



2011 DETAILED SUSTAINABLE DEVELOPMENT REPORT

vivendi

The Best Emotions, Digitally

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PREAMBLE

The 2011 Online Detailed Sustainable Development Report and the 2011 Activity and Sustainable Development Report

Vivendi conducts a stringent sustainable development policy that puts its economic, social, societal and environmental performance into perspective with regard to its business activities and its geographical locations.

In addition to the traditional pillars of sustainable development, as soon as 2003 Vivendi defined three issues specific to its core competencies: protecting and empowering youth, promoting cultural diversity, and sharing knowledge. In order to fully take into account all the Group's responsibilities related to its business activities, in 2011 they were defined in the form of ten priority areas for action.

This Online Detailed Sustainable Development Report complements, provides details on, and illustrates the information relating to these ten priority areas for action presented in summary form in the **2011 Activity and Sustainable Development Report** (ASDR 2011, p. 74-83). It also provides an exhaustive presentation of the sustainable development indicators for business year 2011, the reporting methodology, and the report by one of the Group's Statutory Auditors.

Are also presented in the 2011 Activity and Sustainable Development Report, available on Vivendi's corporate website and on request (see contacts p. 91):

- p. 24 Interview with Jean-Yves Charlier, member of the Supervisory Board
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**OUR TEN PRIORITY
AREAS FOR ACTION**
IN SUSTAINABLE
DEVELOPMENT

AREA FOR ACTION

ETHICS AND BUSINESS PRACTICES

Being a worldwide Group means not only sharing financial resources, technologies, and know-how, but also cohesion within teams who, beyond being open to all cultures, share the ambition of contributing, as a Group, to sustainable development. The rules of conduct specified in the compliance Program define ethics and business practices for Vivendi and its subsidiaries.

	Comments and actions 2011
Promoting our standards and guidelines	Ensure the implementation of the compliance Program <ul style="list-style-type: none"> Vivendi's compliance Program comprises 7 rules of general ethics, including Fundamental Social Rights, applicable to each Group employee. Adherence to these rules is a condition for being part of Vivendi. Based on this program, each subsidiary has developed an ethics code suited to its core business activity. No violations of the Group's rules of conduct have been reported. Vivendi took part in the French Competition Authority's consultation of companies regarding compliance programs.
	Apply the Data and Content Protection Charter <ul style="list-style-type: none"> The Data and Content Protection Charter defines Vivendi's commitments regarding protection of personal data, ethics covering content and respect of intellectual property.
	Respect the United Nations Global Compact <ul style="list-style-type: none"> Vivendi transmitted its "Communication on Progress" report to the United Nations Global Compact, whose 10th principle deals with the struggle against corruption. SFR is a new signatory of the United Nations Global Compact (April 2012).
Guaranteeing good corporate governance	Ensure the independence of the members of the Supervisory Board <ul style="list-style-type: none"> Vivendi fully complies with the AFEP/MEDEF consolidated code of governance: <ul style="list-style-type: none"> More than 80% of the members are independent; Within each of the 4 committees, the great majority of members are independent; Each member of the Supervisory Board serves for a four-year term.
	Maintain transparency <ul style="list-style-type: none"> Each year, the subsidiaries report on their adherence to the compliance Program and on the actions that have been taken. This report is presented to the Audit Committee by the General Counsel. The Committee met on February 23, 2012 to examine the balance sheet for the year 2011.
Struggling against corruption	Ensure that employees are aware and informed <ul style="list-style-type: none"> The struggle against corruption is an essential principle set down in the Group's codes of conduct. An informational meeting on the prevention of conflicts of interest and the provisions of the UK Bribery Act took place at Vivendi's Headquarters, as there were specific training sessions in the subsidiaries.
	Deploy warning systems <ul style="list-style-type: none"> Employees of the subsidiaries on the American continent have specific hotlines available (or whistleblowing procedures). The Group has recorded only one complaint of confirmed fraud.
	Involve suppliers and subcontractors <ul style="list-style-type: none"> All the subsidiaries have included a clause referenced to their code of conduct in their supplier contracts, thus covering the struggle against corruption. In July 2011, GVT also included a clause related to the 10 principles of the United Nations Global Compact.
Reporting on litigation and inquiries*	Stock litigation <ul style="list-style-type: none"> In the securities class action suit in the United States, the judge, in application of the "Morrison" decision, limited the class to shareholders who had acquired their shares on the New York Stock Exchange (decision of February 17). The appeal filed by the plaintiffs was rejected by the federal Court of Appeals on July 20. On January 27, 2012, the judge also disallowed the complaints of the individual shareholders who had purchased titles on the Paris Stock Exchange.
	Competitive regulation litigation <ul style="list-style-type: none"> Following the decision handed down by the French Competition Authority on September 20, Vivendi and the Canal+ Group re-notified the transaction involving acquisition of CanalSatellite and TPS on October 24. On November 4, Vivendi and the Canal+ Group filed a motion before the French Council of State (<i>Conseil d'État</i>) requesting the annulment of the decision of September 20.
	Tax litigation <ul style="list-style-type: none"> On August 5, the national council in charge of coordinating the tax policies of the Brazilian States published a draft proposal allowing the start of negotiations concerning the ICMS tax on Internet and broadband services. As of today GVT has reached agreements in this area with a dozen states in the country.

* For complete information on litigation and inquiries, see Section 3 of Chapter 2 of the 2011 Annual Report.

Vivendi

- Vivendi's Compliance Program comprises seven general rules of ethics. In its Preamble it states that: *"Acting with probity, complying with the law, respecting the dignity and individual rights of employees, protecting confidentiality, placing business ethics above the search for economic performance, protecting the Group's property and resources: these are all principles which must guide the professional conduct of employees to ensure the Group's business is conducted ethically and legally."*

The rules of conduct set down in the Compliance Program cover employees' rights, truth and the protection of information, prevention of conflicts of interests, commercial ethics, the use of property and resources belonging to the Group, financial ethics, and respect for the environment.

The purpose of the Program is to instill a sense of responsibility in employees and provide them with guidelines in the form of points of reference that can aid them in shaping their conduct. These general rules are shared and disseminated downstream, in each operational unit, everywhere the Group is present, in order to take into account the specificities of the subsidiaries' business activities and the particularities of local legislation. The principal entities have implemented an additional Code of Ethics specifically applicable to their activities.



The seven rules of conduct of Vivendi's Compliance Program

The person in charge of the Compliance Program for the Group and the specific "Compliance Officers" in each operational unit are responsible for its implementation. At the start of each year, the Group's subsidiaries send Vivendi a report on the actions conducted during the preceding business year. This report is presented by the General Counsel to the Audit Committee, which approves it, to the Supervisory Board, and to the Management Board; it is then sent to the Compliance Officers in the subsidiaries.

- In France, in October 2011, the Competition Authority consulted with companies on the conformity or compliance programs they have set up. Vivendi took part in the working group of the AFEP and MEDEF, who were part of the consultation.
- On the basis of the Vivendi's Compliance Program, each subsidiary has designed a code of conduct adapted to its core business. Each one gives a copy of this code, which is available and accessible on its "Intranet" site, to all new employees when they enter the company. In certain subsidiaries – Activision Blizzard, Universal Music Group and GVT in particular – the employees who receive the code must certify in writing that they have read it and undertake to comply with it.

Activision Blizzard

- All Activision Blizzard's employees and directors are required to certify their compliance with the company's Code of conduct. The acknowledgement module and Code have been made available in nine languages. At the end of 2011, more than 7,500 employees (constituting more than 97% of all active Activision Blizzard's employees) have completed their certification.

In addition, in 2011, the company asked the most senior leaders to take their Code certification a step further by completing an online questionnaire relating to a number of topics addressed by the Code. 214 Senior leaders (constituting 99.5% of the Senior leaders who were asked to complete the questionnaire) have completed the questionnaire.

Universal Music Group

- Universal Music Group's Code of conduct applies in all countries where UMG operates. In 2011, UMG North America had a 95.7% certification rate among executives in Canada, a 94.9% certification rate in the U.S, and a 100% certification rate in Mexico. In 2011, almost 100% of UMG employees in Canada and the US were provided an online Code of conduct course. Employees in Mexico will take the Spanish language online Code of conduct course in 2012.

SFR

- The operator has a structure in place for listening and counseling, the Code Application committee, to aid each employee in correctly applying the principles and commitments of SFR's Code of Ethics and Commitments, in total confidentiality.

Promoting our standards and guidelines / Apply the Data and Content Protection Charter

Vivendi

- The principles cited in Vivendi's Data and Content Protection Charter cover the following themes:
 - protection of personal data;
 - safety of online exchanges and consumer rights;
 - protection and professional ethics covering content;
 - respect of intellectual property.
- The commitments set down in this Charter have been made in the name and on behalf of all the Group's subsidiaries. Indeed, Vivendi decided to create the Data and Content Protection Charter to set down the principles to be adhered to by each of the business units in the light of its business activity and its specific organization in each of the countries where it is present. With this approach, Vivendi ensures that its commercial partners respect the values and rules of conduct expressed by the Group in each of the countries where one of its subsidiaries does business.

Struggling against corruption / Ensure that employees are aware and informed

Vivendi

- In May 2011, the General Counsel and Vivendi's Communication and Sustainable Development department organized an informational session devoted to the struggle against corruption. Sixty employees of the Head Office attended the training, during which many points were made clearer using concrete examples of conflicts of interest, corruption or fraud. The entry into force of the UK Bribery Act on July 1st, 2011 was on the agenda of this informational session. This British legislation is among the strictest instruments in the struggle against corruption. Indeed, it creates a new source of criminal liability for any legal person doing business in the UK: Failure to adhere to the obligation to prevent corruption.

Activision Blizzard

- New senior executives of Activision Blizzard, particularly those who are located in, or have responsibility for the Company's expanding business in Asia, receive in-person training on anti-corruption and anti-bribery matters. In early 2011, in connection with the Company's ongoing expansion into China and other parts of Asia, the Internal Audit and Legal Departments funded the staffing of full-time resources in Asia to perform internal audit functions and conduct ongoing monitoring in the anti-corruption area. Activision Blizzard maintains eight policies to mitigate antitrust and competition law concerns (Contacts with Competitors; Customer Resale Pricing; Clear Business Writing; Category Management; Trade Associations; Parallel Trade; Competitive Information Collection; Separation of Customer Teams). Activision Blizzard periodically conducts trainings to deploy these policies to its teams. During 2010 and 2011, Activision Blizzard conducted antitrust and competition law audits in both the United States and Europe.

- In 2011, Activision Blizzard updated its anti-corruption policy in order to take into account the new provisions of the UK Bribery Act. Activision Blizzard plans to distribute the updated policy to all employees in 2012.

Universal Music Group

- In 2011, Universal Music France organized an awareness-raising session on competition law intended for the managers of its finance and sales teams.

SFR

- In the context of its multi-year training program in the ethics code, SFR gave special emphasis in 2011 to the strict rules inherent in the prohibition of any act whose purpose or effect is corruption of an authority or of any person having direct or indirect decision-making power in the context of the operator's commercial relations. To this end, the entire SFR Business Team sales force (the operator's enterprise division), including those involved in public procurement, was trained.

Maroc Telecom

- In 2011, Maroc Telecom adopted and circulated a memorandum recalling certain principles and rules regarding conflicts of interest to all its employees. Also, in four years, Maroc Telecom has trained 99 persons specifically in prevention and detection of fraud. In January 2012, Maroc Telecom was awarded the Vigeo prize for the operator's proactive approach to the struggle against corruption.

Struggling against corruption / Deploy warning systems

Activision Blizzard

- Activision Blizzard has a hotline number that employees can call to report suspected fraud, bribery or other violations of the Code. The hotline number is available twenty-four hours a day, seven days a week, and is available on world-wide basis. Employees who call the hotline number may choose to identify themselves or remain anonymous. In addition, employees can submit reports to the Integrity Line via a secure website.

Universal Music Group

- UMG maintains a compliance hotline with the same characteristics as the one of Activision Blizzard. A third party provider staffs the hotline and sends a report to the General Counsel of UMG North America, each of which is investigated as applicable.

GVT

- In addition to a similar procedure for whistleblowing (as described above), GVT's employees have an ombudsman to receive reports on ethical or legal violations, provide guidance and deal with conflicts of interest.

Canal+ Group

- In the context of the struggle against fraud, Canal+'s Audit department defined and implemented a procedure for reporting and handling incidents of fraud in 2011. This document, available in French and English, is accessible to all Group employees via the Intranet.

Struggling against corruption / Involve suppliers and subcontractors

Activision Blizzard

- Activision Blizzard maintains a Vendor Code of Conduct to outline the expectations of its suppliers, particularly those operating in less developed markets. The Code also addresses matters such as child labor, working conditions, sexual harassment, anti-corruption, customs and general legal compliance. The Code will be reviewed during 2012.

Universal Music Group

- In addition to the Code of Conduct, which addresses “competition” issues at length, UMG US offers online training courses specifically devoted to anti-corruption issues. In 2011, Universal Music Group International (world-wide except US) redistributed the Antitrust Compliance Manual to all Managing Directors and Finance Directors for all UMG's territories, who are obliged to acknowledge receipt and compliance. In addition, UMG Australia operates a computerized Trade Practices Act (“TPA”) compliance program, which each employee is required to undertake.

Maroc Telecom

- The struggle against corruption is one of the themes of Maroc Telecom's Code of Ethics. This document reaffirms the Group's commitment to fighting corruption in all its forms (active, passive, direct and indirect). In particular it requires adherence to anti-corruption legislation, as well as enhanced vigilance in relations with third parties. Indeed, each employee must conduct fair and honest relations with customers and with suppliers, in strict adherence to the contracts entered into and the applicable laws and regulations.

The approach taken by Maroc Telecom was hailed by the Vigeo rating agency, which awarded the operator its “Top CSR Performer 2011” trophy in the areas of business ethics and societal commitment, noting in particular its assertive policy against corruption.



Nicole Notat (at left), Chairwoman of Vigeo, presents the Top CSR Performer 2011 trophy to Abdeslam Ahizoune, Chairman of the Management Board of Maroc Telecom (at right).
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All contracts with suppliers, subcontractors and agents entered into by Maroc Telecom include a clause relative to adherence to the Code of Ethics and the struggle against corruption.

“The Provider is hereby informed that IAM (Maroc Telecom) has adopted a Code of Ethics and Best Practices, to which all employees have adhered and whose major principles aim at ensuring a sound business climate based on transparency, fairness, and fighting all forms of corruption.

The Provider hereby agrees to adhere to said principles and to adopt, in its relations with IAM, its subcontractors and its employees, an attitude in conformity with said guiding principles, and in particular by rejecting and denouncing any attempt at extortion of funds and by implementing measures for raising awareness in this area within its sphere of influence.”

GVT

- GVT's new Code of Conduct, revised in 2011, reinforced the rules to be followed by all employees regarding their relationships with suppliers. According to the Code of Conduct, suppliers should act in an appropriate and consistent manner with GVT's values, in compliance with Labor, Tax and Environmental Law (among others); refrain from committing fraud, smuggling, bribing, corrupting; and abide by any other principle that GVT considers essential for the relationship. Suppliers proven to be in contravention to these commitments will be subject to termination for breach and all other penalties under the law and/or the contract. Audit processes on suppliers' compliance with the Code of Conduct will be implemented in 2012. Suppliers were only supposed to be compliant with Brazilian Law in general, covering the main responsibility issues. But from July, 2011 a clause referring to the United Nations Global Compact with its 10 principles has been expressly included in contracts with suppliers and subcontractors.

Moreover, GVT has a Purchase Policy applicable to any and all acquisitions of goods and services. That policy is based on the following values:

- Supplier negotiations should be conducted in a fair and unbiased fashion, according to basic principles of impartiality, morality and best business conditions, keeping the purchasing process as transparent as possible;
- Ethical and impartial behaviors should be observed by all those who directly or indirectly influence the purchasing process, whose participants are forbidden to use their position for their personal benefit or for the advantage of any current or potential supplier.

Reporting on Litigation and Inquiries / Stock litigation

Vivendi

- Securities Class Action in the United States

In a decision dated February 17, 2011 and issued on February 22, 2011, the Court, in applying the "Morrison" decision, confirmed Vivendi's position by dismissing the claims of all purchasers of Vivendi's ordinary shares on the Paris Stock Exchange and limited the case to claims of French, American, British and Dutch purchasers of Vivendi's ADRs on the New York Stock Exchange. The Court denied Vivendi's post-trial motions challenging the jury's verdict. The Court also declined to enter a final judgment, as had been requested by the plaintiffs, saying that to do so would be premature and that the process of examining individual shareholder claims must take place before a final judgment could be issued. On March 8, 2011, the plaintiffs filed a petition before the Second Circuit Court of Appeals seeking to appeal the decision rendered on February 17, 2011. On July 20, 2011, the Court of Appeals denied the petition and dismissed the claim of purchasers who acquired their shares on the Paris Stock Exchange. In a decision dated January 27, 2012 and issued on February 1, 2012, the Court, in applying the Morrison decision, also dismissed the claims of the individual plaintiffs who purchased ordinary shares of the company on the Paris Stock Exchange.

Reporting on Litigation and Inquiries / Competitive regulation litigation

Canal+ Group

- Inquiry into the implementation of certain undertakings given in connection with the combination of CanalSatellite and TPS (in France)

The French Competition Authority opened an inquiry regarding the implementation of certain undertakings given by Vivendi and Group Canal+ in connection with the combination of TPS and CanalSatellite. On September 20, 2011, the French Competition Authority rendered a decision in which it established that Group Canal+ had not complied with certain undertakings – some it considered essential – on which depended the decision authorizing in 2006 the acquisition of TPS and CanalSatellite by Vivendi and Group Canal+. As a consequence, the French Competition Authority withdrew the merger authorization, requiring Vivendi and Group Canal+ to re-notify the transaction to the French Competition Authority within one month.

Furthermore, the Authority ordered Group Canal+ to pay a €30 million fine. On October 24, 2011, the operation was re-notified to the French Competition Authority. On November 4, 2011, Vivendi and Group Canal+ filed a motion before the French Council of State (*Conseil d'Etat*), requesting the annulment of the decision.

Reporting on Litigation and Inquiries / Tax litigation

GVT

- Actions related to the ICMS tax (in Brazil)

GVT is party, in various Brazilian States, to several proceedings concerning the recovery of the "ICMS" tax on its Internet and Broadband services. ICMS (*Impostos Sobre Circulações de Mercadorias e Prestações de Serviços*) is a tax on operations relating to the circulation of goods and the supply of transport, communication and electricity services.

To date, the court decisions rendered in several States have been favorable to GVT, but the Brazilian Federal Supreme Court (*Superior Tribunal de Justiça*) has not yet ruled on this issue.

On August 5, 2011, *Confaz*, the national council in charge of coordinating the tax policies of the Brazilian States, published a draft proposal that, if accepted by each State concerned, would allow companies (like GVT) that dispute the recovery of ICMS on Internet and Broadband services to enter into negotiations with the objective of settling the past disputes and clarifying the rules applicable to future operations. As of today, GVT has reached agreement with a dozen states.

In addition, GVT is a party to litigation in various Brazilian States concerning the application of the ICMS tax on voice telecommunication services. GVT argues that the ICMS tax should not apply to monthly plans. Of the eighteen proceedings initiated by GVT, all have resulted in decisions favorable to GVT and nine are no longer subject to appeal.

AREA FOR ACTION

PROTECTING AND EMPOWERING YOUTH

In the new digital environment, Vivendi has a responsibility to protect and empower young audience in their cultural and media practices and to give parents tools enabling them to better control content and practices involving the Group's products and services.

Comments and actions 2011

Promoting rules of professional ethics

Apply the Data and Content Protection Charter

- Vivendi's commitments to content protection involve promoting techniques for choosing or controlling content, cooperating actively with competent authorities working against the spread of unlawful material, promoting standards and guidelines on which the Group builds its future, promoting awareness by parents and children of new technologies uses.

Contribute to the CEO Coalition to make the Internet a better place for kids

- Vivendi is a founding member of an initiative launched by the EU Commission aiming at making the Internet a framework of expression as safe as possible for children.

Mobilize the Group's subsidiaries

- Universal Music France's website is guided by the Group's Data and Content Protection Charter.
- Activision Publishing and Blizzard Entertainment apply the age and content rating guidelines published by the PEGI (Pan European Game Information), PEGI Online, and the ESRB (Entertainment Software Rating Board) in the US.
- Canal+ has defined commitments regarding program classifications in its Ethics Charter.
- SFR applies the rules of its Code of ethics and commitments and those in several other charters (mobile multimedia Charter, online hosting providers' Charter, SMS+/MMS+ professional ethics Charter).
- Maroc Telecom defined a deontology charter covering the content of SMS kiosk services and a moderation charter applicable to discussion forums.

Raising the awareness of young people and parents

Promote subsidiaries' initiatives for education

- Universal Music Group places a "Parental Advisory – Explicit Content" notice on CDs to warn parents that lyrics contain words that are inappropriate for children.
- Activision Publishing posts educational videos on its website to guide parents in monitoring their children's gaming experience.
- SFR sets aside a space for parents on its website (SFR.fr/parents) and publishes a guide for parents providing tools for accompanying their children in their use of mobile devices and the Internet. It also offers training workshops for parents in the X-Store* SFR sales outlets.
- GVT provides children, parents, and teachers with an educational website dedicated to a responsible use of the Internet and provides free access to its Guide to responsible use of the Internet on tablets and smartphones.
- Menara, a subsidiary of Maroc Telecom, has posted articles on its *Menara Junior* youth portal informing young Internet users about the precautions that need to be taken to ensure safe Web browsing.

Adapting parental control to the multimedia environment

Adjust parental control to mobility

- SFR has improved its mobile parental control to let young users browse the Web while inappropriate sites are filtered. A Junior portal especially designed for the youngest users was implemented to accompany them as they browse.

Deploy parental control on the new audiovisual distribution media

- Canal+ extended parental control to include restricting access to television content on the new program reception media (television on computer, Xbox) and includes new functionalities in each new generation of set-top boxes that enable application of parental control beyond what is legally required.

Empowering young audiences in their media practices

Contribute to the Safer Internet Forum

- Vivendi is a partner in the Safer Internet program and took part in the "Policy shaping through Youth Participation" discussion at the third Pan-European Youth Panel for a Safer Internet.

Develop the platform for expression Pan-EU Youth

- Vivendi supported the creation and development of the Pan-EU Youth platform, which gives young Web users in the European Union a space for expressing themselves on the impact of the new technologies on their daily lives via online consultations, blogs, polls, forums and interactive role-playing games.

* Experience Store: located in large urban areas, the X-Stores promote new innovations and digital experiences offered by SFR to the general public.

Vivendi

- Vivendi is committed to respecting freedom of expression while fighting the spread of unlawful material, especially in favour of protecting children. To attain this balance, Vivendi commits to:
 - promoting techniques for choosing or controlling content (filtering systems and other selection methods);
 - cooperating actively with competent authorities working against the spread of unlawful material;
 - promoting standards and guidelines on which the group builds its future;
 - promoting awareness by parents and children of new technologies uses.

The commitments set down in this Charter have been made in the name and on behalf of all the Group's subsidiaries. Vivendi ensures that its commercial partners respect the values and rules of conduct expressed in this Charter in each of the countries where one of its subsidiaries does business.

In 2012, the way in which these commitments are applied by Vivendi's subsidiaries was examined by one of Group's Statutory Auditors, whose work included verification of the societal indicator: "Protecting and empowering youth: Existence of a formal commitment to professional ethics regarding content (production and/or distribution), part of which specifically concerns protection of young audiences."

Vivendi

- The founding members of the CEO Coalition², who are the CEOs of 28 top media and technology companies, agreed on an initiative for taking action in five areas in order to make the Internet a space for expression that guarantees children's safety to the fullest extent possible:
 - simple and robust reporting tools: functionalities that are clearly and recognizably located on all devices to make it possible to effectively report content and contacts that appear harmful to children and react to them with the same effectiveness;
 - age appropriate privacy settings: determine settings that take the needs of different age groups into account (these settings determine the extent to which information concerning a user is available – for example whether the user's contact information or photographs are accessible to the general public or only visible by friends and relatives);
 - wider use of content classification: as regards ratings, develop an approach that can be recognized as valid for everyone and can be used in all sectors, providing parents with easily comprehensible age categories;
 - wider availability and use of parental controls: actively promote user-friendly tools that are likely to be used by parents as widely as possible;
 - effective takedown of child abuse material: improve cooperation with enforcement departments and emergency telephone lines; take strong measures for removing child abuse material from the Internet.

The corporate members of the CEO Coalition have set up working groups to reflect on each area of action. An initial assessment will be presented to the representatives of the EU Commission who are in charge of this initiative in July 2012.

(1) http://ec.europa.eu/information_society/activities/sip/self_reg/index_en.htm

(2) Apple, BSkyB, BT, Dailymotion, Deutsche Telekom, Facebook, France Télécom-Orange, Google, Hynes, KPN, Liberty Global, LG Electronics, Mediaset, Microsoft, Netlog, Nintendo, Nokia, Opera Software, Research in Motion, RTL Group, Samsung, Sulake, Telefónica, TellaSonera, Telenor Group, Tuenti, Vivendi, and Vodafone.

Activision Blizzard

- Activision Blizzard promotes age and content video games rating systems. The group adheres to PEGI (Pan European Game Information) and PEGI online codes in Europe, and ESRB (Entertainment Software Rating Board) advertising guidelines in the United States. Pursuant to these rating systems, Activision Blizzard displays the age group for which a particular product is intended on its product packaging and advertising, respects applicable advertising guidelines and PEGI online privacy principles.



PEGI and ESRB rating frameworks for video games
 PEGI / top row, from left to right: 3 and over, 7 and over, 12 and over, 16 and over, 18 and over; bottom, from left to right, discrimination, frightening images, drugs, online game, gambling, nudity or sex, explicit language, violence
 ESRB / from left to right: adult only 18+, early childhood, everyone 10+, everyone, mature 17+, teen.

Universal Music Group

- UMG does not allow children under the age of 16 years to communicate their personal information on UMG's site without their parents' consent. Parental consent must be obtained in writing for children under the age of 13 years.

SFR

- In 2006 SFR, as a member of the AFOM (*Association française des opérateurs mobiles*), signed the Operators' Commitment Charter on mobile multimedia content. The purpose of the charter is to strengthen management of sensitive content on mobile networks and accentuate the struggle against illicit content. "Sensitive content" is regarded by the operators as any content that while not illicit, may offend certain users, and in particular young users. SFR is committed to:
 - strengthening and harmonizing the ethics process as applied to the development of mobile multimedia content in kiosks and portals;
 - providing ample information for parents and systematically offering them parental control mechanisms that are free, effective, and simple to enable;
 - strengthening the struggle against illicit content;
 - providing ample information for the general public on the actions undertaken and participating in educating all users in proper uses;
 - evaluating, informing and consulting regularly with all parties concerned by the ethics process.
- As part of its commitments in the SMS+/MMS+ professional ethics Charter, SFR commits to seeing to it that its publishers respect the obligation to refrain from disseminating messages or advertising:
 - that may offend the sensibilities of young children and minors;
 - that presents in a favorable light any behavior normally considered reprehensible;
 - that encourages young children and minors to consult other paid online services;
 - that is of a violent or pornographic nature.

Publishers also agree to refrain from advertising services charging high rates intended for young children and minors. They also commit to controlling access to content intended for adults only.
- SFR, a signatory of the Charter for Online Hosting Service Providers aimed at fighting online content that is detrimental to human dignity, and in particular child pornography, is committed to:
 - facilitating access to tools for reporting content detrimental to human dignity;
 - offering its subscribers a solution for parental control;
 - facilitating cooperation with the judicial authorities.

Maroc Telecom

- The Ethics Charter relative to the content of the services available on Maroc Telecom SMS kiosks and marketed by third parties stipulates that *"the publisher of services commits to refraining from making available to the public messages of a violent or pornographic nature, messages whose nature is likely to compromise respect for the human person and its dignity."*
- Maroc Telecom applies a Moderation Charter to the community chat service for young people SMS-MMS Zone which prohibits distribution of content comprising references to violence, to content intended for adults, to drugs, or to delinquency.

GVT

- GVT follows the National Advertising Self-Regulation Council (CONAR) rules regarding the ethic standards regarding advertising, especially towards children and young people. CONAR stipulates that advertising shall be a contributing factor in the formation of responsible citizens. When products are intended for consumption by children and adolescents, their ads should:
 - seek to contribute to the positive development of relations between parents and children, students and teachers;
 - encourage responsible behavior;
 - not impose the notion that the consumption of the product provides superiority or, the lack of it, inferiority.

Canal+ Group

- Article 21 of the convention between Canal+ Group and the *Conseil supérieur de l'audiovisuel (CSA)* requires that channels see to it that *"in programming intended for young audiences, violence, even psychological violence, must not be perceived as continuous, omnipresent, or being presented as the only solution to conflicts."* Furthermore, the Canal+ Group's Ethics Charter stipulates that: *"The channels ensure protection of children and adolescents and, to that end, apply the program classification in such a way as to ensure the acceptability of programming in terms of the protection of children and adolescents by applying the rating symbols corresponding to that classification."* The rating system is also present on all the new technical media used for distribution of audiovisual programs.

Raising the awareness of young people and parents / Promote subsidiaries' initiatives for education

Activision Blizzard

- Blizzard Entertainment has defined gameplay policies aimed at promoting a positive online environment for *World of Warcraft*® players. In order to maintain these rules of conduct, "game masters" investigate player inquiries and take action accordingly. Rules violations can be addressed with a warning, temporary suspension, or permanent closure of the associated account. Thousands of accounts have been permanently closed following such violations. The company also provides the parents of *World of Warcraft*® players with options for setting time frames during which gaming is permitted as well as rest times. Parents can also choose to receive reports on gaming times on the account, as well as limit use of the voice chat function, using Blizzard's robust web-based parental control tools.
- The Activision Publishing website features eight educational videos presented by a leading Health and Media Researcher that address parents' concerns about how video games impact the physical and mental health and social skills of children. The videos provide parents with guidance for controlling their children's gaming times and maintaining a balance between "real" life and "virtual" life.

