

Information on social, societal and environmental issues ⁽¹⁾

Sustainable development policy

Organisation

The PVCP Group's sustainable development policy is coordinated and led by a dedicated team: the Sustainable Development Department reporting to the Deputy Chief Executive Officer, an Executive Committee member.

Every year, the Sustainable Development Department agrees with each operating department the priority areas of work, broken down into objectives and action plans. It is also tasked with defining, implementing and monitoring the strategic tools employed by the Group's sustainable development approach. It collects indicators from the various coordinators in accordance with the established reporting protocol, checks information for consistency and organises an external audit.

Operating departments and divisions achieve sustainable development objectives and supply qualitative and quantitative data in accordance with agreed indicators.

New 2012 policy

2012 marked a fresh impetus for the Group's sustainable development approach, with the definition of a new policy. The policy was drafted

on a joint basis with members of the Executive Committee following consultation with representatives of the Group's main stakeholders at a workshop organised in November 2011.

This new policy reaffirms the Group's objectives: to design and operate sites that are integrated, as well as possible, to the local natural and cultural environments; to contribute to local economic development; to offer its customers real holidays where they can reconnect with themselves, others and nature.

It covers the three aspects of sustainable development (social, environmental and societal commitment) and is based on four founding main principles:

- proximity to its customers, not only geographically but also in terms of shared values;
- lead by example, as market leader;
- integration of sustainable development approach into all of the Group's activities;
- anticipation and innovation, notably through emblematic projects.

The entire sustainable development policy is available at www.groupepvcp.com.⁽¹⁾

Social responsibility

The Group's human resources

The Group's social policy

The Group's vision in terms of human resources is as follows: "delighted guests need delighted employees". The task of the Human Resources Department is, therefore, to guarantee the development of every employee in every role within the Company, to create a climate of trust and to anticipate employees' expectations so that, feeling comfortable in their jobs, they can provide the best service to customers and give them the best holiday possible.

The Human Resources Department focuses in particular on looking after employees' health, safety and satisfaction in the workplace, being receptive to their needs and developing the skills and employability of each and every worker, and ensuring diversity in recruitment and equal opportunities.

Organisation of the Human Resources Department

In 2012, the Human Resources Department was restructured and is now centrally organised at Group level. Two Human Resources Managers (HRM Northern Europe and HRM Southern Europe & France) report to the Group Human Resources Department and are supported by Human Resources Managers in each Northern European country or in each legal entity, for Southern Europe & France. Cross-disciplinary functions (training, recruitment & skills development, internal communications) report to the Group HRD and are organised by country. Internal communications make use of the Group's dynamic Intranet, known as KIT, which can be accessed from all sites, European offices and at the headoffice. The Intranet enables Group and site news as well as internal procedures to be communicated in both French and English, or in each country's language for certain specific subjects.

(1) A table cross-referencing social and environmental issues relating to Decree No. 2012-557 of 24 April 2012 appears on page 194 of the annual financial report.

Breakdown of headcount by country (number of employees on 30 September)

Country

Scope: Group (not including Adagio residences abroad and PV Maroc, which account for less than 1% of total workforce)

2011/2012

France	5,158
Belgium	2,490
The Netherlands	2,994
Germany	822
Spain	231
TOTAL	11,695 ✓

✓ Indicator reviewed by external consultant.

Over the 2011/2012 financial year, the average number of full-time equivalent staff at Group level stood at 7,465 employees.

Breakdown of headcount by contract type (based on the number of employees on 30 September)

Type of contract

Scope: Group (not including Adagio residences abroad and PV Maroc)

2011/2012

Permanent	71.1%
Fixed-term	14.6%
Other (work placements, internships, temporary contracts etc.)	14.3%

Turnover and absenteeism

2011/2012

Turnover

Scope: Group (not including Adagio residences abroad and PV Maroc)

27% ✓

Absenteeism

Scope: Group (not including Adagio residences abroad, PV Maroc and Spain)

11% ⁽¹⁾

⁽¹⁾ For absenteeism, data were extrapolated for the last quarter of 2011 for 44% of the workforce.

✓ Indicator reviewed by external consultant.

