

# 2012

WORKFORCE-RELATED, ENVIRONMENTAL AND  
SOCIAL INFORMATION



## 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. The aim of this report is to comply with the application of the draft decree relating to corporate transparency obligations on social and environmental matters.

It contains three sections:

- workforce-related responsibility (pages 139 to 150);
- environment (pages 150 to 159);
- social responsibility (pages 159 to 168).

VINCI's sustainable development policy and strategy are presented on pages 18 to 29 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. Since 2002, VINCI has requested the opinion of its Statutory Auditors on its social and environmental reporting procedures, which form part of a single reporting system, and on a selection of performance indicators. Information about this audit work, along with a note about the methods used, is presented on pages 166-168 and 177-178. 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 method developed by VINCI in the form of a sustainable development self-diagnosis 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 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 2012

##### Human rights

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|---|---|
| 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>- Sogea-Satom's support for various non-profit projects relating to business, health and education in 20 countries.</li> <li>- Ongoing support for HIV-AIDS prevention programmes.</li> <li>- Drafting of a "Labour standards and human rights" chapter for the "Global performance commitments of VINCI suppliers and subcontractors" charter, which is sent to Group suppliers and incorporated into VINCI contracts.</li> </ul> |
| 2. To ensure that Group companies are not complicit in human rights abuses.   | <ul style="list-style-type: none"> <li>- Development of a supplementary online tool to help deploy VINCI's "Advance" self-diagnosis method, enabling subsidiaries to map their CSR risks, particularly as regards basic human rights.</li> </ul>  |

##### Labour standards

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| 3. To uphold the freedom of association and the effective recognition of the right to collective bargaining. | <ul style="list-style-type: none"> <li>- Signature of a new agreement with labour representatives in December 2011 to improve dialogue between management and labour in 2012. Drafting of a code of best practice in subcontracting planned for dissemination in early 2013.</li> </ul>  |
| 4. To uphold the elimination of all forms of forced and compulsory labour.                                   | <ul style="list-style-type: none"> <li>- Inclusion of workforce-related criteria in the supplier and subcontractor selection process, as well as in framework contracts with VINCI subsidiaries.</li> <li>- Monitoring of improvement plans for temporary employment agencies.</li> </ul>  |
| 5. To uphold the effective abolition of child labour.  | <ul style="list-style-type: none"> <li>- Addition of clauses prohibiting child labour to framework contracts.</li> </ul>   |
| 6. To uphold the elimination of discrimination in respect of employment and occupation.                      | <ul style="list-style-type: none"> <li>- Launch of ViE, an in-house social integration consultancy, to assist VINCI companies in hiring people under social integration through work programmes.</li> <li>- Several major programmes put in place: "Capital Filles", Group Ambassadors, stereotypes laboratory.</li> <li>- Audit and monitoring work for the sixth consecutive year, particularly outside France.</li> <li>- Further diversity training for operational staff. "Diversity day" organised.</li> </ul> |

##### Environmental protection

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| 7. To support a precautionary approach to environmental challenges.                         | <ul style="list-style-type: none"> <li>- Environmental criteria and pollution prevention systematically taken into consideration when assessing business and product risk at an early stage of projects (REACH).</li> <li>- Increased training in environmental risk prevention.</li> <li>- First-time participation in the CDP Water Disclosure project: only 191 companies have responded to this initiative.</li> <li>- Systematic application of life-cycle analysis during proposal 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>- Development of a 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: 13 research projects involving VINCI correspondents and five conferences per year.</li> <li>- First Chair in Eco-design seminar held, with 90 internal decision-makers and partners participating.</li> <li>- Integration of renewable energy and more energy-efficient systems within the Group's activities and proposals.</li> </ul>  |

##### Anti-corruption

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| 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.</li> <li>- 95% of managers found to be in compliance with 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> </ul> |
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### Complying with and promoting the fundamental conventions of the International Labour Organisation

In addition to the 10 Global Compact principles, VINCI is committed to complying with and promoting among its subsidiaries and partners the provisions of the International Labour Organisation's fundamental conventions:

- freedom of association and the effective recognition of the right to collective bargaining;
- elimination of discrimination in respect of employment and occupation;
- elimination of all forms of forced or compulsory labour;
- effective abolition of child labour.

Details about various VINCI initiatives are contained in the "Global Compact implementation" table presented above and in the "Workforce relations and collective bargaining agreements", "Agreements signed in relation to health and safety at work", "Equality and diversity" and "Human rights" chapters (pages 144, 147-148 and 166).

## 1. Workforce-related responsibility

### 1.1 General human resources policy

See also page 27 of this annual report

Manifesto commitment number 7: "Promote sustainable careers together"

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 in its version 4 draft, which should be issued in the course of 2013.

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, involving an annual appraisal for each Group employee, along with the requirement for entities to carry out a collegial workforce review and implement individual development plans covering areas such as job mobility and training.

As a major player in sectors that are highly fragmented and extremely competitive, VINCI works hard to set an example. As a result, VINCI is ranked among the top 10 best places to work for French engineering students according to the UNIVERSUM 2012 survey.

## 1.2 Employment

### 1.2.1 Workforce

At the end of 2012, VINCI had 192,701  employees, up 5.1% relative to 2011, in around a hundred countries. Thanks to a dynamic recruitment and external growth policy, the Group's workforce has grown by more than 21% over the past five years, with European entities representing close to 83% of the total workforce in 2012.

The proportion of employees outside Europe increased slightly, from 15.7% of the total workforce to 17.2% in 2012. In the context of a difficult economic situation 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 2012 by geographical area and by business line

Workforce	2012						2011	2012/2011		
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
<b>France</b>	<b>7,929</b>	<b>2,909</b>	<b>37,675</b>	<b>24,234</b>	<b>35,410</b>	<b>714</b>	<b>108,871</b>	<b>56.5%</b>	<b>107,426</b>	<b>1.3%</b>
United Kingdom	5	1,004	709	2,357	6,032		10,107	5.2%	9,358	8.0%
Germany		73	9,277	4,044	357	11	13,762	7.1%	10,716	28.4%
Benelux		116	3,306	685	3,808	4	7,919	4.1%	7,603	4.2%
Spain		291	1,164	416	51		1,922	1.0%	2,054	(6.4%)
Central and Eastern Europe		158	2,808	5,092	4,303		12,361	6.4%	13,121	(5.8%)
Rest of Europe		86	3,881		738		4,705	2.5%	4,286	9.8%
<b>Europe excl. France</b>	<b>5</b>	<b>1,728</b>	<b>21,145</b>	<b>12,594</b>	<b>15,289</b>	<b>15</b>	<b>50,776</b>	<b>26.3%</b>	<b>47,138</b>	<b>7.7%</b>
Americas	81	1,443	2,617	2,943	3,396		10,480	5.5%	9,926	5.6%
Africa			1,207		9,801		11,008	5.7%	11,039	(0.3%)
Rest of world		1,355	1,361	1,422	7,428		11,566	6.0%	7,791	48.5%
<b>Total</b>	<b>8,015</b>	<b>7,435</b>	<b>64,005</b>	<b>41,193</b>	<b>71,324</b>	<b>729</b>	<b>192,701</b>	<b>100.0%</b>	<b>183,320</b>	<b>5.1%</b>

Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

At the end of 2012, VINCI's workforce consisted of 83% managers and 17% non-managers, the same as the previous year. The proportion of female employees was stable at 13% of the total workforce. The percentage of women managers increased. Women accounted for 16.4% of managers (15.8% in 2011) and 13% of non-managers. The number of women managers has increased almost 76% in five years.

### Workforce at 31 December 2012 by category, gender and business line

Workforce	2012							Total	%	2011	2012/2011
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	Construction	VINCI	VINCI Immobilier and holding cos.				
<b>Managers</b>	<b>1,018</b>	<b>995</b>	<b>10,923</b>	<b>4,798</b>	<b>15,483</b>	<b>446</b>	<b>33,663</b>	<b>17%</b>	<b>31,706</b>	<b>6%</b>	
Men	695	709	9,366	4,179	12,911	295	28,155	84%	26,696	5%	
Women	323	286	1,557	619	2,572	151	5,508	16%	5,010	10%	
<b>Non-managers</b>	<b>6,997</b>	<b>6,440</b>	<b>53,082</b>	<b>36,395</b>	<b>55,841</b>	<b>283</b>	<b>159,038</b>	<b>83%</b>	<b>151,614</b>	<b>5%</b>	
Men	4,011	4,901	46,953	32,948	49,739	91	138,643	87%	132,323	5%	
Women	2,986	1,539	6,129	3,447	6,102	192	20,395	13%	19,291	6%	
<b>Total</b>	<b>8,015</b>	<b>7,435</b>	<b>64,005</b>	<b>41,193</b>	<b>71,324</b>	<b>729</b>	<b>192,701</b>	<b>100%</b>	<b>183,320</b>	<b>5%</b>	
Men	4,706	5,610	56,319	37,127	62,650	386	166,798	87%	159,019	5%	
Women	3,309	1,825	7,686	4,066	8,674	343	25,903	13%	24,301	7%	

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

### Workforce at 31 December 2012 by age

Workforce	2012							Total	%	2011	2012/2011
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	Construction	VINCI	VINCI Immobilier and holding cos.				
Under 25	281	793	6,833	3,894	8,137	51	19,989	10%	18,656	7%	
26-35	883	2,188	15,922	9,929	21,939	207	51,068	27%	48,824	5%	
36-50	4,241	2,971	25,510	16,810	27,467	304	77,303	40%	74,327	4%	
Over 50	2,610	1,483	15,740	10,560	13,781	167	44,341	23%	41,603	7%	
<b>Total</b>	<b>8,015</b>	<b>7,435</b>	<b>64,005</b>	<b>41,193</b>	<b>71,324</b>	<b>729</b>	<b>192,701</b>	<b>100%</b>	<b>183,320</b>	<b>5%</b>	

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report.

Over the past five years, the share of the workforce aged under 25 has been maintained at around 10%, which is the sign of a sound age pyramid. Also, the share of the workforce aged over 50 has increased 4.5% over five years. In total the under-25s and the over-50s have increased 7%, which is higher than the overall 5% increase in the total workforce between 2011 and 2012.

## 1.2.2 Recruitment and departures

In five years, VINCI's workforce has expanded to 192,701 ☑ employees in 2012 from 158,628 in 2007. Employee turnover of about 27% per year 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

In 2012, VINCI hired 52,999 ☑ people worldwide, including 23,855 on a permanent basis (9,899 in France). The portion of permanent contracts (unlimited term and site contracts) has risen from 41% to over 45% in two years. VINCI's goal is to accelerate its pace of international hires. During 2012, VINCI again pursued its policy of active recruitment. In particular, 2,309 young people were hired for their first work experience, accounting for 4.3% of all new hires.

### 1.2.2.2 Types of employment contract

The proportion of permanent jobs has been stable at about 88% of the workforce over the past five years. Of the Group's ☑ 192,701 employees worldwide, 168,738 have permanent jobs. In France, especially in the construction sector, site contracts are considered permanent jobs. At 31 December 2012, 19,517 people were employed under fixed-term employment contracts. VINCI promotes local employment and encourages career progression within the Group. Intra-Group transfers increased 22%, rising from 2,400 in 2011 to 2,938 in 2012. Group companies support international volunteering programmes that give graduates the opportunity to work abroad, and 194 people were welcomed under these programmes in 2012. The Group had 1,535 expatriate employees at end-2012.

The Group's business lines use temporary employees to adjust their labour needs to the pace of their business activities and find new profiles for company hiring. In 2012, 15,206 temporary employees (full-time equivalent) worked for VINCI in France.

## Workforce at 31 December 2012 by type of employment contract and business line

Workforce	2012							Total	%	2011	2012/2011
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	Construction	VINCI Immobilier and holding cos.	Total				
Unlimited-term contracts	7,772	6,969	58,709	37,984	54,988	682	<b>167,104</b>	87%	159,525	5%	
Site contracts	5		213	109	1,307		<b>1,634</b>	1%	1,171	40%	
Fixed-term contracts	173	418	2,900	2,175	13,825	26	<b>19,517</b>	10%	18,477	6%	
Work-study programmes	65	48	2,183	925	1,204	21	<b>4,446</b>	2%	4,147	7%	
<b>Total</b>	<b>8,015</b>	<b>7,435</b>	<b>64,005</b>	<b>41,193</b>	<b>71,324</b>	<b>729</b>	<b>192,701</b>	<b>100%</b>	<b>183,320</b>	<b>5%</b>	
Temporary employees (full-time equivalent)	36	310	7,902	4,155	15,801	29	28,233	15%	27,267	4%	

## Worldwide intra-Group transfers

	2012							Total	2011	2012/2011
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	Construction	VINCI Immobilier and holding cos.	Total			
Transfers within a business line	30	26	1,624	370	761	1	2,812	96%		
Transfers to another business line	14	12	69	3	20	8	126	4%		
<b>Total</b>	<b>44</b>	<b>38</b>	<b>1,693</b>	<b>373</b>	<b>781</b>	<b>9</b>	<b>2,938</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 and 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, and particularly in the Motorways business line, seasonal variations in activity also explain the relatively large proportion of expired contracts.

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

Workforce	2012							Total	%	2011	2012/2011
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	Construction	VINCI Immobilier and holding cos.	Total				
Expired contracts <sup>(**)</sup>	7,390	882	3,259	3,205	12,585	35	<b>27,356</b>	58%	26,849	2%	
Resignations	65	725	3,228	1,720	3,646	23	<b>9,407</b>	20%	10,213	(8%)	
Redundancies		103	720	899	834	1	<input checked="" type="checkbox"/> <b>2,557</b>	5%	2,290	12%	
Dismissals	65	240	1,722	792	2,163	7	<input checked="" type="checkbox"/> <b>4,989</b>	11%	4,620	8%	
Other reasons <sup>(***)</sup>	80	96	912	825	1,162	12	<b>3,087</b>	6%	4,526	(32%)	
<b>Total</b>	<b>7,600</b>	<b>2,046</b>	<b>9,841</b>	<b>7,441</b>	<b>20,390</b>	<b>78</b>	<input checked="" type="checkbox"/> <b>47,396</b>	<b>100%</b>	<input checked="" type="checkbox"/> <b>48,498</b>	<b>(2%)</b>	

Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

<sup>(\*)</sup> Excluding changes in consolidation scope.

