

2012

CSR Detailed Report

vivendi



CONTENTS

PREAMBLE

1	CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY	4	4	2012 NON-FINANCIAL INDICATORS	70
1.1.	CSR - A SOURCE OF VALUE CREATION FOR VIVENDI AND ITS STAKEHOLDERS	5	4.1.	ECONOMIC INDICATORS	72
1.2.	INTEGRATION OF CSR INTO VIVENDI'S GOVERNANCE AND STRATEGY	7	4.2.	CORPORATE GOVERNANCE INDICATORS	75
			4.3.	SOCIETAL INDICATORS	78
			4.4.	SOCIAL INDICATORS	90
			4.5.	ENVIRONMENTAL INDICATORS	116
2	SOCIETAL, SOCIAL AND ENVIRONMENTAL KEY MESSAGES	10	5	VERIFICATION OF NON-FINANCIAL DATA	130
2.1.	SOCIETAL KEY MESSAGES	11	5.1.	NOTE ON NON-FINANCIAL REPORTING METHODOLOGY	131
2.2.	SOCIAL KEY MESSAGES	13	5.2.	ATTESTATION AND LIMITED ASSURANCE REPORT BY ONE OF THE STATUTORY AUDITORS FOR THE SOCIETAL, SOCIAL AND ENVIRONMENTAL INFORMATION	134
2.3.	ENVIRONMENTAL KEY MESSAGES	16			
3	OUR TEN PRIORITY AREAS FOR ACTION	19	6	CONCORDANCE TABLE	137
3.1.	ETHICS AND BUSINESS PRACTICES	20		GLOBAL REPORTING INITIATIVE	
3.2.	PROTECTING AND EMPOWERING YOUNG PEOPLE	24		ARTICLE 225 OF THE FRENCH GRENELLE II	
3.3.	PROMOTING CULTURAL DIVERSITY	31		PRINCIPLES OF THE UN GLOBAL COMPACT	
3.4.	KNOWLEDGE SHARING	37		OECD GUIDELINES	
3.5.	PROTECTION OF PERSONAL DATA	42			
3.6.	LEVERAGING CONTENT AND INNOVATION	45			
3.7.	VIGILANCE TOWARDS SUPPLIERS	50			
3.8.	TERRITORIAL DEVELOPMENT	53			
3.9.	LEVERAGING HUMAN RESOURCES	58			
3.10.	ENVIRONMENT AND RADIOFREQUENCIES	65			

Vivendi is one of the few multimedia groups in the world to operate across the entire digital value chain. It creates and publishes content for which it develops broadcast networks and distribution platforms.

The Group capitalizes on both its employees' expertise and its strong brands to offer its customers high added-value digital services and products.

Vivendi currently operates a number of companies that are leaders in content, media and telecommunications.

CONTENT AND MEDIA

- * Canal+ Group, France's leading Pay-TV channel and Europe's largest producer and distributor of films.
- * Universal Music Group (UMG), the world's leading music company, operating in about 60 countries and with a catalog of more than 2 million titles.
- * Activision Blizzard, the world leader in video games, with franchises played the world over, including *Call of Duty*, *Skylanders* and *World of Warcraft*.

TELECOMMUNICATIONS

- * SFR, the number one alternative telecommunications operator in France and Europe.
- * Maroc Telecom, the number one fixed-line and mobile telecommunications operator in Morocco, also operating in Burkina Faso, Gabon, Mauritania and Mali.
- * GVT, the number one alternative telecommunications operator in Brazil, with a high-performance broadband network and new generation services in fixed-line telephony, Internet and Pay-TV.

Vivendi also owns a number of other market-leading companies: Digitick and See Tickets (event ticketing), Wengo (expert phone counseling) and Watchever (subscription video-on-demand service in Germany).

In 2012, Vivendi reported revenues of €29 billion and adjusted net income of €2.55 billion. €2.6 billion was invested in video games, music, movies and audiovisual programming, while €4.5 billion was allocated to net capital expenditure, including €4.1 billion to telecommunications activities.

As of December 31, 2012, the Group had more than 58,000 employees throughout the world.

1

CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY

1.1. CSR – A SOURCE OF VALUE CREATION FOR VIVENDI AND ITS STAKEHOLDERS	5
1.1.1. Innovative Positioning	5
1.1.2. Vivendi's Ten Priority Areas for Action	6
1.1.3. Creating Shared Value	6
1.2. INTEGRATION OF CSR INTO VIVENDI'S GOVERNANCE AND STRATEGY	7
1.2.1. Cross-mobilization	7
1.2.2. Incorporating Sustainable Development Criteria into Senior Executives' Variable Compensation	8
1.2.3. Effective Non-Financial Reporting	8

Vivendi's CSR policy has been fully integrated into the Group's strategy and governance as reflected by the inclusion of specific CSR performance criteria in the determination of senior executives' variable compensation. The Group's societal, social and environmental information enables relevant stakeholders to better evaluate its overall performance over the medium and long-term.

1.1. CSR – A SOURCE OF VALUE CREATION FOR VIVENDI AND ITS STAKEHOLDERS

1.1.1. Innovative Positioning

Vivendi distinguishes itself with its approach and contribution to sustainable development: one that aims to meet the need of present and future generations to communicate, feed their curiosity, foster talent development and encourage intercultural dialogue to promote mutual understanding among nations. As a publisher and distributor of content, the Group can have an intellectual and a cultural impact on society.

Accordingly, as early as 2003, Vivendi has focused its societal responsibility on three strategic issues directly linked to the Group's activities:

- * Protecting and empowering young people when they use digital media;
- * Promoting cultural diversity in the production and distribution of content while fostering the creative process of artists; and
- * Promoting knowledge sharing by enabling more customers to access content offerings and communication services.

PROTECTING AND EMPOWERING YOUNG PEOPLE

Young people are exposed on a daily basis to risks stemming from the use of the Internet, video games, films and cell phones, including the disclosure of personal data, excessive or inappropriate use and access to sensitive content. If users are educated about the appropriate use of media and information, these digital tools have the potential to open up vast opportunities for expression, creativity and discovery. Vivendi has a responsibility to empower and protect the next generations in their cultural and digital practices.

PROMOTING CULTURAL DIVERSITY

Vivendi also aims to promote cultural diversity as an incentive for growth and a foundation for social cohesion. The Group supports UNESCO's 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, which states that cultural diversity is "a mainspring for sustainable development for communities, peoples and nations." The Group's businesses all share the objectives of encouraging diversity in musical repertoires and cinematographic expressions, promoting local talents and sustaining cultural heritage.

KNOWLEDGE SHARING

The third issue of Vivendi's CSR policy is to encourage knowledge sharing to enable its customers to participate in the construction of a world of information, knowledge and digital technology. The Group must use its international positioning to ensure the quality and pluralism of content, encourage dialogue between cultures, raise public awareness about sustainable development issues and facilitate access to new technologies. Vivendi contributes to reducing the digital divide by enabling school and university students to benefit from advantageous service options. It also conducts training and education initiatives for the disadvantaged in the use of new communication technologies.

1.1.2. Vivendi's Ten Priority Areas for Action

Vivendi carries out a CSR policy that links its economic, societal, social, and environmental performance with its activities and geographic presence.

The Group makes its commitments clearly visible to all of its stakeholders and partners: customers, employees, shareholders, suppliers, public authorities, artists and civil society. These commitments, which encompass the three specific issues mentioned above, are developed in ten priority areas for action (described in detail in "Our ten priority areas for action" pp. 19-69):

- * Ethics and business conduct;
- * Protecting and empowering young people;
- * Promoting cultural diversity;
- * Knowledge sharing;
- * Protection of personal data;
- * Leveraging content and innovation;
- * Vigilance towards suppliers;
- * Territorial development;
- * Leveraging human resources;
- * Environment and radiofrequencies.

1.1.3. Creating Shared Value

Societal priorities are at the forefront of Vivendi's concerns and commitments. This position is welcomed by all stakeholders.

The Group maintains a regular and constructive dialogue, including: the academic communities (New York University, Paris Sorbonne), institutions (e.g., UNESCO, UNAOC – UN Alliance of Civilizations, European Commission, CNIL – French Data Protection Authority, etc.) and NGOs (e.g., European Schoolnet, ORSE – French Observatory of Companies' Societal Responsibility, *Collectif Interassociatif Enfance et Médias*). Vivendi also meets with financial and non-financial analysts and individual shareholders and ensures that its social partners are made aware of its societal responsibility policy.

Vivendi continues to be included in the principal SRI (Socially Responsible Investment) indices: the Dow Jones Sustainability World Enlarged Index (Vivendi is among the top 20 most socially responsible media companies in the world), the ASPI Eurozone (Vigeo) index, the Ethibel Sustainability Index (Ethibel), the ECPI Ethical Indexes (E-capital Partners), and the FTSE4Good Global (FTSE). Since 2011, the Group has been awarded Corporate Responsibility Prime status by Agency Oekom. In 2012, Vivendi was the only company in the media sector to be included in the three SRI indices (Global, Europe and France) created by Vigeo. Vivendi, once again listed in the Global 100 of the world's most responsible companies, is ranked fourth out of all French groups. In May 2013, Vivendi was also once again ranked first among European media companies regarding its CSR policy by extra-financial rating agency Vigeo.

The high rating of Vivendi's CSR policy gives investors comfort in their investment choice and demonstrates that societal responsibility goes hand in hand with economic performance. Culture is a very good example: the Group has a competitive advantage over its peers by offering diversity of content. Local artists across 59 countries account for more than 60% of Universal Music Group's physical and digital sales. Similarly, diversity in films, which is at the heart of Canal+'s production line, meets subscribers' demands: in 2012, 90% of them felt that the films distributed by the channel represented a diverse range of genres, and 86% of subscribers were satisfied with its film programming.

Encouraging cultural diversity is a key aspect of Vivendi's CSR policy: how can the Group promote the creative capacity of both current and future generations? How can the Group avoid monoculture? How can the Group combine cultural investment with human development? Vivendi has created a number of indicators to evaluate its actions (please refer to "2012Non-financial indicators" pp. 70-129).

This innovative choice to make culture a structural element of Vivendi's societal responsibility is widely recognized as a source of value creation. This led, Amundi, one of Vivendi's major shareholders, to incorporate an assessment of culture into its reference framework for nonfinancial analysis and into its system for rating the stocks in its portfolio.

In 2012, to promote the role of culture in the international sustainable development agenda with tangible results, the Group created the "Culture(s) with Vivendi" website (www.cultureswithvivendi.com). This website invites Vivendi's audiences to fully engage themselves in culture by:

- * Discovering music and film catalogs ("Artist Inspiration" section tab);
- * Learning more about the value chain of cultural industries ("Creative Jobs" section tab); and
- * Opening up to different cultures and sharing their artistic experiences ("Intercultural Dialogue" section tab).

On May 21, 2012, the World Day for Cultural Diversity for Dialogue and Development, the "Culture(s) with Vivendi" website went online, allowing the Group to participate in the "Do ONE Thing for Diversity and Inclusion" campaign launched by the UN Alliance of Civilizations, in partnership with UNESCO. The CSR department was involved in presenting this website at numerous national and international events.

1.2. INTEGRATION OF CSR INTO VIVENDI'S GOVERNANCE AND STRATEGY

1.2.1. Cross-mobilization

Pursuant to its internal regulations, the Supervisory Board has entrusted the Strategy Committee with the task of examining, on an annual basis, the Group's corporate societal responsibility policy, which is managed by the CSR department. Since 2003, a Sustainable Development Committee has met regularly as a forum for the representatives dedicated to these issues in each of the Group's subsidiaries. Experts are invited to discuss themes which fall under Vivendi's ten priority action areas (please refer to "Our ten priority areas for action" pp. 19-69): reporting (particularly guidelines such as the GRI Media Sector Supplement, the French *Grenelle II* law and the UN Global Compact), social issues (committees for health and safety and working conditions, diversity skills network, specific policies for senior employees), environmental issues (health and radiofrequencies, carbon footprint) and societal issues (young Internet users and the digital world: personal data issues).

The CSR department is responsible for various Group-wide projects:

- * It organizes, in conjunction with the Investor Relations department, CSR road shows for investors;
- * It maps the risks relating to sustainable development with the Audit department and submits CSR issues to the Risks Committee for review;
- * It strengthens the Group's personal data policy and communicates the Compliance Program in conjunction with the Legal department; and
- * It integrates, in conjunction with the Human Resources department, sustainable development criteria into the executives' variable compensation.

Vivendi is a founding member of the "CEO Coalition to make the Internet a better place for children." This initiative, launched by Neelie Kroes, Vice President of the European Commission responsible for the Digital Agenda, brings together 30 media and telecom companies. The coalition has been working across five areas: developing simple and robust reporting tools for users; setting age appropriate privacy parameters; extending the use of content classification; increasing the availability and use of parental controls

and more effectively eliminating child pornography material. In 2012, Vivendi submitted a report, drafted in cooperation with its subsidiaries, to the European Commission. Vivendi's membership in the CEO Coalition clearly demonstrates its intention to build a safer and more responsible digital world for young people.

1.2.2. Incorporating Sustainable Development Criteria into Senior Executives' Variable Compensation

At the General Shareholders' Meeting held on April 30, 2009, the Chairman of Vivendi's Supervisory Board announced that, as of 2010, Vivendi would become one of the first CAC 40 companies to incorporate sustainable development criteria into the variable compensation of its executives.

Each executive's contribution to performance targets is measured against the three strategic issues of sustainable development, which are common to all the subsidiaries and directly related to their business (please refer to "Innovative positioning" p. 5). The Supervisory Board required criteria to be defined for each business based on its expertise and positioning. The criteria and related indicators are relevant, measurable and verifiable by a specialist independent firm. These criteria have been determined by each subsidiary in collaboration with Vivendi's CSR and Human Resources departments.

Vigeo, a non-financial criteria ratings agency, assists the Group in this process. It verifies the relevance of the criteria used and the related indicators, then issues an opinion on the results obtained by the subsidiaries with regard to their initial objectives. The Human Resources Committee, within the Supervisory Board, assesses performance against these criteria and determines any corresponding bonus. In 2012, the relevant targets were reached, in some cases exceeded, for the 1,183 executives at Vivendi's headquarters and at its subsidiaries.

In 2012, criteria used in relation to each strategic objective include the following:

- * **Protecting and empowering young people:** SFR's launch of a free parental control service enabling parents to manage Internet access for all electronic devices through the SFR box; GVT's development of Internet education programs and the provision of parental control tools;
- * **Promoting cultural diversity:** the pre-purchase by Canal+ of a number of low-budget or debut European films; the channel's determination to promote gender parity on air; GVT's actions to raise the profile of local artists by broadcasting their music; Universal Music Group's support for local talent in emerging countries; and
- * **Encouraging knowledge sharing:** SFR's actions aimed at reducing the digital divide by, for example, facilitating access to products and services for people with a disability or who are otherwise disadvantaged; Maroc Telecom's efforts to provide mobiles for remote areas in the countries of its African subsidiaries; and the contribution of Canal+ to promoting cinema heritage by restoring some distinguished old films that have become unwatchable.

1.2.3. Effective Non-Financial Reporting

Vivendi's non-financial reporting is a CSR management tool that enables the Group to control risks and capitalize on opportunities. The incorporation of indicators linked to the Group's strategic issues is an innovative approach in the cultural and creative industries sector.

In 2012, Vivendi's Reporting Protocol was completely revised (please refer to "Note on methodology" pp.131-133): to meet the new requirements of Article 225 of the French *Grenelle II* law and the guidelines of the Media Sector Supplement of the Global Reporting Initiative (GRI) to which Vivendi has been an active contributor. In 2012, a steering committee composed of members of Senior Management and drawn from the functional departments (Legal, HR, Audit and CSR) met several times to assess the progress across the Group in this area.

The reporting of societal information has been extended to meet the requirements of the French *Grenelle II* law and some environmental indicators have been revised. The Statutory Auditors have analyzed Vivendi's indicators and approved the substance and value of the CSR data collected and defined in its Protocol. For fiscal year 2012, more than 35% of the non-financial data

collected pursuant to this Reporting Protocol are presented in chapter 2 of the Annual Report and such disclosure has been audited by Ernst & Young.

The three strategic issues, for which Vivendi has collected data since 2004, are related to human rights and are presented in the section "Other actions undertaken to promote human rights" (referenced in the French *Grenelle II* law):

- * **Protection and empowerment of young people as set out in the 1989 UN Convention on the Rights of the Child (Art. 27) and the "Children's Rights and Business Principles," developed by the UN Global Compact, UNICEF and Save the Children (March 2012);**
- * **Promotion of cultural diversity relates to the 1948 Universal Declaration of Human Rights (Art. 27), UNESCO's 2001 Universal Declaration on Cultural Diversity (Art. 5) and UNESCO's 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (Art. 2); and**
- * **Knowledge sharing contributes significantly to the exercise of human rights, as stated in Article 11 of the Charter of Fundamental Rights of the European Union (2000) on freedom of expression and information as well as the United Nations' Millennium Development Goals (2000).**

The Statutory Auditors have classified these issues, along with their associated indicators, as strategic and some of them have been subject to a verification process. In the coming years, this process will be strengthened to include them, in due course, into of a global review of the Group's performance. It should also be noted that Vivendi is a member of a working group on integrated reporting, created at the initiative of the *Observatoire de la Responsabilité Sociétale des Entreprises* (ORSE), a French think tank for corporate social responsibility of which Vivendi is a founding member.

In the cultural and creative industries sector, Vivendi has pioneered the reporting and verification of indicators directly related to its activities.

2

SOCIETAL, SOCIAL AND ENVIRONMENTAL KEY MESSAGES

2.1. SOCIETAL KEY MESSAGES	11
2.1.1. Pioneer in Reporting within the Cultural and Creative Industries Sector	11
2.1.2. Societal Issues Boost Growth	11
2.1.3. The Voice of Young People, an Added Value	12
2.2. SOCIAL KEY MESSAGES	13
2.2.1. An Ambitious Employee Share-ownership Plan	13
2.2.2. On going Constructive Dialogue	14
2.2.3. Employees Support Program in Line with Group Developments	15
2.3. ENVIRONMENTAL KEY MESSAGES	16
2.3.1. Certification at the Heart of Vivendi's Process	16
2.3.2. Reduction of Electricity Consumption, the Main Source of CO ₂ Emissions	17
2.3.3. Group Greenhouse Gas Emissions Report for France-Based Entities	17
2.3.4. An Optimized Environmental Reporting Protocol	17

2.1. SOCIETAL KEY MESSAGES

2.1.1. A Pioneer in Reporting within the Cultural and Creative Industries Sector

After having defined a formal scope of responsibility for cultural and creative industries, Vivendi has created an innovative CSR reporting, which clearly sets out the Group's positioning, opportunities and risks towards its stakeholders.

As a member of the Global Compact since 2008, every year Vivendi issues a Communication on Progress report, to provide information on the implementation of the Global Compact's ten principles within its sphere of influence, with a particular emphasis on the first principle, which is related to human rights. In relations to the latter, the Group presents all actions implemented to meet its responsibility in this area (diversity of cultural expressions, local skills for content production, access to information and communication technologies, promoting cultural heritage and youth protection).

In 2009, the GRI asked Vivendi to be a founding member of an international working group aiming to develop quantitative and qualitative sector indicators specific to the media industry. In May 2012, the recommendations made by the working group led to the publication of a sector supplement to the general guidelines of the GRI, which constitutes a significant advance in the approach to reporting by media companies. Several themes are highlighted, such as freedom of expression, editorial independence, representation of cultures, personal data protection, accessibility, taking into account the interests of young people, responsible marketing and media literacy.

Vivendi has adopted this same innovative reporting approach for the implementation of the French Grenelle II law by translating societal data into reporting themes specifically related to the cultural and creative industries sector. One of the Statutory Auditors now verifies a greater number of societal indicators, assessed as being relevant and strategic, confirming the rigor and pioneering nature of the Group's approach.

2.1.2. Societal Issues Boost Growth

By integrating societal issues into its strategy, Vivendi directly creates value through its activities and indirectly through its supply chain.

With respect to financing the creation and the diversity of artistic expression, it is primarily the investments made by Canal+ that enable the dissemination and development of French cinema. These investments cover a very wide range of genres (e.g., comedy, art-house films, thrillers, animated films and blockbusters), budgets (e.g., films of less than €4 million or less than €30 million) and directors (e.g., debut or sequel films produced). This spread of indicators illustrates the diversity of artistic expression supported by Canal+ and contributes to the satisfaction of subscribers who are, themselves, at the heart of the channel's economic model.

For many years, Maroc Telecom has incorporated various societal priorities into its business strategy, such as reducing the digital divide, supporting its customers (especially students, to facilitate their access to information and communication technologies), and combating corruption. In 2012, all these actions contributed to its tenth place ranking in the S&P/ Hawkamah ESG index (recently created by Standard & Poor's and Hawkamah, the Institute for Corporate Governance for the Middle East and North Africa). The aim is to measure the performance of 50 pan-Arab companies that have a track record in corporate, social and environmental responsibility.

In addition, Bravado (the merchandising subsidiary of Universal Music Group) was selected by the London Organizing Committee of the 2012 Olympic and Paralympic Games as one of the official suppliers of the event at more than 30 sites in the United Kingdom. In their bids, the official suppliers had to demonstrate their commitment to human rights and environmental protection and adhere to the Organizing Committee's Sustainable Sourcing Code. Bravado's approach was singled out by Sedex, an organization that promotes responsible.

2.1.3. The Voice of Young People, an Added Value

Vivendi's businesses have a pivotal role to play in the ongoing digital revolution that is overturning conventional practices, especially among young audiences. The modes of consumption of content are changing along with on-demand and interactive formats on all screens. How can the Group innovate without exposing children to new digital risks? Can the Internet be a resource for expressing their creativity and gaining access to knowledge? To what extent can young people participate in intercultural dialogue? How can they engage in cultural and creative businesses?

Vivendi incorporates young people in its thinking:

- * **The risks and opportunities of the digital lifestyle are at the heart of the Group's societal priorities.** For example, Vivendi supports the Pan-EU Youth platform of expression, in partnership with European Schoolnet and the European Commission's Insafe network. This is a place where young people can talk about their initiatives and aspirations toward citizenship, human rights, private life, reputation and control of personal data. Vivendi has formed a group of European ambassadors aged between 14 and 20, whom it regularly consults and invites to discuss technology issues that matter to them.
- * **The younger generation is enthusiastic about intercultural dialogue as shown by their contributions to the Group's "Culture(s) with Vivendi" website.** For the third year running, Vivendi has hosted the young leaders of the UN Alliance of Civilizations' MENA Fellowship Program and held discussions with them on the role played by the media as a gateway between cultures, with respect for human rights. In September 2012, during the UN General Assembly, these young professionals sent a declaration urging that intercultural dialogue be included at the heart of the international agenda.
- * **Young people need to understand the cultural and creative industries' value chain.** In 2010, this sector had 8.5 million employees in Europe and represented 4.5% of the GDP of the 27 Member States (Source: TERA Consultants¹). In the context of the French National Youth Day (November 30, 2012), Vivendi organized a meeting between secondary school classes and media professionals. The latter explained how one could develop his or her career as a film producer or director, comedian, video game developer, music or TV series producer, or attorney in the film production chain.

The Group is able to reinforce its strengths by understanding young people's expectations in relation to the digital environment, which they are helping to build every day, and involving them in its actions and discussions.

¹ Cited in the European Commission's Communication, September 26, 2012.

2.2. SOCIAL KEY MESSAGES

2.2.1. An Ambitious Employee Share-ownership Plan

Vivendi is committed to ensuring that employees' contributions are rewarded and distributed equitably. Consequently, the Group has implemented a profit-sharing policy that exceeds legal requirements and strongly encourages employee share ownership. In 2012, the policy initiated in 2008 with the creation of the Opus program was expanded, this program supplements the traditional annual share-ownership plan reserved for employees of the Group's French companies.

2.2.1.1. DEVELOPMENT OF EMPLOYEE SAVINGS PLANS IN FRANCE

In 2011, employee share ownership and savings increased through the high contributions made by the Group's French companies under the various participatory compensation plans (statutory profit sharing, optional profit sharing and the employer's contribution): a significant share of these employee savings continued to be allocated to employee shareholdings and, simultaneously, employees continued to diversify their savings using various investment options offered to them under the Vivendi Group Savings Plan (PEG) and investment options under their relevant company agreements.

In 2012, employees of the Group's French companies received a net amount of €110.3 million under the optional profit sharing plans, statutory profit sharing plans and the contributions made by employers to the Group's savings plan (PEG). This amount corresponds to a gross expenditure of €129.2 million, up 3.3% compared with the previous record level in 2011. The total amount of new employee savings came to €79.3 million, which breaks down as follows: €57.9 million invested in various funds of the PEG and €21.4 million assigned by employees to various Group savings plans sponsored by their respective business unit (including €11.6 million to SFR's pension savings).

2.2.1.2. SHARE CAPITAL INCREASE RESERVED FOR EMPLOYEES

Pursuant to the authorizations granted by the Shareholders' Meeting held on April 21, 2011, the annual share capital increase reserved for employees of the Group's companies under the Group savings plan was decided by the Management Board on May 10, 2012 and approved on July 19, 2012. For the fifth year running, the capital increase involved the simultaneous launch of a traditional employee share offerings and a French and international leveraged plan, Opus 12.

The renewal of these offerings enabled Group employees to cross the ownership threshold of 3% of the share capital of the company for the first time, allowing them to designate an employee shareholders' representative to Vivendi's Supervisory Board from 2013, following an election open to employee shareholders in all the countries concerned.

As in previous years, the guaranteed capital feature of Opus 12 has been supplemented by an accumulated minimum return guarantee, whose annual return increased from 2.5% to 4%. Opus 12 was open to employees in the Group's main operating countries (France, the United States, Brazil, Morocco, the United Kingdom, Germany and the Netherlands). 80% of the Group's employees were eligible to participate in the Opus 12 program.

Despite widespread economic and stock market uncertainties, the transaction as a whole was highly successful: altogether, 12.3 million shares were subscribed, a number which exceeded the record volume in 2011 by 31%. The amount subscribed decreased slightly compared to 2011 (€127 million in 2012, compared with €143 million in 2011), as did the overall number of subscribers (9,461 participating employees compared with 10,861 in 2011). The total subscription, detailed as follows, is the second biggest ever:

- * Subscription to Opus 12 (€93 million for 10.2 million shares subscribed), a number very similar to that of Opus 11 (€97 million for 7.5 million shares subscribed); and
- * Subscription to the traditional share capital increase (€21.7 million in 2012, compared with €28.5 million in 2011) resulted in the subscription of 2.1 million shares, which was 14% higher than in 2011.

In 2012, the number of new shares subscribed by employees represented, in aggregate, 0.95% of Vivendi's share capital, compared with 0.75% in 2011. Following completion of the reserved capital increase in July 2012, the Group's employees together held a total of 3.38% of Vivendi share capital, compared with 2.68% in 2011. On December 11, 2012, taking into consideration the confirmed success of the Opus program, Vivendi's Management Board resolved to renew the program in 2013 in the form of an employee share capital offering.

2.2.1.3. GRANT OF 50 BONUS SHARES TO ALL EMPLOYEES IN FRANCE

On July 16, 2012, Vivendi's Management Board resolved to grant 50 bonus shares to all employees of Vivendi's head office and French subsidiaries. This program is a perfect illustration of the Group's policy of sharing its profits and strengthening social dialogue. The grant followed a collective bargaining agreement signed with the social partners on July 6, 2012, defining the general structure of the agreement and its uniform deployment. To be eligible, employees must be part of the Group at the time the shares are finally granted, i.e., two years after their distribution. This grant of bonus shares comes under the prevailing regulations, especially the law of December 3, 2008 on earnings from employment. It was approved by the Shareholders' Meeting of April 21, 2011 and the Supervisory Board on December 14, 2011. 14,574 employees were beneficiaries of this grant, which reflects the confidence of the Supervisory Board and the Management Board in the Group's strength and its prospects for growth, and at the same time recognizes the part played by employees in creating value.

2.2.2. On going Constructive Dialogue

AT THE GROUP LEVEL

The social partners of the Corporate Works Committee, the European Social Dialogue Committee (ESDC) and the Works Council at Vivendi's headquarters are regularly informed of the Group's strategy, financial position, social policy and main achievements for the year.

In 2012, Vivendi was even more determined to increase the involvement of the Group's social partners through discussions on strategy, the employee shareholding policy and ensuring better alignment of the governing bodies with the Group's geographic presence:

- * In addition to the annual plenary meetings of the Group's governing bodies, two Extraordinary Meetings of extended executive committees were held with the Chairman of the Management Board, to enable the social partners to be informed of Vivendi's strategic directions;
- * For the first time, an agreement to grant 50 bonus shares was entered into with Vivendi S.A.'s trade union organizations in conjunction with the Corporate Works Committee; and
- * Efforts were pursued to make the social representation bodies more harmonious with Vivendi's international dimension.

The two day joint annual training session for the Corporate Works Committee and the ESDC enabled their representatives to learn more about the Group's strategy with respect to corporate social responsibility (CSR) and Vivendi's business more generally. In 2012, the themes included "e-ticketing," "SVOD" (Subscription Video-on-Demand) and "funding for young innovative companies." The training session was also an opportunity to present Program I3, which is designed to recognize Group talents and projects.

AT BUSINESS LINE LEVEL

Social dialogue also takes the form of signing major agreements within the Group's main subsidiaries. In 2012, the signature of an agreement on employment of people with disabilities at SFR and a forward-looking jobs and skills management agreement at Canal+ Group are particularly worthy of mention. Sensitive subjects related to the development of companies, like telecommuting and well-being at work, have also been included on the agenda for discussion and negotiation.

2.2.3. Employees Support Program in Line with Group Developments

Vivendi does its utmost to communicate with its employees and support their career development. The Group's human resources policy is designed to attract, motivate and retain talents to respond better to its challenges as a major organization. Vivendi's employees need to be able to express their aspirations to be motivated and encouraged to engage with the Group. Vivendi can only do this in partnership with the employees themselves as they are the prime drivers of their own professional development. Employees can work with their own line manager and HR teams to build a career plan. Each Group business segment provides its employees with resources to create the most favorable possible conditions for advancement.

THE RESOURCES IN PLACE

- * Support from HR teams and management:
 - To be proactive in a career means having a career plan. Employees build their own plan by drawing up a professional profile, based on their potential and recognizing what motivates them. The HR teams are there to provide tools (e.g., CV workshops and interview practice), offer advice, describe and explain the company's business segments and the possibilities for career development and mobility according to the employee's profile and ambitions; and
 - The HR teams are also there to support the managers in their role as coach and mentor to their teams.
- * Understanding the Group's business segments:
 - The Vivendi subsidiaries offer their employees various mechanisms to enable them to learn more about the Group and its business segments. Direct experience case studies are available on their Intranets (e.g., "Changing your job?" and "What's my job?").
- * Internal mobility:
 - For employees, internal mobility is an opportunity to enrich their professional experience and acquire new skills;
 - For the Group, internal mobility is also beneficial as it is important to develop employees' talents to keep the teams motivated and skilled, so they are prepared to embrace changes in the Group's businesses;
 - Promoting mobility is also the responsibility of managers, who are encouraged to become mentors in their employees' career development;
 - The role of human resources is to facilitate the processes of mobility and career development. A broad span of HR processes involving management and HR teams at all levels is a guarantee of the system's transparency; and
 - At the Group's level, an Internal Mobility Charter has been in existence for over 15 years. The centralizing tool for job offers in the Group's French companies that are open to mobility has been overhauled. Similar systems are also in place within each subsidiary.

In June 2012, under the HR management policy in relation to economic restructurings, a generous and responsible voluntary redundancy plan was offered to employees of Maroc Telecom to hasten staff renewal to support the development of new digital activities.

In November 2012, SFR informed its social partners of an in-depth reorganization to adapt its positioning and strategy as a telecoms operator to that of a digital operator while maintaining its position as a leading global player after the introduction of low-price offers. SFR is determined to ensure that the rollout of this project will not undermine the quality of its commitment to employees. An internal mobility plan and a voluntary redundancy scheme (VRS) will therefore be implemented responsibly and in collaboration with the social partners, in accordance with company values. In December 2012, the information-consultation on the reorganization, the internal mobility plan and the voluntary redundancy plan for up to 856 jobs began and will continue in the first quarter of 2013. The result of the collaboration on the content and terms of the VRS will only be announced at the end of this period.

WORKFORCE PLANNING

The Group's companies pay close attention to workforce planning. The French subsidiaries have signed forward-looking jobs and skills management agreements (*Gestion prévisionnelle de l'emploi et des compétences*, or GPEC), and a skills development and conversion support plan (*Plan d'accompagnement du développement et de la transformation des compétences*). Forward-looking analyses, conducted within the framework of business line observatories, also help anticipate workforce planning.

TRAINING

At Vivendi, training is an essential component of HR policy. Training is offered in all countries in which the Group has subsidiaries and is delivered in innovative formats that meet current norms. Training programs are at the heart of the human capital development policy defined by the Group's or subsidiary's strategy.

For the Group, training and skills development priorities cover:

- * At an individual level: the three aspects of an employee's human capital which are personal development, business skills and knowledge of the company; and
- * At a collective level: the main training programs, which may be implemented in relation to the subsidiary's strategy and to an assessment of the needs for training.

To ensure fairness and consistency, the procedures for access to training are standardized within the Group, irrespective of country or business segment.

2.3. ENVIRONMENTAL KEY MESSAGES

2.3.1. Certification at the Heart of Vivendi's Process

In 2012, an increased number of sites (i.e. technical, sales and support function) were assessed and certified as compliant with environmental standards, providing objective confirmation of the quality of the policies and the measures deployed. For many years, Vivendi's subsidiaries have made sustained efforts towards achieving environmental certification of their facilities.

Vivendi's corporate headquarters received renewed European EMAS (Eco-Management and Audit Scheme) certification for environmental responsibility. The French Ministry for Ecology, Sustainable Development and Energy has only awarded this certification to approximately 30 companies. EMAS is one of the most demanding environmental management standards and is more rigorous than international standard ISO 14001. In practical terms, obtaining this label affirms that certain specific actions have been implemented: optimization of the site's energy consumption, elimination of equipment containing substances that deplete the ozone-layer and the launch of a campaign raising awareness in relation to environmentally friendly conduct and the recycling of waste electrical and electronic equipment (WEEE). This environmental policy is managed by an internal "Green Team" composed of nine members, who work in conjunction with the site maintenance service provider.

The US Environmental Protection Agency (EPA) renewed, for the sixth consecutive year, the Energy Star certification of the UMG corporate headquarters at Santa Monica and gave it a rating of greater than 75/100 for energy savings.

At year-end 2012, SFR obtained, for the seventh consecutive year, the ISO 14001 certification for its Environmental Management System (please refer to area for action "Environment and radiofrequencies" pp. 65-69 and to "Environmental indicators" pp. 116-129). The future corporate headquarters for SFR, in Saint-Denis, near Paris, has obtained HEQ (High Environmental Quality) construction certification and BREEAM (Building Research Establishment Environmental Assessment) certification for the design phase, two of the most rigorous certifications for the environmental performance of buildings.

In Brazil, GVT successfully continued its efforts to implement a program of comprehensive environmental assessment. Two of its sites (Visconde de Nacar and Vila Hauer) were assessed in relation to their support and call center activities. Future assessments will be undertaken in relation to the warehouses and data centers at other sites.

2.3.2. Reduction of Electricity Consumption, the Main Source of CO₂ Emissions

Vivendi regards the reduction of the carbon footprint from its activities' electricity consumption as a priority objective. In 2012, the Group's environmental reporting indicated that 88% of CO₂ emissions were in fact generated by electricity consumption at various Group subsidiaries. A reduction of the Group's electricity consumption requires the smart and optimized management of equipment and buildings.

At UMG, numerous initiatives have been undertaken: the "virtualization" of IT servers, replacing energy-inefficient bulbs with LEDs and optimizing the energy management system for the buildings at the corporate headquarters in Santa Monica, including such techniques as the dynamic adjustment of office temperatures depending on outdoor temperature.

At SFR, an "energy" progress plan was adopted following its energy audits, which includes the following measures: the establishment of tele-measurement systems, the deployment of less energy-intensive equipment, the monitoring and optimization of energy consumption in real time, the use of natural ventilation ("free cooling") and experimenting with renewable energy.

At Maroc Telecom, the company's efforts to reduce electricity consumption have yielded results. In 2012, the natural ventilation "free cooling" equipment installed produces energy savings of up to 70% per site. The operator has also equipped two pilot sites to test hybrid energy installations (solar and wind) and its suppliers of energy systems and inverters are required to deliver equipment with a minimum energy efficiency level of 94%. In certain regions, the energy consumption of air conditioning in technical rooms has been reduced through the installation of double glazed glass. The most energy-intensive technical sites have been subject to specific measures that adjust the scale of power usage and redirect power in an effort to reduce energy expenditure.

Finally, GVT has also replaced its air conditioning equipment with new, less energy-intensive items. In some IT server rooms, natural ventilation has replaced the electric system. In addition, computers have been programmed to switch off the lights outside office hours.

2.3.3. Group Greenhouse Gas Emissions Report For France-Based Entities

Article 75 of the French *Grenelle II* law requires major companies to publish their greenhouse gas emissions (GHG). This GHG report only includes scopes I (i.e., direct emissions related to resources owned or controlled by the company) and II (i.e., indirect emissions caused by the purchase or production of electricity) throughout France: "Greenhouse gas emissions report: assessment of the total volume of GHG emitted into the atmosphere over one year by the activities of the organization on national territory, and expressed as tons of CO₂ equivalent." This GHG report must provide an account of all greenhouse gas emissions produced from the Group's activities for the year which precedes the report, in this case 2011.

The decree also requires that the GHG report must be accompanied by an action plan to reduce greenhouse gas emissions. In France, a number of subsidiaries must comply with this GHG emissions reporting obligation (Canal+ Group, Universal Music France, Blizzard Entertainment and SFR). Vivendi wished to consolidate all of the GHG emissions reporting from its subsidiaries to present a Group GHG emissions report for its France-based entities. Although below the reporting thresholds, Vivendi has included the corporate headquarters in its carbon reporting to ensure that it is comprehensive. Its results are shown pp. 126-129 and are available on Vivendi's corporate website.

2.3.4. An Optimized Environmental Reporting Protocol

To improve the Group's environmental reporting and meet in full the requirements of the French *Grenelle II* law, the environmental indicators and the process of data collection (network of correspondents, collection tool, definitions of thresholds and indicators) were reviewed, which enabled the Group to optimize the number of environmental indicators and to incorporate new ones that take account of specific aspects of Vivendi's business activities:

- * Purchase of paper for external use, such as publications and reviews, as well as the purchase of packaging and cardboard for products intended for sale;
- * Measures taken to adapt water consumption according to local constraints; and
- * Measures taken against the visual nuisance of relay antennas.

Other indicators, deemed not relevant to Vivendi's activities by independent experts, have not been included in the reporting data: e.g., measures implemented for the prevention, reduction and remediation of emissions and emission into the air, water or soil, and measures taken to limit any impact upon the environment and protected animal and plant Species.

In the course of optimizing environmental reporting, minimum thresholds were applied to enable a more efficient selection of sites for data reporting, which include the biggest consumers of electricity, packaging and heating fuels, and the biggest waste generators (IT centers, games and music development studios and warehouses). For smaller offices, we estimated certain consumption data, especially electricity consumption.

3

OUR TEN PRIORITY AREAS FOR ACTION

Vivendi carries out a CSR policy that links its economic, societal, social, and environmental performance with its activities and geographic presence.

The Group makes its commitments clearly visible to all of its stakeholders and partners: customers, employees, shareholders, suppliers, public authorities, artists and civil society. These commitments are developed in ten priority areas for action.

3.1. ETHICS AND BUSINESS PRACTICES	20
3.2. PROTECTING AND EMPOWERING YOUNG PEOPLE	24
3.3. PROMOTING CULTURAL DIVERSITY	31
3.4. KNOWLEDGE SHARING	37
3.5. PROTECTION OF PERSONAL DATA	42
3.6. LEVERAGING CONTENT AND INNOVATION	45
3.7. VIGILANCE TOWARDS SUPPLIERS	50
3.8. TERRITORIAL DEVELOPMENT	53
3.9. LEVERAGING HUMAN RESOURCES	58
3.10. ENVIRONMENT AND RADIOFREQUENCIES	65

3.1. ETHICS AND BUSINESS PRACTICES

Vivendi has established a **Compliance Program** that defines the general ethical rules applicable to all Group entities. To ensure the highest standards in the operation of the Group's activities, the Management Board oversees the implementation of this program. The Risk Committee, the Audit Committee and the Supervisory Board, in turn, are in charge of identifying and controlling risks associated with corporate societal responsibility.

3.1.1. Main focus of the area for action

- * Guaranteeing good corporate governance
 - Ensure the independence of the members of the Supervisory Board
 - Maintain transparency
- * Fighting against corruption
 - Ensure that employees are aware and informed
 - Deploy warning systems
 - Involve suppliers and subcontractors
- * Relying on customer relations
 - Guarantee high quality customer service
 - Improve listening to feedback and report it internally

3.1.2. Key texts and guiding principles

- * As a signatory to the **UN Global Compact**, Vivendi is committed, within its sphere of influence, to respecting and promoting the ten principles relating to human rights, labor rights, the environment and the fight against corruption.
- * Since 2002, Vivendi has implemented a **Compliance Program** that defines seven rules of conduct (see below), as well as structures and monitoring procedures. These rules are applicable to all of the Group's employees, regardless of their seniority and functions (please refer to 2012 Annual Report p. 152 and p. 159).



- The person in charge of the Compliance Program for the Group and the specific "Compliance Officers" in each operational unit are responsible for its implementation. At the start of each year, the Group's subsidiaries send to Vivendi a report on the actions taken in the prior business year.

- This report is presented by the General Counsel to the Audit Committee, which approves it, to the Supervisory Board, and to the Management Board; it is then sent to the Compliance Officers in the subsidiaries. The report for 2012, which theme was "Proper use of digital media," was presented by the General Counsel to the Audit Committee on February 15, 2013.
- * Using Vivendi's Compliance Program as a basis, each subsidiary has designed a **code of conduct** or **an ethics charter** adapted to its core business. Each gives a copy of its code, which is available and accessible on its "Intranet" site, to all new employees when they join the company.
 - In certain subsidiaries – Activision Blizzard, Universal Music Group and GVT in particular – the employees who receive the code must certify in writing that they have read it and undertake to comply with it. Others have established Code Application Committees to confidentially assist employees in correctly applying the principles and commitments. More generally, employees have tools and procedures (anonymous hotline available "24/7," whistleblower procedure, ombudsman) to report cases of suspected fraud, corruption or other violations of the code.
 - In the context of contracts entered into with suppliers or subcontractors, all subsidiaries have included specific clauses pertaining to the application and adherence to these codes of conduct and ethical charters, as well as to the principles of the UN Global Compact.
- * The Group adopted a Code of Financial Ethics in 2004. It applies to the senior managers responsible for financial and accounting communication and information.
- * In February 2012, the French Competition Authority published a guide intended to assist companies in adopting rules on compliance with competition law. This document presents the "right reactions" to have and suggests concrete actions that can be taken by any company regardless of its size or business.
- * The commitments contained in Vivendi's **Data and Content Protection Charter**, adopted in 2008, were taken in the name and on behalf of all the Group's subsidiaries. This Charter sets out the principles to be adhered to by each of the business units in light of its business activity and its specific organization in each of the countries where it is present. With this approach, Vivendi ensures that its commercial partners respect a certain number of values and rules of conduct wherever Group subsidiaries are present.
- * Vivendi applies and follows the AFEP-MEDEF consolidated code of corporate governance (please refer to "Corporate governance indicators" pp. 75-77 and 2012 Annual Report).

