In response to increased awareness about systemic racism, UMG created the Task Force for Meaningful Change (TFMC) in 2020 to strengthen existing diversity, inclusion and social justice policies within UMG. The TFMC team, which includes members of senior management, works to amplify and expand UMG's current programs, devise new initiatives and support marginalized communities in the ongoing fight for equality, justice and inclusion. This is notably achieved by providing aid and financial support to organizations working in various areas (e.g., housing, legal assistance, mental and physical health services); identifying and adopting global policies and initiatives to address racism, intolerance and bias; and reviewing internal procedures to improve access, recruitment, advancement and retention of a diverse workforce at all levels within the company including leadership positions. In addition, since 2017, UMG has been partnering the USC Annenberg Inclusion Initiative, a global think tank aimed at promoting diversity and inclusion in entertainment, notably through the participation of women, and particularly women of color, in the entertainment business. In 2020, it strengthened this partnership to address the urgent issues of racial justice and equality in the recording industry.

Determined to join the general movement to condemn racism and aware of the low representation of diverse talent in the advertising industry, Havas Group has stepped up its commitment in this area by developing an ambitious plan initiated in the United States, known as #CommitToChange. Unveiled in July 2020, the plan is part of Havas Group’s global diversity, equality and inclusion program All In, which was launched in 2018 and covered more than 150 actions in 42 agencies and villages in 2020 (compared to 100 actions in 35 agencies in 2019).

The #CommitToChange plan is based on seven commitments specific to employers who are Black, Indigenous or People of Color (BIPOC). It includes a comprehensive education and awareness program designed for employees at all levels, in which senior leaders participate actively. Other initiatives implemented as part of the #CommitToChange plan include reserving a significant percentage of internship opportunities for diverse talent and giving them priority for leadership development and mentorship opportunities.

An advisory committee on these topics has been set up for North America. Comprising senior leaders from the Media, Creative, and Health networks representing the Black, Asian, Hispanic, and LGBTQ+ communities, the nine-member committee is tasked with ensuring that the commitments in the #CommitToChange plan are met. In the United States, UMG and Havas North America have designed internship programs for students and recent graduates by forging special partnerships with Historically Black Colleges and Universities (HBCUs), participating in job fairs such as Here Are All the Black People (HAATBP), AfroTech and Power to Fly and supporting organizations aimed at the African-American community like the Congressional Black Caucus. Also, in the United States, many Employee Resource Groups (ERGs) have been set up, uniting employees around a shared diversity initiative and providing support to various communities, including women, Asians, Black people, Hispanics and the LGBTQ+ community. These employee-led groups facilitate networking and enable staff members to connect with one another, enhancing the sense of belonging to the organization.

4.3.2.2. Gender equality

Gender equality is one of Vivendi’s core commitments, advocated by its Supervisory Board and all group entities. It helps foster a culture of inclusion and boosts the capacity for innovation on which our business lines depend.

Vivendi firmly upholds the importance of gender parity and diversity within management. It is determined to raise the percentage of women in top roles at all its business units by implementing specific initiatives promoting women in leadership and gender parity.

Gender diversity within the group’s management bodies

Pursuant to Article 7 of the ASEP-MEDEF Code as amended in January 2020, at its November 16, 2020 meeting, Vivendi’s Management Board set targets for women’s representation in the group’s management bodies, as recommended by the Supervisory Board. These targets were 32% for 2020, 34% for 2021 and 35% for 2022.

The proportion of women in the group’s management bodies is 32%.

Vivendi’s Management Board oversees the policy on gender diversity in management bodies:

- women now represent 33% of the members of the Vivendi Executive Committee;
- two women have been members of the UMG Executive Committee since 2015;
- following the announcement at year-end 2019 that a woman had been named as StudioCanal’s Chief Executive Officer, she was appointed to the Canal+ Group Executive Committee, increasing women’s representation on the Committee to 30%;
- women now represent 23% of Operational and Executive Committees at Havas Group;
- at Edits Group, women now account for 45% of Executive Committee members. In addition, its CEO is a woman;
- women are heavily underrepresented in the videogame industry. By appointing two women to its Executive Committee between 2019 and 2020, Gameloft upped the proportion of women on the Committee to 18%, and
- at 50% at year-end 2020, the Vivendi Village Executive Committee has the highest female representation.

Specific initiatives promoting women in leadership and gender equality

To expand the role of women in the group and improve gender diversity in management positions, Vivendi, UMG, Havas Group and Canal+ Group offer programs to promote women in leadership. Consequently, initiatives to change behaviors and combat stereotypes have been launched. They develop women’s leadership and provide individualized support; facilitate dialog with "role models" to enable women employees to draw inspiration from women success stories in predominantly male positions; and organize regular meetings with executives to raise awareness of the importance of gender diversity.
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 (SNEP) 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 Boost Her, 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 Héroïnes 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 jobs 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.