

4.3.3 Shares vesting on 2 January 2009 under the 2007 plan

On 16 December 2008, the Board of Directors noted that the performance conditions provided for in the plan decided on in December 2006 had been met and the performance shares would be definitively granted to all the beneficiaries with effect from 2 January 2009 (1,329 people, including the two executive company officers). The Board of Directors has not decided any new granting of performance shares in 2008.

E. Social and environmental data

This report is compiled pursuant to Articles L225-102-1, R.225-104 and R.225-105 of the French Commercial Code.

It contains three separate sections:

- Corporate and societal responsibility;
- Environment and R&D;
- Customer and supplier relations.

The sustainable development policy and strategy are located on pages 14 to 19 of the present annual report. Additional information is available on the website www.vinci.com, which lists numerous activities illustrating the innovative approaches adopted by the Group's entities arranged by topic and type of challenge. From 2002 to 2007, VINCI requested the opinion of an auditor on the procedures for reporting social and environment information and a selection of indicators. In 2008, VINCI sought the approval of the college of auditors. This approval, along with a note about the methods employed, can be found on pages 146 to 149.

In addition to strict compliance with the legislation, VINCI has voluntarily undertaken to respect the ten principles of the Global Compact, a UN initiative, and to report each year on the initiatives implemented. In 2008, the year of the 60th anniversary of the Universal Declaration of Human Rights, Xavier Huillard, Director and CEO of VINCI, formally renewed his commitment to the United Nations to respect human rights.

Global Compact implementation

Commitments/Principles	Initiatives in 2008
Human Rights	
1. To support and respect, within the Group's sphere of influence, the protection of international law relating to human rights.	<ul style="list-style-type: none"> - Renewal by the CEO of VINCI for the Group's commitment to respecting the Universal Declaration of Human Rights. - Initiatives Sogea-Satcom pour l'Afrique support for various community, health and educational projects. - Continuation of AIDS prevention programmes.
2. To ensure that the Group companies do not become complicit in human rights abuses	
Labour standards	
3. To uphold freedom of association and the effective recognition of the right to collective bargaining	<ul style="list-style-type: none"> - Deployment of prevention programmes at the international level. - Deployment of the integration of social criteria for the selection of suppliers and sub-contractors in framework contracts.
4. To eliminate all forms of forced and compulsory labour	<ul style="list-style-type: none"> - Creation a "prevention" reporting method common to all Group companies and temporary employment agencies.
5. To uphold the effective abolition of child labour	<ul style="list-style-type: none"> - Performance of a "diversity" audit for the second consecutive year in 40 subsidiaries. - Creation of a body of internal auditors.
6. To eliminate discrimination in respect of employment and occupation	
Environmental protection	
7. To support a precautionary approach to environmental challenges	<ul style="list-style-type: none"> - Systematisation of project environmental risk analyses and product risks (REACH). - Systematisation of project approaches based on life cycle analysis in the tender and design phases. - Integration of renewable energies in our own activities and commercial offers. - Strengthen environmental reporting and the scope of its international application. 85% of the scope covered.
8. To undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> - Joint effort on energy savings and greenhouse gas emission reductions at fixed premises and worksites. - Creation of an "Ecodesign of built ensembles and infrastructure" professorship with ParisTech. A five-year programme. - R&D programme and participative discussions on eco-communities and eco-cities by The City Factory.
9. To encourage the development and the dissemination of environmentally friendly technologies	
Anti-corruption	
10. To work against all forms of corruption, including extortion and bribery.	<ul style="list-style-type: none"> - Further reinforcement of internal controls.

1. Social and societal responsibility

1.1. General human resources policy

The decentralised human resources management policy aims to develop and promote skills, guarantee equal opportunities during the recruitment process and in the workplace, provide safe working conditions and foster effective and appropriate social dialogue. Employee renewal is an important issue for the Group given our demographic structure and rapid business growth. The forward management of employment and skills (GPEC) policy, implemented in 2007, is an approach designed to aid the performance of VINCI companies. Its task is to support the Group's entrepreneurs in their everyday efforts to develop their business. In 2008, a best practices guide was written and disseminated to the management and co-ordination committee, the administration and finance divisions and human resources divisions. The GPEC approach has been rolled out to the majority of Group companies. Almost 100 GPEC enterprise agreements were signed in 2008.

1.1.1 Our workforce

At the end of 2008, VINCI had 164,057 employees in over 90 countries, an increase of 3% compared with 2007. Of these 2% came from recently acquired companies. During the year, VINCI recruited 26,359 people worldwide for long-term positions, of which over 10,000 in France. Management accounted for 15% of all employees, an increase of 8% worldwide.

1.1.2 International and European recruitment

Given its increasingly international growth, VINCI aims to speed up the trend towards more European recruitment by taking advantage of new levers. A VINCI European incubator has been established. The "incubator" path enables young graduates to access positions of responsibility in various European countries. The principle is to recruit and train young engineers in countries other than their own, and to provide them with the opportunity of acquiring in-depth knowledge of a second European culture and fluency in another language. At the end of 2008, the European incubator had 149 employees – 21% of whom are women – with an average age of 30, from 20 countries. The profile of the employees recruited is mainly "works" focused (58%), design accounts for 32% and support functions 10%.

Over the past five years, thanks to a dynamic recruitment policy and acquisitions, the Group's total headcount has increased 29%; the share of European entities in the total workforce has risen from 82% in 2003 to 85% in 2008.

In 2008, particular emphasis was placed on developing partnerships with schools, an important source of recruitment. Over 30,000 contacts were made with students through numerous recruitment forums.

Workforce by geographical area and by business line at 31 December 2008

Workforce	2008					2008	2007	2008/2007	
	Concessions	Energy	Roads	Construction	Holdings and other				
France	11,343	20,852	24,785	35,184	552	57%	92,716	90,116	3%
United Kingdom	818	401	3,419	4,117	0	5%	8,755	8,868	(1%)
Germany	239	3,419	3,813	1,191	11	5%	8,673	8,795	(1%)
Central and Eastern Europe	173	2,838	5,550	6,168	0	7%	14,729	14,379	2%
Belgium	16	319	515	5,563	0	4%	6,413	5,748	12%
Spain	205	1,393	681	556	0	2%	2,835	3,356	(16%)
Rest of Europe	172	3,706	126	887	0	5%	4,891	4,831	(1%)
Europe excluding France	1,623	12,076	14,104	18,482	11	28%	46,296	45,977	1%
Americas	2,921	0	3,192	3,235	0	6%	9,348	8,421	11%
Africa	0	76	0	10,283	0	6%	10,359	9,815	6%
Asia, Oceania, Rest of World	883	0	0	4,455	0	3%	5,338	4,299	24%
Total	16,770	33,004	42,081	71,639	563	100%	164,057	158,628	3%

☑ Audited indicators (see pages 148-149).

