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# PROFILE

In a world undergoing constant change, VINCI Energies focuses on connections, performance, energy efficiency and data to fast-track the rollout of new technologies and support two major changes: the digital transformation and the energy transition.

Keeping pace with market change, VINCI Energies supports its customers by offering increasingly innovative solutions and services, from design to implementation, operation and maintenance.

With their strong regional roots and agile organisational structure, VINCI Energies' 1,600 business units boost the reliability, safety and efficiency of energy, transport and communication infrastructure, factories and buildings.



In Eindhoven, the Netherlands, Axians is taking part in the AIREAS project, designed to measure air quality in real time.



# EXPLORING VINCI ENERGIES

To explore VINCI Energies, we suggest you look at it from different angles to get a feel for its diversity and the range of the work it does to connect infrastructure, buildings and industrial sites to information and energy systems. We give examples to show our contribution to a changing world and explain how we implement the projects of the customers we support around the world.

# CULTIVATING SHARED INNOVATION

 *France*

## **thecamp**

**A GATHERING PLACE FOR EXPERIMENTING  
WITH THE CITY OF THE FUTURE**

In 2017, a 12,000 square metre, one-of-a-kind facility will open near Aix-en-Provence: thecamp, a combination research centre, start-up incubator and showcase for the city of the future, catering to students, local authorities, industrial firms and their customers. As a partner in this flagship French Tech project, VINCI Energies is helping with the design and in 2017 will begin hosting conferences on mobility, energy and smart city networks. Nearby VINCI Energies business units will be able to immediately test the innovations devised at thecamp.

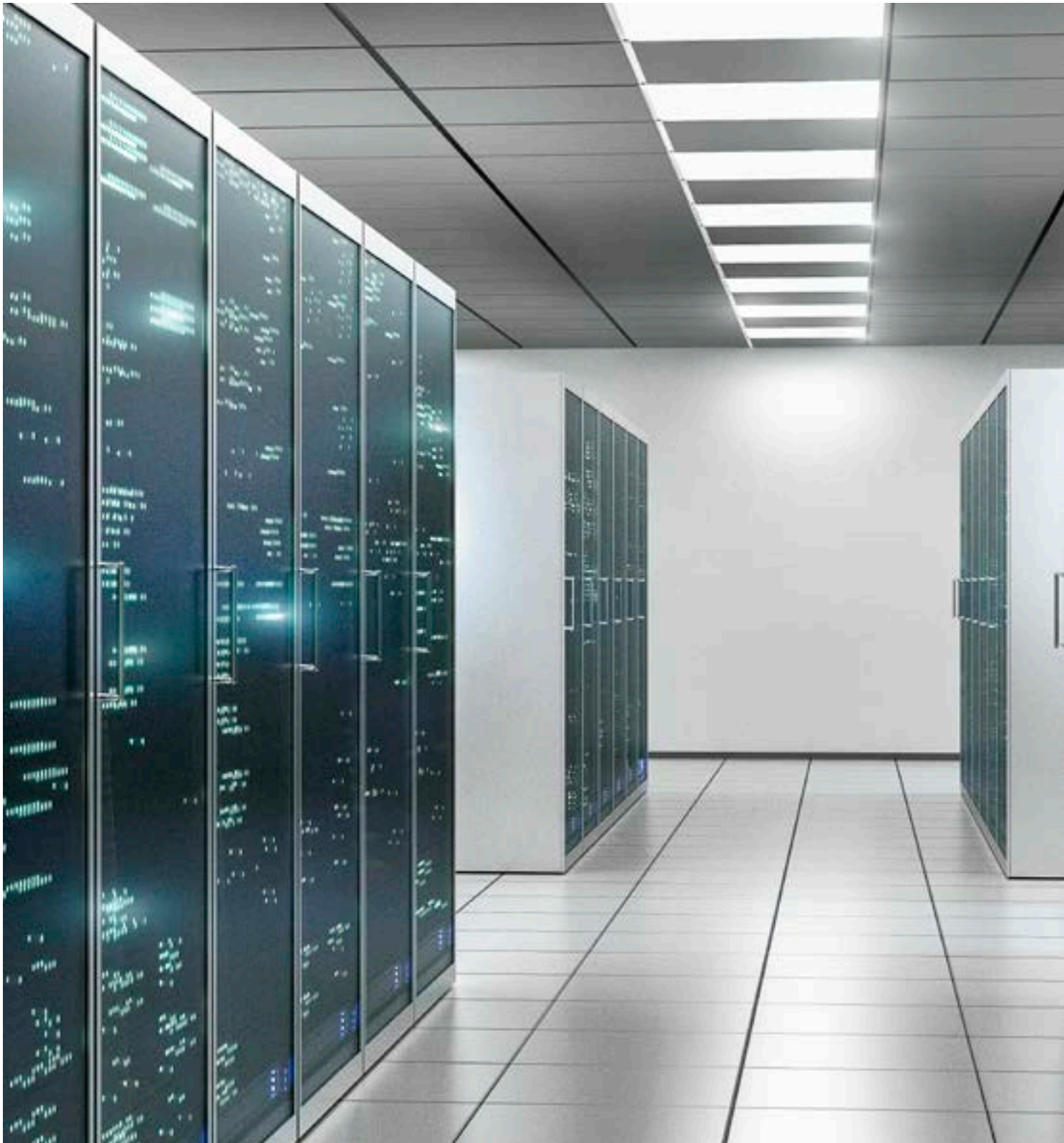
*Germany*

### **Startupbootcamp: supporting innovative companies**

VINCI Energies is a partner of Startupbootcamp Berlin, a start-up accelerator specialising in energy and smart mobility that is part of a global network active in some 30 countries. As an investor, partner and potential customer of these start-ups, the Group supports their development. VINCI Energies builds on the creativity of these fledgling entrepreneurs to devise new solutions for its customers.









# STRENGTHENING OUR PRESENCE IN THE MARKETS OF THE FUTURE

*World*



## **The new Axians**

**A KEY ASSET TO SUPPORT THE DIGITISATION OF ORGANISATIONS**

Established in 2015 following the merger of the former Axians with Graniou and Imtech ICT, Axians is the new VINCI Energies brand dedicated to information and communications technology (ICT). In an increasingly connected and collaborative world, Axians helps its customers – enterprises, public sector, carriers and service providers – to speed up their digital transformation. The brand's innovative, customised solutions (software solutions, cloud and data centre solutions, enterprise networks and collaborative solutions, telecommunications infrastructure) also create synergies with other Group business lines (infrastructure, industry and the service sector). In late 2015, the acquisition of Quadix and APX further strengthened its position in the cloud services, managed services and data centre markets.



*Brazil*

### **VINCI Energies consolidates its position in Latin America**

In Brazil, the Group acquired Orteng Engenharia e Sistemas, the leading electrical equipment and automation company (energy, industry, infrastructure). The move strengthens VINCI Energies' position in the country, which plans to build 40,000 kilometres of high-voltage power lines.

# ACCELERATING THE TRANSFORMATION OF INDUSTRIAL COMPANIES

 *Brazil*

## **Mercedes-Benz assembly line**

**POOLING EXPERTISE  
TO SUPPORT THE CUSTOMER**

Actemium, the Group's brand dedicated to industry, was awarded the contract to supply, install and commission a new cab assembly line for the Axor and Atego trucks manufactured at the Mercedes-Benz plant in Juiz de Fora, Brazil. VINCI Energies' strong track record in Brazil, where it has worked for Embraer and Renault, and Mercedes-Benz's good working relationship with Actemium's teams in Europe, were instrumental in winning the contract. Actemium Trappes (design studies, tooling) and Actemium Systems São Paulo (automation, power supply, robots, etc.) pooled their expertise to develop this partnership with the manufacturer across the Atlantic.

*Belgium*

### **At Lipton, VINCI Energies speeds up handling of packets of tea**

At Unilever's Lipton factory near Brussels, the Group installed a high-performance handling robot coupled with a 200-metre, partly overhead conveyor. Placed at the end of the production line, the robot increases handling speed by 25% to 120 packets per minute, boosting logistics and setting the stage for the company's expansion.







# MARSHALLING OUR EXPERTISE FOR OUR CUSTOMERS

*New Zealand*



## **Smart Lighting**

**CONNECTED LIGHTING IN AUCKLAND**

New Zealand's biggest city has entrusted the management of its public lighting system to Electrix, the local VINCI Energies subsidiary specialising in the installation and maintenance of electricity networks. Its teams will maintain 37,000 light points in the northern and western parts of the urban area. Ultimately, 9,000 of them will switch to remote-controlled LED lights. This intelligent lighting system will optimise the city's energy savings and improve the urban environment. This contract was won with the support of the Citeos brand and its expertise in connected lighting.

*Vietnam*

### **Paumier Marine supports its customer abroad**

The Normandy-based VINCI Energies business unit specialising in industrial refrigeration is installing refrigerating equipment in two 80-metre tuna fishing vessels for shipbuilder Piriou. The business unit assigned refrigeration specialists to carry out the project in Vietnam under a contract lasting several months. These new-generation boats can freeze up to 200 tonnes of fish a day at temperatures ranging from -20°C to -40°C.