Organisation of dialogue between management and employees

In France, employee representative bodies (staff representatives, Workers' Council, Workplace Health and Safety Committee) are organised by scope: PVCI, ADAGIO, UES Supports and UES Tourisme Exploitation.

In the Netherlands, there are employee representative bodies for each site and each support function as well as a national central body made up of two representatives from each of the bodies mentioned previously.

In Belgium, each site has a workplace health and safety committee (CPBW) and a union delegation as well as a workers' council at national level (with representatives from each of the bodies at each site).

In Germany, there are employee representative bodies at each site as well as for those working in support functions. A national central body is made up of two representatives from each of the aforementioned bodies.

There is a European employee representative body comprising representatives from bodies in all the countries mentioned above.

Health and safety

In order to ensure the health and safety of employees and customers, the Pierre & Vacances-Center Parcs Operational Risks (OR) Department coordinates the operational risk policy.

This involves eight areas of risk relating to personal and material safety: swimming pools, fire prevention, prevention of legionella, leisure activities, play areas, general safety, food hygiene (HACCP) and security (further details are contained in the "risk management" section).

Safety

Scope: Group (not including Adagio residences abroad, PV Maroc and Spain)

2011/2012

Frequency rate of accidents at work ⁽¹⁾	36.74 ✓
Accident severity rate ⁽²⁾	2.39

(1) Number of accidents with at least 24 hours of downtime per million hours of work.

(2) Number of days of temporary incapacity per 1,000 hours of work.

✓ Indicator reviewed by external consultant.

Employee satisfaction

In May 2012, the internal DELIGHT satisfaction survey was completed for the Group as a whole. It enabled employees to express their level of satisfaction (satisfied, unsatisfied or very satisfied) in relation to 51 items. The objective of this survey was not just to measure employee satisfaction levels but also to draw up action plans. Conducted between June 2011 and May 2012, with a 40% participation rate, the survey showed an overall rate of satisfaction for the Group (not including Les Senioriales) of 90% (84% of employees were satisfied and 6% were very satisfied).

An action plan was drawn up to improve employee satisfaction and commitment.

It was based on:

- the creation of an integration programme for new employees and managers;
- the implementation of a Group-wide skills development strategy;
- the introduction of evaluation and annual career development talks;
- improving internal Group-wide communications.

Talent development programme

A talent development programme has already been set up in Northern Europe. In 2012, the Human Resources Department made a priority of rolling out a Group-wide programme of this type. In order to do

so, a dedicated multidisciplinary team was created, comprising the Recruitment & Skills Development Manager and the Training Manager.

The Group's skills development programme comes under HR forecasting and planning (GPEC) agreements and aims to take a personal approach for each employee. It is based on annual career development talks which result in the drafting of individual career development plans. A skills development report is compiled on a quarterly basis so as to ensure the Group moves forward on the issue.

One part of this programme is specifically aimed at managers and experts with the introduction of dedicated in-house training, individual coaching, teambuilding sessions and workshops on specific subjects. In particular, three in-house training programmes are offered: IOP (International Orientation Programme) intended for all new managers (57 participants in 2011/2012); MEP (Management Educational Program) for young people aged between 25 and 30 who show potential and are likely to be given management posts (31 participants in 2011/2012) and "manager career development" whose contents are adapted according to management level and training requirements (414 participants in 2011/2012).

Skills management and development is based on OLE, an on-line tool which makes it possible to structure interviews with managers and experts, to identify skills already mastered and areas where potential has yet to be developed. This tool has been tested on a number of pilot departments and sites and is due to be rolled out in 2013.

Training

Scope: Group (not including Adagio residences abroad, PV Maroc and Spain)

2011/2012

Total number of training hours	134,807
Percentage of employees trained over the year	56%

Equal opportunities

Human Resources are committed to fighting discrimination and promoting diversity and equal opportunities. Most notably, in 2009, Gérard Brémond, the Group's founder, signed the Diversity Charter aiming to prevent discrimination and improve team-wide diversity.

A new agreement on gender equality in the workplace was signed in the first half of 2012 covering the French sites. Negotiated with social partners, it deals with three issues: wage equality, career advancement and gender mix, and work-life balance.