1.1.3 Workforce by category, sex and business line

At the end of 2008, VINCI's total workforce comprised 15% management, 31% office, technical and supervisory staff and 54% manual labour. Women accounted for 13% of the workforce. Women account for 15% of management, 28% of office, technical and supervisory staff and 4% of manual labour employees.

Workforce by category, sex and business line at 31 December 2008

Workforce	2008						2008	2007	2008/2007
	Concessions	Energy	Roads	Construction	Holdings and others		Total	Total	Change
Management	1,571	6,311	4,698	11,365	328	15%	24,273	22,556	8%
Men	1,148	5,447	4,151	9,684	212	85%	20,642	19,427	6%
Women	423	864	547	1,681	116	15%	3,631	3,129	16%
Office, technical & supervisory staff	9,924	11,201	10,371	20,052	235	31%	51,783	49,945	4%
Men	6,008	8,502	7,433	15,327	75	72%	37,345	35,671	5%
Women	3,916	2,699	2,938	4,725	160	28%	14,438	14,274	1%
Manual labour	5,275	15,492	27,012	40,222	0	54%	88,001	86,127	2%
Men	4,027	15,080	26,467	39,267	0	96%	84,841	83,247	2%
Women	1,248	412	545	955	0	4%	3,160	2,880	10%
Total	16,770	33,004	42,081	71,639	563	100%	164,057	158,628	3%
☑ Men	11,183	29,029	38,051	64,278	287	87%	☑ 142,828	138,345	3%
☑ Women	5,587	3,975	4,030	7,361	276	13%	☑ 21,229	20,283	5%

☑ Audited indicators (see pages 148-149).

1.1.4 Type of employment contract

Out of a total workforce of 164,057 worldwide, 147,481 have long-term contracts, that is, 90% of employees. In France, especially in the construction sector, site contracts, lasting an average of 18 months, are considered as long-term employment. In 2008, 14,452 people were on fixed-term contracts. A total of 18,887 were recruited on temporary contracts, mainly in France (82%) and in the construction business.

Workforce by type of employment contract and business line at 31 December 2008

Workforce	2008						2008	2007	2008/2007
	Concessions	Energy	Roads	Construction	Holdings and others		Total	Total	Change
Unlimited-term contracts	15,711	30,056	39,558	56,497	545	87%	142,367	138,664	3%
Site contracts	50	37	86	4,941	0	3%	5,114	N/A	N/A
Fixed-term contracts	964	1,501	1,448	9,034	13	8%	12,960	16,487	(21%)
Work-and-study	45	1,410	989	1,167	5	2%	3,616	3,477	4%
Total VINCI employees	16,770	33,004	42,081	71,639	563	100%	164,057	158,628	3%
Temporary employees	398	2,963	3,900	11,605	21	12%	18,887	18,480	2%

1.1.5 Reasons for departure

Contracting business operates within the context of mobile sites lasting a limited time. They traditionally involve a large number of employees whose contracts expire once the construction is complete or when they want to transfer to other nearby companies to avoid having to move.

Departures by business line^(*)

Workforce	2008						2008	2007	2008/2007
	Concessions	Energy	Roads	Construction	Holdings and others		Total	Total	Change
Normal end of contract ^(**)	11,986	1,647	3,205	17,230	43	65%	34,111	33,582	2%
Resignation	924	2,319	2,049	5,753	34	21%	11,079	11,615	(5%)
Economic redundancy	13	151	145	298	0	1%	607	378	61%
Other dismissals	580	543	947	1,901	23	8%	3,994	3,293	21%
Other reasons	273	253	210	2,000	3	5%	2,148	1,910	28%
Total	13,776	4,913	6,556	27,182	103	100%	52,530	51,016	3%

(*) Excluding changes in consolidation scope.

(**) End of fixed-term contract, end of site contract, retirement, termination during trial period, end of work-and-study contract, partial loss of activity.

1.1.6 Information regarding employee-reduction and employment protection plans, redeployment, rehiring and support measures

A significant recruiter for several years in numerous business areas, the Group only rarely implements restructuring programmes. VINCI's activities are by nature non-relocatable. In the event of a redundancy plan, management and human resources work together to organise economic and social solidarity as best possible, notably through mobility and redeployment schemes. During external growth operations, the general policy is to maintain the existing teams who are the guardians of skills and expertise, develop the activity while benefiting from the Group effect, pool tools and drive operation in network mode.

1.2 Organisation of working hours

1.2.1 Hours worked and overtime

In the Group companies, hours are arranged in accordance with statutory working hours or with collective bargaining agreements, which vary from one country to another. In 2008, a total of 291 million hours were worked, that is, 8% more than in 2007. Overtime came to 16.5 million hours, or 6% of the total hours worked.

Organisation of working hours

	2008			2008	2007
	Management	Office, technical & supervisory	Manual labour	Total	Total
Total hours worked	41,438,491	87,253,872	162,052,787	290,745,150	269,998,469
of which overtime	261,884	2,098,985	14,120,289	16,481,158	13,478,498
Number of part-time employees	349	2,295	1,192	3,836	3,806

1.2.2 Absenteeism

20.18 million days were worked in France. The number of calendar days' absence was 2.4 million in 2008, of which 63% were for non-occupational diseases.

Reason for days' absence

<i>In number of calendar days</i>	2008							2008	2007
	Concessions	Energy	Roads	Construction	Holdings and others	%	Total	Total	
Non-occupational disease	158,691	311,401	488,552	572,037	4,239	63	1,534,920	1,465,899	
Workplace accident	11,041	28,809	52,518	94,271	81	8	186,720	202,282	
Commuting accident	1,812	5,146	8,757	7,125	54	1	22,894	20,268	
Occupational disease	3,023	9,293	24,724	9,473		2	46,513	40,091	
Maternity/paternity leave	23,019	33,944	30,459	27,112	1,508	5	116,042	N/A	
Other causes	52,806	65,934	133,358	252,767	157	21	505,022	793,892	
Total	250,392	454,527	738,368	962,785	6,039	100	2,412,111	2,522,432	

1.3 Remuneration, social security contributions, employee savings and equal opportunity

1.3.1 General policy

The Group's remuneration policy is organised in accordance with our decentralised management structure. Common principles covering individual remuneration and incentives in line with our results are used as guidelines for this policy in all countries where we operate. Employee remuneration consists of various components: wages, bonuses, incentive schemes and employee share ownership. Individual remuneration reflects the personal responsibility and performance of each employee at every level. In France, 91% of employees benefit from incentive schemes and/or profit-sharing agreements. In all, we shared the benefits of our growth by paying out over €174 million in 2008 (€160 million in 2007).

