

5

SOCIAL INDICATORS

5.1.	Employment	32
5.2.	Organization of Work	36
5.3.	Social Relations	38
5.4.	Occupational Health and Safety	40
5.5.	Training	42
5.6.	Diversity and Equal Opportunities	44
5.7.	Promotion of and Compliance with the Fundamental Principles of the ILO	47

The abbreviations or acronyms used under the title of the indicators are provided in detail on page 3 of this Handbook. The report on social data was drawn-up 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 establishing a National Commitment regarding the Environment, known as the 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. The heading "Vivendi Village" refers to Vivendi Ticketing (Digitick and See Tickets), Wengo (Wengo Group, Juritravail, Devispresto and Wengo Participações) and Watchever. In accordance with the Reporting

Protocol for environmental, social and societal data of the Vivendi group companies, the new entities added to the reporting scope during the year appear only in the tables relating to the headcount. For 2014, this refers to Studio Bagel, Canal+ Congo, Mediacall (Mauritius), Mediaserv (Guadeloupe), Tandem (Studiocanal Germany) and Red (Studiocanal United Kingdom) for the Canal+ Group. In 2013, these were: Canal+ Burkina Faso, Studiocanal Australia/New Zealand for the Canal+ Group and Devispresto and Wengo Participações for Vivendi Village.

In addition, in 2014, Infoconcert, Satori Billetterie and Zepass merged with Digitick, a pre-existing company of the Vivendi group.

5.1. Employment

5.1.1. Headcount by Activity

As of December 31, 2014, the group employed a total workforce of 33,558 compared with 32,007 as of December 31, 2013. The growth in 2014 (an increase of 4.8%) results from the combined effect of the worldwide acquisitions by Canal+ Congo:Mediacall (Mauritius), Studiocanal: Tandem (Germany), Studiocanal: Red Production Company (United Kingdom) and, in France, of Mediaserv (Guadeloupe) and Studio Bagel by the Canal+ Group, as well as the continuing development of GVT in Brazil.

Headcount as of December 31, 2014



GRI	UNGC	OECD	
G4-10	-	V	
		2014	2013
C+G		7,033	6,017
UMG		7,592	7,649
Vivendi Village		748	726
Corporate		198	228
Sub-total		15,571	14,620
GVT		17,987	17,387
Total		33,558	32,007

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

Breakdown of Employees by Gender

In 2014, the employee breakdown by gender in the Vivendi group remained stable compared with 2013.

Headcount by Gender (%)



GRI	UNGC	OECD		
G4-10, G4-LA12	1, 6	V		
			2014	
			Women	Men
			2013	
			Women	Men
C+G	50%	50%	50%	50%
UMG	47%	53%	46%	54%
Vivendi Village	44%	56%	44%	56%
Corporate	57%	43%	56%	44%
Sub-total	48%	52%	48%	52%
GVT	38%	62%	38%	62%
Total	43%	57%	43%	57%

Headcount by Age

Headcount by age (%)



GRI	UNGC	OECD
G4-10, G4-LA12	1, 6	V

	2014					2013				
	Under 25	25-34	35-44	45-54	55 and over	Under 25	25-34	35-44	45-54	55 and over
C+G	8%	40%	34%	15%	3%	7%	38%	36%	16%	3%
UMG	6%	31%	32%	23%	8%	6%	31%	33%	23%	7%
Vivendi Village	13%	56%	24%	6%	1%	11%	58%	23%	7%	1%
Corporate	2%	15%	27%	33%	23%	3%	14%	29%	32%	22%
Sub-total	7%	36%	32%	19%	6%	6%	35%	34%	19%	6%
GVT	20%	49%	24%	6%	1%	20%	50%	23%	6%	1%
Total	14%	43%	28%	12%	3%	14%	43%	28%	12%	3%

Average age (years)



GRI	PM	OCDE
G4-10, G4-LA12	1, 6	IV, V.1e

	2014	2013
	C+G	36.1
UMG	39.3	38.9
Vivendi Village	32.6	32.8
Corporate	46.4	45.1
Subtotal	37.6	38.0
GVT	31.5	31.2
Total	34.4	34.3

Average seniority



GRI	PM	OCDE
G4-LA1	6	V

	2014	2013
	C+G	7.6
UMG	8.6	8.7
Vivendi Village	3.4	3.4
Corporate	15.2	14.2
Subtotal	8.0	8.4
GVT	2.5	2.2
Total	5.0	5.0

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 the activities in the group.

