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# European Works Council

## 1 June 2018

**Workforce-related information at 31 December 2017**

HR – Social Affairs department

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# Together! The VINCI Manifesto



*"I commit to calling on all VINCI managers to apply these commitments and make them a focus of management-employee dialogue at every level. The Group will bring in an outside independent organisation to verify compliance with this Manifesto and measure its impact. To ensure full transparency, it will publish the results regularly."*

**Xavier Hulliard, Chairman and Chief Executive Officer**



**1** Our infrastructure and facilities serve the public and the common good. We therefore strive to involve all stakeholders – including partners, customers, suppliers, elected officials, local residents and civil society – in our projects as early as possible.  
**We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are closely involved.**



**2** Ethical behaviour is key to our contracts and our customer relations. Our companies apply our Code of Ethics and Conduct around the world.  
**We commit to ensuring total transparency in our own practices and in those of our subcontractors.**



**3** We are taking part in the forward-looking debate about the sustainable city and sustainable mobility. Our eco-design innovations enable us to improve the energy and environmental performance of our infrastructure.  
**We commit to reducing our greenhouse gas emissions by 30% between now and 2020, to supporting our customers in their quest for better energy efficiency and to encouraging their adoption of an environmentally responsible approach.**



**4** Our business activity is rooted in local service. We therefore support the engagement of our employees and companies in sponsoring civic projects and combating social exclusion.  
**We commit to supporting the civic engagement of our employees, especially through the Group's foundations around the world.**



**5** We reject the idea that workplace accidents are unavoidable. Our management has a responsibility to do its utmost to ensure the physical integrity and the health of everyone on our worksites and in the facilities we operate.  
**We commit to the zero accidents objective.**



**6** Our culture is based on bringing together people of different backgrounds and experience. We fight all forms of discrimination in hiring, in workplace relations and in the career paths of our employees. We train our managers in this requirement and impress it on our suppliers and subcontractors.  
**We commit to diversifying our supervisory staff to include more women and people of diverse origins.**



**7** We take a long-term approach to relations with our employees. We practice responsible flexibility to foster balanced career and personal development for our employees.  
**We commit to proposing training and job mobility opportunities for all our employees in order to promote sustainable employability.**



**8** Our employees together represent VINCI's biggest shareholder block. We strive to share the benefits of our growth with our employees around the world through employee shareholding and appropriate profit-sharing schemes.  
**We commit to ensuring that every VINCI employee is given an opportunity, wherever possible, to share in our economic success.**



5

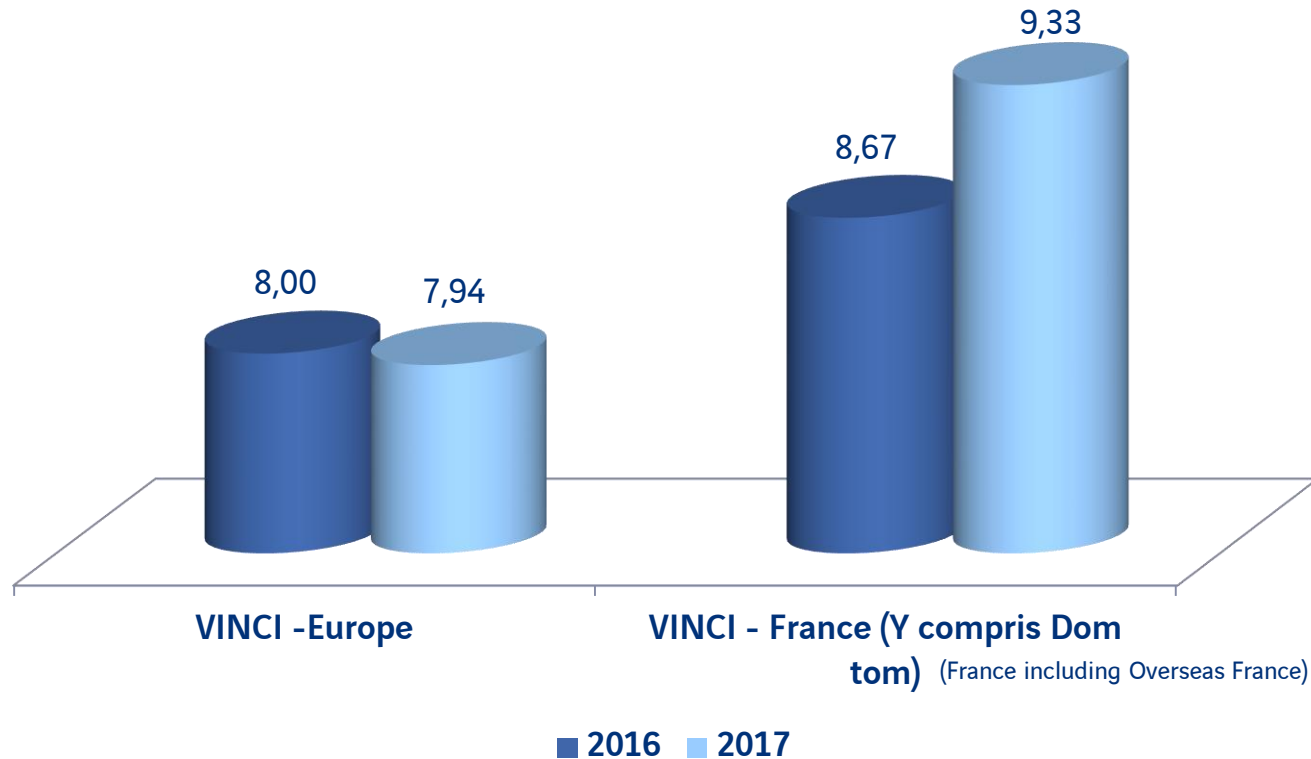
We reject the idea that workplace accidents are unavoidable. Our management has a responsibility to do its utmost to ensure the physical integrity and the health of everyone on our worksites and in the facilities we operate. **We commit to the zero accidents objective.**

# PREVENTING WORKPLACE ACCIDENTS

For example, in a company with 50 permanent employees:

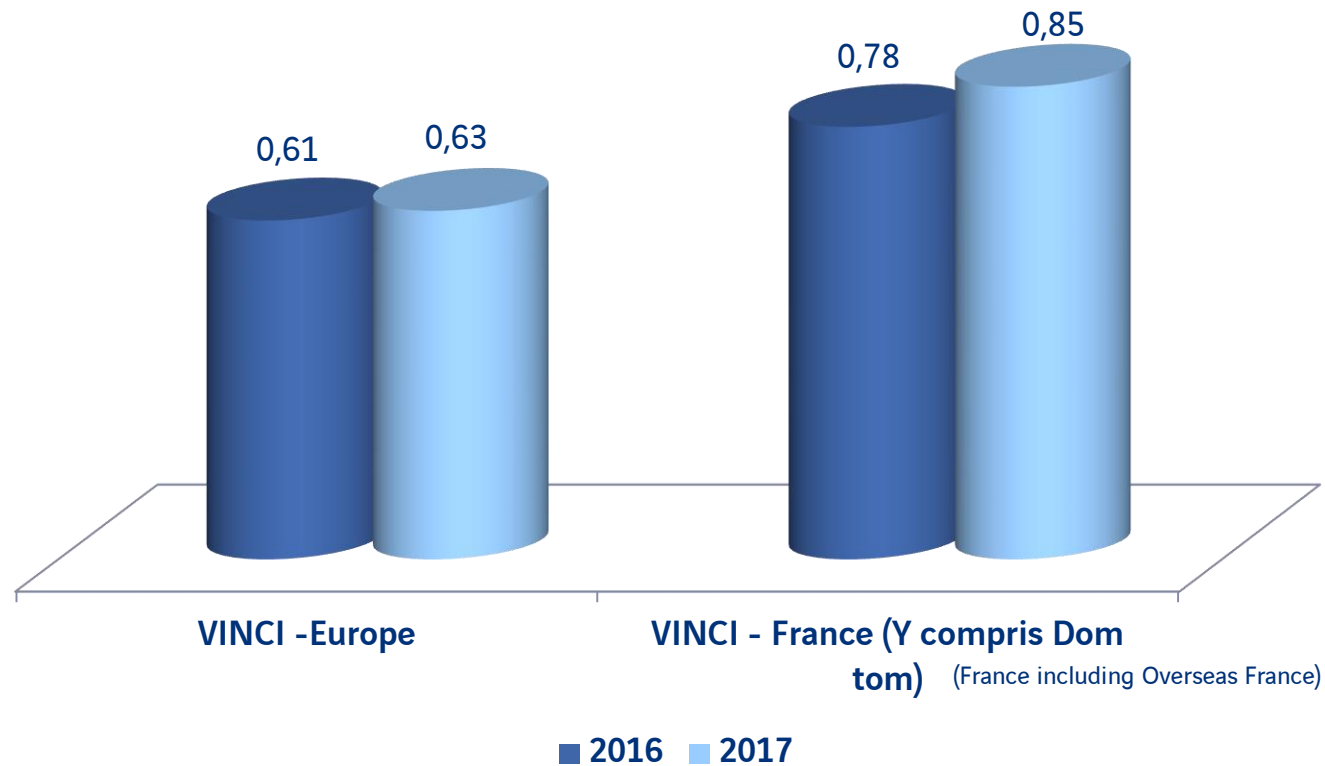
- **If its FR is at 20, it means each employee in the company has had over 1 accident in his or her career**
  - **Frequency rate** = { number of lost-time workplace accidents / number of hours worked } x 1 million
  - The company works on average 50 x 1,607 hours a year x 20 / 1 million = 1.6 accidents/year
  - Or 1.6 / 50 x 43 years = 1.38 accidents in a 43-year career
  
- **If its SR is at 1, it means that 1 employee is on full-time leave for over 4 months/year**
  - **Severity rate** = { number of days lost to workplace accidents / number of hours worked } x 1,000
  - The company works 50 x 1,607 hours a year x 1 / thousand = 80 days of leave per year
  - Or 80 / 218 x 12 months = 4.40 months

- **Lost-time workplace accident frequency rates**



Frequency rate:  $\frac{\text{no. of lost-time workplace accidents} \times 1,000,000}{\text{no. of hours worked}}$

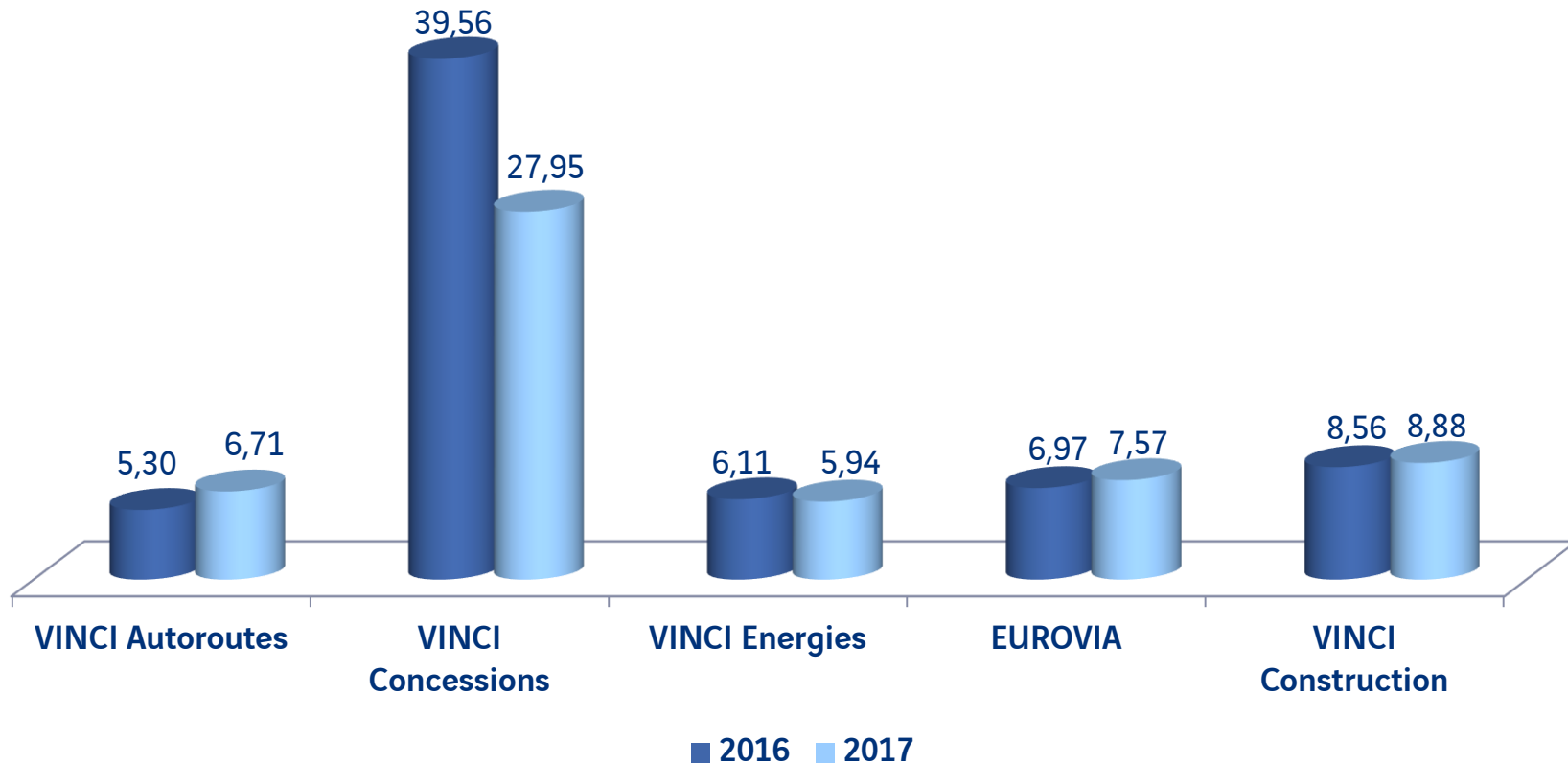
- **Workplace accident severity rates**



Severity rate:  $\frac{\text{(no. of days lost to workplace accidents x 1,000)}}{\text{no. of hours worked}}$

## • EUROPE BY BUSINESS LINE

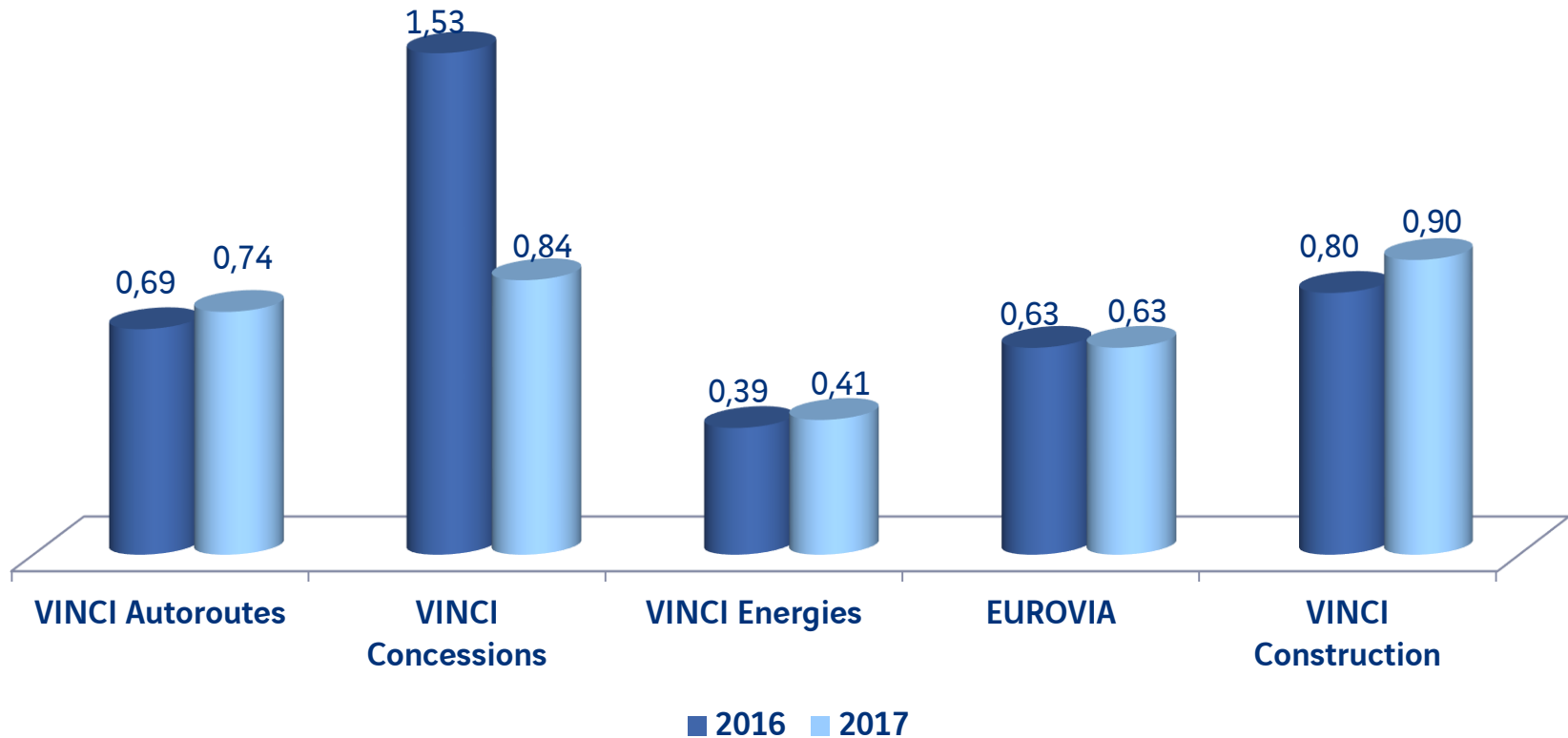
- Lost-time accident frequency rates



Frequency rate:  $\frac{\text{no. of lost-time workplace accidents} \times 1,000,000}{\text{no. of hours worked}}$

## EUROPE BY BUSINESS LINE

- Workplace accident severity rates

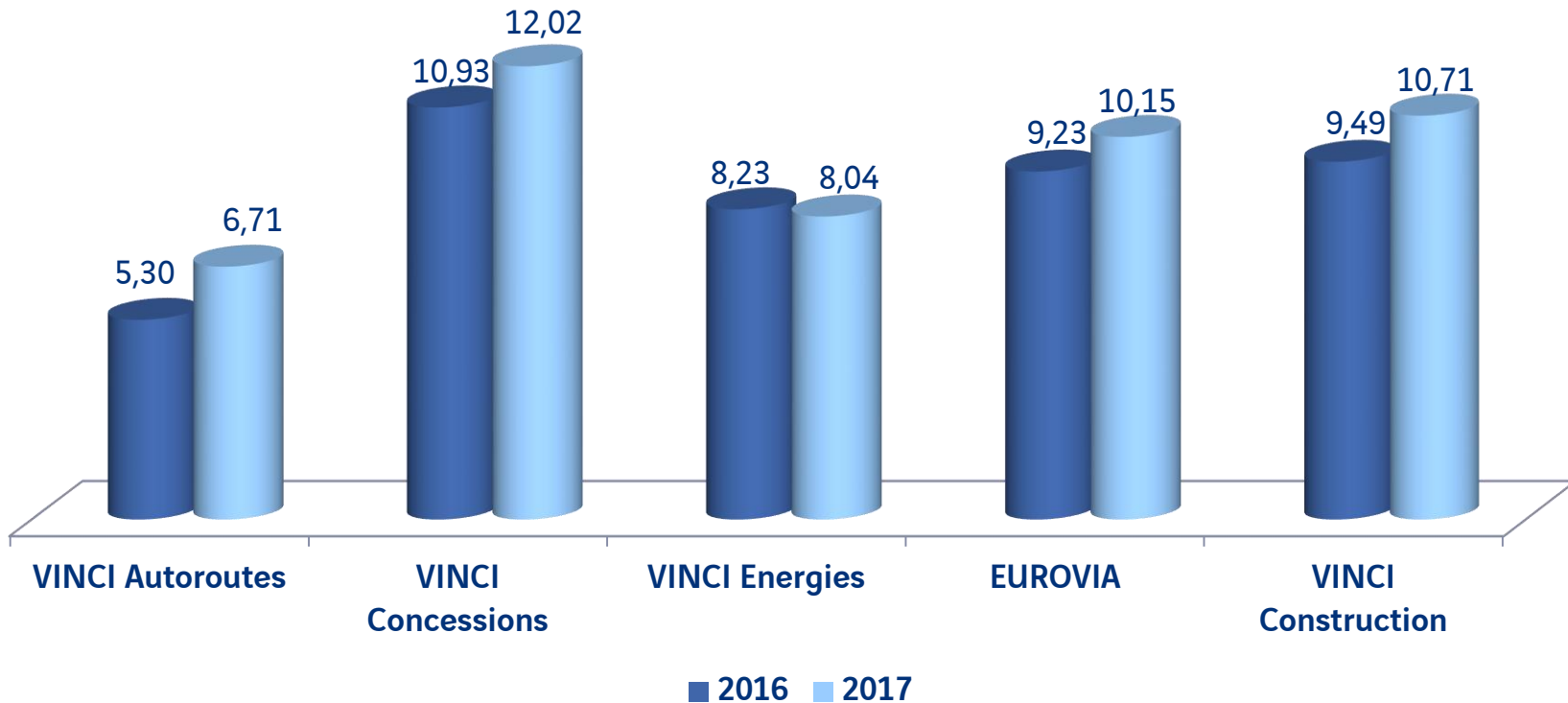


Severity rate:  $\frac{\text{(no. of days lost to workplace accidents x 1,000)}}{\text{no. of hours worked}}$