Remuneration and employee share ownership

<i>(in million of euros)</i>	2008	2007	of which France 2008	of which France 2007
Incentive schemes	88.3	69.9	74.3	59.7
Share ownership	101.1	104.2	99.6	100.7
Welfare	52.6	54.2	26.6	27.5
<i>Sub-total</i>	<i>242</i>	<i>228.3</i>	<i>200.5</i>	<i>187.9</i>
Employer contribution	48.2	97.4	48.2	91.9
Total	290.1	325.7	248.7	279.8

1.3.2 Remuneration and social security payments

Remuneration and social security payments in France

<i>(in thousands of euros)</i>	Total		Management		Office, technical & supervisory staff		Manual labour	
	2008	2007	2008	2007	2008	2007	2008	2007
Average VINCI wage in France	33	33	59	58	31	30	25	25
Men	34	33	62	61	32	31	25	25
Women	31	29	46	45	28	26	22	23
Average wage in the Construction and Public Works sector ^(*)	NC	25	NC	49	NC	27	NC	21
Social security payments	51%	54%	53%	58 %	50%	53 %	48%	50 %

(*) Source: Pro BTP

Remuneration and social security payments worldwide

<i>(in thousands of euros)</i>	Total		Management		Office, technical & supervisory staff		Manual labour	
	2008	2007	2008	2007	2008	2007	2008	2007
Average VINCI wage in France	29	29	57	57	29	29	22	22
Men	29	30	59	59	31	30	22	22
Women	28	26	45	44	26	25	15	15
Social security payments	41%	43%	45%	48%	39%	41%	39%	40%

1.3.3 Employee savings schemes

In 2008, the economy was marked by substantial worldwide economic and financial upheaval resulting in highly fluctuating stock markets. Nonetheless, and in line with the actions implemented to date in the area of employee savings schemes, VINCI maintained the principle of three capital increases a year under its savings scheme in France. This product – open to employees since 1995 – earns its legitimacy and its strength from the recurrence of the operations and its continuous operation.

The number of savers in France, despite a slight taper, has remained relatively high (nearly 60% of the workforce in 2008, compared with 72% in 2007). It should be noted that the savings invested by employees in the Castor fund, invested in VINCI shares, is encouraged by a 10% discount on the VINCI share price and an employer contribution that can be as high as €3,500, with a bracket favouring more modest levels of savings: the first €1,000 paid in is matched by VINCI with the same amount. In 2008, the employer contribution came to over €48 million.

The decrease, by more than two thirds, of retirement savings more than offset the lower average voluntary savings made (approximately €1700 in 2008). The total percentage of employee share ownership in the Group's equity remained unchanged at 8.25% in 2008. The trust demonstrated by the employees in the Group's future means they are still collectively among the Group's tier one shareholders.

At 31 December 2008, through the various unit trusts invested in VINCI shares, 89,236 employees were Group shareholders with an average portfolio worth nearly €12,000.

In 2009, VINCI's general management is proposing a new employer contribution scale, with an exceptional bracket with an employer contribution of 200% for the first €300 paid into the scheme, bringing the total employer contribution for an employee savings of €1,000 to €1,300. The maximum employer contribution will be €3,800 in accordance with the following scale:

- 200% employer contribution for the first €300 paid;
- 100% above that and up to €1,000;
- 70% above that and up to €3,000;
- 25% above that and up to €5,000;
- 10% above that and up to €11,000.

1.3.4 Equal opportunity

In line with the CEO's commitment in the Manifesto published in 2006, in 2008, for the second consecutive year, VINCI has ordered the independent Vigeo Group to audit its diversity and equal opportunity policy. This audit concerned 40 subsidiaries, 25% of which are outside France, and focused on mapping policy, deployment and result performance in four areas: women, people with disabilities, people of immigrant background and people aged 50 or over. Concerning the equal opportunity audit, the 2008 results are identical to those published for 2007 (the overall score is 2/4), while an improvement in practices was noted. A group of internal auditors has been appointed and trained to track the audits performed. In accordance with the Group's commitments, the results will be published and communicated to all employees in 2009.

Result of the Vigeo Group diversity audit

In 2008, the diversity audit involved 40 new subsidiaries located in 12 countries: France, Switzerland, Poland, Germany, Spain, the United Kingdom, Greece, Czech Republic, Belgium, the Netherlands, Luxembourg and Slovakia. 786 people were interviewed, of whom 12% were from employee representative bodies or trade unions.

Vigeo audit

Policy	- The existence of commitments - The transmission of the commitments and the understanding the employees and their representatives have of them - The explicit responsibility of managers, combined with objectives and regular assessment of achievements
Implementation	- The implementation of the procedures for all employees concerned and according to schedule - The availability of adequate resources: training (in accordance with the responsibilities defined in the organisation), information tools, aids for the uniform and automatic processing of data - The reality of the control exercised by the specialist function (usually HR), employee representatives and, if applicable, external audits
Results	- The existence and monitoring of indicators - The results observed in management charts, audit reports and the minutes of employee representative meetings - Employees' and their representatives' opinions of these results

Map of performance observed

Group-level assessment	Policy	Implementation	Results	Overall score
Women	2	2	2	2 + *
People with disabilities	3	2	2	2 + *
People of immigrant background	3	2	2	2 + *
People aged 50 and over	3	2	3	3 - *

Rating grid

1	No discernible commitment No evidence of managerial commitment or appropriation; high risk of discrimination	3	Conclusive evidence Conclusive evidence of commitment to equal opportunities and the prevention of discrimination; managerial factors under control; reasonable assurance that discrimination risk is under control
2	Action initiated Commitment and partial managerial appropriation evident; low assurance of control of discrimination risks	4	Advanced commitment Commitment in an advanced state, comprehensive and innovative action taken: the company is a leader in terms of promoting equal opportunities and preventing discrimination

1.4 Professional relations and review of collective agreements

1.4.1 Social dialogue

Our social dialogue policy reflects our commitment to several fundamental principles: recognition of the role of unions in the Group; decentralisation; the quest for a constant balance to be maintained between trade union involvement and close links with professional activities; determination to facilitate communication and meetings for trade union representatives and employee representative bodies, and determination to provide more information and training for employee and trade union representatives by involving them in the implementation of the Group's major policies on health and safety, sustainable development, gender mix, disabled persons policy, etc.

