Vivendi’s Andiamo network, set up in March 2012, has turned into a community of 60 female business leaders from all of the group’s French entities. Andiamo aims to support women in their professional development and help them break through the glass ceiling through empowerment workshops, coaching, conferences, inspiring stories, and more. In 2019, the network embarked on a new journey inspired by the Learning Expedition program (see Section 4.3.3.1 of this chapter) to also become a support network to further group projects.

Meanwhile, UMG offers two programs, U.M.SHE and Universal Music Women’s Network. These programs are designed to support and facilitate women’s career development in the music business, providing an outlet for women to share experience and know-how and promote their potential. In addition, they also offer access to an ecosystem giving them the tools to develop their individual talents. In France, Syndicat National de l’Édition Phonographique (SNÉP) set up a mentorship program at the start of 2020 in which many employees of Universal Music France and other music industry companies participate.

Since 2018, Havas has offered its Femmes Forward program to promote women in management positions. The two-day training sessions take place over six months, followed by group coaching sessions. Since it launched, more than 150 women from 57 agencies in 23 countries have taken the program, resulting in a promotion rate of 55% in 2020 and a retention rate of 90%. Other initiatives, such as Fight Club launched by Havas Health and You, reflect Havas Group’s desire to promote leadership among women.

Finally, Canal+ Group also started a women’s leadership program, known as BoostHer, which was placed on hold in 2020 due to the pandemic. It will be relaunched in 2021 and will focus on early-career women. In Africa, Canal+ International supports women in executive positions through the programs Les Hérosines and Women on Board.

51% of group employees are women and 48% of managers are women

Vivendi aims to achieve equality at every level of the organization and at each step in the career path of its employees – recruitment, promotion and development. This objective is shared by all business lines and has been identified and developed into multiple forms of action, according to the specific needs of their businesses and culture.

Vivendi’s commitment to this issue has led to the implementation of action plans and social progress measures going beyond existing provisions. These action plans work toward several goals: promoting gender parity in recruitment and respecting equality in terms of access to employment; ensuring equal opportunities in career development; guaranteeing equal pay between men and women performing the same job at the same skill level and with the same level of accountability and results; guaranteeing equality in terms of professional development and pay increases in the event of a career interruption for parental, maternity, paternity or adoption leave; and striving for a better work-life balance.

Most of the group’s French companies have accordingly signed agreements on gender equality, including:

- agreements or action plans on gender equality at work, pursuant to the French Law of March 23, 2006 on the implementation of comprehensive measures (recruitment, promotion, compensation and maternity leave) and metrics to monitor the mechanisms put in place;
- parenting agreements or charters advocating equal treatment of fathers and mothers; and
- agreements on working hours to facilitate a work-life balance and measures to promote parental leave, including for men.

In France, the gender equality index measured the results of efforts made by the group’s companies to allow women to develop professionally in the same way as men and with the same level of pay. Noteworthy index scores include those of Vivendi SE (86), Canal+ Group (89) and Editis (75%) of its subsidiaries scored higher than 75 out of 100, as well as Havas Group companies BETC (91), Havas Media France (76), Havas SA (81) and Havas Paris (84).

Among the business line initiatives, Canal+ Group has decided to systematically take into consideration for any vacant job position at least one woman and one man, and has eliminated periods of maternity leave from the annual assessment, identified pay gaps for equivalent posts and taken remedial action. In the United States, UMG offers all its employees, regardless of their gender, four weeks of parental leave on full pay during the child’s first year. In the United States, Havas Group, as a founding member of 3% Pledge for Pay Equity, is committed to an active policy on equal pay for women and men. Its three-step action plan starts with a diagnostic before making the necessary adjustments and implementing follow-up.

4.3.2.3. Employment and integration of workers with disabilities

Vivendi is a disability-friendly employer committed to integrating people with disabilities and combating discrimination against them. This commitment is built on a number of priorities, resulting in a comprehensive approach that takes into account the specific nature of the business and local law. It focuses on recruiting and integrating people with disabilities; creating conditions that encourage employees to notify the HR team of their disability so that they can implement appropriate support for their positions; establishing partnerships with experts and organizations that foster inclusion; training and educating employees, managers, HR teams and senior management to change their perspectives on disabilities; providing disability-friendly physical and digital access; and offering flexible work arrangements.

At year-end 2019, Vivendi created a working group on disability that includes all Vivendi companies. It meets twice a year. This group’s goal is to discuss best practices in each company, coordinate shared initiatives, and find solutions while consulting external experts when required.
It provided the initial impetus for all group companies to join forces for the first time on an initiative for European Disability Employment Week (EDEW), which was held from November 16 to 20, 2020. Vivendi took this opportunity to renew its partnership with LADAPT, an association for the social and professional integration of people with disabilities. Various group companies worked together to organize a series of informative, educational webinars for employees that raised their awareness and allowed them to share experiences. Each of the proposed themes (invisible disabilities, mental health, conditions, disabilities and inclusion) was covered by a different business line. Working together in this way gave everyone the chance to see complementary points of view, which offered a source of a greater wealth of information.

Vivendi group also pays particular attention to psychological illness and disorders. For instance, Vivendi is one of the three founding partners of Psychodon, which has set out to educate and address psychological illness by taking action in three areas: research, support and prevention. Psychodon held its third big event on October 6, 2020 at l’Olympia, broadcasting an incredible concert on the C8 channel during prime time. Vivendi aims to step up its initiatives on mental health conditions in the next few years.

Each of the business lines also conducts special initiatives to promote the hiring and integration of people with disabilities.

Canal+ Group
Canal+ Group’s Mission Handi+ is a policy of hiring employees with disabilities that has been in place for many years. In 2020, Canal+ demonstrated its commitment by signing its fourth consecutive collective agreement on employing workers with disabilities. The new agreement includes the target of hiring 20 workers with a disability within three years while posting all jobs on the website of AGEFIPH (a French organization that helps workers with disabilities find employment), training all HR recruiters in anti-discrimination in hiring while also broadening sourcing to include new partners. Plans are also in place to provide disability training to all internal stakeholders and conduct annual communications and awareness-raising initiatives, as well as to develop measures that help workers remain in their jobs and support them in various ways.

Havas Group
Since 2008, the Havas Group has carried out a number of initiatives implementing a consistent, sustainable policy aimed at employing more people with disabilities. These initiatives are monitored by a special committee that meets every six months. During EDEW, in addition to contributing as part of Vivendi group, Havas Group offered a variety of workshops on mental health issues and hearing loss. To allow everyone to contribute in their own way, Havas Group has forged partnerships with dedicated recruitment players (e.g., LADAPT, Arpegeh and Trempin) that offer employees the opportunity to serve as tutors, liaison officers or spokespeople to strengthen the link between people with disabilities and the world of business.

Other business lines
To meet its goal of employing more people with disabilities, Edits (Universe Poche) launched a partnership with ANRH, a French organization that promotes the professional and social integration and reintegration of people with disabilities.

In 2020, Dailymotion took part in Hello Handicap, an online job fair for people with disabilities, to raise its profile as a disability-friendly employer.