



2015

Extract from the Annual Report

Target all-round performance

VINCI's projects serve the common good and contribute to a long-lasting transformation of regions and urban ecosystems. Aware of our role, we apply a pragmatic and responsible development policy that involves all stakeholders concerned. Our aim is to design and implement the most efficient environmental and social solutions against the backdrop of the increasing scarcity of natural resources.

A POLICY STRUCTURED BY THE VINCI MANIFESTO COMMITMENTS

VINCI's main approaches to sustainable development are defined in the overall framework of the Group Manifesto. It affirms the beliefs and principles to which all Group companies adhere and sets out their commitments to customers, employees and all the stakeholders associated with their business. Published in 15 languages, the Manifesto is distributed in all Group entities.

VINCI implements this policy in accordance with the Universal Declaration of Human Rights, the OECD's Guiding Principles, the International Labour Organisation's standards and ISO 26000. VINCI has also been a signatory to the United Nations Global Compact since 2003.

GROUP COMPANIES' TAKE-UP OF MANIFESTO COMMITMENTS

The Group's self-assessment digital platform, called Advance, was updated in 2015. This new,

easier-to-use version enables the Group's business units to perform a self-assessment in 16 specific areas based on the Manifesto's commitments and to identify any progress actions they need to take. Specific training and awareness programmes are provided to support the international dissemination of the Manifesto and Advance. These are also available on the VINCI intranet.

The "Manifeste et vous" themed meetings for Group employees are an opportunity for discussion and feedback about these issues.

IMPLEMENTING THE SUSTAINABLE DEVELOPMENT POLICY

The sustainable development policy is overseen by the VINCI Executive Committee and headed by a specific delegation that works with all Group operational and functional departments as well as numerous external stakeholders. The delegation uses various coordination methods, working groups and themed clubs to fulfil its role.

The policy is implemented under the aegis of a 30-member international committee that represents the Group's various business lines and divisions. The committee sets targets, determines and assesses the main programmes, and launches new actions.

VINCI takes part in numerous discussions with trade unions, and with public and non-profit organisations. The Group was heavily involved in COP21 and its various side events, in particular through public appearances by VINCI senior management. The Group is a member of Comité 21, a French network for implementing sustainable development at operational level, and in Club France Développement Durable, a similar network for promoting French civil society's contribution. VINCI also contributed to the Solutions COP21 initiative and the exhibition at the Grand Palais in Paris. These events and organisations aimed to promote the corporate sector's proposals for fighting climate change.

EXTRA-FINANCIAL RATING

As part of its commitment to transparency, every year VINCI fills in questionnaires from extra-financial rating agencies and maintains direct relations with socially responsible investors. The Group is ranked by Vigeo in the top position among the companies in its sector in five of the six areas analysed by the agency.

In 2015, VINCI was included in the DJSI (Dow Jones Sustainability Indices) World Index and Europe Index with an overall score of 82/100 and 86/100 for its environmental performance. The Group was rated 98B for its carbon strategy in the annual Carbon Disclosure Project survey.

(*) These pages make up the first section of the VINCI Sustainable Development Report. The second section (see pp. 169 to 204) presents the Group's workforce-related, environmental and social information in exhaustive detail in accordance with current legislation. All this data, together with a selection of best practices, can also be viewed on the vinci.com website.





Dialogue with stakeholders and partnership approach

We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are closely involved.



Civil society's support is now increasingly crucial to be able to implement projects. VINCI's culture of consultation, its organisational abilities and expertise in collective governance involving all parties concerned – elected officials, actors in the local economy, non-profit organisations and associations, users, neighbouring communities and employees – are fundamental to the success of the projects in which it is engaged.

MAIN ACTIONS

VINCI continued to develop systems to measure the socioeconomic impact of its activities, especially for infrastructure where it acts as project manager, builder and operator. Such assets include the South Europe Atlantic Tours–Bordeaux high-speed rail line (SEA HSL), the Stade de France and Allianz Riviera stadiums in France, Cambodia's three international airports, and the Charilaos Trikoupis Bridge in Greece.

VINCI Concessions companies regularly run

campaigns to measure infrastructure users' level of satisfaction in order to improve the services provided. Such is the main purpose of the service contract implemented by VINCI Autoroutes (see page 49). New personalised services introduced on the back of digital technology help create tighter relations with customers. VINCI companies also develop close dialogue with residents living near project worksites and the neighbouring communities involved. At Eurovia's quarries, open days are a regular event.

Selecting suppliers includes increasingly stringent sustainable development criteria, especially in the areas of safety, environment and human rights. VINCI Concessions has introduced rigorous specifications in these areas, mainly based on the "Cooperate" programme that assembles and structures the Group's programme management expertise and experience. VINCI Construction continued to apply its Subcontractor Relations Code of Practice, which underscores its commitment to building equitable and lasting relations with its suppliers and subcontractors.

Digital technology can also be used for entering into contact with project stakeholders. Citeos (VINCI Energies) has developed an app for the collaborative mapping of street lighting networks. In the United States, a "sustainable development dashboard" involves all the stakeholders in the Ohio East End Crossing project. In France, the Ecowork approach, supported by VINCI, assists the community of stakeholders in urban transformation to take decisions that incorporate the conservation of natural resources and energy-efficient solutions.

VINCI Construction signed 21 new international partnership agreements with leading universities, Eurovia formed a relationship with the Universidad Técnica del Estado in Santiago de Chile, and VINCI Energies maintained its partnerships with several universities in Nigeria, Morocco and Indonesia. The Group's commitment is matched by its employees' investment in running training programmes for students who may potentially join VINCI when they complete their studies.

For COP21 and to raise students' awareness of climate change issues, in 2015 VINCI ran its 2020 Global Climate Challenge ideas competition. Of the 122 submissions from students of 37 nationalities, 22 were short-listed by the judges. The panel finally awarded the first prize to the "Cool Cité" project on the organisation of logistics flows to reduce urban pollution, which was submitted by a team of students from the EIGSI engineering school in La Rochelle, France.

Progress targets

VINCI will broaden the deployment of the tools used to measure the socioeconomic impacts of its business activities in major infrastructure projects in order to assist public stakeholders and clients when developing their projects.

The 48 projects submitted for the 2015 VINCI Innovation Awards in the stakeholder consultation category will be widely disseminated to encourage the exchange of best practices throughout the Group.

VINCI is investing in open innovation and developing systems and approaches to encourage participatory reflection leading to improvements in the services it provides.

Ethics and fundamental human rights

We commit to ensuring total transparency in our own practices and in those of our subcontractors.



VINCI makes sure that all its employees, especially those in a position to commit the Group to relations with third parties, share and apply the rules guaranteeing compliance with ethics at all times.

MAIN ACTIONS

Introduced five years ago, the Code of Ethics and Conduct formally sets out all the rules of conduct that apply to all companies and all employees of the VINCI Group. Accessible on the VINCI website and intranet, a personal copy is sent to all employees liable to engage the Group's responsibility. The number of employees concerned totalled 6,601 at the end of 2015. The document's distribution and its formal acceptance by the employees it is sent to are tracked on the Group intranet. This enables general management and the Internal Audit Department to check that the Code is being properly disseminated. At the end of 2015, 97.3% of the employees concerned had acknowledged receipt.

The VINCI Ethics Officer reports to the general management. He operates under considerable autonomy to ensure that the Code's rules are clearly understood and to answer questions about their application. He deals confidentially with all issues submitted to him. Internal control procedures reinforce the general measures to ensure compliance with the principles of the Code of Ethics and Conduct. The Ethics and Compliance Club members – legal affairs directors of the Group's main divisions and the Ethics Officer – meet to discuss best practices around the procedures to be implemented. In 2015, the main focus was on training managers to relay the approach throughout their respective organisations. Compliance officers have been appointed in VINCI companies that operate in sectors applying specific ethics procedures.

As a signatory to the United Nations Global Compact, VINCI is committed to supporting and promoting respect for human rights within its sphere of influence, and to ensuring that Group

companies are not complicit in human rights abuses. VINCI established its own Human Rights Committee in 2013, bringing together in particular human resources directors of companies located in potentially sensitive regions. In 2015, training sessions were run to update employees' knowledge in light of changes to international regulations. Work has started on a brochure outlining the Group's human rights guidelines with a view to developing an internal handbook of standards applicable worldwide.

VINCI has been taking action to check the working conditions of migrant workers in Qatar since 2011. This work continued in 2015, with several visits organised for delegations of trade union representatives, two employee Board members, the General Secretary of VINCI's European Works Council and representatives from the non-profit sector. At the same time, the independent association BSR was contracted to perform a Human Rights Impact Assessment covering a detailed analysis of the context and risks, and an

on-site audit including the involvement of external stakeholders. The purpose of this report was to check the effectiveness of the measures implemented by VINCI's subsidiary in Qatar, QDVC.

CODE OF ETHICS AND CONDUCT: DIRECT RECIPIENTS WHO HAVE ACKNOWLEDGED RECEIPT

97.3%



Progress targets

In a context of strong international growth, VINCI must continuously ensure that its entities comply with the rules it has laid down. At the same time, it must encourage its clients, partners and suppliers to maintain and strengthen their own standards, notably in strained economic sectors and in countries exposed to specific risks.

VINCI aims to have a 100% adherence rate for employees that receive the Code of Ethics and Conduct directly, especially newly hired employees.

With regard to fundamental human rights, VINCI considers that controversy is a source of progress and even greater encouragement for compliance with the International Labour Organisation's fundamental agreements.

Green growth



We commit to reducing our greenhouse gas emissions by 30% by 2020, to supporting our customers in their quest for better energy efficiency and to encouraging their adoption of an environmentally responsible approach.

VINCI's businesses and activities are closely related to the challenges of green growth. The Group's integrated concession-construction approach enables it to address long-term projects through a life cycle analysis of structures while limiting the environmental impact in the works phase. VINCI companies develop products and services that contribute to the circular economy of materials and the energy performance of buildings and infrastructure.

MAIN ACTIONS

In 2015, VINCI maintained the reach of its environmental reporting system at 98% of Group revenue worldwide. The statutory auditors issued an opinion of reasonable assurance for the system's energy consumption and greenhouse gas emission indicators.

Since 2007, VINCI has calculated its greenhouse gas emissions worldwide using the ISO 14064 standard. The Group's carbon intensity was 59 tonnes of CO₂ equivalent in 2015, compared with 61 tonnes of CO₂ equivalent in 2014.

The reduction from 2009, the base year, was 16.7%. This result is attributable to the energy efficiency efforts made by the Group and a downturn in business in some markets.

In 2015, Group companies stepped up their low-carbon initiatives. In Concessions, VINCI Airports implemented the international Airport Carbon Accreditation programme (see page 62). VINCI Immobilier, France's first NF Habitat + HQE® certified property developer, tailored its OpenWork approach with an emphasis on the usage value of buildings. VINCI Construction France rolled out its low-consumption buildings under the Blue Fabric brand.

Environmental management systems (mainly ISO 14001 certification) cover 100% of the Group's activity at VINCI Autoroutes, 72% at VINCI Airports, 75% at VINCI Construction, 63% at Eurovia's quarry business (where owned outright) and 40% at VINCI Energies. In the building and civil engineering businesses, projects certified BBC, Bepos, HQE®, BREEAM® or LEED® represented revenue of €4.6 billion in 2015 (up from

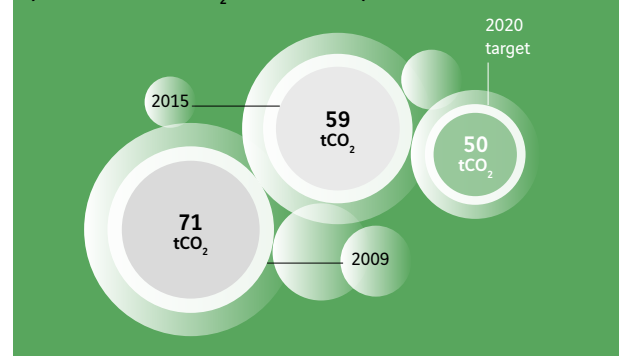
€3.7 billion in 2014) across a total of 344 operations.

In 2015, 17,620 MWh of electricity bought was generated from renewables compared with 12,765 MWh in 2014.

VINCI commissioned a circular economy study from an independent consultant. Eurovia is a member of France's Circular Economy Institute and continued to develop its green solutions, notably Recycloviva®, a cold in situ road pavement recycling process.

Eurovia continued to implement its commitments under France's National Biodiversity Strategy and renewed its partnership with Paris's Museum of Natural History for three years. This particularly concerns an indicator to assess biodiversity at its quarries. Since the LISEA Biodiversity Foundation was created, it has supported 104 projects with an overall budget of €3 million. VINCI Autoroutes renewed its partnership with the Bird Protection League (LPO) for another three years.

GREENHOUSE GAS EMISSIONS (IN TONNES OF CO₂ EQUIVALENT)



The commitment to reducing greenhouse gas emissions by 30% (scopes 1 and 2, base 2009) by 2020 has been maintained. A carbon productivity indicator will be created for detailed tracking of emission reductions by Group companies.

VINCI will continue to develop eco-design tools and efficient environmental solutions, in particular applied to energy-positive eco-districts and regions.

Civic engagement

We commit to supporting the civic engagement of our employees, especially through the Group's foundations around the world.



Wherever it operates, VINCI is committed to being a long-term partner of the communities and regions for which it builds and manages facilities. The Group's commitment is echoed by that of its employees through their sponsorship of projects.

MAIN ACTIONS

In 2015, VINCI's total funding for social integration projects, research, the environment and culture, together with Group employees' skills sponsorship, came to €12.5 million, a 4.3% increase on the previous year.

Social integration is mainly the focus of the Group's network of 11 foundations, two of which – in Spain and the UK – were set up in 2015. Their actions combine financial support from the foundations with the commitment of employees who sponsor projects run by non-profit organisations. In France, the Fondation VINCI pour la Cité supported 134 projects with 199 sponsors, for total funding of €2.14 million. Following a call for submissions of social housing

projects, 27 projects were funded for a total amount of €508,000.

Solidarity in the Community, a programme run by the Fondation VINCI pour la Cité, supports small non-profits in disadvantaged neighbourhoods. It was extended to include the cities of Perpignan (south-eastern France) and Aulnay sous Bois (Paris region), taking to 20 the number of places assisted since the programme was launched. The Foundation is also involved in incubators for innovative projects, such as Antropia (Essec Business School), and operations supporting student initiatives like Enactus.

On the SEA Tours–Bordeaux HSL project, the Sillon Solidaire endowment fund supported 34 social projects in 2015 for total funding of €311,000.

In Africa, the Issa (Sogea-Satcom Initiatives for Africa) programme financed 27 economic development and social initiatives for total funding of over €400,000. The Group also supported the creation of the Fondation Energies pour l'Afrique, which

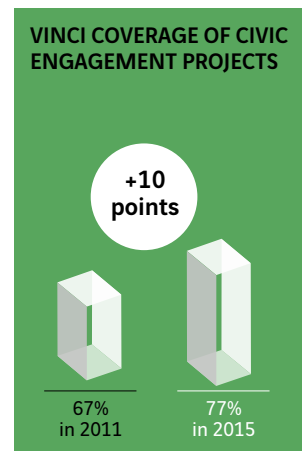
aims to facilitate communities' access to energy and electricity.

In Nepal, following the earthquake that caused more than 8,000 fatalities in April, VINCI and its employees supported three partner humanitarian organisations (French Red Cross, Doctors of the World and Solidarités International). Donations from over 1,500 employees were matched by the Group, bringing the total paid to the three NGOs to €400,000 for local operations approved onsite by an internal task force.

In the area of cultural sponsorship, VINCI funded a fourth operation at the Château de Versailles for repurposing the Dufour Pavilion. Among other events, the Group sponsored "Osiris: Egypt's Sunken Mysteries", an exhibition at the Institute of the Arab World in Paris, and "Twenty years under the English Channel", a programme celebrating the 20th anniversary of the opening of the Channel Tunnel between France and England.

In sports, VINCI signed up in 2015 to sponsor the Paris Football Club (PFC). Under

this five-year partnership, Group employees can sponsor young players and help them decide on career choices beyond the world of soccer.



Progress targets

The Group aims to develop skills sponsorship by expanding employee civic engagement actions internationally, organised along country lines. The new initiatives will build closer ties between civic engagement actions and the Group's economic activities.

Efforts will be made to more accurately measure and assess the performance of projects supported.

The Group's involvement may evolve towards more innovative regional approaches.

We reject the idea that workplace accidents are unavoidable and we commit to the zero accidents objective.



The health and safety policy applies to all people at VINCI worksites and infrastructure operations: employees, temporary personnel, subcontractors' employees and end-customers of managed infrastructure. The zero accidents objective is the Group's number one priority and is the responsibility of VINCI's managers.

MAIN ACTIONS

For the Group as a whole, the lost-time accident frequency rate has fallen in five years from 10.30 to 7.08. The reduction is also sharp – down 13% in five years – for accidents involving temporary personnel in France. Over the same period, the workplace accident severity rate fell from 0.67 to 0.51. In 2015, 71% of VINCI companies recorded no lost-time workplace accidents. Half the projects submitted for the 2015 VINCI Innovation Awards concerned safety.

The Group's health and safety policy aims to develop a culture of prevention in all entities, to promote practices that improve safety, and to foresee new issues

Progress targets

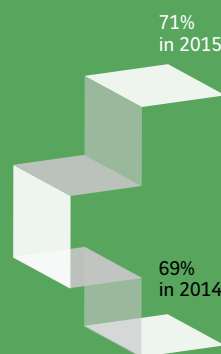
before they arise, especially with regard to workplace safety. The policy is managed by the health and safety coordination team under the authority of the Executive Committee. In 2015, the team's work focused in particular on the new temporary employment agency certification procedure and the question of work hardship, which was addressed jointly with trade unions.

Implemented by the network of safety officers in accordance with the specifics of each business line and division, the health and safety policy translates into a variety of actions: 15-minute safety sessions, training for personnel on worksites employing different nationalities, combating substance abuse (drugs and alcohol), and raising awareness of road safety issues.

In framework contracts, specific clauses require subcontractors to adhere to the Group's safety policy, in particular with regard to wearing personal protective equipment, accident reports and permanent information about evolving worksite risks.

The single objective remains zero accidents. In addition to the actions already being implemented in their companies, operational managers and health & safety officers can make use of the VINCI intranet, which lists 3,850 initiatives that have been rolled out within the Group since 2009, including 1,205 new initiatives in 2015.

PERCENTAGE OF COMPANIES WITH NO LOST-TIME ACCIDENTS



VINCI Construction held its second international safety week for all employees and partners. In the past three years, 8,000 employees have completed the Managing Safety training programme that focuses on manager involvement. They can extend their training using the self-assessment tool.

In the Concessions business, all VINCI Airports' French and Portuguese managers received airport safety training. VINCI Autoroutes ran a safety

challenge based on preventing falls due to trips and slips, and manual handling accidents.

VINCI Energies developed new safety training modules that concerned 10,000 people. They included an e-learning module about work in the presence of asbestos, which posted a 95% success rate.

Eurovia developed Préven+, a 3D safety training tool that received an award at the 2015 VINCI Innovation Awards.

Dissemination of the safety culture will be improved by creating common guidelines and by sharing tools and best practices. The Pivot Clubs bring together different Group entities within the same geographic area and will act as a relay for this approach, especially outside France.

VINCI will continue to assist subcontractors' and temporary employment agencies' efforts to improve their safety results under the first commitment of the Subcontractor Relations Code of Practice and the temporary employment framework contract.

Diversity and equality

We commit to diversifying our supervisory staff to include more women and people of diverse origins.



VINCI implements a concerted equal opportunity policy based on the promotion of equality and the prevention of all forms of discrimination, notably against women, disabled and senior employees or because of a person's origin.

MAIN ACTIONS

The VINCI Diversity Department holds regular meetings of the main human resources managers and heads a network of 109 diversity coordinators, who carry out diversity awareness actions and training within the Group's companies. In 2015, during Diversity Days or on the Group's collaborative social network, they focused in particular on the issue of religious diversity. An educational kit about physical appearance in the work context was also created in conjunction with the AFMD, the French association of managers for diversity.

At the local level, the diversity policy is handled by the HR Pivot Clubs in order to involve local managers and encourage discussions between companies. The VINCI

Academy introduced a new course in how to manage diversity for improved performance, targeting the Group's main managers.

The number of women employees was 26,906 at the end of 2015, up 2% over the year, despite the Group's total workforce having remained unchanged. VINCI had set itself the target of achieving 20% women managers by end-2015. This target was reached in France. At Group level, it was exceeded by VINCI Concessions and VINCI Immobilier. In the Contracting business, the proportion of women managers increased to 17% in 2015.

In France, one new hire out of four is a woman. With a view to improving its gender balance, the Group appoints VINCI women employee "ambassadors" (it had a total of 35 at the end of 2015), and tasks them with reaching out to students of both genders in order to share their professional experience and talk about their careers. Under the "Capital Filles" programme, 91 VINCI women employees sponsor girls in

high schools. They explain to them what their jobs entail and advise them about potential career paths.

Seven Group companies in France are involved in the "Ma caméra chez les pros" programme that presents video reports on their business to middle school students.

At the end of 2015, the Group had 3,830 disabled employees. The volume of business with sheltered workshops and companies employing a majority of disabled people amounted to €6.5 million for the year, a 5.8% increase over the past five years. Trajeo'h, a non-profit created by VINCI to facilitate the recruitment of disabled people and the redeployment and retention of Group employees unfit for duties, now covers all of metropolitan France. In 2015, Trajeo'h helped redeploy 343 people into a new professional activity in cooperation with the managers of the companies concerned.

VINCI Construction continued its manager internationalisation programme, especially in Africa and South America.

In 2015, 25% of Group employees were aged over 50, and 9% under 25. The age pyramid has remained virtually unchanged for several years.

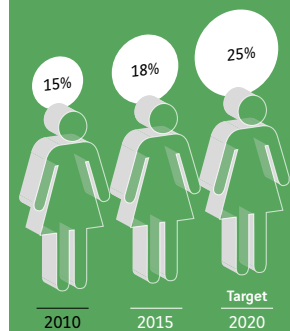
Progress targets

A study was launched in 2015 to strengthen anti-discrimination mechanisms within the Group. Managers have access to an online self-assessment app that also helps them identify any remedial action required.

VINCI can and must make further progress in its employee gender balance in general, and in particular in managerial positions and operational functions.

In order to support the Group's international expansion strategy, VINCI companies will step up their efforts, in all countries where they operate, to promote local managers and encourage them to grow into positions of responsibility within the Group.

PERCENTAGE OF WOMEN MANAGERS



Sustainable careers

We commit to proposing training and job mobility opportunities for all our employees in order to promote sustainable employability.



VINCI's human resources policy aims to offer each employee a career pathway for advancement in the company. Each business line has in-house training centres, which develop training courses to support the businesses' evolution and contribute to sharing the same technical and managerial culture. The resilience of the Group's activities contributes to protecting employment.

MAIN ACTIONS

At the end of 2015, VINCI had 185,452 employees worldwide, compared with 185,293 at the end of 2014. This overall stability nonetheless reflects differing trends depending on the Group's markets and business lines.

In a context of shrinking business activity in construction and roadworks in France, the Group's companies continued to implement adaptation measures aimed at protecting employment as much as possible, notably by insourcing certain tasks and thereby limiting the use of temporary employment and

subcontracting. Economic and social solidarity programmes implemented within the businesses and networks in each business line also help protect jobs.

VINCI is ranked the eighth best employer by young French engineers. The attractiveness of the Group's employer brand is underpinned by long-term partnerships formed with schools and universities.

In 2015, VINCI employees completed 3.1 million hours of training, an average of 17 hours per employee. VINCI regularly runs Welcome to VINCI sessions for new recruits, providing them with an opportunity to get to know the Group better and envisage their own career pathway. The VINCI Academy provides top-level courses for the Group's executives against the backdrop of growing internationalisation and development of internal synergy. VINCI Airports extended the activity of its academy outside France to help spread a shared managerial culture to its entities worldwide. VINCI Construction introduced the "works-projects" course for

all worksite managers, i.e. around 4,500 employees worldwide. In Morocco, Sogea-Satom set up its Africa Pro Campus, a training hub shared by its 26 subsidiaries in Africa.

