

## 4.3. CREATION WITH ALL: BUILDING A MORE RESPONSIBLE WORLD TOGETHER

Vivendi's businesses are synonymous with passion, creativity and diversity, all of which are sources of innovation and performance. Their success is hinged on soft skills, know-how and commitment of the group's diverse talent.

As such Vivendi's *raison d'être*, *Creation Unlimited*, highlights its aim of offering all talent the means to achieve their full potential and creating an environment in which they can grow, learn and take initiative in a complex and constantly changing world.

### 4.3.1. PROVIDING AN ATTRACTIVE AND INCLUSIVE WORK ENVIRONMENT FOR ALL TALENT

The emotions inspired by the group's businesses are the result of the work of 38,315 employees across the globe, who are proud to participate in creating and bringing a wealth of culture to the world.

Vivendi entities create attractive work environments and new, more inclusive organization methods to encourage collaboration and enhance well-being. Vivendi also believes in the importance of recognizing the wide range of career paths people may choose and offering them opportunities for growth and development.

Headcount as of December 31	2022			2021		
	Women	Men	Total	Women	Men	Total
Canal+ Group	3,615	3,982	7,597	3,560	3,975	7,535
Havas	12,851	9,167	22,018	11,421	8,521	19,942
Prisma Media	713	398	1,111	791	445	1,236
Gameloft	782	2,154	2,936	693	2,112	2,805
Vivendi Village	335	353	688	317	344	661
New Initiatives	370	751	1,121	312	642	954
Generosity and Solidarity	47	56	103	50	58	108
Corporate	131	92	223	118	97	215
<b>Subtotal</b>	<b>18,844</b>	<b>16,953</b>	<b>35,797</b>	<b>17,262</b>	<b>16,194</b>	<b>33,456</b>
Editis	1,708	810	2,518	1,690	765	2,455
<b>TOTAL</b>	<b>20,552</b>	<b>17,763</b>	<b>38,315</b>	<b>18,952</b>	<b>16,959</b>	<b>35,911</b>

#### ■ 4.3.1.1. Offering a unique and exciting experience

The group's businesses strive constantly to develop their talent base and to run a recruitment policy that meets the needs of their activities and specific functional typologies.

To meet the aspirations of all talent and, in doing so, enhance their engagement, the group's actions are based on two complementary areas:

- an individual component: offering people opportunities to gain a broad range of experience, upskilling programs (see Section 4.3.1.2.) and job discovery pathways, integrating them into cross-business projects, and paying careful attention to their compensation and their needs for flexibility and work-life balance; and
- a collective component: recognizing the positive contribution of talent to the group and its commitments, to the development of culture in all its diversity and to knowledge sharing.

#### Embodying the employer promise

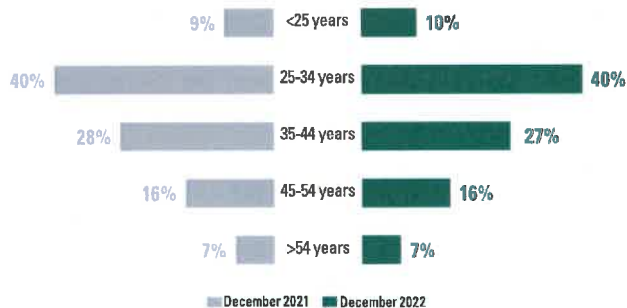
To promote their values and activities, Vivendi's business segments develop and enhance their appeal through a dynamic and proactive employer branding strategy. The business segments enjoy high visibility on social media, built around regular posts highlighting their successes and innovations, reflecting their social, societal and environmental commitments, and sharing the collective emotions inspired by the group's content. The career sites, which express the company's DNA, history, know-how and human capital through employee testimonials or podcasts on the various

business segments, are seen as the first link in the chain of engagement with future employees by giving them a glimpse into what working within the group is really like, and for some the keys to unlocking their dream. The business segments are also committed to providing a positive experience during the recruitment and onboarding process for employees and trainees by increasing the number of exchanges before they join their teams, developing a managerial culture of appraisals and feedback, introducing internal mentoring programs and meetings with senior managers, and offering them an introduction to the business.

At year-end 2022, Canal+ Group launched *La Clique*, a program aimed at the young employees who joined the group during the Covid-19 health crisis and the period that followed (approximately 100 people), to strengthen their attachment to the brand and enable them to create a network. This program covers several months and includes business conferences, meetings with management and more fun-filled events.

The employer promise is also reflected in the development of partnerships with top schools and universities, in line with the areas of expertise sought and the objective of onboarding a diversity of profiles. The group had established 291 such partnerships at year-end 2022.

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.

**Committed to integrating young talent**

At Vivendi, almost 50% of the workforce is under 35. The group therefore pays keen attention to the recruitment and support of its young talent.

With a long history of supporting and assisting young people in their professional training, the group is working to facilitate their access to employment in its creative businesses, notably by promoting the use of work-study programs, a strategic human resources (HR) development tool for many of the group's entities worldwide, with 1,063 work-study contracts in place as of December 31, 2022, plus 2,632 internships offered in 2022.

All in all, Vivendi provided professional experience to 3,695 young people during the year.

Talent Days, an event organized in France by Havas and Canal+ Group to recruit interns (and work-study participants for Canal+ Group), helps build a stronger relationship between companies and students.

In 2019, Havas created Gabereek for the Vivendi group, an enhanced work-study program specializing in digital-related jobs. Gabereek selects and ranks schools and training organizations (25 partnerships) and, on behalf of group entities that request it, hires students from these establishments, including people from diverse backgrounds or who have been unable to find their place in the job market, to participate in work-study programs. For group entities, the program provides access to the best talent and enables them to retain these highly sought after digital tech candidates. As for the work-study participants, they are given the opportunity to benefit from an excellent diploma training program, financial assistance for tuition fees, and guidance throughout their course.

	2022	2021
Number of interns (1) and work-study participants (1)	3,695	3,620
of whom based in France	2,535	2,518
Percentage of interns and work-study participants hired at the end of their internship/work-study contract (2)	12.1%	10.7%

(1) Interns are not included in the headcount; work-study participants are counted in the number of employees on temporary contracts.

(2) Number of interns and work-study participants hired in year Y/Number of interns and work-study participants in year Y-1.

**Fostering the desire to learn and take initiative, and participating in the group's societal and environmental projects**

Vivendi is committed to helping build a more responsible world and engaging all its employees in this mission through both recurrent and purpose-designed programs deployed at group level, such as *Creation for the Future*, the group's CSR program, *Vivendi Create Joy* (see Section 1.1.4.) or other programs initiated by its business segments. For example, the group offers its employees the opportunity to make a commitment to helping young

people through its Vivendi Mentoring program and rolls out practical initiatives each year to mark European Sustainable Development Week (see Section 4.1.3.1.), during which events are organized by all of the group's entities and in which many employees participate.

In 2022, Vivendi held its first Innovation Hackathon, attracting approximately 50 employees from all business segments. Innovation is truly crucial for the group. It goes hand in hand with creation and as such is central to the group's strategy. The hackathon was intended to create a community of innovators aware of the expectations in their sector and to pool their experience, their ability to anticipate and their expertise. Canal+ Group has in turn designed the Hack'celerator intrapreneurship program for employees who wish to express their talent as innovative entrepreneurs and launch a project.

Some of the group's entities also offer employees the opportunity to participate in a *Fresque du climat* (climate fresco) workshop. This is the case for new employees at Vivendi SE, with the dual objective of fostering links between them and raising their awareness of the challenges of global warming; interns at Canal+ Group also get to participate. This workshop has had a great impact on individual awareness and will continue to be rolled out for employees over the coming years.

Lastly, at year-end 2022, Vivendi launched the Vivendi Talent Show, an internal talent quest open to the group's employees in mainland France. The Vivendi Talent Show is designed to allow the group's employee artists to reveal hidden talents that are just waiting to blossom. The selected projects will be combined and passed to a director who will create a show for the final, scheduled for June 2023 at the Olympia concert venue in Paris, giving the finalists precious stage experience.

**Adapting to new work organization methods**

At a time of digital transformation, uncertainty and fierce competition for talent, and new employee expectations, the pace of change in the way work is organized has accelerated, making flexibility indispensable. Working with its businesses, Vivendi leveraged the feedback on the widespread implementation of working from home during the Covid-19 lockdown to balance people's needs for both social contact and flexibility. This was achieved by combining remote and in-person work, wherever possible and on a voluntary basis.

