



# SUSTAINABLE COMMITMENT

## CONSTRUCTION

**01 VERY HIGH ENERGY PERFORMANCE (VHEP) FOR BUILDINGS:** minimum VHEP standard for 100% of building permits filed for in 2008 and design of first low-energy consumption building in Avoriaz.

**02 RENEWABLE ENERGIES:** wood heating system for CP Moselle-Lorraine (delivery in 2010), the Avoriaz extension (delivery 2011) and CP Isère (delivery 2013), solar panels at Maeva Port Barcarès (delivery 2008) and at PV Belle-Dune (installation on existing site in 2008).

**03 PRESERVING BIODIVERSITY:** dialogue with local stakeholders, minimising land clearing, restoring natural habitats, compensatory measures, ecological management plan of natural spaces.

**04 PROTECTING WATER RESOURCES:** ecological rain water management solutions (storage in trenches, ditches, and planted gaps), protection of water-life, preservation of catchment basins, recuperation of rain water for basins, qualitative monitoring of surrounding water environment.

**05 LOW-NUISANCE BUILDING SITE CHARTER FOR 100% OF PROJECTS:** surveillance team at each site, waste sorting, protecting sensitive areas, preventing pollution.

**06 MATERIALS:** roll-out of environmental specifications for purchases since 2007, new cottages at CP domains built in wood, 100% of exotic wood FSC certified.

**07 PREFERENCE GIVEN TO LOCAL INDUSTRY AND COMPANIES:** for the CP domain Moselle-Lorraine, 43% of companies used to build cottages, design landscapes and supply equipment are located in Moselle or Lorraine.

- PV: Pierre & Vacances
- PVTE: Pierre & Vacances Tourisme Europe (includes the Pierre & Vacances, Maeva, Résidences MGM, Hôtels Latitudes and Adagio City Aparthotel brands)
- CP: Center Parcs
- CPE: Center Parcs Europe (includes the Center Parcs and Sunparks brands)
- FNE: *France Nature Environnement*
- FSC: Forest Stewardship Council
- LPO: *Ligue pour la Protection des Oiseaux*
- BBC: *Bâtiment Basée Consommation*  
– Low-energy consumption building
- THPE: *Tres Haute Performance Energetique*  
– Very High-energy performance



The Pierre & Vacances-Center Parcs Group Sustainable Holidays Programme (*Programme Vacances Durables*) was created in 2008 and is geared to ensure that throughout their life-cycles, the Group's businesses make a positive contribution in three main areas:

- △ preventing climate change
- preserving natural resources
- strengthening our responsible social policy

These commitments are reviewed in terms of the achievements made since 2008 as shown in the chart below:

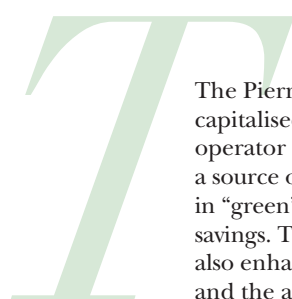
## OPERATION

|                                |  |                          |   |                          |   |
|--------------------------------|--|--------------------------|---|--------------------------|---|
| <p>08</p> <p>△<br/>○<br/>□</p> | <p><b>EMPLOYEE AWARENESS AND TRAINING:</b> 184 staff (cleaning, technical, green spaces, catering and animation), including 43 events organisers were trained in 2009, 200 staff made aware in 2009, internal communication.</p> | <p>12</p> <p>△<br/>○</p> | <p><b>ENVIRONMENTAL MANAGEMENT:</b> monitoring of water and energy consumption on all sites, creation of an internal management tool, ISO 14001 certification for 100% of CP and Gold Green Key awarded to domains in the Netherlands, Belgium and Germany.</p> | <p>16</p> <p>△<br/>○</p> | <p><b>RESPONSIBLE PURCHASES:</b> environmental specifications (ecological cleaning products, recycled paper etc.), sustainable development targets for purchase managers and assessment of suppliers.</p> |
| <p>09</p> <p>△<br/>○</p>       | <p><b>CLIENT ANIMATION:</b> 26,000 children made aware during summer 2009 at the 15 sites with events, roll-out underway at CP, promotion of biodiversity with local players (regional natural parks, LPO, FNE etc.).</p>        | <p>13</p> <p>○</p>       | <p><b>GREEN KEEPING:</b> results of management practices review distributed to green keepers, creation of ecological management charter in 2009/2010.</p>   | <p>17</p> <p>△<br/>□</p> | <p><b>LOCAL EMPLOYMENT AND PURCHASES:</b> creation of an average 700 jobs per CP domain, 50% of purchases and services sourced locally at CP.</p>   |
| <p>10</p> <p>△<br/>○</p>       | <p><b>ENERGY-SAVING EQUIPMENT:</b> in 2008/2009, 33.6% of sites had apartments fully equipped with low-consumption light-bulbs, 55% of sites with apartments fully equipped with water-saving systems.</p>                       | <p>14</p> <p>△<br/>○</p> | <p><b>CATERING:</b> creation of a sustainable catering charter with WWF-France (50% of PVTE sites concerned at the end of 2009).</p>  | <p>18</p> <p>□</p>       | <p><b>DIVERSITY POLICY IN THE COMPANY:</b> signature of diversity charter and senior agreements, diversification of recruitment sources.</p>  |
| <p>11</p> <p>△</p>             | <p><b>GREEN TRANSPORT:</b> 100% of PV resorts car-free, promotion of cycling at Maeva and progressive use of electric vehicles instead of petrol vehicles.</p>   | <p>15</p> <p>○</p>       | <p><b>ROLL-OUT OF WASTE SORTING:</b> 70% of sites equipped with sorting possibilities at waste bin areas. CPE: 25% of waste recycled.</p>   | <p>19</p> <p>□</p>       | <p><b>RECRUITMENT OF DISABLED STAFF:</b> employment rate of 2.4% in the French activities since 2008.</p>   |



# PREVENTING CLIMATE CHANGE

Thanks to a combination of energy-efficient buildings, investments in renewable energy and tighter control of energy consumption on existing sites, the Pierre & Vacances-Center Parcs Group is minimising the impact exerted on the climate by the property development and tourism activities.



The Pierre & Vacances-Center Parcs Group has capitalised on its position as both builder and operator to make its corporate responsibilities a source of value creation. For example, investments in “green” buildings enable it to generate operating savings. The quality of its construction and sites also enhances the value of the asset portfolio and the appeal of products.

## ASSESSING THE GROUP'S CARBON FOOTPRINT

In line with its commitment in this area, in 2008/2009 the Group undertook an estimate of its climate footprint via several carbon assessments (using the methodology developed by the French environmental agency, ADEME). In the tourism activity, it carried out six tests on representative sites and developed an

extrapolation tool in order to assess greenhouse-gas emissions across the whole of the Group's business. The objective was to assess greenhouse-gas emissions in the broadest way permitted by the methodology, i.e. by taking into account not only direct emissions, but also indirect emissions like transport emissions and those linked to the food consumed at the sites.

Since 2008, the Group has primarily focused efforts on reducing direct emissions. The goal for 2010 is to continue reducing emissions in areas where it can undertake joint efforts with customers. Since September 2009, for example, customers in the French Center Parcs have enjoyed free access to the car-sharing website [covoiturage.fr](http://covoiturage.fr), the most frequently visited site in France. Access is ensured via <http://centerparcs.covoiturage.fr>, which has been specifically configured to help customers search for a car-sharing solution when travelling to the French Center Parcs.

Moreover, the first carbon assessment of the construction activities at the Center Parcs Domaine des Trois Forêts Moselle-Lorraine in 2008 highlighted the major relationship between the materials chosen for the construction project and the project's overall carbon impact. As a result, CO<sub>2</sub> is now taken into account as a criterion when assessing and choosing new construction processes for future projects.

