

Sociographics
Environmental Policy

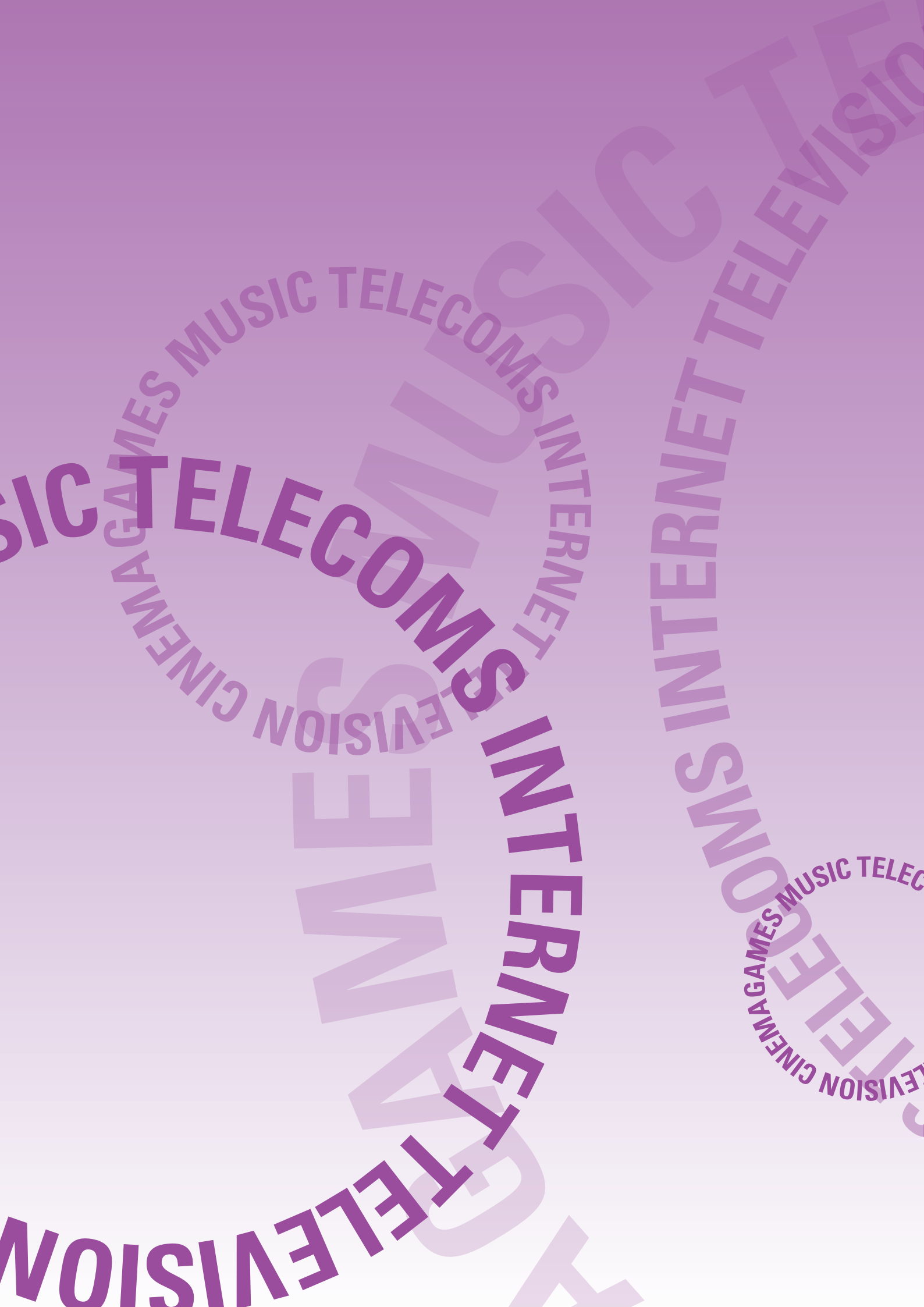
2008



vivendi

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Sociographics

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Sociographics

The scope of the social reporting relies on the provisions of Article L. 233-3 of the French Commercial Code. Vivendi's sociographics are obtained from companies in which Vivendi owns a greater than 50% interest, as well as companies held at less than 50% over which Vivendi has financial and operational control.

Each entity is responsible for the accuracy and the process of collecting the social data that it transmits.

Vivendi uses a specialized system for reporting social data. The system, which incorporates integrated historical data, has contributed to the enhancement of the monitoring, accuracy and reliability of the group's social indicators, as well as to archiving such data.

The IT system performs a series of automatic coherency checks during data entry. Other checks and an initial validation are carried out at each business unit's level. Coherency checks and a second validation are performed at the level of each business. These indicators are then aggregated and checked by the holding company where a third validation is performed during the consolidation.

The "Corporate" heading in the tables below refers to Vivendi's corporate headquarters in Paris and the New York office, unless otherwise specified. "Others" refers to: Vivendi Mobile Entertainment (VME) in 2008; VU Net, Vivendi Telecom International (VTI) and VME In 2007; VU Net and VTI in 2006. In 2006, the data related to Maroc Telecom do not include Mauritel, CasaNet and Onatel as these companies entered the scope of Maroc Telecom's social reporting in 2007. The data concerning Neuf Cegetel has been consolidated at the level of SFR since April 2008. In addition, for 2006 and 2007, "Activision Blizzard" refers to the former scope of Vivendi Games. The Activision companies, which entered the group's consolidation scope in the second half of 2008, appear only in the headcount tables. In the other tables "Activision Blizzard" refers to game operation units within the scope of the Vivendi group at December 31, 2008.

Unless otherwise specified, the analysis of changes in annual employment information is facilitated by the presentation of three consecutive fiscal years as described below.

Section 1

Headcount

1.1. Headcount by Business Segment

In 2008, the group headcount increased by 16% to reach 43,208 at December 31, 2008 compared to 37,223 employees at December 31, 2007 and 34,694 employees in 2006. The increase in the number of employees in 2008 results mainly from changes in the group's scope of consolidation [integration of the Activision companies (3,193 employees) in the scope of Activision Blizzard, of Neuf Cegetel into SFR (4,186 employees) and of Kinowelt into the Canal+ Group (122 employees)].

The table below shows the group's employees by business segment as of December 31, 2006, 2007 and 2008.

| | 2008 | 2007 | 2006 |
|-----------------------|---------------|---------------|---------------|
| Activision Blizzard | 7,408 | 4,437 | 3,567 |
| Universal Music Group | 7,720 | 8,114 | 7,869 |
| SFR | 10,086 | 6,209 | 8,014 |
| Maroc Telecom | 13,411 | 14,075 | 11,259 |
| Canal+ Group | 4,252 | 4,061 | 3,699 |
| Corporate | 250 | 262 | 271 |
| Other | 81 | 65 | 15 |
| Total | 43,208 | 37,223 | 34,694 |

1.2. Headcount by Geographic Breakdown

The table below shows the group's employees by geographic region as of December 31, 2006, 2007 and 2008. "France" includes the headcount in metropolitan France and in the overseas departments and territories.

| | 2008 | 2007 | 2006 |
|-----------------------------------|---------------|---------------|---------------|
| France | 15,717 | 11,869 | 13,243 |
| North America | 7,520 | 5,448 | 5,006 |
| South America and Central America | 405 | 391 | 350 |
| Asia Pacific | 1,459 | 1,478 | 1,445 |
| Africa | 13,583 | 14,218 | 11,424 |
| Europe (excluding France) | 4,524 | 3,819 | 3,226 |
| Total | 43,208 | 37,223 | 34,694 |

1.3. Headcount by Gender Breakdown

| | 2008 | | 2007 | | 2006 | |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | % women | % men | % women | % men | % women | % men |
| Activision Blizzard | 20 | 80 | 18 | 82 | 21 | 79 |
| Universal Music Group | 46 | 54 | 45 | 55 | 45 | 55 |
| SFR | 41 | 59 | 46 | 54 | 54 | 46 |
| Maroc Telecom | 24 | 76 | 23 | 77 | 23 | 77 |
| Canal+ Group | 52 | 48 | 51 | 49 | 52 | 48 |
| Corporate | 56 | 44 | 56 | 44 | 56 | 44 |
| Other | 40 | 60 | 31 | 69 | 47 | 53 |
| Average | 34 | 66 | 34 | 66 | 38 | 62 |

The 2007-2008 men/women distribution in the Vivendi group remained stable with an average of 34% women compared to an average of 38% in 2006.

Section 2

New Hires

Vivendi has a strong presence in North America and other parts of the world. The notion of hiring, particularly the concepts of permanent and fixed-term employment contracts as they apply to French institutions, have no equivalents in other countries. In the United States and Canada, the notions of interns and hiring are very different from those in France and Europe. In these countries, summer jobs held by students are considered to be in the same category as new employees. Short-term additions to the staff are also treated as new hires. For all the foregoing reasons, the tables below represent the number of new hires of all types within the group.

These remarks also apply to the notion of employment termination worldwide. Consequently, the disclosure required by French legislation concerning hiring and new employees, employment terminations and departures refer to these concepts in the following tables. In fiscal year 2008, the overall number of new employees within the Vivendi group remained steady.

