

### 5-3-2 Labour information

The high performance levels of the Lagardère Group owe much to the skills of its staff. For optimum deployment of human resources that takes into consideration the specific features of the Group's various business lines, the operating units manage human resources independently. Nonetheless, the **principal concerns guiding human resource policies** have been defined and formalised by Lagardère, in agreement with the Human Resource Directors of the divisions. The principal concerns for the Group are as follows:

- **preserving balance in the workforce**, in a fair environment based on the principle of equitable employment practices (5-3-2-1);
- **fostering personal creativity and fulfilment**, particularly through skills development and internal career development (5-3-2-2);
- **providing an attractive remuneration package** that is fair, based on the recognition and reward of merit and performance (5-3-2-3);
- **promoting dialogue between the workforce and management** (5-3-2-4), and
- **improving health and safety at work** (5-3-2-5).

*In addition to the information given below, labour-related indicators are reported in the appendix (5-3-2-6).*

#### 5-3-2-1 Preserving balance in the workforce

One of the major lines of the "labour" policy in each of the Group's divisions is the search for balance in all its forms:

- Employee numbers appropriate to the needs of the business line
- A balance between youth and seniority
- A proportion of supervisory staff appropriate to the business line
- Cultural diversity

#### A) The Group's employees

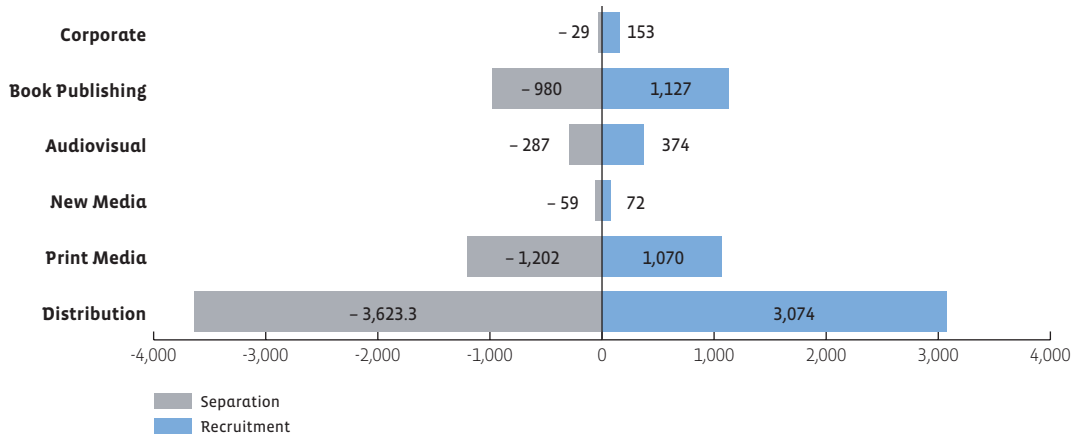
##### *Changes in the workforce*

At 31 December 2006, the permanent workforce totalled 30,487 compared to 29,003 at the end of 2005. The increase is mainly due to acquisitions such as the Time Warner Book Group by the Book Publishing division, radio stations in Eastern Europe (Moscow, Saint Petersburg) by the Audiovisual segment, and a retail concession in Hong-Kong by the Distribution division.

#### Changes in permanent and temporary workforce (in full-time equivalents or FTE)

	2001	2002	2003	2004	2005	2006
Lagardère Media	27,774	27,147	26,600	31,126	31,324	31,522

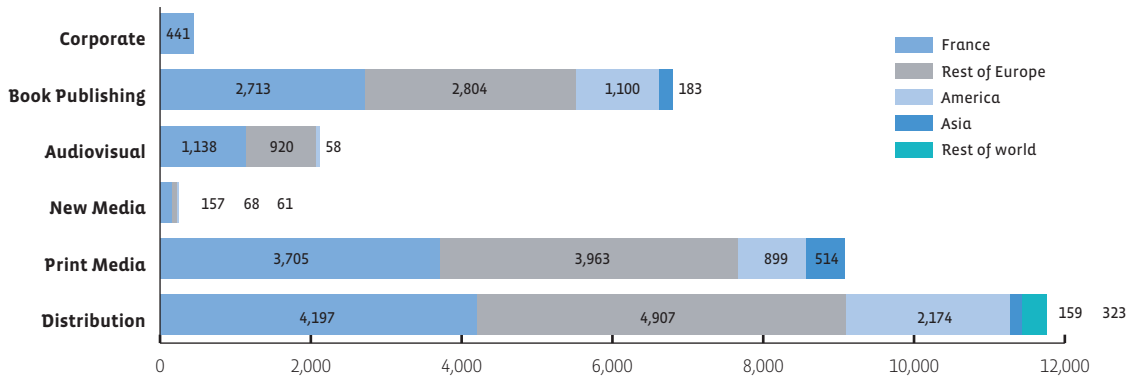
### Recruitment and separation of permanent workforce by division



### Breakdown by geographic area

The Group's international presence, with operations in 29 countries, is reflected in the workforce: at the end of 2006, 60% of the workforce was based outside France. Hachette Livre, for instance, has a significant presence in English-speaking countries and in Spain. Hachette Distribution Services is the most international division, a situation accentuated in 2006 by the development of distribution in Eastern Europe and China in particular. The Group remains predominantly French-based, however, with 40% of the total workforce in mainland France.

### Permanent workforce at 31 December by division and by geographic area

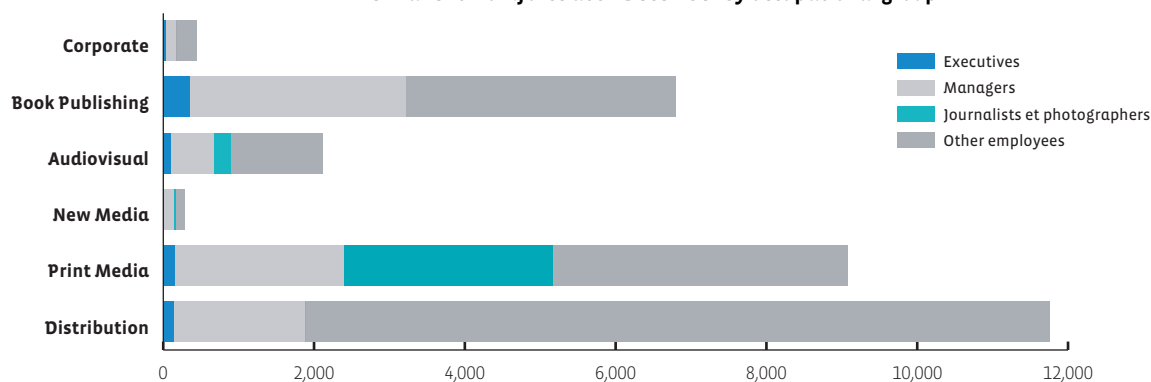


**Breakdown by occupational group**

In 2006, Lagardère reviewed the definition of certain parameters in order to apply them to the entire scope of the Group. The cadre/non cadres (executives/non executives) classification, which was specific to France, has been replaced by a classification distinguishing between executives/managers and other employees/non managers. The workforce of Lagardère is now divided into four occupational groups: Executives (Cadres Dirigeants), Managers, Journalists (including photographers) and Other Employees.

The breakdown of the workforce by occupational group varies from one division to another, and reflects the diversity of the Group’s activities and business lines. At Hachette Distribution Services, for instance, the proportion of managers is 16%, which can be explained by the large number of unskilled positions inherent to retail trade; in the other divisions, this proportion is between 40 and 60%, due in particular to the nature of editorial content publishing: journalists and photographers at Hachette Filipacchi Médias, editors at Hachette Livre, information technologies at Lagardère Active, etc.

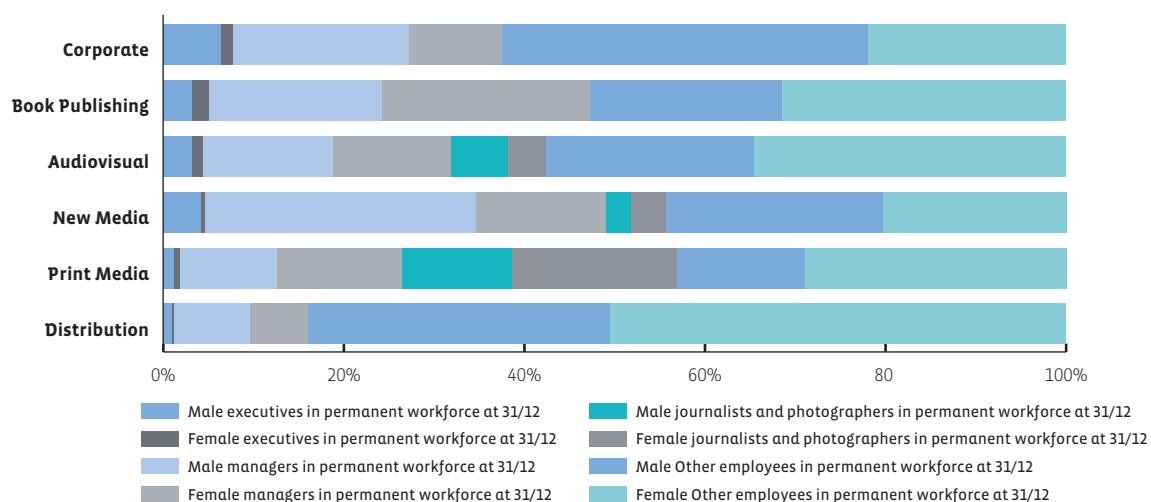
**Permanent workforce at 31 December by occupational group**



**A predominantly female workforce**

Women are in the majority in the total workforce of Lagardère. In 2006, they represented more than 60% of total recruitments. Women account for 30% of executive job positions, 51% of managers and 59% of journalists and the proportion of women in the “other employees” group is 61%.

