

## 4.4. SOCIAL INDICATORS

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

The heading "Corporate" in the tables below refers to Vivendi's corporate headquarters in Paris and the New York office, unless otherwise specified. The heading "Headquarters" refers to the corporate headquarters in Paris.

The heading "Other" refers to Vivendi Mobile Entertainment, Wengo, Digitick, See Tickets Ltd and, from 2012, Infoconcert, Jurytravail and Watchever. In accordance with the societal, social and environmental data Reporting Protocol for Vivendi Group companies, only the companies in the reporting scope during the year appear in the tables on headcount. In 2012, these were: Activision Korea, Activision Brazil and Activision Blizzard Argentina for Activision Blizzard; Canal+ Gabon, Canal+Democratic Republic of the Congo and the ESU (single employer) DirectMédias for Canal+ Group; Infoconcert (Digitick), Watchever (VME) and Jurytravail (Wengo) for the heading "Other."

The heading "Maroc Telecom group" comprises Maroc Telecom and its African subsidiaries. Unless otherwise stated, the data for Activision Blizzard are those for Activision Blizzard worldwide.

### 4.4.1. Employment

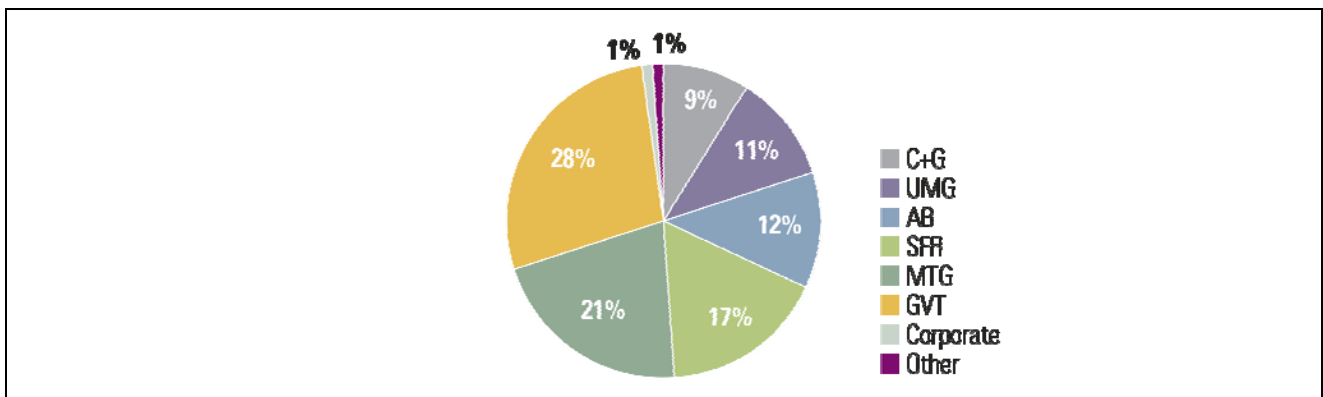
#### 4.4.1.1. HEADCOUNT BY ACTIVITY

As of December 31, 2012, the Group employed a total workforce of 58,050, compared to 58,318 as of December 31, 2011. In 2012, the continued growth of the workforce of GVT and Canal+ Group offset reductions mainly at Maroc Telecom and Activision Blizzard.

☑ Headcount as of December 31, 2012	GRI	UNGC	OECD
	LA1	-	V

	2012	2011
<b>Consolidated data</b>	<b>58,050</b>	58,318

C+G	5,228
UMG	6,422
AB	7,061
SFR	9,990
MTG	12,130
GVT	16,296
Corporate	253
Other	670



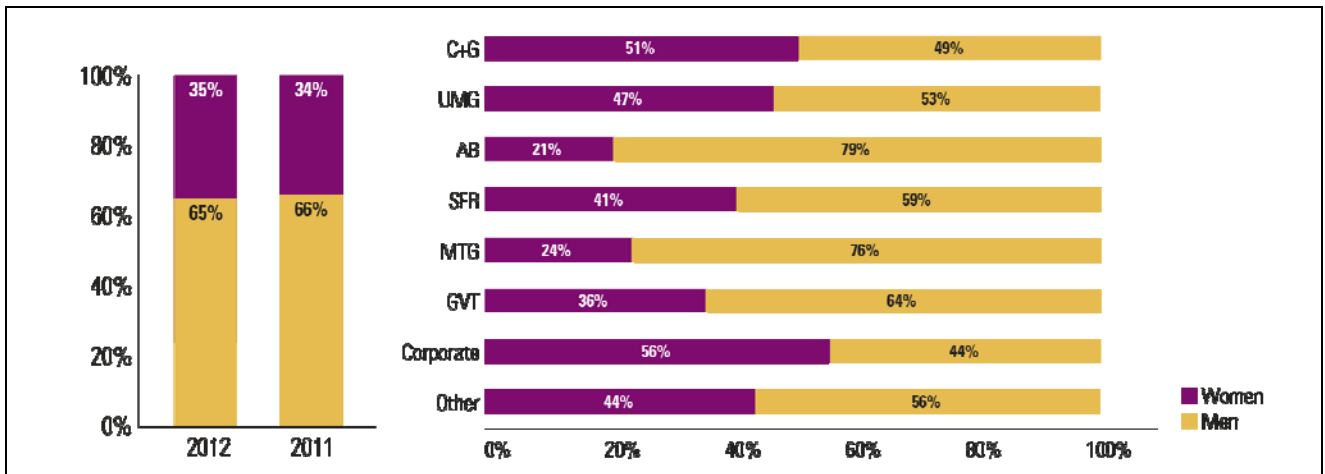
4.4.1.2. BREAKDOWN OF EMPLOYEES BY GENDER, AGE AND GEOGRAPHIC REGION

**HEADCOUNT BY GENDER**

In 2012, the percentage of women in the Vivendi Group remained stable at 35% (compared to 34% in 2011). For gender parity, Vivendi is ranked in twelfth place of CAC 40<sup>1</sup> companies.

- \* Canal+ Group has maintained an excellent level of gender parity among its employees for several years;
- \* Conversely, at GVT, the percentage of men has risen sharply due to the hiring in 2011 and 2012 of a high number of installation technicians, which tends to be a male-dominated occupation.

☑ Headcount by gender (%)	GRI	UNGC	OECD
	LA1, LA13	6	V
<b>Consolidated data</b>	<b>2012</b>	2011	
Women	<b>35%</b>	34%	
Men	<b>65%</b>	66%	



<sup>1</sup> Source: Ranking Challenge, October 13, 2011.

