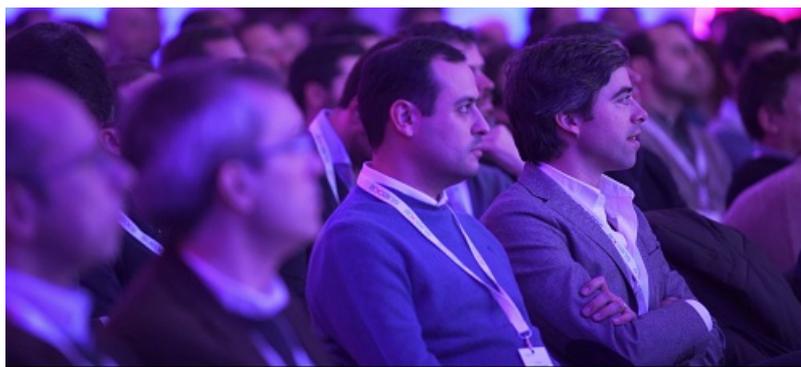


Enhance your skills

Training, mobility, promotion: VINCI Energies facilitates exchanges for the benefit of your career project.



Special attention is focused on career project and developing your skills. All employees have regular opportunities to discuss their objectives and career path with their supervisor in a personal management interview. This interview is designed to develop greater in-depth understanding between the employee and the supervisor and enhance mutual trust.

During the interview, the past year is reviewed and objectives are set for the coming year. The supervisor and the employee also discuss possible career development, training needs and possible mobility requests. This coordinated approach makes it

possible to match the needs of the Group with the aspirations of its employees.

Training at VINCI Energies

Training is provided for you at every stage of your working life and is considered as an essential investment. It allows the business units of the Group to strengthen their position and prepare their teams to address current and future challenges. In 2015, close to a million hours in training were given in all areas.

The VINCI Energies Academy, at the heart of the training objectives of the Group



Each year, close to 700 training sessions are given at the VINCI Energies Academy. They are attended by 10 000 trainees from among the employees of the Group. The Academy provides close to 15% of the training conducted each year in the Group. Situated in Montesson (Yvelines), this training centre with premises of 1 200 m² provides training for trainees from all over Europe. The network of the Academy covers the whole world: United Kingdom, Netherlands, Germany, Spain, Portugal, Brazil, Indonesia, Morocco...

The Academy lists more than 120 customised instructor-led or e-learning training courses in its catalogue in a wide variety of areas covering all of VINCI Energies' areas of expertise and business activities. These training programmes are the fruit of collective exchanges between in-

house and outside experts who all ensure training content remains relevant during the entire training programme. Some of the training is given by employees of the Group: project managers, safety managers, directors, administrative and accounting staff, etc. This transmission of knowledge is at the heart of the VINCI Energies culture.