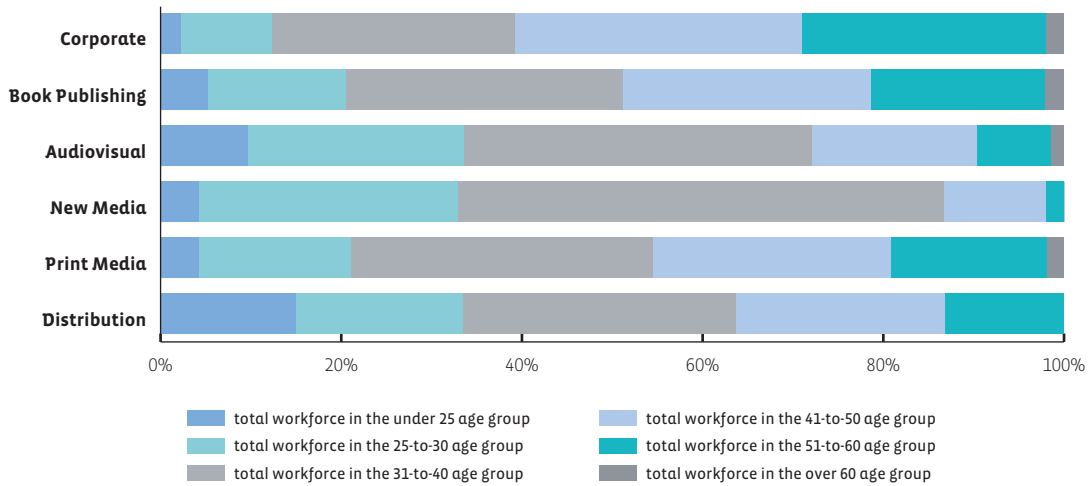
**Permanent workforce at 31 December by occupational group and by division**



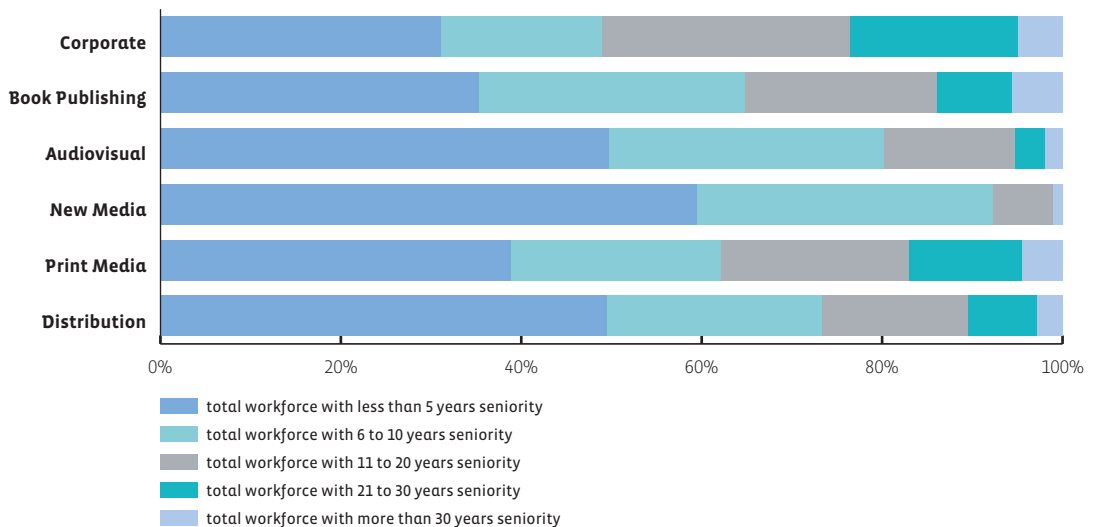
*A relatively young workforce with high loyalty to the Group*

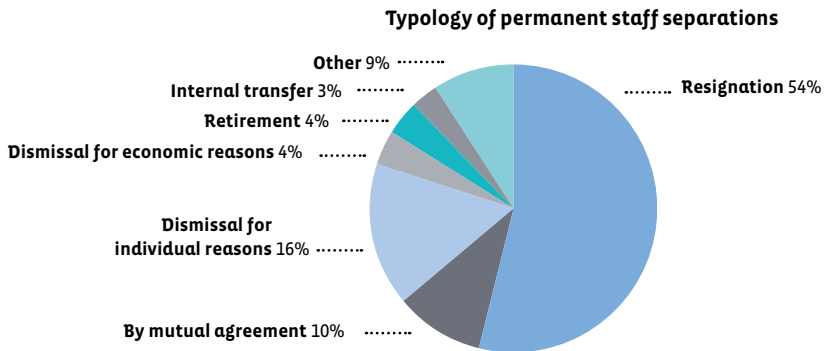
The Group’s age pyramid reflects the balance between a youthful workforce, with almost 60% of employees under 40 and 25% under 30, and experience, related to the seniority of employees, which is a requisite in the field of the traditional media.

**Breakdown by age and by division**

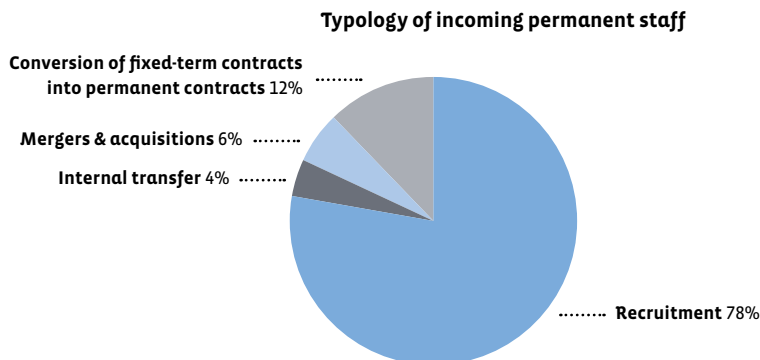


**Breakdown by seniority and by division**





With an excellent reputation and strong brand names, Lagardère has the benefit of **tangible staff loyalty** (30% of the Group's total workforce have more than ten years' seniority, a figure that rises to 40% in France) and has **great appeal** to potential applicants (170,000 job applications were received in 2006 compared to 150,000 in 2005). The stability of the workforce at Lagardère is reinforced by a relatively low resignation rate (less than 10% for the Group as a whole), including in the sales and distribution activities.



Furthermore, due to the nature of the press and film and television production business lines in France, Lagardère utilises specific occupational groups: freelance journalists and seasonal entertainment workers, known as "intermittents du spectacle". Aware of the special status of these categories, the Group is involved in the overall reflection on changes affecting them, and, in particular, takes part in the divisions' various negotiations regarding social security coverage, unemployment benefits and professional training. In 2006, Hachette Livre signed an agreement concerning professional training and social security coverage for home workers and Hachette Filipacchi Médias implemented a system geared towards contributing to the continuous professional training of freelance journalists, through Mediafor, the organisation which collects contributions for the profession.

**B) The Group's attachment to equal opportunities**

Guaranteeing equal opportunities and treating all individuals fairly is Lagardère's philosophy. With a diversity of activities and business lines, and staff skilled in their domains, the Group encourages diversity in the divisions. It endeavours to develop cross-divisional actions in this field, particularly by identifying good practices in the different entities and sharing them across the Group.

In 2006, the Lagardère Human Resource Division initiated a meeting of the business divisions' Human resource teams to consider the subject of equal opportunities and their implementation within the Group.

