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## Chapter 2

## SECTION 1. NON-FINANCIAL PERFORMANCE AT THE HEART OF STRATEGY

## 1.1. CSR strategy

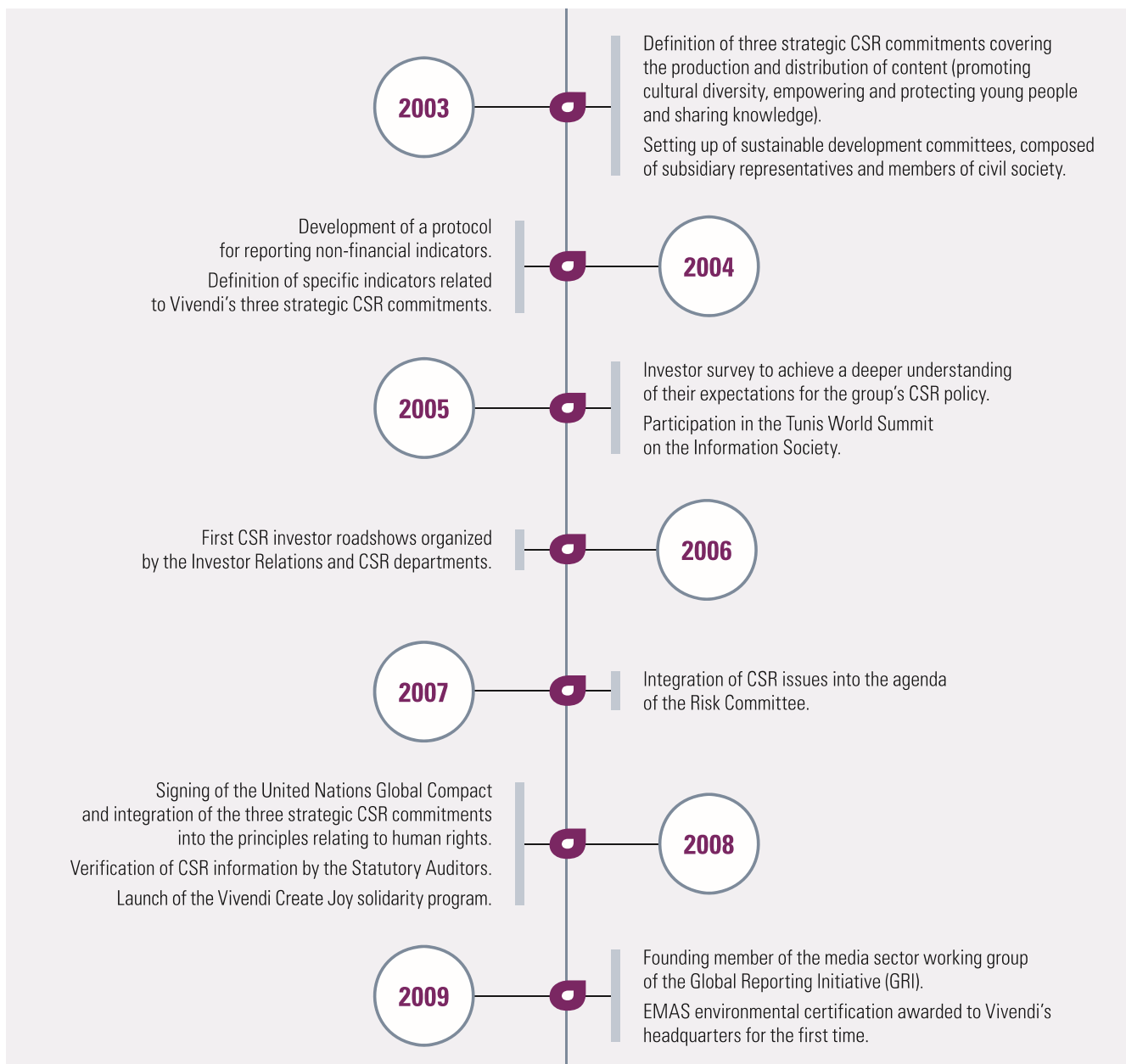
Having worked to define the corporate social responsibility (CSR) issues that are specific to its core business since 2003, Vivendi redefined its CSR program in 2020, *Creation for the Future*, a natural offshoot of its raison d'être, "*Creation Unlimited*: unleashing creation by revealing all talent, valuing all ideas and cultures and sharing them with as many people as possible."

