



**IV. RESPONSIBLE
COMMITMENT**



STAFF (ALL BUSINESSES) WERE MADE AWARE AND 134 EVENTS MANAGERS TRAINED DURING THE 2010 ROADSHOW WITH WWF-FRANCE AND THE SUSTAINABLE DEVELOPMENT TEAM AIMED AT VISITING THE GROUP'S SITES AND MOBILISING TEAMS ON CURRENT GLOBAL ENVIRONMENTAL CHALLENGES AND THE INTEGRATION OF ECO-GESTURES INTO THEIR DAILY LIFESTYLES.

Responsibilities of a leader

Since 2005, the sustainable development policy has been gradually integrated into all dimensions of the Pierre & Vacances - Center Parcs business in both construction of tourism property and the sustainable operation of infrastructures. Today, it is at the heart of a process of constant innovation and improvement.

A long-term partner in the local economy

For the Group, sustainable development is indissociable from its position as leader in local tourism. We feel obliged to contribute actively to the economic momentum of regions where our sites are located by integrating ourselves into the local economic tissue and by valuing local resources, even outside France. As such, for the Resort project in Marrakech, the Group is favouring companies installed locally for site construction and maintenance.

In terms of operations, more than 90% of the jobs created are to be offered to the local population and partnerships are planned in order to value local craftsmanship and local businesses. Another example of a successful integration: 91% of jobs created for the Center Parcs Domaine des Trois Forêts were filled by people stemming from the region and 7% by people from neighbouring region Alsace.

Progress policy

2010 was the third year since the launch of the sustainable development strategic action plan which serves as a framework for the Group's progress policy for these challenges. Based on this framework, which is shared by all operating divisions, the Group defines the projects that enable it to gradually reduce its impact on the climate, on natural resources and to develop

a socially-responsible policy. The main projects undertaken in 2010 are presented in the following pages.

Bolstered organisation and management

The Group is changing its organisation in terms of management of Sustainable Development in order for the policy to be gradually carried by the entire company. A transfer of skills to the operating divisions is therefore taking place thanks to a network of relays currently being created.

In addition, during the year, the Group rolled out the operating management system for its Sustainable Development policy created on the basis of audit fieldwork. Named BEST! (see glossary page 37), the assessment and improvement tool was sent to sites for the first time in summer 2010. Around 240 Pierre & Vacances, Maeva and Adagio residences were invited to fill in the self-assessment questionnaire during the first campaign, which was rapidly followed by a second campaign in November 2010 aimed at reaching 100% coverage of sites, in line with the targets set in the sustainable action plan (see page 36).

In order to back the approach and check the roll-out of these actions, on-site audits are to be undertaken by the Sustainable Development department before the next self-assessment campaign (in May 2011).



CO₂, a choice criteria for new construction procedures

The Group aimed to make CO₂ emissions a decision-making criteria for choosing builders of cottages at the future Center Parcs in Isère and has integrated this criteria into the partnership convention signed with the region. This approach intends to encourage companies to take into account environmental aspects while favouring supply of local materials and recruitment of local employees.

IV. RESPONSIBLE COMMITMENT

Fighting against climate change

From one project to the next, the Group experiments and rolls out new construction practices and policies that are ever more efficient in energy terms and increasingly environmentally friendly.

Reducing the carbon footprint

The energy performance of buildings is currently one of the priorities of the Group's development strategy, and each new project enables us to progress further in this approach. With the Center Parcs Domaine des Trois Forêts Moselle-Lorraine which opened in 2010, another step forward was taken with genuine ambition applied to the project's accommodation (Very High Energy Performance - VHEP label, choice of prefabrication in order to limit the building site's impact etc.) and optimised energy in collective areas (use of renewable energies, optimised management of water, natural ventilation, etc). The difference with the previous generation of villages is considerable. For example, the older resorts did not use renewable energies (which account for 90% of energy for heating and hot water for collective equipment at the new site).