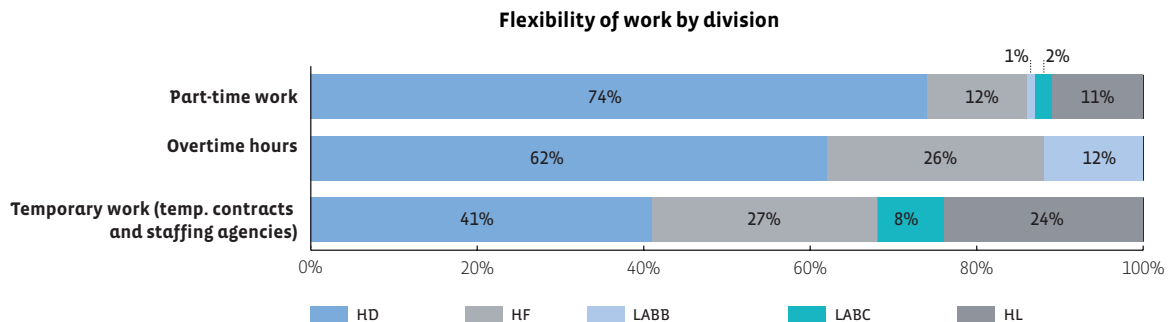
Concerning disabled employees, Lagardère employs on average 10 disabled people for every thousand employees, with the proportion reaching 12.5 per thousand in France. At Hachette Filipacchi Médias, for instance, the mission to promote the “integration of disabled employees” continued its action in 2006 in terms of recruitment and industrial placements for disabled people, job security, outsourcing to sheltered workshops and staff awareness-raising on the subject of disability. Discussions were held on the implementation of an enterprise agreement regarding the integration of disabled workers; in 2007 an application for certification will be submitted to the Labour and Employment board in the Hauts-de-Seine department, which, if successful, will testify to the fulfilment of the employment obligation.

**C) Flexible work organisation**

The entities of the Group have implemented a work organisation scheme that provides the flexibility to meet the specific requirements of the business lines while taking into account the aspirations of the workforce and the use of replacement staff in the event of sick leave or maternity leave. This scheme includes part-time work, overtime hours and temporary work contracts. The Group also takes care to respect the legal regulations specific to each country, both in terms of working hours and the management of overtime.

Employment of temporary staff (on fixed-term work contracts or through temporary staffing services agencies) is an inherent part of the specific nature of certain business lines. This is particularly true for seasonal peaks in business at Hachette Livre and Hachette Distribution Services: the publication of new works of literature (generally scheduled from September to November in France), school textbook orders (processed from May to September) and the Christmas season. Another factor is the constraints related to distribution activities (extensive opening hours, training of store managers, etc.). The Group has invested considerable efforts in optimising the use of temporary staff (who represent 4% of the total workforce, on a full time equivalent basis), leading to a reduction in the number of fixed-term work contracts from 3,141 in 2005 to 2,789 in 2006. Lagardère aims to maintain the proportion of staff on such contracts at around 10% of the global workforce, in order to preserve the degree of flexibility and responsiveness required for the management of its business activities.

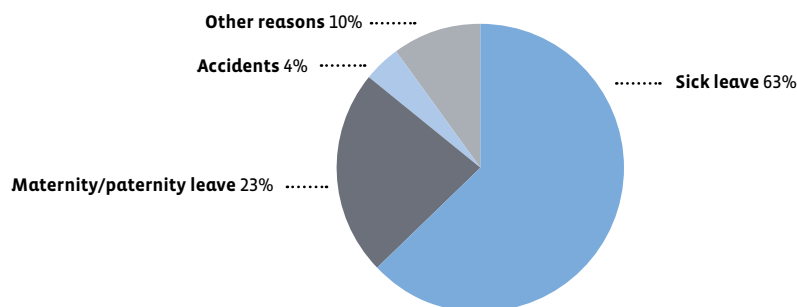
As flexibility and the optimisation of labour costs are essential to the activities of distribution, Hachette Distribution Services makes considerable use not only of temporary staff (see above), but also of overtime and part-time work, mainly in Asia and Central Europe. This situation explains the significance of overtime hours (67%), part-time work (74%) and temporary agency staff work contracts (41% of total temporary jobs) in the Distribution Services division compared to the Group as a whole. This type of organisation is also to be found, to a lesser degree, in the distribution activities of the Book Publishing division, which is faced with the same needs.



### Absenteeism

The average number of days' absence per person, for all reasons combined, fell from 14.5 in 2005 to 13.96 in 2006. Paid sick leave and maternity or paternity leave accounted for the vast majority of all paid leave.

**Breakdown of paid leave of more than one day for permanent workforce in days per person**



**Average days' paid leave for permanent employees. by division**

Divisions	Sick leave			Paternity / Maternity leave			Accident-related leave			Other paid leave			Total paid leave
	M	F	MF	M	F	MF	M	F	MF	M	F	MF	
Distribution	12.44	11.99	12.19	0.07	5.7	3.16	1.03	0.77	0.89	0.66	1.07	0.88	17.12
Print Media	6.77	9.23	8.14	0.1	6.61	3.74	0.81	0.11	0.42	2.77	3.29	3.07	15.37
New Media	3.71	6.66	4.84	0.27	4.3	1.81	0	0.06	0.02	0.43	0.06	0.29	6.96
Audiovisual	3.81	7.28	5.67	0.17	6.84	3.73	0.39	0.11	0.24	0.59	1.01	0.81	10.45
Book Publishing	4.28	6.25	5.38	0.22	4.95	2.87	0.63	0.44	0.52	0.55	0.59	0.57	9.34
Corporate	2.87	3.1	2.94	0.07	9.55	3.25	0.1	0.08	0.09	0.24	0.08	0.19	6.47
Divisions	8	9.32	8.73	0.12	5.87	3.27	0.79	0.45	0.6	1.15	1.52	1.36	13.96

#### 5-3-2-2 Fostering personal creativity and fulfilment

In compliance with the principle of autonomy of the Group's individual divisions, measures for skills development and internal mobility are undertaken at the level of each entity. This nonetheless illustrates Lagardère's commitment to investing in the development of the professional skills and individual responsibilities of staff.

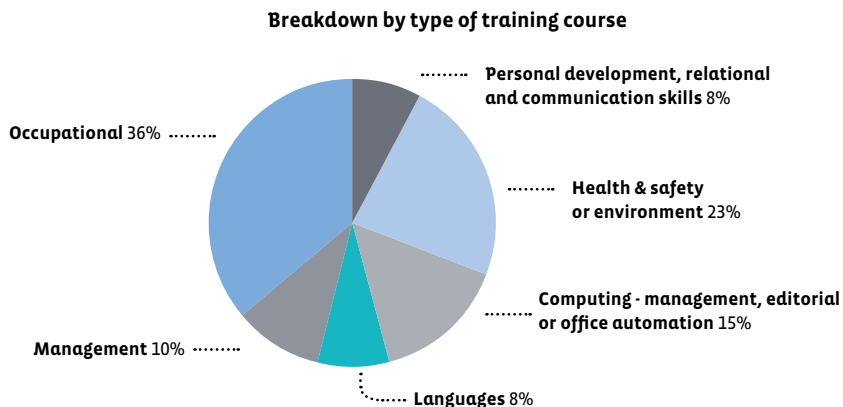
In 2007, the Group's main concerns will revolve around:

- Acquiring the skills related to digital technologies, and in particular, their use in combination with traditional media, and
- Improving the management of talents on a cross-business line basis, as well as between the divisions.

##### A) Encouraging skill development

In terms of training, each division endeavours to foster and develop the skills of its employees. Training programs have been drawn up at every level and training efforts in 2006 were sustained: almost half of the Group's permanent workforce attended at least one training course, for an average investment of €1,094 per employee trained in France (€812 for the Group as a whole) over an average duration of 2.36 days.

Furthermore, the Group strives to build a corporate culture in its managers, and to foster the development of the key values of creativity, independence, audacity and entrepreneurship. These values are conveyed through the in-house university “Media Campus”, which offers training designed for managers in the Group. Three programmes – “Leadership”, “Integration” and “Young Managers” – provide support to managers and serve to strengthen their management skills. In 2006, manager training represented 10% of the Group’s training budget.



**B) Encouraging integration of young people in the Group**

Each entity has a significant policy for exchanges with schools and universities, particularly through work placements. In 2006, Lagardère companies welcomed some 2,487 placement students, 10% more than in 2005, and the number of alternate work/study contracts increased by 46% in 2006 (to 383). One good illustration of this is Europe 1’s organisation of another Lauga bursary competition for final year students of journalism. The winner is awarded a three-month placement with the editorial team of Europe 1, and is often hired on a permanent work contract afterwards.

**C) Promoting internal mobility**

Managed essentially by each of the business divisions, career management, internal promotion and internal career opportunities involve each entity’s management and Human resource teams. For example, annual interviews for assessment and promotion are gradually being introduced systematically throughout the Group.

The Group’s Intranet contains tools with information on mobility which employees can use to help define and facilitate their plans. The Intranet also provides access to positions available within the Group, with the possibility of setting up personalised alert messages for notification when new vacancies of potential interest are published on line.