## “NEW-GENERATION BUILDINGS”

In anticipation of forthcoming developments, the Group moved in 2008 to adopt France's Very High Environmental Performance (VHEP) standards as the minimum norm for construction (VHEP standards equate to a performance level 20% higher than that corresponding to the regulations in force since 2006). The Group has also taken steps to continually enhance the energy performance

### RESULTS OF GROUP CARBON FOOTPRINT STUDY

| Commitments                | With customer travel and food |              | Without customer travel and food |              |
|----------------------------|-------------------------------|--------------|----------------------------------|--------------|
|                            | CO <sub>2</sub> Teq           | %            | CO <sub>2</sub> Teq              | %            |
| Internal energy            | 116,975.7                     | 6.9          | 116,975.7                        | 34.8         |
| Internal processes         | 8,061.4                       | 0.5          | 8,061.4                          | 2.4          |
| Home-work travel           | 16,277.8                      | 1.0          | 16,277.8                         | 4.8          |
| Professional travel        | 2,634.6                       | 0.2          | 2,634.6                          | 0.8          |
| Customer travel            | 1,124,249.0                   | 66.3         | --                               | 0.0          |
| Agricultural products      | 236,222.9                     | 13.9         | --                               | 0.0          |
| Other purchases (non-food) | 60,964.2                      | 3.6          | 60,964.2                         | 18.1         |
| Freight, suppliers         | 14,819.7                      | 0.9          | 14,819.7                         | 4.4          |
| Purchase of services       | 4,468.8                       | 0.3          | 4,468.8                          | 1.3          |
| Depreciation/amortisation  | 104,776.7                     | 6.2          | 104,776.7                        | 31.2         |
| End-of-life waste          | 7,132.0                       | 0.4          | 7,132.0                          | 2.1          |
| <b>TOTAL</b>               | <b>1,696,582.9</b>            | <b>100.0</b> | <b>336,111.0</b>                 | <b>100.0</b> |

CO<sub>2</sub> Teq: CO<sub>2</sub> tonnes equivalent



Center Parcs France  
Domaine des Hauts de Bruyères

of equipments not subject to thermal regulations (e.g. sporting facilities, swimming pools, etc.). Research undertaken in this area for the equipment and facilities of the future Domaine des Trois-Forêts Moselle-Lorraine resulted in a number of innovative energy-saving technical solutions (overnight storage of water in outside pools in tanks; fourfold coverage of water areas using materials offering higher thermal performance than classical glazing; recycling of water used to wash filters, etc.). Thanks to these efforts, the Group obtained high-environmental quality certification from the official French standards authority for the programme and design phase (*NF Bâtiments Tertiaires Démarche HQE*). In the Avoriaz ski-resort, the Group also won a prize in the regional “Low Energy Consumption Building” request for proposals launched in 2008 jointly by ADEME’s office in the Rhône-Alpes region, the Rhône-Alpes regional council and France’s national housing agency, ANAH. The prize was awarded for the projected Pierre & Vacances building located in the Crozats area of Avoriaz.

## BANKING ON RENEWABLE ENERGIES

The Group studies opportunities to install and finance renewable energies for all of its projects. In France, following a first successful implementation of a wood-fired boiler in Moselle, the Group chose to install similar solutions for the extension to the Avoriaz ski-resort and for the Center Parcs domain at Roybon in the Isère region. These investments reduce exposure to energy-price volatility and also diminish the Group’s carbon impact. The choice of a mixed wood- and gas-fired boiler for the Center Parcs Domaine des Trois Forêts Moselle-Lorraine is set to cover 90% of the energy required by facilities, and save 2,800 tonnes of CO<sub>2</sub> equivalent

per annum. Likewise, the installation of a mixed wood-electricity solution under examination for the extension to the Avoriaz ski-resort should save around 1,000 tonnes of CO<sub>2</sub> equivalent per annum.

## CONTROLLING ENERGY CONSUMPTION

The energy efficiency measures undertaken in 2008/2009 generated energy savings of almost 5% for Center Parcs (data normalised for variations in attendance and weather conditions). Concerning the Pierre & Vacances and Maeva sites in France, the Group is now equipped with a tool – ICARE – for managing energy consumption on sites with a CO<sub>2</sub> indicator. The Group has also made efforts to equip all of the Pierre & Vacances residences (36,000 apartments in total), with compact energy-saving fluorescent lamps. The mountain residences will be fitted out in 2009 and the other sites in 2010.

### FOCUS ON

## EVERYDAY GESTURES AT HEAD OFFICE

A set of measures has been introduced at head office in order to raise employee awareness. These include equipping offices with a remote control unit for individually managing light and temperature, introducing a new printing policy geared to rationalising use of photocopiers, fax machines, printers and scanners, and encouraging environmentally-responsible behaviour, adopting a travel policy that recommends that employees use the train in certain conditions in preference to the car or plane, and making daily deliveries of baskets of organic fruit and vegetables (generally of French or French-regional origin).

