



# 3

## SOCIAL, SOCIETAL AND ENVIRONMENTAL RESPONSIBILITY

3.1	Our sustainable development policy	66
3.2	Implementing a responsible employer policy	75
3.3	Reducing our environmental impact and enhancing the natural capital of our sites	86
3.4	Making sustainable development a part of our teams' everyday life	92
3.5	Building together with our partners	95
3.6	Developing unforgettable and responsible holidays	98
3.7	Report by the independent third party body on the consolidated social, environmental and societal information in the management report	101

## 3.1 Our sustainable development policy

### 3.1.1 Creating shared value

The Pierre & Vacances-Center Parcs Group welcomes nearly 8 million customers every year to close to 200 sites (not including Adagio and Maeva) in 5 countries. It manages a portfolio of over 22,500 owners. Our offering is largely based on local tourism accommodation which is well-integrated with the local community. Our business model combines property development and tourism operations. Our offering and business model help us to build a coherent social and environmental responsibility strategy which fits in with the company's growth strategy and meets the expectations of our customers and all of our stakeholders.

As a leading provider of holiday residences in France and Europe, our Group has a responsibility:

- ◆ to its 12,212 employees, to provide them with the best working conditions and enable them to grow and develop professionally in all roles;
- ◆ to its local partners, with which it builds long-term connections in each community as a socio-economic player;
- ◆ to the natural spaces where its sites are located, which directly contribute to the appeal of its sites and residences;
- ◆ to its shareholders and investors for whom non-financial performance is part of the long-term value of their investment.

Our customers, owners, shareholders and investors have been placing their trust in us for almost 50 years. Our Group's longevity is a result of the proven capacity of our teams in financing property development projects and bringing unique and innovative concepts

to life, which are designed to meet tourists' current and future expectations. Against this backdrop, the Group's sustainable development approach is a driver of performance and innovation. This includes research into optimised solutions with less of an impact on the environment (such as geothermal energy for Villages Nature® Paris – a project which opened in September 2017 and was developed as a joint venture with Euro Disney S.C.A.) and enriching the customer experience (digitalisation of the customer process, development of new nature and sustainable development-related leisure concepts, etc.).



#### Inclusion in non-financial rankings

For the eighth year running, the Group was listed in the 2017 Gaïa-Index, and improved its ranking (9<sup>th</sup>/87 in 2017 compared with 22/81 in 2016 – in the revenue >€500 million category).

The Gaïa index lists the 70 companies (SMEs, mid-sized companies) with the best non-financial performance. The Group is also eligible for the Ethibel EXCELLENCE investment register again this year, its CSR performance having been judged better than average in its sector. Moreover, the Group regularly responds to ratings agency questionnaires, giving investors access to detailed external analysis of our Sustainable Development policy.

### 3.1.2 Our commitments

#### The Group's commitments

Our CSR strategy is based on the following commitments:

- ◆ Implementing a responsible employer policy

The seasonal nature of the tourism business, the geographical distribution of our employees and the diversity of our business lines steer our human resources management towards more employment flexibility and very mobile teams. This gives us a specific responsibility which we must integrate into a dynamic human resources policy that capitalises on the renowned expertise of our teams.

- ◆ Enhancing the natural capital of our sites and reducing our environmental impact

The beauty of the landscapes where our sites are situated is a major asset. Preserving this environment and valuing local natural wealth is part of our know-how. This expertise is reflected in the design and operational phases, and in concrete initiatives to preserve biodiversity, manage water and energy use and manage waste.

- ◆ Making sustainable development a part of our teams' everyday life

In order to embody our commitments in the day-to-day work of our teams, we have formalised and applied sustainable development standards and targets within each major operational department, and provided operational teams with tools to support the implementation of specific initiatives (BEST, certification, etc.).

- ◆ Developing unforgettable and responsible holidays

In addition to its property development business, the Group's offers aims enabling "*raison d'être*" to families and groups of friends to get together in welcoming environments to discover, share experiences and reconnect. The sustainable development approach is now, more than ever, helping to provide our customers with a very different experience that meets their new expectations. Our services are gradually evolving and we are developing new leisure concepts focusing on nature and the local environment.