# BOOSTING COMFORT AND ENERGY EFFICIENCY IN BUILDINGS

 *France*

## **Pont de Sèvres towers**

**ONE OF THE COUNTRY'S LARGEST  
RENOVATION PROJECTS**

Eight VINCI Energies business units renovated the technical equipment in the Pont de Sèvres towers for BNP Paribas Immobilier in a project that resulted in a variety of certifications, including BREEAM Excellent®. The works included heating, ventilation, air conditioning, smoke extraction, plumbing, electricity and fire safety at the 85,000 square metre site in Boulogne-Billancourt near Paris. Architect Dominique Perrault re-designed the 1970s buildings to boost comfort and bring in more light. The buildings are connected to the city and form part of a broader urban project. In 2020, the area will be linked to the capital by the Grand Paris Express.

*Germany*

### **Facility management for Hansainvest under a multi-site contract**

In the north and west of Germany, VINCI Facilities maintains 34 office buildings (5,000 to 10,000 square metres) managed by a single investor, Hansainvest. VINCI Facilities coordinates facility management – cleaning, security, green spaces, reception, snow removal and technical services (electricity, climate control, fire protection, etc.) – at five sites in different geographical areas.









# EXPANDING INFRASTRUCTURE POTENTIAL

*France*



## **South Europe Atlantic HSL**

**A MAJOR PROJECT NEARS COMPLETION**

With its 340 kilometres of track and 500 engineering structures, the South Europe Atlantic (SEA) high speed line is the biggest project of its kind in Europe. Completion is scheduled for summer 2017. Working alongside VINCI Construction and Eurovia within the COSEA consortium, several VINCI Energies business units specialising in transport infrastructure are involved in the key stages of this huge project. In 2015, the Group powered up the four substations that will supply the high speed line, and it will be powering up the overhead line in 2016. The teams involved in the outsized project are focused on methods, environmental protection and total compliance with safety requirements.



*Morocco*

### **Exceptional potential for renewable energies**

Morocco aims to build on its abundant renewable energy potential to double wind and photovoltaic capacity to 42% of its energy mix by 2020. Omexom is designing and equipping several wind farms around the country, including the Akhfenir facility, where it will install 56 additional turbines to double the wind farm's capacity.

# SUPPORTING YOUNG TALENT

*France*

## **Grenoble INP – Ense<sup>3</sup>**

VINCI ENERGIES SPONSORS THE CLASS OF 2018

VINCI Energies has established a number of partnerships with schools to reach out to their students. In 2015, it signed a partnership with the École nationale supérieure de l'eau, de l'énergie et de l'environnement (Ense<sup>3</sup>). The School trains engineers and doctoral students in new power generation, transmission and storage systems and in the housing, transport and water supply systems of the future. VINCI Energies organises a variety of events (challenges, projects and seminars) and works with the school to familiarise students, throughout their studies, with its business activities and employment opportunities in its rapidly expanding sectors.

*Germany*

### **Promotion Pool – the managers of tomorrow**

Every year, around 20 VINCI Energies Deutschland employees take part in a dedicated training course focused on developing their technical and self-management skills in a variety of original projects, including ecological schemes, support for young people in difficulty and meetings with VINCI Energies management. This excellence program is open to all Group employees in Germany.







# DELIVERING HI-TECH NETWORK INFRASTRUCTURE

*The Netherlands*



## **Store of the Future**

THE FIRST INNOVATION LABORATORY  
IN A SHOPPING MALL

In The Hague, the New Babylon mall offers its customers a new shopping experience. Consumers extend their shopping online, interact on e-commerce sites and test new products. To create this combined bricks-and-mortar and virtual store of the future, Axians, the VINCI Energies expert in information and communications technology, worked in partnership with Cisco to design and deliver network infrastructure tailored to this new kind of shopping experience. Some 60 shops, brands, real estate companies, technology companies and financial players from the commercial sector involved in the project are now using this equipment.



*Switzerland*

### **A high-security cloud**

Axians has installed a highly scalable cloud computing solution for the Times Attorneys law firm based in Zurich and Lausanne. Thanks to the cloud, employees can work at the office or remotely. Data access is guaranteed at all times and is totally secure in terms of confidentiality.



VINCI Energies is an evolving group that has developed its capacity to incorporate new skills, integrate new techniques and capitalise on a wide range of approaches.



# AN AGILE BUSINESS MODEL DRIVING PERFORMANCE

Because global issues involve a wide variety of operational realities and because each of our business activities is carried out in a specific context, VINCI Energies' connected, entrepreneurial, local and global business model enables us to deliver a customised solution for each individual project, from the smallest to the most complex.

The Group's entrepreneurs focus on performance and pay careful attention to their customers and to market trends in order to rapidly recommend and roll out innovations.

## INTERVIEW WITH THE CHAIRMAN



### **VINCI Energies generated revenue of more than €10 billion in 2015. Does this represent a milestone?**

Our results are good and reflect the dynamism and resilience of the VINCI Energies model. In a generally tense economic climate, particularly in France, activity was almost stable at constant scope. The full-year impact of our acquisitions in 2014 and of those in 2015 - which account for additional full-year revenue of €350 million - boosted our volume by 9.4%. As a result of our ongoing efforts to anticipate market trends and optimise productivity across all our business lines, our operating profit held steady at 5.6% of revenue. In this context, it is not so much a milestone as a reflection of our controlled and determined pursuit of profitable growth.

### **Is internationalisation continuing at the same pace as in previous years?**

Our geographical dimension is changing. Ten years ago, when our revenue stood at €3.5 billion, we were a French leader in our industry, with a presence in a few European countries. Today, we have become a European leader, with a presence that extends beyond Europe and is steadily expanding. This year, for example, we acquired Orteng Engenharia e Sistemas in Brazil and J&P Richardson in Australia. More than 10% of VINCI Energies' business is now done outside Europe, against 6% in 2014, which is a 61% increase in one year. And we expect to reach another milestone in 2016, with business outside France accounting for more than half our revenue for the first time.




### How are VINCI Energies' markets changing?

The fields in which VINCI Energies operates gives it a unique position at the heart of two major global trends: the energy transition and digital transformation. Smart cities and regions, the industry of the future, the explosive growth in the volume of data, sustainable mobility: all these themes, which few people were talking about just a few years ago, are becoming part and parcel of everyday life for our customers. These issues go to the very heart of VINCI Energies' expertise and are involved, in one way or another, in each of the 250,000 projects we handle every year. Our Omexom brand, for instance, which now covers our entire Power & Grid activity (the smart systems upstream of the meter), is focused on electricity grid evolution. In Information and Communications Technology, we have moved up a gear by giving fresh impetus to our Axians brand, following the incorporation of Imtech ICT in 2014 and APX in 2015. In a constantly changing market, Axians now delivers expertise in software solutions, cloud and data centre solutions, enterprise networks, collaborative solutions and telecommunications infrastructure to help our customers successfully negotiate the digital transformation. Essentially, our ability to fast-track digital technology permeates all our businesses and changes everything.

### How are you deploying this dual expertise in energy transition and digital transformation?

Agility is key: our ability to seamlessly interconnect our expertise enables us to support our customers and deliver customised solutions. By way of example, in Stuttgart, Actemium and Axians have pooled their expertise in industrial processes and network security infrastructure to upgrade and secure the monitoring, control and automation systems of the city's drinking water supply network. This demonstrates our ability to meet the new expectations of our customers by combining an industrial monitoring upgrade with a cybersecurity solution for a local authority's infrastructure.

The point is that we are increasingly interconnecting our full range of expertise to deliver more and more wide-ranging state-of-the-art solutions and services. We jointly manage commercial buildings and industrial processes for the same customer; securely digitise existing infrastructure to improve its efficiency; and add new features to a public lighting system by equipping streetlights with connected sensors that facilitate city management in many other fields as well.

 The pace of change is accelerating in all our business lines. We need to translate this into benefits for our customers, by rapidly providing them with efficient, scalable solutions. This is the very essence of our work in the field and of our global strategy."

**Yves MEIGNIÉ**  
Chairman and CEO of VINCI Energies

### How is innovation expressed at VINCI Energies?

To begin with, I would stress that each of our 1,600 business units is focused on innovation. They are sufficiently agile to identify opportunities in the field and set up a collaborative approach with ad hoc partners that enables them to speed up implementation of solutions and services for the benefit of their customers. At the same time, VINCI Energies partners with incubators and start-up accelerators, providing them with a testing ground around the themes of mobility, energy and smart grids. This is what we are doing with the Startupbootcamp in Berlin, thecamp in Aix-en-Provence and the DataCity challenge with the City of Paris.

### Safety is a must for a group like yours. How is it put into practice?

Our objective remains Zero Accidents for our employees, subcontractors and all those who work with us on our sites. In 2015, we launched our Safety Week, during which we take stock of our progress initiatives to unremittably reiterate our individual and collective commitments.

# EXECUTIVE COMMITTEE

The six members of the VINCI Energies Executive Committee uphold the beliefs and values of the Group on a daily basis. Here, they recap the fundamentals.