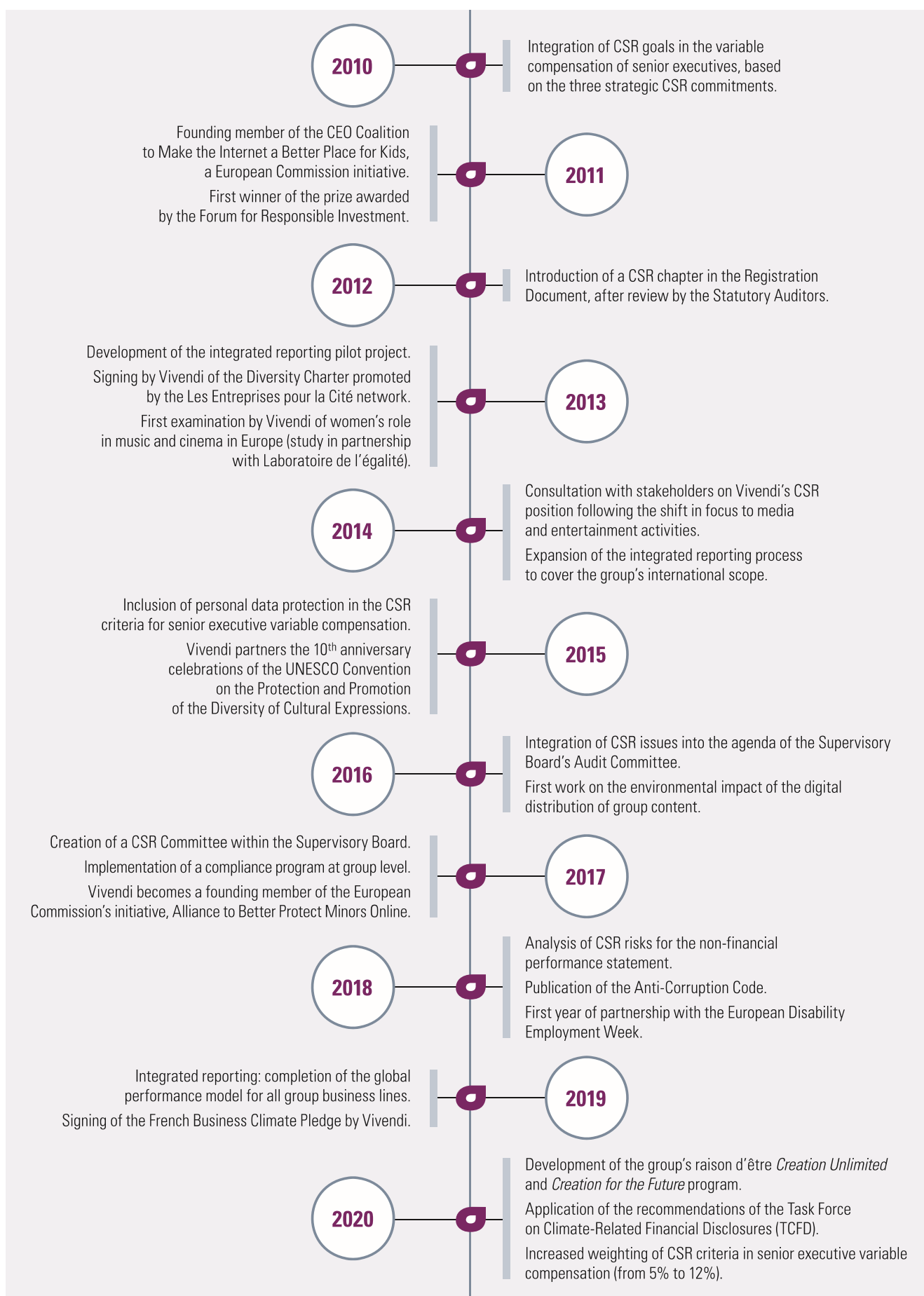
This chapter presents an overview of all the key factors in this new approach: program strategy and governance, main non-financial risks, initiatives already underway, and the ethics and principles on which the group's Compliance Program is built.

By strengthening its commitments, Vivendi's aim is to use the power of creation to combine energies to build more open, inclusive and responsible societies.

## 1.1.1. A LONG-STANDING COMMITMENT

Below are key milestones in the CSR strategy and policy that Vivendi has developed and nurtured for nearly 20 years:





### 1.1.2. A NEW CSR PROGRAM: *CREATION FOR THE FUTURE*

2020 saw Vivendi redeploy its CSR roadmap to focus on priorities that better reflect the group's strategic positioning and its contributing value to all stakeholders, at a time when society's expectations of companies have never been higher.

