

# 5

## Social Indicators

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

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

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

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

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

### 5.1. Employment

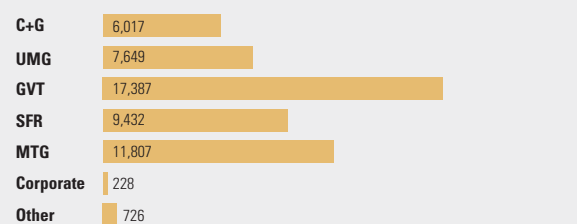
#### 5.1.1. Headcount by Activity

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

#### Headcount as of December 31, 2013

GRI	UNGC	OECD
LA1	-	V

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



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

##### Headcount by Gender

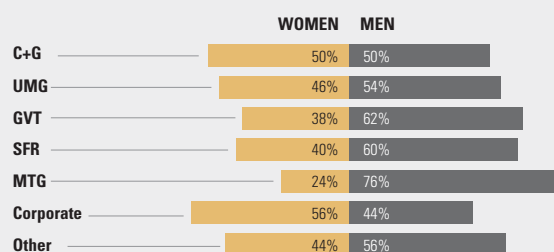
In 2013, the percentage of women in the Vivendi Group increased to 38% of the workforce (compared with 37% in 2012).

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

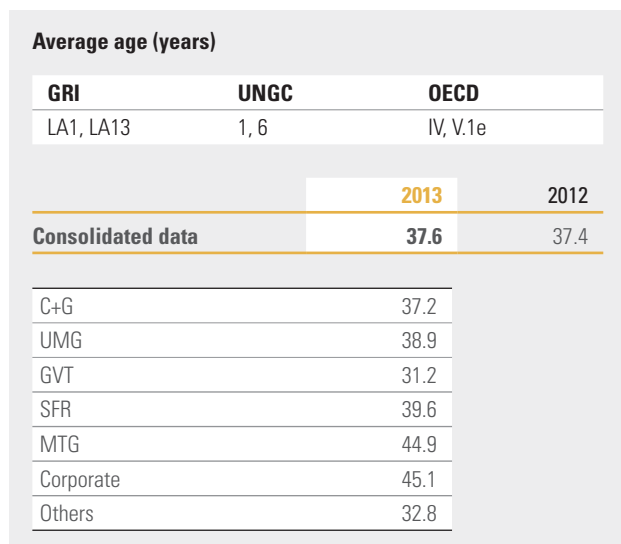
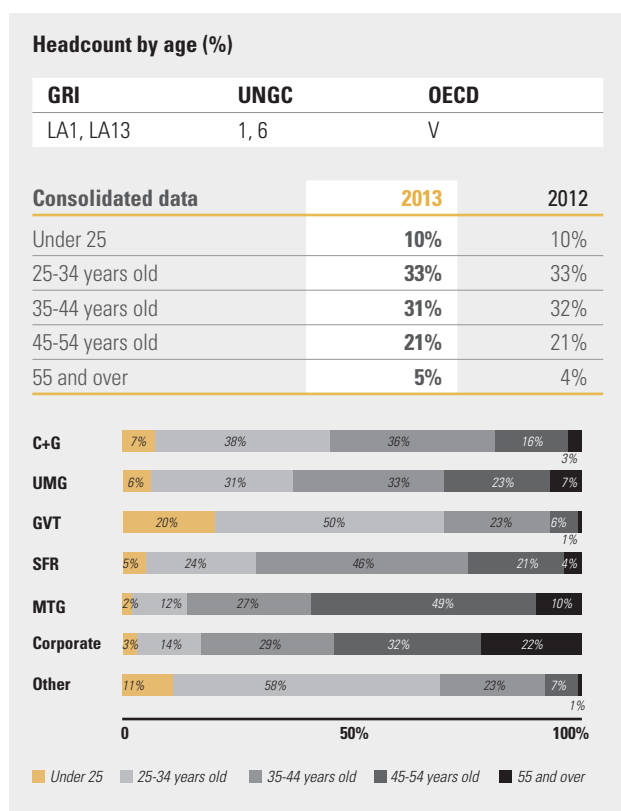
#### Headcount by gender (%)