Building on these collective efforts, Vivendi's Works Committee and Human Resources Department, along with the businesses, drew up the Remote Work Guidelines and Charter on the right-to-disconnect common to all group entities, which were distributed in 2021.

**76% of the group's employees<sup>(1)</sup> are eligible for remote work arrangements**

(1) As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and entities with a total headcount of less than 15 as of December 31, 2022 (see Note on non-financial reporting methodology, Section 7.1.).

In 2022, the entities graduated from the remote work testing stage to one where new working arrangements become the new normal. This is why management training programs now include hybrid management modules for successful organization (see Section 4.3.1.2.). In addition to meeting management and leadership challenges, which are more complex in a flexible environment, hybrid managers guarantee equal treatment between employees, regardless of where they work.

Central to this transformation must be a positive employee experience to help drive employees' performance and well-being, integrating the new constraints arising from flexibility to preserve their engagement. Such arrangements can include the creation of workspaces adapted to individual work or "collaborative" areas that foster teamwork and creativity.

#### ■ 4.3.1.2. Recognizing all talents and growing together

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.

Because experience is a precious asset for creativity and innovation, each stage in the lives of employees contributes to enriching the group's businesses, which strive tirelessly to recognize all career paths and create inclusive environments. Trust, listening and the freedom to express opinions are core values for each of the business segments.

##### *Developing and retaining talent*

The group's ability to provide a working environment that fosters well-being and a sense of community is critical to ensuring its long-term success and that of its employees.

To match employee expectations, the HR teams provide opportunities to grow and thrive within the constantly changing environment of the group's businesses through experiences and career paths consistent with their aspirations. The talent management and development policy embodied by the HR teams helps provide a response to the big challenges linked to engagement, creativity, innovation and preparation for the jobs of the future, particularly those requiring leadership skills.

Internal mobility has a strategic role in the human resources development policy, supporting employees in their professional development and building loyalty. It also provides a response to a range of challenges, both organizational (flexibility, removal of barriers between functions, diversity of profiles in a team) and individual (boosting career paths and bolstering employability).

At group level, an Internal Mobility Charter has been in place for more than fifteen years, along with a platform for collecting and sharing job offers from French entities which are open to transfers. At Havas, all vacant positions are advertised on the human resources management platform, which allows each employee, regardless of their field or country of activity, to find job offers and apply.

At entity level, local management has developed a robust feedback culture. Through surveys and a range of interview formats, moments of exchange and conviviality, the HR teams, together with managers, receive feedback from employees. Building on the understanding of their expectations gained in that way, they can then adapt action plans, and improve their experiences and career paths.

Employee engagement is regularly measured through surveys conducted by various group entities. For example, in the latest "HavaSay" engagement survey conducted in early 2023, 80% of Havas employees said they felt a sense of belonging to their agency or group, with 81% of them taking part in the survey. And at Gameloft, the third edition of its eNPS (Employee Net Promoter Score) survey, in which its score has risen every year for the past three years, demonstrated the positive impact of the employee-related initiatives it has put in place. In 2022, Prisma Media launched its team survey, which is conducted alternately with the engagement survey, every other year. To supplement employee engagement surveys, companies use quick surveys on specific topics (e.g., management support, well-being and remote work). Such surveys are not only synonymous with a faster response, but also enhance communication and cooperation between the company, managers and employees.

##### *Recognizing talent*

The talent identification and development policy calls for commitment from all internal stakeholders:

- managers, who identify talent and detect special abilities through their proximity to employees; and
- employees, who are encouraged to play an active role by leveraging their career paths, experience and skills to their best advantage and sharing their interests for career development or mobility opportunities, ambitions and professional objectives.

Performance evaluation processes, career committees and talent reviews round out the system. Group companies are also increasing the number of meetings and discussions (short conversations initiated by the manager or employee). This dialog helps form a talent map that is then shared with others to best reconcile the needs of both the company and its employees. Requesting frequent feedback is one of the ways to elevate the engagement of everyone within the organization

For such changes to proceed smoothly, a forward-looking and positive management approach must be developed, calling upon employees' individual strengths and building the confidence, independence and initiative that these working arrangements require.

Vivendi also provides support to its HR teams, which are essential in supporting managers, by organizing group and individual coaching workshops and by creating a group HR community. Vivendi also launched a program in 2021 for HR leaders, giving them a role as business partners to explore the current concepts of adaptive changes in organization, decision-making in complex situations and internal consistency. At year-end 2022, the HR France community met for two days with the Chief of HR Strategy and Corporate Culture to identify the HR strategy and corporate culture projects to be developed from 2023 onwards.



### Fostering a managerial culture

The characteristics of today's world, sometimes described as VUCA (Volatile, Uncertain, Complex and Ambiguous), require companies to adapt quickly. With the support of HR staff, managers must align the objectives of all stakeholders within their ecosystem, those objectives being company performance, employee expectations, CSR challenges, regulations, and the demands of customers, markets and civil society. Companies' inter-generational and intercultural dimensions are also among their priorities.

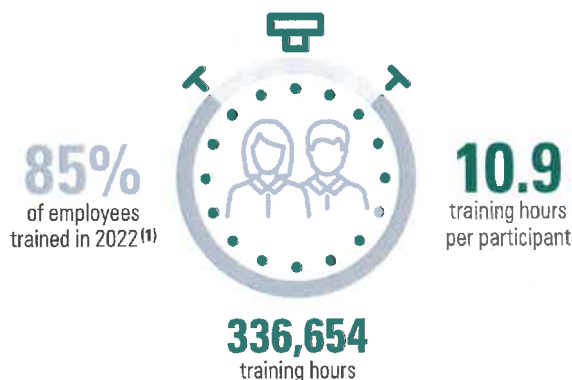
As an employer, Vivendi has a duty to support managers and create the conditions for success. Faced with these changing environments, the group promotes the augmented leadership programs offered to managers by the various entities, covering both their business, which has become more complex, and their leadership and management style (analysis of contexts and alliance strategies, development of their emotional and relational intelligence, in addition to their skills and ability to lead). These programs enable managers to meet new expectations in terms of recognition, accountability and quality of life at work, and to foster collective intelligence, listen, give meaning, create the conditions for innovation, drive change and be bold.

Since 2020, Vivendi's *Colectivo* initiative has brought together roughly thirty male leaders committed to the path of augmented leadership, on the model of *Andiamo*, the group's community of female leaders (see Section 4.3.1.3.). The two collectives also work closely together on issues linked to diversity and inclusion.

Lastly, Vivendi has organized the Vivendi Learning Expedition (LEX) program every year since 2016. This program brings together 40 of the group's senior leaders, the LEXers, for a four-week course based on knowledge of the group's activities, collaboration, and enhanced leadership. In short, it seeks to answer various questions such as how to embody the integrated Vivendi group?, how to develop cross-functional initiatives? and how to innovate? This extended period gives participants the chance to forge cross-functional links with one another and eventually nurture new internal growth initiatives through collaboration, collective intelligence and a better understanding of group strategy and entity value chains. The LEXer community is currently made up of about 150 leaders.

These cross-business communities act as a space for testing augmented management. They are also communities of shared resources and key elements for integrating and belonging to the group.

### Training as a way of bringing out new skills



<sup>(1)</sup> As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and entities with a total headcount of less than 15 as of December 31, 2022 (see Note on non-financial reporting methodology, Section 7.1.).

Skills development and training are a way to meet today's challenges and prepare for the challenges of tomorrow. For each group company, this means deploying their strategy and needs, anticipating transformations and changes in their businesses (job and skills management) and meeting employees' needs to grow and learn.

Training is a priority intended to enhance, at an individual level, all three aspects of an employee's "human capital", namely skills, experience and personal development. At a collective level, the group chooses its major training areas to facilitate the implementation of its strategy and to meet its needs.

In this period of accelerated transformation, the group is prioritizing training on the new directions of each business, managerial skills, new organization methods, quality of life at work, health and safety prevention, and diversity, equity and inclusion awareness.

### Digital learning on the rise

Havas University, Havas's proprietary e-learning platform, is dedicated to employee development and is built around five pillars: discover, upscale business skills, partners program, soft skills, sustainable development and compliance. Since its formation, Havas University has successfully tested new formats, such as webinars, blended learning and microlearning. With more than 5,000 unique users and 10,000 connections a month worldwide, Havas University delivered more than 80,000 certificates in 2022. This year, Havas worked hard to strengthen its "New Era of Management" training program to create an effective team environment and a positive employee experience. The program has already been completed by 1,572 managers. It is available globally, and in several languages.

