



EXTRACT FROM THE ANNUAL REPORT

2013

## SUSTAINABLE DEVELOPMENT (\*)

# CREATE VALUE BY ENGAGING ALL OUR STAKEHOLDERS AND OPTIMISE OUR PERFORMANCE BY EMPOWERING EVERYONE



### Our goals

With growing urbanisation and the population explosion, what might the city of the future look like? How can buildings, neighbourhoods, cities and mobility infrastructure be organised? Given climate extremes, the increasing scarcity of natural resources, reduced biodiversity and rising energy costs, how can the exponential growth of energy demand in the emerging economies be addressed? And how can the developed countries be helped to negotiate the energy transition? Faced with the economic crisis and limited financial resources, how can balanced forms of partnership between public and private stakeholders be found? How can green growth solutions be implemented at an acceptable cost for all parties concerned? How can the solidarity of VINCI employees and companies be intermeshed with the communities of the regions where they operate? What's the best way to combat discrimination and ensure equal opportunities? And to share the results of growth more equitably among employees? Or to ensure the safety of everyone – employees, temporary staff, subcontractors and the users of our structures?



VINCI puts a great deal of thought into all these challenges and provides answers, in particular through the commitments in the Manifesto it published in 2006 and reaffirmed in 2012.

### Our principles

As our projects serve the common interest and because many of them often

radically transform towns, cities and regions, we follow a sustainability policy that is both exacting and pragmatic. It rests on two complementary pillars: doing our utmost to reduce the environmental impact of our activities while durably optimising the socioeconomic benefits of our operations; and, in collaboration with all stakeholders in our activities, contributing to inventing the most effective common interest solutions in an economy of scarcity.

### Our goal is all-round performance

In assessing the performance of our companies, we look beyond their economic and financial results at the overall value they create. As urban and regional developers, we have a duty to examine the purpose and social utility of our projects while meeting the current and future expectations of users and the community at large, and to address climate change by enhancing our projects'



environmental value. Similarly, we measure our performance by the extent to which our projects blend into the fabric of local communities and contribute to social and economic development.

### We believe in humanistic values

VINCI believes that lasting economic success must be based on an ambitious human project. Trust, respect, solidarity, the primacy of people over systems and the simultaneous recognition of individual initiative and teamwork – the fundamental principle of the worksite – are central to our identity as a group of entrepreneurs. These principles guide our actions and conduct, and serve as inspiration for our managers and organisations.

### Our management model ensures our cohesion

Apart from the diversity of its businesses, employees and the regions where it operates, VINCI differs through a unique management style that drives its growth and underpins its cohesion. This model is based on decentralised organisations, business unit autonomy and manager empowerment. The trust placed in our managers is inseparable from their compliance with the inviolable principles of loyalty and transparency. Placing precedence on human intelligence rather than systems, this model encourages each employee to give of their best and each company to adapt to its evolving markets. Networking teams and skills encourages an exchange between businesses and a project-based approach.

### Our Group is multi-local and multi-cultural

VINCI consists of more than 2,100 companies operating in some 100 countries. We have stepped up our international expansion in recent years and will drive it further in the years ahead. We build momentum by making the most of the strong and lasting roots we have put down in the countries where we operate, by recruiting and training local managers, and by respecting each country's culture. As partners in local development, our companies and activities directly and indirectly help create wealth and jobs.

### Our business model focuses on the long term

VINCI is steeped in the history of companies founded over a century ago and in a culture of builders forming an integral part of its identity. Our businesses are by definition long term in their focus. The infrastructure and facilities we design, finance, build and manage are intended to last. In our concession contracts we undertake to serve regions and communities for periods of several decades. Each year, we invest very substantial sums in building or upgrading facilities and infrastructure that contribute to the sustainable development of cities and regions. This is our understanding of our position as a private-sector company serving the public interest.

### We are proficient at working in partnerships

Our projects involve a wide variety of stakeholders within our industry, our customers' sectors and society at large, so a sense of partnership is part of our culture. This approach and way of working are in keeping with the changes to our markets and clients, which increasingly demand comprehensive solutions. This trend encourages us to focus more squarely on our ability to integrate solutions by boosting operational synergies between our companies and with our partners in order to maintain our leadership by increasing our projects' added value and social and economic benefits.

(\*) These pages make up the first section of the VINCI Sustainable Development Report. The second part (see p. 156-184) provides a comprehensive overview of the Group's workforce-related, social and environmental data in accordance with applicable legislation. All this data, as well as a selection of best practices, can also be consulted on the [vinci.com](http://vinci.com) website.

## Our organisation

### A common framework and self-assessment approach for companies

A sustainable development policy can only be effective if it comes with a framework and tools that enable it to be applied by all companies. At VINCI, this framework is based on the eight commitments set out in the VINCI Manifesto (see p. 25-32). The 2013 convention of senior VINCI managers reaffirmed the intangible and universal nature of these commitments within the Group.

The Advance self-assessment software helps the implementation of the sustainable development policy by enabling companies to go over in detail all of VINCI's workforce-related, social and environmental commitments and turn them into action plans. In 2013, Advance had been rolled out to over 30% of the Group world-wide. Trained coordinators assist companies in this approach and follow up action plans.

VINCI has undertaken to check compliance with the commitments of its Manifesto and to have their impact assessed by an independent organisation. In 2013, PwC was contracted to perform this audit.

### A network involving the entire Group

Supervised by the VINCI Executive Committee, the sustainable development policy is coordinated by a specific delegation, a lean structure that works in liaison with all the Group's operational and functional departments, as well as with many external stakeholders. The policy is implemented under the supervision of an international committee with around 30 members; it sets the goals, and determines and evaluates the major programmes. The system

is rounded out by other organisations, such as coordination units, working groups and themed clubs.

### Visible, analysed results

VINCI has been a signatory to the United Nations Global Compact since 2003 and complies with its 10 principles, while enjoining its suppliers to do likewise. VINCI is also very active within sustainable development networks such as Committee 21, the French association of companies for the environment (EPE), and the French corporate social respon-

sibility monitoring agency (Orse). Each year, VINCI answers questionnaires from extra-financial rating agencies. It maintains direct relations with socially responsible investors that can then use the information provided through discussions to substantiate their assessments.

In 2013, VINCI's score in the Dow Jones Sustainability Index (DJSI) increased by six points from 70 to 76/100.

The Manifesto commitments set out the convictions and principles that underpin VINCI's approach to corporate social responsibility and partnership.

**together!**

As an integral part of our business, VINCI designs, builds and operates infrastructure and facilities that help improve daily life and mobility. Because our projects are in the public interest, we at VINCI consider that we have a duty to contribute to our public and private sector partners and to engage in dialogue with them and are publishing a new brochure with commitments meeting that objective.

- Design and build**  
We will ensure our facilities meet the public and private sector's needs, and that they are designed, built and operated in a way that respects the environment, safety and quality.
- Commit with ethical principles**  
We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct. We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct.
- Pursue green growth**  
We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct. We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct.
- Engage in civic projects**  
We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct. We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct.
- Strive for zero accidents**  
We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct. We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct.
- Foster equality and diversity**  
We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct. We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct.
- Promote sustainable careers**  
We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct. We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct.
- Promote the benefits of our partnerships**  
We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct. We will ensure that we and our partners, suppliers and subcontractors, all respect the principles of our Code of Ethics and Conduct.

**together**

**VINCI**

Xavier Hubert, Chairman of Chief Executive Officer

# DESIGN AND BUILD TOGETHER

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

In most of our markets, our customers are calling for increasingly comprehensive and complex projects. In response to this demand, we not only work for our customers but also with them to jointly devise the integrated solutions they need. Public acceptance is also a determining factor. Our culture of consultation and ability to organise collective project governance covering all stakeholders – including elected officials, local economic players, civic associations, users and nearby residents – is a key strength in integrating our projects within their region at the economic, social and environmental levels.

## Main actions

- In 2013, VINCI finalised the development of its Reflex application designed for operational managers. Now available on the Group intranet, it enables them to map stakeholders' expectations for a project and determine the relevant responses as early as possible in the process.
- VINCI Concessions developed two training courses to help managers understand and manage stakeholders in relation to its projects: "Dialoguing with the authorities" and "Crisis communication and discussions with stakeholders".
- In 2013, VINCI rolled out its Subcontractor Relations Code of Practice. Designed with and for operational teams, this document underscores our commitment to building

lasting and equitable relations with our suppliers and subcontractors. It establishes six clear and precise commitments that apply to all situations in which VINCI companies are involved (programme management, project management and general contracting). The Group's management was closely involved in compiling this code, adapting it to companies' local environments, and then circulating it to the management in the various business lines and entities.

- In a similar approach, VINCI Construction France published a document entitled "Our General Contractor Model" in 2013. This text sets out the values that VINCI Construction France applies itself when operating as a general contractor, not least of which are respect, fairness and transparency in dealings with subcontractors and suppliers. It also sets out practices such as contract types, worksite management organisation, and so on. In 2013, this document was made available to all the company's operational managers.

- On the Tours-Bordeaux SEA HSL, the socioeconomic observatory set in place by concession company LISEA published its first studies on the project's effect on the economies and employment of the regions concerned. By the end of 2013, 2,000 people had been recruited locally for this project and 35% of purchases were made from companies in the six French administrative departments crossed by the high-speed line. The observatory will continue its work for 10 years after the line enters service.

- In 2013, VINCI Autoroutes introduced its new "service contract" that sets out its commitments to its customers



and engages all its personnel in a drive to improve service quality (see p. 50). Between 2010 and 2013, VINCI

Autoroutes' investment in the green motorway package aimed at improving the environmental performance of its networks resulted in 1,800 projects and the creation of 6,000 direct jobs and as many indirect jobs.

- Eurovia has established local consultation and monitoring committees at its quarries (74 in 2013), bringing together nearby residents, non-profit organisations and elected officials. Quarry open days are also an opportunity to open up the sites to the general public with a view to explaining the business.

- VINCI Facilities UK (VINCI Construction) held a Green Dragon Day for its suppliers and other small companies during which each participant was invited to present their innovations, products and the added value they are able to deliver to enhance the Group's activities.

## PROGRESS TARGETS

- Engagement in dialogue with stakeholders will be extended to projects of all sizes and rolled out systematically outside France, in forms appropriate to local conditions.

- Using the results of research conducted by VINCI in 2013 on the socioeconomic impact of infrastructure, the Group is examining the possibility of an enriched version of the Reflex system to gain a better understanding of stakeholders' expectations over long cycles.

# COMPLY WITH ETHICAL PRINCIPLES TOGETHER

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

Ethical standards form the bedrock of mutual trust between our customers and us. It is therefore essential that our employees everywhere share and apply rules that ensure compliance with these standards. Moreover, as a major player in the sector, we have a duty to constantly raise the level of ethical standards and transparency beyond the requirements set out in legislation.

## Main actions

- In 2010, VINCI published its Code of Ethics and Conduct, which forms the basis for its view of this subject. Additional to the general directives issued to the heads of VINCI business lines, this document sets out all the rules of conduct applicable to all companies and employees. These rules are circulated to all levels of management in the business units, and in particular to each new manager taking up his or her duties. The code also spells out the rules for external partners. It has so far been circulated to 6,909 managers; 6,589 acknowledged receipt, giving a response rate of 95.4%. Each division has introduced appropriate training and follow-up procedures. For example, Eurovia introduced quarterly checks on compliance with the code; at the end of 2013, 100% of employees involved – head office employees and agency managers – applied the rules of the code, which is available on the Group website<sup>(\*)</sup>.
- VINCI has also appointed an Ethics Officer, who operates

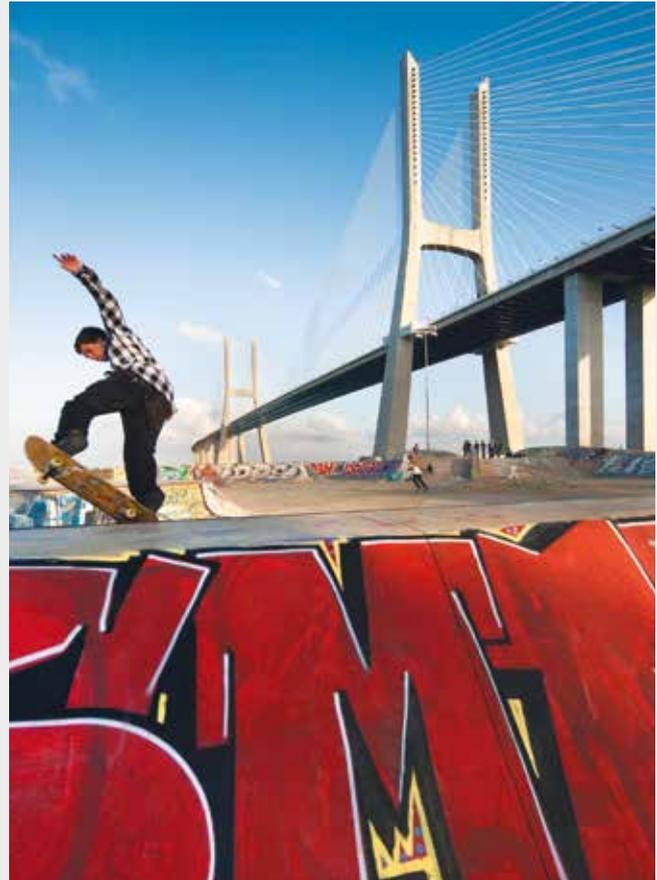
under considerable autonomy. The Ethics Officer's task is to work with the operational and functional departments to ensure that the code is understood and applied. Any employee who encounters difficulties or has questions about the scope and implementation of these rules may consult the Ethics Officer, especially with regard to operations in countries considered as potentially at risk. In 2013, the Ethics Officer directly handled all cases submitted, in accordance with clear and explicit guidelines: confidentiality, inquiry, and internal and external investigation, if required. Additionally, internal audit resources and comprehensive audit plans govern the overall system.

- The Ethics and Compliance Club, which brings together the Group's legal affairs directors and the Ethics Officer, continued its work. Its remit is to foster exchanges of best practices in the field of ethics, to perform a legislative and regulatory watch, and to review cases.

• VINCI companies operating in sectors in which specific ethics procedures apply have appointed their own specialised compliance officers. The resultant ethics arrangements therefore comply with the standards applied by the most stringent clients and countries.

- VINCI established a Human Rights Committee in 2013. Its members are in particular the human resources managers of companies located in potentially sensitive regions. It produced a review document that identifies the risks and conduct to adopt for each of the various human rights (see p. 182).

(\*) [www.vinci.com/vinci.nsf/en/page/code-of-ethics.htm](http://www.vinci.com/vinci.nsf/en/page/code-of-ethics.htm)



95.4%

of employees concerned by the Code of Ethics and Conduct have signed up to it.

## PROGRESS TARGETS

- VINCI aims to have 100% of the employees concerned by the Code of Ethics and Conduct signed up, especially newly hired managers and managers from companies acquired by the Group. In addition to this target, the other areas of progress concern mapping the signatories to the code and management training in this area.

# PROMOTE GREEN GROWTH TOGETHER

**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.**

Our business activities are closely related to the challenges of green growth and as a global major we have special responsibility to respond to these challenges. In all areas of the world, our companies strive to limit the environmental impact of their worksites and activities and provide their clients with value-added solutions based in particular on eco-design.

## Main actions

- The VINCI environmental reporting system covers 96% of its revenue; each year, it is the subject of an auditors' report.
- VINCI companies continued to deploy environmental management systems, mainly of the ISO 14001 type (see p. 169).
- Since 2007, VINCI has calculated its greenhouse gas emissions worldwide using the ISO 14064 standard. The 2013 carbon intensity was 61 tonnes of CO<sub>2</sub> equivalent per million euros of revenue, 14% lower than base year 2009. In the 2013 Carbon Disclosure Project (CDP) review, VINCI obtained a rating of 93 B, an improvement on 2012's 80 C.
- For several years, VINCI has been working with the scientific community to develop eco-design tools that incorporate life cycle analysis (LCA) for buildings and infrastructure. CO<sub>2</sub>NCERNED applies to large transport infrastructure; Prism, to foundation and civil engineering worksites; and Equer, to buildings. These models have been used on over 450 projects

since 2012. Additionally, VINCI Construction offers its clients the Oxygen eco-pledge that covers all stages of a building project (design, construction and use), and includes energy and environmental performance commitments.

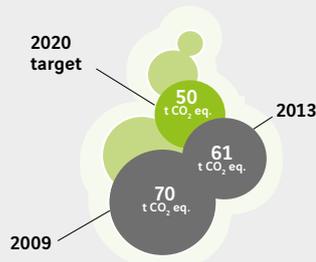
- As part of its facility maintenance and management activity, VINCI Energies is also developing efficient systems to manage and reduce energy consumption. VINCI Energies has joined

forces with VINCI Construction France to build a demonstration unit for its entirely air-based heating and air conditioning system, Greenfloor.