GRI	UNGC	OECD
LA1, LA13	1, 6	V

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



## Headcount by Age



## Average Seniority

GRI	UNGC	OECD
LA2	6	V

Consolidated data	2013	2012
	9.1	9.0

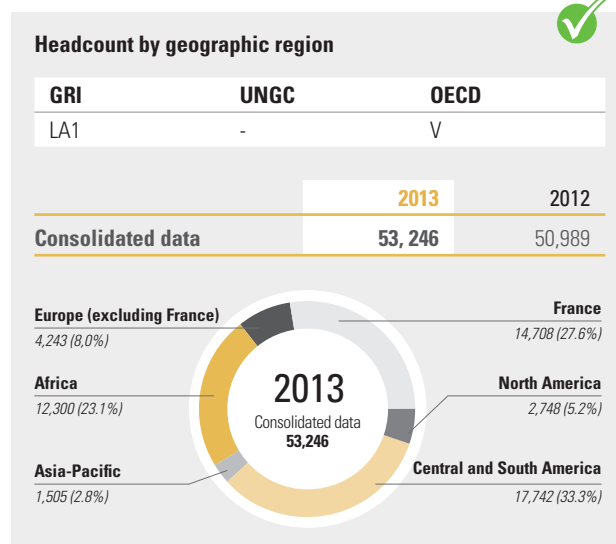
  

C+G	8.3
UMG	8.7
GVT	2.2
SFR	10.1
MTG	19.2
Corporate	14.2
Others	3.4

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

## Headcount by Geographic Region

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



# 5 Social Indicators

## Employment

### 5.1.3. New Hires and Departures

#### New Hires

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

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

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

#### Temporary and Permanent New Hires

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

#### Temporary and permanent new hires

GRI	UNGC	OECD
LA1, LA2	6	V

	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>12,221</b>	10,748
New permanent hires	<b>10,287 (84%)</b>	8,917 (83%)
New temporary hires	<b>1,934 (16%)</b>	1,831 (17%)

		New permanent hires	New temporary hires
C+G	<b>1,515</b>	759	756
UMG	<b>1,420</b>	937	483
GVT	<b>7,956</b>	7,956	-
SFR	<b>824</b>	167	657
MTG	<b>178</b>	175	3
Corporate	<b>4</b>	-	4
Other	<b>324</b>	293	31

#### New Hires in France

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

#### New hires in France

GRI	UNGC	OECD
LA1, LA2	6	V

	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>1,923</b>	2,041
Total hires	<b>1,923</b>	2,041
Permanent hires	<b>533 (28%)</b>	671 (33%)

	Permanent hires	
C+G	<b>803</b>	162 (20%)
UMG	<b>127</b>	61 (48%)
SFR	<b>824</b>	167 (20%)
Headquarters	<b>4</b>	- (0%)
Other	<b>165</b>	143 (87%)

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

## Headcount Reductions

**Layoffs and departures from the Group**

GRI	UNGC	OECD
LA2	6	V

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

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

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

## Departures by Reason

**Breakdown of departures by reason**

GRI	UNGC	OECD
LA2	6	V

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

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

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

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

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

## 5.1.4. Compensation

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

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

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

## Personnel Costs

**Personnel costs (£ millions)**

GRI	UNGC	OECD
EC1	-	V

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

## Payroll Costs

**Payroll costs (£ millions)**

GRI	UNGC	OECD
EC1	-	V


  

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

# 5 Social Indicators

## Organization of Work

### Payroll Costs as a Percentage of Revenue

**Payroll costs as a ratio of revenue** 

GRI	UNGC	OECD
EC1	-	V


  

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

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

### Optional and Statutory Profit Sharing (France)

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

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

GRI	UNGC	OECD
EC1	-	V


  

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

## 5.2. Organization of Work

### 5.2.1. Organization of Work Time

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

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

GRI	UNGC	OECD
LA1	-	V

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


  