Canal+ Group's skills development plan focuses on different areas: business skills, strategic skills, cross-functional skills and soft skills (e.g., project and collaborative methods, and languages), which are essential to support changing work methods and managerial skills. In connection with this plan it organizes cross-functional leadership development programs, which connect leaders within both Canal+ Group and the wider Vivendi group. In 2022, 36% of the training courses were conducted remotely and tended as much as possible towards group formats, enabling participants to connect with one another and share best practices.

Prisma Media promotes lifelong learning via its content platform to facilitate access to training for its employees, and it aligns its skills development plan with strategic pillars and transformation plans aimed at meeting the challenges facing hybrid organizations. This enables it to help its employees keep pace with changes in professional and working life. Its focuses include strengthening business expertise, supporting the development of new businesses and new modes of hybrid working, and enriching managerial career paths.

In 2022, Vivendi launched a survey on digital learning within the group, which is even more important given the increase in remote working. The upshot is that we need to move towards an even wider rollout of this type of training within the group's businesses and to streamline and pool content at group level, with the co-creation of specific modules (linked notably to compliance and CSR commitments), the optimization of purchases and an extension of the Havas University platform, on a white label basis, opening it up to smaller entities.

Other more specific programs, some of which are available to all group employees, are implemented by Vivendi businesses. They help increase employee expertise and retain talent, such as:

- *Devenir Manager*, *Be The Change* and *InnovAction* are Canal+ Group programs designed for its young talent, managers and manager-leaders spearheading the transformation of their business to develop their leadership and change management skills against a backdrop of new challenges; and
- *Emerging Leaders*, *Havas NextGen* and *Havas Lofts* are development programs that enable Havas employees to acquire new skills and gain insight into different cultural contexts, thus encouraging collaboration between agencies worldwide.

#### **Improving quality of life and well-being, ensuring health and safety in the workplace**

Vivendi has spent several years implementing a strategy for improving quality of life at work and guiding its employees toward new work organization methods facilitating collaboration, agility and cross-functionality. More flexible work environments contribute to improving quality of life and have a positive impact on the performance of both employees and the group.

Health and safety in the workplace are key concerns for all business segments, and they all implement action plans and preventive measures, adapted to their activities, in compliance with local laws and regulations and the vigilance plan (see Section 3.2.2.).

**95% of employees <sup>(1)</sup> are covered by health insurance and 81% of employees <sup>(1)</sup> are covered by health insurance above and beyond legal requirements**

(1) As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and entities with a total headcount of less than 15 as of December 31, 2022 (see Note on non-financial reporting methodology, Section 7.1.).

These action plans are implemented and monitored by specific committees or bodies tasked with dealing with occupational health and safety issues, and in France, they are rounded out by the preparation of the Single Document for the Assessment of Occupational Risks required by local law. The tasks and objectives of the teams responsible for occupational health and safety risks include:

- participating in and overseeing the implementation of a plan for the prevention of stressful situations arising from organizational constraints or workload factors;
- implementing the necessary action plans in the event of a major crisis; and
- supervising the safety of premises and the prevention of illnesses, particularly occupational illnesses.

In addition, the measures taken during the health crisis have been integrated into the human resources policy and have reaffirmed the importance of caring for employees and protecting their mental health through such initiatives and actions as:

- establishing regular communication from senior management, managers and HR, etc., and organizing times for discussion or relaxation;
- organizing meetings and webinars on health and wellness that cover topics like time management, emotions, relationships with others, rest time, exercise, etc.;

- deploying questionnaires and surveys that collect information on employee needs and emotions on a range of themes, such as managing remote work;
- establishing an anonymous mental health counseling/assistance hotline for employees or a telephone medical consultation service; and
- training managers to recognize signs of anxiety, depression, or loneliness among employees.

As was the case during the health crisis, the entire group stood up in response to the war in Ukraine. Gameloft and Havas in particular, which directly or indirectly employ more than 700 people in Ukraine, took all the necessary measures to ensure and anticipate their protection as much as possible through financial aid, donations of equipment and offering a welcome to refugees (see Section 4.3.3.1.). Psychological support units were also formed wherever needed.

In 2022, Havas continued *Be Kind to Your Mind*, a global initiative to support its employees' mental well-being launched in October 2021. The program is built around four pillars: a commitment from executive management, training sessions on these topics, Wellness Wednesdays and a network of more than 30 ambassadors worldwide dedicated to protecting the well-being of employees.

#### **Promoting a policy of fair pay, profit-sharing and employee shareholding**

Vivendi takes steps to offer its employees attractive and motivating compensation based on their skills and their personal contributions to the company's performance. The group's compensation policy is based on principles of fairness and non-discrimination and is designed to reward individual, as well as collective, performances. The HR teams take part in positioning surveys and regularly analyze its employees' compensation to ensure its relevance to the company and to compare it to market rates so that the businesses have the means to retain talent and attract new promising profiles.

As a responsible employer, Vivendi has also sought to support and assist its employees in an inflationary environment by implementing where possible various measures including premiums, pay increases as part of the 2023 annual negotiations and/or increases in social benefits.

Vivendi also places particular importance on the equitable distribution of the value created by its employees' efforts. With this in mind, the group has implemented a profit-sharing policy through employee savings and employee shareholding programs, enabling employees to share in its performance and thus benefit from their engagement. Under its employee shareholding program (PEG), employees have for many years been represented on the Vivendi Supervisory Board (see Section 1.1.2.1. of Chapter 4).

In 2022, the total net amount received by employees of the group's French entities under optional and statutory profit-sharing plans and the employer's contribution was €33.3 million, which represents a total expense of around €44 million for group entities, 77% of which was invested. The total amount of newly invested savings was €31.9 million, of which 89% was invested in group employee savings plans and 11% in retirement plans. 69% of these savings, i.e., €19.7 million out of a total of €28.5 million, was invested in the July 26, 2022 employee shareholding offer.

This year, the shareholding offer included a basic plan with a discount and a matching contribution reserved for employees of French companies, and a leveraged plan, Opus 22, open to employees in France and the main countries in which the group operates (i.e., 12 countries representing 68% of the group's total workforce). The total amount of the offer carried out on July 26, 2022, after reduction of the initial requests for payment under Opus 22, which was a victim of its own success, amounted to nearly €78 million, representing 8.4 million shares, 1.4 million shares under the basic plan and 7 million shares under Opus 22.

**Over 6,200 employees subscribed to the 2022 employee shareholding offer, representing a participation rate of 25%**

#### *Promoting ongoing discussion and social dialog*

As part of its labor policy and in compliance with the ILO fundamental conventions, Vivendi prioritizes ongoing, constructive dialog with employees and their representatives. The group accordingly conducts social dialog and consultation processes at all levels, enabling it to find collective solutions, particularly on issues relating to working conditions, organizational changes, and health and safety in the workplace.

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

Fresh elections to the first body were held in July 2022, when the previous terms expired.

The second body, created under an agreement signed in November 2019, furthers social dialog at a European level. It is currently composed of 28 members representing 23 countries in the European Economic Area plus the United Kingdom and is represented on the Vivendi Supervisory Board. Nearly one-third of the members were replaced in the summer of 2022, when Universal Music Group was deconsolidated. An amendment relating to the length of terms was signed in December 2022. It provides for the replacement of all the body's members in September 2023, in line with the group's new scope.

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). Over the course of 2022, information meetings were held with the officers of these two committees to discuss the Lagardère takeover.

Within the entities, 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 segment.

In France, labor relations are a particular focus for all group entities. Their 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 and was strengthened as HR teams and social partners joined forces to manage the public health crisis.

For example, Canal+ Group set up bi-weekly meetings between the Social Affairs Department and the secretaries of its employee representative bodies to enable constructive social dialog and tackle key issues from an early stage.