- In 2013, VINCI Autoroutes completed its green motorway package for the environmental upgrade of its networks, investing €750 million in three years (see p. 44). All the network's rest areas are now equipped with sort-at-source waste facilities and collection.
- Eurovia continued its partnership with France's Natural History Museum, which is assisting the company with its roll-out of a biodiversity project at its quarries (definition of the current status and site appraisals, action plan evaluation and supervision, introduction of biodiversity indicators and employee training). Eurovia opens its quarries to the museum for research purposes to improve knowledge about biodiversity.

- In 2013, as part of the Tours-Bordeaux SEA HSL project, VINCI Concessions created the LISEA Carbon Foundation that supports projects to reduce energy consumption and greenhouse gas emissions attributable to buildings, mobility and agriculture in the regions crossed by the line. The LISEA Biodiversity Foundation, created in 2012, funded a first series of initiatives to enhance the natural heritage in the regions through which the line passes in addition to other regulatory measures.

Greenhouse gas emissions (in tonnes of CO<sub>2</sub> equivalent)



## PROGRESS TARGETS

■ The commitment to reducing greenhouse gas emissions by 30% (scopes 1 and 2, base 2009) by 2020 requires Group companies to implement action plans together with their clients, suppliers and subcontractors, and the end-users of infrastructure.

■ VINCI will also continue to push eco-design in its projects and introduce new green products and services, including performance guarantees. Upstream from projects, the Group will strive to ensure environmental criteria are taken into account in calls for tender, and will step up its involvement in all the leading discussions about the energy transition, mobility and the sustainable city.

# ENGAGE IN CIVIC PROJECTS TOGETHER

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

VINCI defines itself as a private-sector company working closely with local and regional authorities to serve the public interest. This positioning reflects the Group's commitment to its role as a long-term partner of the communities for which it builds and manages facilities. The Group's approach also enables its employees and companies to use their skills outside work to benefit civil society.

## Main actions

- VINCI's sponsorship and civic engagement work focuses on three main issues: social integration, environment (see p. 27) and culture. We systematically involve our employees and companies in our skills sponsorship projects. In 2013, funding of more than €11 million was provided for work in the three areas.
- VINCI's civic engagement largely focuses on giving access to employment and strengthening social ties in disadvantaged neighbourhoods. The funding provided to non-profit organisations working in this

area is systematically combined with project sponsorship by Group employees. In 2013, 203 projects were supported through 289 sponsorships and total funding of almost €3 million (see p. 180). In France, the Fondation VINCI pour la Cité, created in 2002, supported 135 projects involving 208 sponsorships for total funding of more than €2 million. Similar foundations have been active for several years in Germany, the Czech Republic, Slovakia, Belgium and Greece, and a foundation was set up at the end of 2013 in the UK. On the Tours-Bordeaux SEA HSL project, the Sillon Solidaire fund supported 25 projects in 2013. Aimed at combating social exclusion, the projects received assistance from 34 employee sponsors and total funding of €311,000.

- In Africa, the Issa (Sogea-Satom Initiatives for Africa) programme, set up in 2007, supports solidarity activities initiated and managed by Sogea-Satom's agencies and worksite teams. The focus of most projects is support for economic initiatives such as microenterprises and cooperatives, and access to basic services (water, health-care and education). In 2013, total programme funding of €440,000 was awarded to 28 projects in nine countries.



- In Cambodia, Cambodia Airports (VINCI Airports) has been involved for a long time with the Artisans d'Angkor non-profit organisation that combines an employment integration approach for disadvantaged people in the Siem Reap region with commercial activity that generated revenue of almost €7.5 million in 2013. Ten years after its creation, Artisans d'Angkor now employs 1,320 people, including 900 artisans working in 48 rural workshops, and generates profits that are ploughed back into growing the business.

- The VINCI Autoroutes Foundation for Responsible Driving, with annual funding of €2 million, continued its action in support of research and public awareness of road safety issues. In 2013, the foundation, in partnership with the Ferdinand non-profit, launched the roulons-autrement.com multimedia website, which has attracted wide support (see p. 49).
- In terms of cultural sponsorship, VINCI joined

forces with Marseille-Provence 2013 to illuminate the Palais du Pharo under a skills sponsorship agreement. Also in Marseille, via VINCI Construction France, the Group is builder and sponsor of the MuCEM. Elsewhere, in Lorraine, VINCI supported the Nancy Renaissance 2013 cultural event.

Funding engaged

€4.3 million



in 2008

€11 million



in 2013

## PROGRESS TARGETS

- The Group aims to step up the skills sponsorship momentum and to expand it internationally by implementing mechanisms to foster greater involvement of all employees.

# STRIVE FOR ZERO ACCIDENTS TOGETHER

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

The safety of our permanent and temporary employees, partners and subcontractors is an absolute priority. Our managers, who intervene personally in safety issues, are responsible for ensuring the physical integrity and the health of everyone on all our sites.

## Main actions

- The lost-time accident frequency rate for the Group as a whole has fallen in five years from 11.59 to 7.77; the reduction is particularly sharp, from 32.26 to 23.48, for accidents involving temporary personnel in France. Over the same period (2008–2013), the workplace accident severity rate fell from 0.64 to 0.50. In 2013, 66% of VINCI companies recorded no lost-time workplace accidents.
- While VINCI's safety rates improved overall, Group companies are still making every effort to implement safety measures tailored to their activity, sharing the same

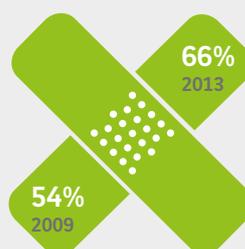
common target of zero accidents. This policy is applied under the direct responsibility of managers, who are also tasked with implementing a "safety culture" shared by all employees worldwide.

The results obtained are included in the managers' performance appraisal criteria.

- Group senior management is involved in overseeing this policy. Each fatal accident results in an accident report presented by the relevant line manager in front of the Chairman and CEO and the members of the Executive Committee. A health and safety coordination panel chaired by a member of the Executive Committee reports to the Board of Directors about this issue.

- At the operational level, accident prevention policies are overseen by a network of occupational health and safety specialists. They are responsible for numerous operations, such as the 15-minute safety sessions (meetings of employees working on a construction site or in an entity), systematic analysis of near misses, training (tailored to worksites employing different

Percentage of companies with no lost-time accidents



nationalities), and raising awareness of road safety issues.

- VINCI Construction continued to roll out its "Manage Safety" training programme. After having trained the business line's 500 senior-most managers, an additional 4,000 middle-management employees completed the course in 2013.
- The sixth edition of the 15-minute safety sessions run by VINCI Energies addressed the issue of risk perception and involved its 63,000 employees in 2013. VINCI Energies has also developed a common training programme for all project managers and site supervisors.
- As part of its programme management activity, VINCI Concessions has adopted a health and safety charter and reporting system to optimise safety management at its worksites, including works contractors and all other stakeholders.
- Committed to a similar approach, more than 400 VINCI Autoroutes employees with programme management responsibilities were trained under its "Sécurité 100% Chantiers" worksite safety programme (see p. 50).
- Eurovia continued to implement its innovative sun

protection policy, which goes well beyond the regulatory requirements by offering free screening, protective clothing, sunglasses and sun protection creams designed specifically for the conditions on road-works.

As in past years, Eurovia held its international safety day involving all its entities.

## PROGRESS TARGETS

- The single objective remains zero accidents. To achieve this target, in addition to stepping up the actions already being implemented, the Group also relies on the VINCI Innovation Awards; in 2013, 781 projects were submitted in the Safety category.

- Progress could also be made by improving near-miss reporting, involving employee representatives more closely in the Group's accident prevention policy, and also inviting greater participation from partners and subcontractors. That is the first commitment of the Subcontractor Relations Code of Practice.

- VINCI does not intend putting any limit on its commitment to safety. We will extend this commitment to occupational health and are working with scientists and ergonomics specialists.

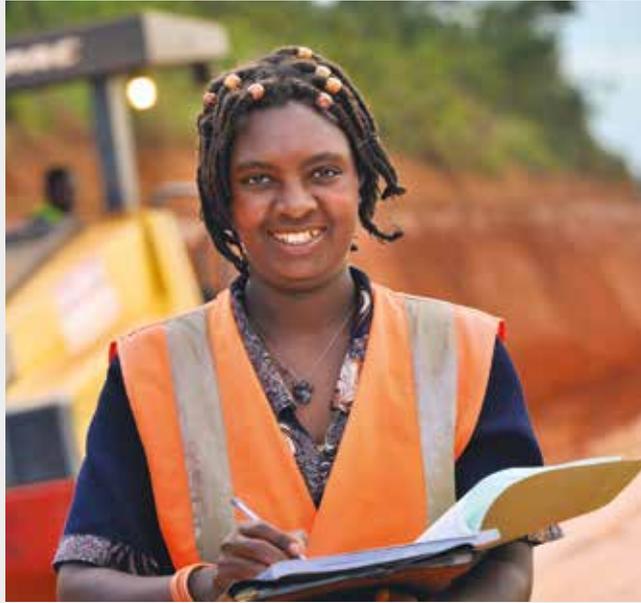
- VINCI will also continue its efforts to raise awareness among infrastructure users in conjunction with the authorities responsible for safety, especially road safety.



# FOSTER EQUALITY AND DIVERSITY TOGETHER

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

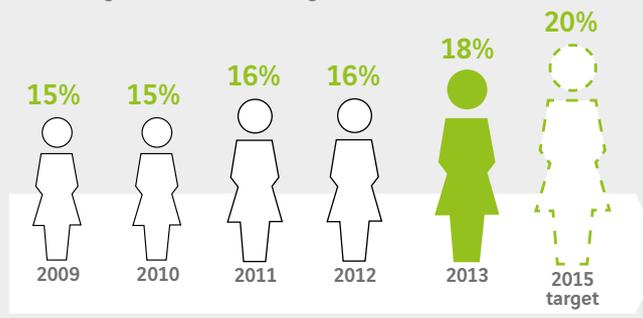
A wide variety of backgrounds and broad range of experience is an integral part of our culture. Our companies strive to ensure that their workforce reflects the diversity of the host societies in the countries where they operate, in particular by integrating local employees into supervisory roles. This attitude goes hand in hand with a concerted policy to ensure equal opportunities for all employees.



## Main actions

- In 2004, VINCI introduced a policy of proactively combating all forms of discrimination in hiring and labour relations, notably with regard to women, disabled people, people aged over 50 and people of all origins. In this way, VINCI aims to create a work environment in which each individual can achieve professional fulfilment, leveraging his or her difference, and contribute to the company's performance.
- The VINCI Diversity Department coordinates a network of 86 diversity champions who work within the Group's business lines and companies, carrying out diversity awareness actions and training.
- VINCI also contributes to promoting diversity through its participation in French discussion forums, including those of Managers for Diversity (AFMD), the corporate social responsibility monitoring agency (Orse), IMS-Entreprendre pour la Cité, an organisation that brings together companies engaged in promoting corporate social

Percentage of women managers



responsibility, and the Laboratoire de l'Égalité (equal opportunity laboratory).

- Between 2008 and 2013, women employee numbers rose from 21,229 to 27,095 Group-wide, with 6,094 working at the managerial level. VINCI has set itself the target of achieving 20% women managers by 2015. VINCI Concessions and VINCI Autoroutes have already reached this target. The Contracting business lines are furthering their efforts to achieve it.
- In 2013, employees aged over 50 accounted for 24% of the total workforce, and

young people aged under 25 accounted for 10%.

- Disabled employees numbered 3,961 at the end of 2013. Work awarded to businesses employing a majority of disabled workers amounted to €6.4 million for the year.
- The partnership agreement between VINCI Energies and Agefiph, the French national fund that promotes the employment of people with disabilities, was extended for 2013 and 2014 to include VINCI Energies GSS and VINCI Facilities; it is expected that an additional 250 disabled people will be hired as a result.

- Active in France, the Trajeo'h non-profit created by VINCI fosters redeployment and retention of Group employees unfit for duties and the recruitment of disabled people. In all, Trajeo'h has performed 245 preliminary disability assessments and helped redeploy 224 people.
- In April 2013, VINCI Autoroutes signed the LGBT Charter, thereby committing to create an inclusive environment for members of the lesbian, gay, bisexual and transgender community.
- Around 100 VINCI women employees are sponsors of young female high school students under the "Capital Filles" programme, giving them an opportunity to explore jobs that have traditionally been held by men.

Similarly, around 40 Group women employee "Ambassadrices" meet with students of both genders to talk about their professional experience and career paths in the Group.

## PROGRESS TARGETS

■ VINCI can and must make further progress in diversity and equality, especially with regard to the number of women employees and the integration of local people in managerial positions against the backdrop of its sustained international growth. Depending on the country, discussions may also involve the use of positive discrimination measures.

■ With regard to disabled or unfit employees, the scope of the Trajeo'h non-profit's action will be extended to encompass all of France.

# PROMOTE SUSTAINABLE CAREERS TOGETHER

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

In our business activities and our culture, our people are crucial to the success of our projects. Also, our work is labour and management intensive. We therefore give preference to creating permanent jobs and to offering career paths that enable all employees to fully develop their initiative and make the most of their abilities. In return, they help our company achieve its goals from the moment they join us and continue to do so throughout their career.

## Main actions

- Our human resources policy is geared to offering every employee a career path leading to career development within the company. In every business line, in-house training centres (for which resources have been substantially increased over the years) develop programmes to reskill employees as business activities change and to disseminate a common technical and managerial culture.

- Career development is encouraged by a management culture that stresses empowerment and rewards initiative. A skilled worker can, for example, rapidly become a crew leader and then a foreman. Upward mobility is based on personal merit rather than educational background, enabling the most effective employees to reach top management positions within the Group.

Career management is based on annual appraisals and a human resources management system that assesses, for each business line, all employees' level of expertise and capacity to upskill.

- At the end of 2013, VINCI had 190,704 employees, with 88% in permanent jobs. Between 2008 and 2013, the Group's total workforce increased 16%. In 2013, in excess of 3.1 million training hours were provided, of which 23% were given in VINCI academies or under other internal programmes.

- The ViE social enterprise, created by VINCI and active in France, supports Group companies with their integration actions. In 2013, ViE helped over 100 projects fulfil the social integration

clauses relating to contracts, representing nearly 560,000 hours of work, and it directly assisted 1,522 people (712 in 2012). After having been employed under integration-through-work contracts, 365 people were hired by Group companies, mainly by VINCI Construction and VINCI Energies.

By signing the "Entreprises et Quartiers" charter in 2013, VINCI undertook to continue these integration efforts, working closely with state employment and solidarity authorities.

- Accessible on the VINCI intranet, the "Mobility" database provides access to the jobs available in all Group business lines. Over a thousand positions are advertised at any one time.

- In 2013, VINCI created VINCI Mobility, a structure tasked with managing the careers of non-European expatriates.

- The VINCI Energies Academy trains around 10,000 employees a year from its various international entities.

A new training centre specifically for oil platform maintenance activities was created near Luanda, Angola.

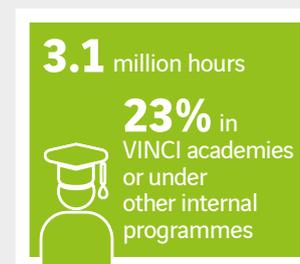
- Eurovia France has undertaken to provide an identical number of training hours to all its employees, including those aged over 50, who account for 20% of the total.

- VINCI Construction is gradually deploying the Orchestra training programme to all its entities. Initially created by VINCI Construction France, this programme promotes a shared technical culture among all worksite employees, while also raising the bar in terms of operation standards and reliability at all project stages – design,

engineering, methods and execution – to deliver greater client benefit.

- In 2013 in Africa, Sogea-Satom introduced the Opus Pro training course at its AfricaPro training centres leading to qualifications for site supervisors and crew leaders at its entities in Congo, Gabon and Equatorial Guinea.

## Training in 2013



## PROGRESS TARGETS

- The human resources departments will develop new management tools and step up their networked operation in response to two challenges of structural importance for the Group: faster international growth and more cross-business operations between business lines, against a backdrop of markets evolving towards increasingly comprehensive and complex projects. The human resources policy will, in this way, encourage the mobility of expertise and teams of people.



# SHARE THE BENEFITS OF OUR PERFORMANCE TOGETHER

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 its shareholders and its employees alike. Alongside profit-sharing and incentive plans for French employees, the Group savings plans enable VINCI's employees to share in its success, in keeping with the values summed up in its motto: "Real success is the success you share."

## Main actions

- In 2013, Group payroll came to €6.2 billion, or 15.4% of revenue. A total of €346 million was paid for profit-sharing, incentive plans, employer contributions, the profit-sharing bonus and welfare cover. In France, 94.6% of employees benefited from profit-sharing and/or incentive plans, together with a gross

profit-sharing bonus of €330 paid to each employee.