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

<sup>(\*\*\*)</sup> 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 business activities must now contend with restructuring in the context of 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 needed to leverage Group synergies, share resources and drive networking. Some Group companies occasionally implement redundancy plans or redeploy employees. VINCI's Human Resources Department and local HR managers regularly review sites that are experiencing business or employment difficulties.

## 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 2012, employees worked almost 328 million  hours. There were 14 million overtime hours, representing 4% of the total worked. Compared with 2011, overtime hours worked fell 16%.

## Hours worked and overtime

	2012			2011	2012/2011
	Managers	Non-managers	Total	Total	Change
Total hours worked	54,904,384	272,927,257	☑ 327,831,641	☑ 314,593,387	4%
Of which overtime	387,667	13,272,764	☑ 13,660,431	☑ 16,284,851	(16%)
Number of part-time employees <sup>(*)</sup>	715	5,295	6,010	☑ 4,885	23%

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

(\*) Methodology reviewed in 2012.

### 1.3.2 Absenteeism

Employees were absent from work for 3.4 million calendar days in 2012. Non-occupational illnesses accounted for 59% of these absences. Days absent represented 8% of the 44 million days worked worldwide, of which over 23 million in France. The change in data between 2011 and 2012 is partly explained by a change in the calculation method.

#### Days of absenteeism by cause

(In number of calendar days)	2012						2011	2012/2011		
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	Change		
Non-occupational illness	109,044	48,299	702,246	528,373	586,193	5,473	1,979,628	59%	1,961,314	1%
Work accident	6,838	6,581	45,951	40,501	87,180	5	187,056	5%	210,477	(11%)
Commuting accident	1,395	1,268	10,357	7,911	9,418	14	30,363	1%	34,868	(13%)
Occupational illness	1,567		16,078	21,205	19,374		58,224	2%	64,550	(10%)
Maternity/paternity leave	14,683	12,320	64,793	39,322	79,215	2,449	212,782	6%	182,732	16%
Short-time work		181	6,383	7,839	43,358		57,761	2%	38,443	50%
Other cause	26,671	16,066	156,784	337,019	313,990	1,276	851,806	25%	667,655	28%
<b>Total</b>	<b>160,198</b>	<b>84,715</b>	<b>1,002,592</b>	<b>982,170</b>	<b>1,138,728</b>	<b>9,217</b>	<b>☑ 3,377,620</b>	<b>100%</b>	<b>☑ 3,160,039</b>	<b>7%</b>

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

## 1.4 Remuneration, social security payments and employee savings

See also page 28 of this annual report

Manifesto commitment number 8: "Share the benefits of our performance together"

### 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 of these. All employees, regardless of position, are rewarded in accordance with their responsibilities and performance.

At the end of 2012, 92% 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 €163.4 million under profit-sharing and incentive plans, which represents €3 million or 2% more than five years ago.

On 22 May 2012, VINCI signed a Group-wide agreement which enabled each employee to receive a profit-sharing bonus of €367. The agreement was signed, for the second year running, with the majority of the trade unions in France (CFDT, CFTC, CFE-CGC). The bonus, which was the same for each employee regardless of his or her basic salary, was paid in July to employees of Group companies controlled by VINCI. The Group exceeded its statutory obligations by paying the bonus to those working at companies with fewer than 50 employees (around 100,000 VINCI staff). This bonus payment amounted in total to €36.3 million for the Group, compared with €33.7 million in 2011.

#### Employment benefits and employee share ownership

(in € millions)	2012	2011	2012/2011 change	of which France 2012	of which France 2011	2012/2011 change
Incentive plans	71.0	82.2	(14%)	66.7	74.5	(10%)
Profit-sharing	98.3	99.2	(1%)	96.7	98.2	(2%)
Welfare	39.8	38.4	4%	35.2	33.3	6%
Employer contribution	97.3	93.9	4%	96.5	93.9	3%
Profit-sharing bonus	36.3	33.7	8%	36.3	33.7	8%
<b>Total</b>	<b>342.7</b>	<b>347.4</b>	<b>(1%)</b>	<b>331.4</b>	<b>333.6</b>	<b>(1%)</b>

### 1.4.2 Remuneration and social security payments

Payroll expenses totalled €6 billion in 2012 (€5.6 billion 2011), equal to 15.5% of revenue in 2012 (15.3% in 2011). 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.

For 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	
	2012	2011	2012	2011	2012	2011
Average VINCI salary	☑ 31.2	☑ 30.9	58	55	26	26
Men	☑ 31.6	☑ 31.3	60	58	26	26
Women	☑ 28.8	☑ 28.2	44	43	25	24
Social security payments	39%	40%	41%	43%	38%	38%

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

#### Remuneration and social security payments in France

<i>(in € thousands)</i>	Total		Managers		Office, technical and supervisory staff		Manual workers	
	2012	2011	2012	2011	2012	2011	2012	2011
Average VINCI salary	35	35	61	60	31	31	26	26
Men	36	35	64	63	32	32	26	26
Women	33	32	48	47	28	27	24	23
Social security payments	49%	49%	51%	51%	51%	50%	45%	45%

### 1.4.3 Employee savings plans

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

Employee investment in the Castor fund, which invests exclusively in VINCI shares, is encouraged through a 10% 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 2012 were as follows:

- 100% up to €1,000;
- 70% from €1,001 to €3,000;
- 25% from €3,001 to €5,000;
- 10% from €5,001 to €11,000.

The maximum employer's annual contribution per employee is thus €3,500 (see also page 237 of this report for information on 2013).

The total employer's contribution was €96.5 million for France in 2012. Employees owned almost 10% of the Group's share capital at the end of 2012, their confidence in VINCI's future making them once again collectively its largest shareholder. At the end of September 2012, around 112,285 employees owned shares in VINCI through one of the Group's investment funds. The average portfolio was worth about €17,000.

Created in April 2011, VINCI's Employee Shareholders' Circle provides a new perspective on the Group through discussions between employee shareholders. The Circle boasted 10,800 members at 31 December 2012. During the year under review, VINCI continued to promote "Rediscover your city" events, a concept highlighting the role of its businesses in the development of major urban conglomerations. Almost 800 members went on cruises organised in Paris, Bordeaux and Lyon, and the first discovery visit was organised in Marseille on 29 September. The trips to discover VINCI projects were appreciated, with 40 people attending the visit to the A89 worksite, 180 going on the two visits to the Stade de France and 40 visiting the MMArena in Le Mans.

The Circle offers a toll-free phone number and a secured and personalised space on VINCI's Internet and intranet websites. Employee shareholders may use these facilities to register as Circle members or participate in events. The twice-yearly newsletter "En Direct" keeps readers informed of Group events and news.

To support its international business development, VINCI wanted to extend its employee savings arrangements by giving employees in countries other than France the chance to acquire (directly or indirectly) VINCI shares at preferential prices and thereby give them a greater interest in VINCI's financial performance and growth. In 2012, a plan was initiated to benefit employees of subsidiaries in which VINCI owns more than a 50% stake in 14 countries (the employees must have been with the Group for at least six months). The plan covers around 300 subsidiaries and 45,000 employees. 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. The countries concerned are Belgium, Canada, the Czech Republic, Germany, Morocco, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Switzerland, the UK and the USA.

Total employee participation came to nearly 25%. In view of this plan's success, VINCI has decided to reinstate a similar plan in 2013 with coverage extending to five other countries, depending on legal feasibility: Austria, Brazil, Chile, Indonesia and Luxembourg. This will increase the plan's coverage to 60% of employees based outside France.

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 CFTD, 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 an 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 2012, about 18% of employees had joined the Perco ARCHIMÈDE plan, 67% of whom were under the age of 50. The average portfolio value of nearly €874 represents an increase of 43% over 2011; 62% of investments were being managed by employees themselves, with 38% opting for guided management.

## 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. As laid down in the Group's new Manifesto, dialogue between management and labour is of capital importance to the discussion of and implementation of its commitments.

VINCI's decentralised organisational structure enables it to maintain dialogue between management and labour at all levels throughout the Group. In 2012, 8,181 employees around the world served as employee representatives (including 7,431 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 representing the staff.

In those 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. QDVC in Qatar, for example, has set up an experimental forum that enables workers to express themselves through identified representatives.

### 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. It meets at least twice a year and 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 in order 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 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.

### 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 89% 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 2012

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 2012, 1,347 collective agreements were signed, with 242 of them being 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.



Among major achievements in 2012, over 12% of agreements relate to diversity and equality (up 63% from 2011).

### Collective agreements by category

	2012	Portion of total agreements	2011	2012/2011 change
Flexible work arrangements	144	10.7%	95	51.6%
Equality and diversity	163	12.1%	100	63.0%
Union rights	77	5.7%	43	79.1%
Training	14	1.0%	17	(17.6%)
Workforce planning system	25	1.9%	36	(30.6%)
Health and safety	112	8.3%	81	38.3%
Welfare	54	4.0%	54	0.0%
Remuneration and benefits	700	52.0%	595	17.6%
Pensions	16	1.2%	24	(33.3%)
Other	42	3.1%	34	23.5%
<b>Total</b>	<b>1,347</b>	<b>100.0%</b>	<b>1,079</b>	<b>24.8%</b>

#### 1.5.5 Collective conflicts

In 2012, employee absences due to strikes totalled 8,702 days (of which 3,729 in France), equal to fewer than 0.1% of total days worked. Salary demands were the main cause of the strikes.

## 1.6 Health and safety

See also page 25 of this annual report

Manifesto commitment number 5: "Strive for zero accidents together"

#### 1.6.1 General health and safety policy

Achieving zero accidents remains VINCI's priority and all employees are working to that end. The goal, reiterated in VINCI's new 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. The Group encourages and supports its subcontractors and suppliers in this effort; it also shares its resources with them and involves them in safety actions. In five years, this approach has reduced the frequency of lost-time accidents by 23% and their severity by almost 7%.

In 2012, the Group put particular emphasis on staff from temporary employment agencies. The agencies were selected as partners in 2011 through the negotiation of a framework contract covering the entire Group in France. They were required to provide the first non-financial information attesting to their compliance with the efforts agreed upon and actually carried out vis-à-vis their personalised improvement plans provided by VINCI. The resultant measures will be examined following the implementation of the contract in order to gauge the progress of each agency, notably with respect to health and safety.

Eurovia organised for the first time simulation exercises with France's civil defence force, which intervenes in times of major disasters in France and the rest of the world. The six scenarios proposed sharply heightened employees' awareness and provided the opportunity to assess the quality of the business line's internal procedures.

VINCI Autoroutes launched a "Sécurité 100% chantiers" (100% worksite safety) programme with the goal of achieving zero accidents at all sites where it is in charge of works. A seminar at the end of September brought together some 60 occupational health and safety specialists to exchange their experiences in other business sectors and thereby bring change to practices.

In the United Kingdom, all VINCI plc employees participated in a "Take a Break for Safety" day to discuss and identify innovative solutions between the Group's various business units.

VINCI Construction France also organised at all its worksites a safety day involving more than 18,000 employees on 1,763 sites. Over 400 senior managers participated in 23 theme-based events in 2012 in order to promote cross-business sharing of know-how and best practices.

#### 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); to ensure the quality of hygiene, health, safety and living conditions in the workplace; and to redeploy 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 and divisions 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 the specific situation of each business activity. The establishment of a policy for managing near accidents at Eurovia and the exemplary no accidents day at VINCI Construction France were among the highlights of 2012.

Actions to promote health and safety include substance-abuse awareness, training and employee support campaigns; ergonomic studies of workstations; equipment adaptation and mechanisation; improvements to worksite organisation; and employee training to prevent musculoskeletal disorders and other occupational illnesses.

## Lost-time work accidents affecting VINCI employees

### Number of days lost through occupational illness and its severity rate at VINCI companies

	Group			of which France		
	2012	2011	2012/2011 change	2012	2011	2012/2011 change
Lost-time accident frequency rate <sup>(*)</sup>	☑ 8.60	☑ 10.30	(16.5%)	11.62	13.32	(12.8%)
Lost-time severity rate <sup>(**)</sup>	☑ 0.57	☑ 0.67	(14.9%)	0.89	1.05	(15.2%)
Percentage of companies with zero lost-time accidents	63%	60%		58%	54%	

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

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

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

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

	Frequency rate		Severity rate	
	2012	2011	2012	2011
Concessions	9.77	10.44	0.57	0.47
VINCI Autoroutes	9.85	11.41	0.62	0.66
VINCI Concessions	9.69	9.62	0.52	0.30
Contracting	8.54	10.31	0.57	0.69
VINCI Energies	8.21	9.77	0.46	0.61
Eurovia	7.43	8.41	0.57	0.64
VINCI Construction	9.39	11.74	0.66	0.78
<b>Group</b>	☑ <b>8.60</b>	☑ <b>10.30</b>	☑ <b>0.57</b>	☑ <b>0.67</b>

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

The proportion of companies reporting no accidents has risen from 47% to 63% in five years.

Occupational illnesses were responsible for 2% of total days of absence in 2012 (as in 2011), representing 58,224 days of the 44 million worked.

### Number of days lost through occupational illnesses and its severity rate at VINCI companies

	Group			of which France		
	2012	2011	2012/2011 change	2012	2011	2012/2011 change
Days lost through occupational illness	58,224	64,550	(9.8%)	57,590	61,366	(6.2%)
Occupational illness frequency rate <sup>(*)</sup>	2.46	1.03	138.8%	4.93	1.96	151.5%
Occupational illness severity rate <sup>(**)</sup>	☑ 0.18	☑ 0.21	(14.3%)	0.35	0.38	(7.9%)

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

(\*) 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.