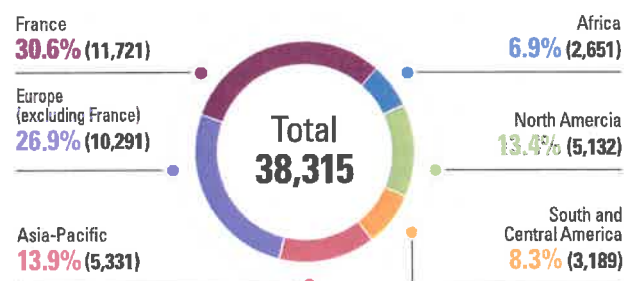
**A total of 65 agreements or supplemental agreements were signed or renewed in France in 2022**

Of these agreements, 78% were agreements related to compensation and profit-sharing policies (optional and statutory schemes, employee savings and retirement plans), aimed at involving employees in their company's performance, and 22% to working conditions, social dialog, gender equality, and sustainable transport.

#### **■ 4.3.1.3. Promoting diversity, the group's DNA, and an inclusive environment**

Because everyone's differences are a source of wealth, Vivendi places individual skills at the heart of collective performance. The group's growth is based on the diversity of its business segments, employees, cultures, generations and talent. Vivendi's goal is to build a company that values openness and diversity.

#### **2022 headcount by geographic region**



Active on five continents and in 79 countries, with 69% of its employees working outside France, Vivendi makes people the central focus of its strategy to meet the challenges of today and prepare for those of tomorrow.

Diversity, equity and inclusion are strategic issues upheld at all levels of the group so that they may become a reality for all employees, a commitment from management, and a daily priority for the HR teams.

**30% of employees <sup>(1)</sup> participated in a diversity and inclusion awareness program in 2022, compared to 21% <sup>(1)</sup> in 2021**

(1) As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and entities with a total headcount of less than 15 as of December 31 (see Note on non-financial reporting methodology, Section 7.1.).



*Creation with All* provides a global framework for these initiatives, enabling Vivendi to increase the intensity and impact of its commitment to creating a more inclusive world.

### Gender equality

Gender equality is one of Vivendi's top commitments, advocated by its Supervisory Board, the Management Board and all group businesses.

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

**The proportion of women in the group's management bodies was 38% as of December 31, 2022, in line with the target set by the Management Board:**

- Vivendi SE: 54%;
- Canal+ Group: 30%;
- Havas: 38%;
- Prisma Media: 57%;
- Gameloft: 10%;
- Vivendi Village: 55%;
- Dailymotion: 43%;
- Eutelsat: 38%.

Pursuant to Article 8 of the AFEP-MEDEF Corporate Governance Code, at its meeting on November 16, 2022, Vivendi's Management Board, upon the recommendation of the Supervisory Board, increased the target for the proportion of women in the management bodies of the group, whose businesses have varying gender parity levels, to 40% for 2023 and 2024.

The policy of gender balance in management bodies and the process of appointing executives is overseen by Vivendi's Management Board, to which two women were appointed in 2022, in accordance with the objective set by the Supervisory Board.

### Specific initiatives promoting women's career development and gender equality

Vivendi has implemented a general policy to break the glass ceiling and increase gender diversity in management positions. This is structured around the programs and initiatives undertaken by the various businesses, as well as at group level, around the *Andiamo* women's network created by Vivendi in March 2012 at the request of the Supervisory Board.

### Women leaders, a priority for Vivendi

*Andiamo* is a networking program for women in leadership positions to promote them onto management bodies. In addition to developing individual leadership, *Andiamo* is also a community of resources for sharing information, experience and management practices. The *Andiamo* community, comprising some sixty women, is also a community for testing new modes of leadership for the group's projects, drawing inspiration from the Learning Expedition program (see Section 4.3.1.2.).

In 2018, Havas launched its *Femmes Forward* program in support of the promotion of women into leadership positions. It continues to offer women around the world the opportunity to expand their leadership skills and reflect on what they want from their careers (with, for example, *Femmes Forward On Air*, a digital platform created in 2021 and dedicated to career advancement). These programs, which attracted more than 245 women from 33 different countries in 2022, represent a 56% promotion rate.

Also in 2022, Havas further strengthened its actions in favor of women's development with the *Femmes Forward Academy*, a program specifically aimed at women with one to three years' experience, enabling them to build up their confidence, manage stress, and learn from women leaders. The pilot edition was attended by 210 participants in 27 countries. In 2022, Havas also set up the Creative Women's Advisory Council featuring creative women from across the Havas network committed to promoting gender equality and supporting the group's 2021 commitment to HeforShe, a United Nations program.

Canal+ Group has rolled out a women's leadership program dubbed "Boost'Her"; about 100 women have participated since its inception. The group also has an active policy designed to improve the promotion of women and to change mentalities, notably through Sister's Day, open to all of the group's women wishing to work on their professional ambitions and on the unconscious biases that are obstacles to their promotion. 250 women participated.

In 2022, Gameloft continued its She Plays program, designed to create a community of women leaders that aims to raise the profile of women in an industry where they are underrepresented, shifting mindsets and attracting female talent to this industry.

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 segments and has been identified and developed into multiple forms of action, according to the specific needs of their businesses and culture.

**54% of group employees are women  
and 52% of managers are women**

Vivendi's commitment to this issue has led to the implementation of action plans and social progress measures going beyond the existing provisions.

Action plans of this nature on professional equality between women and men are in force in virtually all of the group's entities. They are built around measures and initiatives on the themes of:

- recruitment: diversity in job offers, elimination of bias to promote gender balance, diversification of recruitment pools, awareness of actors in managing applications;
- pay: objective criteria, comparison and analysis of pay and benefits between equivalent jobs involving the same level of skills, responsibilities and results, correction of gaps;
- training: equal access, support for return to work following long absences including parental, maternity or adoption leave;
- promotion: balance of promotion and pay increase rate, accessibility of women to management positions; and
- work-life balance: availability of remote work arrangements, parenting measures.

## 59% of group employees <sup>(1)</sup> promoted in 2022 were women, compared to 57% <sup>(1)</sup> in 2021

(1) As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and entities with a total headcount of less than 15 as of December 31 (see Note on non-financial reporting methodology, Section 7.1.).

In France, Vivendi is accordingly taking further steps to promote gender equality by offering to maintain 100% of the salary of employees on second-parent leave for the entire duration of the leave. This measure may exceed the basic legal entitlement at certain entities such as Canal+ Group and Dailymotion. Canal+ Group, Prisma Media and Dailymotion have also pledged to take into consideration for any vacant job position at least one woman and one man.

In 2022, Canal+ Group and Dailymotion also signed an agreement on gender equality in the workplace.

In France, the gender equality index measured the results of efforts made by the group's entities to allow women to develop professionally in the same way as men and with the same level of pay. The indexes of Vivendi SE (89), Canal+ (90), Canal+ International (94), Prisma Media (78), Dailymotion (97), BETC (92), BETC Digital (92), Havas Media France (86), Havas SA (84) and Havas Paris (86) for Havas, and Interforum (90) and Sejer (85) for Editis are worthy of mention.

### Bringing people together and respecting differences

Eliminating all forms of discrimination is one of the priorities targeted by the diversity, equity and inclusion programs implemented by the group's business segments. The group is committed to providing equal opportunities for everyone in recruitment, mobility, promotion, training and compensation, regardless of ethnic, social or cultural origin, gender, religion, age, sexual orientation, personal life or disabilities.

To create an environment aligned with their culture, values and challenges, all group businesses are committed to promoting diversity within their organization and actively pursue a policy of equal opportunity and equality of treatment for everyone.

## 53% of managers <sup>(1)</sup> received training on non-discrimination

(1) As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and entities with a total headcount of less than 15 as of December 31, 2022 (see Note on non-financial reporting methodology, Section 7.1.).

Vivendi's businesses deploy training and awareness programs on diversity and inclusion issues, particularly among HR teams and managers. They are taking initiatives to help employees better understand and manage prejudice and stereotypes. The action plans implemented take into account local and cultural challenges with regard to discrimination and generally include three complementary dimensions: the signature of Diversity and Inclusion Charters with recognized organizations, or, by developing partnerships with mission organizations, the coordination of inclusive working groups to drive and monitor change, and the creation of dedicated working groups to address specific issues.

In France, Vivendi, Canal+ Group and Prisma Media are long-standing signatories of the Diversity Charter promoted by *Les Entreprises pour la Cité* network. Gameloft and the Editis group's Education and Reference division (Sejer) joined the list of signatories in 2019. Another signatory to this charter, Havas's BETC also signed the Corporate and Territorial Charter in 2016, which promotes local development in the Seine-Saint-Denis Department outside Paris.