The Group has also taken specific measures to promote the integration of disabled workers. The first Disability Agreement, signed

in 2005, gave rise to various measures such as: recruitment quotas, preserving jobs by adapting working environments and providing help with physical working conditions, raising co-workers' awareness of disability and implementing a responsible purchasing policy. In 2012, the Disability Programme was attached to the Human Resources Department, thereby confirming the Group's desire, wherever possible, to make the equal opportunities initiative one of its core commitments. A new agreement, with ambitious objectives, has been signed for the next three years (2012 to 2014), reaffirming the Group's commitment to employing disabled people and to keeping disabled people in employment.

Finally, practical initiatives have been launched to fight age discrimination: recruitment, promotion, training, skills development and help with preparing for retirement.

Gender equality in the workplace

Scope: Group (not including Adagio residences abroad and PV Maroc)

2011/2012

Percentage of women in group headcount	61.2% ✓
Percentage of women managers	48.2% ✓

✓ Indicator reviewed by external consultant.

Disability

Scope: France

2011/2012

Rate of direct employment of disabled persons	2.31%
Number of disabled workers at 30/09	119
Number of disabled employees recruited over the year	30
Number of disabled employees whose working environment has been adapted	16

Breakdown by age

Scope: Group (not including Adagio residences abroad and PV Maroc)

2011/2012

Employees under 25	13%
Employees aged 25-45	50.4%
Employees over 45	27.5%
Employees over 55	9.1%

Collective labour agreements

List of ongoing agreements

Type of agreement

Scope France	Scope (UES ^(*) concerned)	Date
Disability	France (excluding French West Indies)	2012
Group profit sharing	France	2012
Teleworking	UES Support	2008
Seniors	France	2009
35 hour week	France	2003
Hardship	UES Tourisme Exploitation and Adagio	2012
Gender equality in the workplace	France	2012
GPEC agreement ^(**)	France (excluding French West Indies, SITI and Les Senioriales)	In the process of being renewed

(*) UES = Economic and Social Unit.

(**) GPEC = HR forecasting and planning.

Environmental Responsibility

Environmental management organisation and tools

The Group's environmental policy is coordinated by the Sustainable Development Department, which acts in conjunction with individual operating departments. Sustainable development objectives are defined on an annual basis for each department. For department whose business is directly or indirectly linked to the Group's environmental performance, the objectives cover primarily environmental issues (Purchasing, Infrastructure, IT Systems Management, Maintenance, Operations, Marketing and Communications, Operational Risks, Adagio, Asset Management Department, Pierre & Vacances Développement, Pierre & Vacances Conseil Immobilier).

Tourism business

On the ground, the sites use the BEST ! management system to manage their social, environmental and societal performances. Using this on-line questionnaire, each Director takes his/her teams through an annual process of self-assessing their site's performance on 18 issues. Twelve of these issues relate to environmental aspects. The outcome of the 2011/2012 self-assessment is shown in the business report. As part of a continuous improvement initiative, the Director then draws up a plan of action for the coming year. This action plan is followed by Operations Directors and by the Sustainable Development Department. BEST ! also makes it possible to feedback certain qualitative indicators relating to environmental performance of the site as well as best practices.

BEST ! has now been rolled out in France, at all Adagio sites and, since 2012, at sites in Spain. A Group-wide rollout (including at sites in the Netherlands, Germany and Belgium) is planned for early 2013.

Labels and certifications relating to the tourism business

Since 1999, the environmental management system in place at 18 Center Parcs sites in France, Belgium, Germany and the Netherlands has been ISO 14001 certified. The management tools have been gradually revised to be applied to all the Group's sites. The ultimate objective is to have a single management system, based on an internal manual made up of Golden Rules, shared working procedures and tools, conforming to ISO 14001 requirements and compatible with other labels in existence at certain sites.

Since 2010, the Group has also been involved in a labelling programme reflecting the sites' commitment to an environmentally-friendly approach. To date, 42 Pierre & Vacances, Maeva and Center Parcs brand sites are labelled Green Key and 17 Adagio city residence sites are labelled with the European "tourist accommodation services" Ecolabel. These labels not only enable the promotion of the sites' environmentally-friendly approach to customers, but are also effective tools for the continuous improvement of environmental performances.