With regard to job mobility, VINCI Autoroutes continued its "Évolution péage" and "Évolution viabilité" programmes, which provide employees with supporting pathways into new motorway professions. VINCI Construction introduced a database to encourage job mobility; half of its managers have already registered. For VINCI Energies, job mobility is a cornerstone of its HR management policy: 5% to 6% of its senior executives change jobs each year. VINCI Mobility, the structure tasked with managing the careers of non-French expatriates who are not employees in their own country, assisted 110 Group employees in 2015.

Eurovia introduced an online version of the Welcome to Eurovia session and designed a management guide that allows employees to assess their managers on the basis of shared criteria.

Under their obligations to support social integration through work, VINCI companies encourage the construction of career pathways for the long-term unemployed. In 2015, the ViE social enterprise active in France helped 143 projects meet their contractual social integration clauses, representing close to 720,000 hours of work. ViE also directly assisted 2,105 people, 21% more than in 2014. After having been employed under integration-through-work contracts, 408 people were hired by Group companies or their partners.

Progress targets

Speeding up international growth and internal synergies are two pivotal challenges for the Group. Networking the human resources departments and rolling out new HR management tools are a response to these two challenges and imply further encouragement of skills and personnel mobility.

The Group's collaborative networks already have more than 450 active communities. VINCI will step up their growth in order to facilitate expertise sharing and cross-business interaction at the international level.

Sharing the benefits of performance

We commit to ensuring that every VINCI employee is given an opportunity, wherever possible, to share in our economic success.



VINCI's economic performance must benefit, in a balanced way, its shareholders through the dividends paid out, its customers through the quality of the services provided, and its employees through remuneration packages and employee savings plans.

MAIN ACTIONS

In 2015, the Group's payroll came to €8.77 billion, or 22.8% of revenue. A total of €320 million was paid for profit-sharing, incentive plans, employer contributions and welfare cover. In France, 96% of employees benefited from profit-sharing and/or incentive plans.

In 1995, VINCI set up an employee savings plan, Castor, initially only available to French employees. From its inception, the various versions of this plan have included an advantageous employer contribution policy designed to encourage savings by the lowest-paid employees (the first €1,000 tranche of savings is fully matched by the Group), thus enabling a very broad range of employees to share in VINCI's

performance. The savings plan was subsequently extended internationally, with adjustments to comply with regulation in each country concerned. In 2015, a new operation was opened covering a scope extended to 27 countries, with another two to be added in 2016. In five years, the percentage of VINCI employees worldwide with access to a savings plan has risen from 60% to almost 90%.

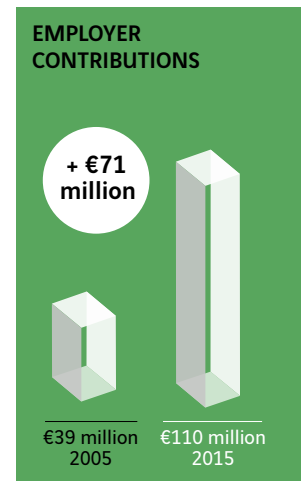
At the end of 2015, 117,000 employees, or 63% of the total workforce, were VINCI shareholders through the Group's employee savings plans, with an average portfolio of €28,000 per employee. The Group's employees collectively held close to 9.4% of its share capital. Employer contributions amounting to nearly €110.1 million were paid during the year, compared with €95 million in 2014.

A representative of the employee shareholders chairs the supervisory board of the company mutual funds (Castor and other employee shareholder funds).

At the end of 2015, the VINCI Employee

Shareholders' Circle, set up in 2011, had 13,070 members, 4% more than in 2014.

Sharing performance also means providing welfare cover, especially in countries that have no public welfare systems. For example, welfare cover is currently being rolled out for VINCI Construction employees in Cameroon.



Progress target

VINCI will continue to extend its employee savings plans internationally to strengthen employee support for the Group's corporate project and values. It will also continue to roll out health and welfare cover, adapting it to the conditions prevailing in each country.

Research & development and innovation



VINCI's R&D and innovation policy mainly focuses on urban development, sustainable mobility, the energy performance of buildings and infrastructure, and the digital transition. Serving the Group's projects and customers, it is also a tool for improving Group companies' performance and for attracting and retaining talent.

MAIN ACTIONS

Placed under the authority of the Executive Committee, the R&D and innovation policy is managed by an international committee comprising some 30 technical and scientific heads from the various business lines. It combines in-house R&D programmes, an open innovation approach in partnership with the scientific community and innovative companies, together with a strong incentive for participatory innovation both inside and outside the Group. With a €50 million budget in 2015, VINCI is a sector leader in R&D. During the year, the Group was involved in about 50 research programmes and the work of 13 competitiveness clusters in France. Thirty-one new inventions were patented, bringing its worldwide active patent portfolio to 2,256. The innovation policy implemented by Group companies is focused on their customers' expectations and on optimising solutions at each project stage: design, finance, works and operation. In addition to developing construction products and techniques, VINCI is placing greater emphasis on innovation

in the digital environment in order to incorporate the new resources provided by information technology into its design and production processes, and the services provided for its customers (see pp. 65, 87, 95 and 105). The VINCI Management Convention, which focused primarily on digital transformation, boosted momentum on this front.

PARTICIPATORY INNOVATION AND 2015 VINCI INNOVATION AWARDS

Consistent with its decentralised style of management, VINCI's potential for innovation is developed by encouraging its companies and employees to take concrete initiatives at the ground level. Held every two years and open to all employees, the VINCI Innovation Awards train a spotlight on the technology and innovations that fuel the Group's progress drive in all fields, in particular management, safety and sustainable development. The 2015 awards involved 5,600 employees who worked in teams to present 2,212 submissions, of which 137 received an award in the first regional round. Of these, 14 were honoured at the final awards ceremony. The 2015 Grand Prize was awarded to the Biocalcis® process, a ground consolidation eco-technology developed by Soletanche Bachy (VINCI Construction), for which three patents have been filed.

ECO-DESIGN CHAIR AND THE FABRIQUE DE LA CITÉ

The scientific partnership between VINCI and ParisTech for the Eco-design of Buildings and Infrastructure Chair was renewed in 2013 for a further five years with a budget of €4 million. The Chair has led to the development of tools and guidelines to measure energy performance, mobility and biodiversity in urban projects. These include NovaEquer, Biodi(V)strict® and ParkCap, which have been tested at trial sites. Over 500 people attended the Chair's conferences and its fourth seminar (www.chaire-eco-conception.org), which served to demonstrate the scientific soundness of the tools developed under this partnership.

The Fabrique de la Cité (City Factory), a think tank set up at VINCI's initiative, continued its work on addressing urban issues through themed meetings and studies in partnership with French and international universities. Work focuses on three main areas: adapting existing cities, sustainable mobility and the urban economy (www.lafabriquedelacite.com). An international seminar to address urban transformation based on inhabitants' behaviour was held in Berlin. Work in 2015 also addressed mobility in outlying urban areas.

RELATIONS WITH INCUBATORS AND STARTUPS

As part of their open innovation strategy, the VINCI business lines have stepped up their interaction with incubators and startup accelerators, for example partnering StartupBootCamp in Berlin. The Group took this dynamic a step further when it launched the VINCI Startup Tour in November 2015; the winners of this Europe-wide itinerant competition will be announced in spring 2016. VINCI has also been active in the creation of the Open Innovation Institute of the École Centrale de Paris school of engineering science, and Eurovia is supporting the institute's Smart Mobilité project. VINCI Construction and VINCI Energies jointly partner TheCamp, an international campus project created in Aix en Provence, France, and focused on the smart, sustainable city. VINCI Concessions ran its second Hackathon, dealing this time with digital services to improve the experience of spectators in stadiums, airport passengers and motorway users. VINCI Autoroutes created an accelerator to support the development of startups in the areas of travel and connected mobility (see page 51). Lastly, VINCI is a partner in Vivapolis, a network of French stakeholders in the sustainable city. With other public and private operators, VINCI won a sustainable city demonstrator project that will be implemented in the Plaine Commune urban district on the northern edge of Paris.

E. Workforce-related, environmental and social information

This report is compiled pursuant to Articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code and is based on such international reporting guidelines and standards as the Global Reporting Initiative (see the cross-reference table on pages 327 and 328) and ISO 26000. This report has been prepared in compliance with the decree on companies' disclosure requirements for social and environmental data.

It contains three sections:

- workforce-related responsibility (pages 170 to 181);
- environment (pages 181 to 192);
- social information (pages 192 to 202).

VINCI's sustainable development policy and strategy are presented on pages 28 to 39 of this Annual Report. Additional, regularly updated information is available on the Group's website at www.vinci.com, in particular examples of the innovative approaches implemented by the Group's companies, arranged by category and type of challenge. VINCI requests one of its Statutory Auditors to issue an opinion on the completeness and sincerity of its workforce-related, environmental and social reporting. The report on their audit work and conclusions, along with a note about the reporting methods used by VINCI, is presented on pages 202 to 204. In addition to complying strictly with legislation, VINCI has voluntarily committed to observing the 10 principles of the UN's Global Compact and to reporting annually on its initiatives in this area. VINCI has also made a commitment to French non-profit organisation Amis du Global Compact France to promote these initiatives among businesses. Advance, a sustainable development self-assessment questionnaire, enables managers to review the Group's workforce-related, environmental and social categories, and take strategic decisions related to them. The method was developed by VINCI in accordance with the principles of the Global Compact, the fundamental conventions of the ILO (International Labour Organisation) and ISO 26000.

Global Compact implementation

Commitments/Principles	Initiatives in 2015
Human rights	
1. To support and respect the protection of internationally proclaimed human rights within the Group's sphere of influence.	<ul style="list-style-type: none"> - Support through Initiatives Sogea-Satom pour l'Afrique (Issa) for 27 projects relating to business, health and education. - Measures to fight HIV/AIDS, malaria, cholera and Ebola. - Ongoing work of the human rights working group, which brings together human resources directors operating in potentially sensitive regions. - Continuation of the dissemination of the Group's Subcontractor Relations Code of Practice, which covers all the Group's business activities and countries where it operates. - Ongoing integration of the "Labour standards and human rights" chapter in the Group's new framework contracts with its suppliers. - Invitation to a delegation of union representatives to visit VINCI worksites in Qatar to see for themselves the reality and quality of worksite life and the working conditions there.
2. To ensure that Group companies are not complicit in human rights abuses.	<ul style="list-style-type: none"> - New version of Advance, a sustainable development self-assessment questionnaire dealing with fundamental social rights; the questionnaire is intended for the management committees of Group companies. - Drafting of a fundamental social rights guide for the Group's operational staff. - Human rights impact assessment at VINCI subsidiary QDVC in Qatar, prepared by an independent third party, Business for Social Responsibility (BSR).
Labour standards	
3. To uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> - 1,162 collective agreements signed. - Renewal of management and labour dialogue agreement within VINCI. - Renewal of the VINCI European Works Council agreement.
4. To uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> - Risks explained in the fundamental social rights guide, including definitions and case studies. - Inclusion of specific clauses to prohibit forced and compulsory labour in framework contracts with suppliers.
5. To uphold the effective abolition of child labour.	<ul style="list-style-type: none"> - Risks explained in the fundamental social rights guide, including definitions and case studies. - Inclusion of specific clauses to prohibit child labour in framework contracts with suppliers.
6. To uphold the elimination of job and occupational discrimination.	<ul style="list-style-type: none"> - Diversity programme rolled out via Group's worldwide network of 109 diversity coordinators. - Diversity courses included in the training of the Group's operational managers, with 7,514 training hours provided in 2015. - A guidebook produced by VINCI was distributed to all diversity coordinators to prepare them to lead local meetings to heighten awareness of stereotypes, fight against discrimination and promote equal opportunities for all.
Environmental protection	
7. To support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> - Measures to systematically take environmental criteria into consideration at the earliest stages of projects and when assessing business activity risk, product risk (REACH) and pollution prevention. - 41,397 hours of environmental training. - Voluntary participation in the rating of the transparency and performance of corporate water strategy by CDP Water Disclosure, resulting in a management score of B-, above average for sector companies. - Continued high ranking in the CDP Climate Change Program with score of 98 B. - Systematic application of life cycle analysis during tender and design phases: multi-criteria analysis of each phase of the project life cycle.
8. To undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> - Development of a national biodiversity strategy for France and setting up of a coordinators' network and Biodiversity Committee. - Ongoing work to conserve biodiversity in partnership with environmental associations. - Participation on the strategic policy committee of the French Foundation for Research on Biodiversity.
9. To encourage the development and dissemination of environmentally friendly technologies.	<ul style="list-style-type: none"> - Support given to the research and teaching efforts of the VINCI ParisTech Chair in Eco-design of Buildings and Infrastructure: 15 research projects involving VINCI correspondents and three conferences per year. - Fourth Eco-design Chair seminar held, with the participation of almost 300 internal decision-makers and partners. - Integration of renewable energy and of systems with improved energy efficiency within the Group's activities and increase in energy performance guarantees in its products and services.
Anti-corruption	
10. To work towards combating all forms of corruption, including extortion and bribery.	<ul style="list-style-type: none"> - Further reinforcement of internal controls. - Ongoing distribution of the Code of Ethics and Conduct to all management personnel. - 97.3% of managers acknowledged receipt of the Code of Ethics and Conduct. - Inclusion of social responsibility criteria including anti-corruption in the supplier and subcontractor selection process, as well as in framework contracts with VINCI subsidiaries. - Point 6 of our Subcontractor Relations Code of Practice sets out the need to comply with VINCI's values as expressed in its Manifesto and Code of Ethics and Conduct. - New version of Advance, a sustainable development self-assessment questionnaire dealing with fundamental social rights; the questionnaire is intended for the management committees of Group companies.

1. Workforce-related information

1.1 General human resources policy

This section follows precisely Article 225 of France's Grenelle II Environment Law. It is also based on the principles of version 4 of the Global Reporting Initiative (GRI G4) – see the cross-reference table on pages 327 and 328.

VINCI's economic development policy is based on a complementary set of short- and long-term business activities performed through a decentralised organisation. The Group's employees are vital to the success of its business model. Its operating methods therefore prioritise people over systems and are based on the view that sustained business success requires an ambitious approach to human resources. As part of its forward-looking management approach to jobs and skills, since 2010 the Group has applied employee development plans to bolster its growth, in particular outside France. The measures involve all phases of staff's occupational life, be it recruitment, the annual appraisal, training, the collegial workforce review, direct exchanges, and use of the new information and communications technologies. All are used to implement individual development plans covering such areas as job mobility and training and extending to the employee's departure from the company due to retirement, end of employment contract, and so on.

As a major player in very fragmented and extremely competitive sectors, VINCI works hard to stand out by producing compelling results. VINCI's reputation has grown among young French engineers since its creation in 2000 and its positive employer brand image earned it this target group's number eight ranking for best employer in the 2015 Universum survey in France.

1.2 Employment

1.2.1 Workforce

At the end of 2015, VINCI had 185,452 employees in over a hundred countries, about the same as in year-end 2014 (185,293 employees). This stability reflects a reduction in staff in Europe and in certain business activities, offset by a hike in staff levels on major international projects and the consolidation of new companies. Staff employed by European entities as a percentage of the total workforce came to almost 80% in 2015. Staff employed outside Europe increased, from 19% of the total workforce in 2014 to 20% in 2015, in particular due to external growth such as the Orteng Enghenaria acquisition in Brazil.

Given the particularly difficult economic situation in Europe for several years now, VINCI's companies have responded by implementing a number of suitable human resources management methods, including more coordination between regional activities and solidarity measures, as well as efforts to facilitate job transfers between regions and sectors in order to keep pace with changing activities. However, restructuring moves were carried out in conjunction with labour unions to propose the appropriate solution.

Workforce at 31 December 2015 by geographical area and by business line, with change

	2015								2014	2015/2014	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
France	6,776	628	415	34,030	22,886	32,431	770	97,936	52.8%	100,952	(3.0%)
United Kingdom	-	-	12	493	2,396	5,605	-	8,506	4.6%	9,053	(6.0%)
Germany	-	-	24	10,168	3,345	332	11	13,880	7.5%	13,889	(0.1%)
Benelux	-	-	1	4,147	586	150	5	4,889	2.6%	4,645	5.3%
Central and Eastern Europe	-	-	46	2,989	4,592	3,873	-	11,500	6.2%	11,083	3.8%
Rest of Europe	-	3,237	72	5,941	352	1,259	-	10,861	5.9%	10,333	5.1%
Europe excl. France	-	3,237	155	23,738	11,271	11,219	16	49,636	26.8%	49,003	1.3%
Americas	-	-	100	2,714	3,958	6,238	-	13,010	7.0%	11,481	13.3%
Africa	-	-	-	1,562	-	10,917	-	12,479	6.7%	11,063	12.8%
Rest of the world	-	1,527	-	3,298	-	7,566	-	12,391	6.7%	12,794	(3.1%)
Total	6,776	5,392	670	65,342	38,115	68,371	786	185,452	100.0%	185,293	0.1%

Since 2010, the percentage of managers has grown from 17% to 19%. At 31 December 2015, VINCI's workforce consisted of 35,724 managers and 149,728 non-managers. Over the same period, the percentage of female staff rose from 12.5% to 14.5% of total staff, representing a 14.6% increase. Women account for 13.7% of non-managers and 18% of managers.

Workforce at 31 December 2015 by category, gender and business line, with change

	2015								2014	2015/2014	
	VINCI Autoroutes	VINCI Airports	Other Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Managers	918	673	394	12,825	4,673	15,751	490	35,724	19.3%	35,345	1.1%
Men	607	414	248	10,924	4,010	12,767	312	29,282	82.0%	29,092	0.7%
Women	311	259	146	1,901	663	2,984	178	6,442	18.0%	6,253	3.0%
Non-managers	5,858	4,719	276	52,517	33,442	52,620	296	149,728	80.7%	149,948	(0.1%)
Men	3,390	3,374	142	46,023	29,981	46,243	111	129,264	86.3%	129,801	(0.4%)
Women	2,468	1,345	134	6,494	3,461	6,377	185	20,464	13.7%	20,147	1.6%
Total	6,776	5,392	670	65,342	38,115	68,371	786	185,452	100.0%	185,293	0.1%
Men	3,997	3,788	390	56,947	33,991	59,010	423	158,546	85.5%	158,893	(0.2%)
Women	2,779	1,604	280	8,395	4,124	9,361	363	26,906	14.5%	26,400	1.9%

The age structure at VINCI is solid, with an even breakdown between the various age brackets. In five years, the share of the workforce aged under 25 has remained at around 10%, while the over-50 age bracket has remained stable at about 25%.

Workforce at 31 December 2015 by age and business line, with change

	2015								2014	2015/2014	
	VINCI Autoroutes	VINCI Airports	Other Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Under 25	85	209	60	6,216	2,849	6,371	75	15,865	9%	16,654	(5%)
26-35	483	1,545	216	16,543	8,765	21,546	223	49,321	26%	49,947	(1%)
36-50	3,384	2,761	288	25,649	15,529	26,377	295	74,283	40%	74,114	0%
Over 50	2,824	877	106	16,934	10,972	14,077	193	45,983	25%	44,578	3%
Total	6,776	5,392	670	65,342	38,115	68,371	786	185,452	100%	185,293	0%

1.2.2 Recruitment and departures

The stable staff levels between 2014 and 2015 are the result of lower activity in some European countries, notably in the construction and roadworks business lines in France, and of the group's international development, in particular in Africa and on the American continent. The number of staff grew 1.2% in five years to 185,452 at end-2015 from 183,320 at end-2011. Employee turnover of approximately 22% in 2015, which is in line with that of the sector, reflects the expiry of worksite contracts, in particular outside France. This is offset by a Group recruitment policy adapted to new worksites.

1.2.2.1 Recruitment

Worldwide, the proportion of permanent jobs (site contracts, permanent job contracts, unlimited-term contracts) rose from 41% in 2014 to almost 45% in 2015, returning to the same level as in 2013. Despite the crisis, VINCI again pursued its recruitment policy in 2015. In particular, 1,548 young people were hired for their first work experience, accounting for more than 8% of all new hires in permanent jobs. VINCI hired 40,919 people worldwide in 2015, including 18,384 in permanent jobs (5,727 in France). These results are consistent with VINCI's drive to accelerate the pace of international recruitment.

1.2.2.2 Types of employment contract

VINCI promotes permanent jobs the proportion of which has been stable at about 88% of total staff over the past five years. Of the Group's 185,452 staff worldwide at end-2015, 162,184 were employed under permanent job contracts and 23,268 under non-permanent contracts (fixed-term contracts in France). The Group's business lines make use of temporary employment to adjust labour needs to the pace of their business activities. In 2015, 11,726 temporary workers (full-time equivalent) worked for VINCI in France, down almost 11% from 2014. VINCI promotes the inclusion of young people on work-study programmes to help them acquire both on-the-job experience and classroom training. It signed the "Charter in favour of training through work-study programmes" with France's Ministry for Apprenticeship and Professional Training in 2011. More than 4,300 young people received training under work-study programmes within VINCI in 2015 (4,300 in 2014).

Workforce at 31 December 2015 by type of employment contract and business line, with change

	2015							2014	2015/2014		
	VINCI Autoroutes	VINCI Airports	Other Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Permanent job contracts ^(*)	6,654	4,424	623	59,504	35,247	53,672	695	160,819	87%	160,844	(0%)
Site contracts ^(**)	-	1	7	187	326	844	-	1,365	1%	1,316	4%
Non-permanent job contracts ^(***)	45	957	18	3,385	1,794	12,812	32	19,043	10%	18,764	1%
Work-study programmes	77	10	22	2,266	748	1,043	59	4,225	2%	4,369	(3%)
Total	6,776	5,392	670	65,342	38,115	68,371	786	185,452	100%	185,293	0%
Temporary employee (full-time equivalent)	7	228	9	6,441	2,678	14,100	24	23,487	13%	26,959	(13%)

(*) Unlimited-term contracts for France.

(**) Contract type specific to France.

(***) Fixed-term contract for France.

VINCI promotes local employment and career progression within the Group. Intra-group staff transfers totalled 2,452 in 2015. Group companies offer international volunteering programmes that give graduates the opportunity to work abroad, and 235 people were welcomed under these programmes in 2015, around 5% fewer than in 2014. The Group had 1,982 expatriate employees at end-2015.

Worldwide intra-group transfers

	2015							Total	%
	VINCI Autoroutes	VINCI Airports	Other Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%
Transfers within a business line	17	13	3	1,300	239	744	7	2323	95%
Transfers to another business line	9	1	12	23	16	55	13	129	5%
Total	26	14	15	1,323	255	799	20	2,452	100%

1.2.2.3 Reasons for departure

The Contracting business lines (Energy, Roads and Construction) perform their projects at temporary worksites over a relatively short period. They typically employ a large number of people whose contracts expire once the project is completed or who seek employment with another local company to avoid having to move. In the Concessions business, particularly in the Motorways business line, the seasonal variations in activity also explain the number of departures, as seen in expired contracts. The difference between 2014 and 2015 stems from changes in consolidation scope.

Departures by business line, with change^(*)

	2015							2014	2015/2014		
	VINCI Autoroutes	VINCI Airports	Other Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Expired contracts ^(**)	1,570	678	63	3,176	3,489	12,792	57	21,825	52%	24,778	(12%)
Resignations	26	110	43	2,888	1,451	4,500	32	9,050	21%	8,623	5%
Redundancies	-	1	-	843	107	775	-	1,726	4%	1,641	5%
Dismissals	63	28	12	1,578	823	2,872	17	5,393	13%	4,714	14%
Other reasons ^(***)	77	28	11	1,311	1,285	1,428	21	4,161	10%	3,399	22%
Total	1,736	845	129	9,796	7,155	22,367	127	42,155	100%	43,155	(2%)

(*) Excluding changes in consolidation scope.

(**) Expiry of fixed-term, site or work-study contract, or retirement.

(***) Includes termination during trial period and mutually agreed contract termination for France and others.

1.2.2.4 Workforce reduction and employment protection plans, redeployment efforts, rehiring and support measures

In 2015, due to the economic crisis, some businesses underwent restructuring or even discontinued operations. In France, the building and civil engineering sector was again hard hit by the worsening of economic and social conditions, resulting in staff cuts. VINCI Insertion Emploi (ViE), the Group entity specialising in employment, leveraged its expertise in 2015 to support businesses that needed to reduce their workforce and help their employees develop a long-term career path.