Innovations packed with information

In 2009/2010, the Group made fresh progress in terms of energy performance. For the Avoriaz extension, it chose a wooden pellets heating system with an electric boiler for the back-up and a heat network aimed at supplying power to the entire programme (nine buildings spread between two areas as well as the Aquariaz water park). In addition, the Avoriaz project includes a pilot building labelled Low-Energy Consumption (see glossary page 37) in the Crozats district, for which primary energy should total 67 kWh/m².year, representing a level of consumption 44% lower than the requirements set out in prevailing thermal regulations. This residence is to be operated under the Pierre & Vacances brand.



**Éric
Oudard**
Head
of Group
Construction

"Combining the optimisation of construction costs and environmental performance is a challenge as well as a source of innovation for the Group."

▼ Pierre & Vacances resorts
Belle Dune



▼ Center Parcs
De Kempervennen – The Netherlands





967.5 TONNES/YEAR

ESTIMATED SAVINGS IN TERMS OF CO₂ SHOULD ENABLE A WOODEN PELLETS HEATING SYSTEM AT AVORIAZ COMPARED WITH AN "ALL-ELECTRIC" SOLUTION.

THE GROUP IS A FOUNDING MEMBER OF THE FRENCH GREEN BUILDING COUNCIL, WHICH WAS CREATED IN SEPTEMBER 2010 AMONG FRENCH PLAYERS IN SUSTAINABLE CONSTRUCTION AND DEVELOPMENT.



FOCUS ON...

Best ecological rating for the Center Parcs Domaine des Trois Forêts Moselle-Lorraine

Always concerned with anticipating regulatory changes, for its new projects in France such as the forthcoming Center Parcs in Vienne, the Group is now aiming to reach the performance level stipulated in the future thermal regulation TR2012 (although TR2005 regulations will still apply when the building permit is applied for).

Finally, with the Villages Nature project the Group is set to design and operate a positive energy site for the first time, thanks in particular to the exploitation of deep geothermal resources.

This progress is feeding all of the Group's projects and helps to constantly improve the energy performance of new sites.

In 2010, the German Independent Institute of Applied Ecology in Berlin calculated the environmental impact of various types of holidays. Researchers compared a holiday in Mexico, to one in the Mediterranean, the North Sea and at a Center Parcs previously built in Germany as well as at the new Center Parcs in Moselle. The Center Parcs in Moselle came out with the best ecological rating.

For a holiday at this site, overall emissions including travel to and from the site, accommodation, meals and activities at the village, only worked out to 9 kg of CO₂ per person per day versus 87 kg per person per day for a holiday at a seaside resort in the Mediterranean accessed by air travel. This difference stemmed from the CO₂ emissions associated with transport (90% of Center Parcs clients arrive at the villages by car), as well as from the Sustainable Development policy implemented at the village, which is a car-free zone, has green-built cottages, a local product offering and numerous recreational activities possible on-site. In order to further improve its carbon footprint, the Domaine des Trois-Forêts has signed a partnership with the French railway operator, the SNCF and a navette service from the station to the domain now facilitates access by train.



▼ Center Parcs
Domaine des Trois Forêts

▼ Center Parcs
Bispinger Heide – Germany

▼ Center Parcs
De Vossemeren – Belgium



IV. RESPONSIBLE COMMITMENT

Preserving natural resources

Planning and managing holiday destinations while respecting nature has always been at the heart of the Group's business and an essential factor for attracting customers.

Building while preserving the wildlife and beauty of its sites

A major economic and environmental challenge for the Group has always been to preserve the natural wealth of the sites where it is located. The Group's building sites are therefore systematically lead in an environmentally-friendly way.

Master plans are adapted as closely as possible to the land topography and site sensitivity in terms of biodiversity, in order to guarantee their environmental integration and minimise their impact on natural surroundings. For the Center Parcs due to be built in the Vienne region of France, an ecological pre-diagnosis was carried out by experts before the first phases of the project's development were started and in agreement with local environmental associations. This pre-diagnosis helped identify the key challenges and the level of sensitivity at the site and confirm

the feasibility of the project. Indeed, the results showed that the land envisaged for setting up the Center Parcs showed no major ecological challenges. This pre-diagnosis also helped identify opportunities generated by the project in terms of valuing local biodiversity.