## PRESERVING NATURAL RESOURCES

The Group has been choosing the finest destinations in seaside, mountain, city and countryside locations for customers for over 40 years now. In order to preserve and enhance this capital on a lasting basis, it is improving the design and running of sites, and working to raise awareness of sustainable development issues among visitors.

### **E** PRESERVING AND ENHANCING BIODIVERSITY

Environmental constraints are systematically incorporated into the master plans of all new property projects, while measures to preserve or compensate for the natural habitats of animal and plant life are implemented locally. Construction work is also carried out according to a “low-nuisance site” approach. As an example of efforts in these areas, during construction of the Center Parcs Domaine des Trois Forêts site, the focus was placed on preserving the Large Copper butterfly, a species threatened by agriculture and protected in France and Europe, as well as preserving

natural water courses and replenishing habitats (recreating wet zones). These measures were executed in partnership with the ONEMA (National water protection agency) and the environmental engineering research organisation which was in charge of upstream impact studies. They were also indebted to the vigilance of the personnel responsible for ensuring the companies involved respected the “low-nuisance site” commitments. Efforts to preserve natural spaces do not cease with the development phase, but continue when the sites are up and running, thanks to an environmental and woodland management plan and initiatives geared to raising awareness among the Group’s clients.

### CATERING AND GREEN KEEPING: TWO HIGH-IMPACT ACTIVITIES

The Group’s efforts encompass all operational activities at the various sites and particularly catering services and the maintenance of green areas. In the catering area, in conjunction with partners Sodexo and Restoleil, and with input from WWF-France, the Group has established a “Sustainable Catering Charter”, geared to ensuring catering activities are of a quality that respects the environment. The Charter was tested in 20 Pierre & Vacances, Hôtels Latitudes and Maeva restaurants in summer 2009 and will be gradually rolled out to all Group restaurants. As regards green keeping, after taking stock of prevailing management practices in France in 2008, the Group is now preparing a guide of good practice and an environmental management charter for green areas.





## SUCCESSFUL COMMUNICATION AND AWARENESS-RAISING MEASURES

Raising awareness on environmental issues among the Group's 7.3 million customers is a way today of ensuring the participation of 7.3 million enthusiastic and active partners in promoting a more sustainable way of life tomorrow. Efforts in this area were reinforced by the slogan "*Le Groupe Pierre & Vacances-Center Parcs s'engage, engagez-vous aussi!*" (make the Pierre & Vacances-Center Parcs Group's commitment your commitment as well) in 2009. At the Pierre & Vacances, Maeva, Adagio City Aparthotel, Résidences MGM and Hôtels Latitudes sites, customers are greeted with an "environmental actions poster" and an "environmental gestures brochure", the first of which is visible at reception in each residence and directly informs customers of the measures employed at each site, while the second reminds customers of good practices to apply during their stay and to maintain thereafter. In an initiative geared more to children and employed since 2005 the Group has been using the "*Programme Eco'lidays*" developed with the help of WWF-France. In summer 2009, 62,000 clients, including 26,000 children, took part in entertaining and educational activities concerning sustainable development and were made aware of these challenges. At Center Parcs, the "Wannabe" workshop programme includes gardening and plant and animal life-discovery workshops.

## FOCUS ON MANAGING GROUP POLICY

The Group's Sustainable Development department co-ordinates progress in the sustainable development approach in collaboration with WWF-France and also oversees the implementation of the Sustainable Holidays Programme (*Programme Vacances Durables*) with operational staff. One of its priorities is to define and implement tools and procedures for monitoring and measuring sustainable development performance within each department. Thanks to its work, the French division Tourism will be equipped with an environmental management system (SME) for managing the performance of all sites as from 2011. The system is based on a self-assessment grid for the residences, which was developed and tested on a sample of 11 sites in 2009. It will be rolled out to all sites this year.

At Center Parcs, the Risk Management team is responsible for ISO certification work. All Center Parcs domains are currently certified and the Dutch, German and Belgian villages have been awarded the Gold Green Key label.

