



# COMMUNICATION ON PROGRESS | 2013

United Nations Global Compact  
June, 12<sup>th</sup> 2014

vivendi

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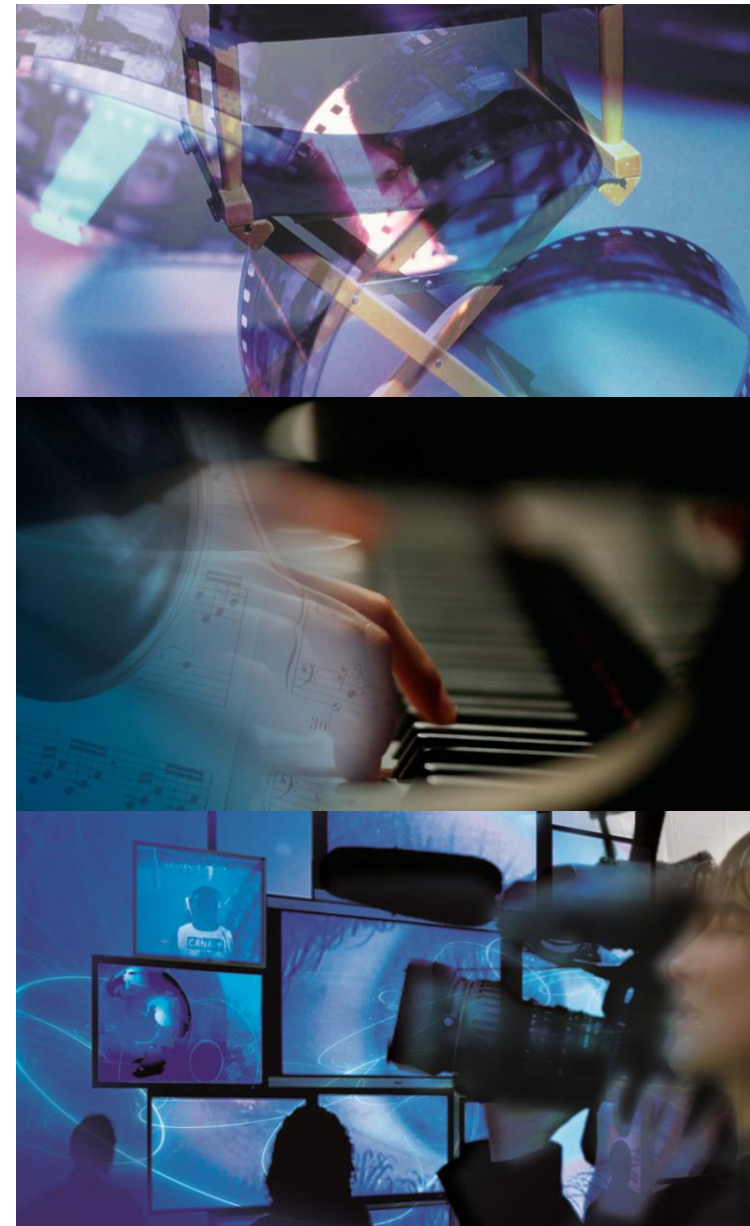


## Appendix



Vivendi is a **key player of the media sector and cultural industries**. Our group differentiates itself through its approach and contribution to sustainable development : to meet the needs of present and future generations to communicate, to feed their curiosity, to foster talent development, and to encourage intercultural dialog. As a publisher, producer and distributor of content, the Group has a **human, intellectual and cultural influence**.

Vivendi, a signatory of the United Nations Global Compact, reports in its **"2013 Communication on Progress"** the implementation of the ten principles of the Pact within the Group's sphere of influence. We ensure in particular to put in the spotlight the responsibility specific to the media sector and cultural industries, as well as the human rights that relate to these.





Vivendi has focused its corporate social responsibility policy on three strategic CSR\* 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 ;
- **promoting knowledge sharing** by enabling as many customers as possible to access content offerings and communication services.

**These three strategic issues relate to human rights** and refer to international founding texts such as the 1989 United Nations Convention on the Rights of the Child, UNESCO's 2001 Universal Declaration on Cultural Diversity, and, of course, the 1948 Universal Declaration of Human Rights. The latter indeed reminds, in its article 27, that everyone has the right freely to participate in the cultural life of the community and to enjoy the arts.

Other declarations such as the European Union Charter of Fundamental Rights or the United Nations Millenium Development Goals could also be mentioned.

The elaboration of an innovative non-financial reporting relevant to our sphere of influence, the inclusion of CSR\* criteria related to human rights in the variable compensation of senior executives, the commitment towards integrated reporting, the willingness to report our responsibility to all our stakeholders, are all illustrations of the implementation of the Global Compact Principles.

Paris, June 12, 2014

Jean-François Dubos,  
Chairman of the Management Board

\* CSR: Corporate social responsibility

A **strategic review** of all the Group's assets has been initiated in June 2012 by the Supervisory Board. This one resulted in the sale of two major assets (Activision Blizzard and Maroc Telecom\*) in 2013 and 2014 and in the announcement of carving out SFR from the Groupe. The Supervisory Board set the foundation for a structural transformation project aiming at developing the future Vivendi into a **dynamic player in the growing digital media market**.

### Leading content and media companies

Vivendi is among the few multimedia groups to be a leader in the entire value chain of content producers. Vivendi's future Media entity will be based on a combination of three highly competitive companies, which are capable of creating, producing and distributing exclusive musical and audiovisual content:



- **Canal+ Group** is the leading French audiovisual group, and also operates in certain emerging markets and countries (Africa, Poland and Vietnam);



- Active in 77 countries, **Universal Music Group** is currently the world leader in recorded music and is one of the leading global music publishing groups;



- in Brazil, a prime growth country, **GVT** is a telecom player as well as a media player. Just two years after its launch, GVT's pay-TV offer has attracted 600,000 subscribers.



FOCUS

#### Scope Information

This 2013 Communication on Progress takes into account Vivendi's refocus on media, and presents the actions carried out by the headquarters, Canal+ Group, Universal Music Group and GVT. However, the mentioned indicators are extracted from Chapter 2 of the Annual Report which also consolidates, for the 2013 period, the societal, social and environmental information of SFR and Maroc Telecom. Moreover, these two entities are themselves signatory of the Global Compact.

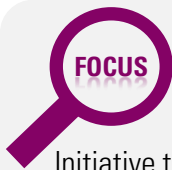
\* Maroc Telecom sale was concluded on May, 14<sup>th</sup> 2014.

## Innovative CSR positioning

Vivendi differentiates itself through its approach and contribution to sustainable development. As a publisher and distributor of content, the Group has a human, intellectual and cultural influence on society.

As early as 2003, Vivendi has focused its societal responsibility on **three strategic issues** directly linked to the Group's activities, which are **related to human rights and refer to international declarations**.

Vivendi sheds the light on the first principles of the Global Compact relating to human rights, which comply with the **Guiding Principles on Business and Human Rights** set out in 2011 by John Ruggie.



### Active Contribution to Media Sector Supplement



In 2009, Vivendi were invited by the Global Reporting Initiative to become a founding member of an international working group responsible for devising quantitative and qualitative sector indicators for the media industry. In May 2012, this work resulted in the publication of a "sector supplement" following GRI's reporting guidelines. This is a significant advance in the reporting process for the media sector.



## Our Strategic Issues stem from Human Rights

- **Protecting and empowering young people** is provided for under the 1989 United Nations Convention on the Rights of the Child (Art. 27) and the "Children's rights and Business Principles" established by the United Nations Global Compact, UNICEF and the NGO Save the Children (March 2012);
- **Promoting cultural diversity** refers to the 1948 Universal Declaration of Human Rights (Art. 27), to UNESCO's 2001 Universal Declaration on Cultural Diversity (Art. 5) and UNESCO's 2005 Convention on the Protection and Promotion of Diversity of Cultural Expressions (Art. 2);
- And **Knowledge-sharing** contributes fully to the exercise of human rights, as stated in the European Union's Charter of Fundamental Rights (2000) in Article 11, relating to freedom of expression and information, and by the United Nations in their Millennium Development Goals (2000-2015).



## United Nations Global Compact integrated into Group's CSR strategy

Vivendi signed in March 2008 the United Nations Global Compact, five years after defining, in 2003, its three strategic issues linked to its activity as a producer and distributor of content / to its production and content distribution activity. The group has thus identified human rights relating to its core business and those that are inherent to its status of a listed company with a global reach. This **innovative approach to sustainable development issues** makes Vivendi one of the CSR **pioneers in the media sector and cultural industries**.

The Global Compact's ten principles meet these requirements, and that is why they are the basis of the group's CSR **reporting**.

### FOCUS

## CSR Criteria integrated into Senior Executives' Variable Compensation

Since 2010 and on the Supervisory Board request, CSR Criteria are integrated into Senior Executives' Variable Compensation. For them, this means measuring their contribution to performance objectives linked to the three CSR strategic issues. The criteria defined for each business unit be related to their particular know-how and their positioning. Vivendi was one of the first CAC 40 companies to implement such approach.

In 2013, all objectives were reached or even exceeded in all the Group's companies.

(For further information, please consult Annual Report 2013, p.51)

### FOCUS

## Cross-Reference Table

GRI - French *Grenelle II* Law – United Nations Global Compact - OECD

Vivendi's non-financial reporting is a management tool used by the Group to improve its risk management and to capitalize on opportunities. Vivendi establishes a cross-reference table between the

information published in the period 2013 and main non-financial reporting references selected by the Group:

- GRI Guidelines (G3.1 and G4, media sector supplement - MSS)
- Article 225 of the French *Grenelle II* law;
- Principles of the United Nations Global Compact;
- OECD Guidelines for Multinational Enterprises.

