

4

SOCIETAL INDICATORS

4.1.	Vivendi's Four "Core" Issues relating to Human Rights	13
4.2.	Local, Economic and Social Impact of Business Activity	23
4.3.	Relations with Stakeholders	26
4.4.	CSR Criteria as Part of Purchasing Policy and in Relations with Suppliers and Subcontractors	27
4.5.	Fair Business Practices	29

In 2011, the United Nations Council on Human Rights approved the Guiding Principles on Business and Human Rights.

Being aware of the human and cultural influence exerted by the group over millions of customers and citizens, and of the role it can play in promoting learning to live together, Vivendi has defined four CSR strategic "core" issues relating to human rights:

- promoting cultural diversity in content production and distribution;
- empowering and protecting young people in their use of digital media;
- fostering knowledge sharing which includes pluralism of content, media accessibility and literacy; and
- valuating and protecting personal data.

These issues, which since 2004 have been rigorously reported, are part of the societal component of French Grenelle II law, under the heading on information relating to action taken in support of human rights (see Section 4.1).

Data regarding compliance with the fundamental conventions of the International Labor Organization (ILO) is discussed in the suppliers and sub-contractors section (see Section 4.4) and in the "Social Indicators" section of this Handbook (see Section 5.7).

The abbreviations or acronyms used under the title of the indicators are provided in detail on p.3.

The societal data is based on the following scopes of consolidation, which are detailed in the indicators and in the Methodology Note (see Section 7.1):

- Canal+ Group (entities located in France, Poland, Africa and Vietnam), except for certain indicators that apply only to France;

- Universal Music Group, limited to a focus group of nine countries, accounting for 81% of total revenue of that group (Australia, Brazil, France, Germany, Japan, Netherlands, South Africa, the United Kingdom and the United States). For some indicators, this scope is expanded to include other entities that show noteworthy initiatives;
- GVT (sale underway, see Chapter 4, Section 1.1.3 of the Financial Report of Vivendi's Annual Report 2014);
- Corporate (Paris headquarters).

4.1. Vivendi's Four "Core" Issues relating to Human Rights

4.1.1. Promoting Cultural Diversity in Content Production and Distribution

Since 2003, promoting cultural diversity has been one of Vivendi's societal priorities. The group aims to encourage diversity in music catalogues and cinematographic expression, discover and empower new talent, promote local artists and enhance cultural heritage.

As demonstrated by the integrated reporting pilot project, the promotion of cultural diversity creates both societal and financial value (see Section 2). Since 2010, this issue has been part of the CSR criteria which are taken into account when considering the variable compensation of the group's senior executives.

In 2012, to illustrate in a concrete way the major role played by culture in stimulating economic growth and strengthening social cohesion, Vivendi launched the site *Culture(s) with Vivendi* (cultureswithvivendi.com). With a focus on cultural diversity, this site provides a unique insight into the cultural industries and the media sector:

- the "Artist Inspiration" heading enables a better understanding of the diversity of musical and cinematographic influences on artistic creation by offering web users a chance to explore the world of artists of different genres and to have access to a diverse range of music and film catalogs, which are sometimes little known;
- the "Creative Jobs" heading shows the value chain and the broad range of career paths which are offered in the cultural industries and the media sector, through interviews with professionals;
- the "Intercultural Dialog" heading uses numerous testimonials by artists, students or experts to explain how culture promotes mutual understanding and learning to live together; and
- the "De Facto" heading uses facts and figures, testimonials and research to place culture at the heart of sustainable development. This is a special forum for anyone wishing to demonstrate the link between culture, human development, openness toward others, access to knowledge and the fight against poverty.

4.1.1.1. Cinematographic and Audiovisual Diversity

As the chief contributor to audiovisual and cinematographic expression in France (mainland France and the overseas departments and territories), Canal+ Group, through its subsidiaries, also plays a significant role in Europe and Africa. Cinematographic diversity is one of the pillars of the editorial line of its Canal+ channel (see Integrated Reporting Pilot Project, Section 2 p.8).

■ Supporting cinematographic creation in France

Percentage of CNC-approved French-initiative films financed by Canal+ and associated amounts

GRI	UNGC	OECD	Scope covered
MSS M3	1, 2	II, IV	Canal+
		2014	2013
Canal+	40% (€132 million)	54% (€153 million)	

In 2014, Canal+ remained a special partner of French cinema. It actively supported creation by financing 40% of French films approved by the CNC (the French National Center for Cinema and the Animated Image)

for €132 million. The decline in 2014 compared to the previous year is not related to the acquisition policy of Canal+, but reflects film production in general, in particular the delay of filming big-budget movies in 2015.

A Canal+ has been the faithful partner of Cannes Festival for 21 years: this major 7th art event provides Canal+ with an opportunity to show its attachment to the big screen and independent art cinema. The group's channels devote a large part of their programme schedule to this event, which has an international profile. Among other things, Canal+ produces and broadcasts the opening and closing ceremonies free-to-air.

■ Discovering new talent and empowering young filmmakers

Canal+ Group has a particular focus on the discovery of new talent. The channel empowers young filmmakers by financing their first and/or second films.

Number of first and second films financed by Canal+			
GRI	UNGC	OECD	Scope covered
MSS M3	1, 2	II, IV	Canal+
		2014	2013
Canal+	27 first films & 15 second films		32 first films & 20 second films

Committed to a policy of expanding the broadcasting of its content on the open Internet (OTT), Canal+ has developed a new label for artistic promotion and expression, aimed at talented individual on television and the web, Canalfactory. This new label gives talented individuals a chance to build up their audience and receive assistance in producing and promoting unpublished programs. Canalfactory also provides an opportunity to experiment with various short formats and original productions developed specifically for the web.

In 2014, Canal+ Group acquired a majority stake in Studio Bagel, the leading comedy channel network on YouTube in France. Created in 2012, Studio Bagel groups together the most popular talents on YouTube and produces highly popular channels with a total of nearly six million subscribers, recording more than 40 million views per month.

In addition to the artistic watchdog *Repérages*, the channel is also developing programs based specifically around the discovery of new talent, such as the *L'Afrique au féminin* project.

A *L'Afrique au féminin* was led by Canal+ Africa and Canal France International. A competition of short programs was opened to young African women filmmakers on the topic "Succeeding today in Africa". Of the hundreds of applications received, fifteen women filmmakers from thirteen French-speaking sub-Saharan African countries were selected to participate in the project and received training in writing and editing. Eleven of their films were selected for broadcasting on the channel. This project, which focuses on discovering new audiovisual talent among African women, demonstrates the desire of Canal+ Africa to support projects involving the African cinema and the training of women. The purpose of the *L'Afrique au féminin* project is to encourage women to become involved in audiovisual creation while at the same time contributing to the professionalization of the local cultural sector.

■ Enhancing audiovisual and cinematographic influence abroad and showcasing cultural heritage

Initiatives by Canal+ Group aimed at enhancing audiovisual and cinematographic influence abroad (young talent, local talent, digitization of cultural assets) and at showcasing cultural heritage



GRI	UNGC	OECD	Scope covered
MSS M3	1, 2	II, IV	Canal+ Group

Canal+ Group has developed a number of initiatives aimed at enhancing the influence of audiovisual and cinematographic media abroad and showcasing cultural heritage.

Canal+ Africa supports numerous African cinematographic productions: since 2005, more than 50 films have been co-produced or co-financed. The channel broadcasts twelve African films every year. Six films and series will be in competition at the 2015 FESPACO (the Ouagadougou Pan-African Film Festival). In 2014, Canal+ Africa supported, among others, the following African films: *La Fugitive* by Boubacar Diallo (Burkina Faso), *Soleils* by Dani Kouyaté and Olivier Delahaye (France/Burkina Faso) and *Félicité* by Alain Gomis (Senegal).

In 2014, Canal+ Africa also launched A+, a new 100% African channel broadcast through the Canalsat package in more than 20 countries in West and Central Africa. A+ aims to become the benchmark channel for French-speaking Africa, to reflect the identities and special characteristics of the continent and to focus firmly on the Africa of the future. Two-thirds of the broadcasts will be devoted to African and African-American films as well as TV series and films for television.

A Since its launch in October 2014, A+ has coproduced and participated in the financing of over eight productions including Yolande Bogui's *Histoire d'une vie*.

A Moreover, Canal+ Africa has contributed to the influence and development of African cinema by supporting three major festivals for some years now:

- the *Festival Clap Ivoire*, a competitive festival for fiction and documentaries open since 2004 to young technicians and producers from members of the West African Economic and Monetary Union. In 2014, Canal+ Africa offered films from the *L'Afrique au féminin* programme and awarded prizes in five categories (best female and male performance, best script, best sound and best image). The director of the documentary *Nana Benz, the Queens of African Textile*, winner of the major Kodjo Eboucle Clap Ivoire prize, was also awarded a grant;
- the *Festival Écrans Noirs*, the 18th of which was held in Yaoundé (Cameroon) in July 2014, with the support of Canal+ Africa;
- the aforementioned FESPACO festival which takes place biennially and was held for the 24th time from February 23 to March 2, 2015.

Studiocanal, which includes the French entity as well as its British and German subsidiaries and which is also active in Australia and New Zealand, has established itself as a leading European player in the co-production, acquisition and distribution of films. In 2014, Studiocanal invested €173 million in European works (See Integrated Reporting Pilot Project, Section 2 p.8) and consolidated its position as a European leader through production partnerships launched in Scandinavia.

In 2014, Studiocanal films were selected in the major film festivals: the Oscars (*Ernest & Célestine*), the Berlin International Film Festival (*Two Faces of January* and *The Hundred-Year-Old Man Who Climbed Out the Window and Disappeared*), the Toronto International Film Festival (*Imitation Game*, winner of the People's Choice Award), and the Golden

Globes (16 nominations for the films *Imitation Game*, *Selma*, and *Foxcatcher*).

A During the course of 2014, Studiocanal produced 15 feature-length films by filmmakers of 5 different nationalities. The studio also produced the subtitled version of 30 recently released films and dubbed 25 recent films into 3 different languages. In addition, 32 back catalogue films were dubbed in 6 different languages and 88 back catalogue films were subtitled in 15 different languages in 2014.

Studiocanal is also involved in promoting and preserving film heritage. In 2014, Studiocanal restored two films (*Le Jour se lève [Daybreak]* by Marcel Carné and *Les Contes d'Hoffman [Tales of Hoffman]* by Michael Powell and Emeric Pressburger) and digitized 21, including the masterpieces of Jacques Tati and also *The Seventh Seal* by Ingmar Bergman. On the Cine+ channels, Canal+ Group devoted part of its programming to the broadcasting of works that are part of cinema heritage, including a François Truffaut cycle, a Jean Epstein cycle and a Marguerite Duras evening.

A The work of digitizing Studiocanal's catalogue began in 2005: to date in France, 2,000 films are available digitally of which almost 1,000 are in HD. Studiocanal's Restoration department is in charge of preserving and enriching a catalogue of over 5,000 European and American titles. Because restoring a film means bringing it back to life in its most original form possible, the new version of Marcel Carné's *Le Jour se lève [Daybreaks]*, restored in 4K by Studiocanal and Eclair laboratories, contains scenes that were censored under the Vichy regime, then reincorporated: one scene with Arletty naked in the shower, another suggesting the police are fascist thugs. The film, presented at Cannes Film Festival as part of Cannes Classic, then re-released in France in September 2014, 75 years after it first came out, will also be distributed in the United States, United Kingdom and Germany. In addition, Studiocanal remastered 47 films in high definition in 2014, including 32 films remastered from 35 mm negatives in France.