Headcount by Geographic Region

The table below shows the group's headcount by geographic region as of December 31, 2014. The heading "France" covers the workforce of companies in mainland France and its overseas departments and territories.

Headcount by Geographic Region



GRI	UNGC	OECD
G4-10	-	V

	2014	2013
	Consolidated data	33,558
of which GVT	17,987	17,387

Europe (excluding France)

4,753 (14%)

Africa

937 (3%)

Asia-Pacific

1,388 (4%)

France

5,409 (16%)

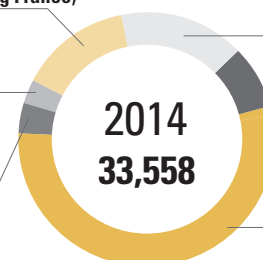
North America

2,725 (8%)

South and Central America

18,346 (55%)

of which GVT: 17,987



5.1.3. New Hires and Departures

New Hires

Vivendi operates in certain countries where the measurement of new hires and trainees is markedly different from that of France and other European countries. Thus, in the United States and Brazil, 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.

The total number of new hires remained relatively unchanged in 2014, representing the combined effect of growth of the Canal+ Group and the dynamic performance of GVT, which confirms the attractiveness of Vivendi's businesses.

New Hires in the Group



GRI	UNGC	OECD		
G4-LA1	6	V		
			2014	2013
C+G			1,612	1,515
UMG			1,534	1,420
Vivendi Village			280	324
Corporate			11	4
Sub-total			3,437	3,263
GVT			7,041	7,956
Total			10,478	11,219

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' continuous employment are considered to be temporary hires.

Under GVT's internal policy, new hires are generally permanent.

Temporary and Permanent New Hires



GRI	UNGC	OECD						
G4-10, G4-LA1	-	V						
			2014			2013		
			Total	Permanent new hires	Temporary new hires	Total	Permanent new hires	Temporary new hires
C+G			1,612	765	847	1,515	759	756
UMG			1,534	956	578	1,420	937	483
Vivendi Village			280	245	35	324	293	31
Corporate			11	2	9	4	-	4
Sub-total			3,437	1,968	1,469	3,263	1,989	1,274
GVT			7,041	7,041	-	7,956	7,956	-
Total			10,478	9,009	1,469	11,219	9,945	1,274

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 segment.

The number of temporary new hires is equal to the difference between the total number of new hires and the number of permanent new hires.

New Hires in France

GRI	UNGC		OECD	
	2014		2013	
G4-10, G4-LA1	6		V	
	2014		2013	
	Total	Permanent hires	Total	Permanent hires
C+G	832	240 (29%)	803	162 (20%)
UMG	119	44 (37%)	127	61 (48%)
Vivendi Village	124	90 (73%)	165	143 (87%)
Headquarters	11	2 (18%)	4	- (0%)
Total	1,086	376 (35%)	1,099	366 (33%)

In the French companies, the average proportion of permanent hires was 35% in 2014, compared with 33% in 2013.

Departures from the Group

Departures from the Group

GRI	UNGC		OECD	
	2014		2013	
G4-LA1	6		V	
	2014		2013	
C+G	1,428		1,512	
UMG	1,588		1,336	
Vivendi Village	255		286	
Corporate	41		29	
Sub-total	3,312		3,163	
GVT	6,441		6,865	
Total	9,753		10,028	

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.

Note: The measures taken by GVT to reinforce its corporate culture have resulted in a slowdown in departures.

Reasons for Departures*

Breakdown of Departures by Reason

GRI	UNGC	OECD
G4-LA1	6	V
	2014	2013
Resignation	3,480	4,005
Individual redundancy	4,446	4,281
Redundancy on economic grounds	419	301
End of temporary contract	1,188	1,151
Retirement	22	21
Other causes	198	269
Total	9,753	10,028

* This data includes GVT.