3.1.3. Some examples of initiatives and best practices

3.1.3.1. VIVENDI

- * Vivendi has established a dual corporate governance structure with a Supervisory Board and a Management Board. As of December 31, 2012, the Supervisory Board had eleven members, eight of whom are independent directors. Two members were non-French nationals, one is a citizen of a European Union member state other than France and the other is an American citizen. Four of the members were women which represents 36.4%. In addition, two non-voting Directors attend the meetings of the Supervisory Board. In 2012, the Supervisory Board met nine times. The attendance rate at Supervisory Board meetings was 93%.
- * The appointment to office of Mr. Vincent Bolloré, co-opted by the Supervisory Board at its meeting of December 13, 2012, Mr. Pascal Cagni (non-voting Director since December 13, 2012), Mr. Alexandre de Juniac and of Mrs. Yseulys Costes for a period of four years were proposed at the Shareholders' Meeting to be held on April 30, 2013. The appointment of Ms. Nathalie Bricault, representing the employee shareholders were also proposed in accordance with Article L.225-71 of the French Commercial Code. Ms. Maureen Chiquet and Mr. Christophe de Margerie did not request the renewal of their respective terms of office.

Following a favorable vote at the General Shareholders' Meeting of April 30, 2013, the Supervisory Board is now comprised of 13 members, including five women representing 38.5% of the Board and nine independent members representing 69.2% of the Board.

- * The Supervisory Board has established the following four special committees and has approved their respective composition and the powers conferred upon them: the Strategy Committee, the Audit Committee, the Human Resources Committee and the Corporate Governance and Nominating Committee. As of December 31, 2012,
 - The Strategy Committee was comprised of eight members, six of whom are independent.
 - The Audit Committee was comprised of four members, all of whom are independent and all of whom have finance or accounting expertise.
 - The Human Resources Committee was comprised of six members, five of whom are independent.
 - The Corporate Governance and Nominating Committee was comprised of seven members, five of whom are independent.
- * On a regular basis, and at least once every three years, the Supervisory Board performs a formal assessment of its performance alongside the Corporate Governance and Nominating Committee. In January 2012, a formal assessment was completed on the basis of a questionnaire given to each member of the Supervisory Board and by way of individual interviews led by the Chief Administrative Officer.

In addition, every year one item on the agenda is dedicated to a discussion of the performance of the Supervisory Board and on February 22, 2013, the Supervisory Board undertook a review of its performance on the basis of a questionnaire given to each member of the Supervisory Board. This review has found the Supervisory Board's performance and the company's decision-making processes as both satisfactory and in conformity with the highest French and international standards of corporate governance. To further improve the quality of its work, the Supervisory Board has decided to implement various measures regarding its composition, organization, objectives, information provided to its members and the organization and performance of its committees.

3.1.3.2. CANAL+ GROUP

- * **In January 2012, Canal+ Group launched a dedicated website for mediation and discussion with consumer associations and other external bodies.** This site has helped increase the visibility of mediation: since its launch, the number of requests has increased significantly. In 2012, more than 2,200 customers sought the mediator's intervention, 62% more than in the previous year. The Group's mediation has been cited by the Mediation and Consumer Commission. Its operation and practices are now recognized as among the best in their field.
- * **Canal+ was recognized for "Best customer service for 2013" in the "pay channel" category.** The evaluation was carried out by a panel of over 200 "mystery customers" who tested the services of Canal+ over a two month period. They voted on the responsiveness, efficiency and accessibility of Canal's customer service. In the last two years the number of complaints has been halved, and nearly two million calls were avoided due to greater efficiency in handling issues on the first call. These results are the outcome of the strategy implemented in 2011 by Customer Service department targeted at raising the quality of customer relations to the same standard as those of our programs.



3.1.3.3. UNIVERSAL MUSIC GROUP

- * In 2012, **100% of UMG's managers were sensitized to antitrust regulations**, an item regularly included in the agendas of management meetings.
- * In the United Kingdom, Universal Music regularly meets representatives of Ofcom, the independent regulator and competition authority for the UK communications industries, as well as those of Mumsnet, the UK's largest website for parents.

3.1.3.4. ACTIVISION BLIZZARD

- * **In December 2012, every employee of Activision Blizzard was required to complete an annual certification relating to the Code of Conduct via the online module introduced in 2011.** In May 2013, over 89% (i.e., more than 6,200 employees) had signed their certification. As an additional requirement, top management must also respond to an online questionnaire relating to various key topics in the Code of Conduct. This initiative was expanded to all directors in 2012, raising the applicability from 200 employees to over 500. Currently, 515 senior managers (over 99% of questionnaire recipients) have completed this document.
- * Activision Blizzard is a member of the Better Business Bureau, a local mediation organization which handles consumer complaints.

3.1.3.5. SFR

- * In April 2012, **SFR joined the companies' signatories to the UN Global Compact**, including Vivendi. This membership is consistent with the operator's commitments and confers an international dimension to its corporate responsibility policy. SFR plans to advance these principles and enhance their integration into the group's strategy, action plans and operating practices.
- * In October 2012, the SFR Business Team renewed its Qualicert certification for its commitment to quality service throughout all aspects of its customer relations. In France, the SFR Business Team was the first operator to be Qualicert certified and the only business operator to commit to all aspects of customer relations for all of its offerings and products (fixed-line, mobile, convergence and cloud services).
- * In 2012, twenty discussion and information meetings took place between the operator and consumer associations. This close relationship with all of its partners (customers, consumer associations, associations of people with disabilities, employees, social partners, suppliers, start-ups, social entrepreneurs, the academic world, the public sphere and civil society) is one of the founding principles of SFR's CSR policy.



3.1.3.6. MAROC TELECOM AND ITS SUBSIDIARIES

- * In January 2012, Maroc Telecom was awarded a prize from the non-financial rating agency Vigeo recognizing in particular its voluntary initiatives in the fight against corruption. In November, **Maroc Telecom reaffirmed its commitment to societal responsibility by signing the UN Global Compact**.
- * In 2012, 2,360 Maroc Telecom employees were trained in methods of detecting and preventing fraud.

3.1.3.7. GVT

- * In 2012, 21 division directors and managers of GVT were sensitized to anticompetitive practices. Those attending were managers of areas particularly involved with this topic, such as regulation, marketing, sales, customer service, communication, and international operators.
- * **GVT has been recognized as the "Fixed-line Telephony Telecom Operator that respects its customers the most"** according to an independent national consumer survey conducted by Shopper Experience, one of the most respected consultancies in the country, in partnership with *Consumidor Moderno* Magazine. Shopper Experience interviewed 6,402 people about their experience as customers. GVT was also elected best customer service company in the broadband segment and fixed-line telephony by the Brazilian Customers' Relationship Institute (IBRC) and is listed as one of the 25 best companies all sectors combined.
- * In 2012, the TNS Interscience Institute conducted the first survey for GVT on its "corporate reputation." The survey was carried out in two phases (qualitative and quantitative) among opinion leaders, consumers, suppliers and employees. Findings indicated that GVT enjoys a good reputation compared to other companies in the sector. The operator received a very good rating from its suppliers, was given an excellent rating by its employees (higher than the global average for telecommunication companies) and was ranked above the global average for the sector by consumers.



3.2. PROTECTING AND EMPOWERING YOUNG PEOPLE

Vivendi offers creative digital content, interactive services and broadband access particularly sought after by young audiences. Mobile telephony, Internet, video games, music, and films are all opportunities for fostering creativity, talent and self-expression. Although sources of fulfillment, these digital offerings can expose young Internet users to risks: divulging personal information, access to inappropriate content, or excessive use.

Committed to helping young audiences to grow in a secure digital environment, Vivendi stated in 2003 that protecting and empowering young people are a strategic focus of its CSR policy. Since 2010, this issue is one of the objectives taken into consideration in the compensation of the Group's senior executives.

3.2.1. Main focus of the area for action

- * Protecting youth
 - Promote rules of professional ethics
 - Carry out awareness campaigns
 - Offer the appropriate tools to parents
- * Empowering young audience
 - Foster media literacy
 - Allow young people to express themselves on their digital practices
 - Familiarize them with career opportunities in the creative and cultural industries

3.2.2. Key texts and guiding principles

- * The issue of protecting and empowering young people is described in the 1989 UN Convention on the Rights of the Child (Art. 27) as well as in the "Children's Rights and Business Principles," developed by the UN Global Compact, UNICEF and Save the Children (March 2012).
- * In its Data and Content Protection Charter, the Group has undertaken to respect freedom of expression while at the same time preventing the spread of unlawful material, especially with regard to children. To achieve this balance, Vivendi is committed to:
 - Promote techniques for choosing or controlling content (filtering systems and other selection methods);
 - Actively cooperate with competent authorities working against the spread of unlawful material;
 - Promote standards and guidelines on which the Group builds its future;
 - Promote awareness by parents and children of new technologies uses.
- * **In 2012, all of the societal reporting was reviewed and streamlined** with the assistance of external consultants. Those latter confirmed the relevance of the Group's themes, issues and societal indicators. Thus, six indicators relating to the protection and empowerment of young people and five indicators pertaining to the protection of personal data were supplied by subsidiaries this year. Three of these indicators were audited by the Statutory Auditors for 2012 (please refer to 2012 Annual Report pp. 66-68):
 - Existence of a formal commitment to professional ethics regarding content (production and/or distribution), part of which specifically concerns protection of young audiences;
 - Description of mechanisms for implementing and monitoring this commitment; and
 - Existence of a formal commitment to protecting personal data.

- * This issue is reflected in on concrete commitments within each subsidiary. As for example:

- **Canal+ Group's** Ethics Charter stipulates that “the channels shall ensure the protection of children and young people and to this effect apply the program classification according to degrees of appreciation and acceptability with regard to the protection of childhood and youth by applying the corresponding standards.” This classification is also conveyed on all new technical media for broadcasting audiovisual programs. In addition, Article 21 of the agreement entered into between Canal+ and the CSA – French Broadcasting Authority requires that the channels ensure that “in broadcasts intended for young audiences, violence, even psychological, must not be perceived as continuous, omnipresent or presented as the sole solution to conflict.”

CSA's parental advisory labels



- **Universal Music Group** posts a “Parental Advisory – Explicit Content” notice on CDs where the lyrics of the songs may be inappropriate for children. Also, children under 16 are not permitted to post information of a personal nature on UMG’s website without parental consent; this consent is required in writing for children under 13, in compliance with the COPPA (Children’s Online Privacy Protection Act) law. Universal Music France also offers a “Safe Surfing Guide” designed to help young users manage their Internet experience.
- In accordance with PEGI (Pan European Game Information) and PEGI Online in Europe, and ESRB (Entertainment Software Rating Board) in the United States and Canada, **Activision Blizzard** specifically undertakes to provide classifications (by age and content) for games on their packaging and in advertising, to implement the principles of responsible advertising and to comply with the protection of online data. **For games, tools are available to parents enabling them to set game-playing time, set up compulsory pauses, limit the use of voice chat, and check the amount of time their child has spent online (by way of a weekly report).**



PEGI and ESRB rating frameworks for video games

PEGI / top row, from left to right: 3 and over (all audiences), 7 and over, 12 and over, 16 and over, 18 and over; bottom, from left to right, discrimination based on criteria such as sex or race; scenes that could be disturbing for young children, reference to drug use; online playing mode; gambling; nudity or sexual references; strong language; violent scenes.

ESRB / from left to right: adult only 18+, early childhood, everyone 10+, everyone, mature, 17+, teen.

- In its Ethics and Commitment Code, SFR undertakes to "make resources, in particular technical ones, available to disable access to certain services or content in the interest of protecting of children." The operator has also committed itself through several charters explicitly integrating the protection of young audiences: Providers of Online Hosting Services and Internet Access Concerning Combating Certain Specific Content Charter (AFA – French Association of Internet Providers); SMS+/MMS+ Ethics Charter; Charter of Commitments of Operators on Mobile Multimedia Content (FFT – French Telecoms Federation), etc. In addition, SFR is a signatory to the UDA – French Advertisers Association – Charter supporting responsible communication and marketing.



- **Maroc Telecom** has formalized an Ethics Charter relating to the content of Maroc Telecom Kiosques SMS services that are marketed by third parties. This charter specifies that "the publisher of services undertakes not to provide to the public messages of a violent or pornographic nature, or that which is offensive to individuals or human dignity." Menara, a portal developed by Casanet, a subsidiary of Maroc Telecom, sensitizes parents and young people to the responsible use of the Internet.
- In Brazil, **GVT** adheres to the rules of the National Advertising Self-Regulatory Council on ethical standards applicable to advertising, including where young people are concerned. These rules specify that advertising should contribute to the development of responsible citizens. GVT, in partnership with CDI – Committee for the Democratization of the Internet), makes an educational website available to children, parents and educators that is dedicated to promoting appropriate Internet use (www.internetresponsavel.com.br).

3.2.3. Some examples of initiatives and best practices

3.2.3.1. VIVENDI

- * The issue of protecting and empowering young people is the subject of cross-mobilization within Vivendi. In March 2012, **the CSR department organized the second edition of Vivendi's Sustainable Development Seminars**. This company seminar gathered about 120 participants and 30 speakers including senior executives from headquarters and from subsidiaries around the world. A session on the topic "Youth and Digital Life: What Stakes?" was open to the public. It was organized around two main themes, one being, "Challenges: online reputation, privacy, time consuming" and the other being, "Opportunities: giving a voice to young people, citizenship, democracy." These sessions, which were attended by representatives of the European Commission, the Internet Governance Forum, the CNIL – French Data Protection Authority and experts from civil society, were co-led by young ambassadors of the Pan-EU Youth program.



Albert Geisler Fox, young ambassador of Pan-EU Youth during the session "Youth and the Digital Life: What Stakes?" on March 3, 2012, Vivendi's Sustainable Development Seminar. ©Vivendi

- * Vivendi also relies on rich and constructive dialogue with numerous external stakeholders:
 - In 2011 Vivendi joined the **CEO Coalition to make the Internet a better place for kids**, an initiative led by Neelie Kroes, Vice-President of the European Commission on digital strategy. Five key actions were defined to better adapt the Internet to the needs of children and improve its level of safety:
 - Developing simple and robust reporting tools for users;
 - Setting age-appropriate privacy parameters;
 - Extending the use of content classification;
 - Increasing the availability and use of parental controls; and
 - More effectively eliminating child pornography material.

SFR, Canal+ and Activision Blizzard, which have business activities in Europe and are directly confronted by these issues, were involved in the discussions on these topics coordinated by the Group headquarters' CSR department. **At the beginning of 2013**, Vivendi provided a **report on the best practices** implemented by its subsidiaries.

- As part of its partnership with **Safer Internet**, under the aegis of the European Commission, **Vivendi spoke at the 2012 annual conference about the theme "Promoting positive and responsible online behaviors and uses."** This meeting brought together nearly three hundred representatives from industry, academia, NGOs, national and European institutions as well as youth ambassadors from the 27 member states.
- Vivendi lent its support to *ENS Cachan* and the *Sorbonne Nouvelle* University for the organization of the "Transliteracies: issues of citizenship and creativity" colloquium, that took place in November 2012. This conference brought together leading international experts to explore the issues of **media literacy and information**. Vivendi invited the young European ambassadors of Pan-EU Youth to join this event in order to give them an opportunity to interact with internationally renowned experts about their digital practices.

- * **On February 5, 2013, Vivendi launched its webradio to strengthen its dialogue with stakeholders regarding its societal responsibility policy. The first broadcast occurred on Safer Internet Day**, the European day promoting an Internet that is more responsible and safer for young people. Around thirty speakers (men and women active in politics, professionals, scientists, experts, high-school students) exchanged views on questions of online reputation and critical judgment.



From left to right: Jean Zeid (France Info) and Fadhma Brahimi (expert on social networks), Isabelle Falque-Pierrotin (President, CNIL – French Data Protection Authority), Marc Valleur (Psychiatrist and senior physician, Hôpital Marmottan), Marie Derain (Defender of children, Assistant to the Defender of Rights) and Caroline Belotti (Attorney, Data Protection specialist at Initiadroit). Vivoice broadcast on May 5, 2013.

©Vivendi



- * Empowering young people in their digital and media practices also requires knowledge of the careers within cultural and creative industries. **Partner of the National Youth Day, held on November 30 2012, Vivendi gathered four high school classes together in its head office for an introduction to the many careers in the cultural industries**, such as becoming a director, lawyer, music producer or video game designer. This initiative was a unique opportunity for these young students to meet and ask any questions to professionals and artists such as Michel Vuillermoz from *La Comédie Française* or the young film director Stéphane Cazes. In addition, these careers are described in the section "Creative Jobs" of the website *Culture(s) with Vivendi* (please refer to area for action "Promoting cultural diversity" p. 31), that offers exclusive interviews with professionals from three areas: music, movies and video games.



From left to right: Laurent Bizot (producer and founder, label No Format!), Michel Vuillermoz (actor, member of the *Comédie Française*), Pascale Thumerelle (VP CSR, Vivendi) and Stéphane Cazes (screenwriter and film director) on November 30, 2012, National Youth Day ©Vivendi

3.2.3.2. CANAL+ GROUP

- * Canal+ Group has implemented numerous initiatives to empower young audiences and educate them about the media. For example, Canalstreet.tv gives students from eleven high schools within the Paris region the opportunity to post their articles in a dedicated section, the *Canal Lycéen*, created in partnership with the CLEMI – Center for Liaison between Teaching and Information Media. These blogs, articles, photos and videos are often produced in the school's own media workshops, in collaboration with professional teams from Canalplus.fr.



- * Canal+ Group strives to offer quality content suitable for young audiences on its channels:

- In January 2012, MiniMini+, the channel for the preschool segment, produced by Canal+ Cyfrowy, the Polish subsidiary of Canal+ Group, won the top producer award in the "Educational Programs and Materials" category for 2011. This was the fourth honor won by the channel: in 2007 and 2008, it received an award in the category "Educational Innovation and Content;" in 2010, it was recognized for having the best *edutainment* programming.



- **In June 2012, CanalSat and Viacom International Media Networks France launched *Mon Nickelodeon Junior*, the first *edutainment* advertising-free television channel that can be completely personalized by parents.** Based on a catalogue of youth programs on the Nickelodeon Junior channel (Dora, Diego, etc.), parents can create a channel for their children based on various criteria, including age and the viewing time permitted.



3.2.3.3. UNIVERSAL MUSIC GROUP

- * UMG is engaged in empowering young audiences through their apprenticeships in music and the professional world:
 - **In January 2012, Universal Music Enterprises (UMe), the Universal Music entity responsible for the American catalogue and special markets, partnered with Rick Dobbs and Richard Ellis, both senior executives of major music companies, to create MyKaZooMusic and MyKaZooTv.** These interactive platforms offer children between the ages of 8 and 12 a range of age-appropriate music offerings in an environment that is safe, entertaining and stimulating. The character of Farmer Jason, performed by Jason Ringenberg, a "country punk" pioneer, was the first artist signed to the MyKaZooMusic label. The songs from his first album, "Nature Jams," are designed to inspire children with a love for nature and the curiosity to discover our world. In addition, the great musical variety of the compositions – ranging from country and rock to *zydeco* – contributes to the musical education of the very young and the not-so-young.
 - In the United Kingdom, the educational program "Utalks" provides anyone interested in the world of music with an opportunity to speak directly with UMG about any subject. There have been discussions between UMG employees and young people of all geographic, social and cultural perspectives (students of Westminster University, expert music bloggers, students of Goldsmiths College, new urban musical talents of "Urban Development", members of the Liverpool Institute for Performing Arts, representatives of popular music in Glasgow, Oxford University students and young musicians from the national festival "Music For Youth").
 - In partnership with *Société Générale*, Universal Music France's "Job So Music" project allowed sixteen young people to have the unique experience of being reporters at the most important music festivals. In its third year in 2012, the "coolest job of the summer" has become the "Job So Music Mission Festival." For this event, two teams of four young people aged 16 and older were partnered with a Universal Music artist (Dave Dario and the Satliners Group). The participants organized every aspect of their tour (location, technical production, promotion) and created a five episode marketing-reporting series.

3.2.3.4. SFR

- * SFR frequently partners with organizations specialized in education in order to offer its customers meaningful and relevant *edutainment* products:
 - **In November 2012, SFR partnered with Itslearning, Leasecom, Maxicours.com and SMART Technologies to create a unique product providing simplified access to digital technology in schools.** The "e-école pour tous" ("e-school for all") offering responds to the needs of local communities as well as those of educational institutions and teachers. This is the only product on the market having the advantage of joining together such a group of collaborative players to create a turn-key solution (installation of equipment, secure broadband Internet access provided by SFR with filtering of websites and protection against cyber-attacks, digital workspace, educational digital content and user support and assistance). It is currently the most advanced approach available to assist these institutions in their digital development.
 - At the end of 2011, SFR and Nathan partnered to launch an exclusive product: the first interactive *edutainment* TV application. This innovative application, accessible free on the SFR Neufbox and on tablets and web phones with the SFR TV Neufbox application since 2012, offers a new way to watch TV. Dokéo TV features playful, intelligent content, combining videos, games and quizzes, accessible by remote control. Young audiences are thus active while watching television.



3.2.3.5. GVT

- * In 2012, ten new fun comic strips were released on topics such as 3G technology, parental rating, internet fraud, meme popularity and illegal downloads. Widely disseminated through the media and social networks, the fun educational materials produced by GVT to raise awareness and protect children and teenagers on the Internet reached nearly 700,000 people in 2012. As part of the operator's volunteer involvement initiative, GVT's employee-volunteers visited six schools with the goal of sensitizing both teacher and student to the responsible use of the Internet.



- * In February 2012, GVT participated in the 5th edition of the Campus Party, one of the world's largest forums dedicated to innovation and new technologies, which is held annually in São Paulo, Brazil. Over five days, the forum brought together 200,000 people for lectures, discussions, digital workshops and competitions about the Internet, social networks, video games or music online.

GVT contributed to the discussions on security issues on the Internet during the "Toward a Safer Internet" day organized by the Insafe network and presented new content in its program "Toward Responsible Internet Use."

- * One of GVT initiatives directed toward young people, GVT LABS (www.gvtlabs.com.br), is a project designed to share ideas and discoveries about what is most revolutionary in the world of technology in an academic context.

3.3. PROMOTING CULTURAL DIVERSITY

Vivendi is one of the few multimedia groups in the world to operate across the entire digital value chain. It creates and publishes content for which it develops broadcast networks and distribution platforms. In 2012, Vivendi invested €2.6 billion in video games, music, film and audiovisual programs.

The Group also aims to promote cultural diversity as an incentive for growth and a pillar for social cohesion. This innovative choice, made as early as 2003, to make culture a structural element of Vivendi's societal responsibility, is widely recognized as a source of value creation. Since 2010, this issue is one of the objectives taken into consideration in the compensation of the Group's senior executives.

3.3.1. Main focus of the area for action

- * Encouraging creation in all its diversity
 - Encourage diversity of talents and music repertoires
 - Promote diversity in audiovisual and cinematic expressions
 - Contribute to the promotion of languages
- * Promoting young and new talents
 - Spot the talents of tomorrow
 - Empower local talent
- * Strengthening local production skills in Africa
 - Support training programs
 - Organize meetings among various stakeholders
- * Promoting cultural heritage
 - Preserve and promote works that are part of cultural heritage
 - Support local artistic expression

3.3.2. Key texts and guiding principles

- * The issue of promoting cultural diversity relies on Article 27 of the 1948 Universal Declaration of Human Rights, which states that "Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits," as well as on the fifth article of UNESCO's 2001 Universal Declaration on Cultural Diversity which affirms that "Cultural rights are an integral part of human rights, which are universal, indivisible and interdependent."
- * Vivendi shares the UNESCO's vision, which holds cultural diversity out to be "a mainspring for the sustainable development for communities, peoples, and nations" (**UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions - 2005**).
- * In 2012, all of the Group's societal reporting was reviewed and streamlined with the assistance of external consultants who confirmed the relevance of the Group's themes, issues and societal indicators. Thus, six indicators pertaining to musical diversity, eight indicators reflecting audiovisual diversity and five indicators illustrating the languages used and promoted by the Group's products and services were reported by subsidiaries this year. Four of these indicators were audited by the Statutory Auditors for 2012 (please refer to 2012 Annual Report pp. 68-69):
 - Percentage of sales accounted for by local repertoires in their country;
 - Percentage of CNC – National Center for Cinematography and Animation – approved French-initiative films financed by Canal+ and associated amounts;
 - Number of first films financed by Canal+; and
 - Filmmakers whose films were produced or coproduced by StudioCanal during the year (by citizenship).

3.3.3. Some examples of initiatives and best practices

3.3.3.1. VIVENDI

- * In 2012, to concretely promote the role of culture in the international sustainable development agenda, the Group created the "Culture(s) with Vivendi" website (www.cultureswithvivendi.com). The following sections of the website offer an opening to cultural diversity by depicting clear insights, resources and information on the cultural and the creative universe.

- "Artist Inspiration" section demonstrating the diversity of musical and cinematographic influences that help artistic creativity to flourish;
- "Creative Jobs" section presenting the wealth of opportunities in the cultural sector, explained by actual professionals in the field; and
- "Intercultural Dialogue" section offering videos and interviews demonstrating the link between culture and mutual understanding.

Launched in April 2013, an initiative complementary to that of "Culture(s) with Vivendi" kicked off with the introduction of the TheMediaShaker website, a space that fosters open and participative debate; it responds to the desire to propose, discuss and confront different points of view on the future of the cultural industries in Europe.

CULTURE(S) with vivendi



- * **"Culture & Sustainable Development": this was the theme of an international colloquium** co-organized by the French and Québécois Ministries of Culture in November 2012 in Paris. Vivendi participated in a round table discussion on "Culture, economy and sustainable development" and explained how Vivendi has made culture a strategic issue in its CSR policy.
- * In addition, as a founding partner, Vivendi supported the 5th consecutive meeting of the *Forum d'Avignon*, a laboratory of ideas which strives to enhance the links between the cultural and financial domains. For 2012 gathering of the Forum, which hosts important players in the worlds of culture and media and national and international public authorities annually, Vivendi contributed to the study entitled "What culture and what content are the digital generations receiving, creating, transmitting?" or how 15 to 25 year olds integrate digital input into their cultural access and participation. Vivendi also responded to the survey "Culture, reasons to hope: creation and creators" led by the consulting firm *Louvre Alliance*.
- * **Contributing to efforts to enhance local production skills in Africa, Vivendi continued its training programs in 2012.**

- In Mali, the album "Made in Bamako", coordinated by No Format! was made during the 8th session of a training program to promote sound engineering as a profession, a program launched by Vivendi in 2006. This training takes place in Bamako at the studio of the great songwriter-composer Salif Keita, a Universal Music France artist, whose desire to make Moffou a cultural hub of Mali is supported by Vivendi. The album illustrates the ability of apprentices to record and mix the productions of artists, from the most promising to the more established.

CULTURE → DÉVELOPPEMENT DURABLE COLLOQUE INTERNATIONAL 2012 → CULTURE → SUSTAINABILITY



- In Morocco, Vivendi has renewed its support of the third edition of the “International Film Meetings under the Tent” in Ouarzazate (Morocco), of which it is an official founding partner. On this occasion, Vivendi invited Christine Cauquelin, Director of Documentaries at Canal+, to share her experience and her expertise with the students. Within three years, these meetings have become a real international laboratory of creation and exchange for trainees and students of the film industry worldwide. This event forms part of Vivendi’s financial support to the ISMC –Institute Specialized in Cinema Professions (*Institut Spécialisé des Métiers du Cinéma*) of Ouarzazate. Thanks to this financial support to trainers engaged by the association France Volunteers, Vivendi has enabled the production of numerous documentaries by the students of the ISMC over the last three years. Maroc Telecom joined this event as a partner, making these “International Film Meetings under the Tent” rewarding for both the students and Vivendi.



3.3.3.2. CANAL+ GROUP

- * **Cinematographic diversity is one of the main pillars of the Canal+ channel’s editorial line. 90% of subscribers agree that the films broadcast are of varied genres and 86% said they were satisfied with the film offerings at year-end 2012, compared to 60% at year-end 2003.**
- * **In 2012, Canal+ was the leading source of funding for French cinema.** According to the last figures published by the CNC (March 2013), it actively supports film production, financing 54.1% of French films approved by the CNC in a total amount of €175.67 million (please refer to “Societal indicators” p. 87).
- * Canal+ Group pays particular attention to discovering talent and supporting young film makers. **In 2012, the Canal+ channel pre-purchased 27 French-initiative first films.** Moreover, apart from the talent identification program, “*Repérages*,” the channel develops specific programs to identify new talent:
 - The “*Écrire pour*” collection is an annual call for projects from young film makers and producers who are given the opportunity to make a short film with a professional cast. The short films are broadcast live, at the Clermont Ferrand festival and at the Cannes International Critics’ Week;
 - The “*La Nouvelle Trilogie*” is a call for projects attracting over 600 applications, with the three best going into production. The aim is to give young authors and film makers the opportunity to create their first series (3 x 26 minutes) or film (90 minutes) for television;
 - The “*Laboratoire d’images*” is developed in association with 3D graphics schools; and
 - The magazine “*L’œil de Links*” showcases web talents.
- * StudioCanal, a wholly-owned subsidiary of the Canal+ Group, plays a central role in nurturing this diversity with a rigorous policy in terms of production, distribution and optimizing the cinematographic heritage. StudioCanal, which comprises the French entity as well as its British (Optimum Releasing) and German (Kinowelt) subsidiaries, is now also present in Australia and New Zealand following to the acquisition of Hoyts. In 2012, nearly 3,600 cinematographic works were exploited by StudioCanal. Also during 2012, **StudioCanal produced 17 full-length films from filmmakers of seven different nationalities** and produced 28 dubbed films in 4 different languages and 91 subtitled films in 6 different languages (please refer to “Societal indicators” pp. 88-89).
- * **As part of its aim to promote and immortalize the finest examples of the world’s cinematic heritage, StudioCanal Collection added a great classic in 2012: Marcel Carné’s *Quai des Brumes*.** Since 2005, StudioCanal has been working on the digitalization of its catalogue; almost 2,200 titles have been digitized (including 800 in high definition). As part of this initiative, in July StudioCanal signed an agreement with *Les films de Mon Oncle* for the worldwide distribution of the films of Jacques Tati. All of his six full length features and his six short films will be restored. This film legacy is also featured on the Ciné+ Classic channel. Several hundred of the films in the catalogue are distributed each year; many special projects are dedicated to the great figures of world cinema and new documentaries are produced on the history of film.





Olivier Courson, President of the Board of StudioCanal (right) with Jérôme Deschamps, director and dramatist
©StudioCanal

- * **For several years, Canal+ Afrique has supported numerous African film productions.** In 2012, seven film projects were co-financed: *Dakar Trottoir* by Hubert Labandao, *Sans regret* by Jacques Trabi, *Un reptile par habitant* by Zeka Laplaine, *Run* by Philippe Lacoste, *Des étoiles* by Dyana Gaye, *Rapt à Bamako* by Cheick Oumar Sissoko, and Roger Milla, and *Les 4 vies d'une légende* by Jean Patoudem.
- * **In 2012, Canal+ Afrique contributed to the distribution and development of African cinema by broadcasting 11 African films on its channel,** and by supporting three major festivals for the past several years:
 - The Pan-African Festival of Cinema in Ouagadougou (FESPACO);
 - The Festival *Écrans Noirs* (Canal+ Afrique presented the prize for best "Short feature film" at this event); and
 - The *Festival Clap Ivoire* (competition of short video features open since 2004 to young technicians and producers from countries that are members of the West African Economic and Monetary Union). Canal+ Afrique presented the prize for best screenplay, best actor, best actress, best photography and best sound, and awarded a scholarship to the winner of the Kodjo Ébouclé Grand Prize. In addition, Canal+ Afrique established a specific set of programs and broadcasted two short prizewinning features from the prior year: *Le voile déchiré* by Eudes Pokou, the Kodjo Ébouclé Grand Prize winner and *Les derniers tirailleurs* by Moustaph Diallo, winner of the first prize for a documentary film.

Canal+ Afrique also participated in the fourteenth Francophone summit held October 12-14, 2012 in Kinshasa (Democratic Republic of Congo). As a publisher of channels and operator of satellite pay-TV, Canal+ Afrique has taken steps to promote French culture and the French language in 30 countries in central and western Africa. A special edition of +D'AFRIQUE, devoted to francophone issues, was broadcast on Friday, October 12.

3.3.3.3. UNIVERSAL MUSIC GROUP



- * Universal Music Group has based the development of its activities on cultural diversity: covering some 50 labels, it offers a vast catalog with an extensive variety of local and international musical genres and repertoires. **Local artists across 59 countries account for more than 60% of Universal Music Group's physical and digital sales** (please refer to "Societal indicators" p. 86).
- * UMG is at the forefront in promoting the next generation of artists and supports numerous initiatives to promote them, including Pop Idol, The Voice, and American Idol, as well as the Frederick Chopin international piano competition, whose two most recent prizewinners signed contracts with Deutsche Grammophon. In France, Universal Music signed 65 new artists in 2012.
- * Committed to fostering creativity in all of its diversity, UMG has contributed financially and through the donation of skills to the development of the www.theunsignedbandreview.com website and the Emerging Icons brand. The former is an online community where artists can benefit from advice provided by music industry experts, while Emerging Icons is a social network that contributes to the



promotion of new artists. For example, the Berlin-based group Abby was broadcast on the British radio station Absolute Radio after being promoted by Emerging Icons, and it subsequently signed with Universal Music.

This partnership illustrates the initiatives taken by UMG to encourage the recognition of young and new talent.

- * The artists in the UMG catalogue sing in 44 languages, and those in the Universal Music France catalogue in 36 languages.

3.3.3.4. ACTIVISION BLIZZARD

- * The discovery and promotion of tomorrow's talent is particularly important in the world of video games. In June 2012, Activision announced the two winners of the 2nd edition of the Activision Independent Games Competition, its contest designed to encourage innovation. Christopher Hui (*Iron Dragon*) and Michael Stanton (*Planet Smashers*) were awarded 1st and 2nd prizes respectively. This initiative demonstrates Activision Publishing's commitment to fostering creativity within the community of independent developers (who of course retain all of their intellectual property rights for the games they present).
- * The availability of video games in several languages contributes to encouraging cultural diversity. **In August 2012, Blizzard Entertainment introduced the Italian version of *World of Warcraft*®, as well as two new Italian-language realms** (Pozzo dell'Eternità and Nemesis) **and new resources (an Italian customer service team)**. *World of Warcraft*® is now available in 11 languages, while *StarCraft II*®: *Wings of liberty*® is available in 12 languages and Activision Publishing's *Call of Duty*®: *Black Ops II*® is available in ten languages (please refer to "Societal indicators" p. 88).



3.3.3.5. SFR

- * SFR introduced its *SFR Jeunes Talents* program in 2006. Initially focused on the cultural world and devoted to two realms of artistic expression – music and photography – it expanded in 2010 into two additional realms – sports (Gliding and Golf) and entrepreneurship (Start-Up, Social and Green-tech).
 - **In October 2012, SFR awarded its *SFR Jeunes Talents Musique 2012* prize to the FI/SHE/S group.** Intended for unknown artists, the program supports over 50 artists every year; they have the opportunity to promote themselves on the official stages of the largest festivals in France.
 - Throughout the year, photographers can participate in the *SFR Jeunes Talents photo* contest and show their work in the most prominent exhibitions, including *Paris Photo* and *Les Rencontres d'Arles*.



3.3.3.6. MAROC TELECOM AND ITS SUBSIDIARIES

- * Maroc Telecom operates on a continent rich in diverse cultures and languages, and its products and services have the advantage of being available in several languages (please refer to "Societal indicators" p. 88).
- * Maroc Telecom is a partner in numerous initiatives that encourage innovation by discovering and promoting young talents in a variety of areas.
 - For example, the operator supported the Be My App competition, held for the first time in Africa and the Arab world: this is a major opportunity for young creators in the field of technology and communications to come together. The objective of Be My App Competition is the development of a mobile application within 48 hours. The competition occurs simultaneously in five countries: Belgium, Morocco, Tunisia, the United States and Brazil. Over twenty projects were created and presented to a panel of judges. Three of the twelve projects selected were from Morocco ("Taxi Counter,"

which allows the user to estimate the price of a taxi ride in real time; "Fisamt," which facilitates communication with people suffering from hearing disabilities; and "Slam Tech," which allows road accidents to be reported). At the conclusion of a public and international on-line poll, "Taxi Counter" won the competition with over 4,000 votes.

- **In 2012, Maroc Telecom also sponsored the Ftour 2.0 and Maroc Web Awards, dedicated to the best web talent, and Génération Mawazine which offers a stage to young artists.**



مغرب ويب اووردز
MAROC WEB AWARDS

- * The preservation of cultural heritage is also a key focus of Maroc Telecom's policies. In May 2012, the Chairman of the Board and the Director of the National Library of the Kingdom of Morocco (BNRM) signed a partnership agreement to preserve rare and precious documents and allow them to be viewed in digital form.

Maroc Telecom provided financial and technical support to BNRM, whose rich collection includes over 13,000 ancient manuscripts, to create the future Digital Library of Morocco.

3.3.3.7. GVT

- * Since 2010, each of the Group's subsidiaries has included the three strategic issues (protection and empowerment of young people, promotion of cultural diversity and knowledge sharing) among its criteria for the variable portion of executive compensation. In the case of the Brazilian operator, GVT, bonuses are linked to the business's performance in promoting cultural diversity. GVT promotes local artists by broadcasting their music.

3.4. KNOWLEDGE SHARING

Encouraging knowledge sharing to foster access to skills, stimulating a spirit of openness to others and enhancing mutual understanding are strategic aspects of Vivendi's societal responsibility policy. The Group offers content and communication services that influence many audiences worldwide. In addition, editorial independence, pluralism and high quality content, access to information and technology, media literacy and digital tools, and awareness of sustainable development, are among the essential criteria for evaluating Vivendi's intellectual and human influence.

3.4.1. Main focus of the area for action

- * Promoting pluralism of information and quality of content
 - Implement the Group's commitment
 - Guarantee quality and pluralism of content
- * Encouraging intercultural dialogue
 - Build bridges between cultures
 - Encourage a spirit of openness between peoples and generations
- * Raising awareness of sustainable development
 - Encourage awareness of sustainable development issues
 - Contribute to causes in the general interest
- * Facilitating access to ICTs and content: fighting against digital divides
 - Invest in isolated regions
 - Accompany persons with low income
 - Contribute to the autonomy of disabled or elderly persons

3.4.2. Key texts and guiding principles

- * Respect for freedom of expression is set down in Vivendi's **Data and Content Protection Charter**. With approximately 94 million subscriptions worldwide, the Group pays particular attention to pluralism and quality of content, as well as to clarity of information processing.
- * Based on its international market position and its ability to produce and distribute content, Vivendi exercises considerable influence on the representation of various cultures and is able to encourage a spirit of openness toward citizens coming from different backgrounds. The Group very concretely demonstrates its **contribution to the sharing of knowledge through its "Culture(s) with Vivendi" website, which devotes one of its tabs to "Intercultural Dialogue"** (please refer to area for action "Promoting cultural diversity" p. 32). This section provides bridges between continents and invites web users to explore other cultures through many programs and reports. Personalities as diverse as the French historian Pascal Ory, the great Malian singer-songwriter Salif Keita, and the young Costanza Maio, an Italian student at New York University, offer their points of view on the relationship between culture and mutual understanding.
- * In 2012, all of the societal reporting was reviewed and streamlined with the assistance of external consultants who confirmed the relevance of the Group's themes, issues and societal indicators. Two indicators pertaining to the pluralism of content, three indicators pertaining to the ability to influence via content and four indicators regarding initiatives aimed at facilitating access to offerings, products and content were reported on by the subsidiaries this year. Two of these indicators were audited by the Statutory Auditors in 2012 (please refer to 2012 Annual Report pp. 69-70):
 - Existence of a formal commitment in favor of pluralism of content ; and
 - Initiatives to promote the accessibility of offers, products and services.

- * In its **Ethics Charter** Canal+ Group undertakes to respect pluralism: "In accordance with the constitutional principles of freedom of expression and communication and their editorial independence, the channels ensure the pluralism of expression, ideas and opinions (...), oversee respect for different political, cultural and religious sensibilities, (...) and demonstrate rigor in the presentation and treatment of information (...)."
 - With the production of its documentaries, the broadcasting of its continuous information channel i>Télé and all the international channels comprising the Canal+ Overseas range, Canal+ Group is a key player in the Pay-TV landscape. It, therefore, plays a major role in energizing the critical thinking of its public.
 - In addition, under **the agreement entered into between Canal+ and the CSA** – French Broadcasting Authority, the channel "ensures the pluralism of expression of ideas and opinions, especially in the context of the recommendations formulated by the CSA. It makes every effort to respect this pluralism in comparable programming conditions. The channel's journalists, presenters, organizers and employees work to provide a fair presentation of controversial issues and to ensure that different points of view can be expressed" (Article 8). In addition, the continuous information channel i>Télé has made specific commitments to the CSA to preserve its editorial independence.
- * The **Menara portal**, managed by Casanet, a subsidiary of Maroc Telecom, ensures a balanced representation of views. The editing team, which is entirely independent of sales targets, publishes news from national and international press agencies in Arabic and French (*Agence marocaine de presse, Agence France presse, Al Jazeera, etc.*).
- * Vivendi aims to facilitate access to information and communication technologies so that the most isolated audiences, whether as a result of living in remote areas (please refer to area for action "Territorial development" pp. 56-58), their age or their financial situation, can enjoy the benefits of the digital revolution. Thus, one of the constant concerns of the Group's subsidiaries is to combat the digital divide by developing specific offerings and services.

3.4.3. Some examples of initiatives and best practices

3.4.3.1. VIVENDI

- * **In 2012, Vivendi, a partner in the UN Alliance of Civilizations, welcomed beneficiaries of the MENA Fellowship Program for the second consecutive year.** The Fellowship Program aims to enable young leaders of the Arab world and the Muslim world to better know and understand real life in Europe and the United States, and vice versa for young European and American leaders. These meetings are an opportunity to present Vivendi's strategic orientations in terms of sustainable development and share with these young leaders the key role played by the media in building bridges between cultures while respecting human rights.
- * **Vivendi also had the honor of being invited by the United Nations to participate in the 5th UN Alliance of Civilizations Forum** held on February 27 - 28, 2012, in Vienna (Austria). In the presence of Ban Ki-Moon, Secretary General of the UN, this event brought together policy makers, business leaders and representatives of civil society to work together towards one common objective: to include cultural diversity and intercultural dialogue in the global agenda for sustainable development.

