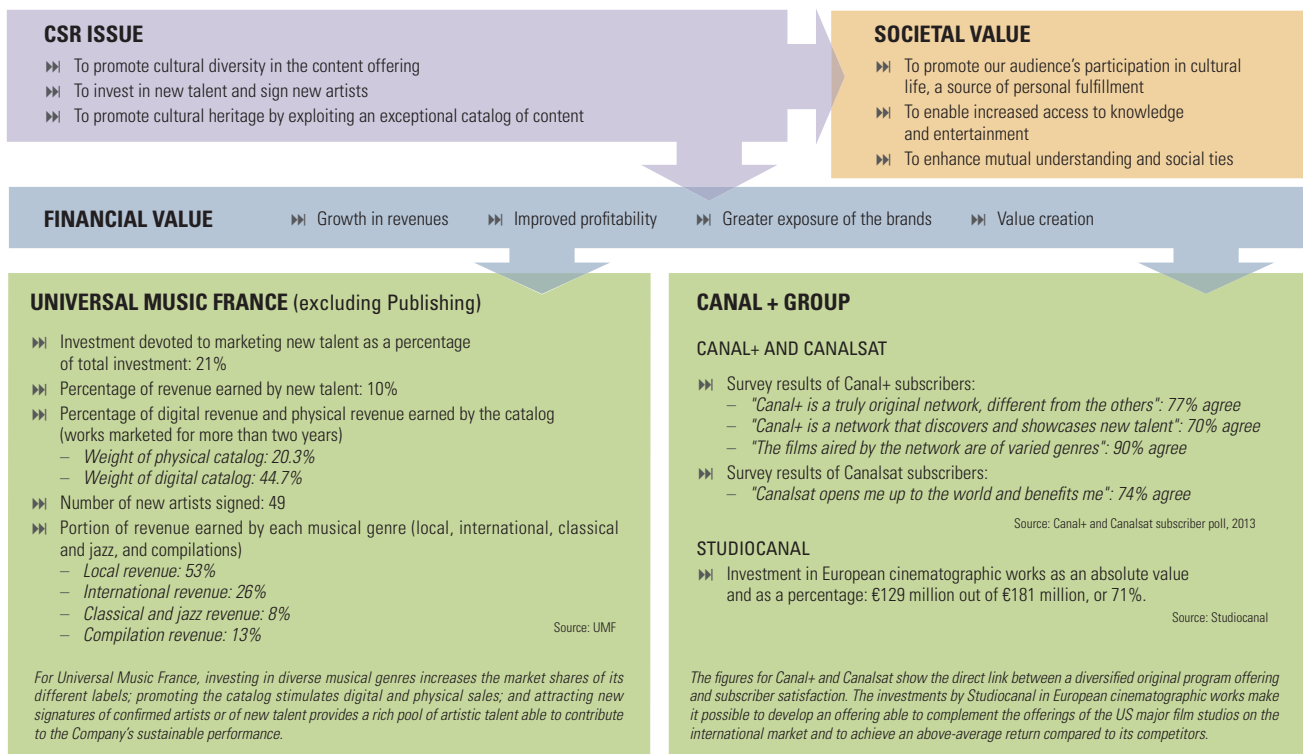
#### ■ The Approach

Vivendi decided to take a pragmatic approach to this pilot project and to implement it initially on a limited basis at Universal Music France, Canal+ in France, and Studiocanal. Led by Vivendi's Corporate Social Responsibility (CSR) Department, this initiative brought together the managers in charge of Finance and Strategy of these three entities of the Group and analysts representing investors (Amundi, Groupama AM, and Oddo Securities). Indicators establishing the link between investments in diversity of content and returns were chosen (please refer below). The materiality of these indicators was then submitted to analysts for review.

The chief financial officers of Vivendi's businesses have welcomed and given their full support to this approach and the analysts whose views were sought believe it to be innovative, scalable and fully integrated into the strategy of a key player in the media sector.

The aim is to enhance the value of the pilot project by 2015 through monitoring indicators and widening the scope of the project to include other CSR issues, after consultation with the Group's main stakeholders.

### Contribution to value creation of investment in diversity of content (2013 figures)



# Corporate Governance Indicators

## 3

3.1. Independence 07

3.2. Involvement in decisions 08

Vivendi fully adheres to AFEP and MEDEF Corporate governance code of listed corporations (further referred to as AFEP/MEDEF Code) as regards corporate governance and remunerations of its corporate officers. This code constitutes the corporate governance code to which Vivendi has voluntarily agreed to abide. For more information on corporate governance, please refer to Chapter 3 of the Annual Report 2013 (p.102-171).

## 3.1. Independence

### 3.1.1. Independence of the Members of the Supervisory Board

Presence of at least 50% independent members<sup>(1)</sup> on the Supervisory Board<sup>(2)</sup>, at least 50% on the Remuneration Committee<sup>(2)</sup> and 66.66% on the Audit Committee<sup>(2)</sup>

GRI	UNGC	OECD
4.1, 4.3, 4.6	-	II.6 and 7, III
	<b>2013</b>	<b>2012</b>
Supervisory Board	<b>70%</b>	73%
Strategy Committee	<b>67%</b>	75%
Audit Committee	<b>80%</b>	100%
Human Resources Committee	<b>71%</b>	83%
Corporate Governance and Nominating Committee <sup>(3)</sup>	<b>67%</b>	71%

Maximum average term of office of five years for members of the Supervisory Board<sup>(2)</sup>

GRI	UNGC	OECD
4.3, 4.6	-	II.6 and 7, III

The term of office of the members of the Supervisory Board is set at four years (Article 7 of the by-laws).

### 3.1.2. Independence of Members of the Supervisory Board towards Each Other

Publish the proportion of members of the Supervisory Board who have no crossholdings, who do not sit on the same Boards and who have no common origins (training, career, family)<sup>(1)(4)</sup>

GRI	UNGC	OECD
4.3, 4.6, 4.7	-	II.6 and 7, III
	<b>2013</b>	<b>2012</b>
Proportion	<b>100%</b>	100%

(1) Definition in the AFEP/MEDEF Code: not to be or have been an employee or corporate officer of a group company during the previous five years; not to be under the control of the executive of another company; not to have had commercial relations with one of the Group's customers or suppliers; not to have close family ties with the CEO, not to be a member of the board of the company for more than twelve years. Beyond the recommendations of the AFEP/MEDEF Code, the extended definition takes into account common university and professional origins, frequently encountered among French board members.

(2) AFEP/MEDEF Code.

(3) Nominations to the Supervisory Board are examined by the Corporate Governance and Nominating Committee.

(4) Other issues put forward by stakeholders.

# 3 Corporate Governance Indicators

Involvement in decisions

## 3.1.3. Independence of Auditors in Relation to Management

**Publish a breakdown of the auditors' audit and consulting assignments**

GRI	UNGC	OECD
4.3, 4.6, 4.9	-	II.6 and 7, III

	2013	2012
Information published in the Consolidated Financial Statements of the Annual Report	<b>Note 30 (AR 2013 p. 318)</b>	Note 29 (AR 2012 p. 318)

**Publish the number of meetings between auditors and members of the Supervisory Board without presence of the Management Board <sup>(2)</sup>**

GRI	UNGC	OECD
4.3, 4.6	-	II.6 and 7, III

	2013	2012
Number of meetings	<b>0</b>	0

## 3.2. Involvement in decisions

### 3.2.1. Involvement in decisions of the members of the Supervisory Board

**Maximum of five terms of office cumulated per member of the Supervisory Board (excluding non-French companies)**

GRI	UNGC	OECD
4.6	-	II.6 and 7, III

In compliance.

**Publish the number of meetings and average attendance rate of the Supervisory Board <sup>(3)</sup> and the different Committees that make it up <sup>(2)</sup>**

GRI	UNGC	OECD
4.6, 4.9	-	II.6 and 7, III

	2013	2012
Supervisory Board	<b>11 meetings</b> Attendance rate: <b>85%</b>	<b>9 meetings</b> Attendance rate: <b>93%</b>
Strategy Committee	<b>4 meetings <sup>(4)</sup></b> Attendance rate: <b>89%</b>	<b>3 meetings</b> Attendance rate: <b>78%</b>
Audit Committee	<b>4 meetings</b> Attendance rate: <b>95%</b>	<b>3 meetings</b> Attendance rate: <b>100%</b>
Human Resources Committee	<b>3 meetings</b> Attendance rate: <b>81%</b>	<b>3 meetings</b> Attendance rate: <b>80%</b>
Corporate Governance and Nominating Committee <sup>(5)</sup>	<b>7 meetings</b> Attendance rate: <b>84%</b>	<b>7 meetings</b> Attendance rate: <b>94%</b>

**Evaluate the operation of the Supervisory Board every three years <sup>(2)</sup>**

GRI	UNGC	OECD
4.7, 4.9-10	-	II.6 and 7, III

	2013	2012
Last assessment date	<b>January 2012 (please refer to Chapter 3, Section 3.1.1.12 of AR 2013 p. 133)</b>	January 2012 (please refer to Chapter 3, Section 3.1.1.12 of AR 2012 p. 130)

Existence of internal regulations for the Supervisory Board and for each of its Committees.

(1) Please refer to Note 1 p. 7.

(2) AFEP/MEDEF Code.

(3) Other issues put forward by stakeholders.

(4) Including a two-day seminar.

(5) Nominations to the Supervisory Board are examined by the Corporate Governance and Nominating Committee.



### ■ 3.2.2. Involvement in Decisions of the Members of Management Board

#### Maximum of five terms of office cumulated per member of the Management Board (excluding non-French companies)

GRI	UNGC	OECD
4.6	-	II.6 and 7, III

In compliance.

#### Publish the number of meetings and average attendance rate of the members of the Management Board

GRI	UNGC	OECD
4.6, 4.9	-	II.6 and 7, III

	2013	2012
Number of meetings and attendance rate	17 (100%)	17 (98%)

### ■ 3.2.3. Involvement in Decisions of Shareholders

#### Publish shareholders' attendance rate in Annual General Shareholders' Meeting<sup>(1)</sup> Publish ballot results of the resolutions submitted to shareholders<sup>(1)</sup>

GRI	UNGC	OECD
4.4, 4.16	-	II.6 and 7, III

Published the day of Annual Shareholders' Meetings on the website [www.vivendi.com](http://www.vivendi.com).

### ■ 3.2.4. Involvement in Decisions of Other Stakeholders

#### Operations on company shares

GRI	UNGC	OECD
-	-	II.6 and 7, III

Operations on shares are prohibited for a period of 30 calendar days preceding and including the day of publication of the company's quarterly, half-yearly and annual financial statements, as well as in the case of awareness of information which, if made public, would have an impact on the company's share price. All hedging operations are prohibited.

#### Representation of employee shareholders at the Supervisory Board

GRI	UNGC	OECD
4.4, 4.9, 4.16, 4.17	-	II.6 and 7, III

The Combined General Shareholders' Meeting held on April 30, 2013 approved the appointment of an employee shareholding representative subject to the provisions of Article L.225-71 of the French Commercial Code and the Company's bylaws, which enable this kind of appointment when the employee shareholding reaches 3%.

#### Performance conditions related to performance shares<sup>(2)</sup>

GRI	UNGC	OECD
-	-	II.6 and 7, III

	2013	2012
Performance shares	(Please refer to Chapter 3, Section 3.4 of AR 2013 p.152-155)	(Please refer to AR 2012 p.145-150)

#### Percentage of questions on corporate societal responsibility at Annual Shareholders' Meeting<sup>(3)</sup>

GRI	UNGC	OECD
4.4, 4.9, 4.16, 4.17	-	II.6 and 7, III

	2013	2012
Percentage of questions	21%	17%

The grant of performance shares is subject to external and internal criteria evaluated during two years. The period for assessment of the performance criteria attached to the plans is expected to be increased from two to three years.

(1) Within 15 days following the General Meeting (Article R.225-106-1 of the French Commercial Code).

(2) The company no longer grants stock options since 2013.

(3) Other issues put forward by stakeholders.

# 4

## Societal Indicators

4.1.	Vivendi's Three Strategic Issues relating to Human Rights	10
4.2.	Local, Economic and Social Impact of Business Activity	16
4.3.	Relations with Stakeholders	20
4.4.	CSR criteria in the purchasing policy and relations with suppliers and subcontractors	21
4.5.	Fair Business Practices	23

In the societal component of the French Grenelle II law, the category of information relating to initiatives that promote human rights (please refer to AR 2013 Section 1.2.3, p. 52) includes the Group's indicators covering Vivendi's three CSR strategic issues: (i) protecting and empowering young people when they use digital media, (ii) promoting cultural diversity in content offerings and in artistic expression and (iii) knowledge sharing, including through pluralism of content, accessibility and media education.

Data on compliance with the fundamental conventions (1) of the International Labor Organization (ILO) is discussed in the suppliers and sub-contractors section (please refer to Section 4.4. p.21) and in the "Social Indicators" chapter (please refer to Section 5.7. p.44).

### 4.1. Vivendi's Three Strategic Issues relating to Human Rights

#### 4.1.1. Protecting and Empowering Young People

In 2003, Vivendi defined one of its three strategic issues as protecting and empowering young people (please refer to AR 2013 Section 1.1.1. p. 48). In 2008, by adopting the Data and Content Protection Charter, the Group has undertaken to respect the freedom of expression while also preventing the spread of unlawful material, particularly with regard to children.

To achieve this balance, Vivendi undertakes to:

- ▶▶ promote techniques for choosing or controlling content (filtering systems and other selection methods);
- ▶▶ actively cooperate with the competent authorities against the spread of unlawful material;
- ▶▶ promote ethical standards and guidelines on which the Group builds its future; and
- ▶▶ promote parents' and children's awareness of new media uses.

The commitments contained in this Charter have been taken for and on behalf of all the Group's subsidiaries. Vivendi takes steps to ensure that its commercial partners comply with the values and rules of conduct in this Charter in all countries in which its subsidiaries operate.

**Existence of a formal commitment to ethics on content (production and/or distribution), specifically including the protection of young audiences** 

GRI	UNGC	OECD
4.8 DMA, PR MSS Content creation and distribution, TSS PA7	1, 2	II, IV, VIII

(1) Fundamental conventions of the ILO relating to the freedom of association and recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, and discrimination in the area of employment and profession.

Each subsidiary has reviewed in detail and taken steps to implement the Group's formal commitments contained in the Data and Content Protection Charter.

- ▶▶ Canal+ Group's Ethics Charter stipulates that "the channels shall ensure the protection of children and young people, and to this effect apply program classification according to degrees of appreciation and acceptability with regard to the protection of childhood and youth by applying the corresponding standards". This classification is also conveyed on all new technical media for broadcasting audiovisual programs.

In addition, Article 21 of the agreement entered into between Canal+ and the French Broadcasting Authority (CSA) requires that the channels ensure that "in broadcasts intended for young audiences, violence, even psychological, must not be perceived as continuous, omnipresent or presented as the sole solution to conflict".

- ▶▶ Universal Music Group complies with the local regulations of each country in which it operates. In Japan, for example, UMG is a member of the Music Production Ethics Committee run by the Recording Industry Association of Japan (RIAJ). In Brazil, local law contains a commitment to the protection of children and young people. In addition, UMG places a "Parental Advisory – Explicit Content" notice on CDs where song lyrics may be inappropriate for children.
- ▶▶ In Brazil, GVT adheres to the rules of the National Advertising Self-Regulatory Council concerning ethical standards applicable to advertising, especially where young people are concerned. The fundamental principle is that advertising should contribute to the development of responsible citizens. Accordingly, advertising for products aimed specifically at young people must contribute to good relations between young people and their parents and teachers; promote responsible behavior; and avoid portraying the idea that consumption of the product will improve the consumer's personal circumstances.
- ▶▶ In its Ethics and Commitment Code, SFR undertakes to "make resources, particularly technical resources, available in order to disable access to certain services or content for the protection of children".  
The operator is also a signatory to several charters that explicitly include the protection of young audiences: Charter for the Provision of Online Hosting Service and Internet Access Concerning Combating Certain Specific Content (proposed by the French Association of

Internet Access and Services Providers (AFA)), SMS+ Ethics Charter, Operators' Charter of Commitments on Mobile Multimedia Content (proposed by the French Telecoms Federation (FFT)).

- ▶▶ To protect young users from the risks associated with the use of new technologies, Maroc Telecom has undertaken several initiatives:
  - The content placed online on the Menara platform complies with the Casanet Editorial Charter (ethical commitments);
  - The operator has signed an Ethics Charter on the content of mobile messaging services (chat, SMS, MMS and WAP) and other services accessible via mobile (A-Ghany service and MobileZone). The Charter specifies that "the service broadcaster undertakes not to provide to the public messages of a violent or pornographic nature, or that which is offensive to individuals and human dignity"; and
  - The employees of the Group are invited to use the social media responsibly with the assistance of an internal manual of procedures and user guidelines, while a participation charter reminds the visitors of the Maroc Telecom Facebook page of the rules of use (a ban on messages that are (i) insulting (ii) defamatory (iii) non-compliant with Moroccan laws and (iv) offensive to privacy, individuals and human dignity).

**Mechanisms for implementing and monitoring this commitment**

GRI	UNGC	OECD
MSS M2, M4, TSS PA7	1, 2	II, IV, VIII

Each business unit has implemented internal and/or external mechanisms to ensure compliance with and monitoring of this commitment:

- ▶▶ specific internal or external control body (C+G, UMG, MTG);
- ▶▶ appointment of a dedicated officer for this issue (C+G, SFR, MTG);
- ▶▶ intervention of an internal or external mediator (C+G, SFR, MTG);
- ▶▶ tools or information and public awareness campaigns on this issue (C+G, GVT); and
- ▶▶ performance audits, assessments or external surveys (C+G).

**4.1.2 Promoting Cultural Diversity**

Vivendi aims to encourage diversity in musical repertoires and cinematographic expression, to discover and support new talent, promote local artists and enhance cultural heritage (please refer to AR 2013 Section 1.1.1. p. 48).

In order to provide concrete illustrations of the major role played by culture in fostering economic growth and enhancing social cohesion, in 2012, Vivendi launched the website "Culture(s) with Vivendi" (cultureswithvivendi.com). Focusing on cultural diversity, this site offers an insight to the cultural industries and the creative world:

- ▶▶ the "Artist Inspirations" section enables a better understanding of the diversity of musical and cinematographic influences that

inspire artistic creation, by offering web users a chance to explore the worlds of different artists and giving them access to varied repertoires of musical or cinematographic works, occasionally little known;

- ▶▶ the section devoted to "Creative Jobs" presents the value chain and the highly diverse range of professions found in the cultural industries through interviews with professionals;
- ▶▶ the "Intercultural Dialog" section illustrates how culture promotes mutual understanding, through numerous testimonials of artists, students and experts; and

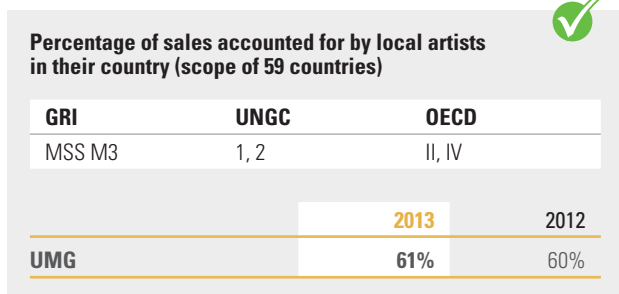
# 4 Societal Indicators

Vivendi's Three Strategic Issues relating to Human Rights

» the "De Facto" section puts culture at the heart of sustainable development, using facts and figures, testimonials and studies. This is a special forum for anyone wishing to demonstrate the link between culture, human development, openness towards others, access to knowledge and the fight against poverty. As a resource center, this section especially aims at gathering arguments for the integration of culture into the new global strategy for sustainable development and into the Next Millennium Goals, to be adopted in 2015-2030.

## 4.1.2.1 Musical Diversity

Cultural diversity is at the heart of the business activity of Universal Music Group, which covers approximately fifty labels. UMG offers a vast catalog with a wide variety of musical genres. It bases its growth policy on developing international artists, but also on developing local talent, whether young talent or best-selling acts, in order to maintain its leadership position in its different national markets (please refer to Integrated reporting pilot project p.6).



UMG artists achieve distinction every year with their undisputed worldwide success, recording the strongest album sales due to best-selling acts such as Lana Del Rey, Mumford and Sons, Rihanna, Jessie J, Rod Stewart and Robbie Williams. UMG set a new record in 2013, holding nine titles of the top ten digital sales in the August 2013 Billboard ranking in the United States, based on Nielsen SoundScan sales figures. These nine titles are the end result of a balanced combination of new and best-selling artists, covering a wide range of genres, particularly country music, pop, R&B, rock and electronic music (EDM), representing the diversity of this major company's labels.