Internal transfers represent 9% of recruitments in France, varying from one division to another. Although it is an important issue for the Group, mobility between divisions is hindered by the specific nature of the different entities, their business activity and distant geographic locations. Further organisation is required to amplify the movement, especially for support positions. Internal mobility can also mean internal promotion. In 2006, for instance, 2% of the workforce received promotions, over 60% of them women.

### 5-3-2-3 Providing an attractive pay package

In a highly competitive environment, the Group's approach to **salaries** consists of offering **attractive packages in tune with prevailing market practices** (in terms of business activity and the economic and labour conditions in each country concerned).

The concern to control labour costs does not affect Lagardère's determination to **maintain employees' purchasing power** or its aim to **encourage commitment and performance**.

The Group also has the medium-term objective of promoting the notion of global remuneration (salaries, variable salary components, social security, savings schemes, etc).

#### A) Payroll, minimum salary and salary ranges

Lagardère's salary policy follows fair, equitable and consistent practices. Salary practices comply with local legislation and are also attuned to the economic and labour conditions prevailing in each country, and, where relevant, to agreements negotiated with the employee representative bodies of the business sector concerned (particularly in terms of minimum salary and general salary increase scales). In France, for example, the existence of a minimum wage is the result of national legislation applicable to the entire workforce; in certain other countries where the notion of a minimum wage may sometimes be purely symbolic, or there is no minimum wage, salary practices are defined according to the practices of the local labour market.

The average annual salary worldwide (including bonuses and variable remuneration) for all occupational groups taken together was approximately €37,844 in 2006, compared to €36,600 in 2005.

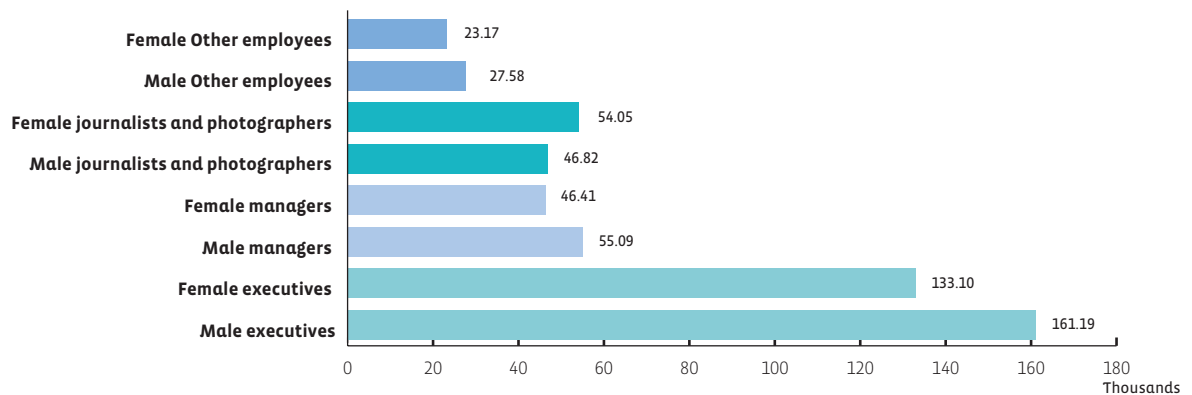
**Average annual salary in euros for permanent workforce by occupational group and by geographic area**

<b>Areas</b>	<b>Executives</b>	<b>Managers</b>	<b>Journalists and photographers</b>	<b>Other employees</b>	<b>All occupational groups taken together</b>
France	173,230.85	48,315.14	56,641.28	23,798.21	40,331.89
Rest of Europe	131,412.34	47,140.74	37,781.12	26,542.24	34,479.09
America	202,027.21	67,454.52	60,311.5	22,580.25	40,877.36
Asia	82,482.78	52,225.52	20,488.84	24,621.96	30,988.28
Other areas	94,244.35	39,882.57	0	29,176.88	34,301.94
Areas	152,757.07	50,717.92	50,275.82	24,980.09	37,844.06

*These averages are given as an indication only, and should be interpreted with care. They correspond to a wide diversity of situations due to the very nature of the activities and geographic locations, with the cost of living varying greatly from country to country.*

Lagardère firmly intends to encourage equal pay for women and men, under equal conditions of employment and qualification. The differences observed in the table below are due essentially to disparities in the nature of the positions and responsibilities held, as well as differences in age, seniority and level of qualification between the two groups. The **salary scales** implemented in some of the Group's subsidiaries are one means of achieving this equality. 61% of all employees work in an entity which has defined salary ranges for each level.

### Gross annual salary (€) of permanent workforce by occupational group and by gender



#### B) Salary increases

The Group's policy in terms of salary increases also takes into account individual performance levels, assessed on quantitative and qualitative criteria defined by the subsidiaries. To take into account employees' levels of skills, training and responsibility, and the specific nature of the sectors they are working in, individualised pay rises are increasingly common.

#### C) A complete range of variable components of pay

In addition to basic salary, most of the Group's entities make use of individual and collective performance incentives (such as bonuses or a variable component to pay). These practices make it possible to link an employee's remuneration to the achievement of personal targets and collective objectives at the level of the subsidiary concerned. More than 41% of the Group's workforce has a **variable component of pay** (there is a certain disparity between different geographic areas, particularly due to different local market practices, with salary policy remaining the prerogative of local management). Schemes that allow employees to **share** in the **financial results** of their company are common within the Group; they mainly take the form of profit sharing and employee savings schemes. 38% of employees in France belong to an employee savings scheme. 2.23% of the shares issued by the Group are held by employees, including 0.85% held through mutual funds.

In France, Group employees are also able to take advantage of **complementary health and social welfare plans** which are partially funded by the employers. Some also have a pay-in retirement scheme for one or more specific categories of employees, in addition to the general retirement scheme.

Furthermore, as regards **stock options**, in 2006, 451 people were allocated options to purchase 1,844,700 Lagardère SCA shares. The allocation of stock options is a means of sharing Group profits with employees according to their level of responsibility, performance and results. It also develops a certain degree of employee loyalty.

#### 5-3-2-4 Promoting dialogue between employee representative bodies and the Group

**Dialogue between employee representative bodies and the Group** is an essential component of Lagardère's human resource policy, based on the clear principle of seeking a continuous balance between economic and labour-related issues, **at all levels of the organisation** (entities, divisions and Group); it will constitute an important factor in the deployment of Lagardère's strategy in 2007.

**A) The Group Employees' Committee and the European Works Committee**

Beyond the principle of the autonomy of the divisions, the Group aims to promote cooperation and dialogue with employee representative bodies and between the various subsidiaries, in France and the rest of the world. Two Works Committees have been set up to this end: the European Employees' Committee, set up in January 2003, and the Group Employees' Committee, set up in January 2002. These two bodies have regular exchanges with the Management about the main issues and the transformations necessary for the Group's business activities.

The Group Employees' Committee comprises 30 members representing Lagardère Group employees and five "observers" representing the EADS group (one for each nationwide union). The European Employees' Committee also comprises 30 members who are employees of the Lagardère Group in Europe (France holds 15 seats, and the remaining 15 are held by representatives from six other European countries - Spain, Belgium, Hungary, United Kingdom, Italy and Germany; Poland and the Czech Republic could also have been represented, but, as the Group's companies in these countries have no employee representatives, no seats could be allocated to them).

The respective articles of association of the Group Employees' Committee and the European Employees' Committee stipulate that each of these bodies must hold an annual meeting. In addition to the plenary sessions, meetings of the members of the Bureau and the Union Representatives may be held if required by the current situation. In 2006, the Bureau of the Group Employees' Committee met four times. These meetings are the occasion for discussions on a variety of topics, including the company's organisation and strategy, examination and implementation of a social welfare fund at Group level, etc.

**B) Employee representation**

In 2006, employee representation concerned 77% of Lagardère's total workforce. In France, the rate was over 97%. Employees not covered work in very small entities with only a few employees.

**C) Collective agreements**

88 collective agreements were signed in the course of 2006; these agreements generally concerned pay, working hours, social welfare coverage, etc.

Percentage of the workforce covered by a collective agreement, by type:

- 76.56% of the workforce is covered by an agreement concerning working hours
- 54.39% of the workforce is covered by an agreement concerning health & safety and working conditions
- 75.88% of the workforce is covered by an agreement concerning pay
- 63.25% of the workforce is covered by an agreement concerning social welfare
- 27.46% of the workforce is covered by an agreement concerning training

**D) Representative bodies in the media business**

The Group belongs to a large number of representative bodies in the media, such as the Print Media and Book publishing Unions. In this capacity, it plays an active part in negotiations between management structures and employee representative bodies in France (particularly concerning freelance journalists, entertainment workers and home workers).