The number of individual redundancies and redundancies on economic grounds was 4,865 in 2014: 4% in France and 96% in other countries.

62% of the departures resulting from the end of a temporary contract are attributable to France, and 38% are attributable to other countries.

Resignations at GVT represent 66% of the total number of resignations. This number is lower due to further reinforcement of GVT's employee loyalty policy.

Departures for "other causes" cover, among other things, departures for personal reasons, departures under the contract termination procedure or termination by amicable agreement and departures for professional negligence.

5.1.4. Compensation

Pursuant to IFRS 5 – (Non-current assets held for sale and discontinued operations), GVT, SFR, Maroc Telecom and Activision Blizzard have been reported in Vivendi's Consolidated Statement of Earnings as discontinued operations or assets held for sale according to the following terms:

- disposal in progress as of December 31, 2014: on September 18, 2014, Vivendi and Telefonica entered into an agreement for the sale of GVT. Therefore, as from the third quarter of 2014, GVT has been recorded in the Consolidated Statement of Earnings and Consolidated Cash Flow Statement as a discontinued operation. Its contribution to each line of Vivendi's consolidated balance sheet is grouped together under the lines "Assets of businesses sold or in the process of sale" and "Liabilities associated with the assets of businesses sold or in the process of sale;"
- disposals made as of December 31, 2014: Vivendi deconsolidated SFR, the Maroc Telecom group and Activision Blizzard as from November 27, 2014, May 14, 2014 and October 11, 2013, respectively. These three operations have been recorded in the Consolidated Statement of Earnings and the Consolidated Cash Flow Statement as operations sold or in the process of sale.

Personnel Costs

Personnel Costs (€ million)



GRI	UNGC	OECD
G4-EC1	-	V
	2014	2013
Consolidated data	1,308	1,361

Payroll Costs

Payroll Costs (€ million)



GRI	UNGC	OECD
G4-EC1	-	V
	2014	2013
C+G	437	406
UMG	730	785
Vivendi Village	39	34
Corporate	57	56
Total	1,263	1,281

Payroll Costs as a Ratio of Revenue

Payroll Costs as a Ratio of Revenue



GRI	UNGC	OECD
G4-EC1	-	V
	2014	2013
Consolidated data	12.52%	12.49%

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 (€ million)



GRI	UNGC	OECD
G4-EC1	-	V
	2014	2013
Consolidated data		
Optional profit sharing	19.4	14.9
Statutory profit sharing	7.7	8.4

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		
G4-10	-	V		
	2014	2013		
	Full-time	Part-time	Full-time	Part-time
C+G	6,599	434	5,573	444
UMG	7,306	286	7,386	263
Vivendi Village	604	144	605	121
Corporate	186	12	215	13
Sub-total	14,695 (94%)	876 (6%)	13,779 (94%)	841 (6%)
GVT	17,823	164	17,318	69
Total	32,518 (97%)	1,040 (3%)	31,097 (97%)	910 (3%)

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 the Vivendi group.

Average Weekly Duration of Working Time for Full-Time Employees*

The duration of working time for full-time employees is defined as the working hours most widespread within the company.

Average Weekly Duration of Working Time for Full-Time Employees (hours)



GRI	UNGC	OECD
-	-	V

	2014	2013
Consolidated data	39.1	39.0

* This data includes GVT.

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 and varies between 35 hours, the legal working week in France and the overseas departments and territories and 48 hours in some South American countries. The median duration within the group is 40 hours. Overall, between 2013 and 2014, weekly working hours remained stable.

Average Yearly Duration, Full-Time Employees*

Average Yearly Duration, Full-Time Employees (hours)



GRI	UNGC	OECD
-	-	V

	2014	2013
Consolidated data	1,805	1,816

* This data includes GVT.

The table above shows the average weighted annual time worked by employees.

Overtime

Overtime



GRI	UNGC	OECD
-	-	V

Consolidated data	2014	2013
France	26,505	29,302
International	4,111,250	4,108,454

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. GVT accounted for 94.1% of the overtime hours in Vivendi's international units in 2014, and 92.3% in 2013.