## ENTREPRENEURSHIP

VINCI Energies is a group of entrepreneurs, alive to the challenges facing society, both now and in the future. We put our entrepreneurial drive into practice in our day-to-day work, in the changes we make to ensure that we are always able to provide the best support for our customers. We know how to bring our skills together to deal with complex projects, and offer our customers global services and processes while remaining a network of local business units."

**Yves MEIGNIE**  
Chairman and CEO of VINCI Energies

## A COMMON LANGUAGE

Transcending our cultural and technical differences, we have built a strong managerial base. It provides us with a decentralised, agile organisation, part of a common strategic project to which everyone makes a concrete contribution every year. Our major advantage lies in the fact that we have been able to develop a common language – Quartz, our management system – which is a source of consistency and strength for our Group."

**Thierry MIRVILLE**  
Deputy General Manager and  
Chief Financial Officer of VINCI Energies



### CUSTOMER FOCUS

“ In order to build a lasting relationship with our customers and partners, we are guided by the conviction that every business unit must have strong roots in its area of operations and familiarity with its customers and the challenges they face. We have always been a group of business units focused on our customers, and now we are focusing on their customers as well. Because we make a point of understanding the needs and expectations of the building end user, urban citizen and factory worker, we are in a position to recommend the right solutions to our customers.”



**Hervé ADAM**  
Deputy Managing Director and  
General Manager of VINCI Energies France



### COLLECTIVE INTELLIGENCE

“ VINCI Energies’ growth model, which has produced more than 200 acquisitions in 15 years, offers an impressive, almost permanent supply of skills and techniques. It also enables us to integrate new cultures, to broaden our horizons and to look at our businesses from another angle. Our Group strives constantly to ensure that this diversity and these capabilities are shared: it is the responsiveness of our networks of expertise, connecting people and companies, that produces our collective intelligence.”

**Bernard LATOUR**  
Deputy Managing Director  
and General Manager  
of VINCI Energies Europe



### EMPOWERMENT AND RESPONSIBILITY

“ We believe that strategic and commercial intelligence is found in the field. Empowerment and responsibility are therefore core values. They give each business unit and each employee freedom to innovate and take the initiative, and this enables them to anticipate market trends, support our customers and meet our customers’ needs.”

**Arnaud GRISON**  
Deputy Managing Director  
and General Manager of VINCI Energies  
International & Systems

### SOLIDARITY AND TRUST

“ The strength of a group is measured by what it is able to do and achieve collectively. Two values reflect particularly well the spirit that drives us: solidarity, which enables us to do better than merely combining our expertise and talent; and trust, based on transparency, which enables all our employees to give of their best, thus enhancing our collective performance.”



**Patrick LEBRUN**  
Deputy Managing Director and  
General Secretary of VINCI Energies

# KEY FIGURES



10.2

BILLION REVENUE



65,400

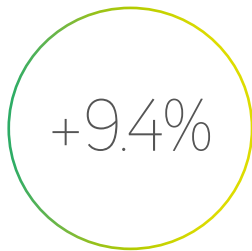
EMPLOYEES



1,600

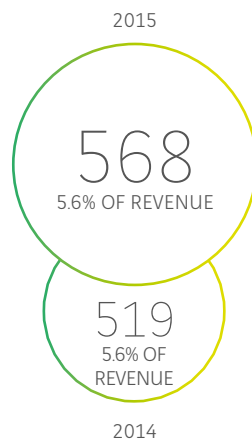
BUSINESS UNITS

## INCREASE IN REVENUE BETWEEN 2014 AND 2015



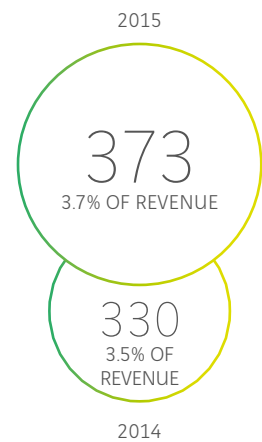
## OPERATING PROFIT FROM ORDINARY ACTIVITIES

in € millions

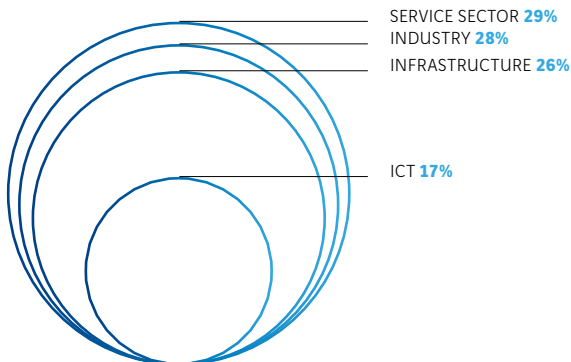


## NET PROFIT

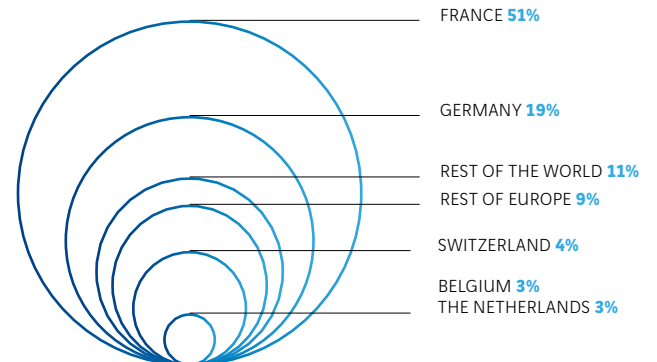
in € millions



## BUSINESS LINES

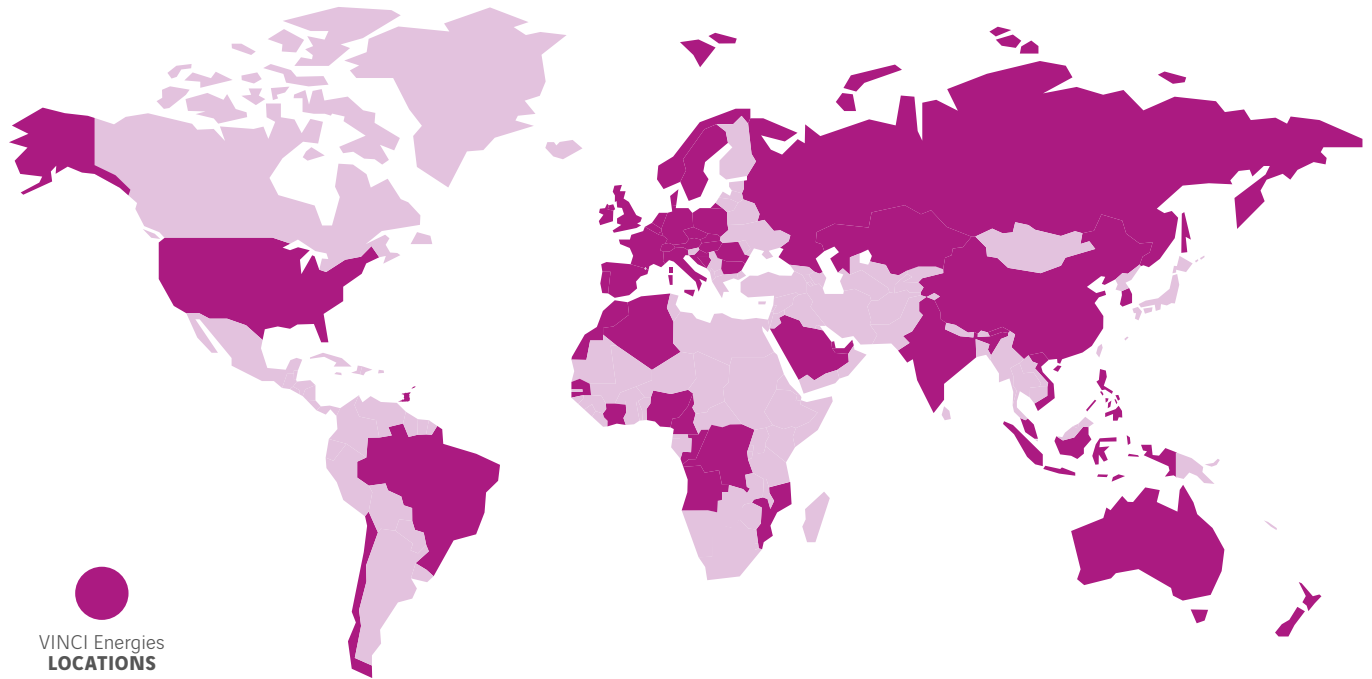


## GEOGRAPHICAL AREAS



**VINCI ENERGIES AROUND THE WORLD**

VINCI Energies also supports its customers in about 30 additional countries around the world.