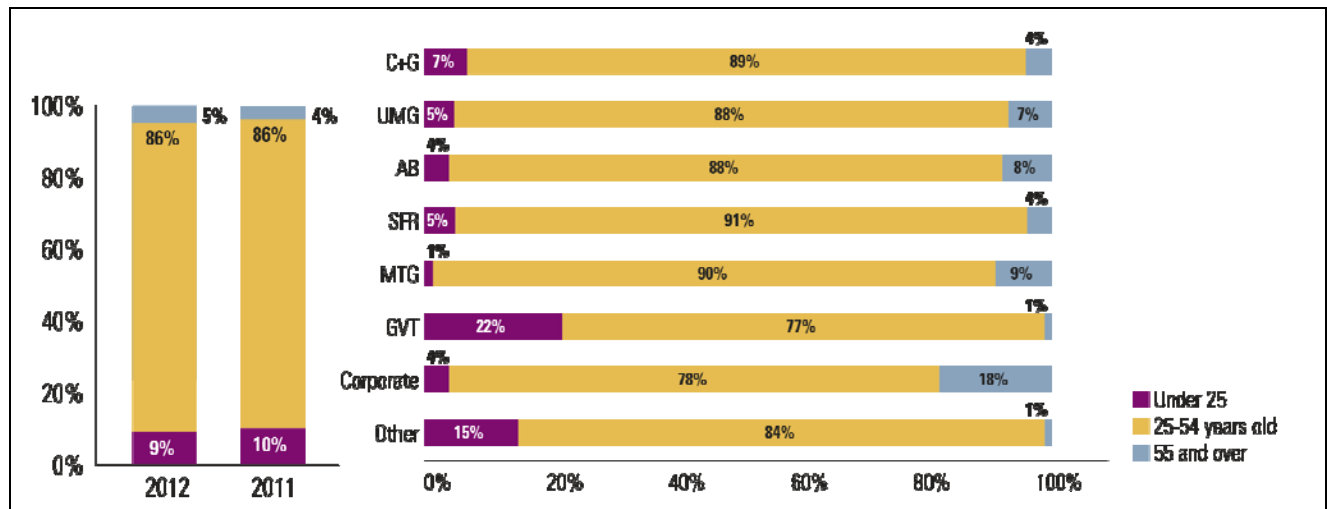
HEADCOUNT BY AGE

☑ Headcount by age (%)	GRI	UNGC	OECD
	LA1, LA13	6	V
<b>Consolidated data</b>	<b>2012</b>	2011	
Under 25	9%	10%*	
25-54 years old	86%	86%*	
55 and over	5%	4%*	

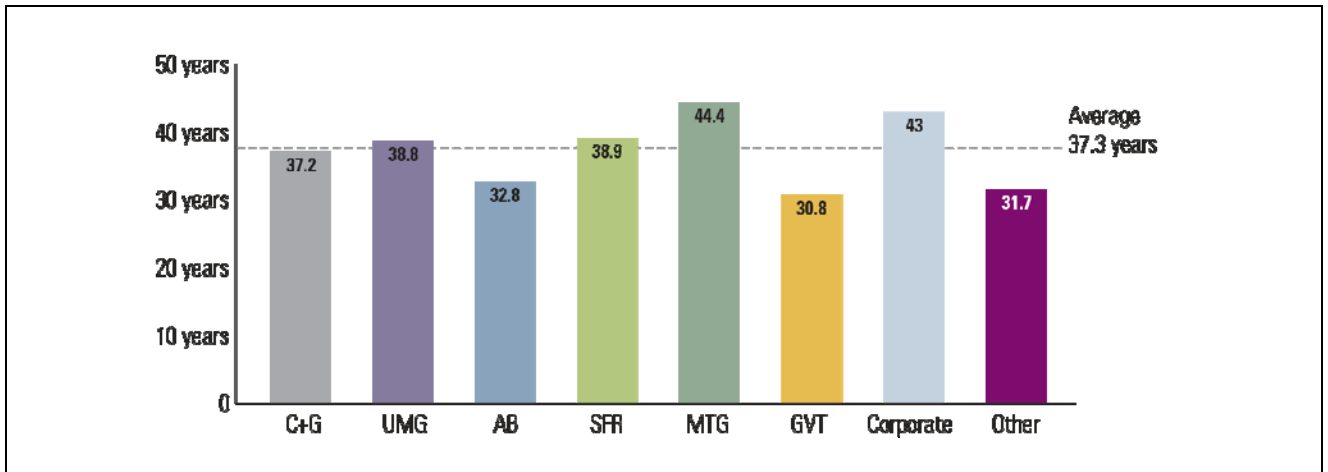
	Under 25	25-54 years old	55 and over
C+G	7%	89%	4%
UMG	5%	88%	7%
AB*	4%	88%	8%
SFR	5%	91%	4%
MTG	1%	90%	9%
GVT	22%	77%	1%
Corporate	4%	78%	18%
Other	15%	84%	1%

\* Activision Blizzard France only.

Note: There has been a change in the age brackets in 2012: "25-54 years old" and "55 and over," compared to the previous age brackets of "25-55 years old" and "over 55."



Average age (years)	GRI	UNGC	OECD
	LA1, LA13	6	V.1.e
	2012	2011	
<b>Consolidated data</b>	<b>37.3</b>	37.5	



Excluding AB employees, other than employees of Blizzard France.

Average seniority within the Vivendi Group (years)	GRI	UNGC	OECD
	LA2	6	V
	2012	2011	
<b>Consolidated data</b>	<b>9.0</b>	9.2	

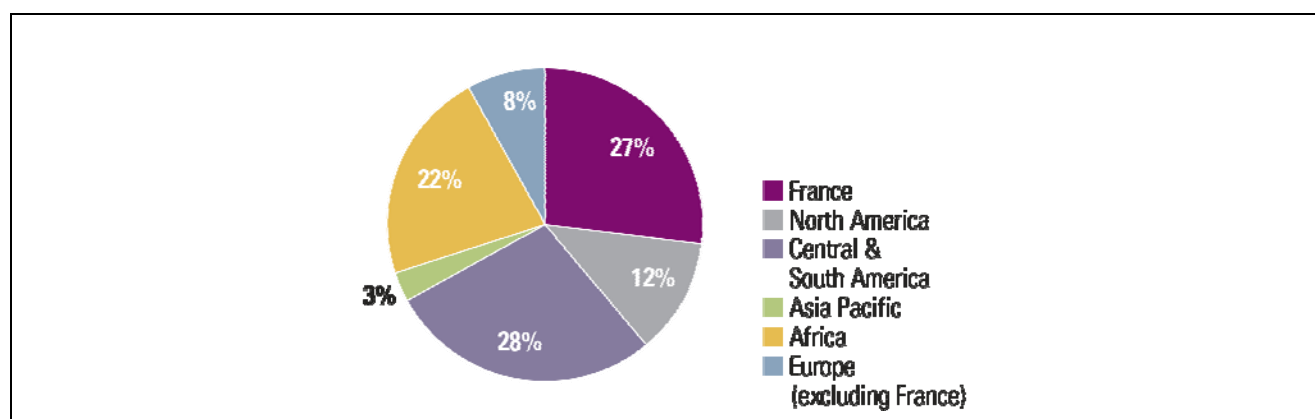
C+G	8.7
UMG	8.5
AB	5.3
SFR	9.4
MTG	18.6
GVT	2.0
Corporate	12.5
Other	3.4

Excluding AB employees, other than employees of Blizzard France.

**HEADCOUNT BY GEOGRAPHIC REGION**

The table hereafter shows the Group headcount by geographic region at December 31 of each year. The heading "France" covers the staff of companies in metropolitan France and the overseas departments and territories.