1.4.2 Employee representative bodies

At local level, works councils, single staff delegations and employee representatives, together with the occupational health, safety and working conditions committees, contribute to the quality of dialogue between employers and employees. A number of specific bodies have also been created to complement individual companies' representative bodies. Discussions within these various bodies are reported at national level by the Group Works Council, and at the European level by the European Works Council. The Group Works Council, which meets at least twice a year, is made up of representatives from over 50 entities. It receives information about the Group's business and financial situation, employment trends and forecasts, and accident prevention initiatives at the Group and company levels. It is kept informed of VINCI's economic prospects for the coming year and has access to the Group's consolidated financial statements, together with the corresponding statutory auditors' reports. Before any decision is taken, it is advised of any significant project affecting the Group's consolidation scope or its legal or financial structure, and of the potential impact of such a project on employment. The European Works Council was renewed in 2006 for four years. It is made up of representatives from the 13 countries in which VINCI has subsidiaries: France, the United Kingdom, Austria, Belgium, Czech Republic, Germany, Spain, Hungary, the Netherlands, Poland, Sweden, Slovakia and Portugal. It meets once a year.

1.4.3 Trade union freedom

All Group companies respect the legislation in force in all countries where they operate. Operational managers are backed by the human resources managers who provide them with the most appropriate local solutions for the country context and VINCI's requirements in the area of respect for trade union freedom. As 90% of our business is in Europe, the European Works Council is the prime guarantor of the freedom of expression of trade unions.

1.4.4 Collective agreements

Collective agreements negotiated and signed by companies within the Group are tangible evidence of a decentralised human resources policy, which takes account of the realities on the ground and aims to improve working conditions, health and safety and the organisation of working hours. In 2008, 1,475 collective agreements were signed. In France, absenteeism due to strikes amounted to 6,614 days out of a total 20.18 million days worked, that is fewer than 0.003% of the number of days worked.

1.5 Health and safety

1.5.1 General prevention policy

The “zero accidents” goal remains the prime motivator for all VINCI employees. This goal applies to Group employees, temporary personnel and the employees of sub-contractors working on our worksites. In five years, this active policy has led to a significant drop in the frequency rate (down by 35% from 18 to 11.59), and the severity rate (down by 40% from 1.06 to 0.64) of lost-time accidents.

Frequency rate, severity rate and percentage of VINCI companies without any lost-time accidents

	France		Group	
	2008	2007 ^(*)	2008	2007 ^(*)
Frequency rate	☑ 13.75	14.04	☑ 11.59	12.85
Severity rate	☑ 0.97	1.09	☑ 0.64	0.75
Percentage of companies without any lost-time accidents	43%	47%	46%	47%

☑ Audited indicators (see pages 148-149).

(*) 2007 data restated using the 2008 method.

Frequency rate and severity rate of VINCI companies without any lost-time accidents

	Frequency rate		Severity rate	
	2008	2007 ^(*)	2008	2007 ^(*)
VINCI Concessions	11.08	13.89	0.42	0.54
Contracting				
VINCI Energies	11.47	10.84	0.54	0.48
Eurovia	10.79	11.43	0.76	0.74
VINCI Construction	12.14	14.27	0.67	0.91
Total	11.59	12.85	0.64	0.75

(*) 2007 data restated using the 2008 method.

The accident prevention/safety approach is led by a VINCI “safety” co-ordination unit created in 2008. This co-ordination unit comprises all the leaders of the accident prevention and safety network throughout the Group’s various business lines. The aim of this worldwide co-ordination unit is to facilitate the exchange of best practices, improve indicator reliability and examine new avenues for making progress towards the goal of zero accidents.

1.5.2 Case of temporary workers

Temporary worker agencies are linked into the Group’s accident prevention policy under a progress contract when renewing framework contracts. A workplace accident reporting system for temporary worker agencies, identical to that used in VINCI, has been rolled out. This approach aims to close the gap between the accident frequency rates of temporary employment agencies (28.34) and the workplace accident frequency rate for VINCI company employees (11.59). The gap is attributable to the positions occupied, technical experience and expertise, and “safety” background.

Workplace accidents with time off for temporary workers by VINCI business line

Frequency rate

	2008
VINCI Concessions	12.71
Contracting	
VINCI Energies	26.2
Eurovia	20.01
VINCI Construction	30.5
Total	28.34

1.5.3 Case of sub-contractors

Many Group companies have introduced specific framework contracts for their sub-contractors. Particular clauses cover accident prevention, expressly the wearing of personal protective equipment, workplace accident reporting and ongoing information about evolving site risks.

1.5.4 Managing road risk

Road risk concerns all VINCI employees who drive any of the 30,000 company vehicles and 5,000 site machines, as well as the 600 million customers who use our roads, motorways, car parks and other VINCI structures worldwide. Awareness and information campaigns are ongoing, along with specific training for those employees most exposed to this type of risk.

1.5.5 Managing health-environment risks

Health-environment risks are tracked year-by-year. Their management involves critical and collective analysis by the "Health-Environment" group that includes occupational physicians and the accident prevention policy managers in the Group's various entities. The risks that are systematically examined cover musculoskeletal disorders; bitumen risks; asbestos risks; cardiovascular risks; and drug, tobacco, alcohol and medication abuse. The risk of pandemic diseases is also closely monitored country-by-country, notably in relation with embassies and the Group safety division.

1.6 Training

VINCI applies a committed policy for work-and-study training, hosting 3,249 young people in 2008. VINCI also encourages mentoring, which is the preferred method of passing on know-how from one generation to the next. Site manager and team leaders are provided with appropriate training for this task.

VINCI's approach to training combines a decentralised organisation with the determination to create and exploit synergies within the Group. Each business line has established its own training centre offering programmes tailored to its particular activities and needs. In 2008, an average of 19 hours' training per employee were given to the employees in the various subsidiaries, that is, a 58% increase in five years. In 2008, training represented an investment of over €129 million, that is, 16% more than in 2007. Training was primarily focused on accident prevention and safety.

Development of in-house training centres

Training centre	Division	Number of training hours	Number of trainees
Césame/VINCI Construction France	Construction	304,070	15,124
Centre Eugène Freyssinet	Construction	5,950	460
VINCI Park School	Concessions	20,240	1,112
Winter maintenance centre, ASF	Concessions	5,760	279
Cofiroute Campus	Concessions	50,765	5,247
Road Industry Training Centre, Eurovia	Roads	106,250	2,690
VINCI Energies Academy	Energy	83,000	4,300
Total		576,035	29,212

Change in number and breakdown of training hours

	2008				2007			2008/2007 change
	Management	Office, technical & supervisory staff	Manual labour		of which France	Total		
Technical	165,757	427,886	718,698	41%	1,312,341	803,705	935,640	40%
Safety-environment	102,954	262,045	565,629	30%	930,628	572,834	686,101	36%
Management	90,031	72,568	35,149	6%	197,748	103,592	146,638	35%
IT	37,510	67,593	8,064	4%	113,167	63,174	97,619	16%
Admin/acctg/mgmt/legal	56,619	68,701	17,867	5%	143,187	81,483	116,759	23%
Languages	42,840	56,905	13,053	4%	112,798	29,129	89,186	26%
Diversity	1,460	3,711	2,579	N/S	7,750	2,759	N/A	N/A
Other	46,852	59,597	192,675	10%	299,124	49,994	455,792	(33%)
Total	544,023	1,019,006	1,553,714	100%	3,116,743	1,706,670	2,517,735	24%
Hours of training per employee	23	20	17		19	19	17	12%

☑ Audited indicators (see pages 148-149).