The series production company Tandem, a subsidiary of Studiocanal, develops, finances, produces and distributes prime-time programs for the global market, such as *Pillars of the Earth* and *World Without End*: series that won an Emmy Award and a Gemini Award and were nominated for Golden Globes.

4.1.1.2. Musical Diversity

Cultural diversity is at the heart of Universal Music Group's business, which owns more than fifty labels. UMG offers a vast catalog covering every variety of musical genre. It bases its growth policy not only on developing its roster of international artists, but also on spotting and promoting local talent, whether it is young artists or best-selling acts, to maintain its leadership position in its different national markets (See Integrated Reporting Pilot Project, Section 2 p.8). In 2014, UMG signed local artists in 59 countries; the albums recorded represent over 44 languages altogether.

■ Investing in creation and local talent

Percentage of sales accounted for by local repertoires in their own countries



GRI	UNGC	OECD	Scope covered
MSS M3	1, 2	II, IV	UMG (59 countries)
		2014	2013
UMG		60%	61%

In 2014, young UMG artists once again received numerous awards: at the *Victoires* award ceremony, the album *Psycho Tropical Berlin* by the group La Femme was named Album Revelation of the Year, while Stromae, the 29-year-old Belgian-Rwandan singer, a major favorite of the ceremony, won three Victoire awards. Lorde, the 18-year-old New Zealand songwriter, won Grammy Awards for her title track "Royals" which was named Song of the Year and Best Pop Solo Performance.

In September 2014, at the Gramophone Awards (the equivalent of the Academy Awards for classical music), UMG again stood out: the Decca and Deutsche Grammophon labels won four prestigious awards, including Artist of the Year, which went to Greek violinist Leonidas Kavakos.

In 2014, UMG also boasted a number of successes in China and Southeast Asia. The EMI label signed the mandopop superstar A-Mei, a genuine icon of the Chinese musical scene, and Show Lo and Rainie Yang, two other key artists in the region.

Universal Music France has numerous African artists signed to labels and in its catalog, such as Ayo (Nigeria), Benjamin Clementine (Ghana) and Tiken Jah Fakoly (Ivory Coast). In 2014, it launched the first pan-African musical talent contest "Island Africa Talent," co-produced with Canal+ and aired on the new A+ channel. A tour with the four finalists will also be organized in French-speaking Africa. In order to strengthen its local presence, Universal Music France launched the Island Africa label of the same name: Baloji, a rapper of Congolese origin, was the first artist signed.

A In South Africa, UMG supports local creativity by signing artists who reflect the country's variety of musical and linguistic traditions. Consequently, the albums that came out in 2014 gave pride of place to repertoire sung in the Zulu, Xhosa, Nguni, Tsonga and Afrikaans languages in styles as diverse as Jazz, Hip Hop, traditional music and Gospel.

A In India, UMG has entered into a partnership with Peninsula Studio, a studio for artists whose objective is to promote traditional Indian music. UMG publishes, markets and distributes productions from this studio.

■ **Showcasing musical heritage**

Showcasing musical heritage is a priority for UMG's business. Therefore, the group is developing platforms and applications in order to exploit its exceptional artists and catalog, while continuing with its investments.

Actions taken by UMG in favor of promoting musical heritage (youth talent, local talent, digitization of heritage works)



GRI	UNGC	OECD	Scope covered
MSS M3	1, 2	II, IV	UMG (9 focus group countries)

In 2014, UMG introduced uDiscover, a free-to-consumer global platform offering new ways to explore the catalog and to discover Universal Music artists. With more than 600,000 unique visitors per month, uDiscover is a new platform for discovering legendary UMG artists, thus helping to diversify the musical culture of listeners.

In the United States, to celebrate the 75th anniversary of the Blue Note label, UMG introduced a Blue Note 75 application devoted to the iconic jazz label. The application, which is available on iTunes, Spotify, Deezer and Rdio, encourages listeners to rediscover the vast Blue Note catalog, including an interactive timeline of cover art flow that traces the evolution of the label from early jazz into today's modern explorations.

In November 2014, UMG's Decca Records, Deutsche Grammophon and Mercury Classics joined forces with Global Radio's Classic FM to launch the application Composed in the United Kingdom. Composed is a streaming service offering classical music lovers a chance to find their listening choices from among the vast repertoire of the finest recordings ever made by the labels. Furthermore, UMG launched Sinfini Music in Australia in 2014, after first launching it in the United Kingdom in 2013. Sinfini Music is a site that brings classical music to a broad and diverse audience. It was enormously successful (100,000 unique visitors per month) due to a rich offering of music and published content (local composers and artists, events and participation in educational projects in partnership with music schools). The development of a dedicated mobile application and a web-TV also facilitate access to the classical repertoire.

A As part of the same approach to engage a broader audience for classical music and young people in particular, Deutsche Grammophon, a Universal Classics label, launched the Yellow Lounge. The purpose of this unique concept is to move classical music out of traditional concert halls and into the hippest clubs where internationally renowned classical artists such as Hélène Grimaud and Anne-Sophie Mutter perform alongside DJs and video-jockeys (VJs) who project their performances live. The concept has been deployed in Germany, the United Kingdom, Sweden, Argentina, Holland, Spain, France and South Korea.

A In Germany, Deutsche Grammophon engages music lovers with two innovative mobile applications: an immersive Beethoven's *Ninth Symphony* and Vivaldi's *Four Seasons*. The first makes it possible to listen and find out about four different versions of the *Ninth Symphony* through information on the work, parts and comments by experts and famous conductors; the other makes it possible to listen to a version of Vivaldi's *Four Seasons* side by side with the *Recomposed* version re-worked by composer Max Richter.

A In France, UMG is equipped with a ten-person "Back Catalogue" team whose role is to foster knowledge and enjoyment of the works of all of the artists that comprise the repertoire of the group's various labels on a daily basis. This is how the anthologies of prestigious French and international artists came about (Jacques Brel, Barbara, Georges Brassens, the Rolling Stones etc.). It would not be possible to unlock the potential of this exceptional heritage were it not for the existence of the "bunker", where all of the tapes produced dating back several generations are archived, and the work of digitizing and preserving this heritage undertaken by the studios called upon by UMG.

A UMG is the owner of the celebrated EMI Archives, which constitute one of the most beautiful repositories of music, instruments, equipment and other artefacts in the world. There are projects underway to protect, develop and enhance objects of scientific, cultural or historic importance so that today's and future generations have access to them. Projects currently underway or scheduled by EMI Archives include the exhibition of unpublished Motown label photographs and the Memories on Film project, which immortalizes in video accounts relating to the rich history of the label, its artists and its studios. An "EMI authentication seal" guarantees the provenance of historic photographs and other artefacts.

4.1.1.3. Respect of Intellectual Property and supporting Artists

Tools deployed and used against piracy in addition to the support given to public administrations for the sustenance of artistic creation



GRI	UNGC	OECD	Scope covered
DMA HR MSS Intellectual property aspect	1, 2	II, IV	Canal+ Group UMG (9 focus group countries)

Respect for intellectual property, a condition of the permanent funding of artistic creation, is a major issue for Vivendi and its subsidiaries, and is included in the group's Data and Content Protection Charter. Subsidiaries ensure these intellectual property rights are respected, while satisfying consumers seeking new uses.

In France, Canal+ Group regularly collaborates with the initiatives of French authority Hadopi to combat piracy and promote the development of legal content offerings. As part of its risk management policy, the group is developing plans of action in the areas of innovation and technological monitoring in order to combat the audiovisual piracy it faces. The group's New Content and Industrial Protection departments manage and develop tools to identify illegal content in order to proceed with its immediate removal from the main digital platforms (known as the "fast-track" approach). Canal+ Group also employs digital fingerprint generation technology to protect its content, including in Africa where fingerprinting technology is used to identify and sanction smartcards shared illegally by the administrators of cardsharing pirate networks. Finally, Canal+ Group tasks service providers with the detection and notification of links facilitating piracy by live streaming of its content.

UMG acts on a number of fronts against piracy often in co-operation with the rest of the music industry and other players in the entertainment industry. Industry level action is co-ordinated by global and national industry associations (such as the IFPI) with whom UMG works very closely. This action includes dialogue with governments on regulation and protection of intellectual property (for further information see also Sections 4.3 and 4.5.2). Raising consumer awareness is a major part of the efforts against piracy and testament to this are the "Why Music Matters" and "Playfair" campaigns (see Section 4.1.2.2). On the technical side UMG uses tools to identify and remove illegal content both directly and via industry bodies such as the RIAA (Recording Industry Association of America).

The delivery of compelling musical and audiovisual offerings (see Sections 4.1.1.1 and 4.1.1.2) is another element of this strategy. Vivendi's subsidiaries are at the forefront of these efforts, driving innovation and in turn facilitating greater investment in artistic creation over the long term (see opposite).

Innovative strategic partnerships enabling the broadcast of a large spectrum of artistic creation



GRI	UNGC	OECD	Scope covered
DMA PR MSS Content dissemination aspect	1, 2	II, IV	Canal+ Group UMG (9 focus group countries)

For Canal+ Group, digital technologies provide an essential tool with which to raise the profile of cinema and reach an increasingly vast and diversified public to satisfy its "thirst" for audiovisual and cinematographic content. This purpose is served by the strategic partnerships that Canal+ Group enters into with digital distribution stakeholders: an example of this is the agreement with Youtube on the launch of 15 channels that make it possible to broadcast the channel's talents and programmes over the Internet; or the partnership between Studiocanal and Amazon to distribute the studio's films on the platform in the United Kingdom and Germany, which has made hundreds of titles, including works like *Apocalypse Now* and *Tinker Tailor Soldier Spy* accessible on over 400 devices. In 2014, Studiocanal also signed multi-year subscription video on demand (SVOD) distribution agreements with two Chinese operators. The video platform, Youku.com, has acquired SVOD rights to over 50 major classics including *Chaplin*, *Gouttes d'eau sur pierres brûlantes*, *Mulholland Dr.* and *The Pianist*. Studiocanal has also negotiated the distribution of many of its titles via SVOD with BesTV, a subsidiary of Shanghai Media Group, which has some 20 million subscribers in the country. This type of agreement facilitates Canal+ Group's capacity to build bridges between cultures.

Partnerships with global brands form part of UMG's determination to make its catalogue accessible to all "consumers" beyond borders and cultural barriers. In 2014, more than 145 partnerships were entered into by UMG's dedicated Brands Division, particularly with banks, telecom operators (see also Section 4.1.3.2) and companies from the electronics and fast-moving consumer goods sector. These partnerships take the form of the creation of dedicated services and special operations that are free to consumers, particularly in emerging markets and in countries with rapid growth (Africa, India, Middle East, Eastern Europe and Latin America) where music is not widely accessible.

A few examples:

- UMG Middle East renewed their partnership with the Coke Studio television show for the third consecutive year: the show promotes local artists and international stars;
- the partnership with Turkish Airlines, which provides passengers with an opportunity to discover the heritage of the city they are flying to through music playlists and interviews with artists;
- global partnerships with HP, enabling consumers to take part in private concerts and to access the UMG catalogue via streaming.