Labels and certifications relating to the tourism business

Scope: Group excluding Les Senioriales

2011/2012

Percentage of sites which have obtained an environmental management certification or label: European Ecolabel, Green Key, ISO 14001

24%

Property development business

The Group's environmental commitments in terms of property development and renovation are contained in two basic documents: the Golden Rules of Sustainable Construction (which specify the minimum environmental measures to be taken for operations) and a green building site Charter (*Charte Chantier vert*). Attached to contracts, these documents are signed by all those involved in the construction, from contractors to companies.

The Golden Rules of Sustainable Construction aim to ensure that projects take the following into consideration:

- the impact of the construction on the environment and natural resources by selecting energy saving systems and eco-labelled materials;
- environmental label operating requirements (frame of reference Green Key, European Ecolabel).

In addition, environmental certification (*NF Bâtiment tertiaire*, the French High Quality Environmental Standard (HQE)) or energy performance certification (RT2005 High Energy Performance labels) initiatives are launched to add value to projects whose environmental performance is superior to basic commitments or regulatory requirements.

Construction-related labels

Scope: France (excluding Adagio)

2011/2012

Number of accommodation units delivered already labelled or in the process of being labelled

52.10%

Waste management

The Group's tourism and property development businesses generate waste. Measures have been taken to limit the volume of waste and optimise recycling.

Tourism business

In the tourism business, in addition to the general waste generated by site operation, a large percentage of the waste is produced by customers. The Groups is, therefore, focusing its efforts on introducing equipment to facilitate recycling in accommodation units and in parks and residences, and on providing information to raise awareness amongst its customers and employees.

For Center Parcs, direct waste removal contracts are signed at national level, thereby facilitating the monitoring of sorting and recycling performances. In 2011/2012, a framework contract was signed with a single supplier for the four German parks, which enabled processing costs to be reduced by 16% compared with the previous year (2010/2011 cost of around €400,000) and improved reporting on volumes of recycled waste.

The global recycling rate over the 22 Center Parcs and Sunparks in France, Belgium, the Netherlands and Germany, rose from 25.3% in 2010/2011 to 27.4% in 2011/2012 at constant scope. The objective for 2012/2013 is to increase the percentage of waste recycled to 30%. In addition to the environmental benefits, increasing the recycling rate reduces the cost of waste processing.

Waste production

Scope: Center Parcs and Sunparks in France, Belgium, the Netherlands and Germany

2011/2012

Number of sites monitored	22
Total (in tonnes)	14,943
Recycling rate	27.9%

Breakdown by type of waste

Scope: Center Parcs and Sunparks in France, Belgium, the Netherlands and Germany

2011/2012

NHIW not recycled (Non-Hazardous Industrial Waste)	72.1%
Glass	10%
Cardboard/paper	9.8%
Green waste	3.3%
Other recycled waste (including hazardous waste)	4.8%

For residences located in France, waste removal is provided by local authorities. Nearly all of the Group's sites follow their local recycling code. Waste collection organisations are not, however, able to communicate the volume of waste collected as waste generated by specific residences is not weighed separately. Sites have to pay a local

waste removal tax which is not based on actual volumes of waste collected. One of the Group's future objectives is to consolidate the volumes of waste sorted and sent direct to recycling units i.e. batteries, WEEE, light bulbs, cartridges.

On-site sorting facilities

Scope: the 190 sites which participated in the BEST ! self-assessment 2011/2012

Percentage of sites with sorting facilities and encouraging customers to recycle in 2011/2012	97%
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Construction & renovation

Waste management is one of the main issues dealt with by a green building site Charter. The core initiatives consist of guaranteeing, by means of a "Charte Chantier vert", that worksites are well-run, that

unbuilt areas of the plot are respected, disturbance to nearby residents is limited and that waste is well-managed. These points are checked and monitored by the primary contractor or the project manager.

Green building site Charter

Scope: France (excluding Adagio and Les Senioriales)

New builds

Renovations

Percentage of projects benefiting from the "Green building site Charter" in 2011/2012	100%	48%
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Energy management

Managing and reducing energy consumption is one of the Group's biggest challenges, particularly during the operating phase.