- In 1995, VINCI set up an employee savings plan, Castor, initially available to French employees only. From its inception, this plan (in its various versions) offered employer contributions designed to encourage savings by the lowest-paid employees and thus enable a very broad range of employees to share in the success of the Group. This policy and the employees' trust in the Group's success attracted large numbers of employees over the years, boosted by the VINCI share price. A representative of the employee shareholders chairs the supervisory board of the company mutual funds (Castor and other employee shareholder funds) and sits on the VINCI Board of Directors.
- The savings plan was subsequently rolled out internationally, with adjustments to comply with the regulatory procedures of each country concerned. In 2013, the plan was offered to the

employees of subsidiaries in 19 countries other than France.

- At the end of 2013, 112,000 employees, i.e. nearly 60% of the total workforce, were VINCI shareholders through the Group's employee savings plans, with an average portfolio of €20,000 per employee. The Group's employees collectively held 9.5% of its share capital. Employer contributions amounting to €90 million were paid during the year.
- At the end of 2013, the VINCI Employee Shareholders' Circle, set up in 2011, had 11,380 members.

Growth in the international coverage of Castor

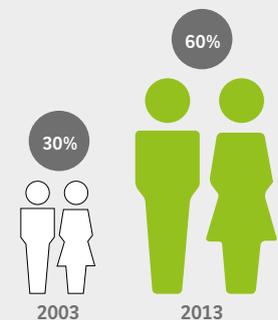


In 2003, **six countries** had access to an employee savings plan. In 2013, **20 countries** had access to an employee savings plan.

Employer contributions



Percentage of VINCI shareholder employees



## PROGRESS TARGETS

Despite the wide variety of legal and tax systems concerned, VINCI will continue to extend its employee savings plan to new countries.



# INNOVATING TO CREATE VALUE

The Group's responsibility is also measured by its capacity to innovate and anticipate in all areas: processes, methods and technology, together with safety, management and sustainable development. VINCI's policy in this area combines internal research and development programmes, strong incentives for participative innovation within its teams, and partnerships based on collaborative methods involving the academic and scientific communities, experts, decision-makers and so on.

## Research and development

Our research and development policy focuses on the major issues at the heart of the Group's business activities: urban expansion, energy performance, infrastructure sustainability, eco-design and new mobility services. It is headed by an international committee that brings together the science and technical heads of the various business lines. It is invested with three main tasks: develop technically, economically and environmentally efficient products, processes and constructive solutions; facilitate exchange between business lines and develop collaborative work; and consolidate the participative innovation culture among all employees.

With a €51 million budget in 2013 (up 57% in five years) and research teams totalling 245 people (full-time equivalent), VINCI is a sector leader in research and development<sup>(\*)</sup>. In 2013, the Group was involved

in about 50 research programmes and 13 competitiveness clusters, notably the Advancity cluster specialising in the sustainable city and mobility. It patented 38 new inventions, bringing its worldwide active patent portfolio to 1,777.

## Cooperative research in eco-design and the sustainable city

- The partnership between VINCI and three ParisTech schools that led in 2008 to the creation of the Eco-design of Buildings and Infrastructure Chair was renewed in 2013 for a further five years. Consistent with its commitment to developing eco-design in its projects, VINCI has endowed the Chair with a budget of €4 million for this period, which is 33% more than the initial partnership. Established for the long term, this collaboration aims to generate measurement and simulation tools and systems integrating all aspects of eco-design in order for them to become effective decision-making instruments for all stakeholders in the city. In 2013, the Chair's second seminar attracted around 200 people in Paris ([www.chaire-eco-conception.org](http://www.chaire-eco-conception.org)).

- The Fabrique de la Cité (the City Factory), a think tank set up at VINCI's initiative, continued its work on addressing urban issues in the form of themed meetings and publications ([www.lafabriquedelacite.com](http://www.lafabriquedelacite.com)). The main topics addressed in 2013 concerned value creation for cities (Stockholm seminar), the role of culture in the city's transformation (Marseille



Number of active patents worldwide



seminar), and infrastructure funding mechanisms (Paris seminar).

- The partnership established in 2012 with the Institute for Sustainable Development and International Relations (Iddri) through its "Cities Club" continued to address the issues of innovative funding and urban planning.

- VINCI Concessions also continued to support the Public-Private Partnerships Chair at the University of Paris 1-Panthéon Sorbonne, and VINCI Construction France contributed to establishing Efficacity, an institute focused on the energy transition in cities.

## Participatory innovation: VINCI Innovation Awards

In keeping with its decentralised management model, VINCI develops its innovation potential by encouraging hands-on initiatives by its teams and their external partners. The biennial VINCI Innovation Awards Competition, which is open to all employees, is part of this approach. The 2013 competition saw a further increase in the number of participants: working in teams, 5,300 employees (as opposed to 5,100 in 2011) submitted 2,075 projects (1,717 in 2011). The quality of the 146 winning projects in the initial round of regional competitions, then of the 13 final winners, confirmed the potential for innovation at VINCI that is embedded at the grassroots level. The winning projects can be viewed on the [www.vinci.com](http://www.vinci.com) website.

(\*) Are only included here, under the same calculation method that has been used for several years, the amounts devoted exclusively to fundamental R&D, to the exclusion of actual construction research.

## E. Social and environmental 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 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 157 to 167);
- environment (pages 167 to 176);
- social responsibility (pages 177 to 182).

VINCI's sustainable development policy and strategy are presented on pages 22-33 of this annual report. Additional, regularly updated information is available on the Group's website at [www.vinci.com](http://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 the opinion of its Statutory Auditors on its workforce-related and environmental reporting procedures, which form part of a joint reporting system. In 2013, for the first time, the Statutory Auditors also provided their opinion on the social responsibility section. The report on their audit work and conclusions is presented on pages 192-194, along with a note about the reporting methods used by VINCI on pages 182-184. 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 2013

Commitments/Principles	Initiatives in 2013
<b>Human rights</b>	
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"> <li>- Support of Initiatives Sogea-Satom pour l'Afrique (Issa) for 28 projects relating to business, health and education.</li> <li>- Ongoing support for HIV-AIDS prevention programmes.</li> <li>- Creation of a human rights working group with the human resources directors of the main VINCI Group divisions operating outside France.</li> <li>- Drafting of the Group's Subcontractor Relations Code of Practice, which is designed to be applicable to all the Group's business activities and in all countries where it operates.</li> <li>- Ongoing integration of the "Labour standards and human rights" chapter in the Group's new framework contracts with its suppliers.</li> </ul>
2. To ensure that Group companies are not complicit in human rights abuses.	<ul style="list-style-type: none"> <li>- Drafting of a guide to fundamental social rights for all the Group's operational staff.</li> </ul>
<b>Labour standards</b>	
3. To uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> <li>- Number of collective agreements increased 9.6%.</li> </ul>
4. To uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> <li>- Explanation of risks in the guide to fundamental social rights, including definitions and case studies.</li> <li>- Inclusion of specific clauses to prohibit forced and compulsory labour in framework contracts with suppliers.</li> </ul>
5. To uphold the effective abolition of child labour.	<ul style="list-style-type: none"> <li>- Explanation of risks in the guide to fundamental social rights, including definitions and case studies.</li> <li>- Inclusion of specific clauses to prohibit child labour in framework contracts with suppliers.</li> </ul>
6. To uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> <li>- Deployment of the diversity programme by the Group's network of 86 diversity coordinators.</li> <li>- Drafting of a guidebook to be used by diversity trainers to heighten awareness of stereotypes, fight against discrimination and promote diversity.</li> </ul>
<b>Environmental protection</b>	
7. To support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Increased training in environmental risk prevention.</li> <li>- Participation in the CDP Water Disclosure project: only 184 companies worldwide have responded to this initiative; good improvement in the ranking for the CDP Climate Change Program, with a disclosure score of 93 out of 100 in performance band B.</li> <li>- Systematic application to projects of the life cycle analysis (LCA) approach during the tender and design phases: multi-criteria analysis of each phase of the project life cycle.</li> </ul>
8. To undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>- Deployment of the national biodiversity strategy for France and setting up of a coordinators' network and Biodiversity Committee.</li> <li>- Ongoing work to conserve biodiversity in partnership with environmental associations.</li> </ul>
9. To encourage the development and dissemination of environmentally friendly technologies.	<ul style="list-style-type: none"> <li>- Support given to the research and teaching efforts of the VINCI ParisTech Chair in Eco-design of Building Complexes and Infrastructure: 15 research projects involving VINCI correspondents and five conferences per year.</li> <li>- Second Chair in Eco-design seminar held, with more than 200 internal decision-makers and partners participating.</li> <li>- Integration of renewable energy and more energy-efficient systems within the Group's activities and increase in energy performance guarantees in its products and services.</li> </ul>
<b>Anti-corruption</b>	
10. To work towards combating all forms of corruption, including extortion and bribery.	<ul style="list-style-type: none"> <li>- Further reinforcement of internal controls.</li> <li>- Ongoing distribution of the Code of Ethics and Conduct to all management personnel.</li> <li>- 95% of managers acknowledged receipt of the Code of Ethics and Conduct.</li> <li>- Inclusion of social responsibility criteria in the supplier and subcontractor selection process, as well as in framework contracts with VINCI subsidiaries.</li> <li>- Deployment of the VINCI sustainable development self-assessment questionnaire, encouraging the subsidiaries to reinforce operating rules in all countries where they work.</li> </ul>

## 1. Workforce-related information

### 1.1 General human resources policy

This section follows precisely and thoroughly Article 225 of France's Grenelle II Environment Law. It is also based on the principles of the GRI (Global Reporting Initiative), in particular its version 4 draft.

VINCI's business model is based on a complementary set of short- and long-term business activities performed through a decentralised organisation. VINCI'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 applied concern 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.

As a major player in very fragmented and extremely competitive sectors, VINCI works hard to set an example with some compelling results. Just a decade after its creation, VINCI's reputation has grown among young French engineers and its positive employer brand image earned it this target group's number eight ranking for best employer in the 2013 Universum survey in France.

### 1.2 Employment

#### 1.2.1 Workforce

At the end of 2013, VINCI had 190,704 employees in about a hundred countries. The Group's workforce has grown by more than 16% in the past five years, with European entities representing over 82% in 2013.

The proportion of employees outside Europe increased slightly, from 17% of the total workforce in 2012 to 18% in 2013. In a still difficult economic context in Europe, VINCI's businesses are implementing a number of human resources management methods, including more coordination between regional activities and solidarity measures to optimise job transfers between regions and sectors in order to keep pace with changing activities.

#### Workforce at 31 December 2013 by geographical area and by business line, and change

	2013						2012	2013/2012		
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	Construction	VINCI Immobilier and holding cos.	Total	Total	Change	
<b>France</b>	<b>7,556</b>	<b>2,871</b>	<b>37,453</b>	<b>23,963</b>	<b>35,436</b>	<b>745</b>	<b>108,024</b>	<b>56.6%</b>	<b>108,871</b>	<b>(0.8%)</b>
United Kingdom	5	919	523	2,588	6,031	-	10,066	5.3%	10,107	(0.4%)
Germany	-	76	9,135	3,666	334	10	13,221	6.9%	13,762	(3.9%)
Benelux	-	295	3,303	660	154	4	4,416	2.3%	7,919	(44.2%)
Central and Eastern Europe	-	183	2,593	4,491	4,302	-	11,569	6.1%	12,361	(6.4%)
Rest of Europe	-	3,220	4,962	474	860	-	9,516	5.0%	6,627	43.6%
<b>Europe excl. France</b>	<b>5</b>	<b>4,693</b>	<b>20,516</b>	<b>11,879</b>	<b>11,681</b>	<b>14</b>	<b>48,788</b>	<b>25.6%</b>	<b>50,776</b>	<b>(3.9%)</b>
<b>Americas</b>	<b>80</b>	<b>1,622</b>	<b>1,856</b>	<b>3,087</b>	<b>3,447</b>	<b>-</b>	<b>10,092</b>	<b>5.3%</b>	<b>10,480</b>	<b>(3.7%)</b>
<b>Africa</b>	<b>-</b>	<b>-</b>	<b>1,262</b>	<b>-</b>	<b>10,896</b>	<b>-</b>	<b>12,158</b>	<b>6.4%</b>	<b>11,008</b>	<b>10.4%</b>
<b>Rest of the world</b>	<b>-</b>	<b>1,440</b>	<b>1,532</b>	<b>1,249</b>	<b>7,421</b>	<b>-</b>	<b>11,642</b>	<b>6.1%</b>	<b>11,566</b>	<b>0.7%</b>
<b>Total</b>	<b>7,641</b>	<b>10,626</b>	<b>62,619</b>	<b>40,178</b>	<b>68,881</b>	<b>759</b>	<b>190,704</b>	<b>100.0%</b>	<b>192,701</b>	<b>(1.0%)</b>

At the end of 2013, VINCI's workforce consisted of 34,609 managers (and 156,095 non-managers), representing 18% of the workforce (17% in 2012). The percentage of female staff grew 4.6% to 14.2% (13.4% in 2012). Women accounted for 18% of managers (16% in 2012) and 13.5% of non-managers.

## Workforce at 31 December 2013 by category, gender and business line, and change

	2013								2012	2013/2012
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total		Total	Change
<b>Managers</b>	<b>982</b>	<b>1,407</b>	<b>11,120</b>	<b>4,718</b>	<b>15,925</b>	<b>457</b>	<b>34,609</b>	<b>18.1%</b>	<b>33,663</b>	<b>2.8%</b>
Men	668	945	9,463	4,077	13,067	295	<b>28,515</b>	82.4%	28,155	1.3%
Women	314	462	1,657	641	2,858	162	<b>6,094</b>	17.6%	5,508	10.6%
<b>Non-managers</b>	<b>6,659</b>	<b>9,219</b>	<b>51,499</b>	<b>35,460</b>	<b>52,956</b>	<b>302</b>	<b>156,095</b>	<b>81.9%</b>	<b>159,038</b>	<b>(1.9%)</b>
Men	3,838	6,872	45,498	31,998	46,789	99	<b>135,094</b>	86.5%	138,643	(2.6%)
Women	2,821	2,347	6,001	3,462	6,167	203	<b>21,001</b>	13.5%	20,395	3.0%
<b>Total</b>	<b>7,641</b>	<b>10,626</b>	<b>62,619</b>	<b>40,178</b>	<b>68,881</b>	<b>759</b>	<b>190,704</b>	<b>100.0%</b>	<b>192,701</b>	<b>(1.0%)</b>
Men	4,506	7,817	54,961	36,075	59,856	394	<b>163,609</b>	85.8%	166,798	(1.9%)
Women	3,135	2,809	7,658	4,103	9,025	365	<b>27,095</b>	14.2%	25,903	4.6%

## Workforce at 31 December 2012 by age and business line, and change

	2013								2012	2013/2012
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total		Total	Change
Under 25	192	900	6,420	3,437	7,601	66	<b>18,616</b>	10%	19,989	(7%)
26-35	739	3,237	15,613	9,932	22,441	196	<b>52,158</b>	27%	51,068	2%
36-50	4,006	4,388	24,667	16,320	25,340	319	<b>75,040</b>	39%	77,303	(3%)
Over 50	2,704	2,101	15,919	10,489	13,499	178	<b>44,890</b>	24%	44,341	1%
<b>Total</b>	<b>7,641</b>	<b>10,626</b>	<b>62,619</b>	<b>40,178</b>	<b>68,881</b>	<b>759</b>	<b>190,704</b>	<b>100%</b>	<b>192,701</b>	<b>(1%)</b>

In the past five years, the share of the workforce aged under 25 has remained at around 10%, indicating a good age pyramid. Over the same time period, the share of the workforce aged over 50 has increased 30%.

### 1.2.2 Recruitment and departures

In five years, VINCI's workforce has expanded to 190,704 employees at end-2013 from 164,057 at end-2008. Employee turnover of approximately 25% in 2013 reflects the expiry of worksite contracts, which is offset by the Group's active 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% to almost 45% in two years. These results are consistent with VINCI's drive to accelerate the pace of international recruitment. In 2013, VINCI again pursued its policy of active recruitment. In particular, 2,388 young people were hired for their first work experience, accounting for 11% of all new hires in permanent jobs. VINCI hired 49,192 people worldwide during the year, including 21,930 in permanent jobs (7,982 in France).

#### 1.2.2.2 Types of employment contract

VINCI promotes permanent jobs, local employment and career progression within the Group.

The proportion of permanent jobs has been stable at about 88% of the workforce over the past five years. Of the Group's 190,704 employees worldwide, 167,162 have permanent jobs. Worldwide, at 31 December 2012, 19,102 people were employed under non-permanent contracts (fixed-term contracts in France).