## 1.6.3 Health and safety of temporary staff

As an absolute priority for VINCI, the "zero accident" policy also applies to temporary staff. Under the terms of framework agreements, temporary employment agencies participate directly in the Group's health and safety policy. These agencies were selected on the basis of criteria including the health and safety of temporary staff, and they implement improvement plans.

The substantial difference between the accident frequency rates of VINCI employees and temporary staff reflects differences in the jobs performed, in technical know-how and experience, and in safety awareness and culture. Reports on work accidents involving temporary staff enable concrete action to be taken to prevent them from recurring. These measures reduced the accident frequency rate of temporary staff in VINCI companies in France by 4.3% in 2012 compared with 2011.

## Lost-time work accidents involving temporary staff by business line

### Accident frequency rate in France<sup>(\*)</sup>

	2012	2011	2012/2011 change
Concessions	6.85	14.44	(52.6%)
VINCI Autoroutes	0.00	8.19	(100.0%)
VINCI Concessions	7.90	16.54	(52.2%)
Contracting	27.62	28.70	(3.8%)
VINCI Energies	22.36	24.79	(9.8%)
Eurovia	22.67	21.33	6.3%
VINCI Construction	33.22	34.82	(4.6%)
<b>Total</b>	<b>27.20</b>	<b>28.42</b>	<b>(4.3%)</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.

### 1.6.4 Subcontractor health and safety

Subcontracting accounted for €7.46 billion in 2012, around 19% of revenue. In VINCI's business lines, 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 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.

In a separate initiative, Cofiroute has prepared a guidebook of best safety practices for its subcontractors. The ASF group has set up a "contractor zero accident" policy that sets out 10 rules to be followed from design to operations in order to enhance H&S monitoring at the worksites they manage. At VINCI plc, Step-up training has helped heighten the awareness of more than 2,000 British employees and made it possible to reduce accident frequency 40% since 2010. This tool is also used with 40 Group subcontractors.

### 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 2011 was the prevention of factors that make work more arduous, with the aim of optimising working conditions in VINCI businesses.

## 1.7 Training

See also page 27 of this annual report

Manifesto commitment number 7: "Promote sustainable careers together"

### 1.7.1 General training policy

The Group is pursuing its goal of offering career and personal development opportunities to all its 192,701  employees to develop in each of its markets the professional know-how and personal life skills to best respond to clients' needs and be their best partner. Given its decentralised organisation and determination to generate synergies in its business activities, skills development is concentrated in two areas. Each business line has set up internal training centres adapted to its businesses and needs:

- the Cesame centres (VINCI Construction);
- the VINCI Energies Academy, which absorbed Cegelec Group University;
- the Road Industry Training Centre (Eurovia), one of whose sites celebrated its 20th anniversary in 2012;
- the VINCI Park School (VINCI Concessions), and Parcours ASF and Cofiroute Campus (VINCI Autoroutes).

Training reflects actual operations in the Group's various countries as closely as possible. In international operations during 2012, VINCI Construction Grands Projets opened three new "worksite schools": in Chile (the El Teniente mine); in Malaysia (the Berjaya Central Park in Kuala Lumpur); and in Turkmenistan (government headquarters). Soletanche Freyssinet initiated training for project managers with the aim of developing international standards in the management of specialised civil engineering projects, be it in safety, quality or profitability. More than 120 interns from some 15 countries have already followed this programme, which will include 400 engineers representing 30 nationalities between now and 2014. The VINCI Energies Academy has established a dozen training programmes in Brazil, all led by local trainers.

In addition to training centres for specific business lines or divisions, the VINCI Academy provides training to executives in order to support the Group's international development and promote synergies. A club has also been set up to give training centre managers an opportunity to share experiences and pool resources. Additional e-learning sites were opened in 2012 at Soletanche-Bachy, Freyssinet, VINCI Construction Terrassement, VINCI Construction UK and VINCI Airports, following the establishment of those of the VINCI Academy, VINCI Energies Academy, and of the training centres of Eurovia and VINCI Construction France in fourth quarter 2011 on a shared platform.

VINCI has maintained its proactive policy regarding work-study programmes by signing a "Charter in favour of training through work-study programmes" with France's ministry for apprenticeships and professional training. By signing this charter, VINCI made nine commitments: to increase the number of young people on work-study programmes; to promote their integration into the workforce; to involve staff to enhance the image of work-study programmes; to develop mentoring; to reduce drop-out rates from work-study programmes; to involve higher education institutions and elite universities; to create favourable conditions for the development of work-study programmes; to provide information and raise awareness; and to promote and disseminate best practice.

## 1.7.2 Training initiatives

In 2012, an average of 16 hours of training per employee was provided within the Group, with managers receiving 20 hours and non-managers 15. Almost €167 million was spent on training in 2012; 3 million hours of training (up 7% relative to 2011) were devoted to technical and health and safety matters. In 2012, environment training increased almost 5%, and diversity training more than 45%. 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 2012, when 116,484  employees received training.

### Expansion of in-house training centres

Business line	Training centre	Number of training hours in 2012	2012/2011 change	Number of trainees in 2012	2012/2011 change
Concessions		185,865	14.2%	20,791	15.7%
VINCI Autoroutes	Campus Cofiroute, Parcours ASF	160,220	12.0%	18,573	14.1%
VINCI Concessions	VINCI Park School	25,645	30.5%	2,218	30.9%
Contracting		533,506	(7.0%)	29,888	(3.6%)
VINCI Energies	VINCI Energies Academy, Cegelec Group University	136,029	(9.1%)	9,703	2.4%
Eurovia	Road Industry Training Centre	97,842	(0.0%)	3,127	14.5%
VINCI Construction	Cesame, Eugène Freyssinet Centre	299,635	(8.2%)	17,058	(9.3%)
<b>Total</b>		<b>719,371</b>	<b>(2.3%)</b>	<b>50,679</b>	<b>3.4%</b>

### Breakdown of training hours by subject and by number of hours

	2012					of which France	2011	2012/2011	
	Managers	Non-managers	Men	Women	Total		Total	Change	
Technical	238,891	1,106,252	1,208,633	136,510	<b>1,345,143</b>	44.3%	868,921	1,291,801	4.1%
Health and safety	142,385	849,188	923,382	68,191	<b>991,573</b>	32.7%	719,079	852,542	16.3%
Environment	10,889	33,094	36,922	7,061	<input checked="" type="checkbox"/> <b>43,983</b>	1.4%	23,177	<input checked="" type="checkbox"/> 46,133	(4.7%)
Management	106,216	86,164	163,534	28,846	<b>192,380</b>	6.3%	123,195	185,999	3.4%
Admin and support	100,370	148,091	158,181	90,280	<b>248,461</b>	8.2%	170,739	238,823	4.0%
Languages	49,736	82,047	89,582	42,201	<b>131,783</b>	4.3%	52,228	127,171	3.6%
Diversity	3,612	11,629	11,647	3,594	<b>15,241</b>	0.5%	9,258	10,481	45.4%
Other	17,535	52,565	53,735	16,365	<b>70,100</b>	2.3%	22,937	84,626	(17.2%)
<b>Total</b>	<b>669,634</b>	<b>2,369,030</b>	<b>2,645,616</b>	<b>393,048</b>	<input checked="" type="checkbox"/> <b>3,038,664</b>	<b>100.0%</b>	<b>1,989,534</b>	<input checked="" type="checkbox"/> <b>2,837,576</b>	<b>7.1%</b>
Hours of training per employee	20	15	16	16	<b>16</b>		18	16	0.0%

Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

More than 5,500 young people received training under work-study programmes within VINCI in 2012. The Group especially encourages handing on expertise from one generation to the next, particularly through mentoring. At VINCI Construction France, 300 highly experienced and skilled workers, site managers, team managers and engineers (a 20% increase from 2011) have acquired "Master Builder" status and are committed to passing on their knowledge. At ASF, 399 in-house trainers, of which seven technical safety trainers and 79 mentors, provide training.

## 1.8 Equality and diversity

See also page 26 of this annual report

Manifesto commitment number 6: "Foster equality and diversity together"

### 1.8.1 General policy for promoting diversity and preventing discrimination

In this area, VINCI is pursuing the pioneering policy it adopted 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, people with disabilities, people from an immigrant background and people over the age of 50.

In a speech before 180 executives, operational managers and human resource managers from many Group countries, at the in-house diversity day on 5 April 2012, the Group's chairman and chief executive officer reiterated his convictions and VINCI's commitment and priorities to diversity. The heads of the Group's business units, backed by the comments and experiences from four other major companies, led discussions about the day's key point, the sharing of best practices.

For the second year in a row, diversity was the second main topic of dialogue between management and labour. The number of collective agreements signed on diversity and equality more than doubled, rising from 43 in 2010 and 100 in 2011 to 163 in 2012, amounting to 12% of all agreements.

#### Self-diagnosis and audits

VINCI's sustainable development self-diagnosis method, Advance, makes it possible for the management bodies of Group companies to assess their performance and establish a shared diagnosis of efforts to promote diversity and prevent discrimination (among other things). It enables entities to identify their weak points and establish their own improvement plan. The results of the various 2012 self-diagnoses show that the overall drive to promote diversity has been launched, but that close and continuous tracking, backed by the use of management tools, is required.

The self-diagnoses are supplemented in the case of some subsidiaries by in-house audits or outside accreditations, enabling them to implement their improvement plans. In 2012, for example, VINCI plc was awarded the British Investors in Diversity (IiD) award scale 2 (on a scale of 3). VINCI plc is thus becoming one of the first construction firms in the UK to be recognised at this stage of maturity for its promotion of diversity, equality and inclusion. In France, Fournié Grospeud Synerys of VINCI Energies was awarded diversity accreditation.

#### Diversity network

In 2011, VINCI set up a worldwide network of diversity coordinators and trainers, with the aim of implementing the Group's policy at the local level by strengthening links between VINCI's business activities and geographical areas and by promoting best practices. At the end of 2012, the network consisted of 75 people, most of whom are human resources managers and operational managers.

Each member of the network attended a three-day in-depth training course, covering both theory and practice. It included a review of discrimination concepts, the various dimensions of diversity, key factors for action and progress, ways to promote a diversity policy, and training skills. New tools are regularly created and provided to coordinators and trainers. For example, there is the "diversity booklet", published in English and French, consisting of 250 best practices identified within the Group, diversity self-assessments, quizzes and diversity newsletter. This booklet enables coordinators and operational managers to identify the steps towards successful diversity management.

#### Diversity training

Diversity training, included as part of the training programme for the Group's operational managers, continued, with 15,241 hours provided in 2012. Furthermore, surveys of managers who had taken part in this programme showed that they had a better understanding of how stereotypes can influence their decisions.

To make progress in this area, VINCI is an active member of France's Managers for Diversity (AFMD), the corporate social responsibility monitoring agency (ORSE), and the Institut du Mécénat de Solidarité (IMS). VINCI frequently contributes to public discussions on this subject.

### 1.8.2 Measures to promote gender equality

VINCI has the objective of achieving a significant improvement in its gender mix. In particular, it intends to increase the proportion of women in managerial roles to 20% by 2015, from 16.4% in 2012. A plan of action was prepared in 2012, addressing VINCI's attractiveness and recruitment methods, as well as its career development opportunities.

To enhance the appeal of Group business lines, VINCI continues to participate in the "Capital Filles" programme, which provides mentoring to young female students in disadvantaged areas. The programme also encourages apprenticeships, enabling these students to discover and learn about businesses of the future, as well as scientific and technical roles traditionally filled by men. In 2012, VINCI boasted 65 mentors between the companies of VINCI Construction France and Eurovia, helping schoolgirls in nine school districts in France.

A second programme was established in 2012 in order to increase the Group's appeal among higher education students: VINCI set up a network of Group Ambassadors and staff, mainly engineers, with the aim of promoting business lines by talking to students about their own career paths, mainly in engineering schools, during meetings or discussion conferences, on or off campus. The network, which is poised for expansion, counted 24 ambassadors in its first year.

#### Women employees by business line and percentage of total business in workforce

	2012				Total	Percentage of women	2011	2012/2011
	Managers		Non-managers					
Concessions	609	30%	4,525	34%	5,134	33%	5,262	(2%)
VINCI Autoroutes	323	32%	2,986	43%	3,309	41%	3,451	(4%)
VINCI Concessions	286	29%	1,539	24%	1,825	25%	1,811	1%
Contracting	4,748	15%	15,678	11%	20,426	12%	18,715	9%
VINCI Energies	1,557	14%	6,129	12%	7,686	12%	7,049	9%
Eurovia	619	13%	3,447	9%	4,066	10%	3,932	3%
VINCI Construction	2,572	17%	6,102	11%	8,674	12%	7,734	12%
VINCI Immobilier and holding cos.	151	34%	192	68%	343	47%	324	6%
<b>Total</b>	<b>5,508</b>	<b>16%</b>	<b>20,395</b>	<b>13%</b>	<b>25,903</b>	<b>13%</b>	<b>24,301</b>	<b>7%</b>

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

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

The Group's strategy has two main strands: the redeployment of staff no longer able to perform their current roles and the hiring of disabled people. There is a further strand in France, i.e. increasing the use of companies and non-profit organisations that specifically employ people with disabilities.

In meeting VINCI's commitments, the various business lines adopt strategies appropriate to their organisations. The commitment of VINCI subsidiaries to redeploy staff who become unable to perform their current roles resulted in the creation of Trajeo'h in 2008. Trajeo'h is a non-profit entity that operates across numerous VINCI companies. Its tasks are to keep these staff in employment and to support Group companies with disability issues. Trajeo'h was initially set up in the Rhône-Alps region, before moving into the Greater Paris region in 2010, to south-east France in 2011 and to Normandy in 2012. The entity is financed by VINCI's local subsidiaries, and is also supported by the Group's business lines. In 2012, Trajeo'h's regional entities carried out 173 initial assessments and provided support to 142 VINCI employees.