Under such circumstances, and with business activities of a type that cannot be relocated, senior management and human resources managers work together to ensure economic and social solidarity through job mobility and redeployment plans, which are facilitated by the Group's extensive presence. Also, when VINCI makes an acquisition, it strives to retain staff whenever possible, since they are the guardians of valuable skills and expertise, while benefiting from Group synergies to share resources and operate in networks. Some Group companies occasionally implement redundancy plans or redeploy employees. On the major sites, Group companies have to manage redundancy and staff redeployment moves that can sometimes be on a large scale. VINCI's Human Resources Department and local HR managers conduct monthly reviews of sites that are experiencing business or employment difficulties in and outside France and define suitable employment policies with them.

1.3 Organisation of working hours

1.3.1 Hours worked and overtime

Working hours in all VINCI Group companies are subject to each country's legal requirements and collective bargaining agreements. In 2015, employees worked more than 320 million hours. The percentage of overtime hours has been stable for more than a decade, at between 5% and 6% of hours worked, compared with 5.3% in 2015, for a total of more than 17 million hours in 2015.

Organisation of working hours, with change

	2015			2014	2015/2014
	Managers	Non-managers	Total	Total	Change
Total hours worked	60,289,007	260,388,973	320,677,980	319,539,890	0%
Of which overtimes	843,676	16,157,119	17,000,795	16,718,976	2%
Number of part-time employees	774	4,824	5,598	4,982	12%

1.3.2 Absenteeism

Employees were absent from work 3.5 million days out of 42.8 million calendar days in 2015. Absenteeism represented 8% of working days. The percentage of non-occupational illnesses in absenteeism has been stable for more than a decade, at about 60% (57.3% in 2015). In contrast, the percentage of work accidents declined from 10% to 4.6%.

Days of absenteeism by cause and by business line, with change

(in number of calendar days)	2015								2014	2015/2014	
	VINCI Autoroutes	VINCI Airports	Other Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Non-occupational illness	102,371	34,437	2,932	799,111	520,423	566,521	7,077	2,032,872	57.3%	1,939,465	5%
Work accident	9,658	7,991	617	38,777	44,046	60,869	49	162,007	4.6%	157,716	3%
Commuting accident	1,542	1,973	16	10,591	6,300	9,215	164	29,801	0.8%	27,935	7%
Recognised occupational illness	200	365	-	14,230	24,366	27,260	-	66,421	1.9%	56,366	18%
Maternity/paternity leave	7,089	16,833	3,183	104,200	52,270	93,492	1,589	278,656	7.9%	255,038	9%
Short-term work/unemployment	-	-	-	22,402	99,742	56,041	-	178,185	5.0%	61,423	190%
Other cause	9,717	10,180	1,776	224,114	263,439	286,647	1,126	796,999	22.5%	784,279	2%
Total	130,577	71,779	8,524	1,213,425	1,010,586	1,100,045	10,005	3,544,941	100%	3,282,222	8%

1.4 Remuneration and social security payments worldwide

1.4.1 General remuneration policy

The remuneration policy is based on common principles of allowing staff to take part in their company's success through profit-sharing and incentive plans that reward individual performance. It is in keeping with the Group's decentralised management structure. These principles are implemented through different means in the countries where VINCI operates, in accordance with national contexts, laws and regulations. Employee remuneration takes different forms: wages, bonuses, profit-sharing, incentive plans, employee share ownership, insurance and retirement plans, and other company benefits. VINCI encourages the improvement of all these efforts. All employees, regardless of position, are rewarded in accordance with their responsibilities and performance.

At the end of 2015, 96% of employees in France benefited from incentive plans and/or profit-sharing agreements. VINCI distributed less under profit-sharing and incentive plans than in previous years (€160 million, down from €183 million shared from the Group's growth in 2014).

Employee benefits, with change

<i>(in € millions)</i>	2015	2014	2015/2014 Change	Of which France 2015	Of which France 2014	2015/2014 Change
Incentive plans	76.0	80.5	(5.6%)	68.5	75.2	(8.9%)
Profit-sharing	95.1	111.6	(14.8%)	91.0	107.4	(15.3%)
Welfare	38.7	38.2	1.4%	33.5	33.8	(0.9%)
Employer contribution	110.1	94.6	16.4%	98.2	93.3	5.3%
Total	319.9	324.9	(1.5%)	291.2	309.7	(6%)

1.4.2 Remuneration and social security payments

Payroll expenses totalled €8,770 million in 2015 (€8,459 million in 2014). Payroll-to-revenue remained stable in the past five years, at about 22.8% (21.8% in 2014).

All the Group's main human resources directors meet on a monthly basis at which time they share best practices and set forth guidelines relating to remuneration and social security payments, which vary in accordance with the labour laws of each country and as a function of the manager and non-manager categories. VINCI presents these consolidated figures for the world and France.

The analysis performed each year of gaps in remuneration shows that men have historically held the operating positions, which partially explains the lag in remuneration between men and women, although women are making headway in these jobs. Each entity carries out the analysis of remaining pay gaps and ensures equal remuneration for the same job and job potential.

Remuneration and social security payments worldwide, with change

<i>(in € thousands)</i>	Total		Managers		Non-managers	
	2015	2014	2015	2014	2015	2013
Average VINCI salary	35	33	61	59	28	26
Men	35	33	64	62	28	27
Women	31	30	47	46	26	25
Social security payments	35%	37%	39%	39%	34%	36%

In the case of France, the presentation shows more precise segmentation: managers; office, technical and supervisory staff; and manual workers. Figures designate gross annual averages in thousands of euros.

Remuneration and social security payments in France

<i>(in € thousands)</i>	Total		Managers		Office, technical and supervisory staff		Manual workers	
	2015	2014	2015	2014	2015	2014	2015	2014
Average VINCI salary	38	38	62	63	33	33	28	27
Men	38	38	65	67	35	34	28	27
Women	35	35	50	50	29	29	25	26
Social security payments	48%	48%	50%	49%	48%	49%	44%	45%

1.4.3 Employee savings plans

1.4.3.1 Employee share ownership

VINCI continued its employee savings efforts, carrying out three share issues during the year, as provided for under the terms of its Group Savings Scheme in France. The regularity of share issues ensures the strength and continuity of this scheme, which has been available to employees since 1995.

Employee investment in the Castor fund, which invests exclusively in VINCI shares, is encouraged through a 5% discount on VINCI's share price and an employer contribution aimed at encouraging savings by the lowest-paid employees. Employer contributions were maintained in 2015 as follows:

- 100% up to €1,000;
- 50% from €1,001 to €4,000.

The employer's maximum annual contribution per employee thus amounts to €2,500. The total employer's contribution for the Castor Fund was €96.5 million for France in 2015.

To support its international business development and strengthen staff's sense of belonging to the Group, VINCI decided to extend its employee savings arrangements by giving employees in countries other than France the chance to acquire (directly or indirectly) VINCI shares at preferential prices and thereby give them a greater interest in the Group's financial performance and growth. In 2015, a new plan was initiated in 27 countries^(*) to benefit employees of subsidiaries in which VINCI owns more than a 50% stake (the employees must have been with the Group for at least six months). The plan covered about 420 subsidiaries. Subject to holding their shares for three years (five years in the UK), employees may receive an employer contribution from VINCI in the form of a bonus share award, deferred for three years to avoid initial taxation (with exceptions) and dependent on employees remaining with the Group for the required time period.

^(*) Australia, Austria, Bahrain, Belgium, Brazil, Cambodia, Canada, Chile, Czech Republic, Germany, Hong Kong, Indonesia, Luxembourg, Malaysia, Morocco, Netherlands, Poland, Portugal, Romania, Singapore, Slovakia, Spain, Sweden, Switzerland, UAE, UK and USA.

To develop these plans outside France, VINCI decided to carry out a similar plan in 29 countries in 2016 with the addition of two more countries, Mexico and New Zealand, bringing the number of employees covered to about 63,000 in 460 subsidiaries. This increases the plan's coverage to more than 75% of Group employees outside France, who are eligible to become VINCI shareholders. In five years, staff covered by the employee savings plan has climbed from about 60% to almost 90% of Group employees worldwide.

Coverage of employee savings plans, with change

	2011	2012	2013	2014	2015
Number of countries covered (including France)	1	15	20	24	28
Percentage of employees covered	59%	81%	86%	88%	87%

At end-September 2015, about 117,000 Group employees held almost 9.30% of Group shares via the various investment funds invested in VINCI shares. Collectively, its employees are VINCI's largest shareholder, reflecting their confidence in their Group's future. At the same date, the average employee portfolio totalled more than €27,000.

Created in 2011, VINCI's Employee Shareholders' Circle had 13,070 members at 31 December 2015, up more than 4% from the preceding year. The Circle offers a toll-free phone number and a secured and personalised space on VINCI's Internet and intranet websites. Employee shareholders may use these facilities to register as Circle members or participate in events such as discovery trips of Lyon, Marseille and Paris, as well as visits to worksites or VINCI projects. The twice-yearly newsletter "En Direct" keeps readers informed of Group events and news.

1.4.3.2 Retirement plans

The Group's collective retirement savings plan, Perco ARCHIMÈDE, came into force in December 2010 in France following the collective agreement with French trade unions CFDT, CFE-CGC and CFTC on 25 June 2010. It rounds out the Group Savings Scheme, and is gradually gaining in popularity. This plan was established to allow employees to offset reduced income from mandatory pension plans and to save for retirement under more attractive terms than they could obtain individually. It allows them to:

- receive a lump-sum payment or annuity upon retirement;
- manage their investment themselves or opt for guided management;
- select from a wide range of investment vehicles in accordance with their particular savings or investment profile.

VINCI makes 50% matching contributions, limited to €200 a year for an employee contribution of €400. At end-September 2015, almost 33% of employees in France had subscribed to the Perco ARCHIMÈDE plan, half of whom were under the age of 50. The average portfolio value of nearly €1,494 represents an increase of 11.5% from 2014. The percentage breakdown between the two types of management remained stable: 60% of investments were managed by employees themselves and 40% opted for guided management.

In France, VINCI established a fixed-contribution supplementary pension plan to help managers and other such employees form a supplementary pension plan while taking into account the mandatory pension plans affecting this personnel category in particular. Called REVERSO, this plan complements Perco ARCHIMÈDE, which is available to all personnel in France, and combines the technical, financial, social and tax advantages of a company pension plan with those of an individual plan. The plan is vested exclusively by annuity. REVERSO is funded by equal contributions from employee and employer (based on the contribution rate rising proportionately to remuneration), and the basic contributions are deductible from the employee's taxable income, as are any additional contributions the employee chooses to make. At end-2015, 741 companies were covered by the plan, representing a potential of 26,000 employees.

1.5 Labour relations and collective bargaining agreements

1.5.1 General policy regarding dialogue between management and labour

VINCI's policy regarding dialogue between management and labour reflects its fundamental principles: recognising the role played by trade unions in the Group and the right of employees to belong to a union; achieving a constant balance between union involvement and close links with professional activities; facilitating communication and meetings between trade union representatives and employee representative bodies; ensuring that employee and trade union representatives are properly informed and trained by involving them in the Group's major initiatives (e.g. in the areas of health, safety, sustainable development, gender equality, and employing people with disabilities); and working to foster communication and collective bargaining worldwide. In this regard, dialogue between management and labour is confirmed as a key component to the success of the Group Manifesto and its commitments.

VINCI's decentralised organisational structure facilitates dialogue between management and labour at all Group levels. In 2015, 9,330 employees around the world served as employee representatives (including 8,003 in France). An overall budget of €220,000 is distributed to the trade unions represented on the Group Works Council, mainly as a function of their membership, with the aim of assisting them and giving them the means of exercising their mandates.

In countries that have not ratified the International Labour Organisation's conventions on trade union rights, VINCI companies are working to give employees the means of expressing themselves.

1.5.2 Employee representative bodies

Employee representative bodies strengthen dialogue between management and labour by working with the various local organisations that oversee occupational hygiene, health, safety and working conditions.

A number of organisations covering specific cases or national situations have been set up to complement individual companies' employee representative bodies. France, for example, has a Group Works Council comprising representatives from about 50 entities that meets at least twice a year. It receives information about the Group's business and financial situation, employment trends and forecasts, and health and safety actions at Group and company levels. It is kept informed of the economic and business outlook for the coming year and has access to the Group's consolidated financial statements and the associated Statutory Auditors' reports. It is also informed, prior to any decision, of any significant projects that may affect the Group's consolidation scope or its legal or financial structure, and of their potential impact on employment. In certain business lines, bodies have also been established for each business activity to ensure the continuity of dialogue between management and labour.

The European Works Council takes up discussions within these various local or national organisations at the European level. The council's mandate, renewed in 2014 under an agreement unanimously approved by all unions makes provisions for representatives from 18 countries in which VINCI operates: Austria, Belgium, the Czech Republic, France, Germany, Hungary, Italy, Lithuania, Luxembourg, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Sweden, Switzerland and the UK. The role of the council, which meets once a year, is to ensure that the employee representatives of the Group's subsidiaries in the European Economic Area and Switzerland are properly informed and consulted. At end-2015, the council was composed of 52 representatives.

1.5.3 Trade union freedoms

Since 84% of the Group's business is in Europe, the European Works Council is the prime guarantor of freedom of association and the right to organise. Elsewhere, VINCI companies observe the laws and regulations of the countries in which they do business. Operational managers are assisted by human resources managers, who propose the solutions the best adapted to local conditions and in compliance with VINCI's commitments to observe trade union freedoms.

1.5.4 Collective agreements

The collective agreements negotiated and signed by VINCI companies are a concrete example of the Group's decentralised approach to human resources management, which takes account of the realities on the ground and aims to improve working conditions, health and safety, and the organisation of working hours. In 2015, 1,162 collective agreements were signed, of which 21% outside France.

An agreement to promote dialogue between management and labour within the French companies of the VINCI Group was signed with labour representatives on 7 December 2015, confirming consultation with employee representatives as one of VINCI's core values. The agreement provides for an improvement in information forwarded to employee representatives and for assistance for them throughout their terms and also following the expiry of their terms. A joint commission has been set up to offer an alternative to disputes about restrictions on exercising terms of office to represent staff. At the end of their term of office, representatives receive a contribution to their personal training account (CPF account), subject to certain conditions relating to length of term, to help them acquire the skills needed to facilitate their reintegration into the workforce.

Collective agreements by category, with change

	2015	Portion of total agreements	2014	2015/2014 Change
Flexible work arrangements	142	12.2%	134	6.0%
Equality and diversity	87	7.5%	80	8.8%
Union rights	75	6.5%	127	(40.9%)
Training	28	2.4%	15	86.7%
Workforce planning systems	44	3.8%	124	(64.5%)
Health and safety	55	4.7%	43	27.9%
Welfare	101	8.7%	106	(4.7%)
Remuneration and benefits	550	47.3%	572	(3.8%)
Pensions	7	0.6%	11	(36.4%)
Other	73	6.3%	31	135.5%
Total	1,162	100.0%	1,243	(6.5%)

More than 47% of the agreements related to salary. Among the other collective agreements, those involving flexible work arrangements increased significantly, with the signing of 142 agreements in 2015. The number of agreements relating to union rights declined from 127 to 75 in 2015.

1.5.5 Collective conflicts

Absenteeism due to strikes is very marginal at VINCI. In 2015, employee absences due to strikes totalled 9,791 days (of which 8,010 in France) out of a total of 42.8 million days worked in the year. Salary demands, mainly stemming from national actions, were the main cause of the strikes.

1.6 Health and safety

1.6.1 General health and safety policy

Achieving zero accidents remains VINCI's priority. The goal, reiterated in VINCI's Manifesto, applies not only to VINCI employees but also to temporary staff and anyone else on a VINCI site, including the employees of joint contractors and subcontractors and on sites under operation (motorway, car park and airport customers, etc.). The Group encourages and supports its subcontractors and suppliers in this effort by sharing tools and resources with them and by involving them in safety actions. VINCI's Subcontractor Relations Code of Practice, issued in 2013, sets out a clear guide to Group's policy on this topic. The implementation of this priority policy led to significant improvement in the safety results, in particular in recent years, with the reduction in frequency of lost-time accidents to 7.08 (from 7.51 in 2014).

In 2015, the Group continued its drive to instil a culture of safety awareness in all employees as well as its work on the reporting and analysis of near-miss incidents. The early detection of near-miss and at-risk situations helps keep down the number of accidents but, above all, contributes to the creation of a daily safety awareness culture. The Contracting business lines regularly organise safety events throughout the world such as the World Safety Week organised by VINCI Energies and VINCI Construction, and the International Safety Day organised by Eurovia in 2015. The inclusion of temporary staff and subcontractors in safety training and awareness activities is being systematically implemented within the Group. Moreover, safety data on temporary staff and subcontractors is increasingly included in the performance monitoring indicators.

1.6.2 Health and safety of VINCI employees

The main goal of the Group's health and safety policy is to anticipate and prevent occupational hazards, including psychosocial risks. It also consists in ensuring the quality of hygiene, health, safety and quality of life in the workplace, and ensuring the redeployment of employees who have suffered an occupational accident or illness. The health and safety coordination system ensures the implementation of VINCI's H&S policy. This worldwide system brings together the health and safety managers in all the business lines. Its aim is to foster the sharing of best practices, improve the reliability of H&S indicators, and propose new ways of making progress in keeping with each business activity's specific situation. It facilitates joint efforts on issues of shared concern and the implementation of shared measures. Social networks, internal collaborative platforms and mobile applications facilitate the dissemination and monitoring of safety events to the approximately 100-strong H&S staff community.

Training, awareness-raising and employee support campaigns are among the various measures taken to promote health and safety.

With respect to occupational health actions, the Group's initiatives, campaigns and reports focus mainly on substance abuse, studies of workstation ergonomics and musculoskeletal disorders. In France, VINCI was a partner of Anact, the French national agency for the improvement of working conditions, for its Quality of Life in the Workplace Week in 2015. A conference on occupational health was organised for the human resources and H&S networks in the presence of several members of VINCI's Executive Committee.

As a result of these various actions, the proportion of companies reporting no lost-time accidents has risen from 60% to 71% in five years, which represents an increase of more than 18%.

Frequency and severity rates, percentage of VINCI companies with zero lost-time accidents, with change

	Group			Of which France		
	2015	2014	2015/2014 Change	2015	2014	2015/2014 Change
Lost-time accident frequency rate ^(*)	7.08 <input checked="" type="checkbox"/>	7.51	(5.7%)	9.07	9.30	(2.5%)
Lost-time severity rate ^(**)	0.51 <input checked="" type="checkbox"/>	0.49	4.1%	0.85	0.79	7.6%
Percentage of companies with zero lost-time accidents	71%	69%	3%	66%	65%	2%

^(*) Lost-time accident frequency rate = (number of lost-time accidents x 1,000,000)/number of hours worked.

^(**) Lost-time severity rate = (number of days of time off due to work accidents x 1,000)/number of hours worked.

Data checked to a level of reasonable assurance.

In five years, the frequency of lost-time accidents declined from 10.3 in 2011 to 7.08 in 2015.

Frequency and severity rates of lost-time accidents by business line

	Frequency rate		Severity rate	
	2015	2014	2015	2014
Concessions	18.95	17.98	0.92	0.69
VINCI Autoroutes	9.50	10.81	1.02	0.79
VINCI Airports	30.17	27.07	0.85	0.64
Others concessions	4.59	7.01	0.57	0.23
Contracting	6.31	6.82	0.48	0.48
VINCI Energies	5.86	6.67	0.37	0.39
Eurovia	7.85	7.36	0.69	0.63
VINCI Construction	5.92	6.65	0.46	0.48
Group	7.08 <input checked="" type="checkbox"/>	7.51	0.51 <input checked="" type="checkbox"/>	0.49

Data checked to a level of reasonable assurance.

In 2015, occupational illnesses recognised in the Group were responsible for 66,421 days of absences out of a total of 42.8 million days worked.

Number of days lost through recognised occupational illnesses and the severity and frequency rates, with change

	Group			Of which France		
	2015	2014	2015/2014 Change	2015	2014	2015/2014 Change
Days lost through recognised occupational illness	66,421	56,366	17.8%	65,781	56,318	16.8%
Recognised occupational illness frequency rate ^(*)	1.24	1.07	15.9%	2.66	2.19	21.5%
Recognised occupational illness severity rate ^(**)	0.21	0.18	16.7%	0.45	0.37	21.6%

(*) Occupational illness frequency rate = (number of recognised occupational illnesses x 1,000,000)/hours worked.

(**) Occupational illness severity rate = (number of days lost through occupational illness x 1,000)/hours worked.

1.6.3 Health and safety of temporary staff

Under the terms of the Group's framework agreement in France with its partners, temporary employment companies participate fully in the Group's health and safety policy aims, notably its "zero accident" goal.

In 2011, under the terms of the Group's framework agreement in France, temporary employment companies were selected on economic and non-financial data. In 2015, a new call for tenders was issued, incorporating the more comprehensive occupational health and safety criteria. This new reference will come into effect on 1 January 2016.

The difference between the accident frequency rates of VINCI employees and temporary staff reflects differences in the jobs performed, in safety awareness and in technical know-how and experience. Reports on work accidents involving temporary staff enable VINCI companies to take concrete action to prevent them from recurring. Due to the measures taken vis-à-vis the latest framework agreements, the accident frequency rate of temporary staff in VINCI companies in France contracted, in particular in the Concessions businesses. In France, this rate was 24.66 in 2015. The lower demand for temporary employees in a time of economic crisis is reflected in the decline from 26,959 in 2014 to 23,487 temporary employees used worldwide in 2015 (full-time equivalent).

Lost-time accident frequency of temporary staff by business in France, with change^(*)

	2015	2014	2015/2014 Change
Concessions	13.39	21.21	(36.9%)
Contracting	24.80	23.08	7.5%
Total	24.66	23.02	7.1%

(*) Temporary staff lost-time accident frequency rate = (number of lost-time accidents involving temporary staff x 1,000,000)/number of hours worked by temporary staff.

1.6.4 Subcontractor health and safety

Subcontracting accounted for €8.6 billion in 2015, around 22% of Group revenue. In VINCI's business activities, subcontracting is multi-faceted and performed on diverse levels, and some VINCI companies also act as subcontractors. Under such complex circumstances, many VINCI companies have signed framework contracts with their subcontractors. The "zero accident" goal is the common denominator in these framework contracts, which include special clauses covering the wearing of personal protective equipment, and reporting of work accidents and ongoing information on any change in worksite hazards. VINCI's Subcontractor Relations Code of Practice underscores the Group's determination to ensure that the employees of its partner companies work under the same safety conditions as those of its own staff. The code is disseminated by the regional Pivot Clubs where the regional managers of the Group's businesses meet regularly and exchange ideas.

1.6.5 Health and safety agreements

As part of its health and safety policy, VINCI negotiates and enters into specific agreements with trade unions and employee representatives on subjects related to improving staff working conditions, thereby enhancing the overall performance of Group companies. In 2015, one of the main subjects of collective bargaining was the prevention of factors that renders work more arduous, with the overriding aim of optimising working conditions in VINCI businesses.

In France, the public authorities decided to use labour-management discussions to develop the regulatory measures set up in 2014 relating to arduous work conditions. VINCI contributed to this dialogue and actively pursued it in its occupational fields in 2015, and will continue to do so in the years ahead.

1.7 Training

1.7.1 General training policy

The main goals of the general training policy are to share the fundamentals of the Group's business culture among all employees and to transmit know-how and expertise in order to best respond to clients' needs and be their best partner, as well as to maintain a high level of operational performance. This policy also strives to promote the inclusion and career development of each employee via technical and management training as well as meetings devoted to personal and career development.

Skills development is driven by the need of each business activity to improve productivity and adapt to changing techniques and technologies. The shift in projects towards ever more complex and comprehensive Group infrastructure is also generating new training needs to take advantage of business synergies.

To achieve these goals, VINCI's companies have set up internal training centres. At Group level, VINCI Academy organises management and project management training programmes, among others, for senior managers of the Group and its operational subsidiaries, a number of whom completed their VINCI Academy training in 2015. A new pedagogical approach to training will be launched by VINCI Academy in 2016.

In 2015, the training courses delivered by internal training centres as a proportion of all training courses was stable, at 24.2%. During the year, VINCI pursued its Group strategy by accelerating its worldwide roll-out of a large number of programmes in project management, worksite preparation and organisation, safety, know-how and skills development for staff and subcontractors, as well as partners.

The use of digital and online training made such acceleration possible. VINCI Airports accounted for more than 40,000 hours of internal training (including e-learning). Courses in airport regulations, management and language learning are provided by these means.

In June 2015, the Campus Africa Pro training centre opened in Morocco. The centre has been created to train all Sogea-Satom managers working in Africa and the staff of Sogea Morocco.