**EUROPE**

- Austria
- Belgium
- Bulgaria
- Czech Republic
- Denmark
- France
- Germany
- Hungary
- Ireland
- Italy
- Luxembourg

- Norway
- Poland
- Portugal
- Romania
- Slovakia
- Spain
- Sweden
- Switzerland
- The Netherlands
- United Kingdom

**OUTSIDE EUROPE**

- Algeria
- Angola
- Australia
- Bahrain
- Brazil
- Cameroon
- Chile
- China
- Côte d'Ivoire

- Democratic Republic of Congo
- India
- Indonesia
- Kazakhstan
- Malaysia
- Morocco
- Mozambique
- New Zealand
- Nigeria
- Philippines

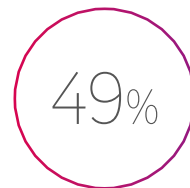
- Qatar
- Republic of Congo
- Saudi Arabia
- Senegal
- Singapore
- South Korea
- Trinidad and Tobago
- United Arab Emirates
- United States
- Vietnam



**LOCATIONS  
IN 51 COUNTRIES**



**OPERATING  
ON 5 CONTINENTS**




**OF REVENUE GENERATED  
OUTSIDE FRANCE**

# LOCAL SOLUTIONS TO GLOBAL ISSUES

VINCI Energies applies a multi-local business model based on entrepreneurship and networking of all its expertise, working closely with its customers to create value day-to-day. Operating in infrastructure, industry, the service sector and information and communication technologies, the Group's 1,600 business units are organised around five international brands – Omexom, Citeos, Actemium, VINCI Facilities and Axians – in addition to brands with a more regional identity.

## INFRASTRUCTURE


 VINCI Energies delivers comprehensive power generation, transformation, transmission and distribution solutions. It also has extensive operations in public lighting, urban equipment and transport systems:

- Power generation, transmission, transformation and distribution;
- Urban lighting, architectural lighting, festive illuminations and dynamic urban equipment;
- Equipment for urban and transport infrastructure (roads, public transport, airports and ports).

Omexom offers a comprehensive integrated range of services for the Power & Grid sector.

Citeos markets the group's lighting and dynamic urban equipment solutions and services for local authorities.

## INDUSTRY


 VINCI Energies designs integrated solutions and services for its industrial customers' factories.

- Distribution of electrical energy, industrial monitoring and control, automation, mechanical engineering, pipe systems, air treatment, ventilation and insulation;
- Industrial maintenance and related services, multi-technical and multi-site contracts.

As a participant in the move to smart industry, Actemium is dedicated to industrial processes. Operating throughout the project lifecycle, it designs, builds and maintains its customers' production facilities in order to improve their performance.




## SERVICE SECTOR

 From new installation to refurbishment, VINCI Energies' business units implement the full range of interior equipment that enables service sector buildings to meet the most demanding energy efficiency requirements:

- Energy and communication networks, heating, air conditioning and commercial cooling, plumbing, safety and security, building automation systems, fire detection and protection;
- Energy efficiency (new and old buildings);
- Facility management.

VINCI Facilities takes care of buildings, end users and the environment by offering facility management solutions that combine multi-technical maintenance, operation and services.

## ICT

 VINCI Energies provides its customers with its ICT-sector expertise as well as innovative customised solutions:

- Software solutions
- Cloud and data centre solutions
- Enterprise networks and collaborative solutions
- Telecommunications infrastructure

Axians supports its customers – enterprises, public sector, carriers and service providers – in their digital transformation and offers a comprehensive range of solutions.

## THE YEAR'S EVENTS

The VINCI Energies model combines controlled external growth, adaptability to changing markets and broad economic exposure. The growth in activity and a high level of results in 2015 confirm the model's resilience. In France, activity held up thanks to the robust performance of the industry and service sector business lines. In Europe, outside France, there was a sharp increase in orders. Meanwhile, activity outside Europe increased by 61%. This organic and external growth was driven by the acquisition of Electrix in Australia and New Zealand in 2014, and of Orteng Engenharia e Sistemas in Brazil in 2015. Good anticipation of market changes made it possible to maintain a high level of operating profit from ordinary activities. In addition, in 2015 VINCI Energies also significantly stepped up its innovation policy to expand its value creation potential over the long term.

**Lighting**  
for the Latona Fountain at the Palace  
of Versailles.



## INFRASTRUCTURE

### Energy

Activity relating to energy infrastructure, conducted mainly under the Omexom brand, which operates in some 20 countries, came to €2 billion. In France, Omexom continued its partnership with RTE under framework agreements covering construction and transformation of high voltage lines and substations. In addition to the regular works carried out for RTE, the Group also works alongside the sector's network operators and industrial players on a smart grid research and development programme aimed at developing innovative digital monitoring and control solutions for the next generation of electrical substations. Activity was given a boost by the development of renewable energies in Germany, where several major projects were undertaken to connect generating facilities to electricity transmission and distribution grids. Similar progress was also made in New Zealand, where the Electrix subsidiary will be responsible for maintaining the lines and substations for nine geographical areas for four years. In Africa, Omexom worked



on several projects in Morocco (construction and connection of the Khalladi wind farm), Mauritania (electrification of the city of Kiffa), Côte d'Ivoire (rural electrification), Mali (substation in Bamako), Senegal (substation in the Dakar region) and the Democratic Republic of Congo (fitting out substations and transformers in Kinshasa, Inga and Kolwezi). In the Middle East, Omexom continued to maintain the 900 kilometres of EHV lines interconnecting the Gulf States. Also worthy of mention are the contracts to connect three new wind farms with a combined capacity of 1,000 megawatts in the United Kingdom and Ireland.

Activity in the nuclear sector, conducted primarily in France, generated €270 million in revenue. In addition to the many maintenance operations carried out in existing plants, VINCI Energies also worked on the ITER thermonuclear fusion reactor project (implementing the huge doors to seal the reactor) and the CHEOPS platform in Cadarache, as well as on dismantling a silo at La Hague. In the UK, the Group will work on the construction of two EPRs at the Hinkley Point site (ventilation).

Despite the cuts to local authority budgets, lighting and urban equipment activity, covered by the Citeos brand, held up well in France. The market is underpinned by the need to renew ageing urban lighting systems and the prospect of saving energy by installing new equipment.

Citeos won an eight-year street lighting contract in Grenoble (19,000 light points), which includes an energy consumption reduction target of at least 50% over the period. Activity progressed at a sustained level in the urban video surveillance market, thanks to the award of some ten projects – the biggest in Marseille, for 372 cameras – and in the market for installing electric vehicle charging points, especially in the Cher, Côtes d'Armor and Aisne departments. Citeos also carried out successful architectural lighting operations in several sites, including the Palace of Versailles and the Château de Vincennes, Strasbourg Cathedral, the Lafayette bridge in Lyon and the Old Port of Marseille.

In New Zealand, the expertise of Citeos and the power systems experience of local subsidiary Electrix were instrumental in winning the urban lighting contract for the northern and western areas of the city of Auckland. Electrix will manage a network of

37,000 light points over a period of four years, gradually developing it into an energy-efficient, connected, smart lighting system. Finally, activity held up well in the rural electrification market, a longstanding VINCI Energies core business in France.

#### **Transport**

In a sharply contracting French market, activity was underpinned by the construction of the SEA high-speed rail line, for which VINCI Energies' Superstructure and Energy sub-groups designed and built the overhead line and power stations. This project generated revenue of more than €200 million in 2015. VINCI Energies is also taking part in VINCI Concessions motorway projects in Russia (Moscow - Saint Petersburg motorway) and Canada (Regina Bypass). Alongside VINCI Construction Grands Projets, VINCI Energies is also working on the new Lusail light rail transit system in Qatar, installing the ventilation and electrical systems for the underground stations. In France, the motorway access regulation market generated business activity in the Greater Paris area for VINCI Energies and Eurovia, which are equipping all access ramps with traffic lights, pre-signalling panels and pavement loops designed to smooth traffic flow.

In addition, VINCI Energies carried out several tunnel upgrade projects in Switzerland.

## INDUSTRY

Despite a general trend towards reduced industrial investment, VINCI Energies maintained a high level of activity (€2.9 billion, i.e. 28% of the Group's revenue) through its Actemium brand. The extensive international coverage of this multi-specialist brand made it possible to maintain growth despite some disparities from country to country. The slight slowdown in France was offset by growth in Northern and Central Europe, the UK, Switzerland and Austria. Similarly, the rebound in activity in certain segments such as the automotive sector in France, coupled with buoyant demand in Western Europe in the food processing, chemical, pharmaceutical and logistics sectors, made up for falling demand in the oil, gas and mining sectors.

The Group also owes its resilience to its position as a turnkey provider for its customers' processes, which enables it to help customers to optimise and establish their production facilities both locally and globally – an approach that meets the needs of major industries such as the automotive sector, which the Group has been helping to grow internationally by providing support from their European bases. For example, Actemium drew on its European and Brazilian entities to build a truck assembly line for Mercedes-Benz in its Juiz de Fora plant in Brazil.

In addition to collaborations within Actemium itself, synergies with the business line's other brands and business units help to expand the Group's range of solutions and services and, consequently, grow the business. A joint venture made up of six business units was chosen by the French CEA to operate and maintain the electrical and electromechanical systems in four of its centres. Industrial process digitisation also encourages synergies: in Germany, Actemium and Axians have signed a contract with Netze BW to upgrade and secure the monitoring, control and automation systems of Stuttgart's drinking water networks.