Methods of Work Organization

Work organization practices have remained 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.
- 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 the call centers of ITI Neovision in Poland (Canal+ Group) and also for the production of television broadcasts or shows at UMG and for ticketing operations, so as to adapt to special events (festivals, shows and sports events) that are the main focus of their business. In 2014, a flex-time agreement was signed at Digitick.

5.2.2. Absenteeism within 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 reflecting 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 absences for examinations, bereavements, and unjustified absences.

Absenteeism by Reason (average days per employee)



GRI	UNGC	OECD
G4-LA6	-	V

Consolidated data	2014	2013
Absences for illness	4.46	4.31
Absences for family reasons	2.23	2.06
Absences for accidents	0.32	0.29
Absences for other reasons	(a) 3.32	(a) 2.50

* This data includes GVT.

(a) Excluding GVT (specific reasons related to local regulations governing work organization), the group's rate of absenteeism for "other reasons" is 0.74 in 2014 and 0.40 in 2013.

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.

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 (see Section 3.1.2 of Chapter 2 of Annual Report 2014).

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

In France, under the June 14, 2013 Employment Security Act, the Canal+ Group and Universal Music France set up Economic and Social Databases (ESDB) to make information available that would enable contributions to be made to social dialog related to the company's strategic guidelines and their effect on business activity, employment, changing trends in terms of jobs and skills, work organization and similar.

In 2015, this process will continue in all the group's companies.

5.3.2. Collective Bargaining Agreements

In 2014, 17 agreements or supplemental agreements were signed or renewed. Among those agreements, the following can be cited as representing ongoing social dialog within the group's different business units: the agreement on gender equality in the Canal+ Group, and the Digitick flex-time agreement.

With its new agreement on employing disabled workers in effect since January 1, 2014, and the signing on February 7, 2014 of its new agreement on gender equality, the Canal+ Group is moving ahead with its commitments to diversity and equal opportunity within the company.

The topics of gender equality and flex-time are raised every year by Universal Music France in its mandatory annual negotiations.

To take into account the nature of its operations as a provider of services linked to special events such as festivals, shows, sports events and similar, in complying with the wishes of its employees, Digiticks has indicated a desire to amend its current flexible work hours agreement in order to give employees more freedom in managing their work hours and their rest periods by means of, among other things, a time savings account, thus responding to a wish expressed by its employees.

Agreements on medical costs and insurance were also signed by Universal Music France and Vivendi to guarantee social protection and protection of the interests of its employees in a context of new legal restrictions.

Collective Bargaining Agreements Signed in France

Collective Bargaining Agreements Signed or Renewed



GRI	UNGC	OECD		
G4-11	3	V.8		
			2014	2013
C+G		10		14
UMG		2		2
Vivendi Village		1		1
Headquarters		4		4
Total		17		21

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 (Social and Economic Unit) are counted only once.

Formal collective labor agreements and breakdown by theme



GRI	UNGC	OECD		
G4-11, G4-LA8	3	V.8, V.4.c		
			2014	2013
Compensation		65%		43%
Social dialogue		6%		5%
Health and safety		17%		14%
Restructuring		-		-
Other themes		12%		38%

Agreements and amendments to prior agreements concerning remuneration were still numerous in 2014. This category includes: mandatory or optional annual remuneration negotiations, various profit sharing programs (Canal+ Guadeloupe, Canal+ Overseas, etc.) and the implementation of a supplementary retirement program (UES Canal+). The category "other themes" includes, among others, an agreement on the implementation of a time saving account and on professional equality (UES Canal+) as well as an agreement on the organization of working time (Digitick).

Number of employee representatives



GRI	UNGC	OECD		
G4-LA11	-	V.1.b		
			2014	2013
Consolidated data		240		244

Included in this indicator are business units in France (on the European continent and overseas) as well as those Canal+ international subsidiaries organized on the French judicial model.

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 by the implementation of preventive measures, as listed below:

- procedures in the event of fire or other disaster;
- training employees in these procedures; and
- specially trained teams in charge of safety.

As regards workplace health, the methodology for identifying risks involves several steps, as listed below:

- identifying and assessing the professional risks related to the activity;
- assessing the degree of control exercised over the risks;
- identifying individual and collective preventive measures to eliminate or reduce each risk; and
- defining a safety management and workplace health program aimed at controlling any remaining risks, or a training program.