(Table available online on [www.vivendi.com](http://www.vivendi.com))







## Integrated reporting pilot project « Intangible cultural capital »

Driven by the desire **to better assess the contribution made by CSR to the results** obtained by the Group in the performance of its various missions, Vivendi has introduced an integrated reporting approach. Since 2003, the promotion of cultural diversity in content production and distribution has been recognized as one of the strategic issues of the Group; it forms part of the Group's economic performance and helps reinforce social cohesion.

In 2013, Vivendi's General Management approved a pilot project aimed at **measuring the contribution made by investment** in diversity of musical, cinematographic and audiovisual content to the creation of societal and financial value. As a first step, this project is limited in scope to Universal Music France, Canal+ in France, and StudioCanal, and confined specifically to corporate or intangible capital. Under the authority of Vivendi's General Management, this initiative has involved the departments in charge of finance and strategy of these three subsidiaries along with representatives of investors and analysts (Amundi, Groupama AM and Oddo Securities).

This exercise has clearly demonstrated that **producing richly diverse cultural content satisfies the public interest** (societal value) **and gives the Group a competitive edge** (financial value) over its competitors.

**INTEGRATED REPORTING PILOT PROJECT**

**Intangible cultural capital: the impact of the Group's investment in diversity of content on value creation**

As Vivendi plans to focus on its media and content activities, and considering the growing demand from the Group's different stakeholders to better understand its overall performance, the General Management has launched an integrated reporting pilot project to determine how promoting cultural diversity, one of the strategic issues of Vivendi's CSR policy, creates societal and financial value while preserving risks and opening up opportunities to new markets.

**The Challenge**  
Vivendi wants to harness cultural and intellectual influences on the basis of initiatives and diverse worldwide due to the activities of the Universal Music Group, the world leader in music, the Canal+ Group, the leading French media company and owner of StudioCanal, along with Canal+, France, and StudioCanal. Led by Vivendi's Corporate Social Responsibility (CSR) Department, this initiative brought together the manager in charge of finance and strategy of these three entities of the Group and selected representing investors (Amundi, Groupama AM, and Oddo Securities). Initiatives establishing the link between requirements in diversity of content and returns were chosen (societal value below). The maturity of these indicators was then submitted to analysis for value.

**The Approach**  
Vivendi decided to take a pragmatic approach to this pilot project and to implement it initially on a limited basis (Universal Music France, Canal+ in France, and StudioCanal). Led by Vivendi's Corporate Social Responsibility (CSR) Department, this initiative brought together the manager in charge of finance and strategy of these three entities of the Group and selected representing investors (Amundi, Groupama AM, and Oddo Securities). Initiatives establishing the link between requirements in diversity of content and returns were chosen (societal value below). The maturity of these indicators was then submitted to analysis for value.

The chief financial officers of Vivendi's businesses have welcomed and given their full support to this approach and the results whose views were sought believe it to be innovative, suitable and fully integrated into the strategy of a key player in the media sector. The aim is to enhance the value of the pilot project by 2015 through monitoring indicators and refining the scope of the project to include other CSR issues, after consultation with the Group's main stakeholders.

**Contribution to value creation of investment in diversity of content (2013 figures)**

CSR Issues	Societal Value
<ul style="list-style-type: none"><li>To promote cultural diversity in the content offering</li><li>To invest in new talent and give new artists</li><li>To promote cultural heritage by exploring an exceptional catalog of content</li></ul>	<ul style="list-style-type: none"><li>To promote an authentic participation in cultural life, a source of personal fulfillment</li><li>To enable investors to gain knowledge and empowerment</li><li>To enhance mutual understanding and social ties</li></ul>
Financial Value	
<ul style="list-style-type: none"><li>Growth in revenues</li><li>Improved profitability</li><li>Greater exposure of the brands</li><li>Valued content</li></ul>	

**UNIVERSAL MUSIC FRANCE (including Publishing)**

- No net debt reported on revolving line (ratio as a percentage of total investment: 20%)
- Percentage of revenues earned by new artists: 10%
- Percentage of digital revenues and physical revenues earned by emerging talents reported for more than one year
- Weight of physical catalog: 22.5%
- Weight of digital catalog: 40.7%
- Number of new artists signed: 40
- Number of releases earned by established genre-based (international classical and jazz) and contemporary
- International revenues: 18%
- Content and IP revenues: 8%
- Completion revenue: 13%

**CANAL+ GROUP**

**CANAL+ ORIGINAL**

- Financial results of Canal+ subscribers:
  - Canal+ is a top original network different from the others: 77% up
  - Canal+ is ranked by the discover and discover network: 70% up
  - The first film by the network is a "first generation": 30% up
- Future results of Canal+ subscribers:
  - Canal+ opens the up to Vivendi and benefits from 14% up
  - Canal+ opens the up to Vivendi and benefits from 14% up

**STUDIOCANAL**

- Financial results of StudioCanal's works on a distribution and as a percentage: €22 million out of €31 million, or 71%

**ANALYSIS**

The figure for Canal+ and StudioCanal show the direct value added by the Group's investment in diversity of content. This value is calculated on the basis of the financial results of the Group's subsidiaries and is not intended to be compared to the Group's overall performance and is not an alternative measure of its performance.

●●●●●● For further information, please consult the presentation of the pilot project, available on p. 50 of Group Annual Report 2013, on p. 6 of Non-financial Indicators Handbook 2013 or also on Vivendi's corporate website ([www.vivendi.com](http://www.vivendi.com)).

## Group's key figures / Revenues breakdown (as of 12.31.2013)

### Revenues by business segment

December 31 - in millions of euros



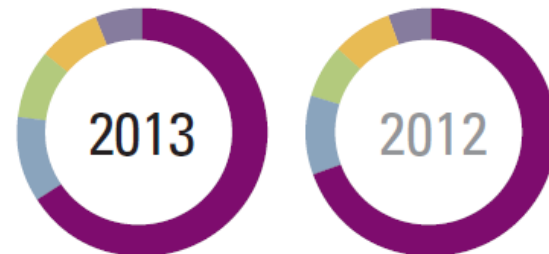
	2013	2012
Canal+ Group (a)	5,311	5,013
Universal Music Group (b)	4,886	4,544
GVT	1,709	1,716
Other	72	66
Elimination of intersegment transactions	(17)	(26)
<b>Media &amp; Content</b>	<b>11,961</b>	<b>11,313</b>
SFR	10,199	11,288
Elimination of intersegment transactions related to SFR	(25)	(24)
<b>TOTAL</b>	<b>22,135</b>	<b>22,577</b>

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

(b) Includes EMI Recorded Music, consolidated since September 28, 2012.

### Revenues by geographic area

December 31 - in millions of euros



	2013	2012
France	14,662	15,664
Rest of Europe	2,465	2,204
USA	1,883	1,594
Brazil	1,776	1,776
Rest of the world	1,349	1,339
<b>TOTAL</b>	<b>22,135</b>	<b>22,577</b>

## Group's key figures / Investments in Contents, impact and audience (as of 12.31.2013)

In 2013, Vivendi invested **€2.4 billion in music**, film and audiovisual programs. Moreover, it dedicated €2.6 billion to net industrial investments, including €2.4 billion for telecommunications activities. In terms of audience, the group recorded around **48.5 million** subscriptions.

Gross investments in content (€ millions)		
GRI	UNGC	OECD
DMA EC - Economic Performance aspect, EC1	1, 2	IV
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>2,435</b>	<b>2,336*</b>
C+G	1,783	
UMG	625	
Others	27	

*\* 2012 data restated.*

Gross investments in content represent the films, television and sports rights paid by Canal+ Group, advances paid by UMG to artists, as well as the €27 million of investments in content realized by Watchever\* (line "Others").

Number of subscriptions in Group's business units (thousands)		
GRI	UNGC	OECD
2.5, 2.7, DMA EC Market presence aspect, TSS PA4	-	-
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>48,480</b>	<b>46,353*</b>
C+G	14,671	
GVT	7,198	
SFR	26,611	

*\* 2012 data restated.*

This indicator does not apply to UMG. As of December 31, 2013, are measured in this indicator: regarding Canal+ Group, pay-TV subscribers around the world (France, Overseas, Africa, Vietnam and Poland); concerning GVT, the number of individual customers' lines and SME in service; as for SFR, the mobile and internet subscriber bases.

**NB:** The indicators are extracted from Vivendi's Annual Report 2013 and/or the Non-Financial Indicators Handbook 2013, available on the group's institutional website < [www.vivendi.com/home](http://www.vivendi.com/home) >

\*Watchever: in January 2013, teams from Vivendi Mobile Entertainment (VME, a wholly-owned subsidiary of Vivendi) focused on the development of a new offering in Germany. For a subscription, Watchever provides a wide selection of TV series and series and German, European and international movies, via tablets, smartphones, PCs, game consoles and connected TVs.

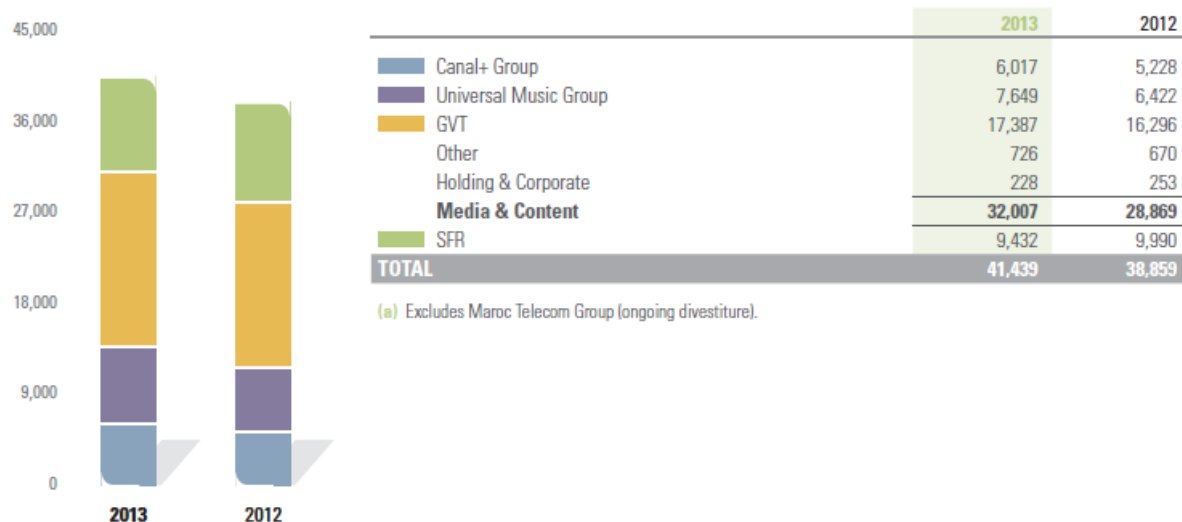
# The Group and the CSR policy at a glance

## Group's key figures / Headcount (as of 12.31.2013)

As of December 31, 2013, the Group has more than **41,000 employees** in the world.