To improve in consistency, increase its ability to make an impact and act as a driving force for its businesses and its employees who have already been active in the field for many years, Vivendi has decided to translate its commitments into a CSR program that sets out a first milestone for the entire group for 2025.

This new strategic program, called *Creation for the Future*, is directly tied to Vivendi's raison d'être, *Creation Unlimited*, which aims to unleash creation by revealing all talent, valuing all ideas and cultures and sharing them with as many people as possible. It broadens the scope of public interest that the group endeavors to serve, as well as a supportive and unified framework for action that directs all of its activities towards building a sustainable future.

#### A program that draws on three pillars

The strategic program consists of three core pillars that form a framework for Vivendi's CSR policy:

- ▶ **Creation for the Planet**, "Innovating to protect the planet", which structures the group's commitment to action in response to the climate emergency and to protecting the environment;
- ▶ **Creation for Society**, "Imagining tomorrow's society", which captures the group's particular responsibility to society via the content it produces or distributes;
- ▶ **Creation with All**, "Building a more responsible world together", which sets the group's goal to engage its internal and external stakeholders in building a more inclusive and more responsible world.

Each of these pillars is built around commitments, targets to meet those commitments, and priority actions to be completed by 2025. Every year, Vivendi will report on its progress in reaching these targets, which is measured through performance indicators.

The new CSR strategy resonates with current social issues and new concerns as the world evolves towards models that are more respectful of the environment and more inclusive, something which has been particularly important during the current health crisis. These social issues have a fundamental role to play in shaping Vivendi's businesses, with the content it produces and distributes providing a voice and a means of expression for a multitude of ideas, cultures and sensibilities.

With its *Creation for the Future* program, Vivendi is also contributing to the global effort to achieve sustainable prosperity by 2030, as defined by the United Nations Sustainable Development Goals (SDGs). Vivendi directly and indirectly contributes to many SDGs in various ways, but its CSR program focuses on eight specific goals for which the group either has a particular responsibility or is able to make a difference: SDG 4 (quality education), SDG 5 (gender equality), SDG 8 (employment and training for young people), SDG 10 (reduced inequalities), SDG 11 (protection of cultural heritage), SDG 12 (sustainable production and awareness of environmental issues), SDG 13 (climate action) and SDG 15 (sustainable management of forests).

#### A program developed alongside the group's business lines

Vivendi's new strategic program establishes a group positioning that not only ensures that business lines work together more effectively on certain priority CSR issues, but also allows them to take the initiative in other areas based on the sectors and the regions in which they operate. The program was built out of a process of internal dialog involving the group's executives and CSR managers. Some twenty meetings and workshops were organized with Vivendi's General Management, executives and CSR managers from business lines to assess the roll-out of the CSR policy within the group, determine its relevance in relation to business strategy, and share new expectations from employees, consumers, governments and other stakeholders. The program also takes into account the findings from the analysis of the main non-financial risks conducted in 2018 in developing the non-financial performance statement (see Section 2 of this chapter). It was approved by the Supervisory Board's CSR Committee in November 2020.

The process of building environmental, societal and social roadmaps will continue and complete in 2021. The non-financial risk analysis will be updated, and discussions held with external stakeholders to better integrate their expectations. This advancement will provide deeper and stronger insight in fine-tuning priorities and areas of action to meet the targets set for 2025.



## vivendi CREATION FOR THE PLANET

**Innovating  
to protect the planet**

### Our priority

#### **Become Net Zero Carbon at group level by 2025**

We aim to achieve environmental operational excellence, contribute to fighting climate change and, together with all our customers and communities, continue to do more to protect the planet.

### Our commitments

- reduce the carbon footprint of our activities in line with the Paris Climate Agreement targets
- fight against climate change and offset residual emissions
- increase awareness on the climate emergency

### Our contribution



## vivendi CREATION FOR SOCIETY

**Imagining  
tomorrow's society**

### Our priority

#### **Make culture and education more accessible**

We strive to help build open and emancipated societies by providing access to a diverse and inventive range of content for as many people as possible, enabling them to grow, maintain an open mind and help respond to the challenges of the 21<sup>st</sup> century.