UMG's music labels, including prestigious classical music labels, are known for their ability to identify talent and sign on artists of every genre, as demonstrated by the numerous prizes awarded every year.

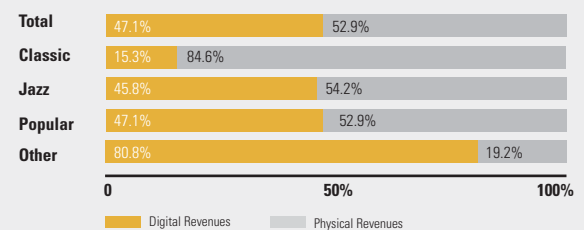
In September 2013, UMG once again received a number of awards at the Gramophone Awards ceremony (the equivalent of the Academy Awards for classical music). The Decca and Deutsche Grammophon labels won four prestigious awards. Decca was recognized as Label of the Year. Jan Lisiecki, an 18-year-old Polish Canadian pianist, was named Young Artist of the Year. Correspondances de Dutilleux, an extraordinary tribute to the composer on the occasion of his 97<sup>th</sup> birthday, starring soprano Barbara Hannigan, cellist Anssi Karttunen and the Radio France Philharmonic Orchestra conducted by Esa-Pekka Salonen, won in the contemporary music category, and Wagner, starring tenor Jonas Kaufmann, bass baritone Markus Bruck and the Orchestra and Choir of the Deutsche Oper in Berlin, won in the vocal category.

## Breakdown of UMG physical and digital sales by musical genre

GRI	UNGC	OECD
MSS M3	1, 2	II, IV

	<b>2013</b>	<b>2012</b>
Classic	<b>2.7%</b>	4.7%
Jazz	<b>0.8%</b>	2.6%
Popular	<b>93.8%</b>	92.5%
Other	<b>2.7%</b>	0.2%

	Digital Revenues	Physical Revenues
Classic	0.9%	4.4%
Jazz	0.7%	0.8%
Popular	93.8%	93.9%
Other	4.6%	1%

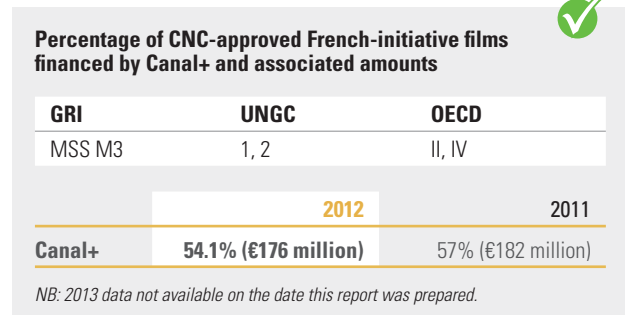


## 4.1.2.2 Audiovisual Diversity

Canal+ Group is a leading contributor to the promotion of audiovisual and cinematographic expression in France. Through its subsidiaries, it also plays a major role in this area in Europe, the French overseas territories and in Africa. Cinematographic diversity is one of the pillars of Canal+ channel's editorial line (please refer to Integrated reporting pilot project p.6).

### » Support for cinematographic creation in France

In 2012, Canal+ was the leading contributor to French cinema. It actively supports film production by financing 54% of French films approved by the French National Center for Cinema and the Animated Image (CNC), to a total amount of €176 million.



### »» Discovery of new talent and supporting young filmmakers

Canal+ Group pays special attention to the discovery of talent and to empowering young filmmakers. In 2012, the Canal+ channel pre-purchased 27 leading French films.

Number of debut films financed by Canal+		
GRI	UNGC	OECD
MSS M3	1, 2	II, IV
	2012	2011
Canal+	27	30

NB: 2013 data not available on the date this report was prepared.

Moreover, in addition to the talent identification program, *Repérages*, the channel develops specific programs to identify new talent, including:

- »» the "Ecrire pour" collection;
- »» the "Nouvelle trilogie";
- »» the "Laboratoire d'Images"; and
- »» the magazine "L'Oeil de links".

### »» Contribution to international audiovisual diversity

For several years, Canal+ Africa has supported numerous African cinematographic productions. Since 2005, 42 films have been co-produced or pre-financed and 12 African films are broadcast each year on the Canal+ channel. In 2013, seven cinematographic projects were co-financed: *Braquage à l'africaine* by Owell Brown (Ivory Coast); *La lune est tombée* by Gahité Fofana (Guinea); *Cellule 512* by Missa Hébié (Burkina Faso); *Le futur dans le rétro* by Jean-Marie Téo (Cameroon); *Portraits au féminin* by Issaka Compaoré (Burkina Faso); *Gris-gris* by Mahamat Saleh Haroun (Chad); *Aya de Yopougon* by Marguerite Abouet (Ivory Coast). Moreover, for several years Canal+ Africa has supported three major festivals: the PanAfrican Film Festival of Ouagadougou (FESPACO), the Festival *Ecrans Noirs*, and the Festival *Clap Ivoire*.

Studiocanal, a wholly-owned subsidiary of Canal+ Group, plays a key role in promoting this diversity with a rigorous policy in terms of the production, distribution and optimization of cinematographic heritage. Studiocanal, which comprises the French entity as well as its British and German subsidiaries, has established itself as a leading European player in the co-production, acquisition and distribution of films. Since 2012, it is also present in Australia and New Zealand following the acquisition of Hoyts. In September 2013, Studiocanal entered into an agreement with Radio Canada for distribution of its European catalog in Canada (including more than 1,400 films in French), thus consolidating its leading position in the distribution of French content on the Canadian market.

In 2013, nearly 2,600 cinematographic works were disseminated by Studiocanal in at least one of these three countries (France, UK, Germany), and approximately 1,000 titles outside those three areas.

### Number of films from Studiocanal's catalogue that are exploited on the three territories (UK, France, Germany) and outside these three territories

GRI	UNGC	OECD
MSS M3	1, 2	II, IV
	2013	2012
Films exploited on the three territories	2,600	2,595
Films exploited outside these three territories	1,000	1,000

In 2013, Studiocanal produced 17 feature-length films from filmmakers of seven different nationalities (please refer to Integrated reporting pilot project p. 6).

### Filmmakers whose films were produced or co-produced by Studiocanal during the year (by citizenship)

GRI	UNGC	OECD
MSS M3	1, 2	II, IV
»» French		
– <i>Elle l'aime, elle l'adore</i> by Jeanne Herry;		
– <i>Barbecue</i> by Eric Lavaine;		
– <i>Fonzy</i> by Isabelle Doval;		
– <i>Lou! Journal intime</i> by Julien Neel;		
– <i>Un monde truqué</i> by Jacques Tardi, Franck Ekinci and Christian Desmares;		
– <i>C'est compliqué</i> by Manu Payet and Rodolphe Lauga;		
– <i>The Gunman</i> by Pierre Morel.		
»» British		
– <i>Paddington</i> by Paul King;		
– <i>Untitled Cycling Project</i> by Stephen Frears;		
– <i>Shaun the Sheep</i> by Richard Starzak and Mark Burton.		
»» Belgian		
– <i>Robinson Crusoe</i> by Ben Stassen and Vincent Kesteloot;		
– <i>Le manoir magique</i> by Ben Stassen and Jérémie Degruson;		
– <i>African Safari 3D</i> by Ben Stassen.		
»» Spanish		
– <i>Mindscape</i> by Jorge Dorado;		
– <i>El niño</i> by Daniel Monzon.		
»» Iranian		
– <i>Two Faces of January</i> by Hossein Amini.		
»» Swedish		
– <i>The Hundred-Year Old Man Who Climbed Out the Window and Disappeared</i> by Felix Herngren.		
»» American		
– <i>Cuban Fury</i> by James Griffith.		

With a commitment to promoting and preserving cultural heritage, Studiocanal has restored several films, including *Plein Soleil* by René Clément, *La Bête Humaine* by Jean Renoir and *Le Roi et l'Oiseau* by Paul Grimault.

# 4 Societal Indicators

Vivendi's Three Strategic Issues relating to Human Rights

## 4.1.2.3 Promotion of Languages

### Number of languages sung by artists in the UMG catalogue in albums release in the national territory

GRI	UNGC	OECD
MSS M2	1, 2	II, IV
	<b>2013</b>	<b>2012</b>
<b>UMG</b>	<b>44*</b>	44

\* English, French, Portuguese, German, Spanish, Greek, Danish, Swedish, Italian, Catalan, Hungarian, Polish, Czech, Slovak, Japanese, Sanskrit, Hindi, Punjabi, Gujarati, Tamil, Urdu, Nepalese, Sindhi, Bengali, Kashmiri, Marathi, Malay, Afrikaans, Zulu, Xhosa, Basotho, Tsonga, Nigerian, Venda, Cantonese, Mandarin, Korean, Tagalog, Pampangan, Arab, Swahili, Russian, Dutch, Thai.

### Percentages of subtitled and dubbed films carried by the Canal+ Group's channels

GRI	UNGC	OECD
MSS M2, M4	1, 2	II, IV
	<b>2013</b>	<b>2012</b>
Dubbed films	<b>100%</b>	100%
Subtitles films	<b>100%</b>	100%

### Number of dubbed/subtitled movies by Studiocanal, and number of languages used by subtitling and dubbing

GRI	UNGC	OECD
MSS M2, M4	1, 2	II, IV
	<b>2013</b>	<b>2012</b>
Dubbed films	<b>50 in 4 languages</b>	28 in 4 languages
Subtitles films	<b>150 in 4 languages</b>	91 in 6 languages

## 4.1.3. Knowledge Sharing

In 2003, knowledge-sharing was identified by Vivendi as a third strategic issue within its scope of responsibility (please refer to AR 2013 Section 1.1.1. p. 48). The Group's shared objectives include having high standards regarding the quality of content, promoting pluralism, facilitating access and education to digital and media.

### 4.1.3.1. Pluralism of Content

Respect for the freedom of expression is inscribed in Vivendi's Data and Content Protection Charter. With approximately 48.5 million subscriptions worldwide<sup>(1)</sup>, the Group pays particular attention to pluralism, quality of content and clarity of processing information.

In Vivendi's Reporting Protocol, pluralism is defined as follows: "The objective of pluralism is to ensure that customers, subscribers, consumers, viewers and listeners have diversified information, especially political information, which does not deprive them of the capacity to exercise their freedom of opinion and choice. A pluralist media offering is thus derived from a plurality of independent stand-alone media reflecting the widest possible diversity of opinions and ideas."

The Vivendi Group, which is in the process of shifting its focus to its activities in the media sector, uses this common definition to encourage and follow the efforts of its subsidiaries in this area.

### Existence of a formal commitment in favor of pluralism of content



GRI	UNGC	OECD
4.8, PR MSS		
Content creation	1, 2	II, IV

Canal+ Group is committed to promoting pluralism of content. With the production of its documentaries, the broadcasting of its continuous information channel i>Télé and all the international channels comprising the Canal+ Overseas range, Canal+ Group is a key player in the pay-TV landscape. It therefore plays a major role in stimulating the critical thinking of its audience.

The editorial policy of the Canal+ Group applies to all channels. In its Ethics Charter, Canal+ Group undertakes to respect pluralism: "In accordance with the constitutional principles of freedom of expression and communication and their editorial independence, the channels ensure the pluralism of expression of ideas and opinions (...), oversee respect for different political, cultural and religious sensibilities, (...) and demonstrate rigor in the presentation and treatment of information (...)."

In addition, under the agreement entered into between Canal+ and the CSA, the channel "ensures the pluralism of expression of ideas and opinions, especially in the context of the recommendations formulated by the CSA. It makes every effort to respect this pluralism in comparable programming conditions. The channel's journalists, presenters, organizers and employees work to provide a fair presentation of controversial issues and to ensure that different points of view are expressed" (Article 8).

(1) Data not including activities sold or in the process of sale as of 12/31/2013. On a pro forma basis, the Group had nearly 46 million subscriptions as of 12/31/2012.

**4.1.3.2. Facilitating Accessibility of Offers, Products and Content**

Vivendi aims to facilitate access to cultural content and to information and communications technologies, so that the most isolated audiences, whether as a result of living in remote areas (please refer to Section 4.2.3. p.19), their age or their financial situation, can all have their share of the benefits of the digital revolution. One of the prevailing concerns of the Group's subsidiaries is to combat the digital divide by developing specific offerings and services.



**Initiatives in favor of accessibility of offers, products and services**

GRI	UNGC	OECD
EC9, MSS M4, TSS PA1, PA3	1, 2	II, IV

- ▶▶ Canal+ Group's channels are committed in the area of accessibility to content. They already offer their subscribers two systems: subtitles for those who are deaf or hearing-impaired, and audio-description for those who are blind or visually-impaired. Since June 2012, Polish children who are hearing-impaired have been able to watch cartoon series in sign language on the MiniMini+ and teleTOON+ channels.
- ▶▶ Universal Music Group develops digital music services in the territories where it is present, which facilitates access to its offerings. UMG's digitalization of its exceptional catalog of music works is a privileged means of accessing thousands of recordings no longer available on physical media.
- ▶▶ In Brazil, high-speed Internet is considered an opportunity to access knowledge and as a key to social mobility for the middle class. According to the latest study by the Brazilian Institute of Geography and Statistics (IBGE) based on data dating from 2011, the middle class is the class that uses the Internet the most. GVT applies special rates to low-income customers.  
GVT also offers billing in Braille and a customer service suited to customers who are deaf or hearing-impaired.

- ▶▶ SFR is strongly involved in adapting and improving accessibility to radiocommunication services for people with a disability. Since 2005, it has been a signatory to the Charter "Facilitate access to mobile telephony by the people with a disability" of the French National Union for the Social Integration of the Hearing-impaired People (Unisda), and, since 2011, to the Charter of Voluntary Commitments of the operators of the French Telecommunications Federation, in order to facilitate access by the disabled to electronic telecommunications services.

For the second consecutive year, SFR won the Disability Matters Award for its partnership with the Jaccede.com association. The "Jaccede Mobile" application facilitates daily use by persons with reduced mobility by offering a collaborative guide containing more than 27,000 accessible locations and points of interest.

Since 2009, the Téléphonie solidaire program has provided educational support to low-income persons with financial difficulties to help them manage their mobile telephony expenses. In 2012, more than 2,500 persons benefited from this program. In 2013, SFR and Emmaüs Défi worked on making the Téléphonie solidaire program (now Connexions solidaires) available nationwide, with the opening of welcome centers in Grenoble, Marseilles, Lens and Saint Denis. The number of beneficiaries at year-end 2013 was nearly 4,000.

- ▶▶ In order to enable populations to cross cost-barriers and facilitate their access to telephony and the Internet, Maroc Telecom and its subsidiaries are focusing all their capacities for innovation on continually enhancing their range of products and services. They maintain a voluntary price reduction policy that applies to all offerings: mobile, fixed and Internet.

Maroc Telecom is also continuing to strive for the democratization of Internet use for schools and universities. It is the chief contributor to the national programs Génie, Injaz and Nafid@, which have the common goal of promoting access to ICTs and their appropriation by the school community. Maroc Telecom has enabled nearly 50,000 students and nearly 178,000 teachers to obtain high-speed Internet at reduced rates (in 2013 alone, including nearly 15,000 students and more than 21,500 teachers), thus raising Maroc Telecom contribution to 59% and 70% of these programs, respectively.

Students also benefit from reduced rates for laptops provided by Maroc Telecom.

# 4 Societal Indicators

Local, Economic and Social Impact of Business Activity

## 4.2. Local, Economic and Social Impact of Business Activity

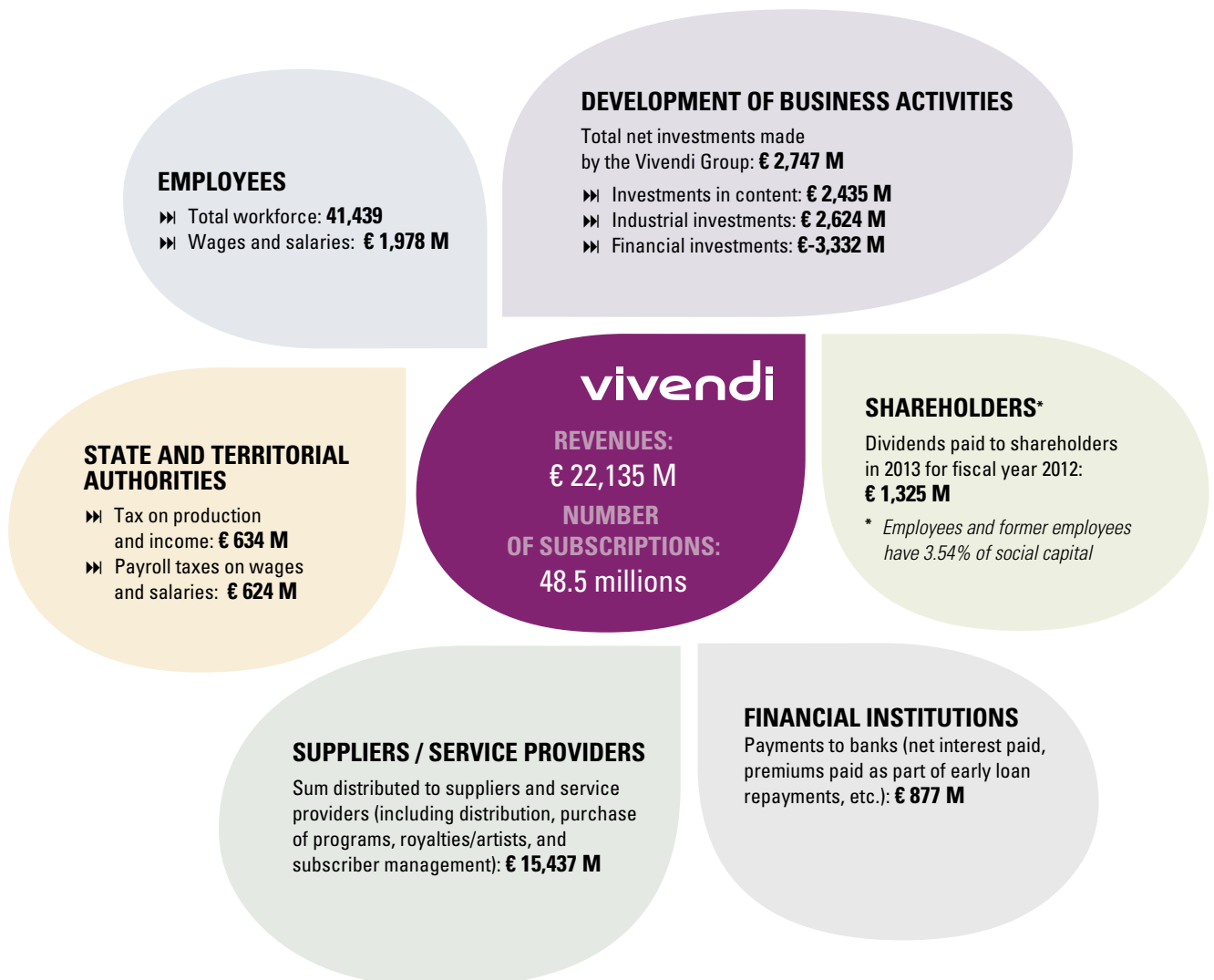
Vivendi plays a major role in the development of the territories in which it operates. Due to its different subsidiaries, the Group is a key partner of local economic players, as evidenced by the following:

»» sharing the value produced by Vivendi with its principal stakeholders;

»» contributing to employment and regional development; and  
 »» digital development of territories.

### 4.2.1 Distributing the Value Produced

The chart below shows schematically the distribution of the value produced by Vivendi among major stakeholders (data as of 12/31/2013 excluding activities sold or in the process of sale as of 12/31/2013, i.e., excluding Activision Blizzard and Maroc Telecom Group).





## 4.2.2 Contributing to Employment and Local Development

Vivendi assesses its contribution to the development of the territories in which it operates. This analysis focuses on three geographic regions: Brazil, Africa and France, representing 84% of its workforce and 78% of its revenues.