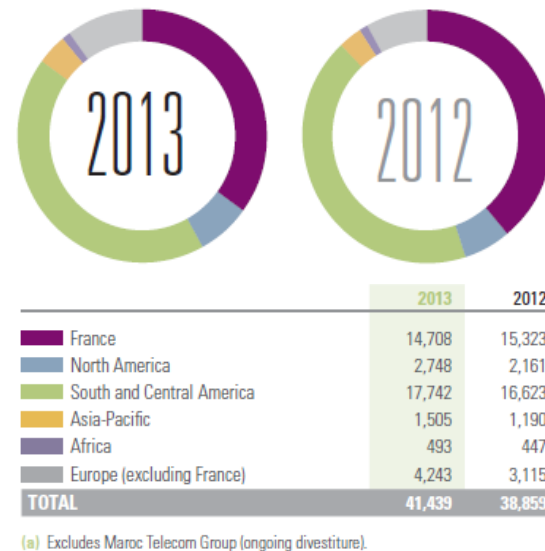
### Headcount by business segment (a)

December 31



### Headcount by geographic area (a)

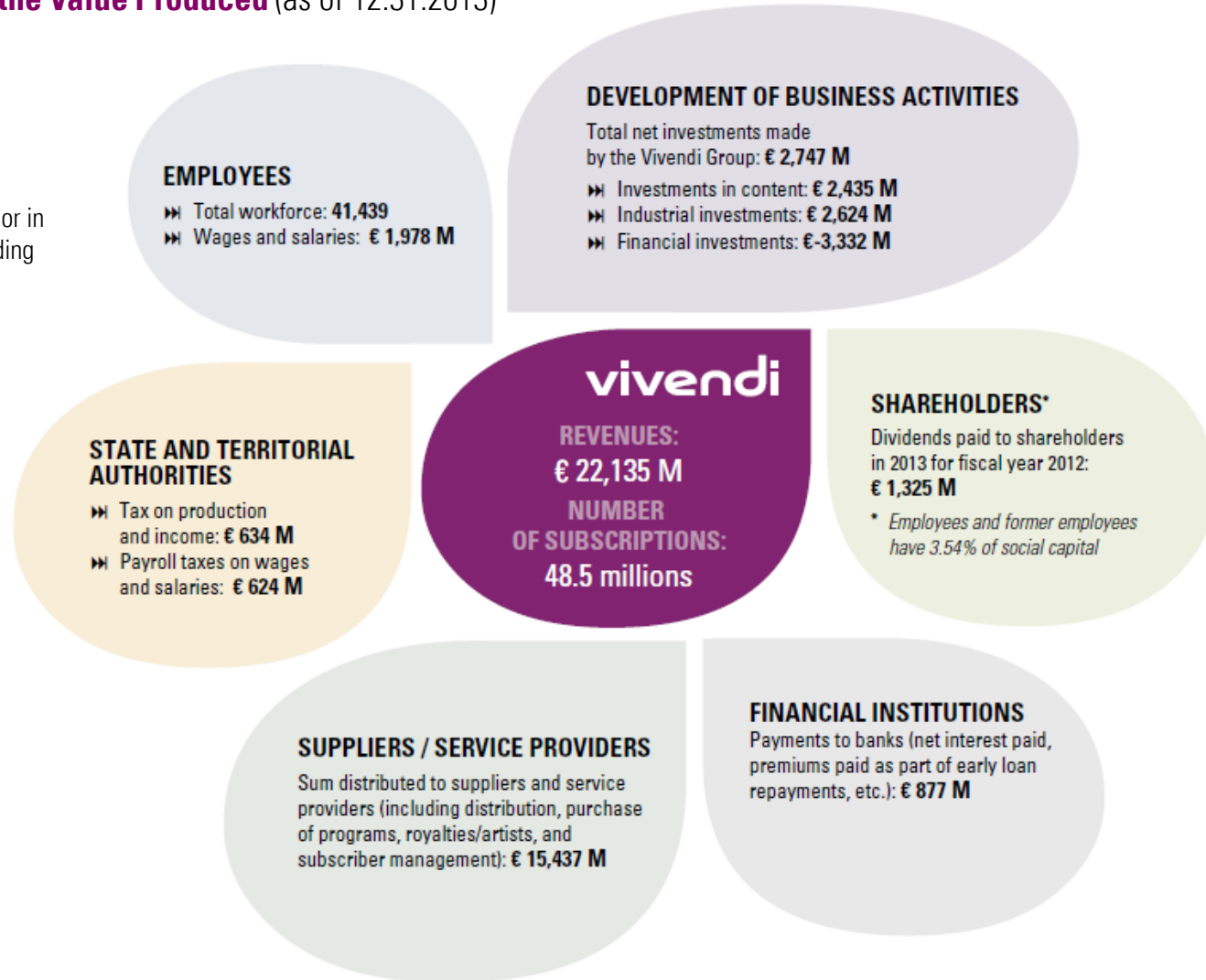
December 31



**NB** : The divestiture of Maroc Telecom Group was achieved in May 14th 2014.

## Group's key figures / Distributing the Value Produced (as of 12.31.2013)

This chart shows schematically the distribution of the value produced by Vivendi among major stakeholders. (Data as of 12.31.2013 excluding activities sold or in the process of sale as of 12.31.2013, i.e., excluding Activision Blizzard and Maroc Telecom Group)



Principle  
1

Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence ;

Principle  
2

...and make sure that they are not complicit in human rights abuses.

- Vivendi contributes, within its sphere of influence, to promote human rights and ensure its employee's awareness on the topic.
  - Vivendi must reconcile the development of content and service offerings enabled by new technologies with the protection of young audiences against harmful behaviors.
  - Vivendi shares the vision of UNESCO, whose 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions states that cultural diversity is *"a mainspring for the sustainable development for communities, peoples, and nations."*
  - Vivendi commits itself to support and participate in the sharing of knowledge and access to new technologies (8<sup>th</sup> Millennium Development Goal defined by United Nations).
  - Vivendi is committed to support and to implement the fundamental principles of human rights and promotes them to its suppliers and providers.
- Vivendi pursues an **active dialogue with its stakeholders** and regularly brings together employees and representatives of civil society to discuss the key topics of sustainable development and the promotion of human rights.
  - In 2003, Vivendi defined the **protection of young people** as one of its CSR strategic issues. The group evaluates the impact of its product and service offerings on young audiences in terms of opportunities or risks, and apprehends generational approaches of media and cultural practices.
  - In 2003, Vivendi defined the **promotion of cultural diversity** as one of its CSR strategic issues. The group and contributes to promoting the variety and diversity of its content.
  - In 2003, Vivendi defined the **sharing of knowledge** as one of its strategic CSR issues. The group contributes to producing pluralistic quality content for a large and diverse audience. It aims at facilitating access to this content and to digital tools.
  - **Compliance Program** formalizes the group's commitments, concerning human rights, on the form of rules of conduct. Adherence to these rules of conduct is a condition for belonging to Vivendi. An annual progress report, based on these rules of conduct, is prepared by Vivendi's General Counsel's office and presented to the Audit Committee.



## Human Rights, Reporting and Statutory Auditors' report

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

In 2013, Vivendi's reporting Protocol was updated: it meets the requirements of Article 225 of the French Grenelle II law and incorporates the guidelines of the Media Sector Supplement of the Global Reporting Initiative (**GRI**), to which Vivendi has been an active contributor. Its **materiality view of societal indicators** has been deepened.

The non-financial data collected pursuant to this reporting Protocol is presented in Chapter 2 of this Annual Report and such disclosure has been audited by Ernst & Young. In the cultural and creative industries sector, Vivendi has for several years **pioneered the reporting and verification of indicators directly linked to its activities. activités.**



## Main Focus of our three CSR strategic issues

### Protecting and empowering young people

- Protecting young people: Promote rules of professional ethics, Carry out awareness campaigns, Offer the appropriate control tools to parents
- Empowering young audience: Foster media literacy, Familiarize them with career opportunities in the creative and cultural industries
- Give Youth a Voice and associate them to the Group's reflexions: risks and opportunities of digital life, creativity, Intercultural dialogue, citizenship

### Promoting cultural diversity

- 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

### Knowledge Sharing

- 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 incomes, Contribute to the autonomy of disabled or elderly persons



## Protecting and Empowering Young People



### Safer Internet Day

On February 5, 2013, on the occasion of the Safer Internet Day (the **European day for more responsible and safer Internet** for the young), Vivendi invited about thirty speakers (politicians, professionals, scientists, experts, young college students) to exchange views on questions of online reputation and discriminating minds. The debate was broadcast on Vivendi's [webradio](#). This operation has been renewed for the 2014 edition of the Safer Internet Day (some podcasts in english are available on the webradio's website: [vivoice.vivendi.com](#)).



### The *CEO Coalition to make the Internet a better place for kids*

At the beginning of 2013, Vivendi provided a [report on the best practices](#) implemented by its subsidiaries in the framework of 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, joined by the group.