- Intra-group staff transfers totalled 2,737 in 2013.
- Group companies support international volunteering programmes that give graduates the opportunity to work abroad, and 241 people were welcomed under these programmes in 2013, which represents a 24% increase from 2012 and double the number in 2011 (122).
- The Group had 1,715 expatriate employees at end-2013. The Group created VINCI Mobility during the year to manage the careers of non-European expatriate staff.
- The Group's business lines make use of temporary employment to adjust labour needs to the pace of their business activities and find new profiles for company hiring. In 2013, 14,961 temporary employees (full-time equivalent) worked for VINCI in France.
- VINCI promotes the inclusion of young people on work-study programmes to help them acquire both on-the-job experience and classroom training. It strengthened its proactive work-study programmes policy by signing the "Charter in favour of training through work-study programmes" with France's ministry for apprenticeships and professional training in 2011. More than 4,300 young people received training under work-study programmes within VINCI in 2013, compared with 4,100 in 2012.

## Workforce at 31 December 2013 by type of employment contract and business line, and change

	2013							2012	2013/2012	
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	Total	Change	
Permanent job contracts <sup>(*)</sup>	7,441	9,756	57,338	37,731	52,274	704	165,244	87%	167,104	(1%)
Site contracts <sup>(**)</sup>	5	1	197	185	1,530	-	1,918	1%	1,634	17%
Fixed-term contracts <sup>(***)</sup>	121	818	2,869	1,386	13,890	18	19,102	10%	19,517	(2%)
Work-study programmes	74	51	2,215	876	1,187	37	4,440	2%	4,446	0%
<b>Total</b>	<b>7,641</b>	<b>10,626</b>	<b>62,619</b>	<b>40,178</b>	<b>68,881</b>	<b>759</b>	<b>190,704</b>	<b>100%</b>	<b>192,701</b>	<b>(1%)</b>
Temporary employee (full-time equivalent)	16	844	7,041	4,261	17,844	23	30,029	16%	28,233	6%

(\*) Unlimited-term contracts for France.

(\*\*) Contract type specific to France.

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

## Worldwide intra-group transfers

	2013							Total	Change
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.			
Transfers within a business line		9	44	1,556	370	681	-	2,660	97%
Transfers to another business line		9	5	22	7	27	7	77	3%
<b>Total</b>		<b>18</b>	<b>49</b>	<b>1,578</b>	<b>377</b>	<b>708</b>	<b>7</b>	<b>2,737</b>	<b>100%</b>

### 1.2.2.3 Reasons for departure

The Contracting business lines (Energy, Roads and Construction) execute their projects at temporary worksites over a relatively short period. They traditionally 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.

### Departures by business line<sup>(\*)</sup>, and change

	2013							2012	2013/2012	
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	Total	Change	
Expired contracts <sup>(**)</sup>	5,408	889	3,460	2,715	13,580	32	26,084	54%	27,356	(5%)
Resignations	46	857	2,974	2,327	4,009	21	10,234	21%	9,407	9%
Redundancies	-	113	728	567	758	-	2,166	5%	2,557	(15%)
Dismissals	109	321	2,136	698	1,780	8	5,052	11%	4,989	1%
Other reasons <sup>(***)</sup>	79	124	1,091	2,048	1,136	21	4,499	9%	3,087	46%
<b>Total</b>	<b>5,642</b>	<b>2,304</b>	<b>10,389</b>	<b>8,355</b>	<b>21,263</b>	<b>82</b>	<b>48,035</b>	<b>100%</b>	<b>47,396</b>	<b>1%</b>

(\*) Excluding changes in consolidation scope.

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

(\*\*\*) Includes termination during trial period, partial loss of business and mutually agreed contract termination (for France).

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

After a period of intense recruitment, some companies must now contend with restructuring, and even discontinuation of business, due to the economic and financial crisis. Since VINCI's operations 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. Similarly, 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 regularly review sites that are experiencing business or employment difficulties in and outside France.

In 2013, businesses in some European countries, particularly hard hit by the economic crisis, underwent major restructuring: in the Czech Republic, Spain and Italy at VINCI Construction; and in the Czech Republic, Poland and Germany at Eurovia.

## 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 2013, employees worked more than 333 million hours. Overtime hours represented 5% of hours worked, i.e. almost 15.5 million hours in 2013.

#### Organisation of working hours, and change

	2013			2012	2013/2012
	Managers	Non-managers	Total	Total	Change
Total hours worked	57,108,490	276,318,263	333,426,753	327,831,641	2%
Of which overtime	475,128	14,986,132	15,461,260	13,660,431	13%
Number of part-time employees	680	4,983	5,663	6,010	(6%)

### 1.3.2 Absenteeism

Employees were absent from work for 3.4 million calendar days in 2013. Non-occupational illnesses accounted for 58% of these absences. Absenteeism represented 8% of working days (over 44 million days worked worldwide, of which more than 23 million in France).

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

(In number of calendar days)	2013							2012	2013/2012	
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	Construction	VINCI Immobilier and holding cos.	Total	Total	Change	
Non-occupational illness	102,514	66,453	747,968	495,153	562,631	6,474	1,981,193	58%	1,979,628	0%
Work accident	6,771	10,434	41,973	38,157	68,808	103	166,246	5%	187,056	(11%)
Commuting accident	1,234	1,800	10,924	6,018	10,477	226	30,679	1%	30,363	1%
Occupational illness	462	69	16,415	18,942	20,582	-	56,470	2%	58,224	(3%)
Maternity/paternity leave	10,512	26,846	73,845	52,499	82,528	1,814	248,044	7%	212,782	17%
Short-term work	-	-	15,995	10,465	32,132	-	58,592	2%	57,761	1%
Other cause	27,674	17,155	187,450	345,900	294,880	629	873,688	25%	851,806	3%
<b>Total</b>	<b>149,167</b>	<b>122,757</b>	<b>1,094,570</b>	<b>967,134</b>	<b>1,072,038</b>	<b>9,246</b>	<b>3,414,912</b>	<b>100%</b>	<b>3,377,620</b>	<b>1%</b>

## 1.4 Remunerations, social security payments and employee savings

### 1.4.1 General policy

The remuneration policy is based on common principles of allowing employees 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 various 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 supports all these efforts. All employees, regardless of position, are rewarded in accordance with their responsibilities and performance.

At the end of 2013, 94.6% of employees in France benefited from incentive plans and/or profit-sharing agreements. In total, VINCI employees in France shared in the Group's growth and success through the distribution of €174 million under profit-sharing and incentive plans, which represents almost €11 million more than in 2012 for a 6.5% increase.

On 29 April 2013, VINCI signed a Group-wide agreement that enabled each employee to receive a profit-sharing bonus of €330. The agreement was signed, for the third year running, with the majority of the trade unions in France (CFDT, CFE-CGC). The bonus, which was the same for each employee regardless of differences in base salary, was paid in June to employees of French companies controlled by VINCI. The Group exceeded its statutory obligations by paying the bonus to those working at companies with fewer than 50 employees (a total of more than 100,000 VINCI staff). This bonus payment totalled €33.5 million.

#### Employee benefits, and change

(in € millions)	2013	2012	2013/2012 change	Of which France 2013	Of which France 2012	2013/2012 change
Incentive plans	72.6	71.0	2.3%	68.0	66.7	1.9%
Profit-sharing	106.8	98.3	8.6%	106.1	96.7	9.7%
Welfare	42.3	39.8	6.3%	37.4	35.2	6.2%
Employer contribution	90.4	97.3	(7.1%)	89.5	96.5	(7.3%)
Profit-sharing bonus	33.5	36.3	(7.7%)	33.5	36.3	(7.7%)
<b>Total</b>	<b>345.6</b>	<b>342.7</b>	<b>0.8%</b>	<b>334.5</b>	<b>331.4</b>	<b>0.9%</b>

## 1.4.2 Remuneration and social security payments

Payroll expenses totalled €6,193 million in 2013 (€6,028 million in 2012), equal to 15.4% of revenue (15.5% in 2012). Payroll-to-revenue has remained stable in the past five years.

Remuneration and social security payments vary widely from country to country. There is also a high level of disparity between the salary scales (pay gaps) of the “manager” and “non-manager” categories. The level of social security payments also varies radically from country to country. VINCI presents these consolidated figures for the world and France.

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 worldwide

<i>(in € thousands)</i>	Total		Managers		Non-managers	
	2013	2012	2013	2012	2013	2012
Average VINCI salary	32	31	59	58	26	26
Men	33	32	61	60	27	26
Women	29	29	46	44	24	25
Social security payments	38%	39%	41%	41%	37%	38%

### Remuneration and social security payments in France

<i>(in € thousands)</i>	Total		Managers		Office, technical and supervisory staff		Manual workers	
	2013	2012	2013	2012	2013	2012	2013	2012
Average VINCI salary	36	35	62	61	31	31	27	26
Men	37	36	65	64	32	32	27	26
Women	34	33	50	48	28	28	24	24
Social security payments	49%	49%	50%	51%	50%	51%	46%	45%

The analysis of gaps in remuneration carried out each year shows that operational positions have historically been held by men. Women are slowly making headway in these jobs, which partially explains the pay gaps. Each entity carries out the analysis of remaining pay gaps and ensures equal remuneration for the same job and job potential.

## 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. The employer’s contribution was adjusted in 2013 to account for new employee savings plan costs. Employees who invest in the Castor fund, which invests exclusively in VINCI shares, benefit from a 5% discount on VINCI’s share price and a sliding scale of employer contributions aimed at encouraging savings by the lowest-paid employees. Employer contributions in 2013 were as follows:

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

The employer’s maximum contribution per employee thus amounts to €2,500 (see page 249 of this Annual Report). The total employer’s contribution was €90 million for France in 2013.

To support its international business development and strengthen staff feeling of belonging to the Group, VINCI wanted to extend its employee savings arrangements by once again 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 VINCI’s financial performance and growth. In 2013, a new plan was initiated in 19 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 covers about 350 subsidiaries and 55,000 employees. The expanded figure of 19 countries includes the 14 countries already covered in 2012 (Belgium, Canada, the Czech Republic, Germany, Morocco, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Switzerland, the UK and the USA) and five new countries (Austria, Brazil, Chile, Indonesia and Luxembourg). 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. To establish these plans for the long term, VINCI decided to carry out a similar plan in 2014 and expand it to four more countries: Australia, Hong Kong, Singapore and Sweden, bringing the number of employees covered to about 60,000 in 370 subsidiaries. This will increase the plan’s coverage to more than two-thirds of Group employees outside France, who are eligible to become VINCI shareholders at preferential prices.

Employee shareholding represented about 10% of total Group shares at end 2013. This confidence in VINCI’s future made its employees once again collectively its largest shareholder. At the end of September 2013, the number of employees investing in VINCI via its various investment funds remained stable at about 112,000, with the average portfolio totalling more than €20,000.

VINCI’s Employee Shareholders’ Circle had 11,380 members at 31 December 2013. The Circle offers a toll-free phone number and a secured and personalised page on VINCI’s Internet and intranet websites. Employee shareholders may use these facilities to register as Circle members or participate in events. 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 new 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 2013, about 20% of employees in France had subscribed to the Perco ARCHIMÈDE plan, two-thirds of whom were under the age of 50. The average portfolio value of more than €1,100 represents an increase of nearly 30% from 2012. The percentage breakdown between the two types of management remained stable, with 61% of investments managed by employees themselves and 39% opting 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.

Funded by equal contributions from employee and employer (based on the contribution rate rising proportionately to remuneration), the contributions are deductible from taxable income for the company and the employee alike. REVERSO was implemented through a life insurance contract between VINCI SA and insurance firm ACM-Vie in the summer of 2013 and has since been available to the subsidiaries. The goal is to extend coverage to a maximum of employees by end 2014.

## 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 2013, 8,404 employees around the world served as staff representatives (including 7,505 in France). An overall budget of €205,000 is distributed between all the unions 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 locally with the various 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 over 50 entities that meets 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; VINCI Energies, for example, has created two extra employee representative bodies 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 2010 under an agreement unanimously approved by all unions, is composed of 40 representatives from 17 countries in which VINCI operates: Austria, Belgium, the Czech Republic, France, Germany, Greece, Hungary, Luxembourg, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Sweden, Switzerland and the United Kingdom. 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. Negotiations were started in 2013 to ensure its continuation and specify how it works.

### 1.5.3 Trade union freedoms

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 most appropriate solutions in compliance with local requirements and VINCI's commitments to observe trade union freedoms. Since 87% 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.

### 1.5.4 Collective agreements in 2013

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, safety and the organisation of working hours. In 2013, 1,476 collective agreements were signed of which 16% 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 16 December 2011, affirming 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 during and 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 the term of office, the representatives have the possibility, under certain conditions (commitments and length of term of office), of taking a training course that will lead to a qualification enabling them to make use of the skills acquired.

#### Collective agreements by category, and change

	2013	Portion of total agreements	2012	2013/2012 change
Flexible work arrangements	139	9.4%	144	(3.5%)
Equality and diversity	86	5.8%	163	(47.2%)
Union rights	75	5.1%	77	(2.6%)
Training	12	0.8%	14	(14.3%)
Workforce planning system	281	19.0%	25	1,024.0%
Health and safety	68	4.6%	112	(39.3%)
Welfare	185	12.6%	54	242.6%
Remuneration and benefits	594	40.2%	700	(15.1%)
Pensions	10	0.7%	16	(37.5%)
Other	26	1.8%	42	(38.1%)
<b>Total</b>	<b>1,476</b>	<b>100.0%</b>	<b>1,347</b>	<b>9.6%</b>

Close to 40% of the agreements related to salary. Among the other significant agreements, those entailing the workforce planning system rose steeply, from 25 to 281, as did those involving welfare, which climbed from 54 to 185.

### 1.5.5 Collective conflicts

In 2013, employee absences due to strikes totalled 8,150 days (of which 4,319 in France), which compares with a total of 44 million days worked in 2013. 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 working 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 resources with them and involving them in safety actions. VINCI's Subcontractor Relations Code of Practice, issued in 2013, sets out the Group's policy on this topic in a structured manner. In five years, this approach has reduced the frequency of lost-time accidents by more than 30% and their severity by almost 20%.

Staff involvement in accident prevention efforts is also seen during the VINCI Innovation Awards. In 2013, more than 52% of the innovation projects submitted included a proposal to significantly improve safety, with 781 competing for the Safety Prize.

The organisation of training in actual working conditions and the development of measures to gauge the efficiency of safety projects were among the highlights of 2013. The early detection of near misses and at-risk situations helps keep down the number of accidents but above all contributes to the creation of a daily safety awareness culture.

### 1.6.2 Health and safety of VINCI employees

The main objectives of the Group's health and safety policy are to anticipate and prevent occupational health and safety hazards, including psychosocial risks and harassment. It also consists in ensuring the quality of hygiene, health, safety and living conditions in the workplace, and redeploying employees who have suffered an occupational accident or illness.

VINCI's health and safety policy is led by a coordination system that includes all the health and safety coordinators in the Group's business lines worldwide. Its aim is to foster the sharing of best practices, improve the reliability of health and safety indicators, and examine new ways of enhancing performance in keeping with each business activity's specific situation. It also helps to facilitate joint efforts on issues of shared concern, such as the implementation of a road risk prevention policy for which VINCI is in the process of completing a document to be made available to staff Group-wide, particularly occupational health and safety specialists and profit centre managers.

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

With respect to health actions, campaigns and studies focus on substance abuse, workstation ergonomics and musculoskeletal disorders.

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

	Group			Of which France		
	2013	2012	2013/2012 change	2013	2012	2013/2012 change
Lost-time accident frequency rate <sup>(*)</sup>	7.77	8.60	(9.7%)	9.83	11.62	(15.4%)
Lost-time severity rate <sup>(**)</sup>	0.50	0.57	(12.3%)	0.80	0.89	(10.1%)
Percentage of companies with zero lost-time accidents	66%	63%	-	62%	58%	-

(\*) 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.

The proportion of companies reporting no accidents has risen from 46% to 66% in five years, which represents a 43% increase.

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

	Frequency rate		Severity rate	
	2013	2012	2013	2012
<b>Concessions</b>	<b>14.04</b>	<b>9.77</b>	<b>0.63</b>	<b>0.57</b>
VINCI Autoroutes	9.06	9.85	0.63	0.62
VINCI Concessions	17.21	9.69	0.62	0.52
<b>Contracting</b>	<b>7.22</b>	<b>8.54</b>	<b>0.49</b>	<b>0.57</b>
VINCI Energies	7.60	8.21	0.40	0.46
Eurovia	7.11	7.43	0.56	0.57
VINCI Construction	6.98	9.39	0.52	0.66
<b>Group</b>	<b>7.77</b>	<b>8.60</b>	<b>0.50</b>	<b>0.57</b>

In five years, the frequency of lost-time accidents has declined from 11.59 in 2008 to 7.77 in 2013.

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

	Group			Of which France		
	2013	2012	2013/2012 change	2013	2012	2013/2012 change
Days lost through occupational illness	56,470	58,224	(3.0%)	56,423	57,590	(2.0%)
Occupational illness frequency rate <sup>(*)</sup>	1.00	2.46	(59.3%)	2.05	4.93	(58.4%)
Occupational illness severity rate <sup>(**)</sup>	0.17	0.18	(5.6%)	0.35	0.35	0.0%

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

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

Occupational illnesses were responsible for 56,470 days of absence in 2013, out of a total of 44 million days worked.