Since 2018, Havas has continuously developed initiatives with its diversity, equity and inclusion (DE&I) program All In, articulated around an extensive repertoire of DE&I initiatives, including those related to ethnic and cultural representation, gender equality, LGBTQ+ inclusion, disability, wellness and age. Havas understands that these issues vary considerably in each country, culture and agency, and takes a local approach to defining its DE&I strategy. Many of these local initiatives and testimonials are posted on the blog All In and shared with employees every week via the *Life@Havas* newsletter and social media.

Among the strong initiatives of this program, #CommitToChange, initiated in the United States to combat the low representation of talent from diversity in the advertising industry, aims to support, invest in and develop its Black, Indigenous, People of Color (BIPOC) communities. It is overseen by an advisory committee that includes executives from all of the group's divisions, which supervises the annual DE&I program strategy, as well as the #CommitToChange initiatives and undertakings in North America. In the United Kingdom, a Diversity Charter has been in place for five years. In 2022, three employees (including the HR Director) were appointed to the Institute of Practitioners in Advertising (IPA) iList, which honors 30 game-changers for their commitment to inclusion and diversity. Other initiatives include *Cabezas Con Alma* on mental health in Spain, 50+ on generational diversity in Peru, and the countless initiatives, partnerships, testimonials and talks offered by Havas to increase awareness and conversations with the LGBTQ+ community.

Canal+ Group has defined its diversity and inclusion policy based on five key priorities: gender equality, health and disability, generational diversity, racial diversity and the LGBTQ+ community. Two committees have been set up by Canal+ Group to define and implement action plans in this area. *The Wb your sister?* Committee is more specifically dedicated to gender parity and the *Wb your brother?* Committee to diversity (see Section 4.2.1.1.). Employees can attend talks on one or more of these pillars each month.

Finally, in 2022, Vivendi supported the second edition of Mixity's Workplace Inclusion Forum, whose theme this year was diversity and inclusion in the media and content production (see Section 1.3.3.). It hosted the first edition at the end of 2021 to mark the launch of the international index for measuring companies' social footprint designed in partnership with Vivendi. Canal+ Group, which took part in the pilot, is looking into the possibility of extending this initiative to other entities. In 2021, Prisma Media also measured its footprint on the five major themes of diversity and inclusion (equality between women and men, disability, multigenerational characteristics, multicultural issues and gender identity) and defined priority areas for improvement in these domains. Building on this approach, Prisma Media was a member of the panel for the first Diversity & Inclusion Grand Prix, held in 2022 and organized in partnership with AFL Diversity and Mixity. Havas Paris and BETC also started calculating their DE&I footprint in collaboration with Mixity in late 2022.



### Adapting to and integrating disability

Vivendi is a disability-friendly employer. Its various businesses work closely together and are committed to promoting the inclusion and non-discrimination of people with disabilities, whether motor or psychological, by implementing a responsible and sustainable policy consistent with both the specificities of the businesses and local legislation. This policy is reflected in regular awareness-raising campaigns targeting employees and managers, partnerships with non-profits to promote the employment and integration of people with disabilities, and the creation of favorable conditions enabling employees to declare their disability so that jobs and workstations can be adapted accordingly.

In this vein, Vivendi completed the fifth consecutive year of its partnership with LADAPT (Association for the social and professional integration of people with disabilities) in support of the work of this emblematic non-profit committed to working in the field of disability in France and Europe.

The working group on disability, created in 2019 and bringing together all Vivendi businesses, met four times in 2022. It enables the discussion of best practices in each entity, the coordination of shared initiatives, and the emergence of solutions, with help from external experts when required.

**In France, 2% of group employees  
have a declared disability**

Vivendi is also playing a part in changing the image of disability in the workplace and has supported the European Disability Employment Week (EDEW) for five years. This partnership was expanded in 2022, work for the EDEW 2022 campaign was provided pro bono by BETC (Havas) and the agency's employees entered the LADAPT hackathon during EDEW, while Canal+ Group and Prisma Media offered advertising space free of charge to air EDEW awareness messages. The various Vivendi businesses have now been taking part in EDEW simultaneously for three successive years. This year, it ran from November 14 to 20. Throughout the week, group employees could take part in a host of entity-led initiatives in France, including a Prisma Media workshop on digital accessibility, a Canal+ Group workshop on "dys" disorders, a Havas session devoted to using virtual reality to discover invisible disabilities, and a lunchtime debate at Vivendi's headquarters combining information, education and a "signed song" concert with the group Sign Events to raise awareness about sign language.

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

Canal+ Group's *Handi+* mission is a policy of hiring employees with disabilities that has been in place for many years. Its fourth agreement on the employment of disabled workers expires in 2022 and will be renewed in 2023. In addition, as a signatory of the Cancer@work charter, Canal+ Group has made a long-term commitment to an approach favoring inclusiveness when chronic illnesses including cancer create a disabling situation in the workplace. It obtained the first level of the Cancer@work label in 2022. Working towards this label has enabled Canal+ Group to align its approach with international CSR standards, to measure the progress of its actions, to promote its good practices for reconciling illness and work, to increase the employability of patients and caregivers, and to encourage innovative practices.

Havas has undertaken, through its *Mission Handicap* (disability team) initiatives, to implement a consistent, long-term policy aimed at employing more people with disabilities. This commitment takes the form of recruitment, job retention, training and awareness, the establishment of company personal assistance services, the development of subcontracting to the sheltered employment sector and participation in disability-related events. In addition, Havas has created a community of liaison officers, made up of employees who are sensitive to the issue of disability and who are ready to act. Members of this community are identified as correspondents and trusted people within the agency, making them natural points of contact for other employees in the group.

Prisma Media is also very committed to inclusion for people with disabilities, whether through the testimonies of inspiring personalities, awareness-raising talks (discovering the diversity of people with disabilities or well-being at work) held in partnership with LADAPT, or practical initiatives such as administrative support for declaring a disability (recognition of the quality of disabled worker). In 2022, emphasis was placed on the notion of accessibility in three areas: physical accessibility, language accessibility and digital accessibility.

In line with its disability plan, which is widely circulated among employees, Editis has launched a disability team known as *Handi'engagé*. 2022 saw the creation of a network of group disability ambassadors, comprising willing employees who provide support to people with disabilities within the various teams at the group's sites. The group also launched its second survey of employees' perceptions of disability in the workplace.

### Respect for human rights and fundamental freedoms

For the Vivendi group, 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 has a zero-tolerance policy for all forms of psychological and sexual harassment. These principles, which are integrated into the Internal Regulations of several of the group's French entities, will be enshrined in the group's Code of Business Conduct, which is due to be published in the first half of 2023 and which will provide an opportunity to increase the number of global and local communication campaigns on these issues within the group.

In 2021, Vivendi improved its monitoring system by adding a second alert unit dedicated to reports of harassment and discrimination (see Section 3.2.2.).

Within this framework, all group entities take the necessary steps to prevent discrimination and harassment by ensuring that employees and managers are given training, communicating about the whistleblowing systems, and taking appropriate action should any confirmed cases arise.

**40% of the Vivendi group's employees <sup>(1)</sup>,  
i.e., 14,397 people, received training on harassment  
in 2022, compared to 26% <sup>(1)</sup> or 8,586 people in 2021**

<sup>(1)</sup> As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and entities with a total headcount of less than 15 as of December 31 (see Note on non-financial reporting methodology, Section 7.1.).

In 2022, Canal+ Group provided all employees with training on the prevention of harassment, sexism and discrimination, following the program rolled out for managers in 2021. By year-end 2022, 71% of its employees (87% in France and 54% internationally) had attended the training. The group also introduced a whistleblowing system into its collective agreement on quality of life at work and has signed the #StOpE charter on sexism in the workplace. It is committed to reducing it by deploying information, training (including the #StOpE e-learning program available on Campus Canal, the Canal+ Group's digital training platform), prevention and support initiatives among its employees, and a zero-tolerance approach.

In 2019, Canal+ Group teamed up with Havas Worldwide to address this topic by signing the Charter to Combat Sexual Harassment and Sexist Behavior with the organization *Pour les Femmes dans les Médias* (PFDM). They have since been joined by three other group entities: Vivendi SE, Dailymotion and Prisma Media. Their commitments in this regard include informing employees, providing a support/whistleblowing system for victims and sharing their best practices.