**CEO Coalition  
to make the Internet  
a better place for kids**

Five key actions were defined to better adapt the Internet to the needs of children and improve its level of safety:

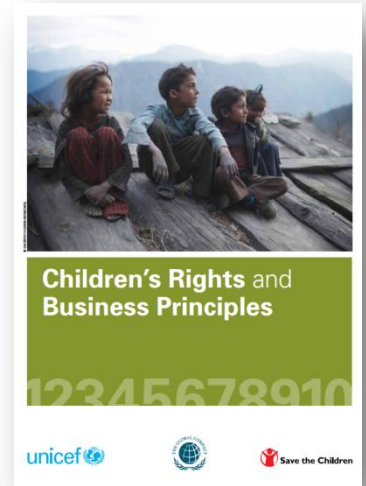
- Developing simple and robust reporting tools for users;
- Setting age-appropriate privacy parameters;
- Extending the use of content classification;
- Increasing the availability and use of parental controls; and
- More effectively eliminating child pornography material.





## Vivendi, 3<sup>rd</sup> of « Children’s Rights and Business Principles » ranking

Vigeo examined the extent to which various listed companies abide by the principles governing companies in the field of Children’s Rights, upheld by UNICEF, the United Nations Global Compact and the NGO “Save the Children”. Vivendi was **ranked third** in Vigeo’s survey on how these principles are embraced by CAC 40 companies and was invited to speak at the debate organized by Vigeo on October 9 last on the topic “Companies & Children’s Rights: an issue central to CSR”.



## Media & News Literacy

Vivendi gave its support to the conference entitled “Public Policies on Media and Information Literacy in Europe. Training and Capacity Building in the Digital Age”, which took place at the Sorbonne Nouvelle University on December 13 and 14. This conference brought together the viewpoints of a number of experts representing an extensive network of European universities (the *European Cooperation in Science and Technology* (COST), intergovernmental organization gathering 36 Members State as well as UNESCO-UNITWIN chairs (*University Twinning and Networking Programme*) promoting international cooperation and networking of Universities), on the initiative of Divina Frau-Meigs, media sociologist and expert working with UNESCO and the Council of Europe. Vivendi contributed to this event by speaking at the round table on “The needs and uses of media and information literacy in and outside schools” and covered them on its Vivoice webradio.





## France's National Youth Day

Empowering young people in their digital and media practices also requires knowledge of jobs in the artistic and cultural industries. Vivendi partnered for the second consecutive year with the France's National Youth Day, which took place on November 29, 2013. Organized under the patronage of the French Ministry of Education, this day is an annual meeting between young student and professionals, allowing college students aged from 14 to 20 to discover the labor world and consider their future. Vivendi invited three classes for a [morning of discovery of cultural and creative industries' jobs](#), presented by Universal Music and Canal+ colleagues.



## [Culture\(s\) with Vivendi](#): an open window on creatives jobs

In order to provide concrete illustrations of the major role played by culture in fostering economic growth and enhancing social cohesion, in 2012, Vivendi launched the website "[Culture\(s\) with Vivendi](#)": an open window on cultural industries and the creative world.

Among others items, it enables young Internet users to discover, in the section devoted to "[Creative Jobs](#)," the value chain and the highly diverse range of professions found in the cultural industries. This section presents exclusive interviews with professionals from music and movie sectors.



### Creative Jobs

This section offers a look at careers in cultural and creative industries, with explanations by industry professionals themselves.

CATEGORIES			
ALL	CINEMA	MUSIC	TV / VIDEO-GAMES
<b>Caroline Champetier</b> Director of photography	<b>Kristof Serrand</b> Animation director, Dreamworks	<b>Laurent Bizot</b> Music producer, No Format!	<b>Sarah Forest</b> Business Affairs director, Universal Music France
<b>Yann Olivier</b> Label director, Universal Music Classics & Jazz France	<b>Isabelle Davy</b> Sound Engineer	<b>Béatrice Valbin-Constant</b> Film restorer	<b>Stéphane Cazes</b> Screenwriter and director



### Raising youth' awareness on their personal data protection

The Vivendi Group is particularly focused on raising the awareness of users, particularly young audiences, regarding issues of personal data protection and management of their private lives online.

The CSR department brought together the Group's subsidiaries to discuss the topic "**Young Internet users and the digital lifestyle: the issue of personal data**" together with representatives of the EU Council, French Defender of Rights, and the CNIL. The objective was to raise awareness of regulatory changes related to the protection of privacy and changes in uses with regard to the placing of online personal information by young people. The CSR department also focused on gaining a better understanding of the treatment methods used for personal data of children and teenagers on the websites of the Group's subsidiaries offering media content to that audience, in order to anticipate the measures that will be implemented within the framework of future European regulations.



### CAMPUS BAC on Canal+

Canal+ Group strives to offer quality content suitable for young audiences on its channels. Thus, the first educational recommendation engine on television, [CAMPUS](#), available on CANALSAT on demand (channel 14), was launched in September 2013. This service puts the quality and richness of the content of the Canal+ channels at the disposal of education, providing easy access to all programs in connection with courses of study, from sixth grade to twelfth grade, by level and by topic.

From April 12 to July 12, 2013, CAMPUS **focused on the baccalaureate** and offered an exceptional series of programs totally devoted to the French Baccalaureate. This dedicated channel called [CAMPUS BAC](#) (French channel 19) is offered by CANALSAT and the *Planète* channel, in partnership with the magazine *Etudiant*.

**CAMPUS, LA TV QUI DONNE  
ENVIE D'APPRENDRE !**

LE 1ER MOTEUR DE RECOMMANDATION  
EDUCATIF A LA TV POUR TOUS LES ELEVES  
DE LA 6EME A LA TERMINALE



### **UMG, Utalks!**

In the United Kingdom, the **educational program** “Utalks” provides anyone interested in the world of music with an opportunity to speak directly with UMG and to raise about any topic desired. 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”)



### ***Internet Responsavel 5.0***

On December 2013, GVT launched the 5.0 version of “***GVT Inspires – Responsible Internet Use***” with on line and off line content focused on youth, children, parents and teachers. This material is used to motivate a healthy discussion about cautions needed on the web between parents and children. It can also be used by teachers in school activities. GVT supports this initiative since 2008.



### **Edutainment content made by GVT**

In 2013, seven new fun comic strips were released on topics such as Facebook, flashmobs, mobile apps, foursquare... Also, some comics gained interactiveness allowing the user to pick up the end of the story in the app versions to IOS and Android. 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 teachers and students to the responsible use of the Internet.

## Promoting Cultural Diversity

### A new section on Culture(s) with Vivendi

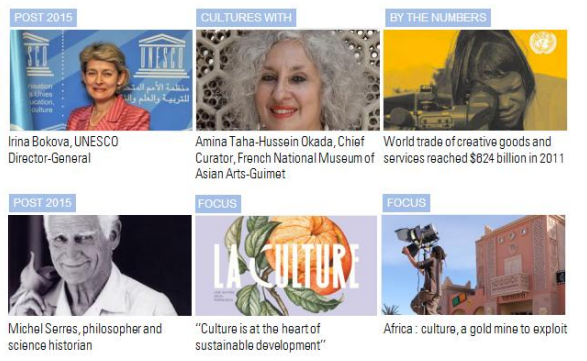
Launched in 2012, the website “Culture(s) with Vivendi” is aimed at providing a concrete illustration of the role played by the cultural industries and the media sector in stimulating economic growth, reinforcing social cohesion and promoting innovation.

Its **new section “De Facto”**, launched in 2013, promotes culture as a pillar of sustainable development, using facts and figures, testimonials and studies. This is a special forum for anyone wishing to demonstrate the **link between culture, human development, openness towards others, access to knowledge and the fight against poverty**. As a resource center, this section is especially concerned with gathering arguments in favor of integrating culture into the new global strategy for sustainable development and into the **Next Millennium Goals, to be adopted for 2015-2030**.

### « RDV Culture » on Vivoice, Vivendi’s webradio

In 2013, culture was regularly featured in the programs of Vivoice, Vivendi’s webradio, in its “RDV Culture” and special programs. Debates and topics such as “who funds creation in the digital age?”, “cultural diversity in the digital age”, “cultural diversity and sustainable development: the same challenge?”, “investors, CSR and culture” have been taken up on air, and distinguished guests have spoken on Vivoice.

## **Integrated Reporting Pilot Project** (see p.8)





### Study « [Women in music and cinema in Europe](#) »

On the occasion of International Women's Day on March 8, 2013, Vivendi and [Laboratoire de l'Égalité](#) signed a partnership to conduct a study and formulate proposals for promoting women in film and music in Europe. This partnership brings the network of researchers and members of the Laboratory together with the Group's professional network: executives and employees of the Universal Music Group, Canal+ Group, artists and other stakeholders in the value chain of the cultural and creative industries. This study was published in November 2013 and was presented at the high-level discussion forum on the theme: "Fighting stereotypes to build a culture of equality between women and men", held at the Education Show. This study was also featured in a program on Vivoice, Vivendi's webradio.



### World Day for Cultural Diversity for Dialog and Development

On May 21, 2013, on the occasion of this special Day declared by the UN, Vivendi received in Paris young Malian professionals enrolled in the sound engineer's training course launched by Vivendi in 2006. Hitherto run in Bamako in the Salif Keita studio, the 9<sup>th</sup> session was run in recording studios and concert halls of Paris for three weeks. Vivendi supports this training program, which aims to make Moffou a cultural hub in Mali. In order to give pride of place to this program, for the second year running Vivendi partnered with the [Do ONE Thing](#) campaign, promoted by United Nations Alliance of Civilizations (UNAOC) in partnership with UNESCO.





## Support for cinematographic creation in France

In 2012\*, Canal+ was the leading contributor to French cinema. It actively supports film production by financing **54.1%** of French films approved by the French National Center for Cinema and the Animated Image (CNC), to a total amount of **€176 million**.



