



2011

Sociographics  
Environmental Policy

**vivendi**

The Best Emotions, Digitally



# CONTENTS

Sociographics

4

1

Environmental Policy

24

2

|  |           |   |           |
|--|-----------|---|-----------|
| <b>1. Headcount</b>  | <b>05</b> |   |           |
| 1.1. Headcount by Business Segment   | 05        |   |           |
| 1.2. Breakdown of Headcount by Geographic Region                           | 05        |   |           |
| 1.3. Breakdown of Headcount by Gender                                      | 05        |   |           |
| 1.4. Average Age   | 06        |   |           |
| 1.5. Average Seniority   | 06        |   |           |
| <b>2. New Hires</b>  | <b>07</b> |   |           |
| 2.1. New Hires within the Group  | 07        |   |           |
| 2.2. New Hires in France   | 07        |   |           |
| 2.3. Hiring Difficulties   | 07        |   |           |
| <b>3. Changes in Headcount Resulting from the New Consolidation Scope</b>  | <b>08</b> |   |           |
| 3.1. Acquisitions  | 08        |   |           |
| 3.2. Divestitures  | 08        |   |           |
| <b>4. Headcount Reductions Worldwide and their Rationale</b>               | <b>08</b> |   |           |
| 4.1. Information on Redundancy Plans and Safeguarding Employment           | 08        |   |           |
| 4.2. Job Transition Assistance and Related Programs                        | 08        |   |           |
| 4.3. Rehires   | 08        |   |           |
| 4.4. Termination for Other Reasons   | 09        |   |           |
| <b>5. Diversity</b>  | <b>09</b> |   |           |
| 5.1. Diversity in Employment   | 09        |   |           |
| 5.1.1. Young Employees   | 09        |   |           |
| 5.1.2. Senior Employees  | 09        |   |           |
| 5.2. Employment and Integration of Workers with Disabilities               | 10        |   |           |
| <b>6. Workplace Equality</b>   | <b>11</b> |   |           |
| 6.1. Employment Rate of Women within the Group                             | 11        |   |           |
| 6.2. Percentage of Women in Managerial Positions                           | 11        |   |           |
| 6.3. Employment and Inclusion of Youth in Professional Training Agreements | 11        |   |           |
| <b>7. Compensation and Benefits</b>  | <b>12</b> |   |           |
| <b>8. Training and Development</b>   | <b>12</b> |   |           |
| 8.1. Training Costs as a Percentage of Total Payroll                       | 12        |   |           |
| 8.2. Average Training Time by Employee Trained (in hours)                  | 12        |   |           |
|  |           | 8.3. Training Hours per Employee Trained in France and the Overseas Departments and Territories | 13        |
|  |           | 8.4. Training Objectives  | 13        |
|  |           | <b>9. Optional and Statutory Profit Sharing in France</b>                                       | <b>14</b> |
|  |           | <b>10. Industrial Relationships and Collective Bargaining Agreements</b>                        | <b>14</b> |
|  |           | <b>11. Health and Safety Conditions</b>   | <b>14</b> |
|  |           | 11.1. Health and Safety Committees  | 14        |
|  |           | 11.2. Number of Employees Trained in Health in Safety   | 15        |
|  |           | 11.3. Frequency Rate of Workplace Accidents (with workdays lost)                                | 16        |
|  |           | 11.4. Severity Rate of Workplace Accidents (with workdays lost)                                 | 16        |
|  |           | 11.5. Occupational diseases   | 17        |
|  |           | <b>12. Working Hours</b>  | <b>17</b> |
|  |           | 12.1. Working Hours for Full-time Employees   | 17        |
|  |           | 12.2. Working Hours for Part-time Employees   | 17        |
|  |           | 12.3. Overtime  | 17        |
|  |           | 12.3.1. Overtime in France  | 17        |
|  |           | 12.3.2. Overtime outside of France  | 17        |
|  |           | 12.4. Absenteeism   | 18        |
|  |           | 12.4.1. Absenteeism within the Group  | 18        |
|  |           | 12.4.2. Absenteeism within the Group in France  | 18        |
|  |           | <b>13. Contribution to Employment Development</b>   | <b>19</b> |
|  |           | 13.1. Territorial and Regional Impact of Employment Development Policy                          | 19        |
|  |           | 13.1.1. Commitments   | 19        |
|  |           | 13.1.2. Results   | 19        |
|  |           | <b>14. Social and Cultural Activities</b>   | <b>21</b> |
|  |           | <b>15. Interim Staff</b>  | <b>21</b> |
|  |           | <b>16. The Group Compliance Program</b>   | <b>21</b> |

1

# SOCIOGRAPHICS



## Sociographics

---

The report on social data and environmental policy was prepared in accordance with Article L.233-3 of the French Commercial Code.

Vivendi uses a specialized information system to collect and report social data for all of its subsidiaries, excluding data for Activision Blizzard (in respect of its operations outside of France) in 2011.

An important series of verifications and coherency checks is carried out throughout the data entry and consolidation process.

The "Corporate" heading in the tables below refers to Vivendi's corporate headquarters in Paris and the New York office, unless otherwise specified. "Headquarters" corresponds to the corporate headquarters in Paris. For 2009 and 2010, the "Other" category corresponds to Vivendi Mobile Entertainment and Wengo. For 2011, Digitick and See Tickets Ltd. are also included in this category. In accordance with the Protocol for the Reporting of Environmental, Social and Societal Data for Companies of the Vivendi Group, companies entering the scope of social reporting during the fiscal year are listed only in the 2011 headcount tables.

In the tables, the heading "Maroc Telecom" encompasses Maroc Telecom and its African subsidiaries.

Data relating to Activision Blizzard includes only Activision Blizzard France, with the exception of headcount data.

## Section 1 Headcount

### 1.1. Headcount by Business Segment

The 2011 Group headcount increased by 14% to 58,318 employees, compared to 51,272 at year-end 2010 and 49,004 at year-end 2009. This increase is due primarily to strong internal growth at GVT in Brazil and, to a lesser extent, the inclusion of Digitick and See Tickets under the "Other" heading.

The table below shows the Group's employees by business segment as of December 31, 2011, 2010 and 2009.

|                       | 2011          | 2010          | 2009          |
|-----------------------|---------------|---------------|---------------|
| Activision Blizzard   | 7,738         | (a) 7,695     | (a) 7,382     |
| Universal Music Group | 6,500         | 6,967         | 7,524         |
| SFR                   | 10,039        | 10,021        | 9,945         |
| Maroc Telecom         | 13,806        | 13,942        | 14,152        |
| GVT                   | 14,549        | 7,714         | 5,289         |
| Canal+ Group          | 4,752         | 4,534         | 4,347         |
| Corporate             | 251           | 249           | 254           |
| Other                 | 683           | 150           | 111           |
| <b>Total</b>          | <b>58,318</b> | <b>51,272</b> | <b>49,004</b> |

(a) Excluding employees with fixed-term employment contracts, other than employees of Blizzard France.

### 1.2. Breakdown of Headcount by Geographic Region

The table below shows the Group's employees by geographic region as of December 31, 2011, 2010 and 2009. "France" includes the headcount in metropolitan France and in the overseas departments and territories.

|                                   | 2011          | 2010          | 2009          |
|-----------------------------------|---------------|---------------|---------------|
| France                            | 15,691        | 15,447        | 15,360        |
| North America                     | 7,435         | 7,419         | 7,649         |
| South America and Central America | 14,868        | 8,051         | 5,654         |
| Asia Pacific                      | 1,542         | 1,609         | 1,455         |
| Africa                            | 14,069        | 14,127        | 14,328        |
| Europe (excluding France)         | 4,713         | 4,619         | 4,558         |
| <b>Total</b>                      | <b>58,318</b> | <b>51,272</b> | <b>49,004</b> |

### 1.3. Breakdown of Headcount by Gender

In 2011, the percentage of women working in the Vivendi Group remained stable at 34% (compared to 36% in 2010 and 35% in 2009).

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 due to the hiring of installation technicians, an occupation which is male dominated.

|                       | 2011      |           | 2010      |           | 2009      |           |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
|                       | % women   | % men     | % women   | % men     | % women   | % men     |
| Activision Blizzard   | 21        | 79        | 21        | 79        | 19        | 81        |
| Universal Music Group | 47        | 53        | 47        | 53        | 46        | 54        |
| SFR                   | 41        | 59        | 41        | 59        | 41        | 59        |
| Maroc Telecom         | 24        | 76        | 24        | 76        | 24        | 76        |
| GVT                   | 35        | 65        | 46        | 54        | 45        | 55        |
| Canal+ Group          | 51        | 49        | 51        | 49        | 52        | 48        |
| Corporate             | 55        | 45        | 53        | 47        | 54        | 46        |
| Other                 | 43        | 57        | 38        | 62        | 33        | 67        |
| <b>Average</b>        | <b>34</b> | <b>66</b> | <b>36</b> | <b>64</b> | <b>35</b> | <b>65</b> |

## Section 1 Headcount

### 1.4. Average Age

The weighted average age of Vivendi Group employees is 37.5 years. In the relatively new business units (GVT, Activision Blizzard France and those in the "Other" category), the average age is approximately 30 years; at UMG, SFR and Canal+ Group, it is 38 years; Maroc Telecom and Vivendi Corporate have a greater number of senior employees. The average age across the Group fell in 2011 due to the large number of younger employees working at GVT.

Calculation/weighting method:  $\frac{\text{average age of operational unit} \times \text{headcount}}{\text{headcount}}$

| Age                        | 2011        | 2010        |
|----------------------------|-------------|-------------|
| Activision Blizzard France | 31.3        | 30.3        |
| Universal Music Group      | 38.6        | 38.5        |
| SFR                        | 38.1        | 37.2        |
| Maroc Telecom              | 44.4        | 43.8        |
| GVT                        | 30.0        | 30.0        |
| Canal+ Group               | 37.7        | (a) 35.8    |
| Corporate                  | 43.9        | 43.9        |
| Other                      | 31.3        | 32.6        |
| <b>Weighted average</b>    | <b>37.5</b> | <b>38.0</b> |

(a) Complete data unavailable.