UMG also enables artists the world over to be heard in regions where they have never been distributed before via music bundle deals with local telecom or brand partnerships with local companies, ensuring that all consumers are able to enjoy UMG's diverse catalogue. This contributes to the discovery of new artists and local repertoire that can be promoted in the future.

4.1.2. Empowering and Protecting Young People in their Use of Digital Media

In a digital environment that is dramatically changing cultural practices and the way in which the media is used, Vivendi has a major role to play in assisting young people in their quest for self-fulfillment, in expressing their creativity and in accessing knowledge. This is why, since 2003, Vivendi has defined the empowerment and protection of young people as a strategic "core" issue of its CSR policy (see Section 1.1.1 p.42). Since 2010, this objective has been part of the CSR criteria taken into account in the variable compensation of the group's senior executives.

A In a similar vein, Canal+ Africa supports the Tremplin prize for the social entrepreneurship of young people and a culture of peace in Africa. This is a CEPS (*Centre d'étude et de prospective stratégique*), Phoenix Capital Management and UNESCO initiative. By means of this prize, the aim is to support young economic players who, by creating and developing spaces of sociability, economy and employment, contribute, in their way, to the establishment of a context of peace.

4.1.2.1. Empowering Young Audiences

A Canal+ Group sets out to offer quality content suitable for young audiences on its channels. To this end, the group has enriched its television educational recommendation engine, "Campus". This service places the quality and variety of the content of Canal+ Group's channels at the service of education, making it possible to easily find all programmes related to educational curricula from the sixth through to the final grades, by level and subject. Special *Brevet* (French higher secondary school qualification) and *Baccalauréat* (further education entrance qualification) programming supports pupils at the end of the school year. The provision of animated programmes on the Canal+ Family channel fulfils the same quality and creativity requirements, and focuses on original creations; this policy was distinguished during the 2014 edition of the Cartoon Forum, a European showcase for the co-production of animated series in Toulouse.

Initiatives aimed at enabling young people to exercise their creativity and their status as citizens



GRI	UNGC	OECD	Scope covered
MSS M7	1, 2	II, IV	Corporate Canal+ Group UMG (9 focus group countries) GVT

Vivendi has entered into a partnership with the European Youth Parliament (EYP). 150 young people met on the occasion of the Caen International Forum, which was held from May 29 to June 8, 2014, to celebrate the seventieth anniversary of the Normandy Landing. Following the example of members of the EU Parliament, in two interactive workshops sponsored by Vivendi, they debated the following topics: "the role of culture in sustainable development" and "protecting privacy in the digital world." Their resolutions were submitted to the heads of state attending the official ceremonies. The site *Culture(s) with Vivendi* published a summary of these exchanges and continues to provide a regular platform for these young Europeans.

UMG is behind a number of initiatives to encourage the expression of creative talent. In 2014, the group continued to develop Spinnup, a platform for young unsigned artists to distribute their music to major digital music distributors. Located in Sweden, the United Kingdom and Germany, Spinnup also has a network of scouts who identify the best artists, to offer them assistance and advice. In exchange for this global exposure, the artists pay a low annual fee and all royalties are paid through to them. Two Spinnup artists have now been signed directly to UMG Sweden and have won several platinum awards.

On November 20, 2014, for the third consecutive year, Vivendi was a partner in France's National Youth Day. Vivendi invited three classes to learn about career paths in the cultural industries and media sectors. The event was attended by executives from Universal Music France, Canal+ and Studiocanal. Almost one hundred young people had a chance to look more closely at a professional milieu that was previously unknown to them.

In 2014, Universal Music Group also introduced Sinfini for Schools, which offers free educational resources on masterpieces of classical music for teachers with pupils aged between 11 and 14.

In 2014, Vivendi also embarked on the topic of empowering young audiences on its CSR web radio platform Vivoice in a special broadcast devoted to the topic on February 11, for Safer Internet Day. The discussion focused on three topics: "A Safer Internet", "A Digital World respecting the Rights of Children" and "A Creative Internet: a Lever of Expression and Employability for Young People." The French Children's Advocate and representatives from associations (Transapi, Simplon.co, Web@cadémie), UNICEF and the French General Commission for Strategy and Outlook participated in these discussions.

A In the domain of classical music, UMG and Miami's Frost School of Music have been cooperating since 2014 on the "U-Frost" initiative. This is a research partnership involving students, school researchers, UMG professionals and artists to explore opportunities for innovation in classical music in four main areas: the concert experience, training of performers, the role of the record label, and building of a worldwide network of young composers. This is a unique opportunity for students to talk to professionals and express their expectations, whilst benefiting from lessons learned at the forefront of innovation (programming, audience development, entrepreneurship, long term career development, etc.) given, specifically, as part of a new master's degree in performance co-developed by UMG.

In 2014, Canal+ celebrated its thirtieth anniversary, an appropriate occasion for recognizing creativity on the web, with the operation "30 seconds for 30 years". This contest, organized by Canalfactory, the Canal+ label for new talent on the web, invited web users to create 30-second videos for the channel's thirtieth anniversary. The winning video was aired on November 10 during the show *L'Œil de Links*.

A UMG empowers young audiences through their apprenticeships in both creating music and in the professional world through numerous other educational programmes that bring UMG professionals into contact with young audiences interested in the music business (see Section 4.2.2.3).

In addition, Canal+ Group has launched a structure called CanalStart that is designed to support initiatives and projects by young entrepreneurs in the world of media and new technologies to assist them in their development. A total of 150 projects were reviewed, 30 start-ups were identified and four initial partnerships entered into.

A At a time when amateur videos inspired by songs are increasing on digital platforms, UMG also supports new audiovisual talent (directors, editors and producers). The group is working with Genero.tv, a participative community site that brings together UMG signed musicians and video makers by organizing video competitions. The video director who wins the competition is awarded a sum of money and is given major visibility since his/her work becomes the artist's official video: in this way, the platform contributes to the discovery and professionalization of new talent.

In Brazil, GVT continued its Responsible Internet program in cooperation with the NGO SaferNet and with CDI (Committee for Democratization of the Internet). Training sessions were held in São Paulo and Curitiba, where, due to online resources available on a dedicated platform, young people were able to learn and develop mobile applications "with a social impact."

4.1.2.2. Protecting Young Audiences

In 2008 Vivendi adopted a Data and Content Protection Charter, in which the group states that it respects freedom of expression, while preventing the spread of unlawful material, particularly with regard to children.

To achieve this balance, Vivendi commits to the following:

- promoting methods for choosing or controlling content (filtering tools and other selection methods);
- cooperating actively with the competent authorities in the fight against illegal content;
- promoting ethical standards in support of its activities; and
- raising the awareness of parents and children on the uses of new media.

Vivendi contributes to public debate and participates in different events related to this topic. For example, for Study Day "Children online: education in the digital era", which was held on October 9, 2014 by the University of Poitiers in collaboration with the CEMEA (Training Centers in Active Education Methods), Vivendi participated in the round table discussion on the responsibility of citizens, the media and the government, with regard to children. This conference provided an opportunity to compare the views of researchers, child and media specialists with those of content producers, while defining the current status of national and European regulations on the protection of children.

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



GRI	UNGC	OECD	Scope covered
G4-56, DMA PR MSS Content creation and distribution aspect	1, 2	II, IV, VIII	Corporate Canal+ Group UMG (9 focus group countries) GVT

Initiatives aimed at raising the awareness of young users and their entourage about responsible uses of products and services



GRI	UNGC	OECD	Scope covered
G4-PR3, MSS M4	1, 2	II, IV, VIII	Corporate Canal+ Group UMG (9 focus group countries) GVT

Vivendi's subsidiaries provide their audiences with a number of tools to help them master the use of the group's products and services.

Canal+ Group's Ethics Charter stipulates that "the channels shall ensure the protection of children and young people, and to this effect shall apply a program classification reflecting degrees of appreciation and appropriateness of programs with regard to the protection of childhood

and youth through the application of corresponding standards." This applies to all new media, including on-demand audiovisual media services.

- Canal+ Africa has likewise undertaken to ensure that "its programs and offshoots of these programs do not breach the rights of children or young people, and has undertaken to inform its subscribers of any programs that could harm the sensitivity of children or young people." This principle is enshrined in the conventions signed with the audiovisual regulatory authorities in the following countries: Benin, Burkina Faso, Chad, Congo, Djibouti, Gabon, Guinea Conakry, Ivory Coast, Madagascar, Mali, Niger, Central African Republic, Democratic Republic of Congo, Senegal and Togo.
- In addition, after designing a secure young people's space in its VOD Canalplay platform, Canal+ Group designed a derived mobile application Canalplay Kids in 2014. Parental control is password-protected and can be set to suit the child's age and the desired viewing time through the application. Likewise, Canal+ Africa subscribers subscribing for content reserved for an adult audience must enter a confidential parent code to access it.
- In Poland, the activity of nc+, on linear television as for on-demand audiovisual media services, complies with local regulations for the protection of minors concerning the classification of programs, time spots and commercials. In October 2014, the nc+ channel was a co-signatory of a self-regulation agreement covering commercials, along with the country's seven other main broadcasters: any advertising for food and beverages the overconsumption of which could be considered as unhealthy will no longer be permitted in the time slots of programs designed for children age 12 or younger.



On the edutainment channel, *Mon Nickelodeon junior*, Canal+ Group continues to offer what is known as the "TV perso" service, which allows parents to configure the desired viewing time.



Adverts on Piwi+ and Télétoon+ children's channels in France are bound by commitments enshrined in the conventions between these channels and French broadcasting authority, the *Conseil supérieur de l'audiovisuel* (CSA), including: advert breaks lasting less than two minutes, clear identification of advertising slots (credits of a minimum four seconds comprising visual and sound elements to enable young audiences to recognize them easily), moderation of the terms of programme sponsorship, no TV shop broadcasting.

In addition to complying with local regulations, UMG takes steps to promote the responsible use of its services.

- UMG in the United Kingdom ran a pilot age-rating scheme for video clips made available on the Youtube and Vevo platforms. Between October and December 2014, 24 video clips were submitted to the British Board of Film Classification to be age rated and only one out of 24 has been rated 18. UMG plans to expand this good practice.
- In the United States, along with the RIAA (Recording Industry Association of America), UMG participates in the "Pause Parent Play" program, which provides parents with online resources to guide their choices of media consumption for their families. And in the United States, as well as in Germany, UMG is partnering with the campaigns of the RIAA and the IFPI (International Federation of Phonographic Industry) called "Why Music Matters" and "Playfair" which are raising the awareness of young audiences regarding the importance of legal music consumption.



In the United States and the United Kingdom, UMG is part of the IFPI, RIAA and BPI (British Phonographic Industry) campaign which requires "Parental Advisory – Explicit content" signage being affixed to CDs with language that may be inappropriate.

UMG includes the information in metadata of files to ensure that the signage is, in fact, present throughout the supply chain, including digital distribution.

A In the United Kingdom, UMG continues to offer a Safe Surfing Guide on its website to help young users manage their Internet experience. The guide recommends, for example, that young users do not give out their personal information on the Internet, do not agree to meet with people they have found through a chat forum, and to report abusive messages. The guide is also aimed at parents advising them to ask their children questions about their Internet use

GVT has incorporated parental control tools into its pay-TV services in compliance with the local regulations in force, such as software applications and a rating system designed to prevent young people below the age of 18 from being exposed to inappropriate content. On its telecommunications carrier services, GVT also offers parents the option of filtering the content provided to their children. Moreover, there is an active 24-hour help line to assist consumers using digital media.