Tourism business

Energy accounts for 14% of operating costs and is the second-largest item of site expenditure. In 2012, a dedicated Group energy management department was created. It was tasked with implementing procedures and tools and supporting on-site Technical Managers with energy management (technical support, allocation of capital expenditure, etc.)

A Group-wide energy master plan was also drawn up to help sites improve their energy consumption. It is based on monitoring consumption (using an in-house tool: ICARE or an EXCEL spreadsheet), weekly monitoring of installations and the implementation of improvement initiatives. Awareness-raising communication tools inviting customers and employees to pay attention to their energy consumption is also provided on sites.

Construction

So as to limit its energy bills, the Group ensures the high energy performance of its new builds. Since 2008, all buildings have been constructed in accordance with the RT 2005 Very High Energy Performance label (THPE). A low energy-consumption pilot building, located at high altitude 1,800 m in Avoriaz, was amongst the buildings delivered at the end of 2011. With the entry into force of the 2012 thermal regulations, energy performance is a key component of the Group's programmes. The Group has also renewed its efforts with regard to environmental quality via HQE certification or international equivalents (e.g. LEED, BREAM) certifying buildings' overall environmental performance.

Water management

Tourism business

Water consumption is also a core concern for the Group which seeks to optimise water consumption at all stages, from the design of facilities through to operation. "Consuming just the water required" as well as "Monitoring discharge into the natural environment" are two of the issues assessed by the BEST ! management system. This management is subject to rigorous oversight and analysis consisting of monthly consumption reports, rapid response to any detection or reports of leaks, regular provision of "green" advice and tips to employees and customers as well as extending the implementation of measures to prevent accidental pollution by hazardous chemicals.

The main areas of water consumption are accommodation units, watering green spaces, swimming pools and water parks.

- With regard to accommodation units, water-saving equipment is installed in new builds and during renovations. Specific information to raise customers and employee awareness is available at residence reception areas and in offices,
- With regard to green spaces, the teams apply simple rules regarding the responsible use of water (e.g. watering times adjusted to weather) and some sites are equipped with rainwater harvesting systems for the purpose of watering green spaces, cleaning or providing water for animals on petting farms,
- For swimming pools and, more particularly, at Center Parcs, specific measures have been put in place. For example, filter backwash water is cleaned using a purification system (reverse osmosis) and re-introduced into the pools in combination with new water. This system, which has already been introduced at all new Center Parcs holiday parks is gradually being installed at existing sites (Bispinger Heide, Nordseeküste, Hochsauerland, De Eemhof, De Vossemere, Lac d'Ailette and Les Trois Forêts). It enables savings of between €10,000 and €20,000 per park and per year (drinking water, water purification and heating).

Water and energy consumption during the operating phase

	CP 2010/2011	CP (*) 2011/2012	PV 2010/2011	PV (*) 2011/2012	Group 2010/2011	Group 2011/2012
Number of sites monitored:	21	21	208	218	229	239
Total water (en m³)	3,321,209	3,067,646	2,991,690	3,468,467	6,312,899	6,536,113 ✓
Volume of water (in m ³ /week of occupancy**)	6.90	6.55	4.50	5.03	5.70	5.70
Total energy (in MWh)	654,401	634,592	226,820	228,509	881,221	863,101 ✓
Volume of energy (in kWh/week of occupancy)	1,351	1,354	411	332	1,109	1,084
■ Electricity (in MWh)	141,368	142,022	194,627	198,261	335,995	340,283
■ Gas (in MWh)	497,057	478,215	17,674	13,741	514,731	491,956
■ Wood-fired heating (in MWh)	15,976	14,355	0	921	15,976	15,276
■ Fuel oil (in litres)	0	0	971,524	402,486	971,524	402,486
■ Urban heat (in MWh)	0	0	3,372	6,821	3,372	6,821
Greenhouse gas emissions (in tonnes of CO₂eq.****)	155,676	149,298	18,271	25,940	173,947	175,238 ✓

Scope:

(*) Center Parcs in France, Belgium, Germany (excluding Nordseeküste), and the Netherlands and Sunparks Belgium;

(**) Pierre & Vacances Premium, Pierre & Vacances and Maeva residences, Pierre & Vacances village club (including the French West Indies), some Adagio and Pierre & Vacances Spain.

