4.3.3. SUPPORTING AND PROMOTING TALENT WITHIN THE BUSINESS

Vivendi firmly believes that the group’s primary strength is a direct result of the dedication of its people, and that their individual talent contributes to its success. The incredible engagement and energy shown by everyone in the group during the pandemic is yet another testament to this strength.

Like all its subsidiaries, Vivendi has adapted and done everything possible to ensure the continuity of its businesses and protect jobs while also complying with health and safety requirements for all its employees. That is how most positions were safeguarded at all businesses and throughout virtually all countries. Vivendi and its subsidiaries were also determined to continue with most of their programs and action plans after adapting them as required.

Under these conditions, the group’s ability to attract, support and promote talent, and provide a working environment that fosters well-being, is critical to ensuring its long-term success and that of its employees. In this respect, the HR teams aim to match employee expectations with opportunities to develop and thrive within the constantly changing environment of Vivendi’s businesses through experiences, career paths, and development initiatives that are consistent with their aspirations.

To help them achieve that, the HR teams work with managers to make sure that employees are listened to, particularly through surveys, interviews and other opportunities for discussion in which relevant feedback can be collected to understand expectations, adapt action plans and in turn improve employees’ experiences and career paths. 2020 was a particularly good time to introduce a number of employee surveys and workshops that assessed how employees were feeling at various key moments of the public health crisis.

= 4.3.3.1. Attracting and retaining talent throughout their careers

Attracting talent

All the group’s businesses constantly strive to develop their talent base and to run a diversified recruitment policy closely adjusted to the needs of their various activities and specific functional typologies. This held true even though 2020 could have been a year when hiring slowed down, as the case may be for some activities of the group.

The business units improved their ability to attract talent with more engaging and direct employer branding and a stronger employer image on professional or high-impact social networks. This also involved participating in forums, organizing events for students and interns and developing careers websites that reflect the group’s unique identity, history, expertise and human capital through testimonials and videos.

The business units develop partnerships with the leading schools and universities in each field for the profiles and technical skills needed (e.g., engineers, developers and technicians, digital specialists and data analysts) and with schools and universities offering an opportunity to diversity profiles. This provides a way of improving and boosting their employer brand, and therefore heightening the company’s attractiveness (see Section 4.3.2 of this chapter). The group had established 373 partnerships at year-end 2020, compared to 310 for the previous year. This continuous work with schools can take diverse forms, such as participating in recruitment forums, leading master classes with managers, offering employee testimonials, taking part in student challenges organized by schools, and setting up internship or work-study programs.

Several of the group’s entities have identified work-study programs as a valuable HR development strategy, with 784 work-study contracts running across the group as of December 31, 2020. Vivendi reaffirmed its commitment to boosting youth employment despite the crisis, with a focus on work-study programs in France, in an opinion column coauthored by the group’s Executive Vice President of Human Resources and published by Les Échos in July 2020.

Havas Group and Canal+ Group organized Talent Days in France to offer internships (and work-study contracts for Canal+ Group). They helped strengthen the relationship between businesses and students and encouraged dialogue over the short and long term. These events are announced on social networks, in schools and on the company’s HR website. As part of the Canal Talent Days, applicants are asked to submit a presentation video, and successful applicants are then invited to attend a series of induction sessions: presentation of the group, case studies, speed meetings with managers and discussions. The Canal Talent Abroad event held once a year offers interns the opportunity to go on an immersion work experience at one of the Canal+ International subsidiaries. At the Havas Group, advertising agency BETC has established masterclass program specifically for interns, developed and taught by experts in the agency. This series of six masterclasses on topics specific to the business lines or presenting strategic campaigns gives interns a more insightful understanding of the profession. Due to these initiatives, Canal+ Group and BETC received the “Happy Trainees” label, which is awarded to businesses based on surveys completed by interns and work-study participants that rate how well the companies host and support them, along with the quality of assignments given to them.

In California, UMG ranked among the best 100 employers in the Media category on the Forbes 2020 list. In Vietnam, Anphabe (the Vietnamese version of LinkedIn) included Gameloft on its list of the best 50 employers in 2020, as ranked by students.
Developing and retaining talent

Mindful of how important detecting and overseeing talent is from a strategic point of view, all of Vivendi’s HR teams apply a talent management and development policy to address the main challenges related to motivation, engagement, creativity and leadership skills.