### 1.5. Average Seniority

The weighted average seniority of Group employees is 9.2 years. The average employee seniority curve is correlated to the average age curve: more recently acquired companies have a lower level of seniority (the company with the lowest seniority is GVT, with 1.5 years per employee), and longer established companies have a higher average seniority. The Maroc Telecom group has the highest seniority, with 18.5 years.

Calculation/weighting method:  $\frac{\text{average operational unit seniority} \times \text{headcount}}{\text{headcount}}$

| Years of seniority         | 2011       | 2010        |
|----------------------------|------------|-------------|
| Activision Blizzard France | 3.6        | 2.9         |
| Universal Music Group      | 8.3        | 8.0         |
| SFR                        | 8.7        | 8.0         |
| Maroc Telecom              | 18.5       | 17.7        |
| GVT                        | 1.5        | 2.0         |
| Canal+ Group               | 8.6        | 8.3         |
| Corporate                  | 12.1       | 11.8        |
| Other                      | 2.4        | 3.0         |
| <b>Weighted average</b>    | <b>9.2</b> | <b>10.0</b> |



## Section 2 New Hires

Vivendi has a strong presence in the United States, where concepts of internships and hiring vary significantly from those in France and other European countries. For example, temporary jobs or summer jobs held by students are regarded as 'new hires'. Taking into account these specificities, the table below includes all new hires in the Group. For 2011, the number of new hires increased sharply, primarily due to strong internal growth at GVT (+136%).

### 2.1. New Hires within the Group

| New hires             | 2011          | 2010         | 2009         |
|-----------------------|---------------|--------------|--------------|
| Activision Blizzard   | 1,777         | (a) 1,407    | (a) 1,438    |
| Universal Music Group | 1,091         | 988          | 1,204        |
| SFR                   | 1,371         | 1,284        | 1,394        |
| Maroc Telecom         | 269           | 197          | 215          |
| GVT                   | 10,768        | 4,564        | -            |
| Canal+ Group          | 1,170         | 968          | 738          |
| Corporate             | 36            | 30           | 34           |
| Other                 | 135           | 51           | 68           |
| <b>Total</b>          | <b>16,617</b> | <b>9,489</b> | <b>5,091</b> |

(a) Excluding employees with fixed-term contracts, other than employees of Blizzard France.

### 2.2. New Hires in France

This indicator includes Group entities in metropolitan France and in the overseas departments and territories. The new hire rate under permanent employment contracts is calculated by dividing the number of new hires under permanent employment contracts by the total number of new hires in each business. It increased by 8% in France in 2011.

| New Hires                  | 2011         |                     |                       | 2010         |                     |                       | 2009         |                     |                       |
|----------------------------|--------------|---------------------|-----------------------|--------------|---------------------|-----------------------|--------------|---------------------|-----------------------|
|                            | Total        | Permanent new staff | % permanent           | Total        | Permanent new staff | % permanent           | Total        | Permanent new staff | % permanent           |
| Activision Blizzard France | 56           | 55                  | 98                    | 78           | 50                  | 64                    | 95           | 93                  | 98                    |
| Universal Music France     | 91           | 36                  | 40                    | 93           | 43                  | 46                    | 86           | 37                  | 43                    |
| SFR                        | 1,371        | 620                 | 45                    | 1,284        | 408                 | 32                    | 1,394        | 549                 | 39                    |
| Canal+ Group               | 946          | 270                 | 29                    | 751          | 200                 | 27                    | 660          | 109                 | 17                    |
| Headquarters               | 36           | 14                  | 39                    | 26           | 12                  | 46                    | 33           | 23                  | 70                    |
| Other                      | 92           | 42                  | 46                    | 51           | 23                  | 45                    | 68           | 11                  | 16                    |
| <b>Total/average</b>       | <b>2,592</b> | <b>1,037</b>        | <b>40%</b><br>average | <b>2,283</b> | <b>736</b>          | <b>32%</b><br>average | <b>2,336</b> | <b>822</b>          | <b>35%</b><br>average |

Unlike the previous table, this analysis shows new hires as defined under French law. For French subsidiaries, the average for permanent new hires was 40% in 2011, compared to 32% in 2010 and 35% in 2009.

### 2.3. Hiring Difficulties

The turnover rate in the subsidiaries, excluding external growth, is moderately low. With the exception of GVT in South America, headcounts are relatively stable. Over the past three years, difficulties specific to hiring have been in highly localized employment areas affecting primarily SFR and GVT.

## Section 3 Changes in Headcount Resulting from the New Consolidation Scope

### 3.1. Acquisitions

The scope of the Group's consolidated social reporting was extended slightly in 2011 with the integration of several small businesses:

- Activision Blizzard: Activision Brazil (3 employees) and Activision Hong Kong (1 employee);
- Canal+ Group: TV Maison (10 employees);
- "Other": Digitick (Satori Billeterie and ZePass, 108 employees), See Tickets (See Group Ltd., Way Ahead Group Ltd., and Intascope.com Ltd., 406 employees) and Wengo/Newgora (2 employees).

In total, 530 employees were hired by the Group in 2011, compared to 69 employees in 2010 and approximately 6,000 in 2009.

### 3.2. Divestitures

For the past three years, a negligible number of employees have left the Group scope of consolidation: 22 employees in 2011 (17 from UMG and 5 from Activision), compared to 31 employees who left in 2010 and 30 employees who left in 2009.

## Section 4 Headcount Reductions Worldwide and their Rationale

### 4.1. Information on Redundancy Plans and Safeguarding Employment

In 2011, the number of economic redundancies totaled 510, compared to 348 in 2010 and 818 in 2009; they occurred primarily at UMG.

### 4.2. Job Transition Assistance and Related Programs

In France, several types of job transition assistance and programs were offered to employees affected by restructuring plans, including:

- internal transfers: job vacancies within the Group are posted on the Intranet site;
- reclassification leave;
- training leave to allow employees to improve their professional qualifications;
- assistance with starting a business;
- outplacement services;
- advice and information provided through Skills Spaces (internal training centers at SFR);
- implementation of customized assistance programs upon completion of a personal project (Mobility Spaces), administered by an external provider; and
- Validation of Acquired Experience (VAE).

Other job transition programs were also offered, including:

- assistance in geographic mobility;
- extension of company contributions to insurance coverage;
- bonuses for rapid job transition;
- coverage of salary differential; and
- free legal services.

In countries where these services are not available, Vivendi implemented job transition programs for employees who were made redundant. Elsewhere in the world, Vivendi managed terminations of employment in accordance with the practices of each country and in compliance with the Group's Code of Ethics.

### 4.3. Rehires

When a job vacancy arises, the Vivendi hiring policy is to give preference to employees terminated for economic reasons.

In 2011, 17 employees benefitted from this policy: 12 in France, two in Morocco, and three at UMG in Canada and in Turkey. No employee took advantage of this policy in 2010. In 2009, six employees were rehired at UMG in the Czech Republic and in China and at CasaNet, a subsidiary of the Maroc Telecom Group.

## Section 4 Headcount Reductions Worldwide and their Rationale

### 4.4. Termination for Other Reasons

The table below shows the number of departures from the Group in 2011, 2010 and 2009 for all reasons other than economic redundancies, including resignations, individual terminations, departures due to the end of a fixed-term contract, retirement and all other reasons. The increase in the number of departures can be largely explained by a flexible labor market in Brazil. Young employees at GVT are highly sought-after by competing companies and are considerably more mobile. They account for 50% of such departures.

|              | 2011         | 2010         | 2009         |
|--------------|--------------|--------------|--------------|
| <b>Total</b> | <b>7,859</b> | <b>5,920</b> | <b>3,524</b> |

## Section 5 Diversity

### 5.1. Diversity in Employment

In 2011, the Vivendi Group's workforce is divided according to age as follows: 10% of employees were under 25, 86% were 25 to 55, and 4% were over 55.

#### 5.1.1. Young Employees

This indicator refers to employees under 25 years of age. They represent 10% of the total Vivendi Group workforce. At GVT, where the average age of employees is the lowest in the Group (see Section 1.4), young employees represent 25% of the workforce (3,660 employees).

|                            | 2011                      |                | 2010                      |                |
|----------------------------|---------------------------|----------------|---------------------------|----------------|
|                            | Number of young employees | % of headcount | Number of young employees | % of headcount |
| Activision Blizzard France | 23                        | 4              | 41                        | 7              |
| Universal Music Group      | 311                       | 5              | 325                       | 5              |
| SFR                        | 608                       | 6              | 237                       | 2              |
| Maroc Telecom              | 216                       | 2              | 157                       | 1              |
| GVT                        | 3,660                     | 25             | 1,868                     | 24             |
| Canal+ Group               | 259                       | 5              | 210                       | 5              |
| Corporate                  | 9                         | 4              | 8                         | 3              |
| Other                      | 22                        | 13             | 5                         | 3              |
| <b>Total</b>               | <b>5,108</b>              | <b>10</b>      | <b>2,851</b>              | <b>6</b>       |

#### 5.1.2. 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 8% and 17% of the workforce respectively. For Maroc Telecom, this is due to its position as the historic telecom operator in Morocco and in several of its subsidiaries. For Vivendi Corporate, it is due to the greater number of employees with experience and high levels of expertise, which is typical for a corporate headquarters. In total, 4% of the Group workforce is over 55.

|                            | 2011                      |                | 2010                      |                |
|----------------------------|---------------------------|----------------|---------------------------|----------------|
|                            | Number of older employees | % of headcount | Number of older employees | % of headcount |
| Activision Blizzard France | -                         | -              | -                         | -              |
| Universal Music Group      | 408                       | 6              | 641                       | 9              |
| SFR                        | 322                       | 3              | 275                       | 3              |
| Maroc Telecom              | 1,073                     | 8              | 938                       | 7              |
| GVT                        | 96                        | 1              | 41                        | 1              |
| Canal+ Group               | 165                       | 3              | 121                       | 3              |
| Corporate                  | 43                        | 17             | 39                        | 16             |
| Other                      | -                         | -              | -                         | -              |
| <b>Total</b>               | <b>2,107</b>              | <b>4</b>       | <b>2,055</b>              | <b>5</b>       |

## Section 5 Diversity

### 5.2. Employment and Integration of Workers with Disabilities

For the purposes of this indicator, the definition of a “worker with disabilities” is that stipulated by the national laws of each country or, in its absence, the definition set out in Convention 159 of the International Labor Organization: “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 2011, SFR took the innovative step of participating in the creation of a new business model that both helps the long-term unemployed return to the workforce and is “disability-friendly”. “Disability-friendly” businesses are defined as those that provide special equipment in their offices to accommodate employees with disabilities. 49% of this “social joint venture” is owned by Norbert Dentressangle (a French provider of transport, logistical and supply chain services) and 51% is owned by the Ares Group (IT consulting).