**5-3-2-5 Promoting health and safety at work**

The Group's business activities are mainly concentrated in the services sector, where **health and safety issues are of relatively limited importance**, although those entities which comprise logistics and distribution activities have a relatively greater "safety culture".

Nonetheless, in each of its divisions, **Lagardère implements a policy of reducing health and occupational risks** through preventive action and training. Among recent topics to emerge is the prevention of risks related to stress and more generally malaise in the workplace.

In order to reduce the frequency and severity rates of work accident<sup>(1)</sup>, Lagardère's various divisions conduct continuous prevention campaigns as appropriate to the specific nature and constraints of their business lines. In 2006, the Group's frequency rate (an average of 12.45 for the Group and 15.21 in France) and the severity rate of work accidents (an average of 0.29 for the Group and 0.49 in France) remained stable, at levels below those observed in France for retail activities (source: CNAMTS). Similarly, training in hygiene and safety is organised within the individual entities of the Group (see section 5-3-1-2 above).

Initiatives taken in France include, in particular, those implemented by Hachette Filipacchi Médias:

- the drafting and distribution of a "Good conduct charter", intended to contribute to maintaining high morale in the workplace;
- the distribution of a "Practical Guide to Ergonomics at Work", which also helps to improve hygiene and safety at work;
- the continuing implementation by a "Health at work" working group comprising permanent members from the medical sector, the Human Resource Division and employee representatives, of a programme to prevent occupational risks encountered by employees who are currently or may in the future be confronted with difficulties at their workstations for health reasons or due to restricted capacities.

Similar initiatives were launched in 2006 to raise the awareness of managers in the Management Division regarding stress-related risks.

### 5-3-2-6 Appendices: additional indicators

#### Preserving balance in the workforce (see § 5-3-1-1)

##### **Permanent workforce**

Permanent workforce at 31 December by division and by geographic area						
<b>Divisions</b>	France	Rest of Europe	America	Asia	Other	Total
Distribution	4,197	4,907	2,174	159	323	11,760
Print Media	3,705	3,963	899	514		9,081
New Media	157	68	61			286
Audiovisual	1,138	920			58	2,116
Book Publishing	2,713	2,804	1,100	3	183	6,803
Corporate	441					441
Consolidation	12,351	12,662	4,234	676	564	30,487

(1) Frequency rate = (number of work accidents resulting in sick leave x 10<sup>6</sup>): number of hours worked.  
Severity rate = (number of days sick leave x 1000): number of hours worked.

## Permanent workforce at 31 December by occupational group and by division

<b>Divisions</b>	Executives	% Executives	Managers	% Managers	Journalists and photographers	% Journalists and photographers	Other employees	% Non managers	Total permanent workforce at 31/12
Distribution	133	1.13%	1,743	14.82%	–	0%	9,884	84.05%	11,760
Print Media	159	1.75%	2,239	24.66%	2,768	30.48%	3,915	43.11%	9,081
New Media	13	4.55%	127	44.41%	19	6.64%	127	44.41%	286
Audiovisual	94	4.44%	579	27.36%	223	10.54%	1,220	57.66%	2,116
Book Publishing	346	5.09%	2,865	42.11%	–	0%	3,592	52.80%	6,803
Corporate	34	7.71%	131	29.71%	–	0%	276	62.59%	441
Consolidation	779	2.56%	7,684	25.20%	3,010	9.87%	19,014	62.37%	30,487

## Permanent workforce at 31 December by occupational group and gender, by geographic area

<b>Areas</b>	Executives		Managers		Journalists and photographers		Other employees		M	F	Total
	M	F	M	F	M	F	M	F			
France	231	93	2,073.21	2,277.90	703.59	638	2,633	3,700.97	5,640.80	6,709.87	12,350.67
Rest of Europe	244	109	1,119	968	426	925	3,577	5,294	5,366	7,296	12,662
America	41	17	474	553	115	198	892	1,944	1,522	2,712	4,234
Asia	7	9	50	76	4	–	147	383	208	468	676
Other areas	18	10	43	50	–	–	166	277	227	337	564
Areas	541	238	3,759.21	3,924.90	1,248.59	1,761	7,415	11,598.97	12,963.80	17,522.87	30,486.67

**Breakdown of permanent workforce at 31 December by age and by division**

<b>Divisions</b>	Workforce in the under 25 age group	Workforce in the 25-to-30 age group	Workforce in the 31-to-40 age group	Workforce in the 41-to-50 age group	Workforce in the 51-to-60 age group	Workforce in the over 60 age group
Distribution	14.46%	17.92%	29.16%	22.75%	13.22%	2.49%
Print Media	4.28%	16.75%	33.52%	26.28%	17.22%	1.94%
New Media	4.20%	28.67%	53.85%	11.19%	2.10%	0%
Audiovisual	9.64%	23.91%	38.52%	18.34%	8.18%	1.42%
Book Publishing	5.26%	15.18%	30.69%	27.47%	19.24%	2.15%
Corporate	2.27%	9.98%	26.98%	31.75%	26.98%	2.04%
Divisions	9.04%	17.40%	31.54%	24.47%	15.40%	2.16%

**Breakdown of permanent workforce at 31 December by age and by geographic area**

<b>Areas</b>	Workforce in the under 25 age group	Workforce in the 25-to-30 age group	Workforce in the 31-to-40 age group	Workforce in the 41-to-50 age group	Workforce in the 51-to-60 age group	Workforce in the over 60 age group
France	5.55%	17.04%	33.24%	25.11%	17.54%	1.53%
Rest of Europe	8.66%	16.70%	32.18%	26.11%	14%	2.35%
America	18.63%	17.40%	24.56%	20.61%	15.02%	3.78%
Asia	15.83%	28.70%	36.54%	14.79%	4.14%	0%
Other areas	12.59%	25.35%	28.19%	19.15%	12.06%	2.66%
Areas	9.04%	17.40%	31.54%	24.47%	15.40%	2.16%

**Breakdown of permanent workforce at 31 December by seniority and by division**

<b>Divisions</b>	Less than 5 years seniority	6 to 10 years seniority	11 to 20 years seniority	21 to 30 years seniority	More than 30 years seniority
Distribution	49.51%	23.77%	16.26%	7.56%	2.91%
Print Media	38.89%	23.24%	20.79%	12.55%	4.52%
New Media	59.44%	32.87%	6.64%	1.05%	0%
Audiovisual	49.67%	30.53%	14.46%	3.40%	1.94%
Book Publishing	35.26%	29.58%	21.18%	8.32%	5.66%
Corporate	31.07%	17.91%	27.44%	18.59%	4.99%
Divisions	43.25%	25.51%	18.53%	8.82%	3.90%

**Breakdown of permanent workforce at 31 December by seniority and by geographic area**

<b>Areas</b>	Less than 5 years seniority	6 to 10 years seniority	11 to 20 years seniority	21 to 30 years seniority	More than 30 years seniority
France	34.27%	26.46%	20.83%	12.84%	5.59%
Rest of Europe	43.43%	27.17%	19.44%	6.55%	3.42%
America	61.48%	20.60%	12.02%	4.72%	1.18%
Asia	66.57%	16.42%	11.83%	4.14%	1.04%
Other areas	71.63%	20.04%	7.27%	0.89%	0.18%
Zones	43.25%	25.51%	18.53%	8.82%	3.90%

**Temporary workforce**
**Average workforce on temporary contracts, in FTE, by division and by geographic area**

<b>Divisions</b>	France	Rest of Europe	America	Asia	Other areas	Total
Distribution	372.67	716.18	12.75	3	143	1,247.60
Print Media	207.83	535.45	-	98.71		841.99
New Media	11.59	0.80	-			12.39
Audiovisual	54.21	247.50			3	304.71
Book Publishing	192.29	110.67	30	-	41	373.96
Corporate	8.15					8.15
Consolidation	846.74	1,610.60	42.75	101.71	187	2,788.80

**Breakdown of workforce on temporary contracts, in FTE, by job position and by division**

<b>Divisions</b>	Marketing/ Sales/ Procurement	Accounting/ Finance/ Management/ Strategy	Industry/ Production/ Logistics	Media	Administration	HR/Legal/ Communication	IT	Other
Distribution	54.63%	4.92%	15.38%	0.3%	1.2%	0.89%	0.32%	22.36%
Print Media	14.82%	2.03%	12.09%	63.01%	3.63%	2.49%	0.88%	1.06%
New Media	0.00%	0.00%	0.00%	86.76%	6.46%	0.00%	5.00%	1.78%
Audiovisual	9.15%	4.37%	0.47%	47.24%	19.53%	2.56%	0.84%	15.83%
Book Publishing	18.61%	4.22%	22.58%	43.64%	4.78%	1.77%	1.95%	2.45%
Corporate	12.27%	10.18%	12.27%	0.00%	18.28%	10.18%	24.54%	12.27%
Divisions	35.31%	4.11%	14.08%	25.96%	4.26%	1.57%	0.84%	13.86%