## Discovery of new talent and supporting young filmmakers

In 2012\*, the Canal+ channel pre-purchased **27 debut French films**. Moreover, in addition to the talent identification program, *Repérages*, the channel develops specific programs to identify new talent, including:

- the “*Ecrire pour*” collection;
- the “*Nouvelle trilogie*”;
- the “*Laboratoire d’Images*”;
- the magazine “*L’Œil de links*”.



## Studiocanal: a major actor of cinematographic heritage

Studiocanal, a wholly-owned subsidiary of Canal+ Group, which comprises the French entity as well as its British and German subsidiaries, has established itself as a leading European player in the co-production, acquisition and distribution of films. In 2013, Studiocanal produced **17 feature-length films** from filmmakers of **7 different nationalities**. Nearly **2,600 cinematographic works** were disseminated by Studiocanal in at least one of these three countries (France, UK, Germany), and approximately 1,000 titles outside those three areas.



Percentage of CNC-approved French-initiative films financed by Canal+ and associated amounts

GRI	UNGC	OECD
MSS M3	1, 2	II, IV

	2012	2011
Canal+	54.1% (€176 million)	57% (€182 million)

NB: 2013 data not available on the date this report was prepared.

Number of debut films financed by Canal+

GRI	UNGC	OECD
MSS M3	1, 2	II, IV

	2012	2011
Canal+	27	30

NB: 2013 data not available on the date this report was prepared.

**NB:** The information and the indicators indicated by the sign have been published in Vivendi’s Annual Report 2013, and as such have been subjected to a verification from one of Vivendi’s statutory auditors.

\*For reasons of consistency with the data published and verified by the statutory auditors, the indicators of this Communication on Progress are not restated. Indeed, during the preparation of the Group’s publications (March 2014), the CNC official data for the year 2013 were not available.





### Canal+ supports african cinematographic production

For several years, Canal+ Africa has supported numerous African cinematographic productions. Since 2005, **42 films** have been coproduced or pre-financed and **12 African films** are broadcast each year on the Canal+ channel. In 2013, **7 cinematographic projects** were cofinanced.



### Canal+ partner of African movies festivals

For the past several years, Canal+ Africa has supported **three major festivals**:

- The [Pan-African Festival of Cinema in Ouagadougou \(FESPACO\)](#) which was last held from February 23 to March 2, 2013. Canal+ Africa, which partnered this 23<sup>rd</sup> edition, awarded seven prizes in three categories: Films made by African film schools, Digital video fiction and TV series;
- The [Festival Écrans Noirs](#) (Canal+ Africa awarded 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 member states of the West African Economic and Monetary Union).



### Canal+ supports female African film-makers


Canal+ Africa and Canal France International ([CFI](#)), two key players and committed partners of African cinema, joined forces on the occasion of “Africa by women” (“*L’Afrique au féminin*”). This short documentary competition, on the theme “Being successful in Africa today”, is aimed at female African film-makers. This excellent initiative of Canal+ Africa reasserts its commitment to supporting projects involving African cinema, women and training, while revealing new talents. The best documentaries produced (8 to 12 minutes long) formed a collection to broadcasted on Canal+ in Africa on March 8, 2014, on the occasion of the International Women’s Day.





## Musical diversity at the heart of UMG's business activity

Universal Music Group, which covers approximately fifty labels, offers a vast catalog with a wide variety of musical genres. It bases its growth policy on developing international artists, but also on developing local talent, whether young talent or best-selling acts, in order to maintain a leadership position in its different national markets. In 2013, local artists across 60 countries account for more than **61%** of Universal Music Group's physical and digital sales (within a scope of 59 countries).

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

GRI	UNGC	OECD
MSS M3	1, 2	II, IV
	<b>2013</b>	<b>2012</b>
<b>UMG</b>	<b>61%</b>	<b>60%</b>



## Prestigious labels and artists

UMG artists achieve distinction every year with their undisputed worldwide success, recording the strongest album sales due to best-selling acts.

In 2013, UMG set a new record holding nine titles of the top ten digital sales in the August 2013 Billboard ranking in the United States, based on Nielsen SoundScan sales figures. These nine titles are the end result of a balanced combination of new and best-selling artists, covering **a wide range of genres**, particularly country music, pop, R&B, rock and electronic music (EDM), representing the diversity of this major company's labels.

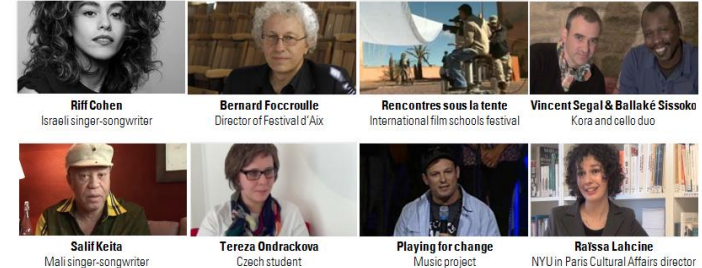
In September 2013, UMG once again received a number of awards at the **Gramophone Awards** ceremony (the equivalent of the Academy Awards for classical music). The Decca and Deutsche Grammophon labels won four prestigious awards. Decca was recognized as Label of the Year.

## Knowledge Sharing

culture<sup>(s)</sup>  
with **vivendi**

### Intercultural Dialogue

This section provides bridges between continents, invites to learn more about other cultures and fosters a spirit of openness via a number of testimonials and reports.



### Intercultural Dialogue at the heart of **Culture(s) with Vivendi**

The “**Intercultural Dialogue**” section illustrates how culture promotes mutual understanding, through numerous testimonials of artists, students and experts.

### 5<sup>th</sup> **UN Alliance of Civilizations Forum (UNAOC)**

Vivendi had the honor of being invited by the United Nations to participate in the 5<sup>th</sup> **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 towards one common objective: **to include cultural diversity and intercultural dialogue** in the global agenda for sustainable development



### Meeting with **MENA Fellowship Program**

In 2013, Vivendi, a partner of the **UN Alliance of Civilizations**, welcomed beneficiaries of the **MENA Fellowship Program** for the third consecutive year. The Fellowship Program aims to enable young leaders of the Arab world and the Muslim world to better know and understand the reality of 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.

SOME EXAMPLES



## Canal+ engaged documentary policy

In 2013, 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 *Les Insoumises*, produced by Elzévir & Cie, telling the story of women who are shifting the boundaries of the patriarchal system in five countries, Thailand, Mali, Turkey, India and France. In addition, in October 2012, 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 "[Kindia 2015](#)" editorial project, launched by the Canal+ documentary department, in contrast to on-the-spot current events news reports and broadcasts, follows the process of development in the city of Kindia in Guinea Conakry over the long term. This has led to the filming of four documentaries to be aired in prime-time slots between 2012 and 2015. The [second episode](#), broadcast on October 30, 2013, presented the advances of the project.



At the same time, Canal+ Group has established an endowment fund for the associations being filmed. At the Cannes Corporate Media & TV Awards, *Kindia 2015* by Anthony Orliange and François Bergeron received the Silver Dolphin award in the environment and ecology category, and *Global gâchis* by Olivier Lemaire received the Gold Dolphin award in the education category.



## Content Accessibility

Canal+ Group channels are engaged in accessibility to content. They already offer their subscribers the following two features: 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. Since June 2012, Polish children with hearing difficulties have been able to watch animated series in sign language on the MiniMini+ and teleTOON+ channels





### **Strategic Partnership and catalog digitalization**

Universal Music Group develops digital music services in the territories where it operates, which facilitates access to its offerings. UMG's digitalization of its exceptional catalog of music works is a privileged means for accessing thousands of recordings no longer available on physical media.

- UMG has developed a new pan-African mobile music streaming service called **Kleek** in partnership with Samsung and Sony Music. Kleek is an unprecedented digital platform for artists and music consumers to distribute and access music across the continent. Via Kleek, UMG is opening routes to new fans for artists across the region, creating employment and promoting collaboration across Africa in a growing network of countries and companies.
- UMG has launched uDiscover, a new multi-faceted music curation and discovery platform, that gives music lovers new ways to explore and be immersed in Universal Music's catalogue of legendary artists, albums and songs.



### **GVT contributes to accessibility of communication technology**

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 2013, GVT provided kits completely free of charge to the CDI – Committee for the Democratization of the Internet. These kits 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. GVT also provided with broadband internet some institutions that work on digital inclusion.

Principle  
3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining ;

Principle  
4

The elimination of all forms of forced and compulsory labour;

Principle  
5

The effective abolition of child labour; and

Principle  
6

The elimination of discrimination in respect of employment and occupation.

- Vivendi works to establish a constructive dialogue between management and the competent bodies representing employees that respect their prerogatives.
  - Vivendi supports and implements the fundamental principles of labour rights and promotes them among its suppliers and providers.
  - Vivendi affirms and asserts its attachment to diversity in recruitment and its fight against discrimination, which it holds to be guarantees of richness and performance.
- Vivendi leads a process of dialogue and consultation with the social unions in order to encourage collaboration and communication within the Group.
  - The essential principles which form Vivendi's employment policy are to ensure the safety of its employees wherever they may be, to respect their employment rights, to give each of them recruitment, employment and promotion prospects based on their abilities and sense of responsibility, and to maintain employment conditions that respect their individual dignity and private life. This is the 1<sup>st</sup> rule of conduct of the Group's **Compliance Program**.
  - In its **Compliance Program**, the Group states that « Behavior which offends the dignity of individuals, and in particular psychological and sexual harassment and discrimination based on unlawful selection criteria such as sex, age, lifestyle, race, ethnicity, nationality, disability, religious or political opinions or beliefs, or union membership, is contrary to the values of tolerance and respect for the individual and is incompatible with the employment policy that the Group intends to apply. »



## Employees' Rights within the **Compliance Program**

“Ethical business practice is one of Vivendi's fundamental values. Acting with probity, complying with the law, **respecting the dignity and individual rights of employees**, protecting confidentiality, placing business ethics above the search for economic performance, protecting the Group's property and resources: these are all principles which must guide the professional conduct of employees to ensure the Group's business is conducted ethically and legally. (...)