2.1. New Hires in the Group

| New hires | 2008 | 2007 | 2006 |
|-----------------------|--------------|--------------|--------------|
| Activision Blizzard | 1,719 | 2,013 | 1,753 |
| Universal Music Group | 1,247 | 1,371 | 1,189 |
| SFR | 1,359 | 1,095 | 1,173 |
| Maroc Telecom | 506 | 447 | 198 |
| Canal+ Group | 1,000 | 788 | 714 |
| Corporate | 26 | 30 | 29 |
| Other | (a) 34 | (a) 53 | - |
| Total | 5,891 | 5,797 | 5,056 |

(a) New hires at Vivendi Mobile Entertainment (VME).

2.2. New Hires in France

The new hire rate under permanent employment contracts is calculated by dividing the number of new hires under permanent employment contracts by the total hires of each business.

| New hires | 2008 | | | 2007 | | | 2006 | | |
|-----------------------|--------------|---------------------|-----------------------|--------------|---------------------|-----------------------|--------------|---------------------|-----------------------|
| | Total | Permanent new staff | % permanent | Total | Permanent new staff | % permanent | Total | Permanent new staff | % permanent |
| Activision Blizzard | 161 | 146 | 91 | 329 | 245 | 74 | 520 | 358 | 69 |
| Universal Music Group | 152 | 106 | 70 | 105 | 45 | 43 | 96 | 46 | 48 |
| SFR | 1,359 | 707 | 52 | 1,095 | 561 | 51 | 1,189 | 611 | 51 |
| Maroc Telecom (a) | 16 | 16 | 100 | 20 | 16 | 80 | - | - | - |
| Canal+ Group | 906 | 280 | 31 | 733 | 218 | 30 | 603 | 133 | 22 |
| Corporate | 23 | 14 | 61 | 26 | 13 | 50 | 27 | 13 | 48 |
| Other | 34 | 26 | 76 | 53 | 46 | 87 | - | - | - |
| Total/average | 2,651 | 1,295 | 49% average | 2,361 | 1,144 | 48% average | 2,435 | 1,161 | 48% average |

(a) Corresponds to Mobisud France, a subsidiary of Maroc Telecom.

Unlike the previous table, this analysis shows new hires as defined by the French legislator. For French subsidiaries (overseas departments and territories included), the average of new employees hired under permanent employment contracts remained stable at 49% in 2008 compared to 48% in 2007 and 2006.

2.3. Hiring Difficulties

In spite of the small number of vacancies that were difficult to fill locally, at group level, no subsidiary has reported any particular hiring difficulties during the past three fiscal years.

Section 3

Changes in Headcount Pursuant to New Consolidation Scope

3.1. Acquisitions

In fiscal year 2008, 7,969 new employees were added to the scope of social reporting.

| | 2008 | 2007 | 2006 |
|-----------------------|--------------|--------------|------------|
| Activision Blizzard | 3,193 | 93 | 152 |
| Universal Music Group | 468 | 890 | 83 |
| SFR | 4,186 | 70 | - |
| Maroc Telecom | - | 3,139 | - |
| Canal+ Group | 122 | 615 | 26 |
| Other | - | 4 | - |
| Total | 7,969 | 4,811 | 261 |

The following table provides a breakdown of headcount variation in 2008 resulting from changes of scope.

| | Entity | Number of employees | |
|------------------------------|------------------------------------|---------------------|--------------|
| Activision Blizzard | | | 3,193 |
| | Activision Blizzard Australia | 40 | |
| | Activision Blizzard Canada | 276 | |
| | Activision Blizzard France | 32 | |
| | Activision Blizzard Germany | 74 | |
| | Activision Blizzard Ireland | 113 | |
| | Activision Blizzard Italy | 26 | |
| | Activision Blizzard Japan | 5 | |
| | Activision Blizzard Korea | 1 | |
| | Activision Blizzard Netherlands | 24 | |
| | Activision Blizzard Sweden-Nordic | 19 | |
| | Activision Blizzard Spain | 20 | |
| | Activision Blizzard United Kingdom | 589 | |
| | Activision Blizzard United States | 1,974 | |
| Universal Music Group | | | 468 |
| | UMG Australia Eleven | 3 | |
| | UMG Belgium ARS | 8 | |
| | UMG Belgium BMC-BUCEL | 2 | |
| | UMG France Flight Charmandising | 9 | |
| | UMG France Le Sentier des Halles | 5 | |
| | UMG Mexico MEX 02 MEX 40 | 64 | |
| | UMG USA Univision Music Group | 102 | |
| | UMG USA Code Black | 6 | |
| | UMG USA Pussycat Dolls | 5 | |
| | (a) UMG USA | 264 | |
| SFR | | | 4,186 |
| | Efixo (France) | 31 | |
| | Jet Multimedia (France) | 382 | |
| | LDC (France) | 46 | |
| | Neuf Cegetel (France) | 3,049 | |
| | Neuf Assistance (France) | 208 | |
| | Neuf Center (France) | 470 | |
| Maroc Telecom | | | - |
| Canal+ Group | | | 122 |
| | Kinowelt (Germany) | 122 | |
| Corporate | | | - |
| Other | | | - |
| Total | | | 7,969 |

(a) Adjustment of social reporting scope.

Section 3

Changes in Headcount Pursuant to New Consolidation Scope

3.2. Divestitures

In 2008, 693 employees left the group's consolidation scope: 31 in the United States and 42 in Australia following the sale of International Music Feed (UMG), 156 as a result of the sale of part of the operations of Jet Multimedia at SFR, 9 following the discontinued operation of Vivendi Telecom International; following the restructuring of Activision Blizzard, 19 employees in Australia, 25 in Ireland, 1 in Canada, 12 in the United States, 111 in Romania, 43 in Chile, 125 in Sweden and 119 in the United Kingdom.

| Workforce reductions due to divestitures | 2008 | 2007 | 2006 |
|--|------------|--------------|------------|
| Activision Blizzard | 455 | 14 | - |
| Universal Music Group | 73 | - | - |
| SFR | 156 | 1,834 | - |
| Maroc Telecom | - | - | - |
| Canal+ Group | - | - | 183 |
| Corporate | - | - | - |
| Other | 9 | 1 | - |
| Total | 693 | 1,849 | 183 |

Section 4

Headcount Reductions Worldwide and their Reasons

4.1. Information on Redundancy Plans and Safeguarding Employment

The number of economic layoffs rose in 2008, due to significant reorganizations which took place at Activision Blizzard, Universal Music Group and Gabon Telecom, a subsidiary of Maroc Telecom. There are various reasons for economic layoffs. At Activision Blizzard, they represent personnel adjustments following the merger of Activision and Vivendi Games; 94% of the layoffs at Activision Blizzard concern US subsidiaries. At UMG, they are the result of restructuring and conducting outsourcing operations, particularly in the United Kingdom and the United States. Layoffs at Gabon Telecom (41% out of the total staff layoffs) correspond to the social plan implemented as a result of a decision made pursuant to the purchase agreement signed on March 7, 2008 by the two major shareholders: Maroc Telecom and the Gabonese State.

| Employees concerned worldwide | 2008 | 2007 | 2006 |
|-------------------------------|--------------|------------|------------|
| Activision Blizzard | 436 | 53 | 76 |
| Universal Music Group | 563 | 586 | 216 |
| SFR | 15 | - | - |
| Maroc Telecom | 760 | - | - |
| Canal+ Group | 39 | 214 | 6 |
| Corporate | 3 | - | 3 |
| Other | - | - | - |
| Total | 1,816 | 853 | 301 |

4.2. Aids in Job Transition and Related Programs

In France, several types of job transition aids and programs were offered to employees affected by restructurings:

- internal transfers: job openings within the group were posted on the intranet;
- reclassification leaves;
- training leave to allow employees to improve their professional qualifications;
- assistance with starting a business;
- outplacement services.

In countries where these measures do not exist, Vivendi has implemented job transition programs for employees who were laid off. Elsewhere in the world, Vivendi managed terminations of employment in accordance with the practices of each country in compliance with the group's code of ethics.

Section 4

Headcount Reductions Worldwide and Their Reasons

4.3. Rehires

Vivendi has a policy of giving preference to employees laid off for economic reasons when a job opening arises. In 2008, four employees in Denmark, India and Morocco took advantage of this provision, compared to approximately one hundred employees in 2007, primarily in the United States and Ireland, and about thirty in 2006.

4.4. Termination for Other Causes

The table below summarizes departures from the group in 2008 for any reason other than economic layoff: resignations (1,972), individual terminations (1,010), departures due to the end of a fixed-term contract (1,630), retirement (103) and all other reasons (649).

| | 2008 | 2007 | 2006 |
|-----------------------|--------------|--------------|--------------|
| Activision Blizzard | 1,050 | 1,169 | 932 |
| Universal Music Group | 1,474 | 1,389 | 1,124 |
| SFR | 1,494 | 1,136 | 1,240 |
| Maroc Telecom | (b) 410 | (a) 770 | 194 |
| Canal+ Group | 892 | 827 | 732 |
| Corporate | 35 | 39 | 33 |
| Other | 9 | 6 | 1 |
| Total | 5,364 | 5,336 | 4,256 |

(a) Voluntary departures and resignations.

(b) Of which about 100 as part of a voluntary departure program.

Section 5

Working Hours

5.1. Working Hours for Full-time Employees

Just as approaches to work schedules vary widely by country, so does the number of hours worked. At Vivendi, the number of hours worked per week ranges from 34.6 hours in Japan to 35 hours in Europe (namely in France), to 48 hours in Central and South American countries, namely in Colombia, Costa Rica and Peru. In France, all Vivendi subsidiaries apply the law mandating a 35-hour work week.