This policy calls for commitment from all internal stakeholders. First, it relies on managers, who are responsible for identifying talent. It places particular importance on managers, since their close working relationship with employees means they are well positioned to pick up on particular skills. Second, it is centered around employees. They are encouraged to play an active role by using their career paths, experience and skills to their best advantage and sharing their interests for career development or mobility opportunities, ambitions and professional objectives.

In addition to performance review processes, career committees and talent reviews, group companies increasingly plan for more frequent meetings and discussions (short conversations initiated by the manager or employee). This dialogue helps form a talent map that is then shared with others in the company to best reconcile the needs of both the company and its employees. Soliciting more frequent feedback is in fact one of the ways to elevate employee engagement within the organization. For example, BETC created MyJob, a digital tool designed for smoother communication between employees and managers. The platform is regularly reviewed and updated after every campaign based on feedback from managers, employees or employee representative bodies.

To meet another essential need of employees who want to learn and develop their skills through continuing education, a large number of programs and actions are implemented throughout the group to expand their expertise and gain their loyalty. These include:

- **Learning Expedition**, a program developed by Vivendi for senior managers to develop a fuller understanding of the group’s various entities, forge cross-functional links and eventually nurture new internal growth initiatives through collaboration and collective intelligence among program participants;

- **Havas Next Gen**, a year-long program designed to give high-potential employees in Havas agencies the tools to develop their leadership skills as future members of senior management;

- **Havas Lofts**, a comprehensive learning experience developed to give employees an insight into how the Havas Group’s various agencies around the world are organized and run. Each participant is paired with a coach in a host agency, where they spend four weeks immersed in its processes, tools and culture; and

- **Be The Change**, a program offered by Canal+ to develop leadership and change management skills in an environment of new challenges.

Retaining talent also involves establishing an appropriate and motivating compensation strategy based on employees’ skills and their personal contributions to the company’s development. The group’s HR teams take part in positioning surveys and regularly analyze their employees’ compensation to ensure its relevancy for the company and to compare it to market rates so as to retain talent and attract new people with potential.

Lastly, the group’s different business units strive to help their talented employees progress in their careers to meet their expectations and keep its teams motivated and well-equipped to handle changes in the businesses. At group level, an Internal Mobility Charter has been in place for more than 15 years, along with a tool that collects job offers from the group’s French companies which are open to transfers. These tools also exist within major subsidiaries.

Training

For all group companies, the purpose of training is to support their strategies and needs, to anticipate transformations and changes in group businesses and help employees adapt to technological, digital, organizational and behavioral changes in their work.

Training is a priority intended to offer a variety of solutions that enhance, at an individual level, all three aspects of an employee’s “human capital”, namely skills, experience and personal development. At a collective level, it should focus on the main training areas determined by the business in line with its strategy and needs.

During the Covid-19 pandemic, skill development and managerial coaching have become, more than ever, a major component of the training policies of the various group companies. Public health measures, especially lockdowns, forced all group businesses to adapt their offers in response to the immediate needs of employees under the new working conditions. Remote management, the use of collaborative tools, well-being, the maintenance of social cohesion and awareness of diversity, equity and inclusion issues were all prioritized. The Covid-19 crisis sped up digitalization and increased the use of online training, whose varied formats are better suited to more flexible lifelong learning.

78% of employees (1) attended at least one training course in 2020

Universal Music Group

Following a survey completed in 2018, UMG drew up a three-year training plan aimed in particular at contributing to the development of management and strengthening leadership skills at every level. This was the basis for its UMG Global Manager development program that has been rolled out.

In 2020, the priority training themes identified by UMG were adapted due to the Covid-19 pandemic and growing concern over social injustice. They resulted in three programs. The first is Professional Development, a program centered around personal and relational development, business skills and proficiency with collaborative tools. Next is The Whole You, a program focusing on mental and physical well-being that covers a wide range of topics such as wellness during the pandemic, substance abuse, sleep, addiction, parental well-being, nutrition, meditation, yoga, and more. Finally, there is Six Strings of Management, a managerial development program with modules on remotely managing a team, getting through a crisis, deconstructing microaggressions, unconscious bias, and more.

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1 As a percentage of the total reported headcount, i.e., excluding companies entering the scope of consolidation (see Note on nonfinancial reporting methodology, Section 7.1.