Disabled employees who work at disability-friendly businesses rarely move on to other businesses. Accordingly, the idea was to create a structure whose primary goal is to facilitate access to traditional, permanent employment for volunteers with disabilities. Employees integrated into other Ares Group companies are also given training opportunities, thus promoting greater diversity.

In 2011, SFR:

- continued its actions with ARPEJEH (*Accompagner la réalisation des projets d'études des jeunes élèves et étudiants handicapés*, an association working to help young and disabled students achieve their goals): six days of “professional workshops” and four “introductions to unusual professions” were organized for students and their teachers. The Lyon school district joined ARPEJEH at year-end 2010. SFR hired 16 disabled interns this year;
- signed an agreement between the SFR Business Team and DIA (a temporary employment agency) to encourage the hiring of disabled workers at the SFR site in Nantes St Herblain;
- entered into a partnership with Défi RH, an employment agency that specializes in the hiring of disabled workers. The purpose of this partnership is to establish consistent monitoring of available external positions;
- included a search for disabled candidates in its work-study hiring day, organized jointly with Mozaik RH;
- made eight of its sites accessible to disabled persons;
- gave priority to disabled workers in its pilot telecommuting program;
- implemented a process to provide support to psychologically disabled individuals. This process involves specialized firms and the monitoring of people on the job or on disability leave, with the purpose of reemploying them and sensitizing their potential work colleagues to their situation with the help of occupational psychologists or psychiatrists;
- continued to offer manager and HR diversity training sessions, with particular focus on all types of disabilities;
- launched an Intranet site dedicated to issues concerning disability (named ACCESSSIWEB OR);
- conducted an audit of purchasers to identify sectors where “disabled-friendly” businesses may be established.

The negotiation of the fourth agreement concerning workplace integration of disabled employees is currently underway at SFR.

Over the course of 2011, Canal+ Group implemented several actions to benefit disabled employees under the label CanalHandi+. The Canal+ Group:

- implemented a work-study development policy for disabled university students;
- participated in job fairs and entered into special partnerships such as Job in live, *Handicafé*, *Forum Adapt*, *Osons!* and *Tremplin*;
- increased revenues from the protected segment as a result of increased communication with the Purchasing Department and, ultimately, with all employees;
- paid leaves of authorized absence;
- increased the company contribution to universal service employment checks (CESU) for disabled employees to 75%;
- launched an information and awareness campaign and set up a “disabled representatives” network;
- created CanalHandi+, providing monthly training and disability awareness sessions for employees and managers;
- published and distributed an information booklet about disabilities;
- organized several communication seminars during the French National Disabled Persons Employment Week, including conferences, a round table, and a photo contest “*Handicap: des clichés... au cliché*”.

In 2011, the percentage of disabled employees increased in the majority of Vivendi business units. It increased by 6% at the Group level, due in particular to the strong commitment of Canal+ Group (+17%) and SFR (+9%).

| Number of workers with disabilities | 2011       | 2010       | 2009       |
|-------------------------------------|------------|------------|------------|
| <b>Total</b>                        | <b>326</b> | <b>307</b> | <b>234</b> |

## Section 6 Workplace Equality

### 6.1. Employment Rate of Women within the Group

At Vivendi, professional equality is illustrated by the percentage of female employees within the Group and the percentage of female managers.

However, variations remain in the female employment rate across the Group's businesses. Since 2008, the percentage of women at SFR and in the Maroc Telecom group has remained unchanged. The headcounts at Canal+ Group and corporate headquarters are comprised of more women than men. Conversely, the percentage of men has increased at GVT, due in part to the large number of installation technicians hired.

Vivendi's policy is also to promote the hiring of women in managerial positions. With a Supervisory Board comprised of 33% women (four women out of twelve members), Vivendi is ranked fourth out of the CAC 40 companies.<sup>1</sup>

Calculation method: number of women employees divided by the total number of employees.

| Percentage            | 2011      | 2010      | 2009      |
|-----------------------|-----------|-----------|-----------|
| Activision Blizzard   | 21        | 21        | 19        |
| Universal Music Group | 47        | 47        | 46        |
| SFR                   | 41        | 41        | 41        |
| Maroc Telecom         | 24        | 24        | 24        |
| GVT                   | 35        | 46        | 45        |
| Canal+ Group          | 51        | 51        | 52        |
| Corporate             | 55        | 53        | 54        |
| Other                 | 43        | 38        | 33        |
| <b>Average</b>        | <b>34</b> | <b>36</b> | <b>35</b> |

### 6.2. Percentage of Women in Managerial Positions<sup>2</sup>

In France, the concept of manager (*cadre*) refers to an employee with a level of *bona fide* responsibility and independence, who is required to meet goals and who is subject to performance obligations (in operations, production, development, project management, etc.).

Outside of France, this concept does not exist. The equivalent corresponds to a manager paid at a fixed salary (and not an hourly wage). Internationally this concept refers to women managers.

The percentage of women in managerial positions has remained stable over the past three years and is currently 35% within the Vivendi Group. It has remained high for the last three years at Canal+ Group, UMG and at Vivendi headquarters in Paris and the New York office (Corporate). Vivendi is ranked 13<sup>th</sup> among CAC 40 companies<sup>1</sup> for gender parity.

Calculation method: number of women managers divided by the total number of managers.

| Percentage                 | 2011      | 2010      | 2009      |
|----------------------------|-----------|-----------|-----------|
| Activision Blizzard France | 26        | 27        | 26        |
| Universal Music Group      | 41        | 41        | 40        |
| SFR                        | 31        | 32        | 31        |
| Maroc Telecom              | 28        | 28        | 27        |
| GVT                        | 24        | 25        | 17        |
| Canal+ Group               | 47        | 47        | 47        |
| Corporate                  | 48        | 47        | 48        |
| Other                      | 37        | 36        | 33        |
| <b>Average</b>             | <b>35</b> | <b>35</b> | <b>35</b> |

### 6.3. Employment and Inclusion of Youth in Professional Training Agreements

Apprenticeships are essential for young employees. They also provide advantages for businesses, allowing them to diversify their sources of recruitment. Vivendi has continued the commitment it began in 2009, employing 606 young people under work-study contracts in France in 2011, compared to 669 in 2010 (on a like-for-like basis). Canal+ Group and SFR have a dynamic policy to encourage apprenticeships and occupational training agreements.

Brazilian law requires that this type of agreement be offered solely for part-time positions. GVT has a policy aimed at hiring young people from disadvantaged backgrounds giving them an opportunity to acquire skills to facilitate their inclusion in the workplace.

1. Source: October 13, 2011 Challenge Ranking.

2. "Manager" includes both managerial and expert functions.

## Section 7 Compensation and Benefits

Compensation and benefits paid by the Vivendi Group over the past three fiscal years was as follows:

| (in millions of euros) | 2011         | 2010         | 2009         |
|------------------------|--------------|--------------|--------------|
| <b>Total</b>           | <b>3,305</b> | <b>3,225</b> | <b>2,956</b> |

## Section 8 Training and Development

### 8.1. Training Costs as a Percentage of Total Payroll

The percentage of payroll costs allocated to training is an indicator widely used in France. Outside France, it does not have the same importance and is not always used as a reference. Consequently, the indicator used for this analysis is total training costs as a percentage of total payroll. Expenses were recalculated based on the hypothesis that salary costs account for 50% of all training costs. For three years, this indicator has remained relatively stable.

The Maroc Telecom continues its efforts with regard to training. More specifically, it offers employees extensive training in new telecommunication technologies and sales techniques for its marketing network. The new training center in Rabat dedicated primarily to technical improvements is now operational. Over the past three years, the average training cost as a percentage of total payroll was 4.7% for Maroc Telecom group, 3.2% for SFR, and 2.6% for Activision Blizzard France and the Canal+ Group.

At UMG, consolidated training costs declined as a result of a reduction in the number of training classes offered, specifically in the United States, where UMG has a strong presence. Bi-annual training is routinely organized in the United States pursuant to applicable laws and regulations. In 2011, training was provided to employees who had not attended these programs in 2010. Conversely, other training, referred to as 'on-the-job' training, is not tracked at UMG. The many hours of training and the resulting expenses are not quantifiable and are therefore not recorded as training costs. Finally, at GVT, a small portion of training expenses includes training offered to service providers. Its impact is insignificant, however, because the costs are particularly low.

| Payroll costs allocated to training (percentage) | 2011       | 2010       | 2009       |
|--|------------|------------|------------|
| <b>Average</b>                                   | <b>2.4</b> | <b>2.4</b> | <b>2.2</b> |

### 8.2. Average Training Time by Employee Trained (in hours)

The average training time is calculated by dividing the total number of hours spent in training by the number of employees trained during the year. In this indicator, each employee trained is counted once, irrespective of the number of training sessions attended.