- ◆ Being a partner and contributing to communities over the long term

Boosting local economies by generating jobs on our sites and through operational purchases, highlighting the cultural assets of each region and building strong, long-term relationships with each community are high priorities for us.

This Group policy forms a basis for the work of the various company departments. It is embodied by the various brand names in their own commitments, and they adapt the policy to each specific marketing, product development and operational management strategy.

Our CSR approach thus aims to create long-term value for all our stakeholders.

## The policies of the brand

### ◆ Pierre & Vacances

In-depth work has continued on the platform of the Pierre & Vacances brand this year. The brand's customer commitments have been overhauled. The "respect for the environment and local identity" is currently one of the commitments, as are "flexibility" and "choice" for customers.

The Pierre & Vacances sustainable development commitment has been formalised. It is based on two pillars:

- the Environment: preserving the natural assets of the sites, promoting respect for and discovery of biodiversity;
- the Community: showcasing and being involved in local life.

We have designed a slogan in order to better communicate this sustainable development approach (specific to Pierre & Vacances):

"Faisons plus ensemble" ("Doing more together"). It echoes the Pierre & Vacances brand's slogan, "Heureux ensemble" ("Happy together"), and reflects the brand's values.

A communication tool based on this slogan was launched this year and will be completed next year

### ◆ Center Parcs

Since last year, the Center Parcs brand has honed its sustainable development vision and defined the *Naturall (La Nature et Nous)* which is based on two pillars, Nature and Humans. The programme sets out quantifiable targets for decreased water and energy use and increased waste recycling. It also clearly communicates the brand's intention to act as a responsible employer, contribute to local economic growth and make customers aware of environmental issues in a fun way.

## 3.1.3 Our organisation

The Group's Sustainable Development (CSR) Department reports to the Deputy Chief Executive officer and:

- ◆ designs and then rolls out the CSR strategy to support the functions and business lines;
- ◆ ensures that commitments are consistent with specific action plans for business lines and operational business units;

- ◆ delivers Group reporting, puts operational tools in place and raises the profile of our commitments with our various audiences;

- ◆ supports the business lines with the development of new offerings and activities for our customers;

New links were set up with a dedicated team within Center Parcs France, reporting to its Management Committee and a dedicated person within the Purchasing Department.

### Reporting scope

The reporting reference year runs from 1 October 2016 to 30 September 2017.

The Adagio brand has not been included in the reporting scope since 2015/2016, but its employment, water and energy consumption data are included in the AccorHotels Registration Document as the brand has signed up to the AccorHotels sustainable development programme.

For employment data, all employees paid by the Group are included, irrespective of the business (property development or tourism) or the brand (Center Parcs, Sunparks, Pierre & Vacances, Maeva, Les Senioriales and Villages Nature® Paris) for which they work and in all five countries where the Group operates (France, Belgium, the Netherlands, Germany and Spain). Lastly, the indicators do not include temporary staff.

For environmental data, the reference scope is all of the Group's operational units at 30 September 2017, with the exception of Les Senioriales. The Group does not monitor water and energy use for this brand. In those sites, Pierre & Vacances-Center Parcs offers many services. But the Group acts as a real estate developer and not as the site operator. With regard to Villages Nature® Paris data, as it has only been open since 1 September 2017, the volumes are not representative. The data will be published in the next Registration Document.




Sites which have joined the Group or new legal entities created during the reference year are included (with specific exceptions listed for each indicator). Sites and entities sold or closed during the year are not included.

Find the details of indicators in the CSR reporting on [www.groupepvcp.com](http://www.groupepvcp.com), Sustainable Development section.