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

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

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

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

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

GRI	UNGC	OECD
-	-	V

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

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

### Average Yearly Duration, Full-Time Employees

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

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

### Overtime

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

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

### Methods of Work Organization

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

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

## 5.2.2. Absenteeism in the Group


### Absenteeism by Reason

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

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

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

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



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

GRI	UNGC	OECD
LA7	-	V

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

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

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

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

## 5.3. Social Relations

### 5.3.1. Organization of Social Dialog

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

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

### 5.3.2. Collective Bargaining Agreements

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

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

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

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

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

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

### Collective Bargaining Agreements Signed in France

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

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

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

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

### Number of employee representatives

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

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



### 5.4. Occupational Health and Safety

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

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

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

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

The objectives of these Committees are listed below:

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

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

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

Some of the preventive or training initiatives are described below:

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

#### Employee Safety Training

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

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

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


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

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

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

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


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

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

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

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

#### In France

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

# 5 Social Indicators

## Occupational Health and Safety

### 5.4.3. Workplace Accidents and Occupational Diseases

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

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

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

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

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

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

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

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

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

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

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

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

#### Occupational Diseases

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

Occupational diseases		
GRI	UNGC	OECD
LA7	1	V

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

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

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

## 5.5. Training


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

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

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

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

### ■ 5.5.2. Total Number of Training Hours



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

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

# 5 Social Indicators

## Training

### Number of Employees Receiving Training

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

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

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

*\* % of the workforce trained.*

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

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

### Hours of Training per Employee Trained

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

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

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

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

### Breakdown by goal of training (%)

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

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

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

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

## 5.6. Equality and diversity in employment

### ■ 5.6.1. Measures Promoting Gender Equality

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

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

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

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

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

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

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

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

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

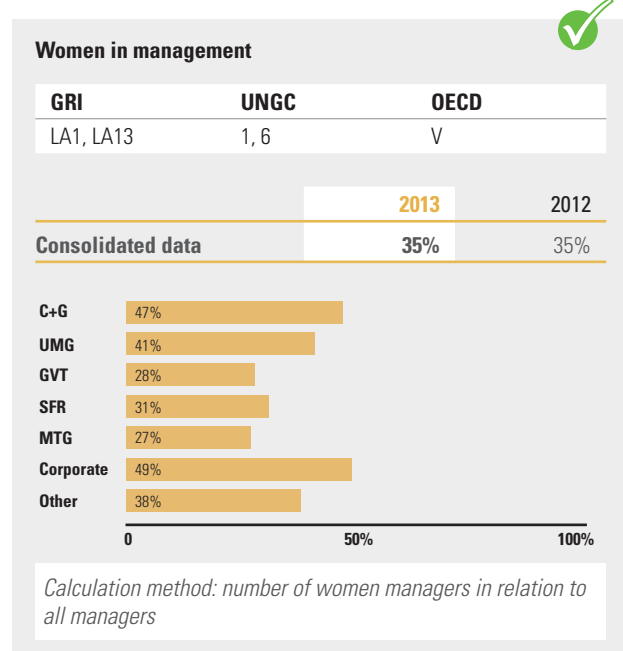
- ▶ projects aimed at empowering individuals (mentoring and training) and training in female leadership;
- ▶ networking with the participation of role models: meetings between experienced women and young female employees; communication on successful career development of women working in male-dominated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

### Proportion of Women in Management

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

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

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



# 5 Social Indicators

Equality and diversity in employment

## Women on Vivendi's Supervisory Board

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

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

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

#### Workers with Disabilities in France

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

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

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

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

#### Employment and Integration of Workers with Disabilities

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

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

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

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

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



In 2013, special emphasis was placed on the following:

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

### ■ 5.6.3. Diversity and Discrimination Policies

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

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

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

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

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

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

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

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

#### Employment of Senior Employees

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

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

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

#### Employment of Youth

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

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

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



# 5 Social Indicators

Promotion and Compliance with the Fundamental Principles of the ILO

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

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

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

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

### ■ 5.7.2. Eliminating Discrimination in Employment

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

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

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