Universal Music Group

- Universal Music Group's website offers a "Safe surfing guide" intended to help young users control their Internet experience. For example, the guide advises young users not to give out their personal information on the Internet, not to agree to meet with people they have found through a chat, and to report abusive messages. The guide also addresses parents, advising them to ask their children questions about their Internet use, inform their children about the dangers related to the Internet and rules of safety, and talk to their children about cyber-bullying.

SFR

- SFR devotes space to parents on its website to aid them in teaching their children responsibility in using their telephone and the Internet. Themes dealt with include risks related to the Internet and the rules for a responsible attitude toward cell-phone use. SFR has also published a guide for parents on young people's use of cell phones and the Internet.
- In the context of SFR's program for learning about uses of cell phones and the Internet, called "*Ateliers espace SFR*", the SFR studio offers workshops featuring demonstrations. Specialized advisers answer all questions parents of teenagers ask about cell phones and the Internet: At what age should we give a teen a mobile device? What uses can they put it to? How can we control them without being repressive?

Maroc Telecom

- The Menara portal, managed by Casanet, a subsidiary of Maroc Telecom, published articles on its portal intended for young Internet users and their parents aimed at raising awareness of two main themes – risks related to the Internet and precautions to take to ensure safer browsing.

GVT

- GVT has an educational website for children, parents and teachers dedicated to responsible Internet use, <http://www.internetresponsavel.com.br>. It features videos, reports and links to other sites to help children, parents and teachers use the Internet in a safe and ethic way. The objective is to empower young audiences to do positive choices and avoid risks while surfing over internet. Parents and teachers are targeted as mediators to work in this empowerment by giving to young generations orientation on appropriate values and behavior online. In December 2011, GVT launched a new version of the Guide to Responsible Internet Use plus ten original new comic strips and articles covering safe, responsible ways to use the Internet. For the first time, the guide includes a mobile version for tablet computers and smart phones with free download. These publications are the result of an initiative begun in 2008 in partnership with the Committee for Democracy in Information Technology (CDI), a NGO that has broken new ground in digital integration for Latin America that has also the support of Safenet, an NGO focused on cyber crimes combat and defense of Human Rights in the Internet.



The new version of GVT's Guide to Responsible Internet Use
© Sampaio, Cuca Studio

Adapting parental control to the multimedia environment/ Adjust parental control to mobility

SFR

- SFR has improved parental control on mobile to give young people a complete solution for filtering Web traffic. Formerly limited to the services accessible from the operator's portal and Gallery, Internet access is now possible and secure. SFR has also implemented the first mobile portal for the youngest users, *Portail Junior*, which offers enriched content that is vetted and adapted to their interests through a search engine, site recommendations, and reporting of inappropriate sites.



Left: The new Parental Control brochure
 Right: SFR has launched the first secure mobile portal for very young users, Junior Portal.
 ©SFR

Empowering young people in their media practices / Contribute to the Safer Internet Forum

Vivendi

- Vivendi supports the EU Commission's Safer Internet program and spoke during the "Policy Shaping through Youth Participation" panel at the Safer Internet Forum held in Luxembourg in October 2011.
- On the occasion of Safer Internet Day, the group's institutional sites carried the EU Commission's video clip on the theme Connecting generations and educating each other, with the slogan "Discover the digital world together... safely!" The video stresses the importance of exchanges between generations in learning digital to encourage responsible, safe, civil practices.



Empowering young people in their media practices / Develop the platform for expression Pan-EU Youth

Vivendi

- Vivendi continued its partnership with European Schoolnet and the Insafe network in 2011 to launch the Pan-EU Youth online platform (<http://www.paneuyouth.eu>). The platform is a space for self-expression and discussion of topics related to current events and citizenship for young Europeans ages 14 to 18. It also provides them with the possibility of reacting on their own digital practices via blogs, forums and polls.
- A group of ambassadors was selected as part of Pan-EU Youth and consulted in preparation for a seminar devoted to young people and their digital life held by Vivendi in Paris on March 29. The ambassadors, from several countries (Bulgaria, Denmark, Ireland, Portugal, the Czech Republic and Slovakia), prepared to lead two roundtables, bringing together representatives from French and European institutional, academic, medical, and non-profit *milieux* as well as industry representatives from Vivendi's subsidiaries.



The Pan-EU Youth online platform, launched in partnership by Vivendi and European Schoolnet
 © Romain Ricaud & Richard Cousin



Young Pan-EU Youth ambassadors during the session « Young people and digital life: What stakes ? » on March 29, 2012 afternoon, as part of Sustainable development Vivendi Seminar.

From left to right: Alex Amneus (Project Coordinator Safer Internet Sweden, Swedish Media Literacy & Internet Governance Forum), Ana Luiza Whittaker (Communication & Relationship Director, GVT), Iva Vladimirova Miteva (ambassador, Pan-EU Youth), Janice Richardson (Senior Advisor European Schoolnet and Insafe Coordinator), Luboš Perniš (ambassador, Pan-EU Youth), Divina Frau-Meigs (Media Sociologist, Sorbonne Nouvelle University & Expert at UNESCO, European Union, Council of Europe).

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AREA FOR ACTION

PROMOTING CULTURAL DIVERSITY

Vivendi invests massively in creation (€2.3 billion in 2011) and recognizes culture as a pillar of sustainable development because it stimulates creativity, facilitates dialogue between peoples, and strengthens social cohesion. Encouraging diversity in music repertoires and cinematic expressions, promoting local talents, and sustaining heritage are all objectives shared by the Group's business units. Vivendi shares the vision of UNESCO, which holds cultural diversity to be "a mainspring for the sustainable development for communities, peoples, and nations."*

		Comments and actions 2011
Encouraging creation in all its diversity	Promote culture as a pillar of sustainable development	<ul style="list-style-type: none"> • Launch of the "Culture(s) with Vivendi" website. • Partnerships: Aix-en-Provence Festival; Avignon Forum. • Lobbying for the inclusion of culture in the worldwide sustainable development agenda (see p. 32-33 of the 2011 Activity and Sustainable Development Report).
	Encourage diversity of talents and music repertoires	<ul style="list-style-type: none"> • 60% of Universal Music Group's physical and digital sales account for by local artists in a 59-country scope. • Five Gramophone Awards won in October 2011; signing with the Seoul Philharmonic Orchestra and its music director Myung-Whun Chung.
	Promote diversity in audiovisual and cinematic expressions	<ul style="list-style-type: none"> • Support for creation by Canal+: financing of 57% of the French films approved by the CNC (French National Centre of Cinematography). Canal+ invested €29 million in films with budgets under €4 million. • The new Studiocanal, a studio of Europe-wide scope, worked with 80 French and foreign producers. • Canal+ Overseas, a subsidiary of Canal+ Group, contributes to the diversity of audiovisual and cinematic expressions in Africa and Overseas. Canal+ Africa co-financed five film projects. • Second edition of the Activision Independent Games Competition, through which Activision Publishing encourages independent creators and studios.
	Contribute to promotion of languages	<ul style="list-style-type: none"> • Blizzard Entertainment's <i>World of Warcraft</i>® is accessible in 10 languages. • 44 languages sung by the artists in the UMG catalogue and 36 in the Universal Music France catalogue. • At Maroc Telecom group level, products and services are available in a total of eight languages. In Morocco, the Amazigh-language mobile telephony offer, available since 2007, was enriched with the introduction of new terminals. • Studiocanal dubbed 44 films into 9 different languages and subtitled 33 films in 14 different languages.
Promoting young and new talents	Spotting the talents of tomorrow	<ul style="list-style-type: none"> • The subsidiaries have continued their programs and partnerships for spotting young talent throughout the world. <ul style="list-style-type: none"> - In France, Universal Music signed with 58 new artists. - Canal+ accompanies new talent and young filmmakers thanks to its scouting program <i>Repérages</i> and specific programs such as <i>La Nouvelle Trilogie</i> and <i>Les Programmes Courts</i>.
	Accompany local talent	<ul style="list-style-type: none"> • Vivendi renewed its support for training of young sound engineers in Mali and film-school students in Morocco (see p. 54).
Promoting cultural heritage	Preserve and promote works that are part of the heritage	<ul style="list-style-type: none"> • Studiocanal devoted 5% of its investments to preserving and maintaining its catalogue. Several offers leverage this back catalogue: <i>Studiocanal Collection</i>, the Ciné+ Classic channel and a dedicated website. • Creation of the Canal+ Corporate Foundation for cinema for the distribution and promotion of French cinema heritage. • UMG Publishing entered into a partnership with the Ircam (French Acoustic/musical coordination and research institute) involving digitization of musical scores.
	Support local artistic expression	<ul style="list-style-type: none"> • Creation of five event channels by Canal+ Overseas, giving Overseas subscribers full access to regional sports and cultural events. • As a partner in FESPACO and the <i>Festival Écrans noirs</i>, Canal+ Africa, a subsidiary of Canal+ Group, contributes to the dissemination and development of the African cinema and offers special programming for its African subscribers: news (<i>+ d'Afrique</i>), sports (<i>Talents d'Afrique</i>), African art and creativity (<i>AfrikArt</i>). • Support from UMG for the Recording Industry Association of Japan aimed at promoting the development and expansion of Japanese musical culture. • Many Maroc Telecom cultural partnerships promote the Kingdom's cultural expressions and heritage.

* UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005).

Vivendi

- On the occasion of World Day for Cultural Diversity for Dialogue and Development on May 21, 2012, Vivendi inaugurated an institutional site entitled “*Culture(s) with Vivendi: A journey through cultural diversity.*”

This site is intended mainly for Internet users ages 15 to 30 and is aimed at promoting cultural diversity and dialogue between cultures and building a bridge between young people and the culture industries.

It comprises three parts, which correspond to specific goals:

- the part entitled “Artist inspiration” is intended to facilitate young audiences’ access to a variety of music and film repertoires they are sometimes unfamiliar with. Internet users have access to excerpts from films and music to let them explore the sources of inspiration of artists under contract to StudioCanal or Universal Music Group.
- the part entitled “Creative jobs” is aimed at encouraging young people to get involved in the culture industries and better understand the different career areas our business units are involved in (cinema, music, video games). The varied descriptions of experiences by professionals provide concrete ideas for future vocations.
- the part entitled “Intercultural dialogue” is an invitation to get to know different cultures better and understand how the digital universe serves as an effective bridge for exchange, joy and discovery.

In these ways, the site will contribute to an exploration of Vivendi’s business units, which invest in and work toward cultural diversity. It provides a concrete example of Vivendi’s sustainable development policy, whose ambition is to facilitate access to knowledge, encourage the expression of talent and participation in cultural life, and promote open-mindedness.



“Culture(s) with Vivendi: A journey through cultural diversity” site, launched May 21, 2012 on the occasion of World Day for Cultural Diversity for Dialogue and Development.

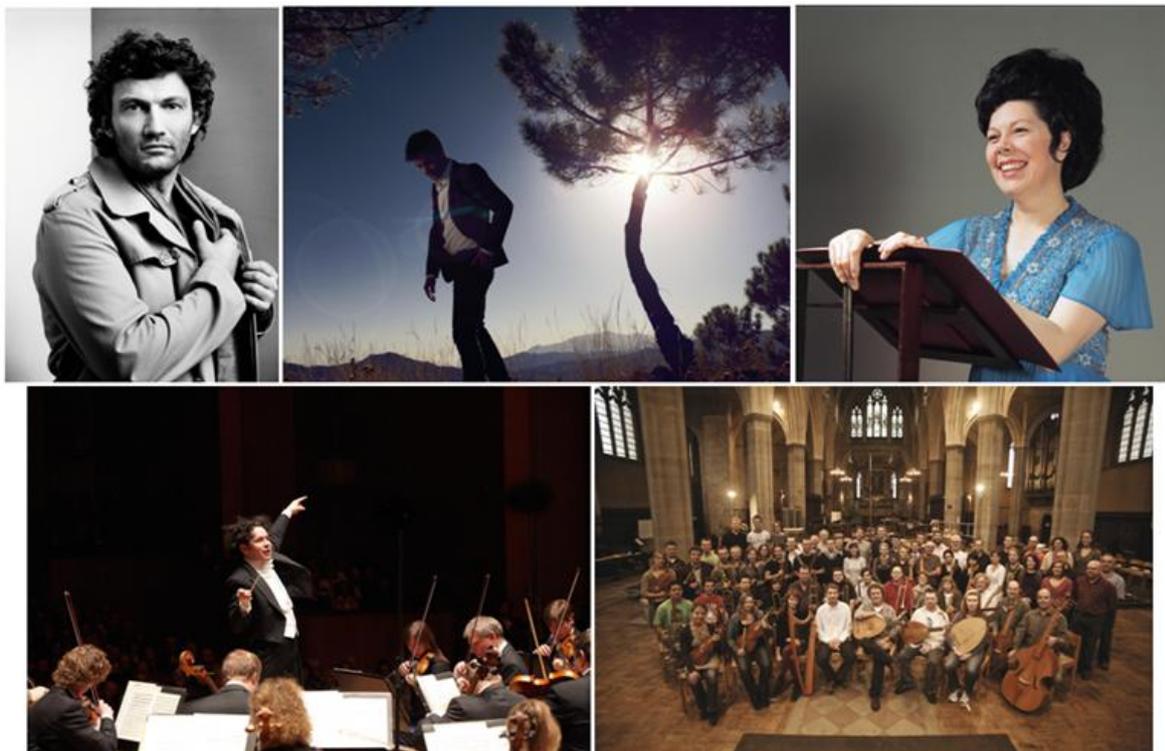
© Vivendi

- Since 1998, Vivendi is official partner and principal private sponsor of the *Festival international d'art lyrique d'Aix-en-Provence*. Founded in 1948, the Festival stands alone in the landscape of opera for the diversity of its programming, stretching from the Mozart repertoire to Baroque music and to contemporary music, as evidence by several commissions from composers. Vivendi particularly supports the policy of opening the Festival to all audiences and actions for bringing young audiences in particular to the world of opera.
- As a founding partner, for the fourth consecutive year Vivendi also supported the Avignon Forum, a laboratory of ideas aimed at deepening ties between the worlds of culture and economics. Founded after France's ratification of the UNESCO Convention on Cultural Diversity, each year the Forum brings together major players in culture and the media and national and international public authorities for discussions on a specific theme. These discussions are nourished by studies that the Forum publishes each year. For the 2011 edition of the Forum, Vivendi in particular contributed to the study "*Invest in culture: from intuition to decision*," which identifies economic and non-economic criteria that influence decisions in favor of cultural investments, whether by public or private operators.

Encouraging creation in all its diversity / Encourage diversity of talents and music repertoires

Universal Music Group

- Universal Music was honored with five prestigious Gramophone Awards – the Oscars of classical music – at the October 6, 2011 ceremony held in London. The Decca Classics and Deutsche Grammophon labels took in several awards. Artist of the Year went to 30-year-old Venezuelan conductor Gustavo Dudamel. Young Montenegrin guitarist Miloš Karadagli was named Young Artist of the Year and also took the Specialist Classical Chart Award. The Early Music Award was presented to director Robert Hollingworth for the "*Ecco si Beato Giorno*" Mass in 40 parts, composed in 1566 by Alessandro Striggio. Tenor Jonas Kaufmann received the Recital Award for his album *Verismo Arias*, while British mezzo-soprano/contralto Janet Baker was recognized for career excellence with the Lifetime Achievement Award.



Above, from left to right and top to bottom: Jonas Kaufmann (© Mathias Bothor / DG), Miloš Karadagli (© Olaf Heine / DG), Janet Baker (© DECCA), Gustavo Dudamel (© Anna Hult) and Robert Hollingworth's I Fagiolini ensemble (© 2010 Matt Brodie Photography)

Activision Blizzard

- In October 2011, Activision Publishing announced the second Activision Independent Games Competition, an award program designed to foster innovation. The first place winner will receive a cash award of \$175,000 and the second place winner will receive \$75,000 to assist them with the development of their game. This initiative highlights Activision Publishing's dedication to encouraging creativity in the independent developer community.

Canal+ Group

- The Canal+ Group is one of the key sources of financing for the cinema in France. Its subsidiary Studiocanal, which now brings together the French entity, the British (Optimum Releasing) and the German (Kinowelt) subsidiaries, is one of the principal European players in co-production, acquisition and distribution of films. Every year, some fifty films are distributed in Europe.



The film *Tinker, Tailor, Soldier, Spy*, produced by Studiocanal, is a perfect illustration. Presented in the official competition at the Mostra in Venice, the film, directed by Sweden's Tomas Alfredson, was created exclusively by European talents and boasts a remarkable British cast (including Gary Oldman, Colin Firth, Tom Hardy).

This espionage film was widely distributed in the three co-producing countries (France, Germany and the UK, accounting for 60% of the European market) as well as internationally.

In 2011, Studiocanal took part in 13 French-foreign co-productions, including: *Sammy 2* and *African Safari* by Ben Stassen (France-Italy-Belgium), *Le Guetteur* by Michele Placido (France-Italy-Belgium), *Vous n'avez encore rien vu* by Alain Resnais (France-Germany), and films set to be shot in 2012: *Mood Indigo* by Michel Gondry (France-Germany-Belgium), *Un monde truqué* by Tardi (France-UK-Canada), and *Midnight Sun* by Hugh Hudson (UK-Canada).

- Canal+ is a privileged audiovisual partner in the Overseas Territories and contributes to development there. Canal+ Overseas is a leading supporter of audiovisual production in the Overseas Territories: 200 works from or about the Overseas Territories have been co-produced by Canal+ Overseas Production since its founding in 2002.
- Canal+ Africa contributes support to many African cinematic productions. In 2011, five projects were co-financed: the French-Guinean feature film *Morbayassa* by Cheik Fantamady Camara; *Les pirogues des hautes terres*, a French-Senegalese film by Olivier Langlois; *La République des enfants* by director Flora Gomes, co-produced by France, Portugal and Germany; *Le Président* by Cameroonian filmmaker Jean-Pierre Bekolo; and *Regards au féminin*, a series of co-portraits of African women filmmakers by Issaka Compaore.
- In September 2011, Canal+ Senegal celebrated its twentieth birthday. During those two decades, the Canal+ Overseas subsidiary has ceaselessly promoted the growth of the local audiovisual sector – launching new technologies, distributing national and international channels via satellite, and launching new services. Today, with a bundle of more than 80 channels and radio stations and the Canal+ premium channels offering, Canal+ Senegal has become an indispensable player in the Senegalese audiovisual landscape. From art to sports, and including cinema and music, Canal+ Senegal has always made every effort to facilitate access to culture while encouraging its development. The leading encrypted channel in the country, Canal+ Senegal has brought about diversification and development of the audiovisual scene in Senegal by making available many films and series heretofore unavailable in the country, notably via sneak previews at the French Institute in Dakar, which promotes culture in Senegal and works on behalf of cultural diversity.

- For the 16th consecutive year, Canal+ Poland is co-organizer of the Gdynia Film Festival, one of the most important and prestigious Polish cinema festivals. On the occasion of the 36th Festival, held in June 2011, four films co-produced by Canal+ Poland were presented: *Essential Killing* by Jerzy Skolimowski, Bartosz Konopa's *Fear of Falling*, *My Name is Ki* by Leszek Dawid, and *Entanglement* by Jacek Bromski (presented off competition). The Golden Lion for Best Film and the Golden Lion for Best Director were awarded to Jerzy Skolimowski's *Essential Killing*.

Encouraging creation in all its diversity / Contribute to promotion of languages

Activision Blizzard

- With the launch of a Brazilian Portuguese version of Blizzard Entertainment's *World of Warcraft*[®], the game is now available in ten languages (English, French, German, European Spanish, Latin American Spanish, Russian, traditional Chinese, simplified Chinese, Brazilian Portuguese and Korean). Blizzard Entertainment's *StarCraft II*[®]: *Wings of Liberty*[®] is available in twelve languages (English, French, German, European Spanish, Latin American Spanish, Russian, traditional Chinese, simplified Chinese, Brazilian Portuguese, Korean, Italian and Polish). Activision Publishing's *Call of Duty*[®]: *Modern Warfare 3*[®] game is available in eight languages (English, French, Italian, German, Spanish, Russian, Polish and Japanese).

Maroc Telecom

- Maroc Telecom's products and services are available in several languages – French, Arabic and Amazigh for the mobile terminals; French, Arabic and English for the Bouquet Info service; and eight languages for television and radio programs via ADSL (French, Arabic, English, Amazigh, German, Portuguese, Spanish and Chinese – Chinese-language channels introduced in 2011). The Maroc Telecom Group's subsidiaries also contribute to promoting languages and the accessibility of their products and services. Thus, Onatel uses three languages (French, Mooré and Dioula), Sotelma eight (French, Bambara, Pulaar, Soninke, Sonraï, Tamasheq, Bodo, and Minyanka); Mauritel uses five languages (Arabic, Pulaar, Soninke, Wolof and French) and Gabon Telecom uses French and English. Mauritel, Onatel and Sotelma see to it that the people working in the call centers speak the national languages in addition to the official languages and that advertising is also broadcast in all the languages spoken by the local populations.

Canal+ Group

- In 2011 Studiocanal dubbed 44 films into 9 different languages and subtitled 33 films in 14 different languages. Studiocanal Video published 97 subtitled films in 2011, and nearly all the 383 films broadcast on the Canal+ Group's channels were offered both in dubbed and subtitled versions.

Promoting young and new talents / Spotting the talents of tomorrow

Universal Music Group

- Universal Music Group is at the forefront through its promotion of a new generation of artists and supports several initiatives aiming to spot them, including *Pop Idol*, *The Voice*, *American Idol*, and the *Lift* program. This program, which was launched in January 2011 by *Vevo*, the musical platform co-founded by Universal Music Group, showcases an emerging artist for several weeks on *Vevo* by broadcasting his/her videos and exclusive content. In order to discover the artist and get to know him/her better, Internet users are invited to directly interact with him/her through social networks. Universal Music Group has also partnered with the platform *Talenthouse* whose objective is to provide an Internet space where artists (film, fashion, music, art/design, dance and photography) can be seen, heard and rewarded, wherever they are in the world. Art projects permit well-recognized artists and brands to host online competitions, opening the door for young talents. In 2011 Universal Music France has created Universal Music Acadomia, a new kind of music school with a strong community dimension. It offers students private lessons, group workshops, meetings with artists and advice from professionals. The school's *Ateliers Répét*[®] are intended for rehearsals by music groups, and its *Privilèges* Master Classes are designed to help students understand the musical style and technique of a particular artist and benefit from his or her valuable advice. At the end of the year, the students are given an opportunity to make a demo recording in the studio or perform on stage as part of a gala concert.



SFR

- Launched in 2006, SFR's *Jeunes Talents* (Young Talents) program was originally oriented toward the cultural universe with two sectors – music and photography. It was extended in 2010 to two more universes – sports (Ski-and-Board and Golf) and entrepreneurship (Start-Up, Social and Green-tech). In five years, a total of 30,000 artists (photography and music) have registered on the sfrjeunestalents.fr platform. More than 200 groups have been supported, 50 of them on stage in 2010. Some one hundred photographers have been accompanied, 30 of them in 2010. In 2011, 110 Social entrepreneurs' dossiers were posted and eight received prizes, along with ten Start-up entrepreneurs and eight Green-tech entrepreneurs (in partnership with Clean Tech Open France). Seven athletes, two in golf and five in ski-and-board, were supported and accompanied in 2011.



Maroc Telecom

- Maroc Telecom supports *Génération Mawazine*, a music competition that each year presents developing artists or groups of artists. As part of the Jawla festival organized in the summer of 2011, as it is each year by Maroc Telecom, 70 "Young Talents" evenings featuring free concerts were held. Thousands of local and international artists are invited to these concerts, which bring in more than three million spectators each year.
- In Burkina Faso, Onatel supports the Center West regional cultural week, a competition for young talents in several artistic domains. Winners then participate in the national culture week, an event held every two years which promotes the country's different ethnic cultures while encouraging artistic creation.

Canal+ Group

- Canal+ has several specific programs for promoting young talents:
 - *La Nouvelle Trilogie*, under the guidance of Gille Galud and Bruno Gaccio, whose purpose is to give young authors and filmmakers a chance to produce their first series (in 3x26' format) or film (90') for television. After seven years of existence, *La Nouvelle Trilogie* handles more than 600 dossiers per year, selects five or six of them for development, and the three best executed and most promising titles are put into production. All genres are encouraged. More than twenty series or films have been broadcast and most authors and filmmakers have capitalized on this first experience by developing projects for other channels or for Canal+. That was the case with Cathy Verney, who produced the second season of *Hard*, carried in prime time after the first season and developed as part of *La Nouvelle Trilogie*, Virgile Bramly, who returned as co-author and director of *Mange!*, a film that is to be broadcast on Canal+ in 2012, and also Gaëtan Bevernage, winner of the prize for Best Comedy and Best Art Direction for *BXL/USA (Nouvelle Trilogie 2011)* at the La Rochelle Festival. Several projects from *La Nouvelle Trilogie* have been selected for remakes in the United States.
 - Promoting young talents is the primary action of the short programs unit. With 193 short films shown in 2011 (73 of them French), Canal+ is the largest broadcaster of short films. Selling their first short subject to television is the first door that opens in a young filmmaker's career; the teams give them special attention and instructional care.
- One fine success for Studiocanal and its accompaniment of promising talents, *Le cochon de Gaza*, the first film by Sylvain Estibal and produced by Studiocanal, won the César award for Best First Film in 2012.

Promoting cultural heritage / Preserve and promote works that are part of the heritage

Canal+ Group

- Beginning in 2005 Studiocanal began work on digitizing its rich catalogue of 5,000 films. Since 2007, 2,200 titles have been digitized, 800 of them in High Definition.
- The vocation of the *Studiocanal Collection* is to immortalize the best of the world's cinematic heritage. The most memorable films of cinema history have been selected with the ambition of ensuring that they live forever. The commitment is to exceptional quality of restoration of the image and sound and release in High Definition. Launched in 2009 throughout the world, the collection recently gained two great classics: *Grand Illusion* by Jean Renoir and *Lovers Like Us* by Jean-Paul Rappeneau.

- Often cited as one of the most important films of the 20th century, *Grand Illusion* by Jean Renoir is the symbol of a universal and pacifistic cinema. After an initial restoration in 1997, Studiocanal and the Toulouse Cinémathèque decided in 2011 to restore the film using the technical resources of the 21st century. This masterpiece to be discovered or rediscovered thanks to the *Studiocanal Collection* will be available sometime in 2012 in France, Germany, and the UK, and then in the United States.
- *Lovers Like Us (Le Sauvage)*, the great comedy by Jean-Paul Rappeneau released in 1975 (starring Catherine Deneuve and Yves Montand), was restored this year by Studiocanal and the *Cinémathèque Française*, with support from the Franco-American Cultural Fund. Jean-Paul Rappeneau and the director of photography for the film, Pierre Lhomme, worked on the restoration. The soundtrack composed by Michel Legrand was remixed in Dolby stereo from the original recordings.
- Cinema heritage is also promoted on the Ciné+ Classic channel. Broadcast in 2011 were: 500 films from the catalogue, 50 special operations dedicated to major figures of world cinema, and some twenty never-before-seen documentaries on cinema history, including a weekly program on the classic cinema.
- In 2011, Canal+ created an Enterprise Foundation aimed at promoting and supporting any project involving the distribution and promotion of the French cinema heritage, in particular in the areas of operation of cinema houses and distribution of cinema programs.

Promoting cultural heritage / Support local artistic expressions

Maroc Telecom

- Maroc Telecom is a partner in several festivals in the Kingdom: the Fes Festival of World Sacred Music, the Marrakech Popular Arts National Festival, the Fes Festival of Amazigh Culture, the Festival Azalay of African musics in Ouarzazate, the Mawazine Rhythms of the World Festival in Rabat, and the Marrakech International Film Festival.
- The Group's subsidiaries also contribute to promoting cultural expressions by supporting:
 - the International Poetry Festival, the Festival of Nomadic Music, the National Festival of Ancient Cities intended to preserve and promote musical and cultural heritage (Mauritel);
 - the Center-West regional cultural Week; the Festival of Arts and Culture, which grants awards to the best performances by young Burkinabè students; the Nakoobo, the customary feast of the Chief of Koupèla (Onatel);
 - the embassy of Gabon in Morocco in the context of a cultural exhibition in Rabat to promote Gabonese culture (Gabon Telecom);
 - the Festival Sanké Mò in San; the Festival of Masks between Boura and Yorosso; the Bambouk Festival in Sadiola; the artistic and cultural Biennial in Mali (Sotelma).

Canal+ Group

- Canal+ Africa contributes to the dissemination and development of African cinema by supporting two major festivals on the continent – the FESPACO and the *Festival Écrans noirs*. Indeed, for the third consecutive year, Canal+ Africa associated with the Festival Écrans noirs, held June 18 to 25, 2011 in Yaoundé, Cameroon. The goal of the Festival is to ensure the presence of cinematic activity in Central Africa. Canal+ Africa awarded the "*Écran du court-métrage*" (short film) prize on this occasion.
- Canal+'s event channels are ephemeral channels that cover cultural and sports events specific to the Overseas Territories and the African countries where Canal+ operates. These channels provide subscribers with a different point of view on these events and are an opportunity for Canal+ to work in favor of the dissemination of these cultures beyond their country or territory of origin.
- In early August 2011, for the second consecutive year, Canal+ Antilles became associated with the *Tour des Yoles*, an emblematic nautical event in Martinique, with its creation of Canal Yoles channel. This channel's ambition is to give all its subscribers in Martinique, Guadeloupe and Guyana a close-up experience of the race in both its celebratory and sporting dimensions. In addition to the rebroadcast of the legendary yacht race, Canal Yoles carries reports on the history of the Yoles, evasion programs on navigation and travel, and portraits of emblematic characters in the race's history. This year, Canal Yoles was accessible to all Canal+ / CanalSat subscribers in the Indian Ocean, Réunion, Mauritius and Madagascar, as well as on the African continent.



Canal+ conducts operations of equal scope during the Carnival season in Guadeloupe, Martinique and Guyana, for the Grand Raid in Réunion and for the Sakifo Festival, the largest festival in the Indian Ocean. Canal+ reaffirms its desire to enable the widest possible audience to share these major cultural and sporting events, which are veritable heritage treasures.