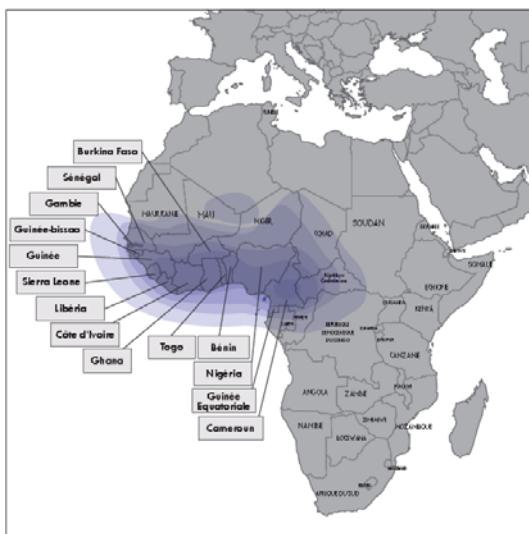


3.4.3.2. CANAL+ GROUP

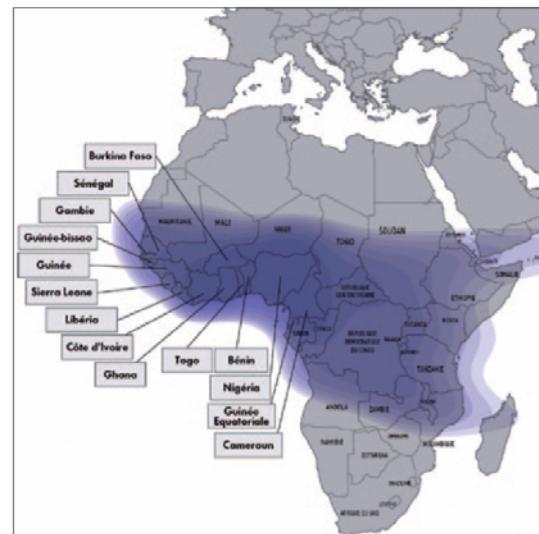
- * The quality, richness and diversity of the content and programs of the Canal+ Group are consistently recognized and awarded (please refer to area for action "Promoting cultural diversity" pp. 33-34 and "Leveraging content and innovation" pp. 46-47).
- In 2012, **Canal+'s documentary policy**, which reflects today's world, confirmed its commitment to human values, social cohesion, the development of a sustainable world and openness to other cultures. The channel carried out initiatives beyond the screen to demonstrate its commitment including the production of the documentary *Boomerang, la puce à l'oreille* on the environmental footprint of mobile phones, accompanied by a phone recycling program called "Cha'phone," in partnership with *Les Ateliers du Bocage*. In addition, in October, Canal+ developed a complete program to increase public awareness of the fight against waste during its prime time broadcast of Olivier Lemaire's film *Global gâchis*.
- The approach of the **editorial project "Kindia 2015"** counters the one-off reporting and broadcasting trend by providing a long term view of the development of the town of Kindia, Guinea-Conakry. Four documentaries will be broadcasted in prime time between 2012 and 2015. In addition, Canal+ Group has established a charitable fund to benefit the associations followed by their filmmakers.
- In 2012, Canal+ Afrique took a major step forward with the arrival of a **new satellite** with a more powerful signal, allowing it to extend its presence in central Africa (all of the Democratic Republic of Congo, Rwanda and Burundi). This technological advancement supports the commitment of Canal+ Overseas, a subsidiary of the Canal+ Group, relating to pluralism. Canal+ Overseas broadcasts over 300 channels via satellite on several continents; publishes over twenty channels designed and adapted for the French overseas territories and departments, Poland and sub-Saharan Africa; and produces numerous audiovisual works every year.



COVERING AREA OF NSS-7 SATELLITE



COVERING AREA OF SES-4 SATELLITE



- **Since June 2012, Polish children with hearing difficulties have been able to watch animated series in sign language on the MiniMini+ and teleTOON+ channels.** Canal+ Cyfrowy has demonstrated considerable ingenuity in offering a sign language adaptation service for the first time in Poland for two animated series, *Raa Raa, le petit lion bruyant* ("Raa Raa, the little roaring lion") and *Gormiti III, nouvelle évolution* ("Gormiti III, new evolution"). This initiative echos the two systems that already exist on Canal+ Group channels enabling everyone to have access to content: subtitles for those who are deaf or hearing impaired (100% of programs on Canal+) and audio-description for those who are blind or visually impaired.

3.4.3.3. ACTIVISION BLIZZARD

* Activision Blizzard consistently contributes to causes of general interest and welcomes the opportunity to use its video games for this purpose.

- The Call of Duty Endowment is a nonprofit public benefit company created by Activision Blizzard in October 2009 to help soldiers transition to civilian careers after military service. In 2012, Activision Publishing donated \$6.3 million to this program in an effort to ensure that U.S. military heroes have stable employment upon their return from active duty.
- In 2011, Blizzard Entertainment created a Cenarion Hatchling *World of Warcraft*® in-game pet to help the Japanese victims of the earthquake. This effort raised \$1.9 million for the American Red Cross's relief efforts following the recent earthquake and tsunami in Japan.

In 2012, Blizzard created the Cinder Kitten *World of Warcraft* in-game pet in support of the American Red Cross Superstorm Sandy relief efforts.

On January 10, 2013, Blizzard announced that the Cinder Kitten program raised over \$2.3 million for victims of Superstorm Sandy.



3.4.3.4. SFR

* As the first alternative operator in France, SFR is especially committed to the fight against the digital divide, whatever the reason: geographic, financial, or physical.

- SFR continues to invest (€1.6 billion in 2012) in its fixed and mobile infrastructures, and remains committed to the idea that the quality and performance of its network deliver added value for its customers. At year-end 2012, SFR's UMTS network (3G/3G+) covered 99% of the French population and, by year-end 2013, is expected to reach 99.3%. At year-end 2012, SFR launched the first commercial 4G offers to the public in France in both Lyon and Montpellier.

The development of fiber-to-the-home has continued. SFR has confirmed its desire to offer its products across 100% of densely populated areas: in 2012, 100,000 households subscribed to its fixed superfast broadband, an additional 1 million homes were eligible at year-end 2012, and horizontal deployment (fiber to each building) to a total of 4 million homes was completed. In less populated areas, SFR has fulfilled the commitments made in the bilateral agreement entered into with the incumbent operator in 2011. In 2012, deployment began in 23 local areas and at the beginning of 2013 studies were launched in 53 additional areas.

- **In March 2012, SFR won the Disability Matters Award in the "Market Place" category for its customer service tailored to those who are deaf or hearing impaired**, established in partnership with DEAFI, a specialist in tailored customer relations. The consultants, many of whom are deaf or hearing impaired, have had certified government-approved training in the new profession of video-consultancy.



For over a year, three video-consultants have been serving SFR deaf or hearing impaired customers. The service is accessible by webcam in French sign language and by chat. This innovative customer service is a first in France and has already handled more than 5,000 requests. With the aim of continuous advancement, the service offered to SFR's mobile customers will gradually extend to the operator's entire range. The recruitment and training of new video-consultants will enable the service to expand to ADSL activities at the beginning of 2013.

- The **solidarity telephony** program born out of a partnership between SFR and *Emmaüs Défi* now benefits almost 2,500 people. This is the only program that currently meets the five criteria defined by the non-profit social justice organization *Agence Nouvelle des Solidarités Actives*. People in difficulty are provided with



a mobile phone so they can stay in touch with friends and relatives, call potential employers, or look for housing, if necessary. SFR's support to *Emmaüs Défi* is provided in the form of financial support and the contribution of employees' skills. The goal for 2013 is to reach 5,000 beneficiaries in five cities and offer an Internet access solution for the most seriously disadvantaged. This new experiment, known as **Connexions solidaires**, will include complete support from equipment and connection to training.

- This year, SFR, in partnership with CECIAA, a company specialized in serving the visually impaired, organized pilot training in the use of *VoiceOver* vocal screen reading software on iPhones. Fifteen sessions were offered at Studio SFR completely free of charge. This initiative is just one example among many of the operator's initiatives to aid people with disabilities.

3.4.3.5. MAROC TELECOM AND ITS SUBSIDIARIES

- * Maroc Telecom has made the reduction of the digital divide one of its major issues in its sustainable development policy. For years, the operator has invested heavily in mobile and fixed networks, making the telephone and the Internet accessible to the greatest possible number of people.
 - In 2012, as part of the *Pacte* program (*Programme d'accès aux télécoms*), 1,110 rural communes were covered in Morocco, Burkina Faso, Mauritania, Mali and Gabon, bringing GSM coverage to 92.1%, 94%, 76% and 96%, respectively, of these countries' populations. **In 2012, Maroc Telecom devoted almost 22% of its investment to reducing the digital divide** (please refer to "Societal indicators" p. 80). One of Maroc Telecom's major objectives is to use new technologies to serve all populations, especially rural communities, in order to facilitate their access to communication, culture, knowledge, health and the media.
 - With the aim of enabling populations to overcome cost barriers and facilitate their access to telephony and the Internet, Maroc Telecom and its subsidiaries are dedicating all their innovation capacity to continually enhancing their range of products and services. In 2012, Maroc Telecom continued its offer tailored to students, *Injaz*, enabling 4,742 students to have computers and broadband access.
 - In addition, Onatel offers its new customers a bonus on their first recharge and free calls within the network for three months, as well as discounted text messaging fees. The COLMI offering from Gabon Télécom for disadvantaged people and students allows them to send up to five free text messages per day.
 - To benefit the disabled, last year Maroc Telecom launched an offer intended for blind and visually impaired customers. The "vocal assistant" software forming part of the Vocalis offer provided complete access to phone features to the 1,283 people who benefited from this service in 2012.



3.4.3.6. GVT

- * At the end of 2012, 80% of GVT's customers had broadband capacity exceeding 10 Mbits/s, higher than the national average (2.2 Mbits/s) and the international average (2.6 Mbits/s). GVT is positioning itself as the leader in the Brazilian market for affordably priced Internet offerings. Its goal is to provide its customers with a top-quality high speed broadband service with competitive prices.
- * The operator contributes to making information and communication technologies accessible to the greatest possible number of people. It lends its support to five institutions working to minimize the digital divide in Brazil. **In 2012, GVT provided kits completely free of charge to the CDI – Committee for the Democratization of the Internet. They included a screen, a decoder, 28 television channels, a modem to access the Internet and additional services.** This initiative demonstrates GVT's commitment to facilitating access to information and knowledge sharing.



3.5. PROTECTION OF PERSONAL DATA

Assuring a high level of protection and security for personal data is essential in maintaining the relationship of trust Vivendi has with its customers. The Group's businesses have therefore established rules for the collection and processing of administrative and financial data designed to guarantee the confidentiality of such information. To ensure thorough compliance with these rules, the Group's Legal and Finance Divisions perform an annual assessment of the business units covering their procedures relating to data security and protection, as well as the measures to protect their customer' information as part of marketing campaigns. In addition, in 2012, the Risk Committee met on the topic of securing the Group's businesses against cybercrime risk.

3.5.1. Main focus of the area for action

- * Ensuring the monitoring of procedures
 - Report to the Risks Committee
 - Evaluate information systems
 - Apply the recommendations of the working group in charge of the protection of personal data
- * Strengthening the security of customers' personal data
 - Raise employees' awareness about the personal data of customers
 - Advise customers on how to manage their personal data
 - Demonstrate a demanding attitude toward suppliers and service providers

3.5.2. Key texts and guiding principles

- * Vivendi's **Data and Content Protection Charter** defines the Group's commitments regarding protection of personal data, security of online exchanges and consumer rights, protection of content and ethical content.
- * The Group also has a **Guide on best practices the regarding protection of sensitive data** covering:
 - The implementation of suitable measures to limit, as much as possible, the risk of alteration, loss and divulgation to unauthorized third parties of the confidential information collected; and
 - The verification that partners (suppliers, providers) respect the values and rules of conduct defined in each of the countries where the Group operates and the aforementioned measures.

This Guide sets out the principles to be put in place by each of Vivendi's business units wherever they operate. It must be adhered to by all parties who have access to Vivendi's and its business units' information systems or who process their data: customers, employees, trainees, interim employees, providers, partners, subcontractors, etc. The rules for protection apply to sensitive information in all its forms – electronic, spoken, written, optical – and at all stages – creation or collection, processing, consultation, modification, transmission, storage, and destruction. The rules of protection cover software, databases, hardware, networks, and removable media as well as paper documents.

- * Each subsidiary incorporates the principles of the Group's Charter into their own charters and internal codes:
 - The third principle of the Canal+ **Ethics Charter**, "Sincerity and protection of information," underscores the Canal+ Group's particular vigilance regarding the security of its information systems, as well as the conditions for access to data relating to its customers and employees;
 - UMG's internal **Data Protection Policy** defines the rules for the collection, processing, storage and transfer of personal data;

- Activision Blizzard's **Code of Ethics** stipulates that employees undertake to protect the company's confidential information and particularly the personal data of its customers;
- In the SFR **Code of Ethics and Commitments**, guaranteeing data security and the protection of privacy are defined as fundamental principles of ethical business practices and commitments *vis-à-vis* consumers. The operator also offers several tools to raise employee awareness on this issue, including an e-Learning module, "Data Security;"
- Maroc Telecom's **Data Security Charter** stipulates that "users agree not to use the Internet to provide or make available to third parties confidential data and information;" and
- Finally, GVT's "**Information security policy**" is designed to assure the safety and protection of customers' personal data.

* Canal+ Group, UMG, Activision Blizzard, SFR and Maroc Telecom each have a **Data Protection Officer** (DPO) or an entity in charge of issues related to the collection, treatment and storage of customers' personal data.

3.5.3. Some examples of initiatives and best practices

3.5.3.1. VIVENDI

- * Each year, our subsidiaries report on their adherence to the Compliance Program and actions. **This year, the subsidiaries responded to a questionnaire sent to them on the topic "In the era of social networks – Proper use of digital technology,"** particularly focused on the issue of personal data. A summary of the responses to this questionnaire was used to prepare a report which was presented by the company's General Counsel to the Audit Committee at its meeting on February 15, 2013.
- * The topics addressed in 2012 fall within the framework of the discussions and focus groups coordinated by the General Counsel's office among dedicated representatives from the subsidiaries. At these meetings the issues and developments arising from the European regulations on the protection of personal data were addressed. The goal of such events is to appropriately adapt the Group's procedures pertaining to the protection of personal information.

3.5.3.2. ACTIVISION BLIZZARD

- * Blizzard Entertainment has been offering optional tools that give its players an additional layer of security to help prevent unauthorized account access. One example is the Battle.net® Authenticator, a device that lets players connect to their accounts with a unique digital code that changes regularly. There is also a free mobile version of this tool, the Battle.net Mobile Authenticator.
- * Moreover, **Blizzard Entertainment provides its players with the BattleTag™¹ nickname system**, which enables them to receive many of the benefits of the company's Real ID communication system, such as chatting and staying connected with friends across multiple Blizzard Entertainment games, while remaining anonymous. A player's BattleTag™ is a handle, chosen by the player, which is used to identify him or her in Blizzard Entertainment's latest games as well as on the company's websites, community forums, and more.



¹ Battle Tag™ is a trademark, and Battle.net and Blizzard Entertainment are trademarks or registered trademarks of Blizzard Entertainment, Inc., in the U.S., and/or other countries.

3.5.3.3. SFR

- * 37 "security" audits were carried out in 2012 in the areas of computer services, networks and products. These audits are part of the annual internal and external auditing plan coordinated by SFR's information security and fraud department. The objective is to monitor the processes for controlling "security and fraud" risks and to evaluate the effectiveness of the security measures employed. These audits cover the operator's internal functions as well as the scope and processes involved in the management of its partners.
- * In 2012, 245 employees received training in personal data security procedures through SFR Campus; 250 employees were educated through conferences arranged by the Central Information Department; 209 assistants received training on the issue of confidentiality of business information. **Thus, a total of 700 people either received training or were individually instructed in 2012.**
- * The new service "Devices Management and Security" launched in September by the SFR Business Team allows companies to secure their data and manage the deployment and administration of mobile terminals. Designed for smart phones and tablets, the service takes into account the multiplicity of hardware and operating systems, regardless of the operator. It is particularly helpful in responding to the challenges related to the development of Bring your own device (BYOD), while facilitating the development of professional uses of these terminals. Intended for companies of all types, from SMEs to major accounts, this product allows control of data in the event of loss or theft of smart phones and tablets.

3.5.3.4. MAROC TELECOM AND ITS SUBSIDIARIES

- * In 2012, Maroc Telecom added to its Information Security Charter procedures for protecting information of a personal nature in accordance with Law 09/08. In addition, the operator carries out annual monitoring audits (32 audits in 2012) to verify the compliance of its activities with ISO 27001/2005 certification standards; which guarantee the protection of all sensitive company data (particularly personal data of customers).
- * The main measures implemented in 2012 to sensitize all employees to the importance of complying with rules on the protection of personal customer data are as follows:
 - **The signing of the Information Security Charter by all employees;**
 - The signing of the Commitment Charter by system administrators, making them responsible for the use of various data handled in the performance of their duties;
 - The updating of the Customer Charter intended for employees working in sales offices, emphasizing the protection of personal data;
 - The inclusion of a directive protecting personal data in the Quality and Security of Information Policy; and
 - The continuation of the communication campaign launched in 2011 aimed at all employees (distribution of an info flash and posters).

3.6. LEVERAGING CONTENT AND INNOVATION

As delivery mechanisms and uses proliferate, the demand for music, film, video games and books has never been as strong as it is today. The digital revolution is far from complete and distribution platforms, which rely on content to differentiate themselves, will provide Vivendi's businesses with new opportunities for growth. In a world where there is unprecedented variety available, Vivendi, already a leader in TV, films/series, music and video games, must continue to invest in order to offer innovative content.

3.6.1. Main focus of the area for action

- * Investing in creation and content
 - Invest in excellence
 - Enter into strategic partnerships
- * Leveraging the Group's investments through synergies
 - Leverage technological and operational expertise
 - Encourage sharing of know-how
- * Ensuring respect for intellectual property
 - At Group level
 - At subsidiary level

3.6.2. Key texts and guiding principles

- * **Vivendi, engaged in a strategic review of its activities, is convinced that creating value in the future will be achieved by refocusing its activities on content and media.** The digital revolution currently in progress is marked by huge growth in platforms capable of distributing content and services all the time, everywhere and without limitation.
- * While these new platforms are not without risk (content devaluation and piracy, for example), the new digital distribution platforms also provide an exceptional opportunity for Vivendi to maximize the value of its portfolio of content.
 - The positioning of these platforms opens up new distribution possibilities and access to new markets at limited cost.
 - High-quality local content, thus far limited to a regional audience, can now be made available throughout the world.
 - In addition, they generate new creative and economic formats with attractive development prospects.
 - Finally, they stimulate creative processes by facilitating discussion, thus fuelling innovation and growth.
- * New distribution platforms, as well as new multimedia supports and new digital distribution services: by permitting immediate and simultaneous access to an infinite variety of content, the revolution is transforming the way audiences gain access to culture. To continue to fulfill the expectations of its millions of customers, Vivendi must attract the best creative talent and develop innovative offerings for the distribution of its content: music, films, audiovisual programs, and video games.
- * Telecoms networks around the world are facilitating the faster broadband required for new cultural digital uses. Vivendi's telecom subsidiaries are supporting this digital revolution by investing heavily in transitioning mobile phone networks to 4G and developing fiber optics to replace copper.
- * The Group's subsidiaries participate in protecting intellectual property. The anti-piracy division of Canal+ Group encourages innovation and technological monitoring; its mission is to fight the development of new illegal means of distributing pay TV content. To combat piracy, Universal Music Group uses a multifaceted approach in collaboration with the entire entertainment industry. One example is its participation in BASCAP (Business Action to Stop Counterfeiting and Piracy) initiative of the

International Chamber of Commerce. Through its anti-piracy department, Activision Blizzard utilizes new economic models, which integrate anti-piracy technology while remaining compatible with the Internet.

3.6.3. Some examples of initiatives and best practices

3.6.3.1. CANAL+ GROUP

- * The quality of the content broadcast, produced, co-produced or distributed by Canal+ Group is consistently recognized and awarded:
 - Original creations by Canal+ Group have been hailed on numerous occasions this year, particularly those in the fiction category. **The *Mafiosa* series, produced with the participation of Canal+, won the award for “best French TV series” at the 2012 Polar Festival in Cognac.** Canal+’s two original fiction programs *Braquo* and *L’infilttré*, were nominated at the International Emmy Awards in New York. The police series was recognized in the “best dramatic series” category.
 - It should be noted that the average cost of a fiction program produced by traditional channels is €700,000 an hour, whereas Canal+ is committed to excellence and invests over €1 million an hour. It should be noted that the American standard is around €2 million per production hour. In order to remain competitive, Canal+ engages in co-productions with foreign partners, such as the *Borgia* series.
 - In addition, at the first celebration of the Social Media Awards (SMA), the series *Bref* received special mention recognizing the success of the program and its mobile versions (videos, participative options, etc.) that were broadcast on social networks.
- * Films produced, co-produced or distributed by StudioCanal are consistently nominated in the most prestigious celebrations of the “seventh art.”

For example, this Canal+ Group subsidiary was recognized in 2012 with:

- 25 nominations at BAFTA (British Academy of Film and Television Arts) awards in London;
- **Five Oscar nominations, three for *Tinker, Tailor, Soldier, Spy* by Tomas Alfredson, a film entirely financed by StudioCanal** (best actor for Gary Oldman; best adapted screenplay and best music) and two for *My Week with Marilyn* by Simon Curtis, which was distributed by StudioCanal in France;
- Six films distributed by StudioCanal were contenders at the 70th Golden Globes in Los Angeles:
 - *Silver Linings Playbook*, released in theatres in France in January 2013, was nominated in four categories;
 - *Moonrise Kingdom* took the award for the best musical or comedy;
 - Marion Cotillard was nominated best actress in the dramatic film *Rust and Bone*, as was Naomie Watts for *The Impossible*;
 - Denzel Washington was nominated for best actor for his performance in *Flight*;
 - The film *Hunger Games* was nominated for the best original song, “Safe & Sound;” and
 - The Golden Globe for best actress in a feature film in the comedy or musical film category was awarded to Michelle Williams for her interpretation of Marilyn Monroe. This film also received Oscar nominations (best actress for Michelle Williams and best supporting actor for Kenneth Branagh).



- César award for the best first film for *Le cochon de Gaza* by Sylvain Estibal, a film co-produced by StudioCanal; and
- Two nominations at the Cannes festival for *You Ain't Seen Nothin' Yet (Vous n'avez encore rien vu)* by Alain Resnais and *Moonrise Kingdom* by Wes Anderson, as well as the 2012 Achievement in International Film prize awarded to Olivier Courson, Chairman of StudioCanal at the festival by the American trade publication Variety.

3.6.3.2. UNIVERSAL MUSIC GROUP

- * UMG's artists are recognized every year for their unrivaled success worldwide, with the strongest album sales achieved by established performers including Lana Del Rey, Mumford and Sons, Rihanna, Jessie J, Rod Stewart, and Robbie Williams. The artist Gotye received three awards at the ARPA Music Awards in 2012.
- * UMG's classical music labels, known for their ability to recognize talent, sign artists of all backgrounds and ages, as demonstrated by the numerous awards given to them every year.
- **In September 2012, once again, Universal Music Group won a number of awards at the Gramophone Awards ceremony – the Oscars for classical music. The classical labels Decca and Deutsche Grammophon won six prestigious prizes.** The brilliant young pianist Benjamin Grosvenor was named Young Artist of the Year and won in the Instrumental category. He is the youngest artist to have received two awards. The award for Artist of the Year went to Maltese tenor Joseph Calleja. For his part, Claudio Abbado, the great conductor and loyal contributor to Deutsche Grammophon since 1967, was presented with a Gramophone Lifetime Achievement. He also won the award in the opera category for Beethoven's *Fidelio* by Nina Stemme, Jonas Kaufmann and the Lucerne Festival Orchestra which he directed. In the historic music category, the award was presented to the *Sacred Works of Victoria* collection by Ensemble Plus Ultra and Michael Noone.
- At the 19th ECHO Klassik Ceremony, held in Berlin on October 14, 2012, Deutsche Grammophon and its artists were recognized in eight categories. The Israeli-Argentinean pianist and conductor Daniel Barenboim was recognized for his lifetime achievement. Among the winning other artists included the Italian conductor Claudio Abbado, the American singer and pianist Tori Amos, the Polish pianist Rafal Blechacz, the American violinist Hilary Hahn, the Montenegrin guitarist Miloš Karadagli, the German violinist Anne-Sophie Mutter, the Italian pianist Maurizio Pollini, and the German soprano Anna Prohaska.
- * In 2012, Universal Music MENA and HP formed a unique partnership and launched HP Play, a new digital experience making the UMG's rich catalogue of global and regional artists accessible to consumers across the Middle East; another partnership was formed with Kaspersky Lab for an on-line music service designed for customers of the developer of content security solutions (free and exclusive access to the legal download "Kaspersky Music" website, available in English and Arabic).
- * These partnerships are consistent with UMG's determination to make accessible to any "consumer," throughout the world, beyond borders and cultural barriers, all of the 600,000 songs and artists in its catalogue. These connections result in the creation of dedicated services, particularly in emerging markets and fast-growing countries (Africa, India, the Middle East, Eastern Europe and Latin America) where music is not broadly accessible. UMG thus allows artists from all over the world to be heard in regions where they have never been heard before. This contributes to the discovery the finest local artistes and repertoires to promote in the future.



3.6.3.3. ACTIVISION BLIZZARD

- * The quality and success of Activision Blizzard games is demonstrated by the record sales that regularly follow the release of its latest installments:

- Activision Publishing's *Call of Duty®: Black Ops II* has registered a new record. It crossed the \$1 billion mark in worldwide retail sales, according to Chart-Track retail customer sell-through information and internal company estimates. Illustrating the strong appeal of interactive entertainment to audiences worldwide, the game achieved this milestone in just 15 days after its launch on November 13, 2012.
- During the first week of Blizzard Entertainment's *World of Warcraft®: Mists of Pandaria™* launch, prior to its release in China, the new expansion had already sold through approximately 2.7 million copies.
- **Activision Publishing's *Skylanders Spyro's Adventure™*, which launched to great acclaim and record-setting sales in October 2011, was the number one best-selling console and handheld video game title between January and April 30, 2012 worldwide**, according to The NPD Group, GfK, Chart track Institute and Activision internal estimates.
- **Within the first 24 hours of Blizzard Entertainment's *Diablo® III* release, more than 3.5 million copies had been sold, setting the new all-time record for the fastest-selling PC game** (based on internal company records and reports from key distribution partners). That number does not include the more than 1.2 million players who received *Diablo III* when they signed up for the *World of Warcraft®* Annual Pass promotion. Thus, in total, on day 1 of *Diablo III*'s release, more than 4.7 million gamers around the world had a copy of the game – representing the biggest PC-game launch in history. As of the first week of the game's availability, that number had already grown to more than 6.3 million (based on internal company records and reports from key distribution partners). The above figures also do not include players in Korean Internet game rooms, where *Diablo III* has become the top-played game, achieving a record level of use of more than 39% as of May 22, 2012 (www.gametrics.com).



- * The **world of the “seventh art”** is becoming increasingly involved in the video games universe as demonstrated by the growing cooperation between actors and the creators of games. For example, the trailer for *Call of Duty®: Black Ops II*, featuring the French actor Omar Sy, was produced by Guy Ritchie, director of the film *Sherlock Holmes*. Other prominent actors, including Gary Oldman, Ed Harris, Sam Worthington and Michael Rooker, voice the characters in the game. For the French version, following the participation of Benoît Magimel in *Call of Duty®: Modern Warfare® 3*, the leading female character in *Call of Duty®: Black Ops II* is portrayed by the actress Virginie Ledoyen.

3.6.3.4. SFR

- * Integrally involved in reflections on the topic of culture in the digital age, SFR was among the important industrial players in cultural sector who gathered for the meeting of the Alliance for Culture and Digital Technology in May 2012. Telecom operators, film and audiovisual producers, press editors, television channels, publishing houses and makers of electronic readers are all members of this platform. The members of the Alliance believe that the transition of the cultural industries to digital technology will require a redefinition of the fundamental aspects of the ecosystem in order to encourage (co)production, marketing in France and the export of French and European cultural works and products. It will be necessary to deploy a wide array of players and distribution tools. The three goals of this think tank are:



- To establish a framework to facilitate the development of the digital market (adapt tax policy for the digital era);
- To perpetuate and legitimize the French model for financing the creative and cultural industries (suggest a more attractive legal structure and facilitate the public's access to cultural goods and services); and
- To assure non-discrimination among players, particularly among French and foreign players (fighting digital counterfeiting).

* **SFR is a pioneer in 4G, which was launched at the end of 2012 for companies and individuals.** The next steps will involve broadening the access to 4G on mobile phones and tablet computers, with new services such as HD video, TV viewing, online games and video calling (Tango).

* Meanwhile, in 2012, SFR expanded its TV offerings provided via ADSL, with:

- The launch of the BeIN Sport and OCS packages;
- The availability of new on-demand TV channels, increasing the number of channels in the service to over 30 - 20 of which are included in the basic offer. Use of this service has grown strongly; and
- New applications, including *Infotrafic TV*, *Au Féminin TV* or *INA (Institut national de l'audiovisuel)*.



3.6.3.5. GVT

- * Innovation, high quality service and its price/quality relationship are GVT's major strengths. They were emphasized again this year by various prizes and honors awarded to the Brazilian operator:
 - According to an AT Kearney evaluation (adopted in Europe in 2002 and used throughout the world since then), in partnership with *Época Negocios* magazine, the company was voted one of the most innovative companies in Brazil for the fourth consecutive year. The evaluation was based on five criteria: innovation strategy, organization and culture focused on innovation, process innovation, innovation and support structure and results of innovation.
 - According to the main Brazilian technology publication, INFO Magazine, GVT Broadband has been voted for the fourth consecutive year one of the best in Brazil and, for the third year in a row, the most reliable company for fixed-line telephony.
 - GVT received two awards from Frost & Sullivan in late 2012. The company won the Best Practices Award in the categories, "Brazilian Leader in Fixed Broadband Services Price/Performance Value" and "Brazilian Pay TV Services Product Differentiation Excellence." These awards are presented annually to companies that promote significant growth in their industries, have identified emerging trends before they became the standard in the marketplace, and have created advanced technologies that will accelerate the development and transformation of the industries in the near future.
- * Providing added value in content and innovation, **GVT launched its catch-up television service and its Multiroom service, a first in the Brazilian market.** The operator's customers now have new channels available to them and can access the Power Music Club, GVT's digital music and streaming video portal from their television screen.



3.7. VIGILANCE TOWARDS SUPPLIERS

The Group's businesses are highly vigilant with regard to their suppliers and subcontractors to ensure their compliance with the Group's commitment to societal responsibility. They also verify that the financial independence of the providers in the subcontracting chain is not compromised. Although the Group's subsidiaries have developed their own policies based on the requirements of their respective activities, highly oriented towards call centers and computer services, the Risk Committee ensures that these policies provide effective risk control. In 2012, it analyzed subcontracting-related risks at GVT.

3.7.1. Main focus of the area for action

- * Encouraging the inclusion of societal, social and environmental issues in purchasing policy
 - Provide training in responsible purchasing
 - Encourage the adoption of selection criteria for suppliers
- * Implementing monitoring tools
 - Conduct audits of suppliers
 - Conduct evaluations
- * Ensuring the financial independence of suppliers and service providers
 - Assess the degree of financial dependence
 - Develop the business relationship

3.7.2. Key texts and guiding principles

- * Vivendi's **Compliance Program** includes systematic reminders to suppliers of their undertaking to provide services in conformance with the Group's commercial and social ethical standards. Vivendi is committed to increasing the corporate responsibility awareness of its main suppliers and sub contractors on societal, social and environmental issues

Accordingly, the subsidiaries endeavor to involve their suppliers in implementing the Group's commitments in this area. Each of the Group's subsidiaries has made a formal commitment, by virtue of a code, charter or clause that appears in supplier contracts, on the acknowledgement of societal, social and environmental issues. This commitment refers particularly to the founding principles as formulated by the International Labor Organization (ILO), the UN Global Compact or the OECD. Certain subsidiaries have also put in place instruments for collecting information and monitoring their suppliers, in the form of assessments and audits, to verify the correct application of the Group's commitments.

- * Subcontracting at Vivendi mainly concerns call centers and IT services. The Group's subsidiaries have developed their own policies pertaining to subcontracting to meet their respective operating needs.
 - Although SFR uses external providers for the management of its relations with the general public, it directly manages relations with its professional clients and distributors.
 - Within Maroc Telecom, subcontracting mainly involves product retailing and telecommunications services.
 - It should be noted that the Canal+ Group, GVT and Maroc Telecom all have their own call centers.
- * All subsidiaries use subcontractors for the provision of IT services. The Group expects its suppliers and subcontractors to comply with the principles of Vivendi's Compliance Program and the UN Global Compact, and the values and rules of good conduct contained in their respective ethical codes. Any breach of these principles is a potential cause for the Group to terminate the contract with the supplier.

3.7.3. Some examples of initiatives and best practices

3.7.3.1. VIVENDI

- * **In 2012, during the Sustainable Development Seminar,** (please refer to area for action "Protecting and empowering young people" p. 26), **Vivendi held a round table entitled "Responsibility in the Supply Chain."** The purchasing manager of Bravado, UMG's merchandising subsidiary and Activision Blizzard's Internal Audit Director shared with all the attendants their respective experiences with the audits of suppliers involved in fabrication of their products.
- * Among the indicators audited by the Statutory Auditors in 2012 (please refer to 2012 Annual Report pp. 64-65), were:
 - The existence of a formal commitment with reference to the founding principles in the purchasing policy;
 - The existence of criteria for the selection of suppliers and subcontractors based on their societal, social and/or environmental performance.

3.7.3.2. CANAL+ GROUP

- * **All of the Canal+ purchasing teams received training on "Solidarity purchasing" in 2012.** Employees are also sensitized to equitable practices regarding suppliers and supplier dependency issues.
- * Canal+ Group strives to ensure the financial independence of its suppliers and service providers by taking the following steps:
 - An audit of the portion of total revenue derived from Canal+ Group is carried out on a regular basis. When this share becomes significant (+20%), assistance is offered to the partner. The business relationship is thus continued and not abruptly severed; the partner is alerted by Canal+ so that it can diversify its customer base;
 - The Purchasing department does not whenever possible enter into contracts having a term of more than three years. At the conclusion of this period, the supplier competes in a call for bids.

3.7.3.3. UNIVERSAL MUSIC GROUP

- * **Bravado, UMG's international merchandising service company, was selected by the London Organizing Committee of the Olympic & Paralympics Games (LOCOG) to be an official supplier to over 30 venues across Great Britain.** Sustainable Development has been proclaimed a key driver of these Olympic Games, and a critical criterion for the official suppliers' selection by LOCOG. The successful suppliers had to prove their commitment to the respect of human rights and environmental protection and also had to sign the LOCOG Sustainable Sourcing Code of Conduct.
- * In this way, Bravado demonstrates how a responsible and ethical policy can contribute to capturing new markets. Its approach was commended by Sedex, an organization dedicated to driving improvements in responsible and ethical business practices in global supply chains.



3.7.3.4. ACTIVISION BLIZZARD

- * In 2012, **three suppliers were audited by Activision Blizzard's Internal Audit department, which included a review of all the items covered by the Vendor Code of Conduct.**

3.7.3.5. SFR

- * Following the efforts made in 2010 and 2011 that included the establishment of a CSR assessment methodology for suppliers (approximately 150 integrated suppliers), **SFR launched a reassessment campaign**: 90 suppliers (old and new) were assessed or reassessed in 2012 in respect of their CSR criteria. Over 160 suppliers had their CSR performance monitored. The initiatives put in place in previous years have been maintained: integration of a CSR rating in the overall assessment of suppliers; a systematic CSR provision in all contracts; training and educating purchasers about best CSR practice.
- * SFR's Purchasing department, completely trained in and sensitized to responsible purchasing, has a socially responsible approach: in 2012, the total number of orders from businesses in the adapted and protected sectors increased by approximately 30% compared with 2011.
- * SFR's Purchasing department pays close attention to the financial dependence of its suppliers. When the rate of dependence becomes too high (in the range of 15%), the parties engage in discussions to find a solution and an arrangement acceptable to the partner.

3.7.3.6. MAROC TELECOM AND ITS SUBSIDIARIES

- * To incentivize its suppliers to make a commitment to sustainable development, in 2012 **Maroc Telecom audited ten suppliers to ascertain their compliance with the clauses on sustainable development appearing in their contracts** (respect of fundamental principles with regard to human rights and the right to work, respect of commitments relating to the protection of the environment and commitments on the fight against corruption). Of the 17 of the top 25 suppliers evaluated, 12 had made commitments to sustainable development initiatives.
- * In 2012, 41% of the teams responsible for purchasing had received training in sustainable development issues.

3.7.3.7. GVT

- * In 2013, an ambitious training program was instituted for employees in charge of the purchasing departments: by year-end, over 90% of the employees concerned will have been trained in responsible purchasing as defined in the Group's Reporting Protocol: "The principle is to integrate sustainable development criteria into purchasing practices. These responsible practices are expressed in strategies for optimization (usefulness and efficiency of the purchases made in line with actual needs, etc.) and for taking societal, social, and environmental criteria into consideration when choosing suppliers and responsible products. The objective is for the supply chain to become an ongoing source of value, respectful of persons and of the environment." The prevailing themes include the following: "green," "solidarity," and "fair" purchases; respect for the fundamental rights of workers (ILO principles); transparency of suppliers regarding their CSR performance; fair practices with suppliers; commitments in relation to payment deadlines, and traceability of the raw materials used.

3.8. TERRITORIAL DEVELOPMENT

Vivendi contributes actively to the development of territories in which it operates, not only in terms of direct and indirect employment, but also in terms of development and infrastructure. The Group chosen to concretely assess its impact on these territories, whether it involves promoting artistic talent or business creators, investing to build and strengthen digital assets, or providing professional training for engineers and businesspeople. For the first time in 2012, the Statutory Auditors verified the indicators used by Vivendi to assess this contribution to its stakeholders.

3.8.1. Main focus of the area for action

- * Contributing to economic and social development
 - Evaluate direct jobs, social benefits, and indirect jobs
 - Use local suppliers and participate in the local tax base
 - Participate in ensuring digital coverage of territories
 - Support artistic creation
- * Encouraging sharing skills
 - Invest in employees training
 - Continue programs for training and strengthening production capacities
- * Supporting local non-profit associations
 - Deploy Vivendi's solidarity program, Create Joy
 - Promote initiatives by the subsidiaries

3.8.2. Key texts and guiding principles

- * **The Group's impact on the geographic areas specified below is assessed using four types of information: the creation of direct and indirect jobs by the Group, the contribution to the development of employment in targeted areas and the reduction of the digital divide.** This analysis of the Group's contribution to the development of the territories where it operates is focused on three geographic zones that are comparable in their number of employees: Brazil, Africa and France.
- * Apart from the direct and indirect creation of jobs and the contribution to regional development, the Group's activities have other impacts on local and neighboring populations. Through its activities and presence on every continent, the Group contributes to the development and strength of local cultural industries, particularly in Africa (please refer to area for action "Promoting cultural diversity" pp. 31-36). In the context of content production, Vivendi places great importance on pluralism (please refer to area for action "Knowledge sharing" pp. 37-39), intercultural dialogue and everyone's participation in their community's cultural life (see Article 27 of the Universal Declaration of Human Rights, 1948). Vivendi's subsidiaries combat the digital divide by facilitating access to content and to information and communication technologies.
- * Finally, since 2008, Vivendi has supported social initiatives aimed at disadvantaged young people **through the Vivendi Create Joy fund**. With a constant budget since its creation, this program enables young people in difficult circumstances to develop and achieve shared cultural projects with the Group's businesses such as film screenings, training in the use of digital tools, and introduction to opera. Each subsidiary also contributes to the fabric of the local community by supporting various associations. In selecting projects,



Vivendi has defined a certain number of criteria including gender equality (maintaining a balance between the number of boys and girls who are beneficiaries).

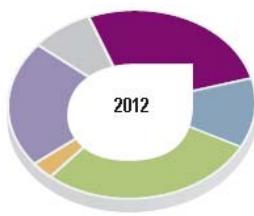
3.8.3. Some examples of initiatives and best practices

3.8.3.1. VIVENDI

- * As of December 31, 2012, Vivendi had 15,870 employees in France: 15,124 in metropolitan France and 746 in overseas departments and territories.
- * Among the main entities operating in metropolitan France, SFR has 9,564 employees (including the staff of SFR, SFR Collectivités, SFR Service Client, Neuf Assistance, Neuf Center and Efi xo) and Canal+ Group has 3,798 employees (considering the staff of Canal+ to be an Economic and Social Unit (ESU), Canal+ Afrique, Canal+ Events, Canal+ Overseas and the ESU Direct Médias).
- * In France's overseas departments and territories, SFR has 426 employees on Reunion Island (SRR) and Canal+ Group has 320 employees (Reunion Island, Guadeloupe, New Caledonia, Martinique and French Guiana).

Headcount by geographical zone

December 31



	2012	2011	2010
France	15,870	15,691	15,447
North America	6,902	7,435	7,419
South and Central America	16,632	14,868	8,051
Asia-Pacific	1,806	1,542	1,609
Africa	12,577	14,069	14,127
Europe (excluding France)	4,463	4,713	4,819
TOTAL	58,050	58,318	51,272

In terms of skills development, training expenses as a percentage of the salary expense for 2012 represented 5% in Africa, 4% in Brazil, 5.2% in the overseas departments and territories, and 2.8% in metropolitan France.

- * Since 2004, Vivendi has made commitments to the French public authorities to create jobs in areas which are particularly affected by unemployment and industrial restructurings through two specific initiatives:
 - Creating, through subcontractors, two call centers in France linked to the Group's activities (one in Belfort at year-end 2005 and the other in Douai at year-end 2006, on the basis of 300 full-time equivalent jobs at each location). At year-end 2012, the workforce at these centers amounted to 378 and 463 full-time equivalent jobs, respectively; and
 - Using stimulus plans in vulnerable employment areas selected by the French Ministry for the Economy and the Ministry for Industry. This takes the form of a subsidy whereby Vivendi provides advice and financing for job-creating projects, up to €5 million per year.
- * These initiatives were carried out under an initial agreement having a term of five years (2005-2009) and continued under a second agreement having a term of three years (2010-2012).
 - **Report on initiatives carried out under the 2005 - 2009 five year agreement: 4,436 jobs created**
Eleven revitalization goals were assigned to Vivendi in the first five year agreement (2005-2009), in geographic regions that generally corresponded to low employment areas. At December 31, 2012, the total number of job creations forecasted in the companies' business plans and validated by the commitment committees established by the public authorities in each territory was 5,310. At that date, 4,436 actual jobs had been created (permanent contracts

/full-time equivalent), 58% more than the goal, which was set at 2,800 jobs. Over 83% of the planned jobs had actually been created, a rate much higher than in traditional revitalization programs.