Full-time work is defined as the number of hours worked weekly in the company by full-time employees.

Variations between 2006 and 2008 in the number of hours worked per week and per year listed in Tables 5.1 and 5.2 below are due to a better understanding of the labor practices in certain countries, particularly in emerging countries where the concept of hours worked per year does not exist.

| (in hours) | Hours worked per week | | | Hours worked per year | | |
|-----------------------|-----------------------|-------------|-------------|-----------------------|--------------|--------------|
| | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 |
| Activision Blizzard | 39.0 | 38.8 | 38.6 | 1,893 | 1,892 | 1,945 |
| Universal Music Group | 38.5 | 38.4 | 38.4 | 1,799 | 1,788 | 1,789 |
| SFR | 35.0 | 35.0 | 35.0 | 1,604 | 1,606 | 1,606 |
| Maroc Telecom | 38.7 | 38.8 | 38.5 | 1,750 | 1,747 | 1,751 |
| Canal+ Group | 35.8 | 35.7 | 35.7 | 1,631 | 1,610 | 1,664 |
| Corporate | 35.0 | 35.0 | 35.0 | 1,556 | 1,556 | 1,557 |
| Other | 35.0 | 35.0 | 35.0 | 1,556 | 1,588 | 1,583 |
| Average | 37.5 | 37.8 | 37.5 | 1,727 | 1,737 | 1,742 |

Section 5

Working Hours

5.2. Working Hours for Part-time Employees

Part-time work is defined as the number of working hours that is most widely applied within the company for employees who do not work full time.

The number of working hours for part-time employees remained globally stable in 2008. The number of hours varies from 8 to 37 hours a week, with an average length of 29 hours a week and 1,323 hours a year.

| (in hours) | Hours worked per week | | | Hours worked per year | | |
|-----------------------|-----------------------|-------------|-------------|-----------------------|--------------|--------------|
| | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 |
| Activision Blizzard | 21.7 | 20.1 | 27.9 | 1,260 | 907 | 1,366 |
| Universal Music Group | 26.0 | 26.0 | 25.4 | 1,173 | 1,205 | 1,226 |
| SFR | 29.0 | 29.9 | 26.2 | 1,331 | 1,373 | 1,317 |
| Maroc Telecom | - | - | - | - | - | - |
| Canal+ Group | 30.7 | 30.6 | 30.5 | 1,381 | 1,376 | 1,383 |
| Corporate | 25.0 | 25.0 | 28.0 | 1,063 | 1,063 | 1,215 |
| Other | 28.0 | 18.9 | 9.8 | 1,218 | 894 | 521 |
| Average | 29.0 | 29.1 | 27.1 | 1,323 | 1,328 | 1,320 |

5.3. Overtime

Overtime hours are hours worked beyond the contractual number of working hours. The majority of overtime work hours were in the business units Activision Blizzard and UMG in the United States (54%) and in the subsidiaries of Maroc Telecom (36%).

| Overtime | 2008 | 2007 | 2006 |
|-----------------------|----------------|----------------|----------------|
| Activision Blizzard | 230,904 | 126,882 | 117,778 |
| Universal Music Group | 223,489 | 228,474 | 213,923 |
| SFR | 28,021 | 6,818 | 7,357 |
| Maroc Telecom | 270,663 | (a) 213,390 | 76,387 |
| Canal+ Group | 7,884 | 9,946 | 19,212 |
| Corporate | 45 | 183 | 342 |
| Other | 134 | 138 | - |
| Total | 761,139 | 585,831 | 434,999 |

(a) Result of new entries in the reporting scope and a change in the method of calculating overtime at Maroc Telecom.

5.4. Absenteeism

Absenteeism is defined as the number of work days not worked, excluding paid leave, training programs, union-related absences, exceptional and contractual leaves, and compensation time for extra hours worked under the French 35-hour work week law. This law is in effect within all the companies of the group in France. Suspended contract leaves have been excluded from these tables. Conversely, all the sick days, including long term disability days, are counted.

In 2008, a change in method was adopted for this analysis, to better reflect the types of absences in the group. For instance, at SFR and Canal+, where the average age is lower than in other businesses, more absences for family reasons (particularly maternity and paternity leaves) are taken.

Section 5

Working Hours

5.4.1. Absenteeism Within the Group

The tables below present the days of absence in 2008 by cause: sickness, family reasons (maternity, paternity and adoption leaves), workplace accident (and commuting accident, in countries where this concept is recognized), absence for other accepted reasons, namely absence for personal reasons, unpaid leave, temporary layoff, absence for political reasons (electoral campaign in Gabon) or for pilgrimage (in Mauritania), for mourning, for jury duty, for training of reserve military personnel, for examinations. These absences are recorded below as absences "for other reasons".

| | For sickness | For family reasons | For accident | For other reasons |
|-----------------------|--------------|--------------------|--------------|-------------------|
| Activision Blizzard | 4.20 | 0.61 | 0.02 | 0.15 |
| Universal Music Group | 2.50 | 1.05 | 0.05 | 0.45 |
| SFR | 6.86 | 3.84 | 0.34 | 0.53 |
| Maroc Telecom | 1.11 | 1.43 | 0.41 | 0.65 |
| Canal+ Group | 7.39 | 4.58 | 0.21 | 0.26 |
| Corporate | 3.40 | 3.74 | 0.10 | - |
| Other | 2.63 | 3.28 | 0.22 | - |
| Average | 3.75 | 2.19 | 0.26 | 0.48 |

Calculation method: absenteeism is calculated by dividing the number of days of absence by cause by the average annual headcount.

5.4.2. Absenteeism Within the Group in France

| | For sickness | For family reasons | For accident | For other reasons |
|-----------------------|--------------|--------------------|--------------|-------------------|
| Activision Blizzard | 4.89 | 1.18 | 0.04 | 0.10 |
| Universal Music Group | 4.35 | 2.56 | 0.27 | (a) 3.61 |
| SFR | 6.86 | 3.84 | 0.34 | 0.53 |
| Canal+ Group | 7.39 | 4.90 | 0.25 | 0.24 |
| Maroc Telecom (b) | 4.06 | - | - | - |
| Headquarters | 3.68 | 4.46 | 0.12 | - |
| Other | 2.63 | 3.28 | 0.22 | - |
| Average | 6.66 | 3.88 | 0.29 | 0.60 |

(a) Mainly paid notice days, not worked.

(b) Mobisud France, a subsidiary of Maroc Telecom.

Calculation method: number of days of absence by cause divided by the average annual headcount in France.

Section 6

Compensation and Benefits

Compensation and benefits of the Vivendi group for the last three fiscal years are as follows:

| (in millions of euros) | 2008 | 2007 | 2006 |
|------------------------|--------------|--------------|--------------|
| Total | 2,688 | 2,390 | 2,227 |

Section 7

Training and Development

7.1. Total Training Costs Compared to Total Payroll

The percentage of payroll costs allocated to training is a frequently-used indicator in France. Outside of France, there is no standard computation method. For this reason, the indicator used here is total training expenditures as a percentage of total payroll. Expenditures have been recalculated on the basis of the assumption that salary costs for employees in training represent a minimum of 50% of the training expenses.

Training data at SFR in the tables below does not take into account a part of the training data of SFR Client Services due to a technical difficulty that prevented retrieving data stored in a specific training software program.

| Payroll costs allocated to training (in percentage) | 2008 | 2007 | 2006 |
|---|------------|------------|------------|
| Activision Blizzard | 0.9 | 1.0 | 1.2 |
| Universal Music Group | 0.7 | 0.4 | 0.4 |
| SFR | 3.3 | 3.5 | 3.6 |
| Maroc Telecom | 7.0 | 5.9 | 7.5 |
| Canal+ Group | 3.6 | 3.1 | 3.0 |
| Corporate | 1.8 | 1.7 | 1.7 |
| Other | 1.5 | 0.2 | 4.8 |
| Average | 2.6 | 1.9 | 2.0 |

7.2. Average Training Time by Trained Employee (in hours)

The average training time is calculated by dividing the total number of hours spent in training by the number of employees (individuals) trained during the year. In this calculation, each trained employee counts as one (individual), irrespective of the number of training sessions he or she attended.

The increase in the length of training programs at Maroc Telecom is due essentially to the types of training conducted in 2008: the acquisition of new equipment that requires relatively lengthy technical training.

In most of the countries where Activision Blizzard and Universal Music Group are present, there is no legal obligation to train the employees as there is in France; consequently, the training figures fluctuate more in these businesses. Ongoing growth at Activision Blizzard triggered an increased need for training in 2008. In addition, training managers within Human Resources are now able to offer a more complete range of training programs.

The "Other" heading indicates the implementation of the first training program at Vivendi Mobile Entertainment; it focused primarily on foreign language acquisition and technical training.

| Average training time (in hours) | 2008 | 2007 | 2006 |
|----------------------------------|-------------|-------------|-------------|
| Activision Blizzard | (b) 25.9 | 11.2 | 15.5 |
| Universal Music Group | 11.7 | 5.4 | 6.9 |
| SFR | 36.1 | 35.7 | 30.1 |
| Maroc Telecom | 34.0 | 25.7 | 28.0 |
| Canal+ Group | 32.0 | 25.0 | 25.6 |
| Corporate | 19.1 | 23.9 | (a) 33.2 |
| Other | 25.7 | 16.0 | 23.8 |
| Average | 28.3 | 20.8 | 24.0 |

(a) An exceptional training program for the annual interviews was launched at headquarters in 2006.