		GRI	UNGC	OECD
		LA1	-	V
<input checked="" type="checkbox"/> <b>Workforce by geographic region</b>				
	<b>2012</b>		2011	
<b>Consolidated data</b>	<b>58,050</b>		58,318	
France	15,870			
North America	6,902			
Central & South America	16,632			
Asia Pacific	1,606			
Africa	12,577			
Europe (excluding France)	4,463			

**4.4.1.3. NEW HIRES AND DEPARTURES****NEW HIRES IN THE GROUP**

Vivendi has a strong base in the United States where the calculation of new hires and trainees is markedly different from that in France and other European countries. In the United States, summer jobs held by students and temporary positions are considered to fall within the same category as new hires. To take this into account, the table below counts new hires of all kinds, irrespective of the period of employment. In 2012, the total number of new hires, which increased sharply in 2011, was maintained due to strong internal growth at GVT. Vivendi's businesses continue to be very attractive.

**New hires in the Group**

GRI	UNGC	OECD
LA1, LA2	-	V

	2012	2011
<b>Consolidated data</b>	<b>12,458</b>	16,617

C+G	1,040
UMG	1,120
AB	1,710
SFR	1,013
MTG	96
GVT	7,204
Corporate	35
Other	240

**TEMPORARY AND PERMANENT NEW HIRES** **Temporary and permanent new hires**

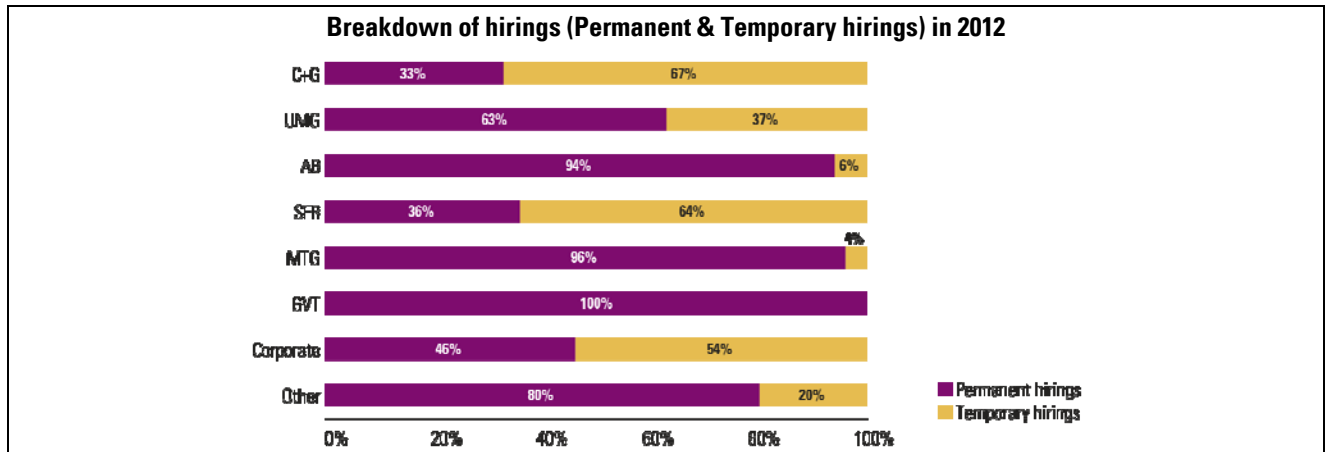
GRI	UNGC	OECD
LA1, LA13	6	V

	2012	2011
<b>Consolidated data</b>	<b>10,781</b>	14,853
Permanent hirings	8,948	12,871
Temporary hirings	1,833	1,982

		Permanent hirings	Temporary hirings
C+G	<b>1,040</b>	339	701
UMG	<b>1,120</b>	703	417
AB	<b>33</b>	31	2
SFR	<b>1,013</b>	370	643
MTG	<b>96</b>	92	4
GVT	<b>7,204</b>	7,204	0
Corporate	<b>35</b>	16	19
Other	<b>240</b>	193	47

*Excluding AB employees, other than employees of Blizzard France.*

Outside France, permanent hirings apply to persons continuously employed within the company for 18 months or more; employees with less than 18 month's continuous employment are considered to be temporary hirings.



Excluding AB employees, other than employees of Blizzard France.

### NEW HIRES IN FRANCE

This indicator covers entities of the Group in metropolitan France and the overseas departments and territories. In the table below, the new hire rate under permanent hirings is calculated as the ratio of the number of new hires under permanent hirings to the total number of hires in each business.

<input checked="" type="checkbox"/> New hires in France	GRI	UNGC	OECD
	LA1, LA2	-	V
	2012	2011	
<b>Consolidated data</b>	<b>2,074</b>	2,592	
Permanent hirings	702 (34%)	1,037 (40%)	
<b>Permanent hires</b>			
C+G	<b>764</b>	157 (21%)	
UMG	<b>105</b>	51 (49%)	
AB	<b>33</b>	31 (94%)	
SFR	<b>1,013</b>	370 (37%)	
Headquarters	<b>34</b>	15 (44%)	
Other	<b>125</b>	78 (62%)	

In contrast to the two previous tables, the table above shows the data corresponding to French law: the number of new hires on fixed-term contracts is equal to the difference between the number of permanent hirings and the total number of new hires. In the French companies, the average proportion of new permanent hirings was 34% in 2012, compared with 40% in 2011.

HEADCOUNT REDUCTIONS

<input checked="" type="checkbox"/> <b>Headcount reductions</b>	<b>GRI</b>	<b>UNGC</b>	<b>OECD</b>
	LA1, LA2	-	V
	2012	2011	
<b>Consolidated data</b>	<b>13,028</b>	10,548	
C+G	909		
UMG	1,140		
AB	2,390		
SFR	1,062		
MTG	1,772		
GVT	5,457		
Corporate	33		
Other	265		

The data in the table above covers all departures from Group companies, irrespective of the reason. It can be compared with the table covering all the new hires. In 2012, the increase in the number of departures is mainly due to two factors:

- \* The voluntary redundancy plan at Maroc Telecom; and
- \* A difficult employment market in Brazil, where GVT has experienced heavy turnover of employees.

Other than AB, with the exception of Blizzard France, the number of redundancies for economic reasons and individual layoffs is 3,263, 90% of which were outside France and 10% in France.

## 4.4.1.4. COMPENSATION

PAYROLL

<input checked="" type="checkbox"/> <b>Payroll (€ millions)</b>	<b>GRI</b>	<b>UNGC</b>	<b>OECD</b>
	LA14	-	V
	2012	2011	
<b>Consolidated data</b>	<b>3,014</b>	2,839	



**PERSONNEL COSTS**

Compensation and benefits paid by the Vivendi Group during the last two fiscal years were as follows:

<input checked="" type="checkbox"/> Payroll costs (€ millions)	GRI EC1	UNGC -	OECD V
	2012	2011	
<b>Consolidated data</b>	<b>3,532</b>	3,305	

**OPTIONAL AND STATUTORY PROFIT SHARING (FRANCE)**

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

<input checked="" type="checkbox"/> Optional and statutory profit sharing in France (€ millions)	GRI LA14	UNGC -	OECD V
	2012	2011	
Optional profit sharing	<b>60.7</b>	52.5	
Statutory profit sharing	<b>46.6</b>	75.3	

In 2011, the statutory profit sharing total was particularly high due to exceptional items.