### Our commitments

- promote and protect all cultures and sensitivities
- promote access to culture and education for all
- foster the emergence of positive impact content

### Our contribution



## vivendi CREATION WITH ALL

**Building a more  
responsible world  
together**

### Our priority

#### **Contribute to a more inclusive world**

We aim to promote, both within and outside the group, a more inclusive world in which everyone participates in building a desirable and responsible future.

### Our commitments

- promote diversity, inclusion and well-being among our staff
- allow as many people as possible to join our businesses
- act together to enable everyone to have a positive impact

### Our contribution



### 1.1.3. THE VIVENDI CREATE JOY SOLIDARITY PROGRAM

Founded nearly thirteen years ago, Vivendi's solidarity program, Vivendi Create Joy, works to develop individual and collective talent in young people between the ages of 11 to 25 through projects in music, film, content creation, video games, live entertainment (e.g., comedy and stand-up), writing and journalism.

The Vivendi Create Joy program aligns perfectly with the group's CSR strategy, particularly its goals to provide broader access to culture and education, and promote equal opportunity in the creative industries.

Vivendi Create Joy covers two types of projects: social personal fulfillment projects that help reveal an individual's talent, make them aware of their own value and develop their self-esteem; and vocational training projects that allow young adults lacking professional networks to discover and achieve their potential in a profession and a passion that the group shares.

Group employees contribute to the success of projects and to the development of associations supported by Vivendi Create Joy, primarily by volunteering their skills. A digital skills sharing platform has been connecting employee volunteers with partner associations since 2019.

Group employees who live in France can now dedicate one workday per year (split into half days or even hours) to one or more volunteer assignments with participating associations. In this way, Vivendi is able to lend its partners greater support and leverage the skills of group employees while at the same time responding to their desire to help others and share their expertise.

Since it was founded, the Vivendi Create Joy program, rolled out in France, the United Kingdom and several African countries, has supported nearly 90 associations that provide basic and professional training in areas covered by the group's businesses for young people from poor or marginalized communities, or who have health issues or disabilities. In 2020, 13,000 young people benefited from training or initiatives to provide access to culture supported by the program.

The new *Creation for the Future* program will bring the group's CSR targets even more in line with the solidarity and partnership approach taken by Vivendi Create Joy. Fine-tuning the measurement of the impact of initiatives that it supports and broadening the employee engagement program are some of the ways that the group plans to maximize its positive contribution to society by 2025.

## 1.2. Governance and organizational structure

### 1.2.1. EFFECTIVE CSR GOVERNANCE

Vivendi's CSR policy is a central focus of the group's governance. It is supported by the Supervisory Board and Management Board, its governance bodies.

Vivendi's CSR Department reports to the Group General Counsel, who is a member of the Management Board. The Supervisory Board is also directly involved in the governance of the group's non-financial performance. In line with its Internal Regulations, it regularly monitors the group's CSR policy, and is sent a progress report on its deployment by the Management Board each quarter.

A CSR Committee was also set up within the Supervisory Board in 2017. This committee prepares the Board's decisions, makes recommendations and issues opinions on the group's social and environmental challenges, social dialog, employee engagement and societal projects. The committee also sets out areas of improvement for the group on corporate responsibility issues. Two-thirds of its members are Vivendi employees (see Section 1.1.1.14 of Chapter 4). The CSR Committee met twice in 2020, primarily focusing on non-financial reporting, environmental strategy and the group's new CSR program.

The Audit Committee also examines CSR and Compliance Program twice a year. In 2020, it mainly reviewed the deployment of the anti-corruption program within the group.

Since 2010, the Supervisory Board has included CSR criteria associated with the three strategic commitments shared by all subsidiaries (which are directly linked to their area of business) in determining part of the variable compensation of Management Board members. The criteria were revised in 2020 at the recommendation of the Corporate Governance, Nominations and Remuneration Committee to bring them in line with the changing environmental, social and governance (ESG) challenges that the group faces: reduce the group's environmental footprint, promote talent and diversity, and implement the Compliance Program. In addition, the weighting of ESG criteria applied when determining performance-based pay was raised from 5% to 12% (see the Compensation policy for the Chairman and members of the Management Board presented in Section 2.1.2 of Chapter 4 of this Annual Report – Universal Registration Document). On this occasion, the ESG criteria and objectives set for corporate officers have been implemented into the variable compensation of the head office managers of Vivendi SE, at the same level of 12%.