### 1.6.3 Health and safety of temporary staff

The "zero accident" policy is an absolute priority for VINCI and it applies to temporary staff. Under the terms of framework agreements, temporary employment agencies participate directly in the Group's health and safety policy.

In 2011, under the terms of the Group in France's framework agreement, temporary employment companies were selected on economic and non-financial data. In 2013, the emphasis was placed on the implementation of the improvement plans that were put in place. An examination will be made of these results in 2014 in order to gauge the progress of each company, especially with respect to health and safety.

## Lost-time accident frequency of temporary staff by business in France<sup>(\*)</sup>, and change

	2013	2012	2013/2012 change
Concessions	9.67	6.85	41.2%
Contracting	23.76	27.62	(14.0%)
<b>Total</b>	<b>23.48</b>	<b>27.20</b>	<b>(13.7%)</b>

(\*) 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.

The gap between the accident frequency rate of temporary personnel and that of VINCI employees is analysed by taking into account the differences in the jobs performed, in technical know-how and in safety awareness and culture. Reports on work accidents involving temporary personnel enable concrete action to be taken to prevent them from recurring. Under the latest framework agreements, the measures implemented reduced the accident frequency rate of temporary personnel in VINCI companies in France 13.7% between 2012 and 2013 and 27.2% between 2008 and 2013.

#### 1.6.4 Subcontractor health and safety

Subcontracting accounted for €8.3 billion in 2013, around 20% of revenue. In VINCI's business activities, subcontracting is multifaceted with a diversity of 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" policy is contained in all of these contracts and arrangements. Special clauses covering accident prevention require, for example, that personal protective equipment be worn, work accidents reported and any change in work hazards notified. VINCI's Subcontractor Relations Code of Practice underscores the Group's determination to ensure that the employees of its partner companies can work under comparable safety working conditions as those of its own staff. The regional Pivot Clubs disseminate this code.

#### 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. One of the main subjects of collective bargaining in 2013 was the prevention of factors that make work more arduous, with the aim of optimising working conditions in VINCI businesses.

### 1.7 Training

#### 1.7.1 General training policy

The career and personal development of each of its 190,704 employees is indispensable to the Group's growth. The goals are to transmit know-how and expertise in order to best respond to clients' needs and to develop this business culture among all employees.

Driven by its decentralised organisation, which is suited to the reality of local needs, and its strong determination to generate synergies in its business activities, skills development is concentrated in two areas: the training centres set up by each business line and the VINCI Academy.

To innovate in training methods and measures and further differentiate the Group from the competition, each business line has set up internal training centres that meet the needs of its own business activities. In 2013 these centres accounted for more than 23% of all people trained, which represents a 28% increase in five years. The development of innovative training programmes for site managers in Africa, the growing use of multimedia simulation tools (3D) and the development of e-learning were among the highlights of 2013.

The VINCI Academy supports the Group's international development and promotes synergies by providing management courses and cross-discipline training programmes for the senior managers of the Group and its operational subsidiaries. The number of VINCI Academy programme participants grew 45% in 2013 to a total of 211 people. A club has also been set up to give training centre managers an opportunity to share experiences and pool resources.

#### 1.7.2 Training initiatives

In 2013, an average of 16 hours of training per employee was provided within the Group, with managers receiving 19 hours and non-managers 15. A total of 69% of managers received training. Almost €179 million was spent on training in 2013; 3.1 million hours of training (up 2.1% from 2012) mainly involved technical training (42%) and health and safety (34%) matters. In 2013, environment training remained at about 43,300 hours. VINCI's goal is to foster the professional development of all its employees by providing each of them with personalised training. This goal was confirmed in 2013, when 115,867 employees received training, representing 60% of staff.

#### Number of training and internship hours at internal training centres, and change

Business lines	Training centre	Number of training hours in 2013	2013/2012 change	Number of trainees in 2013	2013/2012 change
<b>VINCI<sup>(*)</sup></b>	<b>VINCI Academy</b>	<b>6,661</b>	<b>33.1%</b>	<b>211</b>	<b>44.5%</b>
<b>Concessions</b>		<b>159,070</b>	<b>(14.4%)</b>	<b>15,078</b>	<b>(27.5%)</b>
VINCI Autoroutes	Campus Cofiroute, Parcours ASF	133,208	(16.9%)	13,783	(25.8%)
VINCI Concessions	Ecole VINCI Park	25,862	0.8%	1,295	(41.6%)
<b>Contracting</b>		<b>558,203</b>	<b>4.6%</b>	<b>27,469</b>	<b>(8.1%)</b>
VINCI Energies	VINCI Energies Academy, Cegelec Group University	131,842	(3.1%)	9,298	(4.2%)
Eurovia	Road Industry Training Centre	93,294	(4.6%)	2,982	(4.6%)
VINCI Construction	Cesame, Eugène Freyssinet Centre	333,067	11.2%	15,189	(11.0%)
<b>Total</b>		<b>723,934</b>	<b>(0.1%)</b>	<b>42,758</b>	<b>(15.9%)</b>

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

## Breakdown of training hours by subject, and change

	2013					2012		2013/2012	
	Managers	Non-managers	Men	Women	Total	Of which France	Total	Change	
Technical	220,179	1,093,956	1,174,848	139,287	<b>1,314,135</b>	42.4%	785,314	1,345,143	(2.3%)
Health and safety	141,361	915,722	986,830	70,253	<b>1,057,083</b>	34.1%	779,919	991,573	6.6%
Environment	10,165	33,131	34,426	8,870	<b>43,296</b>	1.4%	19,125	43,983	(1.6%)
Management	112,940	81,928	163,816	31,052	<b>194,868</b>	6.3%	117,807	192,380	1.3%
Admin and support	114,897	163,486	180,558	97,825	<b>278,383</b>	9.0%	170,370	248,461	12.0%
Languages	49,378	85,414	91,348	43,444	<b>134,792</b>	4.3%	47,776	131,783	2.3%
Diversity training	3,953	6,407	8,455	1,905	<b>10,360</b>	0.3%	6,801	15,241	(32.0%)
Other	13,370	54,816	56,535	11,651	<b>68,186</b>	2.2%	51,884	70,100	(2.7%)
<b>Total</b>	<b>666,243</b>	<b>2,434,860</b>	<b>2,696,816</b>	<b>404,287</b>	<b>3,101,103</b>	<b>100.0%</b>	<b>1,978,996</b>	<b>3,038,664</b>	<b>2.1%</b>
Hours of training per employee	19	15	16	15	<b>16</b>		18	16	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, as well as ensuring equality for everyone, with a special focus on gender equality, employing people with disabilities and those from an immigrant background, and age pyramid management.

VINCI's diversity promotion policy is driven by a network of diversity coordinators and trainers (86 of them at end 2013). The coordinators are trained and regularly pool know-how via agreements or social network-style collaborative tools. VINCI has developed a new guidebook and distributed it to all diversity trainers to help them lead local meetings that heighten awareness of stereotypes, fight against discrimination and promote equal opportunities for all. Diversity training is now included in the training programme for the Group's operational managers, with 3,953 training hours provided to managers in 2013.

Diversity has for a long time been a major topic of dialogue between management and labour. There were 86 collective agreements signed on equality and diversity in 2013.

### 1.8.2 Measures to promote gender equality

VINCI's objective is to improve its gender mix. In particular, it intends to increase the proportion of women in managerial roles to 20% by 2015, from 18% in 2013, representing an increase of 7.6% in a year and more than 11% in two years. To achieve this objective, the 2012-2015 action plan approved by the Executive Committee focuses on the attractiveness of VINCI, its recruitment methods and career opportunities.

In France in 2013, the Diversity label was renewed for the five accredited companies (VINCI SA, ASF, Cofiroute, GTM Bâtiment and EMCC).

### Women employees by business line, and change

	2013					2012		2013/2012
	Number of women managers		Number of women non-managers		Total women employees		Total	Change
<b>Concessions</b>	<b>776</b>	<b>32%</b>	<b>5,168</b>	<b>33%</b>	<b>5,944</b>	<b>33%</b>	<b>5,134</b>	<b>16%</b>
VINCI Autoroutes	314	32%	2,821	42%	<b>3,135</b>	41%	3,309	(5%)
VINCI Concessions	462	33%	2,347	25%	<b>2,809</b>	26%	1,825	54%
<b>Contracting</b>	<b>5,156</b>	<b>16%</b>	<b>15,630</b>	<b>11%</b>	<b>20,786</b>	<b>12%</b>	<b>20,426</b>	<b>2%</b>
VINCI Energies	1,657	15%	6,001	12%	<b>7,658</b>	12%	7,686	0%
Eurovia	641	14%	3,462	10%	<b>4,103</b>	10%	4,066	1%
VINCI Construction	2,858	18%	6,167	12%	<b>9,025</b>	13%	8,674	4%
<b>VINCI Immobilier and holding cos.</b>	<b>162</b>	<b>35%</b>	<b>203</b>	<b>67%</b>	<b>365</b>	<b>48%</b>	<b>343</b>	<b>6%</b>
<b>Total</b>	<b>6,094</b>	<b>18%</b>	<b>21,001</b>	<b>13%</b>	<b>27,095</b>	<b>14%</b>	<b>25,903</b>	<b>5%</b>

### 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 current roles, the hiring of disabled people, and the use of companies and non-profit organisations that specifically employ people with disabilities.

The activity of Trajeo'h, an entity created at VINCI's initiative in 2008 to help incapacitated staff remain in employment and to support Group companies in the area of disability, developed significantly during the year. In 2013, Trajeo'h's regional entities in France carried out 245 initial assessments (up 42%) and provided support to 224 VINCI employees (up 58%).

### Proportion of employees with disabilities by business line, and change

	2013				2012		2013/2012		
	Managers		Non-managers		Total		Total	Change	
<b>Concessions</b>	<b>27</b>	<b>1.1%</b>	<b>490</b>	<b>3.1%</b>	<b>517</b>	<b>2.8%</b>	<b>482</b>	<b>3.1%</b>	<b>7.3%</b>
VINCI Autoroutes	20	2.0%	388	5.8%	408	5.3%	386	4.8%	5.7%
VINCI Concessions	7	0.5%	102	1.1%	109	1.0%	96	1.3%	13.5%
<b>Contracting</b>	<b>288</b>	<b>0.9%</b>	<b>3,142</b>	<b>2.2%</b>	<b>3,430</b>	<b>3.3%</b>	<b>3,480</b>	<b>2.0%</b>	<b>(1.4%)</b>
VINCI Energies	123	1.1%	1,525	3.0%	1,648	2.6%	1,736	2.7%	(5.1%)
Eurovia	26	0.6%	668	1.9%	694	1.7%	768	1.9%	(9.6%)
VINCI Construction	139	0.9%	949	1.8%	1,088	1.6%	976	1.4%	11.5%
<b>VINCI Immobilier and holding cos.</b>	<b>2</b>	<b>0.4%</b>	<b>12</b>	<b>4.0%</b>	<b>14</b>	<b>1.8%</b>	<b>18</b>	<b>2.5%</b>	<b>(22.2%)</b>
<b>Total</b>	<b>317</b>	<b>0.9%</b>	<b>3,644</b>	<b>2.3%</b>	<b>3,961</b>	<b>2.1%</b>	<b>3,980</b>	<b>2.1%</b>	<b>(0.5%)</b>

In France, under the calculation methods in force in 2013, the law requires that disabled staff comprise at least 6% of a company's workforce. Given the exemption of some business sectors from this requirement, disabled employees accounted for 2.1% of the worldwide workforce in 2013. The supplementary contribution has been stable for several years at around €4.6 million.

In 2013, €6.4 million of revenue was awarded to companies with workforces primarily made up of employees with disabilities. This represents an increase of over 17% on the previous year.

## 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", is built on the Group Executive Committee's commitment, the empowerment of all operational staff within Group companies, and extremely open dialogue with public authorities and environmental protection organisations. To manage environmental risks, operational departments rely on a network of over 500 correspondents who ensure that environmental policy guidelines are observed on the ground. These correspondents work in environment, sustainable development and technical departments, coordinating and ensuring the application of VINCI's environmental policy in all aspects of day-to-day work. The Group's Delegation for Sustainable Development oversees this network, organises technical working groups comprising experts from each business line and coordinates the Group's environmental actions, such as the Biodiversity Task Force, a working group on waste management, and the Grand Paris Club. 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 check progress and validate its environmental action plan.

#### 2.1.2 Environmental reporting coverage and scope

VINCI's environmental reporting system deals with all of the themes listed in Article 225 of France's Grenelle II Environment Law. It uses the Group's common financial and social reporting method and is based on guidelines that are modelled on those of the Global Reporting Initiative (GRI) and adapted to the Group's activities. 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, each business line uses its own management indicators. The methodological note on pages 182 to 184 presents a list of these guidebooks and procedures.

#### Environmental reporting coverage

<i>(as a percentage of revenue)</i>	2013	2012	2011
<b>Concessions</b>	<b>93</b>	<b>94</b>	<b>93</b>
<b>Contracting</b>			
VINCI Energies	99	99	99
Eurovia	96	100	100
VINCI Construction	94	88	88
<b>VINCI Immobilier</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Total</b>	<b>96</b>	<b>95</b>	<b>94</b>

Environmental reporting coverage continues to increase and covered 96% of total revenue generated by companies in the new scope at the end of 2013. The increase compared with 2012 corresponds to an additional €1.6 billion of revenue covered (up 4.4%), due mainly to VINCI Construction's more extensive coverage of its activities, especially outside France. Efforts are now focusing on short-term international projects to reach the target of covering 100% of revenue. This data is monitored at each worksite but not consolidated at Group level.

VINCI's Statutory Auditors have been reviewing the Group's social and environmental information for over 10 years. In 2013, the Group designated its Statutory Auditors as independent third parties 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 Statutory Auditors carried out interviews and surveys on the application of the guidelines at the following subsidiaries: Entrepouse Contracting, VINCI Construction Grands Projets, Eurovia, VINCI Autoroutes (ASF and Cofiroute), VINCI Construction France and VINCI plc (UK). The international companies in the Contracting business were monitored particularly closely (in Qatar, Papua New Guinea, Chile, the United Kingdom and Poland). 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 audits of its data, VINCI is continuing its efforts to increase transparency with respect to stakeholders and make this an important element in assessing its performance. The figures presented in this report are consolidated using the same method as VINCI's financial data. Some entities, in particular those of VINCI Construction Grands Projets such as QDVC, 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.

Environmental training hours remain stable at about 43,000, having more than doubled in the space of six years (up 107%). 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 abroad. For example, in 2013 VINCI Construction Terrassement led 158 awareness campaigns in the form of 15-minute training sessions on waste, clean-up, invasive species, etc. Research teams are trained in eco-design. More than 100 Soletanche Freyssinet employees were trained on how to use PRISM software, which evaluates the environmental impacts of projects through life cycle analysis.

#### Environmental training and awareness, and change

	Number of hours of training		2013/2012
	2013	2012	Change
<b>Concessions</b>	<b>8,567</b>	<b>9,633</b>	<b>(11%)</b>
VINCI Autoroutes	8,400	9,514	(12%)
VINCI Concessions	167	119	40%
<b>Contracting</b>	<b>34,553</b>	<b>34,346</b>	<b>1%</b>
VINCI Energies	3,346	5,548	(40%)
Eurovia	17,509	18,642	(6%)
VINCI Construction	13,698	10,156	35%
<b>VINCI Immobilier and holding cos.</b>	<b>176</b>	<b>4</b>	<b>ns<sup>(*)</sup></b>
<b>Total</b>	<b>43,296</b>	<b>43,983</b>	<b>(2%)</b>

(\*) non-significant

### 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, which serves to determine the equipment and procedures required to prevent or mitigate any such risks. 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 sharing of best practices.

In 2013, VINCI or its subcontractors were involved in five major environmental incidents (six in 2012). 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. Four of the incidents resulted in water pollution (three in France and one in Canada) and the fifth in ground pollution (Germany). 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 2013. VINCI Autoroutes has had all its motorways in service ISO 14001 certified as part of its eco-motorway programme. Contracting activities have also significantly increased the proportion of certified entities since 2012, particularly at VINCI Energies, with 29% (25% in 2012), and VINCI Construction, with 62% (59% in 2012).