### 3.1.4 Our CSR objectives

CSR approach	Targets	Scope and References	Actions 2016/2017	Progress of actions	Line of progression 2017/2018
<b>Implementing a responsible employer policy</b>					
Well-being	Monitoring employee satisfaction	Group 3.2.4.1	Establishing and rolling out action plans suitable for each department	Action completed	Implement and monitor Happy@Work survey-related action plans
Performance	Making managers the base of team performance	Group 3.2.2	Strengthening and widening measures to other management levels	Action completed	Consolidating managerial pathways: immersion module for different levels of management (Leaders, managers of managers and regional managers)
Skill management	Offering rewarding professional experiences associated with our employment model	Group 3.2.2 3.2.3	Continuing to professionalise our skills development policy	Action completed	Rolling out our Employee Value Proposition (EVP – Employer brand)
Equal opportunity	Ensuring equal opportunities between employees	Group 3.2.3.2 3.2.5.2	Steering performance	Action completed	Signing and rolling out the gender equality agreement in France
Security	Ensuring a safe working environment	Group 3.2.5.1	Steering performance	Action completed	Rolling out on-site safety training as well as training for regional directors, site directors and technical managers
<b>Enhancing the natural capital of our sites and reducing our environmental impact</b>					
Water & energy	Optimising the sites' water and energy use	Group 3.3.1	Fine-tuning consumption analysis at all operational sites	Action completed	Continuing to optimise consumption across all sites
	 <p>Naturall target for Center Parcs by 2022:</p> <ul style="list-style-type: none"> <li>♦ reducing energy use by 25% (compared with 2010) : -11% at 30/09/2017</li> <li>♦ reducing water use by 25% (compared with 2010) : -13% at 30/09/2017</li> </ul>		Implementing Pegase at all Pierre & Vacances sites and adapt it to Center Parcs	Action completed	Rolling out ICARE (the water and energy consumption management tool) at Center Parcs
			Ensuring that new projects meet performance standards	Action partially completed <i>Standards in the process of being finalised</i>	Finalising and applying environmental standards for renovations and new Center Parcs projects



CSR approach	Targets	Scope and References	Actions 2016/2017	Progress of actions	Line of progression 2017/2018
Renewable energies	<p>Increasing the share of renewable energies</p>  <p>Naturall target for Center Parcs by 2022: 20% of energy consumed from renewable sources</p> <p>12% of energy consumed was from renewable sources at 30/09/2017</p>	Group 3.3.3	Developing renewable energies for new major projects	<p>Action partially completed</p> <p><i>Studies on new projects</i></p>	Continuing existing studies and conducting systematic studies on new projects
Waste	<p>Optimising waste monitoring at Pierre &amp; Vacances sites</p>  <p>Naturall target for Center Parcs by 2022: recycle 60% of our waste</p> <p>33.5% of our waste was recycled at 30/09/2017</p>	Group 3.3.2	<p>Devising a way of collecting waste data on Pierre &amp; Vacances pilot sites</p> <p>Sharing good practices between sites</p>	<p>Action not completed</p> <p>Action partially completed</p>	<p>Introducing innovative recycling and monitoring solutions for new projects</p> <p>Sharing good practices between sites</p>
Biodiversity	<p>Implementing measures to preserve and monitor biodiversity on the sites (in the construction and operational phases)</p>  <p>Naturall target for Center Parcs by 2020:</p> <p>100% of sites to have prepared a differentiated management plan</p>	Group 3.3.4	<p>Biodiversity monitoring at CenterParcs Bois aux Daims</p> <p>Monitoring of biodiversity measures at Villages Nature® Paris opening</p> <p>Ensuring that preservation of biodiversity is taken into account in new projects</p>	<p>Action completed</p> <p>Action completed</p> <p>Action completed</p>	<p>Preparing a differentiated management plan structure</p> <p>Ensuring that preservation of biodiversity is taken into account in new projects (Center Parcs Lot &amp; Garonne)</p>
<b>Making sustainable development a part of our teams' everyday life</b>					
Sustainable development management tool	Monitoring the sustainable development performance of our sites using a dedicated management and reporting tool: BEST	Group 3.4.2	Rolling out the new version of BEST at the Group level	Action partially completed	Rolling out BEST for the whole of Pierre & Vacances France, Pierre & Vacances Spain and Center Parcs Europe