Training policies differ from country to country. For example, the objective of training at Activision Blizzard in the United States is "to strengthen employee experience by developing opportunities that enable employees to succeed professionally". The strategy consists of developing personalized programs to meet employee needs and to make available a wide spectrum of offers.

Unlike in France, there is no legal obligation to train employees in Brazil and in most countries where UMG and Activision Blizzard are present. In these businesses, training statistics fluctuate. However, each year, Activision Blizzard, UMG and GVT dedicate a significant share of their respective programs to e-training.

The average number of training hours for the Vivendi Group increased sharply in 2011. This is due in particular to GVT, which provided 64.4 hours of training to each employee trained, compared to 49.8 hours in 2010. For the Vivendi Group, the average was 43.2 hours of training per employee trained in 2011, 35.8 hours in 2010, and 27.7 hours in 2009. For the past three years, the average at SFR was 32.3 hours. At Canal+ Group, the average number of hours per employee was 29.8 in 2011, compared to 29.2 in 2010, and 28.7 in 2009. Within Maroc Telecom and its subsidiaries, the average was 38.9 hours per employee trained in 2011, 39.2 in 2010 and 34.2 in 2009.

## Section 8 Training and Development

### 8.3. Training Hours per Employee Trained in France and the Overseas Departments and Territories

Unlike other countries, there is a particular focus in French law to provide ongoing employee training. Employees in France benefit from a considerable number of hours of training. The average was 32.6 hours for the French subsidiaries of the Vivendi Group in 2011, with 34.2 hours at SFR, and 31.4 hours at Canal+ Group.

| (in hours)                       | 2011        | 2010        | 2009        |
|----------------------------------|-------------|-------------|-------------|
| Activision Blizzard France       | 23.4        | 16.7        | na          |
| Universal Music France           | 18.4        | 19.8        | 16.7        |
| SFR                              | 34.2        | 31.4        | 31.3        |
| Canal+ Group                     | 31.4        | 29.9        | 30.3        |
| Headquarters                     | 20.0        | 17.5        | 23.1        |
| Other                            | 18.6        | 17.0        | 17.3        |
| <b>Average hours of training</b> | <b>32.6</b> | <b>30.1</b> | <b>30.6</b> |

na: not applicable.

### 8.4. Training Objectives

In accordance with the disclosure requirements governing lifelong professional training and social dialog, imposed by Law 2004-391 of May 4, 2004, the table below shows the different purposes of professional training for each employee trained as a percentage. Starting in 2010, the categories "change in position" and "skill-set development" were merged, by law, into "skill-set development". The definition remains the same and is to be differentiated from the concept of "adapt to the current position". The data in the table below was adjusted accordingly.

"Adapt to the current position" refers to training sessions focused on adapting employees' occupational skills to whatever position they currently hold. It is designed to adjust specific knowledge to an employees' particular position.

"Skill-set development" training encourages access to various levels of professional qualifications. It enables employees to develop and grow professionally. The purpose of this kind of training is to make staff more employable and broaden their skill set to areas not directly related to their current position.

For this calculation, each training session attended by an employee counts as one.

| (in percentage)            | Adapting to the current position |           |           | Skill-set development |           |           |
|----------------------------|----------------------------------|-----------|-----------|-----------------------|-----------|-----------|
|                            | 2011                             | 2010      | 2009      | 2011                  | 2010      | 2009      |
| Activision Blizzard France | 23                               | 55        | na        | 77                    | 45        | na        |
| Universal Music France     | 85                               | 93        | 66        | 15                    | 7         | 34        |
| SFR                        | 94                               | 50        | 97        | 6                     | 50        | 3         |
| Maroc Telecom              | 92                               | 91        | 61        | 8                     | 9         | 39        |
| GVT                        | 89                               | 100       | -         | 11                    | -         | -         |
| Canal+ Group               | 76                               | 71        | 63        | 24                    | 29        | 37        |
| Corporate                  | 15                               | 18        | (a) 63    | 85                    | 82        | 37        |
| Other                      | 85                               | 90        | 73        | 15                    | 10        | 27        |
| <b>Average</b>             | <b>90</b>                        | <b>81</b> | <b>81</b> | <b>10</b>             | <b>19</b> | <b>19</b> |

na: not applicable.

(a) In 2009, training offered at headquarters focused on job development.

## Section 9 Optional and Statutory Profit Sharing in France

This indicator includes Group companies with collective bargaining agreements relating to optional and/or statutory profit sharing.

| (in millions of euros)   | 2011 | 2010 | 2009 |
|--------------------------|------|------|------|
| Optional profit sharing  | 52.5 | 54.8 | 56.3 |
| Statutory profit sharing | 75.3 | 65.1 | 43.3 |

## Section 10 Industrial Relationships and Collective Bargaining Agreements

Agreements and addendums entered into in 2011 relate to the following areas: compensation (65%), health and safety (17%), social dialog (5%), restructuring (4%) and other topics (9%).

For this indicator, each agreement or addendum signed counts as one. In accordance with the organizational structure of French companies, the agreements signed within the UES structures (SFR and Canal+ Group) are counted once. Conversely, GVT and UMG are present in countries where this type of legal structure is not recognized. Consequently, for these companies, each agreement entered into counts as one.

The majority of agreements (73%) were entered into at UMG and GVT in 2011: 37 and 36 agreements, respectively. To have legal value in Brazil, the agreements must be entered into in each State where the company operates.

Other agreements or addenda signed in 2011 cover various topics such as workplace gender equality (UMG France); optional and statutory profit sharing (Canal+ Overseas, Canal+ Afrique, UES Canal+ and SFR); group retirement savings plan (SFR); electronic voting (UMG France); establishment of a time bank (GVT and SFR); telecommuting (UES Canal+); and social dialog (Maroc Telecom subsidiaries Onatel in Burkina Faso and Sotelma in Mali, and SFR).

## Section 11 Health and Safety Conditions

### 11.1. Health and Safety Committees

Continuous improvement of working conditions is a key concern of the company. Vivendi has established joint commissions or bodies in which both professionals and employee representatives participate. Their mission is to focus on health and safety issues in the workplace, in strict compliance with local legislation in each country where the Group operates. This indicator shows the number of such committees.

| Number of health and safety committees | 2011      | 2010      | 2009      |
|--|-----------|-----------|-----------|
| <b>Total</b>                           | <b>94</b> | <b>87</b> | <b>70</b> |

The change in the number of committees can be explained by variations in the scope of social reporting over the past three years, particularly with the integration of GVT in 2010. In Brazil, health and safety committees are established in each State. In 2011, GVT had 20 committees comprised of 186 employees dedicated to these matters.

Objectives pursued by the Group's relevant committees specifically include:

- improving ergonomics at work stations, particularly for on-screen work;
- participating in and monitoring the development of a conflict and stress prevention plan;
- measuring very low frequency emissions (GSM, 3G, wireless telephones, Wi-Fi towers), verifying legal limits, identifying related potential risks and promoting good practices;
- monitoring the implementation of required action plans in the event of serious incidents (including fire, attack and natural disaster risks);
- promoting good practices in terms of business travel and analyzing the causes of commuting accidents; and
- monitoring the follow-up and update of risks and prevention plans.



## Section 11 Health and Safety Conditions

The companies in the Vivendi Group continue to focus on occupational health and safety. Some of the prevention and training measures are described below.

In the Maroc Telecom group, the HR function, which oversees health and safety programs, is decentralized to be close to employees. A social worker is available in each regional office to inform, advise, and support employees. Field investigations are conducted for the purpose of learning about employee concerns and expectations with regard to health and safety in the workplace. In Morocco, the group has also implemented a certain number of projects related to employee health, including:

- seasonal flu and tetanus vaccination campaigns;
- an anti-smoking program to support smokers who want to quit;
- ongoing site management to improve ventilation, health and safety.

Moreover, Universal Music France is committed to improving its risk management policy and involving employees and their representative bodies in the implementation of preventative actions. In 2011, management and the Health, Safety and Working Conditions Committees (CHSCT) introduced the following projects:

- design and management of work stations at the logistics center to integrate and distribute activity previously handled by another distribution center;
- creation of access walkways which allow employees to arrive safely at their work station;
- asbestos removal (742m<sup>2</sup>) enabling inclusion of a new logistics activity;
- a guarantee of local service for the industrial area by public transportation;
- an energy management audit carried out by a consultant and an internal review of the internal electrical network;
- establishment of a physical stress diagnosis for employees and temporary workers;
- compliance with the provisions of the Authorization Order of January 24, 2011 concerning the discharge of non-domestic waste water.

At headquarters, several actions were performed in 2011 to preserve the health of employees:

- seasonal flu vaccination campaign;
- bi-monthly replacement of air filters in order to prevent risks of bacterial contamination;
- detailed monitoring of air in offices in order to guarantee air quality.

Vivendi continues to implement preventative measures regarding stress management and psycho-social risk issues. Active response centers, specific to each entity, are available to employees to respond to each person's need to express her/him self. The programs are specific to each entity and cover such areas as local manager training, establishment of a toll-free number for employees and information provided to elected employee representatives (IRPs) by a specialist physician. Access to this specialized service, is independent of the company, anonymous, confidential and free; it is part of the company's social innovation policy.

### 11.2. Number of Employees Trained in Health in Safety

| Number of Employees Trained in health and safety | 2011          | 2010         | 2009         |
|--|---------------|--------------|--------------|
| <b>Total</b>                                     | <b>10,860</b> | <b>6,037</b> | <b>4,103</b> |

The number of employees trained in safety rose sharply in 2011. The increase is due in particular to the large number of employees trained at GVT in 2011: 6,889, compared to 1,423 in 2010. At GVT, safety training was provided to the installation technicians hired by the company. Safety instruction at GVT accounts for 63% of the total number of employees trained in health and safety within the Vivendi Group.