## Group activities covered by ISO 14001 environmental certification

(as a percentage)	ISO 14001			Scope/base reference
	2013	2012	2011	
VINCI Autoroutes				France
Motorways in service	100	100	64	in number of kilometres
Motorways under construction	100	100	90	in number of kilometres
VINCI Energies, percentage of revenue	29	25	22	France and worldwide
Eurovia				France and worldwide
Production from quarries owned	59	58	65	in tonnes
Production from coating plants owned	47	24	30	in tonnes
Production from binder plants owned	73	83	65	in tonnes
Revenue from the works activity	29	28	35	France and worldwide
VINCI Construction, percentage of revenue	62	59	60	France and worldwide

VINCI companies have acquired substantial expertise in meeting a variety of environmental standards, including HQE™, BREEAM® and LEED®. In 2013, they delivered more than 400 labelled projects, of which 49 BREEAM® projects and 40 LEED® projects involving both new and refurbished buildings. For example, VINCI Construction is refurbishing the Cardinal, a 37,330 sq. metre office complex in Paris. The project aims for triple certification: BREEAM® (Excellent), LEED® (Gold) and HQE. At VINCI Immobilier, all new residential property development projects comprise low-energy buildings or energy-positive buildings (Bepos) associated with environmental accreditations such as HQE, H&E and HPE. This building expertise is being extended to the entire neighbourhood concerned. In France, VINCI Immobilier is developing a 22,000 sq. metre housing project (PassivHaus standard, with Bepos as the target) for the Prairie au Duc district in Nantes and 130,000 sq. metres of buildings that meet HQE™ Urban Planning and Development standards as part of the Universeine project in Saint Denis, just outside Paris.

## 2.2 Conserving resources

### 2.2.1 Protecting water resources

VINCI answered the CDP Water Disclosure questionnaire for a second time in 2013, to be once again included as one of the 184 Global 500 companies capable of fulfilling the information request. The Group's water strategy is based on its environmental policy: to include water consumption and pollution prevention in risk analyses, to measure and reduce water consumption resulting from its business activities and products, and to protect water environments and their ecosystems. An International Hydraulic Engineering Activity Pivot Club identifies expertise and designs new, specific offerings.

Group companies monitor water resources particularly carefully. Subsidiaries have adopted a number of specific initiatives to reduce water consumption. For example, of all the VINCI motorways in service, 76% (72% in 2012) have been equipped with water protection systems, involving either natural protection or structures that address potential problems. The policy for protecting water resources was strengthened by the adoption of the green motorway package in 2010. Programmes to find and repair leaking pipes are being deployed 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. Entrepose Contracting (VINCI Construction) has designed a process for the hydraulic fracturing of liquefied natural gas reservoirs using untreated seawater. Depending on each individual project, the process saves between 80,000 and 190,000 cubic metres of fresh water and avoids the use of additives that are potentially harmful for the environment. VINCI Construction Grands Projets set up Water Management International, a structure designed to manage and optimise drinking water systems outside France.

### Water consumption (cubic metres of water purchased), and change

	2013	2012	Change
<b>Concessions</b>	<b>1,111,170</b>	<b>1,133,525</b>	<b>(2.0%)</b>
VINCI Autoroutes	979,179	983,073	(0.4%)
VINCI Concessions	131,991	150,452	(12.3%)
<b>Contracting</b>	<b>4,103,779</b>	<b>5,064,703</b>	<b>(19.0%)</b>
VINCI Energies	300,431	327,610	(8.3%)
Eurovia	877,251	1,673,796	(47.6%)
VINCI Construction	2,926,097	3,063,297	(4.5%)
<b>VINCI Immobilier</b>	<b>1,638</b>	<b>2,064</b>	<b>(20.6%)</b>
<b>Total</b>	<b>5,216,587</b>	<b>6,200,292</b>	<b>(15.9%)</b>

Despite its substantial growth, VINCI is gradually increasing the accuracy of its reporting on water consumption. The sharp 48% fall in water consumption at Eurovia is due to the efforts made to decrease consumption and the significant differences in the types of project in the Contracting business from one year to the next.

Measuring water consumption remains very complex. 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 from 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. Water consumption is measured based on the fuel consumption of generators. Many businesses use water in this way. Responding to the CDP Water Disclosure questionnaire is thus a sign of the maturity of VINCI companies.

## 2.2.2 Raw materials consumption and the circular economy

In the Concessions business, most raw materials consumption is monitored and consolidated. In 2013, 1,857 million tonnes of coating were used for motorway maintenance and 57,561 tonnes of de-icing salt were purchased (34,902 tonnes in 2012).

In the Contracting business, raw materials purchasing is decentralised, with purchases generally not consolidated at Group level. Efforts focus on purchasing recycled materials of equivalent performance, recycling waste (see paragraph 2.2.8) and sourcing local products.

There is also a focus on designing products that use fewer raw materials. The Group's eco-design approach is used by VINCI Construction France for developing housing, offices, student accommodation and other projects. In housing, the Habitat Colonne procedure, used to build about 1,079 homes in 2013 (500 in 2012), reduces raw materials consumption by 20%.

The timber construction businesses of VINCI Construction France, under the brand Arbonis, generated revenue of €60 million in 2013, up 50% since 2010. Arbonis is the timber construction leader in France. The wooden roof structure of the Allianz Riviera stadium in Nice, delivered in 2013, is the first ever of its kind in the world. It reduced consumption by 3,000 tonnes of CO<sub>2</sub> compared with a traditional structure.

Eurovia's Granulat+ programme is the 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 the direct benefits, the programme provides a way for regional actors to integrate environmental issues into their processes.

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. Soletanche Freyssinet participates in the Diogen working group focused on environmental databases. VINCI also works with France's energy, environment and transport observatory (OEEET) and the French underground tunnel association (Aftes). Soletanche Freyssinet is contributing to developing a life cycle assessment-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

In 2013, VINCI was active in the debate on the energy transition launched by the French government authorities, focusing on retrofitting buildings to improve energy efficiency and developing eco-mobility. The Group's contribution zeroed in on energy performance guarantees, the topic of VINCI's Research Day on 18 December 2013.

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 now apply to all projects. To meet the new requirements while maintaining costs, VINCI is developing new systems in both the commercial and housing sectors, 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 2020 thermal regulations, which will consider building sustainability as a whole and not merely in terms of energy. 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 2013, three Oxygen buildings were handed over with 16 new projects under development.

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 structure Smart Energy. Within the framework of the Chair in Eco-design, MINES ParisTech has developed an energy and environmental performance simulation tool to be used on a neighbourhood-wide scale (novaEQUER). 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 for entire neighbourhoods. Public lighting, for instance, is becoming a key issue that requires efficient solutions with guaranteed performance. For example, the VINCI Energies brand Citeos offers such solutions in a large number of projects; it has reduced energy consumption 40% in Cergy Pontoise and 20% in Lille.

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

	Natural gas (MWh)	Electricity (MWh)	Total energy (MWh) <sup>(*)</sup>		Change
	2013	2013	2013	2012	
<b>Concessions</b>	<b>9,858</b>	<b>280,937</b>	<b>405,157</b>	<b>421,126</b>	<b>(3.8%)</b>
VINCI Autoroutes	6,600	140,786	256,991	253,412	1.4%
VINCI Concessions	3,258	140,151	148,166	167,714	(11.7%)
<b>Contracting</b>	<b>1,010,369</b>	<b>784,816</b>	<b>8,793,907</b>	<b>8,373,575</b>	<b>5.0%</b>
VINCI Energies	57,435	89,455	844,732	772,365	9.4%
Eurovia	896,722	368,903	3,810,156	3,833,364	(0.6%)
VINCI Construction	56,212	326,458	4,139,019	3,767,846	9.9%
<b>VINCI Immobilier</b>	<b>-</b>	<b>1,562</b>	<b>3,736</b>	<b>3,791</b>	<b>(1.5%)</b>
<b>Total</b>	<b>1,020,227</b>	<b>1,067,315</b>	<b>9,202,800</b>	<b>8,798,492</b>	<b>4.6%</b>

(\*) Including consumption of fuel, natural gas, electricity, heavy fuel oil, coal and used oils.

Group companies pay close attention to their energy consumption, which increases less each year than the revenue of businesses covered by environmental reporting. For the reporting period, Group energy consumption totalled 226MWh per million of euros of revenue, compared with 227 MWh in 2012.

Due to the industrial nature of its business, Eurovia accounts for a large proportion of total energy consumption. The 7% increase in gas consumption on 2012 results from the growth in international businesses, especially at Eurovia in the United Kingdom and also at VINCI Construction Grands Projets in Asia. Electricity consumption rose 0.55%, which, as in 2012, was lower than the rise in revenue of businesses covered by environmental reporting.

Eurovia was the first Group business line to set up an ambitious energy and CO<sub>2</sub> reduction plan, including improvements to the energy efficiency of coating plants, quarry equipment and operations buildings. In 2013, the subsidiary 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 Tempéra® warm mix process enables energy savings of 20-40%. This coating represented 12% of French production in 2013, with a target of 50% in 2015.

The Sylvabox is a timber-framed bungalow featuring enhanced insulation that reduces energy consumption by 80%. It is manufactured by Arbonis, VINCI Construction France's subsidiary specialised in timber-related activities, which aims to install 40% of these energy-efficient bungalows on its worksites in France by 2016.

## Fuel consumption, and change

(in litres)	Diesel <sup>(*)</sup>	Petrol	Total		Change
	2013	2013	2013	2012	
<b>Concessions</b>	<b>10,969,343</b>	<b>26,961</b>	<b>10,996,304</b>	<b>10,880,240</b>	<b>1.1%</b>
VINCI Autoroutes	10,513,755	25,130	10,538,885	10,331,025	2.0%
VINCI Concessions	455,588	1,831	457,419	549,215	(16.7%)
<b>Contracting</b>	<b>551,304,236</b>	<b>14,920,933</b>	<b>566,225,169</b>	<b>505,336,581</b>	<b>12.0%</b>
VINCI Energies	64,299,043	2,801,109	67,100,152	60,833,074	10.3%
Eurovia	196,272,830	6,216,070	202,488,900	199,542,713	1.5%
VINCI Construction	290,732,363	5,903,754	296,636,117	244,960,794	21.1%
<b>VINCI Immobilier</b>	<b>209,009</b>	<b>-</b>	<b>209,009</b>	<b>182,960</b>	<b>14.2%</b>
<b>Total</b>	<b>562,482,588</b>	<b>14,947,894</b>	<b>577,430,482</b>	<b>516,399,781</b>	<b>11.8%</b>

(\*) Since 2011, the "diesel" indicator has taken into account diesel and heating oil.

The increase in fuel consumption in 2013 is due to the exceptional earthworks site for the South Europe Atlantic Tours-Bordeaux high-speed rail line project and to the Group's integration of new acquisitions.

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. Car-pooling was developed further in 2013. Located near toll plazas, parking facilities make an easy meeting point for drivers and passengers, with nearly 1,456 parking spaces reserved for car-pooling in autumn 2013 compared with 1,000 in 2012.

### 2.2.4 Use of renewable energy

In 2013, VINCI companies substantially increased their purchases of electricity generated from renewable energy sources to 43,875 MWh. A growing number of worksites are signing renewable energy supply contracts. At the Hallandsås tunnel construction site in Sweden, all the electricity used is from renewable energy sources.

VINCI Energies' business units have expertise in and are expanding their activities in the design, supply, installation and connection to renewable energy power plants. The photovoltaic farm being built by Omexom Energies Renouvelables on a 20 hectare site in Estezargues in the south of France is equipped with 10,000 sq. metres of sensors to generate 12 MWp of power. In Turkey, the Balikesir wind farm, equipped by VINCI Energies GSS, opened on 11 May 2013. It comprises 52 turbines, each with a capacity of 2.75 MW, set out across 56 hectares of hilly landscape. 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, which continued in 2013. The project is overseen by Freyssinet and 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.

VINCI Autoroutes has 2,531 renewable energy installations generating solar, thermal and wind energy (excluding heat pumps).

As concerns the Group's vehicle fleet, subsidiaries are currently rolling out hybrid and electric alternatives. VINCI Autoroutes, for example, has committed to buy over 50 electric vehicles for its fleet.

## 2.2.5 Land use

To combat the loss of natural and agricultural resources and to maintain a balance between nature and human amenities, the Group deals with land-use issues at a very early stage. Efforts include research into biodiversity and urban agriculture as part of the Chair in the eco-design of building complexes and infrastructure. Integrating sites into their environment and land use are subjects of special concern for motorway concessions and for Eurovia's quarries. These entities have acquired special expertise in rehabilitation. This enables them to restore the biodiversity of sites and make them an integral part of the local environment. For all infrastructure projects, and particularly for the South Europe Atlantic Tours-Bordeaux high-speed line project in 2013, the Group worked with local communities and made commitments to the French government. The companies have appointed experts in landscaping and reliefs.

## 2.2.6 Air pollution

The VINCI business lines most concerned with the problem of atmospheric emissions are VINCI Concessions, Eurovia and VINCI Construction. In Concessions, atmospheric emissions were monitored at a sample of 272 VINCI Park, VINCI Airports and VINCI Autoroutes car parks. This revealed that most emissions are generated by users (cars, aircraft, etc.). To reduce traffic congestion, VINCI Autoroutes has introduced speed limitation measures. In 2013, these measures were activated during close to 3,900 hours.

## 2.2.7 Noise pollution

All VINCI projects are subject to a preliminary noise study to limit the noise generated by urban construction sites, motorway traffic and so forth. Soletanche Freyssinet subsidiary Soldata specialises in noise management with EAR-Is. This software analyses and simulates noise and vibration levels in real time and simulates them for construction projects and industrial activities. 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®.

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.

As part of the green motorway package, VINCI Autoroutes has committed to providing noise protection to 1,000 homes identified as noise black spots. In 2013, 281 homes were protected, making a total of 1,422 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. The waste indicator covered 38% of the Group's business in 2013 compared with 13% in 2009.

As part of the green motorway package, all of the rest areas along VINCI Autoroutes motorways have been equipped with sorting bins (91% in 2012, 39% in 2011 and 21% in 2010). In line with the Group's eco-design policy, focus now turns 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 2013 versus 52% in 2012.

As for VINCI Construction UK, it recovered 89% of its 408,801 tonnes of waste in 2013 (98% in 2012, 80% in 2011).

### Hazardous and non-hazardous waste in 2013

(tonnes)	2013			2012		
	VINCI Autoroutes	VINCI Energies	VINCI Construction <sup>(*)</sup>	VINCI Autoroutes	VINCI Energies	VINCI Construction <sup>(*)</sup>
Non-hazardous waste (customers + operations)	12,340	314,994	406,636	13,414	185,579	1,248,299
Hazardous waste (customers + operations)	1,501	1,353	2,165	2,158	672	2,847

(\*) The scope is limited to VINCI Construction UK. The change between 2012 and 2013 is due to the difference in the type of worksite.

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. In France, the percentage increased 15% over 2012, making Eurovia the market leader in this field.

### Waste recycling and recovery at Eurovia in 2013, and change

	2013				2012	
	World	2013/2012 change	France	2013/2012 change	World	France
Percentage of mix manufactured with recycled mix aggregate	11.4	(9%)	14.7	12%	12.5	13.1
Production of recycled material (in millions of tonnes)	7.1	(16%)	5.9	(9%)	8.5	6.5
Total recycled material as a percentage of total aggregate production	8.0	(19%)	10.0	(9%)	9.9	11.0

## 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 eight facilities that are subject to phase III of the European emissions trading scheme's National Allocation Plan (see page 130) and must comply with the Carbon Reduction Commitment in the United Kingdom. VINCI Autoroutes continued to raise awareness about its CO<sub>2</sub> activities 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 CO<sub>2</sub> emissions and uses 2009 as its base year (the first year when coverage exceeded 90%). The Group is also taking initiatives to reduce its clients' energy 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 (mainly from decarbonising limestone at Eurovia's lime plant). Scope 2 includes indirect emissions produced to make energy (mainly electricity) purchased and used at fixed sites and for projects. Overall, VINCI's CO<sub>2</sub> emissions in 2013 amounted to almost 2.5 million tonnes. In 2013, 32 French subsidiaries were concerned by and applied Article 75 of the Grenelle II Environment Law, which requires companies to perform greenhouse gas audits and define action plans to reduce them. The Group's emissions are determined using factors included in the carbon database of Ademe (France's environment and energy management agency). The factors were applied to data from previous years and recalculated for a pro forma comparison.

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

	Tonnes of CO <sub>2</sub> equivalent		2013/2012 change
	2013	2012	
<b>Concessions</b>	<b>55,641</b>	<b>52,975</b>	<b>5.0%</b>
VINCI Autoroutes	37,945	37,243	1.9%
VINCI Concessions	17,696	15,732	12.5%
<b>Contracting</b>	<b>2,432,854</b>	<b>2,335,502</b>	<b>4.2%</b>
VINCI Energies	207,830	186,937	11.2%
Eurovia	1,100,711	1,126,463	(2.3%)
VINCI Construction	1,124,313	1,022,102	10.0%
<b>VINCI Immobilier and holding cos.</b>	<b>656</b>	<b>605</b>	<b>8.4%</b>
<b>Total</b>	<b>2,489,151</b>	<b>2,389,082</b>	<b>4.2%</b>
<b>Carbon intensity (tonnes of CO<sub>2</sub> equivalent per million euros of revenue)</b>	<b>61</b>	<b>62</b>	<b>(0.7%)</b>

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

The Group's direct emissions (Scope 1 and 2) per million euros of revenue fell slightly to 61 tonnes of CO<sub>2</sub> equivalent compared with 2012 (62 en 2012). Since 2009, when the figure stood at 71 tonnes of CO<sub>2</sub> equivalent, carbon intensity has decreased 14%.