### 1.2.2. CROSS-MOBILIZATION

Vivendi's CSR Department defines the strategic focus and objectives of the group's CSR policy, coordinates associated action plans and is responsible for raising the awareness and driving the engagement of all employees on CSR issues. It oversees non-financial reporting and global performance analysis and development under the supervision of the Management Board and in collaboration with experts from different business lines (see Global Performance presented in Section 2.3 of Chapter 1).

The CSR Department also assists Vivendi's businesses in implementing the group's CSR strategy, supporting their commitments, providing them with human resources and methodologies, and leveraging their progress.

It serves as a catalyst, either reinforcing the actions led individually by each subsidiary or bringing them together when it makes sense in light of the group's diverse businesses and geographic reach for maximum overall impact. Led by the Senior Vice President, Group Head of Legal Affairs, CSR and Compliance, the CSR Department carries out cross-functional assignments through a network of CSR managers from the group's business lines and working in close collaboration with functional departments group-wide (e.g., Legal, Finance, Human Resources, Communication and Purchasing). To reinforce the group's commitments, in 2020, the corporate CSR team appointed a Director of CSR Development in charge of boosting the impact and internal and external visibility of actions and projects deployed as part of the new strategic program.

### 1.2.3. MONITORING NON-FINANCIAL PERFORMANCE

Vivendi has implemented a non-financial reporting process that enables its stakeholders to better assess the group's positioning, opportunities and non-financial risks more accurately. The incorporation of indicators linked to strategic commitments is an innovative approach in the media sector.

To meet the requirements of the European directive on non-financial reporting, Vivendi's annual update of its environmental, social and societal data reporting protocol in 2020 was brought more in line with the group's responsibilities and an increasingly precise set of indicators used to evaluate the actions taken. This update to the protocol was an opportunity for dialog with the group's subsidiaries to ensure that non-

financial data contributors properly understand the indicators, and to adapt to changes in the group's activities.

To implement the protocol, the CSR Department worked with a network of correspondents appointed to coordinate non-financial reporting in each of the subsidiaries and collect data provided by over 450 contributors using a group-wide reporting system.

The ongoing work to increase the objectivity of non-financial performance, with the introduction of indicators to monitor the implementation of action plans defined as part of the *Creation for the Future* program, is one of Vivendi's priority focus areas for 2021. Defining these shared indicators will make CSR strategy more consistent and improve its coordination in meeting the targets set for 2025.

### 1.2.4. DIALOG WITH GROUP STAKEHOLDERS

Vivendi is committed to taking stakeholder expectations into account. The group maintains regular dialog with the financial and non-financial communities, as well as with individual shareholders. It discusses issues with non-profit and academic organizations. It also engages in continuous, constructive dialog with employees and their representatives by promoting shared information and consultation at all levels (see Section 4.3.3.2 of this chapter).

#### Relations with the financial community

Vivendi communicates with analysts and investors to address the growing interest from the financial community in environmental, social and governance (ESG) issues. In 2020, Vivendi's Investor Relations Department consulted with the main French and international ESG institutional investors in Vivendi's capital to gain a better understanding of their perception of the group and their expectations (see Section 3.3.1.3 of Chapter 1).

The group has ongoing dialog with several non-financial rating agencies to better determine its positioning and perform a more informed assessment of its areas for improvement. In 2020, Vivendi was once again included in the following indices: FTSE4Good Developed and FTSE4Good Europe (FTSE Russell), Ethibel Excellence Investment Register, Ethibel Sustainability Index Excellence Global and Ethibel Sustainability Index Excellence Europe, and Euronext Vigeo Eurozone 120 and Euronext Vigeo Europe 120. It was awarded a rating of AA (on a scale from CCC to AAA) in the MSCI ESG Ratings for 2020, and a score of 63/100 from V.E rating agency (formerly Vigeo Eiris). It also took part in the annual CDP Climate Change questionnaire, improving its score in 2020.

On March 22, 2021, Vivendi joined the CAC 40® ESG, Euronext's first national ESG index. This index aims to identify the 40 companies of the CAC® Large 60 (CAC 40 + Next 20) index with the best ESG practices.

#### Multi-partner initiatives

Vivendi works with several multi-partner initiatives to continuously improve the analysis of its impact on society.