The indicators below include all the Group's subsidiaries that are present in the three geographic regions identified:

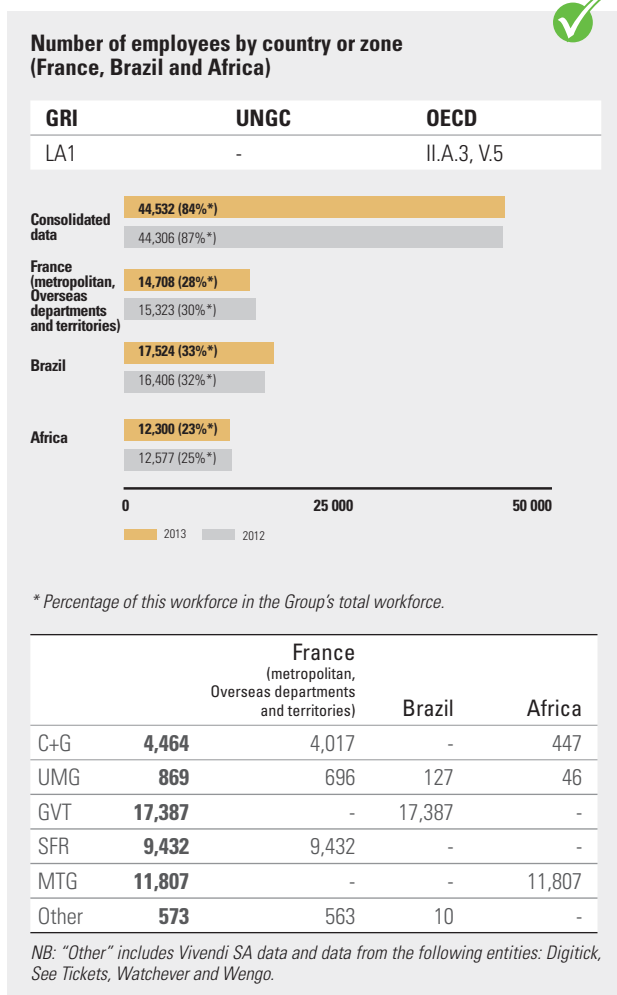
**Brazil:** UMG, GVT;

**Africa:** Canal+ Group (Cameroon, Ivory Coast, and Senegal), UMG (South Africa), Maroc Telecom Group (Burkina Faso, Gabon, Mali, Morocco, Mauritania); and

**France:** Canal+ Group, Universal Music France, SFR, Headquarters.

### Direct jobs

As of 12/31/2013, Vivendi employed 44,532 employees in France, Brazil and Africa.



As of December 31, 2013, Vivendi had 14,708 employees in France: 13,986 in metropolitan France and 722 in Overseas departments and territories. Among the principal entities operating in metropolitan France, SFR employs 9,011 persons and the Canal+ Group 3,716 persons. In Overseas departments and territories, SFR employs 421 persons on Reunion Island (SRR teams) and the Canal+ Group 301 persons (Reunion Island, Guadeloupe, New Caledonia, Martinique and French Guiana).

### Ratio between total training expenditures and payroll (France, Brazil, Africa)

GRI	UNGC	OECD
LA10, LA11	6	II.A.4 and 8

	2013	2012
Consolidated data	2.58%	3.45%
France	2.34%	2.90%
Metropolitan	2.24%	2.82%
Overseas	4.97%	5.18%
Brazil	2.91%	3.93%
Africa	3.06%	4.98%

Following a year 2012 characterized by exceptional programs conducted by several group's subsidiaries in the countries covered by this indicator (in particular GVT in Brazil or Maroc Telecom and its subsidiaries in Africa), the ratio between training expenditures and compensation returned, in 2013, to a level in compliance with Vivendi's (a rate between 2.1% and 2.5% these past five years).

In Brazil and Africa, the Group promotes local employment, especially with regards to the subsidiaries of the Canal+ Group and UMG, due to a policy favoring employment of local professionals rather than expatriates for managerial positions. Thus, of the 1,331 managers employed in those geographical areas, 97.8% are local managers.

### Percentage of local managers (Brazil, Africa)

GRI	UNGC	OECD
EC7, LA13	6	II.A.3 and 4, V.1.e, V.5

	2013	2012
Consolidated data	97.8% (i.e. 1,302 managers)	ND*

Category	2013
C+G	88.6% (93 managers)
UMG	73.3% (11 managers)
GVT	99.2% (740 managers)
MT	98.5% (458 managers)

\* New indicator in 2013, no data from 2012

# 4 Societal Indicators

## Local, Economic and Social Impact of Business Activity

### » Indirect jobs

Through their activities in these three geographic regions, the different subsidiaries of Vivendi Group generate approximately 400,000 indirect jobs, i.e.:

- » jobs related to upstream industries: producers and the supply chain;
- » commercial services related to downstream industries: distributors, resellers and call centers;
- » jobs in real estate services; and
- » jobs in related commercial services excluding temporary workers: including legal advice, insurance, banking and restaurants.

#### Estimate of number of local jobs indirectly created (France, Brazil and Africa)

GRI	UNGC	OECD
EC9	-	II.A.3, V.5
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>Approximately 400,000</b>	More than 350,000
C+G	36,000	
UMG	2,825	
GVT	63,000	
SFR	Just under 50,000	
GMT	244,000	

In light of the variety of the Group's businesses and geographic locations, each subsidiary has used its own methodology to estimate the number of indirect jobs created:

- the estimate provided by Canal+ Group consolidates the data for France and relates to jobs generated by direct subcontractors, channels published by third parties and distributed by CanalSat, as well as French film and sports productions, and in 2013, for the first time, includes the African countries where the Group operates. Thus, in the countries where Canal+ Group has subsidiaries, the employees of distributors and the jobs of subcontractors (installation of satellite dishes, charging points, sales outlets, logistics warehouses and call centers) are considered indirect jobs. In the countries where Canal+ has no subsidiaries, direct distributors' jobs are also included.
- UMG used data provided by its suppliers (manufacturers and distributors).
- similar to last year, GVT focused on its supply chain and used a survey conducted by the Brazilian Institute for Applied Economic Research (IPEA). This survey does not mention any specific ratio of direct to indirect jobs in telecommunications services.

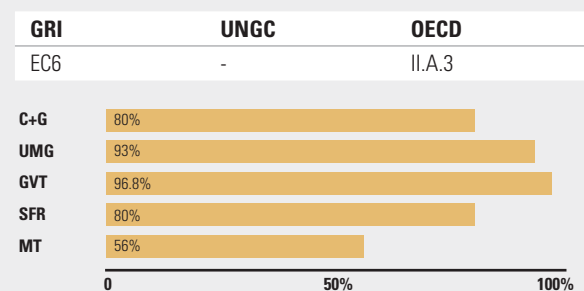
GVT calculated an average of the ratios of four service sectors (public utilities, communications, businesses and family), which it then revised downward due to the inclusion of call center teams in its workforce, which are usually excluded. With nearly 18,000 employees at year-end 2013, GVT estimates that it created 63,000 indirect jobs, applying a ratio of 1 to 3.5.

- SFR based its data on a survey conducted in 2012 for the French Telecommunications Federation (FFT, survey by Arthur De Little), which provides an estimate of the total number of direct and indirect jobs created by telecom operators in France. SFR's share of the mobile market (29.2% in the second half of 2013) has been applied to a total of approximately 170,000 indirect jobs, giving an estimate of approximately 50,000 indirect jobs created in France by SFR.
- to estimate the number of indirect jobs locally created, Maroc Telecom added together an estimate of the number of jobs attributable to indirect sales (estimate based on the average number of jobs according to type of sales, outlet and on the number of retailers estimated at year-end 2013) and the number of indirect jobs attributable to subcontracting (service provisions recorded by the Administrative and Facilities department). Maroc Telecom's subsidiaries have also used various methods to create their own estimates, resulting in a total of approximately 117,000 indirect jobs created in Burkina Faso, Gabon, Mali and Mauritania.

### » Contribution to local economies

The Vivendi Group has a significant economic impact through purchases made from local suppliers. More than 80% of the purchases of Canal+, UMG, GVT and SFR and more than half the purchases of Maroc Telecom are from local suppliers.

#### Estimate of percentage of purchases made from local suppliers (France, Brazil and Africa)



NB: New indicator in 2013, no feedback in 2012

In addition, Vivendi helps to make the territories more dynamic through partnerships with public authorities within the framework of job creation programs in areas experiencing economic pressure.

■ **4.2.3. Contributing to Territorial Digital Development**

Vivendi is committed to combating the digital divide. Its telecommunications subsidiaries are substantially investing in expanding their networks and their product offerings to make content and information technologies accessible to as many people as possible. In this way, they contribute to national digital development policies in the territories in which they operate.

This contribution is measured by two indicators:

- ▶▶ the number of rural or remote communities covered during the year, which the Group monitors for its telecom subsidiaries. In 2013, 3,700 rural or remote communities were covered by SFR and Maroc Telecom. The decline in the number of communities compared with the previous year does not reflect decreasing commitment by the two operators to the territory digital development; it is automatically adjusted to indicate the current state of advancement of these programs. Moreover, GVT is a recent operator in Brazil and so it is currently focusing its development activities on rolling out its network in Brazil's cities;
- ▶▶ the percentage of the population covered by the telephony network is monitored for the three operators, and shows that SFR and Maroc Telecom are key players in their countries, with networks covering almost the entire population. GVT is maintaining its pace of growth as it now covers more than 20% of the Brazilian population, confirming its position as a dynamic young operator.

In addition to these two indicators, the contribution by the subsidiaries of the Vivendi Group to digital development in its countries and regions is also shown by a number of initiatives:

- ▶▶ in January 2013, GVT launched a new offering that allows its customers to benefit from one of highest speeds in the world (25 Mbit/s), much higher than the average Internet speed in Brazil (2.2 Mbit/s);
- ▶▶ one year after launching 4G in France for individuals and businesses, SFR reached its ambitious goal and now covers more than 40% of the population in 4G, which, as of December 31, 2013, represents 1,200 cities opened to 4G.

Furthermore, in connection with the digital development project being implemented by the Departmental Council of Hauts-de-Seine (THD Seine), designed to make very high-speed Internet accessible to all by 2015, in December 2013, Sequalum (a Numericable Group subsidiary) and SFR signed an agreement to serve 160,000 households in ten cities of *Hauts-de-Seine*;

- ▶▶ Maroc Telecom has made reducing the digital divide one of the major objectives of its sustainable development policy

For years, the operator has made significant investments in fixed and mobile networks, making telephones and Internet accessible to the greatest possible number of people. It uses all available technologies and makes use of renewable energy to cover the most remote regions, seeking a fair balance between economic competitiveness, social progress and respect for the environment. One of Maroc Telecom's major objectives is to use new technologies to serve all populations, especially rural communities, to facilitate their access to communications, culture, knowledge, health and the media.

In 2013, under the Telecommunications Access Program (PACTE), Maroc Telecom covered 346 new rural communities, raising the total number of communities covered since the program was launched in 2008 to 7,155. Moreover, 8 new communities were covered in Gabon, 20 in Mauritania, 38 in Burkina Faso and 133 in Mali. At year-end 2013, this raised telephone coverage of the population to 97% in Gabon, 94.3% in Mauritania, 93% in Burkina Faso and 78% in Mali.

**Number of rural and/or remote communities covered in the year**



GRI	UNGC	OECD
2.7, TSS IO2, PA1	1,2	IV, IX.1
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>3,700</b>	4,196
SFR	3,155	
GMT	545	

**Percentage of population covered by telephony network**




GRI	UNGC	OECD
2.7, TSS PA4	1,2	IV
	<b>2013</b>	<b>2012</b>
GVT	<b>20.6%</b>	18%
SFR	<b>99.7%</b>	99.6%
GMT	<b>99%</b>	98.2%

### 4.3. Relations with Stakeholders

#### 4.3.1. Conditions for Dialog

Consultation with stakeholders is the core focus of Vivendi's CSR policy (please refer to AR 2013 Section 1.1.3. p. 49 and Section 1.2.4. p.52). The consultation process establishes a general framework that each of the subsidiaries adopts and maintains locally with its own stakeholders.

Means of dialog with stakeholders 		
GRI	UNGC	OECD
4.16, SO1, MSS M6, PR5	1, 2	II.A.3 and 14, IV, VIII, IX.5

In 2013, the subsidiaries maintained a steady and constructive dialog with stakeholders (information on the dialog of the telecom subsidiaries in relation to radio frequencies is found in Section 4.5.2.3. p. 26).

- ▶▶ In June 2013, Canal+ Group organized in France a consultation plenary meeting with consumers' associations and the presence of a mediator and corporate executives. It should be noted that the number of investigation files sent by the associations to Canal+ Group is constantly falling, down from 1,023 in 2011 to 509 in 2013.
- ▶▶ UMG has identified its principal stakeholders and embarked on active, open and cooperative interaction with them (artists and their managers, retailers, digital platforms, streaming services, national and European authorities). Relations, business negotiations and interaction with each of these groups are adapted and carried out locally by the heads of the Group's companies around the world.

- ▶▶ GVT has identified its principal stakeholders (consumer associations, unions, local communities, NGOs, municipal, state and federal regulatory and government agencies) and is highly attentive to their views and needs. The company has specific teams dedicated to these relationships (the mediator, human resources, communications, and institutional relations departments). The teams hold regular meetings and events or discussion forums.

Thus, GVT has taken part in PROCON meetings and meetings with Anatel (Brazil's telecommunications regulatory agency), with the aim of expanding its business to new cities in Brazil. The operator also participated in the "Dialog Era" forum, which brings together customer rights associations, the Federal Government and Anatel.


- ▶▶ SFR bases its CSR policy on a close relationship with its stakeholders (customers, consumer associations, disability associations, employees, social partners, suppliers, start-up, social entrepreneurs, the educational world, the public arena and civil society). In 2013, 16 discussion and information meetings were held with consumer associations. In addition, SFR meets with the national representatives of certified consumer associations and takes part in consultations within the National Consumers' Board and other working meetings set up by the government, and in joint consultative meetings organized by the French Telecommunications Federation.
- ▶▶ Maroc Telecom also meets regularly with its stakeholders, such as civil society, customers (through customer satisfaction surveys), the regulator, and competitors (within the Moroccan Association of Telecommunications Professionals (MATI), which is chaired by the Chairman of Maroc Telecom).

#### 4.3.2. Philanthropic Initiatives and Community Involvement

Since 2008, as a Group, Vivendi has supported social initiatives for disadvantaged young people through its Create Joy program. With a constant budget since its creation, this program enables young people in difficult circumstances to develop by working as part of joint cultural projects associated with the Group's businesses, including film-making, training in digital tools, musical awareness-raising, etc.

In 2013 Create Joy supported more than 30 charitable projects in France, Great Britain, the United States, Brazil, Morocco, Mali and Burkina Faso, benefitting more than 100,000 young people.

Each of the business units implements its own programs. In 2013, this represented a total budget of more than €20.5 million spent on community action.

Consolidated budget (excluding Vivendi SA) allocated to enterprise foundations, solidarity programs and sponsorship actions (in Euros) 		
GRI	UNGC	OECD
EC1, EC8, EC9, SO1	1	II.A.3 and 4, IV, IX.5
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>More than 20.5 million</b>	More than 19 million

- ▶▶ Canal+ Group offers financial, personnel or publishing support to numerous organizations: the Canal Foundation for Cinema (designed in particular to assist the network of small operators), Flying Doctors (working on healthcare development in Africa), Solidarité Sida Afrique (agency combating AIDS in Africa), Les Toiles enchantées and Flamme Marie Claire. In April 2013, Canal+ featured Sidaction in its programs, using testimonials, news reports, fund-raising

or special broadcasts. Numerous associations were given free advertising space on all the Canal+ Group's channels in 2013.

- ▶▶ The Kindia 2015 project, launched by the Canal+ documentary department, in contrast to on-the-spot current events news reports and broadcasts, follows the process of development in the city of Kindia in Guinea Conakry over the long term. This has led to the filming of four documentaries to be aired in prime-time slots between 2012 and 2015. At the same time, Canal+ Group has established an endowment fund for the associations being filmed. In October 2013, at the Cannes Corporate Media & TV Awards, Kindia 2015 by Anthony Orliange and François Bergeron received the Silver Dolphin award in the environment and ecology category, and *Global gâchis* by Olivier Lemaire received the Gold Dolphin award in the education category.
- ▶▶ UMG has undertaken a number of community support, partnership and philanthropic initiatives. These initiatives are carried out by each company within its country or region. For example, Universal Music Chile collaborates with Chile's Teleton Foundation through artists participating in the televised program aimed at raising funds for the rehabilitation of children with disabilities. In the United Kingdom, UMG sponsors the EMI Music Sound Foundation, which sponsors 36 music and entertainment schools. It awards individual

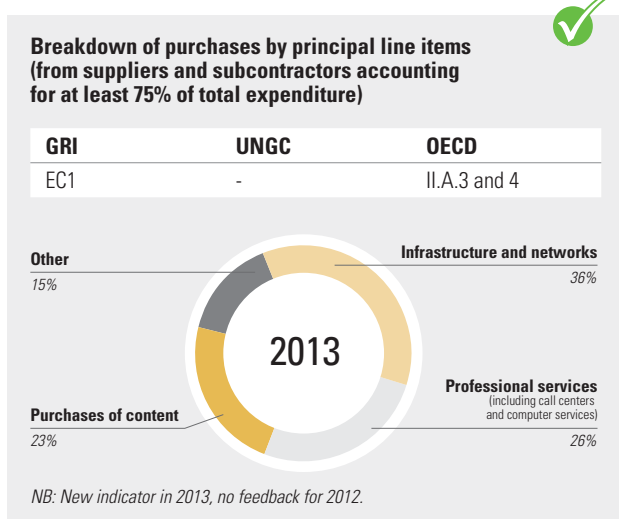
scholarships for the purchase of musical instruments and teacher training. In Australia, UMG has supported 18 festivals for all musical genres, while in South Africa, UMG donated 15% of the sales of the CD *The Voice of Mandela* to its children's fund.

- ▶▶ GVT has launched a new edition of its program for responsible Internet use, which was developed in partnership with the Committee for the Democratization of the Internet (CDI) and SaferNet.
- ▶▶ After two editions dedicated to digital projects designed to assist senior citizens, in 2013, the SFR Foundation opened its appeal for "Digital solidarity" projects aimed at all audiences living in difficult circumstances.  
In addition, in 2013, with the help of the Citizen Support Fund, SFR supported 141 associations working with the disabled, children, or those promoting equal opportunities.
- ▶▶ Maroc Telecom and its subsidiaries are involved in major initiatives connected with citizen-based action in their territories. The numerous initiatives that have been taken up vary considerably: support of institutions and cultural or athletic events, contribution to improving sanitary and environmental conditions, and participation in charitable works.

## 4.4. CSR criteria in the purchasing policy and relations with suppliers and subcontractors

### ▶▶ Importance of purchasing and subcontracting at Vivendi

To obtain an overall view of the risks related to the supply chain, the Group has analyzed the purchases made with suppliers and subcontractors that account for at least 75% of the total expenditure of the subsidiaries. Analysis has shown that the Group purchases mainly infrastructure, content, and professional services. These purchases are made from suppliers predominantly located in the European and American regions.



The Group's businesses have developed their own policies with regard to subcontracting to meet their respective operating needs. Although SFR uses external providers for the management of its customer relations, it directly manages relations with its professional clients and distributors.

Within Maroc Telecom, subcontracting mainly relates to retailing of telecommunications products and services. It should be noted that Canal+ Group, GVT and Maroc Telecom have their own call centers.

All the subsidiaries use subcontracting for the provision of IT services. They expect their suppliers and subcontractors to comply with the principles formulated in Vivendi's Compliance Program and the United Nations Global Compact, and with values and rules of good conduct in their respective Ethical Codes. Any breach of these principles represents potential grounds for the Group to terminate the contract with the supplier.

### ▶▶ A responsible purchasing policy adopted by all the subsidiaries

Vivendi is committed to increasing the awareness of its main suppliers and subcontractors on its societal, social and environmental issues. The subsidiaries ensure accordingly that their suppliers take part in the implementation of the Group's commitments in these areas. Vivendi's Compliance Program includes a rule that reminds suppliers of their undertaking to provide services in compliance with the Group's commercial and social ethical standards (please refer to AR 2013 Section 2.1.3. p.54).

Furthermore, Vivendi has signed the United Nations Global Compact and promotes its ten principles within its sphere of influence. In 2012, SFR and Maroc Telecom also signed the Global Compact.

### Existence of a formal commitment with reference to founding principles in the purchasing policy

GRI	UNGC	OECD
4.8, DMA HR	1-10	II.A.13, III, IV, VI.6.d

# 4 Societal Indicators

## CSR criteria in the purchasing policy and relations with suppliers and subcontractors

Each of the Group's subsidiaries has made a formal commitment, by virtue of a code, charter or clause, to the acknowledgment of societal, social or environment issues. This commitment refers particularly to the fundamental principles, such as the ones formulated by the ILO in its conventions (please refer to footnote page p. 10), the United Nations Global Compact or the OECD.

Besides the formal commitment of the Group's subsidiaries to incorporate CSR issues into their purchasing policy, a number of them have also taken further steps in this approach.