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 paragraph 2.2.3).

To broaden its range of low-CO<sub>2</sub> 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 clients and end-users: operation accounts for over 50% of lifetime emissions for a rail line, 90% for a building and over 95% for a motorway. Reducing the CO<sub>2</sub> 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 assessment (LCA) tools which, as well as CO<sub>2</sub> emissions, measure indicators such as water consumption, depletion of natural resources and impacts on human health. These tools allow the Group to ensure that CO<sub>2</sub> reductions do not result in other impacts at any point in the life cycle of its structures. LCA tools are developed within the framework of the ParisTech eco-design chair, and are used in numerous subsidiaries. The CO<sub>2</sub>NCERNED 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 at VINCI Concessions, and to optimise the carbon footprint of rail infrastructure. In two years at VINCI Construction, eco-design studies were carried out on 452 projects. Eurovia also carried out LCAs on two of its new materials.

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-customers. The VINCI Autoroutes eco-comparison tool available on its website calculates the amount of CO<sub>2</sub> motorists could avoid emitting. VINCI Construction shows building occupants how they can consume less energy through its Oxygen eco-commitment. Soletanche Freyssinet leads a European working group for the European Federation of Foundation Contractors and the Deep Foundation Institute and has designed a carbon calculator that can be used in all the fields of foundation. The calculator was downloaded more than 200 times in 2013.

In 2013, VINCI initiated a new carbon offsetting method for infrastructure projects: local offsetting, via the 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.

### CO<sub>2</sub> emissions of VINCI Autoroutes companies and users of its motorways

(tonnes of CO <sub>2</sub> equivalent)	2013	2012
ISO Scope 1 and 2 emissions	37,945	37,243
User emissions <sup>(*)</sup>	12,155,552	12,181,029

(\*) 2012 data corrected to take into account the calculation method of the Association des Sociétés Françaises d'Autoroutes (association of French motorway companies).

Between 2012 and 2013, emissions by VINCI Autoroutes customers fell slightly despite the increase in traffic. The no-stop 30 km/hour electronic toll lanes lowered CO<sub>2</sub> emissions by 44,896 tonnes over the year, or 86,876 tonnes since they opened in 2011.

Investors have responded positively to the measurement of greenhouse gas emissions and actions taken to reduce them. In 2013, for the seventh year running, VINCI confirmed its leadership position in France regarding climate strategy. VINCI was included in the Carbon Disclosure Project Leadership Index (CDLI) France in 2013 having obtained the disclosure score of 93 out of 100 in performance band B for its response to the Carbon Disclosure Project (80/100, level C in 2012). The Carbon Disclosure Project, which is conducted on behalf of 722 investors, assesses how the world's 500 largest companies by market capitalisation 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 50cm 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 discuss their approaches and tools. 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). The SNB's recognition is a guarantee of the quality and consistency of the biodiversity programme for a three-year period, which entails Group-wide initiatives designed to:

- pool and build knowledge on biodiversity;
- share best practices;
- train and raise the awareness of all staff members about biodiversity;
- develop new solutions to better integrate biodiversity issues in all aspects of day-to-day work.

Eurovia also received SNB recognition for its voluntary commitment, which includes a three-year partnership with the Natural Heritage department of the MNHN, France's Natural History Museum. 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 taken to promote biodiversity

Several Group companies operating on long cycles and directly impacting natural environments – notably those involved in the concession-construction of transport infrastructure (motorways, airports), earthworks and quarries – have been dealing with the issue of biodiversity for many years.

Measures to avoid and reduce impacts on natural environments and to offset residual effects are developed and applied in partnership with the stakeholders most affected, depending on the project, location, species and ecosystem. Over the past two years, VINCI has been involved in defining national standards and guidelines on the cycle of avoiding, reducing and offsetting impacts on natural environments.

In its drive to maintain a continuous hands-on approach, the Group gave special focus to defining training and awareness modules on biodiversity issues designed for operational staff at VINCI Construction, VINCI Concessions and Eurovia. These training programmes will be rolled out extensively from 2014.

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.

In addition to these initiatives, 123 measures have been included in the biodiversity guidelines in the green motorway package. Once the points of conflict between natural ecological connectivity and motorway infrastructure had been identified, the programme, completed in 2013, enabled a number of improvements to be made:

- construction of environment-friendly crossings for large animals, underpasses for smaller wildlife, escape areas for wild boar and ramps for deer and similar species;
- biodiversity management plans implemented at sites of ecological interest near motorways;
- creation of protective and community-based orchards and olive groves, etc.

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

	2013	2012
Crossings for small and large wildlife (in number)	746	686
Fenced sections (in km) <sup>(*)</sup>	8,453	8,284

(\*) 2012 data corrected to take into account the calculation method of the Association des Sociétés Françaises d'Autoroutes (association of French motorway companies).

The main issue faced by Eurovia is restoring sites throughout the life cycle of its quarries. The partnership with the French Natural History Museum developed a methodology 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. Actions can then be determined to conserve and provide a favourable environment for new plant and animal species.

### Eurovia's biodiversity indicators specific to quarries

	2013	2012
Quarries near <sup>(*)</sup> natural and protected areas <sup>(**)</sup>	68%	-
Quarries that have joined the Unicem Environment Charter <sup>(***)</sup>	74%	72%

(\*) Within a 2 km radius.

(\*\*) Natural zones of ecological, wildlife and plant life interest, Natura 2000 areas, national parks, regional natural parks, natural marine parks, regional and national nature reserves, "Conservatoire du littoral" protected coastlines, "Conservatoires des espaces naturels" protected sites, etc.

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

In 2013 VINCI Construction Terrassement introduced an approach to develop the field of environmental engineering and defined an action plan to standardise best practices, create solutions, develop research programmes, innovate and implement communication initiatives in collaboration with environmental groups, ministries, engineering and design departments, scientists, etc. More than 84% of VINCI Construction Terrassement's worksites used the "biodiversity" signs in 2013.

At VINCI Airports, the teams at the Grand Ouest airport worksite designed an innovative methodology to offset the project's impacts and restore major natural functions and recreate habitats immediately next to the site. The actions planned will create and restore habitats suitable for woodland species. This method helps to take more targeted measures on an ecosystem and its hydrologic and ecological functions than offsetting the number of hectares and species impacted by the project.

## 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 €5 million in funding 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 départements crossed by the rail line: Indre et Loire, Vienne, Deux Sèvres, Charente, Charente Maritime and Gironde.

## Number of projects supported by the LISEA Biodiversity Foundation by topic

	2013
Habitat restoration and creation	8
Agricultural experimentation	3
Species protection and conservation	7
Training and awareness initiatives	4
Applied studies and inventories	6
Fundamental research	2
<b>Total</b>	<b>30</b>

In 2013, the Chair in the eco-design of building complexes and infrastructure created two solutions for assessing biodiversity in the urban environment: Biodivstrict and NewDistrict.

Biodivstrict assesses biodiversity-friendly areas using a geographic information system. The model assesses biodiversity saturation indices using surveys of representative species. Based on the assessment and indices, the project management team can provide relevant urban development solutions. 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 programme 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.

Lastly, at least 23 innovation projects dealing specifically with initiatives to promote biodiversity were submitted by Group employees for the VINCI 2013 Innovation Awards. Thirteen projects were presented to the judges, and six won a regional or international award.

## 2.5 Preservation and restoration

### 2.5.1 Legal and regulatory compliance

As regards 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

<i>(in € millions)</i>	2013	2012	2011
Annual environmental investment	129	312	260
Annual spend on the upkeep of natural areas	40	31	32
Insurance premiums to cover environmental risks	0.30	0.32	0.32

VINCI Autoroutes' fall in investment is due to its completion of the green motorway package. When considered over three years, the investment made is considerable.

### 2.5.3 Environment provisions and guarantees

See "Environmental, industrial and technological risks", page 125 of the Report of the Board of Directors.

### 2.5.4 Damages paid in 2012 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 damages in 2013 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 and built on a network of companies with long-established roots in their operating regions – nearly 70% of Group companies still have fewer than 100 employees – VINCI is currently present in more than 100 countries.

#### Size of Group companies by number of employees at 31 December 2013

	2013
From 1 to 99 employees	69.4%
From 100 to 499 employees	25.2%
More than 500 employees	5.4%
<b>Total</b>	<b>100.0%</b>

#### 3.1.1.1 Impact of local companies

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

#### 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 Group's activities themselves contribute to the economic development of new areas or the modernisation of existing facilities. In response to the growing demand from customers to take into account the positive and negative impacts of our activities, especially in relation to the environment, VINCI companies are constantly working to provide innovative solutions, especially in the areas of energy performance, eco-neighbourhoods and sustainable city concepts (see page 33 of the Annual Report on R&D and innovation).

In 2013, VINCI generated €14.8 billion in revenue with public sector, or quasi-public sector, customers.

### 3.1.2 Contribution to employment, local skills development and professional integration

All employment relating to the activities of Group companies, including both direct jobs and indirect jobs (temporary employment and subcontracting), together with initiatives to encourage the professional integration of the long-term unemployed, helps to support regional development.

#### 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 a substantial direct and indirect impact on regional employment. For employment at its worksites, the Group encourages the use of local resources. Internationally, and particularly in emerging economies, VINCI works to promote the development of local skills for both production and managerial staff.

For example, as part of its long-term commitment to the professional development of African managers, Sogea-Satom uses local resources whenever possible for staffing its worksites. Several educational programmes are supported at engineering schools: the Ecole Polytechnique de Dakar in Senegal, the Institut Supérieur de Technologie d'Afrique Centrale (ISTAC) in Cameroon and the Institut International d'Ingénierie de l'Eau et de l'Environnement (2IE) in Burkina Faso. In 2013, Africans accounted for more than half of Sogea-Satom's managers.

For its Papua New Guinea pipeline project, Spiecapag, an Entrepouse Contracting company (VINCI Construction), has hired 4,840 people since work began in 2010, 75% of whom are from the local area. Tailored training programmes have been put in place, accounting for 156,600 hours of training, with local trainees representing 82% of session participants.

In 2013, the South Europe Atlantic high-speed rail line (SEA HSL) between Tours and Bordeaux, Europe's largest rail project, cemented its status as a major French success story for the use of local resources and local skills development. The construction joint venture COSEA has entered into 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 enshrines its pledges to promote local employment and sustainable employability, secure career paths and the reinforcement of local know-how. In the summer of 2013, during the most labour-intensive period of the project's initial phase, approximately 8,000 people were employed, about 1,500 of whom had previously been excluded from the labour market and were among those targeted by professional integration measures. By end March 2014, the project will have accumulated nearly 2 million hours of integration employment.

### 3.1.2.2 Local skills transfer

Practices in the Group's business sectors and the relatively short duration of projects encourage the geographic and professional mobility of employees. Investments made by VINCI companies in the training of their employees are therefore also used in the course of their intra-Group transfers. This purposeful transfer of skills plays a large part in the development of know-how for the entire profession and at the regional level. Increasingly, Group companies are forging partnerships for the transfer of technology (VINCI Energies with Mohammed VI Polytechnic University in Morocco, VINCI Energies GSS in Africa, Sogea Morocco for the rehabilitation of ancient monuments, etc.).

### 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 all social integration clauses, corresponding to between 3 and 4 million hours per year for VINCI companies. To address the issues raised by these clauses, VINCI created ViE in 2011, an economic entity of the Group with a social mission. ViE continued its expansion in 2013, particularly in the Paris region, the Nord Pas de Calais and Picardy regions and in south-west France.

#### Activity of the ViE social enterprise, and change

	2013	2012	Change
Number of people benefiting from social integration measures	1,522	710	114.4%
Number of hours of integration employment	557,644	383,000	45.6%
<i>of which Group company employees</i>	47.0%	45.0%	4.4%
<i>of which subcontractors</i>	55.0%	53.0%	3.8%
Number of hours of training	23,000	28,000	(17.9%)
Percentage of women	9.5%	12.0%	(20.8%)
Percentage of men	90.5%	88.0%	2.8%

With the aim of improving the skills of people previously excluded from the labour market, ViE is seeking to lengthen the careers of these individuals within the Group. Accordingly, 15% of those having benefited from social integration measures in 2013 were offered a second contract of this type following their first project (up from 12% in 2012). In 2013, 365 of the 1,522 people benefiting from these measures were subsequently hired by Group companies.

### 3.1.2.4 Relations with educational institutions

VINCI companies have consistently recruited new staff for a number of years, even under challenging economic conditions, and maintain long-term partnerships with educational institutions and academic circles through a wide variety of initiatives: site visits, recruitment fairs, internships, partnerships with schools, etc. The general policy is to enable all Group companies to rely on VINCI's strong employer brand for their recruitment needs, whether in terms of volume or quality. A number of partnerships are forged locally by Group companies with apprenticeship centres, schools, universities and other institutions of higher learning. The Group's policy in this area also involves the allocation of the apprenticeship tax, supplemented by the strong involvement of employees in educational initiatives. These actions are carried out at each of the Group's entities, in a decentralised manner, and are not consolidated at Group level.

## 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

Although public authorities are responsible for decisions on transport and energy infrastructure, as well as facilities to improve the living environment, including where they are to be located, VINCI companies increasingly serve as a liaison with local communities, residents living near the structures they build, non-profit organisations and users. Along these same lines, the Group published a new Manifesto in September 2012, entitled "Together" (see page 163), with commitments to strengthen openness and dialogue with stakeholders as a means to create value. The Group has adopted Reflex, an easy-to-use mapping tool, in order to better identify stakeholder needs and propose solutions that will be satisfactory for all concerned. Interactive websites developed specifically for major projects round out and help bring a fresh perspective to the more traditional discussion and consultation processes, such as public meetings, site visits, etc.

For its 2013 edition, the VINCI Innovation Awards introduced a "Together" prize, taking its name from the Group's Manifesto, to recognise innovative approaches resulting from collaboration with external partners or a project taking into account the expectations of external stakeholders (local residents, conservation organisations, etc.). Over 17% of the 2,075 projects entered in the competition by employees involved one or more partners.

#### Projects entered in the VINCI 2013 Innovation Awards with stakeholder participation

	Number of projects entered	% of total
External business partners	162	44%
Suppliers or subcontractors	105	29%
Public sector participants	32	9%
Non-profit or socio-medical service organisations	18	5%
Academic and scientific community	14	4%
Organisations and companies working for the integration of the long-term unemployed and people with disabilities	14	4%
Environmental organisations and agencies	13	3%
Internal stakeholders (works councils, Committee on Health, Safety and Working Conditions, etc.)	6	2%
<b>Total</b>	<b>364</b>	<b>100%</b>

One of these prizes went to the South Europe Atlantic Tours–Bordeaux high-speed line project for its consultation approach used to coordinate offsetting measures. In full awareness of environmental concerns raised – 220 protected species affected, more than 120 watercourses and 14 Natura 2000 sites in the path of the rail project – key stakeholders, including 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 environmental impact. A joint memorandum of understanding entered into by all the parties has allowed for the identification of the most appropriate offsetting measures for each major type of ecosystem and has resulted in a mapping of areas to be explored in depth.

### 3.2.2 Initiatives and relations with associations representing users and local residents

The majority of VINCI's customers are public authorities or companies. The challenge for companies having entered into long-term partnerships with users who are also customers is to build relationships over time, particularly in the area of services. 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, relations with users are vital from the initial design-build phase, owing to the impact that a project may have on local residents and on community acceptance of the planned structures.

In the Contracting business, Eurovia is developing strong and lasting relationships with local stakeholders: local residents, local authorities, non-profit organisations and government agencies. Apart from the use of traditional means such as information meetings, open days, local partnerships with non-profits and NGOs, ties are forged with bituminous mix plants, using a tool allowing them to better present their activities and improve their interactions with stakeholders. Eurovia garnered three prizes for its operations across Europe at the 2013 Sustainable Development Awards organised by the European Aggregates Association (UEPG), including one commending its partnerships with local authorities, thus recognising the success of initiatives undertaken through one of its operating sites in boosting both economic activity and attractiveness.

### 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 makes a conscious choice to build partnerships at local level, depending on where companies are operating, the specific characteristics of projects and the type of business being performed. In connection with each project and as part of its goal to drive performance over the long term in all its areas of activity, VINCI selects the most relevant partnerships with conservation organisations.