Training resources will continue to become more international in 2016, in particular at Eurovia, with the creation of an academy specifically for the purpose of rolling out a suitable international training offering.

Activity of internal training centres: number of training hours, with change

Business line	Internal training centre	Number of training hours in 2015	2015/2014 change	Number of trainees in 2015	2015/2014 change
VINCI^(*)	VINCI Academy	2,957	(70.9%)	169	(83.5%)
Concessions		175,585	9.9%	20,646	21.6%
VINCI Autoroutes	Parcours Cofiroute, Parcours ASF, Parcours Escota	155,400	5.0%	18,265	12.7%
VINCI Airports	VINCI Airports Academy	20,185		2,381	
Contracting		573,137	2.4%	33,233	5.0%
VINCI Energies	VINCI Energies Academy, Cegelec Group University	154,349	1.5%	9,186	1.2%
Eurovia	Road industry training centre	103,600	2.3%	3,580	30.0%
VINCI Construction	Cesame, Eugene Freyssinet Centre, Sogea-Satom Centre, VINCI Construction Grands Projets	315,188	2.8%	20,467	3.2%
Total		751,679	3.0%	54,048	8.8%

(*) VINCI Academy covers all VINCI Group business lines in France and abroad.

1.7.2 Training initiatives

In 2015, an average of 17 hours of training per employee was provided within the Group, with managers receiving 19 hours and non-managers 16. A total of 73% of managers received training. More than €186 million was spent on training in 2015. Over 3.1 million hours of training (down 2.2% from 2014) mainly involved technical training (40%), and health and safety matters (37%). In 2015, VINCI advanced its goal of fostering the professional development of all its employees by providing each of them with personalised training: 122,531 employees received training, representing 65% of staff.

Breakdown of training hours by subject, with change

	2015						Of which France	2014	2015/2014
	Managers	Non-managers	Men	Women	Total	%			
Technical	202,177	1,046,596	1,107,789	140,984	1,248,773	40.2%	695,799	1,311,737	(4.8%)
Health and safety	149,355	1,010,966	1,080,708	79,613	1,160,321	37.4%	705,919	1,184,447	(2.0%)
Environment	9,765	31,632	33,390	8,007	41,397	1.3%	16,096	39,255	5.5%
Management	115,043	88,776	170,808	33,011	203,819	6.6%	118,008	220,572	(7.6%)
Admin and support	108,614	143,432	170,929	81,417	252,046	8.1%	151,357	224,801	12.1%
Languages	63,206	66,245	90,208	39,243	129,451	4.2%	45,251	122,113	6.0%
Diversity training	2,693	4,821	5,641	1,873	7,514	0.2%	2,907	12,199	(38.4%)
Other	22,638	39,279	48,089	13,828	61,917	2.0%	35,210	59,296	4.4%
Total	673,491	2,431,747	2,707,562	397,976	3,105,238	100.0%	1,770,547	3,174,420	(2.2%)
Hours of training per employee	19	16	17	15	17		18	17	0.0%

1.8 Equality and diversity

1.8.1 General policy for promoting diversity and preventing discrimination

In this area, VINCI is pursuing the diversity policy it initiated in 2004, which is based on preventing any type of discrimination in its hiring, training, promotion and remuneration of employees and in their working conditions. It also aims to ensure equality for everyone, with a special focus on gender equality, employing people with disabilities as well as those from an immigrant background, and age pyramid management.

A worldwide network of diversity coordinators and trainers implements VINCI's diversity policy (109 of them at end-2015). The coordinators are trained and regularly pool know-how during diversity days or via their collaborative platforms. The main topics examined at these events in 2015 were religious diversity and tackling discrimination. Created in a joint effort with AFMD, the French association of managers for diversity, a guidebook on appearance-based discrimination in the workplace was distributed in 2015 to all diversity coordinators in order to prepare them to lead local meetings on diversity issue awareness. The Group continued to incorporate diversity into the training of its operational managers, with 7,514 training hours provided in 2015. To round out the training possibilities, VINCI Academy now offers a new day-long training course to Group managers on diversity management in the pursuit of performance.

Diversity is an integral part of dialogue between management and labour. There were 87 collective agreements signed on diversity and equality in 2015.

In France, the Group continues to pursue its policy of expanding the number of companies with the Diversity label, with five new companies entering into the accreditation process.

1.8.2 Measures to promote gender equality

VINCI pursued its drive to significantly improve its gender mix and in particular to increase the percentage of women in managerial roles to 20% by end-2015. Women accounted for 18% of the total number of managers worldwide at the end of 2015, and 20% of managers in France (19.6% in 2014). VINCI has set a new goal of 25% by 2020.

Since 2010, the number of the Group's women employees has grown from 23,478 to 26,906, representing an increase of almost 15%. During the same time frame, the number of Group employees has risen from 179,527 to 185,542, up 3.3%.

Women employees by business line, with change

	2015				Total women employees	As a % of the total workforce	2014	2015/2014
	Number of women managers	As a % of managers in the workforce	Number of women non-managers	As a % of non-managers in the workforce			Total	Change
Concessions	716	36%	3,947	36%	4,663	36%	4,694	(1%)
VINCI Autoroutes	311	34%	2,468	42%	2,779	41%	2,966	(6%)
VINCI Airports	259	38%	1,345	29%	1,604	30%	1,513	6%
Other concessions	146	37%	134	49%	280	42%	215	30%
Contracting	5,548	17%	16,332	12%	21,880	13%	21,327	3%
VINCI Energies	1,901	15%	6,494	12%	8,395	13%	8,184	3%
Eurovia	663	14%	3,461	10%	4,124	11%	4,045	2%
VINCI Construction	2,984	19%	6,377	12%	9,361	14%	9,098	3%
VINCI Immobilier and holding cos.	178	36%	185	63%	363	46%	379	(4%)
Total	6,442	18%	20,464	14%	26,906	15%	26,400	2%

1.8.3 Measures to promote the employment and social integration of disabled people

The accident prevention policy aims to ensure that everything possible is done to minimise occupational accidents and their consequences in terms of incapacity. Measures to promote the employment and social integration of disabled people have three main strands: the redeployment of staff no longer able to perform their original roles, the hiring of disabled people, and the use of social enterprises ("EA") and sheltered workshops ("ESAT") that specifically employ people with disabilities.

The activity of Trajeo'h, an entity established to help incapacitated staff remain in employment and to support Group companies in the area of disability, developed significantly during the year. Full coverage was extended to all of Metropolitan France in 2015. Out of 404 requests received from VINCI employees, Trajeo'h took on 343 cases, up 11% from 2014.

In 2015, 3,830 people with disabilities were working within the Group. They represent 2.1% of Group employees. Faceo Entreprise Adaptée, a social enterprise working in the field of facilities management, had a total of 49 disabled employees, accounting for 90% of total staff at end-2015. The entity operates in all of France where it serves 23 business clients.

In 2015, €6.5 million of revenue was awarded to companies with workforces primarily comprised of employees with disabilities. This represents a year-on-year decrease of 2.8%. The distribution of a guidebook to purchasing officers and managers continued. The guidebook explains the workings of companies employing mainly disabled people and the type of services they perform. The kit includes a guidebook, a contract template, a film and visual awareness props. VINCI Energies France developed a geo-tracking system for companies with workforces primarily made up of employees with disabilities (EA and ESAT). After undergoing a test phase in two regions in 2015, this tool will be extensively distributed in the Group during 2016.

In some countries, legislation requires companies to employ a certain percentage of staff with disabilities (certain sectors are excluded from this requirement). Companies that do not meet the requirement must pay a compensatory levy. In the Group, the amount of this levy had been stable for several years at €4.6 million. In 2015, it increased almost 19% to around €5.5 million.

Proportion of employees with disabilities by business line, with change

	2015				2014		2015/2014		
	Managers	As a % of managers in the workforce	Non-managers	As a % of non-managers in the workforce	Total	As a % of the total workforce	Total	As a % of the total workforce	Change
Concessions	24	1.2%	411	3.8%	435	3.4%	517	3.4%	(15.9%)
VINCI Autoroutes	22	2.4%	393	6.7%	415	6.1%	408	5.6%	1.7%
VINCI Airports	1	0.1%	13	0.3%	14	0.3%	17	0.4%	(17.6%)
Other concessions	1	0.3%	5	1.8%	6	0.9%	92	1.1%	(93.5%)
Contracting	331	1.0%	3,047	2.2%	3,378	2.0%	3,430	1.9%	(1.5%)
VINCI Energies	154	1.2%	1,429	2.7%	1,583	2.4%	1,648	2.5%	(3.9%)
Eurovia	27	0.6%	714	2.1%	741	1.9%	694	1.7%	6.8%
VINCI Construction	150	1.0%	904	1.7%	1,054	1.5%	1,088	1.5%	(3.1%)
VINCI Immobilier and holding cos.	5	1.0%	12	4.1%	17	2.2%	14	1.7%	21.4%
Total	360	1.0%	3,470	2.3%	3,830	2.1%	3,961	2.0%	(3.3%)

2. Environmental information

2.1 General environmental policy: “Promote green growth together”

2.1.1 Environmental organisation

The implementation of VINCI’s environmental policy, “Promote green growth together” (see page 33), is built on the Group Executive Committee’s commitment, the empowerment of all operational staff within Group companies, and extremely open dialogue with national, European and international public authorities and environmental protection organisations. The operational departments rely on a network of over 500 correspondents who are in charge of managing environmental risks. These correspondents coordinate and ensure the application of VINCI’s environmental policy in all aspects of day-to-day work. The Group’s Delegation for Sustainable Development steers this network, organises technical working groups comprising experts from each business line – such as the Biodiversity Task Force, the Circular Economy group, or the Energy Performance group – and coordinates the Group’s environmental actions. The sustainable development self-assessment questionnaire, Advance, is used by all Group companies. Based on the ISO 26000 concept, it enables each subsidiary’s management committee to assess its level of commitment and validate its environmental action plan.

2.1.2 Environmental reporting coverage and scope

VINCI’s environmental reporting system deals with the themes listed in Article 225 of France’s Grenelle II Environment Law. It uses the Group’s common financial and social reporting software and is based on guidelines that are modelled on those of the Global Reporting Initiative’s G4 Sustainability Reporting Guidelines and adapted to the Group’s activities (see the cross-reference table on pages 327 and 328). It covers nearly all of the Group’s companies and uses around 60 quantitative indicators for measuring performance against key environmental parameters such as the consumption of resources and energy, greenhouse gas emissions, waste and recycling, certification, training, environmental incidents and environmental risk provisions. Environmental reports are prepared using updated methodological guidebooks and procedures that are available on the Group’s intranet. In addition to this central reporting system, each business line uses its own management indicators. The note about the reporting methods used by VINCI, on pages 202 and 203, covers the key points.

Environmental reporting coverage has levelled, accounting for 98% of total revenue generated by companies in the new scope at the end of 2015, as in 2014. This rate has grown steadily over the past few years, with virtually all of the concession businesses now integrated. It has stabilised, however, due to the difficulty in significantly increasing coverage for short-term international projects. Another factor is the increase in revenue outside Europe. Efforts continue to focus on short-term projects outside Europe to cover 100% of revenue. This data is monitored at worksites but is not yet consolidated at Group level.

Environmental reporting coverage

(as a percentage of revenue)	2015	2014	2013
Concessions	100	98	93
VINCI Autoroutes	100	100	100
VINCI Airports	100	100	30
Other concessions	94	-	-
Contracting	-	-	-
VINCI Energies	99	100	99
Eurovia	99	96	96
VINCI Construction	97	97	94
VINCI Immobilier	100	100	100
Total	98	98	96

VINCI's Statutory Auditors have been reviewing the Group's workforce-related, environmental and social information since 2002. In 2015, the Group designated one of its Statutory Auditors as an independent third party to attest to the inclusion and fair presentation of the CSR information published in this report, in compliance with Decree No. 2012-557 of 24 April 2012 on companies' disclosure requirements for social and environmental data. The independent third-party body carried out interviews and surveys on the application of the guidelines at the following subsidiaries: Eurovia, Sogea-Satom, Soletanche Freyssinet, VINCI Airports, VINCI Autoroutes (ASF and Cofiroute), VINCI Construction France, VINCI Construction UK and VINCI Energies International & Systems. The international companies in the Contracting business are closely monitored, particularly in Congo, Hong Kong, Morocco, Poland, Portugal, Togo, the United Kingdom and the United States. Environmental data is presented in compliance with Decree No. 2012-557 of 24 April 2012 in application of Article 225 of France's Grenelle II Environment Law of 12 July 2010.

Having been one of the first companies in France to support voluntary reviews of its data, VINCI is continuing its efforts. The Group considers transparency with respect to stakeholders as an element of its performance. The data presented in this report is consolidated using the same method as VINCI's financial data. Some entities, such as QDVC (VINCI Construction Grands Projets), are still consolidated in proportion to VINCI's shareholding.

2.1.3 Environmental training

All VINCI companies make efforts to raise awareness of environmental issues, and a total of 41,397 hours of environmental training were delivered in 2015. Environmental training is increasingly incorporated into existing courses (works, studies, operations, etc.). Awareness is proactively promoted at worksites among employees, temporary staff and subcontractors with weekly "15-minute environment sessions". This initiative has been rolled out across all activities in the Contracting business in France and is being developed in other countries. For example, in 2015, VINCI plc in the United Kingdom set up 248 training sessions, ranging from one-hour e-learning modules to two-week workshops to earn a Certificate in Environmental Management from the Institute of Environmental Management and Assessment (IEMA).

Environmental training and awareness, with change

	Number of hours of training		Change
	2015	2014	2015/2014
Concessions	7,120	9,583	(26%)
VINCI Autoroutes	6,838	8,654	(21%)
VINCI Airports	110	858	(87%)
Other concessions	172	71	100%
Contracting	34,277	29,620	16%
VINCI Energies	5,439	4,425	23%
Eurovia	9,693	14,246	(32%)
VINCI Construction	19,145	10,949	75%
VINCI Immobilier and holding cos.	-	51	(100%)
Total	41,397	39,254	5%

2.1.4 Preventing environmental incidents

Each Group entity prepares and updates environmental incident prevention plans that address its specific environmental risks. The most significant projects undergo a preliminary analysis of environmental risks to determine the appropriate prevention equipment and procedures. Specific documents and equipment are provided to help prepare for and respond to emergency situations. At VINCI Construction France, for example, engineering and design departments, construction managers and skilled site workers receive environmental risk prevention training tailored to the specific features of their activities. The training covers both regulations and the adoption of best practices.

In 2015, VINCI or its subcontractors were involved in four major environmental incidents (six in 2014). A major incident is defined as one that creates extensive pollution requiring clean-up by external specialists and has consequences stretching beyond the entity's responsibility. Three of the incidents resulted in water pollution in France (including one on the France-Switzerland border) and one in ground pollution in France. They were all handled in accordance with applicable regulations.

2.1.5 Environmental certification

VINCI encourages its companies to obtain ISO 14001 or similar environmental certification to confirm and improve the effectiveness of their environmental management system. Operational activities maintained their high certification level in 2015. VINCI Autoroutes has had all its in-service motorways ISO 14001 certified, while VINCI Airports has had 12 airports certified, corresponding to 72% of its revenue. The proportion of revenue generated by certified contracting entities is steadily increasing, particularly at VINCI Energies, with 40% now certified compared with 24% in 2010, and VINCI Construction, with 75% certified compared with 59% in 2010.

Group activities covered by ISO 14001 environmental certification

<i>(as a percentage)</i>	ISO 14001			Scope/base reference
	2015	2014	2013	
VINCI Autoroutes				France
Motorways in service	100	100	100	in number of kilometres
Motorways under construction	100	100	100	in number of kilometres
VINCI Airports, percentage of revenue	72	69	-	France and worldwide
Other concessions, percentage of revenue	7			France and worldwide
VINCI Energies, percentage of revenue	40	34	29	France and worldwide
Eurovia				France and worldwide
Production from quarries owned	63	63	59	in tonnes
Production from coating plants owned	39	39	47	in tonnes
Production from binder plants owned	61	61	73	in tonnes
Revenue from the works activity	32	32	29	France and worldwide
VINCI Construction, percentage of revenue	75	64	62	France and worldwide

VINCI companies have acquired substantial expertise in meeting a variety of environmental standards, including HQE, BREEAM® and LEED®. In 2015, they delivered 344 certified projects, of which 47 BREEAM® projects and eight LEED® projects involving both new and refurbished buildings for a total of €4.6 billion. For example, VINCI Construction France delivered the L'Echo building in the Grandclément quarter of Villeurbanne, opposite the Pôle Pixel business cluster of image, sound and creative companies, in the greater Lyon area. This 6,430 sq. metre office complex is covered by the Oxygen® eco-commitment of VINCI Construction France to guarantee the energy performance stipulated in the investment agreement. L'Echo was also awarded international environmental certification by BREEAM® and is one of the 105 developments of the Blue Fabric sustainable construction brand of VINCI Construction France. VINCI Immobilier opened its new head office, In Situ, in Boulogne Billancourt, France. This 13,473 sq. metre commercial building implemented the OpenWork approach, which promotes wellness at work and the performance of property assets. In Situ was also certified to meet HQE, BBC and BREEAM® Very Good standards.

2.2 Conserving resources

2.2.1 Protecting water resources

VINCI answered the CDP Water Disclosure questionnaire for the fourth time, to be once again included as one of the 405 companies worldwide capable of fulfilling the information request supported by 617 global investors. The Group achieved a rating of B- for 2015, outscoring many other companies in its sector in the area of water management. The results of this questionnaire have positioned VINCI as one of the best companies in the world at assessing water risks thoroughly and reliably. The Group's water strategy is based on its environmental policy: it includes water consumption and pollution prevention in risk analyses, measures and reduces water consumption resulting from its business activities and products, and protects aquatic environments and their ecosystems. An International Hydraulic Engineering Activity Pivot Club identifies expertise and designs new, specific offerings that account for approximately 10% of VINCI Construction's revenue. Many opportunities are developing in this sector. The demand for fresh water is expected to result in huge investment, and extreme weather events (flooding, tsunamis, etc.) are likely to require large-scale works in the future.

Group companies monitor water resources particularly carefully. Subsidiaries have adopted a number of specific initiatives to reduce their consumption. For example, of all the VINCI motorways in service, 77% have been equipped with either natural water protection systems or engineering structures that address potential problems. The policy for protecting water resources was strengthened by the adoption of the green motorway package in 2010, and remains a key strategy in 2015. Programmes to find and repair leaking pipes are being conducted on Escota's motorway network in southern France. VINCI Construction has introduced a wastewater recycling policy in France. About 100 closed-loop concrete mixer washing stations have significantly reduced water consumption at worksites. All of their concrete batch plant installations feature settling basins to treat effluents and recycle water.

The life cycle analysis tools used by VINCI enable the water footprint of specific neighbourhoods to be assessed in detail, with particular emphasis given to ground permeability, rainwater harvesting and wastewater treatment. Some subsidiaries have created specific products and services to conserve fresh water resources. VINCI Construction Terrassement developed Aqua-eco, a new technology used to reduce by up to 65% the amount of water used for hosing down civil engineering project worksites (a project nominated for the Central Activities Region at the 2015 VINCI Innovation Awards). VINCI Construction Grands Projets set up Water Management International, a structure designed to manage and optimise drinking water systems outside France.

Consumption of water purchased, with change

(in cubic metres)	2015	2014	Change
Concessions	1,813,397	1,772,048	2.3%
VINCI Autoroutes	791,110	877,655	(9.9%)
VINCI Airports	976,551	894,393	9.2%
Other concessions	45,736	-	-
Contracting	6,429,125	4,936,001	30.2%
VINCI Energies	296,764	329,456	(9.9%)
Eurovia	1,330,994	1,254,129	6.1%
VINCI Construction	4,801,367	3,352,416	43.2%
VINCI Immobilier	5,663	5,608	1.0%
Total	8,248,185	6,713,657	22.9%

The significant differences in the types of project in the Contracting business from one year to the next explain the marked variation in consumption. VINCI Construction's consumption rose sharply as a result of the launch of several major projects outside France. Consumption rose slightly for the Concessions business, partly due to the inclusion of stadium concessions and transport infrastructure in the reporting scope, but companies operating in this segment have taken steps to reduce their water consumption. For example, ANA, part of VINCI Airports, is the only airport operator in the world that measures its water footprint (across its 10 airports). An action plan has been defined for each airport to control and reduce consumption and pollution throughout its value chain.

VINCI continues to improve its monitoring of water consumption by consolidating the monitoring of consumption of water from boreholes and of water pumped directly from the natural environment. The programme at VINCI Autoroutes to monitor its consumption of water from boreholes is now in place for most concessions.

Consumption of water from boreholes, with change

(in cubic metres)	2015				2014			
	VINCI Autoroutes	VINCI Airports ^(*)	Other concessions ^(**)	Total Concessions	VINCI Autoroutes	VINCI Airports	Other concessions	Total Concessions
Water from boreholes and taken directly from the natural environment	373,188	56,323	2,700	432,211	274,370	-	-	274,370

(*) Scope does not include the airports in Cambodia.

(**) The Le Mans stadium is the only concession with its own borehole.

Measuring the consumption of water purchased or taken directly from the environment by drilling or pumping remains complex. Measurements should be combined with a qualitative analysis to assess the actual impact of water use and how it returns to the natural environment. By way of an example, earthworks activities use water mainly for hosing down work areas to reduce the amount of dust produced during works. In Africa, water is often pumped using electric generators installed near villages simply to provide the communities with water. The water itself undergoes no transformation whatsoever. It either evaporates or runs back to the water table without being polluted. For foundations operations (tunnels, metro lines), the underground water is pumped before returning into the water table, unpolluted. These examples show the complexity of measuring consumption given the diversity of VINCI's businesses. The score achieved on the 2015 CDP Water Disclosure questionnaire (Management B-) is a sign of their maturity.

2.2.2 Raw materials consumption and the circular economy

In the Concessions business, most raw materials consumption is monitored and consolidated. In 2015, 1,135,000 tonnes of mix, including nearly 450,000 tonnes of recycled mix, were used for motorway maintenance. Due to colder winter temperatures during the year, 30,195 tonnes of de-icing salt were used (17,654 tonnes in 2014), requiring enhanced preventive measures to guarantee user safety.

In the Contracting business, raw materials purchasing is decentralised, with purchases generally not consolidated at Group level. Efforts to manage raw materials consumption focus on purchasing recycled materials that have equivalent performance to new materials, recycling waste produced by business activities (see section 2.2.8) and sourcing local products.

There is also a focus on designing products that use fewer raw materials. VINCI Construction France implements this approach in developing eco-designed housing, offices, student accommodation and other projects. In housing, the Habitat Colonne procedure, used to build about 2,613 homes over the past four years (892 in 2015), reduces raw materials consumption by 20%.

The specialised businesses of VINCI Construction France operate under the brand Arbonis and are the leaders in French timber construction. They generated revenue of €41 million in 2015, down slightly compared with 2014, due essentially to the postponement of several projects and lower demand. Despite this, the expertise of Arbonis was showcased in 2015 through the design and installation of the temporary plenary room for the COP21 climate conference at the Le Bourget Exhibition Park near Paris. This complex project – a 4,000 sq. metre structure supported by 18 frames nearly 20 metres high – was designed using digital 3D modelling and can be completely dismantled.

Eurovia's Granulat+ programme is its sector's first experiment in industrial ecology and is recognised by France's Ministry of Ecology, Sustainable Development and Energy as a leading initiative in the circular economy. Adopted at quarries in the Mediterranean area, the aim of the programme is to recover all the resources needed to produce aggregates used in construction. It is based on the combined effort of quarry managers, local waste producers and raw materials users. In addition to its direct benefits, the programme provides a way for regional actors to integrate environmental issues into their processes. In 2015, Eurovia rolled out and adapted its Granulat+ programme in the Greater Paris region and Haute Normandie, stepping up its involvement with the French Circular Economy Institute and strengthening its relations with stakeholders.

To gain a better understanding of the environmental impact of raw materials, VINCI collaborates with professional groups to prepare life cycle inventories (LCI) of its materials and works with France's energy, environment and transport observatory (OEET) and the French underground tunnel association (Aftes). Soletanche Freyssinet participates in the Diogen working group focused on environmental databases. The company contributes to developing a life cycle analysis-based methodology for assessing and comparing underground structure building methods, estimating the impact of materials used, making design and construction adjustments, and comparing technical solutions.