(b) Several intensive IT training programs were initiated in 2008, particularly in the United States.

Section 7

Training and Development

7.3. Training Hours per Employee Trained in France

| (in hours) | 2008 | 2007 | 2006 |
|----------------------------------|-------------|-------------|-------------|
| Activision Blizzard | (a) 35.2 | 23.6 | (a) 39.4 |
| Universal Music Group | 18.3 | 24.6 | 21.3 |
| SFR | 36.1 | 35.8 | 29.8 |
| Canal+ Group | 33.0 | 26.1 | 26.3 |
| Corporate | 20.8 | 28.3 | (b) 52.9 |
| Other | (c) 25.7 | 16.0 | 23.8 |
| Average hours of training | 34.6 | 30.7 | 29.6 |

(a) These figures relate to the training programs required in connection with the creation of specific programs such as the *World of Warcraft* in 2006 and *Wrath of the Lich King* in 2008.

(b) An exceptional training program for annual interviews was launched at headquarters in 2006.

(c) Training programs at Vivendi Mobile Entertainment only.

This indicator covers the group's entities in metropolitan France in 2006 and 2007. In 2008, overseas departments and territories were also included.

7.4. Training Objectives

In compliance with disclosure requirements governing lifelong professional training set forth in Law 2004-391 of May 4, 2004, the table below shows the specific purposes for professional training per trained employee reported as a percentage for each subsidiary. In this calculation, an employee who participated in several training courses is counted for the number of courses he or she attended. In 2006, the definition of each objective was refined and integrated into a collective agreement signed at Vivendi headquarters. As a result, the classification of training conducted during the year was adjusted accordingly. The study covers the group's French and Moroccan companies.

Training for adaptation to the position is intended to help employees acquire adequate skills to keep their position within the structure at the time of the training; this training is specific to the position and may not be transferred to a different position.

Training for a change in position is designed to maintain the ability of employees to hold a position, particularly with respect to changes in jobs (inside and outside the company), technologies and organizations; this training is geared toward the acquisition of knowledge, skills or qualifications to anticipate a potential change in activities, duties, or new operating methods and is specific to the position.

Skill development training provides access to various levels of professional qualification and contributes to the economic and cultural development of employees or to promotion within the company. This type of training is dedicated to the acquisition of skills, the use of which assumes a change in the professional classification of the employee. This training is not required under the employment contract. This training may be desirable and facilitates a goal to improve the employee's potential.

The table below shows gradual adjustments of definitions used to better differentiate criteria especially training programs focused on changes to the work station and adapting to them. In addition, the table below reflects the change in the company's training requirements and it includes training programs for specific purposes.

| (percentage) | Adapting to the work station | | | Changes to the work station | | | Development of skills | | |
|-----------------------|------------------------------|-----------|-----------|-----------------------------|-----------|-----------|-----------------------|-----------|-----------|
| | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 |
| Activision Blizzard | 84 | 8 | 57 | 5 | 75 | 9 | 11 | 17 | 34 |
| Universal Music Group | 72 | 82 | 89.5 | - | 1 | 5.7 | 28 | 17 | 4.8 |
| SFR | 30 | 17 | 62 | 59 | 74 | 34 | 11 | 9 | 4 |
| Maroc Telecom | 38 | 40 | 38 | 22 | 19 | 20 | 40 | 41 | 42 |
| Canal+ Group | 54 | 35 | 70 | 4 | 10 | 6 | (c) 42 | 55 | 24 |
| Corporate | 19 | 5 | 13 | 15 | 13 | 62 | (b) 66 | (a) 82 | 25 |
| Other | 100 | - | - | - | - | 90 | - | 100 | 10 |
| Average | 42 | 31 | 53 | 32 | 36 | 25 | 26 | 33 | 22 |

(a) In 2007 all headquarters managers received management training.

(b) Stands for the "How to build a professional project" program implemented at headquarters in 2008.

(c) This figure represents a significant number of requests under the Individual Right to Training (DIF) usually called "Development of skills" and a large number of training programs not directly related to the businesses.

Section 8

Optional and Statutory Profit Sharing

This indicator includes companies of the group which signed collective bargaining agreements on optional and/or statutory profit sharing.

| (in millions of euros) | 2008 | 2007 | 2006 |
|--------------------------|------|------|------|
| Optional profit sharing | 84.2 | 86.8 | 42.8 |
| Statutory profit sharing | 50.2 | 50.5 | 44.8 |

Section 9

Industrial Relationships and Collective Bargaining Agreements

Agreements and amendments entered into in 2008 cover two main issues: restructuring (13%) and compensation (48%). The details on other issues (22%) are listed below.

Other listed agreements include: an agreement on classifications and minimum wages (Canal+ Guadeloupe), the implementation of an internal regulation (Activision Blizzard France and UMG Netherlands), an agreement on job transition programs related to the move of FrNet2 to Rive Défense (SFR), an agreement to hire persons with disabilities (SFR), an agreement to integrate the employees of the former Club Internet into Neuf Cegetel (SFR), an amendment to the company-wide agreement that relates to the citizen employee status (SFR), an amendment that grants exceptional leave days for the PACS ceremony (Civil Union) as well as the death of a PACS partner (Canal+) and three agreements on provisional job and skill management (GPEC) at Canal+, Neuf Cegetel and SFR.

The GPEC Agreement (Talents+) at Canal+ is forward-looking over a period of three years. It intends to maintain and develop employment of permanent employees in the Economic and Social Unit (UES) Canal+ and encourage employee development. The Agreement is built around four commitments:

- sharing the company's strategic vision to anticipate changes in jobs and skills;
- strengthening the managerial and employee roles in skill development;
- offering professional mobility guidance;
- strengthening the training geared towards skill development.

Each agreement or amendment signed counts as one. Agreements signed within an UES (SFR, Neuf Cegetel and Canal+) are counted only once.

| Number of agreements signed | 2008 | 2007 | 2006 |
|-----------------------------|-----------|-----------|-----------|
| Activision Blizzard | 6 | 3 | 8 |
| Universal Music Group | 34 | 25 | 27 |
| SFR | 27 | 13 | 14 |
| Maroc Telecom | 4 | 6 | 2 |
| Canal+ Group | 14 | 20 | 11 |
| Corporate | 6 | 2 | 2 |
| Other | 1 | - | - |
| Total | 92 | 69 | 64 |

In 2008, 66% of the agreements were entered into by UMG and SFR subsidiaries, representing 34 and 27 agreements respectively. More than one-half (52 out of 92) of the agreements were signed by the French subsidiaries of the Vivendi group.

Section 10

Health and Safety Conditions

10.1. Health and Safety Committees

This study lists the number of committees, commissions, or bodies (called CHSCT) composed of professionals and employee representatives dedicated to studying issues of health, hygiene and safety in the workplace within the group. The increase in the number of committees results from the integration of Neuf Cegetel into SFR and the creation of a committee at Mauritel, a subsidiary of Maroc Telecom. In 2008, five new committees were created, one at Neuf Assistance, one at Neuf Cegetel, two at Jet Multimedia and one at Mauritel.

The 2008 objectives set by CHSCT at headquarters were:

- improving the ergonomics of work stations, particularly for on-screen work;
- participating in and monitoring the implementation of conflictual and stressful situation prevention plan;
- measuring very low frequency emissions (GSM, 3G, DECT, Wi-Fi towers) checking the legal limits, identifying related risks and promoting good practices in terms of cell phone use (DECT, Wi-Fi, use of earphones);
- monitoring the implementation of required action plans in case of a serious crisis (particularly fire, attack and natural disaster risks);
- promoting good practices in terms of professional travel and analyzing the causes of commuting accidents;
- monitoring the follow-up and update of the document listing the risks and prevention plans.

| Number of health and safety committees | 2008 | 2007 | 2006 |
|--|-----------|-----------|-----------|
| Activision Blizzard | 9 | 10 | 9 |
| Universal Music Group | 24 | 27 | 25 |
| SFR | (b) 25 | 16 | 18 |
| Maroc Telecom | 15 | (a) 14 | 8 |
| Canal+ Group | 5 | 5 | 9 |
| Corporate | 1 | 1 | 1 |
| Other | - | - | 1 |
| Total | 79 | 73 | 71 |

(a) Implementation of a CHSCT at the subsidiaries outside Morocco.

(b) Inclusion of Neuf Cegetel in the consolidation scope.

10.2. Number of Employees Trained in Health and Safety

| | 2008 | 2007 | 2006 |
|-----------------------|--------------|--------------|--------------|
| Activision Blizzard | 399 | 122 | 189 |
| Universal Music Group | 881 | 503 | 762 |
| SFR | 1,857 | 1,324 | 4,643 |
| Maroc Telecom | 254 | 520 | - |
| Canal+ Group | 262 | 282 | 155 |
| Corporate | 46 | 84 | 69 |
| Other | - | - | - |
| Total | 3,699 | 2,835 | 5,818 |

Activision Blizzard, which entered the consolidation scope of Vivendi in 2008, continued the training on work safety that had been put in place by Vivendi Games. Almost all the training programs on safety and compliance with workplace conditions are organized within the company. The site In Fresno (California, United States) is the only distribution center of Activision. Safety training takes place during the orientation program of all new hires. Specific training is provided regularly to the employees of the Production and Distribution departments. The site manager is a certified trainer: he is responsible for the management, training, certification and recertification of mobile truck, fork lift, pallet stacker and side-loader drivers. In 2008 there were 23 certified drivers on site.