Adagio Access sites and some Adagio sites are not included, i.e. 3% of accommodation capacity by number of beds in the holiday residence portfolio operated by the Group.

(***) Week of occupancy: a stay of one week whatever the number of guests and apartment type.

(****) Conversion into tonnes CO₂eq. produced in accordance with version 7 of the Carbon Inventory @.

✓ Indicator reviewed by external consultant.

Construction & renovation

In 2011/2012, in accordance with the Golden Rules, all buildings which were delivered (and a minimum of 80% of renovated buildings) incorporated green materials and water- and energy-saving equipment.

Climate change

The fight against climate change was one of the main points of the "sustainable development action plan" launched by the Group in 2008. Following a carbon inventory in 2008, practical measures were put in place, including the gradual introduction of electric vehicles at sites and the implementation of a Group travel policy. This aims to reduce the use of planes and cars for business travel (mandatory train travel

for all journeys of less than three and a half hours, increased use of telephone and video-conferencing).

One of the results observed has been an improvement in the environmental performance of the fleet of work vehicles. The average carbon footprint per vehicle dropped from 146 in 2009, to 143 in 2010, 135 in 2011 and 131 g/km in 2012.

Measures were also taken to limit customers' greenhouse gas emissions during their stays. Encouraging customers to car share and to use environmentally-friendly means of transport (bicycles, electric buggies) and offering local produce in catering facilities were some of the initiatives carried out in 2011/2012.

For Group entities affected by Article 75 of Law No. 2010-788, greenhouse gas emission inventories (BEGES) and associated action plans are available on the Group's website (www.groupepvcp.com).

Regulatory inventory of greenhouse gas emissions (BEGES)

Entities subject to regulatory BEGES	Total emissions of CO ₂ eq. in tonnes	Total emissions of CO ₂ eq. per customer in kg
PVCP Resorts	26,280	6
PVCP Résidences Exploitation	23,456	4
GIE PVCP Services	1,215	not applicable

Protection of biodiversity

Aesthetics, such as the flora and fauna of the gardens, green spaces and forests which form part of the Group's residences and parks, all contribute to making sites more attractive and are one of the Group's major assets in terms of its tourism and property development offering. Specific measures have been taken to limit the impact of their maintenance on the environment and on biodiversity.

Tourism business

Nearly 25% of the Group's sites have green spaces and nature areas (gardens and forests) of over 2,000 m². To limit the impact of maintaining these spaces, differentiated management of green space was launched in 2008 to reduce the use of phytosanitary products, watering need and systematic grass cutting. Its aim was to maintain a balance between providing attractive public areas, developing

biodiversity and protecting natural resources. 22 sites (i.e. 26% of sites affected) drew up their differentiated management plan, specifically adapted for their site, in spring 2013.

Construction

The flora and fauna that are a feature of the plots on which projects are to be developed are naturally taken into consideration during the design phase. Sensitive issues and constraints in terms of respect for biodiversity are identified using impact studies, the results of which are incorporated into specifications for site designs. In order to go beyond regulatory measures, site designs seek to limit degradation of the natural environment and to prioritise retention of local features by making specific adjustments (central green spaces, ponds etc.) so as to offer customers a high quality natural setting and encourage the preservation and development of biodiversity.

Societal responsibility

Responsible purchasing policy

The Purchasing Department ensures that all suppliers referenced by the Group comply with regulations, including those relating to environmental and social factors. Before any order is placed, suppliers are required to sign general terms and conditions of purchase and a code of ethics obliging them to conduct business in a responsible manner and to prevent corruption.

In June 2012, the Group signed the inter-company relations charter compiled jointly by the credit mediation body, Médiation du Cr dit, and the French corporate officers and buyers' organisation (CDAF). It aims to ensure that major buyers implement a continuous improvement programme in respect of their suppliers and, in particular, small and medium-sized enterprises (SMEs). By signing this charter, the Group agrees to implement best practices in its relations with its suppliers, particularly with regard to financial fairness, prevention of risks of dependency, assessment of overall cost, incorporation of environmental issues and respect for the principle of territoriality. The mediator, or "SME contact", appointed by the Group is Thierry Hellin, Deputy Chief Executive Officer.