Between 2005 and the end of 2012, across the 11 employment areas, €29.62 million (excluding tax) had been paid out by Vivendi to create jobs as part of the first five year agreements.

- **New commitments (2010 - 2012): a provisional report of 1,686 jobs created**

In 2009, Vivendi made new commitments to the French Government for a three-year period (2010 through 2012). In addition to maintaining prior commitments, the Group agreed to allocate €5 to 6 million a year for 3 years and to achieve the goal of creating 1,800 new jobs. At the end of 2009, the Ministries of the Economy and Industry assigned the following employment areas to Vivendi: Châtellerault (Vienne), Montluçon (Allier), Creil and Crépy-en-Valois (Oise). During the summer of 2010, the public authorities designated three additional areas: Pays de Ploërmel (Morbihan), Vendôme (Loir-et-Cher) and Calais. At the end of 2012, all six of these assigned areas were actively being revitalized and were expected to generate 1,775 jobs, with 2,760 jobs being certified by the commitment committees and 1,686 actually created. Between 2010 and 2012, Vivendi contributed €12.52 million (excluding tax) to finance these commitments, which were maintained in 2013.

- **Provisional overall report on initiatives supporting job creation: nearly 7,000 jobs created**

Between 2005 and December 31, 2012, all of Vivendi's initiatives in favor of job creation in low employment areas and customer service centers resulted in the creation of 6,963 jobs.

- * Vivendi's contribution to territorial development is also reflected in major contributions to the local tax base. In 2012, 37% of the total corporate tax paid by Vivendi was paid by Group subsidiaries present on the African continent (compared to 25% in France).

- * In addition, **Vivendi and its subsidiaries allocated over €24 million in 2012 to their foundations, solidarity programs and sponsorship initiatives**. For the Group's headquarters, the solidarity program "Create Joy" supported over 30 projects in France, the United Kingdom, the United States, Brazil, Morocco, Mali and Burkina Faso, assisting over 100,000 young people. Among the highlights of this program in 2012 and early 2013, we note the following:

- The multimedia "Create Joy" studio on the athletic campus in the city of Lyon, where webradio workshops, web reporting and media coaching are offered year-round;
- The development of an application for digital tablets for young people who are autistic or hearing impaired to give them recreational and educational access to museums through the *Signes de Sens* association in Lille;
- The educational initiative of the summer opera festival "*Chorégies d'Orange*," directed toward disadvantaged audiences. Vivendi provides encouragement with its support of the "School children and students sing opera at *Chorégies*" workshops. There are also educational programs at the Festival d'Aix in Provence, in partnership with the Junior Orchestra and the *Orchestre des Jeunes de la Méditerranée*;
- The *Assoclic* program, introduced by *Ateliers sans Frontières* (Workshops without Borders) in Morocco, which recovers and rehabilitates computer equipment in training workshops for young people who are educationally deprived; and
- In the USA, HopeLab's release of the video game *Re-Mission 2*, developed by game designers and scientists in collaboration with young cancer victims (downloadable game available free on www.re-mission2.org).

- * In addition to the financial support provided by Vivendi's Create Joy program, **the Create Joy ambassador program encourages employees to become involved and make their skills, experience, and network available to a project or an association**. Finally, Create Joy initiated an international exchange program in partnership with two associations that has resulted in the creation of The Dream Orchestra, a collaboration between the orchestra of the *Ecole de Gorron* in Mayenne and the Rochdale Music Service Orchestra in the suburb of Manchester. This innovative collaboration performed at the Royal Albert Hall in London and at the Olympia in Paris.

3.8.3.2. CANAL+ GROUP

- * Approximately 5,000 jobs have been created directly or indirectly by Canal+, which has a presence in over 30 countries (four additional ones in 2012).
- **In 2012, three new training sessions were organized for business teams in Africa (Gabon, Ivory Coast and Senegal).** This second module of the Canal+ Sales School was offered to 48 business managers (sales directors, sector managers, store managers) who worked together on key issues such as enhancing team skills and methodologies for one-on-one and group coaching.
- During 2012, the introduction of the Canal+ Afrique new product offering provided an opportunity to train the entire distribution network on sales techniques (1,500 salespeople were trained by the Canal+ Sales School in 2012), primarily through the business training units established in 2011.
- In France, Canal+ participates in local development by selecting local suppliers as often as possible. Canal+ estimates that 85% of its purchases were from suppliers based in France in 2012.
- * Canal+ Group offers financial, personnel, and publishing support to numerous organizations: Canal+ Foundation for cinema, Flying Doctors, *Solidarité Sida Afrique* (an AIDS not-for-profit), *Les Toiles Enchantées*, Sidaction, and *Flamme Marie Claire*. Several dozen associations have benefited from free advertising slots on all of Canal+ Group's channels in 2012. The channel also sponsored the Tim Burton exhibition in the spring of 2012 at the *Cinémathèque française* and the film school in *Ecole de la cité du cinéma* in Saint-Denis, which is open to young people who have dropped out of school without a diploma.

3.8.3.3. UNIVERSAL MUSIC GROUP

- * Universal Music France has close ties with universities and local research institutions and centers in France **through over 50 partnerships**. This is also the case in other countries where UMG has a presence: for example, there is a program with the art faculty of Chung-Ang University in Korea.

3.8.3.4. ACTIVISION BLIZZARD

- * **Activision Blizzard encourages the use of local suppliers**, which represented 97% of purchases in South Africa, 88% in Brazil and 83% in France during 2012.

3.8.3.5. SFR

- * SFR is an important player in digital installation throughout France. In 2012, the operator covered 3,086 rural communes (please refer to area for action "Knowledge sharing" pp. 40-41). Since the end of 2011, SFR has offered 3G+ mobile coverage over a very extended range. In the summer of 2012, this coverage reached 98.6% of the population, and the goal of 99.3% of the population should be achieved by the end of 2013. The 4G technology is already installed in La Défense, Lyon and Montpellier and its expansion will continue into numerous other French cities during 2013. This additional progress demonstrates SFR's determination to make major investments in its broadband mobile infrastructure throughout France; the company is convinced that the quality of its network represents added value for its customers.
- * **Fondation SFR launched the second successive year of a call for digital solidarity projects for elderly people.** These projects may be based on creating or maintaining social interaction, the development of inter-generational links and personal independence. Committed to digital solidarity, SFR was a partner in the first Social Good Week, which took place in the autumn, inspired by the American Social Good Summit. In both Paris and outlying regions, more than twenty events were organized to demonstrate and explain how these new technologies can make the world a better place. It also highlighted the solutions offered by digital technology and social networks to social and environmental challenges – the "social good."



Finally, in terms of local suppliers, the large majority of purchases made by SFR in 2012 were from suppliers based in France (about 90% of purchases). The primary sources of non-local purchasing were foreign (roaming) operators, which are not included in this estimate because they do not fall within the purview of the operator's purchasing department.

3.8.3.6. MAROC TELECOM AND ITS SUBSIDIARIES

- * As of December 31, 2012, the Maroc Telecom Group directly employed 12,130 persons in Africa, of which 9,601 in Morocco (Maroc Telecom and Casanet teams). The Group's subsidiaries have 1,060 employees in Burkina Faso (Onatel), 667 in Mali (Sotelma), 405 in Mauritania (Mauritel), and 397 in Gabon (Gabon Telecom). Via their activities, the subsidiaries contribute to stimulating the local economy: an estimated 210,000 indirect jobs have been created by businesses of the Maroc Telecom group (please refer to "Societal indicators" pp. 79-80).
- * The *Association Maroc Telecom pour la Création d'Entreprises et la Promotion de l'Emploi* (MT2E) contributes to local economic development with more than 540 scholarships granted to deserving high-school graduates from disadvantaged environments since 2006. Since 2011, the number of scholarships granted each year has quadrupled.
- * In addition, with the goal of supporting local development and contributing to business performance and employment, **Maroc Telecom is a partner in several reduced tariff programs available to SME that were initiated in 2011**: the National Agency for Small and Medium Size Businesses' "Infitah" project (for SME with revenues below 3 million DH); and the Regional Investment Center of Casablanca's "pack Bidayati" (for start-up businesses). In Burkina Faso, Onatel offers tariff reductions to companies in the start-up phase under an agreement signed with the *Maison de l'Entreprise*, an association that supports development in Burkina Faso's private sector.



3.8.3.7. GVT

- * The Brazilian operator ended 2012 with more than 16,000 direct employees in 137 cities. In 2012, the company launched operations in 18 new cities, with a total population of 5 million, which led to significant recruitment and deployment of manpower. Moreover, in each city, the company fosters the local economy by using the services of merchants and business partners. Considering the entire production chain with a ratio of 1 direct job to 3.5 indirect jobs (according to an internal estimate), **it is estimated that GVT has generated 58,000 indirect jobs in 2012** (please refer to "Societal indicators" pp. 79-80).
- * GVT also encourages purchasing from local sources. In 2012, almost 95% of the operator's purchases were made from suppliers based in Brazil.
- * In terms of access to information and communication technologies, GVT supports five institutions devoted to digital inclusion in Brazil: the CDI – Committee for the Democratization of the Internet, Safernet, *Ciranda* (News Center on the Rights of Children and Adolescents) and the *Fundação Iniciativa*. In addition, GVT also supports local institutions such as *Hospital Pequeno Príncipe* and ASID (an NGO supporting free specialized schools in Brazil).

3.9. LEVERAGING HUMAN RESOURCES

Vivendi, which operates in the creativity and high technology sectors, has chosen a decentralized form of human resources management allowing it access to the best talents. A focus on human capital is a priority for the Group, which is committed to attracting, motivating and keeping its employees throughout their professional careers.

3.9.1. Main focus of the area for action

- * Being partners with the Group's talent
 - Manage talent and contribute to professional development
 - Offer innovative, appropriate training according to the Group's evolutions
 - Anticipate changes in businesses and encourage mobility
- * Recognizing employees' contributions
 - Encourage employee shareholding
 - Encourage a permanent and constructive social dialogue
 - Maintain an attractive pay policy
- * Encouraging equal opportunity and employee fulfillment
 - Promote gender equality
 - Act to promote integration of young people and senior workers into the job market
 - Accompany disabled workers
 - Facilitate balance between private life and working life

3.9.2. Key texts and guiding principles

- * Vivendi is evolving within an environment that is itself in constant state of flux. The human resources teams are responsible for recruiting, developing and maximizing the Group's talent, assuring that they participate in the implementation process and share Vivendi's values and convictions:
 - Employees must be attentive to our customers to meet all their expectations with regard to our products and thereby earning their confidence and loyalty;
 - Our employees are also there to defend and promote the diversity of cultures and their forms of expression. They must supply content that is adapted to each country and promote each culture's richness and variety.
- * For Vivendi, building teamwork and a network of talent is the ultimate resource for offering innovative and novel products that are best adapted to our customers' needs. Learning how to work together and share information within the Group are essential elements in our success.
- * Adherence to the rules of Vivendi's Compliance Program is a condition for being part of the group. We place the highest value on social dialogue and cohesion. Vivendi fully embraces its responsibilities as a corporate citizen and its commitment to sustainable development. The Group communicates this mission to its employees so that they integrate these issues into their professional activities.
- * As a signatory of the UN Global Compact, Vivendi undertook to comply with the ILO's fundamental principles. In the area of labor law, these commitments require compliance with **the four fundamental pillars of the ILO**: freedom of association and recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, the struggle against child labor and the elimination of discrimination in the area of employment and occupation. Two of these four pillars, freedom of association and the elimination of discrimination, are of particular relevance to Vivendi (please refer to "Social indicators" pp. 102-103 and pp. 110-115).

- * In accordance with Vivendi's Compliance Program, the Group's subsidiaries are committed to equal opportunity in recruitment, mobility, promotion, training and compensation, with no discrimination based on gender, religion, origin, age, personal life or disability.
- * The Compliance Program states that in each subsidiary, the Compliance Officer is in charge of responding to employee concerns. Moreover, in the US and UK subsidiaries, a hotline number is available to employees, in accordance with prevailing regulations, to report any cases of discrimination or harassment (please refer to "Social indicators" p. 114).

3.9.3. Some examples of initiatives and best practices

3.9.3.1. VIVENDI

- * Vivendi values its human capital and makes every effort to earn the loyalty of its employees. Training, regardless of its objective (adaptation to a position or skills development), is an essential component of the employee development policy.
 - **For several years, Vivendi has been developing a customized training program in partnership with INSEAD, aimed at its future leaders.** The objective of this program is to adapt the management of the Group's businesses to a more complex world and to discover and draw on them for new approaches to innovation by initiating talks with small and large European, US and Asian companies, whose activities relate to those of Vivendi.
 - The French subsidiaries have signed **GPEC – forward-looking jobs and skills management agreements** (*Gestion prévisionnelle de l'emploi et des compétences*), and a skills development and conversion support plan (*Plan d'accompagnement du développement et de la transformation des compétences*). Forward-looking analyses, conducted within the framework of business line observatories, also help anticipate workforce planning and the major challenges that the company will face in the near future.
- * At the Group's level, an Internal Mobility Charter has been in existence for over 15 years. Mobility is a source of career satisfaction for employees, offering a wealth of advantages to the Group and greater closeness among its various entities. Tools for collecting and communicating job opportunities in the Group's French companies exist within each subsidiary, encouraging mobility among business units.
- * Vivendi is committed to ensuring that employees' contributions are rewarded and distributed equitably. Consequently, the Group has implemented a profit-sharing policy that exceeds legal requirements and strongly encourages employee share ownership.
 - Vivendi's **Group Savings Plan** (PEG - *Plan d'Epargne Groupe*) allows the Group's employees to build savings using amounts received under **profit sharing agreements and/or optional profit sharing** that have been implemented in almost all of the Group's French subsidiaries.
 - Every year, the Group carries out a share capital increase reserved for employees. Since 2008, two formulas for shareholding have been offered: a **classic formula with a discount and subscription** (FCPE "Epargne") offered to employees of the Group's French companies and a **leveraged formula (Opus)** with a guarantee of capital and minimum return that allows employees of the French companies and those of the major countries where the Group is located to benefit risk-free from employee shareholding.
 - On July 16, 2012, Vivendi's Management Board resolved to grant 50 bonus shares to all employees of Vivendi's headquarters and the Group's French subsidiaries. This grant was subject to the provisions of a collective agreement signed by the social partners on July 6, 2012.
- * Social dialogue takes place at all levels of the Group. The Group's Works Council and the European Authority for Dialogue between Management and Labor allows social partners to be informed of and exchange views on the Vivendi Group's economic strategy and the major guidelines of its human resources policy. At the level of each business unit, management, local and central works councils, employee representatives and health and safety committees collaborate to maintain and strengthen a spirit of openness and to build a dialogue based on mutual trust.

- All employees based in metropolitan France and the overseas departments and territories are covered by collective bargaining agreements and participate in the election of their representatives. This is also the case, on a global level, for more than 90% of Maroc Telecom group employees and 100% of GVT employees.
- **There were again many agreements signed by the Group's entities in France in 2012**, with most of them pertaining to compensation (45%), health and safety (18%), social dialogue (13%) and gender parity and disabled workers.
- * The Group also monitors its **competitive positioning with respect to salaries and benefits** to motivate and retain the best talent. This salary policy, based on awareness of each person's individual and collective contribution to the Group's success, is based on the various components of total compensation: an attractive salary, bonuses and incentives, benefits, supplementary retirement, mutual insurance, employee savings plans, stock options, bonus shares and social works.
- * **With four women among the 11 directors on Vivendi's Board, Vivendi ranked third among CAC 40 companies according to the October 2012 issue of Challenges magazine.** Two of these women directors chair Board committees: the Corporate Governance and Nominating Committee and the Human Resources Committee. In 2012, the percentage of women in the Vivendi Group remained stable at 35% (compared to 34% in 2011). For gender parity, Vivendi is ranked in twelfth place of CAC 40 companies. In certain entities, particularly Canal+ Group and Vivendi's headquarters, parity for women was reached or exceeded for several years now.
- * In 2011, the Supervisory Board, convinced that having women in leadership positions is a measure of the Group's success, approved a mentoring and networking program to promote a gender balance at the highest level. **In March 2012, the ANDIAMO network, a forum for approximately twenty women, was created.** The network aims to support women in their development through the personal stories of "role models" and co-development and training workshops.
- * **The integration and non-discrimination against people with disabilities** are principles respected at every entity in the Group. In the recruitment process, they ensure equal treatment for applicants with strict respect for the individual. In parallel, they have developed specific training to sensitize employees and managers to disabilities. In Beyond these commitments, the subsidiaries are mobilizing around programs and partnerships supporting all types of disabilities: the adaptation of tools and workplaces for disabled employees, work-study contracts, furnishing and accessibility of our premises, implementation of the infrastructure required for tele-commuting, training managers and human resources officers on disabilities of all kinds and establishing partnerships and utilizing protected sector companies.
- * Finally **the i3 (innovation, initiative, information) program supports and promotes the social initiatives of the Group's businesses.** This year, 7 projects and their teams were presented with an honorary award by Mathieu Peyceré, Director of the Vivendi Group's human resources division, at a ceremony held on November 29, 2012. Another ceremony awarding prizes was held in the spring for the two winners from GVT in Brazil.

In addition, UMG Spain awarded the ***Coup de Cœur* prize** for all its contributions in 2012. Among the other initiatives selected, we note the personalized compensation report, a solidarity program in Brazil (Hands-On Program), a summary of employees' customer experiences (*Vigie Expérience Client*) and a program where young people meet with companies to discuss the careers of the future (*Ma Caméra chez les Pros*).

3.9.3.2. CANAL+ GROUP

- * **Campus carrière** is an *à la carte* program created to help employees manage their career plans. Conferences, courses, training sessions and group workshops are among the educational approaches utilized. Participants become aware of the avenues available to them to create and manage their personal and professional networks, prepare for a discussion on



mobility, develop an effective resume, express themselves in a way that demonstrates motivation, and improve their image and the impression they make on others.

- * **On May 24, 2012, the job-planning agreement was signed at Canal+ Group**, for the next three years, to maintain and develop the jobs of permanent employees of the SEU (Economic and Social Unit), on the one hand, and to help develop their skills, on the other. This agreement aims to anticipate changes in jobs and skills: directory of jobs types, monitoring of businesses and facilitating bridges between businesses. At the same time, it reinforces the role of managers and employees in skills development. Another key element of the agreement concerns the support of the professional mobility process: career development meeting (upon request), career development counseling for employees in sensitive or particularly demanding businesses and professional assessment for employees over 50 years of age.

- * Attracting the strongest candidates and creating a pool of high potential employees are two of the goals behind the creation of **Canalpluschool**. This initiative is part of an innovative policy oriented toward modern, interactive recruitment techniques that strengthen the image of the Canal+ brand. Three channels were selected for social networks. A Twitter account is directed at students and recent graduates. On Facebook, a page entitled "You Deserve Canal+" is intended to inform candidates via videos and photo galleries. Finally, the Canal+ interns' network is a community of former interns and apprentices on LinkedIn which allows them to remain in close contact with each other and their former employer, Canal+.



- * A better understanding of the components of the compensation package (fixed/variable, calculation of the gross/net amount, monthly and annual, details of employee savings plans, mutual insurance, etc.) is a priority for employees. Based on the desire to provide educational material while promoting the dynamic salary policies of the Canal+ Group, the compensation department has developed a brochure with over 50 entries describing the compensation received over the year with corresponding explanations. **3,000 personalized compensation reports** were prepared and sent to employees. A survey delivered with the report showed that 90% of the employees were satisfied with this initiative.

- * In 2012, in the context of the agreement on the employment of disabled workers signed in 2010, Canal+ Group continued its initiatives to support disabled employees under the Canalhandi+ banner. In 2012, key actions at Canal+ Group included:
 - Entrusting part of its central activity in customer relations to a protected sector company called *Handicall* and increasing business with the protected sector;
 - Working with a significant number of employees to declare their disability, with help from a social worker to fill in applicable forms;
 - Carrying out numerous internal communication initiatives during the national week for the employment of people with a disability on the theme of "Talents," such as conferences and quizzes;
 - Maintaining a policy of recruiting young graduates with a disability, through their recruitment as interns and through work-study programs (please refer to "Social indicators" pp. 112-113); and
 - Participating in recruitment fairs and maintaining specific partnerships such as Job in Live, *Handicafé* and *Tremplin*.



Pursuant to this agreement, between 2010 and 2012, the number of disabled employees increased by 60% in Canal+ Group, primarily thanks to the efforts of entities within the SEUs.

3.9.3.3. UNIVERSAL MUSIC GROUP

- * **The number of training hours dispensed to employees of UMG more than tripled, compared to 2011**, emphasizing the company's commitment to investing in the training of its employees. One of these priorities in 2012 involved the training of all the financial teams on the new financial consolidation tool.
- * UMG is an international and multicultural group, where English is the working language. With the **Speak English! program**, UMG **Spain** encourages its employees to study English to more effectively carry out their responsibilities and communicate in a precise and natural manner.

- * Mentoring is a method of apprenticeship that has proved its worth. In **South Korea**, UMG has set up a **mentoring program** that allows experienced employees to train younger staff members, helping them to acquire skills and deepen their understanding. This program also helps develop a strong business culture.
- * Given the Group's geographic diversity, UMG encourages balance between personal and professional life with telecommuting and flexible hours, without necessarily resorting to collective agreements. In the **Czech Republic**, a **Flex-Time program** allows all employees to adjust their work hours based on both personal and professional obligations. Every employee must be present in the company from 10:00 am until 4:00 pm. Outside of these mandatory hours, employees may adapt their work schedules to their lifestyle.
- * In **Germany**, an external **coaching service is available to executives** to help them manage their professional lives (management, organization, role, etc.) and their personal lives. This service is part of the Talent Management program: it stimulates communication, strengthens motivation and enhances the company's culture of leadership.
- * Z@dig is the **new collaborative portal of UMG France**. This innovative solution has improved the fluidity of the exchange and sharing of information. It allows staff to review and update personnel files, submit requests for days-off, consult the schedules of team members and access a training catalogue. The information is handled rapidly and very reliably. Fast and easy to access, this new tool promotes interactivity and rationalizes administrative processes.
- * The Human Resources team at UMG **in London launched a training** initiative based on **micro modules** of 60 to 90 minutes. The principal topics addressed were management and leadership, coaching, motivation, performance management, delegation and evaluation.



3.9.3.4. ACTIVISION BLIZZARD

- * **Mobility is a major concern** at Activision Blizzard, which has an active policy of internal promotion. This is an opportunity to acquire new skills, adapt to a different environment, and explore other business cultures and new working methods. In order to ensure complete equality, mobility is based on identifiable standards of skills and knowledge that are quantifiable and clearly specified in internal job postings (description of the position, performance evaluation...).
- * Blizzard France fosters **diversity in its teams**. In France, the company had employees of 29 different nationalities in 2012, reflecting a determination to invest in diversity in all its forms.
- * Blizzard France also provides disabled workers with accessible equipment. **Regular ergonomic assessments** are carried out to ensure that their equipment is suitable for their specific needs. If a malfunction is identified, Blizzard guarantees that rapid and appropriate medical care is organized.
- * In order to facilitate balance between the private and working lives of its employees, **Blizzard** has set up a **work organization by timeslots**, particularly in the United States. This type of scheduling is well suited to game masters for *World of Warcraft®* which has players all over the world. This allows game masters to be available at all hours and remain very close to players.

3.9.3.5. SFR

- * SFR has a rich training program offering over 220 modules, designed with innovative and individualized instructions. For example, in 2012, **training courses on diversity were taken by 1,706 managers, 51 employees from the Human Resources Division and 52 employees from employee representative committees**. The company is also creating a network of internal trainers and coaches.

- * SFR pays very close attention to developments in its business units and to **internal mobility**. In 2012, 123 employees benefited from intra-business unit mobility.
- * For 10 years, SFR has had a voluntary policy with regard to **equal opportunity with its social partners**. In 2012, it signed a new three year agreement that strengthens the guidelines of this policy to:
 - Strengthen the parity of hiring and observe equality with regard to access to employment;
 - Ensure the consistency and fairness of the male/female ratio in the company's jobs and rankings;
 - ensure equal opportunity throughout careers;
 - Ensure salary equality for equivalent jobs, skill levels, responsibilities and results;
 - Ensure the equality of professional and salary growth in the event of career interruption for parental or maternal leave or adoption; and
 - Provide a better balance of private and professional life, taking parenting into consideration.
- * SFR is committed to recruiting **5% work-study candidates** each year, representing over 500 young people. During the SFR-Mozaïk HR Work-Study Day, SFR had the opportunity to meet individuals with backgrounds suited to the company's needs who, because of low self confidence or lack of access to information, would not have presented themselves as candidates. In 2012, **this speed-recruiting day** gave over 20 young people the opportunity to be recruited after having been prepared by the HR consulting firm Mozaïk HR.



- * **Ma Caméra chez les Pros** ("my camera with the professionals") is one of SFR's initiatives directed at young people. Created in 2011 in partnership with the National Education Ministry, this program **helps 3rd year students in their professional orientation**, letting them explore the businesses and professions that are hiring. With the assistance of digital tools (video, web), the students become video-reporters in the making and meet professionals while interviewing them about the businesses of the future in their region. Over the longer term, this program is intended to facilitate the professional integration and success of students from modest backgrounds.
- * During the last two years of their professional lives, SFR employees, who are soon retire, can benefit from 100% of their salary while spending **20% of their work hours volunteering in a civic association** focusing on inclusion, health, disabled persons or the environment.
- * On April 24, 2012, SFR entered into the fourth agreement on the integration of disabled employees, which set an ambitious quantitative objective: **to reach, by the end of 2014, a 4% employment rate with respect to disabled employees**, of which half would be hired by SFR and the other half would be hired by protected sector companies working in partnership with SFR.

3.9.3.6. MAROC TELECOM AND ITS SUBSIDIARIES

- * Maroc Telecom has **two training centers in Morocco and 12 dedicated trainers**; approximately 40,000 days of training are dispensed each year. The professionalization training is custom designed. The human resources teams and the employee's managers respond to the training demands with complete transparency and, if needed, bring in an external perspective.
- * To cope with the speed of technological development in telecom sector, Maroc Telecom's subsidiaries are committed to promoting **equality of opportunity**, particularly in recruitment. In 2012 more women were recruited for positions historically dominated by men, particularly in the Human Resources and Legal Departments.
- * Maroc Telecom is also committed to **keeping its older workers employed**. At December 31, 2012, 9% of the staff were 55 years of age or older.
- * In order to provide the best possible service to its customers, in the area of installation and maintenance of end-user equipment, Maroc Telecom recruits young technicians who have basic training and provides them with a series of extended training,

exceeding the requirements of their usual jobs. They thus become **technical contacts in the after-sales services**, where certain employees find it difficult to assimilate technological developments.

- * Maroc Telecom has **a doctor of occupational health**. In each regional division, a social support officer is present to inform and support employees. Field surveys are conducted to gather the concerns of employees and their aspirations for health and safety in the company (e.g., anti-smoking programs to help smokers who want to quit). Casanet, subsidiary of Maroc Telecom, has a mobile consultation room for emergency medical support in the event of ill-health or a workplace accident (first aid and medical consultations).

3.9.3.7. GVT

- * Continuous training is one of GVT's daily concerns; its **employees benefited from an average of 65.7 training hours per employee in 2012**. At GVT, training is dispensed in modules, on site or remotely, using e-learning methods. It covers three main areas: job skills, skills improvement, and personal development programs.
- * GVT believes that teamwork and talent networking are the best resources for attracting and keeping young employees. GVT contributes actively to **hiring and integrating young Brazilians**: 22% of its employees are under the age of 25.
- * GVT has created a **medical center** at its premises, making available medical services, an office to handle administrative questions and a laboratory for medical analyses, facilitating access to care for employees. Between March and June 2012, 2,700 employees consulted these *Centres Médicos* and nurses treated 855 patients, contributing to a reduction in the number of sick days at GVT.
- * In less than a year, GVT selected, recruited and welcomed over 5,000 new technicians into the company in the 33 Brazilian cities in which it operates. These technicians spend most of their time in the field and are rarely able to meet other employees. Two initiatives were implemented to better adapt their missions and schedules to the company's needs:
 - **Café com os Técnicos** ("Coffee with the technicians"), a monthly meeting for each team of technicians; and
 - **Contato GVT** ("GVT Contact"), a television program broadcast at these meetings to communicate essential information. Each month, over 5,000 technicians watch *Contato GVT*. These programs have also contributed to resolving important questions pertaining to the technicians' professional activities and the company, such as safety, use of personal protective equipment and recommendations on the installation of new products.
- * **The *Mão na Massa* ("Hands on") project is part of GVT's volunteer program.** Under the supervision of a professional works supervisor, employees participate in renovating local public schools for physically and mentally disabled children. Since 2011, two public schools have been renovated and a third is currently in progress.

3.10. ENVIRONMENT AND RADIOFREQUENCIES

2012 was marked by a special emphasis on adapting environmental reporting to optimize the analysis of the environmental impacts of the Group's activities; the efforts deployed to control energy use and the vigilance concerning health and radiofrequencies. These commitments represent essential elements of the Group's dedication to environmental responsibility, even though Vivendi operates in business areas where exposure to environmental risks is relatively low.

3.10.1. Main focus of the area for action

- * Improving the evaluation of our environmental impact
 - Measure the environmental impact of our activities more specifically
 - Improve environmental reporting
 - Promote Environmental Management Systems
- * Making the issue of energy a priority
 - Improving our handling of CO₂ emissions
 - Continue to use renewable energy sources
 - Control energy consumption
- * Maintaining vigilance regarding health impacts of radiofrequencies
 - Provide attentive watch and inform the public
 - Continue a process of dialogue

3.10.2. Key texts and guiding principles

- * **The seventh principle of the Compliance Program** defines Vivendi's environmental commitment: "Vivendi undertakes to promote the respect of the environment in all its activities. It is up to each Group employee to contribute, within the scope of his or her duty, to the Group effort to protect the environment:
 - By becoming familiar and complying with laws and regulations, instructions and procedures set out by its company; and
 - By immediately reporting to the persons responsible for managing such situations any non-compliance with regulations, risk situations, and incidents which he or she is aware of."
- * **As a signatory of the UN Global Compact**, Vivendi is committed to adopting a precautionary approach to problems involving the environment, giving preference to initiatives for protecting the environment, and encouraging the development and distribution of environmentally friendly technologies (in accordance with principles 7, 8 and 9).
- * With regard to radiofrequencies, Vivendi complies with current regulations and closely follows the results of scientific studies. The Group contributes to information and dialogue both on mobile phones and on relay antennas, communicating the most recent positions of health authorities. The mobile operators SFR and Maroc Telecom, which are directly in charge of the matter, each have their own monitoring working group to maintain constant vigilance.

3.10.3. Some examples of initiatives and best practices

3.10.3.1. VIVENDI

- * **In June 2012, the registration under the European EMAS (Eco-Management and Audit Scheme) certification was renewed for Vivendi's corporate headquarters in Paris** by the French Ministry for the Ecology, Sustainable Development and Energy. This environmental management system deployed at Vivendi's headquarters is used to evaluate, improve and better reflect the environmental performance of Vivendi with stakeholders (please refer to "Environmental key messages" pp. 16-18). It is **steered by a green team** composed of representatives from the headquarters management and the manager responsible for site maintenance and functioning.
- * Among the initiatives that contribute to the headquarters' performance, are the optimization of the electronic equipment installations, the adoption of more efficient technologies for managing computer servers, raising awareness among headquarters staff regarding paper recycling and offering the option of hybrid rental vehicles.
- * The environmental section of Vivendi's Reporting Protocol, a benchmark in CSR reporting for the Group's entities, was fully revised and the improved definitions of each indicator allow for a better harmonization of measurements. Among the notable main changes:
 - For the first time this year, purchases of plastic products for the general public products as well as the use of packaging materials have been introduced into our reporting; and
 - The paper purchases measure was split into two categories: paper for external use (publications and public reports) and internal use (office).
- * A Group Greenhouse Gas Emissions Report For France-Based Entities was produced this year. It is presented in the Environmental indicators (please see pp.126-129).



3.10.3.2. CANAL+ GROUP

- * **Canal+ Afrique launched a "Solar Kits" operation in some countries.** Currently in its pilot phase in Kinshasa (DRC) and New Caledonia, the goal of this operation is to allow for the continuity of electricity supply for decoders and TVs with solar energy. Offered in partnership with Goal Zero, an expert in solar energy, Canal + subscribers are eligible to receive substantial discounts on solar kits.
- * In Poland, the objective of the +EKO project is to preserve the environment and promote a "healthy" lifestyle. The success of +EKO spurred the implementation of a new ecological program at Canal+ Cyfrowy: The "Jours Ekoistes Propres" (with nearly 400 visitors) was designed to promote less paper consumption and the use of more digital tools, and to regularly collect electronic waste.



3.10.3.3. UNIVERSAL MUSIC GROUP

- * **The Energy Star certification was issued for the 6th consecutive year by the United States Environmental Protection Agency (EPA) to UMG's headquarters in Santa Monica.** Among the concrete actions taken: the adoption of new video conferencing technology aimed at reducing business travel; an increased number of parking spaces for electric vehicles; and the installation of eco-efficient equipment (Energy star certified).
- * In France, UMG has implemented a highly effective awareness program for employees on energy and CO₂ savings opportunities through the measurement and analysis of data, awareness sessions for personnel, posting energy consumption in real time via performance indicators and communicating actual figures to demonstrate the results achieved.



3.10.3.4. ACTIVISION BLIZZARD

- * Activision Blizzard has focused on reducing the consumption of raw materials used for packaging products. **A little over 2,000 tons of papers, plastic and cardboard were saved this year.**
- * Every year, Activision Blizzard carries out HSQE (Health, Security, Quality, Environment) inspections and evaluations of its sites. In 2012, 12 such inspections were carried out.

3.10.3.5. SFR

- * SFR conducts environmental analyses and energy audits at all of its certified sites¹, as part of its ISO 14001 certified environmental management system. For many years, light sites have been regularly audited, and, during 2012, additional monitoring was specifically conducted on those in the southern operational divisions. Energy audits conducted on SFR's strategic sites include, in particular, the measurement and mapping of meeting room temperatures, the characteristics of air circulation, the power of the installed servers and cooling production units, the urbanization of meeting rooms and their energy efficiency and the energy performance of the datacenters (Power Usage Effectiveness – PUE).
- * SFR obtained, for the seventh consecutive year, the ISO 14001 certification for its Environmental Management System, although the scope of the activities concerned has been considerably reduced. This EMS remains the structural and unifying element, allowing the coordination of the company's environmental management in a precise and efficient manner to meet the principal environmental objectives of SFR, while also increasing the participation of its employees. The ISO 14001 certification covers various activities, such as deployment, maintenance, operation and hosting, and certain site categories (tertiary and technical sites of the network).
- * As part of an eco-design initiative based on life cycle assessment (LCA), SFR carried out a complete analysis of the environmental impact of the new Evolution Neufbox, from its fabrication through its recycling. With a new design and optimized electronics, the primary environmental impacts of the Evolution Neufbox have been reduced by 30% to 50% compared to the preceding generation.
- * **The €CObySFR eco-calculator allows companies to measure the environmental and economic improvements arising from services such as cloud computing and tele/video conferencing. This new service offers businesses the opportunity to measure the ecological and economic benefits associated with these technological solutions, and thus their contribution to preserving the environment.**
- * SFR is committed to territorial sustainable development by making efforts to integrate its relay antennas into the surrounding environment, in accordance with common practice in the industry. Before any relay antenna is deployed, SFR consults local elected officials, landowners and local communities and seeks input from architects, town planners and landscapers who consider the visual impact of the equipment. This policy is covered under the indicator "Integration of New Relay Antennas into the Surrounding Environment." An annual program called SCOPE (sites requiring aesthetic improvement) is in place to improve the integration of existing sites into the surrounding environment. In 2012, the success rate for this program's objectives was 96.5% in France and 75% in French overseas territories.
- * The work initiated by the French government in the course of talks on "health, radio frequencies and environment" led to confirmation in 2012 that exposure to 2G and 3G relay antennas is very low, regardless of the geographic environment. SFR continues to provide information to its customers to ensure constant awareness and transparency in relation to any risks, **including publication of the leaflet "My mobile and my health" that is distributed through various channels (e.g., sales outlets and mobile phone packs). Since 2012, SFR has provided a collection of ten new educational**



€co by SFR

¹ SFR distinguishes between three categories of sites: "light" sites are generally relay antennas and "points of presence" (POP) which are traffic collection points; "strategic" sites are net centers and "mobile switch centers" (MSC); and "tertiary" sites include the corporate headquarters, retail sales outlets and miscellaneous office premises.

factsheets on the subject of radiofrequencies and health. More generally, it conveys precautions for use that help reduce exposure to radio waves, such as the use of a headset (provided free in all SFR packaging). Lastly, in accordance with recent regulations on the subject, the operator displays the maximum level of exposure (Specific Absorption Rate – SAR) for phones in its commercial brochures, on displays in its distribution network, on its website and in advertisements.

- * In France, pursuant to Finance Law no. 2010-1657 of December 29, 2010, electromagnetic field measurements must be paid for by a dedicated fund financed for the past two years by the payment of an additional contribution to the flat tax on network equipment (*l'imposition forfaitaire sur les équipements de réseau*, or IFER) paid by the operators. In anticipation of the full implementation of this new system, SFR considers taking such measurements on a case-by-case basis. In 2012, 443 measurements were taken near relay antennas at the request of local elected authorities, landlords or individuals. For SFR, 100% of measurements made have proved to comply with the regulations.

3.10.3.6. MAROC TELECOM AND ITS SUBSIDIARIES

- * In March 2012, Maroc Telecom conducted an audit of the waste management process at the corporate headquarters and at the head offices of eight regional divisions. A procedure is also being implemented to specify the methods for the disposal and processing by type of waste.
- * At Maroc Telecom, landscape improvements were carried out: 30 GSM sites and almost 35 pylons have been replaced to improve the visual appearance. In 2013, this effort to improve the integration of relay antennas into the surrounding environment will be strengthened.
- * In 2012, Maroc Telecom participated in the Foundation Mohammed VI's "Voluntary Carbon Compensation" program as part of the "Clean Beaches" project. Work on equipment and maintenance is carried out annually on sixteen of the Kingdom's beaches.
- * Maroc Telecom launched its e-billing service allowing customers to go online to download their bills for mobile, fixed-line and Internet telephony. The e-billing service will gradually replace paper billing and help reduce paper consumption as well as physical delivery, thus helping to preserve the environment.
- * New awareness initiatives on environmental issues were organized in 2012 for employees and their children. Maroc Telecom partnered with the Moroccan Solar Energy Agency (Masen) to welcome the experimental Swiss Solar airplane, the first aircraft powered exclusively by solar energy, when it landed in Rabat. Abdeslam Ahizoune, Chairman of the Board of Maroc Telecom, honored its creators, Bertrand Piccard and André Borschberg, at a ceremony hosted by the company to celebrate this technological accomplishment.
- * The Moroccan Association for Telecom Professionals (MATI), of which Maroc Telecom is a founding member, has published a guide on the "Correct Usage of Mobile Telephony" in 2012. This guide informs the public about the results of some of the latest global studies on the issue of health and mobile telephony and on some radiation standards and control measures applied in Morocco. It also recommends practices for the use of mobile phones to reduce exposure to radio waves. Information is available to customers in regional administrative offices and sales offices (e.g., regulatory provisions and certifications from equipment suppliers on the compliance of the materials used).
- * **In 2012, Maroc Telecom carried out 1,462 field electromagnetic measurements near relay-antennas.** It is important to note that these measurements covered 500 relay-antennas, as the operator carried out as many as three on-site measurements for each. 100% of these measurements proved to comply with regulations.



Participez à la Compensation volontaire CO2

3.10.3.7. GVT

- * In 2012, two GVT sites were subjected to energy assessments relating to their office and call center activities.
- * With the installation of an air conditioning system using variable refrigerant flow (VRF) in its *Vila Hauer* administrative center, **GVT hopes to achieve a 20% energy saving.**
- * GVT has implemented awareness programs for its purchasing department managers regarding responsible purchasing practices (the "Responsible Purchasing Talk" project) to encourage the use of ecological and environmental criteria when selecting suppliers.



4

2012 NON-FINANCIAL INDICATORS

4.1.	ECONOMIC INDICATORS	72
4.1.1.	Breakdown of revenues	72
4.1.2.	Investments in content and industrial investments	73
4.1.3.	Impact and audience	74
4.1.4.	Sharing value in 2012	74
4.2.	CORPORATE GOVERNANCE INDICATORS	75
4.2.1.	Independence	75
4.2.2.	Involvement in decisions	76
4.3.	SOCIETAL INDICATORS	78
4.3.1.	Local, Economic and Social Impact of Business Activity	78
4.3.2.	Relations with Stakeholders	81
4.3.3.	Subcontractors and Suppliers	81
4.3.4.	Fair Business Practices	82
4.3.5.	Actions in favor of Human Rights	85
4.3.5.1.	<i>Protecting and Empowering Young People</i>	85
4.3.5.2.	<i>Promoting Cultural Diversity</i>	86
4.3.5.3.	<i>Knowledge Sharing</i>	89
4.4.	SOCIAL INDICATORS	90
4.4.1.	Employment	90
4.4.2.	Organization of Work	98
4.4.3.	Social Relations	102
4.4.4.	Occupational Health and Safety	103
4.4.5.	Training	107
4.4.6.	Equality and Diversity in Employment	110
4.4.7.	Promotion and Compliance with the ILO's Fundamental Principles	114
4.5.	ENVIRONMENTAL INDICATORS	116
4.5.1.	General Environmental Policy	116
4.5.2.	Pollution and Waste Management	117
4.5.3.	Sustainable Use of Resources	120
4.5.4.	Climate change	125
4.5.5.	Biodiversity Preservation	125
	Group Greenhouse Gas Emissions Report for France-Based Entities	126

Notes and legends applicable to all indicators

- * Societal, social and environmental information indicators are presented in accordance with the requirements and structure of the French *Grenelle II* law.
- * Unless otherwise mentioned, this information is presented as consolidated data as of December 31, 2012.
- * A cross-reference to the main CSR reporting criteria is provided for each indicator. Accordingly, under the title of each indicator, the following references are provided:
 - “GRI”: the guidelines of the Global Reporting Initiative (G3.1 version), including the Media Sector Supplement (MSS) and Telecom Sector Supplement (TSS);
 - “UNGC”: the principles of the UN Global Compact; and
 - “OECD”: the OECD Guidelines for Multinational Enterprises.
 A full table of cross-references to the GRI guidelines is available on p. 137 and on Vivendi’s website.
- * For 2012, the data is published in a consolidated format (please refer to “Note on methodology” pp. 131-133), with social data published for 2011.
- * In addition, 2012 data is broken down by subsidiary for certain indicators:
 - “C+G”: Canal+ Group;
 - “UMG”: Universal Music Group;
 - “AB”: Activision Blizzard;
 - “SFR”: SFR;
 - “MTG”: Maroc Telecom group, which includes Maroc Telecom (“MT”) and its sub-Saharan subsidiaries (Onatel in Burkina Faso, Sotelma in Mali, Mauritel in Mauritania and Gabon Telecom in Gabon);
 - “GVT”: GVT; and
 - “Other”: some indicators show this line which includes, as specified for each relevant indicator, corporate data (Vivendi SA) and data for Wengo, Digitick or other entities such as Vivendi Mobile Entertainment (VME).
- * “-”: Data not applicable or not available.