## 4.4.2. Organization of Work

### 4.4.2.1. ORGANIZATION OF WORK TIME

**PART-TIME EMPLOYMENT**

<input checked="" type="checkbox"/> Part-time employees (%)	GRI LA1	UNGC -	OECD V
	2012	2011	
<b>Consolidated data</b>	<b>2.99 %</b>	2.98 %	

The Vivendi Group uses part-time employment on an infrequent basis.

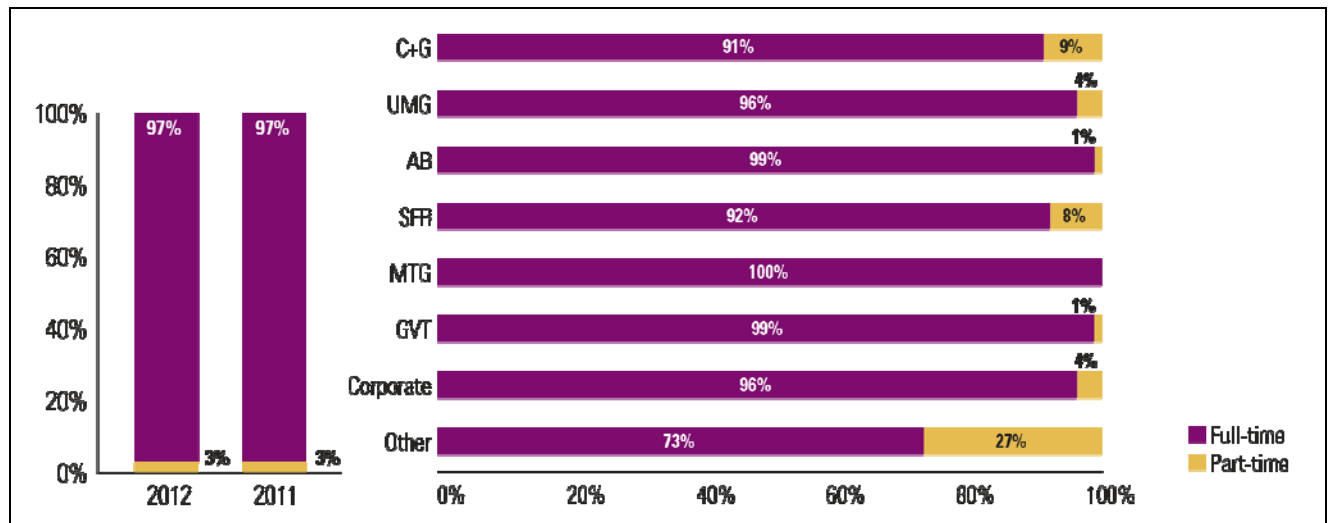
FULL-TIME AND PART-TIME EMPLOYEES

Full-time and part-time employees

GRI LA1, LA2 UNGC - OECD V

Consolidated data	2012	2011
Full-time employees	56,314	56,580
Part-time employees	1,736	1,738

	Full-time	Part-time
C+G	4,775	453
UMG	6,197	225
AB	7,022	39
SFR	9,194	796
MTG	12,130	-
GVT	16,265	31
Corporate	242	11
Other	489	181



AVERAGE WEEKLY DURATION, FULL-TIME

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

<input checked="" type="checkbox"/> Average weekly duration (hours)	GRI	UNGC	OECD
	-	-	V
	2012	2011	
<b>Consolidated data</b>	<b>38.4</b>	38.1	

The figure represents the average weighted working hours per week within the Group. Working time differs according to countries and companies. In France and the overseas departments and territories, the Group applies the law on the 35-hour work week. In 2011 and 2012, the increase in the average work time is due to the increasing share of GVT in the Group's workforce and the inclusion, for the first time, of Activision Blizzard in this indicator. The average work time per week is 40 hours for GVT and 39 hours for Activision Blizzard.

AVERAGE YEARLY DURATION, FULL-TIME

<input checked="" type="checkbox"/> Average yearly duration (hours)	GRI	UNGC	OECD
	-	-	V
	2012	2011	
<b>Consolidated data</b>	<b>1,755</b>	1,753	

*Excluding AB employees, other than employees of Blizzard France.*

The table above shows the weighted average annual time worked by employees. As for working hours per week, the increase in the annual hours worked is mainly due to the increasing share of GVT in the Group's workforce.

Overtime	GRI	UNGC	OECD
	-	-	V
	2012	2011	
<b>Consolidated data</b>	<b>18,230</b>	14,834	
France	<b>18,230</b>	14,834	
Abroad	<b>4,230,922</b>	2,200,000	

*Excluding AB employees, other than employees of Blizzard France.*

Use of overtime is closely related to local culture, the requirements of each company, and changes in local regulations; these factors may vary considerably from one year to another.

METHODS OF WORK ORGANIZATION

Work organization practices remain stable both in terms of the length of time worked and the proportion of employees working part time. Changes in the way work is organized are driven by the need to reconcile the demands of Vivendi's clients and the seasonality of activities, as well as the necessary balance between the private and professional life of employees. New working arrangements, such as telecommuting and flexible working hours, are becoming current within the Group.

- \* On September 12, 2012, a three-year agreement on telecommuting was entered into between Canal+ Group and three representative trade union organizations. This agreement is particularly aimed at facilitating the organization of work for employees so they can work regularly from home.

- \* Universal Music encourages telecommuting and flexible working hours, without necessarily engaging in collective agreements, given its geographic diversity.
- \* For some entities, the organization of work is aligned to market rules: Blizzard has set up a work organization by timeslots, including teams working nights and Sundays, especially tailored to *World of Warcraft®*. Similarly, Digitick needs to employ staff on an on-call basis and at staggered work times to adapt to special events (festivals, shows and sports events) that are at the heart of its activity.
- \* Based on a pilot plan carried out in 2011, SFR is intending to formalize the signing of an agreement on remote working, currently under negotiation. Following the incorporation of Neuf Assistance and Neuf Center within SFR, SFR (which is an "ESU" or single employer) has signed an agreement on the organization and arrangement of work time in Customer Service. The aim of this agreement is to harmonize the work organization hitherto derived from different agreements and to help towards establishing a better balance between private and professional life.

#### 4.4.2.2. ABSENTEEISM

##### ABSENTEEISM BY REASON

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

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

The category of absence "for other reasons" recognizes reasons that differ according to cultural differences within Group companies. In particular, it covers absences for personal reasons, unpaid vacation and unpaid leave, layoffs, unauthorized or unjustified absence (paid or not), absence due to a child's illness or a family event (excluding maternity, paternity and adoption leave), and absence for pilgrimages or examinations. The number of absences for "other reasons" in the Group is also linked to annual cultural events in the countries in which Vivendi is established.

☑ Absenteeism by reason (average days/employee)	GRI	UNGC	OECD
	LA7	-	V
<b>Consolidated data</b>	<b>2012</b>	2011	
Illness	<b>4.18</b>	4.09	
Family reasons	<b>2.08</b>	1.89	
Accident	<b>0.36</b>	0.32	
Other Reasons	(a) <b>1.36</b>	0.81	

*Excluding AB employees, other than employees of Blizzard France.*

(a) Excluding GVT (specific reasons related to local work organization), Group average absenteeism would be 0.47 in 2011 and 0.45 in 2012.