1.7 Hiring and integrating disabled employees

1.7.1 General policy

Hiring and integrating disabled employees is based on a triple approach:

1. Redeployment of persons suffering a disability of professional or personal origin;
2. Hiring disabled employees at equivalent skill levels;
3. Contracting from companies mainly employing disabled persons.

This policy is exemplified by the Trajeo'h initiative co-funded by AGEFIPH (Disabled Persons' Occupational Integration Funds Management Association) and VINCI, offering Group companies in France's Rhône-Alpes and Auvergne regions, support to help solve their disabled employee issues:

1. Review and team awareness campaigns;
2. Retaining and integrating disabled workers;
3. Company representation with institutions: MEDEF (French Construction Association), FFB (French Construction Association), other associations, etc.;
4. Proposals for quality support services: redeployment meeting with the employee, job and training searches, financial aid for the company, interface with the occupational physician and institutions.

1.7.2 Disabled persons: 2008 results

The number of disabled persons (identified from voluntary employee declarations) employed by the Group at the end of 2008 was 2,634. Temporary employment agencies also contribute to employing disabled workers. In 2008, we strengthened partnerships with institutions in the relevant sector, notably APF (Association of Paralysed Persons in France). Subcontracting made under these partnerships represented €2.5 million in sales, a 19% increase on 2007.

In line with its commitment in the Manifesto published in 2006, in 2008, for the second consecutive year, VINCI ordered an audit by an independent organisation of its diversity and equal opportunity policy. Regarding the employment and integration of disabled employees, the 2008 results were identical to those for 2007, with a score of 2+/4, despite the significant efforts made.

Number of disabled persons by business line

	2008	2007
VINCI Concessions	445	458
Contracting	2,185	2,171
VINCI Energies	633	571
Eurovia	698	606
VINCI Construction	854	994
Holdings and others	4	4
Total	2,634	2,633

1.8 Social services

VINCI companies have set up additional systems (medical insurance, welfare schemes, etc.) for their employees abroad. Also, through its foundation, each year Eurovia awards around one hundred scholarships to its employees' children.

1.9 Extent of subcontracting

Purchasing represents approximately 60% of VINCI's sales. Subcontracting is an important part of this (over 20% of sales). Each relation is formalised in a contract that includes social and environmental factors. The general policy aims to build a long-term relationship, usually over three years. Sub- and co-contracting companies have long been encouraged to adopt the Group's commitment to safety, then to respect the ten principles of the Global Compact. In practice, the frequent direct relations on worksites provide an opportunity to ensure compliance with the provisions of the basic conventions of the International Labour Organisation. Internal communication methods are established each year for the operational managers and human resources networks.

1.10 Local impact on employment and regional development

At the local level, the nature of the Group's activities, highly engaged with the community, their geographic diversity and the decentralised management model adopted, have a compounding effect prompting operational managers to step up the number of local actions to drive economic as well as community and environmental development. For example, in 2008, GEIQ (an employer group to promote social integration through work and qualifications) in the greater Paris area, founded by eleven VINCI companies, with the aim of helping people in difficulty find work and at the same time meet our companies' needs, signed 90 contracts in the greater Paris area and found positions for 35 workers in the Group's subsidiaries. In a similar vein, the national agreement signed with EPIDe (a state organisation for employment insertion under the authority of the French Ministries for Defence and Employment) is tasked with ensuring the social and professional integration of young volunteers at the end of a comprehensive educational programme. Eighteen young people enrolled in EPIDe centres were offered internships in Group companies or were recruited under unlimited-term or fixed-term contracts.

Another example: in 2007, GTM Bâtiment established the Rehabilitation School that enabled 13 people aged between 25 and 31, with qualifications obtained after two years of higher education, all from disadvantaged neighbourhoods and all seeking employment, to undergo training in 2008 to become assistant works supervisors for public housing projects. All were subsequently recruited under unlimited-term contracts with a ten-month professional development period.

At the central level, VINCI responds favourably to requests from the government, national, European and international institutions, and to those from professional associations, to report on and promote its social and societal initiatives. With 631 projects supported since its creation in 2002, the VINCI Foundation for the City provides the link between the world's leading concession/construction group and the organisation developing innovative methods of access to employment for people who find themselves socially excluded, and to strengthen social ties in poor neighbourhoods. The VINCI Foundation for the City funded 121 projects in 2008 for a total of €2.2 million, involving more than 150 employees, and in so doing it enabled numerous associations and social and professional integration companies to develop their activity for the longer term.

2. Environment

General policy and environmental reporting cover and scope

In 2008, the base for environmental indicators used by all companies was strengthened and the reliability of information feedback from new subsidiaries was improved. VINCI's annual environmental reporting now uses a single computer tool that is identical to that used for financial and social reporting. VINCI's environmental reporting is based on updated method guides and procedures available for consultation on the Group intranet. In accordance with the deployment plan established in 2003, the scope of the reporting system is extended each year with the entry of new subsidiaries: Solétanche Bachy, Entrepose Contracting, Nuvia and Eurovia International Delegations in 2008, and extended internationally (CFE, VINCI PLC, etc.). The performance of this reporting procedure involved over 250 people at the Group level.

Environmental reporting coverage rate

	% of total revenue in 2008
VINCI Concessions	93 ^(*)
Contracting	
VINCI Energies	100
Eurovia	90
VINCI Construction	76
VINCI Immobilier	100
Total	85

(*) VINCI Concessions covers 100% of its scope in France.

In 2008, the environmental indicators that were subject to external audit are marked with the symbol in the tables.

2.1 Consumption of resources

2.1.1 Protecting water resources

Given the diverse nature of our activities, the regions where we operate and the variable nature of our sites, water needs vary significantly (industrial process water, cleaning water, road watering, etc.). The main issue is to control wastewater discharge, especially outside France. With the many specific actions implemented by the subsidiaries to reduce water consumption (such as water recycling on worksites), actual water consumption is mainly evolving apace with the level of production.