The data and indicators noted with an were published in Vivendi’s 2012 Annual Report and have accordingly been subject to verification by one of Vivendi’s Statutory Auditors.

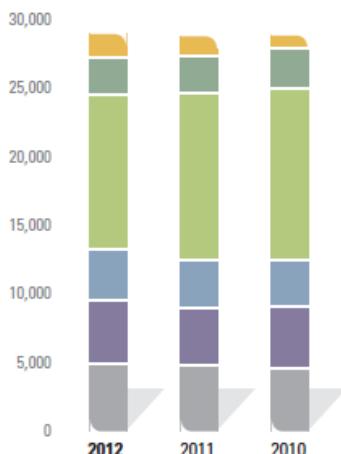
The attestation and limited assurance report presented pp.134-136 relates exclusively to these matters.

4.1. ECONOMIC INDICATORS

4.1.1. Breakdown of revenues

Revenues by business segment

December 31 – in millions of euros

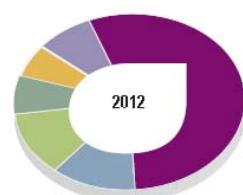


(1) Including D8 and D17, consolidated since September 27, 2012 and "n" consolidated since November 30, 2012.

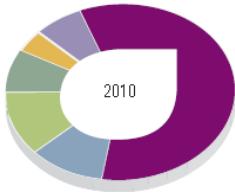
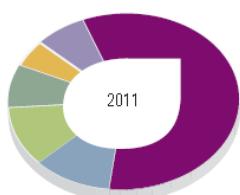
(2) Including EMI Recorded Music, consolidated since September 28, 2012.

Revenues by geographical zone

December 31 – in millions of euros



	2012	2011	2010
France	15,955	16,800	17,097
Rest of Europe	3,393	3,173	3,061
USA	3,395	3,085	3,375
Morocco	2,029	2,166	2,296
Brazil	1,797	1,527	1,084
Rest of the World	2,425	2,062	1,965
TOTAL	28,994	28,813	28,878



4.1.2. Investments in content and industrial investments

Gross investments in content (in € millions)	GRI	UNGC	OECD
	DMA Economic Performance aspect, EC1	1, 2	IV

Consolidated data	2012	2011	2010	2009
	2,568	2,265	2,366	2,384

C+G	1,672
UMG	657
AB	231
OTHER	8

Gross investments in content represent advances paid by Activision Blizzard for game and game development, advances paid by UMG to artists, the films, television and sports rights paid by Canal+ Group, as well as the €8 million of investments in content realized by VME (Vivendi Mobile Entertainment) (column "Others").

Net industrial investments (in € millions)	GRI	UNGC	OECD
	DMA EC Economic Performance aspect, EC1, IO1	1, 2	IV, IX.1

Consolidated data	2012	2011	2010	2009
	4,490	3,340	3,357	2,562

C+G	230
UMG	56
AB	57
SFR	2,736
MTG	457
GVT	947
Other	7

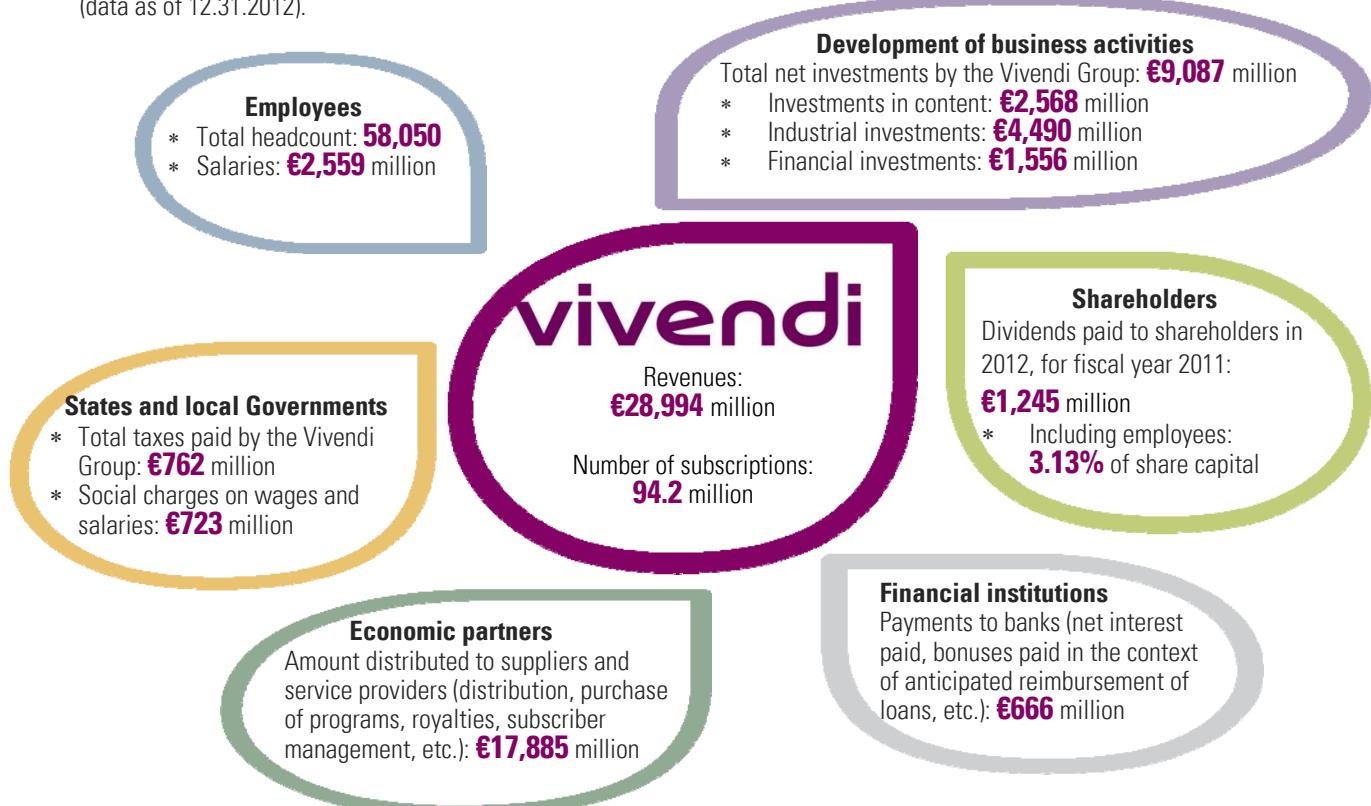
The column entitled "Others" represents the net industrial investments related to "Holding and Corporate" and to "Non strategic activities and others." In 2012, net industrial investments related to telecommunication activities (SFR, Maroc Telecom group and GVT) represented €4,140 million.

4.1.3. Impact and audience

Clients database of the Group's business units (in millions)	2012	GRI	UNG C	OECD
		2.5, 2.7, DMA EC Market presence aspect, PA4	-	-
Consolidated data	94.2	2011	2010	2009
C+G	Close to 14.3 million subscriptions to Pay TV, including 11.4 in Metropolitan France, Overseas and in Africa, and more than 2.9 abroad (Poland and Vietnam)	> 12.9 11.2 1.7	12.7 11.1 1.7	
UMG	-	-	-	-
AB	More than 9.6 million subscribers to <i>World of Warcraft®</i>	≈ 10.2	> 12	
SFR	More than 23.3 million mobile customers (subscribers, pre-paid and wholesale) More than 5 million high speed Internet and fixed lines customers	≈ 24 > 5	21.3 4.9	
MTG	More than 30.5 million mobile, including more than 17.8 million in Morocco (subscribers and prepaid customers) and close to 12.7 million in the African subsidiaries of the group More than 2.3 high speed Internet and fixed lines customers including more than 1.9 million in Morocco and close to 0.4 million in the African subsidiaries of the group	> 26.7 17.1 9.6 > 2.2 1.8 0.4	23.8 16.8 6.9 > 0.5 0.497 0.77	
GVT	More than 9 million lines in service	> 6.3	> 4.2	

4.1.4. Sharing value in 2012

The graph below shows a summary view of the sharing of the value produced by Vivendi among its principal stakeholders (data as of 12.31.2012).



4.2. CORPORATE GOVERNANCE INDICATORS

Vivendi fully adheres to the consolidated AFEP and MEDEF code as regards corporate governance and remunerations of its corporate officers. This code constitutes the corporate governance code to which Vivendi has voluntarily agreed to abide. For more information on corporate governance, please refer to Chapter 3 of the 2012 Annual Report pp. 100-166.

4.2.1. Independence

Independence of the members of the Supervisory Board	GRI	UNGC	OECD
	4.1-4.10	-	II.6 & 7, III

Presence of at least 50% independent members¹ on the Supervisory Board², at least 50% on the Remuneration Committee² and 66.66% on the Audit Committee²

	2012	2011
Supervisory Board	73%	83%
Strategy Committee	75%	100%
Audit Committee	100%	80%
Human Resources Committee	83%	75%
Corporate Governance and Nominating Committee ³	71%	75%

Maximum average term of office of five years for members of the Supervisory Board²

	2012	2011
The term of office of the members of the Supervisory Board is set at four years (Article 7 of the by-laws).		

Independence of auditors in relation to management

GRI	UNGC	OECD
4.1-4.10	-	II.6 & 7, III

Publish a breakdown of the auditors' audit and consulting assignments

	2012	2011
Please refer to Note 29 of the Notes to the Consolidated Financial Statements of the 2012 Annual Report p. 318		Note 29. 2011 AR p. 264

Publish the number of meetings between auditors and members of the Supervisory Board without presence of the Management Board²

2012	2011
0	0

¹ Definition in the AFEP/MEDEF consolidated report: not to be or have been an employee or corporate officer of a group company during the previous five years; not to be under the control of the executive of another company; not to have had commercial relations with one of the Group's customers or suppliers; not to have close family ties with the CEO, not to be a member of the board of the company for more than twelve years.

Beyond the recommendations of the AFEP/MEDEF report, the extended definition takes into account common university and professional origins, frequently encountered among French board members.

² AFEP/MEDEF consolidated report.

³ Nominations to the Supervisory Board are examined by the Corporate Governance and Nominating Committee.

Independence of members of the Supervisory Board towards each other

GRI	UNGC	OECD
4.1-4.10	-	II.6 & 7, III

Publish the proportion of members of the Supervisory Board who have no crossholdings, who do not sit on the same Boards and who have no common origins (training, career, family)^{1,2}

2012
100%

2011
100%

4.2.2. Involvement in decisions**Involvement in decisions of the members of the Supervisory Board**

GRI	UNGC	OECD
4.1-4.10	-	II.6 & 7, III

Maximum of five terms of office cumulated per member of the Supervisory Board (excluding non-French companies)

2012

2011

In compliance

Publish the number of meetings and average attendance rate of the Supervisory Board² and the different Committees that make it up³

	2012	2011
Supervisory Board	9 meetings Attendance rate: 93%	10 83%
Strategy Committee	3 meetings ⁴ Attendance rate: 78%	3 100%
Audit Committee	3 meetings Attendance rate: 100%	3 100%
Human Resources Committee	3 meetings Attendance rate: 80%	4 93.75%
Corporate Governance and Nominating Committee ⁵	7 meetings Attendance rate: 94%	2 80%

Evaluate the operation of the Supervisory Board every three years³

2012

2011

Assessment carried out in January 2012 (please refer to Chapter 3, section 3.1.1.12 of the 2012 Annual Report p. 130)

January 2012
(section 3.1.1.12,
2011 AR p. 94)

Existence of internal regulations for the Supervisory Board and for each of its Committees

¹ Please refer to note 1 p. 75.

² Other issues put forward by stakeholders.

³ AFEP/MEDEF consolidated report.

⁴ Including a three-day seminar.

⁵ Nominations to the Supervisory Board are examined by the Corporate Governance and Nominating Committee.

	GRI	UNGC	OECD
Involvement in decisions of the members of Management Board	4.1-4.10	-	II.6 & 7, III
Maximum of five terms of office cumulated per member of the Management Board (excluding non-French companies)	2012	2011	
	In compliance	In compliance	
Publish the number of meetings and average attendance rate of the members of the Management Board	2012	2011	
	17 (98.25%)	18 (96%)	
Involvement in decisions of shareholders	4.1-4.10	-	II.6 & 7, III
Publish shareholders' attendance rate in Annual General Shareholders' Meeting¹	2012	2011	
Publish ballot results of the resolutions submitted to shareholders¹	2012	2011	
	Published the day of Annual Shareholders' Meetings on the website www.vivendi.com		
Involvement in decisions of other stakeholders	4.1-4.10	-	II.6 & 7, III
Operations on company shares	2012	2011	
Operations on shares are prohibited for a period of 30 calendar days preceding and including the day of publication of the company's quarterly, half-yearly and annual financial statements, as well as in the case of awareness of information which, if made public, would have an impact on the company's share price. All hedging operations are prohibited.			
Performance conditions related to stock options and performance shares	2012	2011	
Yes, internal and external criteria evaluated during two years (see Chapter 3, section 3.3 of the 2012 Annual Report, pp. 145-150)		(2011 AR p. 110-114)	
Representation of employees by a member of the Supervisory Board	2012	2011	
The Combined General Shareholders' Meeting held on April 30, 2013 approved the appointment of an employee shareholders' representative subject to the provisions of Article L. 225-71 of the French Commercial Code.		Appointment (bylaws) when employee shareholders represent at least 3% of the capital stock.	
Percentage of questions on corporate societal responsibility at Annual Shareholders' Meeting⁴	2012	2011	
	17%	38%	

¹ Within 15 days following the General Meeting (Article R. 225-106-1 of the French Commercial Code).

4.3. SOCIETAL INDICATORS

4.3.1. Local, Economic and Social Impact of Business Activity

4.3.1.1. IMPACT IN TERMS OF EMPLOYMENT AND LOCAL DEVELOPMENT

Vivendi intends to evaluate its contribution to the development of the territories in which it operates. This analysis focuses on three geographic regions, comparable in terms of their number of employees: Brazil, Africa and France.

The indicators hereafter encompass the following subsidiaries:

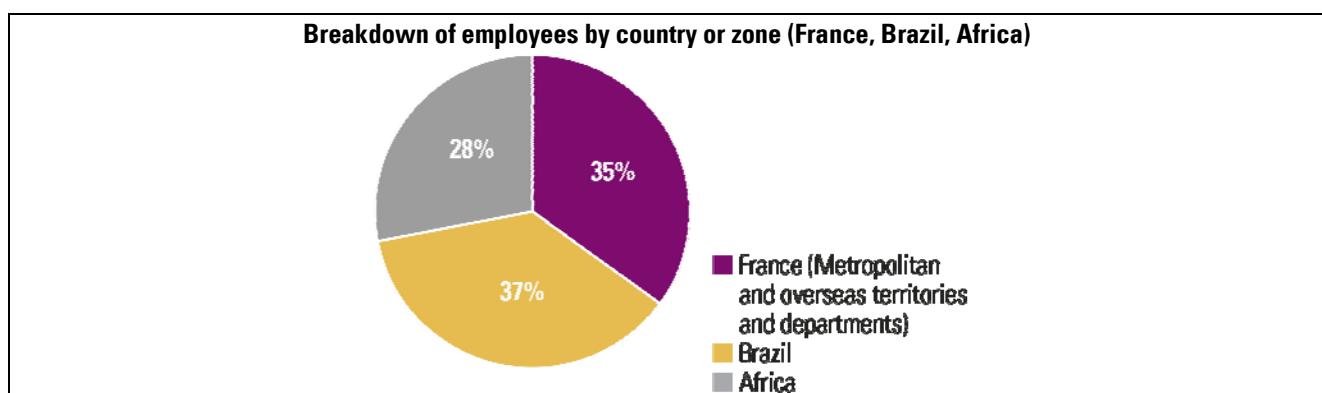
- * Brazil: UMG, Activision Blizzard and GVT;
- * Africa: Canal+ Group (Cameroon, Ivory Coast and Senegal), UMG (South Africa), Maroc Telecom group (Burkina Faso, Gabon, Mali, Morocco and Mauritania); and
- * France: Canal+ Group, Universal Music France, Activision Blizzard, SFR and Vivendi Headquarters.

<input checked="" type="checkbox"/> Number of employees by country or zone (France, Brazil, Africa)	GRI	UNGC	OECD
	LA1	-	II.A.3, V.5

Consolidated data	2012
	44,858 (77%)
France (metropolitan, overseas territories and departments)	15,870 (27%)
Brazil	16,411 (28%)
Africa	12,577 (22%)

	France (metropolitan, overseas)	Brazil	Africa
C+G	4,526	4,118	-
UMG	852	703	110
AB	552	547	5
SFR	9,990	9,990	-
MTG	12,130	-	12,130
GVT	16,296	-	16,296
Other	512	512	-

"Other" includes corporate data and data for the following entities: Digitick, Infoconcert, Jurytravail, Satori Billetterie, Vivendi Mobile Entertainment, Wengo and Zepass.



Ratio between total training expenditures and payroll (France, Brazil, Africa)

GRI	UNGC	OECD
LA11	-	II.A.4

	2012
Consolidated data	3.45%
France	2.90%
<i>Metropolitan</i>	2.82%
<i>Overseas</i>	5.18%
Brazil	3.93%
Africa	4.98%

An increase in training costs in 2012 in the overseas territories and departments resulted in a significant increase in this ratio.

 Estimate number of local jobs indirectly created (France, Brazil, Africa)

GRI	UNGC	OECD
EC9	-	II.A.3, V.5

	2012
Consolidated data	More than 350,000
C+G	31,000
UMG	2,700
AB	-
SFR	More than 50,000
MTG	More than 210,000
GVT	Approximately 58,000

This indicator estimates the number of local jobs indirectly created in each territory within the defined scope to evaluate the economic impact, of Vivendi's subsidiaries.

The Reporting Protocol defines the notion of "indirect job" as any job generated by the supply activity and/or any job related to the sector, namely:

- * Jobs in the related upstream industry: producer, supply chain;
- * Jobs in downstream commercial services: distributors, retailers, redistributors, call centers;
- * Jobs in real estate services; and
- * Jobs in related commercial services, excluding temporary employment: e.g., notarial services, insurance, banks and restaurants.

Each subsidiary used its own method to provide estimates:

- * The estimate provided by Canal+ Group only relates to France (data was not available for Africa) and relates to jobs generated by direct subcontractors, channels published by third parties and distributed by CanalSat, as well as French film and sports productions;
- * UMG used data provided by third-party suppliers;

- * SFR based its data on a survey conducted in 2012 for the French Telecommunications Federation (FFT; survey by Arthur De Little), which provides an estimate of the total number of direct and indirect jobs created by telecom operators in France. SFR's share of the mobile market (28.8% in the second half of 2012) has been applied to a total of approximately 175,000 indirect jobs, giving an estimate of over 50,000 indirect jobs created in France by SFR;
- * To estimate the number of indirect jobs locally created, Maroc Telecom added together an estimate of the number of jobs attributable to indirect sales (the figure of over 113,000 was obtained by multiplying the average number of jobs according to type of sales point by the number of estimated retailers at year-end 2012) and the number of indirect jobs attributable to subcontracting (more than 3,000 –estimate based on service provisions recorded by the administrative and facilities department). Maroc Telecom's subsidiaries have also used various methods to make their own estimates, resulting in a total of approximately 94,500 indirect jobs created in Burkina Faso, Gabon, Mali and Mauritania; and
- * GVT focused on its supply chain and used a survey conducted by the Brazilian Institute for Applied Economic Research (IPEA). This survey reports a ratio of 8.3 indirect jobs for 1 direct job in the sector of services for families and businesses. As this survey does not include a specific ratio for telecommunications services, GVT has revised its own ratio downwards (3.5), particularly due to the inclusion of call center staff in its workforce, which are usually excluded.

4.3.1.2. IMPACT ON REGIONAL OR LOCAL POPULATIONS

Percentage of investments devoted to reducing the digital divide (geographic)	GRI	UNGC	OECD
	IO1, PA1	1, 2	IV, IX.1
Maroc Telecom	2012	21.77%	
In 2012, Maroc Telecom committed 21.77% of its investment to reducing the digital divide (geographic). This figure takes three factors into account: mobile coverage in remote rural areas, the connectivity of the subsidiaries (fiber optic connecting Morocco, Mauritania, Mali and Burkina Faso) and international connectivity (other than between subsidiaries).			
Number of rural and/or remote localities covered during the year (SFR, MTG)	GRI	UNGC	OECD
	PA1, PA4	1, 2	IV, IX.1
Consolidated data	2012	4,196	
SFR	3,086		
MTG	1,110		
Maroc Telecom (Morocco)	1,011		
Onatel (Burkina Faso)	25		
Mauritel (Mauritania)	18		
Sotelma (Mali)	9		
Gabon Telecom (Gabon)	47		

4.3.2. Relations with Stakeholders

4.3.2.1. CONDITIONS FOR DIALOGUE

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Means of dialogue with stakeholders	4.16, SO1, M6, PR5	1	II.A.14

Vivendi bases its approach to CSR on rich and regular dialogue with all the Group's stakeholders (please refer to "Creating shared value" pp. 6-7). The subsidiaries place particular emphasis on instituting constructive dialogue with all parties concerned.

4.3.2.2. PHILANTROPIC ACTIONS AND COMMUNITY INVOLVEMENT

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Consolidated budget allocated to enterprise foundations, solidarity programs and sponsorship actions (€)	EC1, EC8, EC9, SO1	-	-
Consolidated data	2012 More than 24 million		

4.3.3. Subcontractors and suppliers

4.3.3.1. SOCIETAL, SOCIAL AND ENVIRONMENTAL ISSUES TAKEN INTO ACCOUNT IN PURCHASING POLICY

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Existence of a formal commitment with reference to founding principles in the purchasing policy	4.8, DMA HR	1 - 10	II.A.13, IV
Consolidated data	2012 Yes		

C+G	Yes
UMG	Yes
AB	Yes
SFR	Yes
MTG	Yes
GVT	Yes

4.3.3.2. IMPORTANCE OF SUBCONTRACTING AND INTEGRATION OF CSR IN RELATIONSHIPS WITH SUPPLIERS AND SUBCONTRACTORS

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Existence of criteria to select suppliers and subcontractors based on their societal, social and/or environmental performance	DMA HR	1 - 10	II.A.13, IV

(Please refer to area for action "Vigilance towards suppliers" pp. 50-52).

4.3.4. Fair Business Practices

4.3.4.1. ACTIONS TO PREVENT ANY KIND OF CORRUPTION

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Definition of the policy's priority actions to struggle against corruption	DMA SO Corruption aspect	10	II, VII

(Please refer to area for action "Ethics and business practices" pp. 20-23).

	GRI	UNGC	OECD
Existence, in business relations, of a clause relative to the struggle against corruption	DMA SO Corruption aspect	10	VII
Consolidated data			
2012			
Yes			

C+G	Yes
UMG	Yes
AB	Yes
SFR	Yes
MTG	Yes
GVT	Yes

4.3.4.2. MEASURES TAKEN TO PROTECT CONSUMERS' HEALTH AND SAFETY

4.3.4.2.1. ENSURING PROTECTION OF PERSONAL DATA

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Existence of a formal commitment to protecting personal data	DMA PR Consumer privacy aspect, DM HR MSS	1, 2	VIII.6
Consolidated data			
2012			
Yes			

C+G	Yes
UMG	Yes
AB	Yes
SFR	Yes
MTG	Yes
GVT	Yes

	GRI	UNGC	OECD
Existence of a "DPO" (data protection officer) or a designated person to manage these risks	DMA PR Consumer privacy aspect, DM HR MSS	1, 2	VIII.6

Consolidated data	2012
	Yes

C+G	Yes
UMG	Yes
AB	Yes
SFR	Yes
MTG	Yes
GVT	-

4.3.4.2.2. HEALTH AND RADIO FREQUENCIES

<input checked="" type="checkbox"/> Number of information meetings on the subject of health and radio frequencies with stakeholders	GRI	UNGC	OECD
	SO1	7, 8	VI.2, VIII.7
Consolidated data			
2012			
726			

SFR	585
MT	141

<input checked="" type="checkbox"/> Number of electromagnetic field measurements near relay antennas	GRI	UNGC	OECD
	-	7, 8	VI.1, VIII.1
Consolidated data			
2012			
1,905			
SFR			443
MT			1,462

<input checked="" type="checkbox"/> Percentage of measurements of electromagnetic fields in conformity with regulations	GRI	UNGC	OECD
	-	7, 8	VI.1, VIII.1

Consolidated data	2012 100%
SFR	100%
MT	100%

4.3.4.2.3. RESPONSIBLE MARKETING

Existence of a formal commitment in favor of responsible communication and/or marketing	GRI	UNGC	OECD
	DMA PR Responsible Marketing aspect	-	VI.6.c, VIII.2 & 4

Consolidated data	2012 Yes
C+G	Yes
UMG	-
AB	Yes
SFR	Yes
MTG	Yes
GVT	Yes

Existence of measures for ensuring conformity of communication and marketing with the commitments made	GRI	UNGC	OECD
	PR6	-	VI.6.c, VIII.2 & 4

Consolidated data	2012 Yes
C+G	Yes
UMG	-
AB	Yes
SFR	Yes
MTG	Yes
GVT	Yes

4.3.5. Actions in favor of Human Rights

4.3.5.1. PROTECTING AND EMPOWERING YOUNG PEOPLE

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Existence of a formal commitment to ethics on content (production and/or distribution), including specifically the protection of young audiences	4.8, DMA PR MSS Content creation and dissemination aspects, TSS PA7	1, 2	II, IV, VIII

Consolidated data	2012
	Yes

C+G	Yes
UMG	Yes
AB	Yes
SFR	Yes
MTG	Yes
GVT	Yes

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Mechanisms for implementing and monitoring this commitment	4.8, DMA PR MSS Content creation and dissemination aspects, TSS PA7	1, 2	II, IV, VIII

(Please refer to area for action "Protecting and empowering young people" pp. 24-30).

4.3.5.2. PROMOTING CULTURAL DIVERSITY

4.3.5.2.1. MUSICAL DIVERSITY

Percentage of sales accounted for by local repertoires in their country (scope of 59 countries)

GRI	UNGC	OECD
MSS M3	1, 2	II, IV

UMG

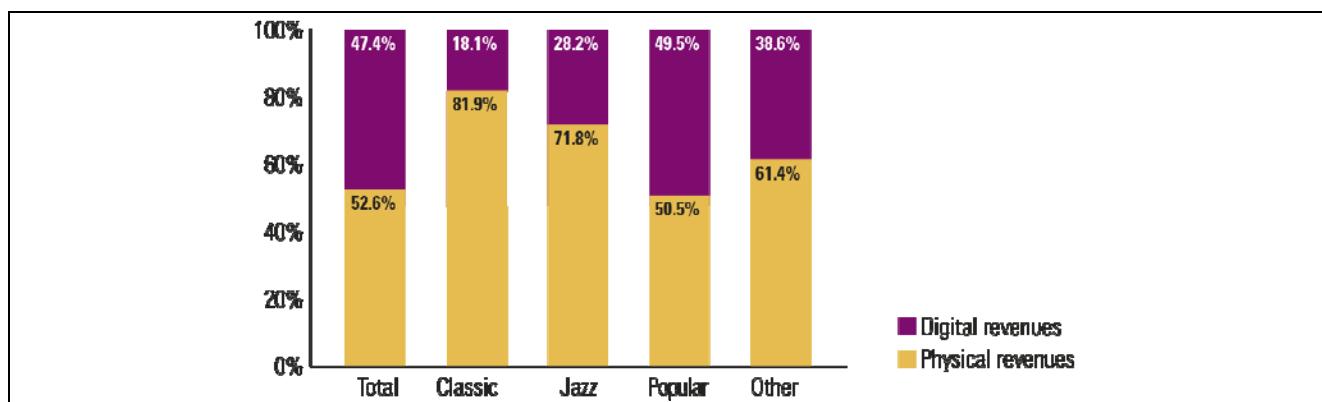
2012
Over 60%

Breakdown of UMG physical and digital sales by musical genre

GRI	UNGC	OECD
MSS M3	1, 2	II, IV

		2012			
Classic				4.7%	
Jazz				2.6%	
Popular				92.5%	
Other				0.2%	
		Classic	Jazz	Popular	Other
Digital Revenues	47.4%	18.1%	28.2%	49.5%	38.6%
Physical Revenues	52.6%	81.9%	71.8%	50.5%	61.4%

	Digital Revenues	Physical Revenues
Classic	1.8%	7.3%
Jazz	1.5%	3.5%
Popular	96.5%	88.9%
Other	0.2%	0.3%



4.3.5.2.2. AUDIOVISUAL DIVERSITY

<input checked="" type="checkbox"/> Percentage of CNC-approved French-initiative films financed by Canal+ and associated amounts	GRI	UNGC	OECD
	MSS M3	1, 2	II, IV
Canal+ Group	2012 54.1% (€175.67 million)		

NB: According to the finalized consolidated figures published in CNC's 2012 Annual Report (March 2013).

<input checked="" type="checkbox"/> Number of first films financed by Canal+	GRI	UNGC	OECD
	MSS M3	1, 2	II, IV
Canal+ Group	2012 27 (35.1%)		

NB: According to the finalized consolidated figures published in CNC's 2012 Annual Report (March 2013).

Number of second films financed by Canal+	GRI	UNGC	OECD
	MSS M3	1, 2	II, IV
Canal+ Group	2012 24 (66.7%)		

NB: According to the finalized consolidated figures published in CNC's 2012 Annual Report (March 2013).

<input checked="" type="checkbox"/> Filmmakers whose films were produced or coproduced by StudioCanal during the year (by citizenship)	GRI	UNGC	OECD
	MSS M3	1, 2	II, IV
French	Alexandre Charlot et Franck Magnier (<i>Boule & Bill</i>) Michel Gondry (<i>L'Ecume des jours</i>) Charles Nemes (<i>Hotel Normandy</i>) Josiane Balasko (<i>Nenette</i>) Nicolas Mercier (<i>Le Grand Départ</i>) Nicolas Cuche (<i>Max le millionnaire</i>) Cédric Klapisch (<i>Casse-tête chinois</i>)		
British	Paul King (<i>Paddington</i>) Dan Mazer (<i>I Give It a Year</i>) Jeremy Lovering (<i>In Fear</i>)		
Belgian	Ben Stassen (<i>Thunder & the Enchanted House, African Safary 3D</i>)		
Spanish	Jorge Dorado (<i>Mindscape</i>) Jaume Collet Serra (<i>Non Stop</i>)		
Iranian	Hossein Amini (<i>Two faces of January</i>)		
Canadian	Ed Gass-Donnelly (<i>Last exorcism 2</i>)		
American	Joel & Ethan Coen (<i>Inside Llewyn Davis</i>)		

Number of films from StudioCanal's catalogue that are exploited on the three territories (UK, France, Germany) and outside these three territories	GRI	UNGC	OECD
	MSS M3	1, 2	II, IV
2012			
Films exploited on the three territories	2,595		
Films exploited outside these three territories	Approximately 1,000		

4.3.5.2.3. PROMOTION OF LANGUAGES

Number of languages in which the principal products and services are available	GRI	UNGC	OECD
	M4, PA2	1, 2	II, IV, VIII.8

AB	<i>World of Warcraft</i> is available in 11 languages ¹ <i>StarCraft II: Wings of Liberty</i> is available 12 languages ² <i>Call of Duty: Black Ops 2</i> is available in 10 languages ³
MTG	Mobile terminals: 3 languages (Arabic, French, Amazigh)
<i>Maroc Telecom</i>	Service Information Channel Package: 3 languages (Arabic, French, English)
<i>Onatel</i>	4 languages (French, English, Mooré, Dioula)
<i>Sotelma</i>	8 languages (French, Bambara, Pulaar, Soninke, Sonraï, Tamasheq, Bodo, Minyanka)
<i>Mauritel</i>	5 languages (Arabic, Pulaar, Soninke, Wolof, French)
<i>Gabon Telecom</i>	2 languages (French, English)

Number of languages sung by artists in the UMG catalogue in albums release in the national territory	GRI	UNGC	OECD
	M2	1, 2	II, IV
2012			
UMG	44 ⁴		

Percentages of subtitled and dubbed films carried by the Canal+ Group's channels	GRI	UNGC	OECD
	M2	1, 2	II, IV
2012			
Dubbed films	100%		
Subtitles films	100%		

¹ English, French, German, Spanish, Latin American Spanish, Russian, traditional Chinese, simplified Chinese, Portuguese, Korean and Italian.

² English, French, German, Spanish, Latin American Spanish, Russian, traditional Chinese, simplified Chinese, Portuguese, Korean, Polish and Italian.

³ English, French, German, European Spanish, South American Spanish, Russian, Italian, Polish, Portuguese, Brazilian Portuguese and Japanese.

⁴ English, French, Portuguese, German, Spanish, Greek, Danish, Swedish, Italian, Catalan, Hungarian, Polish, Czech, Slovak, Japanese, Sanskrit, Hindi, Punjabi, Gujarati, Tamil, Urdu, Nepalese, Sindhi, Bengali, Kashmiri, Marathi, Malay, Afrikaans, Zulu, Xhosa, Basotho, Tsonga, Nigerian, Venda, Cantonese, Mandarin, Korean, Tagalog, Pampangan, Arab, Swahili, Russian, Dutch, Thai.

Number of dubbed/subtitled movies by StudioCanal, and number of languages used by subtitling and dubbing

GRI	UNGC	OECD
M2	1, 2	II, IV

	2012
Dubbed films	28 in 4 languages¹
Subtitles films	91 in 6 languages²

4.3.5.3. KNOWLEDGE SHARING

4.3.5.3.1. PLURALISM OF CONTENT

GRI	UNGC	OECD
4.8, PR MSS Content creation aspect	1, 2	II, IV
Canal+ Group		
2012		
Yes		

4.3.5.3.3. FACILITATING ACCESSIBILITY OF OFFERS, PRODUCTS, AND CONTENT

GRI	UNGC	OECD
MSS M4, TSS PA1, PA3	1, 2	II, IV

(Please refer to area for action "Knowledge sharing" pp. 37-41).

¹ French, Italian, Brazilian Portuguese, Latin American Spanish.

² French, Italian, Spanish, Japanese, German, English.

4.4. SOCIAL INDICATORS

The report on social data has been drafted in accordance with Articles L.233-3 and L.225-102-1 of the French Commercial Code (Article 225 of Law no. 2010-788 of July 12, 2010 on national action for the environment of the French *Grenelle II* law).

The heading "Corporate" in the tables below refers to Vivendi's corporate headquarters in Paris and the New York office, unless otherwise specified. The heading "Headquarters" refers to the corporate headquarters in Paris.

The heading "Other" refers to Vivendi Mobile Entertainment, Wengo, Digitick, See Tickets Ltd and, from 2012, Infoconcert, Jurytravail and Watchever. In accordance with the societal, social and environmental data Reporting Protocol for Vivendi Group companies, only the companies in the reporting scope during the year appear in the tables on headcount. In 2012, these were: Activision Korea, Activision Brazil and Activision Blizzard Argentina for Activision Blizzard; Canal+ Gabon, Canal+Democratic Republic of the Congo and the ESU (single employer) DirectMédias for Canal+ Group; Infoconcert (Digitick), Watchever (VME) and Jurytravail (Wengo) for the heading "Other."

The heading "Maroc Telecom group" comprises Maroc Telecom and its African subsidiaries. Unless otherwise stated, the data for Activision Blizzard are those for Activision Blizzard worldwide.

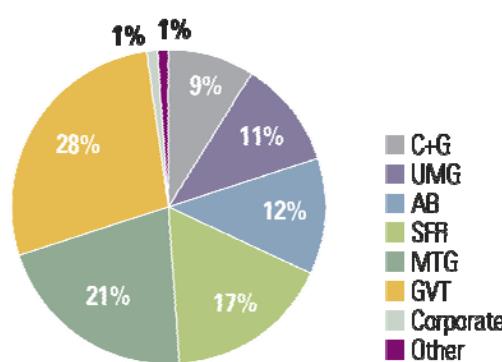
4.4.1. Employment

4.4.1.1. HEADCOUNT BY ACTIVITY

As of December 31, 2012, the Group employed a total workforce of 58,050, compared to 58,318 as of December 31, 2011. In 2012, the continued growth of the workforce of GVT and Canal+ Group offset reductions mainly at Maroc Telecom and Activision Blizzard.

Consolidated data	58,050	GRI	UNGC	OECD
		LA1	-	V
		2012	2011	

C+G	5,228
UMG	6,422
AB	7,061
SFR	9,990
MTG	12,130
GVT	16,296
Corporate	253
Other	670



4.4.1.2. BREAKDOWN OF EMPLOYEES BY GENDER, AGE AND GEOGRAPHIC REGION

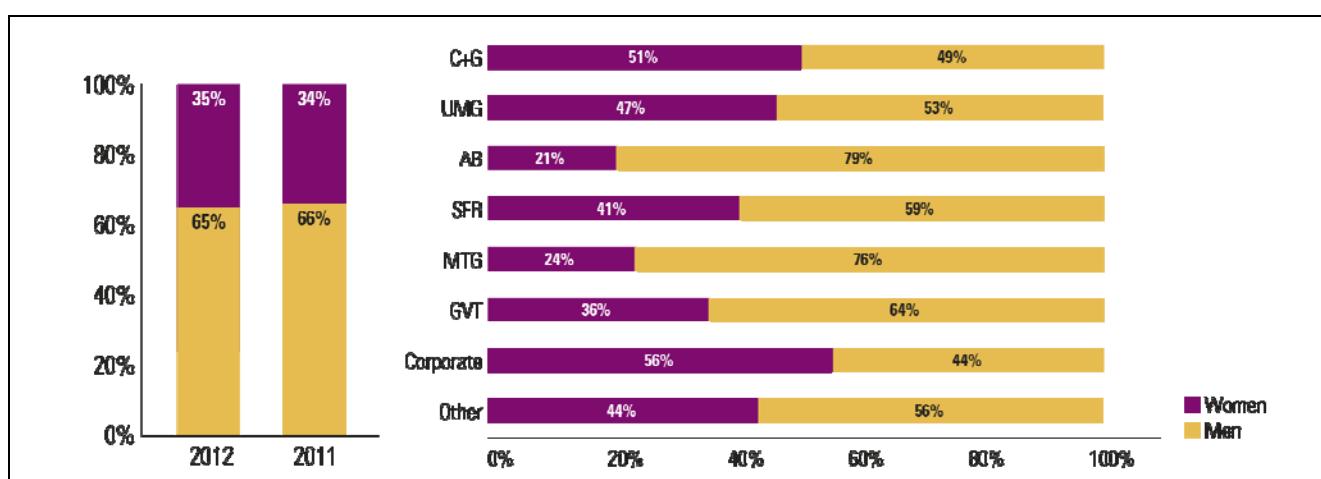
HEADCOUNT BY GENDER

In 2012, the percentage of women in the Vivendi Group remained stable at 35% (compared to 34% in 2011). For gender parity, Vivendi is ranked in twelfth place of CAC 40¹ companies.

- * Canal+ Group has maintained an excellent level of gender parity among its employees for several years;
- * Conversely, at GVT, the percentage of men has risen sharply due to the hiring in 2011 and 2012 of a high number of installation technicians, which tends to be a male-dominated occupation.

☒ Headcount by gender (%)	GRI	UNGC	OECD
	LA1, LA13	6	V

Consolidated data	2012	2011
Women	35%	34%
Men	65%	66%



¹ Source: Ranking Challenge, October 13, 2011.

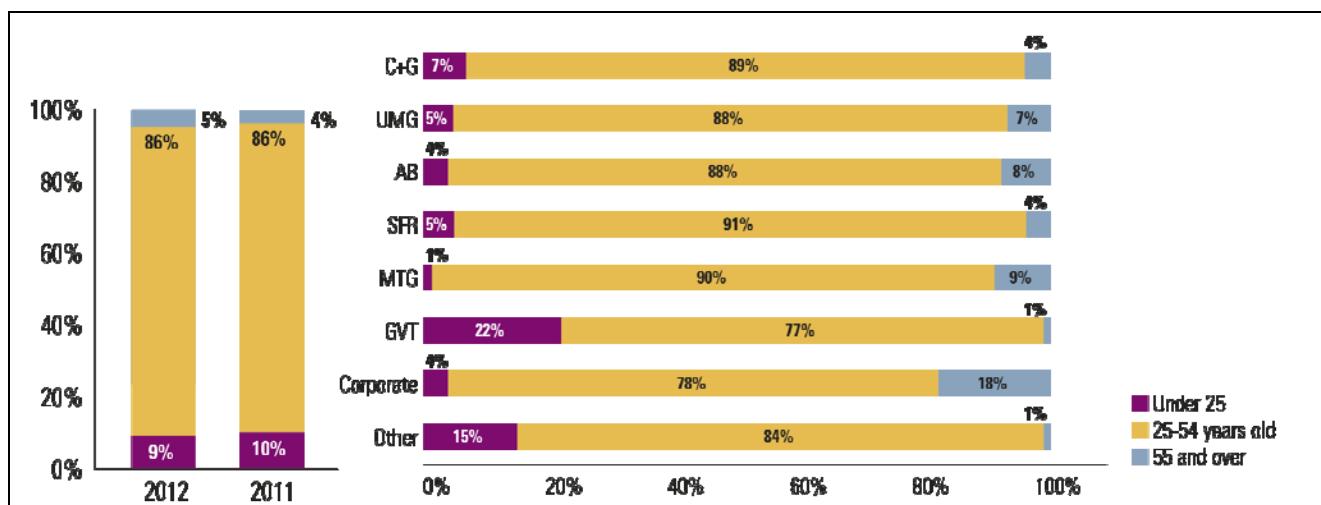
HEADCOUNT BY AGE

Headcount by age (%)	GRI	UNGC	OECD
	LA1, LA13	6	V
Consolidated data			2011
Under 25	9%	10%*	
25-54 years old	86%	86%*	
55 and over	5%	4%*	

	Under 25	25-54 years old	55 and over
C+G	7%	89%	4%
UMG	5%	88%	7%
AB*	4%	88%	8%
SFR	5%	91%	4%
MTG	1%	90%	9%
GVT	22%	77%	1%
Corporate	4%	78%	18%
Other	15%	84%	1%

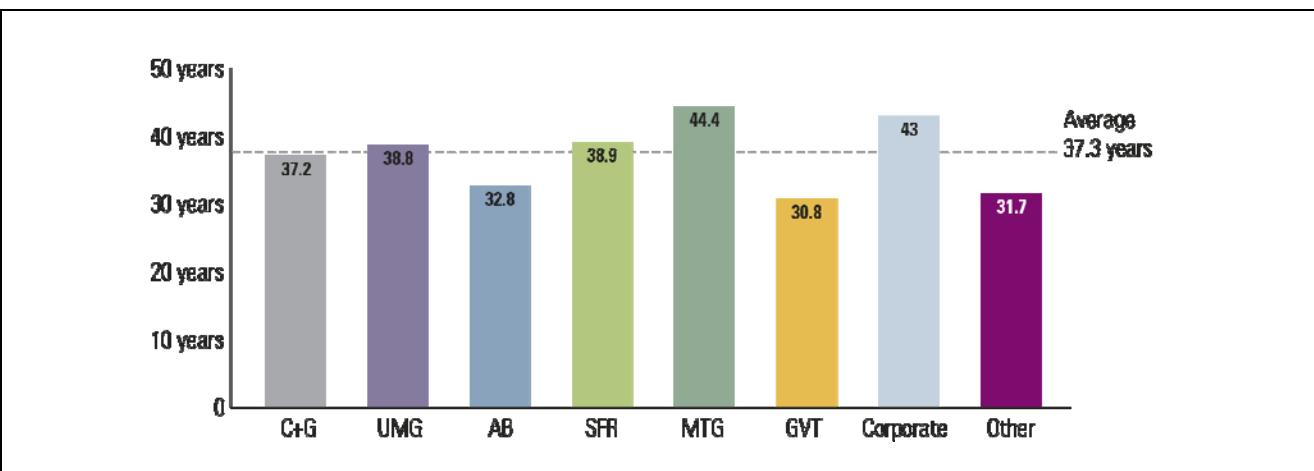
* Activision Blizzard France only.