- As part of its program for a responsible Internet, GVT is developing the website Internetresponsavel.com.br and a blog providing young people and their parents with advice for responsible Internet use. Concomitantly, a guide to responsible Internet use is distributed throughout Brazil and is available online. During the World Cup, GVT,

in partnership with SaferNet, launched an awareness campaign on the web, *Contra Pedofilia*, condemning cyber-crime.

Description of mechanisms for implementing and monitoring this commitment



GRI	UNGC	OECD	Scope covered
MSS M2 and M4	1, 2	II, IV, VIII	Canal+ Group UMG (9 focus group countries) GVT

Every subsidiary has set up internal and/or external systems to ensure compliance with and to follow-up on this commitment:

- specific internal or external control body (C+G, UMG);
- a dedicated officer appointed to oversee this issue (C+G, UMG, GVT);
- involvement of an internal or external mediator (C+G); and
- alert procedure (C+G, GVT).

4.1.3. Fostering Knowledge Sharing: Pluralism of Content, Media Accessibility and Literacy

A third CSR strategic issue identified by Vivendi concerns pluralism of content, media accessibility and literacy. Driven by the desire to contribute to learning to live together and to promote access to its content by the largest number of users, the group has become part of various initiatives in order to expand the scope of its reflection and the actions it undertakes.

4.1.3.1. Pluralism of Content

Vivendi ensures pluralistic expression of thoughts and opinions in accordance with the principle of equal treatment. Respect for freedom of expression is enshrined in Vivendi's Data and Content Protection Charter.

In Vivendi's Reporting Protocol, pluralism is defined as follows: "The goal of pluralism is to guarantee that customers, subscribers, consumers, viewers and listeners have diversified information, especially political information, which does not deprive them of the capacity to exercise their freedom of opinion and choice. A pluralistic media offering therefore results from a plurality of independent and autonomous media reflecting the broadest possible diversity of opinions and ideas."

Vivendi, which is in the process of shifting the focus of its activities toward the media sector, uses this shared definition to encourage and monitor the efforts of its subsidiaries in this area.

Through the production of its documentaries, its round-the-clock television news channel i>Télé and all the international channels comprising the Canal+ Overseas packages, Canal+ Group occupies a leading position in the audiovisual scene. Accordingly, it plays a major role in nurturing the critical mind of its audiences.

Canal+ Group, through its Ethics Charter, is committed to pluralism of content through an editorial policy common to all channels.

In addition, in France, the CSA (the French Broadcasting Authority) has signed an agreement with Canal+ under which the channel "ensures pluralism in the expression of thoughts and opinions, particularly in the context of recommendations formulated by the CSA. It strives to respect this pluralism under conditions of comparable programming. Journalists, news anchors, moderators and on-air employees work to provide a fair presentation of controversial issues and to ensure that differing viewpoints are expressed." (Article 8)

A The news channel iTélé (which also produces the news programmes broadcast on the Canal+ channel), is bound by its convention with the CSA to preserve its editorial independence by the following means:

- editorial staff comprising journalists and chief editors, who report to management, that has no hierarchical relationship with Canal+ Group;
- relations between the channel and various Canal+ Group companies are formalized by contracts entered into under market terms validated, if necessary, by Statutory Auditors.

Existence of a formal commitment in favor of pluralism of content and freedom of expression



GRI	UNGC	OECD	Scope covered
G4-56, DMA HR MSS, DMA PR MSS Content creation aspect	1, 2	II, IV	Canal+ Group

Existence of a formal commitment guaranteeing balanced representation of society's diversity in content and programs



GRI	UNGC	OECD	Scope covered
G4-56, DMA HR MSS, DMA PR MSS Content creation aspect	1, 2	II, IV	Canal+ Group UMG (9 focus group countries)

By signing and implementing an Ethics Charter, Canal+ Group is committed to respecting diversity in its editorial offerings and within its teams. This commitment is reflected in a proactive policy aimed at strengthening gender equality and social diversity on its channels, so that both on-air content and the men and women presenting it illustrate the diversity existing within the company. By entering into agreements with the CSA, the Canal+ Group's channels in France are committed to respecting the representation of diversity of genres, origins and cultures and gender equality.

As the leading satellite pay-TV provider in Africa for over 20 years, Canal+ Overseas, a subsidiary of Canal+ Group, also contributes to promoting diversity of content due to the variety provided by its package of around 160 channels and radio stations, including some thirty local African channels.

A In France, according to a study on the presence of women in news bulletins during the first quarter of 2014 which was carried out for the second year running by INA (French audiovisual institute) and requested by the CSA, Canal+ registered a 5.19 point increase compared with 2013 for the presence of female experts – not including journalists or presenters – on air. Female presenters, for their part, are very much in the majority (72.6% compared with 11.9% men for all bulletins broadcast during the period studied).

Today's music business requires that UMG's catalog reflects the world's diversity of genres, origins and cultures. This is demonstrated by the signing of local artists in 59 countries and the exposure given to repertoire performed in over 44 languages by UMG artists. In 2014, UMG's 2014 Top 50 album bestsellers globally featured performers who were one-third female artists, one-third male artists and one-third mixed groups.

4.1.3.2. Media Accessibility and Literacy

Vivendi aims to facilitate accessibility of the group's products and services so that the most isolated audiences, regardless of where they live, their age or financial position, can share the benefits of this rich audiovisual, cinematographic and musical offering.

Initiatives in favor of accessibility of offerings, products and services (including customer service)



GRI	UNGC	OECD	Scope covered
G4-EC8, MSS M4	1, 2	II, IV	Corporate Canal+ Group UMG (9 focus group countries) GVT

The Canal+ Group's channels offer their subscribers the following two systems: close captioning for the deaf or hearing impaired (100% of the Canal+ channel's programs in France) and audio description for the blind

or visually impaired. In 2014, the Polish subsidiary, in collaboration with the Widzialni ("Visible") Foundation, participated in the development of a sign language version of the children's channels MiniMini+ and Télétoon+ programs.

Canal+ Group also strives to improve its satellite coverage to provide better access to audiovisual content.

- Overseas, Canal+ Overseas offers Canalsat programs in Australia, Vanuatu, the Comoros, Haiti and the Dominican Republic. These offers are adapted to suit the material conditions of the population, such as the monthly offer with no commitment in the Comoros and the prepaid offers in Vanuatu. In Vietnam, the package price is affordable for a very large number of people.

A On the technical side, in Poland, the satellite operator Eutelsat and nc+ signed the renewal of the nc+ package's satellite broadcasting contract in 2014. This is a major contract for the renewal of nine transponders (transmitters/receivers) at Eutelstat's Hot Bird satellite network. Furthermore, Canal+ Group is making long term investments in order to increase the geographical area covered in the French overseas departments and territories in particular (see also Chapter 4, Note 4, Section "Additional information on operating expenses" and Note 25, Section 25.1.1 "Off-balance sheet commercial commitments" of Vivendi's Annual Report 2014).

UMG contributes to the promotion of music with a diverse audience, the main objectives being to ensure that all audiences have access to music and to design educational tools to assist young listeners. The fact that UMG has digitized its exceptional catalog of musical works provides a unique way for accessing thousands of recordings that are unavailable in any physical medium. UMG is developing or partnering with digital music services in the territories where it is active, which makes its offerings more accessible.

- The KLEEK, a pan-African mobile streaming service developed in 39 countries, also helps in improving accessibility to musical content at a low cost by offering thousands of titles by local and international artists, enriched with exclusive content. In countries that are poorly equipped with infrastructure, the partnerships between UMG and telecommunications operators for the creation of music bundles are helping to improve accessibility to musical content for geographically isolated populations.

A Partnerships with telecom operators enable artists all over the world to be publicized in regions they have never visited and where access to music is hampered by low broadband penetration rates and the absence of credit card payment facilities. These partnerships also make it possible to contribute to finding the best artists and local repertoire for promotion. Partnerships of this type are operating in Brazil, Peru, Argentina and Cambodia, amongst others.

- In France, UMG has teamed up with the carrier La Poste Mobile to offer unlimited listening to songs from its vast catalog coupled with a mobile plan at reduced rate (less than €10 per month) for young people between the ages of 12 and 24. Likewise, under a strategic partnership with Société Générale, UMG offers young holders of the So Music! card (which is free to the young person for the first year) unlimited access to its catalog through the site of the same name and the mobile phone application introduced in 2014.

A As part of the UMG supported Bristol Proms classical music festival, UMG applies preferential rates (tickets at £5.00 for all performances) to promote access to live music for young people and people on low incomes. In addition, UMG offered its audiences over 30 free-to-consumer concerts in 2014 thanks to strategic partnerships with brands (see Section 4.1.1.3).

In Brazil, high-speed Internet is considered an opportunity for accessing knowledge and a key to upward mobility for the middle class. According to the latest study by the IBGE (the Brazilian Institute of Geography and Statistics) based on data from 2011, this middle class is the one using the Internet the most. GVT applies special terms to low-income customers, as well as offering billing in Braille and a customer service adapted to its deaf and hearing-impaired customers.

A In 2014, GVT opened its networks in Gravatá and Vitória de Santo Antão, two cities situated in the state of Pernambuco in the North East of Brazil. The operator invested 13 million *reais* in putting its high speed Internet, fixed telephony and pay TV services in place, providing an initial capacity of 9,000 telecoms terminals to fulfill the needs of the two cities' subscribers. GVT has been present in Pernambuco since 2009, where it began to operate in Recife, and currently provides its services there in six other cities: Recife, Camaragibe, Caruaru, Jaboatão Guararapes, Olinda and Paulista.

In addition, Vivendi has partnered with the first European Forum on media and information literacy. This forum, which was held in May 2014 at the initiative of the European Commission and UNESCO, brought together members of governments, audiovisual authorities, institutions, teachers, media professionals, researchers and associations to promote media and information literacy in Europe, discuss MIL (*Media and Information Literacy*) within the EU, and encourage cooperation and initiatives at national and European level. Vivendi participated in the drafting committee for the Declaration "Media and information literacy in the digital age" that was announced at the close of the Forum.

As a partner in the UNESCO Chair "Forwardance in sustainable digital development," Vivendi has contributed to the work on communication and creative practices in the digital age according to the gender. The speakers at the symposium meeting in December 2014 in Rouen discussed gender inequality in interactive relationships (particularly on social networks) and in the way young women and men approach the technical professions.

Content and programming contributing to raising the public's awareness of sustainable development issues



GRI	UNGC	OECD	Scope covered
DMA MSS Content creation and dissemination aspect, MSS M3	1, 2	II, IV	Canal+ Group UMG (9 focus group countries)

4.1.4. Valuating and Protecting Personal Data

Personal data protection is a strategic issue for the group, which must build relationships of trust with its audiences. It is one of Vivendi's four "core" issues. In 2015, it will be among the CSR criteria included in the variable compensation of senior executives. The Data and Content Protection Charter adopted in 2008 defines Vivendi's commitments in terms of gathering and managing customers' personal data and the protection of content. It is applied within each subsidiary.