An environmentally-friendly approach to the building site phase aimed at preserving and valuing the biodiversity of each site only makes sense if it is continued throughout the site's operation. As such, at the Center Parcs Domaine des Trois Forêts Moselle-Lorraine, a forest management and ecological plan defines the actions necessary to ensure the continued existence of the vegetation in place, but also to maintain, if not increase, the ecological heritage of the site while securing the areas most frequented by the public (restauration of moors and prairies, conservation of dead trees, maintenance of ponds and streams, open areas and habitations favouring biodiversity, late mowing of fields).

▼ Center Parcs
Le Domaine des Hauts de Bruyères



▼ Walking in the mountains





80,000

PEOPLE TOOK PART IN EVENTS ON THE PROTECTION OF NATURE BETWEEN MAY AND SEPTEMBER 2010 IN A PIERRE & VACANCES OR MAEVA SITE OR A CENTER PARCS DOMAIN.



171,000

LOW-ENERGY LIGHT BULBS INSTALLED IN FRENCH SITES REPRESENTING SAVINGS OF 1,292,000 T_{EQ} CO₂.

Managing green spaces in different ways

44% of Pierre & Vacances sites have green areas covering 202 hectares. This year, for existing sites, the Group drew up an ecological management charter for green areas in agreement with the WWF-France. This charter is based on three major principles : management and detailed cartography plan of green areas ; staff managing these areas are trained and made aware of cautious management methods and the respect of biodiversity and ; the green areas should enable clients to make the most of landscaped and ornamental areas that are clean and welcoming and avoid the use of phytosanitary products.

The roll-out of this charter is due to start in 2011 with the specific monitoring of a selection of priority sites. Management of green areas implies that numerous players are made aware of the approach and not just on-site employees but also services providers and property owners. For this reason, the first stage which started this year was about communicating the approach to these various interested parties via meetings on awareness, the Group website and participation in the AGMs for co-owners.

Promoting sustainable catering

The sustainable operation policy also applies to catering services via a Charter for Sustainable and Responsible Catering. Seasonal and local products, eliminating endangered fish

species from restaurant menus, recycling of cooking oils, developing the organic foods and reducing the carbon footprint are among the objectives of this charter. The charter is currently implemented in four Center Parcs with Eliance, five sites with Sodexo and nine sites with Restoleil (Pierre & Vacances and Maeva).

A responsible purchasing policy

Since 2008, the Group has integrated a sustainable development target into the variable remuneration of its buyers. In addition, a number of tenders identified as priority given their potential contribution to the company's progress (e.g. choice of floor coverings for property projects) have been undertaken in agreement with the Sustainable Development department for the definition of selection criteria and offer assessment. Since 2009, the Group has also implemented audits and monitoring of the social conditions applied by suppliers in low-cost countries (China, Vietnam, etc.). While the portion of suppliers stemming from these countries remains low (around 1% of purchases), verification of the conditions under which our products are manufactured is essential for the Group. A charter setting the minimum social standards has therefore been implemented. This year, three Chinese suppliers (manufacturer of wooden furniture, lights and outdoor furniture with metal structures) have been audited and a follow up audit undertaken. This auditing programme, which is destined to expand in coming years is carried out by an independent SA 8000-qualified auditor.



FOCUS ON...

Children promoting best practices!



Children are the best ambassadors for promoting eco-responsible behaviour among their circle of family and friends. Since 2005, the Group's destinations have provided resources to develop their awareness as eco-citizens. This year again, the twelve Pierre & Vacances Resorts and the five Formul'Club Maeva bolstered the Eco'lidays programme of pedagogical and fun events based on environmental protection. Young children and teenagers met up to make short films, play in teams to reduce their ecological

footprint and even clean the beach while making passing holidaymakers aware. Finally, in the Center Parcs Domaine des Trois Forêts Moselle-Lorraine, the new activity developed in partnership with the WWF-France, "Wannabe a ranger", was so successful that its frequency had to be doubled. Since the village opened, 6,000 children have taken part in the activity, divided into groups of twelve.

IV. RESPONSIBLE COMMITMENT

Being a socially responsible player

Committed to a radical transformation project, the Group is accompanying its employees to help them develop in a new more integrated and genuinely multicultural environment.