- **FRANCE BY BUSINESS LINE**

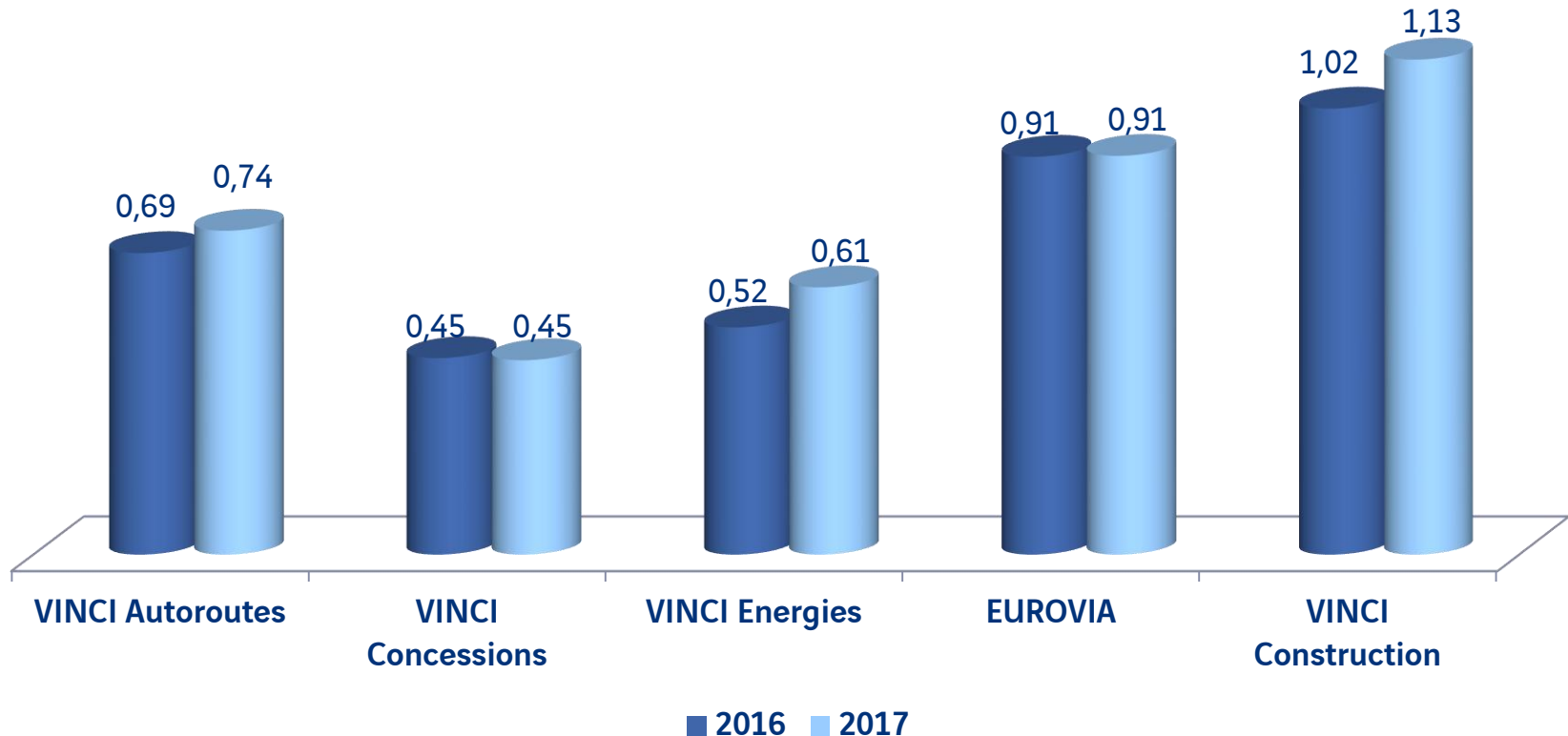
- Lost-time workplace accident frequency rates



Frequency rate:  $\frac{\text{no. of lost-time workplace accidents} \times 1,000,000}{\text{no. of hours worked}}$

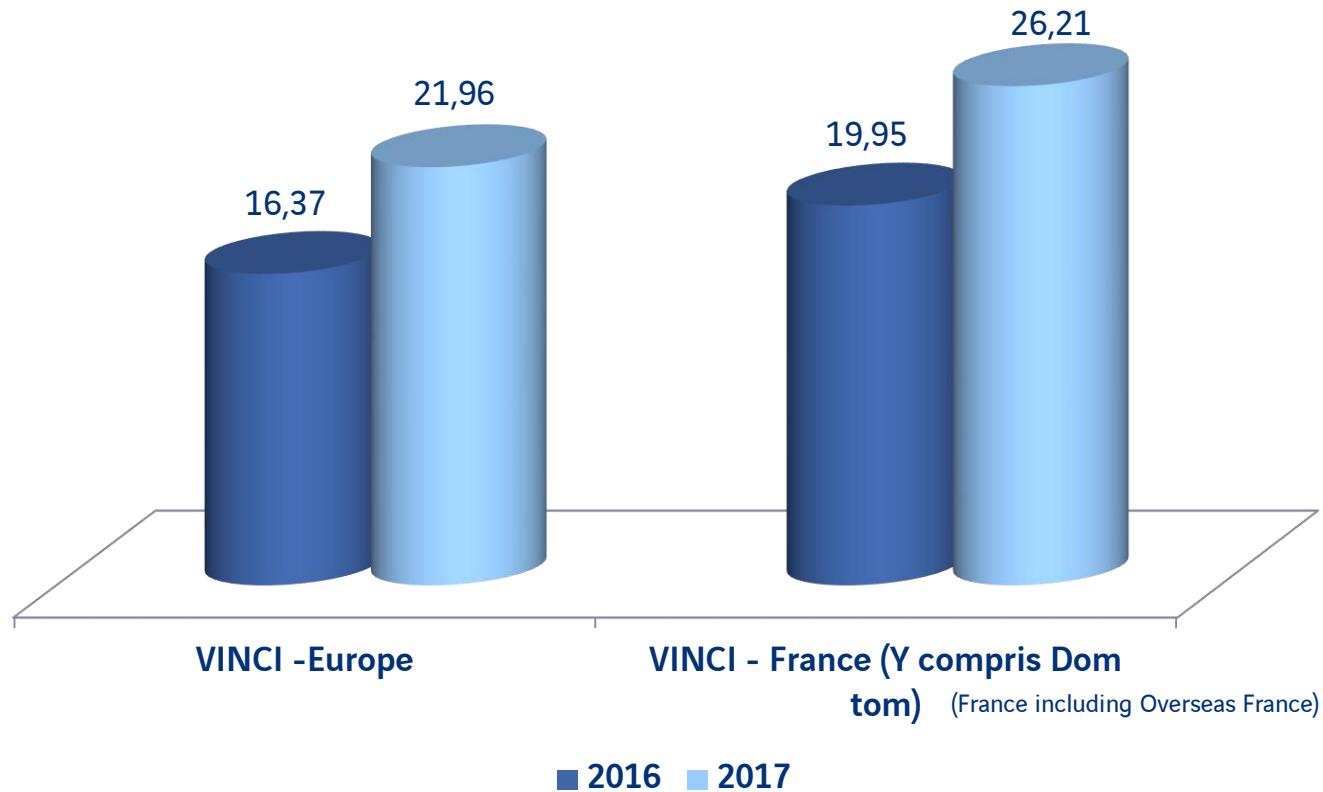
- **FRANCE BY BUSINESS LINE**

- Workplace accident severity rates



Severity rate:  $\frac{\text{(no. of days lost to workplace accidents x 1,000)}}{\text{no. of hours worked}}$

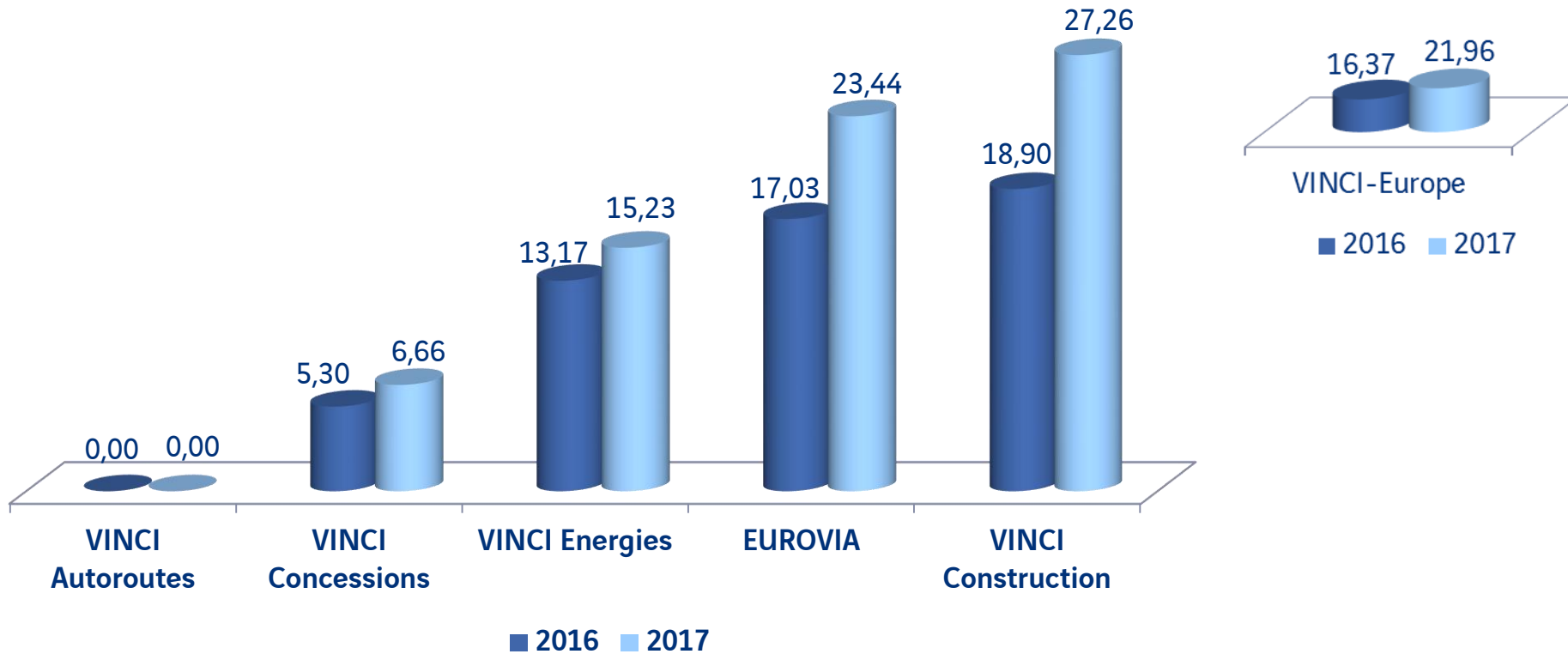
- **Workplace accident frequency rates among temporary staff**



Frequency rate:  $\frac{\text{no. of lost-time workplace accidents} \times 1,000,000}{\text{no. of hours worked}}$

## EUROPE BY BUSINESS LINE

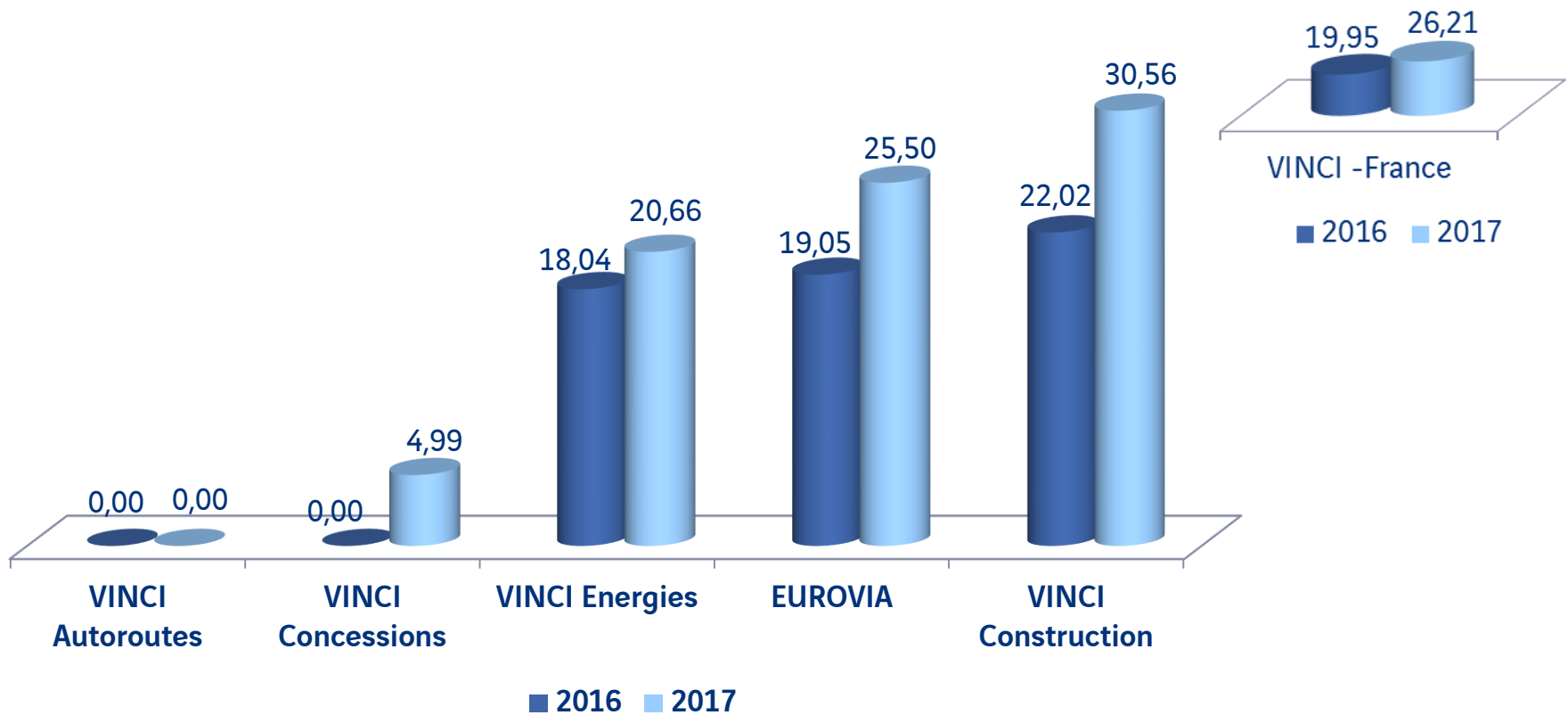
- Lost-time workplace accident frequency rates among temporary staff



Frequency rate:  $\frac{\text{no. of lost-time workplace accidents} \times 1,000,000}{\text{no. of hours worked}}$

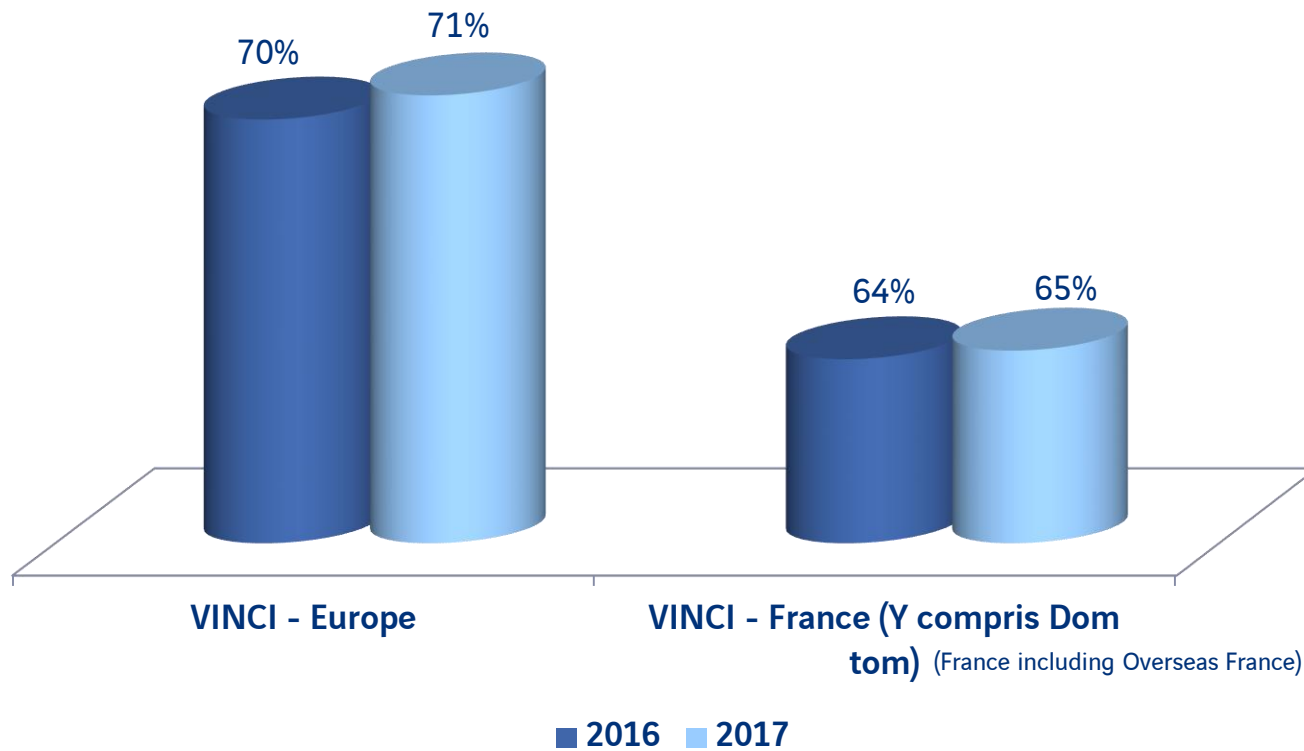
## BY BUSINESS LINE

- Lost-time workplace accident frequency rates among temporary staff



Frequency rate:  $\frac{\text{no. of lost-time workplace accidents} \times 1,000,000}{\text{no. of hours worked}}$

- Percentage of companies with no lost-time workplace accidents



% companies with no lost-time workplace accidents:

$$\frac{\text{(no. 'companies' with no lost-time workplace accidents)}}{\text{total number of 'companies'}}$$



7

We take a long-term approach to relations with our employees. We practice responsible flexibility to foster balanced career and personal development for our employees.

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

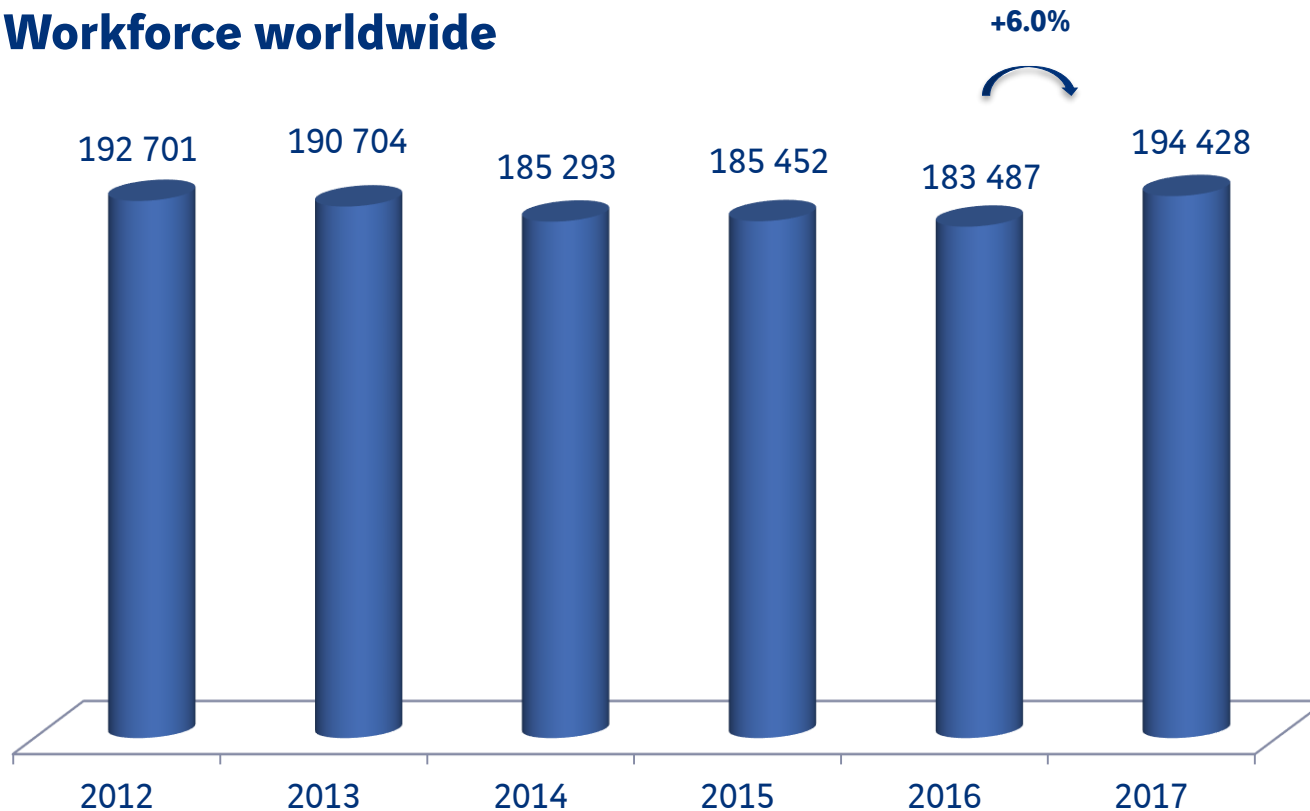
# WORKFORCE

## World, Europe and France

- The Group is operating in about **100 countries** around the globe
- Its workforce has grown (**6.0%** compared to December 2016)