The Group Purchasing Coordination unit has responsibility for the strategy of using companies and non-profit organisations that specifically employ disabled people. This unit acts on the Group's wish to increase the amount of work subcontracted to such companies and organisations, as discussed on page 164, in paragraph 3.3.2 "Managing relations with suppliers".

### Percentage of employees with disabilities by business line

	2012				Total	2011	2012/2011	Change
	Managers	Non-managers						
Concessions	21	1.0%	461	3.4%	482	3.1%	3.1%	(0.5%)
VINCI Autoroutes	16	1.6%	370	5.3%	386	4.8%	4.6%	0.5%
VINCI Concessions	5	0.5%	91	1.4%	96	1.3%	1.4%	(4.5%)
Contracting	296	0.9%	3,184	2.2%	3,480	2.0%	1.9%	9.2%
VINCI Energies	143	1.3%	1,593	3.0%	1,736	2.7%	2.4%	19.6%
Eurovia	29	0.6%	739	2.0%	768	1.9%	1.9%	1.8%
VINCI Construction	124	0.8%	852	1.5%	976	1.4%	1.5%	(0.5%)
VINCI Immobilier and holding cos.	7	1.6%	11	3.9%	18	2.5%	1.6%	0.0%
<b>Total</b>	<b>324</b>	<b>1.0%</b>	<b>3,656</b>	<b>2.3%</b>	<b>3,980</b>	<b>2.1%</b>	<b>2.0%</b>	<b>7.9%</b>

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

In 2012, €5.5 million of revenue was awarded to companies with workforces made up primarily of employees with disabilities. This represents an increase of 29% in the last two years.

## 2. Environment

### 2.1 General environmental policy: together for green growth

See also page 23 of this annual report

Manifesto commitment number 3: "Promote green growth together"

#### 2.1.1 Environmental organisation

The implementation of VINCI's environmental policy, "Promote green growth together", is built on senior management's commitment, the empowerment of all operational staff within Group companies and 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, the Cities and Regions Pivot Club, and the "Grand Paris" Club. The sustainable development self-diagnosis 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. The methodological note on page 166 presents a list of these guidebooks and procedures. In 2012, VINCI paid particularly close attention to regulatory developments so that it could comply with new legislation as soon as it came into force.

#### Environmental reporting coverage

(as a percentage)	2012 worldwide revenue covered	2011 worldwide revenue covered	2010 worldwide revenue covered
Concessions	94	93	93
Contracting			
VINCI Energies	99	99	100
Eurovia	100	100	97
VINCI Construction	88	88	85
VINCI Immobilier and holding cos.	100	100	100
<b>Total</b>	<b>95</b>	<b>94</b>	<b>92</b>

VINCI broadened the scope of its environmental reporting further in 2012. The increase compared with 2011 corresponds to an additional €2.4 billion of revenue covered (up 7%), due mainly to the inclusion of VINCI Construction's international entities and VINCI Airports. Environmental reporting coverage increased further in 2012 to 95% of total revenue generated by companies in the new scope. The remaining 5% corresponds to short-term projects outside France, which are monitored at each worksite but not consolidated at Group level.

VINCI's Statutory Auditors have been reviewing the Group's social and environmental reporting system for the past 10 years. Although considerable progress has been made over this period, there is room for further improvement, particularly in the number of indicators and scope of application. In 2012, the Report of the Statutory Auditors expresses limited assurance on a certain number of environmental indicators for the VINCI Group. The indicators are identified by the symbol . The Statutory Auditors carried out interviews and surveys on the application of the guidelines at the following subsidiaries: VINCI Construction Grands Projets, Eurovia, VINCI Autoroutes (ASF), VINCI Construction France, VINCI Energies France, VINCI Energies International and VINCI plc (UK), i.e. at least one entity from each VINCI business line. Environmental data is presented in compliance with Decree No. 2012-557 of 24 April 2012 on companies' disclosure requirements for social and environmental data, 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, with the exception of some VINCI Construction Grands Projets and CFE entities, in particular QDVC and DEME, which are still consolidated on the basis of VINCI's shareholding.

### 2.1.3 Environmental training

All VINCI companies make efforts to raise awareness of environmental issues. Despite a 5% fall from 2011 to 2012, environmental training hours have more than doubled in the space of five years (up 111%).

Environmental training was increasingly incorporated into existing courses (works, studies, operations, etc.) in 2012. Awareness is proactively promoted at worksites (including subcontractors) with the 15-minute environment sessions. This initiative has been rolled out across all activities in the Contracting business in France and is being developed abroad. Environmental training is systematically provided at the Entrepouse Contracting and VINCI Construction Grands Projets worksites. Additional training sessions on energy performance, environmental certification (BREEAM, LEED) and the eco-design of buildings and neighbourhoods were provided to meet market expectations in the sustainable city sector.

#### Environmental training and awareness

	Number of hours of training		2012/2011
	2012	2011	Change
Concessions	9,633	12,537	(23%)
VINCI Autoroutes	9,514	11,289	(16%)
VINCI Concessions	119	1,248	(90%)
Contracting	34,346	33,589	2%
VINCI Energies	5,548	6,522	(15%)
Eurovia	18,642	17,741	5%
VINCI Construction	10,156	9,326	9%
VINCI Immobilier and holding cos.	4	7	(43%)
<b>Group total</b>	<input checked="" type="checkbox"/> <b>43,983</b>	<input checked="" type="checkbox"/> <b>46,133</b>	<b>(5%)</b>

Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

### 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 2012, VINCI or its subcontractors were involved in six major environmental incidents (eight in 2011). A major incident is defined as one that creates extensive pollution requiring clean-up by external specialists and has consequences stretching beyond the entity's responsibility. Three of the incidents resulted in water pollution, two in soil pollution and one in the spillage of hazardous materials on a road in the United Kingdom. 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. Companies in the Contracting business lines continued their efforts in this area in 2012; change – including in the integration of new companies and the development of new business activities, for example – is analysed over several years. Significant progress was also made towards ISO 14001 certification of operational activities, particularly at VINCI Autoroutes, which has had all its motorways certified as part of its eco-motorway programme, and at VINCI Facilities as part of its Green Facilities offering.

At VINCI Immobilier, all new residential property development projects comprise low-energy buildings associated with environmental accreditations such as HQE, H&E and HPE, or energy-positive buildings such as the Amplia residence, a 66-unit programme located in the Lyon Confluence district. VINCI companies have acquired substantial expertise in meeting a variety of environmental standards, including HQE, BREEAM and LEED. In 2012, VINCI plc delivered the BBC studio complex, the first project of its kind to achieve an "Outstanding" rating by BREEAM (the highest assessment rating). Meanwhile, VINCI Energies entities have developed an HQE Exploitation service, which has already been implemented in about 30 of the buildings they manage. A growing number of Group companies have initiated ISO 26000 certification programmes.

## Evaluation and environmental certification

(as a percentage)	ISO 14001			Scope/base reference
	2012	2011	2010	
VINCI Autoroutes				France
Motorways in service	☑ 100	☑ 64	26	in number of kilometres
Motorways under construction	☑ 100	☑ 90	100	in number of kilometres
VINCI Energies	☑ 25	☑ 22	☑ 24	France and worldwide
Eurovia				France and worldwide
Production from quarries owned	☑ 58	☑ 65	☑ 62.5	in tonnes
Production from coating plants owned	☑ 24	☑ 30	39	in tonnes
Production from binder plants owned	☑ 83	☑ 65	75	in tonnes
Revenue from the works activity	☑ 28	☑ 35	37	France and worldwide
VINCI Construction	☑ 60	☑ 60	59	France and worldwide

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

## 2.2 Conserving resources

### 2.2.1 Protecting water resources

In answering the CDP Water Disclosure questionnaire for the first time in 2012, VINCI joined the group of 191 companies worldwide that fulfilled 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 ecosystems. VINCI has created an International Hydraulic Engineering Activity Pivot Club to identify expertise and design new, specific offerings.

Group companies monitor water resources particularly carefully. Subsidiaries have adopted a number of specific initiatives to reduce water consumption. Programmes to repair leaking pipes are also being deployed on the entire VINCI Autoroutes network. Of all the VINCI motorways in service, 72% 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.

VINCI plc monitors monthly water consumption on each project with the aim of reducing the volume used. VINCI Construction has introduced a wastewater recycling policy in France. Some 60 concrete mixer washing stations have already been installed on worksites, leading to large reductions in water consumption.

Tools developed through the partnership with the Chair in Eco-design enable the water footprint of specific neighbourhoods to be assessed in detail, with particular emphasis given to soil permeability, rainwater harvesting and wastewater treatment. Some subsidiaries are creating specific processes for treating water pollution. Entrepose Contracting has designed Notil, a net used to tow up to 10 tonnes of hydrocarbons in the event of an oil spill. Water management is also essential in the design and construction of eco-neighbourhoods.

### Water consumption (cubic metres of water purchased)

	2012	2011	Scope
VINCI Autoroutes	983,073	925,250	ASF, Cofiroute, Escota
VINCI Concessions	150,452	103,093	Stade de France Consortium, VINCI Park France, VINCI Airports (included for first time in 2012)
VINCI Energies	327,610	358,040	All VINCI Energies companies in France and worldwide
Eurovia	1,673,796	2,146,399	Eurovia France and worldwide
VINCI Immobilier and holding cos.	2,064	2,343	VINCI Immobilier
Subtotal (excluding VINCI Construction)	☑ 3,136,995	☑ 3,535,125	
VINCI Construction	3,063,297	4,892,119	91% of VINCI Construction's business, including all or part of VINCI Construction France, VINCI Construction Grands Projets, Sogea-Satom, Entrepose Contracting, Soletanche Bachy, CFE, Freyssinet, VINCI plc
<b>Total</b>	<b>6,200,292</b>	<b>8,427,244</b>	

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.



VINCI is gradually increasing the accuracy of its reporting on water consumption, despite the diversity of its activities. The increase in the Concessions business water consumption is due to the expansion of the scope covered. The 22% fall in water consumption at Eurovia and the 37% fall at VINCI Construction are due to the efforts made to decrease consumption. The extent of these reductions is also due to the wide variety of the types of project carried out 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

In the Contracting business, raw materials purchasing is decentralised, with purchases monitored on a project-by-project basis and 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 500 homes in 2012, reduces raw materials consumption by 20%.

In the Concessions business, consumption of the main raw materials is monitored and consolidated. In 2012, 1,571,018 tonnes of coating were used and 34,902 tonnes  of de-icing salt were purchased (48,386 tonnes  in 2011).

The wood-related businesses of VINCI Construction France, under the brand Arbonis, generated revenue of €65 million in 2012, up 62% on 2010.

In 2012, to gain a better understanding of the environmental impact of raw materials, VINCI collaborated with professional groups to prepare life cycle inventories (LCI) of its materials. The Group also played an active role in discussions at the French government's Environmental Conference. Through the partnership with the Chair in Eco-design, post-doctoral research was used to apply European environmental data on the steel and wood used in construction to the construction practices in France based on the Diogen database of civil engineering impact data. As a member of the EcoSD network that promotes expertise in eco-design, VINCI has begun an initiative to compile a French environmental database devoted to the construction sector. VINCI also participates in inter-industry working groups, such as the infrastructure committee of France's energy, environment and transport observatory (OEET) and the GT41 working group of the French underground tunnel association (AFTES). Soletanche Bachy is contributing to GT41 efforts to develop 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 2012, the Group continued to focus on the actual performance of its activities and offers. The measurement of energy consumption resulting from VINCI's activities (worksite equipment, vehicles, infrastructure assets under concession, etc.) was audited at Group level by the Statutory Auditors, who expressed a limited level of assurance in the figures.

In France, the 2012 thermal regulations form a major part of the Grenelle Environment legislation and seek to encourage low-energy buildings. The regulations came into force in 2011 for some projects (commercial buildings and housing in urban renewal areas). 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. VINCI is playing a part in preparing the future 2020 thermal regulations, which will consider the 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 2012, 18 Oxygen projects were under development.

VINCI Facilities (VINCI Energies) is using its expertise in areas such as energy diagnostics and audits, monitoring and optimisation work to develop Diago energy efficiency contract solutions for its clients. These may involve various levels of service, from adjusting an energy supplier contract to performing major energy-related renovation work. In all cases, clients are guaranteed a certain level of energy savings. VINCI Facilities also uses its expertise to improve its own energy performance, monitoring and managing its energy consumption and raising staff awareness about saving energy. In 2012, energy performance was a major topic discussed in lectures given through the Chair in Eco-design, including during the seminar on 2 and 3 October on smart grids, and energy performance guarantee for refurbished buildings.

## Total energy (including natural gas, heavy fuel oil and electricity) consumed by VINCI companies in 2012

	Total energy (MWh)	Natural gas (MWh)	Heavy fuel oil (tonnes)	Electricity (MWh)
Concessions	421,126	17,914		290,058
VINCI Autoroutes	253,412	6,113		139,857
VINCI Concessions	167,714	11,801		150,201
Contracting	8,373,575	935,181	100,008	769,495
VINCI Energies	772,365	56,069		83,633
Eurovia	3,833,364	845,360	28,726	357,041
VINCI Construction	3,767,846	33,752	71,282	328,821
VINCI Immobilier and holding cos.	3,791			1,889
<b>Total</b>	<b>8,798,492</b>	<b>953,095</b>	<b>100,008</b>	<b>1,061,442</b>

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

For the reporting period, Group energy consumption totalled 227 MWh per million of euros of revenue.

Due to the industrial nature of its business, Eurovia continues to account for a large proportion of total energy consumption. The increase in activity at its lime plant and the inclusion of VINCI Airports in the reporting scope drove natural gas consumption up about 30% on 2011. DEME (CFE subsidiary specialised in dredging) accounts for most of the heavy fuel oil consumption. Electricity consumption, up 6% on 2011, did not rise as fast as the 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. The Group's public works subsidiary is also developing processes that reduce energy consumption. For example, the Tempéra® warm mix process produces energy savings of 20-40%. Eurovia's target is to lay warm mix products on 50% of all its roads by 2015. At VINCI Construction, subsidiary Arbonis specialises in wood-related activities. It sells Sylvabox, a range of wood-framed bungalows featuring enhanced insulation that reduces energy consumption by 80%.