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Vivendi also continued its U.M.SHE Leads program and, in 2020, launched the Black Executive Development Accelerator to increase the number of women and members of under-represented communities in leadership positions (see Sections 4.3.2.2 and 4.3.2.1 of this chapter).

**Havas Group**

Havas Group has set up its own Havas University training, designed to meet the increasingly specialized needs of advertisers. It is organized around three major themes: Education (learning more about high-priority issues), Experience (developing strategies) and Innovation (team coaching and design thinking). With this platform, Havas Group was able to rapidly roll out remote programs for its employees, thereby ensuring their continued learning and development.

**Canal+ Group**

Canal+ Group gives priority to collective initiatives that best meet business challenges. These include its Manager and +Digital programs, collaborative methods (design thinking), specific training, and the rollout of its Talents programs: Innovation to build an agile business model; Be The Change to develop leadership skills; the IMM program focusing on digital creativity, innovation and foresight and Booster, a women’s leadership program.

**Ediris**

At Ediris, priority training initiatives are defined based on the strategic goals of each division to respond to issues facing the publishing business, along with management training and individual coaching programs designed for managers.

**Profit-sharing and employee shareholding**

Vivendi places particular importance on the equitable distribution of the value created by its employees’ efforts. The group has therefore established a profit-sharing policy that encourages the development of employee savings plans, especially through employee shareholding.

Under its employee shareholding plan (PEG), employees are represented on the Vivendi Supervisory Board (see Section 1.1.1.2 of Chapter 4).

**Employee savings plans in France**

In 2020, the total net amount received by employees of the group’s French companies under optional and statutory profit-sharing plans and the employer’s contribution was €28.3 million, which represents a total expense of approximately €35 million for group companies.

Newly invested employee savings totaled €34.2 million, 32% of which was invested in the various Vivendi PEG funds and the Havas, Ediris, Canal+ and Canal+ International savings schemes, and the remaining 8% in the group’s various retirement schemes (Havas, Canal+, Canal+ International and UMG France).

For the most part, the savings were placed in employee shareholding funds: €25 million out of a total of €31.4 million (85%), following completion of a new employee shareholding offer in July 2020.

**Employee shareholding**

On December 9, 2019, Vivendi’s Management Board approved the launch of a new employee shareholding offer in 2020. The first part is a basic plan reserved for employees of the group’s French companies, to which a reserve of 1.25 million shares was attributed. The second part is a leveraged plan, Opus 20, offered to employees in France and the main countries in which the group operates (i.e., 13 countries, representing 70% of the group’s total workforce), for which 7 million shares were offered.

The total amount of the transaction (which completed on July 21, 2020) was €130.2 million for 7.9 million shares, i.e., 95% of the proposed offering: 6.7 million shares for Opus 20 and 1.2 million shares for the basic plan.

At December 31, 2020, employees held 2.35% of Vivendi’s share capital.

8,504 employees subscribed to the shareholding offer, which represents an overall participation rate of 27%.

**4.3.3.2. Creating an attractive work environment**

**Quality of life at work**

Quality of life at work is central to the group’s strategy for enhancing its appeal as an employer, improving creativity, and motivating and retaining employees.

Vivendi has spent several years implementing a strategy for improving quality of work life and guiding its employees towards new work modes that facilitate collaboration, agility and cross-functional efficiency across the company. Work environments are becoming more flexible and, in improving people’s quality of life, they also improve company performance.

In this context, more and more group companies are reorganizing their working spaces to encourage communication between teams, creating co-working areas and zones tailored to different needs. Spaces tailored to brainstorming, quiet work, informal meetings or relaxation are designed to be conducive to employee creativity and well-being. These new arrangements directly benefit employees working on projects that require adjustments to working times, such as game releases, advertising campaign launches, the production of television programs or shows, changes to educational programs or even ticketing activities.

The Covid-19 public health crisis sped up this transition to a flexible working environment and remote working. Unrelated to the pandemic, these practices have been implemented whenever possible when requested by employees to ensure their quality of life at work, keep the group effective and agile and maintain social cohesiveness between employees and the group, thereby improving work-life balance.
For such changes to proceed smoothly, a forward-looking, positive management approach must be developed that calls upon employees’ individual strengths and builds the confidence, independence and initiative that these working arrangements require. This year in particular, it was critical for managers to get involved and work closely with their teams to ensure business continuity. Management and HR teams sprang into action to co-develop solutions to keep in touch despite the crisis. The rollout of collaborative tools allowed employees to work from home, which was a critical requirement during lockdown. Meanwhile, employees showed a level of involvement and maturity that made these new working methods even more effective.