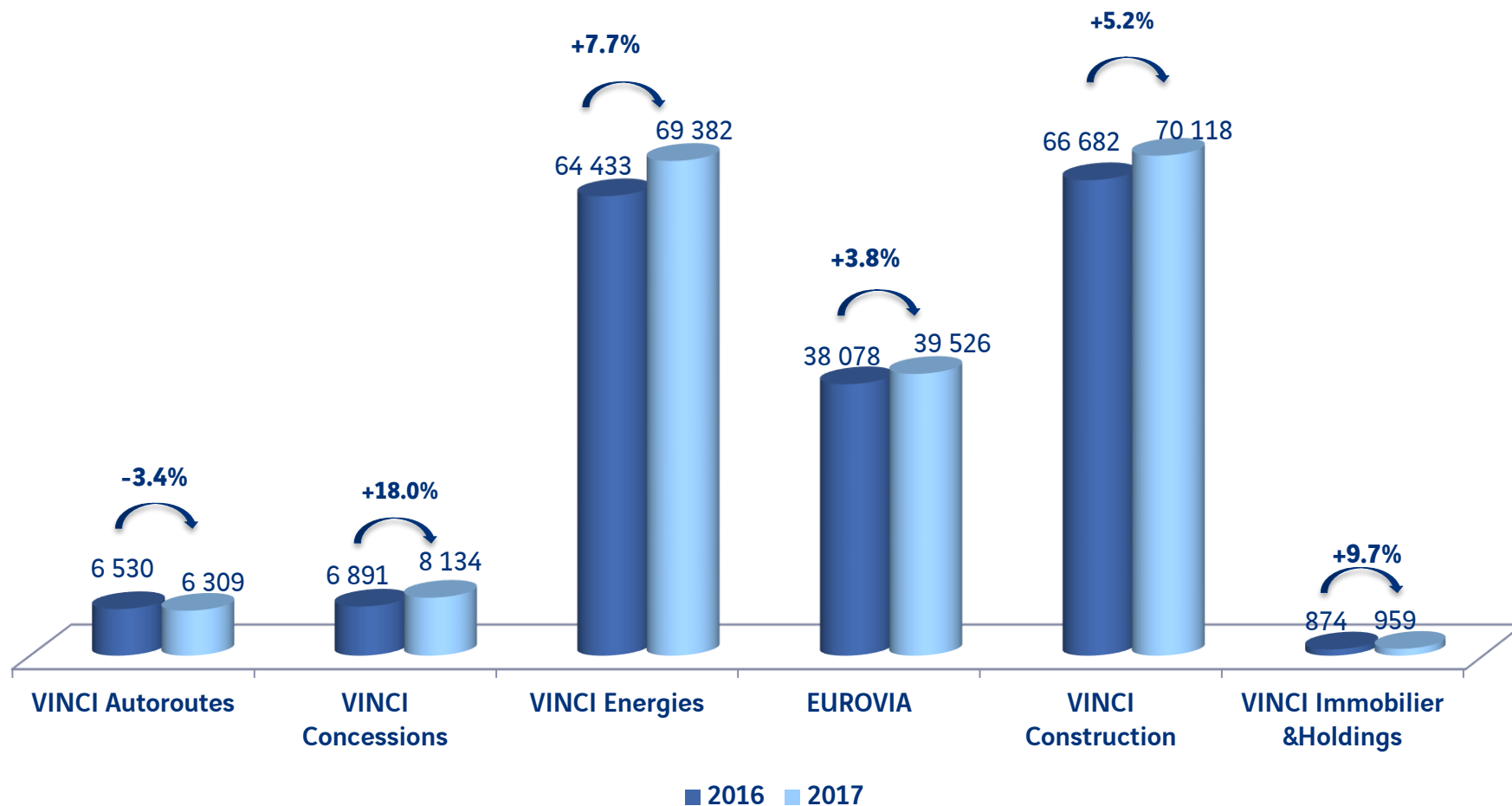
**199,339**  
at 31 Mar 2018

## Workforce worldwide

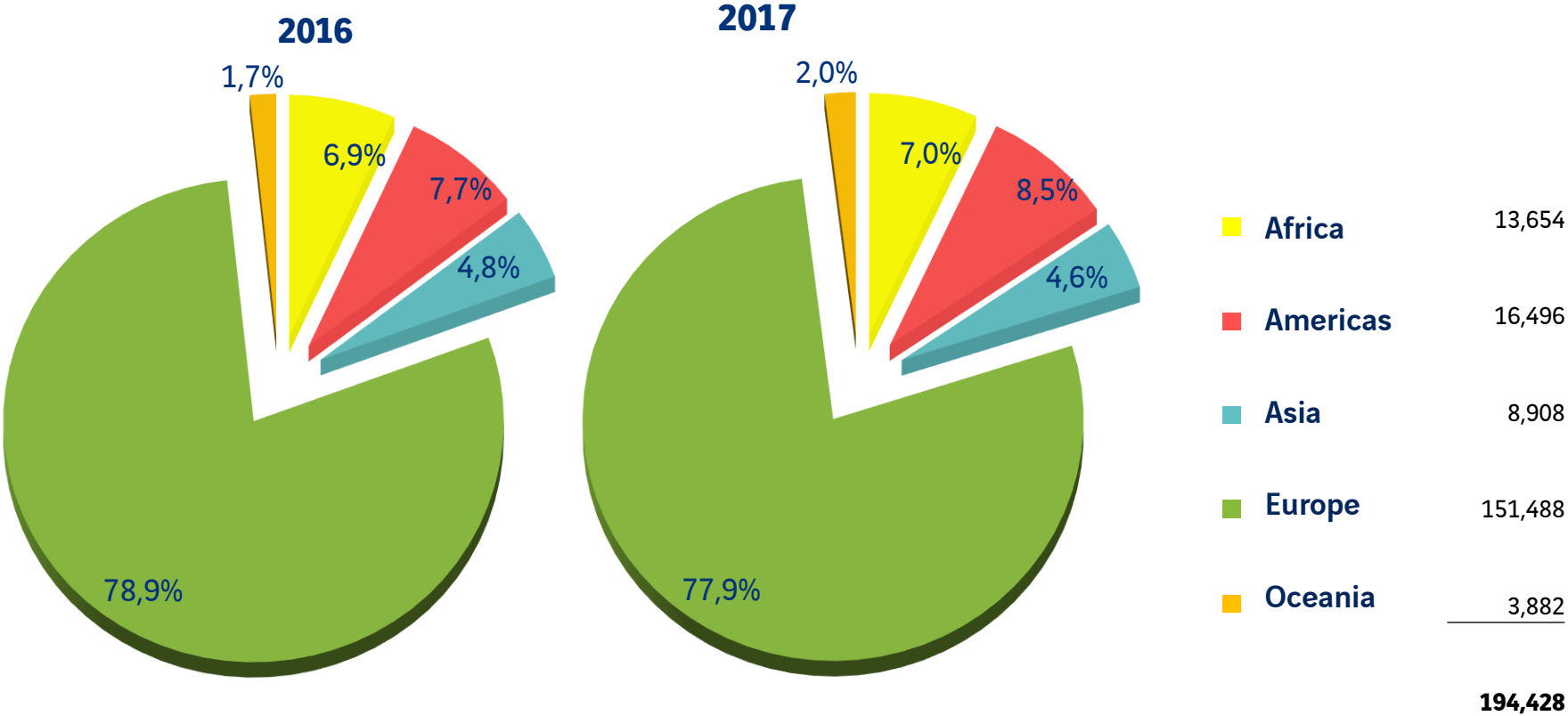




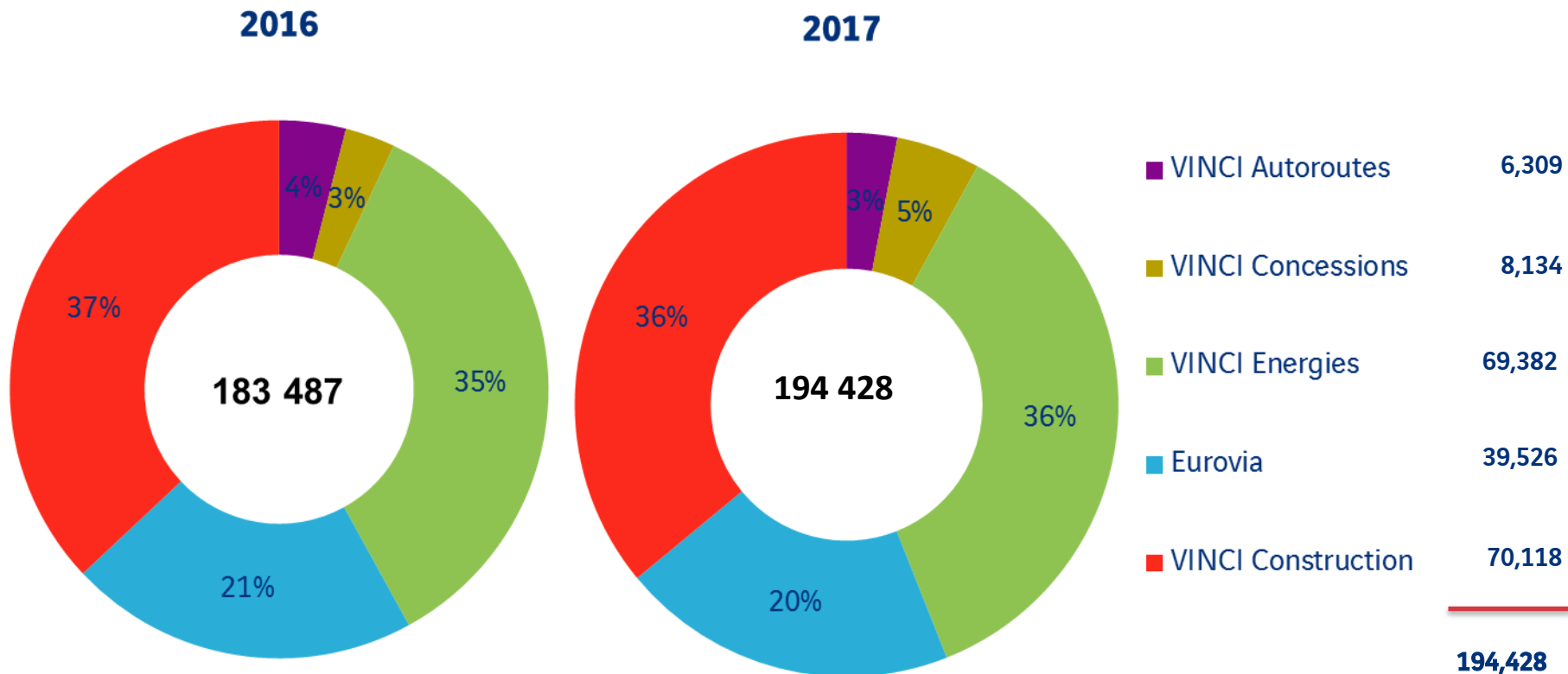
**194,428 employees: up 6.0%**



● **22.1%** of the workforce based outside Europe (21.1% in 2016)

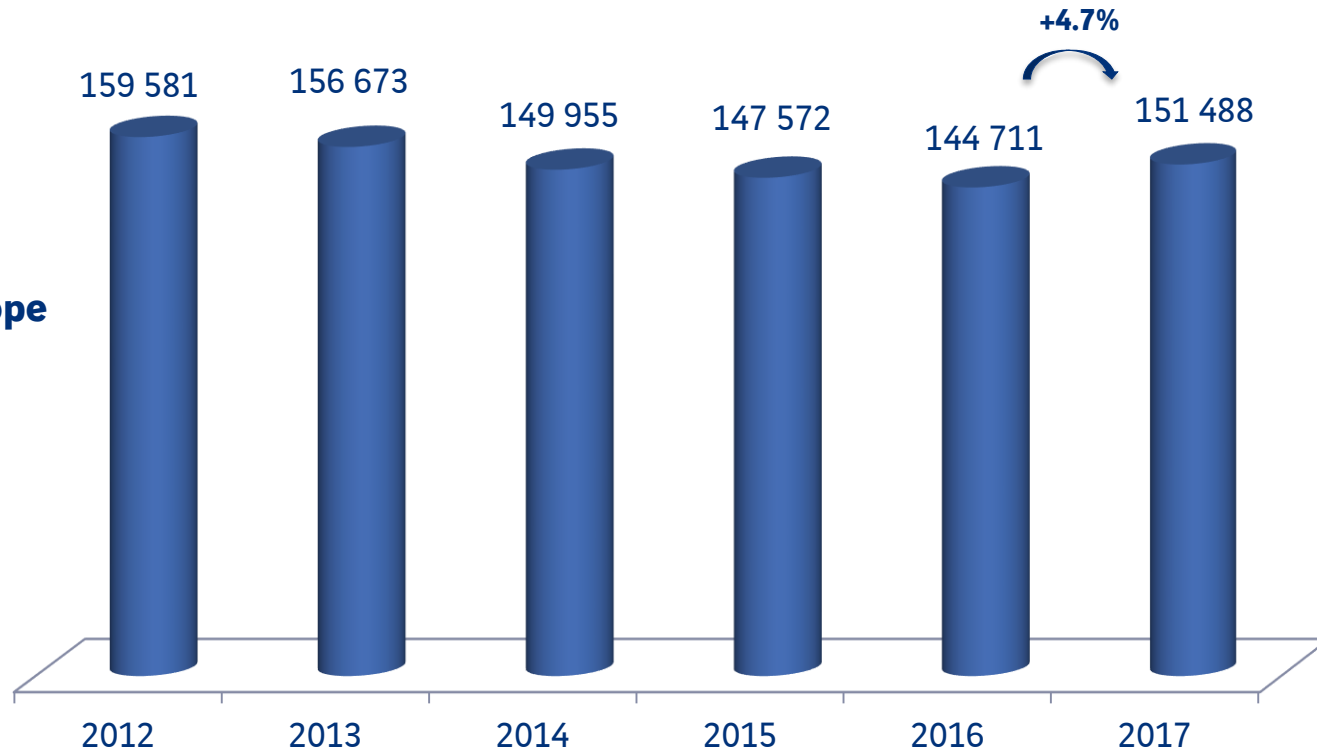


- VINCI Energies and VINCI Construction employ **over 2/3 of the Group's workforce** worldwide



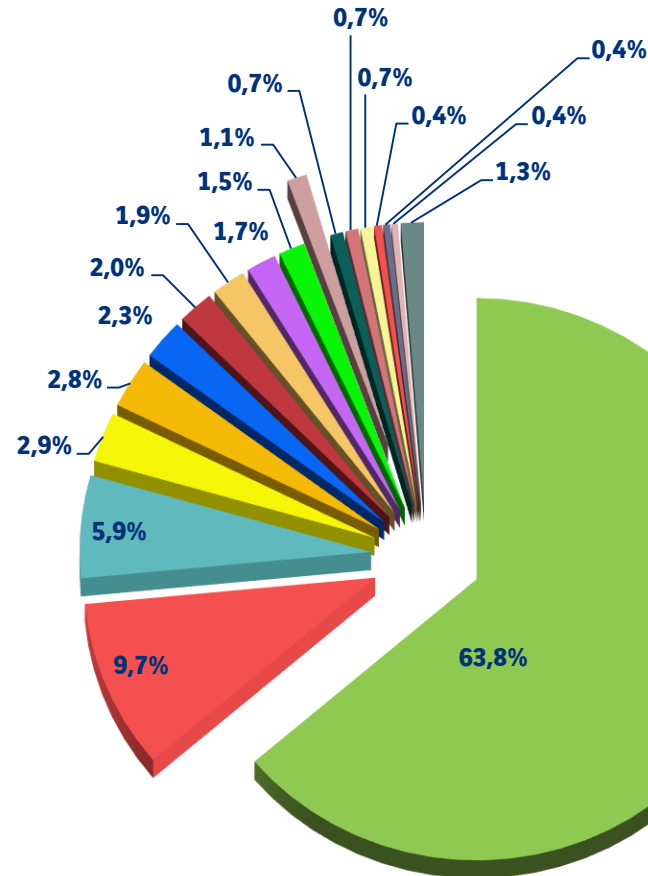
- The Group is operating in 28 European countries
- **77.9%** of its worldwide workforce is based in Europe (including Overseas France)
- Its workforce in Europe is growing (**4.7%** versus 2016)
- **87%** of its European workforce is based in **6 countries**: France (incl. Overseas), Germany, UK, Portugal, the Czech Republic and Poland

## Workforce in Europe

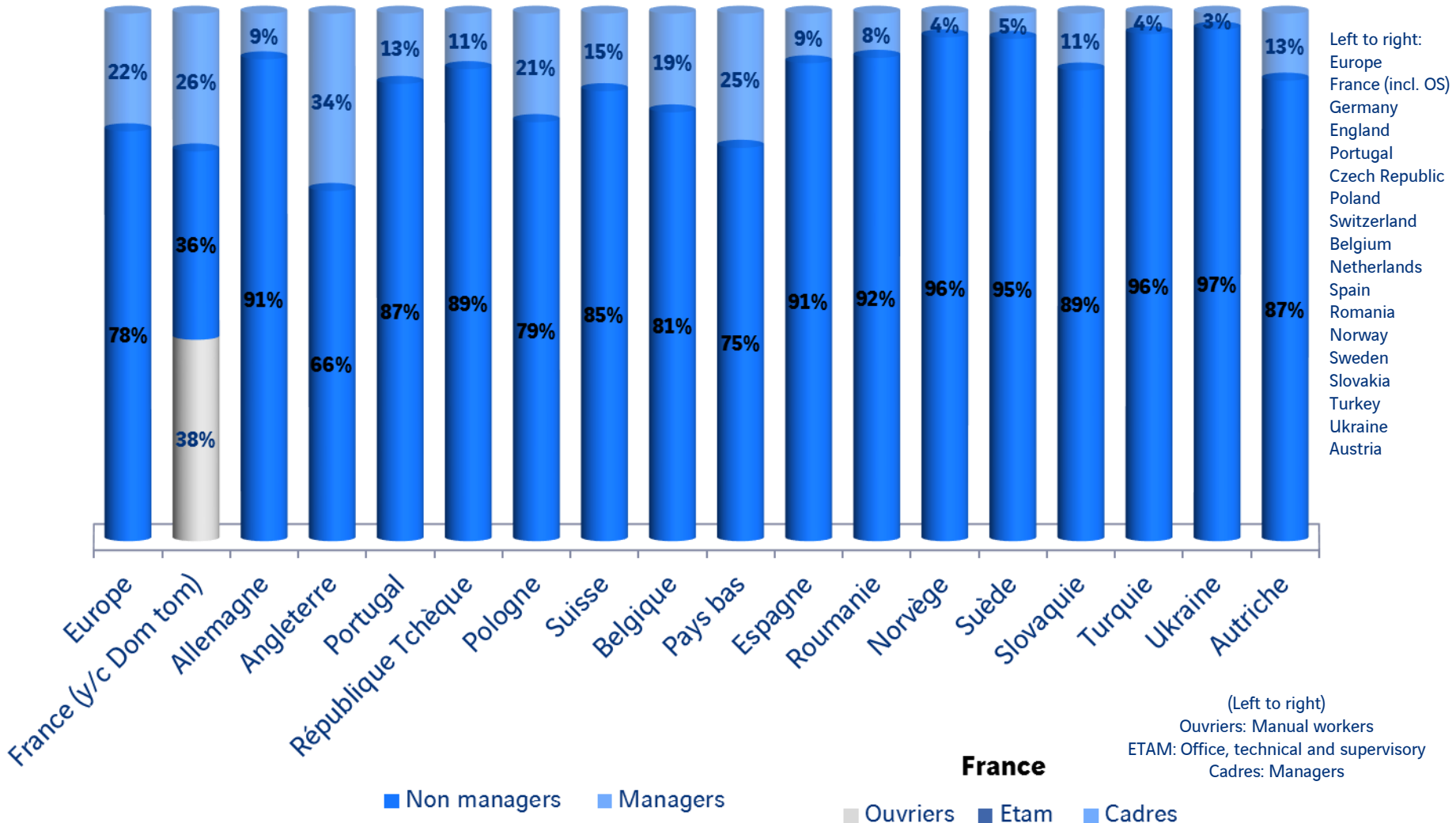


- 63.8% of the European workforce is French

96,621	France (incl. Overseas)
14,728	Germany
8,943	England
4,347	Portugal
4,295	Czech Republic
3,509	Poland
2,991	Switzerland
2,845	Belgium
2,506	Netherlands
2,215	Spain
1,652	Romania
1,075	Norway
1,071	Sweden
994	Slovakia
648	Turkey
567	Ukraine
552	Austria
1,929	Others Europe

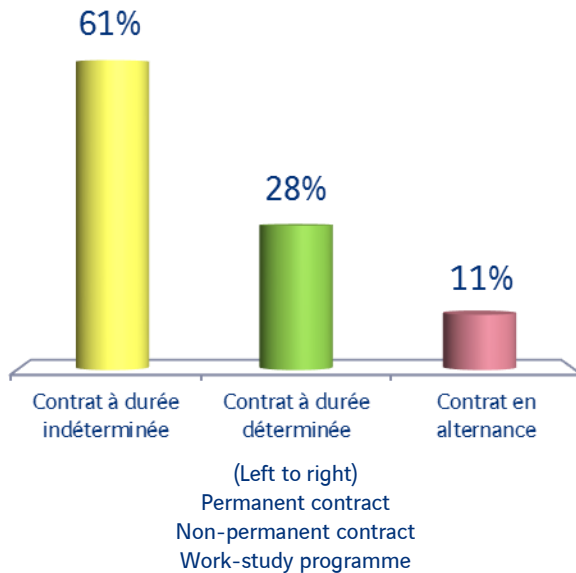


## Workforce in Europe in 2017

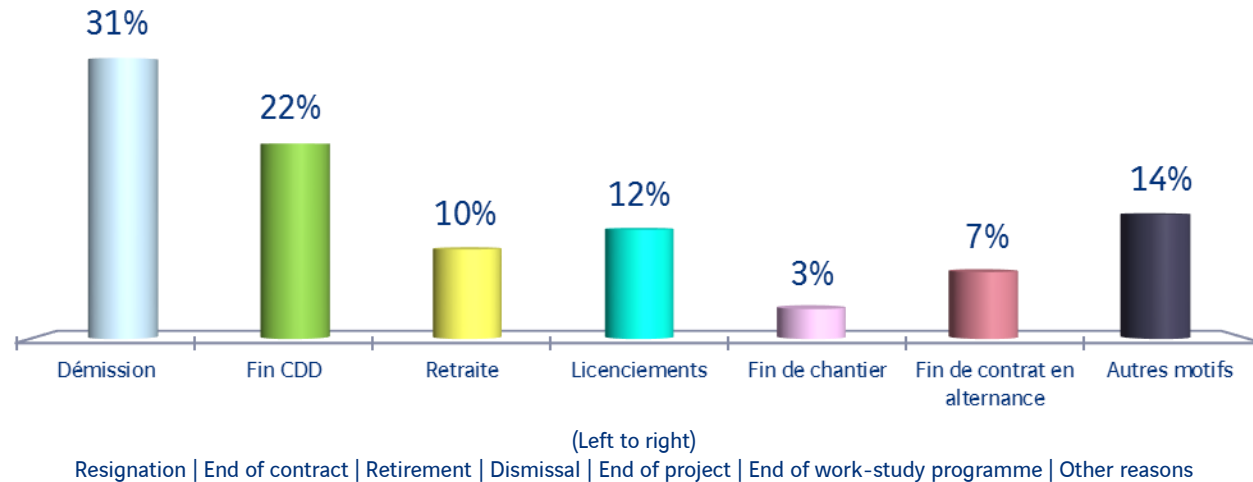


- 61% of new employees hired on permanent contracts in 2017
- The number-one reason for departures:** resignations (31% of total)