Water consumption in 2008

	Cubic metres of water purchased	Scope
VINCI Concessions	1,124,899	ASF, Cofiroute, Escota, Stade de France, VINCI Park
<input checked="" type="checkbox"/> VINCI Autoroutes (France)	1,014,059	ASF, Cofiroute, Escota
VINCI Concessions, other	110,840	Stade de France, VINCI Park
Contracting		
<input checked="" type="checkbox"/> VINCI Energies	154,243	All VINCI Energies companies
Eurovia	Not available	
VINCI Construction	3,648,767	81% of the activity of VINCI Construction, including all or part of VINCI Construction France, VINCI Construction Grands Projets, Entrepose Contracting, Solétanche Bachy, CFE, Freyssinet, VINCI PLC (fixed sites)
Holdings and other	1,670	VINCI Immobilier

Audited indicators (see pages 148-149).

More specifically, in 2008, 70% of the motorway network was equipped with water resource protection systems. In 2008, Eurovia continued its programme to reduce wastewater discharge:

- 85% of fuel service stations have sealed distribution and filling areas; the runoff water is fed to a hydrocarbon separator unit (78% in 2007);
- 71% of parking areas for HGVs and construction site machinery are sealed (70% in 2007);
- 90% of parking areas for light vehicles and utility vehicles are sealed (89% in 2007);
- 58% of sealed areas with a water collection system are connected to a regularly maintained hydrocarbon separator (55% in 2007).

2.1.2 Raw materials, energy and energy efficiency

Heating and electricity consumption of VINCI's "fixed" activities in 2008

	Natural gas (MWh)	Heating oil (litres)	Electricity (MWh)
VINCI Autoroutes (France)	7,333	☑ 1,633,158	☑ 129,385
Stade de France	10,793	66,000	16,920
VINCI Park	0	0	105,561
VINCI Energies	26,953	☑ 1,416,860	☑ 53,585
VINCI Immobilier	0	0	1,600

☑ Audited indicators: heating oil and electricity (see pages 148-149).

In 2008, VINCI launched an extensive experimental energy-savings operation at ten fixed sites (agencies, offices, workshops, warehouses, parking areas, tunnels, etc.), and at its worksites. The "Energy management" working group tracked these pilot sites in each VINCI division to identify potential avenues for energy savings. VINCI companies in France consumed 646 GWh of electricity.

Turning to renewable energies

The Group has signed specific contracts with suppliers of energy from renewable sources for a total of 4,905 MWh. At VINCI PLC, 45% of the energy consumed is derived from renewable sources (also 45% in 2007).

VINCI motorway concession companies (ASF, Cofiroute and Escota) have 3,035 renewable energy generation units (solar, thermal and wind, but excluding heat pumps) (compared with 2,745 in 2007). VINCI Park has 1,771 parking meters with solar panels (1,712 in 2007). VINCI Energies' photovoltaic units generate 213 kW of electricity. For fleet vehicles, the subsidiaries are actively seeking alternative solutions to thermal-powered vehicles. VINCI Energies has 33 clean vehicles (hybrid, electric or using biofuels). VINCI PLC's fleet includes 27 hybrid vehicles (up from 6 in 2007), and the fleet's new vehicles emit an average of 141.2 g CO₂/km compared with the UK average of 155.4 g CO₂/km. In a further move to reduce its fuel consumption, VINCI supports eco-driving initiatives. Eurovia has introduced a training programme for more than 1,500 HGV and machinery drivers that will run from 2008 to 2010. In 2008, eco-driving courses concerned light vehicles and utility vehicles, and were extended to several VINCI subsidiaries. The consumption savings observed range from 5% to 15% after training and regular monitoring.

Fuel consumption (petrol and diesel) in 2008

	Litres	Scope
VINCI Concessions	9,338,878	ASF, Cofiroute, Escota, VINCI Park in France
☑ VINCI Autoroutes (France)	9,054,934	ASF, Cofiroute, Escota
VINCI Park	283,944	France
Contracting		
☑ VINCI Energies	35,439,016	France and international
Eurovia	126,575,950	France and international, 90% of the activity
VINCI Construction	164,914,023	76% of the activity of VINCI Construction, including all or part of VINCI Construction France, VINCI Construction Grands Projets, VINCI Construction Filiales Internationales, Entrepouse Contracting, Solétanche Bachy, CFE, Freyssinet and VINCI PLC
Total	336,267,867	

☑ Audited indicators (see pages 148-149).

2.1.3 Air discharges and CO₂ emissions

Air discharges

The activities concerned by the prevention and management of air discharges are mainly found in VINCI Concessions, Eurovia and VINCI Construction.

At VINCI Concessions, notably VINCI Park, VINCI Airports and motorway concession companies, air discharges are mainly generated by users: automobiles, aircraft, etc. In 2008, at VINCI Park, 91% of the sites had detectors to measure carbon dioxide (CO₂) (90% in 2007), and 32% had nitrous oxide (NOx) detectors (26% in 2007) to measure the levels of these pollutants in the air.

90% of Eurovia's quarries located less than 200 metres from the nearest dwellings installed efficient systems and procedures to combat dust particle emissions (84% in 2007).

67% of VINCI Construction Grands Projets worksites installed similar systems (65% in 2007).

CO₂ emissions

In 2007, VINCI made a significant commitment to reducing greenhouse gas (GHG) emissions from its activities. VINCI monitors its emissions in accordance with the ISO 14064 international standard's ISO Scope 2, which provides a detail of the emissions in the added value generated by VINCI and also has the advantage allowing emissions to be added between subsidiaries. In 2007, these emissions were tracked for continental France. In 2008, in accordance with the implementation plan adopted, the scope was extended to include international activity.

CO₂ emissions from VINCI activities, ISO Scope 2 in 2008

	Tonnes of CO ₂ equivalent
VINCI Concessions	56,063
Contracting	2,829,629
VINCI Energies	113,643
Eurovia	1,260,988
VINCI Construction	1,454,998
Holdings and others	148
Total	2,885,840

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

In addition to their direct emissions, several VINCI subsidiaries quantified the global emissions from their activity to identify the main areas on which to focus reduction measures. For example, VINCI Autoroutes France motorway concession companies introduced tracking measures for their own emissions and those of their customers. The companies' emissions equated to 0.3% of customer emissions.

CO₂ emissions of motorway concession companies in France

	2008	2007	2008/2007 change
Companies' emissions (tonnes CO ₂ equiv.)	38,513	39,671	(3%)
Motorway customer emissions (tonnes CO ₂ equiv.)	13,335,661	13,622,284	(2%)

These initiatives to quantify greenhouse gas emissions, combined with emission containment measures, were favourably perceived by investors. In 2008, VINCI confirmed its lead position in the area of climate strategy by obtaining the highest score in the "construction and public works" group under the Carbon Disclosure Project (CDP). Performed on behalf of 385 investors in the companies listed in the SBF 120 (the top 120 French stock market capitalisations), each year CDP assesses the response by large corporations to climate change issues.