At Universal Music France, fire drills were conducted to raise the staff's awareness of risks specific to the company and to set up efficient and operational intervention teams. Firefighting equipment (firefighting blankets, fire valves and signs), safety and first aid equipment (safety shoes and gloves, defibrillators) were purchased in 2008. A safety and hygiene audit and verifications by the Veritas firm are requested every year.

Olympia (UMG France) remains very vigilant about the observance of workplace conditions and safety standards. With respect to the equipment and workplace conditions, the measures in place consist of regular maintenance of the HVAC (heating, ventilation and air conditioning) system in the offices, regularly changing the screens and providing the presence of a firefighter on site 24 hours a day. With respect to safety, Olympia organized the *Work Safety Warden* training for employees to improve first aid organization within the company and to anticipate special risks. In order to improve fire prevention, training

Section 10

Health and Safety Conditions

on the behavior, gestures to be observed, correct reactions and conduct to be adopted in case of a fire is planned for 2009. In Japan, the Universal Music Group employees are trained on the precise procedure to be followed to call the fire department, as well as on the protection of persons blocked in the building while waiting for the fire department to arrive and the steps to minimize potential fire damage. Once a year, a fire drill is organized. A detailed report of the drill is analyzed by local firemen.

The 2008 safety and prevention program at SFR includes three main aspects:

- promoting a safety culture: a safety awareness multimedia module is included in the orientation of each new employee. 396 employees attended a half-day training on *Safety, Risks and Good Practices in Everyday Life*. In 2009, this module will be offered in the form *e-learning*. A Safety and Hygiene Guide, available on CD Rom and binder, gathering together all the workplace safety and health provisions applicable to the SFR operations, was published in 2008 and distributed to all the unit heads, site managers, Human Resources managers and CHSCT;
- training employees on safety issues: 384 volunteer SFR employees received fire warden training, 231 employees were trained to become safety wardens, 75 persons were trained for electrical clearance and 124 persons were trained for overhead jobs;
- measuring and checking: 128 sites were audited (i.e. almost 10% of the total 17,000 SFR sites). These audits sought to identify risks for rescue workers and plan preventive actions. Each SFR tertiary site was also subject to a safety audit during 2008.

One of the main actions of the Canal+ group in 2008 with respect to safety and workplace conditions was to update a unique safety procedures document for its eight sites. At the same time, an action plan designed to prevent professional risks was prepared with the help of CHSCT representatives. Numerous employees attended training meant for first aid workers and/or workplace safety wardens. The Canal+ Group conducted several air, noise and light tests, to make ensure that employees work under correct labor conditions. The Canal+ Group sites are equipped with central security stations consisting of a fire alarm system and equipment for personal assistance.

10.3. Frequency Rate of Workplace Accidents (with workdays lost)

In 2008, the frequency rate of workplace accidents increased slightly, reaching 2.99 in 2008, compared to 2.72 in 2007 and 3.21 in 2006. Due to the fact that the accident frequency rate is higher in the field businesses, specific prevention programs were put in place particularly at SFR, Maroc Telecom and Canal+.

| Frequency rate of workplace accidents (with workdays lost) | 2008 | 2007 | 2006 |
|--|-------------|-------------|-------------|
| Activision Blizzard | 2.08 | 1.55 | 1.28 |
| Universal Music Group | 2.44 | 2.39 | 3.56 |
| SFR | 3.17 | 3.50 | 3.85 |
| Maroc Telecom | 3.49 | 3.00 | 3.40 |
| Canal+ Group | 3.63 | (a) 2.53 | 2.63 |
| Corporate | 2.29 | 2.18 | - |
| Other | - | - | - |
| Average | 2.99 | 2.72 | 3.21 |

(a) Workplace accidents for TPS are taken into account starting with the second half of 2007.

Calculation method:
$$\frac{(\text{number of workplace accidents with workdays lost} \times 1,000,000)}{\text{number of employees} \times \text{annual hours worked (estimated at 1,750 for the group)}}$$

Section 10

Health and Safety Conditions

10.4. Severity Rate of Workplace Accidents (with workdays lost)

In 2008, the accident severity rate (with workdays lost) dropped. Due in particular to the efficiency of prevention and general workplace safety training programs provided in the group businesses, no fatal accidents were reported within the group in 2008.

| Accident severity rate (with workdays lost) | 2008 | 2007 | 2006 |
|---|-------------|-------------|-------------|
| Activision Blizzard | - | 0.02 | 0.02 |
| Universal Music Group | 0.02 | 0.02 | 0.05 |
| SFR | 0.08 | 0.11 | 0.09 |
| Maroc Telecom | 0.20 | 0.26 | 0.28 |
| Canal+ Group | (a) 0.05 | 0.03 | 0.05 |
| Corporate | 0.02 | 0.02 | - |
| Other | - | - | - |
| Average | 0.09 | 0.13 | 0.13 |

(a) Three employees were assigned to prolonged medical leave as a result of workplace accidents.

Calculation method:
$$\frac{(\text{number of days lost for workplace accidents} \times 1,000)}{(\text{number of employees} \times \text{annual hours worked (estimated at 1,750 for the group)})}$$

Section 11

Gender Equality

Gender equality is measured at Vivendi by two indicators: the employment rate for women within the company and the percentage of women at the managerial level.

11.1. Employment Rate of Women within the Group

The percentage of women at Vivendi has been stable for the past two fiscal years, despite variations in terms of employment for women among the group's businesses. The percentage of women at SFR dropped in 2008, particularly due to the integration of more masculine companies, such as Neuf Cegetel.

| Percentage | 2008 | 2007 | 2006 |
|-----------------------|-----------|-----------|-----------|
| Activision Blizzard | 20 | 18 | 21 |
| Universal Music Group | 46 | 45 | 45 |
| SFR | 41 | 46 | 54 |
| Maroc Telecom | 24 | 23 | 23 |
| Canal+ Group | 52 | 51 | 52 |
| Corporate | 56 | 56 | 56 |
| Other | 40 | 31 | 47 |
| Average | 34 | 34 | 38 |

11.2. Percentage of Women in Managerial Positions

For 2008, the percentage of women in managerial positions was 32%, down 2% compared to 2007. This figure can be explained by the decrease in the number of women managers at UMG and SFR; the latter held a somewhat more significant weight within the group in 2008 due to the acquisition of Neuf Cegetel. An increase is noted at Activision Blizzard and Maroc Telecom, businesses with traditionally fewer women in managerial positions.

| Percentage of women in managerial positions | 2008 | 2007 | 2006 |
|---|-----------|-----------|-----------|
| Activision Blizzard | 21 | 19 | 18 |
| Universal Music Group | 40 | 41 | 40 |
| SFR | 31 | 33 | 34 |
| Maroc Telecom | 27 | 25 | 26 |
| Canal+ Group | 47 | 45 | 45 |
| Corporate | 50 | 50 | 49 |
| Other | 40 | 31 | 36 |
| Average | 32 | 34 | 34 |

Section 11

Gender Equality

11.3. Employment and Integration of Workers with Disabilities

The definition of a “worker with disabilities” used for the purposes of this indicator is stipulated by the national laws of each country or the definition of Convention 159 of the International Labor Organization, namely: 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.

| Number of workers with disabilities | 2008 | 2007 | 2006 |
|-------------------------------------|------------|------------|------------|
| Activision Blizzard | 5 | 4 | 1 |
| Universal Music Group | 29 | 29 | 31 |
| SFR | 157 | 169 | 149 |
| Maroc Telecom | 5 | 9 | - |
| Canal+ Group | 36 | 38 | 30 |
| Corporate | 1 | - | - |
| Other | - | - | - |
| Total | 233 | 249 | 211 |

In 2008, the number of disabled workers within the group decreased slightly compared to 2007, without reaching the 2006 level, however. The efforts deployed by SFR on behalf of disabled workers remain considerable.

The actions that are part of the SFR Disabled Worker program are organized around 6 vectors:

- encouraging the professional integration of disabled persons: 25 of them were recruited;
- facilitating the retention of disabled employees within the company: 12 disabled benefited from outfitting work stations with equipment adapted to their disability: large screens, *zoomtext* software, light laptops or ergonomic chairs;
- raising employees’ awareness of disabilities: seven disability awareness raising sessions were created for managers, employees and Human Resources managers;
- acting outside the company by offering assignments to companies from the protected sector to about twenty companies in 2008;
- raise future managers’ awareness of disabilities by including them in *Handi-Management* programs;
- deploying concrete actions geared towards disabled high-school and college students together with ARPEJEH (an association established to assist disabled students enter the business sector): offering disabled high-school and college students preferred access to ARPEJEH partner companies and organizations for professional internships or information, company visits, or presentation of various businesses through meetings with contact persons in those businesses.