### Progress an deployment of responsible purchasing policies from suppliers and sub-contractors accounting for at least 75% of total expenditure

GRI	UNGC	OECD
DMA HR, HR2, HR6, HR7	1, 2, 4, 5, 8, 10	II.A.12 and 13, II.B.2, IV, VI.1.c and d

All the subsidiaries have adopted various methods for gathering information and monitoring their suppliers (including assessments and audits in a number of cases), in order to verify the proper application of the Group's commitments.

- ▶▶ The legal prerequisites included in the Canal+ Group's calls for tender in France specify the supplier's CSR commitments. In addition, a number of specific calls for tender include special obligations corresponding to a number of these criteria: a social responsibility label and personal data protection for call centers, and waste management for the manufacturers of set-top boxes.
- ▶▶ When tendering and contracting with global suppliers in all major territories (including the United States, Germany, France, Japan, United Kingdom, Italy, Spain, Scandinavia, Australia, New Zealand and Brazil), UMG includes a clause in the tender referring to the UMG CSR policy and an additional link to Vivendi's CSR requirements.
- ▶▶ A specific provision referring to the United Nations Global Compact is included in GVT's supplier contracts. These partner suppliers are then bound to comply with the principles of the Brazilian operator's Code of Conduct and Ethical Standards.
- ▶▶ SFR is pursuing its policy of evaluating and assisting its suppliers with the Ecovadis agency. Thus, at year-end 2013, 146 suppliers had been assessed on their CSR performance. The CSR rating is integrated in the overall assessment of suppliers and a CSR provision is systematically added to those contracts.
- ▶▶ Since 2012, Maroc Telecom has conducted supplier audits to evaluate compliance with CSR provisions of its contracts (including provisions related to compliance with fundamental principles of human and labor rights, with commitments related to protection of the environment, and on combating corruption). At year-end 2013, 20 suppliers had been audited.

Lastly, the Group's subsidiaries have all invested in training for purchasing teams regarding the issues involved in a responsible policy, with a view to reinforcing their performance in this area.

### Percentage of employees in purchasing teams educated or trained in responsible purchasing

GRI	UNGC	OECD
LA10	6, 8	II.A.8, VI.7

- ▶▶ In 2013, all the purchasing teams of Canal+ (100%) underwent "Socially Responsible Purchasing" (Achats Solidaires) training. Moreover, all employees involved in purchasing are given awareness training on a regular basis regarding dependence on suppliers and fair practices.
- ▶▶ Within UMG, all the purchasing teams (100%) are trained in responsible purchasing and follow the corresponding guidelines. Moreover, since 2009, as a member of the Creative Diversity Network, the UMG purchasing team is committed to encouraging diversity in purchasing processes in the United Kingdom.
- ▶▶ One year ago, GVT announced an ambitious objective: giving awareness training in responsible purchasing to at least 90% of the teams concerned before the end of the year. This objective has been fully achieved: 98% of the purchasing teams have received this training.  
As a result, in early 2013, all GVT's purchasing departments met at an in-house seminar to share their best practices and results. A special presentation was made on the importance of responsible purchasing.
- ▶▶ The following points were covered in the training program given to 95% of SFR's purchasing teams: incorporating the fundamental principles of the CSR policy, identifying the place and role played by purchasing in that policy, producing a chart showing sustainable product and service offerings, making sure that sustainable purchases match needs expressed within the Company, acquiring the proper reflexes to incorporate environmental and social criteria when drafting terms of references, and evaluating and monitoring suppliers.
- ▶▶ With regard to Maroc Telecom, over the past two years, 58% of purchasers have been trained in sustainable development and in fraud detection and prevention.

## 4.5. Fair Business Practices

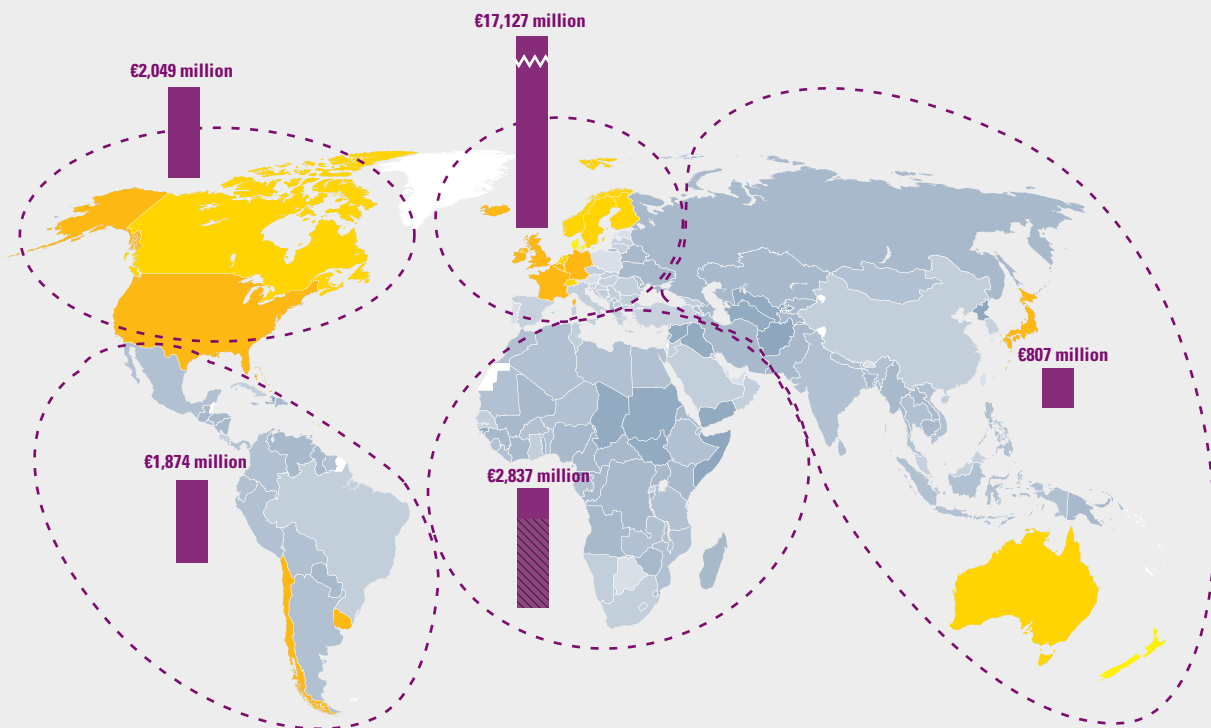
### ■ 4.5.1. Actions to Prevent any Kind of Corruption

In 2013, the geographic distribution of the Group's business activity showed that 77% of its revenues came from countries with low exposure to corruption, according to the Transparency International index. Notwithstanding this result, the Group remains vigilant and has taken steps to prevent any risks in that area.



**Breakdown of the Group's\* revenues by country according to the risk of corruption as defined by Transparency International**

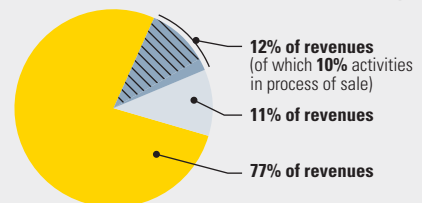
GRI	UNGC	OECD
DMA S0 Corruption aspect, EC1, S02	10	VII.2



■ Revenues as of 12/31/2013  
 ▨ of which activities in process of sale



**Breakdown of revenues according to degree of corruption**



\* Excludes Activision Blizzard, but includes Maroc Telecom Group.

# 4 Societal Indicators

Fair Business Practices

## Definitions of the policy's priority actions to combat corruption



GRI	UNGC	OECD
DMA SO Corruption aspect	10	II, VII

Corruption issues and risks occur at different levels depending on the business unit. Therefore, the Group has chosen to formalize the general rules of ethics contained in its Compliance Program, which the subsidiaries must then adapt to reflect their business specificities. Combating corruption is one of the ten principles of the UN Global Compact, which Vivendi has signed and is committed to upholding.

The subsidiaries manage their own anti-corruption policies based on this Compliance Program. The priority areas are listed below:

- ▶▶ Canal+ Group's anti-corruption policy is reflected in an ethics charter that prohibits its employees from acting on the basis of personal interest while performing their duties, since this would prevent them from defending the Group's interests as their primary concern. In particular, the Group prohibits payments or benefits of any kind, or any gift of a value not considered reasonable, from any third party with which the Group is in a business relationship, or from any employee to any third party in a business relationship with the Group;
- ▶▶ UMG has instituted a number of key policies governing the professional practices of the entire workforce, particularly in the area of combating passive and active corruption and the disclosure of events contrary to business ethics, and has created an anti-trust guide.  
  
UMG is committed to adopt a "zero tolerance" approach in relation to fraud and corruption, and to act professionally and with integrity wherever the company operates, in accordance with local regulations and the UK Bribery Act of 2010;
- ▶▶ GVT has a Code of Conduct which has one section specifically dedicated to anti-corruption and anti-fraud policies. The purchasing policy is also aimed at enhancing transparency and avoiding any situation of this type.

- ▶▶ under its Ethics Code, SFR makes the following commitments:
  - to comply with and ensure compliance on the part of the employees with: laws prohibiting active and passive corruption; and laws relating to the financing of political activities,
  - to prohibit payments or benefits of any kind, or any gift with a value that is more than symbolic from any third party with which the Group is engaged in a business relationship, or from any employee to any third party engaged in a business relationship with the Group; and
  - to ensure that the partners agree to comply with such laws and rights vis-à-vis the Group.

▶▶ Maroc Telecom has a four-pronged strategy: to combat any kind of corruption (in 2012, an Ethics Officer was appointed to advise employees and ensure compliance with the rules); vigilance to avoid conflicts of interest; fraud prevention and detection; and insider dealing.

In 2013, in accordance with its policy of preventing and combating corruption, Maroc Telecom Group carried out with awareness actions among employees and information campaign, with particular emphasis on mechanisms for detecting and preventing fraud. To date, training programs on subjects related to fraud and corruption have been given to 25% of the employees of Maroc Telecom.

In 2013, the General Control department of Maroc Telecom held a seminar on the issues involved in evaluation and fraud control in three of the Group's subsidiaries: Onatel, Gabon Telecom and Sotelma (including a presentation of the different forms and types of fraud, their impact on the company, tools to deter fraud and the legal and regulatory framework). This seminar was attended by more than 150 employees working in various business units (including warehouse employees, purchasers, sales personnel and managers).

For the second time, Vigeo, the European leader in non-financial ratings, awarded Maroc Telecom the trophy "Top CSR Performers in 2014". This distinction recognizes the "objectives of social responsibility, where the business is rated as a leader on the Casablanca Exchange", which include the strategic management of CSR by the Management Board, the integration of CSR into auditing and internal control, the quality of CSR reporting and the prevention of corruption.

## 4.5.2. Measures Taken to Protect Consumers' Health And Safety

### 4.5.2.1. Ensuring Protection of Personal Data

The Data and Content Protection Charter, adopted in 2008, defines Vivendi's commitments regarding the collection and management of customers' personal data and protection of content. It is implemented by every subsidiary. The issue of personal data is strategic for the Group. Indeed, most of the Group's activities (Canal+ Group, SFR and GVT in particular) use subscription-based economic models

The Group pays special attention to any trends in discussion about the proposed EU Regulations on the protection of personal data (please refer to AR 2013 Section 2.1.2 p. 54).

### ▶▶ Personal data protection systems at the level of the subsidiaries



#### Existence of a formal commitment to protecting personal data

GRI	UNGC	OECD
DMA PR Consumer privacy aspect, DMA HR MSS	1, 2	VIII.6



**Existence of a Data Protection Officer (“correspondant informatique et libertés”) (DPO), or a department in charge of issues related to the collection, treatment and storage of customers’ personal data**

GRI	UNGC	OECD
DMA PR Consumer privacy aspect, DMA HR MSS	1, 2	VIII.6

Canal+ Group, UMG, SFR and Maroc Telecom have a Data Protection Officer (DPO), or entity department in charge of issues related to the collection, treatment and storage of customer’s personal data.

Some of the mechanisms set up by the Group’s subsidiaries that illustrate application of the commitments to protect personal data are listed below:

- ▶▶ UMG’s websites display mandatory legal announcements on respect for privacy, and clearly explain to consumers the Company’s policies on personal data;
- ▶▶ GVT is continuing its information and awareness training programs aimed at its employees and customers, in particular the program “GVT Inspira: for responsible Internet use”. This program provides a whole range of tools (guides and brochures, a website, blog, mobile application and talks in schools) with the aim of giving participants the essential tools to safe online behavior;
- ▶▶ SFR has maintained different devices: technical tools for parental control on fixed and mobile lines, recommendations for safe Internet use by children, devices flagging illegal content (Internet site to report illegal content, PC application to facilitate reporting of illegal content and customer service contact information). In 2013, the devices for protecting and assisting customers against phishing (attempting to steal passwords through fraudulent e-mails) were strengthened.

In addition, the SFR Business Team supplemented its cloud security solutions with the Cloud Storage Suite, which reinforces protection when exchanging and securing business information;

- ▶▶ among the commitments made by Maroc Telecom in the area of personal data protection (ISO 27001) and compliance with Law 09/08 on protecting the data of physical persons, in 2013, Maroc Telecom implemented the following measures: offering customers the option of limiting commercial messages, information on precautions to take to protect personal data on their mobile phones before sending them for repair, and making the Group’s employees aware of issues surrounding protection of their personal data.

Maroc Telecom has also reviewed all the personal data it holds and its treatment of this data in order to report on this to the National Control Commission for the Protection of Personal Data (CNDP), which is in charge of verifying that the treatment of personal data is lawful and legal and does not violate privacy, freedom, or fundamental human rights.

Moreover, in 2013, 24 internal auditing engagements were completed to verify compliance by Maroc Telecom’s business activities with the standards of ISO 27001/2005 certification.

**▶▶ Special attention paid to informing young audiences**

**Description of initiatives to raise the awareness of users, particularly young audiences, regarding personal data and information related to online privacy**

GRI	UNGC	OECD
DMA PR Respect for privacy aspect, DMA HR MSS, TSS PA7, PA11	1, 2	II.A.14, II.B.1, IV, VIII.5 and 8

The Vivendi Group is particularly focused on raising the awareness of users, particularly young audiences, regarding issues of personal data protection and management of their private lives online.

The CSR department brought together the Group’s subsidiaries to discuss the topic “Young Internet users and the digital lifestyle: the issue of personal data” together with representatives of the EU Council, French Defender of Rights, and the CNIL. The objective was to raise awareness of regulatory changes related to the protection of privacy and changes in uses with regard to the placing of online personal information by young people. The CSR department also focused on gaining a better understanding of the treatment methods used for personal data of children and teenagers on the websites of the Group’s subsidiaries offering media content to that audience, in order to anticipate the measures that will be implemented within the framework of future European regulations.

In February 2013, Vivendi also launched its first webradio, on the occasion of Safer Internet Day 2013, which is the European day dedicated to promoting a more responsible and safer Internet for young people. The webradio Vivoice is a specialized media for interacting with the Group’s stakeholders to discuss its CSR issues. At a special morning session, Vivendi invited approximately thirty speakers (politicians, professionals, scientists, experts and high school students) to exchange views on issues of online reputation and online critical thinking.

The Group’s subsidiaries implemented several initiatives to assist in raising the awareness of young audiences on personal data issues:

- ▶▶ in July 2013, Canal+ launched a “Kids” section on Canalplay, its on-demand video service. This is a space devoted to children with age-appropriate programs and simplified browsing, all in a secure space. Parents configure access to programs based on the ages of their children, and entering and exiting the Kids program are secured by means of password authentication.
- ▶▶ UMG demands parental or guardian consent when 13-16 year-old Internet users subscribe to its online music websites. The websites owned or managed by UMG have a “Safe Surfing Guide” accessible from the homepage.
- ▶▶ in 2013, GVT rolled out a new channel for young people under 23, based on the website [www.Internetresponsavel.com.br](http://www.Internetresponsavel.com.br). It offers free advice, guidelines and information on how to use the Internet in a manner devoid of ambiguity or danger. The psychologists featured online are trained in relations with Internet users;

In February 2013, GVT sponsored the “Safer Internet Day” and held a video contest on online rights and duties;

# 4 Societal Indicators

## Fair Business Practices

» in 2013, Maroc Telecom introduced a parental control solution for ADSL and 3G Internet content to its customers, which it provides free of charge. This solution enables parents to block access to inappropriate websites with content that may be harmful to their children. The solution also includes other functions to protect personal data (on the Internet and on social networks), control and limit children's browsing time, or alert parents when children ignore a warning or attempt to visit a blocked site.

In addition, Casanet, the Maroc Telecom subsidiary in charge of the Menara portal, is continuing its initiative of making parents, children and all Internet users aware of the importance of protecting personal data when browsing the Internet, and of the potential dangers of non-secure browsing or browsing not monitored by parents.

### 4.5.2.2. Responsible Marketing

#### Existence of a formal commitment in favor of responsible communication and/or marketing

GRI	UNGC	OECD
DMA PR Responsible Marketing aspect, PR MSS Marketing Communications	-	VI.6.c, VIII.2 and 4

All the Group's subsidiaries are committed to a responsible communication and marketing, whether this translates into codes, charters (SFR has signed the Charter of the French Union of Advertisers – UDA) or specific clauses (several articles of the Canal+ Group's Ethics Charter refer to this, in particular those relating to business ethics and the protection of the environment).

#### Existence of measures for ensuring conformity of communication and marketing with the commitments made

GRI	UNGC	OECD
PR6	-	VI.6.c, VIII.2 and 4

In order to ensure the correct application of these commitments that promote responsible communication and marketing, each subsidiary has implemented devices suited to their activity. Thus, for instance, within the Canal+ Group, communication campaigns are systematically approved, following an internal procedure of validation or evaluation conducted by the line managers and the legal departments concerned.

### 4.5.2.3. Health and Radio Frequencies

Vivendi complies with current regulations and assiduously follows the results of scientific surveys on electromagnetic waves. The Group contributes to information and dialog both on mobile phones and on relay antennae, communicating the most recent positions of health authorities.

In 2013, several reports were published in France. The findings of technical research undertaken by the French government, initiated after the panel discussion on "radio frequencies, health and environment" that was held in the spring of 2009 by the Ministry of Health, with the cooperation of the Ministry of Sustainable Development and the Secretary of State in charge of prospects for the development of the digital economy, have confirmed that exposure to relay antennae is now very low (less than one-tenth of the regulatory thresholds in more than 99% of cases). In mid-October, from a scientific standpoint, France's National Agency for Health, Food and Environmental Safety (ANSES) published the fourth update to its scientific report on radio frequencies, confirming that there is no proven effect on health associated with radio frequencies, although there may be biological effects.

The mobile operators SFR and Maroc Telecom, which are directly in charge of the matter, have their own monitoring working group to maintain constant vigilance.

#### Number of electromagnetic field measurements near relay antennae (and percentage of these measurements in compliance with regulations)

GRI	UNGC	OECD
TSS I03-6, PA8	7, 8	V.4.c, VI.1,2.a and 6.c,VIII.1 and 2
		<b>2013</b>
		<b>2012</b>
<b>Consolidated data</b>	<b>1,155 (100%)</b>	930 (100%)
SFR	531 (100%)	
MT	624 (100%)	


SFR adheres to the commitments of the Guide to Relations between Operators and Communities signed with the Association of French Mayors, which is the operational roadmap for rolling out the mobile network.

In 2013, more than 500 measurements of electromagnetic fields were carried out in France upon the request of elected officials, landlords or individuals. The French authorities are planning to establish a National Frequencies Agency to be in charge of the new measurement system. This is expected to be funded by the government with a tax paid by the mobile telephone operators (a contribution in addition to the Imposition forfaitaire sur les équipements de réseau (IFER), defined by Finance Law No. 2010-1657 of December 29, 2010 and implementing regulation). Pending the date when this is made official, expected in early 2014, SFR deals with these measurements on a case-by-case basis.

In 2013, Maroc Telecom measured the electromagnetic fields near 624 relay antennae.

For SFR, as for Maroc Telecom, 100% of the measurements taken were found to comply with regulations.

Regarding dialog with stakeholders, the Group is especially vigilant in ensuring it meets their need for information and transparency with regard to health and radio frequencies. In 2013, along these lines, more than 700 meetings were organized by SFR and Maroc Telecom.

**Number of information meetings on the subject of health and radio frequencies with stakeholders** 

GRI	UNGC	OECD
4.16, SO1, TSS I04, I05, PA8	1, 7, 8	VI.1, 2.a. and 6.c, VIII.1, 2, 5 and 7
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>708</b>	726
SFR		527
MT		181

# 5

## Social Indicators

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The report on social data has been drafted in accordance with Articles L.233-3 and L.225-102-1 of the French Commercial Code (Article 225 of Law No. 2010-788 of July 12, 2010 on national action for the environment, known as the French Grenelle II law).