### Fuel consumption

(in litres)	Diesel (*)	Petrol	Total	2011	Change	Scope and/or explanation for change
	2012	2012	2012			
Concessions	10,855,598	24,642	10,880,240	10,807,082	0.7%	
VINCI Autoroutes	10,308,977	22,048	10,331,025	10,435,783	(1.0%)	ASF, Cofroute, Escota
VINCI Concessions	546,621	2,594	549,215	371,299	47.9%	VINCI Park in France, Stade de France Consortium, VINCI Airports (included for the first time in 2012)
Contracting	493,115,561	12,221,020	505,336,581	492,989,719	2.5%	
VINCI Energies	58,157,334	2,675,740	60,833,074	58,060,188	4.8%	France and worldwide
Eurovia	195,576,661	3,966,052	199,542,713	189,917,759	5.1%	Increase in business
VINCI Construction	239,381,566	5,579,228	244,960,794	245,011,772	(0.0%)	
VINCI Immobilier and holding cos.	182,960		182,960	173,400	5.5%	Increase in business
<b>Total</b>	<b>504,154,119</b>	<b>12,245,662</b>	<b>516,399,781</b>	☑ 503,970,201	2.5%	

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

(\*) In 2011, the indicator takes into account diesel and heating oil.

With an increase of 2.5%, the Group's total fuel consumption rose less than the revenue covered by environmental reporting (up 7%). This progress results from the continued training in eco-driving of passenger vehicles and trucks and eco-operation of heavy equipment in all of its subsidiaries, in particular at VINCI Construction Terrassement and Eurovia, where all heavy equipment operators in quarries have been trained. Vehicles and equipment are also systematically replaced with more economical versions.

In addition to in-house training, 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. VINCI Autoroutes continued to promote car-pooling in 2012. Located near toll stations, parking facilities make an easy meeting point for drivers and passengers, with nearly 1,000 parking spaces reserved for car-pooling in autumn 2012. VINCI Autoroutes also develops dynamic traffic management solutions by boosting the involvement of users on its roads: real-time information systems that help users save fuel, for example when looking for a parking space at a rest area. This topic was extensively developed at VINCI's 2012 Research Day on 29 February.

Through the Chair in Eco-design, research is being carried out into the eco-design of parking facilities. The Ecole des Ponts ParisTech, in partnership with VINCI Park, has modelled the balance between supply and demand for city parking in order to design solutions that minimise the time users spend looking for a space (more than 10% of current city traffic).

### 2.2.4 Use of renewable energy

In 2012, VINCI companies purchased 4,489 MWh of electricity generated from renewable energy sources (2011: 4,385 MWh). VINCI plc (VINCI Construction) fixed sites in the United Kingdom buy almost all their electricity under renewable energy contracts.

Renewable energy-related activity is expanding. The Contracting business companies have expertise in designing, supplying and installing photovoltaic panels. Sonil, a VINCI Construction France subsidiary, specialises in integrating and installing solar panels. The company has completed 30 projects totalling 7,000 m<sup>2</sup> or 900 kWp. VINCI Energies business units also have expertise in building photovoltaic power plants. Omexom Energies Renouvelables specialises in the design, contracting, grid access and operation of renewable energy projects. The company is building the 12 MWp photovoltaic farm in Estezargues in the south of France, which features 10,000 m<sup>2</sup> of sensors. VINCI Construction is developing technical solutions to industrialise construction and optimise the installation of onshore and offshore wind farms. This was the focus of the Eolift research project, overseen by Freyssinet and winner of the large-scale wind power call for interest launched by Ademe in 2012.

VINCI Autoroutes has 2,697 renewable energy devices (excluding heat pumps) generating solar, thermal and wind energy. As concerns the Group's vehicle fleet, various subsidiaries are currently testing hybrid and electric alternatives. In 2012, VINCI Facilities (VINCI Energies) introduced a car-sharing solution combining electric and thermal vehicles at its Buc site in the Greater Paris area. VINCI is a member of a group of major companies that has made a commitment to the public authorities to encourage and support the development and mass production of no-carbon vehicles.

### 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 Tours-Bordeaux South Europe Atlantic high-speed line project in 2012, 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.).

### 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. In 2012, it deployed EAR-is, its software that analyses 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 between 2010 and 2012. In 2012, 662 homes were protected, making a total of 1,141 since 2010. Studies and administrative work were conducted in 2010, with most of the noise-prevention work carried out in 2011 and 2012.

### 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 (car parks, motorways, etc.).

The Group's Contracting companies implement waste management plans at their worksites in accordance with local requirements. In the UK, VINCI companies have joined the national effort to halve the quantity of landfilled waste between 2005 and 2012. In 2012, VINCI plc produced 1,251,146 tonnes of waste, of which over 98% was recycled, reused or recovered, a significant improvement on 2011 (up 80%). VINCI Energies business units also monitor their waste closely, including paper waste, which totalled 1,057 tonnes in 2011. In 2012, these business units produced 172,078 tonnes of inert waste, 13,501 tonnes of non-hazardous waste and 672 tonnes of hazardous waste.

Recycling has been a priority at Eurovia for some 20 years and there is 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 its worksites. In 2012, Eurovia set itself the target of exceeding 20% of recycled mix aggregate in its total amount of mix. The percentage is being checked by the Statutory Auditors and has increased by 12.5% over 2011, making Eurovia Europe's market leader in this field.

## Waste recycling and recovery at Eurovia

	2012		2012		2011	2011
	World	2012/2011 change	France	2012/2011 change	World	France
Percentage of mix manufactured with recycled mix aggregate	☑ 12.5	2%	13.1	26%	☑ 12.3	10.4
Production of recycled material (in millions of tonnes)	8.5	10%	6.5	3%	7.7	6.3
Total recycled material as a percentage of total aggregate production	9.9	3%	11.0	(26%)	9.6	14.9

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

As part of the green motorway package, 91% of the rest areas along VINCI Autoroutes motorways are equipped with sorting bins (39% in 2011 and 21% in 2010). VINCI Autoroutes also runs regular awareness campaigns to encourage motorway users to sort their waste. Once sorted, waste is delivered to recovery and treatment facilities; 52% of the waste produced by VINCI Autoroutes was recovered in 2012.

## Waste sorted and collected on VINCI Autoroutes motorwaysw

(tonnes)	2012	2011
Non-hazardous waste (customers + operations)	☑ 13,414	☑ 12,745
Hazardous waste (customers + operations)	☑ 2,158	☑ 572
Rest areas equipped for waste sorting	91%	39%

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

## 2.3 Combating climate change

Greenhouse gas emissions must be reduced in order to combat climate disruption. In 2007, VINCI initiated a proactive programme on this subject to anticipate, monitor and comply with legislation in the most advanced countries. The impact of current carbon emissions regulations on VINCI's activities is mainly indirect. VINCI has only one facility that is subject to the European emissions trading scheme's National Allocation Plan (see page 124) and must comply with the Carbon Reduction Commitment in the United Kingdom. VINCI Autoroutes has undertaken a study of how carbon reduction measures affect its activities. 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 committed to green growth in 2012, with a target to reduce greenhouse gas emissions by 30% by 2020. This target covers the Group's like-for-like 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 consumption.

### 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 2012 amounted to 2.4 million tonnes. In 2012, 32 VINCI subsidiaries 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 regulatory coefficients from the carbon database of Ademe (France's environment and energy management agency). The coefficients were applied to data from previous years and recalculated for a pro forma comparison.

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

	Tonnes of CO <sub>2</sub> equivalent	Tonnes of CO <sub>2</sub> equivalent	2012/2011 change
	2012	2011	
Concessions	52,975	46,198	14.7%
VINCI Autoroutes	37,243	36,632	1.7%
VINCI Concessions	15,732	9,566	64.5%
Contracting	2,335,503	2,217,564	5.3%
VINCI Energies	186,937	181,543	3.0%
Eurovia	1,126,463	998,633	12.8%
VINCI Construction	1,022,102	1,037,388	(1.5%)
VINCI Immobilier and holding cos.	605	600	0.9%
<b>Total</b>	☑ 2,389,083	2,264,361	
<b>Carbon intensity (tonnes of CO<sub>2</sub> equivalent per million euros of revenue)</b>	<b>62</b>	<b>62</b>	

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

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

2011 data corrected to take into account the calculation method in Article 75 of France's Grenelle II law.

In 2012, the Group's direct emissions (Scope 1 and 2) per million euros of revenue were stable in relation to 2011 at 62 tonnes of CO<sub>2</sub> eq. VINCI's carbon intensity has continued to decrease since 2009 (71 tonnes of CO<sub>2</sub> eq.) to stand at 13.3%.

Group companies have introduced ambitious policies to achieve the greenhouse gas emissions target by 2020. Eurovia's 2012-2015 policy aims to reduce its CO<sub>2</sub> emissions by 4% per year. In the UK, VINCI Construction has set a target to reduce emissions by 30% between now and 2015.

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 Chair in Eco-design and are used in numerous subsidiaries. At VINCI Construction France and Soletanche Bachy, eco-design studies were carried out on 229 projects in 2012. Eurovia also carries out LCA on its new materials. 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. Since 2012, it is also used to optimise the carbon footprint of rail infrastructure.

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, which is why VINCI Autoroutes encourages motorists to drive less aggressively and to use the eco-comparison tool on its website to calculate the amount of CO<sub>2</sub> they could avoid emitting. VINCI Construction shows building occupants how they can consume less energy through its Oxygen eco-commitment (23 projects considered in 2012, 18 under way). The first Oxygen building delivered was the Ensta campus at the Ecole Polytechnique site in Palaiseau. Its solution, which combines geothermal energy and solar panels, has reduced site emissions by 90% compared with a traditional natural gas system. VINCI Facilities (a VINCI Energies subsidiary) provides customers with innovative solutions for drastically reducing the carbon emissions of the buildings it manages.

### CO<sub>2</sub> emissions of VINCI Autoroutes companies

(tonnes of CO <sub>2</sub> equivalent)	2012	2011
ISO Scope 1 and 2 emissions	☑ 37,243	36,632
Motorway user emissions	☑ 12,628,504	13,033,349

☑ Data checked by the Statutory Auditors; for the 2012 data, see page 177 of the 2012 Annual Report and for the 2011 data, see page 159 of the 2011 Annual Report.

Between 2011 and 2012, the CO<sub>2</sub> emissions of VINCI Autoroutes companies rose 1.7% to around 37,000 tonnes with the inclusion of the A86 Duplex in the environmental reporting scope. Emissions by motorway customers fell 2.3% due to a decrease in heavy vehicle traffic and the deployment of 30 km/h electronic toll lanes. These no-stop lanes have lowered CO<sub>2</sub> emissions by 41,980 tonnes since 2011.

Investors have responded positively to the measurement of greenhouse gas emissions and actions taken to reduce them. In 2012, for the sixth year running, VINCI confirmed its leadership position in France regarding climate strategy by obtaining the Carbon Disclosure Project's highest rating (80/100, level C) among its peers in the construction and public works category. The Carbon Disclosure Project, which is conducted on behalf of 655 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 in eco-design projects in which studies span the structure's whole life cycle. Similarly, VINCI companies have taken into account the scientific data predicting a 50 cm rise in sea levels by 2050. Although they cannot take action regarding political strategy on receding coastlines, they are developing expertise in technical improvements, notably to strengthen barriers.

VINCI plays a central role in making new and existing structures more resistant to extreme weather events, ensuring long-term durability and providing innovative construction solutions. It carries out extensive research, both internally and through its partnership with the Chair in the Eco-design of Building Complexes and Infrastructure. In response to the scarce funding available to public clients and the uncertainty about new financing partnership models, VINCI Concessions supports the Economics Chair of Public-Private Partnerships to develop knowledge in these areas.

## 2.4 Conserving biodiversity

### 2.4.1 VINCI's approach to biodiversity

VINCI strengthened its biodiversity strategy substantially in 2012, turning its biodiversity working group into a Biodiversity Task Force. The 15-strong team combines the Group's ecology experts with the environment managers from its different activities and is primarily responsible for monitoring the regulatory environment, developing scientific expertise, analysing risks, promoting initiatives and sharing best practices. The unit also encourages organisations, engineering and design departments, and companies to discuss their approaches and tools. These insightful exchanges are held under the banner of the "working together" programme.

The Group drew on the expertise of the Biodiversity Task Force in its response to the call for recognition from the Ministry of Ecology, Sustainable Development and Energy by joining the Stratégie Nationale pour la Biodiversité (SNB, national biodiversity strategy). VINCI's proactive commitment to promoting biodiversity was officially recognised in late 2012. The SNB's recognition acts as a guarantee of the quality and consistency of its 2012-2015 biodiversity programme, 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 proactive commitment, which includes a three-year partnership with the Natural Heritage department of MNHN, France's National Museum of Natural History. The MNHN will guide 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 will provide its partner with sites for study in order to develop its knowledge on biodiversity (inventory, 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 looking at the issue of biodiversity for many years. Measures to avoid and reduce impacts on natural environments and to offset residual effects have been developed and applied in partnership with the stakeholders most affected, depending on the project, location, species and ecosystem.

Motorway concession operators are primarily concerned with the fragmentation of natural habitats, essentially 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. One of the emblematic accomplishments in 2012 was the construction of two bat bridges on the A89 worksite in partnership with the Rhône-Alpes federation of organisations for the protection of nature (Frapna). These structures allow bats to use echolocation to navigate over the motorway without the risk of collision. Other initiatives have been taken such as combating invasive species, reducing the use of plant protection products and raising public awareness at rest areas.

### Wildlife crossings and roadside fencing on the motorways of VINCI Autoroutes companies

<i>(tonnes of CO<sub>2</sub> equivalent)</i>	2012	2011
Crossings for small and large wildlife <i>(in number)</i>	686	658
Wildlife roadside fencing <i>(in km)</i>	8,721	8,687

Along with the initiatives led by VINCI Autoroutes companies, 120 measures have been taken in application of 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 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.