Note: There has been a change in the age brackets in 2012: "25-54 years old" and "55 and over," compared to the previous age brackets of "25-55 years old" and "over 55."



Average age (years)	GRI	UNGC	OECD
	LA1, LA13	6	V.1.e

Consolidated data	2012	2011
	37.3	37.5



Excluding AB employees, other than employees of Blizzard France.

Average seniority within the Vivendi Group (years)	GRI	UNGC	OECD
	LA2	6	V

Consolidated data	2012	2011
	9.0	9.2

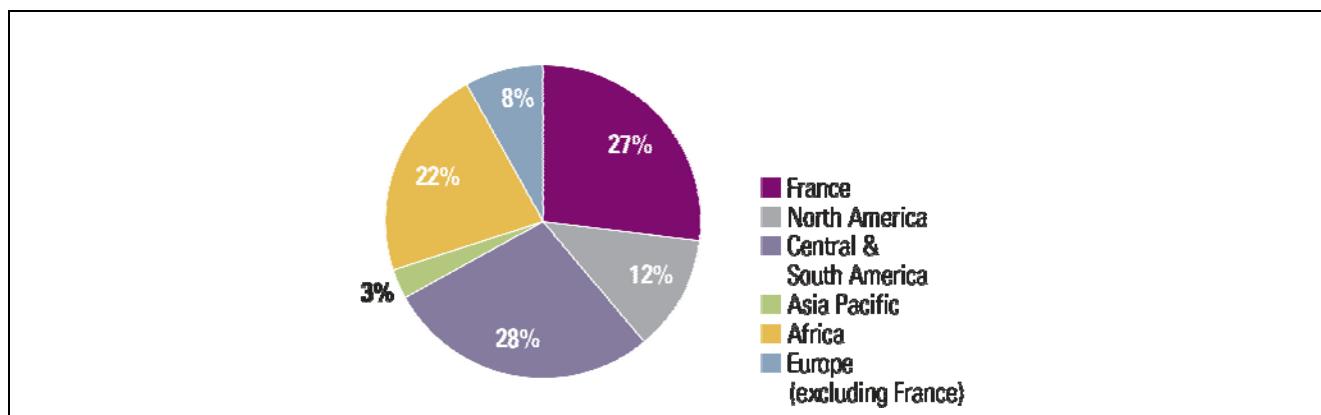
C+G	8.7
UMG	8.5
AB	5.3
SFR	9.4
MTG	18.6
GVT	2.0
Corporate	12.5
Other	3.4

Excluding AB employees, other than employees of Blizzard France.

HEADCOUNT BY GEOGRAPHIC REGION

The table hereafter shows the Group headcount by geographic region at December 31 of each year. The heading "France" covers the staff of companies in metropolitan France and the overseas departments and territories.

<input checked="" type="checkbox"/> Workforce by geographic region	GRI	UNGC	OECD
	LA1	-	V
		2012	2011
Consolidated data		58,050	58,318
France	15,870		
North America	6,902		
Central & South America	16,632		
Asia Pacific	1,606		
Africa	12,577		
Europe (excluding France)	4,463		

**4.4.1.3. NEW HIRES AND DEPARTURES****NEW HIRES IN THE GROUP**

Vivendi has a strong base in the United States where the calculation of new hires and trainees is markedly different from that in France and other European countries. In the United States, summer jobs held by students and temporary positions are considered to fall within the same category as new hires. To take this into account, the table below counts new hires of all kinds, irrespective of the period of employment. In 2012, the total number of new hires, which increased sharply in 2011, was maintained due to strong internal growth at GVT. Vivendi's businesses continue to be very attractive.

New hires in the Group

GRI	UNGC	OECD
LA1, LA2	-	V

Consolidated data	2012	2011
	12,458	16,617

C+G	1,040
UMG	1,120
AB	1,710
SFR	1,013
MTG	96
GVT	7,204
Corporate	35
Other	240

TEMPORARY AND PERMANENT NEW HIRES **Temporary and permanent new hires**

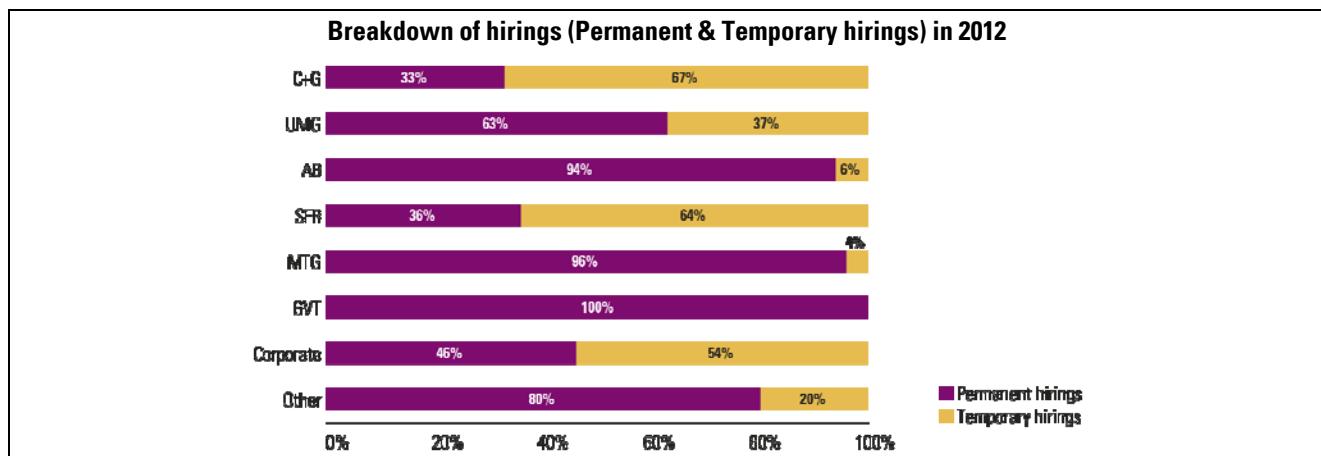
GRI	UNGC	OECD
LA1, LA13	6	V

Consolidated data	2012	2011
	10,781	14,853
Permanent hirings	8,948	12,871
Temporary hirings	1,833	1,982

	Permanent hirings	Temporary hirings
C+G	1,040	339
UMG	1,120	703
AB	33	31
SFR	1,013	370
MTG	96	92
GVT	7,204	7,204
Corporate	35	16
Other	240	193

Excluding AB employees, other than employees of Blizzard France.

Outside France, permanent hirings apply to persons continuously employed within the company for 18 months or more; employees with less than 18 month's continuous employment are considered to be temporary hirings.



Excluding AB employees, other than employees of Blizzard France.

NEW HIRES IN FRANCE

This indicator covers entities of the Group in metropolitan France and the overseas departments and territories. In the table below, the new hire rate under permanent hirings is calculated as the ratio of the number of new hires under permanent hirings to the total number of hires in each business.

	2012	GRI	UNGC	OECD
		LA1, LA2	-	V
<input checked="" type="checkbox"/> New hires in France				
Consolidated data	2,074			
Permanent hirings	702 (34%)		2,592	1,037 (40%)
	Permanent hires			
C+G	764	157 (21%)		
UMG	105	51 (49%)		
AB	33	31 (94%)		
SFR	1,013	370 (37%)		
Headquarters	34	15 (44%)		
Other	125	78 (62%)		

In contrast to the two previous tables, the table above shows the data corresponding to French law: the number of new hires on fixed-term contracts is equal to the difference between the number of permanent hirings and the total number of new hires. In the French companies, the average proportion of new permanent hirings was 34% in 2012, compared with 40% in 2011.

HEADCOUNT REDUCTIONS

<input checked="" type="checkbox"/> Headcount reductions	GRI	UNGC	OECD
	LA1, LA2	-	V
	2012	2011	
Consolidated data	13,028	10,548	

C+G	909
UMG	1,140
AB	2,390
SFR	1,062
MTG	1,772
GVT	5,457
Corporate	33
Other	265

The data in the table above covers all departures from Group companies, irrespective of the reason. It can be compared with the table covering all the new hires. In 2012, the increase in the number of departures is mainly due to two factors:

- * The voluntary redundancy plan at Maroc Telecom; and
- * A difficult employment market in Brazil, where GVT has experienced heavy turnover of employees.

Other than AB, with the exception of Blizzard France, the number of redundancies for economic reasons and individual layoffs is 3,263, 90% of which were outside France and 10% in France.

4.4.1.4. COMPENSATION

PAYROLL

<input checked="" type="checkbox"/> Payroll (€ millions)	GRI	UNGC	OECD
	LA14	-	V
	2012	2011	
Consolidated data	3,014	2,839	

PERSONNEL COSTS

Compensation and benefits paid by the Vivendi Group during the last two fiscal years were as follows:

<input checked="" type="checkbox"/> Payroll costs (€ millions)	GRI	UNGC	OECD
	EC1	-	V
	2012	2011	
Consolidated data	3,532	3,305	

OPTIONAL AND STATUTORY PROFIT SHARING (FRANCE)

This indicator includes Group companies in France that entered into collective bargaining agreements relating to optional or statutory profit sharing.

<input checked="" type="checkbox"/> Optional and statutory profit sharing in France (€ millions)	GRI	UNGC	OECD
	LA14	-	V
Consolidated data	2012	2011	
Optional profit sharing	60.7	52.5	
Statutory profit sharing	46.6	75.3	

In 2011, the statutory profit sharing total was particularly high due to exceptional items.

4.4.2. Organization of Work

4.4.2.1. ORGANIZATION OF WORK TIME

PART-TIME EMPLOYMENT

<input checked="" type="checkbox"/> Part-time employees (%)	GRI	UNGC	OECD
	LA1	-	V
	2012	2011	
Consolidated data	2.99 %	2.98 %	

The Vivendi Group uses part-time employment on an infrequent basis.

FULL-TIME AND PART-TIME EMPLOYEES

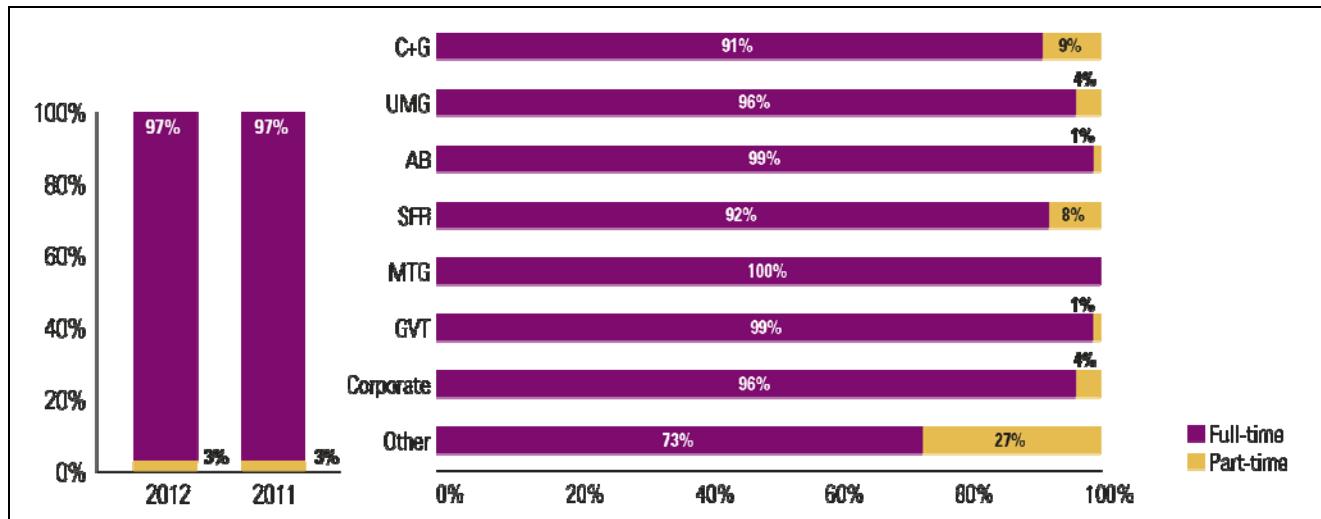
 Full-time and part-time employees

GRI	UNGC	OECD
LA1, LA2	-	V

Consolidated data

	2012	2011
Full-time employees	56,314	56,580
Part-time employees	1,736	1,738

	Full-time	Part-time
C+G	4,775	453
UMG	6,197	225
AB	7,022	39
SFR	9,194	796
MTG	12,130	-
GVT	16,265	31
Corporate	242	11
Other	489	181



AVERAGE WEEKLY DURATION, FULL-TIME

The total hours per week for full-time employees are determined using the most prevalent working time in the company.

<input checked="" type="checkbox"/> Average weekly duration (hours)	GRI	UNGC	OECD
	-	-	V
	2012	2011	
Consolidated data	38.4	38.1	

The figure represents the average weighted working hours per week within the Group. Working time differs according to countries and companies. In France and the overseas departments and territories, the Group applies the law on the 35-hour work week. In 2011 and 2012, the increase in the average work time is due to the increasing share of GVT in the Group's workforce and the inclusion, for the first time, of Activision Blizzard in this indicator. The average work time per week is 40 hours for GVT and 39 hours for Activision Blizzard.

AVERAGE YEARLY DURATION, FULL-TIME

<input checked="" type="checkbox"/> Average yearly duration (hours)	GRI	UNGC	OECD
	-	-	V
	2012	2011	
Consolidated data	1,755	1,753	

Excluding AB employees, other than employees of Blizzard France.

The table above shows the weighted average annual time worked by employees. As for working hours per week, the increase in the annual hours worked is mainly due to the increasing share of GVT in the Group's workforce.

Overtime	GRI	UNGC	OECD
	-	-	V
Consolidated data			
France	2012	2011	
Abroad	18,230	14,834	
	4,230,922	2,200,000	

Excluding AB employees, other than employees of Blizzard France.

Use of overtime is closely related to local culture, the requirements of each company, and changes in local regulations; these factors may vary considerably from one year to another.

METHODS OF WORK ORGANIZATION

Work organization practices remain stable both in terms of the length of time worked and the proportion of employees working part time. Changes in the way work is organized are driven by the need to reconcile the demands of Vivendi's clients and the seasonality of activities, as well as the necessary balance between the private and professional life of employees. New working arrangements, such as telecommuting and flexible working hours, are becoming current within the Group.

- * On September 12, 2012, a three-year agreement on telecommuting was entered into between Canal+ Group and three representative trade union organizations. This agreement is particularly aimed at facilitating the organization of work for employees so they can work regularly from home.

- * Universal Music encourages telecommuting and flexible working hours, without necessarily engaging in collective agreements, given its geographic diversity.
- * For some entities, the organization of work is aligned to market rules: Blizzard has set up a work organization by timeslots, including teams working nights and Sundays, especially tailored to *World of Warcraft®*. Similarly, Digitick needs to employ staff on an on-call basis and at staggered work times to adapt to special events (festivals, shows and sports events) that are at the heart of its activity.
- * Based on a pilot plan carried out in 2011, SFR is intending to formalize the signing of an agreement on remote working, currently under negotiation. Following the incorporation of Neuf Assistance and Neuf Center within SFR, SFR (which is an "ESU" or single employer) has signed an agreement on the organization and arrangement of work time in Customer Service. The aim of this agreement is to harmonize the work organization hitherto derived from different agreements and to help towards establishing a better balance between private and professional life.

4.4.2.2. ABSENTEEISM

ABSENTEEISM BY REASON

Absenteeism is defined as working days not worked, excluding paid leave, training courses, trade union absences, exceptional and standard leave and days of reduction in working time. Contract suspensions are not counted in the table below. However, all sick leaves, including long-term disability leaves, have been included.

Days of absence are broken down by reason: illness, family reasons and workplace accidents (including commuting accidents in countries where this concept is recognized).

The category of absence "for other reasons" recognizes reasons that differ according to cultural differences within Group companies. In particular, it covers absences for personal reasons, unpaid vacation and unpaid leave, layoffs, unauthorized or unjustified absence (paid or not), absence due to a child's illness or a family event (excluding maternity, paternity and adoption leave), and absence for pilgrimages or examinations. The number of absences for "other reasons" in the Group is also linked to annual cultural events in the countries in which Vivendi is established.

<input checked="" type="checkbox"/> Absenteeism by reason (average days/employee)	GRI	UNGC	OECD
	LA7	-	V
Consolidated data			
Illness	4.18	2011	4.09
Family reasons	2.08		1.89
Accident	0.36		0.32
Other Reasons	(a) 1.36		0.81

Excluding AB employees, other than employees of Blizzard France.

(a) Excluding GVT (specific reasons related to local work organization), Group average absenteeism would be 0.47 in 2011 and 0.45 in 2012.

Calculation method: absenteeism rate corresponds to the number of days of absence divided by the average annual headcount.

4.4.3. Social Relations

4.4.3.1. ORGANIZATION OF SOCIAL DIALOGUE

Social dialogue takes place at all levels of the Group. The Corporate Works Committee and the European Social Dialogue Committee (ESDC) enable broad-ranging information and discussions on the economic strategy and main policy objectives of Vivendi's human resources policy (please refer to "Social key messages" p. 14 and to area for action "Leveraging human resources" pp; 59-64).

Within the subsidiaries, dialogue and social discussion are organized in line with the employment laws and regulations for each country and according to the policy orientations of human resources for each business line.

4.4.3.2. COLLECTIVE BARGAINING AGREEMENTS

In 2012, there was considerable activity in relation to collective bargaining agreements in the Group's French companies: 38 agreements or amendments were signed or renewed, of which two significant agreements should be highlighted: the job-planning agreement of Canal+ Group and the new agreement on the accommodation of disabled employees at SFR. On May 24, 2012, the job-planning agreement was signed at Canal+ Group, for the next three years, to maintain and develop the jobs of permanent employees of Canal+'s SEU, on the one hand, and to help develop their skills, on the other. This agreement has four objectives:

- * Anticipate changes in jobs and skills: list of typical jobs, business line observatory and facilitate bridges between businesses;
- * Reinforce the role of managers and employees in skills development;
- * Support the professional mobility process: career consulting for everyone, career development consulting for employees in sensitive or particularly demanding business lines and career appraisal for employees over 50 years of age; and
- * Strengthen training to promote skills development.

On April 24, 2012, SFR entered into a new agreement on the insertion of disabled employees. It is the fourth agreement of this type signed with SFR's social partners and covers the period 2012-2014 while incorporating the various instruments implemented in previous agreements. It has also set an ambitious quantitative objective: to reach, by the end of 2014, a 4% employment rate with respect to disabled employees, of which half would be hired by SFR and the other half would be hired by sheltered sector companies working in partnership with SFR.

COLLECTIVE BARGAINING AGREEMENTS SIGNED IN FRANCE

		GRI	UNGC	OECD
		LA4	3	V.8
<input checked="" type="checkbox"/> Total formal collective bargaining agreements signed or renewed				
Consolidated data				
	2012		2011	
	38		30	
C+G		14		
UMG		4		
AB		2		
SFR		12		
Corporate		5		
Other		1		

Formal collective labor agreements and breakdown by theme	GRI LA4	UNGC 3	OECD V
Consolidated data		2012	2011
Compensation	44.7%	65%	
Social Dialogue	13.2%	5%	
Health and safety	18.4%	17%	
Restructuring	-	4%	
Other themes	23.7%	9%	
<i>Scope: France</i>			

For this indicator, each agreement or amendment signed counts as one. Agreements signed within the ESUs are counted only once. In 2012, there were again a significant number of agreements signed regarding compensation. This is primarily attributable to annual negotiations (mandatory or otherwise). The "other themes" noted in 2012 were professional equality (at Headquarters and Canal+ Afrique); the classification and coordination of jobs (SFR); workers with disabilities (SFR); the Group's retirement savings plan (UMG France); seniors agreement (Canal+ Events, Digitick).

Number of employee representatives	GRI LA4	UNGC	OECD V.1.b
Consolidated data		2012	2011
<i>Scope: Metropolitan and overseas France, Maroc Telecom group, Canal+ Group.</i>	1,212	1,131	

4.4.4. Occupational Health and Safety

4.4.4.1. HEALTH AND SAFETY CONDITIONS AT WORK

All companies in the Group are concerned by health and safety at work. The issues involved are defined by each business segment. All entities have put preventive measures in place, e.g., procedures in the event of fire or other disasters; training employees in these procedures; teams specifically trained and in charge of safety.

The identification of occupational health risks and their prevention takes place in several phases: identification and assessment of professional risks relating to the activity; assessment of the level of risk control; identification of individual and collective prevention measures to eliminate or reduce each risk; definition of Occupational Health & Safety management programs to control residual risks, or training programs and audit procedures.

Ad hoc committees (the CHSCT for French entities) address these issues and publish related documents (e.g., Single Document for the assessment of occupational risks for the French entities).

In particular, the objectives of these committees include:

- * Improving the ergonomics of work stations, especially for people working with computer monitors or at warehouses, and putting in place diagnostics to minimize discomfort at work;
- * Participating in and monitoring the development of a conflict and stress prevention plan;
- * Measuring radiation from extremely low frequencies (GSM aerials, 3G, cell phones and Wi-Fi), verifying legal limits, identifying the associated risks and promoting best practice;
- * Monitoring the implementation of action plans in the event of serious incidents (including fire, attack or breach of security and natural disasters);

- * Promoting best practice with matters of business travel and analyzing the cause of accidents;
- * Managing and updating the document detailing the risks and prevention plans;
- * Supervising the safety of premises and preventing illness; and
- * Providing transport for employees to their working place if public transportation is not available.

Vivendi continues to implement preventative measures in relation to stress management and psychosocial risks and support teams are available to all employees. The programs are specific to each entity and cover local manager training, the establishment of a toll-free number for employees and information to elected employee representatives (IRPs) by a specialist physician. These services are independent of the company, anonymous, confidential and free.

Some of these prevention and training actions are described below:

- * Canal+ Group's CHSCT has used the services of an expert to examine the modernization of the technical infrastructure and dedicated units in the customer relations centers;
- * Blizzard France has improved the ergonomics of its workstations: including funding high quality equipment adapted to different physical conditions of employees and studies on ergonomics. The company is also committed to the prevention of psychosocial risks, specifically by providing a helpline and counseling service for employees, managed by an external company;
- * Maroc Telecom has a consultant physician for occupational health. In each regional management office, a social support officer is present to support and accompany employees. Field surveys are conducted to find out the concerns of employees and their aspirations for health and safety in the company (e.g., anti-smoking programs to help smokers who want to quit). Casanet has a mobile consultation room for emergency medical support in the event of ill-health or a workplace accident (first aid and medical consultations); and
- * GVT has created a medical center at its premises to provide care for employees.

EMPLOYEES TRAINED IN HEALTH AND SAFETY

<input checked="" type="checkbox"/> Number of employees trained in health and safety	GRI	UNGC	OECD
	LA8	-	II.A.4, V.4.c, VI.7
Consolidated data			
	2012		2011
	8,294		10,860
C+G	95		
UMG	480		
AB	30		
SFR	2,542		
MTG	95		
GVT	5,003		
Corporate	34		
Other	15		

Excluding AB employees, other than employees of Blizzard France.

In 2012, the decrease in the number of employees trained in health and safety is the result of a change of method. In 2011, the number of employees at each training session was counted, meaning that if an employee had taken part in several different sessions he or she would be counted multiple times. From 2012, the indicator reflects the number of employees who took part in one or more health and safety training sessions.

NUMBER OF COMMITTEES DEVOTED TO THE CONTROL OF HEALTH AND SAFETY

Vivendi has established various committees and organizations involving professionals and staff representatives. They are dedicated to studying occupational health and safety issues, in strict compliance with local legislation in each country in which the Group is present. This indicator shows the number of such committees.

<input checked="" type="checkbox"/> Number of health and safety committees	GRI	UNGC	OECD
	LA6	-	II.A.4, V.4.c, VI.7
Consolidated data	2012		2011
	264		94
C+G	10		
UMG	26		
AB	1		
SFR	19		
MTG	17		
GVT	185		
Corporate	1		
Other	5		

Excluding AB employees, other than employees of Blizzard France.

The increase in the number of occupational health and safety committees is due mainly to the creation of a number of committees at GVT, following the entry into force in Brazil of a regulation requiring such committees to be set up in all operating entities with over 50 employees. New entrants to the Group (the e-ticketing subsidiaries Digitick and See Tickets) have also contributed to this increased number.

4.4.4.2. COLLECTIVE AGREEMENTS ON OCCUPATIONAL HEALTH AND SAFETY AND WORKING CONDITIONS**IN FRANCE**

<input checked="" type="checkbox"/> Collective agreements on health and safety in France	GRI	UNGC	OECD
	LA9	3	V.4.c
Consolidated data	2012		2011
	7		10
C+G	2		
UMG	2		
AB	1		
SFR	2		
Corporate	-		
Other	-		

4.4.4.3. WORKPLACE ACCIDENTS AND OCCUPATIONAL DISEASES

FREQUENCY RATE OF WORKPLACE ACCIDENTS (WITH WORKDAYS LOST)

In 2012, despite a slight increase, workplace accidents at Vivendi remain historically moderate. The increase is due to an overall increase in the number of telephony operations staff at GVT, where the business lines are exposed to greater risks. In the smaller structures, a slight difference in absolute data could lead to a considerable change in relative values.

<input checked="" type="checkbox"/> Frequency rate of workplace accidents (with workdays lost)		GRI	UNGC	OECD
		LA7	-	V
		2012	2011	
Consolidated data	3.68		2.94	
C+G	3.62			
UMG	2.04			
AB	-			
SFR	2.22			
MTG	2.86			
GVT	6.07			
Corporate	-			
Other	4.76			

Excluding AB employees, other than employees of Blizzard France.

Calculation method: [Number of workplace accidents resulting in lost work time x 1,000,000] / [Average annual headcount x annual hours worked (estimated at 1,750 for the Group)]

SEVERITY RATE OF WORKPLACE ACCIDENTS (WITH WORKDAYS LOST)

In 2012, the severity rate of workplace accidents (with lost work time) in the Group increased slightly, compared to 2011. In 2012, this figure is also explained by a significant deployment of operating teams on the ground at GVT. Similarly, in the smaller structures, a slight difference in absolute data could lead to a considerable change in relative values.

<input checked="" type="checkbox"/> Severity rate of workplace accidents (with workdays lost)		GRI	UNGC	OECD
		LA7	-	V
		2012	2011	
Consolidated data	0.14		0.10	
C+G	0.14			
UMG	0.04			
AB	-			
SFR	0.04			
MTG	0.12			
GVT	0.27			
Corporate	0.02			
Other	-			

Excluding AB employees, other than employees of Blizzard France.

Calculation method: [Number of days lost due to workplace accidents x 1,000,000] / [Average annual headcount x annual hours worked (estimated at 1,750 for the Group)]

OCCUPATIONAL DISEASES

For France, occupational disease means an illness officially declared and recognized by Social Security. In other countries, occupational disease is defined by local law or, if none, by the ILO¹.

☒ Occupational diseases	GRI	UNGC	OECD
	LA7	-	V
	2012	2011	
Consolidated data	(a) 19	10	

Excluding AB employees, other than employees of Blizzard France.

(a) The Group's businesses have little exposure to occupational diseases, however, Brazilian law defines this concept broadly, which is why it accounts for the bulk (95%) of this figure.

4.4.5. Training

4.4.5.1. JOB TRAINING POLICIES

For several years, Vivendi has been developing a customized training program in partnership with INSEAD, aimed at its future leaders. The objective of this program is to adapt the management of the Group's companies to a more complex world, and to explore and draw on them, new approaches to innovation by initiating talks with US and Asian small companies and big groups, whose activities relate to those of Vivendi.

Each of the Group's main subsidiaries operates a professional training policy to meet the requirements of its business lines and their rapid development.

- * Canal+ Group has an in-house university called CAMPUS + and supports the development of its employees according to three priorities: disseminating a common culture, strengthening skills and sharing managerial practices;
- * SFR has a rich training program offering over 220 modules, designed with innovative and individualized instructions. The company is also creating a network of internal trainers and coaches;
- * Maroc Telecom has two training centers and 12 dedicated trainers. Specific efforts have been undertaken in customer relations at customer service centers and sales agencies; and
- * At GVT, training is dispensed in modules, on site or remotely, using e-learning methods. It covers three main areas: job skills, skills improvement, and personal development programs.

¹ A full list of these illnesses can be found on the ILO's website.

4.4.5.2. TRAINING DURATION

<input checked="" type="checkbox"/> Total number of training hours	GRI	UNGC	OECD
	LA10	-	II.A.4
		2012	2011
Consolidated data		2,008,099	1,678,943

C+G	74,371
UMG	93,561
AB	10,030
SFR	297,655
MTG	334,072
GVT	1,193,245
Corporate	1,816
Other	3,349

Excluding AB employees, other than employees of Blizzard France.

In 2012, the number of hours of training given to employees increased significantly (+20% compared with 2011) demonstrating an increased investment in human capital. In particular, the number of hours of training dispensed to employees of UMG more than tripled, compared to 2011.

NUMBER OF EMPLOYEES WHO RECEIVED TRAINING

The table below lists the number of employees who received at least one training session in the year. Even if an employee received more than one training session, the employee is only counted once.

<input checked="" type="checkbox"/> Number of employees trained	GRI	UNGC	OECD
	LA10	-	II.A.4
		2012	2011
Consolidated data		42,155	38,840

C+G	2,665
UMG	3,818
AB	351
SFR	8,136
MTG	8,804
GVT	18,154
Corporate	78
Other	149

Excluding AB employees, other than employees of Blizzard France.

In 2012, 82% of all employees received some form of training, an increase of 8.5% compared with 2011, which is evidence of the priority Vivendi attaches to skills development and employability.

HOURS OF TRAINING PER EMPLOYEE TRAINED

<input checked="" type="checkbox"/> Hours of training per employee trained	GRI	UNGC	OECD
	LA10	-	II.A.4
Consolidated data	2012	2011	
	47.6	43.2	
C+G	27.9		
UMG	24.5		
AB	28.6		
SFR	36.6		
MTG	37.9		
GVT	65.7		
Corporate	23.3		
Other	22.5		

Excluding AB employees, other than employees of Blizzard France.

In 2012, Vivendi's strong emphasis on training is reflected in both the increase in the number of employees receiving training as well as the increase in the average number of hours of training, an increase of 10% compared with 2011. Although broadly distributed across the Group, this increase was due, in particular, to GVT.

Breakdown by goal of training (%)	GRI	UNGC	OECD
	LA11	-	II.A.4
Consolidated data	2012	2011	
Training to do present job better	96%	90%	
Skills development	4%	10%	

	Training to do present job better	Skills development
C+G	78%	22%
UMG	91%	9%
AB	83%	17%
SFR	98%	2%
MTG	92%	8%
GVT	99%	1%
Corporate	13%	87%
Other	99%	1%

Excluding AB employees, other than employees of Blizzard France.

4.4.6. Equality and Diversity in Employment

4.4.6.1. MEASURES PROMOTING GENDER EQUALITY

In 2011, the Supervisory Board, persuaded that having women in leadership positions is a measure of the Group's success, approved a mentoring and networking program to promote a gender balance at the highest level. In March 2012, the ANDIAMO network was created and it is a forum for approximately twenty women. The network aims to support women in their development through the personal stories of "role models" and co-development and training workshops.

All of the Group's French companies have also signed innovative agreements on gender balance:

- * Agreement on professional equality of men and women, in accordance with the law of March 23, 2006 providing for the implementation of a comprehensive set of measures (recruitment, promotion, compensation and maternity leave) and indicators to monitor the mechanisms put in place;
- * Parent-friendly agreements, arranging equal treatment for father and mother; and
- * Agreements on working hours to facilitate work/life balance for men and women.

SFR is committed to a greater balance in external candidacies: the gender balance of external hires should be closely aligned to the ratio of graduates leaving the main training schools and colleges. SFR is also committed to encouraging young women to go into technical professions, through its direct initiatives in schools and colleges.

SFR and Canal+ Group are raising awareness among their partner recruitment firms of the objective of a stronger female presence in the final list of candidates. As regards internal mobility, Canal+ Group favors mobility towards business lines with a "gender imbalance" and allocates funds to provide the training required for candidates to take up such positions.

More generally, Vivendi, SFR and Canal+ Group are aiming for gender parity in succession plans and promotions. The agreements include measures to identify and remedy pay differentials. For example, SFR and Canal+ Group have put in place the elimination of maternity leave periods in the annual assessment, the identification of pay differentials for an equivalent post and taking remedial action, the provision of an exceptional budget, if necessary, in the annual compensation budgets to remedy pay differentials in each category.

Parent-friendly agreements provide for career flexibility and allow for career interruptions (maternity or parental leave). SFR and Canal+ Group both hold a pre- and post-maternity leave interview. Intranet access is continued during maternity leave.

Actions to change attitudes and against stereotyping have been initiated at all levels throughout the Group:

- * Individualized support initiatives (mentoring and training) and training in female leadership;
- * Networking with the participation of "role models": contacts between experienced women leaders and younger women, and showcasing women who have developed successful careers in male-dominated positions; and
- * At Canal+ Group, "speed meetings" are arranged for women in a male-dominated business line or senior management position to provide an opportunity to make them more widely known.

PROPORTION OF WOMEN IN TOP MANAGEMENT

In France, a "cadre" is an employee who has a significant level of responsibility and autonomy and who is subject to performance obligations (e.g., operation, production, development and project management).

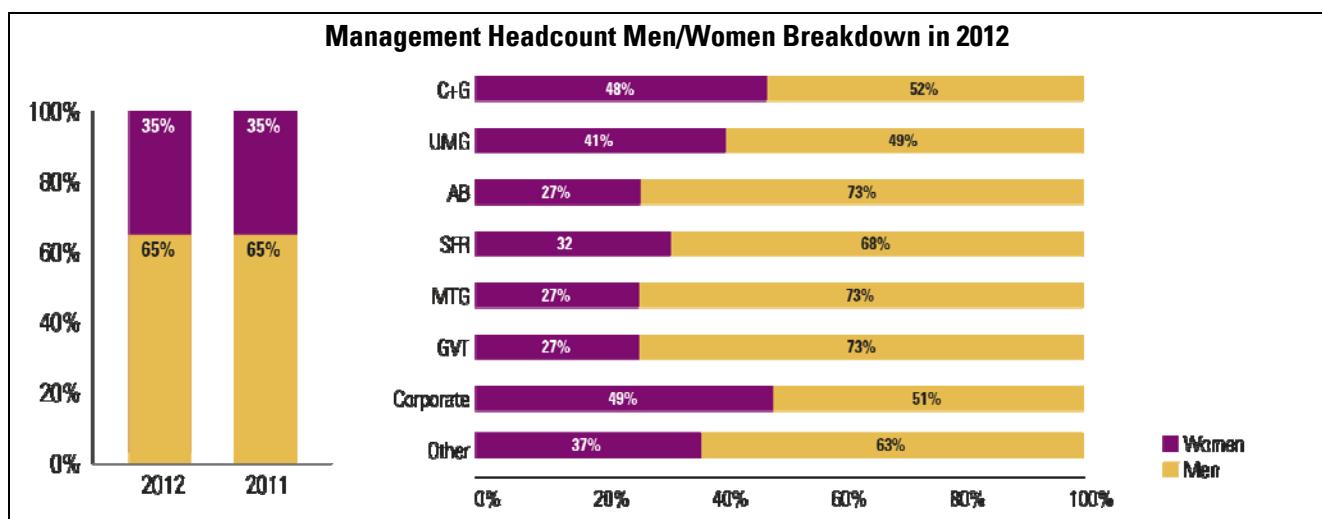
This concept is not applied in other countries and the closest equivalent is an executive who is paid a salary rather than an hourly wage. Accordingly, the table below of women managers shows women executives (international) and women "cadres" (France).

In 2011 and 2012, this proportion has remained stable at 35% for the whole Group. The proportion of women managers is highest at Canal+ Group, UMG, Vivendi's corporate headquarters in Paris, and the New York corporate office.

☒ Women in management	GRI	UNGC	OECD
	LA1, LA13	6	V
Consolidated data	2012 35%	2011 35%	
C+G UMG AB SFR MTG GVT Corporate Other	48% 41% 27% 32% 27% 27% 49% 37%		

Excluding AB employees, other than employees of Blizzard France.

Calculation method: number of women managers in relation to all managers.



WOMEN ON VIVENDI'S SUPERVISORY BOARD

☒ Proportion of women on Vivendi's Supervisory Board	GRI	UNGC	OECD
	4.1, LA13	6	IV, V.1.e
Consolidated data	2012 36.4%	2011 33%	

With four women among the 11 directors on Vivendi's Board, Vivendi ranked third among CAC 40 companies according to the October 2012 issue of the Challenges magazine. Two of these women directors chair Board committees: the Corporate Governance and Appointments Committee and the Human Resources Committee.

4.4.6.2 MEASURES PROMOTING EMPLOYMENT AND INTEGRATION OF WORKERS WITH DISABILITIES

WORKERS WITH DISABILITIES IN FRANCE

Workers with disabilities	GRI	UNGC	OECD
	LA13	6	IV, V.1.e
Consolidated data	2012		2011
	301		238
C+G	55		
UMG	9		
AB	4		
SFR	228		
Corporate	1		
Other	4		

In 2012, the number of workers with a disability increased in the majority of Vivendi's business segments in France. This increase is due to the particular efforts made by Canal+ Group (+34% compared to 2011) and SFR (+23% compared to 2011).

EMPLOYMENT AND INTEGRATION OF WORKERS WITH DISABILITIES

In this indicator, the definition of a "worker with disabilities" is that used by national legislation, or failing that, by Convention 159 of the International Labor Organization (ILO): "Any individual whose prospects for securing, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical, sensory, intellectual or mental impairment."

- * In 2012, in the context of the agreement on the employment of workers with a disability signed in 2010, Canal+ Group continued its initiatives in favour of employees with a disability under the Canal handi+ banner and it entrusted part of its central activity in customer relations to a sheltered sector company called *Handicall*.
- * For 2012, key actions at Canal+ Group included:
 - Increased business with the sheltered sector and promoting its use by all the Group's departments using service providers;
 - Working with a significant number of employees to declare their disability, with the help from a social worker to fill in applicable forms;
 - Numerous internal communication initiatives carried out during the national week for the employment of people with a disability on the theme of "Talents", such as conferences and quizzes;
 - A policy of recruiting young graduates with a disability who would ordinarily not have been identified, through their recruitment as interns and through work-study programs; and
 - Taking part in recruitment fairs and maintaining specific partnerships such as Job in live, *Handicafé* and *Tremplin*.
- * Blizzard provides workers with a disability with accessible equipment and regular ergonomic assessments to ensure that their equipment is suitable for the purpose, and organizes appropriate medical supervision.
- * In the agreement of April 24, 2012, SFR undertook to finance the reclassification process for employees with a disability that have been declared unfit by the occupational physician. SFR also works with employees who have a mental illness to reduce the risk of their being unfit. Partnerships with specialized associations are helping the medical and HR teams to prevent and treat mental illness at work.

- * The integration of people with a disability and non-discrimination against them are principles respected at every entity in the Group. In the recruitment process, they ensure equal treatment for applications with strict respect for the individual. At the same time, they have developed specific training to sensitize raise the awareness of employees and managers about disabilities. It should be noted that for Maroc Telecom, the social and cultural context limits the publication of information on disabilities.

4.4.6.3. INTERGENERATIONAL

EMPLOYMENT OF SENIOR EMPLOYEES

The term "senior employee" refers to an employee over 55 years of age. Their presence is greatest in the Maroc Telecom group and at Vivendi Corporate, where they account for 9% and 18% of the workforce respectively. For Maroc Telecom, this is due to its position as the incumbent telecom operator in Morocco and in several of its African subsidiaries. For Vivendi Corporate, it is due to the number of employees with greater experience and high levels of expertise, which is typical for a corporate headquarters. In 2012, a total of 5% of the Group workforce is over 55.

<input checked="" type="checkbox"/> Employment of senior employees (number and percentage of the workforce)		GRI	UNGC	OECD
		LA1, LA13	6	V
Consolidated data		2012		2011
		2,792 (5%)		2,107 (4%)
C+G	192 (4%)			
UMG	443 (7%)			
AB	551 (8%)			
SFR	368 (4%)			
MTG	1,072 (9%)			
GVT	113 (1%)			
Corporate	46 (18%)			
Other	7 (1%)			

Number of employees with professionalization contracts in the Group in France		GRI	UNGC	OECD
		LA1, LA13	6	V.1.e
Consolidated data		2012		2011
		647		606

Scope: France

Vivendi is continuing the commitments it undertook in 2009 by utilizing 647 work-study contracts in France in 2012: 415 apprenticeship contracts and 232 professionalization contracts.

4.4.6.4. DIVERSITY AND NON DISCRIMINATION POLICIES

THE POLICIES OF DIVERSITY AND NON DISCRIMINATION IN THE BUSINESS UNITS

In accordance with Vivendi's Compliance Program, the Group's subsidiaries are committed equal opportunity in recruitment, mobility, promotion, training and compensation to everyone, with no distinction for gender, religion, origin, age, personal life or disability.

The Compliance Program states that in each subsidiary, the Compliance Officer is in charge of responding to an employee's concern. Moreover, in the US and UK subsidiaries, a hotline number is available to employees, in accordance with prevailing regulations, to flag any cases of discrimination or harassment.

- * Blizzard France promotes diversity in its staff, the first principle of which is non-discrimination on hiring and during the employee's professional development. In 2012, the company contained employees with 29 different nationalities, which reflects its determination to invest in diversity (e.g., financing the cost of visas, work permits, relocation). The company deploys the notion of "multiculturalism" as an internal value. In the recruitment process, Blizzard ensures the applications of all candidates are processed on an equal basis, maintaining a strict respect for the diversity of individuals. Blizzard encourages geographic mobility within the company which contributes to the advancement of diversity at each of its sites. The company practices an active policy of internal promotion based on standards of skills and identifiable and quantifiable knowledge (e.g., job description, performance assessment), with the aim of avoiding any discrimination.
- * In 2012, at SFR, an interim audit conducted by AFNOR confirmed that it would retain the Diversity Label it was awarded in 2010, for a period of three years. A "diversity" action plan was drafted, with the following major actions:
 - Providing employee training in diversity issues (delivered to 1,706 managers, 51 HR officers and 52 IRPs);
 - Producing a diversity report covering approximately thirty indicators;
 - Signing a disability agreement for 2012-2014;
 - Negotiating an agreement on remote working;
 - Creating a dedicated Intranet for disability matters;
 - Providing an educational game to facilitate integration for diversity candidates;
 - Continuing the commitment to preselect and select applicants exclusively from a diversity perspective; and
 - Periodic audits to check compliance of the recruitment processes, optimizing the committees for professional development to promote internal mobility.