Other highlights of 2015 include: in the aeronautics sector, delivery of the new A320 and A321 assembly line for the Airbus plant in Hamburg, Germany; in chemicals, in France, the maintenance contract for the Borealis plant in Grandpuits and installation of a production traceability solution developed by Actemium in the BASF plant in Gravelines; in pharmaceuticals, renovation of GSK's vaccine manufacturing plant in Wavre, Belgium; in the food processing sector, fitting out the plant of the Südzucker Group in Zeitz and Gebrüder Klehn in Apensen, Germany; in the automotive sector, renovation of the PSA stamping plant in Mulhouse, France; in the mining sector, engineering and systems works for an open-cast mine in the Ekibastuz region of Kazakhstan.

In the oil and gas industry, the renewal of maintenance and service contracts softened the impact of the sharp contraction in investment by industry leaders. Moreover, major projects launched before the oil price collapsed are still going ahead, such as construction of the Ichthys platform in South Korea, for installation off the coast of Australia by 2017. Activity carried out for state companies in the Middle East and Indonesia remained sound. Examples include the telecommunications equipment maintenance contract for four Total offshore platforms in Angola, and the contract for a new section of gas pipeline in the north of China.

**A large part of Actemium's business**  
involves building and installing automation  
solutions for industrial sites.



**The facility management services**

provided at the head office of Clarins in Paris, France, has been designed to achieve BREEAM In-Use® certification.



**SERVICE SECTOR**

**Engineering and works**

The Group's revenue came in at €1.9 billion in 2015. In France, where the sector accounts for 40% of total activity, there was a balanced spread between core business operations, particularly in energy renovation works, and new construction projects and major renovation works. In this market, VINCI Energies business units are able to capitalise on their ability to deliver both large and complex projects and to provide the full range of technical trades within macro works packages in response to a growing demand from project owners.

The year saw the continuation or delivery of important projects carried out with VINCI Construction: in the Greater Paris area, the Head Offices of SFR in Saint-Denis and Veolia in Aubervilliers; the In Situ and New Vélizy office complexes in Boulogne-Billancourt and Vélizy-Villacoublay respectively; the Meliá Hotel in La Défense; and the major renovation of the eastern sector of the Jussieu campus in Paris. In the French regions and Overseas France, projects included the new Grand Stade stadium in Lyon and hospitals in Chambéry, Savoie and Koutio, in New Caledonia. The Group was involved in other major projects such as the Cœur d'Orly development, near Orly airport in Paris; Green Corner in Saint-Denis; the Dassault Systèmes Campus in Vélizy-Villacoublay; the Athena Tower in La Défense, and the restoration of the Musée de l'Homme in Paris. Major orders placed in 2015 will support activity over the next few years, including – in synergy with VINCI Construction – refurbishment of the La Samaritaine building and the Fontenoy-Séguir complex in Paris; construction of the Trinity Tower in Paris-La Défense and the Airbus Group University Campus in Toulouse-Blagnac; extension of the Nausicaa National Sea Centre in Boulogne-sur-Mer and the refurbishment of the Rangueil hospital in

Toulouse. Outside France, activity remained stable in Belgium thanks to ongoing projects, including the new NATO headquarters and the Residence Palace complex for the European Council in Brussels, and new contracts with the University of Antwerp, the Chirec hospital in Auderghem and the Sint-Maarten hospital in Mechelen. In Switzerland, business remained brisk thanks to regular work for major pharmaceutical companies; in particular, Roche entrusted four of the Group's Swiss business units with installing the electrical systems in two buildings at its Kaiseraugst site. Also worthy of note is the contract for the electrical works at the Regional Science & Innovation Centre at the University of Canterbury in New Zealand.

**Facility management**

VINCI Facilities operates in a growing market, where development is in line with its positioning. Companies want to gain more control over their occupancy costs by merging the services entrusted to integrated facility management operators, thus combining technical expertise and service management. They are also awaiting new data analysis tools to enable them to gauge the extent to which their premises are actually used, in order to assess the sustainability of their technical facilities and to guide their property management strategy. Building on the new digital technologies, VINCI Facilities is pursuing a policy of innovation by involving its clients in experimental projects. Several significant projects were signed or renewed in 2015.

**High-density Wi-Fi equipment**  
in Galeries Lafayette's three stores on the  
Boulevard Haussmann in Paris, France.

In France, there was the operation/maintenance contract for 33 Crédit Agricole SA buildings in the Greater Paris area; the overall facility management of the new headquarters of Air Liquide in La Défense, as well as the headquarters and training centre of Honda France, and the buildings belonging to the I3F public housing authority. The Gironde Departmental Council also entrusted VINCI Facilities with an energy performance contract for nine socially-oriented sites, with a view to achieving energy savings of 25% over the next eight years. Since it was commissioned in May 2015, VINCI Facilities has also been tasked with the operation and maintenance of the Matmut Atlantic stadium in Bordeaux, built and managed by VINCI as part of a Public Private Partnership.

VINCI Facilities operates in some 20 countries around the world. In Germany, its longstanding partnership with the US Army continues at both the German sites and new external locations (network of schools in Europe, the Baltic countries and Djibouti). A contract was signed with Hansainvest for the overall facility management of 34 buildings in the north and west of the country. In the Benelux countries, partnerships were launched with the Brico chain (55 stores in Belgium and Luxembourg) and with the FrieslandCampina dairy cooperative (12 production sites in the Netherlands).

## **INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)**

Sales in this sector jumped by 51% thanks to the full year impact of the acquisition of Imtech ICT in late 2014. Its geographical coverage in Europe (The Netherlands, Belgium, Germany, Austria, Sweden, and United Kingdom) and its expertise in systems infrastructure and applications (servers, data storage and business applications development) complement those of the Group's business units. In April 2015, all VINCI Energies ICT solutions and services were brought together under the Axians brand. With expertise in five sectors (software solutions, cloud and data centre solutions, enterprise networks and collaborative solutions, telecommunications infrastructure), the new entity now supports telecom operators, local authorities and businesses throughout the project process, from upstream consulting and design to downstream rollout, integration, commissioning, maintenance and operational



support. The external growth momentum continued into 2015 with the acquisition of APX (with 2015 revenue of €133 million and 360 employees), one of the market leaders in cloud building in France (storage, servers, networks and virtualisation), and the acquisition in France of Quadix (systems integration, managed services and cloud services).

In France, Axians strengthened its partnership with Orange and Free, partially offsetting the effects of SFR's reduction in investment, and won new contracts for the installation of superfast fibre optic networks in the Isère, Ardèche, and Drôme departments, in an extension of ongoing operations (Somme, Manche and Haute-Savoie). In Germany, business remained brisk in the network operator and infrastructure market, thanks to a partnership with Deutsche Telekom. New data storage contracts were won with the Edeka and Festo AG groups. In the Netherlands, Axians continued to work on the Eindhoven AiREAS project, which provides real-time air quality information through a network of sensors installed throughout the city. Axians was also entrusted with rolling out an infrastructure network in six municipalities in the Dordrecht urban area, and with the management and maintenance of the computer network of the province of South Holland. In Poland, Axians was selected by HFC Systems to install a fibre optic network serving 3,000 sites in the west of the country.

## OUTLOOK

The year-end order book points to stable revenue in 2016 on a like-for-like basis. In Europe, the expected downturn in the French market should be less pronounced than in 2015, and offset by better prospects in other EU markets, where the order books are filling well. Beyond Europe, our international activity is expected to stabilise, on a like-for-like basis, at the high level achieved in 2015. Underpinned by a sustainable growth model that encourages the integration of new business units and fosters the controlled expansion of its solutions and services and its networks, VINCI Energies will continue to pursue its international expansion policy focused on high potential sectors and countries.

Beyond the immediate economic environment, all VINCI Energies businesses are supported by favourable underlying trends.

More specifically, its teams' ability to take on board and rapidly disseminate technological innovations enables VINCI Energies to accelerate its growth, focusing on two major transformations faced by its existing and prospective customers. The energy transition will generate massive investment in energy infrastructure reconfiguration and the thermal renovation of buildings. The combined demographic, mobility and climate change challenges will drive the renewal of urban facilities and transport

infrastructure. Industrial companies will continue to optimise their processes and address a growing number of issues relating to productivity, flexibility, and the environmental impact of their operations.

At the same time, all VINCI Energies business lines are affected by the digital revolution. Growth in the ICT sector, where business has doubled over the last three years, is part of this trend. VINCI Energies will be able to capitalise on its wide-ranging expertise in information and communications technology, not just with customers of the Axians brand, but with those of all its business units, thanks to the development of cross-cutting solutions and services. With the added benefit of an innovation policy that is open to VINCI Energies' external partners, these solutions and services will support the emergence of a new generation of smart infrastructure, buildings and production sites.

Open to the world,  
VINCI Energies is engaged  
in collaborative approaches  
generating innovation.





# LISTENING, SHARING, CO-INNOVATING

VINCI Energies' robust business model is particularly in evidence in innovation and co-working. VINCI Energies teams are in permanent touch with their customers and their ecosystems, share their best practices and spearhead the specification and rollout of new technologies. The Group is engaged in collaborative programmes with a wide variety of partners that are designed to accelerate the operational implementation of solutions and services that put innovations into practice and translate them into tangible benefits.

# JOINT VIEWS

The third industrial revolution, with its digital transformations and energy innovations, is changing our lives as well as that of businesses. Lydia Babaci-Victor, Director of Development and Innovation at VINCI Energies, and Lionel Roure, a researcher at CNAM, discuss the meaning of innovation.