Calculation method: absenteeism rate corresponds to the number of days of absence divided by the average annual headcount.

### 4.4.3. Social Relations

#### 4.4.3.1. ORGANIZATION OF SOCIAL DIALOGUE

Social dialogue takes place at all levels of the Group. The Corporate Works Committee and the European Social Dialogue Committee (ESDC) enable broad-ranging information and discussions on the economic strategy and main policy objectives of Vivendi's human resources policy (please refer to "Social key messages" p. 14 and to area for action "Leveraging human resources" pp; 59-64).

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

#### 4.4.3.2. COLLECTIVE BARGAINING AGREEMENTS

In 2012, there was considerable activity in relation to collective bargaining agreements in the Group's French companies: 38 agreements or amendments were signed or renewed, of which two significant agreements should be highlighted: the job-planning agreement of Canal+ Group and the new agreement on the accommodation of disabled employees at SFR. On May 24, 2012, the job-planning agreement was signed at Canal+ Group, for the next three years, to maintain and develop the jobs of permanent employees of Canal+'s SEU, on the one hand, and to help develop their skills, on the other. This agreement has four objectives:

- \* Anticipate changes in jobs and skills: list of typical jobs, business line observatory and facilitate bridges between businesses;
- \* Reinforce the role of managers and employees in skills development;
- \* Support the professional mobility process: career consulting for everyone, career development consulting for employees in sensitive or particularly demanding business lines and career appraisal for employees over 50 years of age; and
- \* Strengthen training to promote skills development.

On April 24, 2012, SFR entered into a new agreement on the insertion of disabled employees. It is the fourth agreement of this type signed with SFR's social partners and covers the period 2012-2014 while incorporating the various instruments implemented in previous agreements. It has also set an ambitious quantitative objective: to reach, by the end of 2014, a 4% employment rate with respect to disabled employees, of which half would be hired by SFR and the other half would be hired by sheltered sector companies working in partnership with SFR.

#### COLLECTIVE BARGAINING AGREEMENTS SIGNED IN FRANCE

	2012	2011	GRI	UNGC	OECD
			LA4	3	V.8
<input checked="" type="checkbox"/> Total formal collective bargaining agreements signed or renewed					
<b>Consolidated data</b>	<b>38</b>	30			
C+G	14				
UMG	4				
AB	2				
SFR	12				
Corporate	5				
Other	1				

Formal collective labor agreements and breakdown by theme	GRI	UNGC	OECD
	LA4	3	V
<b>Consolidated data</b>	<b>2012</b>	2011	
Compensation	<b>44.7%</b>	65%	
Social Dialogue	<b>13.2%</b>	5%	
Health and safety	<b>18.4%</b>	17%	
Restructuring	-	4%	
Other themes	<b>23.7%</b>	9%	

Scope: France

For this indicator, each agreement or amendment signed counts as one. Agreements signed within the ESUs are counted only once. In 2012, there were again a significant number of agreements signed regarding compensation. This is primarily attributable to annual negotiations (mandatory or otherwise). The "other themes" noted in 2012 were professional equality (at Headquarters and Canal+ Afrique); the classification and coordination of jobs (SFR); workers with disabilities (SFR); the Group's retirement savings plan (UMG France); seniors agreement (Canal+ Events, Digitick).

Number of employee representatives	GRI	UNGC	OECD
	LA4	-	V.1.b
<b>Consolidated data</b>	<b>2012</b>	2011	
	<b>1,212</b>	1,131	

Scope: Metropolitan and overseas France, Maroc Telecom group, Canal+ Group.

#### 4.4.4. Occupational Health and Safety

##### 4.4.4.1. HEALTH AND SAFETY CONDITIONS AT WORK

All companies in the Group are concerned by health and safety at work. The issues involved are defined by each business segment. All entities have put preventive measures in place, e.g., procedures in the event of fire or other disasters; training employees in these procedures; teams specifically trained and in charge of safety.

The identification of occupational health risks and their prevention takes place in several phases: identification and assessment of professional risks relating to the activity; assessment of the level of risk control; identification of individual and collective prevention measures to eliminate or reduce each risk; definition of Occupational Health & Safety management programs to control residual risks, or training programs and audit procedures.

Ad hoc committees (the CHSCT for French entities) address these issues and publish related documents (e.g., Single Document for the assessment of occupational risks for the French entities).

In particular, the objectives of these committees include:

- \* Improving the ergonomics of work stations, especially for people working with computer monitors or at warehouses, and putting in place diagnostics to minimize discomfort at work;
- \* Participating in and monitoring the development of a conflict and stress prevention plan;
- \* Measuring radiation from extremely low frequencies (GSM aeriels, 3G, cell phones and Wi-Fi), verifying legal limits, identifying the associated risks and promoting best practice;
- \* Monitoring the implementation of action plans in the event of serious incidents (including fire, attack or breach of security and natural disasters);

- \* Promoting best practice with matters of business travel and analyzing the cause of accidents;
- \* Managing and updating the document detailing the risks and prevention plans;
- \* Supervising the safety of premises and preventing illness; and
- \* Providing transport for employees to their working place if public transportation is not available.

Vivendi continues to implement preventative measures in relation to stress management and psychosocial risks and support teams are available to all employees. The programs are specific to each entity and cover local manager training, the establishment of a toll-free number for employees and information to elected employee representatives (IRPs) by a specialist physician. These services are independent of the company, anonymous, confidential and free.

Some of these prevention and training actions are described below:

- \* Canal+ Group's CHSCT has used the services of an expert to examine the modernization of the technical infrastructure and dedicated units in the customer relations centers;
- \* Blizzard France has improved the ergonomics of its workstations: including funding high quality equipment adapted to different physical conditions of employees and studies on ergonomics. The company is also committed to the prevention of psychosocial risks, specifically by providing a helpline and counseling service for employees, managed by an external company;
- \* Maroc Telecom has a consultant physician for occupational health. In each regional management office, a social support officer is present to support and accompany employees. Field surveys are conducted to find out the concerns of employees and their aspirations for health and safety in the company (e.g., anti-smoking programs to help smokers who want to quit). Casanet has a mobile consultation room for emergency medical support in the event of ill-health or a workplace accident (first aid and medical consultations); and
- \* GVT has created a medical center at its premises to provide care for employees.

#### EMPLOYEES TRAINED IN HEALTH AND SAFETY

	GRI		UNGC		OECD	
	LA8				II.A.4, V.4.c, VI.7	
<input checked="" type="checkbox"/> <b>Number of employees trained in health and safety</b>						
<b>Consolidated data</b>						
C+G						95
UMG						480
AB						30
SFR						2,542
MTG						95
GVT						5,003
Corporate						34
Other						15

*Excluding AB employees, other than employees of Blizzard France.*

In 2012, the decrease in the number of employees trained in health and safety is the result of a change of method. In 2011, the number of employees at each training session was counted, meaning that if an employee had taken part in several different sessions he or she would be counted multiple times. From 2012, the indicator reflects the number of employees who took part in one or more health and safety training sessions.