4.4.7. Promotion and Compliance with the ILO's Fundamental Principles

As a signatory of the United Nations Global Compact, Vivendi undertook to comply with the ILO's fundamental principles. In the area of labor law, these commitments require compliance with the four fundamental pillars of the ILO: freedom of association and recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, the struggle against child labor and the elimination of discrimination in the area of employment and occupation. Two of these four pillars, freedom of association and the elimination of discrimination, are of particular relevance to Vivendi.

4.4.7.1. RESPECT FOR FREEDOM OF ASSOCIATION AND THE RIGHT TO COLLECTIVE BARGAINING

With its social partners, Vivendi promotes social dialogue and consultation at all levels (please refer to "Social indicators" pp. 102-103). All employees based in metropolitan France and the overseas departments and territories are covered by collective bargaining agreements. The same is true worldwide for more than 90% of Maroc Telecom group employees and 100% of Canal+ Group and GVT employees.

4.4.7.2. ABOLITION OF DISCRIMINATION IN EMPLOYMENT AND OCCUPATION

Vivendi has affirmed its commitment to diversity in recruitment and preventing discrimination in employment. Vivendi's Compliance Program includes actively preventing all forms of discrimination based on selection criteria such as gender, age, customs, ethnic origin, nationality, disability and religious, political and trade union opinions and practices. These commitments are applied in practice through the policies relating to gender (please refer to "Social indicators" pp. 110-111), diversity and nondiscrimination

(please refer to "Social indicators" p. 114), and the employment and integration of workers with a disability (please refer to "Social indicators" pp. 112-113).

4.4.7.3. ABOLITION OF FORCED OR COMPULSORY LABOR AND CHILD LABOR

The Vivendi Group complies with the ILO conventions and bans all forms of forced labor. Child labor is strictly prohibited in the Group. In certain very specific cases, such as filmmaking or music recordings, where minors may be required to make a contribution, all regulatory requirements are rigorously respected.

4.5. ENVIRONMENTAL INDICATORS

The environmental section of Vivendi's Reporting Protocol, a benchmark in CSR reporting for the Group's entities, was fully revised and the improved definitions of each indicator allow for a better harmonization of measurements.

4.5.1. General Environmental Policy

4.5.1.1. ORGANIZATION, ASSESSMENT PROCESS AND CERTIFICATIONS

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Conducted energy assessment and evaluation of environmental impacts (number)	DMA Environment, EN30	7, 8	VI.1.a

Consolidated data	2012
	106

C+G	7
UMG	0
AB	0
SFR	87
MTG	9
GVT	2
Other	1

Within the Group, the activities of the telecommunications operators contribute significantly to the total consumption of energy. These operators conduct regular assessments of their sites and make every effort to improve control of their waste management.

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Environmental site certification (number)	DMA Environment	7, 8	-

Consolidated data	2012
	3

C+G	0
UMG	1
AB	0
SFR	(see Section 3.10) 1
MTG	0
GVT	0
Other	1

The environmental certifications for the sites of various Group entities have been renewed for several years. In June 2012, the registration of the European EMAS certification was renewed at Vivendi's corporate headquarters in Paris, three years after its initial certification by the French Ministry for the Ecology, Sustainable Development and Energy (please refer to "Environmental key messages" p. 16).

4.5.1.2. EMPLOYEE TRAINING AND AWARENESS

This information category is deemed not relevant to Vivendi's activities, nevertheless, some of the Group's entities raise the awareness of their employees through the provision of training and information on environmental impacts.

4.5.1.3. MEASURES TO PREVENT ENVIRONMENTAL RISKS AND POLLUTION

This information category is deemed not relevant to Vivendi's activities, which do not present any risks in terms of pollution.

4.5.1.4. FINANCIAL PROVISIONS FOR ENVIRONMENTAL RISKS

This information category is deemed not relevant to Vivendi's activities, as the major risks associated with the Group's activities are not related to environmental concerns.

4.5.2. Pollution and Waste Management

4.5.2.1. PREVENTION, REDUCTION OR REMEDY OF EMISSIONS INTO THE AIR, WATER AND SOIL

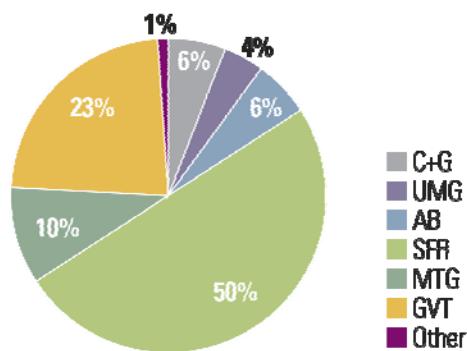
This information category is deemed not relevant to Vivendi's activities, which do not present risks in terms of air, water or soil pollution (outside of the CO₂ emissions which are described pp. 123-125).

4.5.2.2. WASTE MANAGEMENT AND RECYCLING

Waste collection consists mainly of business and household waste from electrical and electronic equipment (WEEE), hazardous and special waste (waste which, due to its composition or properties, may present a danger for human health or the environment) and cell phones and batteries produced as part of the Group's activities.

<input checked="" type="checkbox"/> Professional electrical and electronic equipment waste (WEEE) (kg)	GRI	UNGC	OECD
	EN22	-	VI.1.a
Consolidated data	2012		
	970,139		
C+G	64,685		
UMG	45,388		
AB	54,665		
SFR	484,320		
MTG	101,156		
GVT	219,210		
Other	715		

In 2012, Maroc Telecom and GVT improved their data collection process in relation to the waste category, which enabled the large-scale collection of obsolete cell phone handsets and routers by the Moroccan operator as well as the disposals of relay antennas by the Brazilian operator to be included in the Group's 2012 reporting.

Professional WEEE Breakdown in 2012 **Household electrical and electronic equipment waste (WEEE) (kg)**

GRI	UNGC	OECD
EN22	-	VI.1.a

Consolidated data

2012

2,779,261

C+G	161,007
UMG	958
AB	128,862
SFR	2,255,284
MTG	-
GVT	233,150
Other	-

At SFR, the household WEEE indicator also includes all cell phones, boxes, femto boxes and other accessories such as cables, remote controls and hard disks that have been recycled. In 2012, nearly 360,000 cell phones were collected and recycled by the operator. The collection of data on this type of waste has been improved by UMG and Activision Blizzard this year, and has made considerable progress at GVT.

Total production of hazardous or special waste (kg)

GRI	UNGC	OECD
EN22	7,,8, 9	VI.1.a

Consolidated data

2012

813,098

C+G	31,744
UMG	-
AB	-
SFR	386,598
MTG	366,000
GVT	28,556
Other	200

In 2012, GVT included in its hazardous or special waste reporting the "stationary" batteries that are used in switches as well as the fact that the collection of special waste increased by 28 tons. At Canal+ Group's "Lumière" site, 29 tons of UPS batteries were replaced and efforts have been made to collect waste printer toner.

 Total recycled household and professional batteries, whether rechargeable or not (kg)

GRI	UNGC	OECD
EN22	7,,8, 9	VI.6.b & d

Consolidated data

2012

24,786

C+G	667
UMG	-
AB	-
SFR	-
MTG	4,000
GVT	20,100
Other	19

In 2012, the data collection process in Morocco and Brazil in relation to cell phones and batteries has been strengthened, which has lead to Maroc Telecom and GVT becoming the Group's main contributors. At GVT, switches and fixed terminals are also included in the scope of the indicator.

4.5.2.3. MANAGEMENT OF NOISE AND OF OTHER TYPES OF POLLUTION

<input checked="" type="checkbox"/> Measures taken to reduce the visual impact of relay antennas	GRI	UNGC	OECD
	I07	-	-

(Please refer to area for action "Environment and radiofrequencies" pp. 65-69).

4.5.3. Sustainable Use of Resources

4.5.3.1. WATER CONSUMPTION AND SUPPLY

<input checked="" type="checkbox"/> Water consumption from the public supply network and measures taken to adapt water consumption to local constraints	GRI	UNGC	OECD
	DMA EN Water aspect, EN8, EN9, EN21	7, 8, 9	VI, VI.1.a, VI.6.d

Under the Reporting Protocol, this indicator has for the first time been redefined and consolidated into the current form. Due to the assorted and incomplete nature of the data reporting for this indicator in 2012, it has only been possible to assess water consumption from the public network at 538,000 m³.

4.5.3.2. CONSUMPTION OF RAW MATERIALS AND MEASURES TO IMPROVE THEIR EFFICIENT USE

The following information on raw materials is considered relevant in view of the Group's activities:

- * Purchases of paper for external use (e.g., publications, letters to shareholders and miscellaneous reports);
- * Purchases of plastics and acrylics incorporated in consumer products; and
- * Purchases of packaging and cardboard used for the sales of consumer products.

<input checked="" type="checkbox"/> Purchases of paper for external use, purchases of plastics and acrylics incorporated in consumer products, purchases of packaging and cardboard used for the sales of consumer products	GRI	UNGC	OECD
	EN1, EN26	-	VI.1.a

In 2012, these indicators have been included for the first time in the information collected by Vivendi's entities. This initiative is based on the Group's decision to concentrate environmentally sensitive consumption measurements on raw materials that have a direct relationship to the key activities of its businesses.

- * The information on the purchases of plastics incorporated in consumer products will enable their use in DVD and CD packaging to be quantified, especially at UMG. In 2012, the Group estimates the use of polycarbonates for the sale of UMG's products worldwide at just over 1,000 tons.
- * To improve the Group's reporting on the use of raw materials, it will include the figures for the plastics used in the manufacture of other elements in its product range, in particular TV service boxes and Internet Access Provider (IAP) boxes, as well as the games and toys produced by Activision Blizzard.
- * The use of packaging materials and cardboard has also been measured for the first time this year. Vivendi aims to improve the collection of data for this indicator as it considers the use of these materials as an important element in its activities affecting the environment. The Group has identified total purchasing (not consumption) of 18.8 tons for these two segments in 2012. The most significant contributions have come from Activision Blizzard (82% of the total), whose products are highly dependent on cardboard and packaging for retailing to the public. Similarly, but to a lesser degree, UMG and SFR use packaging products for their CDs, DVDs and boxes (8% and 9% of the total, respectively).
- * The purchase of paper for external use this year was close to 7,000 tons. SFR contributes substantially to this total (83%), mainly due to the greater maturity of its data collection process.

For these three indicators, Vivendi's aim is to constantly improve its information consolidation process.

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Measures taken to improve energy efficiency and the use of renewable energy	EN4, EN5, EN7	7, 8, 9	VI.6.b & d

The Group's various entities have adopted measures to improve the energy efficiency of their activities, including, for example, the use of renewable energy (please refer to "Environmental key messages" p. 17).

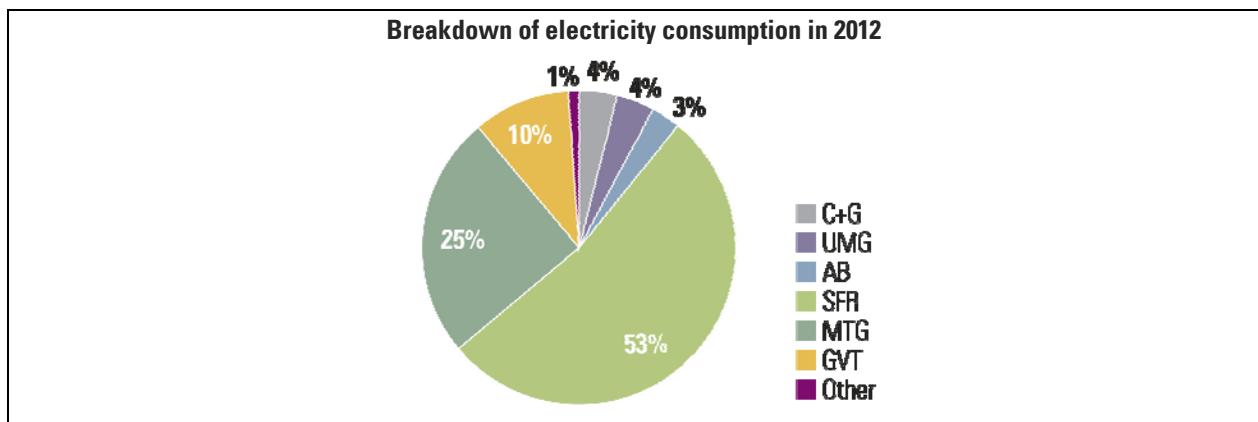
4.5.3.3. ENERGY CONSUMPTION AND MEASURES TAKEN TO IMPROVE ENERGY EFFICIENCY AND USE OF RENEWABLE ENERGY

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Consumption of electricity (thousands of kWh)	EN3	-	VI.1.a

Consolidated data	2012														
	1,235,162														
<hr/>															
<hr/>															
<table> <tbody> <tr> <td>C+G</td> <td>47,637</td> </tr> <tr> <td>UMG</td> <td>51,883</td> </tr> <tr> <td>AB</td> <td>40,882</td> </tr> <tr> <td>SFR</td> <td>659,456</td> </tr> <tr> <td>MTG</td> <td>310,455</td> </tr> <tr> <td>GVT</td> <td>121,801</td> </tr> <tr> <td>Other</td> <td>3,048</td> </tr> </tbody> </table>		C+G	47,637	UMG	51,883	AB	40,882	SFR	659,456	MTG	310,455	GVT	121,801	Other	3,048
C+G	47,637														
UMG	51,883														
AB	40,882														
SFR	659,456														
MTG	310,455														
GVT	121,801														
Other	3,048														

The increase in electrical energy consumption measured is due to two main factors:

- * Improvement in actual measurements at UMG; and
- * Improved reporting of data at GVT.



Consumption of natural gas (thousands of kWh GCV - Gross calorific value)

GRI	UNGC	OECD
EN3	-	VI.1.a

Consolidated data

2012
39,048

C+G	14
UMG	17,396
AB	18,449
SFR	3,190
MTG	-
GVT	-
Other	-

In 2012, Activision Blizzard improved its data collection process for the consumption of natural gas and SFR incorporated a new site within the scope of its reporting.

Consumption of fuel oil (liters)

GRI	UNGC	OECD
EN3	-	VI.1.a

Consolidated data

2012
6,267,689

C+G	18,319
UMG	4,291
AB	7,902
SFR	141,617
MTG	6,053,174
GVT	41,621
Other	765

At SFR, due to a significant number of maintenance programs, a significant use was made of generators, which lead to an increase in consumption fuel oil.

At Maroc Telecom, the significant consumption of domestic fuel is due to the considerable increase in the size of its vehicle fleet in the second half of 2012, however, consumption was substantially lower in the Settat region due to the electrification of seven sites.

Steam used for space heating (kWh)**GRI**
EN4**UNGC**
-**OECD**
VI.1.a**2012****Consolidated data****4,704,028**

C+G	8,199
UMG	1,810,800
AB	-
SFR	1,908,430
MTG	-
GVT	-
Other	976,600

Steam is essentially used for heating office space for Canal+, SFR, Vivendi's head office as well as UMG Germany's main office.

 CO₂ emissions due to usage of mobile sources (tCO₂eq)**GRI**
EN3, EN4,
EN16, EN17,
EN29**UNGC**
-**OECD**
VI.1.a**2012****Consolidated data****46,304**

Gasoline for vehicles	27,504 (59%)
Diesel for vehicles	16,577 (36%)
Other fuel	2,223 (5%)

	Gasoline	Diesel	Other
C+G	2,622	1,067	-
UMG	495	1,425	-
AB	90	227	74
SFR	11	5,193	-
MTG	186	8,405	-
GVT	24,097	158	2,149
Other	3	102	-

The consumption of fuel is linked to the Group's activities, especially the use of sales and support vehicles. At GVT, the high growth of the activity generated a significant increase in the size of its vehicle fleet and consequently its consumption of fuel.

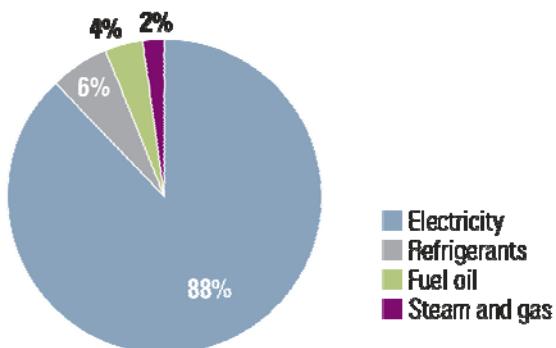
CO₂ emissions due to usage of fixed sources (tCO₂ eq)

GRI	UNGC	OECD
EN16, EN17, EN29	-	VI.1.a

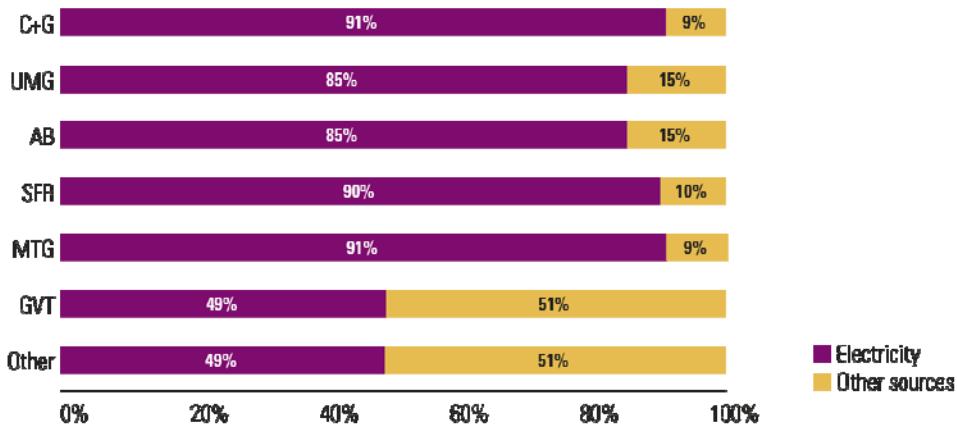
Consolidated data	2012
	392,416
Electricity	344,863 (88%)
Refrigerants	23,200 (6%)
Fuel oil	16,417 (4%)
Other sources (steam and gas)	7,935 (2%)

	Electricity	Other sources
C+G	10,355	1,008
UMG	22,151	3,875
AB	20,555	3,730
SFR	61,897	6,934
MTG	219,802	21,723
GVT	9,866	10,032
Other	238	250

Breakdown of CO₂ emission by source in 2012



Breakdown of CO₂ emission by source by subsidiary in 2012



In Brazil, GVT included the measurement of consumption at technical sites in its calculation, thereby quadrupling the relevant data for electricity. The operator also now measures emissions from refrigerant gases.

More detailed explanations on electricity, steam, natural gas and fuel oil, which contribute to CO₂ emissions, are presented in this section under each indicator.

4.5.3.4. LAND USE

This information category is deemed not to be relevant as the Group's activities do not present particular risks in terms of soil pollution.

4.5.4. Climate Change

4.5.4.1. GREENHOUSE GAS EMISSIONS

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> CO₂ emissions attributable to business travel (tCO₂eq)	EN16, EN17, EN29	-	VI.1.a
2012			
Consolidated data	33,949		
Air travel	33,423 (98%)		
Train travel	526 (2%)		
	Total air travel	Total train travel	
C+G	2,546	25	
UMG	17,336	216	
AB	9,011	53	
SFR	2,116	76	
MTG	154	154	
GVT	1,739	-	
Other	520	2	

This indicator measures the CO₂ emissions due to travel by train or plane undertaken exclusively for business purposes.

4.5.4.2. ADAPTATION TO CLIMATE CHANGE

This information category is deemed not relevant given the Group's activities, although regular efforts to reduce electricity consumption and hence CO₂ emissions are undertaken. More detailed explanations are presented in relation to each indicator that contributes to the measurement of emissions and discharges, as well as in terms of other sources of CO₂ emissions (steam, natural gas and fuel oil).

4.5.5. Biodiversity Preservation

4.5.5.1. MEASURES TAKEN TO PRESERVE OR DEVELOP BIODIVERSITY

	GRI	UNGC	OECD
<input checked="" type="checkbox"/> Measures taken to limit the impact towards the environment and protected animal and plant species	EN11-15, EN25	7, 8, 9	VI.6.d

In light of the Group's activities, risks to biodiversity are not considered a major issue in relation to which Vivendi needs to make specific investments. Nevertheless, the Group's entities make every effort to minimize any impact from their site construction or maintenance activities on protected environments for animal and plant species.

"Group Greenhouse Gas Emissions Report for France-Based Entities"

In order to assure that the Group's GHG emissions are appropriately monitored, Vivendi prepared a report during 2012 on greenhouse gas emissions based on data pertaining to fiscal year 2011. This initiative, which falls within the parameters of the French *Grenelle II* law (Article 75), was carried out using the Ademe's "Bilan Carbone®" method (please refer to "Environmental key messages" pp. 16-18).

The following sources of direct emissions are included:

- * Energy consumption and cooling/air conditioning systems for the Group's buildings and premises; and
- * Business travel.

Each business unit voluntarily strives to reduce its greenhouse gas emissions, implementing a variety of action plans.

GREENHOUSE GAS EMISSIONS REPORT - CONSOLIDATED DATA

Categories of emissions	No.	Types of emissions	Calculated values GHG emissions					
			CO2 (metric tons)	CH4 (metric tons)	N2O (metric tons)	Other gases (metric tons)	Total (t CO2e)	CO2 b (metric tons)
Direct emissions of GHG	1	Direct emissions from fixed combustion sources	1,087	0	0	-	1,096	-
	2	Direct emissions from mobile sources with heat engines	6,220	0	0	-	6,276	345
	3	Direct emissions from non-energy activities	-	-	-	-	-	-
	4	Fugitive direct emissions	4	-	-	1	1,095	-
	5	Emissions from biomass (soils and forests)	-	-	-	-	-	-
Sub-total			7,311	0	0	1	8,467	345
Indirect emissions associated with energy	6	Indirect emissions related to electricity consumption	229	-	-	-	64,853	-
	7	Indirect emissions related to steam, heat or cold consumption	-	-	-	-	1,832	-
Sub-total			229	-	-	-	66,685	-
Direct and indirect emissions		Total	7,540	0	0	1	75,151	345
								10,471

COMMITMENTS AND ACTION PLANS

Vivendi's headquarters and several of the Group's subsidiaries have implemented EMAS (Eco-Management and Audit Scheme) or ISO 14001 certified environmental management systems to control the environmental impacts related to their respective activities. As part of its EMAS registration, Vivendi's headquarters has defined an environmental policy and has implemented an environmental management system to improve its environmental performance. In compliance with these regulations, a follow-up audit was performed in 2011 to assess the proper application of the procedures established to improve its environmental performance.

1. HEADQUARTERS ENVIRONMENTAL POLICY

As part of its EMAS certification, Vivendi is committed to:

- * Complying with environmental regulations in effect, and exceeding them insofar as possible;
- * Consistently monitoring headquarters activities with the goal of implementing improvements whenever possible, including:

- Measuring and reducing the consumption of energy, water, and paper;
- Measuring and reducing CO₂ emissions attributable to headquarters activities, including usage of electricity and all forms of energy, as well as in business travel;
- Measuring and reducing the production of waste, being particularly vigilant in controlling sources of emission, and recycling and economizing in the use of materials;
- Replacing existing equipment, products, and materials with equipment, products and materials whose use reduces environmental impacts and/or promotes sustainable development policies;
- Anticipating any source of pollution risk and reducing the use of products and materials that present an elevated level of risk to the environment or human health; and
- Including environmental protection provisions and ongoing improvement of environmental performance in work assigned to subcontractors and encouraging subcontractors and suppliers to promote sustainable development policies.

Vivendi has also made a commitment to:

- * Communicate with employees and encourage their efforts to improve environmental conditions and promote sustainable development policies ;
- * Meet and work in cooperation with third parties (other companies, governmental authorities, non-governmental organizations) to identify initiatives aimed at reducing environmental impacts and promoting sustainable development; and
- * Include an evaluation of environmental impacts and an assessment of sustainable development policies in operational and strategic decisions.

2. SUMMARY OF INITIATIVES FOR REDUCING EMISSIONS WITHIN THE GROUP IN FRANCE

2.1. VIVENDI

- * Reduce the consumption of energy used for lighting and resulting CO₂ emissions (feasibility study complete); and
- * Promote the use of more efficient vehicles in terms of fuel consumption and CO₂ emissions: purchase Start/Stop vehicles, purchase a hybrid company car.

2.2. CANAL+

- * Monitoring energy consumption has allowed:
 - Improvement in the technical features of facilities;
 - Optimized utilization of buildings by making employees aware of opportunities to economize; and
 - Gradual replacement of incandescent bulbs with LED spots that consume 8 times less energy;
 Ten "green days" were scheduled in 2011 during which "comfort" air-conditioning was stopped.
- * To reduce emissions related to business travel:
 - Canal+ has implemented a videoconference system;
 - The vehicle fleet is now ranked ECO₂ with less than 140g of CO₂ emitted compared with the former average of 180g;
 - Travel policies have been revised to encourage train, rather than air travel to the extent possible and favor the use of mass transportation rather than taxis; and
 - Bicycle parking spaces have been added to two sites, encouraging employees to use this means of transportation.

2.3. UNIVERSAL MUSIC FRANCE

- * Maximizing promotional bus trips in connection with artists' tours (200 km traveled in 2011);
- * Purchasing green certificates: in 2011, Universal Music France purchased 606 Equilibre+ certificates from EDF (which in exchange agreed to inject into its network 606 MWh of electricity produced from renewable energy sources and to finance the Institute for Research and Development of Photovoltaic Energy - i.e., 52 tCO₂eq).

2.4. BLIZZARD FRANCE

- * Installation of machines with automatic standby setting: 18 Selecta machines providing savings of 604.8 kgCO₂e/year, eight Culligan fountains providing savings of 8.6 kgCO₂e/year, 10 Toshiba printers providing savings of 23 kgCO₂e/year;
- * GTB stands for Technical Building Management, an electronic and digital system facilitating management of the building's technical equipment, such as heating, air conditioning, ventilation, and electricity, as well as elevators, alarms, access control, video surveillance, etc., providing savings of 6,379 kgCO₂e /year;
- * Installation of 1,000 LED spots, providing savings of 7,533.6 kgCO₂e /year;
- * Elimination of supplemental electric fans, providing savings of 69.12 kgCO₂e /year;
- * Elimination of electric convectors, providing savings of 5,529.6 kgCO₂e /year; and

- * Implementation of an awareness campaign encouraging environmental initiatives in the 24 categories included in a "Bilan Carbone®".

2.5. SFR

- * Energy efficiencies on the network's technical sites (fixed and mobile) and on support sites:
 - Improved reporting on energy consumption;
 - Urban locations for residence halls;
 - Limits on air conditioning installations;
 - Use of natural ventilation;
 - Implementation of remote monitoring systems;
 - Optimization of PUE (Power Usage Effectiveness) in datacenters,
 - Use of more energy efficient equipment;
 - Programming of timers for lighting exterior perimeters and parking areas;
 - Optimization of the scope of application of "Technical Building Management" centers;
 - Experimentation with renewable energy; and
 - Commissioning of a new datacenter, at the cutting edge of innovation and more respectful of the environment.
- * Business travel:
 - Reduction of business travel with the use of videoconferencing and telepresence;
 - Use of trains rather than airplanes for professional business travel;
 - Inclusion of hybrid and electric vehicles in the automobile fleet;
 - Promoting environmentally sensitive practices among employees, with the specific objective of training all commercial engineers by 2015;
 - Testing a Machine to Machine solution from the SFR Business Team, providing a reduction in fuel consumption; and
 - Objective of average emissions of 125 g CO₂/km for the vehicle fleet in 2015.

3. FUTURE ACTION PLAN

3.1. VIVENDI

- * Enhance the awareness of Vivendi's employees and sub-contractors;
- * Improve the energy performance of computer equipment;
- * Reduce energy consumption related to lighting and resulting CO₂ emissions; and
- * Review travel policy.

3.2. CANAL+

Continue to build a better understanding of energy consumption:

- * Perform an energy audit on the Farman and Rennes site to establish a performance diagnostic;
- * Monitor consumption by function (heat, lighting, machinery, office activities, etc.) and by zone; and
- * Provide regular reports on consumption (monthly and annual).

As a result, we estimate a 10% drop in energy consumption in kWh/per employee/year between mid-2011 and the end of 2012.

3.3. UNIVERSAL MUSIC FRANCE

- * Universal Music France is reviewing the value of continuing use of the promotional bus;
- * UMG consistently (every 2 to 3 years) replaces its vehicle fleet under long term leases with more energy efficient models;
- * An environmental training program has been instituted. Reductions in GHG emissions related to business travel are estimated at 28 tCO₂eq. The training cost for all drivers is between €20k and €40k. With consumption reductions discounted (€17,000 per year), the break even period on the investment would be less than 3 years;
- * Monitoring energy consumption and efficiency and improving employee awareness of energy savings measures and CO₂;
- * Electronic programming for air conditioning: The savings from this initiative are estimated at 32.85 MWh in electricity and 30 MWh of gas per year (source Energy Audit performed by EDF for Universal), representing potential savings of €5,600 per year and about tCO₂eq;
- * Optimization of lighting: Annual reductions are estimated at 60 MWh of electricity (source: Energy Audit performed by EDF for Universal). This represents potential savings of € 7,200 per year and 4.8 tCO₂eq of emissions avoided;
- * Optimization of heating: Estimated reductions from this initiative are 40 MWh/year (source Energy Audit performed by EDF for Universal), i.e., € 2,200 in savings realized each year on electricity bills and 8 tCO₂eq of emissions avoided;

- * UMF will study the implementation of an eco-control mechanism on every boiler and a dynamic or static fume extractor with the goal of improving the total annual return by 10% to 25%;
- * Installation of destratifiers in the warehouse: This initiative would provide a 30% reduction in the consumption of natural gas for heating this logistics zone (source Energy Audit performed by EDF for Universal). This represents annual savings of 480 MWh of gas, or € 26,500, and over 96 tCO₂eq of emissions avoided;
- * Optimization of compressed air circulation: Estimated savings on electricity consumption for this initiative total 9.6 MWh/year (source Energy Audit performed by EDF for Universal), or €1,150 in savings each year on the electricity bill and 0.8 tCO₂eq of emissions avoided; and
- * Universal Music France plans to invest in a project aimed at reducing CO₂ emissions (the offset for CO₂ emissions would be between 100 and 800 tCO₂eq).

3.4. BLIZZARD FRANCE

- * Blizzard is assessing the potential of participation in agroforestry and carbon offset programs to offset all its greenhouse gas emissions.

5

VERIFICATION OF NON-FINANCIAL DATA

5.1. NOTE ON NON-FINANCIAL REPORTING METHODOLOGY	131
5.2. ATTESTATION AND LIMITED ASSURANCE REPORT BY ONE OF THE STATUTORY AUDITORS FOR THE SOCIETAL, SOCIAL AND ENVIRONMENTAL INFORMATION	134

This chapter includes the methodology note and the external auditor's report as published in the 2012 Annual Report (chapter 25 section 5), which prevails. Page references have been modified accordingly.

5.1. Note on non-financial reporting methodology

REPORTING GUIDELINES

CSR reporting is based on national and international reporting guidelines. In particular, societal, social and environmental indicators refer to the provisions of the French Decree of April 24, 2012 pursuant to the implementation of the French Law of July 12, 2010¹ on the national commitment to the environment (informally, the *Grenelle II* law), to the guidelines of the Global Reporting Initiative² (GRI) and to the GRI Media Sector Supplement launched on May 4, 2012³.

The Reporting Protocol for the societal, social and environmental data of the Vivendi Group companies ("the Reporting Protocol") is an internal set of guidelines, updated annually, to guarantee the consistent application of definition and rules for data collection, validation and consolidation across the Group.

In 2012, the Reporting Protocol was thoroughly revised to adapt to new regulatory requirements and incorporate the recommendations of the GRI Media Sector Supplement. That revision paid specific attention to environmental indicators and societal data.

INDICATORS

The societal, social and environmental indicators are presented in sections 2.2., 3.2. and 4.2. of the Annual Report. The 2012 CSR Detailed Report, available online, offers more comprehensive coverage of the societal, social and environmental indicators, in addition to corporate governance and economic performance indicators.

The societal, social, and environmental indicators have been reviewed by Deloitte to improve the relevance of the indicators with the Group's business activities. Particular emphasis has been placed on the societal indicators relative to the Group's strategic issues, whose relevance and definitions have been refined.

In addition, the materiality and relevance of the indicators published in this document have been reviewed with the Statutory Auditor appointed to conduct the Group's audit for 2012.

REPORTING SCOPE

The reporting scope has been established in accordance with Articles L.233-1 and L.233-3 of the French Commercial Code and covers the subsidiaries and controlled companies except for a few entities that were not included in the reporting scope for 2012: EMI Group Worldwide Holding Ltd. (included in the Group reporting scope with effect from September 28, 2012), as well as *Société Financière de Distribution* and *Compagnie d'Investissement Diversifié*, which are considered as independent distributors for the purposes of this reporting (i.e., 5,277 employees).

¹ Law on the national commitment to the environment no. 2010-788 of July 12, 2010, Art.225 (French so-called Grenelle II law) and Decree 2012-557 of April 24, 2012.

² Launched in 1997 by CERES (Coalition for Environmentally Responsible Economies) in partnership with the UNEP (United Nations Environment Program), the GRI is a long-term, international and multi-stakeholder initiative whose aim is to draft and circulate guidelines for the voluntary production of reports on sustainable development by multinational companies that want to provide details of the economic, environmental and social dimensions of their businesses, products and services. The GRI has not verified the content of this report or the validity of the information provided (www.globalreporting.org).

³ The GRI Media Sector Supplement structures the reporting process for the media industry internationally. It covers several topics including freedom of expression, pluralism and quality of content, representation of cultures, independence, personal data protection, accessibility and media literacy.

It should be noted that changes in the scope of reporting are the result of acquisitions and/or disposals of consolidated companies between January 1 and December 31 of a given year:

- * In the case of a disposal during a given year (N), the entity's data is not taken into account in the reporting scope for that year. For the reporting of social data, the number of employees of the departing entity is included in the "removal from the scope" indicator; and
- * In the case of the acquisition of an entity during such year (N), the data for that year is included in full in the reporting in the following year (N+1), unless the newly-included entity is able to provide all the data on a *pro rata temporis* basis. However, the count of employees and of entries into the social data reporting scope is incorporated into the reporting scope for that year (N).

SCOPE OF SOCIETAL REPORTING

The reporting scope for societal data covers all of the Group's businesses.

For Maroc Telecom, depending on the indicator in question, the reporting scope applies to Maroc Telecom ("MT") or to Maroc Telecom and its sub-Saharan subsidiaries (Maroc Telecom group, "MTG").

SOCIAL SCOPE OF SOCIAL REPORTING

The social reporting scope of Activision Blizzard is in line with the social reporting scope of Activision Blizzard France, which represents 7% of the total number of employees of Activision Blizzard, except where it concerns certain data relative to the workforce (i.e., inflows and outflows and the length of the working week) for which the reporting scope data corresponds to that of Activision Blizzard. In 2013, the effort made in 2012 to extend the social reporting scope of Activision Blizzard will be continued.

The social reporting scope of Maroc Telecom corresponds to that of Maroc Telecom and its sub-Saharan subsidiaries.

SCOPE OF ENVIRONMENTAL REPORTING

Within the global scope of environmental reporting, there is a "media" environmental scope for the businesses with activities in the media sector (Canal+ Group, UMG and Activision Blizzard) and a "telecoms" environmental scope for businesses operating in the telecommunications sector (SFR, Maroc Telecom and GVT).

For the Maroc Telecom group, the environmental reporting scope concerns the company Maroc Telecom and at this stage does not include its sub-Saharan subsidiaries (Mauritel SA, Onatel SA, Gabon Télécom SA and Sotelma SA).

The sites that report data in the reporting framework are selected by type of site: e.g., offices, warehouses, technical centers and datacenters. The selection also takes into account criteria related to the size of the workforce (over 50 people per office), surface area and weighting in the total consumption for the electricity indicator.

REPORTING PERIOD

Reporting of societal, social and environmental data is annual and covers the period from January 1 to December 31, 2012.

DETAILS AND LIMITS OF THE METHODS USED FOR THE INDICATORS

Generally, the societal, social and environmental indicators may reflect methodological limits due to the lack of harmonization in the international and national definitions and legislation and/or the qualitative and therefore subjective nature of certain data.

ENVIRONMENTAL INDICATORS

Regarding the “telecoms” environmental scope, the businesses report the data that corresponds to all the indicators in the Reporting Protocol.

For the “media” environmental scope, the data collection methodology also takes account of the contributory nature of the site in terms of electricity consumption. Real data is collected for the sites that contribute the most in order to reach a representation of over 90% of the Group’s total estimated electricity consumption.

For data on electricity consumption, the published quantities correspond to the billed quantities. When data is not available (e.g., for sites where the Group is not the owner), consumption is estimated on the basis of conversion ratios (kWh/m² or kWh/ft²). The ratios used differ according to the geographic location of the entities and are based on recognized guidelines.

For fuel consumption (gasoline, diesel, propane or other), the scope of the indicator covers vehicles either owned outright by the Group or used by the site on long-term rental.

Any missing data on indicators such as electricity, gas, heating oil and steam is estimated using methods based on factors established by ADEME (the French environmental and energy management agency).

REPORTING, CONSOLIDATION AND CONTROL TOOLS

Data collection tools, developed by Vivendi’s Information Systems department, enable reporting of all consolidated data, monitored at different levels:

- * Societal data is collected using SIRITAL, and a consistency check is performed by the officer in charge of the consolidation at corporate headquarters;
- * Social data is collected using SIRIS, and automatic consistency controls are performed by the software during data input. Other controls and an initial validation are performed by each subsidiary. Consistency checks and a second validation are performed at the level of each business. These indicators are then aggregated and verified at corporate headquarters, where a third validation is performed at consolidation. Lastly, a general validation process ensures the overall consistency of the workforce data between the previous year (N-1) and the current year (N); and
- * Environmental data is collected using SIRIE, and an internal consistency control is performed by the officer in charge of data input. A further validation is performed upon consolidation at corporate headquarters.

REPORT OF ONE OF THE STATUTORY AUDITORS

In recent years, a selection of the Group’s CSR data has been verified, to a degree of limited assurance, by one of Vivendi’s Statutory Auditors (please refer to Section 5.2.). In 2012, pursuant to Articles L.225-102-1 and R.225-105-2 of the French Commercial Code, the certification and report cover all societal, social and environmental data provided in chapter 2 of the Annual Report.

5.2. Attestation and limited assurance report by one of the Statutory Auditors for the societal, social and environmental information

[Copy of the Report published in the 2012 Annual Report – This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.]

For the attention of Management,

Pursuant to your request and in our capacity of Statutory Auditor of the Vivendi Group, we hereby report to you on the consolidated societal, social and environmental information presented in the management report issued for the year ended December 31, 2012 in accordance with the requirements of Article L.225-102-1 of the French Commercial Code.

MANAGEMENT RESPONSIBILITY

The Management Board of Vivendi is responsible for the preparation of the Annual Report including the consolidated societal, social and environmental information (the "Information") in accordance with the requirements of Article R.225-105-1 of the French Commercial Code, presented as required by Vivendi Group's internal reporting standards (the "Guidelines") and available on request at Vivendi's headquarters. A summary of this document is included in section 5.1 of chapter 2 in the Annual Report as well as in section 5.1 of the 2012 CSR Detailed Report ("Note on methodology").

OUR INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulatory requirements, the Code of Ethics of our profession and Article L.822-11 of the French Commercial Code. In addition, we maintain a comprehensive system of quality control including documented policies and procedures to ensure compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

RESPONSIBILITY OF THE STATUTORY AUDITORS

It is our role, on the basis of our work:

- * To attest whether the required Information is presented in the management report or, if not presented, whether an appropriate explanation is given in accordance with the third paragraph of Article R.225-105 of the French Commercial Code and Decree no. 2012-557 dated 24 April 2012 (Attestation of presentation); and
- * To provide a limited assurance on whether the Information is fairly presented, in all material respects, in accordance with the Guidelines (limited assurance report).

5.2.1. ATTESTATION OF PRESENTATION

Our engagement was performed in accordance with professional standards applicable in France:

- * We compared the Information presented in the management report with the list as provided for in Article R.225-105-1 of the French Commercial Code.
- * We verified that the Information covers the consolidated perimeter, namely the entity and its subsidiaries within the meaning of Article L.233-1 and the controlled entities within the meaning of Article L.233-3 of the French Commercial Code within the limits specified in the methodology note presented in Section 5.1. of chapter 2 of the Annual Report (section 5.1. of the 2012 CSR Detailed Report), supplemented where applicable by specific details on certain Data.
- * In the event of the omission of certain consolidated Information, we verified that an appropriate explanation was given in accordance with Decree no. 2012-557 dated 24 April 2012.

On the basis of our work, we attest that the required Information is presented in the management report.

5.2.2. LIMITED ASSURANCE REPORT

NATURE AND SCOPE OF THE AUDIT

We conducted our audit in accordance with ISAE 3000 (International Standard on Assurance Engagements) and French professional guidance. We planned and performed our audit to obtain limited assurance that nothing has come to our attention that causes us to believe that the Information is not fairly presented, in all material respects, in accordance with the Guidelines. A higher level of assurance would have required a more extensive review.

Our work consisted of the following:

- * We assessed the appropriateness of the Guidelines as regards their relevance, completeness, neutrality, clarity and reliability.
- * We verified that the Group had set up a process for the collection, compilation, processing and control of the Information to ensure its completeness and consistency. We examined the internal control and risk management procedures relating to the preparation of the Information. We conducted interviews with those responsible for societal, social and environmental reporting.
- * We selected the consolidated Information to be tested¹ and determined the nature and scope of the tests, taking into consideration their importance with respect to the social and environmental consequences related to the Group's business and characteristics, as well as its societal commitments.
 - Concerning the quantitative consolidated information that we deemed to be the most important:
 - At the level of the consolidating entity and a selection of business segments² we implemented analytical procedures and based on sampling, verified the calculations and the consolidation of the Information;
 - At the level of the sites we selected³, based on their business, location, contribution to consolidated indicators and a risk analysis:
 - We conducted interviews to verify that the procedures were correctly applied and to identify any omissions,
 - We performed tests of detail based on sampling, consisting in verifying the calculations made and reconciling the data with the supporting documents.

This selected sample represents 49% of the workforce and an average of 20%⁴ of the reported values for the quantitative environmental data tested at the level of the entities.