In 2022, Havas, which has made the prevention of harassment an integral part of its social policy, renewed its use of role-plays to raise awareness on this issue among all managers, in a campaign previously organized in 2019. In addition, a mandatory training module has been included in the induction process to ensure that all employees are trained on these matters. Other related modules are also available on the Havas University training platform to expand the offering. In 2022, Havas joined forces with employee representatives in France to co-construct a joint anti-harassment committee and an external counseling unit.

Since 2018, Prisma Media has provided mandatory training for managers and HR staff on preventing harassment, and regular awareness talks are also available for employees. In 2022, the group once again distributed a series of videos, first released in 2021, depicting situations of sexual harassment or sexist abuse, with a view to giving its employees a better grasp of the mechanisms, helping them share best practices and letting them know the right person to contact.

Gameloft has strengthened its commitment on this issue by including it in its Code of Conduct, Play by the Rules, which is given to all new employees and sets out the principles and values that must be adhered to. Gameloft has also implemented a new internal whistleblowing process, known as the Alert Investigation Process. An e-learning module on discrimination and harassment, with a specific component for managers, rounds out the system. It is mandatory for all employees.

Dailymotion, which, in 2021, implemented training on these issues for all employees, especially managers, for whom it was mandatory, extended the campaign on how to receive a report and conduct an internal investigation to HR teams and members of the ESC (Economic and Social Committee) in 2022.

HR correspondents have also been designated and trained in each of the three divisions of the Editis group, Literature, Education and Reference, and Broadcasting and Distribution, to prevent harassment and discrimination. Editis also provides its employees with two dedicated phone lines. The system is rounded out by a manifesto against sexual harassment and sexist behavior, which was circulated at year-end 2021 and is available on the intranet.

## 4.3.2. DISCOVERING AND NURTURING ARTISTIC CREATION

### ■ 4.3.2.1. Identifying and attracting artistic talent worldwide

Artistic talent is the very essence of Vivendi's success. To respond ever more effectively to the creative demands inherent in its businesses, Vivendi's aim is to identify and attract the best talent worldwide.

#### *Internal mechanisms for discovering and nurturing talent*

In 2018, Canal+ France created an Artistic Talent Department, tasked with scouting talent and working to cement artists' relationships with the group's various channels and entities. Promising young talents can put their ideas to the test in short formats that they help flourish within the group, such as *Flippé* and *Moitié.e.s*.

Studiocanal, the group's film subsidiary, holds weekly artistic meetings where teams discuss new scripts received and talent discovered during the previous week. Film and series production teams receive an average of 600 projects from new talent each year. The selected projects are presented to an Investment Committee tasked with considering their production. Studiocanal also keeps an eye on new novels published around the world with a company specialized in adapting literary works for film and television. This strategy gives it a place at the front of the queue for purchasing adaptation rights for the most promising works.

Lastly, Editis's publishing houses receive a large number of manuscripts, which represent an initial talent base, and actively monitor the situation nationally and internationally. Editis also fields literary scouts around the world to identify international writing talent and offer them the opportunity to publish their works in French.

#### *Support for festivals, competitions and creative industry awards*

Another very effective way to identify and attract talent is to reach out to them directly. That is why Vivendi entities participate in and support festivals, competitions and awards related to their businesses.

In mainland France, Canal+ Group is a partner of the César Awards, the Clermont-Ferrand International Short Film Festival, and the Cinema For Change Festival. It also participates in high-profile festivals in overseas France, such as *Cinestar* and *Nouveaux Regards* in Guadeloupe, *Ciné Martinique* and *La Toile des Palmistes* in French Guiana, not to mention the *Cinékeur* festival, which, together with Canal+ Réunion, was behind the Canal+ competition for a first short film, targeting amateurs and young talent. Studiocanal is also represented at countless festivals and professional events in France and internationally, including AFM (American Film Market), TIFF (Toronto International Film Festival) and the Berlinale.

### Vivendi on the Venice Lagoon

In 2022, Vivendi became a sponsor of two key events organized by La Biennale di Venezia, the Venice International Film Festival and the Biennale College Cinema project, which helps talented young directors be discovered by providing training workshops and financing their first feature films. Canal+ Group and Prisma Media worked together to provide the best possible coverage for the 79<sup>th</sup> annual Venice International Film Festival, which took place from August 31 through September 10, 2022.

Canal+, the only broadcaster of this prestigious event in France and in several other European countries, as well as in French-speaking Africa, broadcast the opening and closing ceremonies and devoted a daily program, presented by Antoine de Caunes, to interviews with stars live from Venice. In addition, during the Festival's ten-day run, various Canal+ channels broadcast 14 masterpieces that had won awards at the event in previous years. Canal+ also financed the creation from screenplay of *Saint Omer*, which won the Silver Lion in the official competition, and *Nezouh*, which won an award in the Orizzonti section.

For Prisma Media, the editorial staff of *Gala* took up position on the Lido with a team of six journalists, editors, cameramen and photographers to give a behind-the-scenes look at the Festival. Exclusive interviews and photo shoots of celebrities were published on the *Gala* website and stories were posted on the magazine's social networks (120 million video views on TikTok). *Gala*'s editorial staff also produced a program called *Stars à Venise* for Canal+, which was broadcast free-to-air after the daily show presented by Antoine de Caunes.

In Africa, Canal+ Group partners with prizes such as the *Sotigui Awards* in Burkina Faso and takes part in a host of festivals across the continent. This is a way for it to tap into a wide pool of talent, including comedians at *Abidjan Capitale du Rire*, Africa's best-known humor festival in Ivory Coast, and at *Festico*, the international humor and comedy festival in Yaoundé (Cameroon). In the film industry, the group supports *Clap Ivoire* and *Ficomp*, the international short film festival in Pointe Noire (Republic of Congo), a real talent incubator for Africa.

Vivendi Village also supports several African film festivals such as the *Cotonou* short film festival in Benin, with 16 films screened free of charge at CanalOlympia, the *Films Femmes Afrique* festival in Senegal (whose theme this year was "Women creators of the future") and the *Ciné Scolaire* school film festival in Douala (Cameroon). Vivendi Village, whose core business is live entertainment, offers emerging talent springboards and open stages at festivals such as the Brive Festival, giving them visibility among the many festivalgoers.

### 144 new authors published by Editis in France in 2022

For their part, the Editis publishing houses are partners of literary prizes such as the *Prix Jean Anglade* at Presses de la Cité and the *Grand Prix des Enquêteurs 2023*. Launched in November 2022 in partnership with *Le Figaro*, this contest is dedicated to crime novels, thrillers and noir novels written by previously unpublished authors. The winner's novel will be published by Robert Laffont in the "*La Bête noire*" collection in September 2023.

### Training partnerships and writing residencies

The group uses its know-how to form partnerships with leading schools and training centers, as a means of scouting emerging talent at a very early stage.

For example, Canal+ Group has entered into a financial partnership with Fémis (École nationale supérieure des métiers de l'image et du son) and CEEA (Conservatoire européen d'écriture audiovisuelle), which see group employees participate in training courses. In overseas France, Canal+ has signed annual pre-purchase agreements with two film schools: ÉPICES, the Preparatory School for Cinematographic Initiatives in Guadeloupe, and PARALLEL 14, a renowned 3D animation school in Martinique. In the United Kingdom, Studiocanal has partnered with the London Screen Academy, which aims to open the film industry up to a wide range of talent, thereby enriching the creative pool of the group's film subsidiary.

Discovering talent also involves designing training programs for the Group's businesses.

For example, Vivendi and Canal+ Group launched the Talent Unlimited program in 2017, in partnership with the City of Cannes, the Université Côte d'Azur and its Foundation. Cannesfilms Unlimited (dedicated to screenwriters) and Canneseries Unlimited (dedicated to series writers) aim to accompany and grow the best young writers identified. Since its launch 71 authors have received support from Talents Unlimited. In 2022, the two winning film and series projects were developed by Canal+ Group, offering the authors a practical professional experience.

In Poland, *Script Atelier* powered by Canal+ is a training program for young scriptwriters and directors, while *Impakt Producer's lab* enables producers working on feature films or documentaries to bring their projects to life during workshops with film industry experts.

Finally, in Africa, whether through its collaboration with non-profits supported by *Vivendi Create Joy* or its Canal+ University training program (see Section 4.3.2.3.), Canal+ Group offers beginners and established artists the opportunity to go further in expressing their talents in front of and behind the camera.