### Breakdown of workforce on temporary contracts, in FTE, by occupational group, gender and by division

Divisions	Executives		Managers		Journalists and photographers		Other employees		employees on temporary contract in FJE		Total employees on temporary contract calculated on basis of occupational group
	M	F	M	F	M	F	M	F	M	F	
Distribution	0%	0%	0%	1%	0%	0%	15%	29%	15%	29%	45%
Print Media	0%	0%	0%	1%	8%	12%	3%	6%	11%	19%	30%
New Media	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Audiovisual	0%	0%	0%	0%	1%	1%	4%	5%	5%	6%	11%
Book Publishing	0%	0%	1%	3%	0%	0%	4%	5%	5%	9%	13%
Corporate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Divisions	0%	0%	2%	5%	9%	13%	26%	45%	37%	63%	100%

### Recruitment - Separation

#### Number of people recruited on permanent contract by type, gender and division

Divisions	Number of people recruited on permanent contracts		Number of people joining the entity's permanent staff following internal mobility		Number of people joining the entity's permanent staff following a merger or acquisition		Number of people whose temporary contract was converted into a permanent contract		Total		Total
	M	F	M	F	M	F	M	F	M	F	
Distribution	955	1,560	31	31	23	79	144	251	38%	62%	3074
Print Media	216	580	30	56	30	29	65	64	32%	68%	1,070
New Media	40	16	4	2	0	0	4	6	67%	33%	72
Audiovisual	101	168	16	13	3	10	27	36	39%	61%	374
Book Publishing	327	569	16	18	32	50	47	68	37%	63%	1,127
Corporate	26	13	0	2	84	23	4	1	75%	25%	153
Divisions	1,665	2,906	97	122	172	191	291	426	38%	62%	5,870

**Typology of permanent staff recruited, by geographic area**

<b>Areas</b>	<b>Recruitment</b>	<b>Internal mobility</b>	<b>Mergers &amp; acquisitions</b>	<b>Conversion of contract</b>	<b>Total permanent staff recruited</b>
France	65.08%	9.13%	9.76%	16.04%	1,927.00
Rest of Europe	68.86%	1.93%	8.36%	20.85%	1,914.00
America	98.60%	0.22%	0.96%	0.22%	1,360.00
Asia	98.46%	0.31%	0%	1.23%	325.00
Other areas	98.26%	0.58%	0.58%	0.58%	344.00
Areas	77.87%	3.73%	6.18%	12.21%	5,870.00

**Permanent staff recruited by type, gender and by geographic area**

	Number of people recruited on permanent contracts		Number of people joining the entity's permanent staff following internal mobility		Number of people joining the entity's permanent staff following a merger or acquisition		Number of people whose temporary contract was converted into a permanent contract		Total		Total
	M	F	M	F	M	F	M	F	M	F	
Total France	524	730	74	102	106	82	145	164	849	1,078	1,927
Total Rest of Europe	407	911	18	19	61	99	142	257	628	1,286	1,914
Total America	469	872	3	0	5	8	1	2	478	882	1,360
Total Asia	129	191	0	1	0	0	1	3	130	195	325
Total Other areas	136	202	2	0	0	2	2	0	140	204	344
Total Areas	1,665	2,906	97	122	172	191	291	426	2,225	3,645	5,870

**Typology of permanent staff separations, by division**

<b>Divisions</b>	Percentage separations, permanent staff							Total separations permanent staff
	Resignation (%)	By mutual agreement (%)	Dismissal for economic reasons (%)	Dismissal for individual reasons (%)	Retirement (%)	Internal mobility (%)	Other (%)	
Distribution	57.87%	15.29%	14.04%	1.79%	2.37%	1.16%	7.49%	3,632.3
Print Media	49.67%	2.16%	15.06%	8.32%	4.08%	4.33%	16.39%	1,202
New Media	47.46%	3.39%	18.64%	5.08%	0%	18.64%	6.78%	59
Audiovisual	47.39%	14.29%	20.56%	3.14%	1.39%	7.67%	5.57%	287
Book Publishing	49.80%	1.53%	23.06%	5.31%	7.24%	3.67%	9.39%	980
Corporate	10.34%	3.45%	34.48%	6.90%	24.14%	20.69%	0%	29
Division	54.19%	10.35%	16.11%	3.73%	3.51%	2.73%	9.39%	6,189.3

**Number of separations, permanent staff, by type and gender, by division**

<b>Division</b>	Number of separations																Total permanent staff		
	Resignation		By mutual agreement		Dismissal for economic reasons				Dismissal for individual reasons		Retirement		Internal mobility		Other			Total separations	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M		F	M
Total Distribution	1,397	705	324	231	297	213	41	24	53	33	24	18	141	131	63%	37%	3,632.3		
Total Print Media	460	137	14	12	99	82	73	27	20	29	34	18	149	48	71%	29%	1,202		
Total New Media	8	20	0	2	4	7	3	0	0	0	5	6	2	2	37%	63%	59		
Total Audiovisual	74	62	21	20	29	30	6	3	1	3	16	6	8	8	54%	46%	287		
Total Book Publishing	343	145	8	7	115	111	35	17	36	35	18	18	65	27	63%	37%	980		
Total Corporate	2	1	1	0	6	4	1	1	5	2	0	6	0	0	52%	48%	29		
Division	2,284	1,070	368	272	550	447	159	72	115	102	97	72	365	216	64%	36%	6,189.3		

Reminder: Permanent staff recruitments and separations in 2005, by division and geographical area

### Typology of permanent staff recruited, by geographic area

Areas	Percentage permanent staff recruited				Total permanent staff recruited
	Recruitment	Internal mobility	Mergers & acquisitions	Conversion of contract	
America	99.38%	0.57%	0%	0.05%	1,936
Asia	94.08%	1.18%	0%	4.73%	169
Other areas	82.42%	10.99%	2.20%	4.40%	91
Rest of Europe	89.11%	1.36%	0.50%	9.04%	2,800
France	67.94%	15.86%	0.71%	15.48%	1,828
Areas	86.39%	5.14%	0.42%	8.05%	6,824

### Typology of permanent staff separations, by division

Divisions	Percentage separations, permanent staff						
	Resignation (%)	By mutual agreement (%)	Dismissal for individual reasons (%)	Dismissal for economic reasons (%)	Retirement (%)	Internal mobility (%)	Other (%)
Distribution	51.79%	13.68%	17.20%	6.74%	1.28%	1.71%	7.61%
Print Media	66.35%	9.05%	9.16%	4.30%	3.05%	3.68%	4.41%
New Media	12.50%	0%	37.50%	12.50%	0%	31.25%	6.25%
Audiovisual	18.18%	4.55%	36.36%	0%	0%	4.55%	36.36%
Book Publishing	47.73%	10.06%	25.32%	1.95%	0.65%	9.09%	5.19%
Corporate	48.36%	5.45%	24.12%	2.06%	7.76%	1.58%	10.67%
Divisions	54.63%	11.25%	16.50%	5.31%	2.47%	2.62%	7.22%

**External workforce****Number of staff from temporary staffing agencies, in FTE, compared to average permanent and temporary workforce in FTE, by division**

<b>Divisions</b>	France	Rest of Europe	America	Asia	Other areas	Total
Distribution	0.01	0.06	0	0.01	0	0.03
Print Media	0.01	0.05	0	0.02		0.02
New Media	0	0	0			0
Audiovisual	0.01	0			0	0
Book Publishing	0.12	0.06	0.02	0.29	0.01	0.08
Corporate	0.01					0.01
Consolidation	0.03	0.05	0.01	0.02	0	0.04

**Working hours****Minimum working hours**

<b>Geographic areas</b>	<b>Minimum</b>		
	Minimum hours/year	Corresponding number of days worked	Corresponding number of hours worked per day
France	1,372	196	7
Rest of Europe	1,449	207	7
America	1,610	230	7
Asia	1,694	242	7
Other areas	1,732.5	231	7.5

**Maximum working hours**

<b>Geographic areas</b>	<b>Maximum</b>		
	Maximum hours/year	Corresponding number of days worked	Corresponding number of hours worked per day
France	2,115	235	9
Rest of Europe	2,080	260	8
America	2,080	260	8
Asia	2,510	251	10
Other areas	2,288	286	8

**Overtime**
**Number of hours overtime worked per year, by division and geographic area**

<b>Divisions</b>	America	Asia	Other	Rest of Europe	France	Total
Distribution	1,583		119,436	98,190	6,190	225,399
Print Media	38,748	-		23,077	33,808	95,633
Book Publishing	2	-	-	19,655	23,624	43,281
Corporate					539	539
New Media	50			-	198	248
Audiovisual			-	-	562	562
Consolidation	40,383	-	119,436	108,183	103,499	365,662