The essential principles which form Vivendi's employment policy — in the context of a constructive dialogue between management and the competent bodies representing employees which respect their prerogatives — are to ensure the **safety** of its employees wherever they may be, **to respect their employment rights**, to give each of them recruitment, employment and promotion prospects based on their abilities and sense of responsibility, and to maintain employment conditions which respect their individual dignity and private life.”



### Respect and promotion of ILO Fundamental Conventions

Vivendi agrees to comply with the fundamental principles of the ILO. 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, combating child labor, and eliminating discrimination in the area of employment and profession. Two of these four principles (freedom of association and combating discrimination) are of particular relevance to Vivendi (see Section « Social Indicators » of Vivendi Annual Report 2013).



### Respect for Freedom of Association and the Right to Collective Bargaining

With its social partners, Vivendi promotes social dialog and consultation at all levels. All workers based in France and in the Overseas Departments and Territories are covered by collective bargaining agreements. The same is true worldwide, for more than **90%** of Group employees and **100%** of GVT ones.



### Eliminating Discrimination in Employment

Vivendi has affirmed its commitment to **diversity** in recruitment and preventing discrimination in employment. The Group's Compliance Program calls for active prevention of all forms of discrimination based on selection criteria such as gender, age, lifestyle, ethnic identity, nationality, disability, religious, political or trade union opinions and commitments. These commitments are applied in practice through **policies relating to gender, diversity and non-discrimination**, and in the employment and job placement policies for **workers with a disability** (See Section 3.2.6. of Vivendi Annual Report 2013).



### 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 specific cases, such as filmmaking or music recordings, where minors may be required to make a contribution, all **regulatory requirements** are rigorously respected.





## 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 enables social partners to be informed of and exchange views on 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.

In 2013, there were again many **agreements signed** by the Group's entities in France, most of them concern **compensation** (43%), **health and safety** (17%), **social dialogue** (17%). Other subjects include **gender parity**, employment of **disabled workers**, **work-time organization** to allow employees to work from home. In the **Generation Collective Agreements** French companies reinforced local policies pertaining to forward looking jobs and skills management agreements, employment of **young** and **senior** staff members.



## The i3 program

The i3 (**innovation, initiative, information**) program supports and promotes the social initiatives of the Group's businesses. Seven projects and their teams received an honorary award from Mathieu Peyceré, Director of the Vivendi Group's human resources division, at a ceremony dedicated to promote those initiatives. Another ceremony awarding prizes was held in the spring in Brazil for the two winners from GVT.

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





## An Ambitious Employee Share ownership Policy

Vivendiis committed to ensuring that employees' contributions to the Group 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 2013, the total net amounts received by the employees of the Group's French companies in the form of optional profit sharing plans, statutory profit sharing plans and employer's contributions to the Vivendi Group Savings Plan (*Plan d'épargne groupe* or PEG) amounted to **€98.8 million**, a decrease of 10% from the record year 2012.
- A growing portion of **employee savings** was allocated to employee shareholding (45.9% of the amounts invested)
- Pursuant to a decision of the Management Board dated April 29, 2013, and authorizations granted by the Shareholders' Meeting held on April 30, 2013, the **annual share capital increase reserved for employees** of the Group's companies under the Group Savings Plan (PEG) was approved on July 25, 2013. For the sixth consecutive year, the capital increase involved the simultaneous launch of a regular employee share offering (in France) and a French and international leveraged and guaranteed capital plan, entitled **Opus 13**.
- As a result of the July 25, 2013 share capital increase reserved for employees, the Group's employees collectively owned **3.7% of Vivendi's share capital** compared with 3.38% the previous year.



## An employee shareholding representative to Vivendi's Supervisory Board

In 2012, the threshold of 3% was reached, allowing, in 2013, the **appointment** for the first time of an employee shareholding representative to Vivendi's Supervisory Board, thus defending employee shareholder interests.

Nathalie Bricault, the employee shareholding representative, was proposed by the Management Board and appointed as a member of the Supervisory Board by vote of the Shareholders' Meeting held on April 30, 2013. Pursuant to the Company's bylaws, this appointment followed a general vote held in February 2013, and taken by the employee shareholders (35,000 voters) from all the countries concerned. Four members of the Supervisory Boards of the Group Savings Plan (PEG) shareholding funds ran as candidates.



### ***Campus carrière***

*Campus carrière* (Career Campus) 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 used. 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 their motivation.



### ***U learn, U develop, U manage, U lead***

In 2013, the number of employees trained at UMG increased by 25%, emphasizing the company's commitment to investing in training its employees.

UMG International adopted a new training slogan in 2013. It reflects the name of the Company as well as its ambitious training policy: **U Learn, U Develop, U manage, U Lead**.



### ***Continuous training at GVT***

Continuous training is one of GVT's daily concerns, even more since headcounts are especially young (20% of its employees are under the age of 25 and 70% are under 34). In 2013, its employees benefited from an average of **63.9 training hours per employee**. 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. In 2013, two priority areas were identified: training of employees working with 'Direct to Home' (DTH) television technology and Managers in charge of administrating the new work-time management system.



## Gender equality

With **5 women among the 13 directors on Vivendi's Supervisory Board**, Vivendi ranked 4<sup>th</sup> among 120 French companies that participated in a survey on the feminization of company board members. Sponsored by the French Women's Rights Ministry, the study took place in October 2013. (See [Ethics and Boards](#) website for the complete study). Two of these women directors chair Board committees: the Corporate Governance and Nominating Committee and the Human Resources Committee. In 2013, the **percentage of women** in the Vivendi Group remained **stable at 35%**. In some entities, particularly Canal+ Group and at Vivendi's headquarters, for several years parity for women has been reached or exceeded.



## Mixity and Mentoring

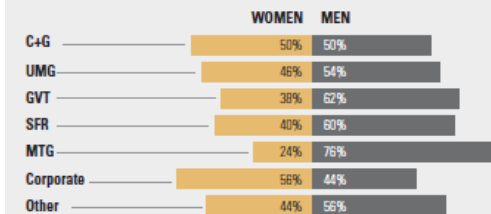
Concerned by promoting women at leadership positions, Vivendi's Supervisory Board approved a mentoring and networking program to promote gender balance at the highest level. The **ANDIAMO network**, created in March 2012, is a forum for future female leaders. The network aims to support women in their development through encountering personal examples of role models, as well as participation in co-development and training workshops.

Percentage of women on Vivendi's Supervisory Board

GRI	UNGC	OECD	
4.1, LA13	1, 6	IV, V.1.e	
		2013	2012
Consolidated data		38.5%	36.4%

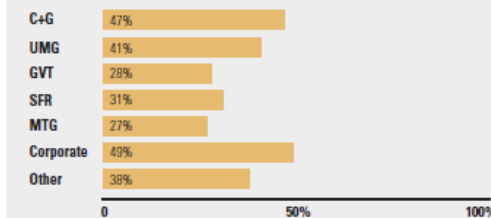
Headcount by gender (%)

GRI	UNGC	OECD	
LA1, LA13	1, 6	V	
Consolidated data		2013	2012
Women		38%	37%
Men		62%	63%



Women in management


GRI	UNGC	OECD	
LA1, LA13	1, 6	V	
Consolidated data		2013	2012
		35%	35%





## Integration and Non-Discrimination against Staff with Disabilities

In the recruitment process, the subsidiaries 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. 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 facilities, implementation of the infrastructure required for telecommuting, managers and Human Resources Officers training on disabilities of all kinds and establishing partnerships and greater use of sheltered sector companies.



Workers with disabilities		
GRI	UNGC	OECD
LA13	1, 6	IV, V.1.e
	2013	2012
<b>Consolidated data</b>		
	327	297
C+G	72	
UMG	9	
SFR	241	
Headquarters	1	
Other	4	



## CanalHandi+

In 2013, Canal+ Group continued its initiatives to support disabled employees under the CanalHandi+ banner. Key actions at Canal+ Group included:

- Entrusting part of its central activity in customer relations to a **sheltered sector** company called Handicall and increasing business with the sheltered sector;
- Working with a significant number of employees to **declare their disability**, with the help of a social worker to fill in applicable forms;
- **Raising awareness** internally during the French National disabled employment week on the topic of “Talents”, and this through conferences and quizzes;
- Maintaining a policy of recruiting young graduates with a disability, through their recruitment as **interns** and through **work-study programs**; and
- Participating in **recruitment fairs** and maintaining specific partnerships such as Job in Live, *Handicafé* and *Tremplin*. Between 2010 and 2013, the number of disabled employees more than doubled in Canal+ Group, primarily thanks to the efforts of units within the SEUs (Social Economic Unit).



## Young workers' Access to Job and Training

Vivendi continues to pursue its engagement in employing young staff members through various types of **work-study contracts**. The increase in the number of contracts in 2013 (+10%) is the result of Canal+ Group's active investment in numerous apprentice training programs.

Number of employees with professionalization contracts in the Group in France

GRI	UNGC	OECD
LA1, LA13	6	V.1.e
	<b>2013</b>	<b>2012</b>
<b>Consolidated data</b>	<b>662</b>	<b>648</b>



## Canalpluschool

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+.



## Mentoring at UMG

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**.



## GVT's Young employees

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: **20% of its employees are under the age of 25 and 70% are under 34.**

## Focus on suppliers and subcontractors



### Responsible Supplier Relationship Charter

In July 2013, Vivendi signed the French Responsible Supplier Relationship Charter, which has some commitments that aim at raising awareness of the economic actors regarding **responsible purchasing** and the quality of **customers-suppliers relationship**.