2.2.3 Energy consumption

VINCI actively participates in the debates launched by French and European government authorities on the energy transition, in particular on retrofitting buildings and developing eco-mobility. In 2015, the Group intensified this involvement in France, taking part in a number of events that brought together public and private organisations in the run-up to the COP21 climate conference, including the Business & Climate Summit (20 and 21 May) and the World Efficiency show and conference (13 to 15 October). Since 2014, VINCI has been a stakeholder in the consortium supporting the study initiated by France's Energy Shift Financing Agency (ESFA) to develop an innovative financing system. The project aims to raise €50 billion to €100 billion over 10 years to finance the energy renovation of public buildings at the best rates in France and Europe. The energy performance guarantee, upheld by VINCI for many years, is one of the pillars of the system. Renovation works being carried out were included in discussions about financial solutions at the COP21.

In France, the 2012 thermal regulations (RT 2012) form a major part of the Grenelle environment legislation and seek to encourage low-energy buildings. These regulations came into effect in 2014. To meet the new requirements while maintaining costs, VINCI is developing new systems for both housing and offices, drawing on VINCI Construction's expertise to minimise energy losses through the building shell and VINCI Energies' to install innovative equipment such as all-air heating using the Green Floor process. VINCI is playing a part in preparing the future Responsible Building Regulations (RBR), which are designed to enlarge the scope from energy performance to building sustainability as a whole. Current work is focused on building use and the calculation of overall multi-criteria performance. With its Oxygen® eco-commitment, VINCI Construction France guarantees the energy performance of both the new and refurbished buildings it delivers and provides ways for occupants to optimise their energy use. In 2015, this programme was deployed for 56 Oxygen® developments, including the project in Marsannay la Côte near Dijon (France) involving 70 social housing units offering 4,354 sq. metres of living space. This collective housing complex is the first energy-positive building in Burgundy.

In France in 2015, the requirement for companies with more than 250 employees to carry out an energy audit (known as the AER) offered some 130 Group companies concerned by the regulation an opportunity to measure their overall performance. These companies were among the first to carry out the audit, meeting the deadline initially set for the end of 2015 even after the French government postponed the audit to 2016. In preparation for the adaptation of the European energy efficiency directive to the law of other EU member countries, VINCI encouraged all of its companies that will be required to conduct the energy audit in Europe to use this performance tool. Meanwhile, VINCI Facilities (VINCI Energies) is using its expertise in areas such as energy diagnostics and audits, monitoring and optimisation work to develop energy efficiency contract solutions for its clients through its dedicated structure, Smart Energy.

Within the framework of the Chair in the Eco-design of Buildings and Infrastructure, Mines ParisTech has developed an energy and environmental performance simulation tool, NovaEquer, to be used on a neighbourhood-wide scale. The tool is available through a third-party company and can be used by anyone involved in urban planning (contractors, engineers, designers, other companies). It offers relevant solutions on a neighbourhood scale.

Total energy consumption (including natural gas and electricity), with change

	Natural gas/ Propane (MWh) ^(*)	Electricity (MWh)	Total energy (MWh) ^(**)		Change
	2015		2015	2015	
Concessions	53,087	270,737	465,723	441,671	5.4%
VINCI Autoroutes	6,566	124,453	230,683	239,916	(3.8%)
VINCI Airports	38,049	133,976	211,882	201,755	5.0%
Other concessions	8,472	12,307	23,158	-	0.0%
Contracting	1,017,288	777,987	7,734,344	8,183,519	(5.5%)
VINCI Energies	51,253	88,876	869,300	803,175	8.2%
Eurovia	932,573	361,091	3,703,873	3,716,697	(0.3%)
VINCI Construction	33,463	328,021	3,161,171	3,669,647	(13.9%)
VINCI Immobilier	20	2,771	4,886	3,870	26.3%
Total	1,070,396	1,051,494 ☑	8,204,954 ☑	8,629,060	(4.9%)

(*) Consumption of propane was added in 2015.

(**) The total includes consumption of fuel, natural gas, electricity, heavy fuel oil, coal and used oils.

☑ Data checked to a level of reasonable assurance.

Group companies pay close attention to their energy consumption, the absolute value of which had fallen almost 5% at the end of 2015 compared with 2014. In relative terms, Group energy consumption totalled 213 MWh per million euros of revenue for the reporting period, compared with 220 MWh in 2014. This decrease, which is greater than the fall in revenue, rewards the efforts made by Group companies.

Due to the industrial nature of its business, Eurovia accounts for a large proportion of total energy consumption. As such, it was the first Group business line to set up an ambitious energy and CO₂ reduction plan, including improvements to the energy efficiency of coating plants, quarry equipment and operations buildings. In 2013, the company developed the Bridge solution, a dashboard used to monitor energy consumption at different operational levels (delegation, region, etc.). It is also developing products and services that reduce energy consumption. For example, the Tempera® warm mix process enables energy savings of between 20% and 40%. This coating represented 13% of French production in 2015 (13% in 2014).

VINCI Airports defined its new environmental policy in 2015. One of the four pillars in this policy is to reduce energy consumption by 20% between 2013 and 2020. To achieve this target, VINCI Airports will also boost the energy efficiency measures taken at all its airports in operation.

Arbonis, the subsidiary of VINCI Construction France specialised in timber-related activities, developed the Sylvabox. This wood-framed worksite bungalow features enhanced insulation that reduces energy consumption by 80% compared with traditional bungalows. In 2015, VINCI Construction France exceeded its target of a 40% share of its bungalows to be energy-efficient by 2016, reaching 54% (up 17% since 2012). The proportion of very energy-efficient bungalows was 24%.

Fuel consumption, with change

(in litres)	Diesel ^(*)	Petrol	Total	2014	Change
	2015	2015	2015		
Concessions	13,562,653	81,512	13,644,165	13,131,013	3.9%
VINCI Autoroutes	9,573,466	9,623	9,583,089	9,599,129	(0.2%)
VINCI Airports	3,764,568	67,862	3,832,430	3,531,884	8.5%
Other concessions	224,619	4,027	228,646	-	0.0%
Contracting	511,117,931	19,115,626	530,233,557	572,941,804	(7.5%)
VINCI Energies	67,290,993	2,821,603	70,112,596^(**)	64,320,869	9.0%
Eurovia	186,494,975	6,272,011	192,766,986	197,264,468	(2.3%)
VINCI Construction	257,331,963	10,022,012	267,353,975	311,356,467	(14.1%)
VINCI Immobilier	201,447	-	201,447	203,359	(0.9%)
Total	524,882,031	19,197,138	544,079,169	586,276,176	(7.2%)

(*) Since 2011, the "diesel" indicator has taken into account diesel and heating oil.
 (**) Scope changed with the consolidation of Electrix.

The 7.2% decrease in fuel consumption in 2015 results from both a drop in business activity, especially for the Contracting business, and the effectiveness of the environmental policy.

VINCI Autoroutes encourages customers to reduce their fuel consumption by organising eco-driving awareness campaigns at motorway rest areas and by developing offers that help make the best use of existing infrastructure, such as the VINCI Autoroutes eco-comparison application. To promote car-pooling, parking facilities are located near toll plazas to offer a practical meeting point for drivers and passengers. In autumn 2015, 19 car parks (two rest areas counted as two separate car parks in 2014 were included in 2015 as a single car park) providing 1,485 parking spaces were reserved for car-pooling.

2.2.4 Use of renewable energy

For a number of years, VINCI companies have been substantially increasing their purchases of electricity generated from renewable energy sources. In 2015 these purchases totalled 17,620 MWh (12,765 MWh in 2014), up more than 300% in five years at both fixed sites and worksites.

VINCI Energies' business units have expertise in and are expanding their activities in the design, supply, installation and connection to renewable energy power plants. Omexom, the VINCI Energies brand specialised in electrical power generation, transmission, transformation and distribution, takes part in developing renewable energy, contributing to the installation of more than 20% of the wind power in France and 30% of that in Morocco. VINCI Construction is developing technical solutions to industrialise construction and optimise the installation of onshore and offshore wind farms. This was the focus of the Eolift research project, overseen by Freyssinet. This project won the large-scale wind power call for interest launched by Ademe, France's environment and energy management agency, under the French government's "Investissements d'Avenir" (Investment for the future) programme, which was continued in 2015.

VINCI Autoroutes has 3,272 renewable energy installations generating solar, thermal and wind energy (excluding heat pumps).

2.2.5 Land use

To combat the loss of natural and agricultural land and to maintain a balance between nature and human amenities, the Group deals with land-use issues at a very early stage. The focus is on biodiversity and urban agriculture as part of the Chair in the Eco-design of Buildings and Infrastructure. Land use and integrating sites into their environment are subjects of special concern for motorway concessions and for Eurovia's quarries. The companies have acquired expertise in rehabilitation. This enables them to restore the biodiversity of sites and make the sites an integral part of the local environment. For all infrastructure projects, and particularly for the South Europe Atlantic Tours-Bordeaux high-speed rail line project in 2015, the Group worked with local communities and made commitments to the French government. The companies have appointed experts in landscaping and reliefs, continuing with the work carried out in 2014.

The operations of extraction companies such as Eurovia are likely to have a lasting impact on the land's biological balance. In France, some sites offer government agencies the possibility of recreating a space with ecological functions that surpass those of the original environment. For example, Eurovia has conducted research into the quality and functions of soil reconstituted with sediment dredged from the Port of Rouen and used to fill the ballast pits at the Yville sur Seine quarry in Normandy following the extraction phase. The study showed that the resulting soil quality, at both chemical and geological levels, was comparable to its quality before extraction. This work also created a wetland featuring a number of ecological functions that did not previously exist in the area.

2.2.6 Air pollution

VINCI companies focus on issues concerning both indoor and outdoor air quality. The VINCI business lines most concerned with the problem of atmospheric emissions are VINCI Concessions, Eurovia and VINCI Construction. In Concessions, especially VINCI Airports and VINCI Autoroutes, most air emissions are generated by users (cars, trucks, aircraft, etc.). To reduce traffic congestion and combat air pollution, VINCI Autoroutes has introduced speed limitation measures. Eurovia has developed NOXer®, an innovative air pollution treatment process that removes nitrogen oxides. This process has been adapted and combined with noise barriers to abate noise pollution as well. NOXer® removes between 15% and 25% of total air pollution and reduces up to 75% of nitrogen oxides for local residents. VINCI Construction France and VINCI Facilities are developing new techniques to guarantee air quality in the buildings they build and operate. VINCI Construction France has come up with an indoor air quality management plan that integrates this factor into projects from the briefing phase until after hand-over.

2.2.7 Noise pollution

All VINCI projects are subject to a preliminary noise study to limit the pollution generated by urban construction sites, motorway traffic and so forth. VINCI companies systematically offer technical solutions during the construction phase, including changing a motorway route, erecting noise barriers and embankments, and using special low-noise road surfacing materials such as Eurovia's Viaphone®.

VINCI Airports takes measures to reduce noise pollution as much as possible for local residents at all of its airports in operation. These measures include a system that continuously monitors noise and flight paths, noise insulation for nearby housing, and studies and action plans to reduce noise.

Noise levels on motorways in France are measured regularly to enable VINCI's motorway concession companies to identify and reduce noise black spots. Homes may then be protected using noise insulation in their facades, or noise barriers or embankments planted with shrubs or trees. In 2015, 115 new homes were protected from noise on VINCI Autoroutes motorways, making a total of 4,015 since 2010.

2.2.8 Waste management and recycling

VINCI's general policy is based on a circular economy model and focuses on three aims: producing less waste at the source; waste sorting and traceability; and recovering waste to use as a resource. This policy is closely associated with the eco-design strategy used in VINCI's products and services. Waste management is important to both Contracting entities – which deal mainly with construction site waste – and Concessions entities, which have to dispose of their customers' waste at car parks, motorways, etc. The Group's subsidiaries implement waste management plans at their worksites in accordance with local requirements. VINCI makes an annual count of the amounts of waste it generates and recovers.

Since the green motorway package was introduced, all of the rest areas along VINCI Autoroutes motorways have been equipped with sorting bins. In line with the Group's eco-design policy, the focus is turning to raising the awareness of VINCI Autoroutes motorway users and encouraging them to sort their waste. Once sorted, waste is delivered to external recovery and treatment facilities; 56% of VINCI Autoroutes waste was recovered in 2015 versus 67% in 2014. VINCI Construction UK maintained its high waste recovery rate in 2015, i.e. 97% (88% in 2014). In France, the Revalo programme initiated by GTM Bâtiment (VINCI Construction France) and supported by Ademe and France's Ministry of Ecology, Sustainable Development and Energy now applies to all VINCI Construction France subsidiaries. Across the 25 test sites that have implemented the programme since its launch (20 worksites until 2014), twice as much waste was sorted, with a 37% reduction in the use of trucks compared with a traditional worksite. GTM Bâtiment achieved a waste recovery rate of 72%, surpassing the French and European regulatory requirement of 70%.

Hazardous and non-hazardous waste in 2015

(in tonnes)	2015					2014				
	VINCI Autoroutes	VINCI Airports ^(*)	Other concessions	VINCI Energies	VINCI Construction ^(**)	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction ^(**)
Non-hazardous waste (customers + operations)	20,133	8,011	536	368,684	368,594	13,139	-	-	370,485	838,035
Hazardous waste (customers + operations)	2,293	458	122	1,752	4,316	1,827	-	-	1,910	23,813

^(*) Scope does not include the airports in Cambodia.

^(**) The scope is limited to VINCI Construction UK.

Recycling has been a priority at Eurovia for some 20 years and there has been a veritable boom in the development of innovative products and processes that use smaller amounts of natural resources and energy. Eurovia now has 130 facilities that recycle most of the waste produced by worksites. The company has set itself the target of exceeding 20% of recycled mix aggregate in its total amount of mix. The percentage stood at 14.2% in 2015 in France, rising compared with 2014 and making Eurovia the market leader in this field.

Waste recycling and recovery at Eurovia in 2015, with change

	2015		2014		World	France
	World	2015/2014 change	France	2015/2014 change		
Percentage of mix manufactured with recycled mix aggregate	7.6	(55%)	14.2	0%	16.9	16.9
Production of recycled material (in millions of tonnes)	6.1	(9%)	5.0	(11%)	6.7	5.6
Total recycled material as a percentage of total aggregate production	7.1	(5%)	8.5	(5%)	7.5	9.0

2.3 Combating climate change

In 2007, VINCI initiated a proactive programme to reduce and control greenhouse gas emissions in order to anticipate, monitor and comply with legislation in the most advanced countries in this area. The impact of current carbon emissions regulations on VINCI's activities is mainly indirect. VINCI has seven facilities that are subject to phase III of the European emissions trading scheme's National Allocation Plan (see page 134) and must comply with the Carbon Reduction Commitment in the UK. VINCI Autoroutes continued to raise awareness about its CO₂ and supports the actions of the Shift Project. New regulations are opening up opportunities for VINCI, whose companies now offer their customers climate-friendly solutions that enable them to reduce their own greenhouse gas emissions. VINCI has been committed to green growth since 2012, with a target to reduce greenhouse gas emissions by 30% by 2020. This target covers the Group's like-for-like Scope 1 and 2 CO₂ emissions and uses 2009 as its base year (the first year when coverage exceeded 90%). The Group is also taking initiatives to reduce its customers' energy emissions in the Concessions businesses that report their Scope 3 emissions.

2.3.1 Greenhouse gas emissions

The methodology used to determine the greenhouse gas emissions of VINCI's businesses is based on the Group's environmental reporting data and measures ISO 14064 Scope 1 and 2 emissions. Scope 1 includes direct emissions from the use of fossil fuels (fixed sites, worksites and company vehicles), as well as non-energy emissions. Scope 2 includes indirect emissions produced to make energy (mainly electricity) purchased and used at fixed sites and for projects. VINCI's CO₂ emissions in 2015 amounted to about 2.3 million tonnes. The 32 French subsidiaries of VINCI concerned apply Article 75 of the Grenelle II Environment Law, which requires companies to conduct greenhouse gas emission audits and define action plans to reduce their emissions. These audits, which must be performed at three-year intervals, were all renewed in 2015. The Group's emissions are calculated using factors included in the carbon database of Ademe.

Greenhouse gas emissions (Scopes 1 and 2), with change

	Tonnes of CO ₂ equivalent		2015/2014 Change
	2015	2014	
Concessions	115,591	110,547	4.6%
VINCI Autoroutes	34,394	34,831	(1.3%)
VINCI Airports	77,456	75,716	2.3%
Other concessions	3,741	-	0.0%
Contracting	2,166,359	2,280,570	(5.0%)
VINCI Energies	218,063	203,223	7.3%
Eurovia	1,065,489	1,081,778	(1.5%)
VINCI Construction	882,806	995,569	(11.3%)
VINCI Immobilier and holding cos.	711	651	9.2%
Total	2,282,661 <input checked="" type="checkbox"/>	2,391,768	(4.6%)
Carbon intensity (tonnes of CO₂ equivalent per million euros of revenue)	59	61	(2.7%)

Data extrapolated to cover 100% of VINCI's revenue.

Data checked to a level of reasonable assurance.

The Group's direct emissions (Scope 1 and 2) were down compared with 2014. Carbon intensity in tonnes of CO₂ equivalent per million euros of revenue fell to 59 tonnes of CO₂ equivalent. Since 2009, when the figure stood at 71 tonnes of CO₂ equivalent, carbon intensity has decreased 16.7%. These figures have fallen due to the many measures taken over the past few years to control and reduce emissions.

Group companies have introduced ambitious policies to achieve the target of reducing greenhouse gas emissions 30% by 2020. Eurovia's 2012-2015 policy aims to reduce its emissions by 4% per year, making it one of the 33 companies selected by the Association Bilan Carbone to work on the greenhouse gas emissions management system (the actions taken are detailed in section 2.2.3). Taking further action to cut its emissions, Eurovia drew up a new energy-climate strategy in 2015 to meet the Group's target for 2020.

To broaden its range of low-CO₂ solutions, VINCI is continuing to develop specific tools and carry out studies to better quantify and control greenhouse gas emissions resulting from its business (ISO Scope 1, 2 and 3).

Other levers for reducing greenhouse gas emissions are mainly to be found in how structures are used by customers and end users: operations account for over 50% of lifetime emissions for a rail line, 90% for a building and over 95% for a motorway. Reducing the CO₂ emissions of VINCI structures is part of an eco-design approach that takes into account the construction, operation and end-of-life phases to compare and select the most appropriate technologies during the design phase. The approach uses life cycle analysis (LCA) tools which, as well as CO₂ emissions, measure indicators such as water consumption, depletion of natural resources and impacts on human health. These tools allow the Group to ensure that CO₂ reductions do not generate other impacts at any point in the life cycle of its structures. LCA tools are developed within the framework of the Chair in the Eco-design of Buildings and Infrastructure and are used in numerous subsidiaries. The CO₂NCERNED methodology developed by VINCI to measure a project's carbon footprint is deployed across all Group business lines to assess construction options at VINCI Construction, the effectiveness of solutions at VINCI Energies and motorway routes in the concessions business line, and to optimise the carbon footprint of rail infrastructure. The methodology was updated in 2014 to measure the carbon footprint in the project phase.

VINCI is an active member of national and international working groups within its industry (Association Bilan Carbone and Encord) that are defining standards for quantifying Scope 3 emissions. Under this approach, success depends on relationships with end users. The VINCI Autoroutes eco-comparison application available on its website calculates the amount of CO₂ motorists could avoid emitting. VINCI Construction shows building occupants how they can consume less energy through its Oxygen® eco-commitment. A joint project with VINCI Facilities (VINCI Energies) launched in 2015 developed the Oxygen® energy performance guarantee for the in-use phase of buildings.

VINCI was involved in events related to the 2015 Climate Change Conference (COP21) held in Paris. Xavier Huillard, Chairman and Chief Executive Officer, was asked to take part in conferences on climate issues (Business Climate Summit, World Efficiency) or present the Group's view for different media outlets. During COP21, VINCI attended the Sustainable Innovation Forum (SIF 15) organised by the United Nations and participated in the Solutions COP21 exhibition, an initiative supported by Comité 21 and Club France Développement Durable. The fourth seminar of the Chair in the Eco-design of Buildings and Infrastructure, which took place on 23 and 24 September 2015, was awarded the COP21 label by the committee chaired by the French Minister of Ecology, Sustainable Development and Energy.

VINCI initiated a new carbon offsetting method for infrastructure projects: local offsetting, via the LISEA Carbone Foundation. This corporate foundation finances initiatives to reduce greenhouse gas emissions in regions crossed by the South Europe Atlantic Tours-Bordeaux high-speed rail line. Projects are divided into three categories: energy performance of buildings, eco-mobility and agriculture. The energy renovation work undertaken on buildings in 2015 will lead to annual savings of 3,400 MWh, or 733 tonnes of CO₂.

CO₂ emissions (Scope 3) of VINCI Concessions companies, customers and end users

(in tonnes of CO ₂ equivalent)	VINCI Airports ^(*)	VINCI Autoroutes	VINCI Airports ^(*)	VINCI Autoroutes
	ACA 2015	2015	ACA 2014 ^(**)	2014
ISO Scope 1 and 2 emissions	50,455	34,394	47,843	34,831
User/third-party emissions (Scope 3)	616,099	12,625,241 <input checked="" type="checkbox"/>	575,649	12,291,298 <input checked="" type="checkbox"/>

^(*) ANA scope, year Y-1 emissions taken into account in the Airport Carbon Accreditation (ACA) of year Y.

^(**) Recalculated ACA 2014 data: changes in methodology and emissions factors updated.

Data checked to a level of reasonable assurance.

For 2015, as in 2014, the greenhouse gas emissions produced by VINCI Autoroutes companies will be verified by our independent third party with a reasonable level of assurance, i.e. the highest level of transparency a company can achieve. Between 2014 and 2015, emissions by VINCI Autoroutes customers rose less quickly than the increase in traffic. The no-stop 30 km/hour electronic toll lanes lowered CO₂ emissions by 51,574 tonnes over the year, or 201,528 tonnes since they opened in 2010. The car-pooling spaces provided (see section 2.2.3) saved more than 10,000 tonnes of CO₂ in 2015. At VINCI Airports, 23 airports obtained ACA (Airport Carbon Accreditation) certification in 2015, including seven ANA airports at Level 2 (Reduction). VINCI Airports operates 23 of the 150 ACA-certified airports in the world. As part of the certification process in 2015, the company had its Scope 3 emissions verified for the year 2014.

Investors have responded positively to the measurement of greenhouse gas emissions and actions taken to reduce them. In 2015, for the ninth year running, VINCI confirmed its leadership position in France regarding climate strategy. VINCI was again included in the Carbon Disclosure Project Leadership Index (CDLI) France in 2015, having obtained the score of 98/100, level B, for its response to the Carbon Disclosure Project (100/100, level A- in 2014 and 93/100, level B in 2013). The Carbon Disclosure Project, which is conducted on behalf of 767 investors, assesses how large companies are responding to climate change.

2.3.2 Adapting to climate change

VINCI has adopted France's plan for adjusting to climate change and takes a forward-looking approach to the issue. The Group plans in advance for any necessary changes to cities and buildings, particularly through eco-design projects in which studies span the structure's whole life cycle. Similarly, VINCI companies have taken into account the scientific data predicting a 50 cm rise in sea levels by 2050. Although they cannot take action regarding political strategy on receding coastlines, they are developing expertise in technical improvements, notably to strengthen barriers.

VINCI plays a central role in making new and existing structures more resistant to extreme weather events, ensuring long-term durability and providing innovative construction solutions. It carries out extensive research, both internally and through its scientific partnerships, on adapting neighbourhoods to heat waves, handling urban heat islands and developing urban resilience.

2.4 Biodiversity conservation

2.4.1 General biodiversity policy

The Biodiversity Task Force created in 2012 brings together about 30 ecology experts and environment managers from the Group's different activities. It is primarily responsible for monitoring the regulatory environment, developing scientific expertise, analysing risks, promoting initiatives and sharing best practices. The task force encourages organisations, engineering and design departments, government authority representatives and companies to transmit information on what they do and the tools they use. These insightful exchanges are held under the banner of the "Working Together" programme.

VINCI's proactive commitment to promoting and protecting biodiversity was officially recognised in late 2012 by France's Ministry of Ecology, Sustainable Development and Energy under the national biodiversity strategy (SNB). This recognition guarantees the quality and consistency of the biodiversity programme, which covers Group-wide initiatives to be implemented over a three-year period to:

- pool and build knowledge on biodiversity;
- share best practices;
- train and raise the awareness of all VINCI employees about biodiversity;
- develop solutions to better integrate biodiversity issues in all aspects of Group activities.