The main issue faced by Eurovia is restoring sites throughout the life cycle of its quarries, notably in order to conserve and provide a favourable environment for new plant and animal species. The company defines and monitors its measures with the help of local environmental organisations. In France, some Eurovia sites have signed formal partnership agreements with these organisations and 72% of its quarries have joined the UNICEM Environment Charter.

In our construction activities and particularly during the earthworks phases, protecting biodiversity at worksites is a highly relevant issue. For example, in 2012 special "biodiversity" signs were put up at 127 VINCI Construction Terrassement worksites. At the South Europe Atlantic high-speed rail line worksite, 650 signs and 1,750 pictograms are being installed. Emphasis is also placed on ecological engineering, focusing on in-house training and the sharing of best practices.

Lastly, conservation and improvement efforts are being made to protect and enhance natural assets along the entire South Europe Atlantic high-speed line (SEA). To that end, VINCI set up the LISEA Biodiversity Foundation at the end of 2012. With €5 million 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. To be eligible for financial assistance, projects must aim to:

- conserve species and strengthen populations;
- develop knowledge about species (population, habitat, behaviour);
- restore habitats or ecological connectivity;
- assess current conservation practices;
- train players (scientific expertise, methodology, organisation);
- promote the results of research and studies among the general public.

Priority is given to projects that conserve the European mink, foster the recolonisation of little bustards on farmland and develop knowledge about bats. The initiatives supported are set apart from the commitments already made by LISEA, COSEA and RFF, and are not included in the SEA project's regulatory and ecological offsetting measures.

## 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.

Between 2011 and 2012, the annual environmental expenditure of VINCI Autoroutes rose by 20%. This four-fold increase since 2010 is due mainly to the implementation of the green motorway package.

#### Environment-related expenditure by VINCI Autoroutes companies

(in € millions)	2012	2011	2010
Annual environmental investment	312	260	83
Annual spend on the upkeep of natural areas	31	32	30
Insurance premiums to cover environmental risks	0.32	0.32	0.34

### 2.5.3 Environment provisions and guarantees

See "Environmental, industrial and technological risks": page 120 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 2012 subsequent to a court decision on an environmental matter.

## 3. Social responsibility

This chapter contains information about VINCI's social responsibility commitments.

VINCI's social responsibility policy takes the form of various actions and programmes: the Group's impact on the areas where it operates, its relations with stakeholders, and sponsorship. As regards sponsorship, VINCI's companies focus on three main areas: employment and social integration through work, environment and research, and culture and heritage assets. In accordance with the Group's decentralised management model, VINCI does not consolidate either its reporting on sponsorship actions or the total budget allocated. A low-range estimate suggest a total amount of about €10 million in 2012.

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

See also page 24 of this annual report

Manifesto commitment number 4: "Engage in civic projects together"

All jobs created by Group companies, whether directly or indirectly through temporary employment and subcontracting, together with initiatives undertaken to encourage the professional integration of people who have been unemployed for a long period, help to support regional development. In addition, public-private partnership agreements for the financing and operation of certain types of infrastructure over the medium and long term contribute to building strong and lasting relationships with local authorities. The Group's preferred governance approach, applied increasingly year on year for all major projects having a potential impact on the environment and quality of life for local communities, involves consultation with residents and environmental organisations.

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

##### Employment and skills development

VINCI's Contracting activities (the Energy, Construction and Roads business lines) are highly labour intensive and thus have a substantial direct and indirect impact on regional employment (see § 1.2 Employment). The Group's general policy is to use local resources whenever possible. Internationally, and particularly in emerging economies, VINCI works to promote the development of local skills for both production and managerial staff.

In Africa, for example, Sogea-Satom has undertaken a long-term commitment to the professional development of African managers, enabling them to move into senior positions. With this aim in view, the company is supporting the development of local training structures and continues to strengthen its partnerships with the Ecole Polytechnique de Dakar in Senegal, the Institut Supérieur de Technologies d'Afrique Centrale (ISTAC) in Cameroon and the Institut International d'Ingénierie de l'Eau et de l'Environnement (2IE) in Burkina Faso. In 2012, Sogea-Satom confirmed the hiring of 11 recent graduates selected by the company as beneficiaries of special support measures throughout their studies. It has lent similar assistance to a total of 19 students since the start of the 2012-13 academic year. Under this initiative, some 50 young people have been subsidised by the company since its first partnership was launched in 2007 and 47 have been hired. Currently, 50% of works engineers and works directors employed by Sogea-Satom are African.

VINCI Construction Grands Projets has launched Skill Up, a programme that seeks to build the knowledge and competencies of workers and supervisors around the world by establishing local training centres close to the entity's worksites. In 2012, 343 employees in Turkmenistan,

Qatar, Malaysia and Chile received training under the Skill Up programme. Of these, 60% had been hired directly at local level, with subcontractors accounting for the remainder.

For its Papua New Guinea pipeline project, Spiecapag, an Entrepose Contracting company (VINCI Construction), has hired 3,600 people since work began in 2010, 74% of whom are New Guineans. Special training programmes have been put in place for these new hires. Since the launch of the project, 94,196 training hours have been delivered, with local trainees accounting for 69% of session participants.

In France, favouring local employment whenever possible and local skills development are key aspects of the Group's policies. For the South Europe Atlantic high-speed rail line between Tours and Bordeaux (SEA HSL), 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. A charter has been signed by all these parties formally recognising the project's commitment to local employment, sustainable employability, secure career paths and the reinforcement of local know-how. Between the launch of the project and year-end 2012, close to 1,000 people had been hired locally, two-thirds of whom were people excluded from the labour market (i.e. among those targeted by professional integration measures). The recruiters also focused on opening up these business activities to women, who made up 10% of the machine operators trained in 2012. To serve local hires, nine training structures have been established along the route of the future rail line (four specialising in civil engineering and five in earthworks), with the aim of gaining a lasting foothold in the region, which is necessary to ensure the long-term viability of this initiative.

#### Professional integration

Since its creation, VINCI and its subsidiaries have worked to develop a number of initiatives to fight social exclusion and help the long-term unemployed and other disadvantaged people find jobs. In 2012, Xavier Huillard, chairman and CEO of VINCI, signed the Pacte pour l'Insertion et l'Emploi launched by the Comité National des Entreprises d'Insertion (CNEI), thereby reaffirming the Group's formal commitments in this area. The aim of this initiative is to encourage all stakeholders to support the development of companies established specifically to promote social integration, taking as its goals a threefold increase in the number of people served by social integration structures and bring populations back into the workforce over the long term.

The development of the ViE social integration entity continued in 2012. Launched in 2011 at the initiative of the Group's Executive Management, this new subsidiary provides innovative and effective solutions to Group companies that want to address the workforce-related demands stipulated in the social integration clauses of their contracts. Unprecedented in France, this structure aims to support long-term social integration by providing assistance to Group companies on a day-to-day basis. Another role is to establish professional relations with socially responsible entities appointed by public authorities as their preferred contacts regarding social integration, and advising local government authorities about new services that meet business needs. In addition to serving Group companies, ViE adopts a cohesive approach to getting socially excluded individuals squarely on the path to career development, organised around social integration through work, access to training and consideration of social issues faced by these populations, all the while helping them find permanent jobs.

The ViE structure is targeting controlled growth, with a gradual ramp-up of facilities throughout France. In 2012, ViE's offices in the Paris region and northern France gained a firm footing while a new office was created in the south-western part of the country. For companies located outside these three regions, ViE offers its assistance on an ad hoc basis. In 2012, the first full year of operation for the entity, Group companies enlisted ViE's services for the administration and coordination of social integration in relation to 87 projects, corresponding to 1,350,000 hours of integration employment and involving more than 1,200 subcontractors. In all, 710 people benefited from social integration measures in 2012, including 12% women and 2.8% workers with disabilities, corresponding to 343,000 hours of integration employment.

ViE also assists Group companies with voluntary integration measures involving clauses added to supply contracts signed with service providers. Along these lines, in 2012, Escota became the first VINCI company to include an integration clause in one of its ongoing maintenance contracts, requiring at least 5% of labour hours for brushwood clearing and tree felling to be performed by long-term unemployed individuals.

ViE's integration coordinators participated in some 200 meetings with social and solidarity economy stakeholders and government officials in order to cooperate more effectively and improve the linkages between the various integration measures implemented throughout France.

#### 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 in the education field. 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 large number of partnerships are forged locally by Group companies with apprenticeship centres, schools, universities and other institutions of higher learning. They involve the allocation of the apprenticeship tax, supplemented by the strong involvement of employees in educational initiatives. Apart from the usual short- and medium-term recruitment campaigns, specific efforts targeting young people are also pursued well in advance of recruitment, designed to introduce them to the Group's professions and help them discover career opportunities.

In France, VINCI is an active partner of the Capital Filles programme, bringing together six corporations and three government departments, whose aim is to assist young women from low-income backgrounds with their career plans. In 2012, 65 women employed by the Group volunteered their time to visit secondary schools in disadvantaged urban areas across France to speak about technical occupations within VINCI companies and mentor young female students. The Group also takes part in *Ma Caméra chez les Pros*, an introduction to VINCI professions geared towards middle school students. In addition, VINCI actively supports "second chance" schools in France, serving educationally disadvantaged populations tending to be excluded from the labour market.

The initial five-year cycle of the first Chair in Eco-design of Building Complexes and Infrastructure, sponsored by VINCI in conjunction with three prestigious ParisTech institutions (MinesParisTech, AgroParisTech and the Ecole des Ponts ParisTech), draws to a close at the end of 2013. The partnership, which has amounted to €600,000 a year, will be renewed, with further research, publications, classes and seminars as well as practical real-world applications planned for the next cycle, which will run from 2013 until 2017.

Fabrique de la Cité, another recipient of VINCI's support, is a think tank dealing with urban issues, bringing together scientists, people from the corporate world and public-sector decision-makers. It develops partnerships with schools and universities. Examples include the AMUR (urban development and programme management) master's degree offered by Ecole Nationale des Ponts et Chaussées (ENPC France) and the master's degree in regional and urban development strategies offered by Sciences Po-Paris. It also has a partnership with Institut d'Urbanisme de Grenoble (IUG).



### 3.1.2 Contribution to regional development and impact on local populations

By designing, financing, building and operating bridges, tunnels, roads and other infrastructure over the long term, all VINCI companies are leading players in regional development, whether in rural or urban areas. As the Group's activities cannot be relocated, they give shape to the space where they are pursued, endowing it with greater coherence and fostering both economic and social development. Through 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, local tax contributions or support for local non-profits organisations and associations

The Group's Cité Solidaire programme, for example, in collaboration with Group companies, supports very small non-profit organisations working on community projects in underprivileged neighbourhoods. This programme invites proposals focusing on disadvantaged urban areas, supports small neighbourhood associations that act locally, and promotes commitments by Group companies at local level to sponsor projects and offer communities the benefit of their employees' expertise. Following two pilot projects in 2010, the effectiveness of this approach was confirmed in 2011 in three French cities. In 2012, the programme was extended to four new cities in France: Grenoble, Le Havre, Rennes and Champigny sur Marne.

The Group's concession companies are gradually putting in place means of assessing the economic activity and social impacts generated by the operation of major engineering structures.

As an example of this type of initiative, the Group sponsored two studies analysing the socioeconomic impact of the Rion-Antirion bridge in Greece carried out by researchers at the University of Patras; the first study covered the investment and construction period (1997-2004) and the other covered the operation of this facility between 2004 and 2006. These two studies found that there was a 3% increase in the number of jobs, an initial 25% increase in traffic followed by a 13% increase, a 30% jump in property prices in the northern region during the first period and a 10% rise in the number of companies setting up operations in the region during the second period. The second study also concluded that the bridge has had a positive impact on accessibility in the adjoining regions and has helped reduce economic disparities, while also limiting social exclusion in the areas to the north of the bridge and furthering the development of trans-European transport.

In another example, LISEA, the concession company for the future Tours-Bordeaux high-speed rail line (SEA HSL), established an economic think tank in September 2012. The role of this scientific body over the next 15 years is to measure, analyse and publish reports on the impact of the future high-speed line on employment, local economies and the development of regions along its route.

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

### 3.2.1 Conditions for dialogue with stakeholders

By their very nature, the activities of VINCI companies interact with communities and their residents during both the construction and operation phases. 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 in proximity to the structures they build, non-profit organisations and users. In general, the companies perceive consultation and dialogue with a project's stakeholders as a means to create value. To provide a clear framework for this approach, VINCI is developing a specific methodology and associated guidance tools. The need for this type of framework has become apparent since, although VINCI's Contracting business requires consultation processes to guarantee the best result for all stakeholders during the works and project phases (public survey, safety of nearby residents and the wider local community, worksite hours and schedules, etc.), its Concessions business involves these same processes over extended periods, sometimes as long as several decades.

Furthermore, it is important to distinguish between countries that already have a consultation framework – whether the one in place is satisfactory or in need of revision – from those that want to set one in place. Given this range of working environments, VINCI has adopted the simple Reflex tool to fully involve partners in every aspect of a project, including its management. The tool has been tested using operational examples and is based in particular on VINCI Autoroutes' experience. The first phase of this methodology involves mapping project stakeholders with three goals in mind: identifying their actual, felt and expressed needs with reference to solid material evidence; building structured and measurable solutions to address these needs; and directly involving stakeholders in project management.

For example, in France, the design and construction of the last section of the A89 motorway between Balbigny and La Tour de Salvagny placed a priority on dialogue and consultation with stakeholders – including administrative authorities, elected officials, local residents, farmers, environmental protection, hiking associations, and angling and wildlife federations – throughout the entire project. An environment committee was formed, bringing together local environmental protection associations and engineers from ASF (VINCI Autoroutes), which met regularly. This experience sharing resulted in the drafting of an environmental charter including a complete set of measures. More than 2,000 employees, i.e. the full complement of staff working on the project, participated in sessions covering the importance of protecting the environment, including practical guidelines, offered by nature conservation associations as well as angling and wildlife federations.