In order to become an integrated, multicultural and multilingual group, this year the Pierre & Vacances–Center Parcs Group implemented actions to encourage the sharing, exchange and appropriation of cultural differences with a common aim to value complementary aspects. These included intercultural workshops with business training modules in foreign languages and training provided in foreign countries as a means of assisting staff in the Group's international dimension. In order to favour group-wide factors and help develop a common "culture project", a new project management training scheme destined for all of the Group's staff was also launched.

A common management culture

Given that management culture is a major development focus within the Group, two management schemes are offered: the Manager Direct scheme aimed at local managers (site managers, head of service) and the Middle Manager scheme for unit or divisional managers to whom other managers report. With a well-known sponsor for the Middle Manager Scheme, Pierre Rabbadan, the captain of the Stade Français Rugby Team, the scheme highlights the parallel with management of a sports team, particularly in fieldwork situations.

These two schemes are undertaken alternately and combine so-called theoretical sequences with practical sequences. Each manager creates their own personal progress plan and assesses their own performance according to the targets set. For a total of 10 days spaced over six months, this programme has already concerned more than 120 managers or around 30% of the Group's managers.

A new brand culture

The repositioning of brands has been accompanied by specific training measures destined for sites and resorts managers. Indeed, in order to enable managers to build and then roll-out their brand contract at their sites and with their teams, a training programme has been designed with the Products/Marketing teams, the Human Resources Department and Operations directors. Almost 90 managers were trained in 2010.



FOCUS ON...



A top-notch intranet system

The Group's intranet system, named KIT (Keep In Touch) won the 2010 Intranet prize and the Prix du Public award. Organised by the Cegos group in partnership with Entreprises & Carrières, this prize rewards the most outstanding achievements in terms of sharing company know-how and skills and systems that are genuine internal social networks.

201 YOUNG PEOPLE ON WORK-STUDY PLACEMENTS IN 2009/2010.

MORE THAN 70 STAFF TRAINED UNDER THE GREEN KEY LABEL ON 16 GROUP SITES.

ORGANISED AS PART OF THE WEEK FOR EMPLOYMENT OF DISABLED PEOPLE, THE "ONE DAY, ONE BUSINESS, ONE ACTION" OPERATION ENABLED THE GROUP'S STAFF TO WELCOME DISABLED PEOPLE AND HELP THEM DISCOVER THE GROUP'S BUSINESSES.

FOCUS ON... *A responsible regional employer*



Wherever it develops its projects, the Group makes sure it behaves as a responsible local employer. In the Moselle region, Center Parcs opted for the simulation recruitment method that assesses

candidates in a given situation via a series of exercises with no prior selection of CVs and without taking into account diplomas, qualifications or the age of the candidates recruited.

Young and old: two priorities

Recruitment and training of young people remains a priority focus for the Group. This year it employed more than 700 young people either on work placements or for professional training associated with a degree course and 201 young people for training in the tourism and property businesses as part of their professional courses. In a regulatory and societal backdrop where questions concerning employment age are rife, the Group also signed an agreement with trade unions in December 2009 concerning management of older staff. Several work focuses are offered including the development of training for older people and tutoring. In its DIF training offer, the Group now includes a retirement preparation programme. Finally, business training actions are being offered favouring continued employment for elderly employees. The Group is also continuing its actions in terms of integration of disabled staff.

An ambitious agreement on health and well-being in the workplace

Companies with more than 1,000 employees are legally obliged to sign an agreement on prevention of psycho-social risks and for the Group, this has led to the roll-out of a huge "Health & Care" programme. Adapted from the Canadian Health in the Workplace standard, it is based on four factors, namely the work environment, the balance between private life and professional life, living conditions and management practices with a special section on psycho-social risks. A work group including trade unions, occupational medicine representatives, the Health, Safety and Working Conditions Committee (CHSCT, see glossary page 37) health services provider and managers defined a list of more than 50 actions to be implemented. A method agreement explaining the programme was signed by trade unions in January 2010.