Three years after the biodiversity task force was formed, a number of initiatives have been launched in each area, with rollout under way for most of them at VINCI subsidiaries. Three thematic working groups – focusing on invasive species, biodiversity indicators and natural area stewardship – have been set up to share tools and best practices. Their work was being finalised at the end of 2015 for circulation internally and among external partners.

Eurovia also received SNB recognition for its voluntary commitment, which includes a three-year partnership with the natural heritage department of France's Natural History Museum (MNHN). This partnership was renewed in January 2016. The MNHN guides Eurovia in the implementation and supervision of its SNB project: evaluation and monitoring of the general action plan, assessment and audits of specific sites, definition of biodiversity indicators, training and awareness. In exchange, Eurovia provides its partner with sites for study in order to develop its knowledge on biodiversity (assessments, comparative analyses of changing environments, monitoring of the performance of structures and ecological redevelopment, etc.).

2.4.2 Measures to promote biodiversity

Several Group companies that operate on a long time cycle and directly impact natural environments – notably those involved in the concession-construction of transport infrastructure (motorways, airports), earthworks and quarries – have been deploying a biodiversity programme for many years.

Measures to avoid and reduce impacts on natural environments or, as last choice, to offset them are developed and applied in partnership with the most appropriate stakeholders, depending on the project, location, species and ecosystems.

To maintain a continuous hands-on approach, the Group gave special focus to deploying training and awareness modules on biodiversity issues in 2015. At VINCI Concessions, 27 people took the Biodiversity and Stakeholders training course. Eurovia has integrated specific modules on biodiversity into its training programmes for young quarry and technical engineers and its environmental regulations training designed for operational staff. At certain worksites, "15-minute biodiversity sessions" were introduced to make sure that employees understand and properly take into account the signage used concerning biodiversity. As part of its Attitude Environnement programme, VINCI Construction France continued rolling out a one-day training module on factoring biodiversity into projects. A technical manual on green roofs was also provided.

Motorway concession operators are primarily concerned with the fragmentation of natural habitats, focusing their efforts on the transparency of infrastructure, the reversibility of barriers and the restoration of ecological connectivity. This includes creating environmental engineering structures, re-profiling ponds, making improvements to hydraulic structures, restoring and enhancing sites of ecological interest, redeveloping slopes, sustainable roadside grass mowing, and so on. VINCI Autoroutes has also created awareness areas along summer routes for its users, used signs to indicate and promote rest areas that do not use phytosanitary products, and published a guide on managing protected species throughout its motorway network.

Wildlife crossings and fenced sections on the motorways of VINCI Autoroutes companies

	2015	2014	2013
Crossings for small and large wildlife (<i>in number</i>)	783	771	746
Fenced sections (<i>in km</i>)	8,497	8,466	8,453

The main biodiversity issue faced by Eurovia is restoring quarries currently in operation and following the operation phase. The partnership with the French Natural History Museum (MNHN) resulted in a methodology developed to analyse natural environments and study the balance of plant and animal life at each site. Using this approach, Eurovia sites can be mapped based on their natural environment and species living there. Measures can then be determined to conserve and provide a favourable environment for new plant and animal species. In 2015, 68% of Eurovia quarries were located within a 2 km radius of natural and protected areas (natural zones of ecological, wildlife and plant life interest, Natura 2000 areas, national parks, regional parks, natural marine parks, regional and national nature reserves, etc.).

The MNHN developed an ecological quality indicator (IQE) for Eurovia to more easily measure the effectiveness of actions and methods used to manage biodiversity. The IQE was tested on six quarries in 2014 and extended to about six additional sites in France in 2015. Training on the IQE was also provided by the MNHN for local partners.

Eurovia's biodiversity indicators specific to quarries

	2015	2014	2013
Quarries that have set up a CLCS ^(*)	52%	47%	50%
Quarries that have formed partnerships with local naturalists	30%	26%	24%
Quarries that have joined the Unicem Environment Charter ^(**)	79%	75%	74%
Number of data on flora and fauna sent to the INPN by Eurovia quarries ^(***)	11,162	9,200	-

(*) CLCS: *Commission Locale de Concertation et de Suivi* (local consultation and monitoring committee).

(**) Unicem: *National Union of the Quarrying and Construction Materials Industries*.

(***) INPN: *Inventaire National du Patrimoine Naturel* (national inventory of natural heritage).

In 2015, VINCI Construction Terrassement used the "biodiversity" signs at more than 92% of its worksites. Its environmental engineering expertise and offer met with commercial and operational success. Local partners and organisations came on board, leading to the implementation of standardised operating methods. Environmental engineering training modules have been developed with training and research organisations.

At the worksite for the South Europe Atlantic Tours-Bordeaux high-speed rail line, the concession company LISEA defined guidelines and a methodology to check ecologically transparent structures and began applying it in 2014. Procedures were also developed to monitor structure function in partnership with environmental organisations and later approved with government partners.

2.4.3 Sponsorship and research and development initiatives to promote biodiversity

VINCI set up the LISEA Biodiversity Foundation at the end of 2012. With a budget of €5 million for the period 2012-2017, the foundation will help to finance local projects submitted by non-profit organisations, companies or research centres located in any of the six French administrative departments crossed by the Tours-Bordeaux rail line: Indre et Loire, Vienne, Deux Sèvres, Charente, Charente Maritime and Gironde.

Since 2013, the LISEA Biodiversity Foundation has supported more than 100 projects to:

- mobilise more than 1,000 people (employees and volunteers) and hire 24 people to implement projects;
- promote projects in more than 200 publications (press articles, scientific journals, social media, radio programmes);
- organise 175 events (field trips for school students and the general public, open days, inaugurations, etc.) in which more than 5,500 people participated;
- train 500 people on conserving biodiversity in 50 training sessions organised as part of the projects supported.

Number of projects supported by the LISEA Biodiversity Foundation by topic

	2015	2014	2013
Restoration and environmental protection	4	12	11
Applied studies and inventories	7	22	15
Training and awareness initiatives	16	13	4
Total	27	47	30

Other sponsorship programmes to promote biodiversity include the Chair in the Eco-design of Buildings and Infrastructure, created from the partnership between VINCI and three ParisTech schools (Mines, École des Ponts, AgroParisTech). This partnership has produced two solutions for assessing biodiversity in the urban environment: Biodi(V)strict and NewDistrict.

Biodi(V)strict assesses biodiversity-friendly areas using a geographic information system. The model determines biodiversity saturation indices using surveys of representative species. Based on the assessment and indices, the project management team can provide relevant urban development solutions. Biodi(V)strict is used for projects under public-private partnerships, development or design/construction projects and can be applied at various stages (planning, design, bidding, etc.). The solution has been used on six projects. It was improved in 2015 to offer a full in-depth assessment of a project's biodiversity potential. Also promoted outside the group, Biodi(V)strict was integrated into the new High Environmental Quality (HQE) standards and is being applied to 30 developments as part of the 2015 HQE Biodiversity Performance test.

NewDistrict is a multi-agent simulation tool used to monitor biodiversity changes in a given area. Each participant plays the role of a stakeholder in an urban development project (developer, government, farmer, etc.). A software program shows how biodiversity develops in the region based on the decisions made by each stakeholder. NewDistrict raises participants' awareness about the influence of project management on the project's environmental performance. This consultation learning tool has applied for an open-source licence, which is renewed every year.

In 2014, VINCI became one of the 166 organisations that make up the Strategic Guidance Council (COS) at the Foundation for Research on Biodiversity (FRB). VINCI joined the Construction Materials group within the COS's Economic and Industrial Initiatives body.

Lastly, more than 25 innovative projects to promote biodiversity that have already been implemented were submitted by Group employees for the 2015 VINCI Innovation Awards. Four received a regional or international prize. Biodi(V)strict was awarded the Special "Our Favourite" Prize for the Paris Region and the Sustainable Development Prize in the final stage of the competition.

2.5 Preservation and restoration

2.5.1 Legal and regulatory compliance

In regard to France's Grenelle II Environment Law, VINCI has a proactive approach to legal compliance. Special IT tools for managing regulatory and QHSE risks are also used, such as VINCI Energies' Préventéo®, which supports regulatory monitoring and the standardisation of criteria for the Group's regulatory audit. The Group pools this expertise and environmental regulation monitoring efforts through cross-business working groups.

2.5.2 Prevention of environmental impacts and associated costs

Expenditure on protecting the environment (e.g. soil remediation at Soletanche Bachy, cleaning and decontamination of structures at Freyssinet and recovery of organic materials at VINCI Environnement) is generally included directly in each project's operating expenses and is not consolidated centrally.

Environment-related expenditure by VINCI Autoroutes companies

(in € millions)	2015	2014	2013
Annual environmental investment	66	51	129
Annual spend on the upkeep of natural areas	26	40	40
Insurance premiums to cover environmental risks	0.33	0.30	0.30

Expenditure on the environment by VINCI Autoroutes (investment and maintenance) remained stable in 2015 compared with 2014.

2.5.3 Environment provisions and guarantees

See "Environmental, industrial and technological risks", pages 135 and 136 of the Report of the Board of Directors.

2.5.4 Damages paid in 2015 following legal decisions on environmental matters and lawsuits filed for damage to the environment

Legal decisions regarding the environment are handled directly by the business units concerned and the amounts paid are not consolidated at Group level. No VINCI companies appear to have paid any significant damages in 2015 subsequent to a court decision on an environmental matter.

3. Social information

3.1 Regional, economic and workforce-related impacts of VINCI's activities

3.1.1 Contribution to regional economic development

Founded in 2000 by bringing together companies with long-established roots in their operating regions – nearly 70% of Group companies still have fewer than 100 employees – VINCI was present in more than 100 countries in 2015.

Size of Group companies by number of employees at 31 December 2015

	2015								
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding companies	Total	
From 1 to 99 employees	2	8	14	578	218	400	11	1,231	74%
From 100 to 499 employees	-	2	2	163	64	139	2	372	22%
More than 500 employees	3	3	-	15	22	29	-	72	4%
Total	5	13	16	756	304	568	13	1,675	100%

3.1.1.1 Impact of local companies

VINCI companies design, finance, build and operate bridges, tunnels, roads and other infrastructure with a long-term perspective. This role makes them leading players in regional development in both rural and urban areas. Whether engaged in construction or concession activities, Group companies generate significant benefits in the form of revenue, subcontracting, the development of ancillary activities, local tax contributions and support for local non-profit organisations. As they cannot be relocated, these activities give shape to the space where they are pursued, endowing it with greater coherence and fostering both economic and social development. Owing to their strong local roots, together with the autonomy and opportunities for initiative made possible by the Group's decentralised management model, VINCI companies play an important part in the life of surrounding communities.

3.1.1.2 Impact of activities on economic development

Apart from economic contributions in the form of locally generated revenue and tax payments by companies at local level, the types of activity pursued by the Group contribute to development and boost the attractiveness of regions through the construction or upgrading of infrastructure and facilities. At a time when the requirements of customers – especially those of public sector or quasi-public sector customers, which generated €13.1 billion in revenue for VINCI in 2015 – are increasingly focusing on the environmental and social impacts of projects, Group companies are placing considerable emphasis on taking into account the external factors tied to their activities. They are constantly working to provide innovative solutions, particularly in the areas of energy performance, design of urban eco-districts, promotion of the sustainable city (see page 39) as well as mobility and end-user services.

By the end of 2015, VINCI companies had the use of a variety of tools to measure the social and economic impacts of their projects.

- LISEA, the concession company for the South Europe Atlantic Tours–Bordeaux high-speed rail line, has set up a research unit to monitor socioeconomic data in partnership with the concession grantor, Réseau Ferré de France (RFF). Its core mandate is to analyse the challenges and opportunities brought by the arrival of the high-speed rail line as they relate to geographical mobility, the local economy and regional development. This monitoring unit, which is established for a period of 10 years after the line's entry into service, involves the participation, alongside the concession company and grantor, of French government agencies, regional and local authorities, chambers of commerce, universities, and all other stakeholders legitimately considered as experts in the chosen research areas. For the period 2013–2020, six main areas of focus have been selected: the impact of the construction project itself, the overall availability of transport and mobility services, the impact of the new train stations, municipal and regional dynamics, tourism, and local and regional governance. The unit is the first of its kind in the rail sector.

- Studies launched in 2014 to measure the direct, indirect and induced impacts of both planned and ongoing operations continued in 2015, using the Local Footprint® tool developed by Utopies®:

- a study to measure the local economic impact of operations at the Stade de France;

- an assessment of the economic effects of the three airports in Cambodia;

- an assessment of the social and economic effects of the South Europe Atlantic Tours–Bordeaux high-speed rail line.

- A similar study of the Allianz Riviera stadium in Nice was carried out internally using the cost-benefit analysis method to evaluate the socioeconomic return on investment in the stadium.

- In Greece, the University of Patras has been conducting two studies since 2006 looking at the social and economic impact of the Charilaos Trikoupis Bridge.

3.1.2 Contribution to employment, local skills development and professional integration

In terms of employment, the activities of Group companies contribute to the creation of direct jobs, indirect jobs (temporary employment and subcontracting) and induced jobs. In addition to furthering local employment opportunities, VINCI companies help to support regional development through training initiatives and professional integration of the long-term unemployed.

3.1.2.1 Employment and local skills development

As they are highly labour intensive, VINCI's Contracting activities (the Energy, Construction and Roads business lines) have substantial direct, indirect and induced effects on regional employment. For employment at its worksites, the Group encourages the use of local resources, thus contributing to training efforts in regions. Internationally, and particularly in emerging economies, Group companies work to promote the development of local skills for both production and managerial staff.

In Africa, Sogea-Satom has long pursued a commitment to the training of African managers. Africans accounted for nearly half of Sogea-Satom's managers in 2015 (40% of agency directors and 42% of junior and senior managers based on the continent). Similarly, the company uses local resources whenever possible for the work carried out on its sites. Sogea-Satom also supports several educational programmes at engineering schools: Ecole Polytechnique de Dakar in Senegal, Institut Supérieur de Technologie d'Afrique Centrale (Istac) in Cameroon and Institut International d'Ingénierie de l'Eau et de l'Environnement (2IE) in Burkina Faso.

In France, the South Europe Atlantic Tours–Bordeaux high-speed rail line (SEA Tours–Bordeaux HSL), Europe's largest rail project, is a major French success story for the use of local resources and local skills development. At a very early point in the project, well in advance of the start of works, the construction joint venture COSEA formed a partnership with stakeholders in the Poitou Charentes region: the French state, regional authorities, state-run job centres, chambers of commerce and trade associations. Signed in 2012, the project's Employment Charter formally sets out its pledges to promote local employment and sustainable employability, secure career paths and reinforce local know-how. At 31 December 2015, the project had accumulated over 5 million hours of integration employment. Since 2014, when the project entered its rail construction phase, there have been considerable reductions in staff at worksites. To address this significant challenge, which was planned for well in advance, the entire area covered by the SEA Tours–Bordeaux HSL project was selected for special support measures to accompany economic transformation under the French government's national pact for growth, competitiveness and employment. This government programme has provided additional resources and funding in order to better meet the needs of local micro-enterprises and SMEs in terms of employment. Redeployment and retraining initiatives for COSEA employees allowed those who took part in the earthworks phase to be taken on for the rail construction phase. At 31 May 2015, of the 2,000 local hires affected by staff reductions at the conclusion of the first phase of work, 75% found further employment, including 21% hired by the consortium in charge of the rail construction phase. Within this group of employees, 70% were covered by social integration clauses and 30% were formerly welfare recipients.

3.1.2.2 Local skills transfer

Practices in the Group's business sectors and the relatively short duration of projects encourage employees to move to new geographic areas and change types of job. Accordingly, training efforts of VINCI companies address the needs and issues raised by these skills transfers. The mobility of VINCI employees thus benefits the entire industry and promotes regional development. Activities in this area by Group companies include the sharing of knowledge and expertise by VINCI Energies with Mohammed VI Polytechnic University in Morocco, VINCI Energies GSS in Africa and Sogea Morocco for the rehabilitation of ancient monuments.

In 2015, VINCI Construction Grands Projets continued the roll-out of its Skill Up programme, which aims to develop the knowledge and skills of operational and supervisory staff (manual workers, team leaders and site managers) around the world by setting up training centres tailored to the requirements of each project. These centres are designed to serve local people employed on the projects. In 2015, Skill Up training centres were set up at five new worksites in five countries: Ethiopia, Hong Kong, Qatar, Panama and Cambodia. A total of 272 project participants (employees, subcontractors and partners) received training under the programme, thus helping to further develop their employability upon completion of work at the sites.

In May 2015, Sogea-Satom opened the Africa Pro campus in Morocco in order to expand training opportunities for its employees in Africa and reinforce the company's shared culture. The first training courses will be delivered beginning in January 2016.

3.1.2.3 Professional integration

In France, public procurement contracts include social integration clauses requiring the recruitment of the long-term unemployed. The French construction industry accounts for 70% of these clauses, corresponding to between 3 and 4 million work hours per year for VINCI companies. To help companies meet this obligation, VINCI created ViE in 2011, an entity specialising in social and professional integration, which now covers 75% of mainland France as well as Reunion Island. ViE has also launched a local employment drive to ensure the administration of social clauses and regional workforce management for the project to develop the new coastal highway on Reunion Island.

Activity of the ViE social enterprise, and change

	2015 ^(*)	2014	2013	2015/2014 change
Number of people benefiting from social integration measures	2,105	1,737	1,522	21.2%
Number of hours of integration employment	719,864	632,138	557,644	13.9%
Number of hours of training	13,800	25,000	23,000	(44.8%)

(*) Figures provided reflect information at 30 November 2015.

To help those benefiting from professional integration measures build their skills, ViE seeks to lengthen their periods of employment with the Group. In 2015, 9,567 hours of training were delivered, together with 4,233 hours corresponding to the Group's 15-minute safety sessions. Furthermore, 12% of people taken on under social integration clauses were offered an additional contract once their first project was completed (15% in 2014 and 2013, 12% in 2012). Over the year, 408 of the 2,105 people benefiting from these measures (thus about 19.38%) were subsequently hired by the Group or one of its subcontractors.

3.1.2.4 Relations with educational institutions

Even during periods of economic difficulty, VINCI companies recruit new staff and therefore maintain long-term partnerships with educational institutions and academic circles involving a wide variety of initiatives: sponsoring of graduating classes, site visits, recruitment fairs, sporting events, internships, etc. The general policy in this area is to further develop VINCI's employer brand to underpin the recruitment strategies of Group companies. In France and other countries, Group companies forge many local partnerships with apprenticeship centres, schools, universities and other institutions of higher learning. Group employees also play an important role in these relationships by serving as sponsors or mentors, giving presentations and organising visits, among other actions. VINCI also lends its support to the educational community through the allocation of the apprenticeship tax, which is coordinated both at Group level and by entities building relations with educational institutions in their local areas.

For example, VINCI is the sponsor of the class of 2018 at École des Ponts, one of the three ParisTech engineering schools. Company presentations, site visits and internship opportunities are among the Group's actions in support of these future graduates. Partnerships have also been forged with French engineering schools outside the Paris region (ICAM Lille, INSA Toulouse, Polytech Clermont). The regional Pivot Clubs, which bring together human resources managers from across the Group, provide essential support in furthering the success of these initiatives.

Several of the Group's subsidiaries are developing their own networks of relations with educational institutions. VINCI Construction, for example, maintains close ties with the academic community. Its initiatives in support of French engineering schools include a partnership with École Centrale Paris for its subject area in sustainable planning, design and construction. VINCI Construction also assists with the post-graduate programme Management of construction firms (Amec) offered by Paris engineering school ESTP. Internationally, the company has entered into a number of partnerships with universities, including an agreement signed for 2014–2016 with Ho Chi Minh City Polytechnic University and visits to various campuses across South-East Asia (Hong Kong, Singapore, Malaysia). In addition, VINCI Construction regularly organises student competitions, including a graduation project competition for the company's trainees in association with Studyka, the online platform for student challenges. For its part, VINCI Energies launched a three-year partnership in 2015 with the engineering school Grenoble INP-Ense³. This sponsorship programme has already given students the opportunity to work closely with key personnel at VINCI Energies on innovative solutions to address industrial challenges, during a special week-long launch event at the end of September.

3.2 Relations with civil society stakeholders, non-profit organisations, local residents, users and consumers

3.2.1 General policy relating to dialogue with stakeholders

Owing to their position in the value chain, VINCI companies are continuously engaged in dialogue and consultation with all project stakeholders. Public authorities have responsibility for decisions on transport and energy infrastructure and on facilities to improve the living environment, including where they are to be located. However, VINCI companies serve as a liaison with local communities, residents living near the structures they build, non-profit organisations and users. The Group's approach in this area is enshrined in the "Together" Manifesto, which encourages Group companies to strengthen openness and dialogue with stakeholders as a means to create value. In order to better identify stakeholder needs and propose solutions that will be satisfactory for all concerned, VINCI has developed an easy-to-use mapping tool called Reflex. Interactive websites developed specifically for major projects round out and help bring a fresh perspective to the more traditional consultation processes, such as public meetings, site visits, etc. VINCI is a signatory of the Principles for Constructive Dialogue with Stakeholders, which were drafted in 2014 under the aegis of Comité 21, a French network bringing together businesses, local government authorities, NGOs, institutions, trade unions and researchers focused on sustainability issues.

For the 2015 edition of the VINCI Innovation Awards, the "Partners" category, which rewards innovative ideas resulting from collaboration with external partners or projects taking into account the expectations of external stakeholders (local residents, nature conservancy organisations), attracted over 11% of projects. One of the winners, Carrières et Ballastières de Normandie (a Eurovia company), was recognised for its consultation approach to facilitate the conversion of an aggregate production site back to a wetlands area. The successful restoration of this ecosystem was made possible by a partnership-based approach involving a multidisciplinary team and bringing together a broad range of stakeholders: industrial players (Grand Port Maritime de Rouen), scientists and environmental specialists (an ecology research laboratory, a doctoral candidate, the Parc Naturel Régional des Boucles de la Seine) as well as elected officials.

The consultation approach applied by the SEA Tours–Bordeaux HSL project is widely seen as exemplary for its commitment to engaging with all stakeholders. Given the significant environmental concerns raised – 220 protected species affected, more than 120 watercourses and 14 Natura 2000 sites in the path of the rail project – conservation organisations, nature conservatories and chambers of agriculture were all given a say in the measures to be taken to eliminate or reduce the project's impact on the environment. A joint memorandum of understanding entered into by all the parties allowed the most appropriate offsetting measures to be identified for each major type of ecosystem and has resulted in a mapping of areas to be explored in depth.

As part of its ongoing dialogue with stakeholders, VINCI Airports in Cambodia continues to lend its support to the Land Committee, comprised of government officials, property owners and local residents, in order to find a rehousing solution for people who have set up makeshift homes without permission in the immediate vicinity of the Phnom Penh airport.

3.2.2 General policy relating to dialogue with customers and end users

The majority of VINCI's customers are public authorities or companies. With end users, the objective embraced by VINCI companies involved in long-term partnerships – for motorways, airports, stadiums and other infrastructure – is to build relationships founded on trust over time, particularly through the services they offer. Except in the case of the Concessions business, the public-private partnerships of the Contracting business or the activities of VINCI Facilities (VINCI Energies), private individuals are only rarely direct customers. Nevertheless, close working relationships with them are vital, right from the initial design phase, owing to the potential impact of projects on nearby residents. Also, the resulting exchanges can provide important insights into the acceptance of planned structures by communities.

3.2.2.1 Initiatives and relations with associations representing users and local residents

Through its activities in quarrying and roadworks, Eurovia builds strong and lasting relationships with local stakeholders – residents, local government authorities, non-profit organisations and government agencies – using approaches such as information meetings, local committees for consultation and monitoring (CLCS), open days and partnerships with non-profits and NGOs at local level. For the coating plants, a specific and more formal approach is implemented to forge these relationships, involving the use of a dedicated tool for the presentation of activities, in order to best facilitate communication between the company and its stakeholders.