2.1.4 Noise pollution

VINCI's motorway concession companies in France continued to roll out their campaign to reduce "noise black spots".

Number of dwellings provided with protection in 2008

	ASF	Cofiroute	Escota
On new sections	108	45	0
On existing motorways	27	0	135
On motorway widening projects	8	8	16
Under partnerships	23	0	0

VINCI Park continued its noise pollution abatement plan, maintaining the number of sites fitted with sound traps at 83%. Effective noise prevention measures and processes were implemented at 51% of VINCI Construction Grands Projets worksites

2.1.5 Waste management and recycling

The general policy can be summed up in three precise points: limit waste at the source, sort waste and ensure its final traceability, and lastly waste recovery as a resource. This policy ties in with the eco-design strategy for products. In 2008, waste management cost VINCI around €74 million.

Motorway concession companies in France have been introducing selective sorting in all services since 2003. They encourage their service companies to apply this same system. Waste is sorted and shipped to external recovery units and treatment is systematically tracked. They examine the use of recycling road surface products in the production of new surfaces that retain all the road's technical performance and durability.

Waste by type - ASF, Escota, Cofiroute

In tonnes	2008
<input checked="" type="checkbox"/> Waste assimilated to household waste	8,399
Packaging sorted on parking areas	101
Glass sorted on parking areas	5
Non-hazardous waste sorted and collected, household waste included (customers + operations)	11,234
Hazardous waste sorted and collected (customers + operations)	112
Parking areas with sorting facilities (%)	14
<input checked="" type="checkbox"/> Audited indicators (see pages 148-149).	

With its 135 recycling units and over 8 million tonnes of material recycled, Eurovia is still the European leader for the recycling of these products.

Recycling and recovery by Eurovia

	2008	2008	2007
	Total	of which France	France
Percentage of mix manufactured with recycled mix aggregate	6.2	3.9	3.5
Production of recycled material as a percentage of total aggregate production	12	14	14
Recycled site rubble (asphalt mix crust, planings, demolition concrete, etc.) (tonnes)	5,136,000	3,898,000	3,854,000
Number of worksite rubble recycling facilities	130	90	89

The use of recycled material is strongly encouraged for construction activities. Worksite recycled material is used at 47% of VINCI Construction Grands Projets projects, and 21% use material recycled from outside the company.

2.1.6 Site usage conditions

VINCI companies' activities have a significant impact on the environment, landscape and habitat. These altered sites include built spaces, roads and parking areas, along with other altered areas (worksites, landfills and quarries). Ground usage conditions are regularly monitored for motorway concessions (that had a total 17,294 ha of natural spaces in 2008, compared with 17,148 in 2007) and at Eurovia's quarries.

2.2 Protecting biodiversity

VINCI companies are locally responsible for the operational application of their biodiversity protection policy which they adapt according to their activities and where they operate. They undertake to acquire greater awareness of biodiversity so they are able to take action as early as possible (impact studies, prevention measures, etc.) and limit the risks of endangering flora and fauna environments, both on land and at sea.

The network of VINCI motorway concession companies in France has 529 crossings for wild animals (478 in 2007) and 8,405 km of fences to protect animals (8,194 in 2007).

In 2008, VINCI increased its level of "biodiversity risk" management by structuring the approach at the central level. Sub-working groups have been created: regulation monitoring, compensation, monetisation, and "Green belts, blue belts". Consultation and information sharing are also structured through participation in certain environmental and biodiversity consultative associations (Entreprises pour l'environnement, Orée biodiversité, Comité d'orientation scientifique de la fondation Recherche pour la biodiversité, etc.).

2.3 Environmental certification

In 2008, VINCI companies continued to deploy their programme of environmental management and continuous improvement systems. ISO 14001 certification, commonplace in contracting companies, is also being adopted by VINCI Concessions companies.

VINCI used Afnor Certification's Afaq 1000NR[®] evaluation system to assess the effectiveness of its sustainable development action plans and the progress made. VINCI Construction Grands Projets, CBC Île-de-France (VINCI Construction France) and Eurovia Centre-West region have reached the level of "mature" according to this assessment.

Evaluation and environmental certification

ISO 14001	2008	2007	Scope
VINCI Concessions (% of motorways under construction)	25	9	VINCI Autoroutes (France)
VINCI Energies (% of revenue)	<input checked="" type="checkbox"/> 17	7	France and international
Eurovia			France
- Percentage of production from quarries owned	49	48	
- Percentage of production from coating plants owned	36	22	
- Percentage of production from binder plants owned	53	38	
VINCI Construction (% of revenue)	48	43	VINCI Construction France, VINCI Construction Grands Projets, VINCI Construction Filiales Internationales and Freyssinet in 2007. Entrepouse Contracting, Solétanche Bachy, CFE and VINCI PLC added in 2008.

Audited indicators (see pages 148-149).

2.4 Compliance with legislation and regulations

Environmental project compliance with legislative provisions and regulations is monitored by the legal departments and the subsidiaries' quality, safety and environment departments. These audits and the results of environmental law monitoring are compared in inter-entity working groups. During the work by the Grenelle Environmental Forum (France), the French NRE-article 116 law was the subject of discussion, especially by operational committee No 25, which proposed clarifying the scope of application and the extension of the system. VINCI was invited to contribute in particular to the MEDEF and AFEP discussion groups' replies.

In 2008, the application of the new European regulation on chemical substances REACH (Registration Evaluation and Authorization of Chemicals) mainly concerned VINCI companies as downstream users. Discussions with the suppliers of products and substances used established that the latter comply with the new regulations and their availability in accordance with the way they are used by VINCI companies.

2.5 Preventing the environmental consequences of activity and associated costs

The expenditure for environmental protection is included in the activity's management (for example: soil remediation at Solétanche Bachy, cleaning and decontaminating structures at Freyssinet, recovery of organic material at VINCI Environnement, etc.) and is not presented in the form of a final consolidation, either by the relevant entity or the division. As far as IFEN (French environmental institute) is concerned, the motorway concession companies in France consolidate their environment expenditure.

Environment-related expenditure in 2008, ASF, Cofiroute, Escota (millions of euros)

Investment in the environment	45.19
Maintenance of natural spaces	30.67
Premiums for insurance cover of environmental risks	0.35

2.6 Environment organisation and risk-reduction resources

The implementation of the environmental policy is founded on commitments by Group management, on empowering each individual at the operational level in the companies and on ongoing discussions with the stakeholders. In 2008, all executive managers were presented with a copy of the Group's environmental roadmap and the common environmental indicators.

