

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
Energy			
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%
Water			
Tap and shower flow reducers	95%	100%	100%
Dual flow flush mechanism	100%	89%	100%
Sub-meters by area of use	-	100%	100%
Waste/Pollution			
Compartmentalised waste bins in apartments	84%	100%	100%
On-site selective collection areas	-	50%	100%
Green building site charter	0%	38%	50%
Materials			
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
Water					
m ³	2,245,494	2,540,549	2,537,982	3,044,764	2,428,423
Electricity					
MWh	101,917	121,845	121,230	177,420	165,046
Gas					
m ³	39,360,000	40,552,000	41,188,419	1,025,983	969,336
Heating oil					
litres	-	-	-	1,020,643	1,114,151
Urban heating					
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
Thermal solar			
MWh	0	878,5	878,5
Photovoltaic solar			
MWh	0	3	3

DEVELOPING SOCIAL POLICY

EVENTS/INTERNAL & EXTERNAL AWARENESS (PVTE) (

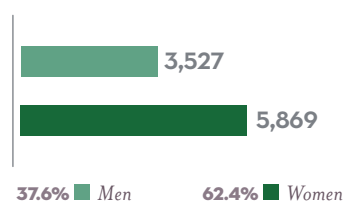
	2007/2008	2008/2009
Staff made aware to sustainable development issues	66%	95%
Awareness and training sessions on sites	30	32
Children made aware	25,320	26,000

SOCIAL POLICY (GROUP FRANCE)

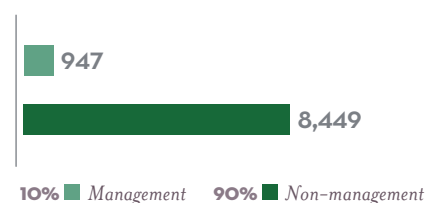
	2008/2009
Events co-ordinators trained in sustainable development issues (PVT)*	43
Percentage of disabled employees	2.40%
Percentage of employees concerned by collective agreements	100%
Training rate (employees trained/headcount)	1.40%
Training ratio (training budget/wage bill)	58%
Average annual duration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

* PVT: Pierre & Vacances Tourisme

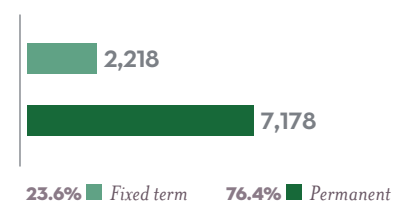
BREAKDOWN MEN/WOMEN



BREAKDOWN MANAGEMENT STATUS/ NON-MANAGEMENT STATUS

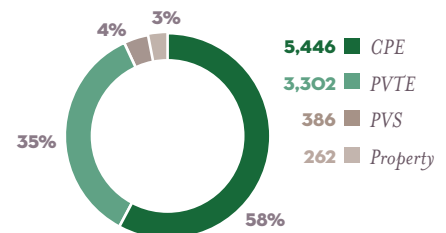


BREAKDOWN FIXED-TERM/ PERMANENT CONTRACTS

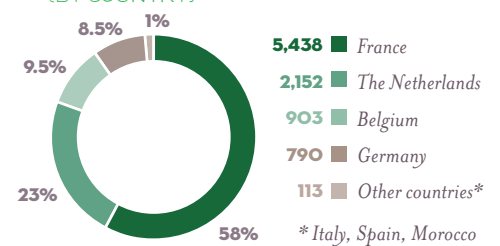



Total Group headcount
9,396
employees FTE
(Full-time equivalent)

HEADCOUNT (BY COMPANY)



HEADCOUNT (BY COUNTRY)





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Groupe

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