For VINCI Airports in France, the preferred means to pursue consultation with communities living in proximity to airports is the environmental consultation committee (CCE). A CCE is created by the prefectural authority in the French *département* where each airport is located, bringing together aviation professionals, local authorities and civil society representatives such as local resident associations and environmental organisations. The CCE must be consulted for any major questions relating to the impact of airport operations – in particular aircraft noise – on inhabited areas nearby. The management of claims and complaints made by local residents is a key area of responsibility, to drive continuous improvement in the company's environmental performance and reinforce the social acceptability of airport activities. A specific and formal procedure has been set up at each airport for the management and handling of claims. Several airports, including Nantes, Lisbon and Porto, are equipped with noise monitoring systems used to correlate flight paths with noise data in order to meet concerns of local residents affected by the issue.

In France, a claims report is presented at every CCE meeting, indicating the number of claims received, the average response time as well as the breakdown of complaints by municipality and type of disturbance (noise, flight paths, etc.). In Portugal, at all airport facilities managed by ANA (VINCI Airports), nearby residents are also consulted, as was the case during the development of action plans for noise reduction at the Lisbon and Porto airports.

In addition, the number of claims is consolidated every year at the level of VINCI Airports:

Number of claims received and handled by VINCI Airports

	2015	2014
Number of claims received and handled by the Group's 23 airports around the world ^(*)	88	94

^(*) Scope of operations in 2014.

3.2.2.2 Initiatives to promote strong and lasting relationships with users and customers

For a number of years, VINCI Airports has been rolling out its "Smiling" operations to make airport users feel particularly welcome. This innovative customer service initiative aims to enhance the attractiveness of airports by organising opportunities for relaxation and social interactions to be enjoyed both within its teams and between employees and the passengers they serve. Initially rolled out at Nantes Atlantique Airport in March 2008, the "Smiling" approach has since been introduced at several other facilities managed by VINCI Airports, in particular by organising annual "Smiling Days". In 2015, this operation took place on 27 and 28 March and involved the voluntary participation of 900 employees, who offered an especially warm welcome to some 130,000 passengers departing or arriving on over 980 flights.

VINCI Autoroutes aims to cultivate constructive relationships with its customers, remaining attentive to their usage patterns and needs. The company has introduced two new pricing plans (Temps Libre Premium and Fréquence Premium) for its electronic toll collection subscribers that include a "comfort" service package accessible via a special platform: insurance for mechanical breakdowns and flat tyres (provided across the entire motorway network under concession), a loyalty programme with over 150,000 exclusive rewards and privileges as well as a VIP after-sales service, with a dedicated team offering 24/7 service. VINCI Autoroutes is also rolling out a comprehensive digital plan to allow users of its network to make the most of connected services on its motorways: a new version of the VINCI Autoroutes application for smartphones; an improved mobile version of its website; Cliquez-Déjeunez, a web-based service used to order meals in advance online and pick them up at a fast-track counter on arrival at the selected service area; car-pooling facilitated throughout the motorway network; traffic information updated in real time thanks to a partnership with Waze, a navigation application making use of crowdsourced data and creating communities of drivers to provide information that is shared on social networks and Radio VINCI Autoroutes.

Lastly, in connection with restructuring work for the west entrance to Nice that extended over a 36-month period (October 2012–September 2015), Escota (VINCI Autoroutes) rolled out an innovative approach to minimise disruptions for users and customers, in particular by way of the phasing of works and the implementation of a travel time monitoring system, updated on a monthly basis. The monitoring system provided further elements of information beyond those usually made available and was successful in conveying the neutral impact of the restructuring works on travel times. The latter were even improved, thanks to the responsive adaptation of the phasing of works. At the 2015 VINCI Innovation Awards, this system received the South-East Region's Partners Prize.

3.2.3 Initiatives, partnerships and sponsorships to protect the environment and cultural heritage

Environmental protection organisations vary widely in their composition, governance, financing and expectations. VINCI's strategy with respect to these organisations is to build partnerships at local level, depending on where companies are operating, the specific characteristics of projects and the type of business being performed. For each project, VINCI companies select the most relevant partnerships with conservation organisations. Several Group entities have thus been building partnerships with the Bird Protection League (LPO) for a number of years. VINCI Autoroutes promotes collaborative and sustainable management of biodiversity in association with the LPO, in order to protect and enhance ecosystems across its motorway network. The partnership was made official on 25 June 2015 by the signature of a three-year sponsorship agreement. The LPO is also helping VINCI Concessions give in-house training sessions on biodiversity conservation. In 2015, VINCI Autoroutes renewed its partnership with Unaf, the French apiculture trade organisation, for a further three years, in connection with its programme on bees as sentinels of the environment. By placing beehives on land occupied by the VINCI Autoroutes network, Unaf encourages bees to settle in the motorway environment and raises public awareness of the need to safeguard biodiversity, and bees in particular.

Also in 2015, VINCI continued its partnership with Entreprises pour l'Environnement (EpE), an association of companies working to protect the environment that was selected as the Global Network Partner of the World Business Council for Sustainable Development (WBCSD) in France. This partnership's contributions to public debate have touched on adaptations to climate change, the French energy transition law and preparations for the 21st session of the United Nations Climate Change Conference (COP21), which was held in Paris from 30 November to 11 December 2015. In the lead-up to this conference, VINCI was often asked, both by government authorities and by businesses and investors, to present its range of low-carbon solutions to address climate concerns: energy-positive buildings, sustainable mobility, energy consultation, energy efficiency, etc. Beyond these technical solutions, VINCI sought to emphasise the need for a paradigm shift, which entails a comprehensive and cross-cutting approach to projects and the implementation of partnership-based governance at the level of an entire urban area or region. A website enumerating VINCI's commitments to promote the sustainable city was created to coincide with COP21. Furthermore, a group of VINCI representatives, reflecting the wide range of activities pursued by the Group's subsidiaries, took part in several events in the Paris region, including a presence at the Sustainable City/Vivapolis stand during the Solutions COP21 event held at the Grand Palais from 4 to 10 December and at the Sustainable Innovation Forum (SIF) organised in partnership with the United Nations Environment Programme (Unep), held at the Stade de France on 7 and 8 December. VINCI's Chairman and Chief Executive Officer as well as several members of the Group's Executive Committee were honoured to respond to requests for assistance received throughout 2015 in connection with these unique opportunities for dialogue between stakeholders.

3.2.3.1 Partnerships and sponsorships that protect the environment while contributing to scientific understanding

Ensuring access to reliable and scientifically validated information, and being able to interpret and use this data productively, are essential to VINCI's ongoing operations and the Group's performance. These imperatives also underpin the Group's approach emphasising openness and dialogue in its relations with stakeholders. Since 2008, VINCI has demonstrated its commitment to advances in scientific understanding by endowing the Eco-design of Buildings and Infrastructure Chair at the three ParisTech engineering schools. This partnership has resulted in the delivery of new tools and reference guides to aid in understanding and to support decision-making processes relating to energy, the environment and mobility (www.chaire-eco-conception.org). The endowment for this chair, in the amount of €4 million over five years, was officially renewed in 2014. In 2015, the dissemination of information about the chair's work was a key focus: more than 500 people took part in events organised during the year. The chair was also granted the COP21 label by government authorities, in recognition of its innovative approach. In a related vein, the Fabrique de la Cité (www.lafabriquedelacite.com), a think tank set up in December 2010 at the Group's initiative to examine emerging urban issues, takes an interdisciplinary and international approach to imagining the future shape of our cities. It received funding from VINCI in the amount of €1.36 million in 2015. Recent studies have focused on the optimisation of cities using data, improving mobility in peri-urban areas, and the city as an incubator of healthcare innovation. An international seminar held in Berlin, Germany in July 2015 examined the new usage patterns of city dwellers relating to mobility, housing, work, consumption and the management of public spaces, in order to underscore the ways in which these patterns are transforming urban systems. For the 2015 edition of its Innovation Awards, VINCI launched an open innovation contest, the 2020 Global Climate Challenge, in partnership with Studyka, encouraging students as well as the Group's employees to submit their ideas. With a view to the Paris Climate Conference (COP21) to be held late in the year, contest applicants were invited to come up with innovative, easily implemented solutions to reduce the VINCI Group's environmental footprint. A total of 120 entries were submitted and the six winners were announced at a ceremony in Paris at the end of September, in the following categories: building energy performance, urban services and the connected city, and mobility. Applicants with 37 nationalities took part in this international competition, with half of the entries received from students outside France.

For its part, the VINCI Autoroutes Foundation for Responsible Driving (www.fondation.vinci-autoroutes.com) was allocated a budget of €2 million in 2015. Dedicated to raising awareness about the dangers of poor road safety, the Foundation serves as a think tank and research laboratory, disseminating information on safe driving practices to motorists and the general public in collaboration with partners and various stakeholders, including institutions, professional bodies and non-profit organisations. As part of its research programme, the Foundation is funding several scientific studies currently being pursued by researchers from the Hôtel-Dieu hospital in Paris, the University of Strasbourg's Centre for Neurocognitive and Neurophysiological Investigation (CI2N), the National Association to Further Knowledge of Sleep and its Disorders (Prosom), and the Armed Forces Biomedical Research Institute (IRBA). In addition, for its fifth edition in 2015, the Foundation's annual survey of responsible driving maintained its European dimension, offering a comparison of driving behaviours in 10 countries. It found that dangerous behaviours at the wheel are on the increase, despite better awareness of the risks involved. Based on all of these results relating to driving habits and recent trends, the Foundation stepped up its awareness campaigns aimed at road users and the general public in 2015.

Many VINCI companies support environmental and biodiversity initiatives. For example, the Portuguese airports concession company ANA (VINCI Airports) has lent its support to the non-profit organisation Aldeia and to Rias, the wildlife rehabilitation and investigation centre managed by the organisation, both of which have received €40,000 from the company each year since 2009. Rias rescues sick, injured or orphaned wildlife for treatment in order to be released back into their natural habitat. This partnership remains in effect through to the end of 2016. In 2015, Eurovia continued its partnership with France's Natural History Museum (MNHN) in Paris, to which the MNHN brings its scientific expertise, assisting Eurovia in its ongoing efforts to further embed biodiversity management within its long-term business strategy. This partnership lays down a solid, scientific foundation for Eurovia's approach, a move commended by stakeholders and that supplements the local partnerships the company has developed with environmental organisations. As one example of the contributions made, the museum's teams have designed a methodology to assess the ecological potential of several Eurovia sites, calculating their environmental quality indicator (IQE). In 2015, a number of local partners, namely organisations accredited as permanent environmental initiative centres (CPIEs), received authorisation to implement the MNHN methodology after receiving training in its use. Due to expire at the end of 2015, the agreement between Eurovia and the MNHN will be renewed in January 2016 for an additional period of three years.

Apart from its contractual commitments for the SEA Tours-Bordeaux HSL project, concession company LISEA has continued its efforts in this area through the LISEA Biodiversity Foundation and the LISEA Carbon Foundation. These two corporate foundations finance projects located in any of the six French administrative departments crossed by the rail line: Indre et Loire, Vienne, Deux Sèvres, Charente, Charente Maritime and Gironde.

Endowed with a budget of €5 million over five years (2012-2017), the LISEA Biodiversity Foundation seeks to provide long-term support to local projects that restore natural habitats, build knowledge of conservation actions and raise public awareness on these issues, alongside other local and national initiatives. Of the more than 300 proposals submitted since 2013 in response to three calls for projects, 104 have been selected to receive funding by the Foundation's Scientific Committee and Board of Trustees, in the total amount of €3 million. Nearly a thousand employees and volunteers are involved in the work of the selected projects, including 24 specific hires directly related to the implementation of these initiatives. The projects have resulted in 50 training sessions, with a total of 500 people trained in biodiversity conservation.

Key figures for the LISEA Biodiversity Foundation in 2015

	Number of projects submitted	Number of projects supported	Total amount paid	% of projects submitted by non-profit organisations
First call for projects (November 2012–May 2013)	113	30	€1.4 million	68%
Second call for projects (September 2013–November 2014)	138	47	€1.6 million	57%
Third call for projects (February–December 2015)	70	27	€0.9 million	50%

The LISEA Carbon Foundation, which is also endowed with a budget of €5 million for the period 2012–2017, aims to support projects helping to reduce greenhouse gas emissions. Three priority areas were identified in order to issue calls for projects: reducing energy consumption by buildings, developing more responsible mobility solutions, and supporting energy transition in rural communities. In 2015, the LISEA Carbon Foundation issued a call for projects in the field of eco-mobility in partnership with the foundations established by public universities in two French cities (Poitiers and Bordeaux). The aim is to support projects of students or researchers who are looking for creative ways to solve the “first and last mile” problem for commuters, to facilitate and better manage transport between train stations and final destinations (homes, workplaces, shopping districts, universities, etc.). Of the 11 projects submitted, nine were selected to receive funding, in the total amount of €139,000.

Key figures for the LISEA Carbon Foundation in 2015

	Number of projects submitted	Number of projects supported	Total amount paid
Reducing energy consumption by buildings	58	53	€1.66 million
Supporting the energy transition in rural communities	1	1	€0.3 million
Eco-mobility	11	9	€0.139 million

3.2.3.2 Partnerships and sponsorships for cultural production and the preservation of world heritage

Across the Group, many companies are partners or sponsors of non-profit organisations protecting built heritage or supporting cultural institutions and events. At local level, many VINCI companies volunteer their assistance and technical expertise in connection with a large number of projects aimed at restoring historic buildings of high architectural quality and heritage value. Some of these projects relate to important landmarks, such as the large-scale skills-based sponsorship operation between 2004 and 2007 for the restoration of the Hall of Mirrors at the Château de Versailles. The Group’s commitment to Versailles continues today with the restoration of the Dufour pavilion, one of the wings of the palace. VINCI Construction and VINCI Energies won the contract for this project in 2013. Work began in 2015, with the end goal of creating a new reception area for visitors. The interior repurposing of this space, designed by the architect Dominique Perrault, is being financed by the Group through a sponsorship agreement. Thanks to this policy of cultural sponsorship, all of the Group’s employees and shareholders enjoy priority access to the Château de Versailles until 31 March 2017.

VINCI is also a partner of “Twenty years under the Channel, and beyond”, a research and events programme to celebrate the 20th anniversary of the opening of the Channel Tunnel connecting Calais to Folkestone. In particular, the Group was keen to support a colloquium organised by RAILS et Histoire, the French railway historical society, to examine questions relating to the financing and governance of major infrastructure projects, held on 8 December 2015 in London. Short interviews with VINCI employees who worked on the Channel Tunnel project were recorded to preserve their oral histories for future generations.

As a leading sponsor of archaeological heritage conservation in France, VINCI is an active member of the group of industry players involved in land-use planning brought together by Inrap, France’s rescue archaeology institute, and takes part in discussions to focus greater attention on and recognise the achievements of archaeological discoveries in the course of work at its sites. In Cambodia, the archaeological dig at the site of the Siem Reap airport, made possible thanks to support provided by VINCI Airports and led by Inrap in association with Apsara, the Cambodian government agency for the protection and management of Angkor and the Siem Reap region, was successfully completed in 2015. As distinct from traditional archaeological work focusing on palaces and temples, these excavations aimed instead to shed light on the way of life of artisans during the same period. Carried out near the airport’s runways, this project also provided an ideal opportunity to train Cambodian archaeologists, supervised by 85 VINCI employees.

3.2.4 Initiatives and sponsorships to combat social exclusion and reinforce relations with social integration organisations

VINCI encourages civic engagement on the part of its employees and companies, mainly through its corporate foundations and endowment funds. Local projects that aim to combat social exclusion are a key focus. In order to facilitate civic engagement by all Group employees around the world to address problems of general interest, 11 structures have been created since 2002. At 31 December 2015, with the launch of the VINCI España Foundation and the VINCI UK and Ireland Foundation, the employee participation rate for the Group’s measures to promote civic engagement in Europe was almost 71%, and reached 77% worldwide when taking into account the activities of Initiatives Sogea-Satom pour l’Afrique (Issa).

For 2015, the foundations received a total of €3.6 million, which used the funds to support 231 projects supporting the social, professional and economic integration of the most disadvantaged people, with 312 employee volunteers across the Group acting as sponsors.

In addition to financial assistance and sponsorship actions relating to local projects, the Fondation VINCI pour la Cité issued a call for projects in 2015 on access to housing and selected 27 projects to receive total funding of €508,000. This initiative confirmed the relevance of social integration structures and the innovative nature of their practices in the area of socially responsible housing. The Solidarity in the Community programme, which targets very small non-profits in disadvantaged urban areas, further expanded its efforts, with the creation of new structures in Perpignan and Aulnay sous Bois. Since its inception, this exemplary programme has been rolled out to 20 sites in France and Germany.

Also in 2015, the Fondation VINCI pour la Cité diversified its approaches to employee sponsorship. It now offers employees the opportunity to jointly mentor innovative social entrepreneurs whose projects are in the start-up phase, in particular via social enterprise incubators such as the one operated by the Essec business school.

Actions of Group foundations in 2015 to combat exclusion and foster integration

	Participation rate ^(*)	Number of projects supported	Number of sponsors	Total amount paid (in €)
France	53%	168	235	2,452,609
of which Solidarity in the Community programme	-	31	51	
of which Sillon Solidaire	-	34	36	311,000
Germany	7%	10	15	200,000
Belgium	1%	13	16	214,500
Spain	1%	2	4	58,000
Greece	-	8	8	55,000
Netherlands	1%	3	4	96,857
Czech Republic	2%	12	14	30,916
United Kingdom (including the Isle of Wight Foundation) and Ireland	5%	8	9	416,701
Slovakia	1%	7	7	90,000
Total	71%	231	312	3,614,583

(*) Participation rate: number of employees per country/total number of Group employees (185,452).

In 2015, the Group also became the main partner of the Paris Football Club (PFC), entering into a five-year commitment to support the athletic goals of the PFC while contributing to the development of an ambitious educational and social project. In particular, VINCI supports the PFC Academy and the club's training centre. During the year, Group employees also mentored young athletes and assisted those having left the world of high-level competitive sports in planning their careers. This is VINCI's first foray into athletic sponsorship, which serves to reinforce the Group's ties to this sector and reaffirms its commitment to the shared values of team sports and civic engagement.

3.2.5 Partnerships and sponsorships to expand access to essential services and support social entrepreneurs

Wherever they operate, Group companies support solidarity and development initiatives. Tailored to address local challenges, these initiatives vary depending on the region and its socioeconomic circumstances. They are also tied to the nature of the work carried out by Group companies (large-scale projects completed in short time frames or recurring work), as well as to the presence or not of Group companies over the long term, etc. As these initiatives differ widely, this information is not consolidated at Group level.

In Africa, Initiatives Sogea-Satom pour l'Afrique (Issa) supports social entrepreneurship projects and projects promoting access to essential services by way of financial assistance together with the sharing of skills and expertise. In keeping with the Issa selection committee's wishes, assistance is provided on a priority basis to social entrepreneurship projects, which now account for 70% of all projects supported. In all, 170 Sogea-Satom employees serve as sponsors of projects supported by Issa.

Activities of Issa (Initiatives Sogea-Satom pour l'Afrique) in 2015, with change

	Number of projects supported			Number of countries involved	Total amount paid (in € thousands)
	Access to essential services	Social entrepreneurship	Total		
2015	8	19	27	9	414.0
2014	9	19	28	9	440.5
2013	11	17	28	9	441.3

By way of example, Issa's financial assistance in 2015 made possible the construction of a hangar and the acquisition of equipment for the production and sale of agricultural products in Kémérimbé (Chad), supported the purchase of three-wheeled motorcycles and equipment for the pre-collection of household waste in Yaoundé (Cameroon) and made possible the construction of a cassava flour processing plant in Kpataba (Benin). With respect to social initiatives, in 2015 Issa also financed the construction of a well in Boassa (Burkina Faso) to improve access to safe drinking water, the building of an enclosing wall around a school in Sabangali (Chad) and the purchase of imaging equipment for a healthcare centre in Niafunké (Mali).

The widespread commitment by Sogea-Satom (VINCI Construction) to the fight against HIV/AIDS, malaria and cholera is demonstrated by initiatives at all of the company's sub-Saharan agencies, including the organisation of information meetings and awareness campaigns targeting employees, often reaching out to local residents as well. These meetings, held on a regular basis at worksites, are led by project supervisors together with the company's occupational health and safety specialists, who may be assisted by local associations or doctors. They often take the form of 15-minute health sessions, on the model of the Group's similar sessions focusing on safety concerns, sometimes complemented by more in-depth presentations and exchanges. In 2015, Sogea-Satom's local agencies, in association with VINCI's Security Department and government authorities, persevered with their initiatives and methods to contain the spread of the Ebola virus in Africa.

In 2015, VINCI further demonstrated its commitment to Africa by supporting the Energies for Africa Foundation established at the behest of Jean-Louis Borloo with the aim of stepping up development across the continent by improving access to energy, and especially electricity. Owing to its long-standing presence in Africa, VINCI is helping to further the socioeconomic development goals of this programme by way of a two-year agreement to provide financial assistance.

In Cambodia, VINCI Airports is a long-standing partner and shareholder of Artisans d'Angkor, an organisation created to perpetuate and encourage the development of Khmer traditional crafts while offering career opportunities to the underprivileged populations of the Siem Reap region. The 1,120 craftspeople hired by the organisation each receive a contractual salary and a full benefits package. Artisans d'Angkor, a social enterprise with 2015 revenue of €9 million, has lifted some 6,000 families out of poverty and promotes economic vitality in the local area through 47 cooperatives. In 2014, at the Asean Summit, Artisans d'Angkor was the recipient of the Grand Prize for CSR awarded by the Cambodian government.

Lastly, in the aftermath of the deadly earthquake that devastated Nepal on 25 April 2015, VINCI offered financial support to three humanitarian organisations with teams on the ground providing aid to the affected communities: Médecins du Monde (MDM, or Doctors of the World), Solidarités International and the French Red Cross. Group employees were encouraged to take part in this disaster relief initiative via a donation drive held from 6 May to 15 July 2015, with the amount of the 1,599 employee donations matched by the Group. In all, this unprecedented initiative by the Group and its employees raised €167,498 for Solidarités International, €165,860 for MDM and €70,606 for the French Red Cross, thus a total amount of €403,964 contributed to the three organisations.

In the area of sponsorship, VINCI companies focus their initiatives on three main fronts: social integration through work/solidarity (see page 34), the environment and research (see page 39), and culture and heritage assets (see page 34). In accordance with the Group's decentralised administrative model, VINCI intentionally chooses not to consolidate either its reporting on sponsorship actions or the total budget allocated. A low-range estimate suggests a total amount of about €12.5 million in 2015.

3.3 Relations with suppliers and subcontractors

Group companies generally occupy positions in the value chain that foster balanced, long-term relationships with partners, both suppliers and subcontractors. For several years, the proportion of purchases has remained stable, representing 59% of the Group's revenue. In 2015, they were comprised, in particular, of €8.5 billion for materials, €4.7 billion for external services and €8.6 billion for subcontracting.

Percentage of revenue allocated to purchases

(in € billions)	2015	2014	2015/2014 change
Total amount of purchases	22.8	23.0	(0.9%)
Percentage of revenue allocated to purchases	59%	59%	0.0%
Of which purchases consumed	8.5	8.6	(1.2%)
Of which purchases of external services	4.7	5.1	(7.8%)
Of which subcontracting (including concession companies' construction costs)	8.6	8.4	2.4%

3.3.1 General policy to promote dialogue with suppliers and subcontractors

In 2015, the Group continued its efforts to measure and take into account workforce-related, social and environmental factors in the overall value chain. The Purchasing Coordination unit, which reports directly to VINCI's Executive Committee, works with the purchasing departments of business lines and subsidiaries through a central purchasing network as well as the eight regional purchasing committees across the Group. All of the Purchasing Coordination unit's buyers share the common goal of including sustainable development criteria in each contract they negotiate.

Tasked with rolling out the Group's international purchasing policy, the VINCI International Purchasing Committee comprised purchasing representatives from four countries at 31 December 2015 (Germany and the United Kingdom, the two countries after France where the Group has the most extensive operations, together with the Czech Republic and Belgium) as well as representatives from the international divisions of two Group business lines (VINCI Energies and Eurovia).

Introduced in 2012, the Group's supplier performance charter explicitly specifies VINCI's expectations of its partners and reaffirms the Group's own commitments as a signatory to the UN Global Compact since 2003. Widely disseminated since 2013, this charter now forms an integral part of the framework agreements developed by the Group. To ensure the continuity of these actions, the Group's Purchasing Coordination unit established its Responsible Purchasing Committee, which brings together about 20 representatives of purchasing, human resources and sustainable development departments from the Group's main business lines. In 2015, the Responsible Purchasing Committee communicated the priorities of VINCI's responsible purchasing policy in order to raise the level of collective excellence and foster dialogue with stakeholders. The Responsible Purchasing handbook has been disseminated widely and a number of responsible purchasing awareness actions have been conducted, targeting all of the Group's regional purchasing committees.