CSR approach	Targets	Scope and References	Actions 2016/2017	Progress of actions	Line of progression 2017/2018
Label	<p>Pursuing environmental certification programmes for our sites</p>  <p>Green Key target:- reaching 100% of Pierre &amp; Vacances premium sites with the Green Key certification in 2018 and maintaining the label on certified sites which already have it</p> <p>- look into Green Key certification opportunities in Spain and launch certification on selected sites</p>  <p>Naturall target for Center Parcs: maintaining ISO 14001 certification for 100% of sites</p>	<p>Group 3.4</p> <p>Pierre &amp; Vacances 3.4.2</p> <p>Center Parcs France 3.4.2</p>	<p>Continuing certification of new Pierre &amp; Vacances premium France sites with a view to reaching the target</p> <p>Implement the 2015 version of standard ISO 14001</p>	<p>Action partially completed 73% in 2017</p> <p>Action completed</p>	<p>Continuing certification of new Pierre &amp; Vacances premium France sites with a view to reaching the target in January 2019</p> <p>Maintaining ISO 14001 and ISO 50001 certification for Center Parcs France</p>
<b>Developing unforgettable and responsible holidays</b>					
Raising awareness among parents and families	<p>Offering children activities to make them aware of sustainable development issues and associated with nature</p>  <p>Naturall target for 2020: offer one nature activity at each site</p>	Group 3.6.1.1	<p>Continuing and strengthening the Eco'lidays programmes in the Pierre &amp; Vacances villages and the "Wanna be..." activities link with nature at Center Parcs</p> <p>Continuing to organise the Kids Climate Conference in Europe</p> <p>Expanding Nature-related activities at Villages Nature® Paris</p>	<p>Action completed</p> <p>Action completed</p> <p>Action completed</p>	<p>Looking into a nature activity for the Domaines Center Parcs</p> <p>Continuing to organise the Kids Climate Conference in Europe</p>
Communication	Communicating our commitments and making our clients aware of good practices during their stay	Group 3.6.1.1	<p>Rolling out communication tools at the sites</p> <p>Developing a customer process and activities for the Villages Nature® Paris opening</p>	<p>Action completed</p> <p>Action completed</p>	Continuing with the communication mechanism across Pierre & Vacances and Villages Nature® Paris

CSR approach	Targets	Scope and References	Actions 2016/2017	Progress of actions	Line of progression 2017/2018
<b>Being a long-term partner to the regions</b>					
Purchases	A local responsible purchasing policy for the sites (in the construction and operational phases)	Group 3.5.3	Measuring the socio-economic impact of certain pilot sites and implementing a monitoring indicator for the operational phase	Action partially completed	Implementing the responsible purchasing policy, including monitoring regional purchasing
Recruitment	Recruiting locally during major project openings	Villages Nature Paris and Center Parcs 3.5.1 3.5.2	Implementing the measures provided for in the employment agreement for recruiting the team at Villages Nature® Paris	Action completed	Implementing measures to recruit locally for the Center Parcs Allgäu (Germany) project
Stakeholders	Setting up a local stakeholder consultation process for all our major projects	Group 3.5.1	Continuing local consultation policies	Action completed	Continuing local consultation policies for the Allgäu and Lot-et-Garonne projects



**Materiality matrix:**

In 2017, the Group compiled a materiality matrix in order to update its CSR issues.

A panel of internal representatives (operational departments and head office and site employees) and our external stakeholders were consulted so as to identify and map the Group's CSR issues.

This work was carried out in three stages:

1. identification of 31 significant issues for the Group, based on a documentary review (including ISO 26000) and after consultation of the different departments;
2. ranking these issues. To do so, each issue was listed on the one hand, by the Group's departments, according to their impact on the Company's business and, on the other, by employees and external stakeholders according to their level of expectation;
3. consolidation of results in the form of a map.

**7 issues were deemed to be "major" for the Group:**

*For our customers:*

- ◆ continuing to provide optimum safety and security conditions during their stay;
- ◆ providing an assurance that the use of their personal data enables us to enhance the relationship that we have with them and ensure they receive the best service;
- ◆ offering an unforgettable customer experience through the quality of our products and services.

*For the Environment:*

- ◆ continuing to manage our environmental footprint (optimisation of water and energy use, and limitation of water, air and noise pollution, preserving the natural capital and biodiversity of our sites, etc.).