**Part-time work**
**Permanent workforce at 31 December in part-time work**

<b>Divisions</b>	Permanent workforce, male, in part-time work	% permanent workforce, male	Permanent workforce, female, in part-time work	% permanent workforce, female	% permanent workforce	Total workforce in part-time work
Distribution	915	18.10 %	2,397	35.74 %	28.16 %	3,312
Print Media	52	1.81 %	466	10.78 %	7.20 %	518
New Media	10	5.71 %	15	13.51 %	8.74 %	25
Audiovisual	40	4.03 %	67	5.96 %	5.06 %	107
Book Publishing	67.5	2.28 %	442.86	11.54 %	7.50 %	510.36
Corporate	5	1.71 %	9	6.08 %	3.17 %	14
Divisions	1,089.5	8.82 %	3 396.86	20.9 %	15.69 %	4,486.36

**Conversion of permanent employees to part-time work**

<b>Divisions</b>	At their own initiative	% of total	At their employer's initiative	% of total	Number of employees changing to part-time work during the year	% compared to part-time workforce
Distribution	162	93.10%	12	6.9%	174	5.25%
Print Media	12	46.15%	14	53.85%	26	5.02%
New Media	3	100%	0	0%	3	12%
Audiovisual	6	85.71%	1	14.29%	7	6.54%
Book Publishing	93	93.94%	6	6.06%	99	19.4%
Corporate	3	100%	0	0%	3	21.43%
Divisions	279	89.42%	33	10.58%	312	6.95%

**Permanent workforce at 31 December in part-time work, by geographical area**

<b>Part-time staff by geographic area, by gender</b>			
<b>Areas</b>	<b>Part-time, male</b>	<b>Part-time, female</b>	<b>Total part-time</b>
Total France	213.5	992.86	1,206.36
Total Rest of Europe	406	1,357	1,763
Total America	274	787	1,061
Total Other areas	196	260	456
<b>Total</b>	<b>1,089.50</b>	<b>3,396.86</b>	<b>4,486.36</b>

**Integration of disabled employees**

<b>Number of disabled employees per thousand permanent employees at 31 December</b>						
<b>Divisions</b>	<b>France</b>	<b>Rest of Europe</b>	<b>America</b>	<b>Asia</b>	<b>Other areas</b>	<b>Total</b>
Distribution	6.19	18.14	0.46	0	0	9.86
Print Media	21.86	4.82	3.34	1.95		13.21
New Media	6.37	14.71	0			6.99
Audiovisual	2.64	2.17			0	2.36
Book Publishing	12.9	7.49	0.91	0	0	8.38
Corporate	20.41					20.41
Consolidation	12.55	11.42	1.18	1.48	0	9.93

**Local employment and regional development**

<b>Permanent workforce at 31 December by division and by geographic area</b>						
<b>Divisions</b>	<b>France</b>	<b>Rest of Europe</b>	<b>America</b>	<b>Asia</b>	<b>Other areas</b>	<b>Total</b>
Distribution	4,197	4,907	2,174	159	323	11,760
Print Media	3,705	3,963	899	514		9,081
New Media	157	68	61			286
Audiovisual	1,138	920			58	2,116
Book Publishing	2,713	2,804	1,100	3	183	6,803
Corporate	441					441
Consolidation	12,351	12,662	4,234	676	564	30,487

**Fostering personal creativity and fulfilment (see § 5-3-2-2)**

**Training**

**Proportion of the permanent workforce at 31 December, by occupational group, who attended at least one training course, by division**

<b>Divisions</b>	Executives	Managers	Journalists and photographers	Other employees	Total
Distribution	1.36%	16.27%	0%	82.37%	53%
Print Media	1.35%	38.47%	22.81%	37.37%	44.38%
New Media	4.27%	41.03%	12.82%	41.88%	40.91%
Audiovisual	5.71%	30.77%	2.11%	61.41%	38.09%
Book Publishing	4.61%	48.99%	0%	46.40%	50.02%
Corporate	7.35%	38.73%	0%	53.92%	46.26%
Divisions	2.52%	30.70%	5.45%	61.34%	48.80%

**Proportion of the permanent workforce at 31 December, by occupational group, who attended at least one training course, by geographic area**

<b>Areas</b>	Executives	Managers	Journalists and photographers	Other employees	Total
France	1.46%	33.75%	8.67%	56.12%	56.52%
Rest of Europe	3.51%	27.14%	2.44%	66.92%	47.65%
America	4.28%	38.14%	2.79%	54.79%	25.39%
Asia	1.74%	13.95%	0.00%	84.3%	50.89%
Other areas	4.03%	18.25%	0.00%	77.73%	74.82%
Areas	2.52%	30.7%	5.45%	61.34%	48.8%

**Proportion of type of training in relation to total**

<b>Geographic areas</b>	Total number of permanent staff who attended at least one training course in:					Total number of permanent staff who attended at least one occupational training course	Total
	Personal development, relational and communication skills	Health & safety or environment	Computing - management, editorial or office automation	Languages	Management		
Lagardère Group	1,397 (8.27%)	3,841 (22.73%)	2,478 (14.67%)	1,335 (7.9%)	1,607 (9.51%)	6,239 (36.92%)	16,897

**Average number of days training of permanent employees who attended training, by division and by geographic area**

<b>Divisions</b>	France	Rest of Europe	America	Asia	Other areas	Total
Distribution	2.09	1.92	1.65	0	1.51	1.93
Print Media	3.63	2.15	0.21	0.85		3.03
New Media	2.53	4.62	10			3.38
Audiovisual	2.32	2.54			3.86	2.5
Book Publishing	2.43	3.02	0.42	13	1.79	2.28
Corporate	5.28					5.28
Consolidation	2.76	2.36	0.6	0.5	1.79	2.36

**Average expenditure on training of permanent employees, by division and by geographic area**

<b>Divisions</b>	France	Rest of Europe	America	Asia	Other areas	Total
Distribution	709.32	447.53	387.63	31.85	368.75	558.36
Print Media	1,180.77	1,862.54	105.14	748.80		1,208.39
New Media	993.45	1,875.28	8,039.22			1,415.37
Audiovisual	1,385.92	1,231.72			118.18	1,248.99
Book Publishing	1,788.37	298.05	221.05	3,000	493.80	710.14
Corporate	1,985.86					1,985.86
Consolidation	1,094.32	610.04	243.52	428.13	359.22	812

**Percentage permanent workforce having followed at least one training course by gender, occupational group and division**

	Executives		Managers		Journalists and photographers		Other employees		Total
	M	F	M	F	M	F	M	F	
Total Distribution	1.14%	0.22%	10.16%	6.11%	0%	0%	27.74%	54.63%	53%
Total Print Media	0.85%	0.50%	21.12%	17.36%	10.93%	11.87%	18.73%	18.64%	44.38%
Total New Media	4.27%	0%	23.08%	17.95%	4.27%	8.55%	17.09%	24.79%	40.91%
Total Audiovisual	2.61%	3.10%	14.76%	16%	0.99%	1.12%	24.32%	37.10%	38.09%
Total Book Publishing	2.41%	2.20%	18.04%	30.94%	0%	0%	17.87%	28.53%	50.02%
Total Corporate	4.90%	2.45%	20.59%	18.14%	0%	0%	29.90%	24.02%	46.26%
	1.55%	0.97%	15.11%	15.59%	2.59%	2.85%	23.02%	38.32%	

Reminder: Percentage permanent workforce having attended at least one training course in 2005

**Proportion of the permanent workforce at 31 December, by occupational group, who attended at least one training course, by division**

<b>Divisions</b>	Executives	Managers	Journalists and photographers	Other employees	Total
Distribution	1.64%	24.91%	0%	73.45%	33.85%
Print Media	3.72%	46.55%	15.91%	33.82%	37.77%
Corporate	5.79%	39.67%	0%	54.55%	39.29%
New Media	6.94%	43.06%	8.33%	41.67%	25.99%
Audiovisual	4.29%	30.01%	7.33%	58.37%	36.98%
Book Publishing	4.56%	47.41%	0%	48.03%	42.18%
Divisions	3.26%	37.81%	5.65%	53.28%	37.01%

**Proportion of the permanent workforce at 31 December, by occupational group, who attended at least one training course, by geographic area**

<b>Areas</b>	Executives	Managers	Journalists and photographers	Other employees	Total
America	3.01%	69.14%	0%	27.86%	14.34%
Asia	3.60%	24.46%	0%	71.94%	21.48%
Other areas	9.89%	39.56%	0%	50.55%	61.69%
Rest of Europe	5.85%	31.07%	0%	63.09%	32.60%
France	1.33%	39.96%	10.22%	48.48%	47.97%
Areas	3.26%	37.81%	5.65%	53.28%	37.01%

## Providing an attractive remuneration package (see § 5-3-2-3)

### Salary increases and variable components of pay

#### Proportion of permanent workforce, by occupational group and by gender, who received a salary increase, by geographic area