Thanks to its committed documentary policy, which reflects today's world, Canal+ Group is contributing to raising its subscribers' awareness of sustainable development issues, as diverse as they can be. Accordingly, in 2014, Canal+ implemented a comprehensive program to raise awareness of the sharing economy and the fight against waste on the occasion of the broadcast of the *Global Partage* (Global Sharing) documentary. The channel also focused the spotlight on economic globalization with the *Made in France* documentary, in which a young journalist, Benjamin Carle, carries out an experiment by living for nine months using only French products. In Poland, nc+ offers its audiences a window on the world by supporting two major events: the Planete+ Doc Film Festival, one of Europe's principal documentary film festivals, which in 2014 reached over 20 towns in Poland, and the Kitchen+ Food Film Fest, offering reflection on responsible food consumption and the discovery of foreign culinary traditions with the films on the bill and numerous associated events.

Action reflecting Canal+'s commitment beyond the screen was taken through the running of the "Kindia 2015" project. "Kindia 2015" is an original television adventure: for four years, the channel's teams have followed development projects carried out by NGOs in the region of Kindia in Guinea-Conakry. In three years, significant progress has been made in healthcare, education and environmental programs: 9 schools have been built and 12 healthcare centers renovated. Parallel to the editorial coverage provided by Canal+ (one documentary per year to follow the progress of the projects), subscribers to the channel can contribute to the funding of the projects through the Kindia Fund. The documentary was awarded the 2014 prize for Innovation from *Reporters d'Espoirs*.

UMG supports its artists with commitments to various good causes. For example, the group provides executive and material support (researching partnerships, fund raising, mobilization of artists, promotion) to ONE, the NGO co-founded by Bono, the lead singer of U2, which calls for an end to extreme poverty and avoidable diseases, particularly in Africa. In 2014, UMG also supported the producer and musician, Bob Geldof, in his desire to record a song to raise funds to help victims of the Ebola virus by renewing his Band Aid initiative, which, in 1984, brought together British pop stars to produce a track against famine in Ethiopia. Similarly, UMG supported the promotion and distribution of *Africa Stop Ebola*, a song recorded by a team of African artists (Tiken Jah Fakoly, Amadou & Mariam, Oumou Sangaré, among others) to raise awareness in Western Africa of the Ebola epidemic and support work by *Médecins Sans Frontières*. In addition, in the United Kingdom, UMG contributed to the recording and distribution of *God Only Knows*, a reworking of the Beach Boys classic, the proceeds of which went to the BBC Children in Need Foundation.

Existence of a formal commitment to protect personal data



GRI	UNGC	OECD	Scope covered
G4-DMA PR Customer privacy aspect, DMA HR MSS	1, 2	IV, VIII.6	Canal+ Group UMG (9 focus group countries) GVT

Canal+ Group complies with the French Act on Information Technology, Data Files and Civil Liberties, which requires organizations engaged in the processing or handling of data files to guarantee the security of those files. Thus a dedicated team within the group's legal department develops the personal data protection policy, monitors it, and manages relations with the CNIL (French National Commission on Freedom of Information).

- In its relations with third parties such as distributors and mobile operators that have access to subscribers' personal data, Canal+ Africa includes contractual provisions requiring them to agree to the confidentiality of that data.

In its Code of Conduct distributed in all countries where the group operates, UMG points out the need to protect its customers' personal data. In the United States, the group is in the process of revising all of its websites with the aim of obtaining "TRUSTe" certification, which attests to the implementation of best practices in the area of confidentiality and personal data protection. In the United Kingdom, UMG produced a document in 2014 called "Consumer Data Protection Policy Day-to-Day Guidelines" which outlines the best practices to apply on a daily basis to preserve the security of customer data.

GVT reiterates the duty of confidentiality regarding data bases and customer lists in its Code of Ethics and Conduct. This information may be communicated to third parties only after obtaining authorization and the signing of a confidentiality agreement. The group has set up a strong data protection system, and every year it trains its employees in best practices for safeguarding sensitive information.

Actions for raising the awareness of users, particularly young audiences, regarding personal data and information concerning private life online



GRI	UNGC	OECD	Scope covered
G4-DMA PR Customer privacy aspect, DMA HR MSS	1, 2	IV, VIII.6	Canal+ Group UMG (9 focus group countries) GVT

By having clear and precise general terms of use, Canal+ Group makes its best efforts to ensure that its subscribers have all the information they need for handling their personal data. Moreover, the group has developed a dedicated space for children on its video-on-demand service Canalplay, featuring suitable programs with simplified browsing, all within a secure space. The parents configure access to the programs based on their children's age, and exiting Kids mode is secured by authentication with a password.

UMG displays the obligatory legal notices on its websites regarding respect for privacy, explaining clearly to consumers the company's policies concerning privacy and personal data protection (e.g., www.umusic.co.uk/privacy.html). For young audiences, UMG requires consent by a parent or guardian when web users between the ages of 13 and 16 subscribe to its online music sites.

GVT has reinforced its initiatives to raise the awareness of responsible Internet use through advice and information specifically intended for educators who have direct and close contact with young people. Along these same lines, GTV publishes an annual comic strip that is written in language easily understood by children, illustrating the questions of security and responsibility that arise through Internet use and, more widely, through the use of new technologies. Once again in 2014, GVT

supported the Safer Internet Day and implemented actions to raise awareness of the issue in São Paulo, Curitiba and Salvador, reaching over 880 people. Throughout the year, GVT has supported more than 140 similar events through its partnership with the NGO SaferNet.

Employees trained in processes for protecting and securing personal data



GRI	UNGC	OECD	Scope covered
G4-DMA PR Customer privacy aspect, DMA HR MSS	1, 2	IV, VIII.6	Canal+ Group UMG (9 focus group countries) GVT

At Canal+ Group, employees involved with customer personal data protection are kept informed by Legal departments and the security pole. On the one hand, the group's Legal departments ensure strict compliance with applicable regulations and provide internal training specifically to tackle the problems encountered by operational departments. On the other hand, the Information Systems department's security pole ensures all employees are made aware of the importance of guaranteeing the confidentiality of client data and that good practice is adopted by publishing articles on employee Intranet. In the Polish subsidiary of Canal+ Group, each new employee tasked with processing personal data is given specific training on the Act on the Protection of Personal Data in force in Poland, among other things.

In the United States, UMG teams followed an on-line training course (Security Awareness Training), the contents of which included the protection of sensitive data and personal data. A training session on this issue also took place in the Netherlands in December 2014. In the United Kingdom, marketing and digital teams, who are particularly concerned with the processing of customer data, are made aware of the "Consumer Data Protection Policy Day-to-Day Guidelines" (see opposite). In France, UMG reminds staff of the provisions of the Data and Content Protection Charter once a year via an internal communication.

GVT regularly informs its employees of good safety practice relating to sensitive information (see opposite), and in 2014, focused its employees' attention on the following subjects: data security mechanisms, the correct use of electronic equipment and the protection of privacy on social networks, among others. In addition, all employees are made aware of the data security policy via the group Intranet, and they must adhere to it electronically.

Existence of a DOP (data protection officer) or a designated person to manage the risks related to personal data



GRI	UNGC	OECD	Scope covered
G4-DMA PR Customer privacy aspect, DMA HR MSS	1, 2	IV, VIII.6	Canal+ Group UMG (9 focus group countries) GVT

Canal+ Group and UMG have an entity that deals with matters relating to the collection, processing and storage of customers' personal data.

4.2. Local, Economic and Social Impact of Business Activity

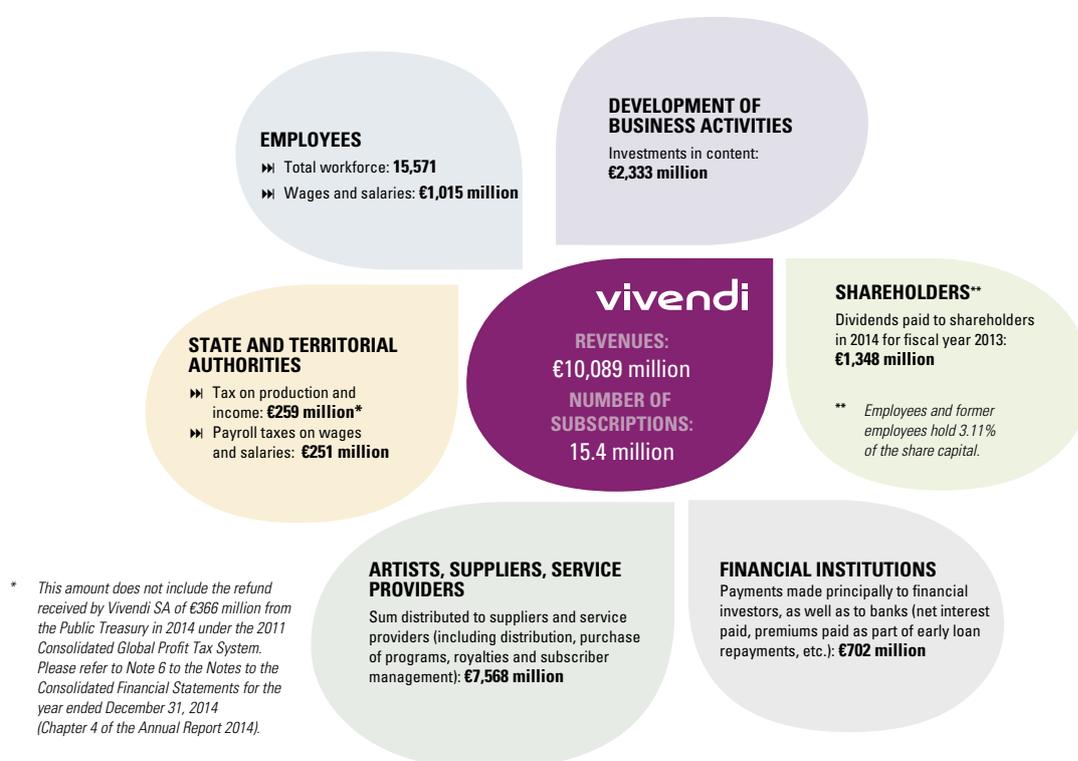
Vivendi plays a major role in the development of the territories in which it operates. Through its various subsidiaries, the group is a key partner of local economic players, as evidenced by the following:

- sharing the value produced by Vivendi with its principal stakeholders; and
- contributing to local economic, social and cultural development.

4.2.1. Sharing the Value Produced

The chart below schematically shows the distribution among major stakeholders of the value produced by Vivendi. For compliance with financial reporting, the data below (as of year-end 2014) refers to the following operations: Canal+ Group, UMG, Vivendi Village, and Corporate.

The data from SFR and GVT, activities sold, or in the process of being sold in 2014, are not included. Therefore the scope of this chart differs from the other societal information found in Chapter 4, which covers the scope defined in the Methodology Note (see Section 7.1).



4.2.2. Local Economic, Social and Cultural Development

Vivendi strives to assess its contribution to the development of the territories in which it operates through the indirect jobs it helps to create, through its supply chain, and through its partnerships with civil society.

4.2.2.1. Indirect Jobs

Owing to the variety of jobs and geographic locations represented by the group, each subsidiary has used its own methodology for estimating the number of indirect jobs created (see Methodology Note, Section 7.1).