The Group places great importance on training related to workplace health and safety. In Morocco, all new Maroc Telecom employees receive safety training during orientation sessions on their first day with the company. During the orientation seminar, employees are also sensitized to the importance of safeguarding confidential information. In the highly competitive environment in which Maroc Telecom operates, employees must be familiar with the rules that protect the company's material assets, data and information, to which they have access. In addition to ethics and quality training, new hires receive training in aspects of the confidentiality of information. They are also introduced to the security measures to be implemented as needed in the performance of their duties. Maroc Telecom also offers seminars to employees on the importance of ensuring a safe and healthy workplace.

Moreover, in order to help its employees deal with day-to-day stress which can impact upon professional effectiveness, Maroc Telecom has established training programs for inter-personal communication, stress, and business conflict management. The objectives are to increase employee self-management skills, to improve knowledge of one's self, to better manage group relationships, and to maintain a calm, positive, professional attitude in the workplace.

## Section 11 Health and Safety Conditions

### 11.3. Frequency Rate of Workplace Accidents (with workdays lost)

The frequency rate of workplace accidents increased in 2011. This increase is partly attributable to an increase in the number of operational telephony teams at GVT. Moreover, in smaller business units, a small difference in absolute data can result in a considerable variation in relative values. For example, the frequency rate for 2010, under the heading "Other," represents one workplace accident resulting in one week of lost workdays.

The frequency rate of workplace accident is historically low at Vivendi; it is somewhat higher in the field businesses (SFR, Maroc Telecom group, and GVT), where the existing, specific, prevention programs have been strengthened. These efforts are particularly noticeable in the Canal+ Group, where a significant drop in workplace accidents was registered in 2011.

Calculation method: 
$$\frac{\text{number of workplace accidents with days lost} \times 1,000,000}{\text{average annual headcount} \times \text{annual hours worked (estimated at 1,750 for the Group)}}$$

| Frequency Rate of Workplace Accidents (with workdays lost) | 2011        | 2010        | 2009         |
|--|-------------|-------------|--------------|
| Activision Blizzard France                                 | 1.06        | (a) 5.25    | (b) 5.56     |
| Universal Music Group                                      | 1.47        | 1.37        | 1.06         |
| SFR  | 3.06        | 3.26        | (c) 1.90     |
| Maroc Telecom  | 3.14        | 2.71        | 3.07*        |
| Canal+ Group   | 2.84        | 3.12        | 3.29*        |
| GVT  | 3.65        | 1.95        | -            |
| Corporate  | 2.27        | 2.29        | 2.25*        |
| Other Operations   | -           | 4.16        | -            |
| <b>Average</b>   | <b>2.94</b> | <b>2.58</b> | <b>2.03*</b> |

(a) Five accidents resulting in a loss of 54 workdays at Activision Blizzard France, compared to six accidents corresponding to 77 workdays lost in 2009.

(b) Restated to correspond to a like-for-like basis.

(c) Partial data due to the SFR and Neuf Cegetel merger.

\* The concept of end-of-year headcount was used.

### 11.4. Severity Rate of Workplace Accidents (with workdays lost)

The severity rate of workplace accidents (resulting in workdays lost) within the Group remained low in 2011. Nevertheless, it reached a slightly higher level than the two preceding years. In the smaller business units, a small difference in absolute data can result in a considerable variation in relative values. In 2011, a fatal workplace accident unfortunately occurred in the Maroc Telecom group.

Calculation method: 
$$\frac{\text{number of days lost for workplace accidents} \times 1,000}{\text{average annual headcount} \times \text{annual hours worked (estimated at 1,750 for the Group)}}$$

| Severity Rate of Workplace Accidents (with workdays lost) | 2011        | 2010        | 2009        |
|---|-------------|-------------|-------------|
| Activision Blizzard France                                | -           | 0.06        | (a) 0.07    |
| Universal Music Group                                     | 0.01        | 0.01        | 0.01        |
| SFR   | 0.09        | 0.10        | 0.08        |
| Maroc Telecom   | 0.13        | 0.15        | 0.15        |
| GVT   | 0.16        | 0.07        | -           |
| Canal+ Group  | 0.06        | 0.06        | 0.05        |
| Corporate   | 0.02        | 0.01        | 0.01        |
| Other Operations  | -           | 0.03        | -           |
| <b>Average</b>  | <b>0.10</b> | <b>0.09</b> | <b>0.08</b> |

(a) Adjusted for changes in the scope of consolidation.

## Section 11 Health and Safety Conditions

### 11.5. Occupational diseases

In compliance with Law 2010-788 of July 12, 2010 on the national commitment to Grenelle II, in particular Article 225, the table below sets forth the number of acknowledged occupational illnesses in the Vivendi Group in 2011.

For France, occupational diseases are those officially declared and acknowledged by French Social Security. Outside of France, occupational illnesses are those acknowledged as such by the International Labor Organization.<sup>3</sup>

| Occupational illnesses | 2011      |
|------------------------|-----------|
| <b>Total</b>           | <b>10</b> |

## Section 12 Working Hours

### 12.1. Working Hours for Full-time Employees

Approaches in terms of working hours differ from country to country. Accordingly, the number of hours worked varies. In the Vivendi Group, the number of hours worked per week ranges between 35 hours in Europe, Canada and the United States, to 48 hours in some Central and South American countries. In France and the overseas departments and territories, the Group applies the law on the 35-hour work week. Full-time work is defined as the number of hours worked by full-time employees within the company.

| (in hours)     | Hours worked per week |                 |             | Hours worked per year |              |              |
|----------------|-----------------------|-----------------|-------------|-----------------------|--------------|--------------|
|                | 2011                  | 2010            | 2009        | 2011                  | 2010         | 2009         |
| <b>Average</b> | (a) <b>38.1</b>       | (a) <b>37.6</b> | <b>36.3</b> | <b>1,753</b>          | <b>1,728</b> | <b>1,662</b> |

(a) This increase is due in particular to the entry of GVT into the Group's scope of consolidation.

### 12.2. Working Hours for Part-time Employees

The average number of working hours for part-time employees has remained stable in the Group for the past two years. It was 28.3 hours in 2011 and in 2010, compared to 29.7 in 2009. The part-time work week ranges from 17 hours at SFR (at the Neuf Centre entity) to 35 hours in South Africa.

| (in hours)     | Hours worked per week |             |             | Hours worked per year |              |              |
|----------------|-----------------------|-------------|-------------|-----------------------|--------------|--------------|
|                | 2011                  | 2010        | 2009        | 2011                  | 2010         | 2009         |
| <b>Average</b> | <b>28.3</b>           | <b>28.3</b> | <b>29.7</b> | <b>1,299</b>          | <b>1,299</b> | <b>1,356</b> |

### 12.3. Overtime

Both in France and abroad, overtime is defined as hours worked beyond the contractual number of working hours.

#### 12.3.1. Overtime in France

In France, overtime entitles employees to additional wages. Overtime has decreased over the last three years: 14,834 hours in 2011, compared to 20,645 hours in 2010, and 30,866 in 2009.

#### 12.3.2. Overtime outside of France

Outside of France, the use of overtime is closely related to the local culture, especially in South America, parts of Africa and the United States. The extent to which overtime hours are worked depends on business needs as well as changes in local laws, which may result in considerable variations from year to year: 2.2 million overtime hours were worked in 2011, compared to 1.46 million hours in 2010, and 0.52 million in 2009. The 2011 and 2010 increase is explained by the substantial amount of overtime worked by the operational teams at GVT.

3. For a complete list of occupational illnesses, see [http://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_125160.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_125160.pdf).

## Section 12 Working Hours

### 12.4. Absenteeism

Absenteeism is defined as the number of work days not worked, excluding paid leave, training programs, union-related absence, exceptional leave, contractual leave, and compensation time for extra hours worked (RTT). Contract suspensions are not recorded in the tables below. However, all sick leave, including long-term disability leave, is included.

For instance, at SFR, Canal+ and VME (in the category "Other"), where the average age is lower than in other businesses, more for family reasons (maternity, paternity and adoption leave) are taken.

#### 12.4.1. Absenteeism within the Group

The tables below present the number of days of absence taken according to cause: sickness, family reasons, workplace accidents (including commuting accidents, in countries where this concept is recognized) and other reasons. In 2011, family leaves and leaves for other reasons decreased. Conversely, leaves due to sickness and accidents rose slightly.

The category absences "for other reasons" reflects the broad cultural differences within the Group. More specifically, it covers absences for personal , unscheduled vacation, unpaid leave, disciplinary suspension, unauthorized leaves (paid or unpaid), unjustified leaves, leaves for sick children or family events (excluding maternity, paternity and adoption leave), paid notice days carried over from prior periods, as well as compassionate leave, jury duty, pilgrimages, military reservist training, or examinations. The number of absences for "other reasons" in the Group is also linked to the particular political, cultural and economic events of the year in the different countries where Vivendi operates.

Calculation method: the number of days of absence by cause divided by the average annual headcount.

| (days)         | For sickness |             |             | For family reasons |             |             | For accident |             |             | For other reasons |                 |             |
|----------------|--------------|-------------|-------------|--------------------|-------------|-------------|--------------|-------------|-------------|-------------------|-----------------|-------------|
|                | 2011         | 2010        | 2009        | 2011               | 2010        | 2009        | 2011         | 2010        | 2009        | 2011              | 2010            | 2009        |
| <b>Average</b> | <b>4.09</b>  | <b>3.99</b> | <b>3.86</b> | <b>1.89</b>        | <b>2.10</b> | <b>1.83</b> | <b>0.32</b>  | <b>0.26</b> | <b>0.25</b> | <b>0.81</b>       | <b>(a) 0.90</b> | <b>0.46</b> |

(a) Mostly in South America.

#### 12.4.2. Absenteeism within the Group in France

In smaller entities, a small difference in absolute data can result in considerable variation in relative values.