AREA FOR ACTION

SHARING KNOWLEDGE

Demanding a high level of quality of content, encouraging intercultural dialogue, fostering public awareness of sustainable development issues, and facilitating access to information and communication technologies delineate the issue of sharing knowledge – a strategic one for Vivendi, whose business units are major players in the digital revolution.

		Comments and actions 2011
Promoting pluralism of information and quality of content	Put the Group's commitment into practice	<ul style="list-style-type: none"> • Respect for freedom of expression is set down in the Group's Data and Content Protection Charter. • In conformity with conventions signed with the CSA (French Broadcasting Authority), pluralism, quality, and rigorousness are at the core of the Canal+ Group's professional ethics.
	Guarantee quality and pluralism of content	<ul style="list-style-type: none"> • The subsidiaries' excellent positioning on their respective markets is the result of the quality of their offerings and services (see p. 40). • Studiocanal, a Canal+ Group subsidiary, has a rich catalogue of more than 5,000 films representative of 60 countries. • Canal+ Overseas, a Canal+ Group subsidiary, distributes more than 300 international, national and local channels to the four corners of the globe. • Maroc Telecom's Menara portal, available in French and Arabic, uses news from the national and international press agencies.
Encouraging intercultural dialogue	Build bridges between cultures	<ul style="list-style-type: none"> • Vivendi is a founding partner of the <i>Rencontres internationales du cinéma sous la tente</i> in Ouarzazate, Morocco (see p. 54). • Strategic local partnerships give customers access to new content (see p. 40). • The Canal+ Group offers a bundle of channels in more than 30 African countries. • Accessibility to content and services in several languages creates links between cultures (see p. 18).
	Encourage a spirit of openness between peoples and generations	<ul style="list-style-type: none"> • Vivendi was invited by the United Nations to take part in its 4th Alliance of Civilizations Forum (UNAOC) in December. Vivendi received young leaders of the MENA Fellowship Program (see p. 32-33 of the 2011 Activity and Sustainable Development Report). • Canal+ offers its audiences a window on the world – for example through rich film programming that gives ample space to foreign films and genre cinema. • Thanks to its event channels and co-productions (see p. 18), Canal+ Overseas is promoting the dissemination of Overseas and African cultures.
Raising awareness of sustainable development	Encourage awareness of sustainable development issues	<ul style="list-style-type: none"> • With its concerned documentaries (such as <i>Makay, les aventuriers d'un monde perdu; Paris Cliché/ Paris clichés; Familles no carbone</i>) the Canal+ channel makes its subscribers aware of sustainable development issues and nourishes their critical spirit. • SFR encourages its customers to "consume green": more than 350,000 mobile devices were collected.
	Contribute to causes in the general interest	<ul style="list-style-type: none"> • Universal Music Group and Blizzard Entertainment mobilized to support populations affected by disasters in Japan. • Activision Publishing contributed \$3 million to the <i>Call of Duty Endowment</i>, which works to help US Army veterans re-entering the job market. • Telecom partner of Sidaction ("AIDS action") since 2009, SFR mobilizes its know-how, infrastructures and employee volunteers each year.
Facilitating access to ICTs and content: struggling against digital divides	Invest in isolated regions	<ul style="list-style-type: none"> • The Maroc Telecom group covered 1,707 additional rural localities in the African countries where it operates. It is continuing its fiber-optic cable programs. • SFR signed a national agreement aimed at strengthening the deployment of fiber optic outside very dense areas in France.
	Accompany persons with low income	<ul style="list-style-type: none"> • SFR and <i>Emmaüs Défi</i> continued their mobile telephony solidarity program. • The Maroc Telecom group is increasing social accessibility to information and communication technologies (ICTs) through special student offers and by supporting local associations (see p. 54). • GVT is the leading operator on the Brazilian market in terms of broadband and ultra-high-speed offers at affordable prices, and up to 75% of GVT customers use 10 Mbits/s or more.
	Contribute to the autonomy of disabled or elderly persons	<ul style="list-style-type: none"> • Innovation is at the heart of accessibility: SFR launched training in iPhone use for its visually deficient customers; Maroc Telecom launched Vocalis, a mobile solution for visually impaired persons; billing in Braille or specific customer assistance for the hearing-impaired at GVT. • Blizzard Entertainment's <i>World of Warcraft</i>[®], which includes multiple adaptations for visual deficiencies, is one of the more accessible games on the market.

Canal+ Group

- In its Ethics Charter, the Canal+ Group has committed to respecting pluralism: *"In the respect of the constitutional principles of freedom of expression and communication and of their editorial independence, the channels ensure pluralism of expression of currents of thought and opinion (...), make efforts to respect different political, cultural and religious sensibilities, (...) show rigorosity in presenting and processing information (...)."*
- Under the Convention entered into between the Canal+ Group and the *Conseil supérieur de l'audiovisuel* (CSA), the channel *"ensures pluralism of expression of currents of thought and opinion, notably in the context of the recommendations formulated by the CSA. It makes efforts to respect this pluralism under comparable programming conditions. Journalists, anchorpersons, hosts and broadcast employees make efforts to adhere to an honest presentation of issues prone to controversy and to ensure the expression of different points of view."*(Article 8).
- In order to preserve its editorial independence, the all-news channel i>Télé has made a commitment to the CSA to maintain:
 - a management exclusively attached to the channel,
 - an editorial staff of journalists and editors-in-chief placed under the hierarchical responsibility of management and without hierarchical ties of any kind with the Canal+ Group,
 - relations between the channel and the different Canal+ Group companies that are formalized by contracts, drawn up in keeping with conditions on the market, and validated, if applicable, by the Auditors.

Maroc Telecom

- The Menara portal, published by Casanet, a subsidiary of Maroc Telecom, draws on a range of information sources. The editorial team, fully independent of commercial motivation, publishes news in Arabic and French drawn from national and worldwide press agencies (*Agence marocaine de presse, Agence France presse, Al Jazeera*, etc.) The TV- and radio-via-DSL service comprises 101 television channels and 26 national and international radio channels.

Canal+ Group

- The quality of the Canal+ Group's content and programs regularly receives awards. In 2011 it garnered 73 nominations for films and TV programs at the 68th Golden Globes; 32 of its films, pre-purchases or acquisitions were nominated at the César 2011 awards; and Canal+ Group films won 18 César and 16 Oscar awards in February 2011. Furthermore, the Canal+ channel won awards at the 26th *Festival européen du journalisme Scoop Grand Lille* for its investigative films *Iraq: Fallujah's Sacrificed Children* (by Feurat Alani, produced by Baozi Prod) and *Stolen Babies: The Incredible Scandal* (by Caroline du Saint, produced by Capa).
- Studiocanal was also elected "European Distributor of the Year" at Cartoon Movie 2011, the Forum for co-production of European animated films (March 4, 2011). The prize recognizes in particular the work done on *A Turtle's Tale: Sammy's Adventures*. Studiocanal is Europe's leader in co-production, acquisition and distribution of feature films, and the only one who operated on the three major European markets – France, the UK and Germany. Studiocanal also has a first-rank international sales business, as well as distribution agreements for its catalogue applicable to the rest of the world.
- In the area of pluralism, Canal+ Overseas, Canal+ Group subsidiary in charge of international activities and the French Overseas Territories:
 - provides distribution for more than 300 channels via satellite to its markets on the different continents;
 - publishes more than twenty channels aimed at and adapted for the French Overseas Territories, Poland and sub-Saharan Africa;
 - produces numerous audiovisual works each year (a total of more than 200) through its subsidiaries Canal Overseas Productions and Canal+ Africa.

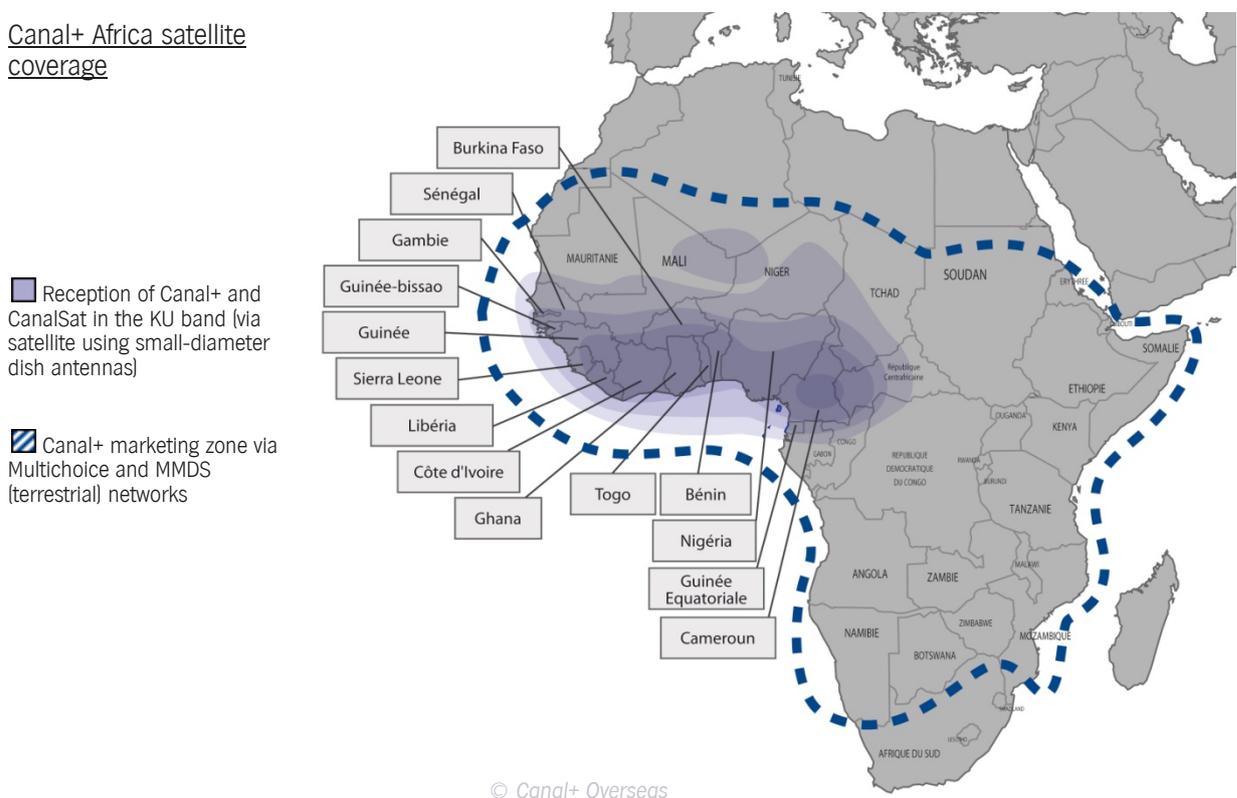
In 2011, Canal+ Africa added national channels like RTNC and Télé Congo (Democratic Republic of Congo) and ORTB (Benin), along with an Ivorian radio station (RTI), now accessible as part of the entry-level bundle. 22 African TV and radio channels are available in the Canal+ Africa bundle.

Encouraging Intercultural dialogue / Build bridges between cultures

Canal+ Group

- Through its subsidiary Canal+ Africa, Canal+ Overseas publishes a Canal+ channel specifically for the African continent, seen in more than 30 countries in sub-Saharan Africa. With film, entertainment, and sports, the programming is similar to that of Canal+ France and is complemented by major sports events such as the CAN (*Coupe d'Afrique des Nations*) and specific programming of its own, such as *as Talents d'Afrique*. It is possible to subscribe to CanalSat Horizons, a bundle of French-language channels, throughout sub-Saharan Africa (except South Africa), which is a true innovation on the African continent. CanalSat Horizons now comprises more than 75 channels, radio stations and services. By including African channels in its bundle, Canal+ Africa makes it possible for isolated areas of certain countries to receive national channels never before available in their region.

Canal+ Africa satellite coverage



- Seven private television channels in Francophone Africa, including STV2 (Cameroon) and 2STV (Senegal) – two channels available on the CanalSat bundle –, participated in African Television Day on February 27, 2011 at the initiative of CFI (*Canal France International*), the French media cooperation agency. For more than eight hours, live from the FESPACO cinema festival, these seven private Francophone African television stations together produced the first “African Television Day.” This event provides the possibility, for the first time, of offering common, 100% African programming – a true panorama of African production – to a potential television audience of 100 million.

Canal+ Group

- The Canal+ Group's editorial offering provide its audiences with a veritable window on the world and on film genres. In 2011, the high points of Canal+ Cinéma included *La séance de Mouloud Achour*, the new weekly program for an audience of lovers of offbeat film and pop culture; the focus on Iranian cinema with the film *No one knows about Persian Cats* followed by an exclusive documentary on the cinema in a country that jails filmmakers; *La dernière vague* by Stéphane Bergouhnioux and Jean-Marie Nizan; *La Séance nouveau genre*, which continues its exploration of new forms of genre film around the world; a *carte blanche* for Jean Dujardin on the occasion of the release of *The Artist*; and the renewal of the exploitation movie genre with the broadcast of an exclusive documentary by Didier Allouch, *Grindhouse, the Next G*.
- African cinema is at the heart of Canal+'s programming, with the broadcast of a cinema work by an African director every month. Recently shown on Canal+: *Popular Dance* and *Colour Coffee* by Ivory Coast's Henri Duparc, *Min Ye* by Mali's Souleymane Cissé, *The Night of Truth* by Burkina's Fanta Régina Nacro, *Mooloadé* by Ousmane Sembene of Senegal, *Ezra* by Nigerian Newton Aduaka, *La vie sur terre* by Mauritania's Adderahmane Sissako and *Le Fauteuil* by Burkinabè Missia Hébié.

SFR

- Since 2003, SFR has been collecting used cell phones, batteries and accessories from any individual, regardless of operator. Users are encouraged to adopt responsible behavior thanks to a win-win system: for any mobile device brought in, a purchase voucher is issued in an amount depending on the value of the device, and SFR pays €2 to partner non-profit associations such as *La Voix de l'Enfant* and Fondaterra. The value of the used cell phones is estimated depending on the model and condition using a "Blue Book" updated every month by the provider who recovers them for resale in countries where mobile telephony can be an accelerator of development, or by *Les Ateliers du Bocage* for the Emmaüs France solidarity network. Mobiles that are not re-usable are recycled in compliance with environmental obligations. In 2011, more than 350,000 mobile devices were collected by SFR.

Canal+ Group

- For its new 2011-2012 documentary season, Canal+ reaffirmed a documentary policy that engages today's world. Human values, social cohesion, the construction of a sustainable world, and openness towards other cultures are still at the heart of the questioning of the prime time documentaries. Christine Cauquelin, Director of Documentaries, says: "*This year again, awakening consciences and stimulating curiosity, opening the mind to other cultures and alternative lifestyles, raising awareness of the century's major challenges, and reaffirming a shared destiny in a France and a world of solidarity were the ambitions of Canal+'s documentary programming*"

The channel began in September with an ambitious project, *Hors jeu : la coupe du monde des sans-abris* (about a specific world cup organized for homeless people), or how a sporting adventure can re-create social ties with those on the planet who suffer exclusion. Then, building a bridge over the Paris beltway to create dialogue between two worlds that are ignorant of each other, students at a Paris high school and one in the suburbs worked together on a violence trial in *Paris Clichy / Paris clichés*. Inventing a new way of living together was also the challenge taken up by three families who began building an ecological group habitat. *Familles no carbone* follows these pioneers' green and social adventure, stone by stone. With *Makay, the lost world's raiders*, a "dream team" of international scientists take us into the labyrinths of one of the last unexplored areas of the planet, the Makay range in southwestern Madagascar. It's an exceptional adventure and the first exploration film in 3D (see photos next page).



© Evrard Wendenbaum / Gédéon Programmes

Raising awareness of sustainable development / Contribute to causes in the general interest

Activision Blizzard

- The Call of Duty Endowment (CODE) is a nonprofit public benefit company created by Activision Blizzard in October 2009 to help soldiers transition to civilian careers after their military service. In 2011, Activision Publishing donated \$3 million to the Call of Duty Endowment in an effort to ensure that US military heroes have stable employment upon their return from active duty.
- Blizzard Entertainment participated in the wave of solidarity in support of Japan: on the online Blizzard Store, it was possible to purchase a Cenarion Hatchling in-game pet. For each Cenarion Hatchling pet purchased until July 31, 2011, Blizzard Entertainment donated the entire purchase amount (US \$10) to the American Red Cross's Japan Earthquake and Pacific Tsunami relief efforts. This charity pet program enabled *World of Warcraft*® players to raise over \$1,900,000 in support of such efforts.



© Blizzard Entertainment

Universal Music Group

- Universal Music Group took action this past year after the tragic events that hit Japan. UMG worked with the creative communities within the music industry to create a vehicle to help raise awareness and support for the victims. The Songs For Japan compilation has raised \$10,000,000 for the Japanese Red Cross Society, with all of the proceeds from UMG, as well as the rest of the industry going straight to the cause.



SFR

- SFR continued its commitment as a telecoms partner in the AIDS program *Sidaction 2011*. The operator handles the technical and financial aspects of the entire telecoms organization of the collection and pledge operation, mobilizing several call centers and hundreds of volunteer SFR employees to take pledges and raise SFR customers' awareness through e-mails and SMS messages.



© Didier Cocatrix

- SFR *Régie* was awarded a prize at the Mobile Awards 2011 in June 2011, organized by *Stratégies* magazine, for its Mobile Street Marketing campaign developed for the French blood bank. SFR *Régie* is the first player in Europe to develop a massive (nearly four million contacts) nationwide geolocated Push Marketing¹ solution. The award underlines not only SFR *Régie*'s technological and marketing innovation, but also the audacity and ability of an advertiser working for a national cause and innovating via new communication technologies.

Canal+ Group

- While working on developing the health market (hospitals, retirement homes) and with the team at the regional hospital in Orléans, CanalSat's teams had the idea of providing free access for all hospitalized children to a youth channel and a discovery channel. Made official on December 14, 2011, the first "CanalSat gets involved for the hospitals" operation gave 6,000 hospitalized children free access to the TeleToon and Planète channels and thus offering them moments of pure escape during their hospitalization.

Facilitating access to ICTs and content: struggling against digital divides / Invest in isolated regions

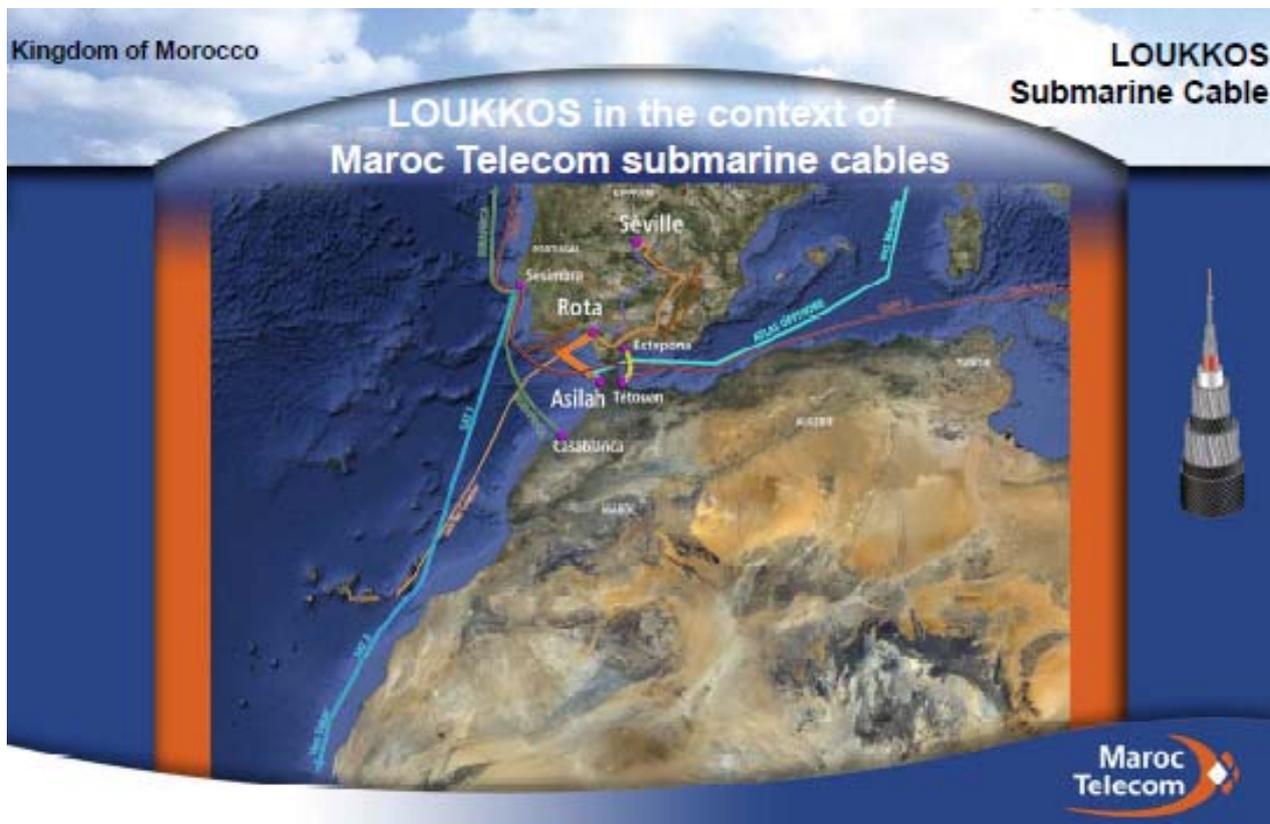
SFR

- In November 2011 SFR signed a national agreement with France Télécom-Orange that represents a major advance in strengthening the deployment of fiber optic outside very dense zones in France. This initiative is in line with the deployment intentions expressed to the *Commissariat Général à l'Investissement* in response to its Call for Expression of Investment Intentions. The agreement between the two operators designates which operator is responsible for deployment for each municipality, ensuring the optimum timetable and the best coverage in order to avoid redundancy for the benefit of consumers and local governments. Within five years, nearly 10 million French homes in less densely-populated areas (outside large urban areas) will thus be connected to fiber-optic service.
- In the interest of offering digital television service throughout mainland France in parallel with the gradual switch-off of distribution of analogue television in 2011, SFR launched a television offer available to everyone not able to benefit from television via DSL. At the end of a successful pilot phase in late 2010, SFR now offers a *neufbox* modem that includes television via satellite. Users of SFR's TV via satellite can access 80 channels, some in High Definition, the 19 DTT channels, and a wide choice of thematic, foreign and regional channels. Coupled with SFR's *neufbox*, the optional service complements the existing broadband Internet and unlimited telephony offering, which otherwise remains unchanged. With this new offer, more than 98% of French households now have access to a Triple Play offer from SFR.

[1] A marketing strategy for "pushing" the product to consumers, by means such as the sales force, promotion and/or by stimulating intermediaries in distribution.

Maroc Telecom

- Maroc Telecom has always put societal concerns in the first rank of its priorities, feeling strongly that the telephone and information technologies in general contribute in a determining way to abolishing distances and increasing the well-being of the populations that benefit from them. That is why the operator has made reducing the digital divide one of three major issues in its sustainable development policy and for years has invested massively in mobile and fixed networks, making the telephone accessible to the greatest possible number of people. The company uses all available technologies and makes use of renewable energy sources to cover the most isolated regions and respond to the growing needs of populations for communication and Internet access, while seeking to strike a fair balance between economic competitiveness, social progress and environmental protection.
- Maroc Telecom is strongly involved in national projects financed by the Universal Service Fund (FSU), for which it provides approximately two thirds of the financing. The goal of these projects is to guarantee telecommunications services in areas not covered by operators and promote the use of the new information technologies, in particular among young people in school environments. In 2011 the Maroc Telecom Group covered 1,707 rural localities, including 1,384 in Morocco under the PACTE telecoms access program, but also 55 in Burkina Faso, 186 in Mali, 26 in Mauritania and 56 in Gabon.
- In January 2012 Maroc Telecom launched the installation of an international submarine fiber-optic cable between Morocco (Asilah) and Spain (Rota-Seville), called Loukkos. The objective is to diversify Morocco's connectivity, strengthen the security of Maroc Telecom's international traffic and face up to the growing Internet traffic driven by broadband. With a total length of 187 km, the Loukkos cable has been operational since April 2012. The construction work on the link requires an overall investment of nearly 143 million dirhams (more than €12.8 million), to be borne entirely by Maroc Telecom. Loukkos is the second submarine cable installed by Morocco Telecom, after the 1,634 km-long Atlas Offshore cable, laid in 2006 between Asilah (Morocco) and Marseille (France). Added to that investment will be the new terrestrial fiber-optic cable now being laid and which will eventually link Morocco, Mauritania, Mali and Burkina Faso.



© Maroc Telecom photo library

- Also, in June 2011, Maroc Telecom doubled DSL throughput for its customers free of charge (the 1-to-4-Mbits/s speeds moved to 2 to 8 Mbits/s) and reduced rates on its 20 Mbits/s service.

Canal+ Group

- Between May 16 and 19, 2011, at the initiative of the Regional Council of French Guyana, Canal+ Guyane carried out an exceptional operation in the very isolated town of Camopi. This operation, quite exceptional from a logistical point of view, resulted in some twenty households being equipped with dish antennas. In the difficult-to-access Amerindian village of Camopi in French Guyana, with its approximately 1,300 inhabitants, the majority of households have no satellite reception. The Guyana Regional Council called on Canal+ Guyane to provide expertise to the town's residents. The necessary equipment was brought in by pirogue, since the river is the only means of access to the region. Once the equipment had arrived, a small "sales outlet" made available by the town government was used to enable Canal+ Guyane to sell its services to the villagers. It was "mission accomplished" for Canal+ Guyane, which plans another trip in 2012 to monitor the quality of the work done.

Facilitating access to ICTs and content: struggling against digital divides / Accompany persons with low income

SFR

- Begun in the spring of 2010 as an experiment, the solidarity telephony program that came out of a partnership between SFR and Emmaüs Défi has more than 1,700 beneficiaries as of April 2012. SFR's commitment to Emmaüs Défi is based both on financial sponsorship and skills sponsorship. The solidarity telephony program enables persons with financial and social difficulties to meet their telephony needs without overburdening their budget, and at the same time enables *Emmaüs Défi* to develop and make permanent a new activity that creates integration jobs. Generalization of the program, currently limited to Paris and based on sponsorship, requires that a viable economic model be defined – a new challenge that requires involvement by new actors to encourage access to telecommunications tools for everyone.

Maroc Telecom

- Marketing of Maroc Telecom's *Injaz* offers continued in 2011. The program is intended for students in higher education who meet specific eligibility criteria and is aimed at providing them with a service for accessing and using information and communication technologies. It comprises broadband mobile Internet access and a laptop. The purchase of the computer and the subscription are subsidized by the Telecom Universal Service Fund (FSUT) and by the operators. The number of students equipped by Maroc Telecom increased by more than 150% in 2011 over 2010. Similarly, via the *Nafida* offer, 19,388 teachers were equipped with computers and broadband Internet access in 2011.

Facilitating access to ICTs and content: struggling against digital divides / Contribute to the autonomy of disabled or elderly persons

Activision Blizzard

- *World of Warcraft*® by Blizzard Entertainment is considered to be one of the market's more accessible online games. Gamer testimonials (Article "15 minutes of fame: Legally blind player with hearing loss conquers raid healing," posted on November 3, 2011 on <http://wow.joystiq.com>):
"What option has Blizzard included in the UI (user interface) and game that have helped you adapt and be able to play as you do?"
"Floating combat text, agro sounds, the console command for maximum camera distance, and the ability to increase the chat box text size are all nice additions."

Blizzard's teams implemented a colorblind accessibility mode enabling the player to modify the colors of the same in-game scene for different forms of visual impairment.



© Blizzard Entertainment

SFR

- In June 2011, SFR renewed its commitment to accessibility to telecoms for persons in situations of disability under the charter signed by the French Telecoms Federation, the government and ARCEP. This charter of voluntary commitments by the telecommunications sector to facilitate access to electronic communication services for disabled persons is in line with the one signed in 2005 by France's three operators to facilitate access to mobile telephony for disabled persons. The four main commitments are: offer products and services accessible to disabled persons; inform the general public about offers accessible to disabled persons; provide customer services suited to the needs of disabled persons; and commit to a progress process for the long term.



At its SFR Player event held in November in Paris, SFR organized a workshop on the theme of digital and accessibility. Some twenty persons (SFR employees, representatives of associations, users, partners of SFR, entrepreneurs) came up with five innovative concepts for encouraging autonomy of disabled persons:

- the "smart" refrigerator, which solves the problem of reading expiration dates;
 - an intercom accessible via voice recognition;
 - an SFR neufbox that is even more ergonomic and interactive;
 - the "Info-incident" application for public transportation;
 - road traffic news accessible via geolocation.
- SFR encourages "digital for all," and in particular for the elderly, for whom digital can be a formidable means of creating social ties. SFR Player closed its cycle of conferences on the theme "Digital Down Through the Ages." On that occasion, the SFR Foundation unveiled the three projects that won its call for digital projects in favor of the elderly, launched in June 2011. The association *Les petits frères des Pauvres* was awarded the *Grand Prix des Collaborateurs* and exceptional funding of 30,000 € for its *Voisin-Age* project. The two others winners, *Old'Up* and *Alter Ego*, will receive 25,000 € each.



© SFR

Accessibility to digital for seniors has been a concern for SFR for several years. In 2011, the operator launched the SFR Family Connect solution, made up of three components – a remote control with wide, colorful buttons that can also serve as a telephone handset, a video camera, and a unit that attaches to the television set and to the Internet to make television interactive. SFR Family Connect lets the elderly stay in contact with children and grandchildren, share happy times over long distances via photos, and update a shared address book. It also includes an alert button that dials a pre-recorded number for reassuring loved ones as to the well-being and safety of an elderly person.

Maroc Telecom

- In September 2011 Maroc Telecom launched a solution suited to blind and visually impaired customers. The *Vocalis* offer consists of "vocal assistant" software that vocalizes and personalizes the commands and texts displayed on the mobile device. In this way it provides complete access to the different functionalities of the terminal for visually deficient persons.

Canal+ Group

- Since April 27, 2011, Canal+'s customer space has been accessible to deaf and hearing-impaired persons. The space is accessible under the heading "Sourdligne Canal", via video calling. Users are put in contact with an Advisor who speaks sign language via a Webcam or chat service from Monday through Friday from 9 a.m. to 4 p.m. Contacting them is only a matter of clicking a button. The service is reserved for deaf and hearing-impaired customers. In addition, many videos in LSF (French sign language) are also available for discovering the Canal+ and CanalSat offers, getting advice on installing a set-top box or for better understanding how the customer service itself operates.