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

VINCI favours actions that contribute to scientific understanding and make research findings available to all stakeholders. For example, the Eco-design of Buildings and Infrastructure Chair, which was initially endowed with a budget of €3 million over a period of five years, has delivered tools and reference guides that may be used by everyone to aid in understanding and make smarter decisions relating to energy, the environment and mobility (see [www.chaire-eco-conception.org](http://www.chaire-eco-conception.org)). End of 2013, the endowment for this chair was officially renewed for 2013-2018, in the amount of €4 million over five years. The Fabrique de la Cité (the City Factory, [www.lafabriquedelacite.com](http://www.lafabriquedelacite.com)), a think tank set up at the Group's initiative that takes an interdisciplinary and international approach to imagining the future shape of our cities, received additional funding of €1.2 million from VINCI in support of its important work.

Among other initiatives in 2013, Eurovia officially joined France's national biodiversity strategy, which is spearheaded by the Ministry of Ecology, Sustainable Development and Energy. It established a three-year 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 developed at operating sites with environmental organisations. In 2013, MNHN teams designed a methodology specifically for the company that may be used to assess the ecological potential of its sites. In return, Eurovia is to give the MNHN access to one or more of its sites, where the museum plans to implement projects to advance scientific knowledge in the field of biodiversity.

LISEA, the concession company for the South Europe Atlantic Tours–Bordeaux high-speed rail line, has also expanded its efforts in this area, on top of the project's contractual commitments, through its two corporate foundations: the LISEA Biodiversity Foundation and the LISEA Carbon Foundation. The latter's main areas of interest are to reduce energy consumption by buildings, develop more responsible mobility solutions and support energy transition in rural communities.

#### Key figures for the LISEA Biodiversity Foundation in 2013 (on the basis of a five-year budget of €5 million)

	Number of projects submitted	Number of projects funded	Total amount paid	% of projects submitted by non-profit organisations
First call for projects (November 2012–May 2013)	113	30	€1.4 million	66%
Second call for projects (September 2013–June 2014)	136	–	Amount to be determined in June 2014	57%

For its part, the VINCI Autoroutes Foundation for Responsible Driving ([www.fondation.vinci-autoroutes.com](http://www.fondation.vinci-autoroutes.com)) was allocated a budget of €2 million in 2013. Dedicated to raising awareness about the dangers of poor road safety, the foundation also aims to serve as a think tank and research laboratory, disseminating information on safe driving practices to motorists and the general public, working alongside its partners and various stakeholders, including institutions, professional bodies and non-profit organisations.

#### 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 assets 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 cultural heritage treasures. As a leading player in concessions and construction with a firm commitment to corporate social responsibility, VINCI frequently makes important cultural contributions and has thus been involved in a number of emblematic projects. VINCI has followed its large-scale sponsorship initiative offering the benefit of its skills and expertise for the restoration of the Hall of Mirrors at Versailles by expanding the scope of its actions to support local cultural initiatives across France. Recent sponsorship actions include the lighting of the Palais du Pharo and assistance provided in connection with the cultural and scientific project for MuCEM, the new museum of European and Mediterranean civilisations, both in Marseille. In Nancy, VINCI lent its support to Renaissance Nancy 2013 for the development of exhibitions revealing the riches of the city's historical past as well as contemporary art installations. In Lyon, VINCI has assisted with the public art aspect of the Rives de Saône project.

As a leading sponsor of archaeological heritage studies 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 2011, VINCI Airports renewed the partnership initiated in 2004, in the form of a five-year agreement to continue its financing of a major archaeological dig at the site of Siem Reap airport in Cambodia, not far from the famed Angkor Temple complex, a project led by Inrap in association with Apsara, the Cambodian government agency for the protection and management of Angkor and the Siem Ream region. In this region, archaeologists have tended to focus on the temples frequented by the elite in the heyday of the Khmer Empire, but the excavations by the Inrap/Apsara project aim to shed light instead on the way of life of the artisans having built the temples. Those carried out near the airport's runways have yielded interesting discoveries about the region's inhabitants during the period, while providing an ideal opportunity to train Cambodian archaeologists, assisted by 85 VINCI employees at the dig site.

### 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 as well as companies and local enterprises spearheading actions in the regions where they operate, particularly through its corporate foundations, thus working to alleviate social exclusion (for more information on the activities of VINCI's corporate foundations, see [www.fondation-vinci.com](http://www.fondation-vinci.com)). At 31 December 2012, the employee participation rate for the Group's measures to promote civic engagement around the world was almost 74% (6.4% in Africa and 68% in Europe).

#### Actions of Group foundations in 2013 to combat exclusion and foster integration

	Participation rate <sup>(*)</sup>	Number of projects supported	Number of sponsors	Total amount paid (in € thousands)
France	57%	135	208	2,091
<i>of which Solidarity in the Community programmes</i>	-	19	29	173
Sillon Solidaire	-	25	34	311
Czech Republic	2%	6	6	30
Germany	7%	13	16	161
<i>of which Solidarity in the Community programmes</i>	-	8	9	76
Greece	0.05%	2	2	30
Belgium	1.40%	15	16	229
Slovakia	0.50%	7	7	76
<b>Total</b>	-	<b>203</b>	<b>289</b>	<b>2,928</b>

(\*) Coverage rate: number of employees per country/total number of Group employees (190,704).

Created in 2012 in connection with the construction and operation of the South Europe Atlantic Tours-Bordeaux high-speed rail line, the solidarity fund known as Sillon Solidaire aims to support projects undertaken by non-profit organisations in France that help alleviate social exclusion in regions crossed by the new rail line, within three main areas: relocation services, housing assistance and educational support for school-age children. In 2013, funds allocated by Group foundations to efforts to stem social exclusion totalled €2.9 million, in support of 203 projects with assistance from 289 employee sponsors.

### 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 in each region, which may or may not involve the presence of Group companies over the long term and may relate to large-scale projects completed in short time frames or recurring work, 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.

#### Activities of Issa (Initiatives Sogea-Satom pour l'Afrique) in 2013

	Number of projects supported		Total	Number of countries involved	Total amount paid (in € thousands)
	Access to essential services	Social entrepreneurship			
<b>2013</b>	<b>11</b>	<b>17</b>	<b>28</b>	<b>9</b>	<b>441.3</b>
2012	13	13	26	12	399.9
2013/2012 change	(15%)	31%	8%	(25%)	10%

In keeping with the Issa selection committee's interest in stepping up support for social entrepreneurship projects, these now account for 61% of all projects supported.

Involvement by Sogea-Satom (VINCI Construction) in the fight against HIV/AIDS continues apace. All of the company's sub-Saharan agencies have adopted a concerted and proactive approach to this issue, through information meetings and awareness campaigns targeting employees, and local residents where applicable. These meetings are held on a regular basis at worksites, organised by project supervisors together with the company's occupational health and safety specialists, who may be assisted by local associations or physicians. They often take the form of 15-minute health sessions, on the model of the Group's similar sessions focusing on safety concerns, although more in-depth presentations and exchanges may be organised as well.

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 1,320 craftspeople hired by the organisation each receive a contractual salary and a full benefits package. Artisans d'Angkor, a social enterprise with 2013 revenue of €7.4 million, has lifted some 6,000 families out of poverty and promotes economic vitality in the local area through 48 cooperatives.

In the area of sponsorship, VINCI companies are thus focusing their initiatives on three main fronts: social integration through work/solidarity

(see page 180), the environment and research (see page 179), and culture and heritage assets (see page 179). In accordance with the Group's decentralised administrative model, VINCI does not consolidate either its reporting on sponsorship actions or the total budget allocated. A low-range estimate suggests a total amount of about €11 million in 2013.

### 3.3 Relations with suppliers and subcontractors

The position generally occupied by Group companies in the value chain enables them to build balanced, long-term relationships with suppliers and subcontractors. For several years, the proportion of purchases has remained stable, representing about 61% of the Group's revenue. In 2013, they were comprised of €9.5 billion for materials and €15.1 billion for external services, including subcontracting and the cost of temporary staff.

#### 3.3.1 General policy

In 2013, 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 purchasing networks as well as the eight purchasing committees across the Group. The Purchasing Coordination unit's buyers have individual goals aimed at driving sustainable development performance through each contract they negotiate.

The VINCI International Purchasing Committee was recently created to ensure the implementation of the Group's purchasing policy at its operations outside France. At 31 December 2012, it included purchasing representatives from four countries (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 commitments as a signatory to the UN Global Compact. In 2013, this charter was disseminated widely and now forms an integral part of the framework agreements developed by the Group. The Responsible Purchasing Committee has improved its handling of workforce-related, social and environmental issues, in particular by developing and implementing tools and methods as well as by sharing and disseminating best practices.

#### 3.3.2 Managing relations with suppliers

In 2013, the Group made considerable headway with its responsible purchasing policy by successfully integrating sustainable development criteria 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. Supplier evaluation is specifically tailored to each purchasing category to reflect the issues faced in the corresponding business sector.

Along these lines, the Purchasing Coordination unit launched a new invitation to tender in 2013 for the selection and approval of suppliers leasing site equipment. The Group's evaluation process focused in particular on suppliers' non-financial performance, initially on the basis of their own statements, with documentation provided, in relation to four criteria: safety of heavy equipment, safety of personnel, environmental quality of heavy equipment and processes, and business ethics. Suppliers thus selected were then audited by Bureau Veritas on the basis of these same criteria. Nearly 100 audits were conducted at the 88 companies short-listed in the first phase.

From the broader social perspective and through its various projects across the Group, 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. Its policy also involves expanding purchases from social integration structures and from companies and non-profit organisations that specifically employ people with disabilities. In 2013, the volume of purchases from sheltered workshops was €6.4 million, making steady progress during the year and representing a 17.5% increase over 2012.

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 2013, nearly 51.3 tonnes of equipment were recycled. Revenue generated with sheltered workshops remained stable for the collection of WEEE.

The Group's civic engagement also takes the form of combating social exclusion and building bridges with people who suffer employment difficulties. To further these actions, the national consultation process launched in 2012 to evaluate and approve temporary employment agencies in France that operate in the field of social integration through work was completed in 2013. The twofold objective of this process was to approve structures that demonstrate their ability to assist the disadvantaged and to support the structures approved by the Group to allow them to develop further.

#### 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 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. To this end, VINCI's Subcontractor Relations Code of Practice is mandatory for all business lines and in all countries where the Group operates. To ensure that this code continues to reflect the reality of the Group and its businesses, some 30 interviews were conducted in 2013 with individuals likely to act as contracting authorities across all business lines, in France and abroad. These interviews resulted in six commitments: safety conditions of subcontractors' employees comparable to those of the Group's personnel, good business relationships, fair bidding processes, transparency in business dealings, cooperation with local companies, compliance with VINCI's core values. Published in 2013, the code requires that all parties agree to cooperate with local companies by facilitating their integration in projects and encouraging the transfer of necessary know-how to the subcontractors in order to ensure the successful completion of projects.

## 3.4 Fair business practices

### 3.4.1 Prevention of corruption

VINCI's Code of Ethics and Conduct sets out the rules of conduct that apply to all Group companies and employees. In 2013, the Group continued its efforts to disseminate and explain the code to managers, who then made similar efforts within their own organisations. The Group actively monitors this procedure, and an intranet tool enables Executive Management and the Internal Audit team to check that it is being deployed. Reports are submitted to the Executive Committee on a regular basis, allowing remedial action to be taken quickly if required. Regular training sessions are organised to promote understanding of Group principles and values. At 31 December 2012, of the 6,909 people identified as particularly exposed (6,499 in 2012), over 95% had acknowledged receiving the code. The aim is to reach 100%.

Any employee can contact the Ethics Officer in accordance with rules set out in the code, 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 2013. In each case, the issues were investigated thoroughly, in compliance with the aforementioned principles. The Ethics Officer dealt with all queries received, resulting in various types of measure.

### 3.4.2 User health and safety

By their very nature, VINCI's activities help to shape regional planning processes and contribute to the success of modernisation efforts in regions. By improving the quality of life, they protect the health and safety of everyone concerned, from the users who benefit from the work carried out by VINCI companies to the customers of infrastructure assets under concession. From year to year, R&D investments have increasingly focused on limiting negative, and particularly environmental, impacts of the Group's activities that pose risks to human health and safety, such as noise pollution, vibration effects and dust emissions.

In the Group's activities involving mobility, road risk is the main category of risk affecting users. All VINCI employees who drive any of the Group's more than 35,000 company vehicles or its several thousand site machines are exposed to road risk, as are the hundreds of millions of people using motorways, roads, car parks and other infrastructure operated by VINCI worldwide under concession contracts. VINCI Park was the first company in its sector to build aesthetically pleasing parking facilities that pay attention to every detail to make users feel safe and comfortable. VINCI's motorways are among the world's safest. Campaigns are organised to raise awareness and training is provided for the employees most exposed.

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. In partnership with the Ferdinand, non-profit organisation which is chaired by the French actor Patrick Chesnais, the VINCI Autoroutes Foundation launched *roulons-autrement.com* (Let's drive differently) in January 2013. The first interactive website for information and exchange on this subject in France, *roulons-autrement.com* takes a novel approach to raising awareness and aims to encourage the general public to help communicate about the dangers of poor road safety. Considerable emphasis is placed on audiovisual content, with the site offering free web TV access to a multimedia library consisting of hundreds of road safety campaign films produced in France and around the world. The Roulons Autrement community on Facebook has more than 120,000 fans, most of whom are between the ages of 16 and 24. *Ivresse*, a short film directed by Guillaume Canet, released in late 2013 and made possible in part by the VINCI Autoroutes Foundation, targets young audiences and highlights the perils of drinking and driving.

## 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. The Group acts on this commitment by including clauses relating to human rights in its framework agreements with suppliers. VINCI has mapped out human rights risks for its 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.

In 2013, VINCI issued a guide to fundamental social rights for all Group employees. This guide contains recommendations applicable to all business lines for guaranteeing fundamental social rights in connection with the Group's business activities worldwide. Prepared on the basis of 50 interviews, internally with the Group's main functional and operational executives and externally with executives at other large companies, it was validated by the committee set up for this purpose, comprised of human resources directors of the Group's main divisions with operations outside France. Designed as an internal reference document, the guide identifies the main issues relating to human rights at VINCI, informed by the prior risk analysis procedure. It discusses the expectations of the Group's various stakeholders, gives examples of best practices and presents hands-on simulation exercises that can help operational staff to identify risks and opportunities for improvement on a day-to-day basis. In accordance with the operational needs of the Group's various business lines, the recommendations contained within this reference guide are to be further disseminated, in particular by way of training sessions in 2014.

## 4. Note on the methods used in social and environmental reporting

VINCI's social and environmental 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 transparency principles of the Global Reporting Initiative (GRI).

### 4.1 Methodological procedures

VINCI's procedures are specified in the following materials:

- for social indicators:
  - a guidebook in four languages (French, English, German and Spanish) containing social indicator definitions;
  - a methodological guide to VINCI's social 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 social and environmental reporting process in 2010 resulted in:

- new methods for earlier preparation of social 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:

- social reporting has covered all Group entities by worldwide revenue since 2002;
- in 2013, environmental reporting covered 96% 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 the scope of VINCI Autoroutes, VINCI Energies and VINCI Construction UK, while that 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;
- CFE: all CFE group companies, including the stake in DEME (Belgium);
- Soletanche Freyssinet: Tierra Armada SA, Grupo Rodio Kronsa and Freyssinet SA (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:

- social 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.

Accordingly, following the sale by VINCI of half of its stake in CFE on 24 December 2013:

- all CFE group companies were excluded from the social reporting scope for financial year 2013;
- all CFE group companies, including the stake in DEME (Belgium), remained in the environmental reporting scope.

## 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 three levels of core social indicators:

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

The complementary nature of these three 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/CO<sub>2</sub> and water);
- waste management and recycling;
- certifications and special projects;
- environmental awareness and training;
- environmental incidents and provisions for environmental risks.

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 social 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 water and energy consumption of Eurovia France, Belgium and Poland – and, since 2012, the worksites (“mobile sites”) of VINCI Construction France (previously estimated using a statistical method) – are calculated based on expenses and average unit prices for the reference period. Continued efforts are being made at Eurovia to report energy consumption directly.

For VINCI plc, 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 by some entities but is not yet included in consolidated reporting. VINCI is continuing its efforts to expand and improve the reliability of this reporting item over a broader scope.

Since 2011, VINCI Park in France has altered its method of calculating purchased water consumption. For car parks outside Paris that do not have automatic sprinkler-type fire extinguishing systems, water consumption is calculated from the total purchase cost of water divided by its average price in France. For other car parks, water consumption corresponds to the volume of water purchased.

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.

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 2012 annual report were adjusted in 2013.

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. In most cases, the number of days of absenteeism for occupational illness includes days lost due to illnesses declared as occupational but not yet formally recognised as such. The Group continues to educate subsidiaries about the need to harmonise reporting practices.

## 4.5 Consolidation and internal control

Social 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 social and environmental information. In 2013, both Statutory Auditors were appointed as independent third-party bodies in charge of verifying the information published in the “Social and environmental information” chapter. The nature of the auditing work carried out and the findings are presented on pages 192 to 194.



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