▼ *Maeva Aquagym classes*



▼ *Center Parcs Sailing lessons*



▼ *Pierre & Vacances resorts Children's show*



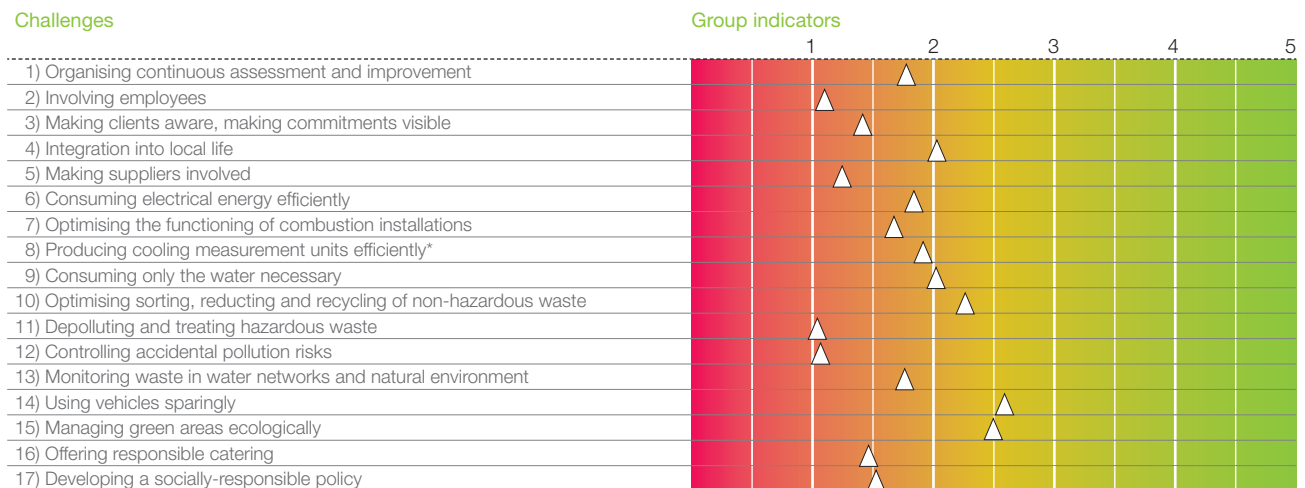
IV. RESPONSIBLE COMMITMENT

Sustainable development indicators

Results of 1st BEST! campaign

The BEST! campaign breaks down the sustainable development policy for each site into 17 challenges covering the main environmental and social issues. The sites are assessed on a qualitative basis via the actions implemented in favour of these issues, with a mark ranging from 1 (low level) to 5 (outstanding) for each challenge. The rating system was deliberately scaled in order to avoid self-satisfaction and make

progress margins visible, this explains why a large number of scores were lower than 2 during this first year. Each site defined three priority actions to implement for the following year. Among the commitments the most favoured were information and client awareness, supplier commitments to the policy and the optimisation of waste sorting and reduction.



* Optimising refrigeration installations (air conditioning, cold rooms)
(scope: 188 residences, or 85% of French sites excluding Center Parcs)

Environment

% of delivered Group projects in France incorporating environmental recommendations Golden rules of sustainable construction created in 2006

	2006/2007	2007/2008	2008/2009	2009/2010
Energy				
VHEP performance (2005TR -20%) of accommodation		-	-	33%
Energy-saving lightbulbs	45%	60%	100%	100%
Movement detectors	88%	89%	100%	67%
Minimum class A electrical appliances	100%	90%	100%	100%
Sub-meters by area of use	-	50%	100%	100%
Water				
Tap and shower flow reducers	95%	100%	100%	100%
Dual flow flush mechanism	100%	89%	100%	100%
Sub-meters by area of use	-	100%	100%	100%
Waste/Pollution				
Compartmentalised waste bins in apartments	84%	100%	100%	100%
On-site selective collection areas	-	50%	100%	100%
Green building site charter	0%	38%	50%	67%
Materials				
FSC*/PEFC** certificate for all tropical wood	-	0%	100%	100%
Use of products with an environmental label	-	30%	29%	100%