The sustainable development committee is in charge of the network of "environment" correspondents and organises technical working groups of experts from each activity division.

In 2008, training was focused on energy performance, factoring in environmental risks and sustainable development applied to VINCI's activities. In addition to contractual training sessions, the number of which has doubled in a year, VINCI employees are kept regularly informed internally of the impact of their professional activity on the environment and how to reduce it (worksite environment quarter hours, information about climate change, etc.).

Training and environmental awareness programmes

	Number of contractual training hours		Other actions: in-house awareness programmes
	2008	2007	
VINCI Concessions	1,554	1,058	Employee and service provider sustainable development training. Focus on water management.
Contracting	42,036	19,824	
VINCI Energies	3,824	1,153	Increased number of training courses on energy efficiency and carbon balances.
Eurovia	15,302	11,222	Over 800 people received environment training in France (regulations, everyday environment management, eco-driving, etc.).
VINCI Construction	22,910	7,449	Systematic environment quarter hours at worksites, creation of special 1 and 2-day environment courses.
Holdings and others	0	0	Active technical and regulation monitoring, focus on CO ₂ and biodiversity.
Total	43,590	20,882	

Environment incident prevention

Each VINCI entity has implemented and maintains an environmental incident prevention plan as a function of the risks to be prevented. Through the Group's inter-entity clubs and committees, "environment" managers exchange best practices and experience feedback to help minimise residual risks. In 2008, there were seven environment incidents identified and considered as major, that is, having created extensive pollution requiring the intervention of an external expert and the consequences of which extend beyond the entity's perimeter, involving VINCI or its sub-contractors, of which four were outside continental France. The following were identified: two pipes broken during earthworks; three oil leaks one of which at a customer's worksite, one at sea and one on a beach; toxic product discharge in Rivière des Pluies in Reunion; and a sand and dust leak caused by a crack in a dredging pipeline.

2.7 Environment provisions and guarantees

See the chapter on risk factors: "Industrial risks and technology and environmental risks", on page 106.

2.8 Damages paid in 2008 following a legal decision in favour of the environment and cases brought for damage to the environment

It does not appear that VINCI companies have paid any damages in 2008 following a legal decision in favour of the environment. Any legal decisions regarding the environment are handled by the relevant operational entity and the amounts are not consolidated.

2.9 Objectives set for foreign subsidiaries

The programmes, resources and results of foreign subsidiaries are included in the present report.

2.10 Research and development - Innovation

2.10.1 R&D and innovation policy

Research is traditionally based in VINCI companies, as the Group has grown from culturally innovative companies. VINCI's lines of business are complex and require constant review. The capacity for innovation is a determining element in our identity; it is essential for taking up the technical challenges inherent in large-scale projects. The RDI policy is based on three priorities: research programmes specific to each business line, structuring cross-business projects, and the promotion of the innovation approach through the VINCI Innovation Award. Each division manages its own budget and directs the focus of its research topics. In all, in 2008, the R&D budget exceeded €30 million, and involved more than 180 researchers working on 45 research programmes.

2.10.2 Specific research programmes

In 2008, the main theme of the executive management meeting was innovation, with a particular emphasis on encouraging inter-activity innovation. The group's research, development and innovation committee includes representatives of the various entities and has acquired even greater depth with the arrival of newly acquired companies. Under the authority of the Executive Committee, it is tasked with facilitating discussion about the current research projects being run by the companies or within the context of national or European programmes.

2.10.3 Cross-business programmes

The main cross-business programmes are structured around several instruments. The City Factory is a discussion circle involving the scientific world, local communities and companies and focussing on city-related topics. In 2008, VINCI took the step of providing significant scientific support in conjunction with the three ParisTech schools specialising in advanced studies on the eco-design of cities and their environment (Mines ParisTech, AgroParisTech and École des Ponts ParisTech), by funding an eco-design professorship for built ensembles and infrastructure for five years starting in November 2008. This professorship is tasked with developing neutral and objective measuring instruments, and making them available to all stakeholders in the value chain.

2.10.4 Participative innovation: the VINCI Innovation Awards

The VINCI Innovation Awards have been held every two years since 2001. This competition provides recognition for the best innovation projects presented by all Group employees. The 2009 VINCI Innovation Awards competition was launched at the end of 2008.

3. Customer and supplier relations

3.1 Managing customer relations

VINCI companies are encouraged to maintain and improve the quality of their products and services. The continuous improvement approach is reflected in quality certifications being obtained for all companies. At Eurovia, 88% of the roadworks activities are now certified ISO 9001 in France, and 90% abroad; as are more than 73% of manufacturing activities (coating plants and binder plants) in France and 90% abroad; and 54% of Eurovia's French quarries are certified ISO 9001, and 100% are certified abroad. At VINCI Energies, 63% of companies are certified ISO 9001. Companies operating in the industrial sector have specific certifications and authorisations (11% of the activity is ILO OSH/OHSAS certified, 8% is MASE (company safety improvement manual) and 11% VCA (contractor safety certification) certified. All VINCI Construction divisions have a quality, safety and environment department; 68% of VINCI Construction business is certified ISO 9001, and 19% ILO OSH/OHSAS. At VINCI Concessions, Cofiroute was the first French motorway company to obtain ISO 9001 certification, in 2004, for its network operation activities. ASF was awarded ISO 9001 certification for its motorway design-build and development activities.

Group companies are increasingly including social and environmental components in their responses to tenders. This marketing approach, which is already very common in international offers, is now also developing in France, especially in public-private partnership (PPP) projects that take into account the life cycle and overall cost of the completed structure. PPPs form a solid basis for long-term customer relations.

VINCI subsidiaries are developing quality measurement systems on their intranet sites and are pooling the data collected: customer satisfaction evaluations, experience feedback, gap analysis, etc.

3.2 Managing supplier relations

Purchases represent about 60% of our revenue. They break down into €8.3 billion for materials and €12.1 billion for external services (including subcontractors). Our purchasing policy is managed by the central purchasing co-ordination unit and by 30 decentralised purchasing clubs around France and in countries where we have operations, in conjunction with the business lines and subsidiaries' purchasing structures. The purchasing clubs have more than 425 members who manage the Group's 361 multi-business line framework contracts, in addition to the business lines and subsidiaries' specific purchasing contracts.

In 2007, a total of 2,780 hours of training in France was devoted to the purchasing function. Our purchasing policy takes account of the way in which each supplier market operates (concentrated, diffuse; international, national or regional), and helps underpin our decentralised management model by involving subsidiaries' buyers and operations managers. Most purchases are made by the profit centres, which source regional suppliers under the framework contracts. The flow of materials is mainly between worksites and service providers, working to create the best possible fit with operational needs.