Section 12

Territorial and Regional Impact

12.1. Territorial and Regional Impact

The territorial impact of Vivendi’s operations is difficult to measure since the group operates in a large number of countries. The reality, field and project availability differ considerably from one country to another. For all these reasons, a methodological clarification implemented in 2008 defines each intern in the company as a project under the education heading. Thus in 2008, Vivendi initiated relations, created partnerships, or participated in projects with 3,611 different institutions, individuals or associations in various sectors of the local or regional economy where the group is present, compared to 911 in 2007 and 462 in 2006. Most of the projects in which Vivendi is involved (98%) are related to educational institutions.

| | Activision Blizzard | | | Universal Music Group | | | SFR | | | Maroc Telecom | | | Canal+ Group | | | Corporate | | | Other | | | Total | | |
|-------------------------------------|---------------------|-----------|----------|-----------------------|------------|------------|--------------|------------|------------|---------------|------------|----------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|-------------|--------------|------------|------------|
| | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 | 2008 | 2007 | 2006 |
| Employment procurement associations | 1 | 5 | 5 | 18 | 18 | 13 | 9 | 6 | - | 1 | 1 | 1 | 3 | 5 | 4 | 6 | - | - | 2 | - | n/a* | 40 | 35 | 23 |
| Education | 52 | 19 | 2 | 830 | 167 | 256 | 1,052 | 117 | 87 | 716 | 451 | 6 | 819 | 51 | 25 | 40 | 26 | 24 | 17 | 9 | n/a* | 3,526 | 840 | 400 |
| Environmental groups | - | - | - | 1 | 1 | 1 | 9 | 12 | 7 | 1 | 2 | - | - | - | - | - | - | - | - | - | n/a* | 11 | 15 | 8 |
| Consumers groups | - | - | - | - | - | - | 15 | 12 | 12 | - | - | - | 9 | 5 | 5 | - | - | - | - | - | n/a* | 24 | 17 | 17 |
| Local entities | 1 | - | - | 1 | 1 | 2 | 5 | - | 9 | - | - | - | - | - | - | 3 | 3 | 3 | - | - | n/a* | 10 | 4 | 14 |
| Total | 54 | 24 | 7 | 850 | 187 | 272 | 1,090 | 147 | 115 | 718 | 454 | 7 | 831 | 61 | 34 | 49 | 29 | 27 | 19 | 9 | n/a* | 3,611 | 911 | 462 |

*n/a: not applicable.

Section 12

Territorial and Regional Impact

12.2. Vivendi's Contribution to Job Creation in France

12.2.1. Commitments

In 2004, Vivendi made commitments to the French public authorities to contribute to the creation of jobs in the regions most affected by unemployment and industrial restructuring in two forms:

- creating, via subcontractors, two call centers linked to the group's activity, one in Belfort (Belfort territory) at the end of 2005. The other in Douai (Northern France) at the end of 2006, on the basis of 300 full time equivalent jobs each, in other words 600 jobs in all;
- job creation aids, in regions selected by the Ministry of Economics, Finance and Employment, of 1,000 jobs in three years and 1,500 jobs in five years not related to Vivendi's activities, by providing financial support to viable business creation or expansion projects. These grants amount to €5 million a year over a period of five years, or a total amount of €25 million.

12.2.2. Results

Call Centers

On December 31, 2008, 863 jobs were created in the two call centers:

- 497 in Belfort;
- 332 in Douai;

which represent the equivalent of 829 full-time jobs.

The commitments were not only met but were exceeded in terms of quantity and were achieved more rapidly than planned. The percentage of women hired exceeded 70% in both cases.

Lastly, Téléperformance and Duacom continue to develop the activity of the centers by signing contracts with new clients.

Employment Areas

Jobs

On December 31, 2008, jobs certified by the commitment committee, amounted to 3,874, and the actual job creations to 2,535, in other words more than 65% of certified jobs.

As the first employment areas took off in March 2005, Vivendi exceeded 70% of its total commitments over five years in less than four years, in the eleven operational employment areas.

Below are the details:

| Beginning of mission | Areas | (a) Certified jobs | Jobs created |
|----------------------|----------------------|--------------------|--------------|
| March 2005 | Sarrebourg | 363 | 271 |
| | Arles | 546 | 487 |
| | Oise | 570 | 533 |
| February 2006 | Dreux | 458 | 280 |
| | Chalon | 338 | 179 |
| | Pas-de-Calais | 443 | 240 |
| February 2007 | Somme | 381 | 205 |
| | Thann-Cernay | 244 | 101 |
| | Tonnerrois | 218 | 165 |
| June 2007 | Autun Château-Chinon | 238 | 74 |
| March 2008 | Haut Jura | 75 | - |
| Total | | 3,874 | 2,535 |

(a) Certified jobs: jobs created following the validation of applications by commitment committees. Members of these committees include the regional head of police and his deputy, the Vivendi representative, representatives of State decentralized services (DRIRE, DIACT, DDTE, TPG), a representative for Banque de France, Urban Development Committees, the CCI (Chamber of Commerce) and the Chamber of Guilds.

In the first areas, authentic job creations exceed 77% of the objectives in Oise and 62% in Arles.

Dreux and Pas-de-Calais have reached the objective and Chalon is about to reach it.

Section 12

Territorial and Regional Impact

In barely two years, the jobs certified in the Somme area have exceeded the creation objective over three years by 52% and the jobs created already reach 82% of the objective.

The first three missions (Sarrebouurg and Château-Salins, Oise and Arles) have been completed. With regard to prospecting, a review of applications and their study at the commitment committee is also completed: the last session took place in December 2007. The relevant economic development companies remain on the territories to continue the proper implementation of the assisted projects and ensure the conversion of the programmed jobs into authentic job creations.

With job certification growing too quickly in the Dreux, Chalon, Pas de Calais and Somme areas, operations were suspended with the public authorities' consent, in June 2008.

In Château-Salins, the funds recovered from the cessation of activity of a number of assisted companies made possible the financing of additional job creation projects. The Haut Jura area project, which was initiated in March 2008 is progressing normally with good industrial prospects.

Companies

80% of assisted companies in all areas belong to the industrial, agri-food, construction and public works and industrial service sectors; 15% are in the category of trade and craftsmanship. The balance (5%) concerns personal services and tourism.

70% of subsidized projects concern the expansion of existing companies, 26% job creations and 4% business acquisitions.

93% of subsidized companies are small and very small companies, 7% of subsidiaries of medium sized companies.

Generally, 87% of projects are endogenous. Dreux is the only exception with 60% of exogenous projects.

Financing

Over a global contractual commitment for eleven operational areas of €26.01 million since 2005, €22.91 million had actually been paid at the end of the third year, exceeding the objectives by more than 10%.

The loans and subsidies to companies account for 70% of the total budget, the remaining 30% is assigned to the fees of service providers.

Section 13

Social and Cultural Activities

In France, and in some French speaking African countries, social and cultural activities are established at the company level mainly for the benefit of employees or their family (for instance the subsidy to the Works Council in companies with over 50 employees). This notion is difficult to formulate at a global level. Each entity is allowed to determine its own policy and contribution.

| (in millions of euros) | 2008 | 2007 | 2006 |
|------------------------|-------|------|------|
| | 10.27 | 6.65 | 7.15 |

In 2008, this amount increased due to changes in the consolidation scope (namely Neuf Cegetel) and the inclusion of UES Canal+ and Gabon Telecom. The scope of this indicator includes the group's French companies, Maroc Telecom and its subsidiaries as well as in Sedaci (a company of the Canal+ Group located in the Ivory Coast) and the Senegalese company, Canal Horizon.

Section 14

Subcontracting

Subcontracting is a notion that is difficult to formulate at a global level. This term is used in an imprecise manner in everyday language: service providers, consultants and outsourced operations are all grouped together. In order to clarify the notion of subcontracting, the French legal definition was supplemented in 2008 by that of the Economic and Social Council. Thus subcontracting is defined as "a business operation whereby an entrepreneur transfers through a subcontract all or part of the performance of a company contract or a public contract concluded with the project owner to another person called the subcontractor, while retaining responsibility for such contract" (Article 1, Law 75-1334, of December 31, 1975). Subcontracting is also defined as "an operation whereby a company transfers to another company the task of performing on its behalf and according to a pre-established technical specification, part of the production operations and services for which it retains final economic liability" (Economic and Social Council, *Le Journal Officiel*, April 26, 1973, page 305). This double definition allowed for a better identification of this indicator in 2008. The numbers are given for reference only, as the variations recorded below show the lack of stability of this indicator. As a reminder, each entity guarantees the reliability of the data transmitted.

This section provides the number of subcontracting assignments performed within the group lasting at least one week. The Vivendi group is less affected by subcontracting than companies with a high number of manual workers. In addition, Vivendi has a limited presence in less developed countries.

The 2007 and 2006 figures are based on the legal definition alone.

| Number of assignments performed by subcontractors | 2008 | 2007 | 2006 |
|---|--------------|-----------|------------|
| Activision Blizzard | 52 | 3 | - |
| Universal Music Group | 98 | 86 | 125 |
| SFR | 4,918 | n/a* | n/a* |
| Maroc Telecom | - | - | - |
| Canal+ Group | 888 | 3 | 13 |
| Corporate | - | 6 | - |
| Other | - | - | - |
| Total | 5,956 | 98 | 138 |

*n/a: not applicable

Section 15

External Partners (Temporary Workers)

Temporary staff is defined as a person provided temporarily for the performance of a precise and limited-time (not permanent) task called "assignment"; users of such workers provide work for them and pay the temporary employment agency for such work. A person who completes several assignments is counted as many times as the assignments such person has completed. Most temporary staff (99%) work in the sectors of games, music, and telecoms primarily in three areas: metropolitan France (41%), Reunion Island (22%) and the United States (36%).

| Number of temporary assignments | 2008 | 2007 | 2006 |
|---------------------------------|--------------|--------------|--------------|
| Activision Blizzard | 1,023 | 832 | 582 |
| Universal Music Group | 975 | 1,276 | 1,421 |
| SFR | 1,921 | 1,731 | 2,793 |
| Maroc Telecom | 4 | 14 | - |
| Canal+ Group | 913 | 898 | 820 |
| Corporate | - | 9 | 19 |
| Other | 10 | 3 | - |
| Total | 4,846 | 4,763 | 5,635 |

Section 16

The Group Compliance Program

Since 2002, Vivendi has undertaken to define and implement a Compliance Program which sets forth general rules of ethics applicable to each group employee, irrespective of hierarchic level and responsibilities.