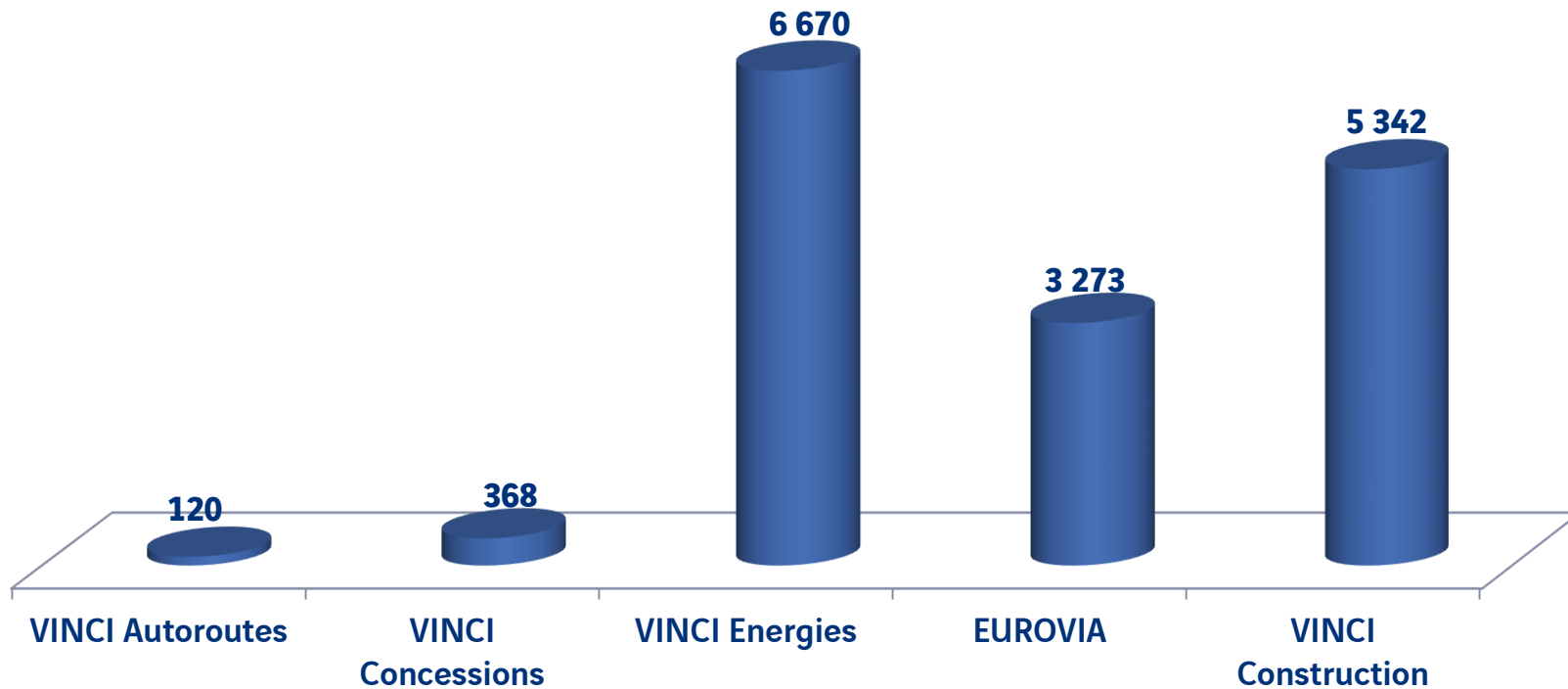
## Inflows in 2017



## Outflows in 2017



- 15,942 people hired on long-term contracts in Europe, incl. 9,438 in France

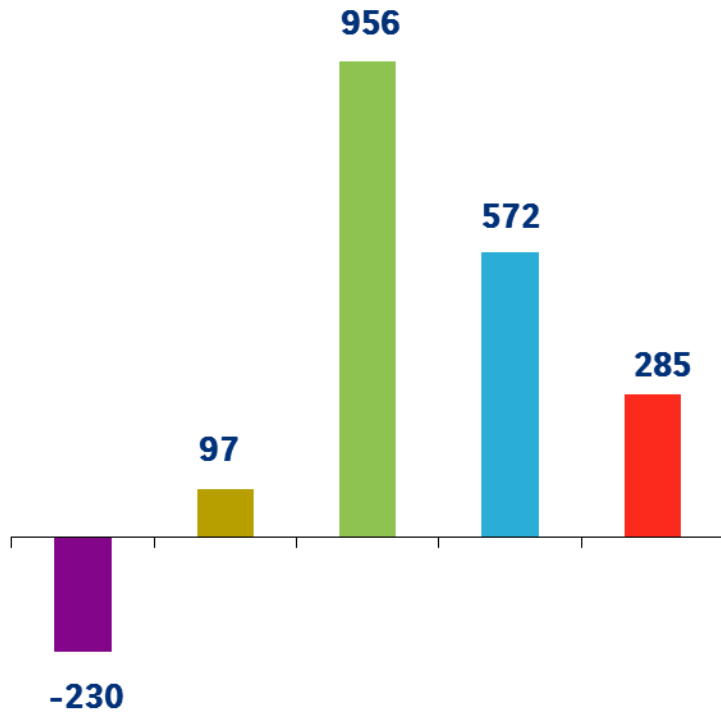


| Permanent contracts and site (project) contracts in France



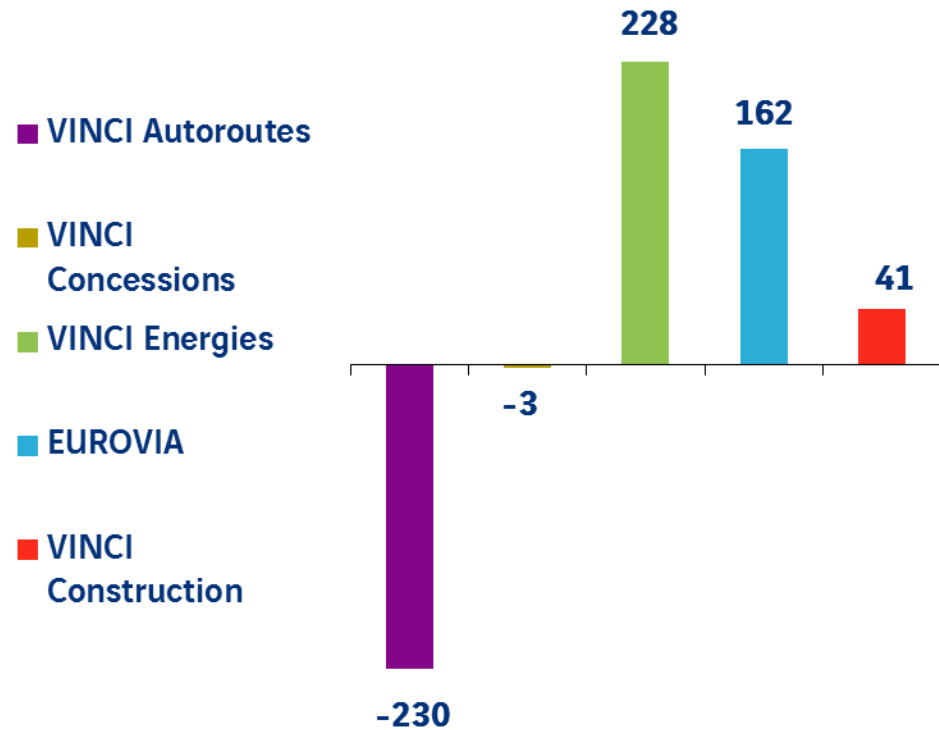
• **1,758** jobs created in 2017

## Europe



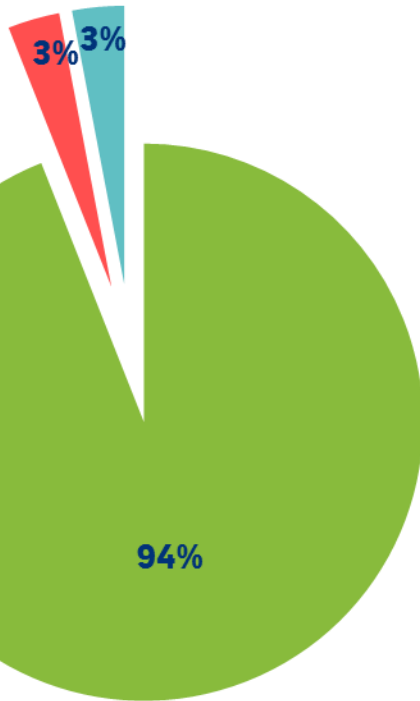
• **277** jobs created in 2017

## France

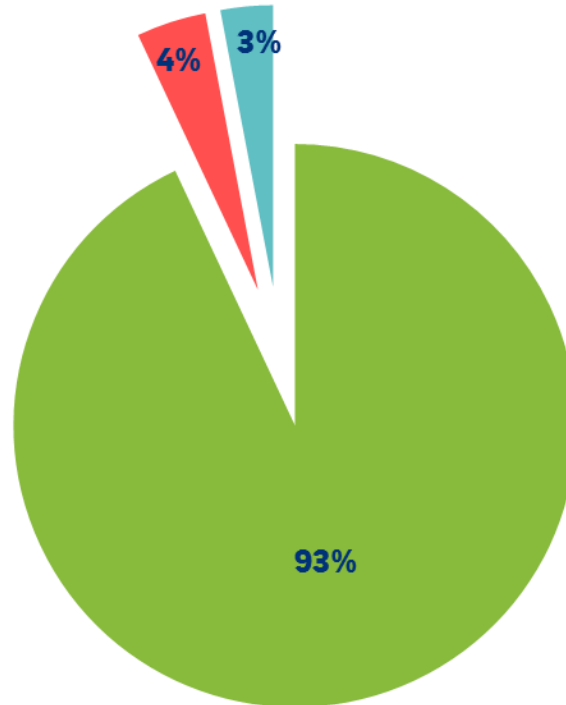


● All business lines

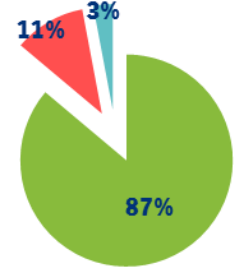
**2016**



**2017**



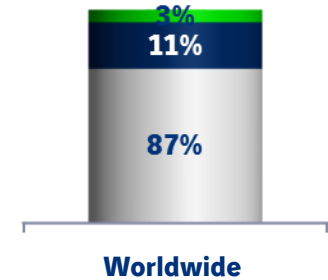
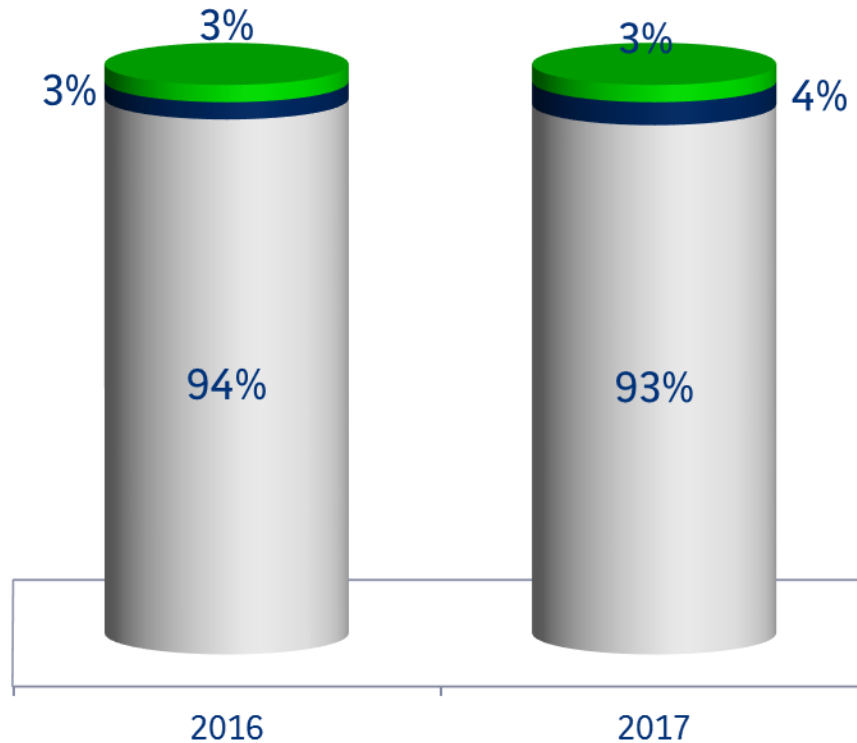
VINCI – Worldwide, 2017



■ Permanent and site contracts	<b>140,925</b>
■ Non-permanent	<b>5,591</b>
■ Work-study	<b>4,972</b>
	<b>151,488</b>

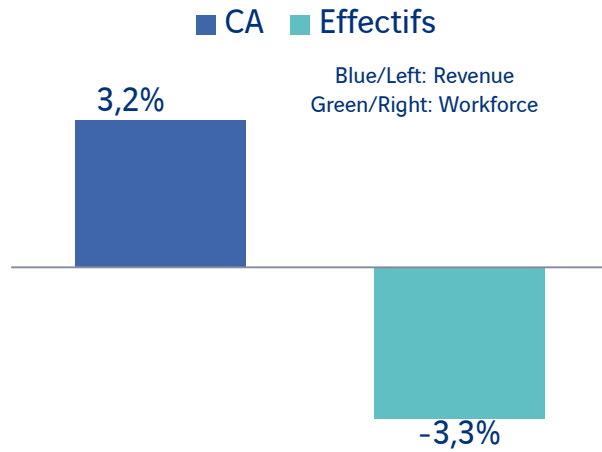
- The breakdown remains stable
- The % of permanent contracts is higher than the world average

All business lines

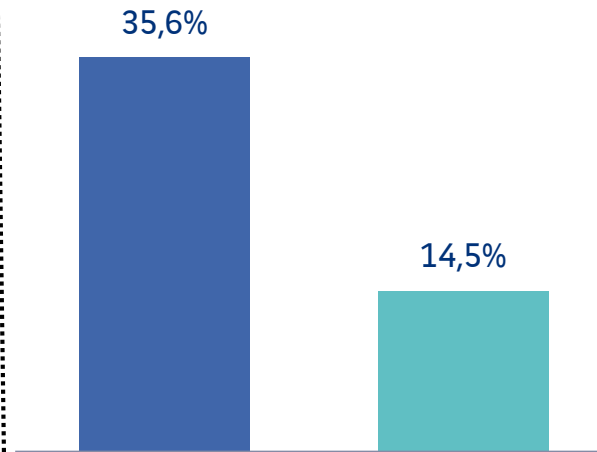


- Work-study programmes
- Non-permanent contracts
- Permanent contracts

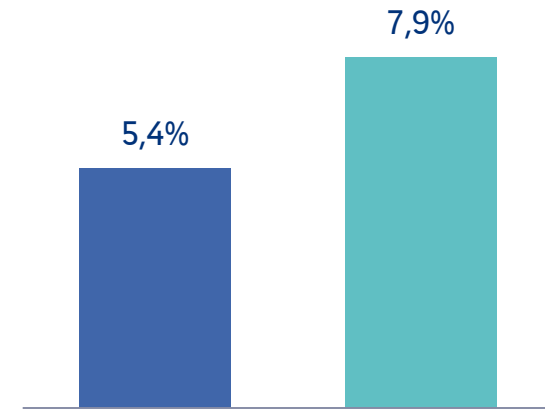
## VINCI Autoroutes



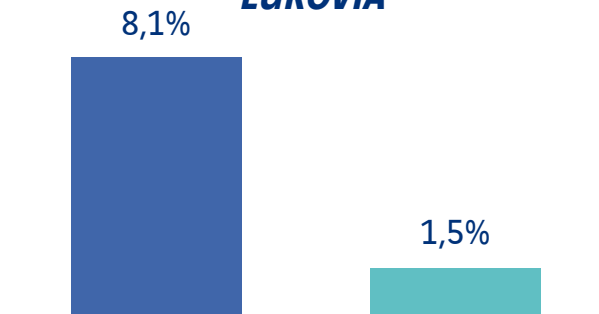
## VINCI Concessions



## VINCI Energies



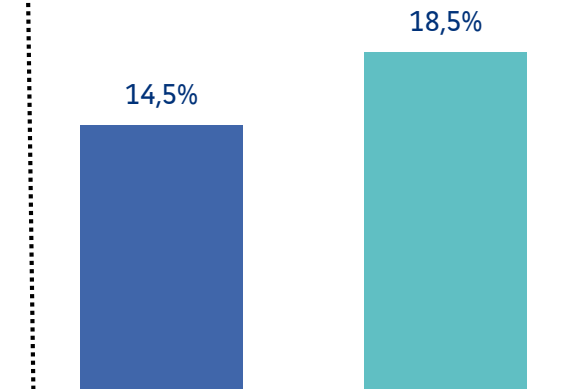
## EUROVIA



## VINCI Construction



## VINCI Immobilier

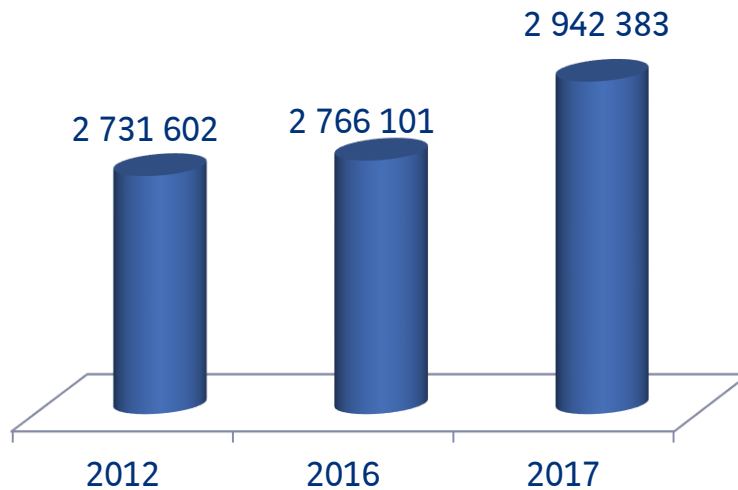


# PROFESSIONAL TRAINING

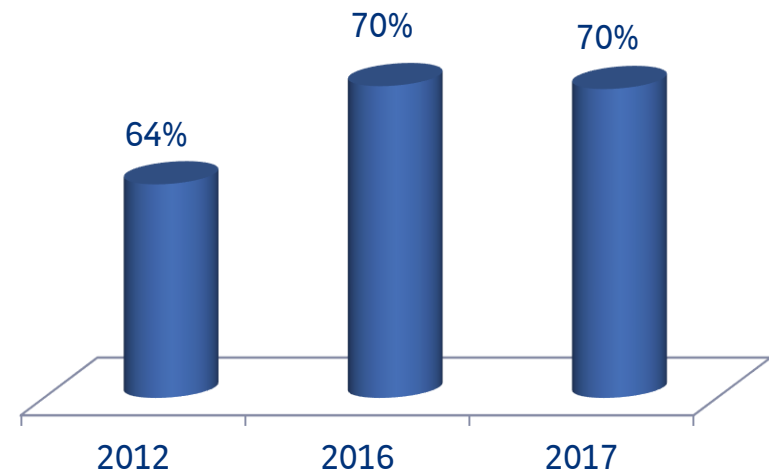
Europe

- The number of hours of training has increased

### Hours of training

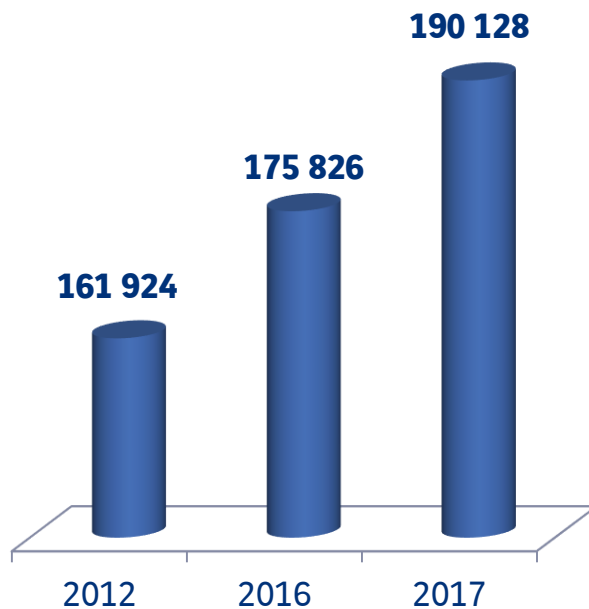


### Access to professional training

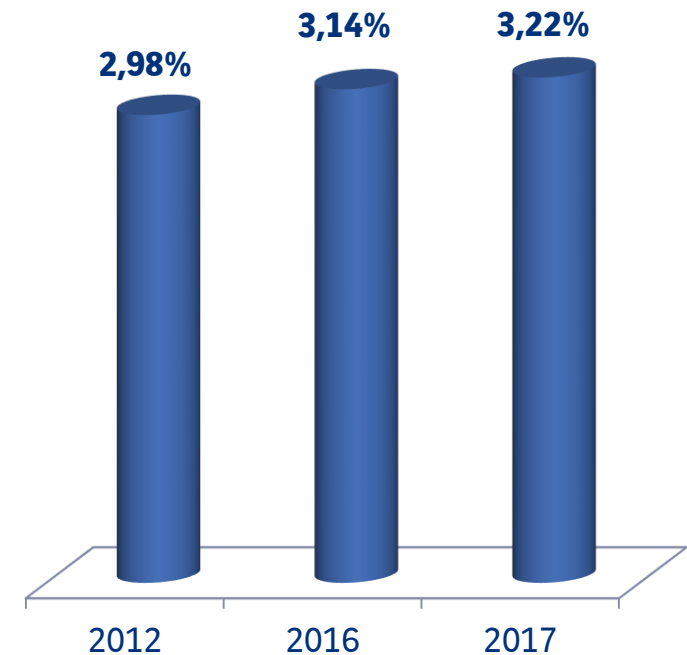


- **€190.1 million** invested in training in 2017
- **3.22%** of the payroll

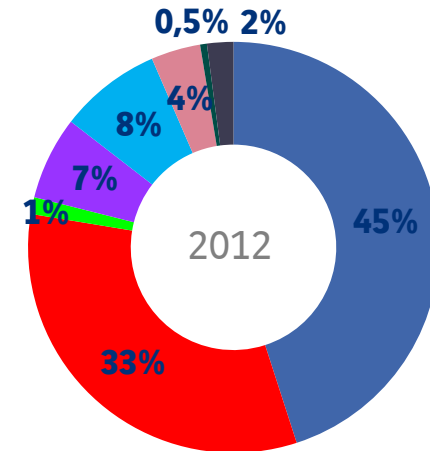
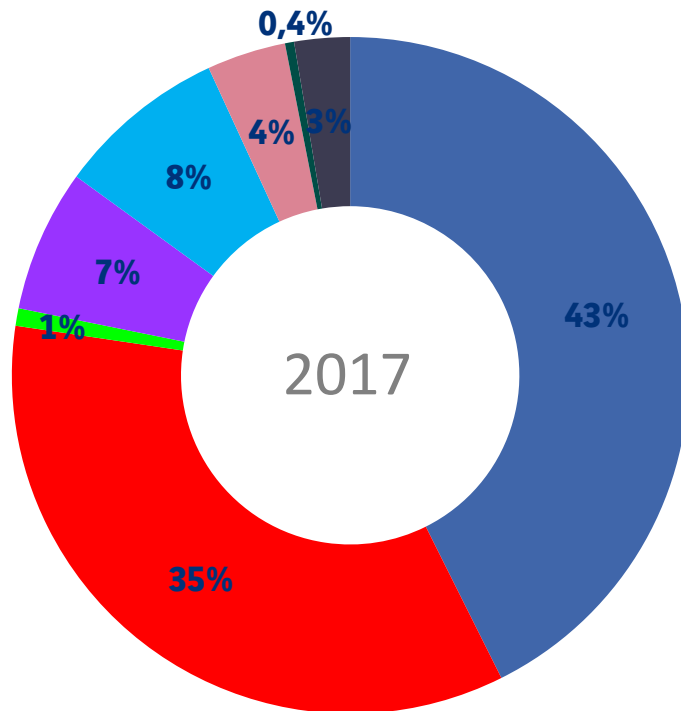
Investment in training  
(in € thousands)