Calculation method: number of days of absence in France according to cause, divided by the average annual headcount.

|                            | For sickness |             |             | For family reasons |             |             | For accident |             |             | For other reasons |             |             |
|----------------------------|--------------|-------------|-------------|--------------------|-------------|-------------|--------------|-------------|-------------|-------------------|-------------|-------------|
|                            | 2011         | 2010        | 2009        | 2011               | 2010        | 2009        | 2011         | 2010        | 2009        | 2011              | 2010        | 2009        |
| Activision Blizzard France | 11.18        | (a) 9.19    | 7.46        | 0.94               | (b) 1.40    | 0.18        | 0.61         | 0.19        | 0.12        | 1.54              | 1.17        | 1.47        |
| Universal Music France     | 5.54         | 3.95        | 4.32        | 1.51               | 1.92        | 1.68        | 0.30         | 0.36        | 0.37        | 2.44              | 2.38        | (c) 4.82    |
| SFR                        | 7.30         | 7.21        | 7.06        | 2.74               | 2.65        | 2.86        | 0.35         | 0.35        | 0.26        | 0.49              | 0.72        | 0.49        |
| Canal+ Group               | 6.56         | 6.76        | 7.21        | 3.09               | 3.77        | 3.74        | 0.34         | 0.30        | 0.32        | 0.14              | 0.16        | 0.21        |
| Headquarters               | 3.06         | 3.74        | 4.00        | 0.60               | 1.22        | 2.63        | 0.05         | 0.01        | 0.09        | -                 | -           | -           |
| Other                      | (d) 6.43     | (e) 10.18   | (f) 5.51    | 2.88               | 3.51        | 2.18        | 0.70         | 2.11        | (g) 2.15    | 0.53              | 0.81        | 0.48        |
| <b>Average</b>             | <b>7.10</b>  | <b>6.99</b> | <b>6.92</b> | <b>2.67</b>        | <b>2.83</b> | <b>2.89</b> | <b>0.35</b>  | <b>0.34</b> | <b>0.29</b> | <b>0.53</b>       | <b>0.68</b> | <b>0.68</b> |

(a) Repeated extended absences (over three months) of ten employees and an absence of more than 11 months.

(b) Significant increase in births in 2010.

(c) Mainly paid notice days, not worked.

(d) One 10-month absence and three two-month absences.

(e) Repeated work stoppages and one long-term sick leave (9 months).

(f) Long-term sick leave.

(g) Following a commuting accident, one employee was absence for all of 2009.

## Section 13 Contribution to Employment Development

### 13.1. Territorial and Regional Impact of Employment Development Policy

#### 13.1.1. Commitments

In 2004, Vivendi made commitments to the French public authorities to contribute to the creation of jobs in regions affected by unemployment and industrial restructuring in two different ways:

- creating, via subcontractors, two call centers linked to the Group's activity, one in Belfort (Territoire de Belfort) at year-end 2005, the other in Douai (Nord) at year-end 2006, on the basis of 300 full time equivalent jobs at each site, or 600 jobs in total;
- assistance with industrial revitalization and job creation not related to Vivendi Group activity in employment regions selected by the Ministries responsible for economics, finance, industry and employment. A financial commitment of €5 million per year for five years was made, for a total amount of €25 million. The initial goal was to create 1,000 jobs in three years and 1,500 jobs in five years (2005-2009). This goal was revised upward twice to 2,800 jobs created. With the help of specialized consultants, Vivendi promised to provide advice and financial support to viable business creation or development projects.

In the first quarter of 2009, Vivendi agreed on new targets set by the French government for its contribution to the development of jobs over a period of three years (2010 to 2012). Besides maintaining prior commitments to contact centers, Vivendi committed to contribute €5 to €6 million per year for three years to territorial revitalization with the goal of creating 1,800 new jobs. To this end, three new programs were entrusted to Vivendi by the Ministry of the Economy and the Ministry of Industry in the fall of 2009: Châtelleraut (Vienne), Montluçon (Allier) and a second mission in the Oise department. Three other programs were added in the summer of 2010: le Pays de Ploërmel (Morbihan), Calais and Vendôme (Loir-et-Cher).

#### 13.1.2. Results

##### Contact Centers

As of late 2011, 971 jobs were created at two customer contact centers:

- 493 jobs, representing the equivalent of 462 full-time jobs, in Belfort, a center managed by Téléperformance; and
  - 478 jobs, representing the equivalent of 470 full-time jobs, in Douai, a center managed by Duacom;
- representing the equivalent of a total of 932 full-time jobs.

The commitments were not only met but were exceeded in terms of quantity and were achieved more quickly than planned. Overall, employment grew at a steady rate of +8% in 2011. The percentage of women hired exceeds 75%. The Douai center (Duacom) received a social responsibility label because of its efforts for the integration of disabled workers into the workplace. Finally, Téléperformance and Duacom continue to develop the business of the centers by entering into contracts with new clients.

##### Revitalization of employment areas

###### Jobs

As of December 31, 2011, the number of jobs certified by the commitment committee totaled 5,263, with 4,361 actual job creations, representing more than 83% of certified jobs.

At year-end 2011, Vivendi exceeded its overall goal of 2,800 jobs in all areas by 88% for certified jobs and 56% for job creations.

The first employment program was set up in March 2005 and the latest program was launched in March 2008. Each program has an operating lifetime of at least three years. Several programs were extended beyond their initial three-year term, at the request and with the approval of public authorities, during 2010 and even in 2011: Abbeville and Montdidier (Somme), Thann and Cernay (Haut-Rhin), Pas-de-Calais (extension focused on the Calais area) and le Tonnerrois (Yonne). In late 2011, only two projects were not fully completed: the Haut-Jura and le Tonnerrois projects. Accordingly, the late 2011 report on the five-year agreement (2005/2009) is not final.

Moreover, at the end of the operational phase, the economic development companies remain within these areas in order to follow the progress of the programs and to ensure that certified jobs become actual jobs.

## Section 13 Contribution to Employment Development

The details of 2005/2009 commitments are as follows:

| Beginning of mission | Areas                | Certified jobs (a) | Jobs created |
|----------------------|----------------------|--------------------|--------------|
| March 2005           | Sarrebourg           | 363                | 335          |
|                      | Arles                | 555                | 773          |
|                      | Oise                 | 570                | 519          |
| February 2006        | Dreux                | 553                | 428          |
|                      | Chalon               | 433                | 279          |
|                      | Pas-de-Calais        | 499                | 395          |
| February 2007        | Somme                | 788                | 501          |
|                      | Thann-Cernay         | 491                | 434          |
|                      | Tonnerrois           | 268                | 206          |
| June 2007            | Autun-Château-Chinon | 312                | 131          |
| March 2008           | Haut-Jura            | 431                | 360          |
| <b>Total</b>         |                      | <b>5,263</b>       | <b>4,361</b> |

(a) Certified jobs: jobs created following the approval of applications by, and financial support from, commitment committees. Members of these committees include the Prefect and Sub-prefect, the Vivendi representative, representatives of French state decentralized services (Industry, Labor-Employment TPG), a representative for the Banque de France, local economic development committees, the International Chamber of Commerce (ICC) and the Chamber of Guilds. The applications are reviewed and presented by the revitalization company selected by Vivendi.

Most programs have exceeded their original job creation goals but in different proportions: by 157% in Arles, 100% in the Somme (Abbeville and Montdidier), 74% in Thann and Cernay (Haut-Rhin), 73% in the Oise, 71% in Dreux, 58% in the Pas-de-Calais, 34% in Sarrebourg and 12% in Chalon-sur-Saône. At the end of 2011, the Haut-Jura (Saint-Claude) program already exceeded its goal by 44% and the Tonnerrois program exceeded it slightly by 3%. Only the Autun-Château-Chinon program is still behind. The goal was exceeded by 25% in terms of certified jobs, but was not reached in terms of actual job creation.

### Companies

80% of the companies that were offered assistance in these areas were industrial, agribusiness, agrifood, construction or industrial service businesses. 15% were in craft industries. The remaining percentage consisted of companies in tourism and homecare services.

For the projects supported, 70% were existing companies that were developed, for 26% were newly created companies; and 4% were companies taken over. In total, 93% of subsidized companies are small and very small businesses, while 7% are subsidiaries in medium-sized groups.

More than 85% of all approved projects are operated by local companies from these areas.

### Financing

At year-end 2011, out of a total of eleven employment areas, €29.49 million were earmarked by Vivendi for job creation since 2005 for the first five-year commitments. The preferred financing tool is equity loans, due to the positive impact on the equity of the small businesses helped. Subsidies and loans that can be converted into subsidies as the jobs created become a reality were also granted.

### 2010/2012 commitments

In late 2009, the first employment areas for this new initiative were entrusted to Vivendi by the Ministry of the Economy and the Ministry of Industry. They are Châtelleraut (Vienne), Montluçon (Allier) and a new program in the Oise, with priority given to the Beauvaisis and Sud-Oise regions (Creil and Crépy-en-Valois).

The Châtelleraut program is unique. At the request of the French government, Vivendi divided its revitalization program into five revitalization agreements entered into with companies already present in the area but that had to reduce their workforce through employment protection plans (PSE). The overall goal was to create 475 new jobs. At year-end 2011, approved projects for Châtelleraut accounted for 533 jobs, 264 of which have already been created.

In less than two years, the new Oise program has nearly achieved its goal of creating 300 jobs: 643 jobs were scheduled to be created and 298 already exist. In the Montluçon area (goal: 250 jobs), 326 jobs were planned and 148 have already been created.

In summer 2010, three new areas were designated by the French public authorities: the Pays de Ploërmel (Morbihan), Vendôme (Loir-et-Cher) and a new project in Calais. These three programs actually began in the fourth quarter of 2010. Their total goal is the creation of 600 jobs. At year-end 2011, the total number of jobs planned in the companies receiving assistance was 536 and 190 jobs have already been created.