**NUMBER OF COMMITTEES DEVOTED TO THE CONTROL OF HEALTH AND SAFETY**

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

<input checked="" type="checkbox"/> Number of health and safety committees	GRI	UNGC	OECD
	LA6	-	II.A.4, V.4.c, VI.7
		2011	
<b>Consolidated data</b>	<b>2012</b>	<b>264</b>	94
C+G			10
UMG			26
AB			1
SFR			19
MTG			17
GVT			185
Corporate			1
Other			5

*Excluding AB employees, other than employees of Blizzard France.*

The increase in the number of occupational health and safety committees is due mainly to the creation of a number of committees at GVT, following the entry into force in Brazil of a regulation requiring such committees to be set up in all operating entities with over 50 employees. New entrants to the Group (the e-ticketing subsidiaries Digitick and See Tickets) have also contributed to this increased number.

**4.4.4.2. COLLECTIVE AGREEMENTS ON OCCUPATIONAL HEALTH AND SAFETY AND WORKING CONDITIONS****IN FRANCE**

<input checked="" type="checkbox"/> Collective agreements on health and safety in France	GRI	UNGC	OECD
	LA9	3	V.4.c
		2011	
<b>Consolidated data</b>	<b>2012</b>	<b>7</b>	10
C+G			2
UMG			2
AB			1
SFR			2
Corporate			-
Other			-



## 4.4.4.3. WORKPLACE ACCIDENTS AND OCCUPATIONAL DISEASES

FREQUENCY RATE OF WORKPLACE ACCIDENTS (WITH WORKDAYS LOST)

In 2012, despite a slight increase, workplace accidents at Vivendi remain historically moderate. The increase is due to an overall increase in the number of telephony operations staff at GVT, where the business lines are exposed to greater risks. In the smaller structures, a slight difference in absolute data could lead to a considerable change in relative values.

	2012	2011	GRI	UNGC	OECD
			LA7	-	V
<input checked="" type="checkbox"/> <b>Frequency rate of workplace accidents (with workdays lost)</b>					
<b>Consolidated data</b>	<b>3.68</b>	2.94			
C+G	3.62				
UMG	2.04				
AB	-				
SFR	2.22				
MTG	2.86				
GVT	6.07				
Corporate	-				
Other	4.76				

*Excluding AB employees, other than employees of Blizzard France.*

Calculation method: [Number of workplace accidents resulting in lost work time x 1,000,000] / [Average annual headcount x annual hours worked (estimated at 1,750 for the Group)]

SEVERITY RATE OF WORKPLACE ACCIDENTS (WITH WORKDAYS LOST)

In 2012, the severity rate of workplace accidents (with lost work time) in the Group increased slightly, compared to 2011. In 2012, this figure is also explained by a significant deployment of operating teams on the ground at GVT. Similarly, in the smaller structures, a slight difference in absolute data could lead to a considerable change in relative values.

	2012	2011	GRI	UNGC	OECD
			LA7	-	V
<input checked="" type="checkbox"/> <b>Severity rate of workplace accidents (with workdays lost)</b>					
<b>Consolidated data</b>	<b>0.14</b>	0.10			
C+G	0.14				
UMG	0.04				
AB	-				
SFR	0.04				
MTG	0.12				
GVT	0.27				
Corporate	0.02				
Other	-				

*Excluding AB employees, other than employees of Blizzard France.*

Calculation method: [Number of days lost due to workplace accidents x 1,000,000] / [Average annual headcount x annual hours worked (estimated at 1,750 for the Group)]

**OCCUPATIONAL DISEASES**

For France, occupational disease means an illness officially declared and recognized by Social Security. In other countries, occupational disease is defined by local law or, if none, by the ILO<sup>1</sup>.

<input checked="" type="checkbox"/> Occupational diseases	GRI	UNGC	OECD
	LA7	-	V
<b>Consolidated data</b>	2012 (a) 19	2011 10	

*Excluding AB employees, other than employees of Blizzard France.*

(a) The Group's businesses have little exposure to occupational diseases, however, Brazilian law defines this concept broadly, which is why it accounts for the bulk (95%) of this figure.

**4.4.5. Training****4.4.5.1. JOB TRAINING POLICIES**

For several years, Vivendi has been developing a customized training program in partnership with INSEAD, aimed at its future leaders. The objective of this program is to adapt the management of the Group's companies to a more complex world, and to explore and draw on them, new approaches to innovation by initiating talks with US and Asian small companies and big groups, whose activities relate to those of Vivendi.

Each of the Group's main subsidiaries operates a professional training policy to meet the requirements of its business lines and their rapid development.

- \* Canal+ Group has an in-house university called CAMPUS + and supports the development of its employees according to three priorities: disseminating a common culture, strengthening skills and sharing managerial practices;
- \* SFR has a rich training program offering over 220 modules, designed with innovative and individualized instructions. The company is also creating a network of internal trainers and coaches;
- \* Maroc Telecom has two training centers and 12 dedicated trainers. Specific efforts have been undertaken in customer relations at customer service centers and sales agencies; and
- \* At GVT, training is dispensed in modules, on site or remotely, using e-learning methods. It covers three main areas: job skills, skills improvement, and personal development programs.

<sup>1</sup> A full list of these illnesses can be found on the ILO's website.

## 4.4.5.2. TRAINING DURATION

		GRI	UNGC	OECD
		LA10	-	II.A.4
<input checked="" type="checkbox"/> Total number of training hours				
	2012		2011	
<b>Consolidated data</b>	<b>2,008,099</b>		1,678,943	
C+G	74,371			
UMG	93,561			
AB	10,030			
SFR	297,655			
MTG	334,072			
GVT	1,193,245			
Corporate	1,816			
Other	3,349			

*Excluding AB employees, other than employees of Blizzard France.*

In 2012, the number of hours of training given to employees increased significantly (+20% compared with 2011) demonstrating an increased investment in human capital. In particular, the number of hours of training dispensed to employees of UMG more than tripled, compared to 2011.

## NUMBER OF EMPLOYEES WHO RECEIVED TRAINING

The table below lists the number of employees who received at least one training session in the year. Even if an employee received more than one training session, the employee is only counted once.

		GRI	UNGC	OECD
		LA10	-	II.A.4
<input checked="" type="checkbox"/> Number of employees trained				
	2012		2011	
<b>Consolidated data</b>	<b>42,155</b>		38,840	
C+G	2,665			
UMG	3,818			
AB	351			
SFR	8,136			
MTG	8,804			
GVT	18,154			
Corporate	78			
Other	149			

*Excluding AB employees, other than employees of Blizzard France.*

In 2012, 82% of all employees received some form of training, an increase of 8.5% compared with 2011, which is evidence of the priority Vivendi attaches to skills development and employability.

**HOURS OF TRAINING PER EMPLOYEE TRAINED**

<input checked="" type="checkbox"/> Hours of training per employee trained	GRI		UNGC		OECD	
	LA10		-		II.A.4	
	2012		2011			
<b>Consolidated data</b>	<b>47.6</b>		43.2			
C+G	27.9					
UMG	24.5					
AB	28.6					
SFR	36.6					
MTG	37.9					
GVT	65.7					
Corporate	23.3					
Other	22.5					

*Excluding AB employees, other than employees of Blizzard France.*

In 2012, Vivendi's strong emphasis on training is reflected in both the increase in the number of employees receiving training as well as the increase in the average number of hours of training, an increase of 10% compared with 2011. Although broadly distributed across the Group, this increase was due, in particular, to GVT.