Investment in training  
(as a % of the payroll)



- 35% of training hours devoted to Health and Safety in 2017



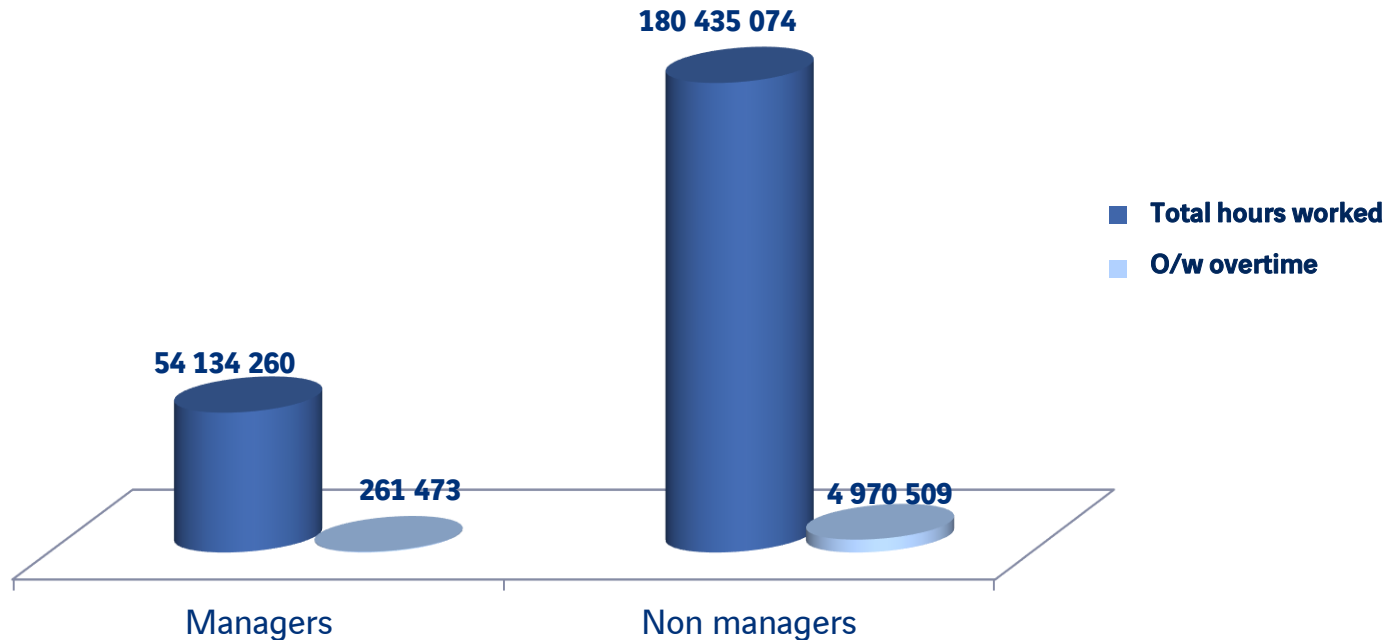
	2012	2017
Job-related	1,229,826	1,254,170
Health and safety	890,026	1,021,595
Environment	36,122	24,606
Management	178,853	200,492
Admin and support	219,429	239,474
Languages	106,243	111,156
Diversity	14,551	12,741
Others	56,552	78,150
<b>Total</b>	<b>2,731,602</b>	<b>2,942,383</b>

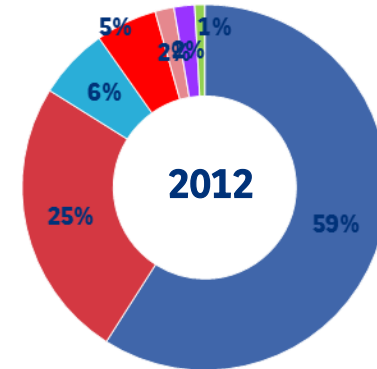
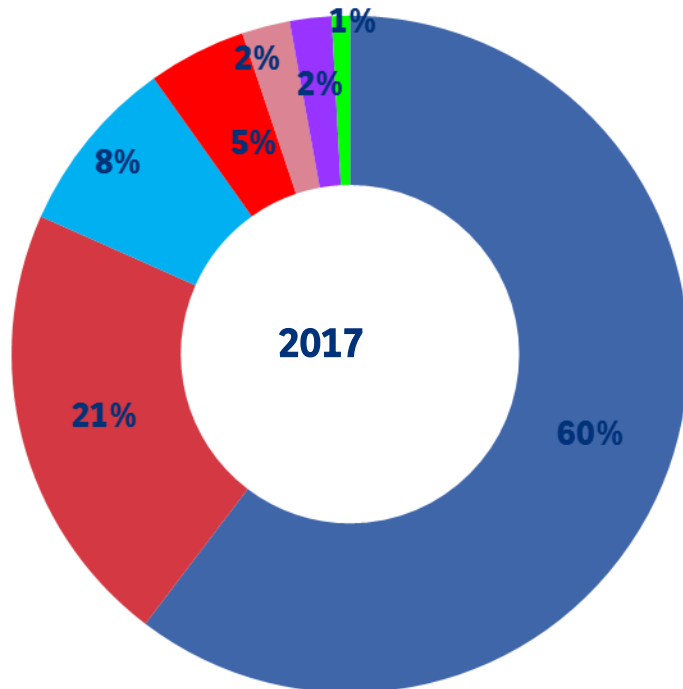


# WORKING HOURS AND ABSENTEEISM

- Hours worked in 2017: 234,569,334

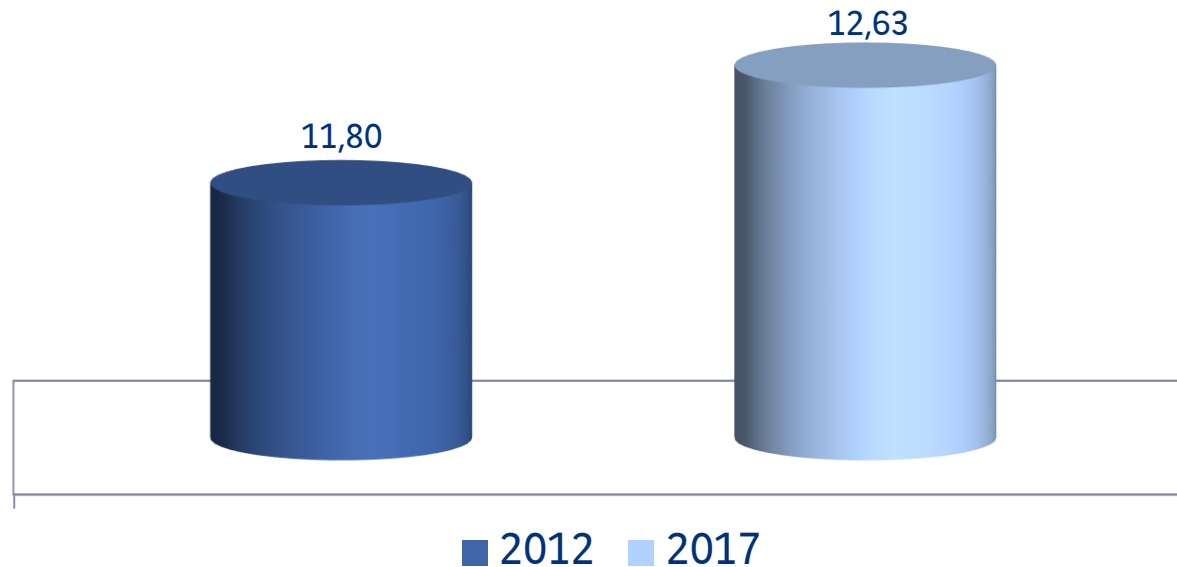
## Organisation of working hours by socio-professional category in Europe



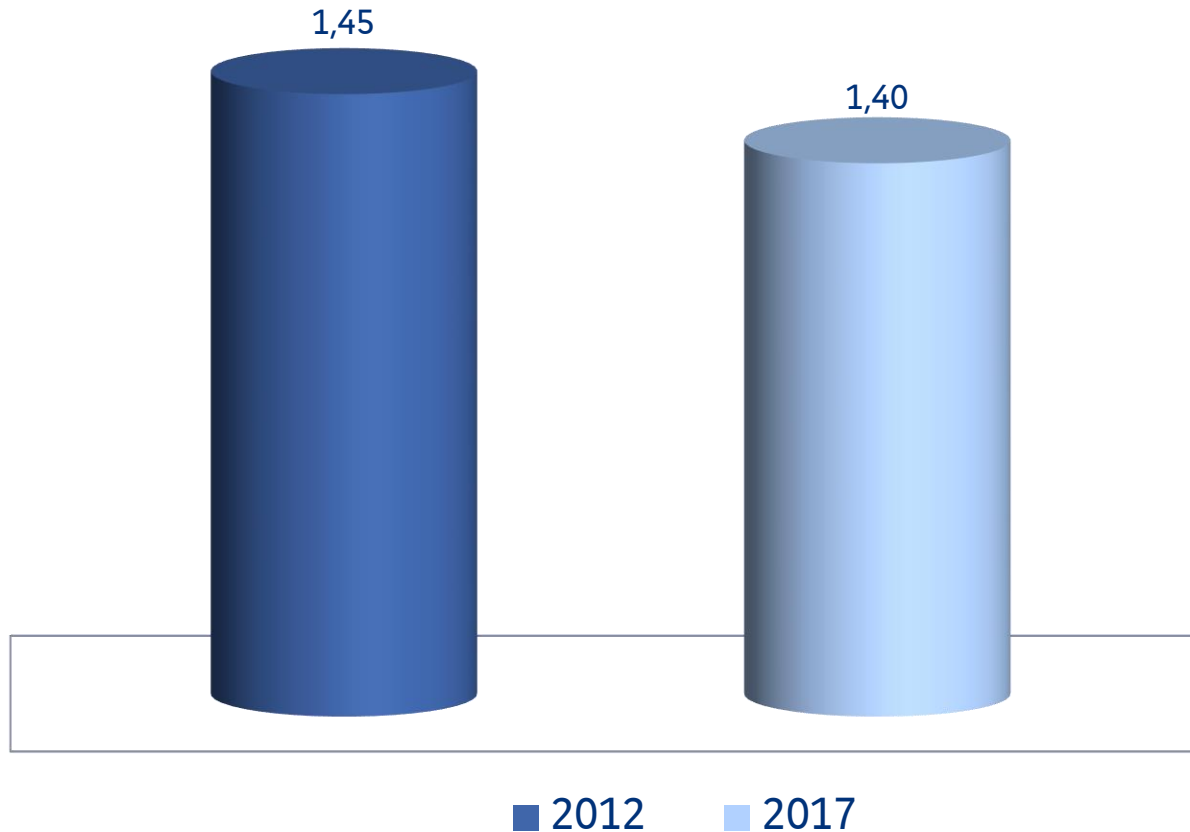


	2012	2017
<b>Non-occupational illnesses</b>	1,877,153	1,892,116
<b>Other causes</b>	789,641	669,131
<b>Maternity/paternity</b>	200,546	266,159
<b>Workplace accidents</b>	172,313	146,972
<b>Short-term work</b>	53,357	72,153
<b>Recognised occupational illnesses</b>	58,224	62,371
<b>Commuting accidents</b>	27,931	27,204
<b>Total (calendar days)</b>	<b>3,179,165</b>	<b>3,136,105</b>

## Number of days off due to non-occupational illnesses per employee



## Number of days off following workplace accidents or occupational illnesses per employee





8

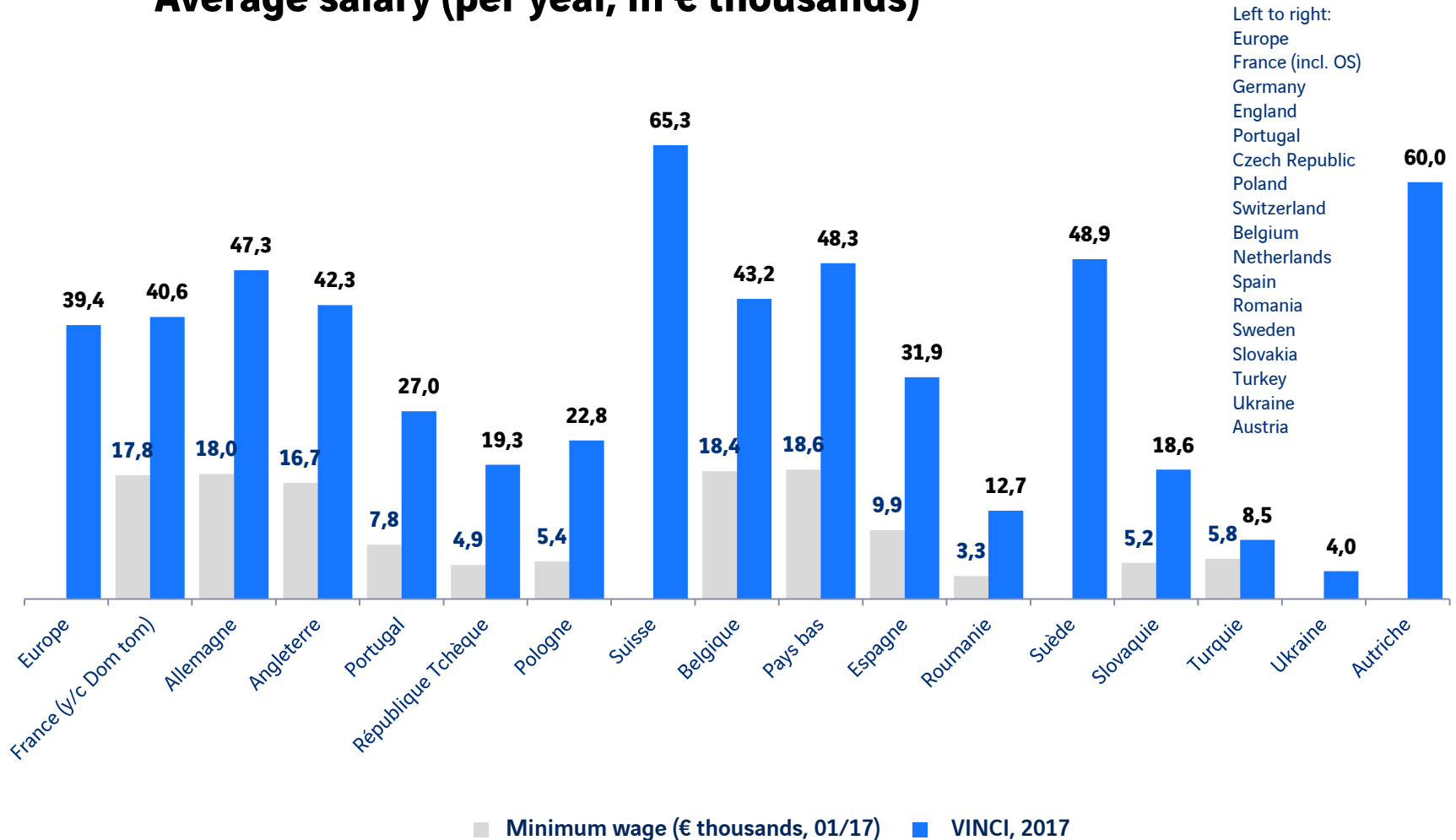
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## DEVELOPING EMPLOYEE SHAREHOLDING WORLDWIDE

# REMUNERATION

## Average salary (per year, in € thousands)





# EMPLOYEE SAVINGS

## Répartition du capital au 31 décembre 2017

Share capital ownership at 31 December 2017

en pourcentage du capital

Percentages relative to total share capital

**Institutionnels hors français 58,3 %**

22,3 %  
Etats-Unis d'Amérique

17,6 %  
Autres pays européens

12,5 %  
Royaume-Uni

5,9 %  
Reste du monde



(Top to bottom)  
Institutional investors outside France 58.3%  
United States 22.3%  
Other European countries 17.6%  
United Kingdom 12.5%  
Rest of the world 5.9%

**Institutionnels français 15,3 %**

**Actionnaires individuels 7,7 %**

**Salariés 8,8 %**

**Qatari Holding LLC 3,8 %**

**Autodétention 6,1 %**

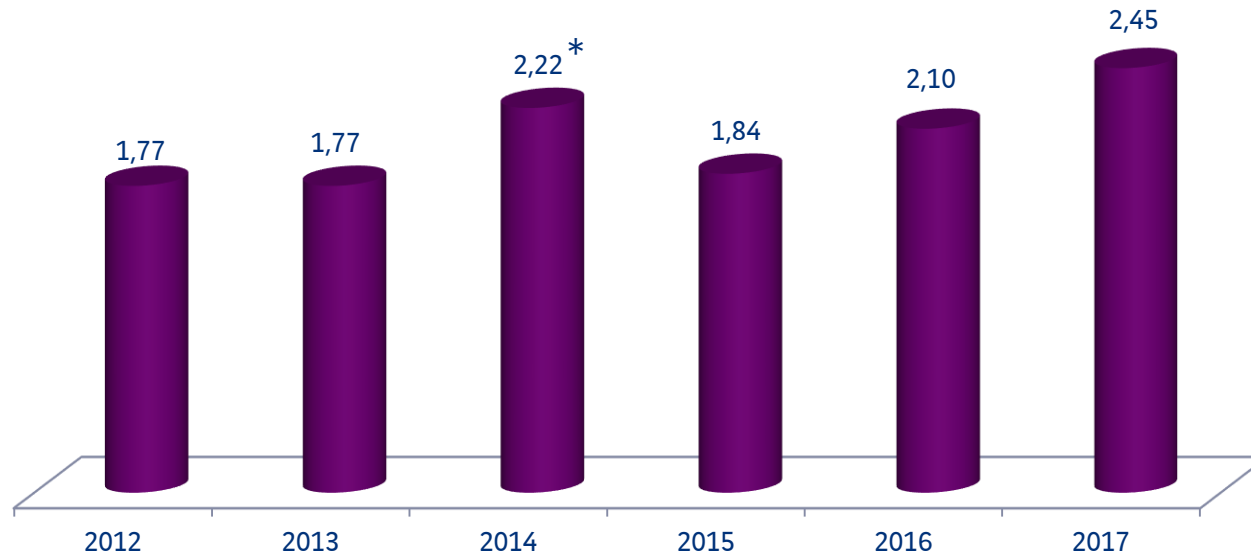
(Top to bottom)  
Institutional investors in France 15.3%  
Individual shareholders 7.7%  
Employees 8.8%  
Qatari Holding LLC 3.8%  
Treasury shares 6.1%