In order to raise awareness among the group's correspondents that are in charge of these topics, a **CSR committee** was held in December 2013 and was attended by the responsible of the buyers/charters/label pole of the French Ministry of Industrial Renewal. Furthermore, an internal mediator was appointed in compliance with the Charter's provisions, it follows up any potential litigation between the Group's subsidiaries and one of its suppliers

**Charte**   
**RELATIONS FOURNISSEUR  
 RESPONSABLES**



### Reporting and Information Efforts

In addition to this commitment, in 2013 enhanced attention is being paid to the supply chain.

- Following the comments by the Statutory Auditors in charge of auditing non-financial data, indicators relating to the Group's purchasing policy were added to the Reporting Protocol to evaluate more precisely the importance of the sub-contracting that is part of the Group's activities.
- Within the framework of the Legal department's Annual Report on the **application of the Compliance Program** by the subsidiaries, representatives of the business units are asked to report on their audits in relation to their suppliers. This report is approved by the Audit Committee within the Supervisory Board.
- In the CSR section introduced into the **COSO reference framework for internal control** by the Audit department, the subsidiaries are asked to provide information on the methods used to ensure suppliers' compliance with the Codes of Conduct.



## Importance of Purchasing and Subcontracting at Vivendi

To obtain an **overall view** of the risks related to the supply chain, the Group has analyzed the purchases made with suppliers and subcontractors that account for at least **75% of the total expenditure** of the subsidiaries.

Analysis has shown that the Group purchases mainly **infrastructure**, **content**, and **professional services**. These purchases are made from suppliers predominantly located in the European and American regions.



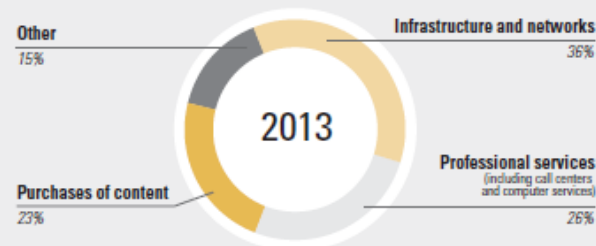
## The Group's Commitment and suppliers' responsabilization

Vivendi is committed to increasing the awareness of its main suppliers and subcontractors on its societal, social and environmental issues. The subsidiaries ensure accordingly that their suppliers take part in the implementation of the Group's commitments in these areas. Vivendi's Compliance Program includes a rule that reminds suppliers of their undertaking to provide services in compliance with the Group's commercial and social ethical standards

Each of the Group's subsidiaries has made a formal commitment, by virtue of a code, charter or clause, to the acknowledgment of societal, social or environment issues. This commitment refers particularly to the fundamental principles, such as the ones formulated by the ILO in its conventions, the United Nations Global Compact or the OECD.

Breakdown of purchases by principal line items (from suppliers and subcontractors accounting for at least 75% of total expenditure)

GRI	UNGC	OECD
EC1	-	II.A.3 and 4



*NB: New indicator in 2013, no feedback for 2012.*







### CSR Integrated in Subsidiaries' Contracts and calls for tender

- The legal prerequisites included in the **Canal+ Group's** calls for tender in France specify the supplier's CSR commitments. In addition, a number of specific calls for tender include special obligations corresponding to a number of these criteria: a social responsibility label and personal data protection for call centers, and waste management for the manufacturers of set-top boxes.
- When tendering and contracting with global suppliers in all major territories (including the United States, Germany, France, Japan, United Kingdom, Italy, Spain, Scandinavia, Australia, New Zealand and Brazil), **UMG** includes a clause in the tender referring to the UMG CSR policy and an additional link to Vivendi's CSR requirements.
- A specific provision referring to the United Nations Global Compact is included in **GVT's** supplier contracts. These partner suppliers are then bound to comply with the principles of the Brazilian operator's Code of Conduct and Ethical Standards.



### Training in Responsible Purchasing

- In 2013, **all the purchasing teams of Canal+** (100%) underwent "Socially Responsible Purchasing" (*Achats Solidaires*) training. Moreover, all employees involved in purchasing are given awareness training on a regular basis regarding dependence on suppliers and fair practices.
- **Within UMG, all the purchasing teams** (100%) are trained in responsible purchasing and follow the corresponding guidelines. Moreover, since 2009, as a member of the **Creative Diversity Network**, the UMG purchasing team is committed to encouraging diversity in purchasing processes in the United Kingdom.
- One year ago, GVT announced an ambitious objective: giving awareness training in responsible purchasing to at least 90% of the teams concerned before the end of the year. This objective has been fully achieved: **98% of the purchasing teams** have received this training. As a result, in early 2013, all GVT's purchasing departments met at an in-house seminar to share their best practices and results. A special presentation was made on the importance of responsible purchasing.

Principle  
7

Businesses should support a precautionary approach to environmental challenges;

Principle  
8

Undertake initiatives to promote greater environmental responsibility;

Principle  
9

Encourage the development and diffusion of environmental friendly technologies.

- Vivendi defends environmental awareness and takes full responsibility in this domain, while it operates in business sectors where exposure to environmental risks is relatively low.

→ [Environmental awareness](#) is a clearly defined rule of conduct set down in Vivendi's [Compliance Program](#). In 2000, the company put in place a Program of compliance with environmental, health and workplace safety standards, as well as an Environmental Charter.



### Vivendi's commitment in favor of the environment

The seventh rule of the [Compliance Program](#) defines the commitment of Vivendi towards environment: "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;
- by immediately reporting, to the attention of the persons responsible for managing such situations, any non compliance with regulation, risk situation or incidents which he or she is aware of."



### The reporting requirement

In 2013, the work of **improving data-gathering and consolidating** environmental data continued, following regular exchanges with business unit representatives. Three new indicators were informed: training and employee information in the area of environmental protection, the purchase of plastics and acrylics used in the manufacture of products intended for sale, and purchases of paper for internal use. The creation of a new indicator (Total energy consumption) provides a global data. A stricter measure was adopted for water consumption. Paper purchases for office use were assessed as real data per entity.

In fiscal year 2013, the **work of the Auditors related to reported data** in the Annual Report focused for the first time on several Universal Music Group sites located in Berlin and London and on GVT sites in Curitiba. This audit engagement was expanded within Canal+ Group to include the head office of Canal+ Overseas. In order to assist these three subsidiaries in the auditing process, briefing sessions were held by Vivendi's CSR department and by the Auditors.

(For further information, consult environmental data available in Vivendi's Annual Report 2013 and online on [www.vivendi.com](http://www.vivendi.com))



### The Certification Process

Committing to a certification process allows the Company to evaluate, improve and report on its environmental policy, and also to meet with its employees and its other stakeholders to discuss common objectives.



### Renewal of EMAS certificate for Vivendi's headquarters

Registration of Vivendi's headquarters for the EU's [Eco-Management and Audit Scheme \(EMAS\)](#) regulation) with the French Ministry of Ecology, Sustainable Development and Energy was maintained, in accordance with an annual follow-up audit. EMAS is a management tool for Vivendi's headquarters. Decisions on initiatives to reduce impacts on the environment are made by the "Green Team" Committee, which meets twice a year. This committee, which is led by an EMAS coordinator, brings together approximately ten members from different departments: administrative services, computer support, human resources, finance, CSR communications, and internal auditing, as well as the service provider in charge of maintenance for the site. The strength of the Committee lies in the motivation and expertise of its members. The actions aimed at reducing the environmental impact of the reduction of energy have been carried out more noticeably in the area of information technology systems (virtualization of servers, data backup process changed from tapes to discs, set up of Telephony on IP, removal of equipment such as faxes, management of equipment at the end of its life cycle).



### Energy Star certification of UMG headquarters

This year, for the seventh time, the headquarters of Universal Music Group in Santa Monica (USA) received the **Energy Star** certification issued by the US Environmental Protection Agency (EPA). This distinction is reserved for top-ranking businesses recognized for their energy performance at national level.



### Improved Reporting on Energy Consumption

In 2013, as a result of improved environmental reporting process, key indicators were developed that are better suited to the activities of the various business units. In order to control the forms of energy consumption that are the chief sources of the Group's CO<sub>2</sub> emissions, several measures were adopted, as described below:

- **Managing Facilities:** special attention was paid to air-conditioning as a source of high electricity consumption. GVT and Maroc Telecom have therefore invested in natural ventilation ("free cooling"), which consumes less energy. The new site that gathers together all the free channels of Canal+ Group is BREEAM certified (BRE Environmental Assessment Method). This is the most widely used method of assessing the environmental performance of buildings. The site is equipped with "free cooling" generators that use air from outdoors to cool film sets and equipments, leading to energy savings of 13% a year, which is the equivalent of 100 tons of CO<sub>2</sub>.
- **Managing the Vehicle Pool:** Canal+ in France has gradually replaced its car fleet with less polluting vehicles, which, over the past five years, has enabled it to reduce its CO<sub>2</sub> emissions rate by 30 g/km per vehicle. Vivendi SA has introduced hybrid vehicles. UMG in Santa Monica (USA) has provided its employees with six locations for recharging electric cars.
- **Managing Electrical and Electronic Equipment:** the initiatives taken by headquarters (virtualization of servers, switching to IP (Internet protocol) telephony, reducing equipment such as fax machines and managing equipment at the end of the life cycle) have helped to reduce the energy impact of computers. Rigorous management has enabled Canal+ in France to recover nearly 5,500 pieces of equipment (including PCs, monitors, servers and printers), leading to significant gains.
- **Controlling Upstream Impacts:** As part of an effort to offset energy, Universal Music France has agreed to diversify its sources of electrical supply by purchasing EDF "Balance+" contracts. For EDF this means injecting electricity into the network from renewable sources, in a certain amount defined by contract. Other initiatives, like those carried out by GVT to encourage environmentally responsible purchasing, also reflect this desire to involve the value chain in this energy-saving policy.