The overall goal was to create 1,625 jobs in all six programs. In late 2011, the provisional results were for 2,038 jobs scheduled to be created, of which 900 have already been created.

In 2011, Vivendi set aside a total of €5.02 million to fund these operations, the same amount as in 2010. Funding for 2010/2012 commitments totals €10.04 million.

## Section 14 Social and Cultural Activities

In France, the concept of social and cultural activities is developed at the business unit level primarily for the benefit of employees or their families (e.g., subsidy to the Works Committee in companies with over 50 employees). This concept, unique to French institutions, is not easy to comprehend globally. Each entity is allowed to determine its own policy and contribution to these activities.

| (in millions of euros) | 2011         | 2010         | 2009         |
|------------------------|--------------|--------------|--------------|
| <b>Total</b>           | <b>10.97</b> | <b>10.86</b> | <b>11.77</b> |

Since 2011, the scope covered by this indicator includes all Group business lines excluding GVT, where this concept has no equivalent.

## Section 15 Interim Staff

An interim worker is defined as a person made available on a temporary basis, by companies established for that purpose, for the performance of a specific, temporary (not long-term) task, called an "assignment". A person hired for several assignments is counted once for each assignment undertaken. The use of interim workers increased in the Vivendi Group in 2011: 72% were hired in France and in the overseas departments and territories, 11% in the United States, and 8% in the UK.

| Number of temporary assignments | 2011         | 2010             | 2009         |
|---------------------------------|--------------|------------------|--------------|
| <b>Total</b>                    | <b>3,724</b> | <b>(a) 3,145</b> | <b>3,240</b> |

(a) Restated.

## Section 16 The Group Compliance Program

Since 2002, Vivendi has undertaken to define and implement a Compliance Program which sets out general rules of ethics applicable to each Group employee, regardless of hierarchy or responsibilities.

These Rules of Conduct cover the rights of employees, the quality and protection of information, the prevention of conflicts of interest, commercial ethics, respect of competition rules, the use of Group property and resources, financial ethics, and respect for the environment.

The objective of the Compliance Program is to make employees aware of their professional responsibilities and to provide them with a reference that helps them determine benchmarks for their conduct.

These general rules are refined by each operational unit in all territories where the Group operates to accommodate the specificities of the subsidiaries' businesses, as well as local legal requirements. Today, most of the Group business units have implemented an additional Code of Conduct adapted to their operations.

The implementation of the Compliance Program by Vivendi's General Counsel's office is conducted by the legal teams and the compliance officers of the main operational entities.

At the beginning of each year, subsidiaries submit a report to Vivendi on the compliance actions taken in the previous year. The report is presented by the General Counsel to the Audit Committee, which validates it and submits it to the Supervisory Board. It is then sent to the heads of the different business units for comment.

The Compliance Program is available at Vivendi's web site ([www.vivendi.com](http://www.vivendi.com)).

|  |           |
|--|-----------|
| <b>1. Environmental Commitments</b>  | <b>25</b> |
| <b>2. Environmental Reporting</b>  | <b>25</b> |
| <b>3. Environmental Information</b>  | <b>26</b> |
| <b>3.1. Consumption of Water Resources, Raw Materials and Energy – Use of Soil – Waste Emissions into the Air, Water and Soil – Noise pollution, Odor Nuisance and Waste</b>   | <b>26</b> |
| 3.1.1. Water   | 26        |
| 3.1.2. Electrical Energy   | 26        |
| 3.1.3. Air, Water and Soil Discharges  | 27        |
| 3.1.4. Noise Pollution and Nuisance Odors  | 27        |
| 3.1.5. Waste   | 28        |
| <b>3.2. Measures Taken to Limit Damage to the Biological Equilibrium, the Environment and to Protect Animal and Plant Species</b>  | <b>28</b> |
| <b>3.3. Measures Taken for the Purpose of Environmental Assessment or Certification</b>  | <b>29</b> |
| <b>3.4. Measures to Ensure Compliance of Activities with Applicable Legal and Statutory Provisions</b>   | <b>29</b> |
| <b>3.5. Expenses Incurred to Minimize the Environmental Impact of the Company's Activities</b>   | <b>29</b> |
| <b>3.6. Environmental Provisions, Guarantees and Penalties</b>   | <b>29</b> |
| <b>3.7. Internal Environmental Management Services, Environmental Training, Information for Employees Concerning Resources Used to Reduce Environmental Risk and Systems Put in Place to Deal with Pollution Accidents</b> | <b>29</b> |



ENVIRONMENTAL  
POLICY

2

## Environmental Policy

---

The Management Board, in conjunction with the Risk Committee, oversees the identification and assessment of environmental risks associated with the Group's activities.

In 2011, the Sustainable Development Department established three sustainable development committees dedicated to environmental issues. The topics discussed related to the development of environmental reporting following regulatory changes that took place pursuant to the so-called "Grenelle II" Law, due diligence measures regarding health and radiofrequency deployed by SFR and Maroc Telecom, and discussions on good environmental practices among subsidiaries.

The sustainable development report, available on the Vivendi website, describes the main environmental initiatives undertaken in 2011 by the Group subsidiaries.

## 2

## Section 1 Environmental Commitments

Among its rules of conduct, the compliance program includes respect for the environment. The General Counsel's office and program managers ensure the proper implementation of these rules, aim of which is to manage potential risks to the environment that could result from the Group's activities. The implementation of these rules is subject to an annual assessment report of the compliance program.

Since 2008, Vivendi has been a member of the United Nations Global Compact. Under the terms of this voluntary approach, companies undertake to adopt, support and apply a set of universal principles relating to human rights, labor standards, the environment and the fight against corruption. In environmental matters, the Global Compact signatories are asked to:

- apply the precautionary principle to address issues affecting the environment;
- undertake initiatives to promote greater environmental responsibility; and
- promote the development and diffusion of environmentally friendly technologies.

## Section 2 Environmental Reporting

The process of environmental reporting has been revised to reflect changes to the regulatory framework that took place pursuant to the "Grenelle II" Law. Three areas for improvement were identified: the reconstruction of a network of business line coordinators in charge of the gathering of environmental information, a review of indicators to choose the ones most relevant and best suited to Group activities, and improving the functionalities of the reporting tool to facilitate data analysis.

The collection, validation and consolidation of environmental data are conducted in accordance with the Vivendi Group environmental, social and societal data reporting protocol (the "Protocol"). The data presented below has been aggregated based on the information gathered from Group sites that meet the threshold criteria in terms of environmental impact (number of employees, annual water and electricity consumption, waste production, etc).

To anticipate the regulatory requirements of the "Grenelle II" Law, the scope of reporting was expanded following the integration of new sites, especially at UMG. The main sites in four countries (Canada, USA, France and the United Kingdom) were included last year in the reporting scope. For 2011, the sites located in seven additional countries (Germany, Australia, Brazil, Spain, Italy, Japan and the Netherlands) have also been added. As regards Group Canal+, the scope of reporting includes the new entities of Canal+ Overseas (excluding certain units in Africa) but does not include the Canal+ entities located in Germany and the United Kingdom.

Data consolidation was carried out by Det Norske Veritas Business Assurance Finance (DNV) for 2011. Moreover, since 2008, one of the Vivendi Statutory Auditors has verified, at a limited level of assurance, a selection of data at some sites in each business unit in order to ensure the accuracy and relevance of the environmental information disclosed.

## Section 3 Environmental Information

### 3.1. Consumption of Water Resources, Raw Materials and Energy – Use of Soil – Waste Emissions into the Air, Water and Soil – Noise pollution, Odor Nuisance and Waste

Each year, the Group responds to questionnaires relating to its environmental programs and the environmental impacts of its activities. All of this information is submitted as part of the annual Carbon Disclosure Project questionnaire.

#### 3.1.1. Water

| Water consumption (thousands of m <sup>3</sup> )     | 2011         | 2010         | 2009         |
|--|--------------|--------------|--------------|
| Activision Blizzard                                  | 77.1         | 88.4         | 55.8         |
| Universal Music Group                                | 128.2        | 103.8        | 100.9        |
| SFR (a)  | 158.8        | 134          | 90.8         |
| Maroc Telecom  | 262.7        | 416.4        | 328.2        |
| GVT (b)  | 51.9         | 50.2         | -            |
| Groupe Canal+ (c)                                    | 49.8         | 57.7         | 45.7         |
| Corporate (Vivendi headquarters and New York office) | 12.8         | 13.3         | 15.5         |
| <b>Total</b>   | <b>741.3</b> | <b>863.8</b> | <b>636.9</b> |

(a) Data for 2009, 2010 and 2011 include all sites from the acquisition of Neuf Cegetel.

(b) Since GVT was acquired in late 2009, no data are available for 2009.

(c) Data for 2011 include new Canal+ Overseas sites.

Vivendi is growing in industry sectors that do not involve manufacturing, production or other forms of activity which consume high levels of natural resources, including water. In order to provide a more accurate picture of consumption, the 2011 data take into account, for some business units, consumption at sites where a workforce is present. This is the case for Activision Blizzard and UMG in particular. For other business units, all of the sites are taken into account. The 2011 data also include the fact that certain subsidiaries, which up until the present, and according to the Protocol, only estimated part of their water consumption, have now gathered more actual data. For example, the actual share of water consumption accounts for about two thirds of the total consumption of Activision Blizzard. As regards Maroc Telecom, the 2010 data included an overestimate of water consumption in two of the eight regional Directorates.