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, in the case of 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, 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, breaches of security and natural disasters);
- promoting “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;
- providing transportation for employees to their workplace if public transportation is inadequate or unavailable; and
- taking into account the need for all employees to balance their personal and professional lives.

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 free helpline 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 at the Customer Relations Centers;
- UMG:
 - in Canada, a partnership was created 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, a “Learning and Development Manager” reviews and implements new agreements,
 - in China, employees receive supplemental medical coverage,
 - in Poland, a workplace safety program was implemented in 2010 and there is mandatory annual training for the person in charge of the program,
 - in Mexico, drills are held to implement preventive measures in the event of earthquake or fire,
 - in France, UMG has introduced a training course on identifying and handling situations involving psychosocial risks at the workplace for the social partners and the HR team, as well as an awareness raising training course on such risks for all the company’s managers, with follow-up by more than one hundred of them; and
- GVT: the workplace health and safety program is part of an integrated management system.

Employee Safety Training

Percentage of Employees Trained in Safety (%)



GRI	UNGC	OECD		
-	-	II.A.4 and 8, V.4.c, VI.7		
			2014	2013
C+G		11%		7%
UMG		10%		12%
Vivendi Village		2%		3%
Corporate		13%		31%
Sub-total		10%		10%
GVT		52%		56%
Total		33%		35%

This indicator shows the percentage of employees who have taken one or more safety training courses during the year. In the table above, an employee who has participated in more than one training session is counted only once.

A number of initiatives were taken in 2014 in the area of workplace safety:

- new hires at the Canal+ Group's ITI Neovision Call Centers are trained as soon as they are hired; in all, 45% of the Canal+ Group's workforce in Poland has been trained. In Vietnam, the Canal+ Group has organized a safety training course for 12% of its employees;
- at UMG Australia, some employees have been trained in how to read the screens of the security cameras installed at their workplace; and
- at Vivendi's New York office, 100% of the employers are trained at least once during the year.

Various training courses are offered in the group every year to make managers and employees aware of the risks related to their activities and the applicable procedures to follow.

Number of Committees Dedicated to Monitoring 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
G4-LA5	-	II.A.4, V.4.c, VI.7

	2014	2013
C+G	17	12
UMG	28	25
Vivendi Village	5	5
Corporate	1	1
Sub-total	51	43
GVT	435	275
Total	486	318

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. In Brazil, 160 new committees were therefore created at GVT.

In addition, in 2014, five new committees were created in the Canal+ Group's subsidiaries: (i) one at Canal+ Congo, (ii) one at Mediacall and (iii) three at Mediaserv. In addition, a new committee was created at UMG in the Netherlands and two at UMG in Brazil.

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
G4-LA8	3	V.4.c

	2014	2013
C+G	-	-
UMG	2	2
Vivendi Village	-	1
Headquarters	1	-
Total	3	3

For this indicator, a supplemental agreement signed is counted as one agreement.

5.4.3. Workplace Accidents and Occupational Illnesses

Frequency Rate of Workplace Accidents (with Work Days Lost)

Historically speaking, at Vivendi, the rate of workplace accidents remains moderate. In 2014, the frequency of workplace accidents (with work days lost) fell noticeably. Fluctuations are mainly attributable to the increase in 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
G4-LA6	1	V

	2014	2013
C+G	3.25	3.50
UMG	0.66	0.81
Vivendi Village	0.90	1.02
Corporate	-	-
Sub-total	1.80	1.91
GVT	3.57	4.63
Total	2.76	3.35

Calculation method:
$$\frac{\text{Number of workplace accidents resulting in lost work time} \times 1,000,000}{\text{Average annual headcount} \times \text{annual hours worked}}$$

Severity Rate of Workplace Accidents (with Work Days Lost)

In 2014 the severity rate of workplace accidents (with lost work time) in the group was slightly up.