## FOCUS ON A NEW INDEX

Following the Group's inclusion in 2009 in the Gaia Index, a new SRI index devoted to listed mid caps, it now intends to reinforce its presence among SRI stocks listed on financial markets. This approach contributes to the strategic goal of maintaining a leading position among local tourism firms in Europe.

# A SOCIALLY RESPONSIBLE EMPLOYER

Social dialogue, skills development, diversity and international openings are all major issues for the Group and are incorporated into a well-balanced social policy that anticipates future needs.



## SOCIAL DIALOGUE IN ACTION

The specific corporate agreements geared to developing skills and managing jobs signed in the different subsidiaries in 2007 and 2008 have now been applied across the whole of the Group's businesses. The agreements were concluded voluntarily without time limits and are designed to anchor collective and individual skills within a sustainable economic and social development framework. Similar "seniors agreements" were signed in 2009, with the aim of providing a real response to the issues concerning seniors, particularly by leveraging their experience.

## DEVELOPING SKILLS VIA THE GPEC APPROACH

Back in 2003, the Group set up an approach for forward-looking management of employment and skills (*GPEC* or *Gestion prévisionnelle des emplois et des compétences*) and this has been enhanced with specific corporate agreements every year since. During 2009, the Group leveraged all professional and qualification-based training resources with the aim of reinforcing the skills and employability of all staff. It also created new management and international integration courses for all managers. The *GPEC* approach also represents a springboard for internal mobility and reflects the fact that the wide variety of professions within the Group represents a real asset for all staff.

217

young people trained through work-study contracts

70%

of French Center Parcs domains visitors discover their destination's region for the first time

## FOCUS ON TRAINING IS A KEY ISSUE

Group training accounted for 1.5% of the total gross wage bill and 25,000 hours of training in 2009. Over 100 managers benefited from management training courses. In order to prepare events organisers prior to the season, WWF-France joined forces with the Pierre & Vacances-Center Parcs Group to present training sessions on sustainable development issues. The other professions were also active, with 184 staff (cleaning, technical, green spaces, catering and 43 events organisers) trained and 200 (all professions and all sites) made aware of these issues in 2009.



Adagio City Aparthotel  
Strasbourg

## FOSTERING INTERNATIONAL MOBILITY

In order to strengthen the Group's commercial presence, assist the Adagio City Aparthotel brand in its rapid expansion in Europe and foster synergies with Center Parcs Europe, the Group continued to recruit staff with international profiles in strategically important European countries in 2008/2009.

With the aim of developing and exchanging skills within the various subsidiaries and multiplying mobility opportunities, it also set up a multi-brand, international Mobility Committee.

## DELIVERING THE COMMITMENT TO DIVERSITY

As a signatory to France's Diversity Charter and a member of *IMS-Entreprendre pour la Cité* (a network promoting corporate responsibility to society), the Pierre & Vacances-Center Parcs Group plans to become a reference as regards the sustainable development of its businesses. In order to identify new talent, the Group has forged co-operation with various organisations (*AFIJ, Tremplin Entreprises*, etc.) and signed partnerships with selected educational institutions, so as to position itself as a reference for students. It is also continuing social insertion efforts in favour of disabled persons via the *Handicap Mission*. In 2009, for example, the Group renewed the *Solidarité Handicap* agreement in its transversal activities, and set a target of 11 recruitments (permanent and fixed-term contracts) while also welcoming trainees. Since 2008, 19 disabled staff have been employed

and 17 trainees welcomed across all entities (Pierre & Vacances Tourisme France, Pierre & Vacances Services, Pierre & Vacances Conseil Immobilier).

## PROVIDING A SECURE WORKING ENVIRONMENT

The mandates of the workplace hygiene, security and conditions committee (*CHSCT*) were renewed in 2009. Following this renewal and the recruitment of new staff, a training programme was delivered in order to explain the *CHSCT*'s role and method of working. The Group also set up a swine flu committee (*COVEGA*) and a dedicated website so as to enable all staff to remain abreast of anti-swine flu measures and to anticipate the impact of a potential flu pandemic on staff and their activities.