## The dividend in respect of 2017 was increased to €2.45



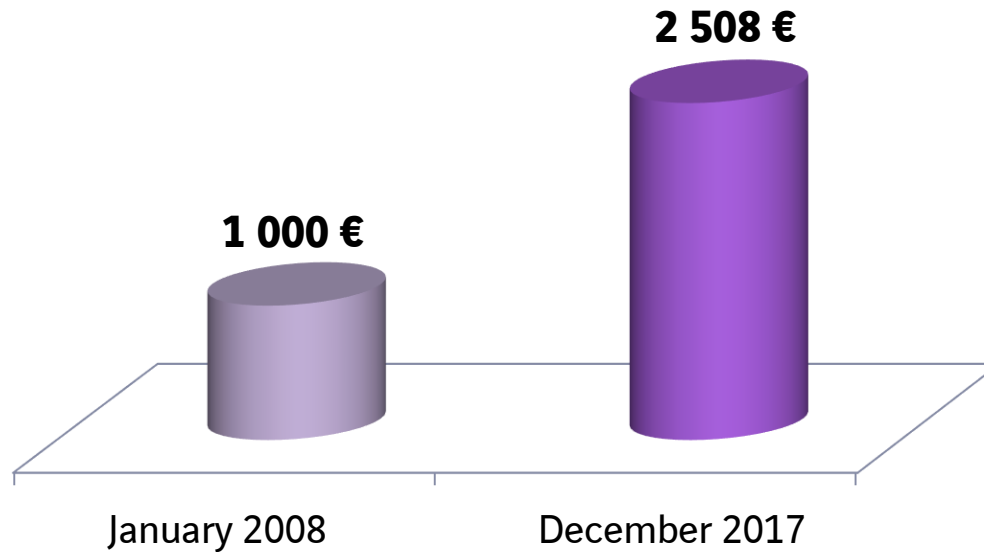
- The €1.76 outstanding balance, completing the €0.69 interim dividend paid in November 2017, is due in April 2018
- Ex-date: 24 April 2018
- Payment date (in cash): 26 April 2018

Dividend (euros per share)



\* Including an exceptional dividend associated with the disposal of VINCI Park

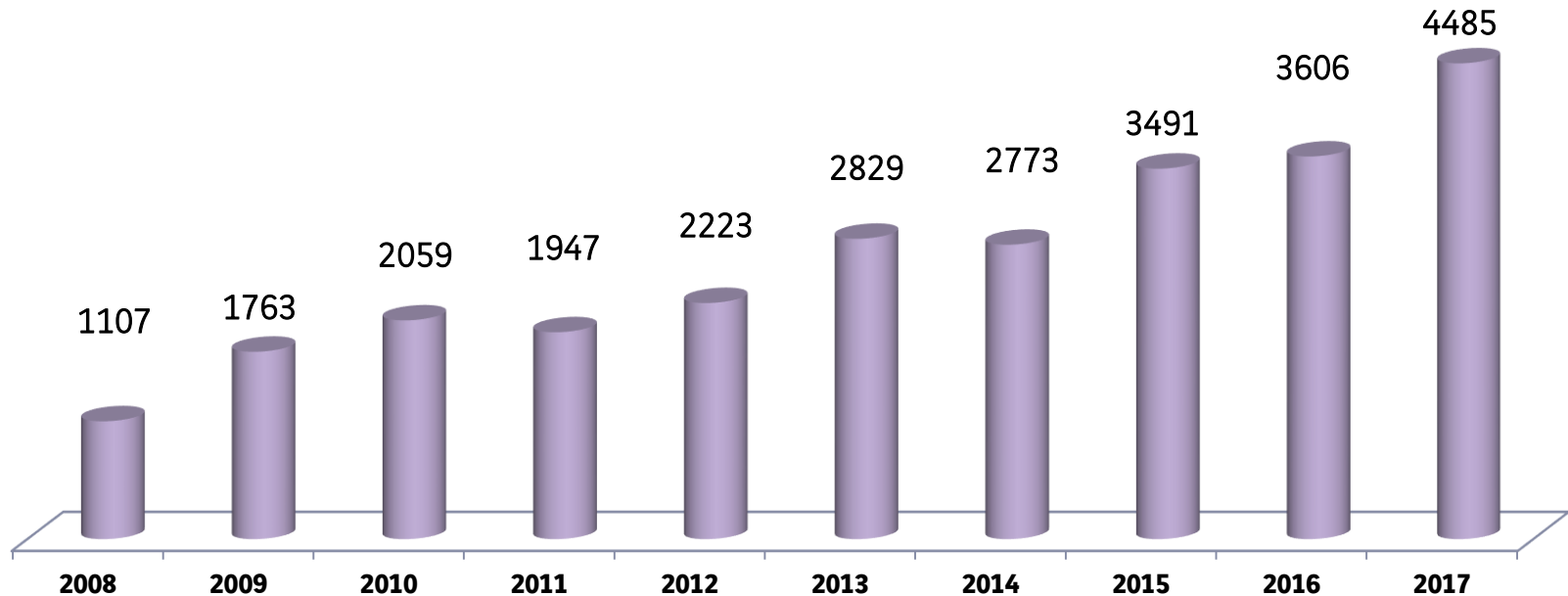
- A VINCI shareholder who invested €1,000 on 1 January 2008 and reinvested all dividends received would have had an investment of €2,508 on 31 December 2017.

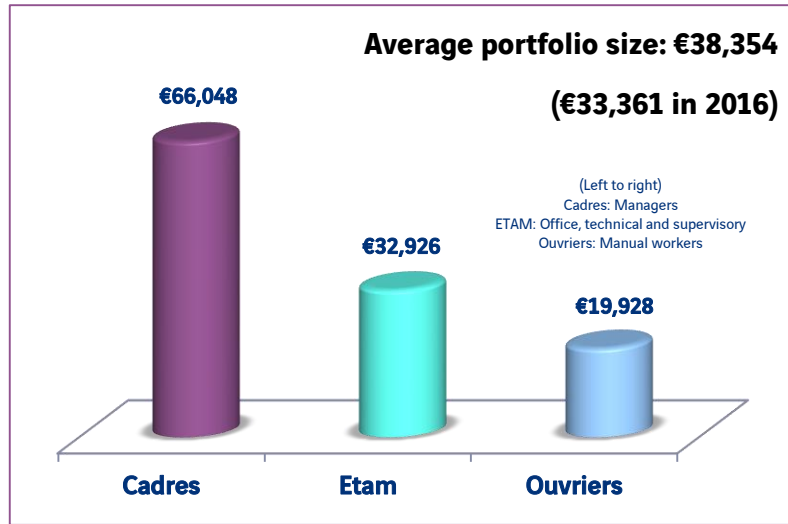


Employee savings are growing and include options tailored to each situation:

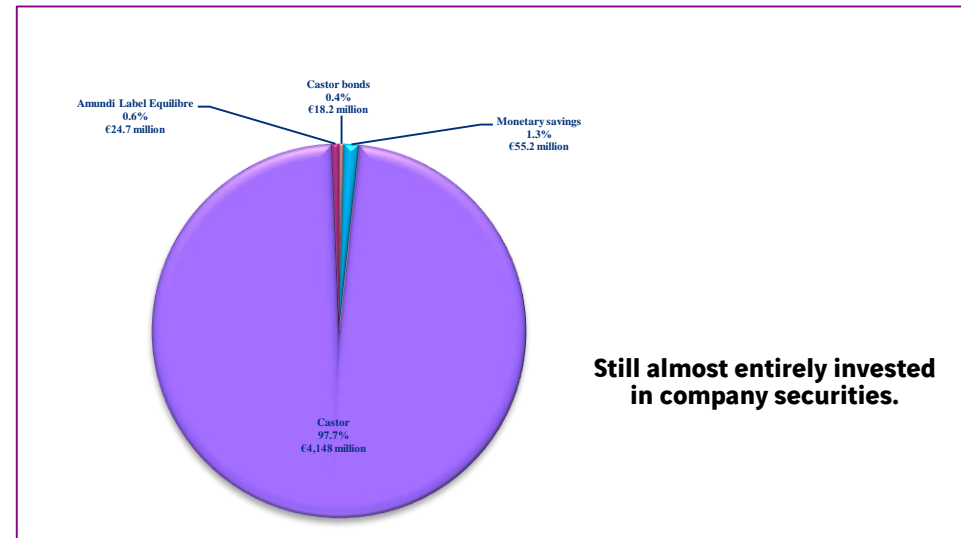
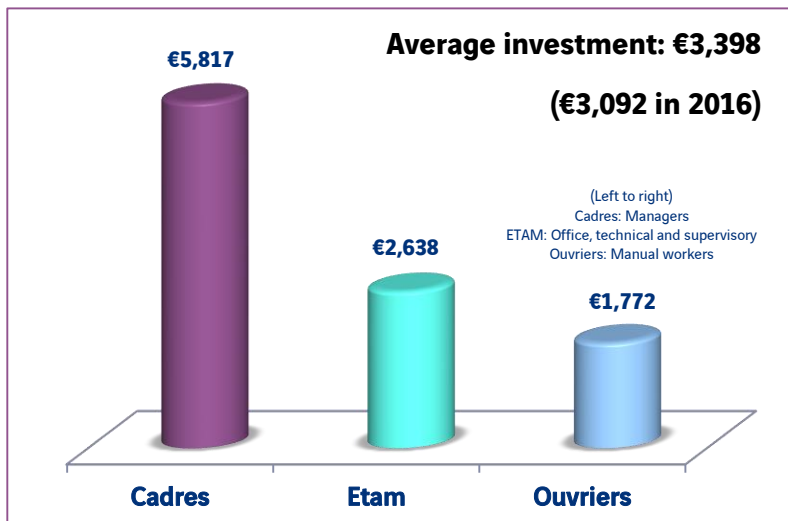
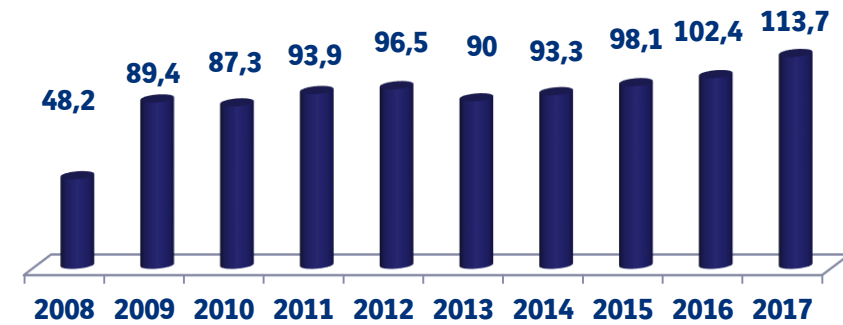
- Castor
- Monetary savings
- Castor bonds
- Amundi Label Equilibre Solidaire ESR
- Castor international

👉 €4.485 billion in assets at 31/12/2017





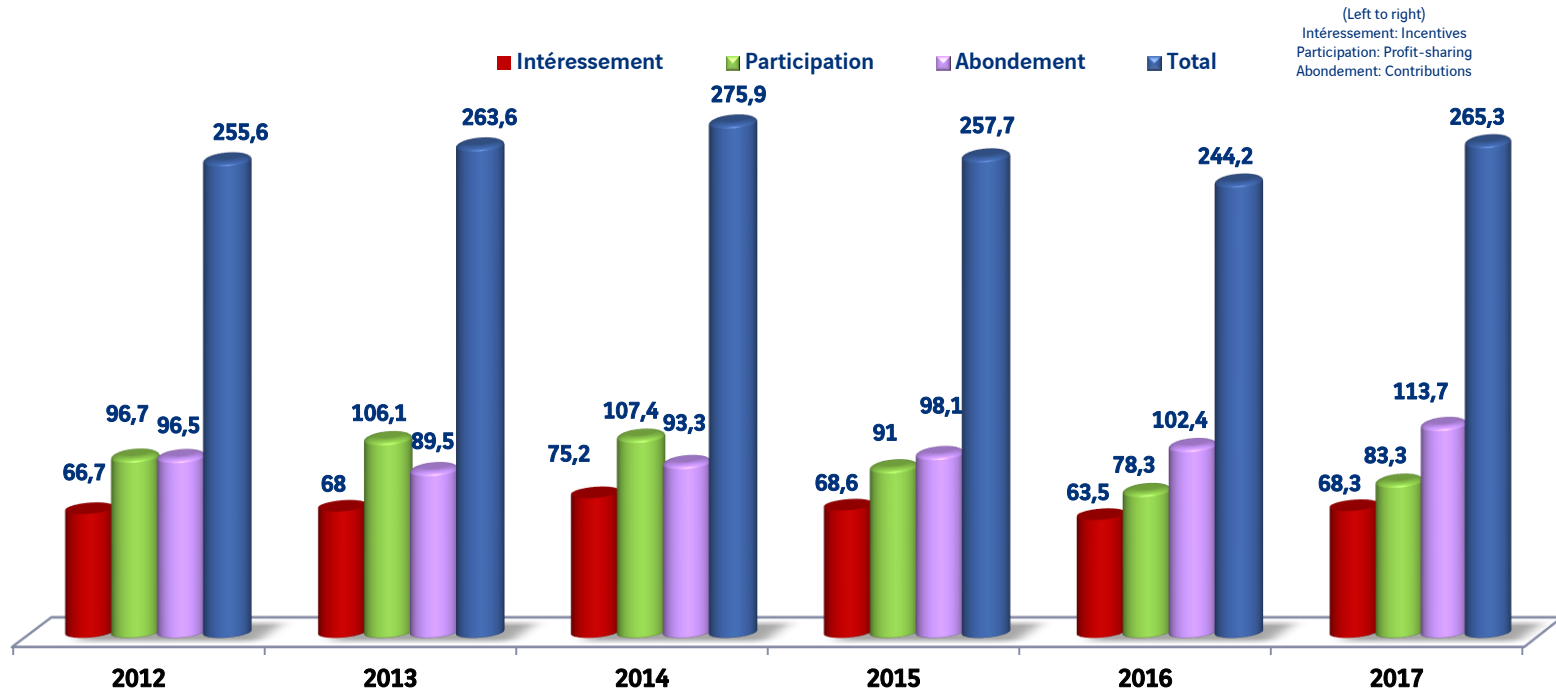
**The Group continues to contribute very substantially to employees' investments: €113.7 in Group savings and retirement schemes in 2017 (€102.4 million in 2016)**



# Indirect remuneration (France): Incentives, profit-sharing, contributions



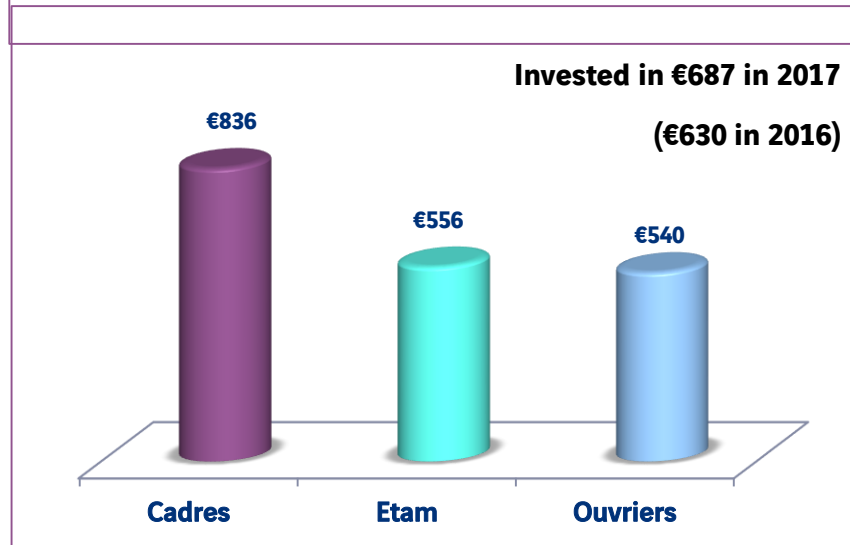
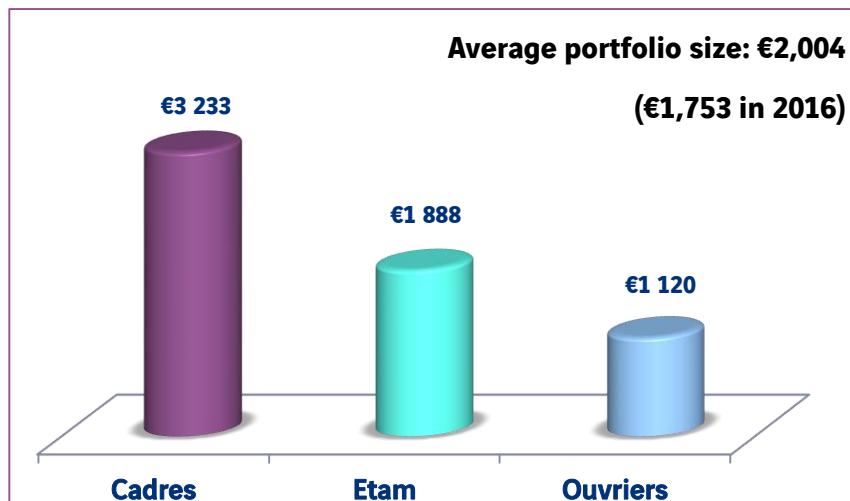
- €265.3 million paid out in incentives, profit-sharing and employer contributions in 2017 (Group savings and retirement schemes)



- **79% of employees receive incentives and/or profit-sharing bonuses**
- **69% of employees receive incentives**
- **52% of employees receive profit-sharing bonuses**
- **82% of employees covered by one or both of these schemes**

40% of VINCI employees in France, i.e. 39,088 members

(Left to right)  
 Cadres: Managers  
 ETAM: Office, technical and supervisory  
 Ouvriers: Manual workers





- **A 5%** discount on VINCI share purchase prices, i.e. €82.22 in the second four months of 2018 (€76.42 in the first four months)
  - **Employer contribution policy has evolved** to benefit the lowest investments: 200% up to €500 invested and a cap at €3,500
  - **The dividends associated with the shares** are reinvested in the fund
  - The **fiscal arrangements** are **very favourable**
- ↳ The fund is fed by employees' voluntary payments, employer contributions, profit-sharing bonuses, incentives and transfers

- **The rule on employer contributions** (since 1 March 2016)
  - Matching 100% of employees' investments
  - Capping employer contributions at €400 a year
- **Profit-sharing**, incentives and voluntary investments are matched

- **31 countries**

Germany, Austria, Belgium, Brazil, Canada, Chile, Spain, United States, Indonesia, Luxembourg, Morocco, Netherlands, Poland, Portugal, Czech Republic, Romania, United Kingdom, Slovakia, Switzerland, Australia, Hong Kong, Singapore, Sweden, United Arab Emirates, Bahrain, Malaysia, Cambodia, New Zealand, Mexico, Dominican Republic (30 countries)

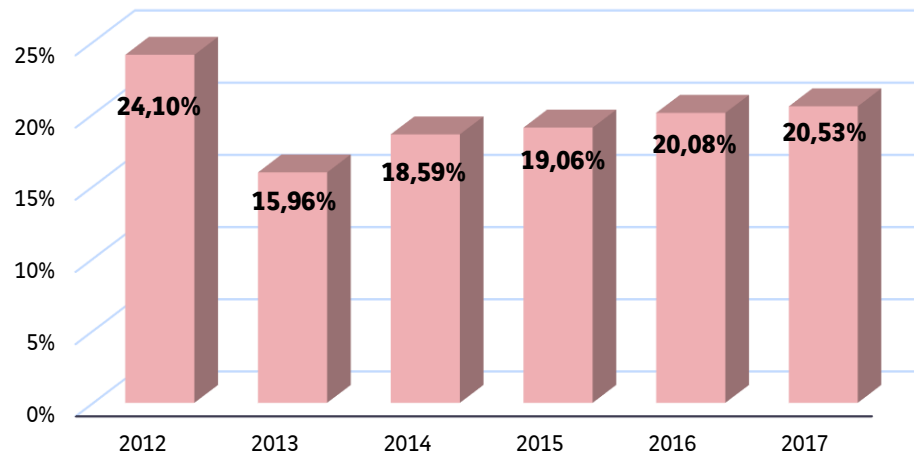
**2018: 1 new county:** Peru

- About 74,000 employees, i.e. approx. 75% of VINCI's employees abroad (65,000 in 2017), in almost 500 countries
- Subscription price set on 18 May 2018
- Vesting period: 3 years
- Subscription period: 21 May to 8 June 2018
- VINCI awards free shares that vest over 3 years provided the employee remains in the Group
  - 2 free shares for 1 bought (first to tenth share bought): 200%
  - 1 free share for 1 bought (eleventh to fortieth share bought): 100%
  - 1 free share for 2 bought (forty-first to hundredth share bought): 50%

- **Average subscription rates increased slightly (at about 21%)**

Overall annual subscriptions rates  
and contributions are stable

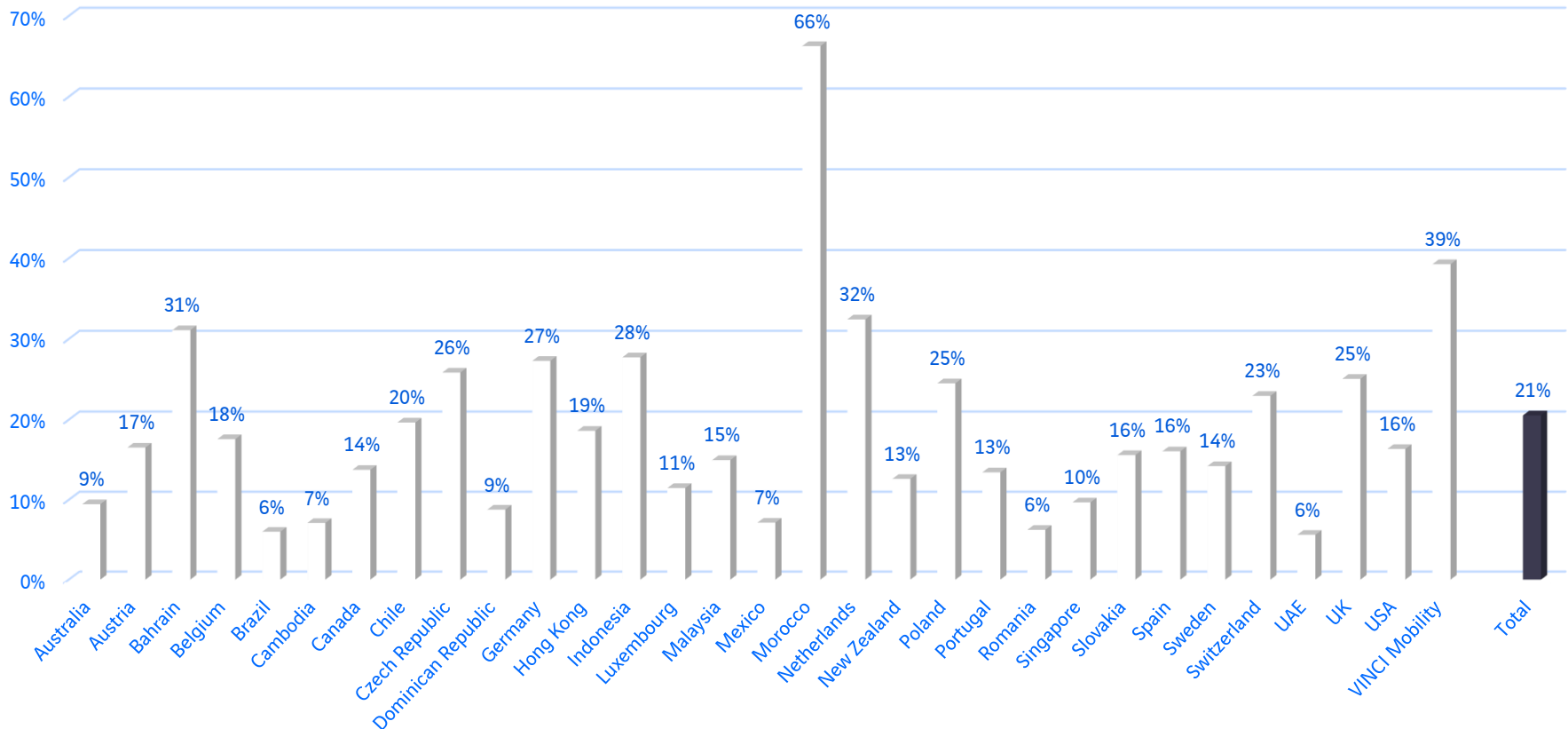
### OVERALL ANNUAL SUBSCRIPTION RATE



- **Average employer contributions are slightly higher**
- The differences between countries are clearly correlated with local standards of living
- Average employee voluntary payments amounted to €2,190 (€1,957 in 2016), average employer contributions amounted to €2,489 (€2,209 in 2016)

- Very large disparities between countries, mainly reflecting cultural factors, the setting and local communication.