In the tables below, unless otherwise indicated, the heading "Corporate" refers to the headquarters in Paris and the New York office. The heading "Headquarters" refers to the corporate headquarters in Paris. In 2012, the heading "Other" refers to Watchever (formerly Vivendi Mobile Entertainment), Wengo, Digitick, See Tickets Ltd and, from 2013, Wengo Participações Ltda and Devispresto. In accordance with the Reporting Protocol for societal, social and environmental data of the Vivendi Group companies, the new companies added to the scope of reporting during fiscal year 2013 appear only in the

tables relating to the headcount. In 2012, these were: Canal+ Burkina Faso, Studiocanal Australia/New Zealand for the Canal+ Group, and Devispresto and Wengo Participações Ltda for the "Other" heading.

In addition, other companies were merged with existing companies of the Vivendi Group: EMI with UMG (Australia, Brazil, Canada, Germany, Hong Kong, India, Italy, Japan, Mexico, the United Kingdom and the United States); ITI Neovision with Cyfrowy sp. z.o.o. in Poland, and the companies D8, D17 and Direct Digital with UES Canal+, representing 4.3% of the total headcount.

The heading "Maroc Telecom Group" comprises Maroc Telecom and its African subsidiaries.

### 5.1. Employment

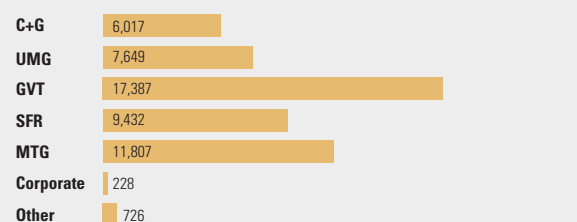
#### 5.1.1. Headcount by Activity

As of December 31, 2013, the Group employed a total workforce of 53,246, compared to 50,989 as of December 31, 2012. The growth in 2013 (an increase of 4.4%) results from the combined effect of the acquisitions worldwide of EMI by UMG, of ITI Neovision in Poland, of D8 and D17 in France, and of Direct Digital by the Canal+ Group, as well as the continuing growth of GVT in Brazil.

#### Headcount as of December 31, 2013

GRI	UNGC	OECD
LA1	-	V

	2013	2012
<b>Consolidated data</b>	<b>53,246</b>	50,989



#### 5.1.2. Breakdown of Employees by Gender, Age and Geographic Region

##### Headcount by Gender

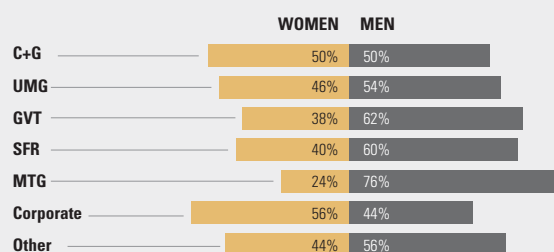
In 2013, the percentage of women in the Vivendi Group increased to 38% of the workforce (compared with 37% in 2012).

- ▶▶ The overall increase in the number of women is predominantly due to the increase at GVT (an increase of 2%).
- ▶▶ The ratio of men to women in the Group's other subsidiaries remains stable.

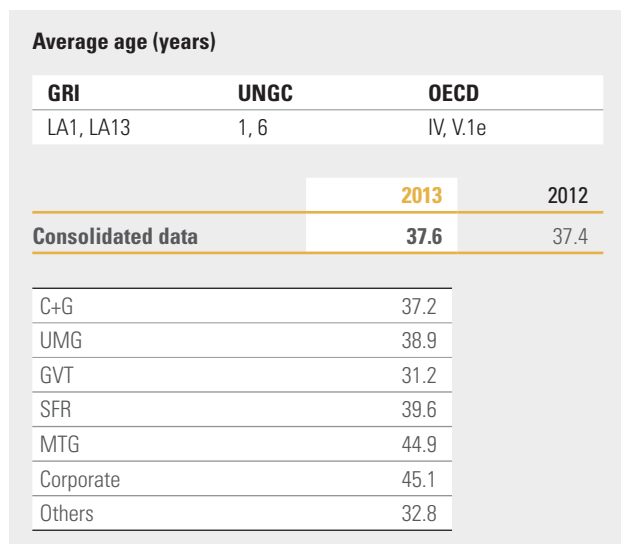
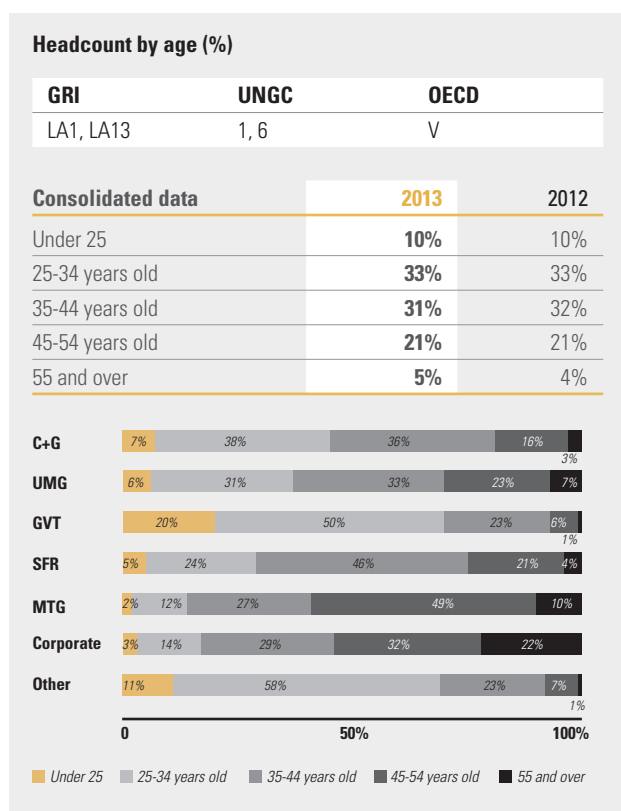
#### Headcount by gender (%)

GRI	UNGC	OECD
LA1, LA13	1, 6	V

	2013	2012
<b>Consolidated data</b>		
Women	<b>38%</b>	37%
Men	<b>62%</b>	63%



### Headcount by Age



### Average Seniority

GRI	UNGC	OECD
LA2	6	V

Consolidated data	2013	2012
	9.1	9.0

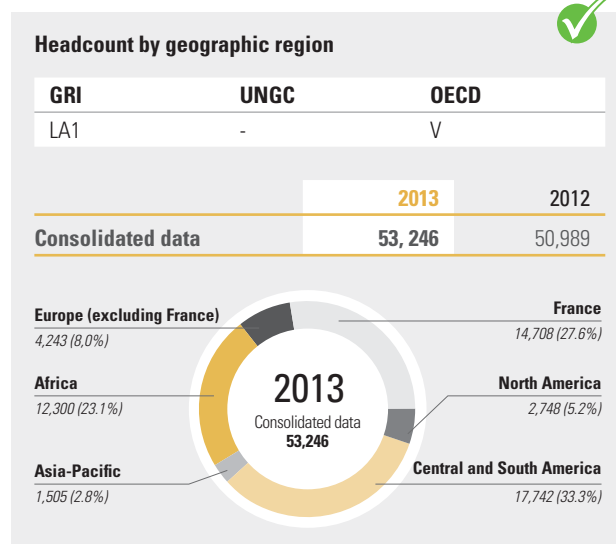
  

C+G	8.3
UMG	8.7
GVT	2.2
SFR	10.1
MTG	19.2
Corporate	14.2
Others	3.4

Average seniority AT Vivendi remains stable. The relatively high ratio of turnover at GVT can be explained by the moderate level of seniority compared to their activities in the Group.

### Headcount by Geographic Region

The table below shows the Group's headcount by geographic region as of December 31, 2013. The heading "France" covers the staff of companies in mainland France and its Overseas Departments and Territories.



# 5 Social Indicators

## Employment

### 5.1.3. New Hires and Departures

#### New Hires

Vivendi's businesses continue to be highly attractive. In 2013, the total number of new hires by the Group remained stable, due to the combined effect of GVT's strong internal growth and the development of the Canal+ Group and Universal Music.

Vivendi has a strong presence in Brazil and, to a lesser extent, in the United States. In these two countries, the calculation of new hires and trainees is markedly different from that of France and other European countries, since summer jobs held by students and temporary positions are considered as new hires. To take this into account, the table below counts new hires of all kinds, irrespective of the period of employment.

New hires in the Group		
GRI	UNGC	OECD
LA2	6	V
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>12,221</b>	10,748
C+G	1,515	
UMG	1,420	
GVT	7,956	
SFR	824	
MTG	178	
Corporate	4	
Other	324	

#### Temporary and Permanent New Hires

Outside France, permanent hiring applies to persons continuously employed within the company for 18 months or more; employees with less than 18 months of continuous employment are considered to be temporary hires.

#### Temporary and permanent new hires

GRI	UNGC	OECD
LA1, LA2	6	V
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>12,221</b>	10,748
New permanent hires	<b>10,287 (84%)</b>	8,917 (83%)
New temporary hires	<b>1,934 (16%)</b>	1,831 (17%)
	New permanent hires	New temporary hires
C+G	<b>1,515</b>	759
UMG	<b>1,420</b>	937
GVT	<b>7,956</b>	7,956
SFR	<b>824</b>	167
MTG	<b>178</b>	175
Corporate	<b>4</b>	-
Other	<b>324</b>	293

#### New Hires in France


This indicator covers the Group's companies in mainland France and its Overseas departments and Territories. In the table below, the rate of permanent new hires is calculated as a ratio of the number of permanent new hires to total new hires in each business.

#### New hires in France

GRI	UNGC	OECD
LA1, LA2	6	V
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>1,923</b>	2,041
Total hires	<b>1,923</b>	2,041
Permanent hires	<b>533 (28%)</b>	671 (33%)
	Permanent hires	
C+G	<b>803</b>	162 (20%)
UMG	<b>127</b>	61 (48%)
SFR	<b>824</b>	167 (20%)
Headquarters	<b>4</b>	- (0%)
Other	<b>165</b>	143 (87%)

In contrast to the two previous tables, the table above shows data corresponding to French law: the number of hires on fixed-term contracts is equal to the difference between the number of permanent hires and the total number of new hires. In 2013, the average proportion of permanent new hires in the French companies was 28%, compared to 33% in 2012.

## Headcount Reductions

**Layoffs and departures from the Group** 

GRI	UNGC	OECD
LA2	6	V


  

	2013	2012
<b>Consolidated data</b>	<b>11,911</b>	10,638
C+G	1,512	
UMG	1,336	
GVT	6,865	
SFR	1,382	
MTG	501	
Corporate	29	
Other	286	

The data in the table above shows all departures from the Group's companies, irrespective of the reason. It can be compared with the table showing all new hires. In 2013, the increase in the number of departures is predominantly due to three factors:

- ▶▶ the voluntary redundancy plan at SFR (please refer to AR 2013 Section 3.1.3.);
- ▶▶ a tense employment market in Brazil, which explains the heavy turnover of employees at GVT; and
- ▶▶ structure-related effects after the consolidation of EMI into UMG, and D8, D17, Direct Digital and ITI Neovision into the Canal+ Group.

## Departures by Reason

**Breakdown of departures by reason** 

GRI	UNGC	OECD
LA2	6	V

	2013	2012
<b>Consolidated data</b>	<b>11,911</b>	
Resignation	4,188	
Individual redundancy	4,440	
Redundancy on economic grounds	301	
Voluntary resignation	647	ND*
End of temporary contract	1,760	
Retirement	218	
Move between business units	7	
Other causes	350	

\* New indicator in 2013, no 2012 data.

The number of individual redundancies and redundancies on economic grounds was 4,741: 6% in France and 94% in other countries.

Resignations at GVT represent 70% of the total number of resignations, and individual redundancies represent 87% of the total number of individual redundancies. Moreover, the departures from GVT represent 58% of the total number of departures from the Group. These figures

illustrate the specificity of the Brazilian labor market, which favors mobility.


## 5.1.4. Compensation

As from the second quarter of 2013, and in compliance with IFRS 5 taking into account the anticipated closing dates of the effective sales, Activision Blizzard and Maroc Telecom Group have been reported in Vivendi's Consolidated Statement of Earnings as discontinued operations. In practice, their contribution, until the effective sale, to each line of Vivendi's Consolidated Statement of Earnings (before non-controlling interests) has been grouped under the line "Earnings from discontinued operations".

In accordance with IFRS 5, these adjustments have been applied to all periods presented in the Consolidated Financial Statements (2013 and 2012) to ensure consistency of information. Thus, the contributions of Activision Blizzard and Maroc Telecom Group are no longer presented under Vivendi's personnel costs for 2012.

In addition, as of January 1, 2013, Vivendi applied, with retrospective effect as from January 1, 2012, amended IAS 19 - Employee Benefits, whose application is mandatory in the European Union beginning on or after January 1, 2013.

## Personnel Costs


**Personnel costs (€ millions)** 

GRI	UNGC	OECD
EC1	-	V

	2013	2012
<b>Consolidated data</b>	<b>2,686</b>	2,479

## Payroll Costs

**Payroll costs (€ millions)** 

GRI	UNGC	OECD
EC1	-	V


  

	2013	2012
<b>Consolidated data</b>	<b>2,426</b>	2,164
C+G	406	
UMG	785	
GVT	198	
SFR	947	
Corporate	56	
Other	34	

# 5 Social Indicators

## Organization of Work

### Payroll Costs as a Percentage of Revenue

**Payroll costs as a ratio of revenue** 

GRI	UNGC	OECD
EC1	-	V


  

	2013	2012
<b>Consolidated data</b>	<b>11%</b>	ND*

*\* New indicator in 2013, no 2012 data.*

### Optional and Statutory Profit Sharing (France)

This indicator includes Group companies in France by type that have entered into collective bargaining agreements relating to optional or statutory profit sharing.

**Optional and statutory profit sharing in France (€ millions)** 

GRI	UNGC	OECD
EC1	-	V


  

	2013	2012
<b>Consolidated data</b>	<b>2013</b>	<b>2012</b>
Optional profit sharing	47.5	58.9
Statutory profit sharing	20.0	46.6

## 5.2. Organization of Work

### 5.2.1. Organization of Work Time

#### Full-Time and Part-Time Employees

**Full-time and part-time employees** 

GRI	UNGC	OECD
LA1	-	V

	2013	2012
<b>Consolidated data</b>	<b>2013</b>	<b>2012</b>
Full-time employees	51,634 (97%)	49,292 (97%)
Part-time employees	1,612 (3%)	1,697 (3%)


  

	Full-time	Part-time
C+G	5,573	444
UMG	7,386	263
GVT	17,318	69
SFR	8,730	702
MTG	11,807	-
Corporate	215	13
Other	605	121

The Vivendi Group makes limited use of part-time contracts. The ratio of part-time employees is calculated by dividing the number of employees working part-time by the total number of employees of Vivendi Group.

#### Average Weekly Duration, Full-Time Employees

The total working hours per week for full-time employees is determined using the most widespread working time in the company.

**Average weekly duration of working time for full-time employees (hours)** 

GRI	UNGC	OECD
-	-	V

	2013	2012
<b>Consolidated data</b>	<b>38.3</b>	38.0

This figure represents the average weighted working hours per week within the Group for full-time employees. Working time varies according to country and company. In France and in the Overseas Departments and Territories, fixed working hours follow the law on the 35-hour working week. In 2013, the increase in average work time is due to the increasing share of GVT in the Group's total workforce, with an average of 40 working hours per week.



### Average Yearly Duration, Full-Time Employees

Average yearly duration of working time for full-time employees (hours)			
GRI	UNGC	OECD	
-	-	V	
		2013	2012
<b>Consolidated data</b>		<b>1,833</b>	1,747

The table above shows the average weighted annual time worked by employees. Similarly to working hours per week, the increase in the annual hours is due largely to the increasing presence of GVT in the Group's total workforce.

### Overtime

Heures supplémentaires			
GRI	UNGC	OECD	
-	-	V	
		2013	2012
<b>Consolidated data</b>			
France		<b>36,367</b>	17,373
Abroad		<b>4,974,652</b>	4,230,922

The use of overtime is closely related to the local culture, the specific needs of each company and the evolution of local legislation. For all of these reasons, a considerable variation is experienced from one year to the next. In France, the increase in overtime in 2013 is primarily due to new business units entering the reporting scope in the Canal+ Group. GVT accounts for the majority of the overtime hours in our international units: 92.3% in 2013 and 91.6% in 2012.

### Methods of Work Organization

Work organization practices remain stable both in terms of length of time worked and proportion of employees working part-time. Changes in the organization of work are driven by the need to reconcile the demands of Vivendi's customers and the seasonal nature of business activities, as well as the necessary balance between the personal and professional lives of employees. New working arrangements, such as telecommuting and flexible working hours, are becoming more widespread within the Group.

- ▶▶ A telecommuting agreement signed by three representative trade unions in the Canal+ Group facilitates the organization of work for employees, by allowing them to work regularly from home. The agreement is in force for the period 2012 to 2014.
- ▶▶ Universal Music Group encourages telecommuting and flexible working hours. This policy does not necessarily require signing collective agreements, given the diversity of regulations in the numerous countries where UMG is present.
- ▶▶ Based on a successful pilot plan carried out in 2011, SFR decided to extend its telecommuting arrangement throughout its social and economic unit, or "single employer" (SEU). In this way, SFR wishes to offer any interested employees an opportunity to better harmonize their professional and family lives, or to limit their travel time to and from work, by performing part of their duties outside their customary workplace. On July 29, 2013, the agreement was signed for a period of two years, and sets the guidelines for telecommuting, respecting the personal lives of employees and their well-being, while taking into account the company's operational, technical and financial needs. It is based on two essential principles: the commitment of the employee and his or her manager, and maintaining the physical link to the company, so as to ensure that the sense of belonging to the company and sharing its values and culture remains unimpaired.
- ▶▶ Depending on their specific needs, which are often related to customer service, a number of the Group's companies use varied working time arrangements such as being "on call" and staggered working hours. This is the case, for example, for GVT's telephone call centers, for the production of the Canal+ Group's television broadcasts, for shows produced by Universal Music and at Digitick, in order to adapt to certain special events (festivals, shows, and sports events) that are at the heart of its their businesses.

## 5.2.2. Absenteeism in the Group


### Absenteeism by Reason

Absenteeism is defined as working days not worked, excluding paid leave, training courses, trade union absences, exceptional and standard leave and days of reduction in working time. Contract suspensions are not counted in the table below. However, all cases of sick leave, including long-term disability leave, have been included.

Days of absence are broken down by reason: illness, family reasons and workplace accidents (including commuting accidents in countries where this concept is recognized).

The category of absence for other reasons recognizes reasons that reflect cultural differences and differences in local regulations within the Group. In particular, it covers absences for personal reasons, unpaid vacation and unpaid leave, redundancies or unauthorized absence (whether paid or unpaid), absence due to a child's illness or a family event (excluding maternity, paternity and adoption leave), and absence for pilgrimages or examinations as well as unjustified absences.

In 2013, in general, absences in the Group showed a decrease.



**Absenteeism by reason (average days per employee)**

GRI	UNGC	OECD
LA7	-	V

Consolidated data	2013	2012
Illness	4.28	4.62
Family reasons	1.84	1.96
Accidents	0.28	0.36
Other reasons	1.67*	1.62*

\* Excluding GVT (specific reasons related to local regulations governing work organization), the Group's rate of absenteeism for "other reasons" is 0.42 in 2013 and 0.44 in 2012.

*Calculation method: the absenteeism rate is equal to the number of days of absence divided by the average annual number of employees for the year.*

At GVT, days of absences (with the exception of absence for other reasons) are counted based on calendar days and not working days: the overall figure has been adjusted to take into account only absences on working days.

## 5.3. Social Relations

### 5.3.1. Organization of Social Dialog

Social dialog takes place at all levels of the Group. The Corporate Works Committee and the European Social Dialog Committee (ESDC) enable broad-ranging information and discussions on economic strategy and the main policy objectives of Vivendi's human resources policy (please refer to AR 2013 Section 3.1.2. p. 72).

Within the subsidiaries, dialog and social discussion are organized in line with the employment laws and regulations for each country, according to the orientation given to the human resources policy of each business unit.

### 5.3.2. Collective Bargaining Agreements

In 2013, 30 agreements or supplemental agreements were signed or renewed. Among those agreements, the following can be cited as representing active and productive social dialog: the Canal+ Group's agreement on the employment of disabled workers, the agreement signed by SFR on telecommuting (please refer to Section 5.2.1. p. 32), the two agreements establishing a supplemental retirement plan (Article 83) and a collective retirement savings plan (PERCO) signed by the Canal+ Group, as well as Generation Contract agreements or action plans in most of the Group's companies.