* Forest Stewardship Council ** Pan European Forest Certification

Change in water and energy consumption

	CPE*			PVTE**			TOTAL
	2007/2008	2008/2009	2009/2010	2007/2008	2008/2009	2009/2010	2009/2010
Number of sites	16	16	17	200	201	207	224
Water m ³	2,540,549	2,537,982	2,408,678	3,044,764	2,428,423	3,144,519	5,553,197
Electricity MWh	121,845	121,230	118,018	177,420	165,046	188,601	306,619
Gas m ³	40,552,000	41,188,419	42,949,585	1,025,983	969,336	1,088,241	44,037,826
Heating oil litres	-	-	-	1,020,643	1,114,151	1,666,589	1,666,589
Urban heating MWh	-	-	-	-	5,658	2,658	2,658

* Center Parcs Europe (includes the Center Parcs and Sunparks brands)

** Pierre & Vacances Tourisme Europe (includes the Pierre & Vacances brands and its labels, Maeva, Latitudes Hôtels and Adagio City Aparthotel)

Events/internal and external awareness (in France)

	2008/2009	2009/2010
Staff made aware of sustainable development issues by WWF-France	200	364
Awareness and training sessions at sites	32	49
Children made aware during events	26,000	30,000
Events organisers trained in sustainable development challenges	43	134

Social policy

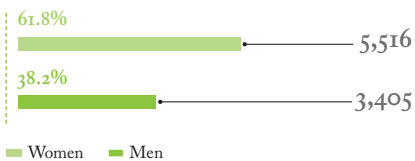
Indicators

	2008/2009	2009/2010
Percentage of disabled employees	2.08% ⁽¹⁾	1.93% ⁽²⁾
% of employees concerned by collective agreements	100%	100%
Training rate (employees trained/headcount)	60%	50%
Training ratio (training budget/wage bill)	1.40%	2.1%
Average annual duration of training	21h	25h

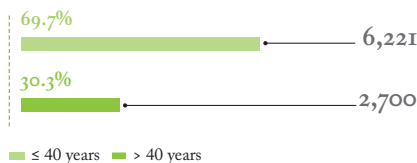
(1) On 1 January 2009.

(2) On 1 January 2010.

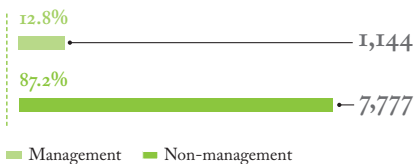
Men/Women



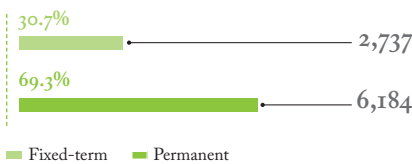
Headcount by age



Breakdown management/non-management status



Breakdown fixed-term/permanent contracts

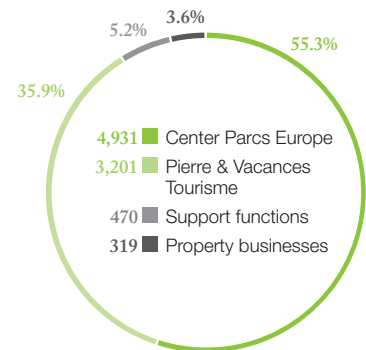


8,921

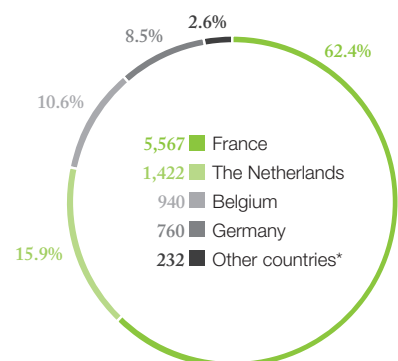
employees
(full-time equivalent)*

* Takes account of the part outsourcing of catering at Center Parcs.

Headcount by company



Headcount by country



* Including Italy, Spain, Morocco.

GLOSSARY

BEST!: Be Environmentally and Socially Tremendous > Being outstanding in the environmental and social management of our sites.

CHSCT: Health, Safety and Working Conditions Committee (Comité d'Hygiène, de Sécurité et des Conditions de Travail).

LCB: Low consumption building. A label requiring that a new building has maximum energy consumption of around 50 kWh/m².year modulated according to the altitude and climate zone.

VHPE: Very High Energy Performance. This label defines an energy consumption at least 20% lower than the benchmark consumption level defined by the prevailing 2005 Thermal Regulations.