In terms of responsible purchasing, since 2007 the Group has implemented a policy which aims to promote the use of suppliers committed to sustainable development and to increase the percentage of products and services purchased that have added environmental and social value. This initiative, introduced by the Purchasing Department with the help of the Sustainable Development Department, applies to all types of purchases of services and construction and purchases relating to site operation. All suppliers approached for bids must complete a questionnaire which enables the level of maturity of their social and environmental responsibility initiatives to be assessed. If the suppliers being considered score below average, they are asked to attend a specific meeting on this issue so that a second assessment can be made. Additionally, as part of the final selection process, two sustainable development criteria are included in the bid analysis tables. Social audits are also conducted in accordance with the SA8000 standard on suppliers located in at-risk countries in Asia, so as to ensure that the Group's requirements are met with regard to international labour law and environmental issues.

Responsible purchasing policy

Scope: Group not including Les Senioriales

Number of suppliers winning bids in 2011/2012	57
Rate of response to the questionnaire on sustainable development performance	60%
Percentage of these suppliers obtaining average, or above average, scores	79%
Percentage of suppliers located in at-risk countries audited in 2011/2012	100%

Contribution to local economic development

The presence or establishment of a site in a region ties the Group to a long-term relationship with the local area. In order to integrate as successfully as possible into the local economy, the Group is

particularly keen to strike up real partnerships from an early stage with French regional authorities, environmental and heritage associations and with local business people. This happens, most notably, by means of permanent consultation with locally elected officials and public bodies and by sharing ideas about the creation of infrastructures which may also benefit the local population.

By calling on local businesses during construction and operation phases, creating local jobs, offering training in cooperation with local public bodies, prioritising the use of local craftsmen and local trades and by preferring short supply chains, the Group makes an active contribution to the economic development of the regions where its sites are located.

By way of illustration, Center Parcs Le Lac d'Ailette has created nearly 800 direct and indirect job opportunities since its opening in October 2007. In 2012, 74 people were trained in cleaning techniques at this site and 58 permanent employment contracts were offered. Park visitors generated estimated annual off-site expenditure of €4.7 million,

and the resulting benefits for Aisne were valued at €4,5 million (study conducted in 2011 at the request of the Aisne local council - source "Espace" magazine dated 01/11/2012).

Lastly, the Group's promotional initiatives give highlights to local areas where it has sites. The residences and parks also act as real gateways to local cultural and natural attractions. The largest sites offer a local tourism information center and local produce markets during high season and all offer local tourist information. For instance, 60% of customers at Center Parcs Ailette in Picardy visit at least one tourist site in the region (source "Espace" magazine dated 01/11/2012).

Risk management

The Pierre & Vacances-Center Parcs Group has carried out a review of the risk factors that may have a significant negative impact on its activities, the profitability of these activities or its income. The Pierre

& Vacances-Center Parcs Group has not found any significant risks other than those presented below.

Market risks

The market risks (liquidity risk, interest rate risk and foreign exchange risk) are described in Note 23 of the notes to the consolidated financial statements.

The activities of the Pierre & Vacances-Center Parcs Group (tourism and property development) depend generally on the economic outlook which, during a downturn, may have an impact on the Group's income. The Group's fundamentals provide a means of resistance to the current economic and financial crisis beyond the independence of tourism and property development market cycles on which the two main activities of the Group are based:

- The **tourism business** has its own unique competitive advantages:
 - (i) it is based on a concept of local tourism aimed at a European clientele, which reduces the expenses and uncertainties inherent in

transport energy costs, and (ii) the diversity of its products, broken down into five main brands and divided between prime destinations in seaside, mountain, urban and country locations, mainly in the form of villages and holiday residences, meets a wide range of requirements from different generations and socio-professional categories;

- As far as **property development** is concerned, the measures put in place and described below limit the sensitivity of property development products to variations in the property market. The marketing of apartments managed by the Pierre & Vacances-Center Parcs Group gives investors a guaranteed return on a long-term investment in the underlying property market and constitutes a secure investment alternative to a classic portfolio of securities or real assets.