In 2020, UMG completed a global survey on employee engagement, with a response rate of 94%. The survey covered 36 subjects linked to around 10 different themes: engagement, alignment and involvement, resources, teamwork and communication, growth and development, management, leadership, benefits and compensation, diversity, inclusion and belonging, and finally well-being. The last four themes were added after the last survey. The overall engagement score was 67%, an increase of 1% from 2017. The survey will be repeated within two or three years to gauge the impacts of the various initiatives and programs run in response to the last survey.

The fourth Havas Group engagement survey, which covered similar themes such as their sense of belonging to the group and its values, management, teamwork, career prospects and skill development, was postponed due to the public health crisis. It will be relaunched in 2021.

2020 also provided the opportunity to hold multiple employee workshops and surveys specifically about managing the public health crisis. They were rolled out more locally by various group businesses. Furthermore, BETC and Dailymotion regularly send out internal surveys to measure and understand employee quality of life and engagement with the aim of launching or adapting HR initiatives based on the feedback received.

### Occupational well-being, health and safety

Health and safety in the workplace are key concerns for all business units, all of which implement action plans and preventive measures, adapted to their activities, in compliance with local laws and regulations.

**94% of group employees are covered by health insurance**

The Covid-19 public health crisis has refocused the issue of quality of work life at the basic level: health and safety in the workplace. To manage the pandemic’s impacts at the most local levels, since events moved at a different pace from one continent to the next and the effect on group activities was uneven, Vivendi chose to let the various companies decide how they would manage the crisis. This decentralized, agile organization enabled businesses to take the imposed measures directly in short time frames and based on recommendations or requirements imposed by the government in each country.

Crisis units that included the companies’ main functions were set up to exchange information on a regular basis, share best practices, and implement preventive measures in line with the various stages of the crisis, especially when lockdowns were imposed and then when employees began gradually returning to the workplace. These measures were related to employee information (e.g., public health risks, measures implemented and actions to be taken); prevention of psychosocial risks (e.g., isolation, stress, exhaustion, disengagement and internet addiction); counseling unit and internal surveys; prevention of musculoskeletal disorders (posture while working, exercises to stretch and strengthen muscles); implementation of specific public health measures, reorganization of workspaces and circulation plans, limited access to sites, conference rooms and gathering spaces.

This arrangement is based on existing mechanisms, committees or task forces in charge of handling workplace health and safety issues. Entities in France must also prepare the Single Document for the Assessment of Occupational Risks required by French law. Its objectives are:

- managing and updating the document that details risks and prevention plans;
- participating in and overseeing the implementation of a plan for the prevention of stressful situations arising from organizational constraints or workload factors such as atypical working hours;
- taking into account the need for all employees to balance their personal and professional lives;
- monitoring the implementation of action plans required in the event of serious incidents;
- organizing awareness-raising, information and training initiatives for employees on a regular basis (on first aid, safety procedures or specific safety-related topics);
- improving workstation ergonomics (mouse/keyboard use, eye fatigue from screen work, posture-related problems), and even diagnosing the rare situations where there is pain or discomfort;
- promoting best practices in business travel;
- supervising the safety of premises and the prevention of illness, particularly occupational illnesses.

The initiatives and measures implemented by the various group entities to encourage and promote employee well-being and health in the workplace were adopted in response to the new working conditions. In general, events that bring employees together such as charity events and volunteer activities have been put on hold and replaced by more online events, especially those that raise awareness, help maintain mental health and prevent cognitive overload:

- frequent and regular communication with senior management, managers, HR, support services, etc., as well as discussion times such as **Coffee Talks**;
- meetings and webinars on health and wellness that cover topics like time management, sleep and rest, exercise, feelings, relationships with others, etc.;
questionnaires and surveys that collect information on employee needs and emotions regarding certain themes, especially when lockdowns are imposed or when employees return to the workplace,

establishment of an anonymous mental health counseling/assistance hotline for employees or a telephone medical consultation service.