#### 3.1.2. Electrical Energy

| Electricity consumption (millions of kWh) | 2011           | 2010         | 2009         |
|---|----------------|--------------|--------------|
| Activision Blizzard                       | 40.7           | 37           | 33.1         |
| Universal Music Group                     | 40.6           | 31.6         | 23.0         |
| SFR (a)                                   | 612.2          | 561.6        | 547          |
| Maroc Telecom                             | 284.1          | 240          | 198.1        |
| GVT (b)                                   | 39.1           | 26           | -            |
| Groupe Canal+ (c)                         | 46.8           | 45           | 42.3         |
| Corporate                                 | 3.4            | 4.0          | 4.0          |
| <b>Total</b>                              | <b>1,066.9</b> | <b>944.8</b> | <b>848.0</b> |

(a) Data for 2009, 2010 and 2011 include all sites from the acquisition of Neuf Cegetel.

(b) Since GVT was acquired in late 2009, no data are available for 2009.

(c) Data for 2011 include new Canal+ Overseas sites.

The increase in electricity consumption observed in the Group is related, on the one hand, to the expansion of the scope of reporting in 2011 and, on the other hand, to a growth in activities. Regarding the Group's telecoms operators, GVT and SFR have recorded increased energy consumption due to the growth of their activities and investments in their networks' infrastructures. Maroc Telecom revised its methodology for calculating consumption at all of its regional directorates and is including, for this year, all consumption actually billed as well as an estimate for year-end 2011, when the associated invoices had not yet been received.

The initiatives implemented by the Group's business units, telecommunications operators in particular, to reduce energy consumption are presented in the online sustainable development report on the Vivendi website.

## Section 3 Environmental Information

### 3.1.3. Air, Water and Soil Discharges

| Carbon dioxide (CO <sub>2</sub> ) emissions (thousands of tons) | 2011         | 2010         | 2009         |
|---|--------------|--------------|--------------|
| Activision Blizzard   | 29.6         | 19.6         | 19.1         |
| Universal Music Group   | 26.0         | 17.3         | 12.3         |
| SFR (a)   | 93.7         | 62.4         | 58.8         |
| Maroc Telecom   | 229.3        | 182.0        | 148.4        |
| GVT (b)   | 7.9          | 4.3          | -            |
| Groupe Canal+ (c)   | 11.1         | 10.4         | 8.6          |
| Corporate   | 1.4          | 0.9          | 0.7          |
| <b>Total</b>  | <b>399.0</b> | <b>296.9</b> | <b>247.9</b> |

(a) Data for 2009, 2010 and 2011 include all sites from the acquisition of Neuf Cegetel.

(b) Since GVT was acquired in late 2009, no data are available for 2009.

(c) Data for 2011 include new Canal+ Overseas sites.

The majority of CO<sub>2</sub> and other greenhouse gas emissions come from the use of backup generators in the event of a power failure, site heating by convection, vehicles in the Group's fleet and business travel. The various heating, ventilation and air conditioning systems operated by the Group use refrigerant gases. Their use is regulated under the Montreal Protocol or other regulatory mechanisms to protect the ozone layer and limit the consequences of global climate change.

Until 2010, data on carbon dioxide emissions from the Group's activities were collected using the greenhouse gas protocol (GHG Protocol) and the United Nations greenhouse gas emissions Calculator (Greenhouse Gas Protocol). Since 2010, the Ademe carbon footprint protocol was used to better match the data with the requirements under the new French so-called "Grenelle II" Law.

Approximately 80% of the Group's CO<sub>2</sub> emissions are related to the consumption of electrical energy. Fuel and refrigerant consumption, as well as trips/travels, comprise the remaining emissions.

In 2011, more than half of the change in CO<sub>2</sub> emissions recorded at Group level were due to an expansion of the scope of reporting for certain business units. As regards GVT and UMG, the change of methodology implemented in 2011, and the resulting increased scope of reporting, do not make a relevant comparison with the data from the previous year possible.

### 3.1.4. Noise Pollution and Nuisance Odors

Vivendi's activities produce almost no noise pollution or significant nuisance odors. The only existing noise pollution is generated by the operation of machinery and vehicles within the Group's premises. Potentially dangerous noise effects are mitigated by building structures or other technical solutions.

## Section 3 Environmental Information

### 3.1.5. Waste

| Waste production (tons) | 2011            | 2010           | 2009           |
|-------------------------|-----------------|----------------|----------------|
| Activision Blizzard     | 1,610.4         | 2,657.0        | 401.0          |
| Universal Music Group   | 1,710.9         | 2,173.0        | 1,015.0        |
| SFR (a)                 | 4,664.2         | 935.0          | 1,162.0        |
| Maroc Telecom           | 922.2           | 754.0          | 561.0          |
| GVT (b)                 | 1,060.7         | 1,835.0        | -              |
| Groupe Canal+ (c)       | 729.7           | 310.0          | 552.0          |
| Corporate               | 81.4            | 81.0           | 79.0           |
| <b>Total</b>            | <b>10,779.4</b> | <b>8,745.0</b> | <b>3,770.0</b> |

(a) Data for 2009, 2010 and 2011 include all sites from the acquisition of Neuf Cegetel.

(b) Since GVT was acquired in late 2009, no data are available for 2009.

(c) Data for 2011 include new Canal+ Overseas sites.

The data related to waste production at Group level describe general waste, electrical and electronic equipment waste and hazardous waste. General waste consists primarily of paper, paperboard and packaging, plastics, wood and glass. Some electrical and electronic equipment waste is recycled based on the territory where the subsidiary is located. A presentation of data by category of waste is included in the sustainable development report, available online on the Vivendi website. All waste is managed in accordance with current regulations and is recycled in accordance with the relevant national policies.

In order to provide a more accurate picture of production, the 2011 data take into account for some business units consumption at sites where there is a workforce present, particularly for Activision Blizzard and UMG. For the other business units, all of the sites are taken into account. The 2011 data also include a change of methodology in data estimates for certain business units, including Activision Blizzard, UMG and GVT.

In addition, starting with this year, SFR and Canal+ Group data include the volume of waste and household electrical and electronic equipment collected (mobile telephones and set-top boxes). Maroc Telecom data demonstrates the operator's efforts to optimize the collection of various kinds of waste. Within Canal+ Group, some Canal+ Overseas sites have had particularly large amounts of electrical and electronic equipment waste and general waste.

## 3.2. Measures Taken to Limit Damage to the Biological Equilibrium, the Environment and to Protect Animal and Plant Species

The Group's subsidiaries plan their construction projects by taking into consideration the principles of sustainable development, reducing water and energy consumption, and integration of infrastructures into the landscape.

In 2010, under the aegis of the French Telecom Federation, SFR signed a voluntary Charter for sustainable development with the Ministry of Ecology, Sustainable Development, Transportation and Housing. While continuing its efforts to improve the telecommunications coverage of the territory, the company has been committed for several years (following the signing of a guide of good practices between the mayors of France and all operators) to a wide landscape integration program for its relay antennas. Under the terms of this approach, SFR acts in concert with elected officials, lessors and local communities. In late 2011, 98% of new sites were integrated in this way into their environment (except for the sites of Société Réunionnaise du Radiotéléphone, TDF and dead zones).

Vivendi's subsidiaries continue to implement measures to reduce the environmental impacts of their products and their activities. SFR has increased its focus on the eco-design of its products with the Neufbox Evolution and the eco-designed SIM card. Maroc Telecom sells prepaid biodegradable paper mobile recharge cards. The two operators are also in the process of converting to paperless billing and subscription agreements. Activision Blizzard and UMG participate in initiatives with their distributors to reduce the environmental impact of the packaging of their products.

Vivendi also encourages its major service providers and product suppliers to join the Group in its efforts to reduce harmful environmental impacts by:

- including a sustainable development clause in agreements; and
- requiring those suppliers to certify their compliance with guidelines limiting the use of certain hazardous substances in electrical and electronic equipment (RoHS) and Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) and their compliance to similar programs that restrict the use of materials with significant environmental impacts regarding product formulation and manufacturing.

## Section 3 Environmental Information

### 3.3. Measures Taken for the Purpose of Environmental Assessment or Certification

Group institutions are encouraged to obtain the appropriate environmental certifications, such as EMAS and ISO 14001 certifications. The Vivendi headquarters in Paris has been EMAS-registered since 2009 and is preparing for the renewal of this certification in 2012. In 2011, SFR renewed the ISO 14001 certification of its Environmental Management System for the sixth consecutive year, with an extension to the eco-design of the neufbox Evolution, 14 fixed-line network sites and a site (tertiary and point-of-sale) on the island of Réunion. Activision Blizzard has an ISO 14001 certification for the warehouses and offices at its site in Birmingham (UK). Several UMG sites have received EnergyStar® and Green Business certifications.

### 3.4. Measures to Ensure Compliance of Activities with Applicable Legal and Statutory Provisions

Subsidiaries ensure that all their sites are compliant with the local environmental regulations in force.

### 3.5. Expenses Incurred to Minimize the Environmental Impact of the Company's Activities

For 2011, the amount spent on environmental protection by various Vivendi business units is estimated at just over €9 million, compared to €1.3 million in 2010. These expenses relate to building compliance measures, ICPE diagnostics, energy audits, and measures adopted to optimize equipment, especially air conditioning.

### 3.6. Environmental Provisions, Guarantees and Penalties

This information is not consolidated at a Group level.

### 3.7. Internal Environmental Management Services, Environmental Training, Information for Employees Concerning Resources Used to Reduce Environmental Risk and Systems Put in Place to Deal with Pollution Accidents

Depending on the Group's subsidiaries, environmental issues are managed by a centralized team with technical managers in the regional units, or in a decentralized manner, with site managers responsible for managing one or more particular sites. These teams work with providers to monitor compliance by the sites and with local response teams (including firefighting organizations) to ensure ongoing environmental protection.

**vivendi**

**Registered Office**

42 avenue de Friedland/75380 Paris Cedex 08/France  
Tel.: +33 (0) 1 71 71 10 00  
Fax: +33 (0) 1 71 71 10 01

**New York Office**

800 Third Avenue/New York, NY 10022/USA  
Tel.: 1 212 572 7000

**[www.vivendi.com](http://www.vivendi.com)**