Specific risks relating to the Group's activities

Risks relating to the seasonality of the tourism business

The European tourism sector has a **seasonal nature** with considerable changes in business depending on the period (school holidays) and the destination (stronger mountain business in winter and seaside business in summer).

The activity of the residences and villages operated under the Pierre & Vacances and Maeva brands has a clear seasonal nature. It is

based around two seasons, a winter season (November to April) and a summer season (May to October), resulting in a structural deficit for the first two quarters of the financial year. Rental revenue generated by those residences and villages in the first half of 2011/2012 represented only 37% of the annual revenue, while fixed operating expenses (including rents) were spread on a straight-line basis across the whole financial year.

NOTES

CROSS-REFERENCE TABLE

Concordance table detailing social and environmental information in relation to decree no. 2012-557 of 24 April 2012

	Management report	Business report	Financial report
1/ Social information			
a) Employment:			
■ Total workforce (broken down by gender, age and by geographic zone)	23	36/37	
■ Recruitment and dismissals	23		
■ Remuneration and changes in remuneration			92, 100
b) Organisation of work:			
■ Organisation of working hours	25		
■ Absenteeism	23		
c) Employee relations:			
■ Social dialogue, particularly procedures for informing, consulting and negotiating with personnel	23		
■ Collective agreements	25		
d) Health and safety:			
■ Health and safety conditions at work	23		
■ Collective agreements signed with unions or employee representatives regarding health and safety at work	25		
■ Occupational accidents, particularly frequency rate and severity, including work-related illnesses	24		
e) Training:			
■ Training policies implemented	24		
■ Total number of training hours	24		
f) Equal opportunities:			
■ Measures taken in respect of equal opportunities for men and women	24–25		
■ Measures taken in respect of the employment and integration of disabled persons	24–25	28–29	
■ Anti-discrimination policy	24		
g) Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation in relation to:			
■ The freedom of association and right to collective bargaining	23		
■ The elimination of discrimination in respect of employment and profession	24		
■ The elimination of forced labour ⁽¹⁾	30		
■ The effective abolition of child labour ⁽¹⁾	30		
2/ Environmental information			
a) General environmental policy:			
■ The organisation of the Company to take into account environmental issues and, where necessary, processes for environmental assessment or certification	26	32–33, 34–35	
■ Training and information for employees in relation to the protection of the environment		28–29	
■ Methods used to prevent pollution and environmental risks	34–35		
■ Amount of provisions and guarantees for environmental risks, providing that this information should not cause any serious prejudice to the Company in any litigation in progress	n/s		

n/s = not significant.

	<i>Management report</i>	<i>Business report</i>	<i>Financial report</i>
b) Pollution and waste management:			
■ Measures to prevent, reduce or redress emissions of waste with serious environmental impact into the air, water or soil	27		
■ Waste prevention, recycling and elimination measures	27		
■ Sound pollution and other pollution specific to a particular activity	27		
c) Sustainable use of resources:			
■ Water consumption and procurement (respecting local constraints)	28–29		
■ Consumption of raw materials and measures taken to improve efficiency in their use	29		
■ Energy consumption, measures taken to improve energy efficiency and use of renewable energy	28–29		
■ Use of land	30		
d) Climate change:			
■ Greenhouse gas emissions	29		
■ Adaptation to the consequences of climate change	34–35		
e) Protection of biodiversity:			
■ Measures taken to preserve or develop biodiversity	30		
3/ Information on commitments to sustainable development			
a) Territorial, economic and social impact of the Company's activity:			
■ In terms of employment and regional development	30–31		
■ On neighbouring or local populations	30–31		
b) Relations with interested parties or organisations, particularly occupational integration associations, educational establishments, environmental protection associations, consumer associations and neighbouring populations			
■ Dialogue with these persons or organisations		31, 35	
■ Partnerships or sponsorship	n/s		
c) Subcontracting and suppliers:			
■ Awareness of social and environmental issues within the purchasing policy	30		
■ Importance of subcontracting and awareness of social and environmental responsibility in relations with suppliers and subcontractors	30		
d) Fair practice:			
■ Actions taken to prevent corruption	30		170
■ Measures taken to support consumer health and safety	34		
e) Other actions taken, in relation to the present part 3/, to support human rights			

n/s = not significant.