During 2014, it is estimated that the group's subsidiaries sustained nearly 90,000 indirect jobs. These are upstream jobs within the industry: supply chain (see Section 4.4); downstream commercial services (distributors, resellers, call centers); jobs in real estate services; jobs in related commercial services, excluding temporary jobs (such as legal advisers, insurance, banking and catering).

Estimation of the number of indirect jobs created locally



GRI	UNGC	OECD	Scope covered
G4-EC8	-	II.A.3, IV, V.5	Canal+ Group UMG (9 focus group countries) GVT
2014			
C+G			36,264
UMG			4,145
Sub-total			40,409
GVT			49,380
Total			89,789

NB: 2013 data not available on a like-for-like basis (in 2013, the analysis focused solely on three geographic areas: France, Africa, and Brazil).

4.2.2.2. Contribution to Local Economies

The group has analyzed the purchases made with suppliers and subcontractors accounting for at least 75% of the overall expenditure of each of the subsidiaries (see Section 4.4). More than 80% of the purchases made by Canal+ Group, UMG and GVT are made from local suppliers.

To better assess the impact of the supply chain on the local economy, a breakdown by geographic area and by category (raw materials, finished products, professional services, content and other) is under review.

Percentage of purchases made from local suppliers



GRI	UNGC	OECD	Scope covered
G4-EC9	-	II.A.3	Canal+ Group UMG (9 focus group countries) GVT

A Canal+ Group also contributes to economic development through the training it gives to local employees (see also Section 5.5). For instance, in 2014, the group pursued its training program for sales teams in Africa. The program was structured around three main lines: internalizing the training of trainers through the appointment of five “super trainers” entitled to operate on the African continent to meet the significant training needs of the sales force; offering training sessions to twenty new business managers (in addition to a hundred managers who are already trainers); enhancing the skills of sector managers through the organization of workshops on business fundamentals, the store visit methodology and time management in all the group’s local subsidiaries. Besides, Canal+ Group in Africa has also launched a technical installer training and certification program: in 2014, 500 people benefited from this program developed by Canal+ Africa, which currently has a network of about 1,500 certified technicians and aims to reach 2,000 by the end of 2015.

A On the African continent, UMG, present in the territory through its South-African subsidiary, plays an important role in the development of the local musical ecosystem with numerous P&D (pressing and distribution) deals or joint ventures entered into with small independent labels (there were over 50 agreements of this type in 2014): agreements that enable the labels to benefit from UMG know-how, infrastructure and distribution networks, and have contributed to the on-going success of many independent labels.

4.2.2.3. Partnerships with Civil Society

Since 2008, at a corporate level, Vivendi has supported social initiatives for disadvantaged young people through its Create Joy program. With a steady budget since its creation, this program enables young people in difficult circumstances to develop by working as part of joint cultural projects associated with the group’s businesses, including film-making, training in digital tools, music appreciation and similar projects. In 2014, Create Joy supported nearly 40 charitable projects in France, Great Britain, the United States, and Africa, benefitting more than 100,000 young people.

Consolidated budget (excluding Corporate) allocated to enterprise foundations, solidarity programs and sponsorship actions (in €)



GRI	UNGC	OECD	Scope covered
G4-EC1, EC7, EC8, SO1	1	II.A.3 et 4, IV, IX.5	Canal+ Group UMG (9 focus group countries) GVT
2014			
C+G			2,584,734
UMG			1,002,688
Sub-total			3,587,422
GVT			2,988,852
Total			6,576,274
2013			
C+G			5,000,000
UMG			na
Sub-total			na
GVT			998,367
Total			na

NB: 2013 data not available on a like-for-like basis (9 focus group countries for UMG).

The subsidiaries implement their own solidarity and philanthropic programs.

Canal+ Group, which has maintained a unique connection with the cinema industry since its creation, supports the French organization Les Toiles enchantées (which travels around France offering films showing on the big screen free of charge to children and young people in hospital or handicapped) and Ensemble contre la récidive (with the production and airing of a documentary on soccer in prison, showcasing the work by this association). The budget reduction from 2013 to 2014 is a consequence of the planned reduction in financial assistance from the Canal+ Foundation for Cinema to cinema owners.

■ In Africa, among other projects, the Senegalese subsidiary actively participates in promoting and training young filmmakers during the *Moussa Invites* festival run by filmmaker Moussa Touré. In addition, the *Kindia 2015* editorial project, which was set up in 2012 by the Canal+ Documentary department, continued in 2014 (see Section 4.1.3.2).

A In France, as part of its effort to support the arts and heritage, Canal+ Group was the main patron of the François Truffaut exhibition at *Cinémathèque française*, tracking this great New Wave filmmaker’s career. Furthermore, in response to Canal+’s request, artist Xavier Veilhan has produced a work comprising a monumental fresco and a stage area that was exhibited in *Palais de Tokyo*, in Paris, to celebrate the channel’s 30th anniversary.

A Promoting media literacy and fostering the creativity of young disabled Polish viewers is one objective pursued by nc+ through “The Tale Without Barriers” workshops. For the operator, this entailed asking blind and deaf children to create the characters and scenery for a fairy tale that was then produced and distributed on the MiniMini+ channel. The initiative, directed in partnership with the Katarynka foundation, was sponsored by the Polish Ministry of Culture and National Heritage.

UMG undertakes numerous community support, partnership and philanthropic initiatives. These initiatives are carried out by each company within its country or region. Many of these initiatives are designed to help young people achieve their full potential through music or provide assistance to persons in difficulty.

- In the United Kingdom, UMG has entered into a partnership agreement with East London Arts & Music (ELAM), a new free school for young people between the ages of 16 and 19 whose curriculum makes music and the creative industries the focus of the education of young people to enable the expression of their artistic talent.
- In Brazil, UMG supports the school of symphonic music, song and theater that was founded in keeping with the wishes of Zeca Pagodinho, one of the iconic artists in the catalog, to help children and young people from a low-income neighborhood in Rio.
- In response to the Ebola epidemic, UMG took action, alongside its artists, in particular through its French subsidiary, which partnered with three charity initiatives including production of the *Stop Ebola* anthology, featuring 32 of the company's artists who participated on a voluntary basis.

A In the United Kingdom, UMG provides 100% sponsorship to EMI Music Sound Foundation, which supports 36 music and performing arts schools and provides individual bursaries for the purchase of musical instruments and teacher training amounting to £5.4 million from its foundation (£500,000 of which was allocated in 2014). UMG has also been supporting London's well known concert hall and studio, The Roundhouse, for a decade in its work with disadvantaged young people. More specifically, UMG funds the On Track project, a free six-week training programme that enables 20 unemployed people under 25 years of age to learn professional skills related to writing, performing, and studio and live recording of music. Similarly, UMG is a partner of the Junior Sparks programme offered by the Royal College of Music that enables children from disadvantaged backgrounds to have access to a three year tailored programme of musical education and training, again with a view to contributing to fulfilling the right of young people to benefit from a musical education. UMG supported the "Don't Stop The Music" campaign in 2014 promoted by pianist James Rhodes to encourage the British government to guarantee every child the right to learn to play a musical instrument. UMG, in particular, was involved in the renovation of 6,000 musical instruments gifted by the general public for redistribution in schools.

A UMG also supports a number of projects to help vulnerable people: for example, in the United States, UMG and its artists provide financial and executive assistance to Musicians on Call, an association that performs in hospital environments; similarly, UMG supports the *Solidarité SIDA* association in France and the Nordoff-Robbins charity (music therapy association) in the United Kingdom and Australia. UMG also supports the Telethon programme in countries in the Andean region (Ecuador, Colombia, Costa Rica, Guatemala, Panama, Honduras and Salvador), where nearly USD 11 million were collected in 2014.

GVT has significantly increased the resources it devotes to charitable work. It supports numerous music festivals as well as associations working to promote access to information technologies and social cohesion. In 2014, the Instituto Canta Gente Boa, of which GVT is a partner, held 35 music workshops for young people from communities in Rio de Janeiro. In addition to this, the volunteer initiatives carried out with the operator's partner associations received a boost through the creation of committees dedicated to organizing such initiatives in five cities where the company operates. Along with these committees, special

training courses are held for any employees wishing to become involved in the initiatives.

A During 2014, GVT volunteers were able to get involved in numerous projects such as "GVT na Praha" (in which GVT contributed to the revitalization of a number of public spaces near its offices in Sao Paolo) and "Massao Na Massa" (a project organized by the ASID association – Social Action for Equality of Differences – consisting of involvement in educational establishments for disabled children to improve infrastructure and advise managers on best practice for the management of these facilities).

A²⁰¹⁴
Policies and actions conducted in support of volunteer work by employees in the context of support, partnership and sponsorship actions

GRI	UNGC	OECD	Scope covered
G4-EC7, EC8, SO1	-	II.A.3, 4 & 5, IX.5	Canal+ Group UMG (9 focus group countries) GVT

In 2014, about 100 talents and employees from Canal+ Group took part in an event to raise awareness of the so-called sharing economy at Place de l'Hôtel de Ville, in Paris, to coincide with the broadcasting of the *Global Partage* documentary on the channel: the employees manned stands on the exchange of cultural assets and distributed unsold supermarket goods. Also, as part of the "Canal+ Xavier Veilhan" exhibition devised to mark Canal+'s 30th anniversary at *Palais de Tokyo*, several dozen employees were involved in hosting public events. These included: *Guignols* workshops, cinema master classes, a young talent audition and a meeting with the authors of the *Bref* series.

UMG has set up specific programmes to encourage its employees to get involved in solidarity activities (the "Give a Day Away" programme, launched in 2014 in the United Kingdom). In addition, group employees in numerous countries regularly go to meet audiences – young people in particular – interested in the music business. In the United Kingdom, the Utalks educational programme has facilitated numerous discussions between UMG employees and young people from all geographical, social and cultural backgrounds (young musicians at the National Festival of Music For Youth, students from Manchester University, new urban musical talent from Urban Development, participants of the Go Think Big project). In Germany, employees regularly take part in training provided by the Popakademie de Mannheim (a school UMG has provided support for since it was founded), as well as by Beuth University and the Berlin ESCP campus. In Japan, in 2014, UMG teams welcomed 100 young people to a presentation on the music business.

GVT has launched a portal dedicated to employee voluntary work (voluntariadogvt.v2v.net). It has a number of objectives: to provide information on initiatives in which employees can get involved (whether supported by GVT or on employees' initiative) with datasheets, articles and an appropriate search engine; follow the work of the five voluntary committees created in 2014 (see opposite); provide a secure space where employees can discuss projects; raise awareness of the rules of good conduct via a "guide to voluntary work" available on line. On the date this Handbook was drafted, over 550 employees were registered and information on 48 actions made available on the portal.

4.3. Relations with Stakeholders

Stakeholders consultation is at the heart of Vivendi's CSR policy (see Chapter 2 Section 1.2.4 of the Annual Report 2014). This approach establishes a general framework that is then adopted by each of the subsidiaries and adapted for its own stakeholders to suit local conditions.