## What does it mean to innovate?

**Lionel Roure:** To innovate means assimilating the best of scientific and technical know-how into a particular product or service in order to improve user satisfaction. We live in incredibly innovative times! Today's innovation is taking place inexorably at lightning speed.

**Lydia Babaci-Victor:** Digital transformation and energy transition are impacting all our businesses. It is up to us to change and evolve. In a group like ours, it's a necessity: we cannot confine ourselves to problem-solving; we also need to come forward with new ideas.

## Within a company, what are the consequences of this change?

**L.B.-V.:** There are several consequences. Digital technology is radically changing access to information, making it circulate faster, encouraging discussion, even over great distances. This affects the way we live, requiring us to be more proactive and agile, more flexible in this changing world. The speed of change is an upheaval for our routines... but often a positive one. In 2015, we visited, together with the Executive Committee, the Cisco Open Innovation

Center in Berlin: it's a fantastic place where the American company shares a number of intellectual and technological resources with its customers. The aim is for everyone to take advantage of the discussions and the work done together, which speeds things up.


## Is open innovation the key to success?

**L.B.-V.:** Co-innovation benefits all companies that engage with it: as a business model, it's revolutionary. With regard to the new industrial France, we are thinking – alongside other major groups (Dassault, Safran, Peugeot, etc.) – about what tomorrow's factories will be like. We are focusing resolutely on shared innovation.

**L.R.:** It was Henry Chesbrough who put forward the theory of open innovation. But we always innovate openly. Besides, the main periods of innovation have always been historic periods during which there was a lot of trade between countries: it was true of the Renaissance, as it was between 1880 and 1910, during the Universal Exhibitions. In the 20<sup>th</sup> century, the major companies have tended to adopt the opposite approach: they set up R&D centres and prospered thanks to patents. But when we rely too much on our internal strengths, we miss out on innovation – which is all around us! Today, open innovation is making a strong comeback and companies are trying to make inroads beyond their area of expertise: it was not a coach manufacturer who invented the car, or an eyewear manufacturer who invented Google Glass! BIC makes phones with Orange and interactive tablet computers with Intel. There are lots of such initiatives.

## Who brings innovation to the world?

**L.B.-V.:** We are shaping this changing world. This active approach must guide us, especially with regard to our customers. We want to meet the challenges with them and involve start-ups and academia. That's what we did with Snecma when we invented a "cobot" that extends an action performed by a worker. At VINCI Energies, we have no R&D centre, but our employees are potential innovators.

 To innovate, it is not enough to keep a technological watch: a company needs to be on constant alert, and must not hesitate to share information."

**Lionel ROURE,**  
Lecturer at CNAM, Researcher in Management  
and Innovation Marketing





“We need to practise open innovation at every level: within the Group, between our business units and our employees, but also with our external partners.”

**Lydia BABACI-VICTOR,**  
Director of Development and Innovation  
at VINCI Energies

To stimulate this creative energy, we organised a “hackathon” at the Startupbootcamp in Berlin. And we are partners of the camp, the forthcoming digital campus that will open near Aix-en-Provence; an ideal setting to think at a very early stage, at academic level, about tomorrow’s solutions for a smart city.

**L.R.:** Innovation is within almost everyone’s reach. On the web, innovation platforms have produced some amazing results. Lego largely owes its recent strong growth to the inventiveness of a crowd of web-surfers. This is also true of Apple. I am also thinking about the proliferation of open innovation spaces. For example, TechShops are mini-factories that can manufacture all sorts of products, from the simplest to the most sophisticated, for a few dozen euros per month. In the current industrial revolution, VINCI Energies is well placed to succeed: the time is ripe for small agile units that are capable of generating breakthrough innovations. To sum up, I would say that it is no longer enough for a company to keep a technological watch; it needs to be alert and ready to connect with others to invent new products or services.

**L.B.-V.:** I agree with your analysis. We must make the most of our ecosystem and move forward with it. The smart grids of tomorrow will allow for electricity to be stored locally in Nantes, where we are working on a flywheel project for electric vehicles. Internationally,

we also partner with two start-ups that have invented a connected headset which enables an employee to work in an enhanced way and – why not? – to communicate remotely with an expert if necessary.

#### **What are the next steps for VINCI Energies? And for innovation in general?**

**L.B.-V.:** In addition to the innovative mindset that we encourage in our employees, we want to invest in start-ups with which our business units can develop a joint industrial project that will enable us to broaden our portfolio of innovative solutions and services for our customers by being more proactive. We are currently looking into three investment projects in France and abroad in the field of Big Data and augmented reality.

**L.R.:** The consumer’s desire for customisation means that we have to work on a short timeframe using small production lines. And this can only be done in close connection with people. It’s conceivable that in future, many activities will be moved closer to consumers. This is a great prospect.

**L.B.-V.:** I think so too. Innovation is going to transform our lives. 3D printers and telemedicine are already doing so. A group such as VINCI Energies is at the heart of these movements: it is not set apart from society or politics or academia.

**L.R.:** People don’t want flashy innovation. Innovation will only be accepted if it really improves their everyday lives.

# INNOVATING WITH OUR PRIVATE PARTNERS



\$300 bn

Projected figure for  
the **smart buildings** market in 2022  
*(Machina Research, 2014).*



1.3 m

Number of **robots** operating  
in factories across the globe by 2018  
*(International Federation of Robotics, 2015).*



**Thierry BERTHOMIEU,**  
Director of the Copernic  
Thales programme

Thales and VINCI Facilities have joined forces to create BIM FM Lab, a co-innovation process for the facility management of the Thales Helios campus in Vélizy-Villacoublay. VINCI Construction built the 49,000 square metre site for Foncière des Régions in accordance with BIM (Building Information Model) principles: a highly detailed digital model is shared by all operators working on the same project. In close cooperation with VINCI Facilities and under the leadership of David Ernest, the Director of Innovation & Energy at VINCI Facilities, we set up a think tank (BIM FM Lab) to work on this digital model. The aim is to assess the contribution BIM can make to the facility management of the future. The digital model is tailored to the needs of facility management and will soon be interfaced with the more traditional CMMS (Computerised Maintenance Management System). The upshot is that the facility manager works better: our service is more responsive and digital archiving of completed tasks is improved. A 'BIM FM manager' has also been appointed. In 2016, we will be looking into space planning (optimisation of square meterage), augmented reality (goggles or tablets), geolocation, etc. Our VINCI Facilities partner is reinventing facility management with us!"



## SNECMA

Improving industrial processes through cobotics

Actemium Poissy has designed a smart arm or “cobot” for the Snecma factory in Gennevilliers near Paris, which manufactures jet engines. Until now, a worker had to move the extremely heavy parts manually from the furnace to the press that shapes the parts for the reactor. He is now assisted by a cobot that enhances the movement, leaving him in control of the operation from start to finish. Cobotics helps reduce musculoskeletal disorders for operators, while improving production quality.

## SMART HELMET

Industry 4.0 project becomes a reality!

In partnership with high-tech companies Daqri and Augmensys, Actemium provides solutions to bring augmented reality projects to fruition in the industrial sector. The technology includes a built-in 360° camera, sensors, and real-time information about process flow and safety. Smart Helmet is now available and will make it possible for plant operators to optimise operations by working hands-free. With this technology, Actemium offers specific solutions to Industry 4.0 and supports its clients on the path towards their digital future.



# INNOVATING WITH OUR PUBLIC PARTNERS



50 bn

Number of **connected devices**  
expected by 2020  
*(Cisco – The Internet of Things).*



\$24.6 bn

Expected revenue generated  
by the **big data** market  
*(Cabinet Transparency Market Research).*



**Jean-Pierre GORGES,**  
MP and Mayor of Chartres

Over the last 12 months, Chartres and its suburbs have been working on their Smart City project to make everyday life easier for its residents: smart lamp posts, a connected mini weather station, fullness sensors for waste containers, real-time parking information, securing pedestrian crossings, etc. All these things help to optimise urban facilities and make the city more liveable. The focus is on cost savings, which are used to fund the investment. The trial phase, which was designed with our partners Citeos, the SysPlug start-up and the software publisher GiSmartware, is now coming to a close. It has enabled everyone involved to fine-tune their solutions and their ambitions, and the Smart City is expected to be rolled out in 2016. We advocate partnerships as an endogenous development strategy, in order to manage several large investments at the same time. This is particularly the case with our forthcoming 'City of Innovation' project: by making it easier for innovative companies to set up in our region, we can keep a close eye on digital R&D progress. 2016 will be the year our 'smart territory' emerges definitively."



## VIVE

### Developing smart grids

SDEL Contrôle Commande, a VINCI Energies business unit based in Nantes, is considering using flywheel technology for its future electric vehicle charging stations (VIVE). This collaborative R&D project aims to provide an innovative solution that will facilitate fast charging for electric vehicles, while limiting the impact on the grid. The VIVE project was awarded the MOV'EO label – MOV'EO being one of the 71 competitiveness clusters that are genuine drivers of growth and employment for the France of tomorrow – and then received funding from the Single Inter-Ministry Fund (FUI). The fund was set up to support applied research projects to develop products or services that are likely to be on the market in the short to medium term, generally five years.