As a founding member of LINCC, an innovation platform dedicated to the cultural and creative industries led by the Paris agency for economic development and innovation, Paris&Co, Vivendi works with all of the members of its ecosystem (startups, institutional organizations and large companies) in defining and developing responsible innovation. The group is particularly focused on projects that promote cultural diversity and the role of women in digital entrepreneurship. Conscious of the need to constantly adjust to the different challenges that are specific to its business activities, in 2017, Vivendi formed a partnership with the master's program in communications, media and creative industries at French university, Sciences Po. Every year, it delivers an award to non-European students with the most original ideas on a theme linked to the role of creative content for the common good. Vivendi is a member of the Les Entreprises pour la Cité business network committed to social innovation. The group provides specific support to the network and is also a long-term signatory of the Diversity Charter launched in 2004.

In addition, Vivendi is a member of several organizations and initiatives that aim to meet specific responsibility issues. For example, in 2020, as well as taking part in research with the French environmental organization *Entreprises pour l'environnement*, Vivendi joined the Planet TechCare initiative, which brings together a network of partners (professional organizations, schools, competition clusters, non-profits, foundations and think tanks) to support companies willing to integrate digital technology in their low-carbon strategy. In the same vein, Vivendi has been a founding member of the European Commission's Alliance to Better Protect Minors Online initiative since 2017. This initiative brings together media and telecom companies and child protection NGOs. Lastly, since 2019, the group has been a member of the scientific committee of the *Université du Réseau des Référents Handicap* of AGEFIPH, a fund management organization for the professional integration of people with disabilities, alongside figures from the business world, the social and solidarity economy, academics, and representatives from national bodies that oversee inclusion issues.

This dialog-based approach establishes a general framework that each of the group's subsidiaries can draw on and adapt with its own stakeholders. The examples below show this dialog in action and the resources in place by the subsidiaries.

#### **Universal Music Group**

Universal Music Group (UMG) communicates regularly with a wide range of outside stakeholders, including but not limited to: artists and their managers; songwriters; retailers and digital music services; performers' rights organizations; local, provincial and national officials in countries in which the company operates; trade associations; and ad-hoc working groups or coalitions (such as the Digital Creators Coalition and the US Alliance for Music). Other dialog, such as that related to public policy, is also conducted through, or along with, global and national music industry associations, including the IFPI (International Federation of the Phonographic Industry) and its national affiliates, and the ICMP (International Confederation of Music Publishers). In addition, UMG executives participate as directors of a wide range of industry bodies, such as SoundExchange, IFPI, RIAA and NMPA.

#### **Canal+ Group**

Canal+ Group collaborates with a large number of stakeholders in all regions where it operates including: professionals from the audiovisual and cinema industry; streaming platforms; television channels; movie theaters; subscribers; and regulatory authorities. It takes part in working groups and is a member of professional audiovisual organizations, notably for the prevention of audiovisual piracy with the Audiovisual Anti-Piracy Alliance (AAPA) in France and Convergence in Africa. Studiocanal is also a member of professional organizations, including the French Federation of Heritage Film Catalogues (SCFP). To promote content production methods with a lower environmental impact, Canal+ Group joined the collective initiative *Ecoprod* in 2019 (see Section 4.1.2.1 of this chapter).

As part of its dialog with subscribers, in France, the group works with the Federation of E-commerce and Distance Selling (Fevad), to which it has belonged for many years and which acts as a mediator within the sector.

#### **Havas Group**

Havas Group agencies belong to numerous professional associations and bodies providing a forum for consultations with industry stakeholders including peers, customers, suppliers, regulators and consumers.

These include the French Association of Advertising Agencies (AACC), the French Study Center for Corporate Social Responsibility (ORSE) and the advertising and lifestyles working group of the *Entreprises pour l'environnement* organization in France, as well as the American Association of Advertising Agencies (4A's) and The 3% Movement in the United States.

#### **Editis**

Editis is actively involved in interprofessional collaboration and maintains continuous dialog with many external stakeholders, notably customers, suppliers, the French Ministries of Education and Culture, digital ecosystem contributors and institutions promoting the French language. To strengthen its CSR policy, under which it appointed a group CSR Director, in 2020, Editis drew up a map of all of its stakeholders to better assess its current relations and identify future opportunities for joint action.

#### **Gameloft**

In 2017, Gameloft identified its major external stakeholders, which include gaming communities, brands, media agencies and public and non-profit organizations. Among other things, the process has resulted in a structuring of relationships with NGOs. For example, Gameloft participates in events with Women in Games, a global professional body advocating gender diversity in the video game industry. In 2020, Gameloft Australia's Art Director spoke out on the organization's social media to mark International Women's Day and was a speaker at the Women in Games Global Conference.