Breakdown by goal of training (%)	GRI		UNGC		OECD	
	LA11		-		II.A.4	
	2012		2011			
<b>Consolidated data</b>	<b>96%</b>		90%			
Training to do present job better	96%		90%			
Skills development	4%		10%			

	Training to do present job better	Skills development
C+G	78%	22%
UMG	91%	9%
AB	83%	17%
SFR	98%	2%
MTG	92%	8%
GVT	99%	1%
Corporate	13%	87%
Other	99%	1%

*Excluding AB employees, other than employees of Blizzard France.*

## 4.4.6. Equality and Diversity in Employment

### 4.4.6.1. MEASURES PROMOTING GENDER EQUALITY

In 2011, the Supervisory Board, persuaded that having women in leadership positions is a measure of the Group's success, approved a mentoring and networking program to promote a gender balance at the highest level. In March 2012, the ANDIAMO network was created and it is a forum for approximately twenty women. The network aims to support women in their development through the personal stories of "role models" and co-development and training workshops.

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

- \* Agreement on professional equality of men and women, in accordance with the law of March 23, 2006 providing for the implementation of a comprehensive set of measures (recruitment, promotion, compensation and maternity leave) and indicators to monitor the mechanisms put in place;
- \* Parent-friendly agreements, arranging equal treatment for father and mother; and
- \* Agreements on working hours to facilitate work/life balance for men and women.

SFR is committed to a greater balance in external candidacies: the gender balance of external hires should be closely aligned to the ratio of graduates leaving the main training schools and colleges. SFR is also committed to encouraging young women to go into technical professions, through its direct initiatives in schools and colleges.

SFR and Canal+ Group are raising awareness among their partner recruitment firms of the objective of a stronger female presence in the final list of candidates. As regards internal mobility, Canal+ Group favors mobility towards business lines with a "gender imbalance" and allocates funds to provide the training required for candidates to take up such positions.

More generally, Vivendi, SFR and Canal+ Group are aiming for gender parity in succession plans and promotions. The agreements include measures to identify and remedy pay differentials. For example, SFR and Canal+ Group have put in place the elimination of maternity leave periods in the annual assessment, the identification of pay differentials for an equivalent post and taking remedial action, the provision of an exceptional budget, if necessary, in the annual compensation budgets to remedy pay differentials in each category.

Parent-friendly agreements provide for career flexibility and allow for career interruptions (maternity or parental leave). SFR and Canal+ Group both hold a pre- and post-maternity leave interview. Intranet access is continued during maternity leave.

Actions to change attitudes and against stereotyping have been initiated at all levels throughout the Group:

- \* Individualized support initiatives (mentoring and training) and training in female leadership;
- \* Networking with the participation of "role models": contacts between experienced women leaders and younger women, and showcasing women who have developed successful careers in male-dominated positions; and
- \* At Canal+ Group, "speed meetings" are arranged for women in a male-dominated business line or senior management position to provide an opportunity to make them more widely known.

### PROPORTION OF WOMEN IN TOP MANAGEMENT

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

This concept is not applied in other countries and the closest equivalent is an executive who is paid a salary rather than an hourly wage. Accordingly, the table below of women managers shows women executives (international) and women "cadres" (France).

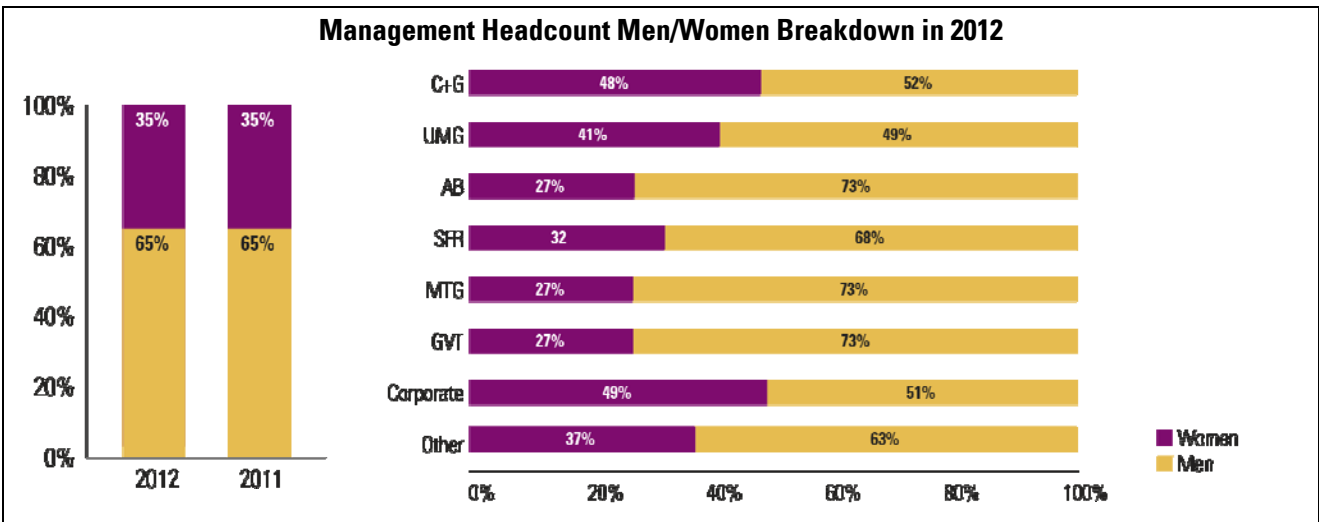
In 2011 and 2012, this proportion has remained stable at 35% for the whole Group. The proportion of women managers is highest at Canal+ Group, UMG, Vivendi's corporate headquarters in Paris, and the New York corporate office.

<input checked="" type="checkbox"/> <b>Women in management</b>	<b>GRI</b> LA1, LA13	<b>UNGC</b> 6	<b>OECD</b> V
--	-------------------------	------------------	------------------

	2012	2011
<b>Consolidated data</b>	<b>35%</b>	35%

C+G	48%
UMG	41%
AB	27%
SFR	32%
MTG	27%
GVT	27%
Corporate	49%
Other	37%

*Excluding AB employees, other than employees of Blizzard France.*  
 Calculation method: number of women managers in relation to all managers.



WOMEN ON VIVENDI'S SUPERVISORY BOARD

<input checked="" type="checkbox"/> <b>Proportion of women on Vivendi's Supervisory Board</b>	<b>GRI</b> 4.1, LA13	<b>UNGC</b> 6	<b>OECD</b> IV, V.1.e
---	-------------------------	------------------	--------------------------

	2012	2011
<b>Consolidated data</b>	<b>36.4%</b>	33%

With four women among the 11 directors on Vivendi's Board, Vivendi ranked third among CAC 40 companies according to the October 2012 issue of the Challenges magazine. Two of these women directors chair Board committees: the Corporate Governance and Appointments Committee and the Human Resources Committee.