For several years, the Canal+ Group has committed itself to a voluntary policy for the inclusion of disabled workers; it plans to pursue initiatives already undertaken under the agreement signed in 2010.

On December 20, 2013, a new agreement on the employment of disabled workers was signed for a three-year period. For the Canal+ Group, this policy is based on the principle of equal opportunities in employment, training, vocational training and professional development.

To assist its employees in preparing as well as possible for their retirement, the Canal+ Group has undertaken and implemented two additional mechanisms allowing all the Group's employees to accumulate retirement savings based on individual need, designed to partially offset the downward trend in the replacement rates of public and professional pensions.

The Generation Contract has enabled the different companies in the Group to extend a policy and initiatives already taken under agreements on forward-looking job and skills planning and/or agreements on the employment of seniors to cover the long term. They meet the threefold objective set, of (i) facilitating access to employment by young people, (ii) developing and maintaining jobs for seniors and (iii) transmitting skills between generations.

In 2013, the social dialog at SFR was strongly tied to specific and exceptional assistance measures which SFR wished to implement as part of two significant milestones in its history – its changeover to a digital operator and the opening of its new headquarters, the "SFR Campus".

### Collective Bargaining Agreements Signed in France

Collective bargaining agreements signed or renewed		
GRI	UNGC	OECD
LA4	3	V.8
		<b>2013</b>
<b>Consolidated data</b>		<b>30</b>
		<b>2012</b>
		<b>36</b>
C+G		14
UMG		2
SFR		9
Headquarters		4
Other		1

The scope selected for this table (France) is the area for which the Group has comprehensive collective bargaining reporting. In numerous countries abroad, the notion of a collective bargaining agreement does not correspond to the definition in France. Agreements and supplemental agreements are counted in this table; those signed in an SEU are counted only once.

Formal collective labor agreements and breakdown by theme		
GRI	UNGC	OECD
LA4, LA9	3	V.8, V.4.c
		<b>2013</b>
<b>Consolidated data</b>		<b>2012</b>
Compensation		43%
Social Dialogue		7%
Health and safety		17%
Restructuring		7%
Other themes		26%
		<b>2012</b>
Compensation		44%
Social Dialogue		14%
Health and safety		17%
Restructuring		-
Other themes		25%

New collective agreements and amendments to prior agreements concerning remuneration were numerous in the Vivendi Group in 2013. This category includes: mandatory or optional annual remuneration negotiations, various profit sharing programs (SFR, Canal+ Guadeloupe, Canal+ Overseas...), and the implementation of a supplementary retirement program (UES Canal+). Two collective agreements regulating SFR restructuring measures were also signed. In the category "other themes" Canal+ signed an agreement concerning disabled employees. "Generation" collective agreements or action plans dealing with the employment of young and/or senior staff, were signed in the majority of the business units in the Vivendi Group.

### Number of employee representatives

GRI	UNGC	OECD
LA4	-	V.1.b
		<b>2013</b>
<b>Consolidated data</b>		<b>1,168</b>
		<b>2012</b>
		<b>1,175</b>

Included in this indicator are business units in France (on the European continent and overseas) and in other countries organized on the French judicial model. These include the Canal+ international subsidiaries and all companies of the Maroc Telecom Group.

### 5.4. Occupational Health and Safety

#### 5.4.1. Health and Safety Conditions at Work

Workplace health and safety are issues of concern faced by the whole Group; these issues are defined by each business unit. All the companies have put preventive measures in place: procedures in the event of fire or other serious incidents, employee training in such procedures, and specialized training of teams in charge of safety.

With regard to health risks in the workplace, the methodology used to identify risks involves several steps: identifying and assessing professional risks related to the activity; assessing the level of risk control; identifying individual and collective prevention measures to eliminate or reduce each risk; defining Occupational Health and Safety management programs aimed at controlling any remaining risks; and training programs.

Ad hoc Committees (CHSCT for French entities) address these issues and publish related documents, such as the Uniform Document for the Assessment of Occupational Risks for the French entities.

The objectives of these Committees are listed below:

- ▶▶ improving the ergonomics of work stations, especially for people working with computer monitors, or at warehouses, and diagnosing situations where there is discomfort at work;
- ▶▶ participating in and creating a plan for prevention of conflict and stressful situations;
- ▶▶ measuring radiation from extremely low frequencies (GSM aeriels, 3G, cellphones and WiFi), verifying legal limits, identifying the associated risks and promoting best practice;
- ▶▶ monitoring the implementation of action plans in the event of serious incidents (including fire, attack or breach of security and natural disasters);
- ▶▶ promoting a “best practice” in relation to business travel and analyzing the causes of commuting accidents;
- ▶▶ managing and updating the document detailing the risks and prevention plans;
- ▶▶ supervising the safety of the premises and preventing illness; and
- ▶▶ providing transportation for employees to their workplace if public transportation is inadequate or unavailable.

Vivendi continues to apply preventive measures related to managing stress and psychosocial risks. Counseling teams are available for all employees. The programs in question are specific to each entity and cover areas such as the training of local managers, a toll-free number for employees, and information given to elected employee representatives

by a specialist physician. These services are independent of the company and are completely anonymous, confidential and free.

Some of the preventive or training initiatives are described below:

- ▶▶ the Canal+ Group’s CHSCT has used the services of an expert on several occasions to examine the plan to modernize technical infrastructures and specialized units in the Customer Relations Centers;
- ▶▶ in Canada, UMG has created a partnership between the Health and Safety Committee, managers and employees, aimed at ensuring that health and safety conditions are complied with, and that they are made a key component of quality customer service. In Australia, UMG hired a Learning and Development Manager to review and put in place new agreements. In Mexico, UMG runs simulation programs for the purpose of setting up preventive measures in the event of earthquake or fire;
- ▶▶ in the fall, a “Well-being and Performance” week was held at Vivendi’s headquarters in Paris. Its purpose was to provide advice and best practices with the aim of harmonizing personal well-being and performance at work. The week was designed around lectures by specialists on selected topics: biological rhythms, recovery, nutrition, detox and motivation; and
- ▶▶ GVT has created medical centers at its premises to facilitate access to healthcare by its employees.

#### Employee Safety Training

##### Percentage of employees trained in health and safety (%)

GRI	UNGC	OECD
LA8, TSS, IO3	-	II.A.4&8, V.4.c, VI.7

	2013	2012
<b>Consolidated data</b>	<b>25%</b>	16%


C+G	7%
UMG	12%
GVT	56%
SFR	15%
MTG	6%
Corporate	31%
Other	3%

This indicator shows the percentage of employees who have taken one or more safety training courses during the year. In 2013, a number of initiatives targeting workplace safety were adopted, notably in the Canal+ Group, where 81% of the employees of the nc+ call center in Poland were trained. Every quarter, UMG Romania holds safety training sessions designed for all its employees. At SFR, training programs are given every year so that managers and employees can learn about the risks related to their activity and the applicable procedures.

In the preceding table, excluding the headings “SFR” and “Other”, the number of employees trained in safety in all the business lines increased twofold. These training sessions had a positive effect on the frequency and severity rates of work-related accidents in the Group (please refer to Section 5.4.3. p. 38).

### Number of Committees Dedicated to the Control of Health and Safety


Vivendi has established various committees and organizations involving professionals and staff representatives. They are dedicated to studying Occupational Health and Safety issues, in strict compliance with local legislation in each country in which the Group is present. This indicator shows the number of such committees.

Number of Health and Safety Committees 		
GRI	UNGC	OECD
LA6, TSS, IO3	-	II.A.4, V.4.c, VI.7
	<b>2013</b>	2012
<b>Consolidated data</b>	<b>354</b>	263
C+G	12	
UMG	25	
GVT	275	
SFR	19	
MTG	17	
Corporate	1	
Other	5	

The increase in the number of Occupational Health and Safety Committees is predominantly due to continued efforts to comply with the regulations now in force in Brazil, which require that such committees be established in all operating units with more than 50 employees. Accordingly, in 2013, 90 new committees were created. It should also be noted that two new committees were created within the Canal+ Group’s Polish subsidiary.

### 5.4.2. Collective Agreements on Occupational Health, Safety and Working Conditions

#### In France

Collective agreements on health and safety in France 		
GRI	UNGC	OECD
LA9	3	V.4.c
	<b>2013</b>	2012
<b>Consolidated data</b>	<b>5</b>	6
C+G	-	
UMG	2	
SFR	2	
Headquarters	-	
Other	1	

# 5 Social Indicators

## Occupational Health and Safety

### 5.4.3. Workplace Accidents and Occupational Diseases

#### Frequency Rate of Workplace Accidents (with Work Days Lost)

Historically speaking, at Vivendi, the rate of workplace accidents remains moderate. In 2013, the frequency of workplace accidents (with work days lost) fell noticeably. Fluctuations are attributable chiefly to the increase in the number of telephone infrastructure employees at GVT, where the business lines are more exposed to risks.

It should be noted that a slight difference in absolute data in the smaller structures can lead to a significant variation in relative values.

Frequency rate of workplace accidents (with work days lost)		
GRI	UNGC	OECD
LA7	1	V

	2013	2012
<b>Consolidated data</b>	<b>3.24</b>	3.71
C+G	3.11	
UMG	0.76	
GVT	4.68	
SFR	3.61	
MTG	2.65	
Corporate	-	
Other	0.86	

Calculation method: 
$$\frac{\text{Number of workplace accidents resulting in lost work time} \times 1,000,000}{\text{Average annual headcount} \times \text{annual hours worked (estimated at 1,750 for the Group)}}$$

#### Severity Rate of Workplace Accidents (with Work Days Lost)

In 2013, the severity rate of workplace accidents (with lost work time) in the Group fell sharply (a decrease of 36%), in particular due to the measures taken by GVT in 2013 to reduce the risk of accidents in the field.

As for the previous indicator, a slight difference in absolute data in the smaller structures can lead to a significant variation in relative values.

#### Severity rate of workplace accidents (with work days lost)

GRI	UNGC	OECD
LA7	1	V

	2013	2012
<b>Consolidated data</b>	<b>0.09</b>	0.14
C+G	0.11	
UMG	0.05	
GVT	0.14	
SFR	0.05	
MTG	0.08	
Corporate	-	
Other	< 0.01	

Calculation method: 
$$\frac{\text{Number of days lost due to workplace accidents} \times 1,000}{\text{Average annual headcount} \times \text{annual hours worked (estimated at 1,750 for the Group)}}$$

#### Occupational Diseases

In France, occupational diseases are the ones officially reported and recognized by the French Social Security scheme. In other countries, occupational diseases are defined in accordance with local laws or, if no such local laws exist, by the International Labor Organization (ILO) <sup>(1)</sup>.

#### Occupational diseases

GRI	UNGC	OECD
LA7	1	V

	2013	2012
<b>Consolidated data</b>	<b>19*</b>	19*

\* The Group's business segments have little exposure to occupational diseases. Brazilian legislation gives a broad interpretation of this concept, which explains the result for 2013 and 95% of the result for 2012.

(1) For a complete list of these diseases please see the ILO website.

## 5.5. Training


### ■ 5.5.1. Training Policies of the Business Units

In 2013, Vivendi developed a mentoring program for its future women leaders. The aim of this program is to promote and develop a pool of female senior executives capable of assuming responsibility and meeting the challenges of gender equality, while boosting the Group's performance by contributing to a new style of male/female relationships. This program was introduced on the initiative of the Supervisory Board and adopted by the senior executives of the Group who accepted to be mentors for this program.

Each of the Group's major subsidiaries has a vocational training policy adapted to the needs of its business lines and to their rapid development, and makes skills development a fundamental element in its training policy.

- ▶▶ The Canal+ Group has an accredited in-house university, CAMPUS+. This assists employees with their career plans according to three priorities: disseminating a common culture, strengthening skills, and sharing managerial practices.
- ▶▶ At UMG, training methods, which are often individualized, are such that the bulk of training is done gradually and in work situations. This means that substantial numbers of training hours are not recorded. Thus, an assessment of the number of hours of training does not reflect the reality of the training efforts actually undertaken by the music companies.
- ▶▶ SFR offers a comprehensive training program with more than 220 modules. These are designed according to innovative individualized teaching methods and around three objectives: skills development, training with emphasis on trends in the company, and customer relations. The company is also developing a network of in-house trainers and mentors. In 2013, the focus was on business line training courses related to SFR's new strategic challenges, and on the training necessary to assume a position under the Professional Mobility Plan.
- ▶▶ At GVT, training is done on-site or remotely, using a modular approach and e-learning methods. It has three focuses: training in the skills needed in the different business lines, perfecting skills and personal growth programs.
- ▶▶ Maroc Telecom has two training centers and 12 dedicated trainers. Special efforts have been made in the area of customer relations in the customer service centers and sales offices.

### ■ 5.5.2. Total Number of Training Hours



Total number of training hours		
GRI	UNGC	OECD
LA10	6	II.A.4
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>2,030,609</b>	1,998,069
C+G	85,779	
UMG	39,398	
GVT	1,359,952	
SFR	254,464	
MTG	285,823	
Corporate	1,134	
Other	4,059	

In 2013, the number of hours of employees training received by the employees increased by 32,540 hours compared to 2012 (an increase of 2%). This increase in the number of training hours follows the rise observed in 2012 (of more than 20% compared to 2011) confirming the importance attached to training by the Group's Companies. The investment in human capital is especially noticeable at GVT, where all the employees enjoy exceptional training opportunities.

# 5 Social Indicators

## Training

### Number of Employees Receiving Training

The table below shows the number of employees who took at least one training course in the year. If an employee took more than one training course, he/she is only counted once.

Number of employees receiving training		
GRI	UNGC	OECD
LA10, LA11	6	II.A.4

	2013	2012
<b>Consolidated data</b>	<b>44,150 (83%*)</b>	41,804 (83%*)

*\* % of the workforce trained.*

C+G	3,814
UMG	4,765
GVT	21,266
SFR	7,289
MTG	6,753
Corporate	59
Other	204

The large percentage of employees trained at least once in the year underscores Vivendi's focus on developing skills and employability.

### Hours of Training per Employee Trained

Hours of training per employee trained		
GRI	UNGC	OECD
LA10	6	II.A.4

	2013	2012
<b>Consolidated data</b>	<b>46.0</b>	47.8

C+G	22.5
UMG	8.3
GVT	63.9
SFR	34.9
MTG	42.3
Corporate	19.2
Other	19.9

The emphasis placed on training by the Vivendi Group is reflected both in the increase in the number of employees receiving training (an increase of 5.6% compared to 2012) and in the fact that the average duration of training received by each employee trained remains extremely high. GVT is a strong contributor to indicators on training.

### Breakdown by goal of training (%)

GRI	UNGC	OECD
LA10, LA11	-	II.A.4 and 8

Consolidated data	2013	2012
Training to do present job better	92.5%	96.5%
Skills development	7.5%	3.5%

	Training to do present job better	Skills development
C+G	77.6%	22.4%
UMG	88.2%	11.8%
GVT	93.2%	6.8%
SFR	96.0%	4.0%
MTG	91.1%	8.9%
Corporate	21.7%	78.3%
Others	95.2%	4.8%

Training programs in the Vivendi Group are broken down into two major categories. The first covers training to improve work station output. The objective of this type of training is to adapt the professional competencies of staff members to the occupied work station. The second type of training concerns acquiring additional professional capacities in preparation for professional evolution in or outside of the Company.



## 5.6. Equality and diversity in employment

### ■ 5.6.1. Measures Promoting Gender Equality

The Supervisory Board strongly believes that promoting women to leadership positions is a measure of the Group's success, and therefore, in 2011, it approved a networking program to promote a gender balance at the highest level. In March 2012, the ANDIAMO network was created, serving as a forum for some thirty female senior managers from the Group's French companies. The purpose of this network is to empower women and support them in their career development through the personal accounts of role models and co-development and training workshops.

All of the Group's French companies have also signed innovative agreements on gender equality:

- ▶ collective agreement on professional equality of men and women, providing for the implementation of a comprehensive set of measures (recruitment, promotion, compensation and maternity leave) and indicators to monitor the mechanisms put in place;
- ▶ parent-friendly agreements calling for equal treatment for father and mother; and
- ▶ agreements on working hours to facilitate a work/life balance for men and women.

In this regard, and before signing a third agreement on gender equity currently under negotiation at SFR, an action plan was created to reinforce existing provisions and make the following improvements:

- ▶ improving hiring parity, especially in certain subsidiaries, and respecting gender equality in access to employment;
- ▶ ensuring there is gender equality in all jobs and job classifications within the business;
- ▶ providing equal opportunities in career development;
- ▶ guaranteeing salary equality between men and women performing the same jobs at the same skill level and with the same responsibilities and results;
- ▶ guaranteeing equality in professional development and pay increases, in the event of a career interruption owing to parental leave, maternity leave or adoption leave; and
- ▶ striving for improvement in terms of reconciling personal and professional life, taking parental issues into account.

As in SFR, the Canal+ Group strives to make its partner recruitment firms aware of the Company's goal of having a stronger female presence on its final list of candidates. In relation to internal mobility, the Canal+ Group favors mobility towards the business lines where there is a "gender imbalance", and allocates funding in its budget to training in these job categories.

More generally, Vivendi, SFR and the Canal+ Group are aiming for gender parity in succession plans and promotions. These agreements include measures to identify and remedy any pay differentials. For example, SFR and the Canal+ Group have eliminated periods of maternity leave from the annual assessment, have identified pay differentials for equivalent posts and taken remedial action, and have provided for the principle of a special budget, if necessary, in annual compensation budgets to remedy any pay differentials in the various categories.

Parental agreements provide for career flexibility by allowing for periods of absence (maternity or parental leave). Both SFR and the Canal+ Group hold a pre- and post-maternity leave interviews.

Lastly, programs promoting changes in behavior and combating stereotypes have been introduced at all levels throughout the Group:

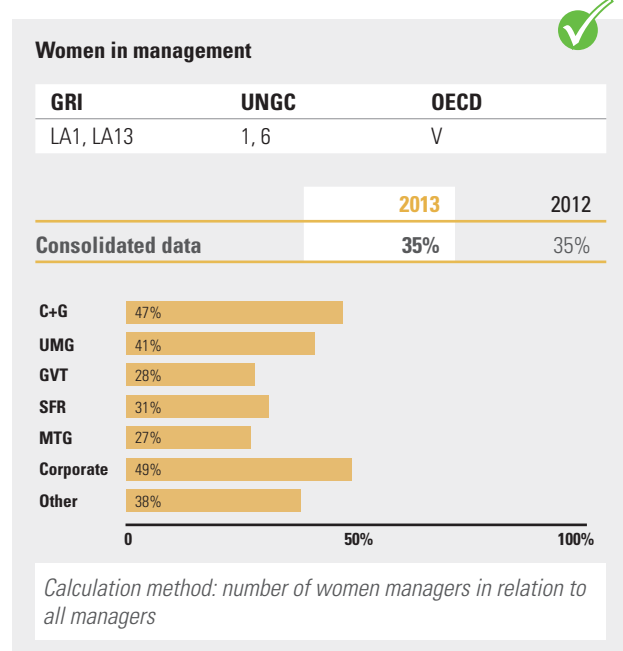
- ▶ projects aimed at empowering individuals (mentoring and training) and training in female leadership;
- ▶ networking with the participation of role models: meetings between experienced women and young female employees; communication on successful career development of women working in male-dominated positions;
- ▶ "Speed meetings" organized at the Canal+ Group to raise the profiles of women performing jobs in male-dominated fields or who have risen to a position in Management; and
- ▶ at Vivendi's headquarters, a seminar open to all employees on the topic of "Managing gender parity in business", followed by workshops on topics such as "From stereotypes to valuing differences" or "Bold career steps".

### Proportion of Women in Management

In France, a *cadre* is an employee who has a significant level of responsibility and autonomy and who is subject to performance obligations (operations, production, development and project management).

In other countries, this concept is not applied, and the closest equivalent is a manager who is paid a salary rather than an hourly wage. Accordingly, in the table below, women managers (in other countries) and women *cadres* in France are both accounted for.

This proportion has remained stable over the past two years for the Group as a whole. The proportion of women managers is highest at the Canal+ Group (47%), UMG (41%), Vivendi's headquarters in Paris and its New York office (49%).



# 5 Social Indicators

Equality and diversity in employment

## Women on Vivendi's Supervisory Board

Percentage of women on Vivendi's Supervisory Board		
GRI	UNGC	OECD
4.1, LA13	1, 6	IV, V.1.e
	2013	2012
<b>Consolidated data</b>	<b>38.5%</b>	36.4%

With 5 women among its 13 directors, Vivendi ranks 4<sup>th</sup> among 120 French companies based on the percentage of women on its Supervisory Board, pursuant to the study<sup>(2)</sup> conducted by the Ministry of Women's Rights in October 2013. Two of these directors chair Board committees: the Corporate Governance and Appointments Committee and the Human Resources Committee.