These Rules of Conduct cover the rights of employees, the quality of information and its protection, the prevention of conflicts of interest, commercial ethics and the respect of competition rules, the use of group property and resources, financial ethics and respect for the environment.

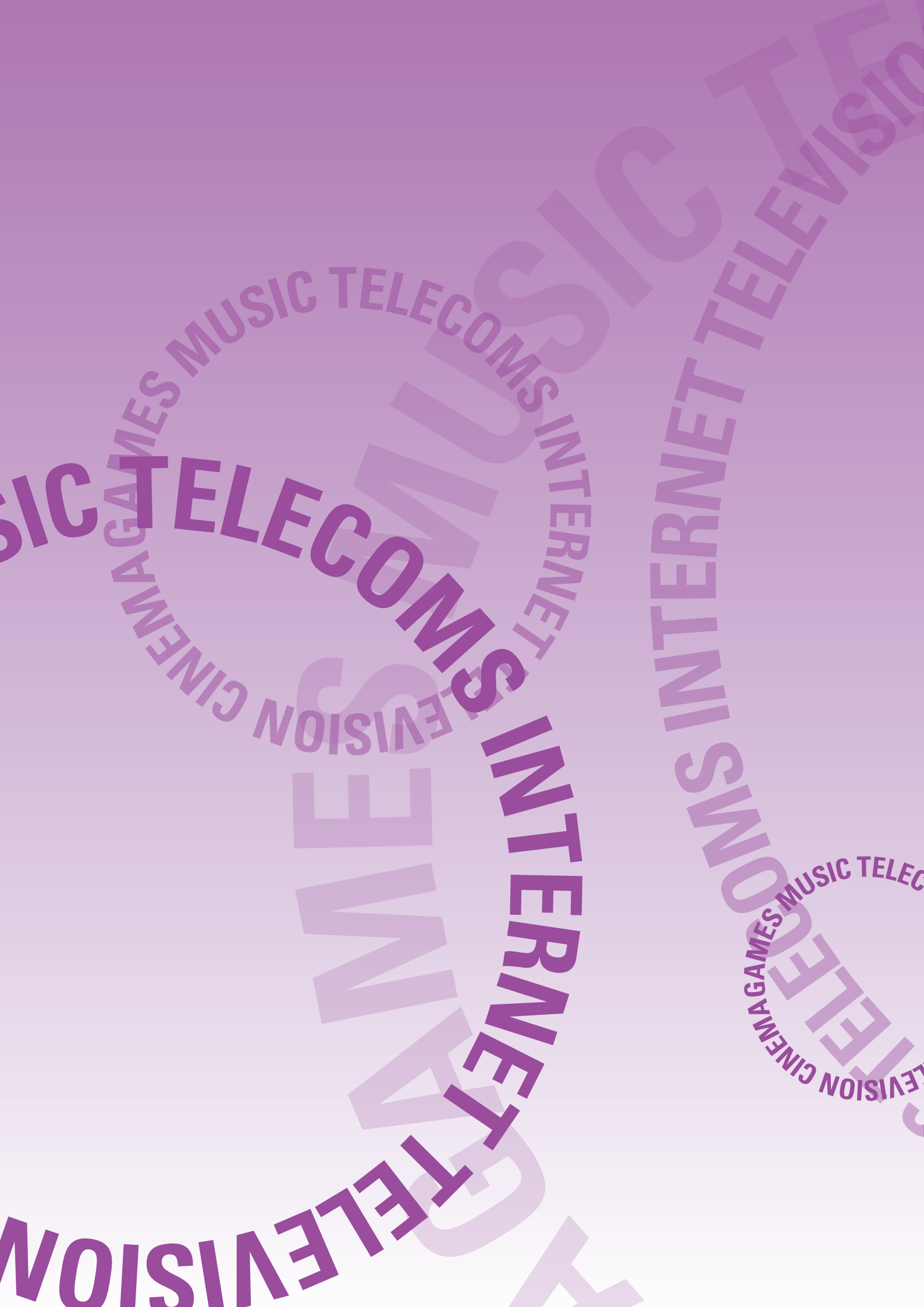
The objective of the Compliance Program is to make employees aware of their professional responsibilities and to provide them with a reference tool that helps them determine benchmarks for their conduct.

These general rules are applied downstream, by each operational business unit, in all territories where the group is present, to include the specificities of the subsidiaries' businesses, as well as the particularities of local legislation. As a result, certain entities have implemented an additional Code of Conduct specifically devoted to their activities.

The implementation of the Compliance Program by Vivendi's Secretary General's office is followed by the legal teams and the compliance officers of the main operational entities and of the group.

At the beginning of each year, subsidiaries submit a report to Vivendi on the actions taken in the prior year. The report is presented to the Audit Committee which validates it before sending the report to the heads of the different subsidiaries.

The Compliance Program is available on Vivendi's internet site (www.vivendi.com).



MUSIC TELECOMS

MUSIC TELECOMS

MUSIC TELECOMS

Environmental Policy

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Environmental Policy

Vivendi is committed to identifying, measuring, evaluating, and, where feasible, reducing the environmental impacts of its activities through more effective and productive management, while it continues to safeguard the health and safety of its employees, partners and customers.

Consistent with this commitment, during 2008, Vivendi continued to implement the following initiatives:

- programs to ensure compliance with applicable environmental, health and safety regulations in force at all of its facilities in the various countries throughout the world where the group operates;
- training programs intended to strengthen the technical knowledge and expertise of group employees with regard to the environment and to reinforce the importance of health and safety issues at work;
- regular assessments of its various operational sites and facilities to ensure they are functioning correctly and are in compliance with applicable regulatory standards with regard to environmental, health and safety matters;
- participation in efforts by industry and governments to improve environmental protection, and to encourage the decrease in the environmental impacts of the group's activities.

Each year, the publication of a sustainable development report on the group's commitments and progress made regarding environmental protection, health and safety issues.

Section 1

Environmental Commitments

To ensure the continuing success of its environmental policy, the group has formally adopted an Environmental Charter which makes the following commitments:

- to define relevant environmental performance objectives for the group;
- to provide quantitative assessment of the environmental impacts of group operations and activities;
- to ensure compliance with applicable environmental regulations;
- to identify ways to reduce the environmental impacts and risks associated with the group's activities;
- to take part in selected research and development activities for environmentally friendly technologies;
- to identify and introduce practices to reduce waste and consumption of raw materials;
- to promote and take part in dialog with other interested environmental parties and partners;
- to introduce training programs intended to strengthen and improve the technical skills of employees regarding the environment, health and safety;
- to regularly inform the public about the group's activities and the progress made; and
- to use information and communication technologies to build and implement environmental management systems appropriate to each subsidiary's activities at the relevant facilities and operations.

In addition, in March 2008 Vivendi joined as a signatory to the United Nations Global Compact. The UN Global Compact asks companies to embrace, support and enact a set of core values related to human rights, labour standards, environment and anti-corruption policies. With regard to environmental matters, signatories to the UN Global Compact commit to:

- supporting a precautionary approach to environmental challenges;
- undertaking initiatives to promote greater environmental responsibility; and
- encouraging the development and diffusion of environmentally friendly technologies.

Section 2

Environmental Information

| | |
|--|---|
| | <p>Information regarding the environmental impacts of Vivendi's operations is provided according to the type of business and its effects.</p> |
| <p>2.1. Water Resources, Raw Materials and Energy – Use of Soil – Waste Emissions into the Air, Water and Soil – Noise Pollution, Odor Nuisance and Waste</p> | <p>Vivendi's operations produce few air emissions and wastewater discharges having a direct environmental impact.</p> <p>As a result of the changes in the consolidation scope of the group, Vivendi continues to review potential new performance objectives related to waste and carbon dioxide emissions for the 2009-2013 period.</p> <p>2.1.1. Wastewater</p> <p>With a few exceptions, all of the wastewater generated by group activities has a composition similar to domestic wastewater and is discharged directly into municipal collection and treatment systems, where it is treated before being discharged into the environment. Depending on the site, wastewater receives primary, secondary or tertiary treatment, in accordance with the practices and regulations in force in each location.</p> <p>2.1.2. Air Discharge</p> <p>Direct air emissions from the various Vivendi operations are extremely low. Most direct emissions of carbon dioxide are generated by the use of back-up generators in the event of power failure, by facility space heating and from operation of the group's fleet vehicles. Carbon dioxide emissions indirectly caused by Vivendi's operations result primarily from electrical consumption and business travel.</p> <p>Vivendi's Paris and New York offices are subject to regular air analyses. The results of these analyses are communicated by Management to the health and safety committees.</p> <p>2.1.3. Waste</p> <p>Vivendi's various activities produce wastes that mainly consist of paper, cardboard and packaging, plastic, wood and lumber, glass, commercial and consumer batteries, used petroleum products, and paint residues, as well as waste from electrical and electronic equipment. All wastes are managed in accordance with applicable regulations. Various wastes generated by the group are recycled, as applicable.</p> <p>2.1.4. Nuisance Odor and Noise Pollution</p> <p>Vivendi's operations generate almost no significant nuisance odors or noise pollution. Limited noise is generated by the operation of machinery and vehicles within the group's facilities. Any potential harmful effects of the noise are mitigated by the structure of the buildings, or other engineering solutions. The group maintains strict control over its sites and regularly verifies that noise levels do not exceed 80 decibels for extended periods of time. In a vast majority of the group's sites, the noise levels generally average below 40 decibels.</p> |

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2.1.5. Environmental Reporting

In accordance with its commitments regarding the measurement and reduction of the group's environmental impacts, Vivendi continues to identify, assess and measure the environmental effects of its operations. The data presented below was consolidated from information from those group sites that meet specific thresholds in terms of environmental impact (which include the number of employees, annual water and electricity consumption and waste production).