AREA FOR ACTION

PROTECTION OF PERSONAL DATA

Vivendi, whose business activities are based on the subscription economic model, collects data intended for managing commercial relations with its customers. The protection and security of personal information is a strategic issue for the Group, and it has put demanding rules governing data collection and processing in place.

	Comments and actions 2011
Promoting our standards and guidelines	<p>Apply the Data and Content Protection Charter</p> <ul style="list-style-type: none"> • This charter, adopted in 2008, defines Vivendi's commitments regarding collection and management of personal information on customers and protection of content. This is a strategic issue for the Group, 75% of whose revenues rely on the subscription model. • The General Counsel informed the working group in charge of this issue so that procedures can be adapted in preparation for the changes related to the proposed European regulation on protection of personal data.
	<p>Ensure application of the Guide to good practices regarding sensitive data</p> <ul style="list-style-type: none"> • The guide was drawn up in 2010 for IT administrators and others in the Group's entities. • It contains recommendations aimed at limiting the risk of alteration, loss and divulgation of personal information to unauthorized third parties and seeing that suppliers and providers participate in exercising vigilance.
Ensuring monitoring of procedures	<p>Report to the Risks Committee</p> <ul style="list-style-type: none"> • The subsidiaries report to the Risks Committee each year on actions taken in the context of the Group's commitments.
	<p>Evaluate information systems</p> <ul style="list-style-type: none"> • Internal and external audits of the most sensitive information systems are conducted regularly to evaluate the effectiveness of protective measures.
	<p>Apply the recommendations of the working group in charge of protection of personal data</p> <ul style="list-style-type: none"> • A working group created at the initiative of the General Counsel includes the correspondents in charge of protecting personal data at the head office and in the subsidiaries. • They are responsible for disseminating and harmonizing rules on collection and processing of personal data in all the Group's entities.
	<p>Include personal data in reporting</p> <ul style="list-style-type: none"> • In 2011, in its extra-financial reporting protocol, Vivendi formalized three indicators related to personal data: <ul style="list-style-type: none"> - Existence of a commitment by each subsidiary; - Monitoring mechanisms associated with application of these commitments; - Actions for raising awareness, in particular of young audiences, about posting personal data and information concerning private life online.
Strengthening the security of customers' personal data	<p>Raising employees' awareness about customers' personal data</p> <ul style="list-style-type: none"> • Maroc Telecom conducted an internal communication campaign on the theme "Our customers' data are confidential. Keeping them secure is an obligation."
	<p>Advise customers on how to manage their personal data</p> <ul style="list-style-type: none"> • The Group's subsidiaries make efforts to make users aware of the need for vigilance over their personal data and provide advice and tools for increasing security: <ul style="list-style-type: none"> - SFR has a website section with advice for protecting personal data. It warns against data theft methods like social engineering¹ and phishing²; - Blizzard Entertainment informs players about behaviors which could result in thefts of accounts and offers additional optional account-security tools. • This information is also adapted to young users (see p. 11).
	<p>Demonstrate a demanding attitude toward suppliers and service providers</p> <ul style="list-style-type: none"> • Suppliers and service providers who have access to customers' data apply Vivendi's commitments regarding protection of personal data. • To ensure this, specific clauses are included in contracts by the subsidiaries to ensure that the same level of security is applied.

¹ Techniques for fraudulent manipulation to obtain confidential information.

² E-mails sent to gamers to acquire their log-on information.

Vivendi

- Vivendi's Data and Content Protection Charter defines Vivendi's commitments as regards:
 - protection of personal data;
 - safety of online exchanges and consumer rights;
 - protection of content and ethics covering content.

The commitments set down in this Charter have been made in the name and on behalf of all the Group's subsidiaries. Vivendi ensures that its commercial partners respect the values and rules of conduct expressed by the Group in each of the countries where one of its subsidiaries does business.

Vivendi

- The Guide's recommendations on good practices regarding protection of sensitive data deal with:
 - the implementation of suitable means for limiting, as much as possible, the risk of alteration, loss and divulgation to unauthorized third parties of the confidential information collected;
 - the verification that partners (suppliers, providers) respect the values and rules of conduct defined in each of the countries where the Group operates and the measures mentioned above.

The Guide on protection of sensitive data sets down principles to be put in place by each of Vivendi's business units wherever they operate. It must be adhered to by all actors who have access to Vivendi's and its business units' information systems or who process their data: customers, employees, trainees, interim employees, providers, partners, subcontractors, etc.

The rules for protection apply to sensitive information in all its forms – electronic, spoken, written, optical – and at all stages – creation or collection, processing, consultation, modification, transmission, storage, destruction. The rules of protection cover software, databases, hardware, networks, and removable data media as well as paper documents.

SFR

- SFR's Department of information security and fraud coordinates an annual internal and external audit plan whose goals are control of "safety and fraud" risk management processes and evaluation of the effectiveness of the safety measures deployed. These audits are applied to the internal scope of the company as well as the scope and management processes of their partners. Thirty security audits were conducted in 2011 within the scopes of the IT, networks and products departments.

Maroc Telecom

- Control audits are conducted annually at Maroc Telecom to verify the conformity of the company's business activities with the standards for ISO 27001/2005 certification, which guarantees that all sensitive data within the company are protected, and in particular personal information on customers. 25 internal audit missions were conducted in 2011.

Activision Blizzard

- Activision Blizzard's Code of Ethics stipulates that employees undertake to protect the company's confidential information and particularly the personal data of its customers.

Universal Music Group

- UMG's internal Data Protection Policy defines rules for the collection, processing, storage and transfer of personal data. It also covers respect for individual rights such as the right to access and modify personal data and the right to refuse collection of the said data.

SFR

- In the SFR Code of Ethics and Commitments, guaranteeing data security and protection of private life are an ethical principle in business practices and an objective for commitments to consumers. The company commits to providing the resources necessary for applying the regulatory measures and recommendations of the French Data Protection Authority (CNIL - *Commission nationale de l'informatique et des libertés*), for technical protection against unauthorized access, and for ensuring the use of data by the SFR group in a way that is transparent for those impacted and respect for their rights as regards information, correction and modification, etc.

Maroc Telecom

- Maroc Telecom's Data Security Charter stipulates that "*users agree not to use the Internet to offer or make accessible confidential data and information to third parties*." The Charter, which is a set of rules that employees are required to adhere to, is aimed at guaranteeing the security of the operator's information, and in particular personal information on its customers.

GVT

- GVT has an "Information security policy" document to safeguard and protect personal data.

Canal+ Group

- The third principle of the Canal+ Ethics Charter, "Sincerity and protection of information," underlines the Canal+ Group's particular vigilance regarding the security of its information system, as well as the conditions for access to data relating to its customers and employees.

Ensuring monitoring procedures / Include personal data in reporting

Vivendi

- In the context of societal reporting, Vivendi's subsidiaries feedback information on three indicators related to personal information:
 - the existence of a commitment to protection of personal data;
 - monitoring mechanisms associated with application of these commitments;
 - actions for raising awareness, in particular of young audiences, about posting personal information and information concerning private life online.

Strengthening the security of customers' personal data / Raising employees' awareness about customers' personal data

SFR

- Internally, SFR makes available four management tools for raising its employees' awareness and ensuring that the legislation in force is applied: the employment contract, the internal regulations, the Code of Ethics and Commitments, and the Data Security Charter. In addition, a specific management department is tasked with alerting and advising the teams about the French Data Protection Act. 100% of the employees are encouraged to take the "Information Security" e-Learning module. New employees are also systematically registered for the training.

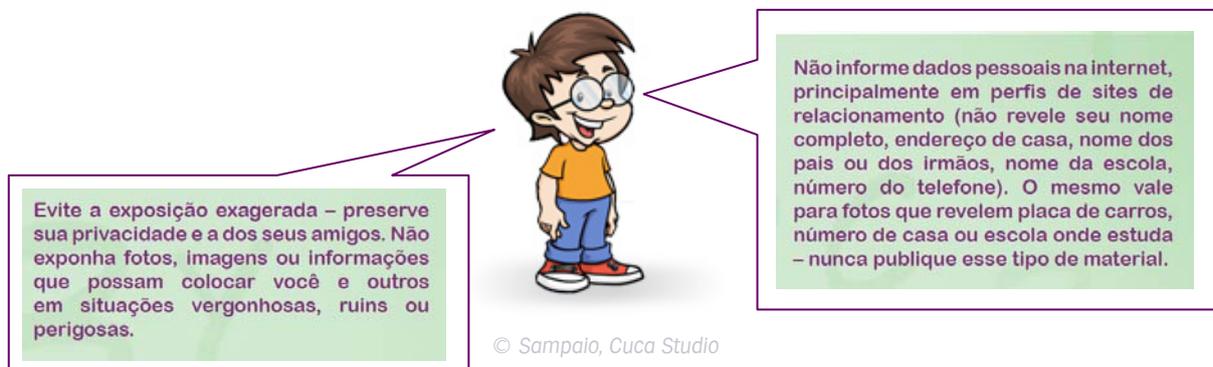
Maroc Telecom

- Maroc Telecom conducted an internal communication campaign on the theme "Our customers' data are confidential. Keeping them secure is an obligation." A news flash was sent out internally in November 2011 to underline the importance of respect for protection of personal information as a "legal requirement".

- In its guide for parents, SFR also informs them about the importance of protecting young people's private lives on the Internet, in particular on the social networks, chat rooms and blogs.
- SFR offers its customer an "SFR mobile security with McAfee" service developed in partnership with McAfee, a major player in digital security. The service is the first solution for securing data stored on customers' webphones. Personal and professional information are backed up automatically and are accessible anywhere, anytime from their computers.

GVT

- The Brazilian operator GVT respects the customer's freedom of speech and access to content available through the Internet. As a segment leader in Brazil through the offer of the highest access speeds on the market (up to 10 Mbits/s) at affordable prices, the company has the commitment to raise awareness in clients in a special way, but also the community in a broad way, on the responsible use of the Internet and care when accessing online content. GVT works proactively to establish a proper balance in the use of technologies, especially for the protection of children, by:
 - offering safety devices and guidance on content control tools;
 - promoting the Responsible Use of the Internet campaign;
 - generating educational content for children.
 GVT particularly informs young users about protecting personal information in its Guide to Responsible Internet Use (see p. 15).



Excerpts from the GVT Guide to Responsible Internet Use informing young users about the protection of personal information.
 Top right: "Do not share personal data on the Internet, and particularly on social network sites (do not reveal your complete name, home address, the names of your parents, brothers and sisters, school name or telephone number). The same thing applies to photos showing vehicle registration plates or home or school street numbers - Never publish this type of information."
 Bottom left: "Avoid overexposure – preserve your and your friends' private lives. Do not share photos, images or information that could put you and other people in embarrassing, unpleasant or dangerous situations."

[1] See footnote no. 1, p. 35
 [2] See footnote no. 2, p. 35

AREA FOR ACTION

LEVERAGING CONTENT AND INNOVATION

Vivendi invests massively in content and creation (€2.3 billion). Relying on excellence to satisfy its tens of millions of customers throughout the world and attract the best talent, developing synergies within the Group, and protecting intellectual property are all priorities for the Group.

Comments and actions 2011

Investing in creation and content

Invest in excellence

- In 2011, Activision Publishing's *Call of Duty®: Modern Warfare®3* became the first video game ever to surpass \$775 million in retail sales in its first five days of release and the only entertainment property to cross the \$1 billion mark in 16-days. Blizzard Entertainment's *World of Warcraft®: Cataclysm®*, the most recent expansion for its critically acclaimed massively multiplayer online role-playing game, set a new industry record for fastest-selling PC game.
- Universal Music Group artists won unmatched worldwide successes: best-selling albums for veteran artists like Lady Gaga and Rihanna, but also for new talents like Jessie J and LMFAO. *Victoires de la Musique 2011* awards for Gaëtan Roussel, Ben l'Oncle Soul, and Abd Al Malik.
- The Canal+ Group confirmed its innovative and pioneering positioning in the French audiovisual landscape, as shown by the critical success and record viewership garnered by the original Canal+ creation *Borgla*.

Enter into strategic partnerships

- UMG is a partner of Baidu, the leading search engine in Chinese, to distribute its digital catalogue and has created a joint venture with Live Nation, the world leader in concert organizing and online ticket sales.
- Studiocanal, a subsidiary of Canal+ Group, stands today as the leading European studio for quality independent cinema. A distribution agreement for Miramax films was signed with Lionsgate Studios; a first-time-ever agreement was made with an important European investment fund for co-financing some one hundred international films.
- Two major partnerships have been entered into by the Canal+ Group: in France, an agreement with the Bolloré Group to acquire its free channels Direct 8 and Direct Star; in Poland, an agreement with the TVN Group to merge the two companies' Pay tv businesses. The Group also announced a strategic editorial, commercial, and technological partnership with Orange.

Leveraging the Group's investments through synergies

Leverage technological and operational expertise

- Synergies and support within the Group enable GVT to launch or accelerate the marketing of innovative products. The Brazilian operator has been able to offer access to Blizzard Entertainment's *World of Warcraft®* online game, launch a Pay tv offer thanks to support from the Canal+ Group and SFR, and offer its subscribers unlimited access to thousands of songs, videos, and live concerts in partnership with UMG (see p. 18-19 of the 2011 Activity and Sustainable Development Report).

Encourage sharing of know-how

- UMG launched OFF TV, the first web TV fully integrated into a record publishing house. Thanks to a partnership with SFR, OFF TV is accessible to neufbox customers via an interactive application.
- Among the new services offered to the younger generation by the Maroc Telecom group is the Universal Music fixed-price package, designed in partnership with UMG, which meets with great commercial success.
- Anticipating evolutions such as the arrival of connected TV sets, the Canal+ Group created CanalPlay Infinity, a subscription video-on-demand offer with unlimited access. The service was previewed with SFR in November.

Ensuring respect for intellectual property

At Group level

- To leverage its investments, Vivendi sees to it that intellectual property rights are respected – a priority for the Group – while continuing to satisfy consumers seeking new uses.

At the level of each subsidiary

- The subsidiaries conduct awareness-raising actions, strengthen technical solutions for fighting piracy, involve themselves in the regulatory sphere, develop new economic models, and put together ambitious offerings for legal distribution of musical, audiovisual, and cinematic works.

Universal Music Group

- Universal Music Group has established new partnerships all over the world. The objective is to make all of the 600,000 songs and artists in UMG's catalog accessible to each and every "consumer" around the world, irrespective of borders, cultural barriers and access terms, through digital partners. In 2011, UMG already had over 670 online partners throughout the world.
- By creating dedicated platforms in emerging and high-growth countries (Africa, India, Middle East, Eastern Europe, Latin America) where music is not widely accessible, UMG gives artists all over the world exposure in regions where they have never been exposed yet. A third local partner has to invest in each project to guarantee a sound and competitive environment. In this way, the best local artists and repertoires to be promoted are detected.
- With the goal of establishing strategic marketing partnerships, UMG has created a department (*U-bee*) dedicated to the signing of agreements with local and/or regional brands from various industries (telecoms, automotive, banks, etc.) around the world. This type of partnership has already enabled the company to expand to over 35 new countries (Laos, Bangladesh, Honduras, Costa Rica, etc.).

Canal+ Group

- Studiocanal and Lionsgate Studios announced an agreement in February 2011 for distribution of the prestigious Miramax catalogue of films (which includes titles like *Pulp Fiction*, *The English Patient*, *Shakespeare In Love*, *Kill Bill* 1 and 2, *No Country for Old Men*, etc.) The agreement covers more than 550 films to be distributed in DVD and Blu-ray versions, but also via video-on-demand, cable, or the Internet. Studiocanal will distribute the titles in Europe and Lionsgate in the rest of the world. In September, Studiocanal also signed an exclusive agreement with Anton Capital Entertainment, a European investment fund, to co-finance some one hundred international films over three years, to be distributed by the studio.

Activision Blizzard

- Through its anti-piracy department, Activision Blizzard combats piracy and counterfeiting on its own and in collaboration with third parties, including other publishers and trade associations. Activision Blizzard utilizes emerging business models that embrace the Internet and at the same time use technology to thwart piracy. Another international enforcement challenge comes in the form of unauthorized server systems. Activision Blizzard aggressively defends its intellectual property rights against infringement.

Universal Music Group

- Piracy continues to cause material damage to the music industry while impeding the development of new business models. It is estimated that for every twenty songs downloaded from the Internet, only one song is legally purchased. UMG takes a multi-pronged approach in response to piracy, working in conjunction with the rest of the music industry and other entertainment sectors. Initiatives like the International Chamber of Commerce's BASCAP (Business Action to Stop Counterfeiting and Piracy) have grown out from this conciliation. This multi-pronged approach includes the following:
 - UMG supports the launch of new and innovative services as well as the continued growth of existing services giving consumers an increasing number of ways in which to legally access music. Indeed, UMG has over 670 ePartners around the globe.
 - UMG works with governments and Internet Service providers (ISPs) to introduce measures to educate users as to the wide availability of legitimate downloading services. The objective is to implement a system of warnings about the use of illegal services. Ultimately, when a user repeatedly ignores the warnings, this system should impose penalties such as temporary suspension of Internet access. Graduated Response Systems are in place in France, New Zealand and South Korea. The Graduated Response Memorandum of Understanding with ISPs in the United States will begin its roll-out in the first half of 2012.

SFR

- SFR wishes to find the best solutions, ones that respect the rights and obligations of all parties, to the problems posed by piracy. The operator applies France's "Hadopi" law encouraging distribution and protection of creative works on the Internet. It has always worked to develop its legal offering to the extent possible and brought many innovations to the market in order to offer its customers a real alternative to piracy.

Canal+ Group

- The Canal+ Group conducts an active struggle against audiovisual piracy. It uses innovation and technological awareness as well as prosecution of violators to protect its commercial interests and those of its rights holders.
Among the tasks of the anti-piracy division of the Canal+ corporate legal department is fighting the development of new means of illegally distributing pay-television content. In 2011, a technical analysis of all Canal+ connected services was conducted to verify the level of security of personal information, and in particular banking information. The anti-piracy division also supplied technical recommendations on security to the technical departments and monitored their implementation. Litigations have also been brought, in particular against the practice of "cardsharing" (unauthorized sharing of the rights attached to a subscription card via the Web), illicit subscriptions and usurpation of existing rights.

AREA FOR ACTION

VIGILANCE TOWARDS SUPPLIERS

Vivendi is committed to increasing the accountability of its main suppliers and subcontractors regarding its sustainable development issues. The subsidiaries make efforts to associate their commercial partners in applying the commitments made by the Group. They implement monitoring instruments in the form of evaluations and audits in order to verify application of these commitments.

	Comments and actions 2011
Promoting our standards and guidelines	<p>Ensure that the compliance Program is implemented</p> <ul style="list-style-type: none"> • The compliance Program includes a rule that recalls suppliers' commitment to supplying goods and services in conformity with standards of commercial and social ethics.
	<p>Enforce the commitments of the United Nations Global Compact</p> <ul style="list-style-type: none"> • Vivendi informs suppliers and service providers and associates them in its commitments to respecting human rights and social and environmental responsibility as defined in the United Nations Global Compact.
	<p>Include the sustainable development clause in supplier contracts</p> <ul style="list-style-type: none"> • As part a responsible-purchasing process, the Group's subsidiaries include a sustainable development clause founded on the principles of the United Nations Global Compact into their supplier contracts. SFR, which joined the United Nations Global Compact in 2012, already strengthened its purchasing policy to meet to its principles.
Implementing monitoring instruments	<p>Feed back information relating to subcontractors and suppliers</p> <ul style="list-style-type: none"> • In 2011, Vivendi included four indicators relating to subcontracting and suppliers in its extra-financial reporting protocol: the existence of a commitment relating to the integration of sustainable development issues; mechanisms for monitoring that commitment; the percentage of the top 25 suppliers who are signatories of or comply with national or international guidelines; and the evaluation of adherence to the Group's commitments.
	<p>Conduct audits of suppliers</p> <ul style="list-style-type: none"> • In 2010 Vivendi's Internal Audit Department began a review of suppliers on the occasion of the audit conducted at Bravado, the Universal Music Group subsidiary in charge of merchandising activities. The review continued in 2011 within the Bravado entity in Germany. • SFR audited the corporate social responsibility approaches of two of its suppliers (of mobiles and SFR boxes) in China. • Activision Blizzard conducted three audits in plants located in China covering several aspects including adherence to labor legislation, the conditions under which products are manufactured, and application of anti-corruption regulations.
	<p>Conduct evaluations</p> <ul style="list-style-type: none"> • SFR evaluated 50 suppliers on several criteria in its sustainable development policy: environment, social, ethics, and purchasing. The evaluation was followed by the implementation of corrective action plans. • Within its Purchasing Department, GVT has created a Suppliers Development Department dedicated to improving the performance of the supply chain and promoting GVT's commitments to responsible purchasing. The first stage of the process put in place calls for regular evaluation of suppliers on criteria regarding quality, logistics, environment, social matters, etc. • When issuing tender calls, Canal+ evaluates equipment suppliers, among others, on the basis of quality certifications and elements of their sustainable development policy.
Contributing to raising subsidiaries' awareness of the suppliers issue	<p>Implement training in supplier management</p> <ul style="list-style-type: none"> • Vivendi's Internal Audit Department, which participates in the Group's vigilance regarding suppliers, will continue its awareness raising and vigilance efforts in 2012 with training sessions for the Group's subsidiaries.
	<p>Develop risk mapping</p> <ul style="list-style-type: none"> • The Sustainable Development Department finalized the map of sustainable development risks, which includes vigilance toward suppliers, at Group level.

Activision Blizzard

- Activision Blizzard's commitments are defined in the Vendor Code of Conduct and a Code of Conduct, which includes multiple references to suppliers. The Vendor Code of Conduct deals with topics such as discrimination, work practices and environmental standards and requires that suppliers commit to legal requirements and ethical standards.

Universal Music Group

- UMG adheres to the rules in its code of conduct and asks all of its suppliers to comply with the industry's standards governing the environment and corporate social responsibility.

SFR

- As part of the Responsible Purchasing Plan deployed by SFR, a sustainable development Guide was drawn up and posted online for purchasers. The document contains corporate social responsibility (CSR) best practices around the following themes: CSR criteria in calls to tender, sustainable development clauses, supplier evaluation, recalling of labels and guidelines and doing business with companies in the protected sector.

Maroc Telecom

- Since 2010, Maroc Telecom has annexed a reminder of the obligation to adhere to the Moroccan Labor Code to all contracts with suppliers and subcontractors.

GVT

- GVT has defined a Code of Ethics and Conduct that stipulates that all suppliers must comply, among other things, with labor law regulations, fiscal and environmental regulations, and ethical requirements.

Vivendi

- The Group's subsidiaries inform suppliers of the Group's commitments as set down in the United Nations Global Compact regarding human rights, labor rights, environmental protection and the struggle against corruption. Certain subsidiaries have vetted their principal suppliers for compliance with these commitments. 75% of UMG's top 25 vendors and 48% of SFR's are signatories or adherents to national or international guidelines.

Activision Blizzard

- The company, which uses Chinese suppliers for the production of gaming accessories (e.g. Activision Publishing's *Skylanders*®), conducted three audits in China in 2011. Based on the principles of the United Nations Global Compact, it undertook a review to ensure that rules governing respect for human rights and labor law were properly applied.

Universal Music Group

- Bravado, UMG's merchandising subsidiary, belongs to the SEDEX network, a platform for sharing supplier sustainable development data. SEDEX audits suppliers based on the rules of ethical trade and also offers training programs to help improve the management of sustainable purchases. Bravado's objective is to have all of its suppliers audited by SEDEX.

SFR

- Following evaluations made in 2010, in 2011 the operator had two audits conducted of suppliers located in China and involved in the manufacture of DSL modems and mobile devices. The reviews focused, among other areas, on Human Resources management, health and safety certifications, management of environmental impacts, conformity with regulations on product components, and the existence of a Code of Ethics and a responsible purchasing policy.

GVT

- With the aim of strengthening its procurement policy, GVT has programmed supplier audits for 2012.

Implementing monitoring Instruments / Conduct evaluations

SFR

- In 2011, SFR continued its evaluation process with 50 new supplier evaluations. The accent was also placed on implementation of corrective action plans for suppliers who scored below average. The evaluations made in 2010 and 2011 have been integrated into a software tool for supplier monitoring, ensuring that purchasers know the commitments of all suppliers. CSR, now an integral part of the other pillars (finance, sales, technology, quality, and delivery) enables better control over purchasing policy. Quality-monitoring meetings let the company make progress with its suppliers on sustainable development topics.

GVT

- GVT created a Suppliers Development Department in 2011 and defined a 5-year action plan to optimize its supply chain and assist its suppliers with themes related to its price policy, technological improvements, quality management, certifications, its internal structure, logistics and environmental friendliness. This new approach was rolled out in 2011 with the development of audit procedures and assessment methods, the definition of performance indicators, the establishment of certification procedures, etc. In 2012, new initiatives such as the creation of an information portal dedicated to suppliers and the organization of events (supplier day, supplier award) will supplement the operator's efforts to incorporate its suppliers into its responsible procurement approach.

Contributing to raising subsidiaries' awareness of the suppliers Issue / Implement training in supplier management

Vivendi

- In 2012, at the sustainable development Seminar, a round table entitled "Supply Chain Responsibility" brought together Bravado's Manager of Purchasing and Activision Blizzard's Director of Internal Audits, who shared their respective experiences of auditing the suppliers who take part in making their products. Universal Music Group complements this process by raising the awareness of its own suppliers at conferences on purchasing held by the stores and retailers who sell its products. This awareness-raising effort includes licensed vendors. UMG also responds to questions from artists on the manufacturing origins of its products.

Contributing to raising subsidiaries' awareness of the suppliers Issue / Develop risk mapping

Vivendi

- In 2012, work on risk mapping will continue with a breakdown at the level of each subsidiary to refine potential risks related to suppliers and subcontractors in connection with the activities of the Group's various business units.
- In the context of the reporting protocol that defines the indicators and the process for feeding back extra-financial data, the Group's subsidiaries feedback information relating to their responsible purchasing policies. In 2012, for the first time, the verification by one of the Group's Statutory Auditors covered two societal indicators related to the Group's specific issues, including "Taking social and environmental issues into consideration in the purchasing policy: existence of a formal commitment regarding inclusion of sustainable development issues."

AREA FOR ACTION

LEVERAGING HUMAN RESOURCES

Vivendi has chosen a decentralized form of Human Resources management, one whose strategic backbone is accompanying innovation, the growth of the Group, and the professional development of each and every employee.

		Comments and actions 2011
Being a partner in the Group's talents	Manage talents and contribute to professional development	<ul style="list-style-type: none"> The employee is the primary player in his or her own professional development, with the support of managers and Human Resources teams. To anticipate change, the subsidiaries participate actively in the skills-monitoring units provided for in their collective-bargaining agreements. Mobility is a major axis of the Group's policy for managing talent.
	Offer innovative, appropriate training	<ul style="list-style-type: none"> Training offerings are updated each year in the interest of effectiveness. More than 70% of employees receive training in France.
Recognizing employees' contribution	Maintain an attractive remuneration policy	<ul style="list-style-type: none"> The Group endeavors to keep wages and benefits competitive in order to motivate and retain the best talent. All employees are associated in the Group's success through profit sharing and participation in France or bonuses keyed to profits in entities outside France.
	Encourage employee shareholding	<ul style="list-style-type: none"> Vivendi implements measures for employee shareholding that protect savings, such as Opus 11. 2.59% of the Group's share capital is owned by employees as of December 31, 2011.
	Encourage social dialogue	<ul style="list-style-type: none"> Social dialogue enables common social and societal goals, which are factors of cohesion, to be defined. Vivendi and its social partners plan to broaden social-dialogue bodies to the international level. The agreements signed by the Group's entities dealt largely with remunerations, gender equality and disabled workers.
Encouraging equal opportunity and employee fulfillment	Promote gender equality	<ul style="list-style-type: none"> The percentage of women (34%) remains stable. Measures such as equity in recruiting, wage equality and training after job absence combine with agreements relating to parenthood and the work week. A mentoring and networking program aimed at promoting and developing a "hothouse" of future executives and corporate leaders will be launched in 2012.
	Act to promote integration of young people into the job market	<ul style="list-style-type: none"> For Vivendi, a signatory of the Apprenticeship Charter, apprenticeship is both a key to employment of young people and a plus for the company. The subsidiaries are strongly committed to equal opportunity: SFR is a partner in <i>Talents des Cités</i>, GVT is continuing its support to the <i>Educar</i> program created in 2009, and Maroc Telecom encourages new business creation (MT2E).
	Accompany disabled workers	<ul style="list-style-type: none"> The Group has 6% more disabled workers than in 2010. Among its yearly actions to raise awareness of disability, Canal+ organized a Disability Week. SFR entered into partnerships with sheltered workshops in 2011.
	Facilitate balance between private life and working life	<ul style="list-style-type: none"> Thanks to trailblazing agreements on the work week, the subsidiaries are experimenting with measures in favor of telework. Vivendi also has a range of preventive measures for management of stress and psycho-social risks in each entity.
	Share expertise	<ul style="list-style-type: none"> Collaborative innovation platforms have been set up by the subsidiaries to facilitate knowledge sharing both inside and outside the company (like the <i>Atelier</i> or the creative social network called <i>What</i>, both set up by SFR). Vivendi supports and promotes the social initiatives of the Group's business units. The first i3 Vivendi Stars 2011 awards went to five innovative projects.
Encouraging innovation	Encourage and spot innovative young talents	<ul style="list-style-type: none"> To scout out young future talent, SFR has developed its own business game entitled <i>Wh@t a challenge!</i>, and Canal+ has organized the <i>Grand Match de l'Innovation</i>, whose purpose was to imagine the television of tomorrow.