- Concerning the qualitative consolidated Information that we deemed to be the most important, we conducted interviews and reviewed the related documentary sources in order to corroborate this information and assess its fairness;
- As regards the other consolidated Information published, we assessed its fairness and consistency in relation to our knowledge of the company and, where applicable, through interviews or the consultation of documentary sources.
- * Finally, we assessed the relevance of the explanations given in the event of the absence of certain Information.

¹ This concerned the following data:

Societal data: subcontracting and suppliers; consumer health and safety (personal data protection, electromagnetic waves); human rights (child protection, cultural diversity).

Social data: workforce and its distribution; entries and exits; remuneration; accidents at work and occupational illness; training; gender equality.

Environmental data: waste electrical and electronic equipment (WEEE); consumption of raw materials and their efficient use; energy consumption and energy efficiency; greenhouse gas emissions.

² Canal+ Group, Activision Blizzard, SFR, Maroc Telecom group.

³ The entities concerned are the "Lumières" and "Eiffel" sites (France, Canal+ Group), the Santa Monica and Irvine Parkway sites (USA, Activision Blizzard), the Vénissieux and Séquoia sites (France, SFR), and the regional Directories of Rabat and Casablanca (Morocco, Maroc Telecom group).

⁴ The breakdown of the selected sample represents (in relation to the entire Group): waste electrical and electronic equipment (WEEE): 53%; heating oil: 9%; electricity: 17%; natural gas: 1%; CO₂ emissions related to the consumption of mobile sources: 17%; CO₂ emissions related to business travel: 24%.

COMMENTS ON THE GUIDELINES AND THE INFORMATION

We wish to make the following comments on the Guidelines and the Information:

- * The scopes and methods of consolidation are specific to each subsidiary and/or segment and may be different from the scope of the controlled companies as defined by Articles L.233-1 and L.233-3. They are detailed in the Methodology Note presented in Section 5.1. of chapter 2 in the Annual Report. EMI Group Worldwide Holding Ltd (Universal Music Group), *Société Financière de Distribution* and *Compagnie d'Investissement Diversifié* (SFR) are not included in the reporting scope; for some social data, the reporting scope of Activision Blizzard corresponds to that of Activision Blizzard France; for all environmental data, the consolidation scope of the Maroc Telecom group does not include the sub-Saharan subsidiaries.
- * As specified in 2.2.1.1. of chapter 2 of the Annual Report (section 4.3.1.1. of the 2012 CSR Detailed Report), the method for estimating the number of indirect jobs locally created is specific to each business, which does not guarantee the homogeneity of the consolidated data.
- * The Data mentioned in 2.2.3.2. of chapter 2 of the Annual Report (section 4.3.3.2. of the 2012 CSR Detailed Report) would benefit from being strengthened to more accurately and quantitatively measure the importance of subcontracting, and to present in greater detail the various actions undertaken by all Vivendi Group businesses to take account of Corporate Social Responsibility (CSR) in relations with suppliers and subcontractors.
- * For fiscal year 2012, the collection of data on the consumption of raw materials mentioned in 4.2.3.2. of chapter 2 of the Annual Report (section 4.5.3.2. of the 2012 CSR Detailed Report), i.e. packaging, paper for external use and plastics, has not enabled an accurate and exhaustive assessment.

CONCLUSION

Based on our work described in this report, nothing has come to our attention that causes us to believe that the Information is not fairly presented, in all material respects, in accordance with the Guidelines.

Paris-La Défense, March 8, 2013

One of the Statutory Auditors
ERNST & YOUNG and Others

Jean-Yves Jégourel
General Partner

Eric Mugnier
Partner, Sustainable Development department

6

CONCORDANCE TABLE

GLOBAL REPORTING INITIATIVE
ARTICLE 225 OF THE FRENCH GRENELLE II LAW
PRINCIPLES OF THE UN GLOBAL COMPACT
OECD GUIDELINES

6

CONCORDANCE TABLE

GLOBAL REPORTING INITIATIVE
ARTICLE 225 OF THE FRENCH GRENELLE II LAW
PRINCIPLES OF THE UN GLOBAL COMPACT
OECD GUIDELINES

This cross-reference table shows where to find the data published by the Vivendi Group in its 2012 Annual Report "2012 AR", in its "2012 CSR Detailed Report", and in any other document available on the website www.vivendi.com. It follows the GRI guidelines (version G3.1) and indicates the cross references with the requirements of Article 225 of the French *Grenelle II* Law, the principles of the United Nations Global Compact and the OECD Guidelines.

The GRI structure includes the media (MSS) and telecom (TSS) sector supplements. The "additional" performance indicators of GRI are indicated by the note "ADD". The references to Article 225 of the French *Grenelle II* Law are structured as follows: Section A = "Provisions of the Law and General Reporting Principles"; B = "Social Data"; C = "Environmental Data"; D = "Information on Company's Commitments to Support Sustainable Development".

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 <i>Grenelle II</i> Law	United Nations Global Compact	OECD Guidelines
STRATEGY AND PROFILE					
1. STRATEGY AND ANALYSIS					
1.1	Statement from the most senior decision-maker of the organization (managing director, CEO or managing executives for instance) about the relevance of sustainability to the organization and its strategy	2012 AR chapter 3 sections 4.7 & 4.8 Vivendi Website – Corporate Social Responsibility Section – Vision & Challenges			II. A. 1 III. 3. a IV. 4
1.2	Description of key impacts, risks, and opportunities	2012 AR chapter 1 section 4 ; chapter 2 sections 1.1, 1.2, 2.1, 3.1, 4.1 ; chapter 3 sections 3.7, 4.4, 4.7, 4.8			II. A. 10
	MSS Commentary on 1.2	2012 CSR Detailed Report sections 1 & 2 Vivendi Website – Corporate Social Responsibility Section – Vision & Challenges			III. 2. f
2. ORGANIZATIONAL PROFILE					
2.1	Name of the organization	2012 AR chapter 3 section 1.1			
2.2	Primary brands, products, and/or services	2012 AR chapter 1 section 2			III. 1
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	2012 AR chapter 1 section 1.1 ; chapter 4 section 3 Note 28			III. 1
2.4	Location of organization's headquarters	2012 AR chapter 3 section 1.4			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	2012 AR chapter 1 sections 1.2 & 2 ; chapter 4 section 3 Note 28 2012 CSR Detailed Report sections 3.8 & 4.1			III. 1
2.6	Nature of ownership and legal form	2012 AR chapter 3 sections 1.4 & 2.3			III. 1
	MSS Commentary on 2.6	2012 AR chapter 1 section 2 2012 CSR Detailed Report section 3.4			IV
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	2012 AR chapter 1 sections 1.2 & 2 ; chapter 4 section 3 Note 3.2			III. 1 III. 2
2.8	Scale of the reporting organization	2012 AR chapter 1 sections 1.2 & 2 ; chapter 2 section 3 ; chapter 3 section 2.3 ; chapter 4 section 3 Note 3			III. 1
	MSS Commentary on 2.8	2012 CSR Detailed Report sections 4.1 & 4.4			III. 2
2.9	Significant changes during the reporting period regarding size, structure, or ownership	2012 AR chapter 1 section 2.7 ; chapter 4 section III Note 2 & section IV.3			III. 1
2.10	Awards received in the reporting period	2012 AR chapter 2 sections 1.1.3, 4.1.1, 4.2.1 ; chapter 3 section 4.1.2 2012 CSR Detailed Report sections 1.1.3, 2.3.1, 3.10			III. 3. c
3. REPORT PARAMETERS					
REPORT PROFILE					
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	AR chapter 2 section 5 2012 CSR Detailed Report section 5.1			III. 4
3.2	Date of most recent previous report (if any)	2011 Activity and Sustainable Development Report: 04.04.2012 2011 Detailed Sustainable Development Report: 05.11.2012			III. 4
3.3	Reporting cycle (annual, biennial, etc.)	Annual			III. 4
3.4	Contact point for questions regarding the report or its contents	Vivendi Website – Corporate Social Responsibility Section – Contacts	A-2.3		III. 4

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines
REPORT SCOPE AND BOUNDARY					
3.5	Process for defining report content	2012 AR chapter 2 sections 1.1 & 1.2 2012 CSR Detailed Report sections 1 & 2	A-1.1		III. 4
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)		A-1.1 D-3.2		III. 4
3.7	State any specific limitations on the scope or boundary of the report				
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	2012 AR chapter 1 sections 1.1 & 1.2 ; chapter 2 sections 3.2 & 5.1 2012 CSR Detailed Report sections 4 & 5.1	A-1.1		III. 4
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	2012 AR chapter 2 section 5.1 2012 CSR Detailed Report section 5.1	A-1.1		III. 4
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/ acquisitions, change of base years/periods, nature of business, measurement methods)	2012 AR chapter 1 sections 1.1 & 1.2 ; chapter 2 section 5.1 2012 CSR Detailed Report sections 4 & 5.1	A-1.1		III. 4
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report				
GRI CONTENT INDEX					
3.12	Table identifying the location of the Standard Disclosures in the report	2012 CSR Detailed Report section 6	A-1.3 A-1.4		III. 4
ASSURANCE					
3.13	Policy and current practice with regard to seeking external assurance for the report	2012 AR chapter 2 section 5.2, chapter 3 section 5, chapter 4 section 3, section IV. 1 & 7 2012 CSR Detailed Report section 5	A-1.6		III.4
4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT					
GOVERNANCE					
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	2012 AR chapter 2 section 1.2.1 & chapter 3 sections 3.1, 3.6, 3.7, 3.8, 4.1, 4.2, 4.7.2 2012 CSR Detailed Report sections 1.2 & 4.4.6	B-4		III. 1 & 2. h
	MSS Commentary on 4.1	2012 AR chapter 1 section 2 ; chapter 2 section 1.2.1 & 2.2.5.3.1 ; chapter 3 section 3.5 & 4.3.3.1 2012 CSR Detailed Report sections 3.1.& 3.4 Compliance Program Data and Content Protection Charter	D-5		III.1 & 2.h IV
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	No – 2012 AR chapter 3 section 3.1			III.1 & 2.h
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	Not applicable – Vivendi is a public limited company with Management Board and Supervisory Board established under French law.			III.1 & 2.h
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	2012 AR chapter 2 section 3.1.1 & 3.1.2 ; chapter 3 sections 2.1.4, 2.3.1, 4.1.5			II.14 III.2 & 3
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	2012 CSR Detailed Report sections 2.2.1, 2.2.2 , 3.9, 4.2, 4.4.3			II.6 III.2.d
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	2012 AR chapter 2 section 1.2.1 & 1.2.2 ; chapter 3 sections 3.2 & 4.1.3 ; chapter 4 Section IV. 3 Note 20			II.6 III.2.h
	MSS Commentary on 4.6	2012 AR chapter 1 section 2 ; chapter 2 section 1.2.1 & 2.2.5.3.1 ; chapter 3 sections 3.5 & 4.3.3.1 2012 CSR Detailed Report sections 3.1. & 3.4 Compliance Program Data and Content Protection Charter	D-5		II.6 III.2.h IV

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	2012 AR chapter 3 sections 3.1.1 & 4.2			III.d
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	2012 AR chapter 1 section 2, chapter 2, chapter 3 sections 3.5, 4.3.1, 4.4.1 et 4.7 2012 CSR Detailed Report sections 3.1, 3.2, 3.4, 3.5, 3.9, 3.10 Compliance Program Data and Content Protection Charter Vivendi Website – Corporate Social Responsibility Section – Reference framework	D-3.1		II III.3 VI.6.d
	MSS Commentary on 4.8		D-5		II.B.1 III.3 IV
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	2012 AR chapter 2 section 1.2 ; chapter 3 sections 3.1.1.11, 3.1.1.14, 3.1.2.9, 3.2, 3.5, 3.7, 4.1.3, 4.3, 4.4 2012 CSR Detailed Report sections 1.2 & 3.1 Compliance Program			II.A.10
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	2012 AR chapter 3 sections 3.1.1.11, 3.1.1.12, 3.1.1.14, 3.1.2.9 2012 CSR Detailed Report chapter 4 section 4.2			II.A.6 & 7
COMMITMENTS TO EXTERNAL INITIATIVES					
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	2012 AR chapter 2 sections 2.2.4.2.2 & 4.2 2012 CSR Detailed Report section 3.10 Compliance Program		Principle 7	II.10 VI.3, 4 & 5
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	2012 AR chapter 2 2012 CSR Detailed Report sections 1.1.2, 1.1.3, 1.2.1, 1.2.3 ; sections 2.1.1, 2.1.3, 2.3.1 ; sections 3 & 4			III.3
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; • Views membership as strategic	2012 AR chapter 2 2012 CSR Detailed Report sections 1.1.3, 1.2.1, 1.2.3 ; sections 2.1.1, 2.1.3 ; sections 2.1.1, 2.1.3 ; section 3	D-2.1		II.A.14
STAKEHOLDER ENGAGEMENT					
4.14	List of stakeholder groups engaged by the organization MSS Commentary on 4.14	2012 AR chapter 2 section 1.1.2 & 2.1.3 2012 CSR Detailed Report sections 1.1.2, 2.1.3, 4.1 & 4.3.2	D-2.1 D-3.2		
4.15	Basis for identification and selection of stakeholders with whom to engage	2012 AR chapter 2 sections 1.1.3 & 2.2.2	D-2.1		
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	2012 AR chapter 1 section 1.4.2 ; chapter 2 sections 1.1.3, 1.2.1, 2.1.3, 2.2.1.2, 2.2.2, 2.2.3, 2.2.4.2, 3.1.2, 3.1.3 ; chapter 3 sections 2.1.4 & 2.3 2012 CSR Detailed Report sections 1.1.3 & 1.2.1 ; section 2.1.3 ; sections 3.2, 3.5, 3.7, 3.8, 3.9, 3.10 ; sections 4.1 & 4.3.2	D-2.1	Principle 1	II.A.14 III.2.g III.3.e
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	2012 AR chapter 2 sections 1.1.3 & 2.2.2 2012 CSR Detailed Report sections 3, 4.2, 4.3.2	A-2.3	Principle 1	II.A.14 III.2.g III.3.e
MANAGEMENT APPROACH and PERFORMANCE INDICATORS					
ECONOMY					
MANAGEMENT APPROACH					
Goals and Performance	2012 AR chapter 1 sections 1.3, 1.4.1 ; chapter 2 section 2.2.1 2012 CSR Detailed Report sections 3.6 & 3.8 ; 4.3.1 & 4.3.3				II. A. 1 II. A. 3
Policy					
Additional Contextual Information					

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines					
PERFORMANCE INDICATORS										
ECONOMIC PERFORMANCE										
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	2012 AR chapter 2 sections 2.2.1 & 3.2.1.4 ; chapter 4 sections 1 & 1.2 ; chapter 4 section 3. Notes 4, 6 & 20 2012 CSR Detailed Report sections 3.6. & 3.8 ; 4.1, 4.3.1 & 4.3.2	D-1.1 D-1.2 D-2.2		II. A. 3 & 4 IX. 5 XI					
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Not relevant – 2012 AR chapter 1 section 4 & chapter 2 section 4.2.1.4	C-1.4 C-4.2	Principle 7	VI					
EC3	Coverage of the organization's defined benefit plan obligations	2012 AR chapter 4 Section 3 Notes 4 & 20								
EC4	Significant financial assistance received from government	Not reported			II. A. 15					
	MSS Commentary on EC4									
M1	Significant funding and other support received from non-governmental sources	Not reported			II. A. 15					
MARKET PRESENCE										
ADD EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Not reported	B-6							
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	2012 AR chapter 2 section 2.2.1.1 2012 CSR Detailed Report sections 3.8 & 4.3.1	D-1.1 D-3.1		II. A. 3					
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	2012 AR chapter 2 section 2.2.1.1 2012 CSR Detailed Report sections 3.8 & 4.3.1	D-1.1	Principle 6	II. A. 3 & 4 V. 5					
INDIRECT ECONOMIC IMPACTS										
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	2012 AR chapter 2 section 2.2.1.2 & 2.2.2.2 2012 CSR Detailed Report sections 3.3, 3.4, 3.8 ; sections 4.3.2 & 4.3.5.3	D-1.1 D-2.2 D-5		IV					
ADD EC9	MSS Commentary on EC8									
ADD EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	2012 AR chapter 2 section 2.2.1.2, 2.2.2.2, 2.2.5.3.2 2012 CSR Detailed Report sections 3.4 & 3.8 ; sections 4.3.1, 4.3.2, 4.3.5.3	D-1.1 D-1.2 D-2.2 D-5	Principles 7, 8, 9	II. A. 3 IV V. 5					
	TSS Commentary on E9									
ENVIRONMENT										
MANAGERIAL APPROACH										
Goals and Performance	2012 AR chapter 1 section 4, chapter 2 sections 4.1 & 4.2.1 2012 CSR Detailed Report sections 3.10 & 4.5 Compliance Program	C-1	Principles 7, 8, 9	VI						
Policy										
Organizational Responsibility										
Training and Awareness										
Monitoring and Follow-up										
Additional Contextual Information										
MSS & TSS Commentaries										
PERFORMANCE INDICATORS										
MATERIALS										
EN1	Materials used by weight or volume	2012 AR chapter 1 section 2.9 ; chapter 2 section 4.2.3.2 2012 CSR Detailed Report sections 3.10 & 4.5	C-3.3		VI. 1. a					
	MSS & TSS Commentaries									
EN2	Percentage of materials used that are recycled input materials	Not reported	C-3.4	Principles 8, 9	VI. 6. d					

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines
ENERGY					
EN3	Direct energy consumption by primary energy source	2012 AR chapter 2 section 4.2.3.3 2012 CSR Detailed Report sections 3.10 & 4.5	C-3.5		VI. 1. a
EN4	Indirect energy consumption by primary source	2012 AR chapter 2 section 4.1.2, 4.2.3.2 & 4.2.3.3 2012 CSR Detailed Report sections 3.10 & 4.5	C-3.5	Principle 8	VI. 1. a
ADD EN5	Energy saved due to conservation and efficiency improvements	2012 AR chapter 2012 section 4.1.2 2012 CSR Detailed Report section 3.10	C-3.6	Principles 8, 9	VI. 6. d
ADD EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	2012 CSR Detailed Report section 3.10	C-3.6	Principles 8, 9	VI. 6. b
	MSS Commentary on EN6				
ADD EN7	Initiatives to reduce indirect energy consumption and reductions achieved	2012 AR chapter 2012 section 4.1.2 & 4.2.3.2 2012 CSR Detailed Report section 3.10	C-3.6	Principles 8, 9	VI. 6. d
WATER					
EN8	Total water withdrawal by source	2012 AR chapter 2 section 4.2.3.1 2012 CSR Detailed Report sections 3.10 & 4.5	C-3.1		VI. 1. a
ADD EN9	Water sources significantly affected by withdrawal of water	2012 AR chapter 2 section 4.2.3.1 2012 CSR Detailed Report section 3.10	C-3.1		VI. 6. d
ADD EN10	Percentage and total volume of water recycled and reused	Not reported	C-3.1 C-3.4	Principles 8, 9	VI. 6. d
BIODIVERSITY					
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not relevant – 2012 AR chapter 2 section 4.2.5	C-5.1		VI. 1. a
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas				
	TSS Commentary on EN12				
ADD EN13	Habitats protected or restored			Principle 8	VI. 6. d
ADD EN14	Strategies, current actions, and future plans for managing impacts on biodiversity			Principles 7, 8, 9	VI. 6. d
ADD EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk				VI. 1. a
EMISSIONS, EFFLUENTS, AND WASTE					
EN16	Total direct and indirect greenhouse gas emissions by weight	2012 AR chapter 2 section 4.2.3.3 & 4.2.4.1 2012 CSR Detailed Report section 4.5	C-4.1		VI. 1. a
EN17	Other relevant indirect greenhouse gas emissions by weight				
	TSS Commentary on EN16-EN17				
ADD EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Not relevant – 2012 AR chapter 2 section 4.1.2 & 4.2.4.2 2012 CSR Detailed Report section 3.10	C-4.2	Principles 7, 8, 9	VI. 6. d
	MSS Commentary on EN18				
EN19	Emissions of ozone-depleting substances by weight	Not relevant – 2012 AR chapter 2 section 4.2.2.1 & 4.2.3.3 2012 CSR Detailed Report section 4.5	C-4.1		VI. 1. a
EN20	NOx, SOx, and other significant air emissions by type and weight	Not relevant – 2012 AR chapter 2 section 4.2.2.1 & 4.2.3.3	C-4.1		VI. 1. a
EN21	Total water discharge by quality and destination	Not relevant – 2012 AR chapter 2 section 4.2.2.1	C-3.1		VI. 1. a
EN22	Total weight of waste by type and disposal method	2012 AR chapter 2 section 4.2.2.2 & 4.2.3.2 2012 CSR Detailed Report section 4.5	C-2.2	Principle 8	VI. 1. a
	Commentaries MSS on EN22				
EN23	Total number and volume of significant spills	Not relevant – 2012 AR chapter 2 section 4.2.2.1	C-2.1		VI. 1. a

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines					
ADD EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	2012 AR chapter 2 section 4.2.2.2 2012 CSR Detailed Report section 4.5	C-2.1	Principle 8	VI. 1. a					
ADD EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	Not relevant – 2012 AR chapter 2 section 4.2.5.1	C-5.1	Principle 8	VI. 1. a VI. 6. d					
PRODUCTS AND SERVICES										
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	2012 AR chapter 2 section 4.2.3.2 2012 CSR Detailed Report sections 3.10 & 4.5	C-3.4 C-3.6	Principles 7, 8, 9	VI. 6. b					
	MSS Commentary on EN26									
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	2012 CSR Detailed Report section 3.4	C-2.2	Principles 7, 8, 9	VI. 6. b & d					
COMPLIANCE										
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Not reported	C-1.4							
TRANSPORT										
ADD EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	2012 AR chapter 2 section 4.2.4.1 2012 CSR Detailed Report section 4.5	C-3.5 C-4.1		VI. 1. a					
OVERALL										
ADD EN30	Total environmental protection expenditures and investments by type	2012 AR chapter 2 sections 4.1.1 & 4.1.3 2012 CSR Detailed Report sections 3.10 & 4.5	C-1.3	Principles 7, 8, 9	VI. 1. a & c					
LABOR PRACTICES AND DECENT WORK										
MANAGERIAL APPROACH										
Goals and Performance Policy Organizational Responsibility Training and Awareness Monitoring and Follow-up Additional Contextual Information MSS Commentary	2012 AR chapter 2 section 3.1, 3.2.5.1 & 3.2.6.1 ; Chapter 3 section 3.1.1.14 & 4.2 2012 CSR Detailed Report sections 3.6, 3.9 & 4.4 Compliance Program			B Principles 3, 4, 5, 6 V	II. A. 4 V					
PERFORMANCE INDICATORS										
EMPLOYMENT										
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	2012 AR chapter 2 sections 3.2.1.1, 3.2.1.2, 3.2.6.1 2012 CSR Detailed Report sections 4.3.1 & 4.4.1	B-1.1 to B-1.4		II. A. 3 V					
	MSS Commentary on LA1	2012 CSR Detailed Report section 4.4.2								
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	2012 AR chapter 2 section 3.2.1.3 2012 CSR Detailed Report section 4.4.1	B-1.5 B-1.6	Principle 6	V					
ADD LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	Not reported	B-1.7 B-1.8							
LA15	Return to work and retention rates after parental leave, by gender	2012 AR chapter 2 section 3.2.6 2012 CSR Detailed Report section 3.9	B-6.1	Principle 6	V. 1. e					
LABOR/MANAGEMENT RELATIONS										
LA4	Percentage of employees covered by collective bargaining agreements	2012 AR chapter 2 section 3.2.3 2012 CSR Detailed Report chapter 4 section 4.4.3	B-3.2 B-7.1	Principle 3	V					
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	Not reported	B-3.2 B-7.1	Principle 3	V. 6					

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines
OCCUPATIONAL HEALTH AND SAFETY					
ADD LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	2012 AR chapter 2 section 3.2.4.1 2012 CSR Detailed Report sections 3.9 & 4.4.4	B-4.1		V. 4. c
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	2012 AR chapter 2 section 3.2.4.3 2012 CSR Detailed Report section 4.4.4	B-2.2 B-4.3 B-4.4		V
	MSS Commentary on LA7	Not relevant			
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	2012 AR chapter 2 section 3.2.4.1 2012 CSR Detailed Report sections 4.4.4 & 4.4.5	B-4.1 B-5.1		II. A. 4 V. 4. c VI. 7
	MSS Commentary on LA8				
ADD LA9	Health and safety topics covered in formal agreements with trade unions	2012 AR chapter 2 section 3.2.4.2 2012 CSR Detailed Report section 4.4.4	B-4.2		V. 4. c
TRAINING AND EDUCATION					
LA10	Average hours of training per year per employee by gender, and by employee category	2012 AR chapter 2 section 3.2.5.2. 2012 CSR Detailed Report sections 3.9, 4.3.1 & 4.4.5	B-5.2	Principle 6	II. A. 4
	Commentaries MSS on LA10				
ADD LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	2012 AR chapter 2 section 3.1.3 2012 CSR Detailed Report sections 3.9 & 4.4.5	B-5.1		II. A. 4
ADD LA12	Percentage of employees receiving regular performance and career development reviews, by gender	2012 AR chapter 2 section 3.1.3 2012 CSR Detailed Report section 3.9	B-3.1		V. 3
DIVERSITY AND EQUAL OPPORTUNITY					
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, are group, minority group membership, and other indicators of diversity	2012 AR chapter 2 sections 3.2.1.2 & 3.2.6 ; chapter 3 section 4.2 2012 CSR Detailed Report sections 3.9 & 4.4.6	B-6.1 B-6.3 B-6.4 B-7.2	Principle 6	V. 1. e
EQUAL REMUNERATION FOR WOMEN AND MEN					
LA14	Ratio of basic salary of men to women by employee category, by significant locations of operation	Not reported	B-6.1 B-7.2	Principle 6	V. 1. e
HUMAN RIGHTS					
MANAGERIAL APPROACH					
Goals and Performance	2012 AR chapter 2 sections 1.2.3, 2.2.1.2, 2.2.3, 2.2.5, 3.2.7 ; chapter 3 section 4.4 2012 CSR Detailed Report sections 1.2.3, 3.2, 3.3, 3.4, 3.5, 3.7, 3.9, 4.3.1, 4.3.3, 4.3.5, 4.4.7 Compliance Program	D-3 D-5	Principles 1, 2	II. A. 2, 12, 13 II. B IV	
Policy					
Organizational Responsibility					
Training and Awareness					
Monitoring and Follow-up					
Additional Contextual information					
MSS & TSS Commentaries					

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines
PERFORMANCE INDICATORS					
INVESTMENT AND PROCUREMENT PRACTICES					
HR1	Percentage and total number of significant investment agreements and contracts that include human rights clauses or that have undergone human rights screening	2012 AR chapter 2 section 2.2.3 2012 CSR Detailed Report sections 3.1 & 3.6	D-5	Principles 1, 2	IV
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening and actions taken	2012 AR chapter 2 section 2.2.3 2012 CSR Detailed Report sections 3.5, 3.7 & 4.3.3	D-3.1 D-3.2	Principle 2	II. A. 12 & 13 IV. 3
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	2012 CSR Detailed Report section 3.7	D-3.1 D.5	Principles 1, 2	II. A. 8 IV
	MSS Commentary on HR3	2012 AR chapter 2 sections 1.1.3, 1.2.1, 2.2.4.2.1, 2.2.5.1 2012 CSR Detailed Report sections 1.1.3, 3.1 & 3.5	D.5	Principles 1, 2	II. A. 8 II. B. 1 IV
NON-DISCRIMINATION					
HR4	Total number of incidents of discrimination and corrective actions taken	2012 AR chapter 1 section 3 ; chapter 2 section 3.2.7.2 ; chapter 4 section III. Note 27 & section IV. 3. Note 24 2012 CSR Detailed Report sections 3.1, 3.9 & 4.4.7	B-7.2	Principle 6	II. 9 V. 1. e
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	2012 AR chapter 2 sections 2.2.3 & 3.2.7.1 2012 CSR Detailed Report sections 3.7, 3.9 & 4.4.7	B-7.1 D-3.2	Principle 3	V. 1. a V. 8
CHILD LABOR					
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition	2012 AR chapter 2 sections 2.2.3 & 3.2.7.3 2012 CSR Detailed Report sections 3.7, 3.9 & 4.4.7	B-7.4 D-3.2	Principles 1, 5	IV V. 1. c
FORCED AND COMPULSORY LABOR					
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	2012 AR chapter 2 sections 2.2.3 & 3.2.7.3 2012 CSR Detailed Report sections 3.7, 3.9 & 4.4.7	B-7.3 D-3.2	Principles 1, 4	IV V. 1. d
SECURITY PRACTICES					
ADD HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	Not reported		Principles 1, 2	II. A. 8
INDIGENOUS RIGHTS					
ADD HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	2012 AR chapter 1 section 3 ; chapter 4 section III. Note 27 & section IV. Note 24	D-1.2	Principles 1, 2	IV
ASSESSMENT					
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessment	2012 AR chapter 2 sections 1.2.1, 2.2.3, 2.2.5 ; chapter 3 section 4.4 2012 CSR Detailed Report sections 3.7, 4.3.3 & 4.3.5	D-5	Principles 1, 2	IV
	MSS Commentary on HR10				
REMEDIATION					
HR11	Number of grievances related to human rights field, addressed and resolved through formal grievance mechanisms	2012 AR chapter 1 section 3 ; chapter 4 section III. Note 27 section IV. 3. Note 24	D-5	Principles 1, 2	IV. 6
	MSS Commentary on HR11	2012 AR chapter 2 sections 2.2.2.1, 2.2.4.2 & 2.2.5 2012 CSR Detailed Report sections 3.1, 3.2, 3.3, 3.4, 3.5 Compliance Program Data and Content Protection Charter			

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines					
SOCIETY										
MANAGERIAL APPROACH										
Goals and Performance	2012 AR chapter 2 sections 2.2.1.2 & 2.2.4 ; chapter 3 sections 3.5, 4.3.3.1, 4.4 2012 CSR Detailed Report sections 3.1, 4.3.1 & 4.3.4 Compliance Program	D-1.2 D-4	Principles 1, 7, 8, 9, 10	II. A. 3 & 14 VII X						
Policy										
Organizational Responsibility										
Training and Awareness										
Monitoring and Follow-up										
Additional Contextual information										
MSS Commentaries										
PERFORMANCE INDICATORS										
LOCAL COMMUNITY										
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	2012 AR chapter 2 sections 1.1.3, 1.2, 2.1, 2.2.1.2, 2.2.4.2.2, 2.2.5.2, 2.2.5.3 2012 CSR Detailed Report sections 1.1.3, 1.2, 3.3, 3.4, 3.8, 3.10 ; 4.3.1, 4.3.2, 4.3.4, 4.3.5	D-1.2	Principle 1	II. A. 3 & 14 IX. 5					
S09	Operations with significant potential or actual negative impact on local communities		D-4.2	Principles 7, 8, 9	VI. 2 VIII. 7					
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities									
CORRUPTION										
S02	Percentage and total number of business units analyzed for risks related to corruption	2012 AR chapter 2 section 2.2.4.1 ; chapter 3 sections 3.5, 4.3.3.1, 4.4 2012 CSR Detailed Report section 3.1 Compliance Program	D-4.1	Principle 10	VII. 5					
S03	Percentage employees trained in organization's anti-corruption policies and procedures	Detailed Sustainable Development Report 2012 section 3.1	D-4.1	Principle 10	II. A. 8, VII					
S04	Actions taken in response to incidents of corruption	Confidential	D-4.1	Principle 10	VII					
PUBLIC POLICY										
S05	Public policy positions and participation in public policy development and lobbying MSS Commentary on S05	2012 AR chapter 2 sections 1.1.3, 1.2.1 2012 CSR Detailed Report section 3.1 Compliance Program	D-4.1	Principles 1 to 10	II. A. 15 VII					
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	Compliance	D-4.1	Principle 10	II. A. 15 VII					
ANTI-COMPETITIVE BEHAVIOR										
ADD S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes TSS Commentary on S07	2012 AR chapter 1 section 3 ; chapter 4 section III. Note 27 & section IV. 3. Note 24 2012 CSR Detailed Report section 3.1	D-4.1	Principle 10	X					
COMPLIANCE										
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	2012 AR chapter 1 section 3 ; chapter 4 section III. Note 27 & section IV. 3. Note 24	D-4.1	Principle 10	X					

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines					
PRODUCT RESPONSIBILITY										
MANAGERIAL APPROACH										
Goals and Performance	2012 AR chapter 1 section 1.3.2 ; chapter 2 sections 1, 2.1, 2.2.2, 2.2.4.2, 2.2.5 2012 CSR Detailed Report sections 1 ; 2.1 ; 3.1, 3.2, 3.3, 3.4, 3.5, 3.10 ; 4.3.4 & 4.3.5 Data and Content Protection Charter	D-2.1 D-4.2 D-5	Principles 1, 2, 7, 8	IV VIII						
Policy										
Organizational Responsibility										
Training and Awareness										
Monitoring and Follow-up										
Additional Contextual information										
Commentaries MSS										
PERFORMANCE INDICATORS										
CONTENT CREATION										
M2	Methodology for assessing and monitoring adherence to content creation values	2012 AR chapter 2 sections 1, 2.1, 2.2.2.1, 2.2.5 2012 CSR Detailed Report sections 1 ; 2.1 ; 3.1, 3.2, 3.3, 3.4, 3.6 & 4.3.5 Data and Content Protection Charter	D-5	Principles 1, 2	II. A. 2 IV					
M3	Actions taken to improve adherence to content creation values, and results obtained									
CONTENT DISSEMINATION										
M4	Actions taken to improve performance in relation to content dissemination issues (accessibility and protection of vulnerable audiences and informed decision making) and results obtained	2012 AR chapter 2 sections 1, 2.1, 2.2.2.1, 2.2.5 2012 CSR Detailed Report sections 1 ; 2.1 ; 3.2, 3.3, 3.4 & 4.3.5	D-5	Principles 1, 2	II. A. 2 IV VIII. 2 & 8					
M5	Number and nature of responses (feedback/complaints) related to content dissemination, including protection of vulnerable audiences and informed decision making and accessibility, and processes for addressing these responses	Confidential								
AUDIENCE INTERACTION										
M6	Methods to interact with audiences and results	2012 AR chapter 2 sections 1.1.3, 2.1.3, 2.2.2.1 2012 CSR Detailed Report sections 1.1.3 ; 2.1.3 ; 3.2, 3.5, 4.3.2 & 4.3.5.1 Website "Culture(s) with Vivendi"	D-2.1	Principles 1, 2	II. A. 14 IV VIII					
CUSTOMER HEALTH AND SAFETY										
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	2012 AR chapter 1 section 4 ; chapter 2 sections 1.2.1 & 2.2.4.2 2012 CSR Detailed Report sections 3.2 & 3.10	D-4.2	Principles 1, 7, 8, 9	IV VI VIII					
ADD PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes									
PRODUCTS AND SERVICES LABELING										
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	AR chapter 2 sections 2.2.4 & 2.2.5.1 2012 CSR Detailed Report sections 3.2 & 3.10	D-4.2	Principle 8	VIII. 2 VI. 6. c					
MSS Commentary on PR3										
ADD PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Confidential	D-4.2	Principle 8						
ADD PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	2012 AR chapter 2 sections 2.2.2.1, 2.2.5.1, 2.2.5.2.2 2012 CSR Detailed Report sections 3.3 & 4.3.2								

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines
MARKETING COMMUNICATION					
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	2012 CSR Detailed Report chapter 3 section 3.2	D-4.2		VI. 6. c VIII. 2 & 4
	MSS Commentary on PR6				
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	Confidential	D-4.2		VIII
	MSS Commentary on PR7				
MEDIA LITERACY					
M7	Actions taken to empower audiences through media literacy skills development and results obtained	2012 AR chapter 2 sections 1.1, 2.1.3, 2.2.5.1 2012 CSR Detailed Report sections 1.1, 2.1.3 & 3.2	D-5	Principles 1, 2	II. A. 2 IV VIII. 5
CUSTOMER PRIVACY					
ADD PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	2012 AR chapter 2 sections 1.1.2 & 2.2.4.2.1	D-4.2	Principles 1, 2	VIII. 6
	TSS Commentary on PR8	2012 CSR Detailed Report sections 3.1, 3.5 & 4.3.4			
COMPLIANCE					
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	2012 AR chapter 1 section 3; chapter 4 section III. Note 27 & section IV. 3. Note 24	D-4.2		

TELECOM SECTOR SUPPLEMENT (TSS) SPECIFIC INDICATORS

INTERNAL OPERATIONS					
INVESTMENT					
IO1	Capital investment in telecommunication network infrastructure broken down by country/region	2012 AR chapter 2 section 2.2.1.2. chapter 4 section 3 2012 CSR Detailed Report sections 3.4 & 4.1	D-1.2	Principles 1, 2	IV IX. 1
IO2	Net costs for service providers under the Universal Service Obligation when extending service to geographic locations and low-income groups, which are not profitable. Describe relevant legislative and regulatory mechanisms	2012 AR chapter 1 section 2 ; chapter 2 sections 2.2.1.2 & 2.2.5.3.2 2012 CSR Detailed Report section 3.4	D-1.2	Principles 1, 2	IV IX. 1
HEALTH AND SAFETY					
IO3	Practices to ensure health and safety of field personnel involved in the installation, operation and maintenance of masts, base stations, laying cables and other outside plant. Related health and safety issues include working at heights, electric shock, exposure to EMF and radio frequency fields, and exposure to hazardous chemicals	2012 AR chapter 2 section 3.2.4.1 2012 CSR Detailed Report sections 3.9 & 3.10	B-4.1		V. 4. c
IO4	Compliance with ICNIRP (International Commission on Non-Ionising Radiation Protection) standards on exposure to radiofrequency (RF) emission from handsets	2012 AR chapter 2 section 2.2.4.2.2 2012 CSR Detailed Report section 3.10	D-4.2	Principles 7, 8	VI. 1 VIII. 1
IO5	Compliance with ICNIRP (International Commission on Non-Ionising Radiation Protection) standards on exposure to radiofrequency (RF) emission from base stations	2012 CSR Detailed Report section 3.10	D-4.2	Principles 7, 8	VI. 1 VIII. 1
IO6	Policies and practices with respect to Specific Absorption Rate (SAR) of handsets	2012 AR chapter 2 section 2.2.4.2.2 2012 CSR Detailed Report section 3.10	D-4.2	Principles 7, 8	VI. 1 VIII. 1
INFRASTRUCTURE					
IO7	Policies and practices on the siting of masts and transmission sites including stakeholder consultation, site sharing, and initiatives to reduce visual impacts	2012 AR chapter 2 section 4.2.4.2.2 2012 CSR Detailed Report sections 3.10 & 4.3.4	C-2.3 D-4.2	Principles 7, 8	II. A. 14 VI. 2 VIII. 7
IO8	Number and percentage of stand-alone sites, shared sites, and sites on existing structures	Not reported			

Global Reporting Initiative Guidelines (GRI G3.1), including the Media Sector Supplement (MSS) and the Telecommunications Sector Supplement (TSS)		Where are the information available?	Art. 225 Grenelle II Law	United Nations Global Compact	OECD Guidelines
PROVIDING ACCESS					
ACCESS TO TELECOMMUNICATION PRODUCTS AND SERVICES/ BRIDGING THE DIGITAL DIVIDE					
PA1	Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas	2012 AR chapter 2 section 2.2.1.2 2012 CSR Detailed Report sections 3.4, 3.8 & 4.3.1	D-1.2 D-5	Principles 1, 2	IV IX. 1
PA2	Policies and practices to overcome barriers for access and use of telecommunication products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age	2012 AR chapter 2 section 2.2.5.3.2 2012 CSR Detailed Report sections 3.4 & 4.3.5.3	D-5	Principles 1, 2	IV VIII. 8
PA3	Policies and practices to ensure availability and reliability of telecommunications products and services and quantify, where possible, for specified time periods and locations of down time	2012 AR chapter 1 section 2 2012 CSR Detailed Report section 3.4	D-5	Principles 1, 2	IV
PA4	Quantify the level of availability of telecommunications products and services in areas where the organization operates. Examples include: customer numbers/market share, addressable market, percentage of population covered, percentage of land covered	2012 AR chapter 1 section 2 2012 CSR Detailed Report sections 3.4, 3.8, 4.1 & 4.3.1	D-1.2 D-5	Principles 1, 2	IV
PA5	Number and types of telecommunication products and services provided to and used by low and no income sectors of the population	2012 AR chapter 2 sections 2.2.2.2 & 2.2.5.3.2 2012 CSR Detailed Report sections 3.4 & 4.3.5.3	D-5	Principles 1, 2	IV VIII. 8
PA6	Programmes to provide and maintain telecommunication products and services in emergency situations and for disaster relief	Not reported	D-5	Principles 1, 2	IV VIII. 8
ACCESS TO CONTENT					
PA7	Policies and practices to manage human rights issues relating to access and use of telecommunications products and services	2012 AR chapter 2 sections 1.1.3, 2.1.3, 2.1.3, 2.2.2.1, 2.2.4.2 & 2.2.5 2012 CSR Detailed Report sections 1.1.3, 2.1.3, 3.1, 3.2, 3.4, 4.3.2, 4.3.5.1 & 4.3.5.3	D-5	Principles 1, 2	II. A. 14 II. B. 1 IV
CUSTOMER RELATIONS					
PA8	Policies and practices to publicly communicate on EMF related issues	2012 AR chapter 2 section 2.2.4.2.2 2012 CSR Detailed Report sections 3.10 & 4.3.4	D-4.2		VI. 2. a VI. 6. c VIII. 2
PA9	Total amount invested in programmes and activities in electromagnetic field research. Include description of programmes currently contributed to and funded by the reporting organisation	2012 AR chapter 2 section 2.2.4.2.2 2012 CSR Detailed Report sections 3.10 & 4.3.4	D-4.2	Principle 9	VI. 1. a VI. 4
PA10	Initiatives to ensure clarity of charges and tariffs	2012 CSR Detailed Report section 3.1			VIII. 2
PA11	Initiatives to inform customers about product features and applications that will promote responsible, efficient, cost effective, and environmentally preferable use	2012 AR chapter 2 sections 1.1, 1.2, 2.1.1, 2.1.3, 2.2.4.2, 2.2.5.1 2012 CSR Detailed Report sections 3.4 & 3.10			VIII. 5
TECHNOLOGY APPLICATIONS					
TA1	Examples of the resource efficiency of telecommunication products and services delivered	2012 AR chapter 1 section 2 2012 CSR Detailed Report section 3.10	C-3.6	Principle 9	VI. 6. b
TA2	Examples of telecommunication products, services and applications that have the potential to replace physical objects (e.g. a telephone book by a database on the web or travel by videoconferencing)				
TA3	Measures of transport and/or resource changes of customer use of the telecommunication products and services listed above				
TA4	Estimates of the rebound effect (indirect consequences) of customer use of the products and services listed above, and lessons learned for future development. This may include social consequences as well as environmental	Not reported			
TA5	Description of practices relating to intellectual property rights and open source technologies	2012 AR chapter 1 sections 2 & 4 2012 CSR Detailed Report sections 3.1 & 3.6			IX. 2