### Digital Challenges: the Environmental Issue

The Group's business units are offering their customers an everincreasing range of creative digital content and high-speed access services. Thus, in 2013, digital content accounted for more than 50% of total sales of recorded music by Universal Music Group (compared with 39% in 2011). Canal+ Group, which has also launched its offering to major Internet distribution platforms such as YouTube in France and Dailymotion in Canada, launched a new application, the MyCanal app, and Canalplay ranks among the leaders of VOD by subscription in France, with a subscriber base that has more than doubled in a year, and, in March 2014, reached 400,000 subscribers. GVT's Pay-TV business, launched two years ago, has attracted 600,000 subscribers.

In this context of increasing electronic exchange, with the accompanying explosion of new uses, a better grasp of the digital environment footprint is needed. The CSR department has set up a committee to deal with the topic of "Information and communication technologies (ICTs) energy consumptions". Bringing together the legal and technical officers of Universal Music France, Canal+, SFR and Vivendi headquarters, as well as a sociologist and an expert from the Audiovisual and Telecommunications Institute in Europe (IDATE), this Committee has elicited a number of productive discussions. A working group should be set up to further explore this specific environmental issue, so far largely unexplored.



### Information Categories

Vivendi, with regard to its businesses, has **relatively little exposure** to environmental risks. Within the framework of the preparation of the verification work by the Statutory Auditors, the following information categories (extracted from the French *Grenelle II* law) were deemed **irrelevant**:

- Measures to Prevent Environmental Risks and Pollution;
- Financial provisions (and guarantees) for environmental risks;
- Prevention, reduction or remedying of emissions into the air, water and soil;
- Land use;
- Adaptation to climate change;
- Measures taken to preserve or develop biodiversity.

## Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

- Vivendi works against corruption in all its forms, including extortion and bribery, and makes sure this principle is respected by all its suppliers and providers in all of the countries in which the Group operates.
- ➔ The fight against corruption and the receipt from or grant to any third party of an improper advantage of any kind for the purpose of obtaining preferential treatment is a clearly defined rule of conduct set down in Vivendi's [Compliance Program](#).



### Combating corruption as a rule of the Compliance Program

The rules of conduct set down in the [Compliance program](#) cover employees' rights, fairness and protection of information, **prevention of conflicts of interest, business ethics**, the protection of property and resources belonging to the Group, financial ethics, and respect for the environment.

The Compliance Program sets rules of conduct based on general principles of international law (including those established by the OECD, ILO and EU law) as well as prevailing legislation in various countries (principally France and common law countries). The Compliance Program sets forth the general ethical rules applicable to all Group entities. These rules are applied downstream, in each operational business unit in all the countries in which Vivendi is present, adapted to address the specific features of a subsidiary's business as well as those of national legislation.

The Compliance Program has three major purposes:

- to raise awareness for the Group's employees and provide them with a reference tool to guide them in determining appropriate courses of action;
- to reduce the risks of triggering civil and criminal liability for both the Group's employees and companies; and
- to discuss in depth a cross-disciplinary theme each year. For this purpose, over the past five years, the following topics have been addressed: conflicts of interest, protection of personal data, preservation of tangible and intangible data, anti-corruption measures and the proper use of digital media within social networks. The 2013 report surveys subsidiaries to measure the effectiveness of their codes of conduct.



### Financial Code of Ethics

In 2004, the Board of Directors of Vivendi, upon recommendation of its Audit Committee, approved a **Financial Code of Ethics**. The Code applies to the senior executives of Vivendi SA, particularly those responsible for communications and financial and accounting reporting, which represents approximately 60 people.



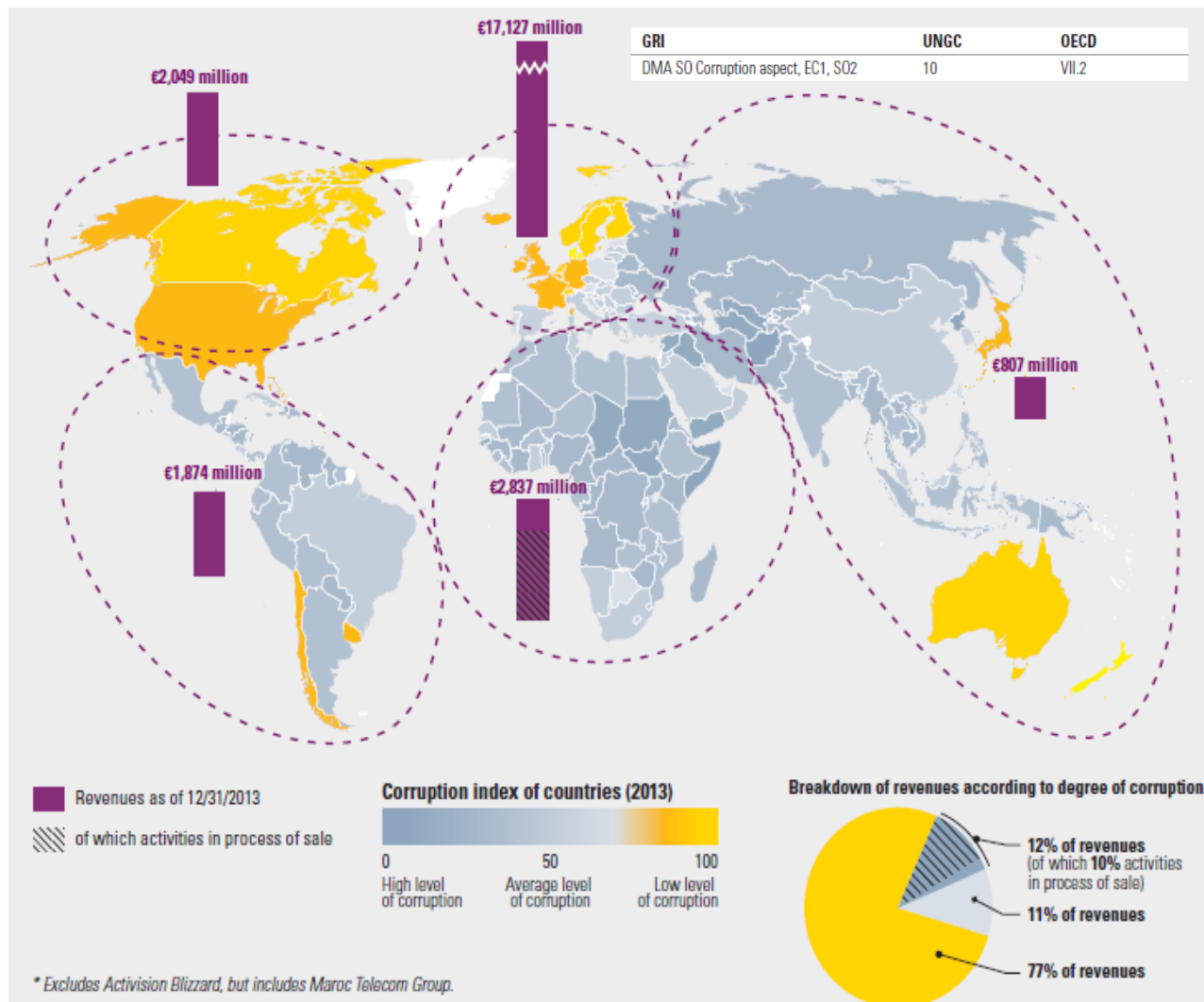


## Geographic Breakdown of the Group's Revenues according to Corruption Risk

For the first time in 2013, the Group published in its Annual Report the geographic breakdown of its revenue by country according to corruption index as defined by **Transparency International**.

This geographic distribution of the Group's business activity showed that **77% of its revenues** come from countries with **low exposure** to corruption, according to the Transparency International index.

Notwithstanding this result, the Group remains vigilant and has taken steps to prevent any risks in that area. (see Section 2.2.5. of Vivendi's Annual Report 2013).





### At Canal+ Group

Canal+ Group's anti-corruption policy is reflected in an **ethics charter** that prohibits its employees from acting on the basis of personal interest while performing their duties, since this would prevent them from defending the Group's interests as their primary concern. In particular, the Group prohibits payments or benefits of any kind, or any gift of a value not considered reasonable, from any third party with which the Group is in a business relationship, or from any employee to any third party in a business relationship with the Group.



### At UMG

Universal Music Group has instituted a number of key policies governing the professional practices of the entire workforce, particularly in the area of combating passive and active corruption and the disclosure of events contrary to business ethics, and has created an anti-trust guide. UMG is committed to adopt a "**zero tolerance**" approach in relation to fraud and corruption, and to act professionally and with integrity wherever the company operates, in accordance with local regulations and the **UK Bribery Act** of 2010.



### At GVT

GVT has a **Code of Conduct** which has one section specifically dedicated to anti-corruption and anti-fraud policies. The purchasing policy is also aimed at enhancing transparency and avoiding any situation of this type.



### Specific Process (UMG & GVT)

UMG and GVT both have a **whistleblowing process**. A **hotline** available on a world-wide basis 24/7 that employees can call to report suspected fraud, bribery or other violations of the Code. Employees may choose to identify themselves or remain anonymous. Moreover, GVT's employees have an **ombudsman** to receive reports on ethical or legal violations, provide guidance and deal with conflicts of interest.

Vivendi corporate website: [www.vivendi.com](http://www.vivendi.com)

- [Annual Report 2013](#)
- [CSR heading of the corporate website](#)
- [Non-financial indicators handbook 2013](#)
- [Cross-reference table 2013](#)
- [Vivendi Compliance Program](#)



[Culture\(s\) with Vivendi](#) website



[Vivoice, Vivendi's webradio](#)



- 1 Employees' rights
- 2 Truth and the protection of information
- 3 Prevention of conflicts of interest
- 4 Commercial ethics
- 5 Use of property and resources belonging to the Group
- 6 Financial ethics
- 7 Respecting the environment