The scope of environmental reporting now includes a number of smaller facilities that had previously been viewed as not contributing a significant environmental impact to the overall group numbers. In addition, over the past two years, the group has been involved in a number of transactions which have expanded its operations and the number of facilities included in the environmental reporting program. Due to these changes to the type and scope of facilities included in the environmental reporting system, the data from fiscal years is not directly comparable.

For each fiscal year, the data is provided by the technical or environmental departments within each of the group's operational entities. Data from each of the operating units, in turn, is collated and reviewed at the head office.

| Carbon dioxide (in millions of kilograms) | 2008 | 2007 | 2006 |
|--|--------------|--------------|-------------|
| Activision Blizzard (a) | 7.3 | 4.0 | 2.8 |
| Universal Music Group (b) | 13.0 | 13.1 | 13.8 |
| SFR (c) | 43.7 | 32.0 | 30.3 |
| Maroc Telecom (d) | 135.3 | 108.3 | 27.1 |
| Canal+ Group (e) | 8.7 | 7.3 | 5.6 |
| Headquarters – Corporate (f) | 0.7 | 0.7 | 0.8 |
| Total | 208.7 | 165.5 | 80.4 |

| Water consumption (in thousands of cubic meters) | 2008 | 2007 | 2006 |
|---|--------------|--------------|--------------|
| Activision Blizzard (a) | 18.6 | 3.7 | 3.1 |
| Universal Music Group (b) | 56.6 | 70.3 | 88.8 |
| SFR (c) | 68.1 | 72.4 | 115.2 |
| Maroc Telecom (d) | 299.6 | 327.0 | 325.7 |
| Canal+ Group (e) | 40.9 | 38.8 | 30.6 |
| Headquarters – Corporate (f) | 14.1 | 16.2 | 18.4 |
| Total | 497.9 | 528.4 | 581.8 |

| Waste Generation (in metric tons) | 2008 | 2007 | 2006 |
|--------------------------------------|----------------|----------------|----------------|
| Activision Blizzard (a) | 410.0 | 119.3 | 214.0 |
| Universal Music Group (b) | 489.0 | 583.9 | 555.0 |
| SFR (c) | 892.0 | 1,292.6 | 1,179.1 |
| Maroc Telecom (d) | 98.0 | 132.3 | 197.6 |
| Canal+ Group (e) | 257.0 | 495.3 | 691.0 |
| Headquarters – Corporate (f) | 61.0 | 83.5 | 100.2 |
| Total | 2,207.0 | 2,706.9 | 3,548.8 |

- (a) Data for 2007 and 2008 reflect the acquisition of additional facilities.
 (b) Data for 2007 and 2008 reflect the acquisition of additional operations.
 (c) Data for 2008 reflect the acquisition of additional operations.
 (d) Data for 2007 and 2008 reflect facilities that did not report in 2006.
 (e) Data for 2007 and 2008 reflect the acquisition of additional operations.
 (f) Headquarters data includes the Paris and New York corporate offices.

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2.2. Measures Taken to Limit Damage to the Biological Equilibrium, to the Environment and to Protected Animal and Plant Species

Vivendi's activities have little direct impact on the biological equilibrium, the environment and protected animal and plant species.

Vivendi has established guidelines for improving the integration of its sites within the surrounding environment. Group installations can have different environmental effects, including the visual impact of buildings, noise and light pollution, traffic, infrastructure development and telecommunications antennas. Vivendi employs rigorous planning in its construction projects taking into account the principles of sustainable development, reducing water and energy consumption and the integration of buildings within the surrounding environment.

In France, SFR, while continuing efforts to expand its coverage area, committed to an extensive program to integrate its antennas into the surrounding environment over five years ago. SFR is using all possible technical means to ensure the sustainable deployment of its infrastructure while respecting populations and the local context. To further guarantee the success of these efforts, SFR works cooperatively with elected officials, lessors and local authorities, and with the assistance of architects, town planners and landscapers. At the end of 2008, over 95% of new sites had been integrated into the surrounding environment (excluding Société Réunionnaise du Radiotéléphone, TDF and dead zone sites). In addition to this excellent performance, SFR played a major role in the development of a common policy on the integration of relay antennas that has been adopted by the French Association of Mobile Phone Operators.

2.3. Measures Taken for the Purpose of Environmental Assessment or Certification

Since 2001, Vivendi has had a formal program for assessing the environmental, health and safety programs implemented by group companies. Since the introduction of this program, over 95 formal site assessments have been completed, with an average of ten sites assessed annually.

The assessment program is comprised of the following activities:

- a pre-assessment questionnaire is completed by the facility, a site visit and an inspection are conducted, and various documents regarding environmental, health and safety aspects of the site are reviewed;
- a written report detailing the conclusions and recommendations of the assessment is sent to the facility. Any areas which do not comply with environmental, health or safety regulations are presented in detail, together with the corrective action to be taken. Other potential improvements to the site's environmental, health or safety programs, in particular the implementation of "Best Practices" appropriate to the site are also suggested;
- the facility must then correct all nonconformities identified regarding environmental, health and safety regulations, and report on the progress of any corrective action;
- the sites are then re-assessed, during the next three to five years, depending on the complexity of the facility and the results of the previous assessment.

The assessments are conducted under the direct supervision of the group's Director of Environmental Affairs, Health and Safety. Each assessment is conducted by a team of auditors appropriate to the type and size of facility being reviewed. In addition to this group assessment program, Vivendi's insurers conduct an average of five independent assessments of group facilities. These independent assessments focus on worker health and safety practices and procedures.

Group facilities are encouraged to seek appropriate environmental certifications, including EMAS and ISO 14000 environmental certification. At the end of 2008, SFR had received ISO 14000 certification for 14 principal office locations, including the La Defense headquarters, all of its primary maintenance and technical sites, and the majority of its antenna sites. In addition, in 2008, the Vivendi Paris headquarters' office began EMAS certification. Final EMAS certification for this facility is expected in 2009.

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2.4. Measures Taken to Ensure Compliance of Activities with Applicable Legal and Statutory Provisions

Vivendi has introduced comprehensive processes to ensure the compliance of its operations with applicable legal and statutory provisions regarding the environment, health and safety matters. In all of the main sites a designated employee is responsible for environmental matters. This person receives continuing education that is appropriate to his or her responsibilities.

2.5. Expenses Incurred to Minimize the Environmental Impact of the Company's Activities

In 2008, expenditures for environmental protection by Vivendi's various activities are estimated at €1.12 million, compared with €0.96 million in 2007, and €0.98 million in 2006. This figure takes into account internal programs, monitoring of activities in group facilities and expenses related to environmental protection for each operational site.

2.6. Environmental Provisions, Guarantees and Penalties

In 2008, Vivendi received three minor notices from regulatory agencies alleging non-compliance with environmental, health and safety requirements at its various operational sites. Vivendi paid penalties totalling less than €7,000 to fully resolve these three matters.

2.7. The Existence of Internal Environmental Management Services, Training and Informing Employees about the Environment, Means Dedicated to Reducing Environmental Risk as well as the Organization Introduced to Deal with Pollution Accidents with Consequences Extending Premises

Vivendi has a team of professionals responsible for establishing internal policies and procedures regarding environment, health and safety matters, and for organizing controls at each site throughout the world. This team also conducts the assessment program at the most significant sites to ensure that they comply with national, regional and local regulations in force.

The person in charge of environmental, health and safety issues for the group is an environmental engineer (with advanced degrees and professional certifications) who reports directly to Vivendi's General Counsel. In addition, in the various operational units, there are specialists with responsibility for environmental, health and safety matters. These employees currently include engineers, hygienists, and safety specialists. When appropriate, consultants with specialized expertise are retained by the group.

All major sites have a designated employee responsible for environmental, health and safety issues. In addition to his or her daily activities, this person must immediately report all nonconformities. In each major facility, a team has been created to intervene in the event of an accident or spill which may harm the environment. These teams work in close collaboration with local intervention teams (such as fire departments) to provide necessary protection.

Within Vivendi, nine employees are primarily responsible for environmental, health and safety issues (eight in the business units and one at headquarters).

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