Mobility : an opportunity to progress

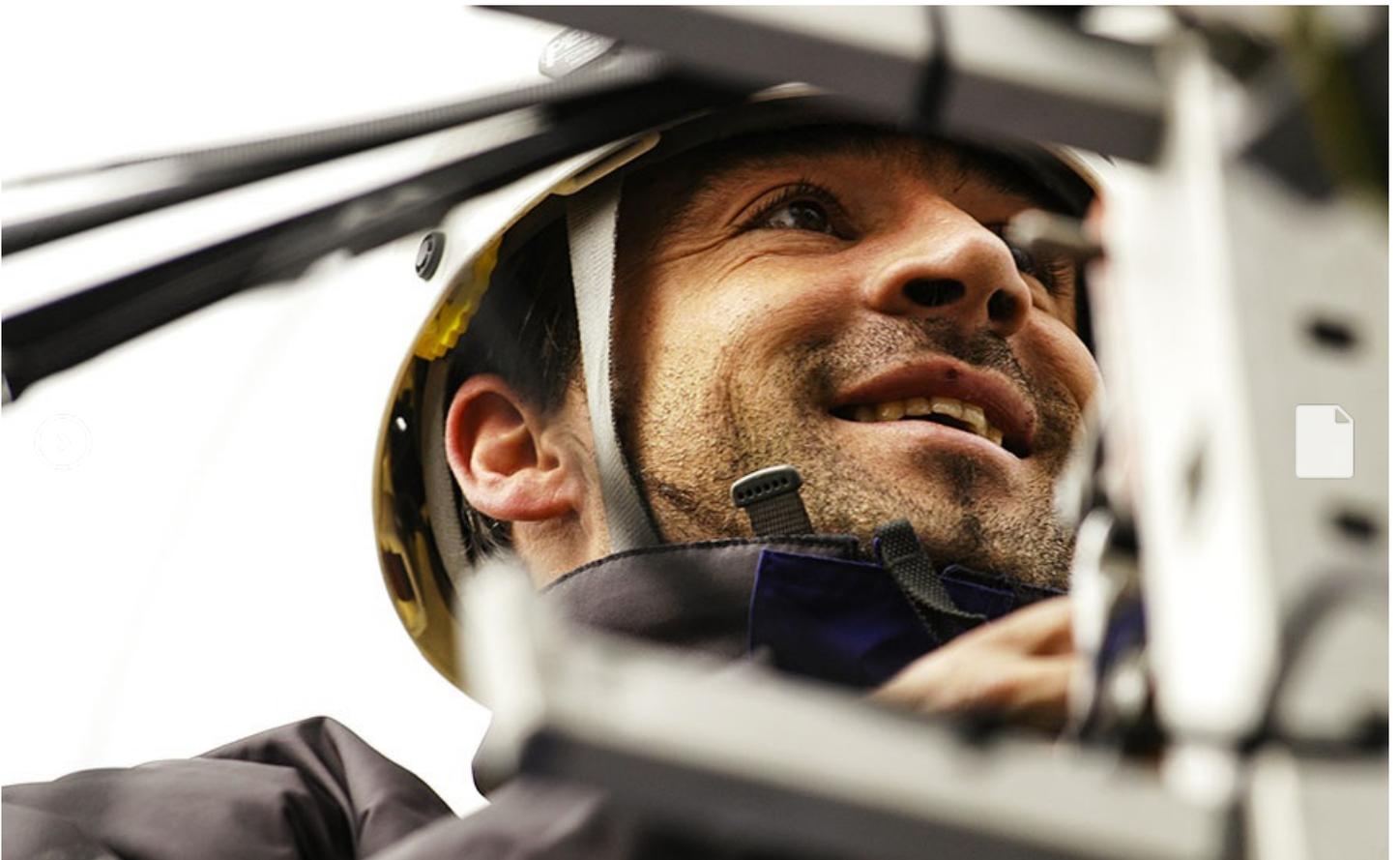
All employees can legitimately aspire to improve and progress in the course of their career. A group such as VINCI Energies encourages all employees to express their wishes and offers many career opportunities: mobility among the 1,600 business units of the Group, new working environments, different



y nurtures networking of skills and contributes to the exchange and the dissemination of constructive ideas. A successful mobility project (link to page "VINCI Energies in the world") benefits all the stakeholders.

To address current and future challenges in a constantly changing economic, technological and organisational environment, you need to anticipate change and remain agile. Long term investment in developing the skills of men and women at every stage of their working lives is of major importance for VINCI Energies and each of its business units. That is why the VINCI Energies Academy is a core element in the training policy of the Group. It is not intended to satisfy all the training needs of the business units but its goal is to disseminate corporate expertise and values by transmitting and nurturing the cultural heritage of VINCI Energies, to develop the professional and personal skills to fully master and implement the "fundamental" practises of the Group, to share knowledge and to capitalise on experience gained through exchanges between instructors and participants.

Eddy Vandersmissen Director of VINCI Energies Academy, Montesson, FRANCE



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