Means of dialog with identified stakeholders put in place



GRI	UNGC	OECD	Scope covered
G4-26, G4-S01 and PR5, MSS M6	1, 2	II.A.3 and 14, IV, VIII, IX.5	Canal+ Group UMG (9 focus group countries) GVT

In June 2014, Canal+ Group held a plenary consultative meeting in France for consumer associations and the company's senior management. The meeting provided an opportunity to present the company's Consumers department, created in May 2014. Now, after an initial claim, customers have two levels of appeal, the Consumers department and then mediation, which is being reinforced by Canal+ Group. In December 2014, Canal+ Group's Customer Relations department received "Customer Relations" NF Service certification from AFNOR, a voluntary third-party certification mark which guarantees the quality, reliability and level of the service provided. Canal+ Group also participates in working groups held by the CSA on the protection of young audiences, representation of women and media literacy.

A Canal+ Group took part in the CSA working groups to reconsider the decision relating to the protection of young audiences, and participated in a consultation on the implementation of the Law of August 4, 2014, for real equality between women and men (a law entrusting the CSA with the task of monitoring the image of women in audiovisual programmes, in particular, by combating any sexist stereotypes conveyed through this media). Moreover, the Director of the Canal+ Discovery thematic channels, Christine Cauquelin, is a member of an observatory set up by the CSA in 2014 as part of the Audiovisual and Education working group.

Canal+ also conducts customer satisfaction surveys. These have confirmed the direct link between a diversified and original program offering and subscriber satisfaction (see Integrated Reporting Pilot Project, Section 2 p.8).

- Canal+ Group's Polish subsidiary maintains regular dialog with KRRIT (the Polish Radio and Television Board), UOKiK (the Polish Office of Competition and Consumer Protection) and UKE (the Polish Office of Electronic Communications).
- In Africa, Canal+ Côte d'Ivoire has taken charge of organizing the symposium of the HACA (Audiovisual Communications High Authority) and the REFRAM (Francophone Network of Media Regulators) on the topic of "Regulating audiovisual communications by satellite and the new broadcasting methods," in which 32 members of the RIARC (Network of African Communications Regulatory Agencies) took part.

A It is worth mentioning that in Africa, the approach of signing a convention with local audiovisual regulation authorities was initiated voluntarily by Canal+ Group in most of the countries where these conventions have now been entered into (see Section 4.1.2.2. for the full list). This enables the local regulation authorities to include such a practice in their relations with other audiovisual operators.

UMG has identified its principal stakeholders (artists, their managers, retailers, digital platforms, streaming services, and national and European authorities) and has instituted open and collaborative dialog. UMG maintains a structured dialog with all players in the music industry due to its participation in IFPI (International Federation of the Phonographic Industry) as an active member.

- In Canada discussions continued throughout the year with UMG's stakeholders for the exchange of views on copyright reform and the protection of intellectual property.
- The protection of broadcasting and public performance rights has been the focus of discussions in Indonesia (where these rights have been introduced for the first time) and in South Africa, on the occasion of reorganization of performers' royalty collection companies to ensure better compensation for right holders.

A Consumers, parents associations and professional organizations are key stakeholders for UMG. They include: the International Music Managers Forum (an organization that groups associations of managers of over 20 countries), the Educational Recording Agency (a British association that promotes the use of audiovisual content for educational purposes), the Musicians' Union (a British and European organization that represents musicians, present in many countries, including Sweden, Finland and Denmark) and Mumsnet, an advice sharing website for parents. Interaction with these stakeholders, which also include the media, take place regularly.

GVT has teams specializing in relations with its principal stakeholders (consumers associations, labor unions, local communities, NGOs, government agencies and municipal, state and federal regulatory agencies), which organize regular meetings, events and discussion forums. GVT also participates in the work of ANATEL, Brazil's telecom regulatory agency. At the same time, GVT has carried out a number of customer satisfaction surveys to gain a better understanding of their expectations. These efforts have been rewarded, since GVT was selected as the "most liked" high-speed Internet and landline brand by the 2014 "Marcas Mais Amadas" survey.

A Within the framework of its dialogue with ANATEL, GVT is participating, in particular, in an initiative consisting of the creation of regional consumers' committees (*conselho de usuarios*): the purpose of these committees, which are real spaces for social participation to which GVT contributes, is to structure discussion between Internet access providers, members of the public and consumer protection bodies with a view to improving the quality of telecoms services.

4.4. CSR Criteria as Part of Purchasing Policy and in Relations with Suppliers and Subcontractors

4.4.1. Importance of Purchasing and Subcontracting at Vivendi

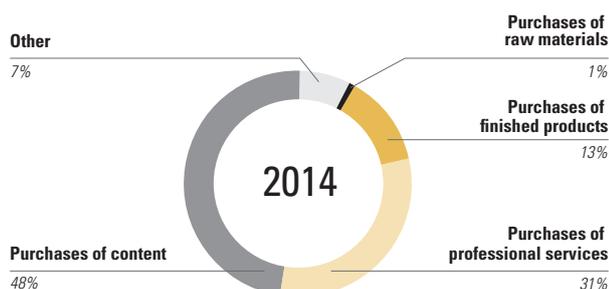
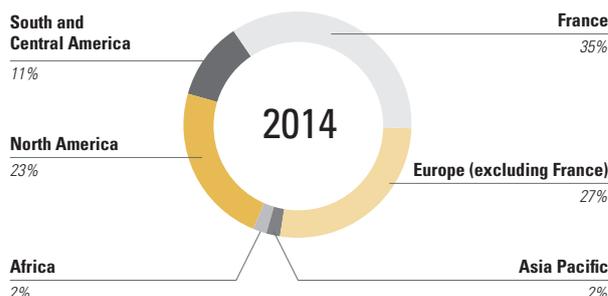
To obtain a better overall view of the risks related to the supply chain, the group has carried out an analysis of its purchases made with suppliers and subcontractors that account for at least 75% of the total expenditure of each of the subsidiaries.

The group purchases mainly content and professional services. Most of these purchases are made from suppliers from the Europe and North America regions.

Breakdown of purchases by main categories (amongst the suppliers and subcontractors with whom at least 75% of total purchasing amount is realized) made by each of the subsidiaries



GRI	UNGC	OECD	Scope covered
G4-12, G4-EC1	-	II.A.3 and 4	Canal+ Group UMG (9 focus group countries) GVT



All the subsidiaries use subcontracting. They expect their suppliers and subcontractors to comply with the principles set forth in Vivendi's Compliance Program and in the United Nations Global Compact, and with the values and rules of good conduct in their respective Codes of Ethics. Any violation of any of these principles is potential grounds for the group to terminate the contract with the supplier. Canal+ Group has two internal call centers for which it has obtained a renewal of the "Integrated Centers" Social Responsibility label, and also has outsourced call centers. GVT has its own call centers.

4.4.2. A Responsible Purchasing Policy Adopted by all the Subsidiaries

Vivendi is committed to increasing the awareness of its main suppliers and subcontractors regarding its social and environmental issues. The subsidiaries therefore ensure that their suppliers are part of the implementation of the group's commitments in these areas. Vivendi's Compliance Program includes a rule that reminds suppliers of their undertaking to provide services in compliance with the group's commercial and social ethical standards.

Each of the group's subsidiaries has made a formal commitment, in the form of a code, charter or clause, to incorporate social or environmental issues. This commitment refers particularly to fundamental principles such as the ones formulated by the ILO in its conventions, the United Nations Global Compact, or the OECD.

Besides the formal commitment of the group's subsidiaries to incorporate CSR issues into their purchasing policy, a number of them have gone a step further in their approach.

Existence of a formal commitment with reference to founding principles in the purchasing policy



GRI	UNGC	OECD	Scope covered
G4-56, G4-DMA Supplier assessment aspects	1-10	II.A.13, III, IV, VI.6.d	Canal+ Group UMG (9 focus group countries) GVT

Deployment of responsible purchasing approach amongst the suppliers and subcontractors with whom at least 75% of the total purchasing amount is realized



GRI	UNGC	OECD	Scope covered
G4-DMA Supplier assessment aspects	1, 2, 4, 5, 8, 10	II.A.12 and 13, II.B.2, IV, V.1.c. and d	Canal+ Group UMG (9 focus group countries) GVT

All the subsidiaries have adopted systems for gathering information and monitoring their suppliers to verify that the group's commitments are properly applied.

Purchases of audiovisual content (films, series, broadcasts, sports events and similar) which account for a substantial portion of the purchases made by Canal+ Group are made under terms and conditions defined by the rights-holders.

For relations with its other suppliers, Canal+ Group has established contractual prerequisites which insist on compliance with the provisions of the United Nations Global Compact, through the systematic insertion of a provision.

These contractual prerequisites are included in the Canal+ Group's bidding documents (calls for tenders) and in the contracts entered into with suppliers after the bidding process.

In addition, the group regularly requires the following of its suppliers:

- the call centers to which it assigns part of the management of its customer contacts must obtain and comply with the Social Responsibility Label;
- suppliers must follow its rules in relation to the protection of the personal data of its customers (including external call centers, technical service providers having access to information systems and business partners); and
- manufacturers of set-top boxes must implement waste management procedures.

When tendering and contracting with its principal suppliers in all its major territories, UMG includes a clause in the tender documents referring to UMG's CSR policy and to Vivendi's Compliance Program (see Chapter 2 Section 2.1.3 of the Annual Report 2014).

GVT, which became a signatory to the United Nations Global Compact in 2014, includes a specific provision in its supplier contracts pursuant to which its partner suppliers are bound to comply with its Code of Ethics and Conduct.

Lastly, the group's subsidiaries have all invested in training purchasing teams regarding the issues involved in a responsible policy, with a view to strengthening their performance in this area.

Percentage of employees on purchasing teams made aware of or trained in responsible purchasing



GRI	UNGC	OECD	Scope covered
G4-LA9, G4-DMA Supplier assessment aspects	6.8	II.A.8, VI.7	Canal+ Group UMG (9 focus group countries) GVT

Canal+ Group's purchasing teams in Poland have been sensitized to, among others, "fair purchasing". The purpose is to draw special attention to purchases for which the manufacturing process adheres to the principles of fair trade – that is, guaranteeing decent revenue for producers in the context of a long-term relationship. In France, employees in charge of purchasing are reminded regularly of fair practices with suppliers.

All UMG's purchasing staff are trained in responsible purchasing through the procurement system used throughout the group. This training is supplemented and formalized through the acquisition of specific professional qualifications.

In 2014, GVT continued raising the awareness of its teams as to responsible purchasing. In 2014, all the relevant employees attended a presentation on the CSR risks involved in relations with their suppliers and subcontractors.

4.5. Fair Business Practices

Since 2002, Vivendi has had a Compliance Program setting out the general rules of ethics applicable to every employee in the group regardless of his or her role or seniority. These rules of conduct cover the rights of employees, truth and protection of information, prevention of

conflicts of interest, commercial ethics and compliance with competition laws, the use of property and resources belonging to the group, financial ethics and respect for the environment. Following these rules is a condition for belonging to Vivendi.