Vivendi

- Vivendi wishes to encourage the development of its employees' careers. This major axis of our Human Resources policy consists in attracting, motivating and keeping the talents necessary to deal with our key issues and conduct our strategy. We are convinced that to mobilize our employees, they must be able to express their desires, their ambitions, identify the forces that drive their motivation and their commitment, and by so doing achieve fulfillment. But the company can only do this in partnership with the employee. The employee is the primary player in his or her own career development. His or her career are in his or her hands, but he or she will be accompanied by management staff and by the Human Resources Management teams.

Accordingly, the Group's subsidiaries make available to their employees a set of resources for creating the optimum conditions for career development.

- Support from management: managers must recognize their employees' value, their results, and their skills and support them in developing their careers.
 - Support from Human Resources teams: being an actor in one's career means having a career project, which employees build with the help of tools made available to them by the Human Resources teams (career projects, resume workshops, interview simulations, and so on) and with their advice (possibilities for promotion and mobility, seeking training suitable to their profile and desires).
 - Knowing the Group's businesses: each Vivendi's subsidiary has implemented measures for improving knowledge of the company and its business units among its employees (direct encounters like the "Random Sandwich" events at Universal Music, the "Business-Unit Spaces" at SFR, or the "Speed Meetings" at Canal+; "Live My Life" operations and experiments with temporary secondment, video interviews on the intranets).
- For employees, changing jobs within their company or in one of the Group's subsidiaries is an opportunity to enrich their experience. It also means the possibility of acquiring new skills by taking on other responsibilities, adapting to a different environment, and discovering other company cultures and other work methods.

Internal mobility remains of major importance for the Group. It is a means of ensuring that the talents of its employees evolve in order to maintain motivated, skilled teams capable of dealing with the changes our businesses face. Mobility facilitates the sharing of knowledge and the transfer of skills. It capitalizes knowledge and corporate culture.

Promoting mobility is one of a manager's responsibilities. Employees are encouraged to clearly express their desires in that area during the annual assessment interview. The role of Human Resources is to facilitate the processes of mobility and advancement. That requires giving attentive support to managers so that they become mentors and sponsors of their employees' advancement, and tools and direct advice to employees.

A group of Human Resources processes involving management and the Human Resources teams at all levels has been implemented to guarantee a transparent and fair system. These include individual career interviews and a collective review of our talent pool (the People Review).

The latter brings together the information necessary for dealing with transfers, internal movements, promotions, and the succession plan.

At Group level, an internal mobility Charter has existed for more than fifteen years. The system for collecting job openings, which takes mobility into account, was renovated and associated with e-learning, training, and communication modules. Such systems also exist in each of the subsidiaries.

Universal Music France & SFR

- The Group's companies are attentive to changes in their businesses. The French subsidiaries have signed GPEC agreements (*Gestion Prévisionnelle de l'Emploi et des Compétences* – Jobs and Skills Planning) and a plan to accompany the development and transformation of skills. The latter is the result of forecasts made in the context of the skills monitoring units provided for in the collective-bargaining agreements, involving the major issues the company will face in terms of its strategy and their consequences for its business units.

Vivendi

- At Vivendi, training is an essential component of Human Resources policy. It is offered in innovative formats suited to the practices that hold sway in each country where Group subsidiaries are located. It accompanies the rapid changes that characterize the digital world while remaining focused on employees' personal development. The Group also implements training programs leading to certificates and programs for promoting access to management and executive positions for women.
- The training policy accompanies the company's strategy while taking into account employees' individual expectations. Career development plans are tailor-made. Within the subsidiaries, they are a means accompanying entries into new jobs as well as evolutions in expertise and needs for new skills. For some, they represent an opportunity to discover a new business unit. The Group continues to go well beyond the legal minimums in its training expenditures. This ensures that employees are as well qualified as possible for the jobs they hold. At the international level, practices and regulations are of course different, but training remains a major advantage for everyone. At Maroc Telecom and GVT, training is dispensed in internal training centers open to all, encouraging equal opportunity. At Maroc Telecom, approximately 40,000 days of training are dispensed each year. GVT, through the *Talento Interno* (Internal Talent) program, offers courses within the framework of a Corporate University. The courses are built around leadership and management. At GVT, the average is 50 hours of training per employee.
- Vivendi will conduct programs, at the Head Office and in certain subsidiaries in France, in favor of gender equality in order to encourage women's holding management positions in operations:
 - training to make women aware of the self-limitations they impose themselves or strengthen their influence;
 - training in leadership diversity aimed at young talents, both men and women;
 - programs oriented towards evolving the behaviors of leaders in keeping with tomorrow's major issues: collective intelligence, participative decision making, development of others;
 - organization of encounters between experienced and junior women; promotion of women who hold a job with strong male associations, or a management or executive position.
- The training programs implemented by the Group's subsidiaries enable our requirements and goals to be met:
 - training must be innovative and suited to local practices;
 - it is aimed at accompanying the evolution of the digital world: to deal with rapid technological changes in its business areas, Vivendi accompanies the transformations related to digital and supports development and sharing of digital culture by everyone – for example via training actions focused on the impact of digital technologies on the Group's business activities;
 - programs are made up of innovative content and focused on employees' personal development: the Group implements training courses whose innovative content contributes to employees' personal development;
 - lastly, to encourage promotion via training, the Group encourages training leading to certification: specific programs have been developed to deliver diplomas or recognize certain employees for exceptional results achieved in their work.

Activision Blizzard

- "Training that is innovative and suited to local practices:" self-managed e-learning is in the spotlight at Activision Blizzard, with more than 800 interactive programs on technical, professionalization and management topics. The modules were built based on previously identified key learning groups.

Universal Music Group

- "Training that is innovative and suited to local practices:" flexible micro-learning modules in management, based on classroom courses, have been implemented at UMG. They comprise introductory sessions in management for junior managers, 60 minutes long, individually or in small groups. UMG has also set up workshops for experience sharing. Topics are taken from actual job experience, prepared by employee volunteers and shared with the training group at UMG Korea.
- "Accompanying the evolution of the digital world:" digital marketing workshops at UMG in Holland; "Digital Fridays" at UMG in India.

- “Innovative content focused on employees’ personal development:” professionals accompany young people in learning the skills of the music profession, and the trainees contribute their expertise in the use of digital technology, thus encouraging exchanges of skills during the traineeships.

SFR

- “Training that is innovative and suited to local practices:” the practical co-development workshops at SFR are training suited to situations drawn from the experiences and the problems faced by participants. They contribute theoretical material through the study of individual cases and systematically end with the building of individual action plans suited to each problem faced, with the support of coaches and peers.
- “Innovative content focused on employees’ personal development:” training in diversity.

GVT

- “Promotion through training: encourage training leading to a certificate:”
 - *Educar*: select the best talents and offer them specific training programs to open certain managerial positions to them (such as City Manager and Sales Manager).
 - *Edufec*: attract the best talents out of universities and technology institutes via a specific training program.
 - *Capaz*: recruit and train new call-center operators and installers.
 - PDE: grant the best-performing employees a scholarship covering up to 50% of tuition fees for studying for a graduate-level degree, an MBA or a language diploma.

Canal+ Group

- “Accompanying the evolution of the digital world:” digital campus at Canal+ for turning employees into “digital employees;” the “Summer Campus” dedicated to digital.
- “Innovative content focused on employees’ personal development:” philosophy courses and a “master class;” lectures with ideas for inspiring oneself and developing creativity and an open mind.
- “Promotion through training: Encourage training leading to a certificate:” Canal+ conducted a VAE (*Validation des acquis de l’expérience* – Validation of Acquired Experience) program for its customer relations centers.

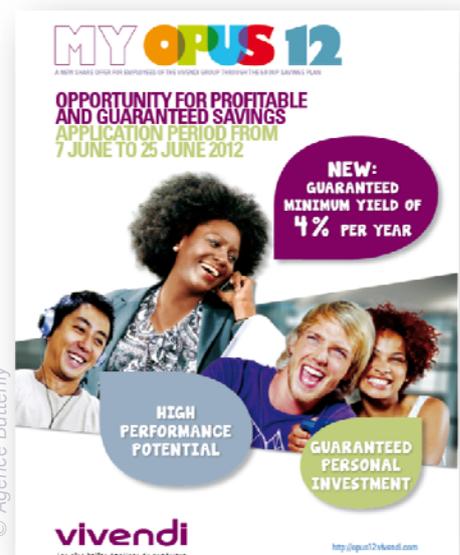
Recognizing employees’ contribution / Encourage employee shareholding

Vivendi

- Employee shareholding and the employee savings plan were encouraged in 2011 by the amounts paid by the Group’s French companies under the various participative remuneration systems (shareholding, profit sharing and matching employer contributions). The allocation of a significant and growing share of employee savings to employee shareholding was confirmed.

In 2011, the total net amounts received by employees of the Group’s French companies in the form of profit sharing, shareholding and matching employer contributions to the PEG (*Plan Épargne Group* – Group savings plan) reached a record level of €108.9 million, up 12.5% over 2010. The total amount of new employee savings stands at €84.6 million, the majority of which is invested in the various PEG funds, then in retirement savings and various funds or plans specific to their companies. The annual capital increase reserved for employees of Group companies under the PEG scheme was conducted successfully.

The operation was characterized, for the fourth consecutive year, by the simultaneous launch of a classic operation (in France) and a leveraged French and international operation with guaranteed capital, Opus 11. The goal of this leveraged operation, with guaranteed capital and yield, is to enable employees in the main countries where the Group operates to benefit, risk-free,



from the advantages of employee shareholding. Despite uncertainties related to the macroeconomic context, the Opus 11 operation was a very big success. The share amounts were well in excess of those of previous operations.

At the end of the operation, the share of Vivendi's capital owned by its employees was 2.68%. The program will be repeated in 2012 given its great success.

Recognizing employees' contribution / Encourage social dialogue

Vivendi

- In 2011, the social partners of the Corporate Works Committee, the European Social Dialogue Committee and the Works Council at Vivendi's Head Office were regularly informed of the Group's strategy, its financial situation, its social policy and the main achievements during the business year. The annual two-day training session covered the Group's strategy in the telecoms universe, knowledge of Vivendi's business units, and presentations by the Audit and Risks Committees. The year 2011 ended on a shared will to adapt the Group's consultative bodies to its international dimension (Morocco, Brazil, the United States). The members of the European Social Dialogue Committee and General Management began negotiations aimed at federating the Group as a whole around shared objectives.

Encouraging equal opportunity and employee fulfillment / Promote gender equality

Vivendi

- In October 2011, the decision was made by General Management to promote gender equality and facilitate promotion of women to management and executive positions. The gender-equality situation, as of December 31, 2011, in our Group is as follows:
 - the rate of employment of women in the Group is 34%, with extremes of 21% for Activision Blizzard and 24% for Maroc Telecom, and 55% at Vivendi's Head Office;
 - the share of women in management personnel is 35%, in line with the employment rate, with a smaller share for Activision Blizzard (26%) and Maroc Telecom (28%) and a larger one for Canal+ and the Head Office (47% and 48%). These percentages put Vivendi in 13th place among CAC 40 companies according to rankings drawn up by *Challenges* (October 2011);
 - the percentage of women on the Supervisory Board is 33%, with four women, and puts Vivendi in 5th place among CAC 40 companies. On the other hand, the percentage of women on the Executive Committees is only 11%, or one woman per Executive Committee. That rate puts Vivendi in 15th position among CAC 40 companies (according to the same October 2011 *Challenges* rankings).In terms of practices, Vivendi already applies most of the market's best practices in all the Group's business units.
- As for the Group's French companies (Group Head Office, Universal Music France, SFR, and Canal+), the principal measures in favor of gender equality revolve around three types of industry agreements: Gender-parity agreements, agreements on the work week, and parenthood agreements.
- These agreements call for the implementation of a full range of measures that go well beyond the work-week flexibility measures and gender parity agreements entered into in compliance with the law of March 23, 2006, along with indicators for monitoring.
 - Commitments to evolving Human Resources processes, at company level and at individual level: recruiting (encouraging gender equality among applicants), mobility, promotion, evaluation system; promoting orientation of young women toward technical careers in order to bring the gender gap closer to that reflected in the rate of graduation from the major training tracks; raising the awareness of our partner recruiting consultancies and the presence of women on short lists; encouraging internal mobility toward business units with poor gender balances and allocation of budget funds for job-integration training.
 - Seeking parity in succession plans and promotions.
 - Identifying inequalities in remuneration and implementing corrective actions: adjustment for wage increases taking effect during maternity absence, identification of inequalities in remuneration for equivalent jobs and corrective actions, the principle of an exceptional budget, if needed, in the NAOs (*Négociations Annuelles Obligatoires* – compulsory annual negotiations) to correct inequalities in remuneration by category, fair gender distribution in NAO budgets, assurance of non-discrimination regarding wages based on pregnancy or return from maternity leave or parental leave.

- Development of work-week and career flexibility (hiatus period), interview before and after maternity leave, intranet access during leave.
- Beyond the agreements signed, by decision of the Human Resources Committee, approved by the Supervisory Board and Management Board, the group began a program to strengthen gender equality in the Group by recommending the implementation of a twofold mentoring and networking action for future executives or higher-management personnel of the Group.
The major recent studies on gender equality place the accent on the fact that the companies' organizational model remains oriented towards men to the extent that it is based on a model of performance that is difficult to reconcile with the twofold responsibility of family and work. Career advancement requires mastering masculine codes, and women must make a stronger effort at adaptation to assert themselves and elbow their way to executive positions.
Advancement in the company also requires frequentation of external and internal networks, which women generally do less than men. At all levels of the Group, commitments to actions to promote evolution in behaviors and stereotypes have been taken. Also, programs to help women master the company's codes have been developed:
 - individualized accompaniment: sponsorship, coaching;
 - calling attention to women who hold a job with strong male associations, or a management or executive position at Canal+;
 - encouraging women's participation in professional networks in order to establish contacts and become known within Canal+;
 - signing of parenthood charters by SFR and Canal+.

Encouraging equal opportunity and employee fulfillment / Act to promote integration of young people into the job market

SFR

- Working with Vivendi in implementing the Apprenticeship Charter, SFR integrates young talent from all horizons into the company. This is a strong commitment of SFR's Human Resources policy, with an ambitious plan for recruiting alternating-education trainees. SFR has taken pains to diversify its recruiting sources, endeavoring – thanks in part to a partnership with the diversity recruiting consultancy Mozaïk RH – to hire young people from universities and from working-class neighborhoods.
SFR has implemented several fundamental measures for giving its commitment concrete expression: dedicated integration tracks; providing leadership for the alternating-education trainee community; an evaluation process for identifying “hothouses” and transformation into temporary or permanent work contracts; making “business-specialty spaces” available to accompany young people in their career project or job search; organization of the Mozaïk RH Forum – Mozaïk RH is a recruiting consultancy specialized in promoting diversity in enterprise, brought in for a meeting of the Diversity Skills Network organized by Vivendi's Sustainable Development Department in 2007; SFR's presence at school/university forums; organization of a business game called “What @ challenge!” for some thirty institutions.
At an annual round table with schools and universities, SFR shares its ambitions in the area of alternating education, an assessment of the actions taken, and the levers identified for strengthening enterprise/school relations.

Maroc Telecom

- In order to provide the best possible service to its customers, Maroc Telecom recruits young technicians who have basic training in IT skills and telephony networks. Their role is to improve the quality of the work done for customers. They also become technical contacts in the After-Sales services, where certain employees experience difficulties in assimilating technological changes.
Maroc Telecom provides a cycle of extended training. The curriculum is a complete training course aimed at teaching work skills and general telecoms knowledge and at developing behavioral skills. It brings together technicians from different regions of Morocco.

Encouraging equal opportunity and employee fulfillment / Accompany disabled workers

Universal Music Group

- At UMG, in the United States, the “Pathways” program offers two years of training after secondary school to young adults with intellectual deficiencies. The students selected live near UCLA (the University of California at Los Angeles) and receive training in autonomy skills and opportunities for job orientation.

UMG took part in the part of the program devoted to job orientation by providing opportunities for traineeships to students eligible for the "Pathways" program, which enabled them to finish their scholastic program.

SFR

- In 2008 SFR initiated the creation of the association ARPEJEH (Accompany the Realization of young and disabled students' study projects) for aiding young and disabled students by bringing companies together with public actors in all sectors.
Starting with the fact that most disabled students leave school at eighth-grade level, the association's goal is to help lift self-censure by showing disabled students that they can have a quality work career. To achieve this, the association organizes "job discovery" workshops in middle schools. These are an opportunity for disabled young people to realize that there is a place for them in companies and that to claim it is essential that they continue their studies.
Today, more and more traineeships are organized in enterprise, as well as "job discovery" and "offbeat job discovery" workshops. The association is chaired by Stéphane Roussel, Vivendi's Director of Human Resources.

Canal+ Group

- In late 2011, Canal+ organized Disability Week, under the theme "Disability and Performance," with a host of events:
 - conferences with abled and disabled athletes, companies in the protected sector (HandiPRINT), and associations engaged in social and work integration of deaf and hearing-impaired persons;
 - a jobs forum organized by ADAPT (Association for Social and Career Integration of Disabled Persons);
 - a round table on "Managing With a disability";
 - photo contest "*Handicap, des clichés... au cliché*" ("Disability: from Cliché... to snapshot").

Encouraging equal opportunity and employee fulfillment / Facilitate balance between private life and working life

SFR

- In the context of its reflection on new modes of work and the contribution of digital technology to the organization of work, SFR decided to test different versions of telework. The process of reflection was an open one, and the social partners were associated in the pilot upstream. The experiment will enable an assessment of the benefits of this mode of organization for the company, its managers and its employees and aid in seeking the most appropriate solutions in the light of SFR's specificities.

GVT

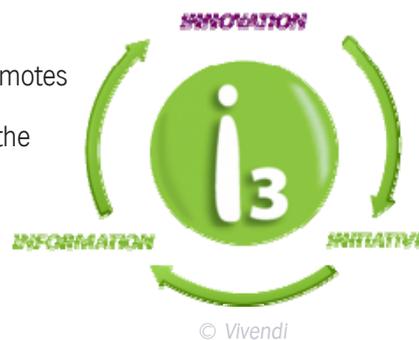
- In keeping with the local culture, the Brazilian operator sees bringing the work and private spheres together as a legitimate way to promote pride in belonging to GVT. It is a means of developing employee motivation. Accordingly, employees' families are often invited to participate in social activities and events at the company.
These exchanges are presented in a specific inset, *Planeta Familia* (Family Planet), added to *Planeta GVT* (Planet GVT), a bi-monthly internal publication sent directly to each employee's home. In this way, GVT cultivates privileged ties with its employees.

Canal+ Group

- Canal+ organized telework through an experimental agreement running one year. The agreement is in line with the discussions undertaken on the theme of well-being and effectiveness at work and in continuity with the commitments already made regarding corporate social responsibility. Telework starts with a voluntary attitude on the part of the employee, in agreement with his or her manager and the Human Resources department, who evaluate compatibility with proper operation of the department and team organization.

Vivendi

- The i3 (innovation, initiative, information) program supports and promotes the social initiatives of the Group's business units. For the first time, five projects and their teams were recognized as the i3 Vivendi Stars 2011:
 - the Canal+ *Be Box* (management of stress at work),
 - SFR's collective commitment (corporate citizenship and solidarity program),
 - "*What @ Challenge!*" by SFR (a business game launched on Facebook to strengthen the attractiveness of the employer brand with university students and spot future young talent).



On January 18, 2011, the teams who originated these innovative projects were awarded an honorary prize by Stéphane Roussel, Director of Human Resources of the Vivendi Group. A second award ceremony took place in the spring for the two winners at GVT: Playing Theatre (in which employees bring joy to hospitalized children) and *Click GVT 3.0* (a new intranet that uses a wide variety of modern communication tools). Such moments of conviviality encourage exchange and provide exposure to projects in the Group.

Encouraging Innovation / Encourage and spot innovative young talents

- Vivendi and its subsidiaries encourage innovation and creation by launching innovation challenges, associating employees and young people in scholastic programs.

Activision Blizzard

- Through its competition for creators of independent games, Activision Publishing is committed to supporting and encouraging developers' creative spirit, in its studios but also within the community of independent developers. The competition also attracts top talents and accompanies young creators, whose ideas need to be developed to express their true potential.

SFR

- To strengthen the attractiveness of its employer brand with students and spot future young talent, SFR developed its own business game, "*Wh@t a Challenge!*", via a communication plan on Facebook, as well as in its partner schools and universities. The goal is to offer students the possibility of experiencing contact with SFR professionals by working on a real business project at the heart of the digital world, whose theme was "How to accompany each customer in a personalized way in the digital world of SFR on the social networks?" Of the 300 students who registered, the first twenty were selected to participate in the first stage of the game – a Speed Meeting at the Appart SFR in Paris. This first meeting between the students and the SFR professionals resulted in the forming of ten teams, made up of two students (a management student and an engineer) and a manager-coach from SFR. One month later, the ten teams met again at the Appart SFR to meet the challenge that was set. At the end of the day, the teams presented their projects before a jury. The first three winning teams proposed the following projects: "*Mon conseiller SFR est mon ami sur Facebook!*" ("My SFR Advisor is my friend on Facebook"), "*SFR Solidarité Connect,*" and "*SFR Sourds de France Reconnectés*" ("SFR Reconnects France's Deaf").

Canal+ Group

- The Canal+ Group's *Le Grand Match de l'Innovation* offers a chance to win an opportunity for a traineeship or a job at Canal+ for the members of the winning team. Also at stake is the renewal of the TV experience. For the young participants in the competition, the challenge was to imagine the television of tomorrow with the aid of the technical and customer-experience teams. Among the themes proposed were: connected television, new televised services, the remote control of tomorrow, playful television, television and social networks, etc. The competing teams, three of whom won awards at the end of *Le Grand Match de l'Innovation*, were made up of two to three multidisciplinary individuals with multiple skills.

AREA FOR ACTION

TERRITORIAL DEVELOPMENT

Vivendi makes a point of evaluating its contribution to development in the countries where it operates, and particularly in emerging and fast-growth countries. To this end, three geographical areas have been chosen to better assess this contribution to local development.

	Comments and actions 2011
Contributing to economic and social development	<p>Evaluate direct jobs, social benefits, and indirect jobs</p> <ul style="list-style-type: none"> • The Group has 58,318 employees in the world, of whom 15,691 (27%) are in France, 14,650 (25%) in Brazil, and 14,069 (24%) in Africa¹ (as of December 31, 2011). • In France, as of December 31, 2011, Vivendi had contributed to the creation of 4,361 jobs in the context of its first convention (2005-2009) entered into with the public authorities. • Via their activities, the subsidiaries contribute to stimulating the local economy: an estimated 50,000 indirect jobs have been created by GVT, and more than 240,000 by businesses of the Maroc Telecom group (whose MT2E association encourages start-ups of new companies and employment promotion). • The Group's African subsidiaries make efforts to guarantee benefits to their employees and their families. In Mali, for example, Maroc Telecom's subsidiary Sotelma has implemented health insurance to cover medical treatments and expenses.
	<p>Use local suppliers and participate in the local tax base</p> <ul style="list-style-type: none"> • Universal Music Group and Maroc Telecom make a point of using local suppliers, who account, regarding UMG, for 95% of purchases made in South Africa, 85% in Brazil, and 65% in France and 28% regarding Maroc Telecom in Morocco. GVT has also made a priority of developing its Brazilian suppliers (see p. 63 of the 2011 Activity and Sustainable Development Report). • With the extension of the network of its subsidiary Canal+ Africa, the Canal+ Group has worked outstandingly with the local economy. • 34% of the total corporate tax paid by Vivendi is paid by Group subsidiaries present on the African continent (compared to 30% in France).
	<p>Participate in ensuring digital coverage of territories</p> <ul style="list-style-type: none"> • The efforts made by the Group's subsidiaries to reduce the digital divide are encouraging burgeoning economic and social development in the zones impacted, to the benefit of local populations (see p. 26). • SFR covered 7,552 rural localities. • Maroc Telecom covered 1,384 new rural localities (under the national program PACTE) and its subsidiaries more than 300. The operator devoted 19.5% of its network investments to reducing the digital divide. As the Internet is an educational tool and a vector of human, economic and social development, Maroc Telecom took part in the <i>Injaz</i> program, which offers students special access to the Internet.
Encouraging sharing skills	<p>Support artistic creation</p> <ul style="list-style-type: none"> • Through its activities, the Group contributes to developing and strengthening local cultural industries (see p. 18).
	<p>Invest in employees training</p> <ul style="list-style-type: none"> • Vivendi's job-creating subsidiaries support the development of employees' skills. For example, Canal+ Africa continued its sales training efforts. • 61% of Vivendi employees located in Africa and nearly 85% of employees in Brazil were given training¹. The average training duration per employee trained is, respectively, 38.6 hours and 64.4 hours, compared to 32.6 hours in France. The ratio of training expenditures to payroll is 4.3% and 3.7%, compared to 2.4% at Group level².
	<p>Continue programs for training and strengthening production capacities</p> <ul style="list-style-type: none"> • Vivendi contributes directly to strengthening local cultural production capacities on the African continent. <ul style="list-style-type: none"> - Vivendi continued its program of training sound engineers with Salif Keita in Mali for the 7th session. - Vivendi also renewed its support for training for students of the <i>Institut spécialisé dans les métiers du cinéma</i> in Ouarzazate, Morocco.
Supporting the local non-profit fabric	<p>Deploy Vivendi's solidarity program</p> <ul style="list-style-type: none"> • The objective of Create Joy, founded in 2008, is to help disadvantaged young people to achieve their full potential via associations and NGOs through Vivendi's business activities. Vivendi financed 22 associations and 30 projects, in France and internationally.
	<p>Promote initiatives by the subsidiaries</p> <ul style="list-style-type: none"> • The subsidiaries devoted €14.5 million to their foundations, solidarity programs and sponsorship actions.

¹ The details of the scope studied can be found in the additional information available next page.

² All social data can be found in the document Sociographics – Environmental Policy – 2011.

Details of the scope studied

In order to conduct an evaluation of the Group's contribution to territorial development, the social data collected by the Group were extracted and reprocessed according to the following analysis scope: Brazil (Activision Blizzard, UMG, GVT); Africa: South Africa (UMG), Burkina Faso (Maroc Telecom Group), Cameroon (Canal+ Group), Ivory Coast (Canal+ Group), Gabon (Maroc Telecom Group), Mali (Maroc Telecom Group), Morocco (Maroc Telecom Group), Mauritania (Maroc Telecom Group), Senegal (Canal+ Group). Also, in the interest of comparison, the analysis scope also includes France (Activision Blizzard, UM France, SFR, Canal+ Group, Head Office, Others).

The complete methodology and the exact scopes for each indicator are presented in the document *Sociographics and Environmental Policy 2011*.

Contributing to economic and social development / Evaluate direct jobs, social benefits, and indirect jobs

Vivendi

- In France, as of December 31, 2011, Vivendi had 15,691 employees, of whom 14,924 were in Metropolitan France and 767 in the Overseas Territories and Departments. Among the main entities operating in Metropolitan France, SFR employs 9,606 persons (including the teams of SFR, SFR Collectivités, SFR Service Client (Customer Service), Neuf Assistance, Neuf Center and Efixo); the Canal+ Group employs 3,536 persons (including the teams of the Canal+ SEU – Economic and Social Unit –, Canal+ Africa, Canal+ Events, Canal+ Overseas, and Cuisine+). In the Overseas Territories and Departments, SFR employs 433 on Reunion Island (SRR's teams) and the Canal+ Group has 334 employees (teams based on Reunion, in Guadeloupe, New Caledonia, Martinique, and French Guyana).

- Since 2004, Vivendi has had a commitment to the French Public Authorities to contribute to creating jobs in areas impacted by unemployment and industrial restructuring. A five-year (2005-2009) convention defined the actions to be conducted – such as the creation, using subcontractors, of two call centers providing 300 full-time-equivalent jobs each. In late 2011, they accounted for 462 and 470 jobs in full-time equivalency. The five-year convention also provided for aid in revitalizing employment areas that are fragile or have been negatively impacted through assistance and advice and by financing projects that create jobs in an amount of €5 million per year over five years.

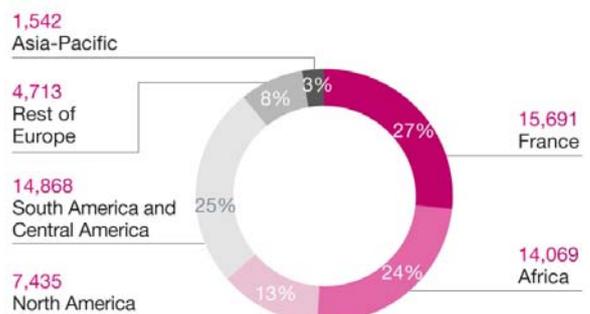
These actions continued within the framework of a second convention having a duration of three years (2010-2012). The results as of late 2011 are highly satisfactory – as of December 31, jobs certified by the commitment committees created along with the public authorities numbered 5,263 and actual job creations 4,361 (83% of the certified jobs). At the end of 2011, Vivendi exceeded its overall objective of 2,800 jobs in all the areas involved in the program by 88% in jobs certified and 56% in jobs created. For all the employment areas, €29.49 million have been provided by Vivendi since 2005.

Each mission has an operational duration of at least three years. Several missions have been extended beyond the three years at the request of and in accord with public authorities. At the end of the operational phase, the participating reconversion companies remain in the territories to monitor the proper progress of the assisted projects and ensure that the programmed jobs become actual job creations.

In the context of the second convention, signed in the first quarter of 2009 for a period of three years (2010-2012), Vivendi committed to creating 1,800 additional jobs. For all these new missions, the temporary assessment at end 2011 was 2,038 programmed job creations, of which 900 were already concretized. In 2011, Vivendi devoted a total of €5.02 million to financing these operations – as much as in 2010.

(see section 1.5.3 of Chapter 2 of the 2011 Annual Report)

Headcount breakdown by geographical area



Maroc Telecom

- As of December 31, 2011, the Maroc Telecom Group directly employed 13,806 persons in Africa, of whom 11,114 in Morocco (with the Maroc Telecom and Casanet teams). The Group's subsidiaries number 1,126 employees in Burkina Faso (Onatel), 733 in Mali (Sotelma), 427 in Mauritania (Mauritel), and 406 in Gabon (Gabon Telecom).
- With more than 380 scholarships granted to deserving high-school graduates from disadvantaged environments since 2006, the *Association Maroc Telecom pour la Création d'Entreprises et la Promotion de l'Emploi* (MT2E) (Maroc Telecom association for New Business Creation and Employment Promotion) contributes to local economic development. Beginning in 2011, the number of scholarships granted each year will be quadrupled.