## FOCUS ON PLAYING A KEY ROLE IN LOCAL COMMUNITIES

The Group's development of Center Parcs domains has brought economic and social benefits to the regions concerned. Each Center Parcs' domain represents an average of 900 jobs during the construction phase and generates 700 jobs once open. By sourcing half of product needs from local or regional companies, the domains also induce 140 jobs with direct partners. In the Moselle region, the €250m investment in the *Domaine des Trois Forêts* (which is due to open in 2010), is set to create some 600 direct jobs.

# SUSTAINABLE DEVELOPMENT PERFORMANCE INDICATORS

## PRESERVING ENVIRONMENT

### % OF DELIVERED GROUP PROJECTS IN FRANCE INCORPORATING ENVIRONMENTAL RECOMMENDATIONS (GOLDEN RULES OF SUSTAINABLE CONSTRUCTION)

| Commitments                                    | 2006/2007 | 2007/2008 | 2008/2009 |
|--|-----------|-----------|-----------|
| <b>Energy</b>                                  |           |           |           |
| Energy-saving lightbulbs                       | 45%       | 60%       | 100%      |
| Movement detectors                             | 88%       | 89%       | 100%      |
| Minimum class A electrical appliances          | 100%      | 90%       | 100%      |
| Sub-meters by area of use                      | -         | 50%       | 100%      |
| <b>Water</b>                                   |           |           |           |
| Tap and shower flow reducers                   | 95%       | 100%      | 100%      |
| Dual flow flush mechanism                      | 100%      | 89%       | 100%      |
| Sub-meters by area of use                      | -         | 100%      | 100%      |
| <b>Waste/Pollution</b>                         |           |           |           |
| Compartmentalised waste bins in apartments     | 84%       | 100%      | 100%      |
| On-site selective collection areas             | -         | 50%       | 100%      |
| Green building site charter                    | 0%        | 38%       | 50%       |
| <b>Materials</b>                               |           |           |           |
| FSC*/PEFC** certificate for all tropical woods | -         | 0%        | 100%      |
| Use of products with an environmental label    | -         | 30%       | 29%       |

\* Forest Stewardship Council

\*\* Pan European Forest Certification

### CHANGE IN WATER AND ENERGY CONSUMPTION

|                      | CPE*       |            |            | PVTE**    |           |
|----------------------|------------|------------|------------|-----------|-----------|
|                      | 2006/2007  | 2007/2008  | 2008/2009  | 2007/2008 | 2008/2009 |
| Number of sites      | 15         | 16         | 16         | 200       | 201       |
| <b>Water</b>         |            |            |            |           |           |
| m <sup>3</sup>       | 2,245,494  | 2,540,549  | 2,537,982  | 3,044,764 | 2,428,423 |
| <b>Electricity</b>   |            |            |            |           |           |
| MWh                  | 101,917    | 121,845    | 121,230    | 177,420   | 165,046   |
| <b>Gas</b>           |            |            |            |           |           |
| m <sup>3</sup>       | 39,360,000 | 40,552,000 | 41,188,419 | 1,025,983 | 969,336   |
| <b>Heating oil</b>   |            |            |            |           |           |
| litres               | -          | -          | -          | 1,020,643 | 1,114,151 |
| <b>Urban heating</b> |            |            |            |           |           |
| MWh                  | -          | -          | -          | -         | 5,658     |

\* CPE: Center Parcs Europe (includes Center Parcs and Sunparks brands)

\*\* PVTE: Pierre & Vacances Tourisme Europe (includes Pierre & Vacances, Maeva, Résidences MGM, Hôtels Latitudes and Adagio City Aparthotel brands)

## RENEWABLE ENERGY PRODUCTION ( GROUP FRANCE )

|                           | 2006/2007 | 2007/2008 | 2008/2009 |
|---------------------------|-----------|-----------|-----------|
| <b>Thermal solar</b>      |           |           |           |
| MWh                       | 0         | 878,5     | 878,5     |
| <b>Photovoltaic solar</b> |           |           |           |
| MWh                       | 0         | 3         | 3         |