Similarly to 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) 2014

GRI	UNGC	OECD		
G4-LA6	1	V		
			2014	2013
C+G		0.12		0.11
UMG		0.07		0.05
Vivendi Village		0.02		-
Corporate		-		-
Sub-total		0.09		0.07
GVT		0.18		0.14
Total		0.14		0.11

Calculation method:
$$\frac{\text{Number of days lost due to workplace accidents} \times 1,000}{\text{Average annual headcount} \times \text{annual hours worked}}$$

Occupational Illnesses*

In France, occupational illnesses are those officially reported and recognized by the French Social Security scheme. In other countries, occupational illnesses are defined in accordance with local laws or, if no such local laws exist, by the International Labor Organization (ILO)⁽¹⁾. On the whole, the group's businesses have little exposure to occupational illnesses.

Occupational Illnesses 2014

GRI	UNGC	OECD		
G4-LA6	1	V		
			2014	2013
Consolidated data		(a) 30		(a) 19

* This data includes GVT.

(a) Brazilian legislation gives a broad interpretation of this concept, which explains almost this entire figure in 2014 and the entire figure in 2013. Moreover, a change in the reporting of occupational illnesses was made between 2013 and 2014.

5.5. Training

5.5.1. Training Policies of the Business Units

Each of the group's major subsidiaries implements a vocational training policy suited to the requirements of its businesses and the rapid changes experienced by them, making skills development a major component of its HR policy.

- Canal+ Group gives priority to collective initiatives to meet business challenges as quickly and as efficiently as possible.

Its training teams have developed a new program, EXPERT+, to strengthen the business segment expertise of employees through specific models (such as "Media and Digital Marketing," "From Belief to Measurement," and "From Analysis to Recommendation").

Special emphasis has also been placed on digital through three inter-company themes:

- sharing a minimum knowledge base (including familiarity with the players, the new digital economic models and the revolution in uses),
- putting new tools into practice (such as web analytics), and
- supporting business transformation (including written and oral versatility in the Call Centers and working with trendsetters).

Training tools have been developed for managers. These are aimed at helping every employee to develop his or her skills so that they can attain their highest potential.

- At UMG, training methods are often individualized in such a way that the bulk of training is done gradually and in work situations. This means that substantial numbers of training hours are not recorded. Therefore, an assessment of the number of hours of training does not reflect the reality of the training efforts actually undertaken by the music companies. In 2014, training sessions were introduced on, among other topics, competition and monopolies (UMG China), intensive English (UMG Poland), marketing trends reflected in the social media, big data and visual technology (UMG South Korea). In addition, a dedicated international training team was established.
- 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.

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

5.5.2. Total Number of Training Hours

Total Number of Training Hours



GRI	UNGC	OECD		
G4-LA9	6	II.A.4		
			2014	2013
C+G			67,021	85,779
UMG			30,188	39,398
Vivendi Village			5,598	4,059
Corporate			842	1,134
Sub-total			103,649	130,370
GVT			1,375,611	1,359,952
Total			1,479,260	1,490,322

In 2014, the number of training hours received by the employees remained stable, confirming the importance attached to training by the group's companies. This increased investment in human capital is especially noticeable at the Canal+ Group and GVT, where all the employees enjoy exceptional training opportunities.

Total Number of Employees Who Have Received 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 Who Have Received Training



GRI	UNGC	OECD		
G4-LA9, G4-LA10	6	II.A.4		
			2014	2013
C+G			4,465	3,814
UMG			3,533	4,765
Vivendi Village			232	204
Corporate			50	59
Sub-total			8,280	8,842
GVT			21,152	21,266
Total			29,432	30,108

The high percentage of employees trained at least once in the year underscores Vivendi's commitment to developing skills and employability.

Hours of Training per Employee Trained

Hours of Training per Employee Trained



GRI	UNGC	OECD		
G4-LA9	6	II.A.4		
			2014	2013
C+G			15.0	22.5
UMG			8.5	8.3
Vivendi Village			24.1	19.9
Corporate			16.8	19.2
Sub-total			12.5	14.7
GVT			65.0	63.9
Total			50.3	49.5

Because of the Vivendi group's ongoing focus on training, the average number of training hours per employee remains high. The training indicators are substantially up due to GVT.