Vivendi is also committed to the well-being of its employees, whose work/life balance was upended by public health measures related to the pandemic (lockdown, curfew). Within this framework, in March 2021, Vivendi began offering all its employees based in France the opportunity to use the Campus Parentalité educational support platform (see Section 1.3 of this chapter) that had already been rolled out within Edite in 2019.

Continuous social dialog

As part of its labor policy and in compliance with the ILD fundamental conventions, Vivendi is committed to fostering continuous, constructive dialog with employees and their representatives by promoting exchange and consultation at all levels, particularly in relation to working conditions and organizational change. All employees based in France and in its overseas departments and territories are covered by collective bargaining agreements.

At group level, social dialog is organized around two representative bodies. The Works Committee represents employees in France, while the European Company Committee (ECC) represents employees across Europe.

The ECC is a supranational body that does not replace representative bodies at local or national level. Instead, it provides a more European cross-regional perspective. Since it was first set up in 2013, it has expanded with the addition of three Baltic countries and Luxembourg. It now has 30 members representing 25 countries in the European Economic Area. Consequently, it covers all employees in Europe, including in the United Kingdom.

The social partners of both of these committees hold plenary meetings and are kept informed on a regular basis so as to enrich social dialog by discussing matters such as news about the group, its strategy, its economic and financial position, and its HR and CSR policies in France or in Europe, depending on the scope of the committee in question. Where necessary, the ECC will be consulted, on reorganizations, acquisitions and disposals on a European level.

The public health situation in 2020 called for information to be shared more often than normal to maintain a strong link between management and representatives from both bodies. As a result, the two committees held five extraordinary meetings by videoconference.

In 2020, the ECC appointed one of its members to serve as an employee representative on Vivendi group’s Supervisory Board.

Within the subsidiaries, dialog and social discussion are organized in line with the employment laws and regulations for each country, and in accordance with human resources policy guidelines adopted by each business unit. This also applies to the compensation policy, which is compliant with the principles of gender equality and non-discrimination, and takes full account of the specificities of each job function in each business line.

A total of 54 agreements or supplemental agreements were signed or renewed in France in 2020. Of these, 48% were agreements on compensation policies and profit sharing (optional and statutory), aimed at involving employees in their company’s performance, and 52% related to working conditions, health and safety, gender equality or employees with disabilities.

In France, labor relations are a particular focus for Canal+. Its goal is to build the kind of responsible relationship that is essential for respectful social functioning, a source of progress and success. This responsible, trusting relationship worked effectively to motivate HR teams, social partners and other stakeholders in the system to implement public health measures and manage the organizational impacts caused by the public health crisis. Within this framework, a number of agreements were signed, including a groundbreaking agreement on remote work (including a charter of mutual commitments between the employee and their manager) and an agreement on disabilities that received unanimous approval. In 2020, Vivendi continued implementing its new structure and managing its plan for voluntary departures related to changes in the audiovisual sector and to the transformation of its businesses, both of which began in 2019.

Respect for human rights and fundamental freedoms

For the Vivendi group and all its entities, respect for human rights first and foremost means a responsible employer model that protects the fundamental rights of all employees in every country in which it operates. Going beyond legal requirements, Vivendi advocates respect for individuals as a principle of management and condemns all forms of psychological and sexual harassment.

5,926 UMG employees received training on harassment in 2020, representing an overall participation rate of approximately 65%

These values are clearly set out in UMG’s Code of Conduct, which was updated in 2016. Virtually all employees have received training on the Code and many receive regular refreshers, particularly in the United States where employees must acknowledge their adherence to the Code every year. The Code of Conduct is issued to all new recruits upon arrival. In addition, for several years now, UMG has been running a specific training module to raise employee awareness on harassment issues.

Respect is also a core value for Havas Group, which has integrated harassment prevention into its social policy. In France, an awareness session on harassment and related topics was organized in 2019 for all managers, based on an interactive format.

10,018 Havas Group employees received training on harassment in 2020, representing an overall participation rate of approximately 55%

The participants role-played real-life situations illustrating psychological and sexual harassment, with commentary provided by legal experts. The session ended with a presentation by HR teams of the various systems in place for reporting harassment and seeking support. The same module was then rolled out to French agencies for all their employees. This initiative was followed up in 2020 with a global awareness campaign rolled out through its Havas University training platform.