## DATA CITY

### What will the city of tomorrow look like?

VINCI Energies is a partner of the City of Paris through the DataCity programme, helping to create innovative solutions that use the city's data. Nearly 200 startups responded to this call for projects, which is intended to help build, trial and develop solutions to the major challenges facing the city: mobility, energy, urban management, and the environment. Some of the data made available to the participants come from the connected sensors installed by VINCI Energies in the Place de la Nation. This enables the Group to expand its Big Data solutions and services in a two-pronged approach focusing on open innovation and partnerships with the public authorities.



# INNOVATING WITH OUR ACADEMIC PARTNERS



1 to 1.2 bn

Number of tonnes of CO<sub>2</sub> avoided every year  
thanks to the use of **renewable energy**  
(solar and wind) by 2025  
*(McKinsey Global Institute, 2014).*



10 to 15%

Reduction in the cost of treating  
chronic diseases by 2025  
thanks to **air quality** monitoring  
*(McKinsey Global Institute, 2014)*



**Olivier ALBESSARD,**  
Director of the Actemium brand

Through its Actemium brand, VINCI Energies partners with a number of universities, schools and research institutes. For almost three years now, we have been doing innovative work at the PS2E (Paris-Saclay Energy Efficiency) research institute. Working alongside big names such as Total and Air Liquide, one of the projects we have delivered is a 'systemic' diagnostic energy tool that is greatly appreciated by manufacturers! In the Netherlands a few years ago we set up Edulab, an educational laboratory that welcomes numerous students to Actemium, where they are able to train and think about the processes of the future with us. We are also present at Euratechnologies, an incubator in the Lille metropolitan area, where we have just launched an Actemium start-up that will enable us to work with a number of researchers. Furthermore, we will be a partner of the FactoryLab co-innovation platform to envisage the Industry of the Future, an initiative introduced by France's Minister for the Economy, Emmanuel Macron. We will be thinking in particular about human-machine interfaces and robotics. Finally, as a major employer, we follow the students closely via our VINCI Energies campus managers. We also sponsor engineering school cohorts, as we did recently with Ense<sup>3</sup> in Grenoble."



## PARISTECH

Imagining the buildings of the future

Until 2018, VINCI will be providing €4 million in funding for the Chair in Eco-design of Buildings and Infrastructure, supported by three engineering schools (Mines ParisTech, Ponts ParisTech and AgroParisTech). VINCI Energies is guiding doctoral research on large-scale networks, smart grids and the energy performance of buildings. Students also have the opportunity to trial their work at various industrial plants and with VINCI Energies customers in a win-win partnership!

## EINDHOVEN

Collective intelligence to improve air quality

Axians is involved in the AiREAS project, which provides real-time air quality measurement in the city of Eindhoven in the Netherlands. On their smartphone, residents can see the key data for pollution (ozone, fine particles, etc.) and make an informed decision as to whether or not to go for a walk with their children or go jogging. The information is collected by sensors installed throughout the city. AiREAS is the fruit of a partnership between the city authorities, the university and local businesses. This open innovation, driven by the inventiveness of the research world and the expertise of Axians, takes the smart city from the drawing board to reality.



In 2015, the Académie  
VINCI Energies provided  
customised training for nearly  
12,000 employees.







# TAKING RESPONSIBLE ACTION

The Group's social and environmental initiatives, which reflect its diversity and wealth of human resources, put our commitments into practice. These initiatives are devised and implemented locally according to local training, health and safety and community outreach issues and needs. In focusing on its values of responsibility and solidarity, VINCI Energies encourages engagement by its employees, who stand for and implement the Group's determination to conduct its business responsibly, ethically, safely and with the interest of future generations in mind.

# HEALTH AND SAFETY

Safety is a priority for VINCI Energies, which has set itself the Zero Accidents goal. The Group keeps a very close watch on safety indicators and implements an ambitious employee awareness and training programme in order to ensure that attention to personal safety and that of colleagues becomes second nature.

## DIALOGUE HELPS US TO WORK IN SAFETY

“This first edition of Safety Week has enabled us to launch a dialogue on safety within the company. The dialogue approach provides a better way of persuading people of the need to act for safety. The participants, some of whom came from other sites, understood that this is a collective issue. The most positive result is that we now see a growing number of employees alerting their managers to dangerous situations. They also come to us increasingly to suggest solutions. We are moving into an open communication phase. Risk situations are no longer just part of the territory; everyone is aware of the need to prevent them.”

**Steven DE BACKER,**  
Business Unit Manager, Actemium Maintenance Chemical  
Antwerp (Belgium)



## REWARDING BEST PRACTICES

“For the management team at the VINCI Energies nuclear division, safety is a priority. In 2015, it created the Tim Challenge to mobilise the division’s 1,800 employees around innovative activities and sites with an exemplary safety record. Actemium Projets Nucléaires France won a Golden Tim for its work on road hazard prevention. Throughout the year, awareness-raising activities and driving behaviour monitoring were carried out. During a dedicated road safety day, employees took part in workshops and group discussions. The impact has already been very positive, with speeding and mobile phone use at the wheel both down on previous years. A best practice handbook will be published in March 2016 and distributed to all employees to help them make progress in safety. Now we need to keep this in-house mobilisation at a high level.”

**Hélène MAZZONI,**  
Business Unit Manager,  
Actemium Projets Nucléaires France (France)



**SAFETY TRAINING FOR NEW EMPLOYEES**

Like all new recruits at VINCI Energies, I took part in a four-day safety training programme as soon as I arrived at the company. After an orientation phase to familiarise us with the Group, its business units and occupational safety legislation, we engaged in emergency training drills. This initially involved analysing fires, accidents and natural disasters in video format, then practising under real conditions as of the third day. I learnt how to use the most usual fire extinguishers. We then went on site, wearing the appropriate personal protective equipment: helmet, safety shoes, goggles, gloves, safety clothing and we ran through all the existing hazards. I learned how to identify risks and to select the most suitable PPE to ensure a safe workplace environment. The other main takeaway was that safety is a matter of reciprocity."

**Iulian CHIRAN,**  
Engineer at TIAB HVAC (Romania)

**REGULAR TESTING TO RAISE EMPLOYEE AWARENESS**

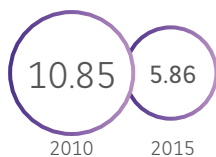
In 2013, we initiated our programme on alcohol and drugs in the workplace and carried out an awareness-raising campaign for all employees. At Omexom Thiers-Saint-Étienne, which specialises in building and maintaining HV and EHV power lines, our employees are faced with dangerous situations in their day-to-day work. We therefore decided to regularly test for alcohol and drug consumption, particularly after lunch. As a QHSE coordinator, I was responsible for explaining these measures on the worksites and for carrying out the first tests. We started by letting employees know when we would be testing, and in 2016 we began to conduct the tests without advance warning. When a dialogue is initiated at the same time, the tests gradually raise awareness of these issues among our employees, both young and less young."

**Lionel LACROUX,**  
QHSE Coordinator at Omexom  
Thiers-Saint-Étienne (France)

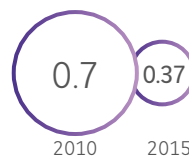


HEALTH AND SAFETY INDICATORS

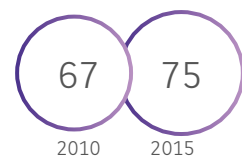
**FREQUENCY RATE**



**SEVERITY RATE**



**% OF BUSINESS UNITS REPORTING ZERO ACCIDENTS**



# HUMAN RESOURCES

The role of the Académie VINCI Energies is to disseminate knowledge, expertise and self-management skills. It is a collective dynamic at the heart of the Group's managerial and human resources project. The many partnerships formed with educational institutions and the close relations the Group maintains with students are equally essential to the development of VINCI Energies.

## TRAINING SOLUTIONS TO MEET THE OIL & GAS SECTOR'S NEEDS

The Actemium Oil&Gas training centres, which are predominantly situated in Africa, offer the major Oil&Gas industry operators the possibility to train their personnel in Operations and Maintenance disciplines for onshore and offshore activities. Since the first centre was created 10 years ago, hundreds of technicians have successfully passed through our system, based on a catalogue of some 60 training programmes. Through our OPITO (Offshore Petroleum Industry Training Organisation) certification, our training programmes are suited to the stringent requirements of an industry in constant evolution. This is an essential success factor, since our customers send their personnel for courses that can last up to two years. The high quality required by the industry is the driving force which moves us to adapt our courses to keep pace with our customers' needs."

**Martin HOLT,**  
Business Unit Manager, Actemium Oil&Gas Training (France)



€87m  
**INVESTED**  
in training in 2015



69%

**OF VINCI ENERGIES EMPLOYEES**  
attend a training course each year





### ON-SITE TRAINING FOR MORE PRACTICAL LEARNING

In June 2015, three Paumier trainers came to our Boulogne-Billancourt site to train six of our staff (electricians and mechanics). Paumier is VINCI Energies' refrigeration network specialist, and a longstanding contractor of Bateaux Parisiens for the maintenance of air conditioning systems, looking after all the equipment installed on 25 of our vessels. Unlike conventional training programmes, the session that I attended was provided on site, so we were able to focus on handling equipment that we are used to working with. Another advantage is that the training we were given was customised – genuinely tailored to our requirements with no need to leave the workplace – thus providing real efficiency gains."