Breakdown by finality of training (%)



GRI	UNGC	OECD				
G4-LA9, G4-LA10	6	II.A.4 & 8				
			2014		2013	
			Training to do present job better	Skills development	Training to do present job better	Skills development
C+G			73.4%	26.6%	77.6%	22.4%
UMG			82.7%	17.3%	88.2%	11.8%
Vivendi Village			95.1%	4.9%	95.2%	4.8%
Corporate			29.0%	71.0%	21.7%	78.3%
Sub-total			76.9%	23.1%	82.2%	17.8%
GVT			92.7%	7.3%	93.2%	6.8%
Total			90.5%	9.5%	91.8%	8.2%

Corporate training programs 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 position. The second type of training concerns acquiring additional professional capacities in preparation for professional evolution in or outside of the company.

5.6. Diversity and Equal Opportunities

5.6.1. 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 twenty female senior managers from the group's French subsidiaries. The purpose of this network is to empower women and support them in their career development, helping to combat the glass ceiling effect through the personal accounts of role models and through co-development and training workshops.

Almost all of the group's French companies have also signed innovative agreements on gender equality:

- collective agreement on professional equality of men and women, pursuant to 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 calling for equal treatment for father and mother; and
- agreements on working hours to facilitate a work / private life balance, for men and women.

Among the measures taken to enhance existing provisions for social progress, are the following:

- improving parity in recruiting, especially in certain sectors, and respecting equality in terms of access to employment;
- promoting homogeneity and equity in the breakdown of men and women in all the company's jobs and job classifications;
- promoting equal opportunities in career development;
- guaranteeing wage equality between men and woman performing the same jobs at the same skills level and with the same level of accountability for results;
- guaranteeing equality in terms of professional development and pay increases in the event of a career interruption for parental, maternity or adoption leave; and
- striving for improvement in terms of reconciling personal and professional life, taking parental issues into account.

The Canal+ Group makes its partner hiring firms aware of the objective of increasing the number of women on final lists of applicants. In terms of internal mobility, Canal+ promotes mobility towards business units with a gender imbalance and allocates funding in its budget for on-the-job training.

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

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

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

- projects aimed at empowering individuals and training in female leadership;

- organization of networks 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; and
- various tools requiring awareness on the part of employees: Code of Conduct, Ethics Commitment (GVT), Compliance Program, etc.

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, female managers (in other countries) and female *cadres* in France are both accounted for.

Proportion of Women in Management



GRI	UNGC	OECD		
G4-10, G4-LA12	1, 6	V		
			2014	2013
C+G			45%	47%
UMG			41%	41%
Vivendi Village			35%	38%
Corporate			51%	49%
Sub-total			42%	43%
GVT			28%	28%
Total			40%	41%

Calculation method: number of women managers in relation to all managers.

This proportion has remained stable over the past two years for the group as a whole.

Women on Vivendi's Supervisory Board

Percentage of Women on Vivendi's Supervisory Board



GRI	UNGC	OECD		
G4-34, G4-LA12	6	IV, V.1.e		
			2014	2013
Consolidated data			35.7%	38.5%

There are five women among the 14 directors comprising Vivendi's Supervisory Board.

Based on the percentage of women on its Supervisory Board, Vivendi ranks high among the 120 French companies that participated in the study⁽¹⁾ conducted by the Ministry of Women's Rights in October 2014.

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

5.6.2. Employment and Integration of Disabled Workers

Workers with Disabilities in France

Workers with Disabilities



GRI	UNGC	OECD
G4-LA12	1, 6	IV, V.1.e
		2014
		2013
C+G		90
UMG		10
Vivendi Village		5
Headquarters		-
Total		105
		85

In 2014, the number of workers with disabilities rose by 24% in Vivendi's business units in France. This increase was due to the commitments made by the Canal+ Group under its agreement.

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 this, by Convention 159 of the International Labor Organization (ILO): "any individual whose prospects of 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 to a sustainable policy of hiring employees with disabilities for several years. By implementing a series of agreements on the hiring of employees with disabilities and with an awareness policy on this topic under the CanalHandi+ banner, co-workers are reminded 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.