© Maroc Telecom photo library

GVT

- The Brazilian operator ends 2011 with more than 14,000 direct employees in 118 cities. In 2011 alone the company launched operations in 20 new cities, which created an intense recruitment and deployment of manpower. Moreover, in each city, the company fosters the local economy by hiring the services of dealers and business supporters. Considering the entire production chain in the ratio of 1 direct staff member to 3.5 indirect jobs (according to an internal estimation method), it is estimated that GVT has generated 50,000 indirect jobs in 2011.

Contributing to economic and social development / Use local suppliers and participate in the local tax base

Canal+ Group

- In 2011, Canal+ Africa accentuated its local development with an extension of its distribution network. Eight new stores have been opened, along with around ten sales outlets. This extension of the network has enabled many local entrepreneurs to become Canal+ distributors, generating additional revenue for themselves and their employees. Since all the work, as well as fabrication of the equipment related to openings of stores and sales outlets, was done locally, the extension of the network also benefited many local trades.

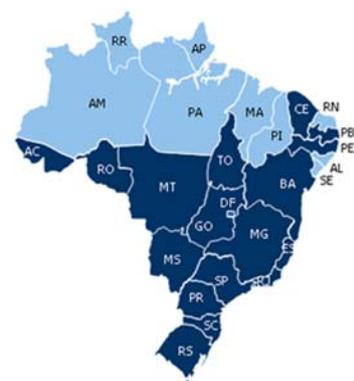
Contributing to economic and social development / Participate in ensuring digital coverage of territories

SFR

- In April 2011, SFR announced the launch of a joint initiative with Google and Oxatis (the leading e-commerce platform in Europe) intended to aid small and medium French companies take their first steps on the Internet: *Mon entreprise en ligne* (My online company). This initiative, under the patronage of the French Ministry for the Economy, Finance, and Industry, will benefit from Oxatis's expertise in developing platforms and tools for site creation, consulting and aid with setting up SFR Web technologies from SFR's *SFR Pro 1001* service (free call), and tools for generating and optimizing visibility from Google.
- Also see the actions conducted to facilitate access to information and communication technologies (ICTs) and to content on p. 31-34.

GVT

- Map of GVT's capillarity in Brazil. The areas where GVT is present (as of December 31, 2011) are shown in dark blue.



© GVT

Encouraging sharing skills / Invest in employees training

Canal+ Group

- Throughout 2011, Canal+ Africa intensified its training efforts for its African employees. As is done each year, a training session for 18 sales managers of Canal+ Africa partner companies in 14 countries was held in Paris in June 2011. The training was followed by a seminar for all the employees and partners of Canal+ Africa to inform them about the Group's ambitions and major strategic orientations.
- Meanwhile, in 2011, an ambitious training program was launched. The purpose of the "Ecole de vente" ("Sales School") is to train the sales forces of the Canal+ Africa distribution network together and strengthen sales staffers' knowledge of the product and sales techniques while harmonizing the sales argumentation on the continent. To do that, three training sessions were held in Cameroon, Senegal and Gabon, with a total of 60 trainees from 17 countries. All participants received two days of training in sales, and 45 of them then took part in two days of training for trainers. Thanks to appropriate tools and the support of Canal+ Africa, the new "trainers" were able to redeploy the training in their sales teams. The result is that more than 600 salespersons got the benefit of training in sales and improved their techniques at the different stages of the selling process. The project is intended to be a long-term one, with new sessions planned in 2012. The new trainers will also be trained in coaching to ensure effective day-to-day monitoring and raise the skill levels of their teams.

Encouraging sharing skills / Continue programs for training and strengthening production capacities

Vivendi

- In 2011, Vivendi continued its professional training program for sound engineers in Mali, launched in 2006 in partnership with UNESCO. The training is organized at the studio Le Moffou, run by Malian author-composer and performer Salif Keita, a Universal Music France artist. With its support for this training, Vivendi is contributing to consolidating professional cultural skills in Mali. The seventh training session focused on acquiring know-how in setting up sound systems and recording live performances. The trainees worked in a real-life situation during the Wanda young talent Festival held in Bamako in March 2011 with Vivendi's support. They handled preparation, stage management, sound, scene changes and all technical aspects of the sound for the festival.



Top, from left to right: Studio Le Moffou; Abou Cissé, trainee at Le Moffou; Bottom, from left to right: The Wanda young talent Festival in Bamako in March 2011, organized with Vivendi's support; Abdallah Agamano, trainee at Le Moffou.

© Lionel Fornini

- In order to contribute to developing and strengthening young Moroccans' professional abilities, Vivendi also supports training for students at the *Institut spécialisé dans les métiers du cinéma* (Film Professions Institute – ISMC) in Ouarzazate. By providing financial support to trainers engaged by the *France Volontaires* association, Vivendi has made it possible for students at the ISMC to make a large number of documentary films in the past three years.



The training aspect of this partnership is complemented by the organization of the *Rencontres internationales du cinéma sous la tente*, of which Vivendi is the official founding partner.

The third edition of the event took place in Ouarzazate from March 8 to 10, 2012. In three years, the event has become a true international laboratory for creation and exchange for cinema trainees and students from around the world.

Over a period of four days, students from some fifteen film schools around the world (including Belgium, Burkina Faso, Canada, Spain, the United States, France, Lebanon, Morocco, Mauritania, and Tunisia) are invited to screen their films, discuss technical aspects of film, share experiences, dialogue with other cultures, etc.

For this third edition, Vivendi invited Christine Cauquelin, Director of Documentaries for the Canal+ Group, to speak and share her experience and expertise with the students. Jointly with Pascale Thumerelle, Vivendi's Vice-President for Sustainable Development, she gave a conference on "Dialogue between cultures at the heart of sustainable development." She also gave two master classes, one on "Documentary film, a cultural influencer" and the other on "The role of incarnation in documentary film." Maroc Telecom has also become a partner in this event, which gives the *Rencontres sous la tente* a dynamic that is very enriching for the students and for the Vivendi Group.



The third edition of "Rencontres sous la tente" in Ouarzazate, of which Vivendi is the official founding partner, March 8 to 10, 2012
© Claire Notelaers

Vivendi

- The projects of the associations supported by Create Joy are deployed in the United States, France, the UK, Morocco, Burkina Faso, Mali, and Brazil. In 2011, Vivendi developed several initiatives to enable associations to meet and cross-pollinate their projects – always with the motivation of bringing joy to young people in difficulty.
- In 2011, thanks to support and financing from Create Joy:
 - some twenty secondary-school orchestras were created throughout France by the association *Orchestre à l'Ecole*;
 - *Les Apprentis d'Auteuil* conducted four projects to teach the basics of digital communication tools (Web TV, Web Radio, "Junior Reporters" video journalism);
 - the *Jeunes Talents* association organized 22 private concerts for young patients at the *Maison des Adolescents* at the Robert Debré hospital in Paris;
 - Vivendi financed a month of film screenings by *Toiles Enchantées* at hospitals in Paris and elsewhere, as well as two cinema workshops in health-care institutions;
 - the association *La Chance aux concours* was able to develop itself and welcome twice the number of trainees preparing for the entry examinations for the journalism schools;
 - a music workshop by the British association Music for Youth was launched for more than 600 young people from disadvantaged neighborhoods (who will appear on stage November 12, 2012 at the Royal Albert Hall in London);
 - the Medicinema association took over construction of a cinema and programming of screenings at the South Gwent Children's Center hospital in Newport, Wales;
 - in the USA, Vivendi supports the Reel Works Teen Filmmaking film workshop (professional training for young people in Brooklyn) and contributed to the launch of a film workshop staffed by young people within the Madison Square Boys & Girls Club association in New York for the young members of the association located in New York;
 - *Les Ateliers Tamayé*, run by the Lutt'opie association in Ouagadougou, opened their doors to young Burkinabè artists;
 - young journalists at the TV news program JTJ Kadiolo received training under the supervision of professionals thanks to the association Binkad;
 - in Brazil, the association Agencia do Bem offered music classes to young people in the *favelas* of Rio and formed an orchestra.



Find out about all the projects and associations supported by Vivendi on the Create Joy site (www.createjoy.vivendi.com).

Activision Blizzard

- Blizzard Entertainment has a strong relationship with the Make-a-Wish Foundation, having helped grant a number of wishes for children sponsored by the organization. Blizzard Entertainment occasionally hosts other charity-focused events as well, such as a benefit dinner for the Children's Hospital of Orange County held at the BlizzCon gaming festival.

In an effort to bring joy and fun to critically ill children, in 2011, Activision Publishing donated 26,000 games to children's hospitals in partnership with Good 360 (a non-profit association that links companies with NGO, via its website, to optimize the companies' donations according to the NGOs' needs) and the National Association of Children's Hospitals and Related Institutes. More than 200 hospitals across the country received Activision games to help bring joy to many children struggling with illness.

SFR

- In 2011, the SFR Foundation celebrated five years of commitment to equal opportunity. The Foundation was created in 2006 to extend and amplify SFR's sponsorship actions: 3,000 employees involved in the Foundation's programs, 700 non-profit projects supported via the



support fund, 43,000 hours of skills sponsorships, 113 solidarity leaves. In 2011, the SFR Foundation launched its first call for projects, "Digital solidarity with the elderly." Its objective was to support non-profit projects that use digital technology to improve seniors' daily lives.

Maroc Telecom

- The Maroc Telecom Group's subsidiaries contribute to territorial development where they do business (Burkina Faso, Mali, Mauritania and Gabon) by supporting local non-profit associations. For example, along with Vivendi's solidarity program Create Joy, Onatel supported the Biblio'Brousse association, whose volunteers dispense training in IT and multimedia tools leading to diplomas for young Burkinabès (ages 15 to 20). The operator also supported the Zaalem Ye – *Ecole de l'image* – project. This initiative by the association *Cinéma Numérique Ambulant* (Itinerant Digital Cinema – CNA), also supported by Create Joy, is in line with the overall objective of promoting and distributing African cinema in rural areas. Lastly, in Mali, Sotelma provided aid to equip a room with twenty computers to be used in instructing young people in the information and communication technologies at the e-Festival organized by the Ministry of Posts and New Technologies.



Film screening in Burkina Faso organized by the *Cinéma Numérique Ambulant* (CNA) association
© CNA-Burkina Faso

GVT

- GVT supports five institutions devoted to digital inclusion in Brazil: the CDI (Committee for the Democratization of the Internet), Safernet, Ciranda (News Center on the Rights of Children and Adolescents) and Recife Shopping Institute. In addition, GVT also supports local institutions such as Hospital Pequeno Príncipe and ASID (an NGO supporting free specialized schools in Brazil).

Canal+ Group

- Canal+ provides editorial support during special operations such as Sidaction and La Flamme Marie Claire by making advertising spaces available free of charge. Nearly fifty associations were given free advertising space on all the Canal+ Group's channels in 2011. The channel also sponsored the Stanley Kubrick exhibition at the *Cinémathèque française* in spring 2011 and renewed its sponsorship of the Tim Burton exhibition, set for 2012. Canal+ also supports associations such as Flying doctors – which contributes to healthcare development in Africa –, Solidarité SIDA Afrique, and *Les Toiles enchantées*.

AREA FOR ACTION

RESPECTING THE ENVIRONMENT

Vivendi operates in business areas where exposure to environmental risks is relatively low. The Group has adopted a responsible approach characterized by a will to control the impact of its business activities on the environment and maintains vigilance in the area of radiofrequencies and their impact on health. It has revised its reporting protocol to strengthen measurement of its performance, in particular in the area of energy, where electricity consumption accounts for nearly 80% of the Group's CO₂ emissions.

		Comments and actions 2011
Implementing our standards and guidelines	Apply the compliance Program	<ul style="list-style-type: none"> The compliance Program includes a rule of conduct by which all Group employees must contribute to environmental protection within the scope of their functions.
	Enforce the commitments of the United Nations Global Compact	<ul style="list-style-type: none"> Vivendi is committed to adopting a precautionary approach to problems involving the environment, giving preference to initiatives for protecting the environment, and encouraging the development and distribution of environmentally friendly technologies.
Improving the evaluation of our environmental impact	Improve environmental reporting	<ul style="list-style-type: none"> The network of coordinators in charge of environmental reporting in the business units has been reconstituted, the indicators have been revised to retain the ones most pertinent to Group's activities, and new functionalities have been integrated into the reporting tool.
	Promote Environmental Management Systems	<ul style="list-style-type: none"> For the sixth consecutive year, SFR obtained ISO 14001 certification of its Environmental Management System. The scope of the certification was extended to the eco-design of the neufbox Evolution set-top box and to 14 new sites in the fixed network and one mixed site (tertiary and point of sale) on Réunion. Vivendi's head office, registered with EMAS since 2009, confirmed the certification of its Environmental Management System following the audit conducted in 2011.
Making the issue of energy a priority	Continue to use renewable energy sources	<ul style="list-style-type: none"> Maroc Telecom deploys workshops in solar energy for equipping masts located in rural areas. The sub-Saharan subsidiaries are also associated in this program. The Universal Music Group site in Antony (France) is now part of EDF's "green certificates" program, which gives priority to electricity produced from renewable energy sources.
	Control energy consumption	<ul style="list-style-type: none"> SFR building projects like the data center inaugurated at Trappes and the future head office – work on which began in late 2011 – aim for environmental certification and are at the leading edge of innovation. SFR is engaged in experimentation with the environmental stickering of cell phones launched by the French Ministry for the Environment. UMG's Head Office in Santa Monica (USA) was granted Energy Star certification, which approves the energy economy measures put in place at the site, for the fifth consecutive year. GVT has implemented a process of control of energy consumption and deployed an action plan for reducing it.
	Develop eco-designed products	<ul style="list-style-type: none"> SFR's eco-designed neufbox Evolution was ISO 14001 certified. SFR launched the first French pilot with paper SIM half-cards. Canal+ continued the replacement of its customers' set-top boxes with new ones that perform better energy-wise (more than 2 million set-top boxes collected in 2011).
Maintaining vigilance regarding health impacts of radio-frequencies	Provide attentive watch and inform the public	<ul style="list-style-type: none"> Vivendi is attentive to the most recent positions taken by national and international authorities (the World Health Organization, the French Health Ministry) on the health impacts of radiofrequencies and relays them in its communications. Electromagnetic measurements of fields taken each year near masts (507 for SFR and 424 for Maroc Telecom) enable local information to be given to populations living near them.
	Continue a process of dialogue	<ul style="list-style-type: none"> SFR took part in 372 informational meetings with stakeholders to accompany its installation of masts. Representatives of the regional Directorates and sales delegations of Maroc Telecom held several meetings with residents to present new projects for installing masts.

Vivendi

- The seventh rule of the Compliance Program defines Vivendi's environmental commitment: "*Vivendi undertakes to promote the respect of the environment in all its activities. It is up to each Group employee to contribute, within the scope of his or her duty, to the Group effort to protect the environment:*
 - *by becoming familiar and complying with laws and regulations, instructions and procedures set out by its company;*
 - *by immediately reporting, to attention of the persons responsible for managing such situations any non compliance with regulation, risk situation, or incidents which he or she is aware of.*"

Vivendi

- The process for reporting environmental data was revised in order to take into account the changes in the regulatory framework provided for in the so-called "Grenelle II" Law. Three areas for improvement were defined: rebuilding a network of coordinators in charge of collecting environmental information in each business unit, revising the indicators in order to retain the most pertinent ones and those most appropriate to the Group's business activities, and improving the functionalities of the computerized reporting system to facilitate analysis of these data.

Vivendi

- "EMAS" (for Eco Management and Audit Scheme) refers to the Environmental Management System deployed at Vivendi's Head Office. It is used to evaluate, improve and better account for Vivendi's environmental performance to its stakeholders while raising employees' awareness of the Head Office's environmental approach. It also aids the Group's subsidiaries in making progress in identifying and controlling their environmental impacts. The EMAS process is managed by a Green Team made up of representatives of the management departments of the Head Office and the individual in charge of operations at the site.



In the context of EMAS, the principal actions taken toward improving environmental performance at the Head Office in 2011 consisted in:

- contributing to implementing eco-responsibility training requested by employees;
- conduct a second study on implementation of LED (light-emitting diode) lamps;
- conduct a campaign to raise employees' awareness of the duplex functionalities of the copiers located on the various floors;
- conduct a campaign for recovering used cell phones from employees;
- offer employees Stop and Start vehicles (whose engine stops automatically at each stop under difficult traffic conditions) as a priority;
- draw up a sheet with practical advice for a "sustainable office" (e.g. give priority to re-usable and recyclable products, etc.);
- audit printing functions and propose measures for optimization.

SFR

- The SFR mobile network is the only network in France that is entirely ISO 14001 certified. That includes the maintenance and deployment of relay antennas, their integration into the landscape, and the energy efficiency of the equipment. SFR was granted the certification for the sixth consecutive year for the following activities:
 - the "mobile" telecommunications activities – that is, maintenance and deployment of strategic sites and relay antennas;
 - operation and maintenance of its principal tertiary sites – 12 sites in all;

- the “fixed” telecommunications activities – maintenance, deployment, and customer hosting at four data centers (including two new ones in Bordeaux and Lille); ten regeneration sites, and two functional sites;
- the activities of the *Société Réunionnaise du Radiotéléphone* (SRR): fixed and mobile telecommunications, tertiary, and commercial activities at the Le Port site; maintenance and deployment of relay antennas; tertiary and sales activities and the repair center at the Saint-Pierre site;
- the eco-design process used for the modem.

Making the Issue of energy a priority / Continue to use renewable energy sources

Maroc Telecom

- Maroc Telecom makes increasing use of solar energy to supply its network in unelectrified areas. Several fiber-optic cable installations linking Agadir and Dakhla installed in 2010 are supplied with solar workshops. Solar energy accounts for 18% of the energy supply to the relay antennas installed under the PACTE program, in particular in southern Morocco.
As of end 2011, 505 Maroc Telecom technical sites were powered by solar energy: 138 Hertzian relays, 166 GSM sites, 180 AMRT sites and 21 CDMA sites; this amounts to an increase of 13% over 2010.
- The use of solar is becoming more and more widespread in the subsidiaries, in particular for covering rural areas. The Sotelma network, in Mali, has 541 sites powered by solar energy. In Burkina Faso, Onatel uses solar energy to power 378 telecommunications facilities and systems deployed in its fixed and mobile networks. 22 Mauritel sites in Mauritania were supplied with solar energy in 2011, bringing the total number of sites supplied with solar energy at end 2011 to 42. And in Gabon, 150 Gabon Telecom sites use solar energy.

Making the Issue of energy a priority / Control energy consumption

Universal Music Group

- The Energy Star certification issued for the 5th year consecutively by the United States Environmental Protection Agency (EPA) at UMG headquarters in Santa Monica certified that the building obtained a rating greater than 75 (out of 100) in terms of energy savings.



SFR

- For SFR, the way to better control over consumption is through intelligent, optimized management of equipment and buildings: energy audits, telemetry systems, deployment of equipment with lower energy consumption, monitoring and optimization of consumption in real time, the use of natural ventilation, experimentation with renewable energy sources, replacement of network equipment with new equipment that consumes less energy, virtualization of servers, optimization of air circulation at sites, installation of telesurveillance systems, limiting the use of air conditioning, and rationalization of the installed base. Especially notable in 2011 was the construction of a new, more environmentally friendly data center on the leading edge of innovation at Trappes and participation, with the Achères 1 data center, in the European Code of Conduct for data centers.
- SFR also endeavors to control the energy consumption of its modems and TV set-top boxes. To do that, SFR has entered into agreements aimed at energy efficiency at the European level, such as the Voluntary Industry Agreement and the European Code of Conduct for Broadband Equipment, which specify consumption thresholds to be respected.
- Further, SFR anticipated the provisions of the so-called “Grenelle II” Law by conducting the first comprehensive carbon-balance assessment (*Bilan Carbone®*) of its activities. Based on the methodology developed by the ADEME (French Environment and Energy Management Agency), this assessment identified new possibilities for improvement and evaluated gains from actions already launched.
- The project for a new SFR head office in Saint-Denis, whose first building phase will be delivered in late 2013, is set in an environment of parks and gardens and meets the most recent environmental requirements, including “High Quality Environmental” certification (HQE construction and operation) and conformity with the “low-energy building” (BBC) label in advance of the new RT2012 thermal regulations.

- Business travel and travel between home and the workplace are SFR's second-largest source of CO₂ emissions. Two progress axes are being followed: travel less, prefer teleconferencing (telepresence videoconferencing, etc.), travel better (rail rather than air travel, including hybrid vehicles in the auto fleet, etc.) To go further in this process, SFR has implemented enterprise travel plans at several sites. These plans aim at optimizing travel between employees' home and workplace and facilitating accessibility to the company for all its contacts: customers, suppliers, partners, and visitors.
- 100% of SFR employees are aware of the environmental policy, thanks in part to:
 - communication actions conducted on the occasion of renewal of the ISO 14001 certification;
 - events conducted during Sustainable Development Week and Mobility Week;
 - training and awareness-raising meetings held in connection with the Environmental Management System (EMS), for SFR employees and for its providers.

Maroc Telecom

- Maroc Telecom has focused on controlling its electricity consumption and deployed a series of measures:
 - measures for improving insulation at technical sites to reduce the amounts of electric energy consumed by air conditioning: an audit at five sites identified as high energy consumers; defining a plan of corrective actions and work to be done at these sites; defining a thermal insulation charter; defining principles to be applied at all Maroc Telecom sites;
 - measures for optimization of energy consumption by the mobile shelters used during important events to manage traffic peaks: launch of a call for bids on the installation of heat extractors in 3,000 mobile shelters to result in savings of more than 25% on electricity invoices for these sites.
- Thanks to a specification in the framework contracts with suppliers aimed at systematically acquiring the most energy-saving equipment when purchasing or renewing it, the energy efficiency of Maroc Telecom's network equipment has improved significantly. As an example, the ratio between the power of RNC (Radio Network Controller) equipment and its mobile data traffic capacity has dropped more than 90% in four years (2008-2011).
- Optimized, environmentally sound management of the automobile fleet: Maroc Telecom's policy for managing its automobile fleet meets two criteria – one economic and the other environmental. To reduce costs, Maroc Telecom has undertaken the rejuvenation of its owned automobile fleet and uses long-term leasing as often as possible. These choices have a twofold interest: Thanks to technological progress made on engines, they help rationalize fuel expenditures and reduce CO₂ emissions.
- An internal awareness-raising campaign, "*Les éco-gestes chez Maroc Telecom*" ("Eco-gestures at Maroc Telecom") was implemented with the goal of informing employees about environmental impacts related to electricity, paper and fuel consumption and orient them towards simple gestures that reduce those impacts. The campaign made use of several information media:
 - a guide for explaining the impact of our behaviors, distributed to all employees;
 - posters defining best practices to follow at work and when traveling;
 - messages on stickers for teaching the right reflexes;
 - an environmental signature on all e-mail exchanged.



Internal awareness-raising campaign:
 "*Les éco-gestes chez Maroc Telecom*."
 © Maroc Telecom photo library



GVT

- In the framework of its action plan to reduce energy consumption, GVT created a system of virtual servers in one of its data centers in order to reduce the amount of physical equipment and thus rationalise the consumption of electricity by machine.
- The Infrastructure Department's objective for 2012 is to reduce energy consumption by strengthening monitoring procedures (through WebMeter).
- In October 2011, the company launched an internal *Impressão Consciente* (Responsible printing) campaign. Employees must authorize the printing of any document on the printer with a user name and password or identity card. On sites implementing this initiative, the volume of printed documents has decreased by 23%.

Canal+ Group

- The Canal+ Group conducted several actions in France in 2011 for controlling consumption:
 - modification of the regulation of air-handling units;
 - modification of air-conditioning programming for offices;
 - total shutdown of central heating in summer;
 - modification of parking-area lighting at all sites;
 - stoppage of chilled-water production in building A/B at Lumière;
 - organization of ten Green Days at the Lumière site.These have resulted in a reduction of more than 200 tons in the quantity of greenhouse gases produced by the sites located in France.
- Canal+ Cifrowy launched the EKO service on the intranet; it is a guide to responsible environmental behavior at the office meant to increase employees' environmental awareness. In the context of this initiative, informational meetings were held to raise employees' awareness of the behavior to be adopted in order to reduce the carbon footprint.

Making the Issue of energy a priority / Develop eco-designed products

SFR

- SFR's neufbox Evolution modem is the fruit of more than two years of research and development. Entirely eco-designed, the "Box" has the smallest environmental footprint possible and consumes less energy than any such device on the French market. The size of the device was reduced by 30% compared to the preceding version. As a result it requires fewer materials, and 70% of them are recyclable. Three buttons, "Eco," "Wi-Fi," and "On/Off," have been added to let users optimize their energy consumption to suit their use of the device. The product's carbon footprint has dropped from 55 to 36 kg CO₂ eq. The device's energy consumption has been reduced by 30 to 40% compared to the previous version, and the main environmental impacts have been reduced by 30 to 50%.
- SFR continues its efforts in the area of eco-design of SIM cards. 2011 saw the generalization of "EcoSIM" cards, whose size has been reduced by half compared to a standard SIM card, to all its customers and the launch of the first French pilot with paper SIM half-cards, which enable a nearly 30% reduction of the carbon footprint compared to a standard-format plastic SIM card.

Since November 2011, 10,000 paper SIM cards have been gradually put in circulation and sent to SFR customers (when renewing or opening a line).



A paper SIM card, eco-designed by SFR. ©SFR

- Since 2010, environmental information is communicated on the online store as well as in the "espace SFR" sales outlets. In order to develop its methodology, SFR called on the expertise of a specialized engineering bureau, Bureau Veritas CODDE. It takes into account all stages in the life cycle of a cell phone, from manufacture to recycling. The resulting environmental performance is presented to customers in terms of three indicators that represent the impacts on climate (greenhouse-gas emissions), exhaustion of non-renewable natural resources, and water consumption. In order to guide customers in choosing a more environmentally friendly cell phone, an overall score (from 1 to 5, 5 being the best score) is

assigned to each device in its category (standard or Webphone). All telephones marketed as part of SFR pack (except Apple products) carry the display. In 2011, SFR deployed this system for all mobile terminals on Reunion Island.

On the strength of this progress, SFR has gotten involved in a nationwide experiment with environmental information displays launched in July by the Ministry for Environment.

Canal+ Group

- The Écopack+ implemented by Canal+ enables delivery and take-back of set-top boxes to and from subscribers while generating improvements at the environmental level (100% recyclable packaging, eco-packaging declaration), but also gains in productivity (30% gain in productivity, 27% additional packages per pallet), costs (a 17% reduction in total cost in 2011) and customer satisfaction (99% of deliveries within 48 hours, quality visuals).

Maintaining vigilance regarding health impacts of radiofrequencies / Provide attentive watch and inform the public

Vivendi

- A meeting of Vivendi's Sustainable Development Committee in 2011 was devoted theme "Health Impacts of Radiofrequencies." It brought together the correspondents of the Group's three telecommunications operators (Maroc Telecom, GVT and SFR) and an expert from the ANSES (National agency for food safety, environment and work). The meeting brought participants up to date on the studies and research in progress and on the measures put in place within the Group.

Provide attentive watch

- Vivendi and its subsidiaries attentively follow the results of scientific work and the positions of the health authorities regarding radiofrequencies. Thus, In May 2011, the International Agency for Research on Cancer (IARC), under the aegis of the World Health Organization (WHO), classified as *"Possibly carcinogenic to humans"* the radiofrequency electromagnetic fields associated, among other things, with the use of cell phones. The WHO says in its Fact Sheet No. 193 on mobile phones, updated following the announcement, that *"To date, no adverse health effects have been established as being caused by mobile phone use."* Nevertheless, *"the increasing use of mobile phones and the lack of data for mobile phone use over time periods longer than 15 years warrant further research of mobile phone use and brain cancer risk."*

Regarding relay antennas, the French government says in its information sheet "Mobile-telephony relay antennas," published in 2011 that *"the current state of scientific knowledge has not permitted the identification by national and international expertise of short-term or long-term adverse health effects due to electromagnetic fields emitted by relay antennas."*

- Vivendi also makes a point of monitoring the positions of public authorities regarding relay antennas. The October 2011 decision of the *Conseil d'État* rules that only the authorities of the State, and in particular the *Agence nationale des fréquences* (ANFR), the ARCEP, and the Ministry for Industry are competent to regulate the placement of relay antennas in general. That decision led to the annulment of municipal ordinances prohibiting installation of relay antennas on the grounds of the precautionary principle. The *Conseil d'État* declared the three ordinances in the municipalities of Saint-Denis, Pennes-Mirabeau, and Bordeaux illegal.

SFR

- SFR also contributes to financing research, following new mechanisms. In France, a new measure establishing an additional tax on network companies (the IFER tax) and applicable to radioelectric stations was put in place by the government late in 2011 to finance research and measurements of electromagnetic fields.

Inform customers

SFR

- With a view to vigilance and transparency, SFR is continuing its efforts to inform its customers, including through the www.mobile-et-radiofrequences.com site and the massive distribution of the brochure from the French Telecommunications Federation (FFT, formerly AFOM) "*Mon mobile et ma santé*" ("My Mobile and My Health"), updated in November 2011 (fifth version), in its SIM card kits, in the *espace SFR* sales outlets, and on the Web. More generally, SFR informs users about the use precautions recommended by health authorities for reducing one's exposure to radiofrequency waves, such as the use of a hands-free kit (supplied free of charge in all SFR packs), and in conformity with recent regulations displays the maximum level of emissions (SAR – Specific Absorption Rate) from telephones in its sales brochures, on shelves in its retail network, on its Web sites, and in its advertising.

Maroc Telecom

- The Moroccan telecoms industry association (MATI), of which Maroc Telecom is a member, has just published a guide entitled "*Du bon usage de la téléphonie mobile*" ("Proper Use of Mobile Telephony"). The guide informs the public about the results of the latest worldwide studies on the health effects of mobile telephony and the standards and radiation control measurements applied in Morocco. It also recommends rules for cell-phone use to reduce exposure to the waves. Maroc Telecom customers have access to information on various media: websites, displays in sales spaces, newsletters, and handbills dispense information on the proper use of mobile terminals, the SAR of various devices, and the progress of scientific research. The SAR is shown on the description of the telephone posted in the sales agencies.