#### ■ 4.3.2.2. Retaining talent

Retaining the best artistic talent means creating long-term relationships of trust with them, and above all helping them develop and enrich their vision and potential for expression and creation. That makes the breadth and complementarity of the group's various businesses a compelling asset.

It is why the Canal+ Group networks, Studiocanal and Editis have joined forces in a group talent review committee to optimize their collaboration with the group's various creative entities.

To cement relationships with its talents, the Canal+ Group Artistic Talent Department is establishing a partnership framework with them in France. Image or preference contracts give the group a right of first refusal on any new project of the talents concerned. Studiocanal's Talent tracking document is kept up to date and is shared with all production teams (France, International, movies and series). Pooling this list with various Canal+ Group production teams at regular artistic meetings gives our talents access to outlets in both film and television, with bridges possible between the group's various businesses.



Editis builds special relationships with its authors by promoting their works in different formats (paperback, audio and audiovisual) and by developing their influence on social media, such as the collaboration between Brut and Harlan Coben, or the "Book Hunt" organized with influencer Christiane Tran by Pocket in Paris in 2022. Editis also organizes "From Book to Screen" masterclasses which provide a meeting ground for authors and film producers to discuss adaptations of their work. In 2020, the publishing group also created the *Bureau des Auteurs*, an initiative that allows nearly 200 of the group's authors to share their expertise at meetings, events or talks, around nearly 400 original themes.

#### ■ 4.3.2.3. Promoting local content and artistic talent

Focusing on local content and artistic talent reflects the group's determination to meet the ever-increasing demand of its audiences for content that they can relate to and which unites them.

With a footprint spanning 79 countries and content available in 51 languages, the group's development strategy focuses on supporting and promoting local talent and their creations.

Canal+ Group plays a major role in developing television and movies in France and abroad. In 2022, through its channels and studios, the group invested nearly €500 million in French and European cinema.

In overseas France, Canal+ Group promotes local creations and co-productions by giving them high visibility locally, as it does in mainland France, where all subscribers have access to a digital channel known as "Canal+ Outremer", available on myCanal, which promotes the best

talents from the overseas territories. At year-end 2022, memorandums of understanding were signed between the group and the Territorial Collectivities of Martinique and French Guiana, formalizing the establishment of a support fund for the local audiovisual industry.

In all of Canal+ International's host regions, a range of culturally relevant content is being developed for specific audiences, notably through the acquisition of production companies or local networks, such as in Poland, Vietnam and the Netherlands. Through its subsidiary Kino Swiat, Canal+ Poland plays a major role in producing and distributing local content. It has been one of Poland's leading distributors and producers of independent films for almost twenty years. In 2022, it financed five Polish series and 22 Polish films.

The group is an especially creative force for entertainment channels, movies and series specifically for Africa. It also brings together its leading talents by developing high-quality local content that shines throughout the African audiovisual landscape. This creativity is expressed in Canal+ Original programs such as *Manjak* by Anna Gomis, *Mami Wata* by Samantha Biffot, which won an award at the 2022 *Vues d'Afrique* festival, and *Le Futur est à nous*, the first daily series in French-speaking Africa, launched this year. Sport, which is also one of the group's major areas of development in Africa, boasts five dedicated channels highlighting local talent revealed by Canal+ International, who have become emblematic figures on the air in French-speaking African countries and in France.

#### Canal+ University, training designed for the African continent

To meet demand for quality local productions, Canal+ Group has created Canal+ University, aimed at people in the audiovisual industry, from producers, actors and reporters to scriptwriters and comedians. Canal+ University is now the leading training partner for the audiovisual and film professions in French-speaking Africa. In 2022, Canal+ University offered workshops on audiovisual professions as part of the second edition of the *Salon des Métiers de l'Audiovisuel et du Numérique* in Gabon and a masterclass on what it means to be a film director at the *Clap Ivoire* festival. Numerous training sessions were also organized, one on the presentation of sports news for journalists of the Congolese national network, in collaboration with the Democratic Republic of Congo Ministry of Communication and Media, and another on training for young comedians in Kinshasa and Brazzaville, getting them ready to appear in the *Canal Comedy Club* broadcast on Canal+ Pop.

In 2022, Canal+ University trained over 1,000 people in various audiovisual production professions. Building on this success, Canal+ University, with its partner Convergences (a training organization) obtained support from the AFD (French Development Agency) in 2022 to help double the number of trainees by 2023.

The broadcasting of African films in CanalOlympia, a network of movie theaters with more than 5,000 seats in 12 African countries, also makes it possible to support the emergence of local cinema in the long-term. Within this infrastructure, about twenty screenings are offered each week, and many local artists take to the stage for concerts and shows. This support is further reflected in a specific multimedia communication strategy, promoting strong social media presence.

For its part, following on from Nimba Éditions in Côte d'Ivoire, Editis has launched a new Senegalese publishing house called Saaraba. Highlighting works that reflect the daily life, experiences and aspirations of the Senegalese people, Saaraba's ambition is to support local literary creation and, more generally, to encourage the emergence of talent on the African continent. The first titles published in 2022 were *Les Contes* by Elhadji Leeboon, *Yulu au pays de la Teranga* by Roxane Dogan, *Mon Cahier ma peau saine et belle, au naturel* by Aminata Thior, and two coloring books: *J'apprends les chiffres* (I'm learning numbers) and *J'apprends les lettres* (I'm learning letters).

### 4.3.3. ACTING TOGETHER TO ENABLE EVERYONE TO HAVE A POSITIVE IMPACT

*Creation with All*, the third pillar of Vivendi's CSR program, defends the idea that a more responsible and sustainable world can only emerge with the involvement of all stakeholders, internal and external.

#### ■ 4.3.3.1. Supporting employee engagement

Taking better account of societal issues and having a real impact on the world around us also means making the group's employees committed citizens. Which is no less than what they expect from the company and the group to which they belong.

Some 18% of employees <sup>(1)</sup> have taken part in social or environmental projects or awareness-raising activities on these topics

(1) As a percentage of the total reported headcount, i.e., excluding entities entering the scope of consolidation and those entities with a total headcount of less than 15 as of December 31, 2022 (see Note on non-financial reporting methodology, Section 7.1.).

To inform and involve all group employees, Vivendi entities regularly publish internal communications or organize events on CSR issues. They include online talks such as the *Lumière sur* series offered by Canal+ Group and CSR webinars at Gameloft, as well as *Canal+ et toi*, Canal+ Group's committed monthly newsletter, *Havas Impact+*, a newsletter and website dedicated to Havas's CSR commitments, not forgetting *Dare!*, the biannual Havas magazine that puts a creative and qualitative spotlight on the group's CSR initiatives.

#### Skills sponsorship

Vivendi encourages employees to participate in the group's initiatives by contributing their skills as a form of sponsorship. The *Vivendi Create Joy* program is a strong symbol of this. *Vivendi Create Joy* enables employees who want to contribute their skills to the group's partner organizations to sign up through an engagement platform (see Section 1.1.4.). Similarly, Havas Solidaires offers Havas group employees in France the possibility of donating their talent and time to selected non-profit organizations in order to support causes that are important to them.

#### Vivendi Mentoring – giving young people the keys to success

2022 marked the launch of the Vivendi Mentoring group program designed to provide support for young people, especially those having trouble finding their way in the worlds of education or employment. Vivendi supports non-profits including Article 1, Télémaque, Sport dans la Ville and Kodiko, all of which are members of Collectif Mentorat, a body born out of the French government's "1 Jeune, 1 Solution" program, and acting primarily to promote equal opportunity in disadvantaged neighborhoods and for refugees. The Vivendi Mentoring program also supports young students under priority education agreements in the Sciences Po Paris Master's degree in communication, media and creative industries. In 2022, Vivendi Mentoring allowed 121 young people to receive support from mentors hailing from all of the group's entities.

More specifically, Havas's agencies put their creativity and know-how to work on communication campaigns for non-profit organizations and initiatives. In 2022, pro bono campaigns were organized for an extensive list of non-profits including Action Contre la Faim, Le Refuge, SOS Racisme, LADAPT and Diversidays in France. Support was also provided to the Anne de Gaulle Foundation, enabling the achievement of an unprecedented event to mark the United Nations' International Day of Persons with Disabilities on December 3, 2022. Paris-Charles de Gaulle airport was renamed Paris-Anne de Gaulle airport for the entire week, with the aim of raising public awareness about the inclusion of people with disabilities. This pro bono support is also offered in the United States with Havas San Francisco for Life Science Cares, in the United Kingdom with Creative Lynx for the LGBT Foundation, in Italy with Arena Media for a Europa Donna Italia breast cancer awareness campaign, and in Germany with Havas Düsseldorf for Justdiggit, a non-profit organization working for solutions to climate change.