*For our local partners:*

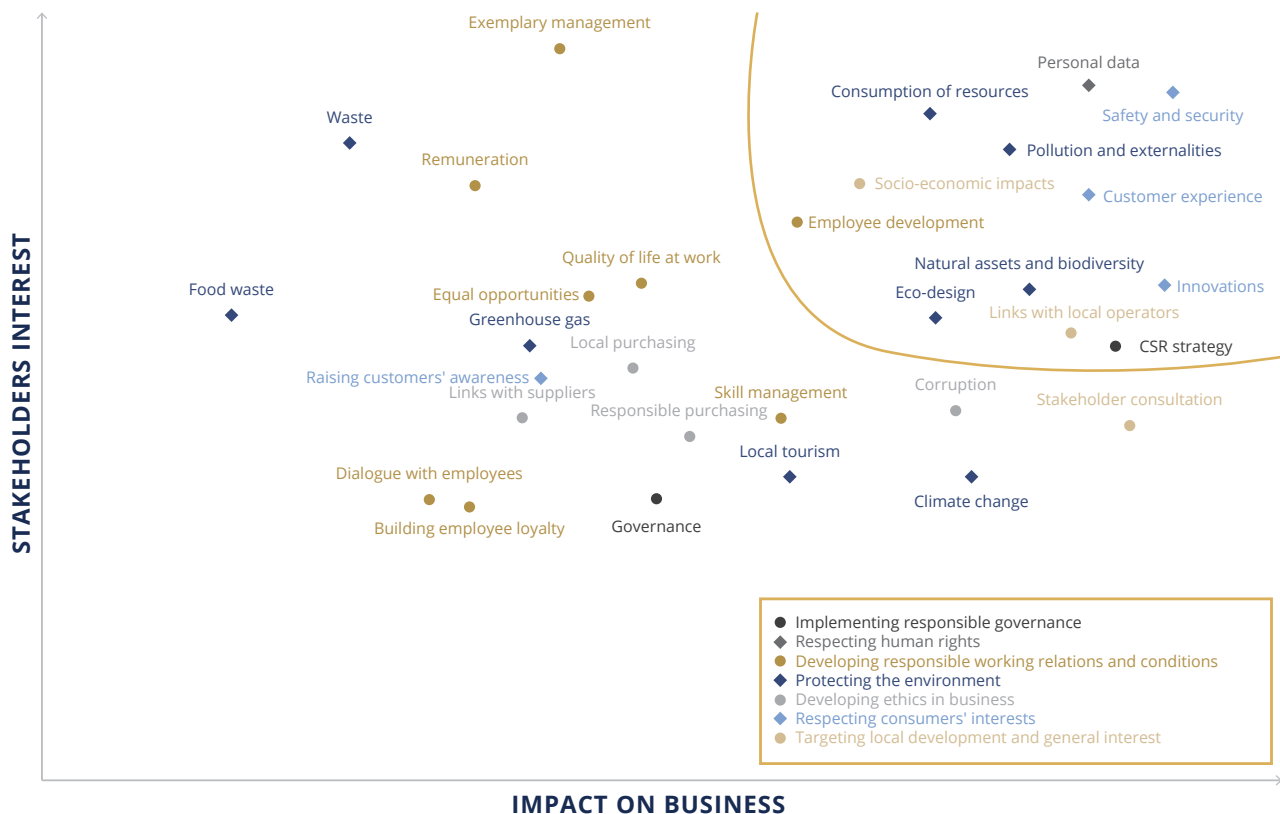
- ◆ establishing links with local operators and contributing to the wealth of the communities in which we operate (through the impact of our business on the socio-economic fabric of the local community).

*For the corporate strategy:*

- ◆ innovating to enable our Group to respond to changes in our Company and in the tourism and property development industries (eco-design process) and to anticipate our customers' demands;
- ◆ Fostering employees' development and incorporating the CSR approach into the Company's global strategy to make them real drivers of value creation for the Group.

This outcome, which is consistent with the issues identified for the service and tourism industries, also reflects the specific nature of our sites, most of which are in a natural setting.

It also supports our initiatives to incorporate sustainable development into the daily life of our teams and to make it a driver of innovation, delivering an enhanced experience for our customers.