Maintaining vigilance regarding health impacts of radiofrequencies / Continue a process of dialogue

SFR

- SFR is engaged in an intensified process of dialogue with all stakeholders in this field, including through the working groups stemming from the "*Grenelle des Ondes*" meeting launched in May 2009. As of today, the technical work is still in progress, mobilizing the industry as well as other stakeholders. The results of the work are expected in 2012.
- Pending the results of the work announced for 2012, the "*Guide des relations entre communes et opérateurs*" ("Guide to relations between municipalities and operators"), signed by the Association of Mayors of France (AMF) and the French association of mobile operators (AFOM), remains the roadmap for the industry. Involvement by SFR regional teams is constant. In 2011 SFR also maintained its commitment regarding measurements of electromagnetic fields near relay antennas and has responded to all requests made – 507 measurements of fields were made by independent laboratories, all of which were in compliance with the standards currently in force.

Maroc Telecom

- Maroc Telecom holds informational meetings to respond to the questions and concerns of customers and persons affected by the installation of relay antennas. Residents who express concern to the operator are systematically received by regional managers.
- Maroc Telecom requires the highest degree of vigilance regarding conformity of its antenna builders. In the field, the operator also carries out controls once the antennas are installed in order to verify that limits on exposing the public to electromagnetic fields are not being surpassed. In 2002, Maroc Telecom hired Bureau Veritas to perform measurements of electromagnetic fields in the vicinity of twenty sites where it has installed relay antennas. Bureau Veritas attests that the intensities measured during this campaign are twenty to thirty times weaker than the maximum value (41 volts/meter) authorized by the European authorities. The results of the 424 measurements made in 2011 at Maroc Telecom sites were all in conformity with international standards.



2011 SUSTAINABLE
DEVELOPMENT
INDICATORS

SPECIFIC ISSUES

INDICATORS

Vivendi has structured the reporting of societal data related to its three specific issues of sustainable development since 2008. In 2011, Vivendi has made its extra-financial reporting evolve. The so-called “Grenelle II” law clarifies and reinforces the societal dimension. To comply with it, Vivendi has defined societal indicators directly linked to its activities and has integrated its three specific issues in the field of “actions taken in favor of human rights”. For the first time this year, indicators identified with the sign ✓ were verified by one of Vivendi’s Statutory Auditors (see the External auditor’s report p. 88).

The data consolidated on 12.31.2011, related to these three specific issues, are presented here.

Investments in content and industrial investments

2011							2010	2009	
Gross investments in content (in € millions)									
Consolidated data							2,265	2,366	2,384
AB ⁽¹⁾	UMG ⁽¹⁾	SFR	MTG ⁽¹⁾	GVT	GC+ ⁽¹⁾	Others			
143	592	-	-	-	1,527	3			

Gross investments in content represent advances paid by Activision Blizzard for game and game development, advances paid by UMG to artists, the films, television and sports rights paid by Canal+ Group, as well as the €3 million of investments in content realized by VME (Vivendi Mobile Entertainment) (column “Others”).

Net industrial investments (in € millions)

Donnée consolidée							3,340	3,357	2,562
AB	UMG	SFR	MTG	GVT	GC+	Others			
52	52	1,809	466	705	251	5			

The column entitled “Others” represents the net industrial investments related to “Holding and Corporate” and to “Non strategic activities and others”. In 2011, net industrial investments related to telecommunication activities (SFR, Maroc Telecom group and GVT) represented €2,980 million.

Impact and audience

2011		2010	2009	
Clients database of the Group’s business units (in millions)				
Consolidated data		88.9	82.9	73.1
AB	• Close to 10.2 million subscribers to <i>World of Warcraft</i> ®			
UMG	Not applicable			
SFR	• Close to 24 million mobile customers (subscribers, pre-paid customers and wholesale customers) • More than 5 million high speed Internet and fixed lines customers			
MTG	• More than 26.7 million mobile customers for the whole Maroc Telecom group, including 17.1 million in Morocco (subscribers and prepaid customers) and 9.6 million in the African subsidiaries of the group • Close to 2.2 million high speed Internet and fixed lines customers for the whole Maroc Telecom group, including more than 1.8 million in Morocco and close to 0.4 million in the African subsidiaries of the group			
GVT	• More than 6.3 million lines in service			
GC+	• More than 12.9 million subscriptions to Pay TV, including 11.2 in Metropolitan France, Overseas and in Africa, and 1.7 abroad (Poland and Vietnam)			

[1] AB: Activision Blizzard; UMG: Universal Music Group; MTG: Maroc Telecom and its sub-Saharan subsidiaries (Onatel in Burkina Faso, Sotelma in Mali, Mauritel in Mauritania, and Gabon Telecom in Gabon); GC+: Canal+ Group [Note accurate for all indicators].

Protecting and empowering youth

2011

2010

2009

Existence of a formal commitment to professional ethics regarding content (production and/or distribution), part of which specifically concerns protection of young audiences

Consolidated data							✓ Yes	Yes	Yes
	AB	UMG	SFR	MT	GVT	GC+			
	Yes	Yes	Yes	Yes	Yes	Yes			

Commitment taken in compliance with the Data and Content Protection Charter adopted by Vivendi in September 2008, which says:

"2.1: Ethics covering content

It is essential to respect freedom of expression as well as to prevent the spread of unlawful material. Vivendi actively supports the search to find the right balance, especially in favour of protecting children. Vivendi commits to:

- promoting techniques for choosing or controlling content (filtering systems and other selection methods);
- cooperating actively with competent authorities working against the spread of unlawful material;
- promoting standards and guidelines on which the Group builds its future;
- promoting awareness by parents and children of new technologies uses."

Existence of parental control tools

Consolidated data							Yes	Yes	Yes
	AB	UMG	SFR	MT	GVT	GC+			
	Yes	Yes	Yes	In study	Yes	Yes			

Awareness-raising actions promoting responsible use/consumption of the Group's products and services

Consolidated data							Yes	Yes	Yes
	AB	UMG	SFR	MT	GVT	GC+			
	Yes	Yes	Yes	Yes	Yes	Yes			

Promoting cultural diversity

2011

2010

2009

Diversity of talents and music repertoires

UMG	<ul style="list-style-type: none"> • Almost 60% of Universal Music Group physic and digital sales accounted for by local artists in a 59-country scope 		More than 60% (59 countries)	Almost 65% (56 countries)	
	<ul style="list-style-type: none"> • Breakdown of revenues from UMG sales in France by music genre 				
		French popular music	43.5%	41.6%	42.7%
		International popular music	26.0%	24.2%	20.4%
		Compilations	12.6%	18.9%	19.6%
		Classical	5.4%	4.5%	4.7%
		Jazz	2.7%	3.0%	4.6%
		Rap/RnB/Urban	4.5%	2.2%	2.9%
		Movie soundtracks	1.1%	0.8%	2.2%
		Techno/Dance	2.8%	2.2%	1.6%
	World Music	1.4%	2.6%	1.3%	
	<ul style="list-style-type: none"> • Breakdown of revenues from UMG sales in the USA by music genre 				
		Pop	27%	26%	24%
		Rock	19%	17%	20%
		Rap	13%	17%	11%
		Country	12%	14%	12%
		Urban/RnB	10%	9%	11%
		Latin Music	4%	4%	5%
		Movie soundtracks	3%	3%	5%
		Classical	2%	2%	2%
		Jazz	2%	2%	2%
		Others	8%	7%	9%

Promoting cultural diversity (following)

	2011	2010	2009
Diversity in audiovisual and cinematic expressions			
GC+	<ul style="list-style-type: none"> Financing of 57% of the French-initiative films approved by the CNC (French national center for cinema and animated image), or 118 films out of 207 Financing of 30 first French-initiative films approved by the CNC, or 41.1% of the first French-initiative films approved Investment of €29 million in films with budgets of under €4 million Collaboration of Studiocanal with 80 French and foreign producers 	65% 133 movies/203 35 56% €28 million 12 French and 13 foreign	66.5% 121 movies/182 41 53% €25 million 15 French and 23 foreign
<p><i>Excerpts from the 2011 Report of the CNC (translation from French):</i></p> <p>Canal+'s investment has increased by 4.5% on average each year between 2002 and 2011.</p> <p>Canal+ pursues its support towards films of various budgets: in 2011, the channel has bought 70.9% of French-initiative films for which the budget is between €1 million and €15 million. It has also pre-bought 6.4% of the films with a budget of less than €1 million and 83.3% of French-initiative films for which the budget is higher than €15 million. To satisfy its diversity clause, Canal+ has financed 42 out of 117 French-initiative films for which the budget is lower than €4 million (that is to say 35.8%).</p>			

Promotion of languages

AB	<ul style="list-style-type: none"> Blizzard Entertainment's <i>World of Warcraft</i>® is available in 10 languages (English, French, German, Spanish, Mexican, Russian, Traditional and Simplified Chinese, Brazilian portuguese and Korean) Blizzard Entertainment's <i>Starcraft II®: Wings of Liberty</i> is available in 12 languages (English, French, German, Spanish, Mexican, Russian, Traditional and Simplified Chinese, Brazilian portuguese, Korean, Polish and Italian) Activision Publishing's <i>Call of Duty®: Modern Warfare 3</i>® is available in 8 languages (English, French, German, Spanish, Russian, Italian, Polish and Japanese) 	<ul style="list-style-type: none"> Available in 8 languages Available in 11 languages Activision Publishing's <i>Guitar Hero®: World Tour</i> available in 5 languages 	
UMG	<ul style="list-style-type: none"> 44 languages sung by artists in the Universal Music Group catalogue 36 languages sung by artists in the Universal Music France catalogue 	<ul style="list-style-type: none"> 36 languages sung by artists in the Universal Music France catalogue 	
MTG	<ul style="list-style-type: none"> Maroc Telecom <ul style="list-style-type: none"> Mobile terminals: 3 languages (Arabic, French, Amazigh) Service Information Channel Package (economy, politics, sports and culture news received by SMS): 3 languages (Arabic, French, English) Broadcast programs "TV and Radio on ADSL": 8 languages (Arabic, Amazigh, French, English, German, Portuguese, Spanish, Chinese) Onatel (Burkina Faso): 3 languages (French, Mooré, Dioula) Sotelma (Mali): 8 languages (French, Bambara, Pulaar, Soninke, Sonraï, Tamasheq, Bodo, Minyanka) Mauritel (Mauritania): 5 languages (Arabic, Pulaar, Soninke, Wolof, French) Gabon Telecom (Gabon): 2 languages (French, English) 	<ul style="list-style-type: none"> 2 languages (Arabic and Amazigh) available in Maroc Telecom's mobile telephony offering 2 languages (Arabic and French) offered by Maroc Telecom's portal Menara 7 languages represented on TV channels in Maroc Telecom's ADSL TV pack 	
GC+	<ul style="list-style-type: none"> 44 films subtitled in 9 different languages and 33 films dubbed in 14 different languages by Studiocanal 100% of the foreign films (244 films in 2011) broadcast by Canal+ were in multilanguage version 	<ul style="list-style-type: none"> 51 subtitling (10 languages) and 36 dubbing (6 languages) 100% (240 movies) 	<ul style="list-style-type: none"> 157 subtitling (15 languages) and 38 dubbing (6 languages)

Sharing knowledge

	2011	2010	2009
Mobile coverage rate			
SFR	<ul style="list-style-type: none"> SFR (France): 99.45% 		nc
MTG	<ul style="list-style-type: none"> Maroc Telecom (Morocco): 98.71% Onatel (Burkina Faso): 91% Sotelma (Mali): 75% Mauritel (Mauritania): 90% Gabon Telecom (Gabon): 94% 		nc

na/Data not available

nc/Due to the extra-financial reorganization in 2011, 2009 and 2010 data related to Sharing knowledge are not comparable to those collected in 2011. Nevertheless, they are presented in the 2009 and 2010 Activity and Sustainable Development Reports available on Vivendi's website.

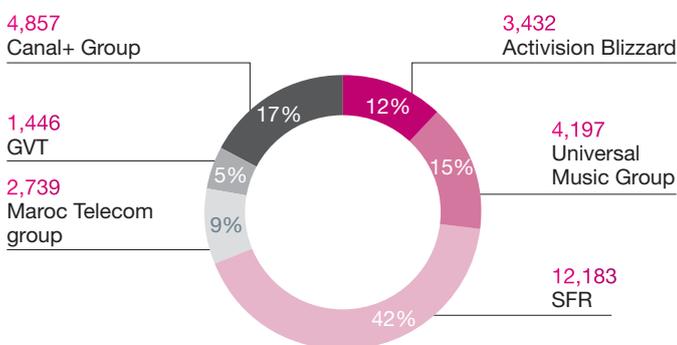
Sharing knowledge (following)

	2011	2010	2009
Internet coverage rate			
SFR	<ul style="list-style-type: none"> SFR (France): 98.40% 		nc
MTG	<ul style="list-style-type: none"> 3G Internet coverage rate by Maroc Telecom (Morocco): 54.5% (1.1 million 3G Internet customers) Maroc Telecom 3G market share: 42.5% Maroc Telecom ADSL market share: 99.9% Number of ADSL lines and/or CDMA access: <ul style="list-style-type: none"> Maroc Telecom (Morocco): 589,000 Onatel (Burkina Faso): 31,000 Sotelma (Mali): 37,000 Mauritel (Mauritania): 7,000 Gabon Telecom (Gabon): 24,000 		nc
GVT	<ul style="list-style-type: none"> GVT's Nationwide broadband Internet market share (Brasil): 9% High speed Internet penetration rate: 92% of GVT clients database Average broadband speed of 10.8 Mbits/s above average Brazilian speed of 1.9 Mbits/s 		nc
Deployment of fiber optics			
SFR	<ul style="list-style-type: none"> SFR (France): 3.3 million of connected households 		nc
MTG	<ul style="list-style-type: none"> Maroc Telecom (Morocco): 26,480 km of fiber-optic cables deployed (including 2,980 km in 2011) Onatel (Burkina Faso): 1,300 km of fiber-optic cables deployed (including 80 km in 2011) Sotelma (Mali): 2,235 km of fiber-optic cables deployed Mauritel (Mauritania): 754 km of fiber-optic cables deployed Gabon Telecom (Gabon): 244 km of fiber-optic cables deployed 		nc
GVT	<ul style="list-style-type: none"> 10,163 km of fiber-optics cables deployed 1,063 new buildings connected 1,816 km of long-distance network cables deployed 		nc
Reduction of the digital gap			
SFR	<ul style="list-style-type: none"> SFR (France): 7,552 new rural localities covered 		nc
MTG	<ul style="list-style-type: none"> 19.5% of Maroc Telecom network investments are dedicated to the reduction of the digital gap in Morocco 1,707 rural localities newly covered by Maroc Telecom group <ul style="list-style-type: none"> Maroc Telecom (Morocco): 1,384 Onatel (Burkina Faso): 55 Sotelma (Mali): 186 Mauritel (Mauritania): 26 Gabon Telecom (Gabon): 56 		nc
GVT	<ul style="list-style-type: none"> Expansion in 22 new cities, now 119 cities are covered by GVT 		nc

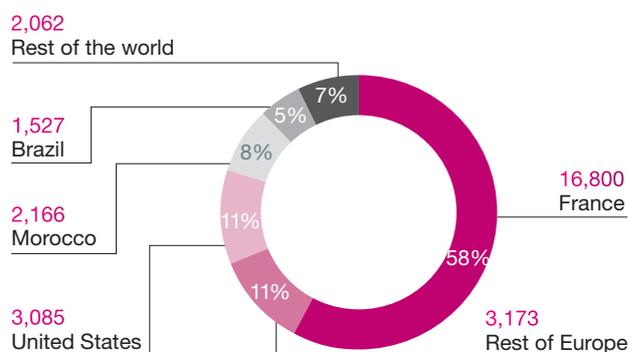
ECONOMIC INDICATORS

2011	2010	2009	NRE Law	GRI G3.1
Consolidated revenue (in € millions)			⊙	EC1
28,813	28,878	27,132		
Corporate officers' total remuneration paid⁽¹⁾ (in € millions)			⊙	
20	14	11		
Determining criteria for the corporate officers and senior executives' remuneration			⊙	
See Chapter 3, section 3.2.2 of the 2011 Annual Report p. 106 and the 2011 Activity and Sustainable Development Report p. 11	Section 3.2.2 2010 AR p. 9 ASDR 2010	Section 3.2.2 2009 AR		
Number of stock purchase options allocated			⊙	
2.5 million stock purchase option ⁽²⁾ (or 0.20% of share capital) including 717,500 to members of the Management Board and its President and 527,500 ⁽³⁾ (or 0.04% of share capital) for the 10 largest allocation, excluding members of Vivendi's Management Board	5.3 million (0.42%) 1.329 million 980,666 (0.08%)	6.5 million (0.56%) 1.24 million 876,000 (0.07%)		
Number of free shares allocated			⊙	
1.68 million ⁽²⁾ of which 225,000 to corporate officers (or 0.018% of share capital)	1.08 million 110,745 (0.009%)	567,001 123,336 (0.01%)		
Vivendi Group payroll and benefits (in € millions)			⊙	EC1
3,305	3,225	2,956		
Amount distributed to suppliers and services providers (in € millions)			⊙	EC1
17,461	17,271	16,986		
Dividends paid to shareholders (in € millions)				EC1
1,246 ⁽⁴⁾⁽⁵⁾	1,731	1,721		
Payments to banks (in € millions)				EC1
720	739	425		
Income taxes paid (in € millions)				EC1
1,090	1,365	137		

2011 Revenues by business unit* (in € millions)



2011 Revenues by geographical area (in € millions)



* Including non-strategic and other activities and elimination of inter-segment operations.

(1) Comprises total amount of gross remuneration, including advantages in kind, paid for a full year by the Group to members of the Management Board, as well as the fixed remuneration paid to the President of the Supervisory Board and the total amount of the fees paid to the other members of the Supervisory Board.

(2) Meeting of the Management Board of February 28, 2012 and of the Supervisory Board on February 29, 2012.

(3) Excluding members of the Management Board.

(4) Number of entitled shares at January 1, after deduction of cash held at dividend payment date.

(5) Pending approval of the General Shareholders' Meeting of April 19, 2012.

CORPORATE GOVERNANCE

INDICATORS

Vivendi fully adheres to the consolidated AFEP and 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, see Chapter 3 of the 2011 Annual Report.

Independence

	2011	2010	2009	
of the members of the Supervisory Board				
Presence of at least 50% independent members ⁽¹⁾ on the Supervisory Board ⁽²⁾ , at least 50% on the Remuneration Committee ⁽²⁾ and 66.66% on the Audit Committee ⁽²⁾	Supervisory Board	83%	83%	82%
	Strategy Committee	100%	100%	66%
	Audit Committee	80%	80%	100%
	Human Resources Committee	75%	75%	100%
	Corporate Governance and Nominating Committee ⁽³⁾	75%	60%	50%
Maximum average term of office of five years for members of the Supervisory Board ⁽²⁾	The term of office of the members of the Supervisory Board is set at four years (Article 7 of the by-laws).			
of auditors in relation to management				
Publish a breakdown of the auditors' audit and consulting assignments	See Note 29 of the Notes to the Consolidated Financial Statements of the 2011 Annual Report p. 266	Note 29, 2010 AR, p. 270	Note 29, 2009 AR, p. 292	
Publish the number of meetings between auditors and members of the Supervisory Board without presence of the Management Board ⁽²⁾	0	0	0	
of members of the Supervisory Board towards each other				
Publish the proportion of members of the Supervisory Board who have no cross-holdings, who do not sit on the same Boards and who have no common origins (training, career, family) ⁽¹⁾⁽⁴⁾	100%	100%	100%	

Involvement in decisions

	2011	2010	2009	
of the members of the Supervisory Board				
Maximum of five terms of office cumulated per member of the Supervisory Board (excluding non-French companies)	In compliance			
Publish the number of meetings and average attendance rate of the Supervisory Board ⁽⁴⁾ and the different Committees that make it up ⁽²⁾	Supervisory Board	10 meetings Attendance rate: 83%	8 95%	10 89%
	Strategy Committee	3 meetings ⁽⁵⁾ Attendance rate: 100%	2 ⁽⁵⁾ 100%	2 ⁽⁵⁾ 90%
	Audit Committee	3 meetings Attendance rate: 100%	3 100%	3 100%
	Human Resources Committee	4 meetings Attendance rate: 93.75%	3 92%	3 100%
	Corporate Governance and Nominating Committee	2 meetings Attendance rate: 80%	2 100%	2 75%
Evaluate the operation of the Supervisory Board every three years ⁽²⁾	Assessment carried out in January 2012 (see Chapter 3, Section 3.1.1.12 of the 2011 Annual Report p. 96)	January 2009 (section 3.1.1.12, 2010 AR p. 92)	January 2009 (section 3.1.1.11, 2009 AR p. 99)	
	Existence of internal regulations for the Supervisory Board and for each of its Committees			

(1) Definition in the AFEP/MEDEF consolidated report: 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 report, the extended definition takes into account common university and professional origins, frequently encountered among French board members.

(2) AFEP/MEDEF consolidated report.

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

(4) Other issues put forward by stakeholders.

(5) Including a three-day seminar.

Involvement in decisions (following)

	2011	2010	2009
of the members of Management Board			
Maximum of five terms of office cumulated per member of the Management Board (excluding non-French companies)	In compliance		
Publish the number of meetings and average attendance rate of the members of the Management Board	18 96%	14 96%	18 99%
of shareholders			
Publish shareholders' attendance rate in Annual General Shareholders' Meeting ⁽⁶⁾	Published the day of Annual Shareholders' Meetings on the website www.vivendi.com		
Publish ballot results of the resolutions submitted to shareholders ⁽⁶⁾			
of other stakeholders			
Operations on company shares	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.		
Performance conditions related to stock options and performance shares	Yes, internal and external criteria evaluated during two years (see Chapter 3, section 3.3 of the 2011 Annual Report, p. 112-116)	Yes, internal and external criteria (2010 AR p. 107-111)	Yes, internal and external criteria (2009 AR p. 115-119)
Representation of employees by a member of the Supervisory Board	Appointment of an employee member of the Supervisory Board, as defined in the company bylaws, when employee shareholders represent at least 3% of the capital stock.		
Percentage of questions on corporate societal responsibility at Annual Shareholders' Meeting ⁽⁴⁾	38%	53%	35%

⁽⁴⁾ Other issues put forward by stakeholders.

⁽⁶⁾ Within 15 days following the General Meeting (Article R. 225-106-1 of the French Commercial Code).

SOCIAL INDICATORS

Social data, along with the complete methodology and specifics of the respective reporting scopes, are detailed in the document “Sociographics and Environmental Policy 2011”, available on Vivendi’s website. Indicators identified by the sign ✓ were specifically verified by one of Vivendi’s Statutory Auditors (see the External auditor’s report p. 88).

NB/Data include companies in which Vivendi owns a greater than 50% interest, as well as companies held at less than 50% over which Vivendi has managerial control; they are consolidated as of December 31 of the reference year. Activision Blizzard data are those for Activision Blizzard France, with the exception of data on headcount. For 2009, only data regarding headcount is included for GVT, which entered Vivendi’s scope at year end. For 2009 and 2010, the column entitled “Others” represents corporate data, as well as data from Wengo and VME. In 2011, Digitick and See Tickets integrated this scope.

2011							2010	2009	NRE Law	GRI G3.1
Total headcount								⊙	LA 1	
Consolidated data							✓ 58,318	✓ 51,272	✓ 49,004	
Total headcount France							15,691	15,447	15,360	
AB	UMG	SFR	MTG	GVT	GC+	Others				
7,738	6,500	10,039	13,806	14,549	4,752	934				
The 2011 Group headcount increased by 14%.										
Total headcount, men/women								⊙	LA 1	
Consolidated data							Men ✓ 38,213	✓ 32,846	✓ 31,781	
							Women ✓ 20,105	✓ 18,426	✓ 17,223	
AB	UMG	SFR	MTG	GVT	GC+	Others				
6,125	3,450	5,928	10,452	9,432	2,321	505	Men			
1,613	3,050	4,111	3,354	5,117	2,431	429	Women			
The percentage of women working in the Vivendi Group remained stable at 34%.										
Total headcount, permanent and fixed-term contract								⊙	LA 1	
Consolidated data							Permanent contract 48,663	42,112	35,007	
							Fixed-term contract 1,940	2,012	1,905	
AB	UMG	SFR	MTG	GVT	GC+	Others				
535	5,825	9,259	13,798	14,549	4,316	381	Permanent contract			
1	675	780	8	0	436	40	Fixed-term contract			
The total headcount with permanent contract in 2011 is excluding Activision Blizzard employees other than those of Blizzard France.										

New hires

2011							2010	2009	NRE Law	GRI G3.1	
Hires									⊙	LA 1 LA 2	
Consolidated data							16,617	9,489	5,091		
AB	UMG	SFR	MTG	GVT	GC+	Others					
1,777	1,091	1,371	269	10,768	1,170	171					
<p><i>In order to take into account legal and geographic particularities, these figures include all types of hires in the Group. For instance, in the United States, concepts of internships and hiring vary significantly from those in France and other European countries: summer jobs held by students and short-term jobs are considered to be hires. In 2011, the increase was mainly due to GVT's sharp internal growth (+136%).</i></p>											
Hiring in France, permanent/temporary									⊙	LA 1	
Consolidated data				Permanent hirings	40%	32%	35%				
				Temporary hirings	60%	68%	65%				
<p><i>This indicator includes hirings of Group entities in metropolitan France and in the overseas departments and territories as defined by the French law.</i></p>											
Recruiting difficulties									⊙		
<p><i>The Group has encountered no particular difficulty with recruiting. Over the last three business years, only SFR and GVT have met with such difficulties locally, essentially in specific employment areas. The turnover rate in the subsidiaries, excluding external growth, is moderately low.</i></p>											

Headcount reductions

2011							2010	2009	NRE Law	GRI G3.1	
Layoffs and departures									⊙	LA 2	
Consolidated data							8,369⁽¹⁾	6,268	4,342		
							Including departures excluding economic layoffs	7,859	5,920	3,524	
							Including economic layoffs	510	348	818	
<p><i>The increase in the number of departures can be explained at least in part by the flexibility of the job market in Brazil: young employees at GVT are highly sought-after by competing companies and are more mobile. They account for about 50% of such departures.</i></p>											
<p><i>(1) For Activision Blizzard, only Blizzard France entity is included.</i></p>											
Aids in job transition and programs related to redundancy plans									⊙		
<p><i>In France, the reclassification and accompaniment measures offered to employees include the following: internal mobility, reclassification leave, training leave to enable employees to increase their qualification level, assistance for employees starting their own business, and outplacement services. Vivendi established reclassification measures for employees outside France where such measures do not exist. Elsewhere in the world, Vivendi managed employment terminations in accordance with the practices of each country and in compliance with the rules of conduct of the Group's compliance Program.</i></p>											

Working hours

2011							2010	2009	NRE Law	GRI G3.1
Average weekly/yearly duration, full time (in hours)									⊙	
Consolidated data				Average weekly duration	38.1	37.6	36.3			
				Average yearly duration	1,753	1,728	1,662			
<p><i>Approaches in terms of working hours diverge from one country to another; consequently the number of hours worked varies. The variations in weekly and annual work durations are due to a better understanding of the reality of work in certain countries, in particular the emerging countries where the concept of annual duration is nonexistent.</i></p>										
Average weekly/yearly duration, part time (in hours)									⊙	
Consolidated data				Average weekly duration	28.3	28.3	29.7			
				Average yearly duration	1,299	1,299	1,356			
<p><i>Approaches in terms of working hours diverge from one country to another; consequently the number of hours worked varies. The variations in weekly and annual work durations are due to a better understanding of the reality of work in certain countries, in particular the emerging countries where the concept of annual duration is nonexistent.</i></p>										

Working hours (following)

2011							2010	2009	NRE Law	GRI G3.1
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Days of absence by reason in the Group

⊙ LA 7

Consolidated data			2011	2010	2009
		Sickness	4.09	3.99	3.86
		Family reasons	1.89	2.10	1.83
		Accident	0.32	0.26	0.25
		Other reasons	0.81	0.90	0.46

The category absences "for other reasons" reflects the broad cultural differences within the Group. More specifically, it covers absences for personal, unscheduled vacation, unpaid leave, disciplinary suspension, unauthorized leaves, unjustified leaves, leaves for sick children or family events, paid notice days carried over from prior periods, as well as compassionate leave, jury duty, pilgrimages, military reservist training, or examinations. The number of absences for "other reasons" in the Group is also linked to the particular political, cultural and economic events of the year.

Days of absence by reason in France

⊙ LA 7

Consolidated data			2011	2010	2009
		Sickness	7.10	6.99	6.92
		Family reasons	2.67	2.83	2.89
		Accident	0.35	0.34	0.29
		Other reasons	0.53	0.68	0.68

AB	UMG	SFR	MTG	GVT	GC+	Others	
11.18	5.54	7.30	-	-	6.56	9.49	Sickness
0.94	1.51	2.74	-	-	3.09	3.48	Family reasons
0.61	0.30	0.35	-	-	0.34	0.75	Accident
1.54	2.44	0.49	-	-	0.14	0.53	Other reasons

Overtime hours (in hours)

⊙

Consolidated data			2011	2010	2009
		France	14,834	20,645	30,866
		International	2,200,000	1,460,000	520,000

In France, hours worked beyond the number of contractual hours result in additional compensation. Use of hours worked beyond the number of contractual hours is strongly related to the local culture, to the needs of each company and to modifications in the local legislation. They can vary considerably from one year to another.

Equality and diversity in employment

2011							2010	2009	NRE Law	GRI G3.1
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Employment rate of women

⊙ LA 1
LA 13

Consolidated data			2011	2010	2009
			34%	36%	35%

AB	UMG	SFR	MTG	GVT	GC+	Others
21%	47%	41%	24%	35%	51%	46%

Vivendi's policy is also to promote the hiring of women in managerial positions. With a Supervisory Board comprised of 33% women (four women out of twelve members, as for December 12, 2011), Vivendi is ranked fourth out of the CAC 40 companies by Challenges (October 31, 2011 ranking).