The project for the future Tours-Bordeaux SEA HSL project in France is another example of VINCI's efforts in this area. More than 100 public meetings were held in 2012, which allowed the expectations of the various stakeholders to be identified and taken into account in the form of design adjustments. Three working groups were established, bringing together local non-profit organisations and farmers, residents, chambers of commerce, other trade associations and regional authorities. Through their participation in these working groups, all stakeholders contributed to the development of the method for implementing the offset measures, giving rise to a charter approved by everyone in 2012. Since it went live in November 2011, the project's website has logged more than 90,000 unique visitors, with an average of 1,000 each day. Through this interface, more than 1,000 people have subscribed to LISEA's newsletter.

VINCI Airports is taking part in the hearings of the agricultural, scientific and general public debate commissions set up at the end of 2012 by the French government to examine the future Grand Ouest airport project for western France. The agricultural commission is tasked with identifying locally the means of minimising the project's impact on agricultural land and helping develop effective tools to combat rural space being swallowed up by urban development. In addition to the elements supplied by stakeholders affected by the transfer of the airport, the VINCI Airports subsidiary Aéroport du Grand Ouest has provided all elements useful to writing the reports awaited by each of the commissions. The preparatory work for building the airport (displacement of networks, archaeological assessments, displacement of protected species)

will start, subject to receiving authorisations from the prefecture in regard to protected species and the Water Act. It should be noted that only 537 hectares will be developed to bring the airport into service, of which 147 hectares will have artificial surfaces (runways, terminals, tarmac, etc.). Over half of the land under concession will be conserved for use in its natural state and for agricultural purposes.

In Canada, DJL, Eurovia's Quebec-based subsidiary, has invested about €90,000 to create a buffer zone around the Mont Saint Bruno national park, thus conserving biodiversity in an urban setting in order to recover the woodland balance in Montreal's greater metropolitan area.

In Russia, for the design and construction of the Moscow–St Petersburg motorway, VINCI Concessions has put in place an innovative tool to mediate conflicts with local residents relating to the environment. Following a period of heated discussions about the project's impact on Khimki Forest, which had raised concerns among environmental non-profit organisations, VINCI Concessions enlisted the services of a mediating body, the non-profit organisation Pur Projet, which specialises in resolving issues relating to reforestation. Pur Project engaged in dialogue with all stakeholders through a broad process of discussion and consultation with local residents, environmental non-profits, administrative authorities and municipalities. This mediation resulted in the joint development of a programme to conserve and improve the ecosystem of the forest in the path of the motorway. These actions were then incorporated in the environmental and social action plan established by NWCC, the consortium in charge of the project, validated by the concession grantor and the Russian authorities and financed by NWCC and its shareholders (which include VINCI Concessions). The first concrete actions on the ground have been launched in response to the concerns expressed by the local community and non-profits: educational programmes in schools, studies to expand knowledge about areas of passage used by wild animals, restoration of the sacred spring water source, etc.

### 3.2.2 Actions and sponsorship to combat exclusion and reinforce relations with social integration organisations

VINCI encourages Group companies and their employees to take part in the fight against social exclusion. Many companies are spearheading actions at local level in the regions where they operate. Most of these actions relate to the fight against social exclusion, both on behalf of employees lacking job security and in support of communities where businesses are located. VINCI set up a corporate foundation in 2002 called the Fondation VINCI pour la Cité, which funds sustainable projects that promote ties across social groups and help people excluded from the labour market to find work by providing financial assistance to non-profit organisations, combined with volunteer efforts by Group employees, who use their professional skills to aid those in need. In 2012, the Fondation VINCI pour la Cité backed 196 projects in France, for a total of €2,546,000. Contributions from Group companies totalled €323,994 and those of external partners amounted to €76,000, while 277 employees assisted the beneficiary organisations.

In line with VINCI's commitment to encourage employee participation in such actions worldwide, the Group continues to expand the international reach of assistance provided by its foundations in the context of an initiative launched in 2007. Following the creation of structures similar to the Fondation VINCI in the Czech Republic (2008), Germany (2010) and Greece (2011), two new foundations were set up in 2012, one in Belgium and the other in Slovakia. For greater effectiveness, each foundation tailors its actions and its selection criteria to the socio-economic context in which it provides support. In all, 86 projects have been backed to date outside France via these foundations since their inception, for a total amount of €964,212.

Organic market gardens to promote social integration. The Fondation VINCI pour la Cité supports the creation of organic market gardens along motorways to promote social integration in partnership with Réseau Cocagne. On previously unused land close to service areas on VINCI Autoroutes motorways, four market gardens are producing organically grown vegetables, providing work for people excluded from the labour market.

Emmaüs Défi. The Fondation VINCI pour la Cité has lent its support to Emmaüs Défi for the opening of the largest social integration employment centre in the Paris region for the recycling and resale of clothing, furniture and household goods. Working alongside the Foundation, five companies from the Energy business line contributed their expertise and carried out part of the electricity installation for the centre. This skills-based corporate patronage initiative involved a total of 4,000 hours of labour at the Parisian centre, which opened to the public in June 2012.

Fond de Dotation Sillon Solidaire. Created in 2012 in connection with the construction and operation of the high-speed rail line between Tours and Bordeaux, this fund is backed by the Fondation VINCI pour la Cité and by all companies participating in LISEA and the COSEA joint venture. Sillon Solidaire aims to support projects undertaken by non-profit organisations that contribute to the fight against social exclusion in regions crossed by the new high-speed rail line: relocation services, housing assistance and educational support for school-age children. Sillon Solidaire identifies suitable mentors from among the employees at work on the project who volunteer their skills on behalf of the selected associations. The budget allocated to this project by the fund in 2012 was €310,000, divided among 31 non-profits.

### 3.2.3 Actions and sponsorship to promote responsible driving and relations with road user associations

In the Contracting business, apart from public-private partnerships and the activities of VINCI Facilities (VINCI Energies), most VINCI clients are public authorities or other companies. In the Concessions business and under long-term partnerships, the customers of VINCI companies are private individuals, providing the opportunity to build relationships over time, particularly in the area of services.

The VINCI Autoroutes Foundation for Responsible Driving, set up in February 2011, aims to raise awareness among drivers about road safety, promotes research on the risk of inattentiveness, which is responsible for a large number of fatal motorway accidents, and works to change driver behaviour through joint efforts with its partners and the various stakeholders, including institutions, professional bodies and non-profit organisations. This foundation gives VINCI Autoroutes a way of improving its understanding of the causes behind the accidents seen on today's motorways, with the aim of designing new solutions and communicating more effectively to road users about these issues. The company's effort has three thrusts. First, it backs initiatives by civil society organisations and supports innovative scientific research into certain areas of dangerous driving that have not been sufficiently explored or that are incorrectly identified by road users. Second, it carries out public information campaigns with the aim of raising awareness of road-related risks and promoting responsible driving. Third, it develops knowledge relating to the specific driving habits of different motorway user groups to help them take greater responsibility for their own safety on a day-to-day basis.

In 2012, the budget allocated to the activities of the VINCI Autoroutes Foundation for Responsible Driving was €2 million. The major study financed by the foundation in 2011 and conducted by a team of researchers at Hôpital Raymond Poincaré in Garches, near Paris, released its findings in 2012. The team was able to complete a meticulous analysis of the sleep patterns of drowsy motorists and confirmed the direct link between sleep deprivation and episodes of falling asleep at the wheel. Furthermore, awareness campaigns targeting road users and the general public initiated in 2011 were expanded in 2012: risks related to alcohol consumption, the safety of motorway employees performing maintenance operations or coming to the assistance of drivers, special awareness days focusing on heavy goods vehicle drivers, participation in the 24-hour

truck race and the organisation of special rest areas for the 24-hour motorcycle race in Le Mans. The partnership with SIFE France, covering both 2011 and 2012, to raise awareness of responsible driving practices among university students by inviting them to submit proposals for innovative projects, awarded a trophy to a team from ESDS Lyon for its "Les Roues de l'Espoir" (Wheels of Hope) project. Lastly, all employees of VINCI Autoroutes are encouraged to suggest ideas for awareness campaigns and propose partnerships with associations whose actions they are able to support with the financial backing of the VINCI Autoroutes Foundation for Responsible Driving. In 2012, the foundation's selection committee approved 11 projects of this type, allocating a total budget of €70,000.

In Greece, Gefyra, the Rion–Antirion bridge concession company, focused in 2012 on instilling dialogue and a process of consultation with users and local residents, promoting the user–citizen concept. The aim was to reconcile the expectations of stakeholders, often working at cross purposes, who are both users of the bridge and residents of the regions served. A very large number of consultation meetings were thus held during the year. An interactive newsletter was created, through which users are able to express their wishes.

### 3.2.4 Relations and sponsorship actions in support of non-profit organisations working to protect the environment and cultural heritage

As part of its goal to drive performance over the long term in all its areas of activity, VINCI selects partnerships with non-profit organisations working to protect nature as well as those active in the cultural realm. Environmental protection associations vary widely in their composition, governance, financing and expectations. The Group's actions are therefore carried out at local level and reflect where the companies are operating, the specific characteristics of projects and the type of business being performed.

By way of example, Entrepouse Contracting (VINCI Construction), which is working on a pipeline construction project in Papua New Guinea, has provided financial backing to the naturalist expedition programme "La planète revisitée" ("Our planet revisited"), jointly organised by the Natural History Museum in Paris and the non-governmental organisation Pro-Natura International in partnership with the Institut de Recherche pour le Développement. The aim of these expeditions is to fill gaps in knowledge of species worldwide. For this third major expedition, some 200 researchers representing 21 different countries, but also students and volunteers, set out for Papua New Guinea, considered as one of the world's most significant biodiversity hotspots. Neglected species were treated as priority survey targets: marine and land invertebrates, plants, fungi and algae. The teams also measured the human impact on ecosystems and changes expected due to climate change.

Eurovia adheres to the French government's national strategy to promote biodiversity. To this end, the business line has entered into a partnership with the French Natural History Museum, which will lend its scientific expertise and assist Eurovia in its ongoing efforts to improve its biodiversity management as part of its activities. LISEA, the concession company for the future Tours–Bordeaux high-speed rail line, has set up its Biodiversity Foundation, with a budget of €5 million over the next five years, involving the participation of representatives from France's Biodiversity Research Foundation and Natural History Museum.

Companies have a duty to contribute to cultural production, without neglecting the historical and regional context in which it is pursued. Across the Group, many companies are partners or sponsors of non-profit organisations protecting built assets, cultural institutions and events. At local level, VINCI companies volunteer their assistance and technical expertise in connection with a large number of projects aimed at restoring cultural heritage treasures. These companies are locally recognised for their voluntary actions and take part in heritage conservation efforts in line with long-standing traditions and predilections. VINCI is continuing its major cultural sponsorship actions by supporting local cultural initiatives across France, notably in the cities of Lyon, Nantes and Nancy, with the aim of continuing to preserve and raise the profile of artistic creation in the urban environment. Current sponsorship actions include the lighting of the Palais du Pharo in Marseille, which has dominated the entrance to this city's harbour since the reign of Napoleon III, and the restoration of the Grand Salon at the Maison des Etudiants de l'Asie du Sud-Est, an architectural jewel at the Cité Internationale Universitaire in Paris. These are just a few examples of actions underscoring the Group's commitment to cultural life in communities and preserving the heritage treasures of the past.

At Group level, as a leading sponsor of archaeological heritage studies, VINCI is an active member of the group of industry players involved in land-use planning brought together by the Institut National de Recherches Archéologiques Préventive (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 on projects. 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, in close proximity to the famed Angkor Temple complex. These digs are conducted by INRAP, in partnership 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 this project aims to shed light instead on the way of life of the artisans having built the temples. In 2012, archaeological excavations near the airport's runways yielded interesting discoveries about the region's inhabitants during the period. They also provided an ideal opportunity to train Cambodian archaeologists, assisted by 85 VINCI employees at the site. VINCI Airports is also 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 possibilities to the underprivileged populations of the Siem Reap region. Each artisan receives a contractual salary and a full benefits package. Artisans d'Angkor has lifted some 5,000 families out of poverty and promotes economic vitality in the local area.

### 3.2.5 Partnerships and sponsorship actions to expand access to essential services and support social entrepreneurs

Around the world, wherever they operate, Group companies support solidarity and development initiatives. These actions are targeted, tailored to address local challenges and thus vary depending on the region and its socioeconomic circumstances.

Initiatives pursued by subsidiaries also relate to the nature of the work carried out in each region, which may or may not involve their presence over the long term and may relate to large-scale projects completed in short time frames or recurring work, etc. As initiatives differ widely, this information is not consolidated at Group level. The examples below illustrate just a few of the actions conducted locally by subsidiaries.

In Africa, Initiatives Sogea-Satom pour l'Afrique (Issa) supports projects in two main fields – assistance provided to social entrepreneurs and access to essential services – involving both financial aid and the sharing of skills by employee volunteers. In the area of assistance provided to social entrepreneurs, Issa supported 14 projects in 2012: agricultural development, support and promotion of local crafts and know-how, and equipment to improve production and productivity. Some 12 projects were supported in the area of access to essential services: access to water and electricity, access to education (refurbishment or construction of classroom facilities) and access to healthcare (dispensaries, maternity centres). In all, Issa committed €440,000 to projects in 2012 in several countries, chief among them Benin, Burundi, Morocco, Chad, Cameroon and South Africa.

Personnel at all Sogea-Satom projects are involved in the fight against HIV/AIDS, with 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 in collaboration with local associations.