1,945 employees took part in pro bono or skills sponsorship actions in 2022

Group employees also got involved in supporting people with disabilities on DuoDay 2022, during the European Disability Employment Week (see Section 4.3.1.3.). DuoDay gives a person living with a visible or invisible disability the chance to spend a day in a company to discover a job that interests them.

#### Solidarity initiatives

This year, Havas Village France and BETC (Havas) continued their salary rounding up initiative in collaboration with microDON. Willing employees could have a micro-donation deducted from their salary and paid to the non-profit of their choice, including Planète Urgence (environment and development), the Red Cross (first aid, fight against poverty) and One to One (to advance resuscitation).

More broadly, Vivendi's various entities support numerous causes and non-profits throughout the year, such as Fondation de la Deuxième Chance, Fondation des Hôpitaux de Paris, Psychodon and Le Secours populaire in France. In Africa, Orphée, a pan-African Canal+ International initiative, brings significant support to orphanages and shelters for underprivileged children to provide them with educational and entertainment tools (school kits, television for the recreation room with a subscription giving access to numerous quality channels, and the creation of play areas). In Vietnam, in 2022, Havas provided support to Vietnam Oi Co Len!, a project aimed at distributing food to people affected by the Covid health crisis. Meanwhile Prisma Media donated more than 9,500 of the group's magazines to the AP-HP (Assistance Publique – Hôpitaux de Paris) during the year.

In 2022, the group donated more than €10 million to outreach programs, patronage and partnership initiatives, in kind and pro bono support.

Finally, over the course of the year, Prisma Media, Canal+ Group and Dailymotion offered free advertising space to non-profits. For example, in 2022, Prisma Media put the spotlight on 17 non-profits representing 38 pages of free advertising, including Action contre la faim, SOS Villages d'Enfants, Médecins du Monde, France Parrainages and Le Rire Médecin. Dailymotion also ran numerous campaigns free of charge, notably for the Red Cross, Aides, La Fondation des Hôpitaux de Paris, Le Secours populaire and Les Restos du cœur.

### Support for Ukraine

Geopolitically, 2022 was marked by specific support from the group's businesses for Ukraine (see Section 4.3.1.2.).

Havas created several solidarity funds, with donations from employees matched by the company, raising more than €300,000 for charities working to help the Ukrainian people. The group's various agencies provided support to non-profits including Unicef for the Children of Ukraine (Havas Media), the Ukrainian Red Cross (Havas Health United Kingdom), Turning Point (Ekino) and Ukraine Emergency Aid Fund (Kino Poland). Havas Poland also conducted three pro bono campaigns for Ukraine.

Prisma Media provided financial assistance to the French Red Cross for Ukraine. Editis, out of solidarity with the Ukrainian people, republished the poetry of Taras Shevchenko at Seghers and published a *Dictionnaire amoureux de l'Ukraine* at Plon. Part of the selling price of these books is donated to Aide Médicale et Caritative France-Ukraine. Éditions Le Robert brought out *Mon dictionnaire trilingue français, ukrainien, anglais*, containing a thousand essential words in each of the three languages to help refugees and hosts understand each other. The group also worked to help teachers talk about the war in Ukraine in classrooms. Two authors from the Panoramas collection (Nathan) produced a slideshow to help students grasp the various facets of the conflict and put into words what the Ukrainian people are going through.

Lastly, *Vivendi Create Joy* launched a "Special Ukraine" call for projects, allowing it to provide support to five non-profits: Making Waves, Portail Ukraine, Open Doors, Musiques Vivantes and Lily Schlap & Co (see Section 1.1.4.). The group's solidarity program also dedicated its annual Giving Tuesday on November 29, to Ukraine. Numerous donations of promotional items and books from different group entities were used to reward the generosity of employees and provide financial support to the Lyon Ukraine association.

### ■ 4.3.3.2. Working for equal opportunity in our businesses

As an equal opportunity employer, Vivendi aims to help young people, whatever their social or geographical background, find their way, develop their talents, gain access to a job and even to consider a career in the group's businesses, where diversity is a priceless asset.

To provide this support to young people from disadvantaged neighborhoods and help them believe in their ability to build a meaningful future for themselves and for society, Vivendi and its Havas entities, with the Havas Kids program, Canal+ Group, Prisma Media, Gameloft and Editis once again this year welcomed ninth-graders from priority education programs for work experience to discover the company, mainly accompanied by non-profit *ViensVoirMonTaf*. The group welcomed more than 100 ninth-graders from disadvantaged areas in 2022. In the United Kingdom, Studiocanal has created a training and internship program for disadvantaged populations with the Film Distribution Association (FDA).

The *Vivendi Create Joy* program also raises awareness among young people and provides them with training, with projects and programs tailored to their needs (see Section 1.1.4.). This program gives some talent access to the group's businesses. For example, journalists who have completed the Image Reporter and Film Editor training supported by *Vivendi Create Joy* have worked on producing content for Canal+'s African operations.

Young people taking part in the LABEC (*Laboratoire d'expression et de créations*) program, led by Plus Loin, a non-profit which has many projects backed by *Vivendi Create Joy*, were featured in season 3 of the Canal+ series *Narvalo* in 2022.

Each year, the group also supports many other equal opportunity projects and non-profits. Havas Paris, for instance, hosts young adults supported by Secours populaire as part of the creative summer program. The Havas Arena agency in Argentina supported the Discar Foundation in 2022, whose goal is to help people with intellectual disabilities find their place in society.

Over 5,000 young people trained to give them greater access to our professions through *Vivendi Create Joy* and Canal+ Group

Lastly, in partnership with Lire Pour en Sortir, Editis helps prisoners serving short prison sentences rejoin society through reading. On top of financial support, Editis proposes its authors to give talks and take part in writing workshops in prisons.

### ■ 4.3.3.3. Simplifying customer engagement

Building a more sustainable and responsible world also means enabling our customers, whether individuals or companies, to have a positive impact on the society they live in.

For example, Havas Media has launched several responsible marketplaces to encourage its customers to redirect their media budgets to media that take action on social and environmental issues. In a similar vein, Dailymotion is the first platform to market Goodeed's solidarity advertising format. Part of the advertising budget of the campaigns broadcast on Goodeed is donated to non-profits and NGOs.

To enable them to contribute to the fight against climate change, Canal+ Group advertisers can calculate the environmental impact of their campaign broadcasts. Meanwhile end-users (in other words Canal+ subscribers) benefit from a feature that allows them to reduce the video bit rate and as such the environmental impact of their content consumption (see Section 4.1.3.2.). In order to make its players aware of this major issue, Gameloft set up a "call to action" in 2022 with *Asphalt 9: Legends* for the Green Game Jam (see Section 4.1.3.4.).

Editis's readers can combine the pleasure of reading with a positive impact due to solidarity books, such as *Histoires de femmes* from Robert Laffont, *Odyssée* from Solar, or *13 à Table!* from Pocket, with all or part of the selling price donated to non-profits or charities. In 2022, *13 à Table!*, first released in 2014 and republished every year since then, set a new sales record. Since its launch, this annual collective work of great authors of contemporary fiction has helped finance more than 5 million meals for Restos du cœur food banks. In 2022, 25 Editis solidarity books helped fund more than 15 non-profits.

Lastly, the legendary l'Olympia concert hall and CanalOlympia venues reserve slots for non-profits, allowing them to reach out to spectators and encourage them to support the causes they care about. In 2022, the events held at l'Olympia included *2 Générations chantent pour la troisième* (for the Alzheimer's Research Foundation), *Psychodon* (in support of mental illness research), Helen Keller International (to prevent blindness), *La Nuit du bien commun*, *EliseCare*, *Leurs voix pour l'espoir*, *Premiers de cordée* and *Tout le monde chante*. CanalOlympia venues organized events including Conquering Cancer in Burkina Faso, *Le Talent des orphelins*, a Congolese talent show, *Debout!* in Madagascar and *Novembre bleu* in Gabon.