**Kévin GUICHEMERRE,**  
Diesel mechanic at Bateaux Parisiens (France)



11,300

**TRAINEES**

attended the Académie VINCI Energies in 2015

### IN-HOUSE CERTIFICATION INSTITUTE

Established in 1998, IFAT (Institute for training and technical assistance in non-destructive testing and metallurgy) certifies operators in non-destructive testing methods such as radiography, ultrasound and magnetic particle inspection. The Institute follows the specifications of the French Committee for non-destructive testing, which are based on ISO 9712. In 2015, the Institute became a full subsidiary of VINCI Energies, enabling the Group's nuclear division to enhance its range of solutions and services and to have an in-house training organisation. In addition to providing services and selling equipment, the division is now able to train and certify technicians. This is a key initiative for VINCI Energies, because nothing can happen in the nuclear industry unless it has certified operators. Along with aviation, it is currently the most stringently regulated sector."

**Valérie KOEHL,**  
Business Unit Manager, IFAT (France)



## IDENTIFYING AND TRAINING PROMISING STUDENTS

 The WMG Academy in Coventry, which trains British engineers, plans to boost the technical skills of its students by involving companies in helping to design and teach the classes. VINCI Energies is sponsoring the course on Systems Control, one of the Group's areas of industrial expertise. We designed a course that is being given starting this year. About 20 students use a simplified kit to design, build and programme a system. Our focus is on the long term – it will take several years for these students to graduate and enter the job market, but the partnership enables us to identify promising talent early on, against the backdrop of a labour market in which technical skills are in short supply. We offer them internships or even apprenticeship contracts, and later on jobs in our companies. In the 2016-2017 school year, we plan to roll out this type of partnership at other universities to raise VINCI Energies' name recognition in the UK."

**Philippe GUÉRIN,**  
Director within the VINCI Energies UK &  
Republic of Ireland division



## SPONSORING THE ENGINEERS OF THE FUTURE AT ENSE<sup>3</sup>

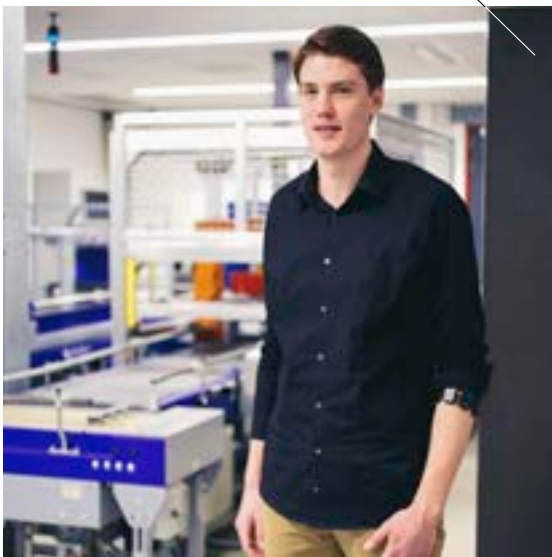
 VINCI Energies sponsors the incoming cohort of Ense<sup>3</sup> students (Engineering School for Energy, Water and Environmental Sciences) who will graduate in 2018. This project started with a meeting with Yves Meignié, a former student of the school, and the realisation that VINCI Energies has been recruiting our engineers for a long time, and in increasing numbers. This partnership has enabled us to build a common history and a relationship of trust. Being sponsored by a world leader in the energy sector is also testament to the quality of our training. In autumn 2015, our students were able to explore the Group's brands and they will be supported by VINCI Energies employees throughout their three years of study. This gives them an opportunity to enhance their operational skills and familiarise themselves with the Group's business activities, but also to develop entrepreneurship."

**Yves MARÉCHAL,**  
Director of Ense<sup>3</sup> (France)

## SUPPORTING INNOVATIVE STUDENT PROJECTS

I found out about Edulab through Actemium, which supported my second-year project. The educational test laboratory was set up by the brand and specialises in automation for the industrial sector. As an intern, I was able to learn under real conditions and to practice on state-of-the-art equipment and complex systems in reduced format. I especially enjoyed being able to work autonomously and familiarise myself with new techniques while receiving constant support. The internship also gave me an opportunity to implement a project that I had developed myself. I designed the object on a computer and then breathed life into it in the laboratory."

**Tom VAN DER WIELEN,**  
Student at ICT&Technology (The Netherlands)



6,000

**UNLIMITED-TERM CONTRACTS**  
signed in 2015



4,200

**STUDENT INTERNS**  
recruited in 2015



43%

**OF TOTAL RECRUITS**  
were under 30 years of age

# FONDATION VINCI POUR LA CITÉ

Since 2002, the Fondation VINCI pour la Cité has been sustainably assisting local communities by supporting projects promoting social or professional integration. Many VINCI Energies employees are personally involved in the work of the associations and help them to obtain funding to continue their activities.



## TAKING ACTION TO INTEGRATE YOUNG PEOPLE

Since 2010, the Réseau Étincelle association has been helping young people without a diploma enter the job market. We help them identify their interests and put together a plan. We offer them an immersion programme: for nine days they visit companies, explore jobs and meet managers who also have an atypical career path. The association was sponsored by a VINCI Energies employee who submitted the proposal to the Fondation VINCI pour la Cité. Ultimately, the foundation awarded us a €10,000 subsidy to buy 16 laptop computers for use in the training programme. Local VINCI Energies business units host the training in their premises and hold workshops to simulate job interviews. Half the young people we have supported have found a job and some of them have even founded their own companies."

**Sylvain BREUZARD,**  
Founder and president of the Réseau Étincelle association and head of Norsys (France)

## SOCIAL INTEGRATION OF TROUBLED YOUTH AS PART OF AN ECOLOGICAL PROJECT

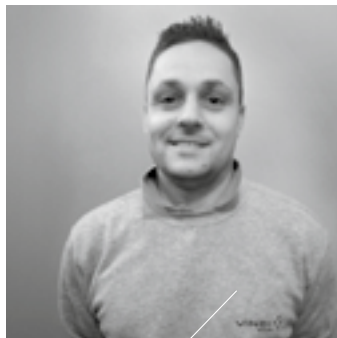
The Naturschutzbund Deutschland (NABU)\* works to rehabilitate young offenders by means of employment contracts with an educational purpose. The participants are made aware of environmental protection issues and receive training in horticulture and forestry. The project is sponsored by a manager from VINCI Energies Deutschland Industrietechnik. In 2015, these young people helped to complete the Großes Moor ("Great Marsh") renaturation project in the district of Gifhorn (Lower Saxony). The Fondation VINCI pour la Cité funding was used to provide participants with a vehicle, tools and work clothes, and mentoring sessions were also provided by Actemium. The funds raised in 2015 helped to recreate heathland that shelters many rare and endangered animal species."

\* German Federal Association for the Protection of Nature and Biodiversity.

**René HERTWIG,**  
Leader of the Großes Moor project, NABU, Gifhorn district federation (Germany)







**ORGANISING VOLUNTEERS TO SERVE THE COMMUNITY**

“The Racynes association works to promote the social inclusion of young people and adults with social integration problems by involving them in community projects. Housing construction and renovation is one of the main areas in which the volunteers help out. As a sponsor of Racynes, I provide technical support during the construction phase and I supervise the participants’ work. In September 2015, VINCI Energies Belgium organised its annual fundraiser and contributed €15,000 to the association on behalf of the Fondation VINCI pour la Cité. VINCI Facilities Belgium also organised a cycling race that helped raise an additional €3,000, which was used to provide a community launderette and emergency accommodation for large families. My experience with these volunteers has been very rewarding. They are highly motivated, with a real desire to learn and to do things properly.”

**Ludovic DERVIN,**  
Team leader, VINCI Facilities Gosselies (Belgium)



37

**PROJECTS**  
supported in 2015



€477,050

**IN GRANTS DISTRIBUTED**  
by the Fondation VINCI in 2015



**WIDENING THE IMPACT OF THE VINCI FOUNDATION**

“Set up in 2015, the VINCI UK Foundation promotes economic and social development in local communities. We support these communities over the long term by facilitating access to employment, housing and mobility. We also encourage our employees to get involved by sponsoring projects themselves and to present new organisations to us. In fact, seven of them have become local coordinators for the Foundation, whose funding enables organisations not only to buy equipment and materials but also to invest in training. We have close ties with the Fondation VINCI pour la Cité and the other branches, which have given us a great deal of support, both financially and by sharing their communication tools and practices.”

**David FISHER,**  
Marketing Director, VINCI Energies UK (United Kingdom)

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## CONNECTING OUR ENERGIES



VINCI Energies  
280, rue du 8 Mai 1945  
CS 50072  
F-78368 Montesson Cedex  
Tel.: +33 (0) 1 30 86 70 00  
Fax: +33 (0) 1 30 86 70 10  
[www.vinci-energies.com](http://www.vinci-energies.com)