#### **Vivendi Village**

At Vivendi Village, dialog with industry professionals takes place through the professional associations to which the entities belong. For example, l'Olympia is a member of Prodis, the French union of producers and entertainment venues; and See Tickets in the United Kingdom is a member of the Society of Ticket Agents and Retailers (STAR) and complies with its Code of Conduct. This code lays down standards in terms of ethics, transparency and payment systems security that operators must guarantee in their relationships with consumers and establishes a procedure for reporting complaints.

#### **Dailymotion**

To address Internet users' growing concern about hate speech online, in 2018, Dailymotion signed the European Code of Conduct on countering illegal online hate speech for digital businesses. In 2020, it went on to become an active member of the online hate speech monitoring unit hosted by the French broadcast media regulator (CSA), which is tasked with analyzing the phenomenon and working on the most appropriate technological standards for handling it.

### 1.3. Vivendi in action in response to the pandemic

The health crisis caused by the Covid-19 pandemic has created an unprecedented situation that has revealed, more than ever before, the essential role of culture and entertainment in personal fulfillment and maintaining social relationships. The study *Entertainment in a New World* conducted by Vivendi Brand Marketing in 2020 reported that 77% of the population <sup>(1)</sup> saw entertainment as a priority in coping with lockdown. Since late February 2021, bookstores and music shops in France have been included as essential retailers, i.e., they are allowed to stay open in the event of a lockdown.

All in all, the events of 2020 have strengthened the group's commitment to creation in all its forms, a commitment that has been possible due to the hard work of Vivendi's employees every day.

<sup>(1)</sup> Study conducted in April 2020 of the population in nine countries worldwide, including France, the United Kingdom, the United States, China and India.

#### Protecting employees

Faced with the health crisis, Vivendi's first response was to guarantee the well-being of its staff worldwide by rethinking work methods to ensure business continuity in a safe environment.

The pandemic has created two major challenges for the group. First, Vivendi operates in regions that went through the pandemic and lockdowns at different times. Second, the group is active in cultural and creative industries that were affected by the health context in different ways. That is why, for reasons of efficiency, the group decided to implement a two-tier governance system. A unit implemented at the level of the Management Board worked with units set up at different business entities to manage the crisis at a more local level. This decentralized, agile organization enabled businesses to quickly and directly implement the measures needed in line with the recommendations or requirements imposed by governments in each country.

The digital transformation of businesses, already underway before the pandemic, accelerated with the integration of new work methods and tools that were still in practice in many countries and entities at the end of 2020. The health and labor measures, as well as the operational and organizational impact of the health crisis, have led to continuous social dialog with employee representatives.

To support employees through this period, close, regular communication was implemented at the level of both the group and its business lines to keep Vivendi teams informed of the health situation, promote new measures and support the widespread implementation of working from home, while enabling employees to stay in contact with one another and with the company (see details on the main measures relating to occupational well-being, health and safety in Section 4.3.3.2 of this chapter).

These new ways of working made it possible to ensure business continuity and helped keep people in their jobs, which remains a key concern for Vivendi. Most positions were maintained at all businesses and throughout virtually all regions. The headcount at December 31, 2020, presented in Sections 5.1 and 5.2 of this chapter, takes into account hiring restrictions due to the crisis, and the situation for businesses on which the crisis will have a more lasting impact, primarily in Latin America. In France, Vivendi reaffirmed its commitment to support the employment of young people despite the crisis, mainly via work-study programs, in an article co-signed by the Executive Vice President, Group Human Resources, published in the French daily financial newspaper, *Les Échos*. Although it is difficult to forecast what will happen in 2021, the group is not planning any large-scale layoffs due to the pandemic.

#### Supporting the ecosystem

The group is also attentive to the effects of the health crisis on its ecosystem of suppliers, subcontractors and retailers. The main measures taken to mitigate the impacts of the crisis during the first lockdown in France included support for bookstores (immediate loans and loan deferments totaling €40 million, along with payment terms extended from 60 to 120 days) and music stores, as well as the closer monitoring of supplier and subcontractor payment processes to remain attentive to those that are the most vulnerable. The group's business lines also made efforts to assist artists and creators with financial measures (such as prompt payment to rights holders by Universal Music Group or dues paid to the French National Center for Cinema and Motion Pictures by Canal+ Group, in France) and donations to non-profit organizations (including the MusiCares Covid-19 Relief Fund and Help Musicians UK supported by UMG). Lastly, during the pandemic, at a time when sources of funding shriveled for some structures, Vivendi Create Joy chose to maintain its support for all of its partner organizations.