### 5.6.2. Measures Promoting Employment and Integration of Workers with Disabilities

#### Workers with Disabilities in France

Workers with disabilities		
GRI	UNGC	OECD
LA13	1, 6	IV, V.1.e
	2013	2012
<b>Consolidated data</b>	<b>327</b>	297
C+G	72	
UMG	9	
SFR	241	
Headquarters	1	
Other	4	

In late 2013, a new "Handicap" agreement was signed for a three-year period by all the trade unions represented in the Group, thus enhancing the commitments already made in previous years. The new agreement provides for the following:

- hiring 20 disabled workers between 2014 and 2016, and a "discovery" policy for identifying disabled young graduates through internships and work/study programs;
- participating in recruitment forums and maintaining specific partnerships such as *Handicafé*, *Forum Adapt*, *Osons!* and *Tremplin*;
- increasing business with the sheltered sector through increased communication with the Purchasing Department and all employees;
- assisting a significant number of employees to report their disability, with the help of a social worker for administrative support;
- empowering disabled employees and keeping them on the payroll through various forms of assistance:
  - authorized absences compensated (for recognition of disabled worker status procedures, medical care or a sick disabled child),
  - disability CESU paid by the Company at the rate of 75%, and
  - participation in funding assistance associated with disabled workers in the Company;
- numerous communication initiatives carried out, in particular during National Disabled Employment Week. In 2013, programs were held to raise awareness of disability, featuring topics such as youth, sports, cuisine, home and music;
- information and awareness campaigns held and a disability referral agent network created among employees;
- disability awareness and training sessions held for employees and managers; and
- HR staff and managers trained in hiring disabled workers.

In 2013, the number of workers with disabilities rose by 10% in Vivendi's business segments in France. This increase was due to the strong engagement of the Canal+ Group (an increase of 31%) and SFR (an increase of 6%).

#### Employment and Integration of Workers with Disabilities

The definition of a "worker with disabilities" used in this indicator is the one defined by national legislation or, failing that, by Convention 159 of the International Labor Organization (ILO): "any individual whose prospects for securing, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical, sensory, intellectual or mental impairment".

As part of its corporate social responsibility, the Canal+ Group has been committed for several years to implementing disability collective agreements (known as disability agreements) and has introduced an awareness policy on this topic under the CanalHandi+ banner. This reminds employees of the Group's commitments in this area to recruit, integrate and retain disabled workers in jobs, as well as its participation in training disabled youth through internships or work/study programs. Over the period 2011 to 2013, Canal+ has employed several dozen persons declared disabled.

UMG in Germany: A disabled Employee Officer is responsible for the needs of disabled workers.

In the agreement of April 24, 2012, signed for a three-year period, SFR undertook to finance the work of reclassifying workers with a disability who have been declared unfit by the occupational physician. Thus it assists and supports employees with a psychological disability to reduce the risk of possibly being declared unfit to work. Partnerships have been formed with specialized associations, which means assistance can be provided to medical teams and HR staff in preventing and dealing with a psychological disabilities at work.

(2) Study available on the Ethics and Boards website.

In 2013, special emphasis was placed on the following:

- adjusting work stations and the work environment of employees with disabilities on the SFR Campus;
- increasing the percentage of services devoted to the sheltered sector on the new website; and
- developing partnerships with schools and universities and the CFA (Centers of apprentice training) to hire apprentices with disabilities for work/study programs.

### ■ 5.6.3. Diversity and Discrimination Policies

#### Diversity and Non-Discrimination Policies in the Business Units

In accordance with Vivendi’s Compliance Program, the Group’s subsidiaries are committed to equal opportunity for all in recruitment, mobility, promotion, training and compensation, without distinction as to gender, religion, origin, age, personal life or disability.

Vivendi’s Compliance Program states that, in each subsidiary, the Compliance Officer is in charge of responding to an employee’s concerns. Moreover, in the US and the UK subsidiaries, a hotline is available to employees, in accordance with prevailing regulations, to flag any cases of discrimination or harassment.

In 2012, an interim audit conducted by AFNOR at SFR confirmed that, until 2014, it would retain the Diversity Label it was awarded in 2010. For 2013, a “Diversity” action plan was drafted with the following major points:

- ▶▶ providing employee training in diversity issues;
- ▶▶ implementing the 2012-2014 disability agreement;
- ▶▶ negotiating the signing, on December 20, 2013, of an agreement on remote working;
- ▶▶ continuing the commitment to preselect and select applicants exclusively from the standpoint of diversity;
- ▶▶ implementing educational programs targeting youth from disadvantaged neighborhoods;
- ▶▶ contributing to the action plan related to gender parity; and
- ▶▶ launching a study on installing inter-company nurseries to facilitate the balance between personal and professional life.

Vivendi and SFR have also introduced a parental leave policy for employees partnered with a person of the same sex who have had a child.

The Canal+ Group has long been involved in diversity issues. Its global presence requires it to develop a territorial foothold for its business activities. Hence for its growth it is vitally important that its staff reflect diversity and a gender balance. Managers receive regular awareness training in the Group’s hiring criteria, which are based on openness, difference and diversity. Social dialog and the signing of numerous agreements on topics such as professional gender equality, disability, employing seniors, and the awareness policy conducted at all levels by the Group on these topics are a reflection of this commitment.

- ▶▶ The integration of people with disabilities and non-discrimination are principles respected within every company in the Group. In the recruitment process, the companies ensure equal treatment for applications and maintain strict respect for the individual. At the same time, the companies have developed specific training programs to raise the awareness of employees and managers regarding disabilities. It should be noted that, for Maroc Telecom, the social and cultural context limits the publication of information on disabilities.

#### Employment of Senior Employees

The term “senior employee” refers to an employee over 55 years of age. Their presence is greatest in the Maroc Telecom Group and at Vivendi Corporate: they represent 10% of the total workforce at Maroc Telecom and in several of its African subsidiaries, and nearly 22% at Vivendi Corporate, which is due to the high level of expertise of the employees, typical for a corporate headquarters. A total of 4.7% of the Group’s workforce is over 55.

##### Employment of senior employees (number and percentage of the workforce)

GRI	UNGC	OECD
LA1, LA13	1, 6	IV, V.1.e
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>2,507 (4.7%)</b>	<b>2,241 (4.4%)</b>
C+G	202 (3.4%)	
UMG	561 (7.3%)	
GVT	151 (0.9%)	
SFR	392 (4.2%)	
MTG	1,141 (9.7%)	
Corporate	50 (21.9%)	
Other	10 (1.4%)	

#### Employment of Youth

##### Number of employees with professionalization contracts in the Group in France

GRI	UNGC	OECD
LA1, LA13	6	V.1.e
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>662</b>	<b>648</b>

Vivendi continues to pursue its engagement in employing young staff members through various types of work-study contracts. The increase in the number of contracts in 2013 (+10%) is the result of the Canal+ Group’s active investment in numerous apprentice training programs.

# 5 Social Indicators

Promotion and Compliance with the Fundamental Principles of the ILO

## 5.7. Promotion and Compliance with the Fundamental Principles of the ILO

As a signatory of the United Nations Global Compact, Vivendi agrees to comply with the fundamental principles of the ILO. In the area of labor law, these commitments require compliance with the four fundamental pillars of the ILO: freedom of association and recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, combating child labor, and eliminating discrimination in the area of employment and profession. Two of these four principles (freedom of association and combating discrimination) are of particular relevance to Vivendi.

### ■ 5.7.1. Respect for Freedom of Association and the Right to Collective Bargaining

With its social partners, Vivendi promotes social dialog and consultation at all levels (please refer to Section 5.3. p.34). All workers based in France and in the Overseas Departments and Territories are covered by collective bargaining agreements. The same is true worldwide, for more than 90% of Maroc Telecom Group employees and 100% of the Canal+ Group and GVT employees.

### ■ 5.7.2. Eliminating Discrimination in Employment

Vivendi has affirmed its commitment to diversity in recruitment and preventing discrimination in employment. The Group's Compliance Program calls for active prevention of all forms of discrimination based on selection criteria such as gender, age, lifestyle, ethnic identity, nationality, disability, religious, political or trade union opinions and commitments. These commitments are applied in practice through policies relating to gender (please refer to Section 5.6.1. p. 41), diversity and non-discrimination (please refer to Section 5.6.3. p. 43), and in the employment and job placement policies for workers with a disability (please refer to Section 5.6.2. p. 42).

### ■ 5.7.3. Abolition of Forced or Compulsory Labor and Child Labor

The Vivendi Group complies with the ILO conventions and bans all forms of forced labor. Child labor is strictly prohibited in the Group. In certain specific cases, such as filmmaking or music recordings, where minors may be required to make a contribution, all regulatory requirements are rigorously respected.

# Environmental Indicators

## 6

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In 2013, the process of improving environmental data gathering continued. For some data, the striving for thoroughness has led to a significant change in the result compared with the previous year.

## 6.1. General Environmental Policy

The Group's business units with little exposure to environmental risks prepare their own action plans to measure and control their impacts. The methods used include energy assessments, certifications, and training and information sessions for employees.

### Conducted energy assessment and evaluation of environmental impacts (number of assessments)

GRI	UNGC	OECD
DMA Environment, EN30	7, 8	VI.1.a
	<b>2013</b>	2012
<b>Consolidated data</b>	<b>13</b>	106
C+G	0	
UMG	2	
GVT	0	
SFR	9	
MT	1	
Corporate	1	

In 2012, the Group's business units located in France conducted an assessment of their greenhouse gas emissions. This resulted in energy assessments and impact evaluations at numerous sites. French law stipulates that these evaluations must be renewed every three years.

The measures taken during the Energy Star certification of the UMG headquarters in Santa Monica, issued by the US Environmental Protection Agency (EPA), revealed that the buildings were 48% more energy-efficient than standard buildings in the United States.

In 2013, at SFR, environmental impact measurements concerned predominantly light sites<sup>(1)</sup> (including the analysis of energy consumption, production of electric and electronic waste, treatment of used batteries and the treatment of refrigerants during maintenance operations). There were fewer of these measurements than in 2012.

For Maroc Telecom, the energy efficiency assessment involved, among other things, an analysis of uses related to renewable energy. A new project using hybrid renewable energy (solar/wind) is being launched at two pilot sites.

### Environmental certification (number of sites)

GRI	UNGC	OECD
DMA Environment	7, 8	-
	<b>2013</b>	2012
<b>Consolidated data</b>	<b>6</b>	3
C+G	1	
UMG	2	
GVT	0	
SFR	2	
MT	0	
Corporate	1	

NB: For SFR, the certification concerns two activities, please refer to commentary below.

(1) SFR distinguishes between three categories of sites: "light" sites are generally relay antennae and "points of presence" (POP) which are traffic collection points; "strategic" sites are net centers and mobile switch centers (MSC); and "tertiary" sites include the corporate headquarters, retail sales outlets, and miscellaneous office premises.

(2) Société réunionnaise du radiotéléphone.

# 6 Environmental Indicators

## Pollution and Waste Management

The number of certifications remained unchanged compared with the previous year. They mainly relate to Vivendi's corporate headquarters, which, since 2009, has been certified by the European Management Audit Scheme (EMAS), UMG's headquarters in Santa Monica, which was yet again awarded the Energy Star label, and UMG's Woodland Hills site in California, which received Leadership in Energy and Environmental Design (LEED) certification. SFR obtained the ISO 14001 certification of its Environmental Management System for the two following activities: activity linked to maintenance and hosting of data centers and the SRR<sup>(2)</sup> activity (fixed and mobile telecommunication, tertiary and commercial, repair centers, deployment and maintenance of relay antennae).

### Employee training and information on environmental protection

GRI	UNGC	OECD
DMA LA Training and education aspect	8	VI.7.

The business units hold information and awareness sessions in relation to protection of the environment. These sessions may be educational in nature (as in UMG Australia), or they may be held in connection with certifications, or may serve to assist the correspondents at the subsidiaries in charge of reporting environmental data.

## 6.2. Pollution and Waste Management

### 6.2.1. Reducing Waste Production, Recycling and Elimination of Waste

#### Professional electronic and electrical equipment waste (WEEE) (kg)

GRI	UNGC	OECD
EN22	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>771,954</b>	915,474

C+G	43,357
UMG	18,128
GVT	35,610
SFR	631,509
MT	42,850
Corporate	500

The volumes of waste from electrical and electronic equipment (WEEE) register a decrease. Only SFR recorded an increase in this waste category, which is partly related to its clearance of WEEE associated with moving its sites to the Saint Denis "SFR Campus", in Paris region, and partly to an equipment collection drive with its corporate customers.

At the Group level, the percentage of professional WEEE collected for recycling accounted for 38% of the total collected.

#### Household electrical and electronic equipment waste (WEEE) (kg)

GRI	UNGC	OECD
EN22	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>3,389,566</b>	2,650,399

C+G	304,963
UMG	48
GVT	586,510
SFR	2,498,037
MT	0
Corporate	8

Collecting household WEEE from employees and customers rose compared to the previous year. Canal+ Overseas in the West Indies held a set-top box exchange campaign, UMG in the Netherlands upgraded a substantial quantity of computers and SFR collected nearly 360,000 cellphones.

At the Group level, the percentage of household WEEE collected for recycling accounted for 69% of the total collected.

**Total production of hazardous or special waste (kg)**



GRI	UNGC	OECD
EN22	7, 8, 9	VI.1.a
	<b>2013</b>	2012
<b>Consolidated data</b>	<b>392,016</b>	813,098
C+G	5,658	
UMG	0	
GVT	28,020	
SFR	198,540	
MT	159,798	
Corporate	0	

The significant decline in the amount of hazardous or special waste can be predominantly explained by a reduction in the amount of waste collected by the mobile telephone operators. Thus, SFR's postponement until 2014 of its network's battery renewal program, and the decline in auction sales held to recycle this kind of waste at Maroc Telecom, contributed significantly to the decreased figure in the Group data in 2013.

**6.2.2. Management of Noise and Other Types of Pollution**

**Measures taken to reduce the visual impact of relay antennae**



GRI	UNGC	OECD
TSS I07	-	-

For several years the mobile telephone operators in the Group have attempted to limit the visual impact related to the deployment of their infrastructures.

SFR has set an annual goal to integrate 96% of its new sites into the surrounding environment. The annual SCOPE program (sites requiring aesthetic improvement) aims at improving the integration of existing sites into the surrounding environment.

Preferred methods of Maroc Telecom include the installation of pylons in the form of trees and deploying telephone antennae in the form of palm trees in order to preserve the integrity of the sites near its installations.

**6.3. Sustainable Use of Resources**

**6.3.1. Water Consumption and Supply**



**Water consumption from the public supply network and measures taken to adapt water consumption to local constraints – telecom companies (m³)**

GRI	UNGC	OECD
DMA Environment Water aspect, EN8, EN9	7, 8, 9	VI, VI.1.a and 6.d
	<b>2013</b>	2012
<b>Consolidated data</b>	<b>679,419</b>	493,617
GVT	298,933	
SFR	145,214	
MT	235,272	

SFR and Maroc Telecom have continued their efforts to monitor water consumption and are reporting noticeable reductions compared to the previous year. GVT has improved its data collection process for this indicator, which has increased as a result compared with 2012.

**6.3.2. Consumption of Raw Materials and Measures to Improve Efficient Use**



**Purchases of paper for external use (e.g., publications) and purchases of packaging and cardboard used for the sale of consumer products (kg)**

GRI	UNGC	OECD
EN1, EN26	-	VI.1.a
	<b>2013</b>	2012
<b>Consolidated data</b>	<b>12,557,646</b>	10,173,523
C+G	1,028,070	
UMG	1,754,858	
GVT	2,452,058	
SFR	7,166,260	
MT	146,500	
Corporate	9,900	

# 6 Environmental Indicators

Sustainable Use of Resources

**Purchases of paper for internal use (office use, kg)** ✓

GRI	UNGC	OECD
-	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>1,805,677</b>	NC
C+G	725,276	
UMG	128,337	
GVT	83,930	
SFR	116,432	
MT	734,770	
Corporate	16,932	

This indicator was published for the first time in 2013. It is used to assess paper consumption specifically for office use.

**Purchases of plastics and acrylics used in the manufacturing of consumer products (kg)** ✓

GRI	UNGC	OECD
EN1	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>32,984,156</b>	NC
C+G	142,215	
UMG	32,841,941	
GVT	-	
SFR	-	
MT	-	
Corporate	-	

In 2013, data on the consumption of plastic used for products held for sale were collected for the first time. These are data on UMG's products (CDs and DVDs) and those of Canal+ Overseas (decoders sold to customers). Set-top boxes and other products leased out to customers are not counted in this indicator as this equipment is recycled by the business units concerned.

## 6.3.3. Energy Consumption and Measures Taken to Improve Energy Efficiency and the Use of Renewable Energy

**Measures taken to improve energy efficiency and the use of renewable energy** ✓

GRI	UNGC	OECD
EN4, EN5, EN7	8, 9	VI.6.b and d

The different entities in the Group have continued to strive for greater energy efficiency in their infrastructures and equipments. These initiatives are presented in the AR 2013 Section 4.1.2. p. 88.

**Total energy consumption (MWh)** ✓

GRI	UNGC	OECD
EN3, EN4	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>1,513,880</b>	Not provided*
C+G	60,036	
UMG	87,250	
GVT	275,447	
SFR	675,294	
MT	411,098	
Corporate	4,755	

\* New indicator for 2013, no data for 2012.

This indicator takes into account consumption of the following:

- » Electricity;
- » Natural gas;
- » Fuel oil;
- » Steam;
- » Gasoline and diesel for vehicles; and
- » Propane and ethanol for vehicles.



**Electricity consumption (MWh)**

GRI	UNGC	OECD
EN3	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>1,273,709</b>	1,194,280
C+G	51,227	
UMG	63,816	
GVT	176,487	
SFR	653,273	
MT	325,840	
Corporate	3,066	

In 2013, electricity consumption increased by 7%. This increase is chiefly due to the integration of new sites into GVT's reporting scope (accounting for 45% of the increase) and integration in the Canal+ Group's reporting scope of new sites (in particular in Poland). The increase at UMG results from growth in activity.

**Natural gas consumption (MWh GCV – Gross calorific value)**

GRI	UNGC	OECD
EN3	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>18,360</b>	20,599
C+G	298	
UMG	14,417	
GVT	0	
SFR	3,645	
MT	0	
Corporate	0	

The Canal+ Group expanded its reporting scope to Poland, which explains the increase in natural gas consumption in this business unit.

**Fuel oil consumption (liters)**

GRI	UNGC	OECD
EN3	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>6,320,244</b>	6,259,787
C+G	12,947	
UMG	96,914	
GVT	109,415	
SFR	239,010	
MT	5,861,158	
Corporate	800	

**Steam used for heating (kWh)**

GRI	UNGC	OECD
EN4	-	VI.1.a

	2013	2012
<b>Consolidated data</b>	<b>8,656,857</b>	4,704,028
C+G	1,454,321	
UMG	2,559,796	
GVT	0	
SFR	3,329,740	
MT	0	
Corporate	1,313,000	

The increase in consolidated data is due to an extension of scope following integration of the Canal+ Group's new sites in Poland, and improved reliability of data collected by owners of the buildings leased by SFR.

### 6.4. Climate Change

#### Greenhouse Gas Emissions

##### CO<sub>2</sub> emissions due to usage of mobile sources (tCO<sub>2</sub> eq)

GRI	UNGC	OECD	
EN3, EN16, EN17, EN29	-	VI.1.a	
	<b>2013</b>	<b>2012</b>	
<b>Consolidated data</b>	<b>37,866</b>	45,914	
Gasoline for vehicles	<b>21,715 (57%)</b>	27,414 (60%)	
Diesel for vehicles	<b>14,085 (37%)</b>	16,351 (35%)	
Other fuel	<b>2,066 (6%)</b>	2,149 (5%)	
	<b>Gasoline</b>	<b>Diesel</b>	<b>Other</b>
C+G	290	1,690	-
UMG	492	1,022	-
GVT	20,755	111	2,066
SFR	16	3,698	-
MT	158	7,461	-
Corporate	4	103	-

##### CO<sub>2</sub> emissions due to usage of fixed sources (tCO<sub>2</sub> eq)

GRI	UNGC	OECD
EN3, EN4, EN16, EN17, EN29	-	VI.1.a
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>375,939</b>	368,130
Electricity	<b>336,935 (90%)</b>	324,308 (88%)
Refrigerants	<b>17,411(4%)</b>	22,788 (6%)
Domestic fuel oil	<b>16,554 (4%)</b>	16,396 (4%)
Other sources (steam, gas)	<b>5,039 (1%)</b>	4,638 (2%)
	<b>Electricity</b>	<b>Other sources</b>
C+G	10,930	1,615
UMG	29,820	4,724
GVT	14,296	4,618
SFR	50,955	5,189
MT	230,695	22,589
Corporate	239	269

##### CO<sub>2</sub> emissions attributable to business travel (tCO<sub>2</sub> eq)

GRI	UNGC	OECD
EN17, EN29	-	VI.1.a
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>33,901</b>	24,885
Air travel	<b>33,569 (99%)</b>	24,412 (98%)
Train travel	<b>332 (1%)</b>	473 (2%)
	<b>Total air travel</b>	<b>Total train travel</b>
C+G	3,062	31
UMG	25,867	157
GVT	2,055	-
SFR	1,953	49
MT	216	93
Corporate	416	2

This indicator measures CO<sub>2</sub> emissions caused by train and air travel undertaken solely for business purposes. The increase in the amount of CO<sub>2</sub> is chiefly due to an increase in business travel in connection with the Group strategic review.