## DEVELOPING SOCIAL POLICY

### EVENTS/INTERNAL & EXTERNAL AWARENESS (PVTE) (

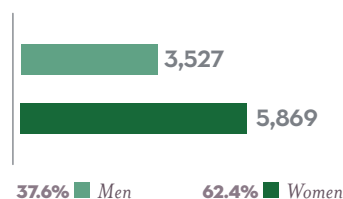
|  | 2007/2008 | 2008/2009 |
|--|-----------|-----------|
| Staff made aware to sustainable development issues | 66%       | 95%       |
| Awareness and training sessions on sites           | 30        | 32        |
| Children made aware                                | 25,320    | 26,000    |

### SOCIAL POLICY ( GROUP FRANCE )

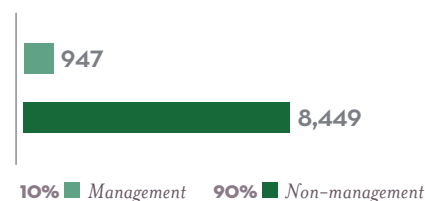
|   | 2008/2009                                   |
|---|---|
| Events co-ordinators trained in sustainable development issues (PVT)*     | 43  |
| Percentage of disabled employees  | 2.40%                                       |
| Percentage of employees concerned by collective agreements                | 100%  |
| Training rate (employees trained/headcount)                               | 1.40%                                       |
| Training ratio (training budget/wage bill)                                | 58%   |
| Average annual duration of training (hours of training/employees trained) | 21h   |
| Headcount by age-group  | 3,747 under 40 years<br>1,837 over 40 years |

\* PVT: Pierre & Vacances Tourisme

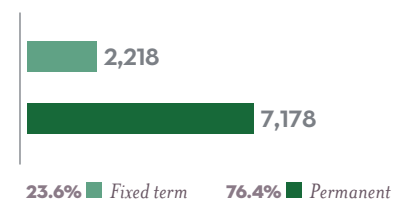
### BREAKDOWN MEN/WOMEN



### BREAKDOWN MANAGEMENT STATUS/ NON-MANAGEMENT STATUS

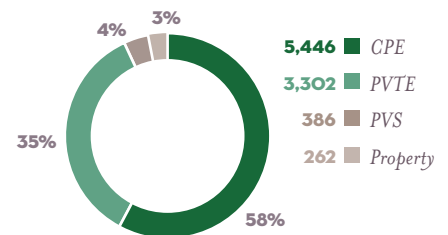


### BREAKDOWN FIXED-TERM/ PERMANENT CONTRACTS

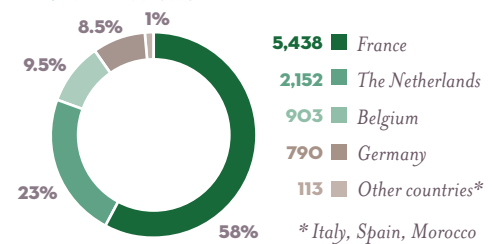


Total Group headcount  
**9,396**  
employees FTE  
(Full-time equivalent)

### HEADCOUNT (BY COMPANY)



### HEADCOUNT (BY COUNTRY)



[www.groupepvcp.com](http://www.groupepvcp.com)

**Head Office**

L'Artois – Espace Pont de Flandre  
11, rue de Cambrai – 75947 Paris Cedex 19 – France  
Tel.: +33 (0)1 58 21 58 21

**Financial Information**

Tel.: +33 (0)1 58 21 53 72  
E-mail: [infofin@pierre-vacances.fr](mailto:infofin@pierre-vacances.fr)

**Press and Public Relations Department**

Tel.: +33 (0)1 58 21 54 61  
E-mail: [vlauthier@pierre-vacances.fr](mailto:vlauthier@pierre-vacances.fr)

Creation and design: SEQUOIA FRANKLIN  
Photo credits: Pierre & Vacances, CenterParcs, Alvaro, C. Amal, E. Bergoend, F. Canu, R. Courtemanche, J.L. Dias, T. Huiks, M. Khalif, J.M. Lecerf, B. Machet, T. Shu, Utopies/PCO, 3 DMS, Corbis, DGA, C. Zhou/Le Studio.  
This report is printed on wood-free coated paper, with 66% recycled fibres, 40% virgin fibre certified by the FSC (Forest Stewardship Council) - International label guaranteeing the sustainable management of the world's forests.

Groupe

**Pierre & Vacances**  
*CenterParcs*