## SUBSCRIPTION RATES BY COUNTRY IN 2017



- Original subscription price in May 2015: €55.65
- Free shares will vest and savings will become available on 16 June 2018
- At this point, the financial gains look substantial

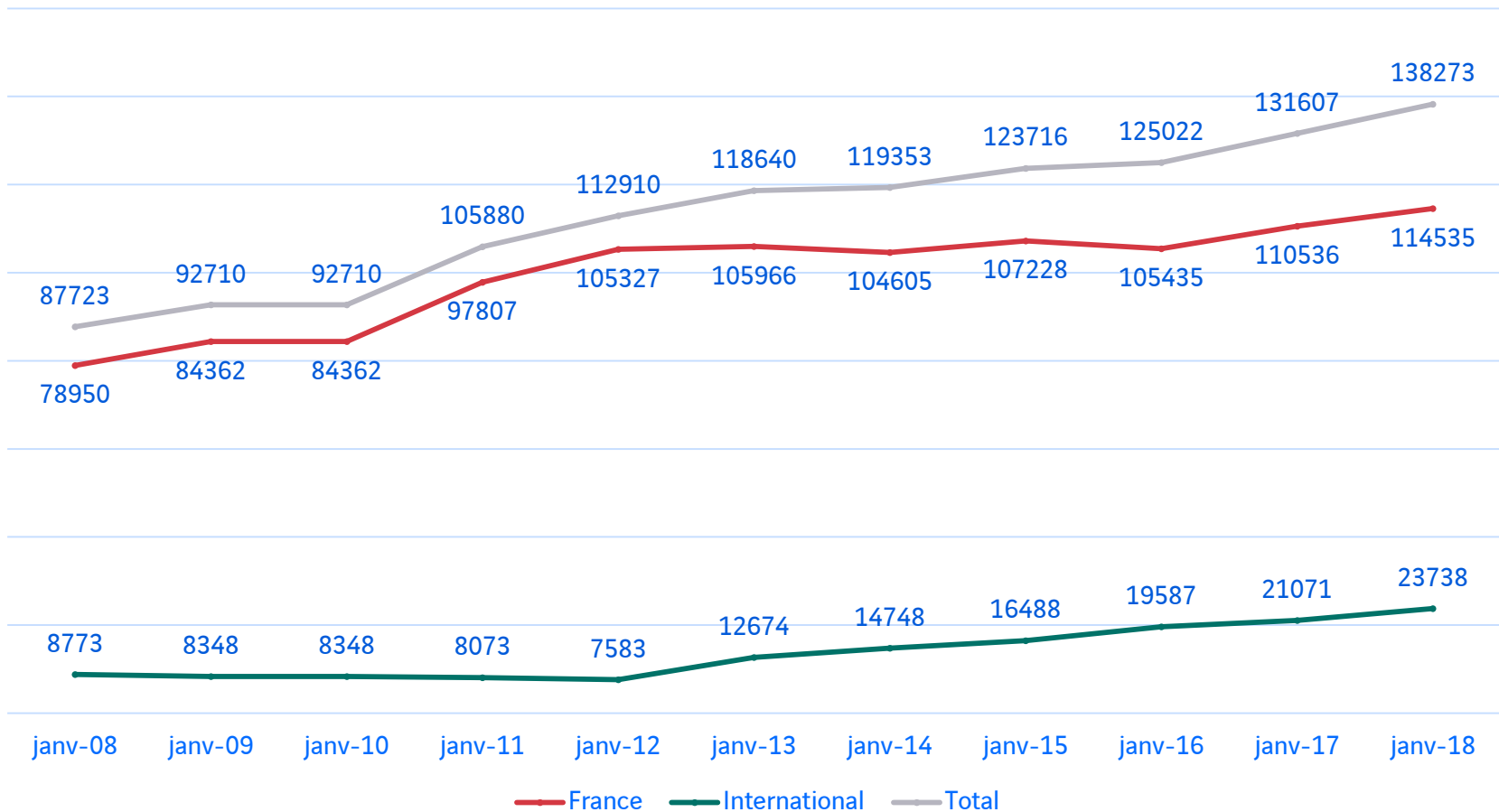
VINCI share subscription price in 2015: € 55.65

Total investment value assuming VINCI shares are trading at **€80.00**

Personal contribution	€556.50	€2,226.00	€5,565.00
Shares bought	10 shares	40 shares	100 shares
Free shares	20 shares	50 shares	80 shares
Total shares (bought + free)	30 shares	90 shares	180 shares
Dividend per share	€4.63	€4.63	€4.63
Savings (personal contribution + free share awards + dividends)	€2,446.30	€7,385.20	€14,863.00
Gross capital gains*	€1,889.80	€5,159.20	€9,298.00

\* Excl. taxes and social contributions.

- **138,273** subscribers (all options, in France and outside France, at 31/01/18)



- **The Employee Shareholders' Circle remains active**

- Open to all employees who own Group shares in Group savings schemes (Castor, etc.)
- Encouraging ongoing, constructive dialogue



- **The advantages of taking part in the Employee Shareholders' Circle**

- Cycles of conferences on economic and societal topics
- Visits and tours of the Group's most prominent achievements
- A freephone number to answer any questions and stay abreast of news



## together!

As an integrated concessions-construction company, VINCI designs, finances, builds and operates infrastructure and facilities that help improve daily life and mobility. Because our projects are in the public interest, we at VINCI consider that we have a duty to reach out to our public and private sector partners and to engage in dialogue with them and are publishing a new Manifesto with commitments meeting that objective.



Together!  
Design and build

1 Our infrastructure and facilities serve the public and the common good. We therefore strive to involve all stakeholders - including partners, customers, suppliers, elected officials, local residents and civil society - in our projects as early as possible. We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are closely involved.



Together!  
Comply with ethical principles

2 Ethical behaviour is key to our contracts and our customer relations. Our companies apply our Code of Ethics and Conduct around the world. We commit to ensuring total transparency in our own practices and in those of our subcontractors.



Together!  
Promote green growth

3 We are taking part in the forward-looking debate about the sustainable city and sustainable mobility. Our eco-design innovations enable us to improve the energy and environmental performance of our infrastructures. We commit to reducing our greenhouse gas emissions by 30% between now and 2020, to supporting our customers in their quest for better energy efficiency and to encouraging their adoption of an environmentally responsible approach.



Together!  
Engage in civic projects

4 Our business activity is rooted in local service. We therefore support the engagement of our employees and companies in sponsoring civic projects and combating social exclusion. We commit to supporting the civic engagement of our employees, especially through the Group's foundations around the world.



Together!  
Strive for zero accidents

5 We reject the idea that workplace accidents are unavoidable. Our management has a responsibility to do its utmost to ensure the physical integrity and the health of everyone on our machines and in the facilities we operate. We commit to the zero accidents objective.



Together!  
Foster equality and diversity

6 Our culture is based on bringing together people of different backgrounds and experience. We fight all forms of discrimination in hiring, in workplace relations and in the career paths of our employees. We train our managers in this requirement and integrate it on our suppliers and subcontractors. We commit to diversifying our supervisory staff to include more women and people of diverse origins.



Together!  
Promote sustainable careers

7 We take a long-term approach to relations with our employees. We practice responsible flexibility to foster balanced career and personal development for our employees. We commit to proposing training and job mobility opportunities for all our employees in order to promote sustainable employability.



Together!  
Share the benefits of our performance

8 Our employees together represent VINCI's biggest shareholder block. We strive to share the benefits of our growth with our employees around the world through employee shareholding and appropriate profit-sharing schemes. We commit to ensuring that every VINCI employee is given an opportunity, whenever possible, to share in our economic success.



Together!  
Foster equality and diversity

6 Our culture is based on bringing together people of different backgrounds and experience. We fight all forms of discrimination in hiring, in workplace relations and in the career paths of our employees. We train our managers in this requirement and impress it on our suppliers and subcontractors. **We commit to diversifying our supervisory staff to include more women and people of diverse origins.**



Together!  
Promote sustainable careers

7 We take a long-term approach to relations with our employees. We practice responsible flexibility to foster balanced career and personal development for our employees. **We commit to proposing training and job mobility opportunities for all our employees in order to promote sustainable employability.**



"I commit to calling on all VINCI managers to apply these commitments and make them a focus of management-employee dialogue at every level. The Group will bring in an outside, independent organisation to verify compliance with this Manifesto and measure its impact. To ensure full transparency, it will publish the results regularly."

Xavier Huillard, Chairman and Chief Executive Officer

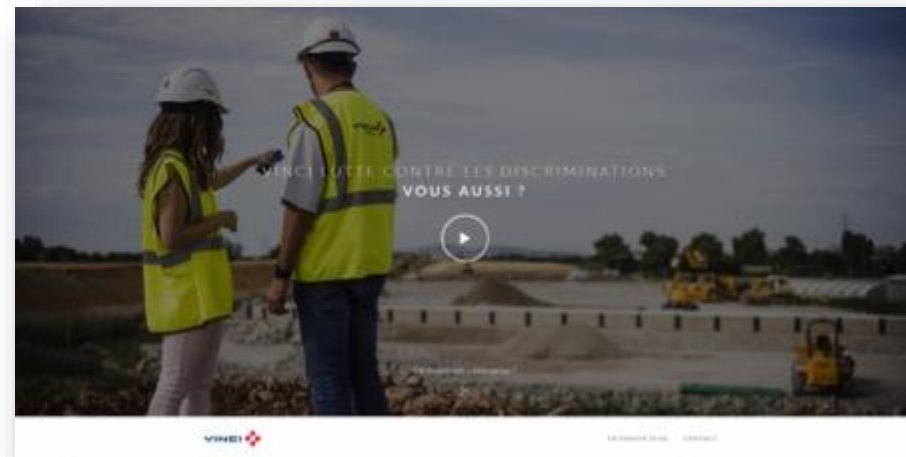
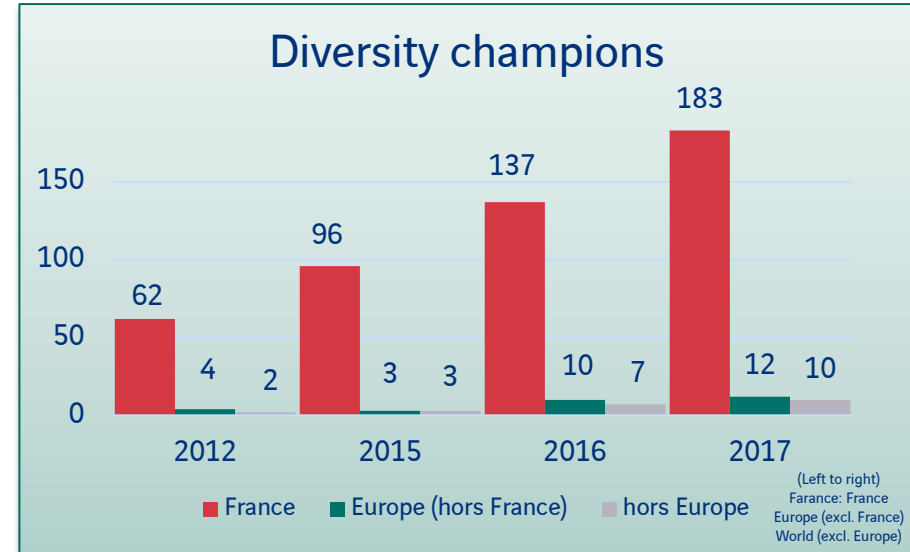


- Preventing all forms of discrimination
- Promoting equal opportunity
- Constantly enriching our diversity culture

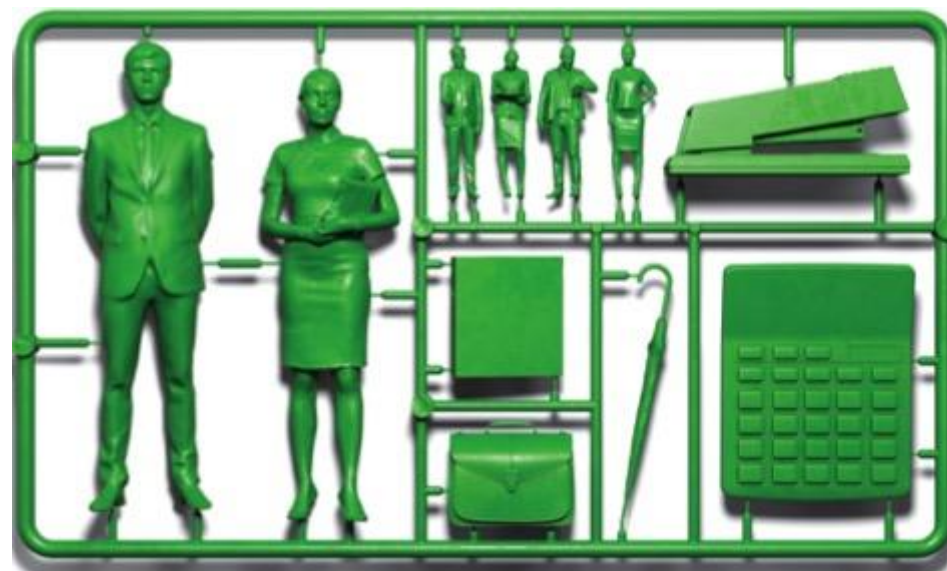
**By ensuring mechanisms to prevent discrimination in recruitment paths, working relations and career paths are in place and effective**

- The Diversity champions (Animateur.trice.s Diversité) network

- “VINCI is fighting against discrimination; are you?” (A self-assessment tool in French and based on French legislation)



- **Diversity**

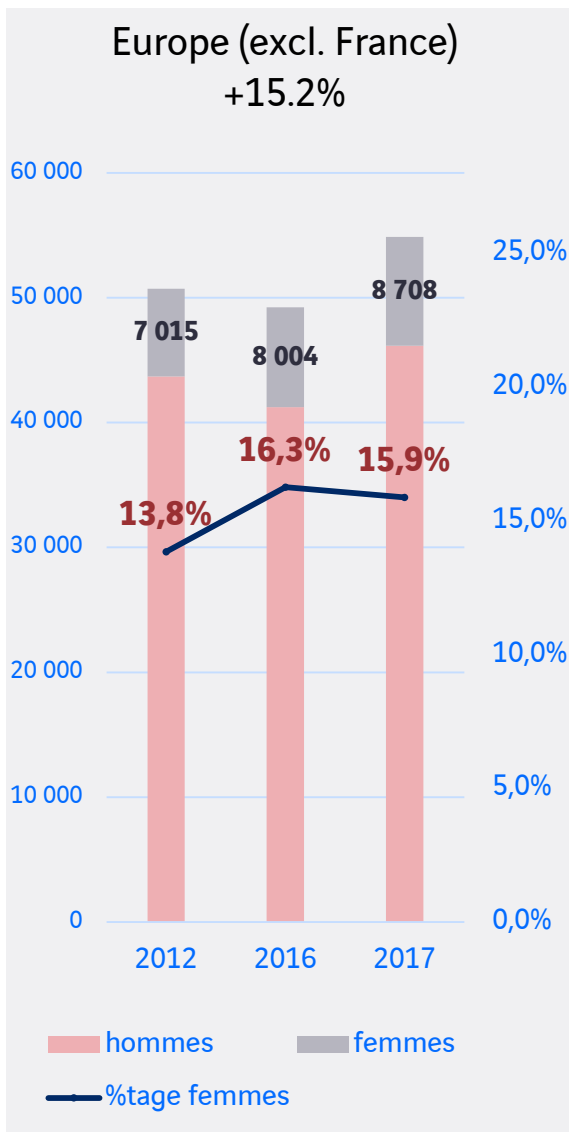


- **People with disabilities**

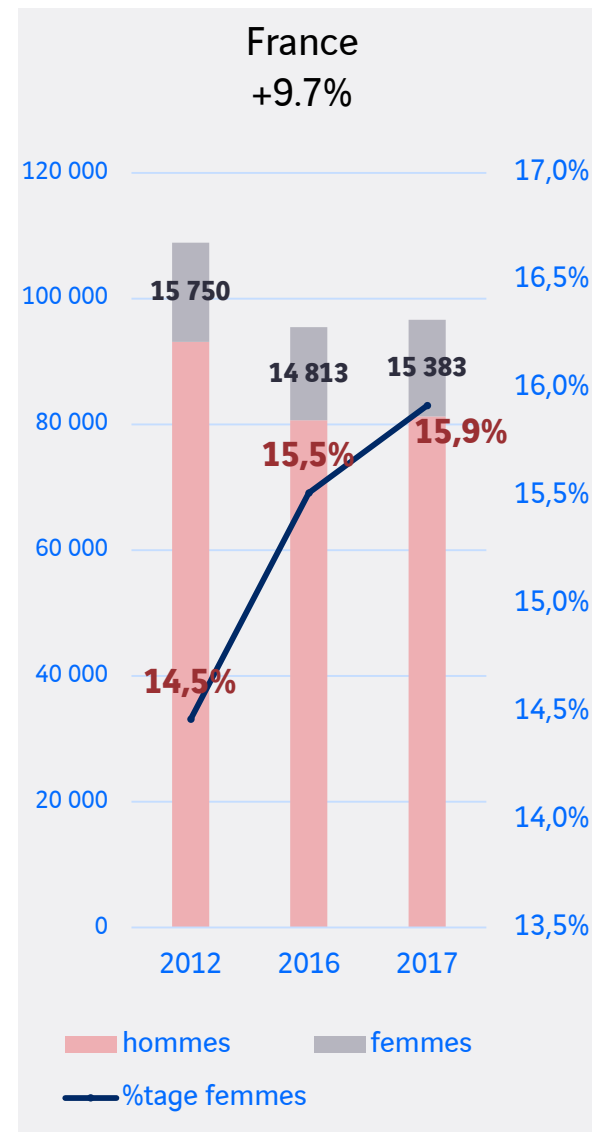
- More women managers
  - Several business lines exceeded the **20%** women managers goal in 2017
  - The next goal is **25%** by 2020
- Developing diversity in business lines
  - France: taking far-reaching measures early on, reaching out to young women in senior secondary schools and women on the fringes of the jobs market (campus relations department, Capital Filles, Mozaïk RH)



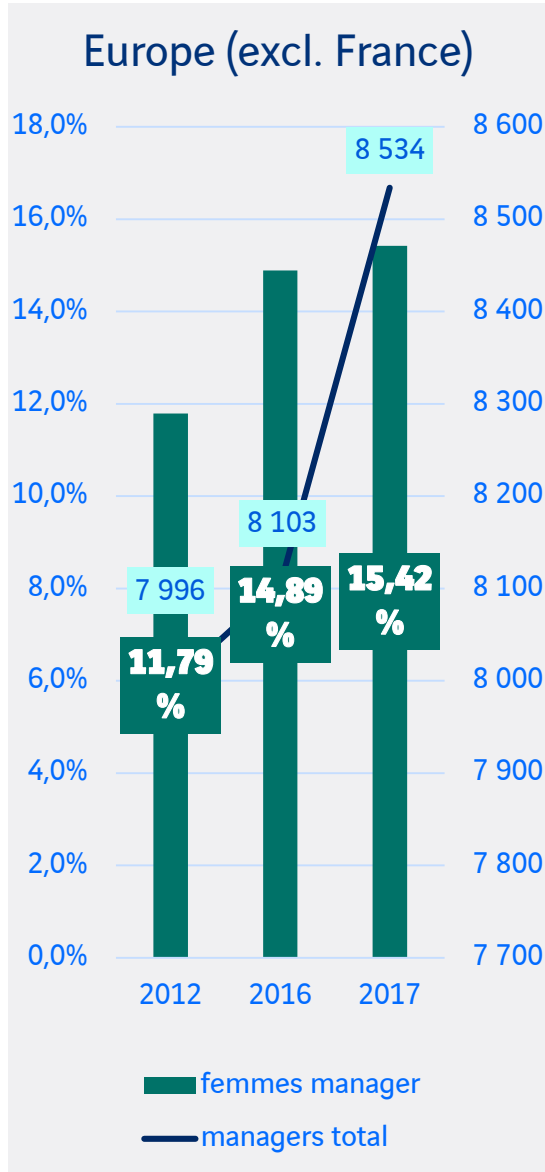
# A closer look at Diversity: men and women