3.3.2 Managing relations with suppliers

In 2015, the Group further reinforced its responsible purchasing policy. Sustainable development criteria are now addressed both when selecting products and suppliers and when drafting framework agreements and specifications at Group level. These criteria take into account the environmental impact of products and services, the workforce-related arrangements for producing or providing them, and the social commitments made by suppliers. Specific criteria are used for evaluating suppliers in each purchasing category, depending on the issues faced by the sector in question.

The Purchasing Coordination unit thus launched a new invitation to tender in 2015 for the selection and approval of temporary staffing agencies in France. A personalised questionnaire was developed to evaluate suppliers with respect to workforce-related and social performance, as was the case for the previous invitation to tender in 2011. Owing to their very poor performance in these areas, 40 suppliers were not retained. The selected suppliers all proposed progress plans to be audited during the contract period with a view to the acquisition of skills across each organisation.

In recent years, the Purchasing Coordination unit has strengthened the integration of the Group's responsible purchasing policy in the selection of its suppliers. At the end of 2015, an initial review report was prepared on all actions to date.

Key figures for the Group's responsible purchasing initiative within the Purchasing Coordination unit

	Total at 31/12/2015
Contracts including the Group's supplier performance charter or the Global Compact's 10 principles	91%
Contracts including one or more clauses on workforce-related, environmental or social themes	81%
Contracts having involved the completion of a responsible purchasing questionnaire during the tender process	69%
Contracts integrating a progress plan for responsible purchasing	65%
Number of on-site responsible purchasing audits conducted over the last five years	544

At central level, and in each of its projects, VINCI develops partnership-based approaches with its suppliers and favours relationships at local level with small and medium-sized enterprises (SMEs). In its selection and bidding processes, the Group prefers suppliers with strong roots in their regions. This policy also involves expanding purchases from social integration structures and from companies and non-profit organisations that specifically employ people with disabilities. In 2015, the volume of purchases from these entities was €6.5 million, thus representing an improvement over five years (up 5.8% compared with 2011).

In France, VINCI has entered into a national framework agreement with Association des Paralysés de France for the collection and recycling of waste electrical and electronic equipment (WEEE) and with Ateliers Sans Frontières for the collection and refurbishment of discarded computer equipment for resale at preferential prices to other non-profit organisations. In 2015, nearly 38 tonnes of equipment were recycled. Revenue generated with sheltered workshops remained stable for the collection of WEEE.

In the area of social integration, to promote quality improvements among temporary employment agencies operating in this field, VINCI evaluated more than 60 firms of this type. The objective of this process was to select structures that demonstrate their effective ability to assist disadvantaged people and facilitate the development of the structures approved by the Group. In 2015, on-site audits to follow up on the progress plans implemented by these structures were continued.

3.3.3 Managing relations with subcontractors

The Group places a priority on retaining and expanding in-house expertise. However, the many public procurement contracts won by the Group, together with its growing presence in general contracting for projects demanding highly technical and specialised skill sets, require the use of a certain percentage of local subcontractors. These actions contribute to the development of local businesses and the local economy as a whole, over and above the other contributions made by the Group's business activities. Given a competitive landscape outside France that is frequently characterised by low standards in this area, VINCI makes every effort to ensure that all its subcontractors scrupulously comply with regulations in force in the countries where Group companies operate.

The Group's general policy is to build balanced relationships with its partners over the long term. This involves a commitment to cooperate with local companies, facilitating their integration in projects and encouraging the transfer of know-how to ensure the successful completion of projects. Rolled out in 2014, VINCI's Subcontractor Relations Code of Practice sets out the implications of this commitment. In addition to cooperation with local companies, VINCI aims to ensure safety conditions of subcontractors' employees comparable to those of the Group's personnel, respectful business relationships, fair bidding processes, transparency in business dealings and compliance with VINCI's core values. To assess the degree to which these principles are embedded in the Group's practices, during the preparation of the Code of Practice some 30 interviews were conducted with individuals likely to act as contracting authorities across all business lines, in France and abroad.

3.4 Fair business practices

3.4.1 Prevention of corruption and fraud

VINCI's sets out the rules of conduct that apply to all Group companies and employees. In 2015, the Group continued its efforts to disseminate and explain this code to managers, who then made similar efforts to cascade the information throughout their own organisations. The Group actively monitors this procedure, and an intranet tool enables Executive Management and the head of Internal Audit to check that it is being deployed correctly. Reports are submitted to the Executive Committee on a regular basis, allowing remedial action to be taken quickly if required. Available both on the Group's main website (www.vinci.com) and on its intranet sites, the code is sent personally to employees authorised to enter into commitments on behalf of the Group, thus a total of 6,601 individuals for 2015, 97.3% of whom acknowledged receiving the code. The aim is to reach 100%.

Any employee can contact the Ethics Officer, who is bound to observe certain guidelines, which include a guarantee of confidentiality, the commitment to respect the integrity and status of all employees, and the avoidance of discrimination. Several matters were referred to the Ethics Officer in 2015. In each case, the issues were investigated thoroughly, in compliance with these principles, with the support of internal or external resources whenever necessary.

The Ethics and Compliance Club, which brings together the Group's legal affairs directors and the Ethics Officer, aims to keep abreast of developments in the field and foster exchanges of best practices, relating in particular to training tools. This club rounds out VINCI's overall ethics system and ensures compliance with the standards applied by the most stringent users and countries. VINCI companies operating in sectors in which specific ethics procedures apply have appointed their own specialised compliance officers.

The prevention of external fraud is discussed in the "Risk factors" chapter (sections 1.2.1 and 1.2.2, pages 131 and 132) and in the Report of the Chairman of the Board (section 3, page 218).

Regular training sessions are organised within VINCI's various business lines to clarify and delve further into potential ethical issues as they relate to the Group's principles and values.

As an example, Eurovia has provided training on anti-competitive practices to certain staff members (agency directors, regional directors, legal department staff, members of Executive Management and the managers of some support functions) since 2003. In 2013, Eurovia updated the course content for this training, which was given to the same categories of staff. Five sessions were organised in 2015, attended by a total of 92 people. These sessions were led by Eurovia's general counsel and a legal expert in the application of competition rules. Since 2013, 372 of Eurovia's operational staff have received this training in its new format. Other training courses have been organised locally in recent years, on a country-by-country basis, focused mainly on collusion and corruption. All of these training initiatives are discussed in annual ethics reports prepared in each country and consolidated at the level of the Eurovia holding company.

Sogea-Satom has introduced an ethical risk awareness training programme for management committee members, agency directors and chief financial officers, a total of more than 50 people in all. This half-day training session was delivered in October 2015 by a lawyer specialising in business criminal law.

For its part, Entrepouse issued a guide on the prevention of corruption and distributed it to all employees. The guide summarises Entrepouse's anti-corruption policy and procedures as well as the indicators and tools put in place to eliminate or reduce the risks to which its activities are exposed. The aim is to disseminate the guide widely within the company but also externally, to customers, partners, subcontractors, suppliers and other stakeholders.

In 2015, VINCI Autoroutes continued the roll-out of the expedited fine recovery procedure that allows motorway companies to query the French national vehicle registration database in the event of payment avoidance at toll plazas and thereby issue tickets to motorists. This system has halved the number of toll violations.

3.4.2 Wellness, health and safety of customers and end users

The business activities of VINCI's companies have an impact on the areas where they take place. To limit the effects, research and development investments are stepped up annually in the aim of reducing impacts and pollution. The main efforts are in relation to environmental impacts such as exposure to noise, dust, vibrations, etc. that could have an effect on the health and safety of employees, customers and all stakeholders concerned.

VINCI Immobilier introduced the OpenWork approach to improve wellness for end users. OpenWork focuses on comfort and health through the use of plants, ergonomics and building design. VINCI Immobilier's aim is to create user-centric buildings with high-quality work areas that are modular and can evolve over time, and which fully match users' needs. Among the several projects that have used this approach, the In Situ office building in Boulogne Billancourt, near Paris, is a good illustration of its new building design principles.

In the Group's activities involving mobility, road risk is the main category of risk affecting users. VINCI employees drive more than 35,000 company vehicles and several thousand site machines. They are all exposed to road risk, as are the hundreds of millions of people using motorways, roads and other infrastructure operated under concession contracts every year (about 2 million per day), as well as the airports operated by VINCI Airports (nearly 90 million in 2015). Campaigns are organised to raise awareness and specific training is provided for the employees most exposed. On the motorway networks operated by VINCI Autoroutes, the widening of the most travelled sections to three or four lanes each way as well as the enlargement of parking areas has reduced the risk of accidents.

VINCI Autoroutes, traffic and accidents

	2015	2005	2005/2015
VINCI Autoroutes motorway networks (in km)	4,277	3,893	10%
Traffic (in billions of km travelled)	49	42	18%
Number of accidents	10,818	10,686	1%
Number of fatal accidents	71	103	(31%)
Number of deaths	82	116	(29%)

Set up in 2011, the VINCI Autoroutes Foundation for Responsible Driving is dedicated to raising awareness about the dangers of poor road safety and carries out various actions to reduce road risk, focusing in particular on inattentiveness and drink driving. Developed in partnership with the non-profit organisation Ferdinand, Roulons-Autrement (Let's drive differently), the first online information resource and community dedicated to road safety in France, continues to attract a large following among all segments of society three years after its launch. The site now offers a multimedia library of nearly 1,000 videos from 30 countries and continues to expand its presence on social networks. Produced at the request of the VINCI Autoroutes Foundation for Responsible Driving and Ferdinand, Guillaume Canet's short film *Ivresse* was hugely popular in 2014, especially on social networks, and won the Special "Our Favourite" Prize for the Central Activities Region at the 2015 VINCI Innovation Awards. On the heels of this first success, the VINCI Autoroutes Foundation for Responsible Driving and Ferdinand continued their partnership in 2015 with the production of a second short film, *Le Bon Vivant*, by Olivier Nakache and Éric Toledano, which was screened in all cinemas operated by Gaumont-Pathé, UGC and Cinéville as well as independent houses belonging to the National Federation of French Cinemas. The film also aired on the television channels France 2, BFMTV, TF1 and M6.

In addition, the VINCI Autoroutes Foundation pursued its actions under its programme for preventing drowsiness and inattentiveness at the wheel by offering nap rooms and free coffee at rest and service areas on its motorways during holiday rush periods. The mobile application Roulez Éveillés, developed in partnership with the University of Strasbourg's Centre for Neurocognitive and Neurophysiological Investigation (CI2N), allows drivers to test their level of alertness before they leave home or during stops. A sophrology session made available via this tool as a podcast was introduced in July 2015. For the end-of-year holiday departures in 2015, the Foundation also presented the results of "Parents at the Wheel: Setting a Good Example for Children", a study carried out in collaboration with Ipsos and Daniel Marcelli, a professor of child and adolescent psychiatry, which garnered considerable media attention.

3.5 Human rights

VINCI has been a signatory to the UN Global Compact since 2003. It is thus committed to supporting and promoting respect for human rights within its sphere of influence, and to ensuring that Group companies are not complicit in human rights abuses. VINCI refers to the UN Guiding Principles on Businesses and Human Rights in defining its strategy and has mapped out human rights risks for employees and subcontractors working on the Group's sites. The key human rights issues for the Group are the preservation of physical and mental well-being, the right to a decent salary and safe working conditions, avoidance of discrimination, freedom of association and the right to collective bargaining, the prohibition of child labour and forced labour, and respect for the fundamental rights of local populations.

VINCI established its own Human Rights Committee in 2013, bringing together human resources directors of companies located in potentially sensitive regions. Awareness-raising sessions are held to keep employees abreast of the latest developments in the area of human rights, in line with changes in international regulations. A guide to the human rights principles observed by VINCI is in preparation. Bringing together employees from various Group entities, this work will result in standards that may be applied anywhere in the world. Human rights are also a focus of the new version of Advance, VINCI's sustainable development self-assessment tool used by all management committees of Group companies.

VINCI is present in Qatar via its joint venture QDVC. For a number of years, this company has striven to improve working and living conditions for its employees, and fights against all infringements of fundamental human rights. QDVC applies strict procedures to ensure that its employees enjoy freedom of movement: all are in possession of Qatari residence permits, which are essential for moving about within the country. In addition, they all have access to secure lockers where they may store their passports and retrieve them whenever they wish. QDVC issues official no-objection certificates (NOCs) to employees wanting to leave the company, allowing them to seek employment elsewhere. Similarly, official exit permits are delivered to workers who wish to leave the country. To fight debt bondage, QDVC has put in place robust processes for the selection of recruitment agencies in the countries of origin for most workers (Bangladesh, India,

Nepal, etc.), involving very precise rules about the expenses paid by QDVC (airfares, visas, medical visits, etc.), with the understanding that migrant workers must not bear any of these costs.

Furthermore, QDVC monitors the living conditions and conditions of accommodation of its migrant workers. Today, the two accommodation sites, both owned by QDVC, meet the standards of the Qatar Foundation.

In early 2015, following the appearance of several press reports on the living and working conditions of migrant workers in Qatar, VINCI invited a delegation of trade union representatives consisting of an official from Building and Wood Workers' International (BWI), two employee Board members, the Secretary General of VINCI's European Works Council, together with representatives from non-profit and civil society organisations to visit the Group's worksites in the country. The aim was to present the actual working conditions at the sites as well as the living conditions nearby.

In order to verify the effectiveness of the measures put in place by QDVC, VINCI decided to undertake a human rights impact assessment (HRIA) over the course of 2015 at the company. The methodology used applies the UN Guiding Principles on Businesses and Human Rights. A committee of independent international experts from institutions widely known for their work in this area (the International Labour Organisation, BWI, the Danish Institute for Human Rights, the Qatar Foundation, the French National Consultative Commission on Human Rights) was formed to assist with methodological aspects of the approach and follow-up on recommendations. VINCI commissioned an independent third party, Business for Social Responsibility (BSR), a global non-profit business network and consultancy, to conduct this study.

4. Note on the methods used in workforce-related, environmental and social reporting

VINCI's workforce-related, environmental and social reporting framework complies with Articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code and is based on the guidelines published by the Global Reporting Initiative (GRI G4) – see the cross-reference table on pages 327 and 328.

4.1 Methodological procedures

VINCI's procedures are specified in the following materials:

- for workforce-related indicators:
 - a guidebook in four languages (French, English, German and Spanish) containing workforce-related indicator definitions;
 - a methodological guide to VINCI's workforce data reporting system, including a reporting tool users' manual in four languages (French, English, German and Spanish);
 - a guide to consistency checks in two languages (French and English);
 - for environmental indicators:
 - a methodological guide to VINCI's environmental reporting system, including a guide to the definition of common indicators, which entities can use to set up their environmental reporting procedures. This guide is available in two languages (French and English);
 - an IT system users' manual in two languages (French and English);
 - an audit guide helping entities to make preparations and respond to audit results (available in French and English).
- All of the above materials are accessible on the Group's intranet site.

The Group's efforts to accelerate its workforce-related and environmental reporting process in 2010 resulted in:

- new methods for earlier preparation of workforce indicators, applicable to all entities since 2011;
- the shifting of the reference period for environmental reporting by one quarter (the reference period for year Y is now from 1 October Y-1 to 30 September Y). This change has applied to all entities since 2010.

4.2 Scope

The reporting scope is intended to be representative of all VINCI's business activities:

- workforce-related reporting has covered all Group entities by worldwide revenue since 2002;
- in 2015, environmental reporting covered 98% of Group entities by worldwide revenue.

However, for certain specific environmental indicators, the reporting coverage of the indicators published may be lesser than this. Reporting on waste is now reliable for a scope covering 63% of the Group's activities (VINCI Autoroutes, VINCI Energies, VINCI Construction UK, Eurovia, VINCI Airports excluding Cambodia Airports, and other concessions). Reporting on raw materials covers the activities of VINCI Autoroutes and Eurovia. VINCI is continuing its efforts to expand and improve the reliability of the reporting of these indicators for all the business activities where they are of relevance.

Since 2011, the consolidation rules used for these scopes have been the same as the financial consolidation rules, except for the following entities, which are still consolidated proportionally:

- VINCI Construction Grands Projets: all projects;
- Soletanche Freyssinet: Grupo Rodio Kronsa (Spain).

These consolidation rules apply to all reporting indicators, except the "number of environmental incidents" indicator, in which all incidents count for 1.

In the event of a change in scope:

- workforce-related reporting: changes in scope in year Y are taken into account in the same year;
- environmental reporting: changes in scope in year Y are taken into account in year Y+1.

Significant changes in scope during 2015:

- Acquisition by VINCI Energies of Orteng Engenharia (Brazil) in March 2015;
- Acquisition by VINCI Construction of HEB (New Zealand) in August 2015.

Furthermore, since the integration of Stade de France, the Le Mans stadium and the motorway concessions held by Granvia (Slovakia) and Gefyra (Greece), nearly all concessions are now covered by the environmental reporting.

The workforce-related data for 2014 was recalculated for the following business lines:

- VINCI Autoroutes and VINCI Concessions, following the sale of Cofiroute Participations (Cofiroute UK and US) to VINCI Highways on 1 January 2015;
- VINCI Energies and VINCI Construction, following the sale of Faceo FM UK and Powertest Ltd to VINCI plc.

As a result of these transactions between Group companies, the scope of 2014 data was changed for the following indicators: lost-time work accident frequency and severity rates for each business line, change and breakdown of women employees per business line and the change and breakdown of employee with disabilities per business line.

For three acquisitions, due to the entities being integrated during the year, the workforce-related indicators listed below were not included in the reporting process for 2015:

- Orteng Engenharia (Brazil): number of "First work experience hires"; student interns; individual interviews; temporary staff; disability and incapacity; training expenses and breakdown of training hours; labour relations.
- HEB (New Zealand): number of "First work experience hires"; temporary staff; training expenses and breakdown of training hours; individual interviews; safety; absenteeism; labour relations; disability and incapacity.
- APX (France – two companies in all): temporary staff; disability and incapacity (not included for one company); number of "First work experience hires" (not included for one company); number of "Internal job transfers" (not included for one company); student interns (not included for one company); individual interviews; training expenses and breakdown of training hours (not included for one company).

4.3 Indicator selection

Indicators are selected on the basis of the social and environmental impact of the Group's activities and the risks associated with those activities.

There are four levels of core social indicators:

- those specified in Articles R.225-104 and R.225-105 of the French Commercial Code;
- the GRI G4 guidelines;
- those included in the social report, as required by French law;
- specific indicators reflecting VINCI's human resources policy.

The complementary nature of these four levels of indicators makes it possible to measure the results of the Group's human resources policy and social commitments.

The core environmental indicators are made up of five types:

- resource consumption (energy/CO₂ and water);
- waste management and recycling;
- certifications and special projects;
- environmental awareness and training;
- environmental incidents and provisions for environmental risks.

These five types of indicator were taken from the following sources:

- Articles R.225-104 and R.225-105 of the French Commercial Code;
- the GRI G4 guidelines.

Each business line continues to use its own additional indicators, which are based on its specific environmental challenges.

4.4 Methodological explanations and limitations

The methodologies used for some workforce-related and environmental indicators may be subject to limitations due to:

- differences between French and international definitions (which VINCI is working to harmonise);
- differences in labour and social laws in some countries;
- changes in indicator definitions that could affect their comparability;
- changes in business scope from one year to the next;
- the difficulty of collecting data from a subcontractor or joint venture with external partners;
- the procedures for collecting and entering this information.

Due to the presence of subcontractors at many sites, the question of whether to include their activities in the environmental reporting has been raised. Currently, their data is included whenever VINCI is directly responsible for it (i.e. services or resources provided by VINCI).

The methodological guide to VINCI's environmental reporting system allows for environmental data to be calculated based on spending and average unit prices for the base period, if source data is not available. This method is used in particular for VINCI Construction France work-sites, for Soletanche Freyssinet work-sites in France, and for the French divisions as well as for most of the international divisions of Eurovia. In France, average unit prices come from the following sources: the Ministry of Ecology, Sustainable Development and Energy (for fuel consumption) and the Eaufrance Internet portal, which is a public information service on water and aquatic environments (for water consumption).

For VINCI Construction UK, figures for total waste generation and the percentage of waste recycled are based on estimated fill ratios of waste skips, taking into account the type and density of the waste.

Reporting of water consumption currently covers all water purchased. Water withdrawn directly from the environment is recorded for concession businesses and now included in consolidated reporting. VINCI is continuing its efforts to expand and improve the reliability of this reporting item over a broader scope.

The number of certified projects is limited to the VINCI Construction scope. A project with several certifications will be counted several times. Only projects handed over during the year are taken into account.

Total energy consumption is expressed in MWh Higher Calorific Value (HCV). The conversion factors used are 0.0104 MWh/litre, 12.027 MWh/tonne and 4.839 MWh/tonne for motor fuel, heavy fuel oil and coal (lignite), respectively, and were taken from the carbon database of Ademe, France's environment and energy management agency (2012 data).

The fuel savings resulting from the use of electronic toll collection (ETC) lanes were validated in 2012 by an independent consultant and the data shared with the Association des Sociétés Françaises d'Autoroutes (ASFA, the association of French motorway companies):

- for light vehicles: 0.03 litres of fuel saved per toll use;
- for heavy vehicles: 0.3 litres of fuel saved per toll use.

The amount of CO₂ emissions prevented is calculated based on the assumption that all vehicles use diesel fuel. Only emissions from fuel combustion are taken into account; emissions from other processes (fuel production) are not included in the calculation.

The motorway users' greenhouse gas emissions indicator is calculated using a tool developed by ASFA and takes into account all kilometres travelled by users (whether on toll or free roads) in the VINCI Autoroutes network during the financial year. The velocity profile per vehicle class used is the default 130 km/hour profile pre-configured in the tool. Traffic is assumed to be 100% fluid; the effect of inclines or radars is not included in the calculation. The influence zone of toll collection is assumed to be 0.1 km. The entire network is also assumed to be an intercity network.

The figures in the Annual Report are based on data known at the end of the financial year. They may, however, be adjusted the following year if a significant anomaly is observed and provided that the adjustment is substantiated in detail. None of the figures published in the 2014 Annual Report were adjusted in 2015.

Occupational illnesses are defined as illnesses contracted following prolonged exposure to a professional risk (noise, hazardous products, posture, etc.) and recognised as such by the regulations in force, where such regulations exist. The number of days of absenteeism for occupational illness includes days lost due to illnesses declared as occupational and recognised as such, where such regulations exist. The Group continues to educate subsidiaries about the need to harmonise reporting practices.

For the following two companies, the workforce-related indicators listed below were not included in the reporting process for 2015:

- Exprom (Morocco): the Group's stake in this company only became a majority interest at the end of September 2015 and the company was therefore not consolidated prior to 1 October 2015: number of "First work experience hires", student interns, individual interviews, disability and incapacity, training expenses and breakdown of training hours, labour relations, absenteeism;
- Quadix (France): this company was acquired in early October 2015: inclusion in the workforce data reporting process postponed until 2016.

4.5 Consolidation and internal control

Workforce-related data is collected from each operational entity using a specific package of the "Vision III" data reporting system, including automatic controls. Data is checked and validated by the Group entities themselves.

This data is then consolidated in two steps:

- Step 1: each business line consolidates all data within its scope. When consolidation takes place, data consistency checks are carried out. Having been consolidated and checked at the business-line level, data is then provided to the Group Human Resources Department;
- Step 2: the Group HR Department consolidates data across the whole scope and checks its consistency.

Environmental data is collected, checked, consolidated and validated by the environment managers in each business line and division using their own IT tools. The data is then consolidated centrally using "Vision III". When consolidation takes place, data consistency checks are carried out at Group level by the Delegation for Sustainable Development. Comparisons are made with the previous year's data and any material discrepancies are analysed in detail.

4.6 External controls

Each year since 2003, VINCI has asked its Statutory Auditors to give their opinion on the quality of the procedures used to report workforce-related and environmental information. In 2015, a Statutory Auditor was appointed as the independent third-party body in charge of verifying the completeness and fair presentation of information published in the "Workforce-related, environmental and social information" chapter. The nature of the auditing work carried out and the findings are presented on pages 213 to 215.



1 cours Ferdinand de Lesseps
92851 Rueil Malmaison Cedex - France
Tel.: +33 1 47 16 35 00
Fax: +33 1 47 51 91 02
www.vinci.com