Total CO<sub>2</sub> emissions were 447,706 tCO<sub>2</sub> eq, of which 73,047 tCO<sub>2</sub> eq in Scope 1 and 338,692 tCO<sub>2</sub> eq in Scope 2.

Furthermore, the greenhouse gas emissions report conducted in 2012 is available online in the CSR section of Vivendi's website.

## 6.5. Information Categories Deemed Irrelevant with regard to the Group's businesses

### ■ Measures to Prevent Environmental Risks and Pollution

This information category was deemed irrelevant in relation to the Group's activities, which do not present any risk in terms of pollution.

### ■ Financial provisions (and guarantees) for environmental risks

This information category was deemed irrelevant with regard to the Group's activities: the major risks associated with the Group's activities are not related to environmental issues.

### ■ Prevention, reduction or remedying of emissions into the air, water and soil

This information category was deemed irrelevant with regard to the Group's activities, which do not present any risk of air, water or soil pollution (aside from CO<sub>2</sub> emissions, which are discussed in Section 6.4 p. 50).

### ■ Land use

This information category was deemed irrelevant as the Group's activities do not present any risk in terms of soil pollution.

### ■ Adaptation to climate change

This information category was deemed irrelevant with regard to the Group's activities. The Group's activities are subject to few constraints related to climate change. The principal measures used to adapt the technical centers and the data centers, which suffer the effects of heat, focus on the theme of cooling by means of natural ventilation "free cooling", discussed in the AR 2013 Section 4.1.2. p. 88.

### ■ Measures taken to preserve or develop biodiversity

Given the Group's activities, biodiversity is not considered a major issue for which Vivendi must make specific investments. Notwithstanding this, the Group's companies strive to minimize any impact related to their work or maintenance activities carried out in protected flora or fauna environments.

# 7

## Verification of Non-Financial Data

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This chapter includes the methodology note and the external auditor's report as published in the Annual Report 2013 (chapter 2 section 5). These versions prevail. This chapter's page references have been modified accordingly the Handbook paging.

### 7.1. Note on Non-Financial Reporting Methodology

#### Reference framework

The reporting of non-financial indicators is based on the internal references drafted by Vivendi, which are in turn based on national and international references. The correspondence between the societal, social and environmental indicators defined by Vivendi and the provisions of the Decree of April 24, 2012 and the Order of May 13, 2013 pursuant to the Law of July 12, 2010<sup>(1)</sup> on the national commitment to the environment (the Grenelle II Law), the guidelines of the Global Reporting Initiative (GRI)<sup>(2)</sup>, and the media sector supplement of the GRI issued on May 4, 2012<sup>(3)</sup>, the ten principles of the UN Global Compact as well as the OECD Principles for the directors of multinational companies are indicated within each indicator, if any.

The internal reference, the Reporting Protocol for societal, social and environmental data of the Vivendi Group companies (the "Reporting Protocol") is updated annually, and allows application of definitions and rules for data gathering, validation and consolidation that remain the same across the Group's companies.

In 2013, the Reporting Protocol was revised and a certain number of indicators were targeted to provide for comments by the Statutory Auditors.

#### Indicators

The societal, social and environmental indicators are presented in Sections 2.2.3.2. and 4.2. of Chapter 2 of the Annual Report 2013. The CSR section, which is available online on the Vivendi website, also provides a more complete presentation of the societal, social and environmental indicators as well as indicators on corporate governance and economic performance.

The societal, social and environmental indicators were analyzed internally in order to improve their relevance to the Group's activities.

#### Reporting Scope

The reporting scope was established in accordance with Articles L.233-1 and L.233-3 of the French Commercial Code, and covers the subsidiaries and controlled companies with the exception of a few entities, which were not included in the reporting for 2013: *Société Financière de Distribution* and *Compagnie d'Investissement Diversifié*, which are

considered independent distributors for the purposes of this reporting (4,964 employees). Some entities making a negligible contribution are also excluded (please see details below).

(1) Law establishing a national commitment regarding the environment, No. 2010-788 of July 12, 2010, Art. 225 (Grenelle II Law), Decree No. 2012-557 of April 24, 2012 and the Order of May 13, 2013.

(2) Launched in 1997 by the Coalition for Environmentally Responsible Economies (CERES) in partnership with the United Nations Development Program for the Environment (UNEP), the GRI is a long-term international multiparty initiative aimed at developing and distributing guidelines for the voluntary production of reports on sustainable development by multinational companies wishing to report on the economic, environmental and social implications of their activities, products and services. The GRI did not verify the content of this report or the validity of the information provided therein ([www.globalreporting.org](http://www.globalreporting.org)).

(3) The media sector supplement of the GRI structures the reporting process specific to the media industry at international level. Several themes are included such as freedom of expression, pluralism and quality of content, the representation of cultures, independence, protection of personal data, accessibility and media education.

Moreover, following the disposal of 88% of Vivendi's stake in Activision Blizzard in October 2013, the 2013 non-financial data does not include information on Activision Blizzard. As a result, the 2012 data was restated for a pro forma analysis. The information on Maroc Telecom Group is included in the 2012 and 2013 data.

EMI was also included in the reporting scope this year.

The scope covered by non-financial reporting thus represents 92% of employees in the Vivendi Group.

It should be noted that changes in the scope of reporting are the result of acquisitions and/or disposals of consolidated companies between January 1 and December 31 of a given year:

- ▶ in the case of a disposal during a given year (N), the entity's data is not taken into account in the reporting scope for that year. For the reporting of social data, the number of employees of the departing entity is included in the "removal from the scope" indicator, and
- ▶ in the case of the acquisition of an entity during such year (N), the data for that year is included in full in the report in the following year (N+1), unless the newly included entity is able to provide all the data on a pro rata basis. However, the count of employees and of entries into the reporting scope of social data is incorporated into the reporting scope for that year (N).

### ■ Scope of Societal Reporting

The reporting scope for societal data covers all the Group's businesses except for small entities (See Tickets, Digitick, Wengo and Vivendi Mobile Entertainment). In the case of Maroc Telecom, depending on the indicator concerned, the reporting scope applies to Maroc Telecom ("MT") or to Maroc Telecom and its sub-Saharan subsidiaries (Maroc Telecom Group ("MTG")).

## Reporting Period

Societal, social and environmental data are reported annually and cover the period from January 1 to December 31, 2013 – except in the cases specified when certain annual data would not be available (for example,

For some indicators, specifically those related to responsible purchasing, the scope is limited to suppliers and sub-contractors representing at least 75% of total expenses. This is to facilitate the reporting of information by the business units.

### ■ Scope of Social Reporting

The scope of social reporting for Maroc Telecom corresponds to the reporting scope of Maroc Telecom and its sub-Saharan subsidiaries (Mauritel SA, Onatel SA, Gabon Telecom SA and Sotelma SA).

### ■ Scope of Environmental Reporting

Within the global scope of environmental reporting, there is a "media" environmental scope for the businesses with activities in the media sector (Canal+ Group and UMG) and a "telecoms" environmental scope for businesses operating in the telecommunications sector (SFR, Maroc Telecom and GVT). With regard to the Maroc Telecom Group, the environmental reporting scope concerns the company Maroc Telecom and does not include its sub-Saharan subsidiaries. For UMG, the scope includes a number of supplier sites (warehouses) that are an integral part of the production process.

The reporting data of the sites in the reporting scope are selected depending on the type of site, including offices, warehouses, technical centers and data centers. The selection also takes account of criteria related to the size of the workforce (more than 50 people per office), the surface area of the site, and their weighting in the total consumption given in the Electricity indicator.

The indicator "Purchases of plastics and acrylics used in the manufacturing of consumer products" concerns only the quantities used for products and equipment put on the market for sale. It refers to DVDs and CDs sold by UMG and set-top boxes for Canal+ Overseas.

"French initiative films approved by the CNC financed by Canal+, and associated amounts", and "Number of debut films financed by Canal+").

## Details and Limits of the Methods Used for the Indicators

Generally, the societal, social and environmental indicators may reflect methodological limits due to the lack of harmonization in international and national definitions and legislation, and/or the qualitative and therefore the subjective nature of certain data.

### ■ Societal Indicators

With regard to the indicators "Breakdown of purchases by principal line items" and "Increase and utilization of responsible purchasing policies from suppliers and sub-contractors" (please refer to Section 4.4. p. 21), UMG reports on suppliers and subcontractors representing more than 50% of total expenditure.

### ■ Social Indicators

In particular, days of absence are calculated as calendar days at GVT, whereas they are calculated as working days (business days) for the other subsidiaries, in accordance with the reporting protocol. In 2013, the number of days of absence was expressed as working days for the entire reporting scope (using an estimated adjustment factor for GVT). This change in method was made to harmonize practices across the entire reporting scope.

The methods used to calculate absenteeism rates, frequency rates and severity rates are specified in the section on social information.

# 7 Verification of Non-Financial Data

## Note on Non-Financial Reporting Methodology

### ■ Environmental Indicators

In relation to the “telecoms” environmental scope, the businesses provide data that corresponds to all the indicators in the Reporting Protocol.

For the “media” environmental scope, the data collection methodology takes into account the nature of the site in terms of its electrical energy contribution. Data is collected on the basis of sites that contribute the most in order to achieve a representation of over 90% of real data compared to total estimated electricity consumption.

For the first time, the environmental indicators now include two measurements: total energy consumption by the Group (kWh) and CO<sub>2</sub> emissions in Scope 1 and Scope 2 (direct and indirect emissions):

- ▶▶ Scope 1 represents direct greenhouse gas emissions. Emissions associated with the consumption of natural gas, domestic heating oil and injections of refrigerant fluids during maintenance operations on air-conditioning installations at the sites are included. The emissions related to movements through consumption from mobile sources, for directly owned vehicles or vehicles on long-term leases over which the Group has operational control, are also included;

- ▶▶ Scope 2 includes reports on indirect greenhouse gas emissions associated with the consumption of electricity and steam.

Emissions are calculated based on emission factors from the French Environmental and Energy Management Agency (ADEME) tool for calculating carbon use.

Any missing data on indicators such as electricity, gas, fuel and steam are estimated using methodologies based on ADEME factors where applicable, or based on available data (for example, ratios of 10 months out of 12 or ratio per square meter, per person).

With regard to the data on electricity consumption, the quantities reported correspond to the quantities invoiced. In cases where data is not available (in particular, on certain sites not owned by the Group), consumption is estimated based on conversion factors (kW/m<sup>2</sup>, kWh/ft<sup>2</sup>). The conversion factors used for the energy consumption indicators are standard values; they differ depending on the geographic location of the entities and come from recognized reference guides. Total energy consumption is broken down to obtain a clearer explanation of the breakdown of the energy consumed.

In relation to fuel consumption (gasoline, diesel, propane and other fuels), the scope of the indicator covers directly-owned vehicles or vehicles used by the site under long-term leases.

### Reporting Tools, Consolidation and Controls

Using the data gathering tools developed by the Vivendi’s Information Systems department makes it possible for all data to be reported, consolidated and audited at different levels:

- ▶▶ societal data is compiled in the SIRITAL tool and a consistency control is made by the representative in charge of consolidation at headquarters. Answers to the questions asked by headquarters are tracked;
- ▶▶ social data is compiled in the SIRIS tool and automatic consistency controls are made by the computing tool during data input. Other controls and an initial validation are performed by each subsidiary. Consistency controls and a second validation are performed by each business unit. These indicators are then grouped together and controlled at the Group’s headquarters, where a third validation is performed during consolidation. Lastly, a general control ensures the overall consistency of workforce flows between year N-1 and year N;

- ▶▶ environmental data is compiled in the SIRIE tool, and an internal consistency control is performed by the representative in charge of data input, and another control is performed when the data is consolidated by the relevant correspondent at headquarters.

### ■ Report by one of the Statutory Auditors

Since 2008, a selection of non-financial data by the Group has been subject to verification at a level of moderate assurance by one of Vivendi’s Statutory Auditors (please refer to Section 7.2). In 2013, pursuant to Articles L.225-102-1 and R.225-105-2 of the French Commercial Code, the attestation and the report cover all the societal, social and environmental information presented in Chapter 2 of the Annual Report 2013.

## 7.2. Independent Statutory Auditors' report on consolidated societal, social and environmental information presented in the management report

*This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

To the shareholders,

In our quality as an independent verifier of which the admissibility of the application for accreditation has been accepted by the COFRAC (French Accreditation Committee), under the number n° 3-1050, and as a member of the network of one of the Statutory Auditors of the company Vivendi, we present our report on the consolidated societal, social and environmental information established for the year ended on the 31 December 2013, presented in Chapter 2 of the management report, hereafter referred to as the "CSR Information," pursuant to the provisions of the Article L.225-102-1 of the French Commercial Code (*Code de commerce*).

### ■ Responsibility of the Company

It is the responsibility of the Board of Directors to establish a management report including CSR Information referred to in the Article R.225-105-1 of the French Commercial Code (*Code de commerce*), in accordance with the protocol used by the Company, consisting of the "Protocol for reporting environmental, social and societal data on Vivendi Group companies – 2013", in its version dated 22 October 2013 (hereafter referred to as the "Criteria"), and of which a summary is included in Section 7.1 and available on request.

### ■ Independence and quality control

Our independence is defined by regulatory requirements, the Code of Ethics of our profession as well as the provisions in the Article L.822-11 of the French Commercial Code (*Code de commerce*).

## 1. Attestation of presence of CSR Information

We obtained an understanding of the Company's CSR issues, based on interviews with the management of relevant departments, a presentation of the Company's strategy on sustainable development based on the social and environmental consequences linked to the activities of the Company and its societal commitments, as well as, where appropriate, resulting actions or programmes.

We have compared the CSR information presented in the management report with the list as provided for in the Article R.225-105-1 of the French Commercial Code (*Code de commerce*).

In the absence of certain consolidated information, we have verified that the explanations were provided in accordance with the provisions in Article R.225-105-1, paragraph 3, of the French Commercial Code (*Code de commerce*).

In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards<sup>(1)</sup> and applicable laws and regulations.

### ■ Responsibility of the independent statutory auditor

It is our role, based on our work:

- ▶▶ to attest whether the required CSR Information is present in the management report or, in the case of its omission, that an appropriate explanation has been provided, in accordance with the third paragraph of R.225-105 of the French Commercial Code (*Code de commerce*) (Attestation of presence of CSR Information);
- ▶▶ to express a limited assurance conclusion, that the CSR Information, overall, is fairly presented, in all material aspects, in according with the Criteria (Limited assurance on CSR information);

Our verification work was undertaken by a team of five people between September 2013 and March 2014 for an estimated duration of 12 weeks. To assist us in our work, we involved CSR experts.

We conducted the work described below in accordance with the professional standards applicable in France and the Order of 13 May 2013 determining the conditions under which an independent third-party verifier conducts its mission, and in relation to the opinion of fairness, in accordance with the international standard ISAE 3000<sup>(2)</sup>.

We verified that the CSR information covers the consolidated perimeter, namely the Company and its subsidiaries, as aligned with the meaning of the Article L.233-1 and the entities which it controls, as aligned with the meaning of the Article L.233-3 of the French Commercial Code (*Code de commerce*) with the limitations specified in the methodological note in Section 7.1, which enable to cover ultimately approximately 92% of the total headcount.

Based on this work, and given the limitations mentioned above, we confirm the presence in the management report of the required CSR information.

(1) In particular the professional standard relating to the service provided on social and environmental information related to the services directly related to the statutory auditor's engagement: NEP 9090.

(2) ISAE 3000 – Assurance engagements other than audits or reviews of historical information.

# 7 Verification of Non-Financial Data

Independent Statutory Auditors' report on consolidated societal, social and environmental information presented in the management report

## 2. Limited assurance on CSR Information

### ■ Nature and scope of the work

We undertook seven interviews at the consolidated entity level with the people responsible for the preparation of the CSR Information in the CSR, HR, and Ethics departments, in charge of the data collection process and, if applicable, the people responsible for internal control processes and risk management, in order to:

- ▶ assess the suitability of the Criteria for reporting, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, if relevant, industry standards;
- ▶ verify the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the CSR Information and identify the procedures for internal control and risk management related to the preparation of the CSR Information.

We determined the nature and extent of our tests and inspections based on the nature and importance of the CSR Information, in relation to the characteristics of the Company, its social and environmental issues, its strategy in relation to sustainable development and industry best practices.

For the CSR Information which we considered the most important<sup>(3)</sup>:

- ▶ at the level of the consolidated entity and of a selection of business units<sup>(4)</sup>, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.), we implemented analytical procedures on the quantitative information and verified, on a test basis, the calculations and the compilation of the information, and also verified their coherence and consistency with the other information presented in the management report;
- ▶ at the level of the representative selection of business unit and operational entities that we selected<sup>(5)</sup>, based on their activity, their contribution to the consolidated indicators, their location and a risk analysis, we undertook about fifteen interviews to verify the correct

application of the procedures and undertook detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sample selected regarding social information therefore represented on average 42% of the total workforce and the one selected regarding environmental information represented between 8% and 65% of the quantitative environmental information<sup>(6)</sup>.

For the other consolidated CSR information, we assessed their consistency in relation to our knowledge of the Company.

Finally, we assessed the relevance of the explanations provided, if appropriate, in the partial or total absence of certain information.

We consider that the sample methods and sizes of the samples that we considered by exercising our professional judgment allow us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the necessary use of sampling techniques and other limitations inherent in the functioning of any information and internal control system, the risk of non-detection of a significant anomaly in the CSR Information cannot be entirely eliminated.

### ■ Conclusion

Based on our work, we have not identified any significant misstatement that causes us to believe that the CSR Information, taken together, has not been fairly presented, in compliance with the Criteria.

### ■ Observations

Without qualifying our conclusion above, we draw your attention to the following points:

- ▶ the controls performed at business units' level on social data, in particular at UMG, and on environmental data, in particular at GVT, do not include sufficient consistency tests. Significant adjustments were indeed needed on the environmental data reported by GVT.

Paris-La Défense, March 17, 2014

French original signed by  
one of the Statutory Auditors

ERNST & YOUNG et Autres

Jean-Yves Jégourel  
Partner

Eric Mugnier  
CSR Expert

**(3) Societal information:** Youth protection and empowerment, cultural diversity promotion, digital divide reduction, allocation of the value produced, the number of employees by country or area (France, Brazil, Africa), consideration of CSR issues in the purchase policy and in the relations with suppliers and subcontractors, existence of a formal commitment to protect personal data, number of measurements of electromagnetic fields near cell towers.

**Social information:** Total headcount and its breakdown by gender, age and geographic area, hiring and departures by motive, global policy regarding occupational health and safety.

**Environmental information:** Energy consumptions and greenhouse gas emissions, prevention of waste production, recycling and disposal of waste (WEEE).

**(4)** UMG, Canal+ Group, GVT.

**(5)** The entities selected are the London Kensington and Berlin (UMG), Curitiba (GVT), and "Arc-en-Seine" and "Lumières" (Canal+) sites for the environmental indicators; UMG UK, Canal+ UES (economic and employee unit), Canal+ Overseas and GVT (Brazil) for the social indicators; and the three selected business units for the societal indicators.

**(6)** The coverage of the main quantitative indicators are of: 8% for electricity consumption, 9% for professional WEEE, 25% for household WEEE, 65% for CO<sub>2</sub> emissions related to mobile sources and 23% for CO<sub>2</sub> emissions related to business travels.



# vivendi

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Registered Office  
42, avenue de Friedland / 75380 Paris Cedex 08 / France  
Tel: +33 (0)1 71 71 10 00

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

 [@Vivendi\\_News](https://twitter.com/Vivendi_News)

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