Femmes: Women  
 Hommes: Men  
 %tage femmes: % women

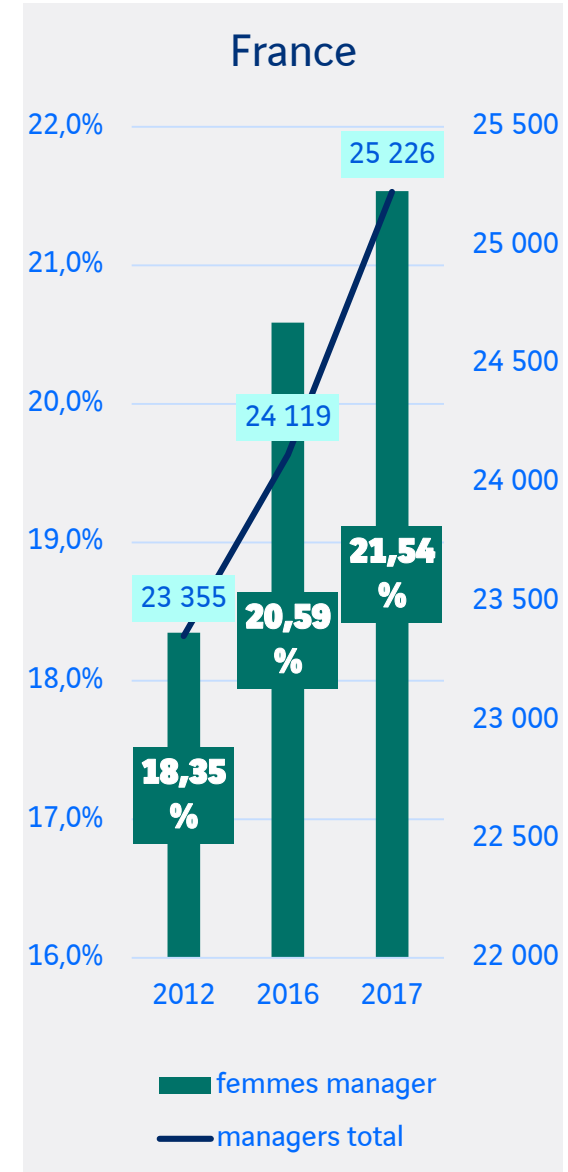


# A closer look at Group diversity in Europe: women managers



Femmes manager: Women managers

Managers total: Total managers



- By supporting all our employees in difficulty
- By developing recruitment of workers with disabilities
- By developing purchases from and outsourcing to the sheltered sectors -  
> MyEsatEa

# Trajeoh

Lidiana LOBO SOARES  
Marine LEGER

Jean-Pascal DUSART  
Marion ROBILLARD  
Morgane GRANCHER  
Marine BOUCHET-FUMERON  
Emilie LE CARQUET

Frédérique GOUPILLEAU  
Caroline CHALAN BELLEVAL

Bertrand MURCIER  
Magali BACCOMO  
Julie LUGEZ



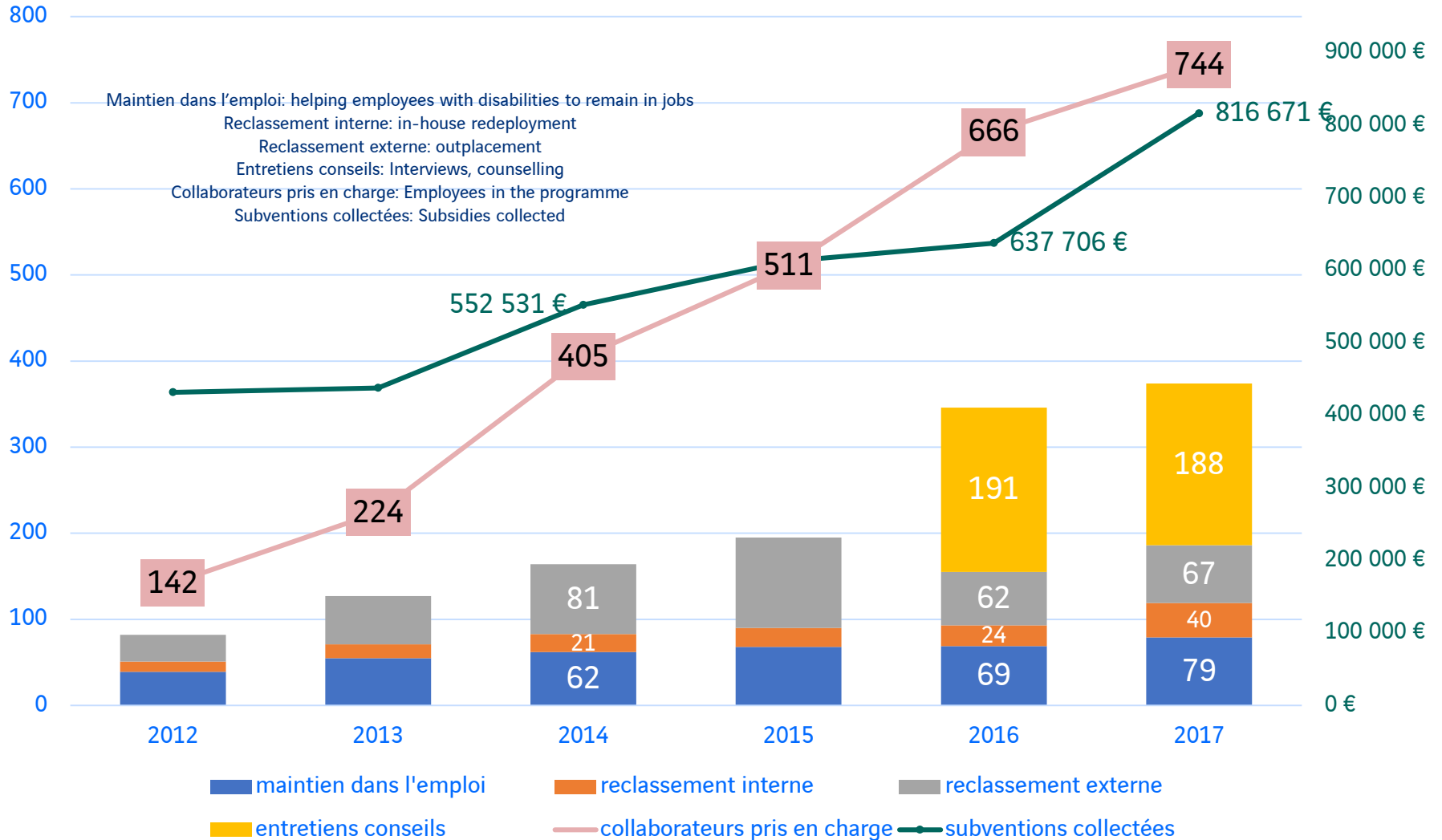
Eric PLUMEY  
Aurore MENESEZ  
Morgane MUNIER

Nathalie DOLATA  
Hélène PETIT

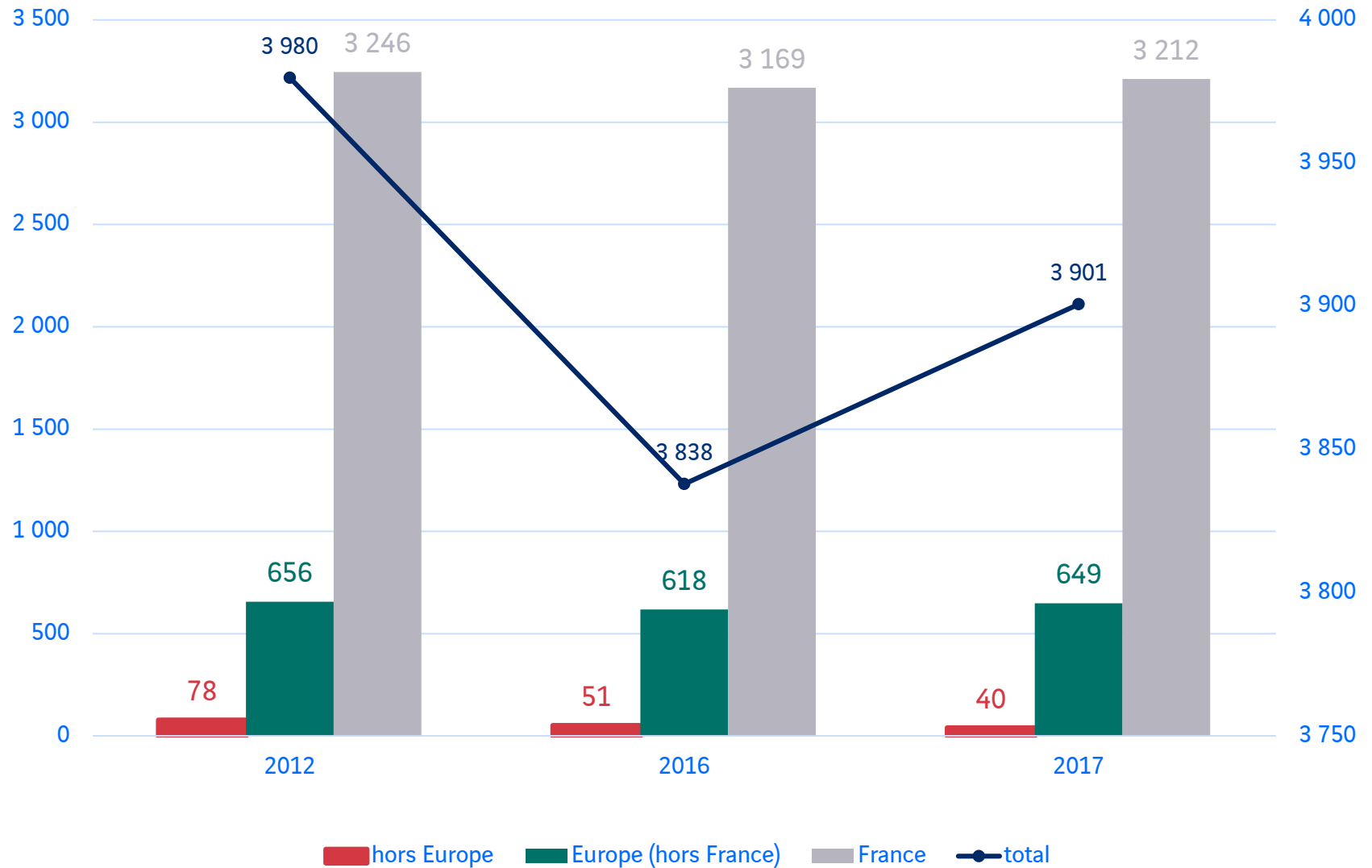
Stéphane GRAUPNER  
Emilie BRUEL  
Françoise DUVERGER

Corinne MEURICE  
Annabelle TRUFFY



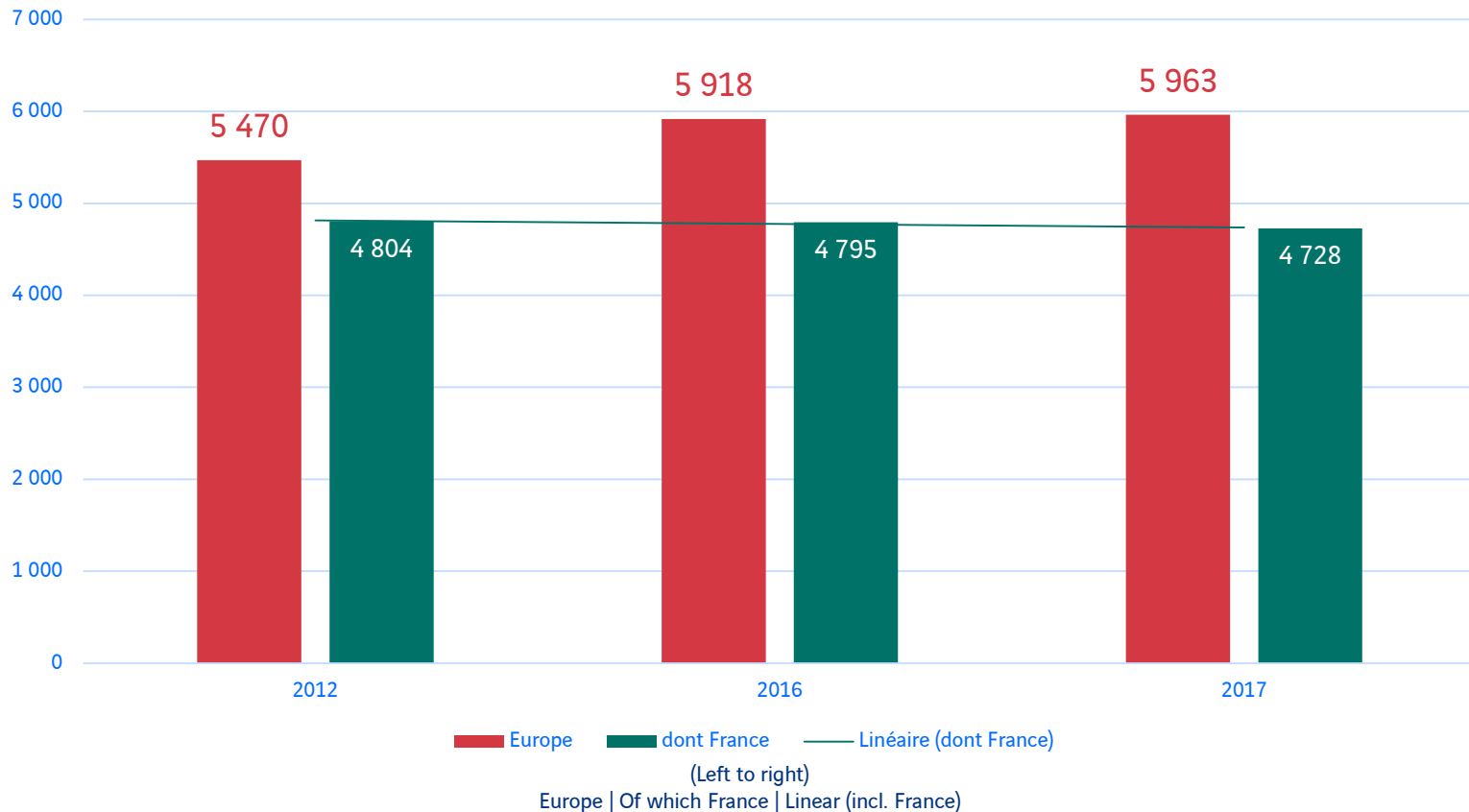


# Employees with disabilities



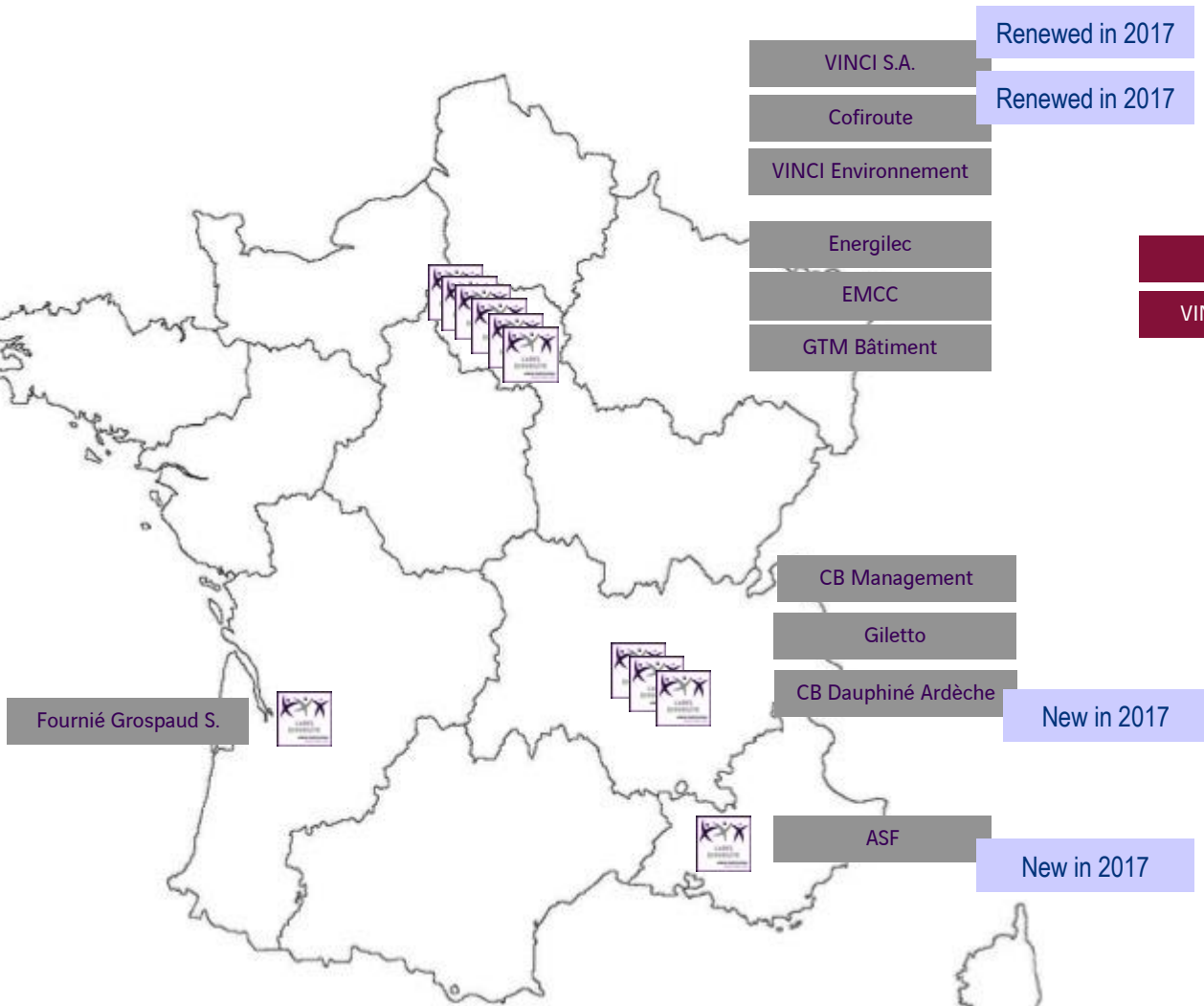
(Left to right)  
 Outside Europe | Europe (excl. France) | France | Total

## Revenue generated by entities employing people with disabilities with VINCI Group companies (in € thousands, in Europe)

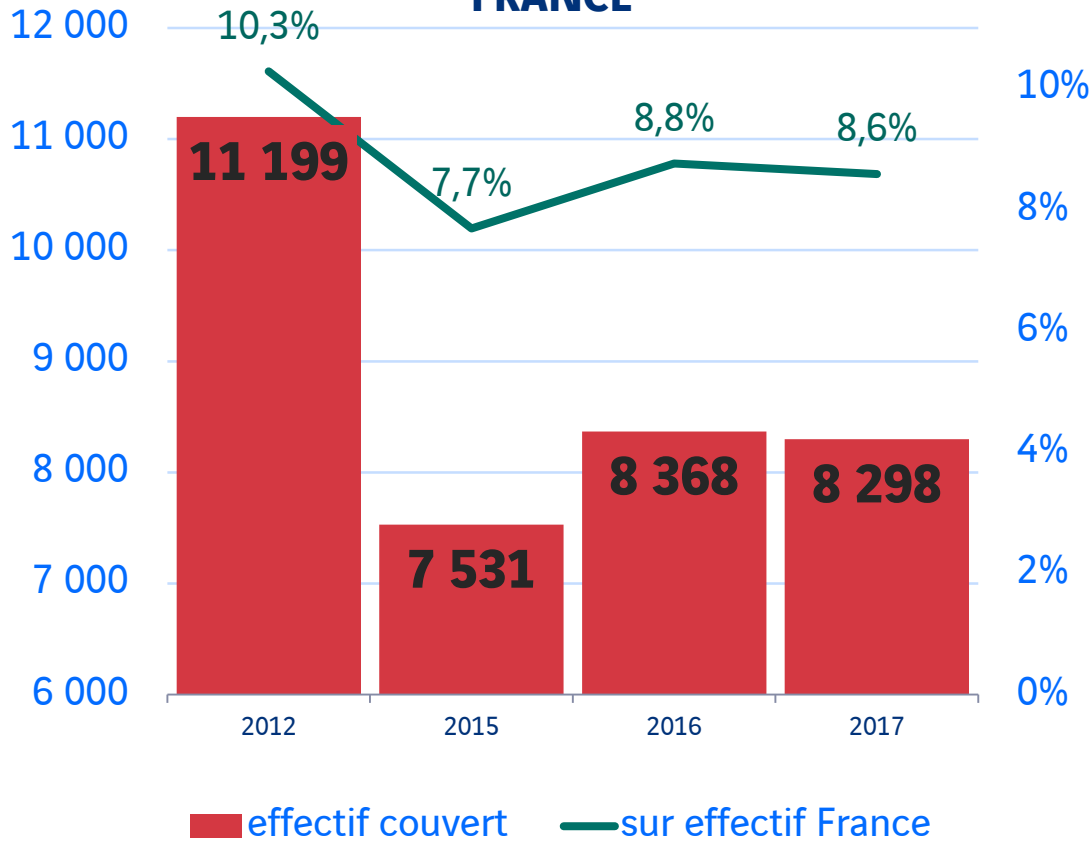


The goal in 2016/17 in France: Circulate the tool to geolocate and assess social enterprises (“EAs”) and sheltered workshops (“ESATs”) throughout the Group

**Group companies in Europe are pushing ahead with their efforts to secure external, independent certification, wherever it is available, for their working methods**



## Workforce in certified companies FRANCE



Effectif couvert: Covered workforce  
 Sur effectif France: As a % of workforce in France

## Certified companies FRANCE

2012	<b>6</b>
2015	<b>7</b>
2016	<b>10</b>
2017	<b>11</b>

## Certified companies EUROPE (excl. France)

2016	<b>2</b>
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Thank you for your attention