Areas	Executives		Managers		Journalists and photographers		Other employees		All occupational groups together		
	M	F	M	F	M	F	M	F	M	F	
France	59%	75%	66%	73%	65%	82%	67%	68%	66%	71%	69%
Rest of Europe	81%	91%	88%	85%	41%	41%	83%	79%	82%	76%	79%
America	90%	76%	76%	76%	50%	40%	100%	100%	82%	85%	84%
Asia	14%	22%	58%	74%	75%	–	75%	62%	69%	63%	65%
Other areas	78%	90%	91%	90%	–	–	86%	79%	86%	81%	83%
Areas	71.04%	80.18%	73.74%	76.14%	57.24%	58.70%	77.72%	77.21%	74.67%	75.32%	75.04%

#### Proportion of permanent workforce, by occupational group and by gender, who received a salary increase, by division

Divisions	Executives		Managers		Journalists and photographers		Other employees		All occupational groups together		
	M	F	M	F	M	F	M	F	M	F	
Distribution	80.17%	94.12%	71.17%	72.58%	0%	0%	88.50%	84.56%	84.88%	83.25%	83.95%
Print Media	49.35%	48.39%	67.15%	72.35%	60.13%	60.16%	55.28%	64.03%	60.51%	64.82%	63.10%
New Media	58.33%	100%	74.42%	85.37%	100%	100%	47.83%	44.83%	64%	65.77%	64.69%
Audiovisual	36.36%	39.29%	45.72%	43.64%	34.07%	30.68%	25.26%	24.15%	33.47%	29.80%	31.52%
Book Publishing	87.74%	94.78%	87.85%	86.39%	0%	0%	86.92%	87.33%	87.39%	87.21%	87.29%
Corporate	53.57%	66.67%	58.14%	62.22%	0%	0%	52.51%	69.07%	54.27%	66.89%	58.50%
Divisions	71.04%	80.18%	73.74%	76.14%	57.24%	58.70%	78.16%	77.21%	74.67%	75.32%	75.04%

#### Proportion of permanent workforce at 31 December, by occupational group and by gender, who receive a variable component of pay, by division

Divisions	Executives		Managers		Journalists and photographers		Other employees		All occupational groups together		
	M	F	M	F	M	F	M	F	M	F	
Distribution	91.38%	94.12%	85.89%	75.40%	0%	0%	32.50%	32.83%	44.40%	37.71%	40.59%
Print Media	85.71%	83.87%	42.33%	53.52%	5.39%	3.92%	14.58%	29.82%	22.17%	28.04%	25.70%
New Media	100%	100%	41.86%	58.54%	12.50%	0.00%	15.94%	20.69%	34.29%	33.33%	33.92%
Audiovisual	75.76%	67.86%	64.47%	64.00%	45.19%	50.00%	43.33%	45.02%	52.22%	50.62%	51.37%
Book Publishing	93.87%	100%	64.62%	55.02%	0%	0%	52.86%	48.01%	60.94%	52.68%	56.28%
Corporate	64.29%	66.67%	58.14%	55.56%	0%	0%	6.7%	37.11%	27.3%	43.92%	32.88%
Divisions	88.26%	92.17%	64.2%	59.29%	10.28%	6.64%	34.29%	36.15%	43.29%	39.59%	41.19%

**Proportion of permanent workforce at 31 December, by occupational group, who receive a variable component of pay, by geographic area**

<b>Areas</b>	<b>Executives</b>	<b>Managers</b>	<b>Journalists and photographers</b>	<b>Other employees</b>	<b>All occupational groups together</b>
France	84.88%	68.40%	10.06%	56.57%	56.43%
Rest of Europe	94.70%	55.34%	5.93%	21.34%	27.96%
America	89.66%	46.25%	7.03%	24.58%	29.43%
Asia	93.75%	33.33%	0.00%	50.94%	48.37%
Other areas	82.14%	86.02%	0%	27.54%	39.89%
Areas	89.42%	61.71%	8.20%	35.41%	41.19%

**Salary scales and employee savings schemes**

**Permanent workforce at 31 December in an entity that has defined salary ranges, by geographic area**

<b>Areas</b>	<b>Proportion of the workforce in an entity that has defined salary ranges</b>
France	0.80%
Rest of Europe	0.44%
America	0.52%
Asia	0.54%
Other areas	0.57%
Areas	0.61%

**Permanent workforce at 31 December in an entity that has an employee savings scheme, by geographic area**

<b>Areas</b>	<b>Proportion of the workforce in an entity that has an employee savings scheme</b>
France	0.38%
Rest of Europe	0.12%
America	0.14%
Asia	0.00%
Other areas	0.00%
Areas	0.23%

**Employee social welfare contributions (in 000€)**

**Social welfare contributions by division**

	<b>2005</b>	<b>2006</b>	<b>Variance</b>
Distribution	77,275	78,155	880
Print Media	120,000	121,035	1,035
Book Publishing	72,165	75,055	2,890
Audiovisual	57,845	59,195	1,350
Corporate	10,210	11,340	1,130
Total	337,495	344,780	7,285

## Social welfare contributions by geographic area

	2005	2006	Variance
Total France	259,725	259,390	- 335
Total Rest of Europe	59,410	61,235	1,825
Total North America	11,965	18,910	6,945
Total Asia	6,240	5,045	- 1,195
Total Africa		50	50
Total Latin America	155	150	- 5
Total	337,495	344,780	7,285

## Promoting dialogue between employee representative bodies and the Group (see § 5-3-2-4)

*Labour relations*

## Proportion of permanent workforce at 31 December in an entity with employee representation, by geographic area

Areas	% covered by employee representation
France	97.39%
Rest of Europe	77.24%
America	39.09%
Asia	30.77%
Other areas	0.00%
Areas	77.67%

## Proportion of permanent workforce at 31 December in an entity with employee representation, by division

Divisions	% covered by employee representation
Distribution	88%
Print Media	70%
New Media	55%
Audiovisual	49%
Book Publishing	78%
Corporate	95%
Divisions	77.67%

### Collective agreements

Collective agreements, by geographic area		
Areas	Existing collective agreements in force at 31 December	Collective agreements signed during the year
France	500.00	73.00
Rest of Europe	53.00	12.00
America	3.00	2.00
Asia	1.00	1.00
Other areas	0.00	0.00
Areas	557.00	88.00

Collective agreements, by division		
Divisions	Existing collective agreements in force at 31 December	Collective agreements signed during the year
Distribution	95	22
Print Media	243	27
New Media	12	0
Audiovisual	55	19
Book Publishing	131	18
Other activities	21	2
Divisions	557	88

### Promoting health and safety at work (see § 5-3-2-5)

#### Health and Safety training

Geographic areas	Total number of permanent staff who attended at least one training course in:					Total number of permanent staff who attended at least one occupational training course	Total
	Personal development, relational and communication skills	Health & safety or environment	Computing - management, editorial or office automation	Languages	Management		
Lagardère Group	1,397 (8.27%)	3,841 (22.73%)	2,478 (14.67%)	1,335 (7.9%)	1,607 (9.51%)	6,239 (36.92%)	16,897

**Regular medical check-ups****Health and safety: does your company provide regular medical check-ups for employees?**

	America	Asia	Other areas	Rest of Europe	France
Consolidation	10%: yes 90%: no	50%: yes 50%: no	20%: yes 80%: no	66,1%: yes 33,9%: no	100%: yes

**Existence of a body responsible for Health and Safety****Health and safety: does your company possess a body responsible for health & safety?**

	America	Asia	Other areas	Rest of Europe	France
Consolidation	40%: yes 60%: no	100%: no	80%: yes 20%: no	67,8%: yes 32,2%: no	44,94%: yes 55,06%: no

**Frequency rate and severity rate of work accidents, by division and by geographic area****Frequency rate of work accidents**

	France	Rest of Europe	America	Asia	Other areas	Total
Distribution	22.51	19.09	5.45	153.05	7.26	20.26
Print Media	7.35	3.48	3.71	1		5.12
New Media	4.05	0	0			1.98
Audiovisual	9.39	0.58			0	4.96
Book Publishing	19.98	8.03	3.1	0	0	10.84
Corporate	7.46					7.46
Consolidation	15.21	11.12	4.24	43.72	3.83	12.45

**Severity rate of work accidents, by division and by geographic area.**

	France	Rest of Europe	America	Asia	Other areas	Total
Distribution	0.73	0.35	0.08	0.15	0.1	0.41
Print Media	0.32	0.07	0	0.08		0.18
New Media	0.03	0	0			0.01
Audiovisual	0.21	0.02			0	0.11
Book Publishing	0.59	0.19	0.08	0	0	0.3
Corporate	0.06					0.06
Consolidation	0.49	0.22	0.06	0.1	0.05	0.29