Women in top management

⊙ LA 13

Consolidated data			2011	2010	2009
			35%	35%	35%

AB	UMG	SFR	MTG	GVT	GC+	Others
26%	41%	31%	28%	24%	47%	44%

Percentage of women in managerial positions ("manager" covers both supervisory and expert functions). This percentage has remained stable over the past three years. Vivendi is ranked 13th among CAC 40 companies for gender parity by Challenges (October 31, 2011 ranking).

Equality and diversity in employment (following)

2011							2010	2009	NRE Law	GRI G3.1	
Women in management									⊙	LA 13	
Consolidated data							5	√ 5	-		
<i>Top management is defined as comprising the members of the Committees or Boards (Board, Executive Committee, Management Board) in charge of strategic management of the company, supervision of its management and of decision-making bodies having responsibility for accounting to the holding company and its stakeholders.</i>											
Age breakdown									⊙	LA 13	
Consolidated data							Under 25	10%	6%		
							25 to 55	86%	89%	na	
							Over 55	4%	5%		
AB	UMG	SFR	MTG	GVT	GC+	Others					
4%	5%	6%	2%	25%	5%	7%	Under 25				
96%	89%	91%	90%	74%	92%	83%	25 to 55				
0%	6%	3%	8%	1%	3%	10%	Over 55				
Average age (in years)										LA 13	
Consolidated data							37.5	38	na		
AB	UMG	SFR	MTG	GVT	GC+	Others					
31.3	38.6	38.1	44.4	30.0	37.7	38.8					
Average seniority (in years)										LA 13	
Consolidated data							9.2	10	na		
AB	UMG	SFR	MTG	GVT	GC+	Others					
3.6	8.3	8.7	18.5	1.5	8.6	8.2					
Number of workers with disabilities										⊙	LA 13
Consolidated data							326	307	234		
<i>The number of employees with disabilities in the Group increased by 39% in three years.</i>											
Number of under work-study contracts in France										LA 1	LA 13
Consolidated data							606	669	-		
<i>Vivendi has continued the commitment it began in 2009, employing 606 young people under work-study contracts in France in 2011 (apprenticeship and professional training contracts).</i>											

Industrial relationships and collective bargaining agreements

2011							2010	2009	NRE Law	GRI G3.1	
Collective agreements and breakdown by topic									⊙	LA 4	LA 9
Consolidated data							100	91	74		
							Remunerations	65%	61%	39%	
							Social dialogue	5%	8%	15%	
							Health and safety	17%	12%	12%	
							Restructurings	4%	4%	11%	
							Other topics	9%	15%	23%	
<i>For this indicator, each agreement or addendum signed counts as one. Agreements signed within an UES – Unité économique et sociale – are only counted one time. At GVT (consolidated for the first time in 2010) and UMG, subsidiaries established in countries without this legal structure, each agreement signed counts as one.</i>											
<i>In 2011, the number of agreements concerning remunerations remain significant. This is due mainly to the annual negotiations held each year at GVT. The other agreements or addendum registered in 2011: workplace gender equality, optional and statutory profit sharing, Group retirement savings plan, electronic voting, establishment of a time bank, telecommuting, and social dialog.</i>											
Number of personnel representatives										⊙	
Consolidated data							1,131	1,156	1,285		
<i>Scope: Metropolitan France, Overseas Territories and Departments, Maroc Telecom group, Canal+ Group.</i>											

na/Data not available.

Health and safety

2011							2010	2009	NRE Law	GRI G3.1	
Number of health and safety committees											LA 6
Consolidated data							94	87	70		
<i>The committees included here are joint commissions or bodies in which both professionals and employee representatives participate. Their mission is to focus on health and safety issues in the workplace, in strict compliance with local legislation in each country where the Group operates.</i>											
Frequency rate of workplace accidents with days lost											⊙ LA 7
Consolidated data							2.94	2.58	2.03		
AB	UMG	SFR	MTG	GVT	GC+	Others					
1.06	1.47	3.06	3.14	3.65	2.84	2.27					
<i>It is worth noting that in calculating indicators on workplace accidents, a slight difference in absolute values can result in considerable variation in relative values.</i>											
Severity rate of workplace accidents with days lost											⊙ LA 7
Consolidated data							0.1	0.09	0.08		
AB	UMG	SFR	MTG	GVT	GC+	Others					
-	0.01	0.09	0.13	0.16	0.06	0.02					
<i>It is worth noting that in calculating indicators on workplace accidents, a slight difference in absolute values can result in considerable variation in relative values.</i>											
Employees trained in safety during the year											⊙ LA 8
Consolidated data							10,860	6,037	4,103		
<i>The number of employees trained in safety rose sharply in 2011. The increase is due in particular to the large number of employees trained at GVT in 2011: those training were provided to the installation technicians hired by the company, accounting for 63% of the total number of employees trained in health and safety within the Vivendi Group.</i>											

Training

2011							2010	2009	NRE Law	GRI G3.1	
Training expenditures/payroll											⊙ LA 11
Consolidated data							2.4%	2.4%	2.2%		
Average training duration per employee trained (in hours)											⊙ LA 10
Consolidated data							43.2	35.8	27.7		
AB	UMG	SFR	MTG	GVT	GC+	Others					
-	-	32.3	38.9	64.4	29.8	-					
<i>The average number of training hours for the Vivendi Group increased sharply in 2011. This is due in particular to GVT, which provided 64.4 hours of training to each employee trained. Unlike in France, there is no legal obligation to train employees in Brazil and in most countries where UMG and Activision Blizzard are present. That is why in these businesses, training statistics fluctuate. However, each year, Activision Blizzard, UMG and GVT dedicate a significant share of their respective training programs to e-training.</i>											
Average training duration per employee trained in France (in hours)											⊙ LA 10
Consolidated data							32.6	30.1	30.6		
AB	UMG	SFR	MTG	GVT	GC+	Others					
23.4	18.4	34.2	-	-	31.4	19.6					
<i>Unlike other countries, there is a particular focus in French law to provide ongoing employee training. Employees in France benefit from a considerable number of hours of training.</i>											
Breakdown by training objective											LA 11
Consolidated data							Adaptation to the work station	90%	81%	81%	
							Skills development	10%	19%	19%	
AB	UMG	SFR	MTG	GVT	GC+	Others					
23%	85%	94%	92%	89%	76%	28%	Adaptation to the work station				
77%	15%	6%	8%	11%	24%	72%	Skills development				
<i>"Adaptation to the work station" refers to training sessions focused on adapting employees' occupational skills to whatever position they currently hold. It is designed to adjust specific knowledge to an employees' particular position. "Skills development" training encourages access to various levels of professional qualifications. It enables employees to develop and grow professionally. The purpose of this kind of training is to make staff more employable and broaden their skill set to areas not directly related to their current position.</i>											

Social and cultural activities

2011	2010	2009	NRE Law	GRI G3.1
Social and cultural activities (in € millions) ⊙				
Consolidated data	10.97	10.86	11.77	
<i>In France, the notion of "œuvre sociale" includes social and cultural activities established at company level mainly for the benefit of employees and their family. This notion, specific to the French institutions, is difficult to formulate at a global level.</i>				

External resources

2011	2010	2009	NRE Law	GRI G3.1
Number of missions of temporary workers ⊙ LA 1 EC 1				
Consolidated data	3,724	3,145	3,240	
<i>A person having had several assignments is counted the equivalent number of times. Those workers have been mainly hired in France, in the United-States and in the United-Kingdom.</i>				

Territorial impact

2011	2010	2009	NRE Law	GRI G3.1
Contribution to job creation in France in the context of the Group's commitment made to the public authorities (excluding Group's employees) ⊙ EC 1				
Consolidated data	Validated jobs	5,263	5,243	4,854
	Jobs created	4,361	4,084	3,203
<i>In 2004, Vivendi made a commitment to the French Public Authorities to contribute to the creation of jobs in areas impacted by unemployment and industrial restructuring.</i>				
<i>'Validated jobs' are defined as job creation under way corresponding to case files validated by Commitment committees, composed of the Prefect or Subprefect, Vivendi's representative and representatives of the State's decentralized services. The case files are prepared and presented by the industrial development consultant Vivendi has chosen. Jobs created' are full-time equivalent permanent employment contracts (see p. 55).</i>				

ENVIRONMENTAL

INDICATORS

Environmental data, along with the methodology, definitions, and threshold criteria are detailed in the document “Sociographics and Environmental Policy 2011”, available on Vivendi’s website. Indicators identified by the sign ✓ were specifically verified by one of Vivendi’s Statutory Auditors (see the External auditor’s report p. 88).

Consumption

2011							2010	2009	NRE Law	GRI G3.1	
Consumption of water (in thousands of m³)									⊙	EN 8	
Consolidated data							741.3	863.8	636.9		
AB	UMG	SFR	MT	GVT	GC+	Others					
77.1	128.2	158.8	262.7	51.9	49.8	12.8					
<p>The consumption of water in the Group remains relatively stable. The 2011 data take into account, for some business units, consumption at sites where a workforce is present in order to provide a more accurate picture of consumptions (Activision Blizzard and Universal Music Group). For other business units, all of the sites are taken into account. The 2011 data also include the fact that certain subsidiaries, which up until the present, and according to the Protocol, only estimated part of their water consumption, have now gathered more actual data. For example, the actual share of water consumption accounts for about two thirds of the total consumption of Activision Blizzard. As regards Maroc Telecom, the 2010 data (416.4 thousands of m³) included an overestimate of water consumption in two of the eight regional Directorates.</p>											
Consumption of natural gas (in millions of KWh)									⊙	EN 3	
Consolidated data							33.5	10.1	13.6		
AB	UMG	SFR	MT	GVT	GC+	Others					
12.0	19.6	1.8	na	na	0.1	na					
<p>The increase in natural gas consumption observed in 2011 is due to a better reporting of Universal Music Group consumption, which is about four times higher than last year.</p>											
Consumption of heating oil (in L)									⊙	EN 3	
Consolidated data							5,557,538	677,252	108,482		
AB	UMG	SFR	MT	GVT	GC+	Others					
2,600	1,579	69,211	5,363,333	62,702	58,113	na					
<p>The increase in heating oil consumption is essentially related to a better reporting of consumption in the regional Directorates of Maroc Telecom, which in 2010 had mainly under-reported the consumptions related to this indicator. The integration of new sites of Canal+ Overseas also contributes to the increase of heating oil consumption in 2011.</p>											
Consumption of diesel fuel (in L)									⊙	EN 3	
Consolidated data							6,274,196	5,301,327	6,713,016		
AB	UMG	SFR	MT	GVT	GC+	Others					
✓ 75,809	179,247	✓ 2,001,101	✓ 3,424,911	✓ 57,290	✓ 535,838	na					
<p>This indicator was verified by one of Vivendi’s Statutory Auditors.</p>											

na/Data not applicable.

Consumption (following)

2011							2010	2009	NRE Law	GRI G3.1
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Consumption of electricity (in millions of KWh)

⊙ EN 3

Consolidated data							1,066.9	945	848
AB	UMG	SFR	MT	GVT	GC+	Others			
✓ 40.7	40.6	612.2 (Group) ✓ 271.1 (strategic sites)	✓ 284.1	✓ 39.1	✓ 46.8	3.4			

The increase in electricity consumption observed in the Group is related, on the one hand, to the expansion of the scope of reporting in 2011 and, on the other hand, to a growth in activities. Regarding the Group's telecoms operators, GVT and SFR have recorded increased energy consumption due to the growth of their activities and investments in their networks' infrastructures. Maroc Telecom revised its methodology for calculating consumption at all of its regional Directorates and is including, for this year, all consumption actually billed as well as an estimate for year-end 2011, when the associated invoices had not yet been received.

88% of the Group's electricity consumption is generated by Telecommunications activities and 12% is related to Entertainment activities. This indicator was verified by one of Vivendi's Statutory Auditors. As regards SFR, the verification applied to electricity consumption in strategic sites.

Including use of renewable energy sources (in millions of KWh)

⊙ EN 4

Consolidated data							50.5	6	5
AB	UMG	SFR	MT	GVT	GC+	Others			
8.1	1.6	na	1.7	39.1	na	na			

This is a sub-indicator of the indicator "Consumption of electricity". 4.7% of the Group's electricity consumption is from renewable energy sources. Purchase of this type of electricity is in four Group's subsidiaries: Activision Blizzard, UMG, GVT, Maroc Telecom.

GVT consumption has been readjusted in 2011 because it was included in the indicator of electricity consumptions in 2010 (+ 39.1 MWh).

Emissions and waste

2011							2010	2009	NRE Law	GRI G3.1
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CO₂ emissions (in Kt) and breakdown by source

⊙ EN 16

Consolidated data							399.0	296.9	247.9
Electricity							78,31%	91.79%	88.80%
Natural gas							1,72%	0.79%	1.29%
Heating oil							3,71%	0.67%	0.04%
Steam							0,14%	0.70%	0.04%
Fuels							5,28%	6.05%	9.82%
Refrigerant gas							1,34%	-	-
Business and work/home travels							9,51%	-	-
AB	UMG	SFR	MT	GVT	GC+	Others			
29.6	26.0	93.7	229.3	7.9	11.1	1.4			

The percentage variations observed in 2011 in breakdown of emissions by source are related to the better measurement of heating oil consumption.

CO₂ emissions increased by 34% in 2011. More than half of the change in CO₂ emissions recorded at Group level were due to an expansion of the scope of reporting for certain business units. As regards GVT and UMG, the change of methodology implemented in 2011, and the resulting increased scope of reporting, do not make a relevant comparison with the data from the previous year possible.

CO₂ emissions associated with business-related travel, by type of transportation (in tons of CO₂)

⊙ EN 17

Consolidated data							17,007	28,440	6,857
AB	UMG	SFR	MT	GVT	GC+	Others			
6,179	2,583	5,108	328	2,083	65	661			

Emissions of refrigerant gases (in tons)

⊙ EN 19

Consolidated data							2.96	1.63	na
AB	UMG	SFR	MT	GVT	GC+	Others			
0.00	0.02	0.54	2.39	0.00	0.00	0.02			

The subsidiaries of the Group have improved their measurement of this indicator.

Emissions and waste (following)

2011							2010	2009	NRE Law	GRI G3.1	
Waste production (in tons) and breakdown by type of waste								⊙	EN 22 EN 27		
Consolidated data							10,779.4	8,745.2	3,770.5		
Hazardous and special waste							464 (4%)	12 (0%)	34 (1%)		
Non-hazardous waste							7,767 (72%)	8,173 (94%)	3,384 (90%)		
Waste from Electrical and Electronic Equipment (WEEE)							2,549 (24%)	561 (6%)	353 (9%)		
AB	UMG	SFR	MT	GVT	GC+	Others					
1,610.4	1,710.9	4,664.2	922.2	1,060.7	729.7	81.4					
0.0%	1.3%	8.0%	6.7%	0.0%	0.4%	0.9%				Hazardous and special waste	
99.8%	92.8%	42.0%	93.2%	99.8%	84.8%	95.3%				Non-hazardous waste	
0.1%	5.9%	50.0%	0.1%	0.2%	14.8%	3.9%				WEEE	
<p>Hazardous waste: Maroc Telecom and Activision Blizzard focused on the collection of this waste category and posted an increase in the volume of their hazardous waste in 2011.</p> <p>WEEE: - In 2011, SFR posted a significant increase due to the fact that a new waste category (domestic WEEE) was taken into account in Vivendi's reporting. As regards the phones collection, SFR collected 351,545 used cellular phones and implemented a program that offers customers purchase vouchers for mobiles taken back to the sales outlet or with offers, which entitle customers to a reduction in their phone bill. SFR also collected 2,229,513 ADSL boxes and decoders (71% of the collected boxes and decoders were reused). - Maroc Telecom optimized the collection of various kind of waste. Each quarter, Maroc Telecom conducts inventories to identify equipment that is obsolete or not serviceable in their network. They are auctioned to companies which then reprocess them. - Due to the growth of its activities and improved collection, GVT's WEEE volume was also up in 2011. - In the Canal+ Group, certain Overseas Canal+ sites particularly contributed in terms of waste electrical and electronic equipment and improved their reporting in non-hazardous waste. In addition, with the digital switchover by Canal+ Distribution, 2 million analog set-top boxes have been taken back by subscribers (730,000 of them were reintroduced into the sales network).</p>											

Other NRE Law information

2011							2010	2009	NRE Law	GRI G3.1	
Measures taken to limit damage on the biological stability, protected wildlife, and plant species								⊙	EN 6 EN 14 EN 26		
<p>The Group's subsidiaries plan their construction projects by taking into consideration the principles of sustainable development, reducing water and energy consumption, and integration of infrastructures into the landscape.</p> <p>In 2010, under the aegis of the French Telecom Federation, SFR signed a voluntary Charter for sustainable development with the Ministry of Ecology, Sustainable Development, Transportation and Housing. While continuing its efforts to improve the telecommunications coverage of the territory, the company has been committed for several years (following the signing of a guide of good practices between the mayors of France and all operators) to a wide landscape integration program for its relay antennas. Under the terms of this approach, SFR acts in concert with elected officials, lessors and local communities. In late 2011, 99% of new sites were integrated in this way into their environment in mainland France and 100% of Société Réunionnaise du Radiotéléphone (except for the sites of TDF and dead zones).</p>											
Assessment or certification processes undertaken in the area of the environment								⊙			
Consolidated data							3 new sites were assessed in application of the compliance Program with environmental, health and workplace safety standards	10 new sites assessed	10 new sites assessed		
AB	UMG	SFR	MT	GVT	GC+	Others					
0	0	0	2	0	1	0					
Measures taken to ensure compliance of activities to applicable legal and regulatory provisions								⊙			
Consolidated data							See section 3.4 of the separate document Sociographics and Environmental Policy 2011 p. 29	Section 2.4 SEP 2010 p. 31	Section 2.4 SEP 2009 p. 26		

Other NRE Law information (following)

2011		2010	2009	NRE Law	GRI G3.1
Expenditures for prevention of environmental impact				⊙	EN 30
Consolidated data	More than €9 million	€1.31 million	€1 million		
<i>These expenses relate to financing measures related to building compliance measures (mainly at SFR) which account for the observed increase, ICPE diagnostics (Classified facilities for the protection of the environment), energy audits, and measures adopted to optimize equipment, especially in terms of energy.</i>					
Number of persons in charge of environmental management				⊙	
Consolidated data	Vivendi headquarters	0	1	1	
	Business units	8	10	8	
Number of employees trained in and made aware of environmental best practices				⊙	
Consolidated data	24,145	1,406	484		
Environmental provisions, guarantees and penalties				⊙	EN 28
	This information is not consolidated at a Group level in 2011	Two non-significant notifications (fines paid in a total amount of less than €1,500)	No notification received (no fine or penalty)		
Health and mobile telephony				⊙	IO 4 PA 9
<i>See Vivendi's policy regarding radiofrequencies and their effects on health in p. 66-67</i>					

Reporting methodology

Choice of indicators and guidelines

Indicators related to Vivendi's specific issues, corporate governance, and the Group's economic, social and environmental performance are presented on p. 68 to 85.

The economic, social and environmental indicators are keyed to the Decree of February 20, 2002 in application of France's New Economic Regulations Act (NRE)¹ and the Global Reporting Initiative (GRI)² Guidelines.

In order to respond to the requirements of the so-called "Grenelle II"³ Law, Vivendi, which since 2008 has organized collection of societal information related to its three strategic issues, has defined societal indicators directly related to its business activities.

Reporting on environmental, social, and societal indicators

Collection, validation and consolidation of environmental, social and societal data are done in compliance with the provisions of the Protocol put in place for reporting environmental, social, and societal data from Vivendi Group companies.

In 2011, all entities, with the exception of Activision Blizzard, participated in training sessions on the evolutions in social reporting. Training sessions in reporting environmental and societal data were held for the correspondents of the Regional directorates of Maroc Telecom and its sub-Saharan subsidiaries.

Scope of reporting

Social reporting was drawn up in conformity with the provisions of Article L.233-3 of the Commercial Code, except for entities entering the scope during the course of the business year. The latter report only indicators on headcount. Data on the scope of Activision Blizzard are for Activision Blizzard France, except for those related to headcount.

The environmental reporting for 2011 includes in its scope a larger number of sites that in 2010. Two methods of site selection have been applied:

- For all the business units except UMG, the selection concerns sites meeting precise threshold criteria in terms of environmental impact (number of employees, annual water and electricity consumption, waste production, etc.) GVT sites were included in the scope of reporting in 2010. For the Canal+ Group, the scope of reporting includes new entities of Canal+ Overseas (except for certain entities in Africa) but does not include the entities of Canal+ located in Germany and the UK.
- Regarding UMG, the selection takes into account the employees present at the sites. The scope has been extended compared to 2010 and represents 82% of the headcount in that business unit:
 - The principal sites in four countries (Canada, United States, France, UK), included in the scope in 2010, have been maintained.
 - The sites located in seven other countries (Germany, Australia, Brazil, Spain, Italy, Japan, Holland) have been added.

(1) New Economic Regulations Act (NRE). France's New Economic Regulations Act requires all French corporations listed on a regulated securities exchange to disclose their social and environmental performance in their Annual Report (see Law no. 2001-240 of May 15, 2001, Article 116; Decree no. 2002-221 of February 20, 2002).

(2) Global Reporting Initiative (GRI). Established in 1997 by the Coalition for Environmentally Responsible Economies (CERES) in partnership with the United Nations Environment Program (UNEP), the GRI is a long-term, international, multi-stakeholder process whose mission is to develop and disseminate guidelines for voluntary use by organizations in reporting on the economic, environmental and social dimensions of their activities, products and services. The GRI has not verified the contents of this report, nor the validity of the information provided.

www.globalreporting.org/

(3) Law no. 2010-788 of July 12, 2010 on national environmental commitment.

For social data, the heading “Maroc Telecom” includes Maroc Telecom and its African subsidiaries. For environmental data, and as in 2010, this heading concerns only Maroc Telecom.

Societal reporting concerns all the Group's business units.

Methodological details regarding environmental, social and societal data

- **Total headcount**
Personnel contractually attached to the company are counted, including personnel on alternance contracts. Interim employees, trainees, providers, consultants, and external personnel are excluded.
- **Electricity consumption**
Quantities published correspond to the quantities billed. When data are not available (as at sites of which the Group is not owner), consumption is estimated based on conversion factors (KWh/m², KWh/ft²). The factors used differ depending on the geographic location of the entities and are taken from recognized reference guides. Finally, estimation methodologies (based on a sliding period during the preceding business year, among other elements) are available in case of missing data.
- **Fuel consumption**
Only consumption of diesel fuel is counted. The scope of the indicator covers the vehicles owned by the Group or used by the site, including automobiles, trucks, forklifts and others materials-handling vehicles. For the 2011 business year, and unlike 2010, leased vehicles driven by employees in management functions (managers' company vehicles) are also included. For SFR, data for the last quarter have been estimated.
- **Protection and empowerment of youth - Existence of a formal commitment to professional ethics regarding content (production and/or distribution), part of which specifically concerns protection of young audiences**
The information collected is based on a Group charter.
- **Subcontracting and suppliers - Existence of a formal commitment regarding inclusion of sustainable development issues**
The information fed back by the different business units are of a heterogeneous nature (charter, code of ethics, contractual clauses).

Methodological limitations of indicators

Environmental and social indicators are subject to methodological limitations due to the lack of harmonization of definitions and national and international legislation, and/or to the qualitative and therefore subjective nature of certain data.

Controls and consolidations

For social data, automatic consistency checks are made by the software application used for reporting during data entry. Other controls and an initial validation are made by each subsidiary. Consistency checks and a second validation are made by each business unit. These indicators are then consolidated and verified at Vivendi's headquarters, where a third validation is made during consolidation.

For environmental data, an internal consistency check is made by the correspondent in charge of entering information, and a further check is made at the time of consolidation at Headquarters level.

Opinion of the external auditor

For several years, a selection of data on sustainable development is verified to a level of limited assurance by KPMG Audit, a department of KPMG S.A., one of Vivendi's Statutory Auditors (see below).

External auditor's report

on certain social and societal indicators at Group level and environmental indicators for five Vivendi Group business units for business year 2011

As requested and in our capacity as Statutory Auditors of the Vivendi Group, we performed a review to enable us to provide a limited assurance regarding the societal, social and environmental indicators mentioned in the tables below ("the Data") selected by the Vivendi Group and identified by the symbol ✓ in the tables presented on pages 68 to 85 of the Online Detailed Sustainable Development Report for the 2011 business year:

Societal indicators	Scope of the indicator
Taking social and environmental issues into consideration in the purchasing policy: Existence of a formal commitment regarding inclusion of sustainable development issues	Group
Protecting and empowering youth: Existence of a formal commitment to professional ethics regarding content, part of which specifically concerns protection of young audiences	

Social indicators	Scope of the indicator
Total headcount	Group
Total headcount, men	
Total headcount, women	

Environmental indicators	Scope of the indicator
Electricity consumption	<ul style="list-style-type: none"> - Activision Blizzard - Maroc Telecom - Canal+ - GVT - SFR "strategic sites"¹
Consumption of diesel fuel for vehicles used by the site	<ul style="list-style-type: none"> - Activision Blizzard - Maroc Telecom - Canal+ - GVT - SFR

These Data were prepared under the responsibility of the Group's General Management, in conformity with the "Protocol for reporting environmental, social, and societal data for Vivendi Group companies" (hereinafter referred to as "the Guidelines"), which may be consulted at the Group's head office.

The methodological notes found on pages 86 and 87 of the 2011 Online Detailed Sustainable Development Report provide details on the methodologies for collection or calculation of the indicators published. It is our responsibility, based on our work, to draw conclusions on these selected Data.

The conclusions formulated hereinafter apply to the Data alone and not to the totality of the indicators presented.

Nature and scope of work

We conducted our work in accordance with the ISAE 3000 standards, in compliance with applicable professional guidelines in France.

(1) "Strategic sites:" operations and maintenance sites

NB/ This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

We planned and performed the assurance engagement described below to provide limited assurance that the selected Data are free of material misstatement. A higher level of assurance would have required a more extensive review.

We have, for the selected Data:

- assessed the Guidelines with respect to their relevance, reliability, neutrality, understandability, and completeness;
- interviewed the persons in charge of implementing the Guidelines at Group's Head Office and at business units levels ;
- performed detailed tests on the basis of the Data available at:

For the societal Data:

- the Group's Head Office in Paris, which compiles the Data, thus ensuring a rate of coverage of 100%.

For the social Data:

- 11 selected entities², representing 15% of the Group's consolidated headcount;

For the environmental Data:

- four selected entities³ of Activision Blizzard, representing 43% to 85%, depending on the indicator, of the consolidated Data on Activision Blizzard;
- three selected entities of SFR representing between 17% and 98%, depending on the indicator, of the consolidated Data on SFR;
- two selected entities of Maroc Telecom representing 19% of the consolidated Data on Maroc Telecom;
- two selected entities of GVT representing between 17% and 20%, depending on the indicator, of the consolidated Data on GVT;
- three selected entities of Canal+ representing between 20% and 63%, depending on the indicator, of the consolidated Data on Canal+.

For these sites and entities, selected in line with the diversity of their activities, their level of contribution to the Group consolidated data, their geographical location, and the scope of work of our previous reviews, we conducted interviews on the comprehension and application of the Guidelines by the persons concerned and we verified the calculations, performed coherency checks and reconciled the Data with supporting documentation

- and conducted coherency checks on the consolidation of these Data.

The sustainability specialists of our firm assisted us in the completion of our work.

Comments on the procedures

We have the following comments on the reporting process:

Societal reporting at Group level:

- The Group has undertaken a process of management of its societal impact by adding to the reporting procedures, and in a dedicated software application, indicators on specific issues related to its sustainable-development policy. Two of these societal indicators have been verified for the first time. One is related to the taking into consideration of social and environmental issues in procurement policy, and the other concerns protection and empowerment of youth.

(2) Activision Blizzard: Blizzard US (United States), Activision Blizzard US (United States), Activision Blizzard UK (United Kingdom), Activision Blizzard Canada (Canada), Blizzard Korea (South Korea), Blizzard China (China), Activision Blizzard Germany (Germany), Blizzard Ireland (Ireland), Blizzard France SAS Versailles (France), Maroc Telecom Group: Onatel (Burkina Faso), Canal+ Group: Canal+ Cyfrowy z.o.o (Poland).

(3) Activision Blizzard: Activision Blizzard Radical Vancouver (Canada), Activision Blizzard World Head Quarter Santa Monica (United States), Activision Blizzard Irvine Laguna Canyon Road (United States), Activision Blizzard Sales Munich (Germany).

(4) SFR: SFR Lyon Venissieux Netcenter (France), SFR Marseille Netcenter (France), SFR tertiary sites (France).

(5) Maroc Telecom: Regional directorate of Marrakech (Morocco), Regional directorate of Tangier (Morocco).

(6) GVT: GVT Curitiba Lourenço Pinto (Brazil), GVT Salvador (Brazil).

(7) Canal+ Group: Canal+ Eiffel (France), Canal+ Farman (France), Canal+ Antilles (France).

Social reporting at Group level:

- At the entities visited, the Guidelines are known and mastered, the computer resources used for social reporting are correctly used, and there is a strong environment of control of the Data.

Environmental reporting on five Group business units:

- The data collection application, which comprises the definitions of the indicators to be reported to the group, is deployed and used in the entities we audited. It has been mastered by the contributors to the reporting, for whom training in the proper application of the procedures was again dispensed.
- Given the different stages of the process of consolidation of the Data, an analytical review should be put in place in a systematic manner for certain business units.

Conclusion

Based on our review, we did not find any material misstatements which could call into question the selected Data, identified by the symbol ✓ in the tables presented on pages 68 to 85 of the 2011 Online Detailed Sustainable Development Report, prepared in all material respects, in accordance with the above-mentioned Guidelines.

Paris La Défense, April 6, 2012

KPMG Audit

A department of KPMG S.A

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The 2011 Online Detailed Sustainable Development Report was designed, written, created and produced by Vivendi's Sustainable Development department. The cover and the pages of indicators (p. 69-85) were created and executed by the PubliCorp agency.

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It is available on Vivendi's Website (www.vivendi.com), along with the 2011 Activity and Sustainable Development Report.

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