## 4.4.6.2 MEASURES PROMOTING EMPLOYMENT AND INTEGRATION OF WORKERS WITH DISABILITIES

WORKERS WITH DISABILITIES IN FRANCE

	2012	2011	GRI	UNGC	OECD
			LA13	6	IV, V.1.e
<input checked="" type="checkbox"/> <b>Workers with disabilities</b>					
<b>Consolidated data</b>	<b>301</b>	238			
C+G	55				
UMG	9				
AB	4				
SFR	228				
Corporate	1				
Other	4				

In 2012, the number of workers with a disability increased in the majority of Vivendi's business segments in France. This increase is due to the particular efforts made by Canal+ Group (+34% compared to 2011) and SFR (+23% compared to 2011).

EMPLOYMENT AND INTEGRATION OF WORKERS WITH DISABILITIES

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

- \* In 2012, in the context of the agreement on the employment of workers with a disability signed in 2010, Canal+ Group continued its initiatives in favour of employees with a disability under the Canal handi+ banner and it entrusted part of its central activity in customer relations to a sheltered sector company called *Handicall*.
- \* For 2012, key actions at Canal+ Group included:
  - Increased business with the sheltered sector and promoting its use by all the Group's departments using service providers;
  - Working with a significant number of employees to declare their disability, with the help from a social worker to fill in applicable forms;
  - Numerous internal communication initiatives carried out during the national week for the employment of people with a disability on the theme of "Talents", such as conferences and quizzes;
  - A policy of recruiting young graduates with a disability who would ordinarily not have been identified, through their recruitment as interns and through work-study programs; and
  - Taking part in recruitment fairs and maintaining specific partnerships such as Job in live, *Handicafé* and *Tremplin*.
- \* Blizzard provides workers with a disability with accessible equipment and regular ergonomic assessments to ensure that their equipment is suitable for the purpose, and organizes appropriate medical supervision.
- \* In the agreement of April 24, 2012, SFR undertook to finance the reclassification process for employees with a disability that have been declared unfit by the occupational physician. SFR also works with employees who have a mental illness to reduce the risk of their being unfit. Partnerships with specialized associations are helping the medical and HR teams to prevent and treat mental illness at work.

- \* The integration of people with a disability and non-discrimination against them are principles respected at every entity in the Group. In the recruitment process, they ensure equal treatment for applications with strict respect for the individual. At the same time, they have developed specific training to sensitize raise the awareness of employees and managers about disabilities. It should be noted that for Maroc Telecom, the social and cultural context limits the publication of information on disabilities.

#### 4.4.6.3. INTERGENERATIONAL

##### EMPLOYMENT OF SENIOR EMPLOYEES

The term "senior employee" refers to an employee over 55 years of age. Their presence is greatest in the Maroc Telecom group and at Vivendi Corporate, where they account for 9% and 18% of the workforce respectively. For Maroc Telecom, this is due to its position as the incumbent telecom operator in Morocco and in several of its African subsidiaries. For Vivendi Corporate, it is due to the number of employees with greater experience and high levels of expertise, which is typical for a corporate headquarters. In 2012, a total of 5% of the Group workforce is over 55.

<input checked="" type="checkbox"/> Employment of senior employees (number and percentage of the workforce)	GRI	UNGC	OECD
	LA1, LA13	6	V
	2012	2011	
<b>Consolidated data</b>	<b>2,792 (5%)</b>	2,107 (4%)	
C+G	192 (4%)		
UMG	443 (7%)		
AB	551 (8%)		
SFR	368 (4%)		
MTG	1,072 (9%)		
GVT	113 (1%)		
Corporate	46 (18%)		
Other	7 (1%)		

Number of employees with professionalization contracts in the Group in France	GRI	UNGC	OECD
	LA1, LA13	6	V.1.e
	2012	2011	
<b>Consolidated data</b>	<b>647</b>	606	
<i>Scope: France</i>			

Vivendi is continuing the commitments it undertook in 2009 by utilizing 647 work-study contracts in France in 2012: 415 apprenticeship contracts and 232 professionalization contracts.



#### 4.4.6.4. DIVERSITY AND NON DISCRIMINATION POLICIES

##### THE POLICIES OF DIVERSITY AND NON DISCRIMINATION IN THE BUSINESS UNITS

In accordance with Vivendi's Compliance Program, the Group's subsidiaries are committed equal opportunity in recruitment, mobility, promotion, training and compensation to everyone, with no distinction for gender, religion, origin, age, personal life or disability.

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

- \* Blizzard France promotes diversity in its staff, the first principle of which is non-discrimination on hiring and during the employee's professional development. In 2012, the company contained employees with 29 different nationalities, which reflects its determination to invest in diversity (e.g., financing the cost of visas, work permits, relocation). The company deploys the notion of "multiculturalism" as an internal value. In the recruitment process, Blizzard ensures the applications of all candidates are processed on an equal basis, maintaining a strict respect for the diversity of individuals. Blizzard encourages geographic mobility within the company which contributes to the advancement of diversity at each of its sites. The company practices an active policy of internal promotion based on standards of skills and identifiable and quantifiable knowledge (e.g., job description, performance assessment), with the aim of avoiding any discrimination.
- \* In 2012, at SFR, an interim audit conducted by AFNOR confirmed that it would retain the Diversity Label it was awarded in 2010, for a period of three years. A "diversity" action plan was drafted, with the following major actions:
  - Providing employee training in diversity issues (delivered to 1,706 managers, 51 HR officers and 52 IRPs);
  - Producing a diversity report covering approximately thirty indicators;
  - Signing a disability agreement for 2012-2014;
  - Negotiating an agreement on remote working;
  - Creating a dedicated Intranet for disability matters;
  - Providing an educational game to facilitate integration for diversity candidates;
  - Continuing the commitment to preselect and select applicants exclusively from a diversity perspective; and
  - Periodic audits to check compliance of the recruitment processes, optimizing the committees for professional development to promote internal mobility.

#### 4.4.7. Promotion and Compliance with the ILO's Fundamental Principles

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

##### 4.4.7.1. RESPECT FOR FREEDOM OF ASSOCIATION AND THE RIGHT TO COLLECTIVE BARGAINING

With its social partners, Vivendi promotes social dialogue and consultation at all levels (please refer to "Social indicators" pp. 102-103). All employees based in metropolitan France and the overseas departments and territories are covered by collective bargaining agreements. The same is true worldwide for more than 90% of Maroc Telecom group employees and 100% of Canal+ Group and GVT employees.

##### 4.4.7.2. ABOLITION OF DISCRIMINATION IN EMPLOYMENT AND OCCUPATION

Vivendi has affirmed its commitment to diversity in recruitment and preventing discrimination in employment. Vivendi's Compliance Program includes actively preventing all forms of discrimination based on selection criteria such as gender, age, customs, ethnic origin, nationality, disability and religious, political and trade union opinions and practices. These commitments are applied in practice through the policies relating to gender (please refer to "Social indicators" pp. 110-111), diversity and nondiscrimination

(please refer to “Social indicators” p. 114), and the employment and integration of workers with a disability (please refer to “Social indicators” pp. 112-113).

#### 4.4.7.3. ABOLITION OF FORCED OR COMPULSORY LABOR AND CHILD LABOR

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