In Chile, the Eurovia subsidiary Bitumix has been active for 25 years in social programmes, its actions prompted by the issues and needs it identifies among its employees, which are then expanded to serve the surrounding communities. For example, Bitumix has offered its employees and their families free medical care for 25 years, with a permanent facility receiving patients for medical and dental treatment several times a week. In 2012, 300 medical and psychiatric visits were accommodated and 700 treatments were delivered in the dental clinic set up by the company. The company also offers free check-up visits for employees' newborn infants, from birth to 12 months of age. As another example of its wide-ranging commitment, in the event of natural disaster, Bitumix comes to the aid of communities. In the aftermath of a recent earthquake, the company provided machinery and labour for a period of four months to demolish damaged buildings and clear debris in the most affected areas.

### 3.3 Suppliers and subcontractors

See also page 21 of this annual report

Manifesto commitment number 1: "Design and build together"

#### 3.3.1 General policy

In 2012, purchases represented about 60% of the Group's revenue, remaining stable compared with the previous year, and comprised of €9.43 billion for materials and €14.85 billion for external services, including subcontracting and the cost of temporary staff. During the year, VINCI reaffirmed its commitment to building balanced and sustainable relationships with its suppliers and subcontractors. The Group moved forward with efforts to measure and take into account workforce-related, social and environmental factors in the overall value chain.

These efforts are overseen by the Purchasing Coordination unit at Group level, a relatively small structure that was reinforced in 2012 with the arrival of new experts specialising in specific purchasing categories. This unit works with the purchasing departments of business lines and subsidiaries, and reports to a member of VINCI's Executive Committee. This approach is implemented at local level by purchasing networks, in particular through decentralised purchasing clubs in France and the various countries where VINCI operates.

In September 2012, a national convention bringing together the members of all Group purchasing networks was held in Chantilly in the Greater Paris area to clarify VINCI's purchasing strategy in relation to three areas: an optimised supplier selection process, strategic partnerships and sustainable development. This triennial event provided an opportunity to enhance internal communication, share best practices and promote a proactive approach for the integration of workforce-related, environmental and social criteria.

A supplier charter explicitly describing overall performance commitments has been developed in order to communicate VINCI's expectations to its partners and reaffirm the need for compliance with the 10 principles of the UN's Global Compact. This document is currently being distributed to all Group suppliers. Complementing its own internal procedures, VINCI has signed the Charte des Relations Inter-Entreprises, developed by a special task force made up of French government representatives and members of the Compagnie des Dirigeants et Acheteurs de France (CDAF, the French industrial buyers association), as a further demonstration of its commitment to good conduct in client-supplier relations. Some 305 French companies have signed this charter since it was launched by the CDAF in February 2010 with the aim of promoting fair practices and improving relations between major clients and SMEs. Within the Group, VINCI Construction's Purchasing Department has obtained ISO 9001 certification.

In addition to the framework agreements signed by business lines and subsidiaries with their suppliers, over 800 national, European and global cross-business framework agreements were signed in 2012 to meet the multiple procurement requirements of Group companies.

In 2012, the Sustainable Development and Purchasing Committee opened up several discussion groups. This forum helps foster long-term, balanced relationships with the Group's suppliers and subcontractors and ensures that workforce-related, social and environmental issues are factored into the value chain. Its approach is to simplify and adjust internal communication to make it more operationally appropriate, to define and implement tools and methods, and to share and disseminate best practices.

A new training programme to raise buyers' awareness of key sustainable development issues is currently under development, designed to assist these staff members in their day-to-day activities by providing the tools and responses necessary to promote more responsible practices.

#### 3.3.2 Managing relations with suppliers

In 2012, the Group's purchasing policy led to an increasing emphasis on sustainable development criteria both when selecting products and suppliers and when drafting framework agreements and specifications for the Group and its business lines. 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. A review of feedback received clearly indicates that these efforts add value.

Environmental performance. In its purchasing agreements, VINCI increasingly favours products that are more environment friendly. In 2012, several tenders included questionnaires aimed specifically at differentiating suppliers in relation to these concerns.

For example, in the vehicle category (manufacturers and long-term rental companies), emphasis was placed on emission levels, the percentage of recycled materials and end-of-life procedures. The Group has also adopted initiatives regarding zero-emission vehicles and infrastructure development. VINCI is committed to reducing the carbon footprint of its vehicle fleet. Group companies have tested electric vehicles under real-world conditions and VINCI Park is taking part in Renault-Nissan's Seine Aval Véhicules Electriques (SAVE) initiative to promote the use of electric vehicles. Over an 18-month period, this project will test the manufacturer's electric vehicles in urban and suburban environments, supported by a pilot network of 300 charging stations.

VINCI Autoroutes has implemented environmental clauses for all of its referenced suppliers as well as a shared assessment template used by ASF, Cofiroute and Escota. First used at VINCI Construction for purchases of fitting and finishing services, all Group suppliers are now assessed on the basis of ISO environmental criteria. This approach has been extended to all purchasing categories with a view to continuous improvement and enhanced coordination.

Workforce-related performance. This strategy also involves paying greater attention to workforce-related and social issues when selecting suppliers. Safety concerns are a priority across the entire Group. In 2012, meetings were arranged with all temporary employment agencies to monitor their progress in implementing recommended measures and to reinforce dialogue with the suppliers involved. This referencing

procedure resulted in significant improvements in the area of safety measures observed by temporary workers. In assessing the workforce-related performance of purchasing, this is the primary differentiating factor.

With regard to personal protective equipment, emphasis was placed on working conditions throughout the supply chain. VINCI Construction has introduced fines for failing to comply with safety clauses. In addition, a safety culture charter has been developed jointly by all stakeholders, including suppliers as well as joint contractors and subcontractors. Furthermore, a national strategy has been put in place for the monitoring of purchases of finished goods, involving the validation of selected suppliers by regional committees and the negotiation of Group-wide framework contracts allowing for greater involvement of VINCI's commercial partners.

**Social responsibility performance.** Across the Group and through its various projects, VINCI develops partnership-based approaches with its suppliers and favours relationships at local level with small and medium-sized enterprises (SMEs). The Group increasingly prefers suppliers with strong roots in their regions in its selection and bidding processes. Its policy also involves expanding purchases from companies and non-profit organisations that work towards social integration for the long-term unemployed and people with disabilities. A number of new initiatives focusing on the development of partnerships with sheltered workshops were launched in 2012 by the Group's business lines, a banner year for this category of actions.

In France, VINCI has signed a national framework agreement with Association des Paralysés de France for the collection and recycling of waste electrical and electronic equipment 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 2012, nearly 54.5 tonnes of equipment were recycled. Revenue generated with sheltered workshops remained stable for the collection of WEEE.

In connection with the project for the construction of the new Tours-Bordeaux high-speed rail line, a special unit has been set up to manage the €450 million in strategic purchases affecting multiple Group entities for the four business lines involved in the project. The aim of the preparatory phase was to put in place a procurement logistics system that would be viable over the long term, assist suppliers with workforce-related and social requirements, contribute to the social integration aspect of the project and ensure the participation of local economic actors. Volumes have been allocated in accordance with supplier capacities.

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, a national consultation process was launched in summer 2012 to list temporary employment agencies in France that operate in the field of social integration through work. With social integration clauses being increasingly included in contracts, VINCI wants to anticipate its clients' requirements and is therefore taking a proactive approach and supporting organisations that it works with to help them expand.

### 3.3.3 Managing relations with subcontractors

Subcontractors are generally selected from among small and medium-sized enterprises located near Group projects or worksites, thereby contributing to local economic development. These partners are increasingly involved in project planning and preparation. Workforce-related and environmental clauses are gradually being added to their contracts. The general policy is to strengthen relationships over the long term. Subcontractors and joint contractors have long demonstrated their commitment to the Group's safety policy.

A best practices charter is nearing finalisation with a view to dissemination to all subcontractors and joint contractors in the first half of 2013. The charter addresses the following topics: compliance with regulations in force, ethical behaviour, improvement of health and safety criteria; balanced business relations; fairness and objectivity in relations with partners; use of local enterprises; governance and social responsibility.

VINCI Construction France has introduced specific clauses relating to environmental protection, waste management and the impact of its projects. Visual aids have been developed to raise awareness among all personnel concerned. These posters are available in French, Portuguese and Arabic, the three most common working languages at the entity's worksites in France. As a further example, VINCI Construction Grands Projets trains all of its subcontractors in waste management, related risks and their potential impact. Through the Alive on Site programme, some 2,800 people have been trained in safety procedures. Emergency drills and the verification of qualifications are critical to the success of projects. Thanks to the use of the Insight system, the company's accident frequency rate has been reduced by a factor of three since 2010. It monitors some 20 indicators to further improve practices at its worksites, including greater awareness of the environmental regulations affecting VINCI. Four-fifths of the revenue of VINCI Construction Grands Projets is derived from work with subcontractors.

### 3.3.4 Outlook

In 2012, VINCI's Purchasing Coordination unit adopted sustainable development as a strategic priority. Over the next three years, the unit aims to ensure the comprehensive integration of workforce-related, social and environmental criteria by all Group companies, coupled with the development of a coordination and monitoring tool incorporating key indicators to assess progress in this area. The Group is currently examining the possibility of setting up an audit procedure for strategic purchases.

## 3.4 Fair business practices

See also page 22 of this annual report

Manifesto commitment number 2: "Comply with ethical principles together"

### 3.4.1 Prevention of corruption

VINCI's Code of Ethics and Conduct contains all the rules of conduct that apply to all Group companies and employees. In 2012, 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 6,499 people identified as particularly exposed, 95% had acknowledged receiving the code. The aim is to reach 100%.

The appointment of an Ethics Officer as part of VINCI's whistle-blowing arrangements was widely communicated within the Group. 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 during

the year. In each case, the issues were investigated thoroughly, in compliance with the aforementioned principles. In 2012, the Ethics Officer dealt with all queries received, resulting in various types of measure.

### 3.4.2 User health and safety

Road risks affect all VINCI employees who drive any of the Group's 30,000 company vehicles or 10,000 site machines, as well as the 600 million users of motorways, roads, car parks and other infrastructure operated by VINCI worldwide under concession contracts. Campaigns are organised to raise awareness and training is provided for those employees most exposed to road risk. One of the working groups created as part of the Group's Safe Together initiative has been tasked with promoting the sharing of best practices in this field.

In October 2012, VINCI Autoroutes staged a Truck Village event on the A7 motorway for HGV drivers. The event was an opportunity to discuss road safety with professional drivers and describe a new range of services to them: medical screening, information on risks related to drowsiness and addictions, small covered athletic fields, and free charging stations for IT devices.

As an example of its reinforced efforts in this area, in 2011, VINCI Autoroutes set up a corporate foundation to promote responsible driving and raise awareness of the dangers of poor road safety, the VINCI Autoroutes Foundation for Responsible Driving (see 3.2.3). In partnership with the non-profit organisation "40 millions d'Automobilistes", the foundation distributed 100,000 breathalysers at 12 service areas on French motorways in May 2012 over Ascension weekend. The purpose of this accident prevention campaign was to encourage drivers to test themselves in order to know their alcohol consumption limits and thus help keep roads and motorways safe.

## 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. In practical terms, the Group acts on this commitment by including clauses relating to human rights in its framework agreements with suppliers and subcontractors. The external audit of QDVC (VINCI Construction Grands Projets) performed in 2011 by an independent consultancy (Vigeo Group), identified areas for improvement in relation to protecting and promoting human rights internationally and provided an opportunity to test Advance, the Group's sustainable development self-assessment questionnaire.

As a result of these actions, the Group's procedures for the identification of human rights risks were refined in 2012. With respect to employees and subcontractors working on VINCI sites as well as the Group's suppliers, the key human rights issues are preserving the wellbeing of Group employees and all those who work on VINCI sites, protecting the fundamental rights of migrant workers, the right to a decent salary, avoidance of discrimination, freedom of association and the right to collective bargaining, and the prohibition of child labour and forced labour.

The fundamental rights of populations likely to be affected by the Group's activities include in particular risks associated with the use of security services, property rights in the event of expropriation and the rights of indigenous peoples.

The operational application of VINCI's human rights policy is carried out by its subsidiaries, using Advance, the Group's self-assessment tool, to identify their risks precisely, based on their activities and the countries where they operate. The Group's Delegation for Sustainable Development and its Purchasing Coordination unit lend their expertise as necessary. The latter disseminates framework agreements and has drafted a charter setting out the global performance commitments of VINCI suppliers, explicitly stating the Group's policies with regard to human rights and working conditions.

No disputes, claims or controversies of any kind arose in relation to human rights in 2012.

## 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 2012, environmental reporting covered 95% of Group entities by worldwide revenue.

Since 2011, the consolidation rules used for these scopes are 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.

Changes in scope

- Social reporting scope: changes in scope in year Y are taken into account in the same year.
- Environmental reporting scope: changes in scope in year Y are taken into account in year Y+1.

## 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;
- the fact that some estimates may not be representative or that some external data required for calculations may not be available, particularly data required for environmental indicators at VINCI Construction, where a statistical approach is being deployed for this purpose;
- 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.

Eurovia France and Eurovia Belgium's water consumption and Eurovia France's energy consumption are calculated on the basis of financial amounts and associated average prices for the 2012 environmental reporting reference period. Continued efforts are being made to report consumption levels directly.

Due to the restructuring at the end of September 2012 that impacted some entities recently integrated into VINCI Energies France, these entities did not report actual environmental data for the third quarter of 2012 but provided estimates based on the previous nine months.

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.

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.

For VINCI Construction France, consumption of water, electricity and heating oil on worksites (“mobile sites”) is estimated using a statistical method. Coefficients reflecting the relationship between environmental indicators and revenues are calculated on the basis of a representative sample of worksites. These coefficients were then used to extrapolate results to all worksites, by applying them to consolidated revenue for the period from 1 October 2011 to 30 September 2012.

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 2011 Annual Report were adjusted in 2012.

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.

## 4.5 Consolidation and internal control

Social data is collected from each operational entity using a specific package of the “Vision II” 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: business lines

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: Group Human Resources Department

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 II”. 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 2012, the audit was conducted by both Statutory Auditors. The social and environmental indicators that they audited are identified in the tables by the  symbol (see pages 139 to 157). The nature of the auditing work carried out and the findings are presented on pages 177 to 178.





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