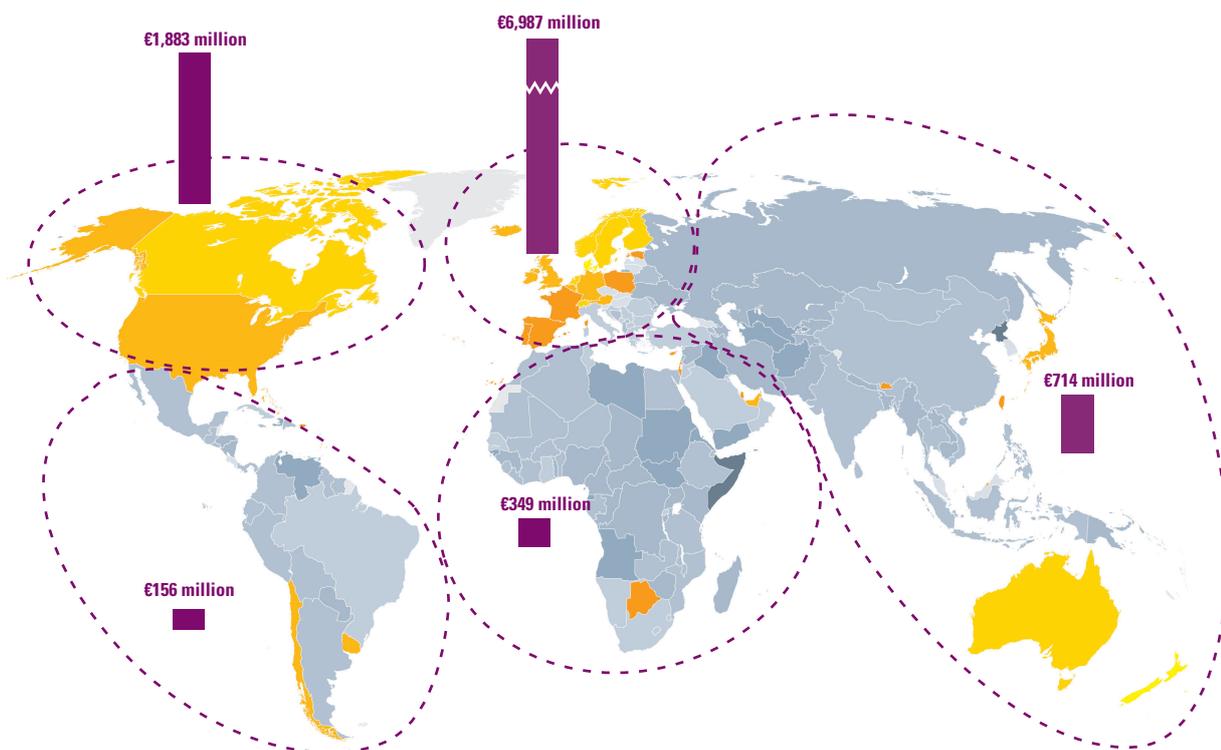
4.5.1. Action to Prevent Corruption

In 2014, the geographic distribution of the group's business activity showed that 91% of its revenues came from countries with low exposure to corruption, according to the Transparency International Index. Notwithstanding this result, the group remains vigilant and has taken steps to prevent any risks in this area.

Breakdown of the group's* revenues by country according to the risk of corruption as defined by Transparency International



GRI	UNGC	OECD	Scope covered
G4-DMA SO Corruption aspect, G4-EC1 and SO3	10	VII.2	Canal+ Group, UMG, Vivendi Village, Corporate

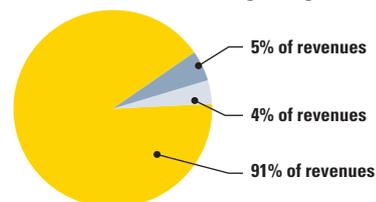


Revenues as of 12/31/2014

Corruption index of countries (2014)



Breakdown of sales according to degree of corruption



* To comply with financial reporting, the data refer to the scope of operations presented in Section 4.2.1. They do not include the data from SFR and GVT, which are activities sold or in the process of being sold in 2014.

Definition of the policy's priority axes concerning the struggle against corruption



GRI	UNGC	OECD	Scope covered
G4-DMA SO Corruption aspect	10	II, VII	Canal+ Group UMG (9 focus group countries) GVT

The subsidiaries manage their own anti-corruption policies based on the Compliance Program and on the United Nations Global Compact, of which the group is a signatory.

Canal+ Group has formalized its commitments in an Ethics Charter and devoted a training module to contractual risks. In June 2014, the Internal Auditing department issued a memorandum for its employees on fraud prevention.

- A** All employees of the Canal+ Group Purchasing department, Legal departments and Audit department are made aware of the fight against corruption. The Canal+ Group Internal Audit department takes a three-monthly inventory of fraud detected within the group, as well as the associated plans of action. This information is fed back by operational services following a group procedure to highlight fraud established by the Canal+ Group Internal Audit department. This procedure is available and published on Intranet with the option for employees to appeal to the secretary-general of the group in the event of difficulty. An email address is also available for reporting any breach of the Ethics Charter.

UMG is committed to adopting a "zero tolerance" approach to fraud and corruption and to acting in a professional manner and with integrity wherever the company operates, in accordance with local regulations and with the 2010 UK Bribery Act. UMG has introduced an early warning system available to its employees. All the group's employees have been instructed in the company's Code of Conduct which includes its anti-corruption policy and they must agree to abide by it.

- A** Employees located in North and Central America take a yearly online Code of Conduct training course. This session comprises sections relating to fraud and corruption, which enables employees in these regions to be continually tested in these issues. With regards to the UK Bribery Act, UMG has a specific policy that is available to employees on the

UMG Human Resources website. UMG has also developed fraud and corruption training programs. In 2014, all employees in China, Hong Kong and Taiwan received training on the Foreign Corrupt Practices Act, the UK Bribery Act and the UMG Code of Conduct. The meeting was held in Chinese to ensure that all employees fully understood the subjects covered.

- A** With the support of outside counsel, UMG has undertaken an approach to draft anti-corruption language which the group intends to include in its commercial contracts on a global basis. The language will require UMG vendors to comply with applicable local laws and will provide UMG the ability to terminate contracts or enforce another penalty in the event of non-compliance on the part of the supplier. China will be the first jurisdiction in which the measure will be adopted, followed by North America.

GVT, which signed the United Nations Global Compact in 2014, has held training sessions to inform and enlist the support of its senior executives in this fight against corruption. In addition, the Brazilian operator signed the "Call to Action: Anti-Corruption and the Global Development Agenda" issued by the United Nations Global Compact in December 2014 to celebrate the tenth anniversary of the tenth principle of the Compact.

- A** This Call to Action is an appeal by the private sector to governments to promote practices combating corruption and to establish policies of good governance, which are necessary conditions for promotion of a sustainable and inclusive global economy.

Total number of incidents having resulted in non-renewal of contract with commercial partners due to violations related to corruption



GRI	UNGC	OECD	Scope covered
G4-S05	10	II, VII	Canal+ Group UMG (9 focus group countries) GVT

During 2014, neither Canal+ Group nor UMG recorded any cases of corruption in connection with their commercial partners.

4.5.2. Contribution to Public Policy/Responsible Lobbying

Formal commitment in favor of responsible and transparent lobbying practices



GRI	UNGC	OECD	Scope covered
G4-DMA SO Public policy aspect	-	-	Canal+ Group UMG (9 focus group countries) GVT

Canal+ Group is a member of professional associations such as AFRC (French Association of Customer Relations) and FEVAD (Federation of E-Commerce and Distance Sales), which are lobbying, among other things, for changes in practices and in the regulations related to the activities of their sectors.

Moreover, at the time the inter-professional agreement on media chronology was being renegotiated, the group lobbied public authorities

to maintain the major balances in that system, which makes it possible to maximize the funding of cinematographic works, in particular through the exclusive window of pay-TV channels.

- In Poland, nc+ engaged in extensive dialog with its stakeholders involved in the fight against piracy.

- A** Among the numerous initiatives conducted by nc+ in 2014, a conference hosted by Signal (Polish association of TV broadcasters of which nc+ is a founding member) is worthy of note; it was organized in December 2014 on the subject of "Protecting intellectual property on the Internet, Poland's strength or weakness?". A number of major players from the media sector and representatives from the public sector came together at round tables to discuss the challenges to intellectual property in the digital age.

The lobbying activities of Universal Music Group are carried out mostly through professional associations of which the group is a member at global (IFPI) and local levels (such as BPI in the United Kingdom, SNEP in France, ABPD in Brazil, RIIA in Japan, PCCA/ARIA in Australia, BVMI in Germany and BREIN in the Netherlands).

- In the United States, all companies that engage in lobbying are legally required to file quarterly reports with the United States Congress that disclose their expenses relating to lobbying activities. The filings – which are completed by UMG’s Public Policy and Government Affairs Business Unit in consultation with an expert ethics counsel, include amounts spent on UMG employees, outside consultants, and trade associations.
- UMG lobbying activities focus mainly on drawing attention to the issue of intellectual property rights and combating illegal content. For example, UMG was a key driver in the IFPI campaign on the topic

of the European Union directive that establishes a term extension of copyright, from 50 to 70 years. This will provide longer term revenue for artists and record companies as well as providing a new revenue stream for session musicians as older recordings are released digitally. This measure serves and protects cultural diversity in Europe, allowing the recording industry to maintain its level of investment in new talent.

A GVT raises awareness among its managers to represent the interests of the group in an ethical and responsible manner, in accordance with Brazilian regulations concerning the professional ethics of public servants (Law No. 8,027 / 90 – Code of Ethics of public employees; Decree No. 1,171 / 94 – Code of Professional Ethics of the civil public servants of the federal executive branch) and the fight against corruption.

4.5.3. Responsible Communications and Marketing

Vivendi’s subsidiaries promote responsible communications and marketing, under codes, charters or special provisions.

Accordingly, this commitment is incorporated into several sections of the Canal+ Group Ethics Charter (particularly those relating to business ethics and environmental protection). Furthermore, in 2014, Canal+ Group signed “La Belle Competition” Charter proposed by the Advertisers Union in order to promote transparency and fairness in calls for tenders issued by advertising companies.

A In France, adverts are reviewed internally by Canal+ Group’s Legal departments. Externally, radio and television adverts are submitted to the *Autorité de régulation professionnelle de la publicité* or ARPP (the French authority for the professional regulation of advertising).

A Moreover, the ongoing digitalization of customer relations throughout the group (dematerialized contracts made available in France and, more recently, in French overseas departments and territories; “e-voucher” dematerialized subscription renewal system available in Senegal, Togo and Vietnam, etc.) considerably limits the environmental impact linked to paper consumption.

All the companies in UMG comply with its Code of Conduct. Most of them have set up an in-house committee in charge of validating all advertising and communications campaigns before launching them to ensure that they meet the requirements of the Code of Conduct.

In addition, UMG has chosen a media agency that is committed through a Code of Ethics to practicing responsible marketing

- In Spain, whenever contests or promotional activities target children below the age of 18, UMG proposes detailed general conditions specifying, if necessary, the need for parental approval.

- In the United Kingdom, ethical practices in the advertising based area of data collection have been discussed between UMG and the stakeholders in the Internet Advertising Bureau.

In Brazil, GVT follows the rules of the National Self-Regulating Advertising Council concerning the ethical standards applicable to advertising, especially with respect to young people. The Council bases itself on the principle that advertising must contribute to creating responsible citizens. Hence advertisements for products targeting young people must contribute to good relations between young people and their parents and teachers, encourage responsible behavior and must urge them to consume the product by implying that this will improve the consumer’s situation.

Number of interventions by the CSA (warning - indictment - sanction) and measures taken in response



GRI	UNGC	OECD	Scope covered
G4-PR7	-	VIII.7	Canal+ Group
			2014
C+G			1

N.B. New indicator in 2014, no feedback for 2013

For all its channels together, Canal+ Group received only one warning from the CSA.