The disability agreement currently in force was signed for a three-year period (from 2013 to 2015) by all the trade unions represented in the group, thus enhancing the commitments already made in previous years, such as:

- hiring 20 workers with a disability between 2013 and 2015, and a "discovery" policy for identifying young graduates with a disability 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 starting from the Purchasing department and involving 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 that have been reassessed:
 - authorized absences compensated (as part of procedures for recognition of disabled worker status, for medical care or a sick disabled child),
 - disability Universal Employment Service Checks (*Chèques Emploi Service Universel* – CESU) mainly funded by the company,
 - participation in funding assistance associated with disabled workers within the company;
- numerous communication initiatives carried out, in particular during National Disabled Employment Week. In 2014, programs were held to raise awareness of disability, featuring several topics such as "invisible" disabilities;
- information and awareness campaigns on the Intranet, 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.

- UMG: in Germany a "Disabled Employee Officer" is in charge of handling the needs of disabled workers.
- Digitick works closely with the association *Accompagner la Réalisation des Projets d'Études de Jeunes Élèves et Étudiants Handicapés* (ARPEJEH) as concrete evidence of its commitment to an active policy promoting the employment of disabled young people, of equal opportunity, and diversity.

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 for employees and managers in order to raise awareness of disabilities.

5.6.3. Promoting Diversity and Non-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 opportunities 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 the concerns of employees. 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.

The Vivendi group is aware of the issue of diversity and pursues a policy in favor of equal opportunities, as defined in various ways depending on the subsidiary:

- providing employee training on diversity issues;
- implementing agreements on employing disabled workers;
- negotiating and signing agreements on remote working;
- establishing inter-company nurseries to facilitate a balance between personal and professional life;
- continuing the commitment to preselect and select applicants exclusively from the standpoint of diversity; and
- contributing to the action plan, programs and/or collective bargaining agreements related to gender parity.

The Canal+ Group and Universal Music have long been involved in diversity issues. The Canal+ Group's global presence requires it to develop a territorial base for its business activities. Hence for its growth it is vitally important that its staff is diverse. Universal Music encourages diversity in all its activities and has committed itself to eliminating all forms of discrimination through its Equal Opportunity policy which applies to all employees and also temporary workers and job applicants as well as the numerous contractors, suppliers and consultants⁽¹⁾.

Managers receive regular awareness training on 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, employment of seniors, and the awareness policy conducted at all levels by the group on these topics are a reflection of this commitment.

Employment of Seniors

The term "senior employee" refers to an employee over 55 years of age. Their presence is greatest at the corporate level of Vivendi (23%), owing to the high level of expertise of the employees working at the group's headquarters. A total of 3% of the group's workforce is over 55.

Employment of Seniors (number and percentage of the workforce)



GRI	UNGC	OECD
G4-10, G4-LA12	1, 6	IV, V.1.e
	2014	2013
C+G	240 (3%)	202 (3%)
UMG	585 (8%)	561 (7%)
Vivendi Village	9 (1%)	10 (1%)
Corporate	45 (23%)	50 (22%)
Sub-total	879 (6%)	823 (6%)
GVT	183 (1%)	151 (1%)
Total	1,062 (3%)	974 (3%)

Employment of Youth

Number of employees with work-study contracts in the group in France



GRI	PM	OCDE
G4-10, G4-LA12	6	V.1.e
	2014	2013
Consolidated data	230	190

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 2014 is the result of the Canal+ Group's active investment in this kind of apprentice training programs (+16%) including professional training contracts which increased by 28%.

(1) Equal Opportunities: Our Policy, UMG internal publication, circa 2013.

5.7. Promotion of 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 principles 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 (see Section 5.3 of this chapter). All employees based in France and in its overseas departments and territories are covered by collective bargaining agreements. The same is true worldwide, for 93% of corporate-level employees, 60% of Canal+ Group's employees and 100% of GVT's employees.

5.7.2. Eliminating Discrimination in Employment

Vivendi has affirmed its commitment to diversity in recruitment and combating 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, or religious, political or trade union opinions and commitments. These commitments are applied in practice through policies relating to gender (see Section 5.6.1 of this chapter), diversity and non-discrimination (see Section 5.6.3 of this chapter), and in the employment and job placement policies for workers with a disability (see Section 5.6.2 of this chapter).

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 strictly complied with (see Chapter 2 Sections 1 and/or 2 of Annual Report 2014).