#### Innovating to stay in touch with audiences

The group also sought to support artists on new formats for distribution and expression that allow them to stay in contact with their audiences despite the cancellation of in-person events. The J2v festival, a virtual version of the Junction 2 electronic music festival managed by U Live (Vivendi Village), is a perfect illustration of the group's agility in creating new channels for interaction and in meeting a genuine need among artists and their audiences. In concrete terms, the concerts organized by the festival – available on multiple streaming platforms and Gameloft's gaming channels *Asphalt 8* and *Asphalt 9* – drew three million live connections in the space of one evening, bringing together fans from around 100 countries. In 2020, UMG produced more than 100 live performances by artists worldwide, which it streamed on more than a dozen platforms. The Deutsche Grammophon label took a particularly innovative approach during the year, launching DG Stage – The Classical Concert Hall, which gives access to a broad range of classical concert streams, from piano recitals and chamber music sessions to orchestra and opera performances. Meanwhile, Canal+ provided its subscribers with access to movies that were not released in theaters by airing them on myCanal, VOD or as part of its programming under a new label, Canal+ Première, launched in October 2020 in France.

#### Contributing to solidarity efforts

In 2020, these new forms of event transmission were often part of solidarity initiatives to support health care workers and help the most vulnerable individuals. Several initiatives were launched in record time within the group and with the help of artists, including headline events such as *Ensemble à l'Olympia*, the first major music program aired after the end of the first lockdown in France. Orchestrated by Canal+ Group, l'Olympia, Olympia Production and Flab Prod, the show was unable to welcome a live audience but brought around twenty of France's leading artists back on stage to record a music and solidarity show at l'Olympia to raise money in support of French charity, Emmaüs France. In the same spirit, the *Africa at Home* project organized by Canal+ Group and Universal Music Africa united over 70 musicians, comedians and popular stage presenters from Africa to convey the recommendations of the World Health Organization (WHO) and the call for donations to its Covid-19 Solidarity Response Fund to as wide a public as possible.

Other major virtual concerts, such as *One World: Together at Home* and *Global Goal: Unite for our Future* (organized by Global Citizen to support the WHO and advocate for broader access to medical care in treating Covid-19) were aired by Canal+ Group channels in 30 and 50 countries, respectively. UMG also partnered with Global Citizen by compiling the performances from the *One World: Together at Home* event into an album distributed across multiple streaming services. Proceeds went to the organization to support the WHO. UMG also teamed up with artists for the initiative *We've Got You Covered* led by UMG's merchandising subsidiary Bravado. The project involved the release of a collection of reusable cloth face masks designed in partnership with UMG's artists to raise funds for organizations that help the music community. In the same spirit, during France's first lockdown, Editis published *Des mots par la fenêtre*, a collection of 64 texts, each by a different author from its publishing houses. Proceeds were donated to the Fondation Hôpitaux de Paris-Hôpitaux de France.

The importance of the group's products and services in people's daily lives during the health crisis has only strengthened Vivendi's commitment to providing the broadest possible access to its entertainment and educational content. Alongside their efforts to offer new formats for distribution and interaction with artists, several of the group's businesses took the initiative to provide free access to some of their content. For example, the Canal+ channel featured free-to-air broadcasting in the first phases of the pandemic in France. Gameloft offered free content in

35 games from its catalog. Editis provided free access to a selection of ebooks on current events and released a new children's novel, shared in sections every day on social media by its author, Vincent Villeminot. As the health crisis in France forced schools to shut for several weeks, Editis immediately acted to support home learning by offering free access to digital versions of hundreds of textbooks covering a broad range of subjects, which remained available online for several months after schools reopened. Teachers and families were also supported through a wide range of digital resources, including a selection of children's novels featuring educational content, curricular and extracurricular activity kits for different age groups and support resources for parents such as the website *Grandir avec Nathan*.

The group's commitment to ongoing access to education for the children of its employees is just as strong. That is why Vivendi turned to Editis to roll out *Campus Parentalité*, an ambitious program that gave all group employees based in France a subscription to a 100% digital platform providing home tutoring services for children from preschool to high school, which they could share with five other children, and, in doing so, contribute to their academic success and their personal development.

As the world evolves to adapt to the consequences of the health crisis, Vivendi will continue these efforts to meet the needs for escape, inspiration and access to education and culture for as many audiences as possible and to develop a narrative that help rethink the present and build a better future.