**Means of communication and dialogue with our stakeholders:**

<b>Customers</b> (Nearly 8 million guests)	Contacts during stays, post-stay satisfaction questionnaire, social networks and review sites, monitoring litigation, etc.
<b>Employees</b> (Over 12,200 employees)	Meetings and events on site, Intranet, satisfaction survey, collective agreements, etc.
<b>Shareholders</b>	General Assembly, roadshow, one to one and exchanges, ISR questionnaire, etc.
<b>Owners and Institutional Investors</b>	Website, property management meetings, monitoring litigation
<b>Suppliers</b>	Questionnaires, tenders, etc.
<b>Public authorities and communities</b>	Dialogue, consultation, collaboration, steering committees, Committees, etc.
<b>Civil society</b> (residents, associations...)	Working groups / workshops, public meetings, Advisory committees, website, partnerships, etc.

The Pierre & Vacances-Center Parcs Group is committed to contributing to UN's sustainable development goals (SDGs) relevant to its business and its CSR issues:

	<b>SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture</b> <b>2.4</b> Together with its catering partners, the Group launched an initiative to promote the use of local produce from sustainable agriculture across all food services at its Villages Nature® Paris and Center Parcs sites.
	<b>SDG 5: Achieve gender equality and empower all women and girls</b> <b>5.1 and 5.5</b> The Group fights against any form of discrimination and, in particular, promotes gender equality amongst its employees (training, recruitment, collective agreements, etc.).
	<b>SDG 6: Ensure access to water and sanitation for all and ensure sustainable management of water</b> <b>6.3</b> The Group ensures the adequate provision and capacity of sanitation facilities and, if necessary, helps to renovate or construct such facilities for each new project. During the operational phase, the Group seeks to significantly reduce the use of chemicals and hazardous materials in waste water and ensures that all its waste water is treated. <b>6.4</b> The Group implements measures to optimise water consumption (water-saving devices, optimised management of swimming pool water, etc.) and only uses drinking water where strictly necessary (minimisation of watering requirements, rain water recovery, etc.). <b>6.6</b> When selecting sites, the Group ensures that the impact on wetlands is minimised and, if necessary, implements compensatory measures. It ensures that the hydro-geological balance of the sites is maintained and applies ecological stormwater management (drainage swales, infiltration trenches as close as possible to buildings, etc.) on all new projects.
	<b>SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all</b> <b>7.2</b> The Group favours the local production of renewable energies in new projects and has increased the percentage of green energy in its contracts. <b>7.3</b> The Group aims to achieve a high energy performance in new projects and is continually improving existing equipment.
	<b>SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b> <b>8.4</b> When new projects are being developed, the Group not only ensures that they contribute to the economic growth of local communities, but also takes care to manage their long-term ecological footprint. <b>8.5</b> The Group is keen to recruit locally and to employ workers with disabilities, ensures gender equality, promotes purchasing from the protected sector and seeks to employ the long-term unemployed when recruiting for new projects. <i>Solidarity and professional and social inclusion have been defined as one of the priority objectives of the Company's Foundation.</i> <b>8.8</b> The Group is committed to providing a safe working environment and ensures the health and well-being of its <b>workers</b> . <b>8.9</b> As a tourism operator, sustainable tourism is a crucial issue for the Group and is achieved, in particular, through its local recruitment and purchasing policy which aims to maximise the economic benefits for the local community, through the particular care taken in blending sites into their surroundings and adding value to the local area (tourist attractions, products, know-how) and by initiating partnerships with local operators (see also SDG 12).


**SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable**

**11.3** The Group facilitates consultation processes with the general public for all its major projects, collaborating with local operators with the aim of achieving the greatest level of acceptance possible in the local area.

*The preservation and promotion of local heritage and cultures has been defined as one of the priority objectives of the Company's Foundation.*


**SDG 12: Ensure sustainable consumption and production patterns**

**12.2** The Group promotes and is committed to eco-certification, by third party bodies, of the development and construction not just of its new projects (e.g.: HQE, HQE-Aménagement - High Quality Environment certification in building and landscaping -, DGNB) but of all its residences and domains during the operational phase (e.g.: Green Key, ISO 14001). The Group also encourages the purchase of eco-label products.

**12.3** The Group urges, and works with, its partners to implement measures to fight against food waste.

**12.4** The Group monitors and ensures optimised hazardous waste management and efficient use of chemicals.

**12.5** The Group monitors the volume of the waste that it produces, takes measures to optimise waste sorting (in particular, by raising awareness amongst its customers and employees) and works with its service providers to optimise waste recycling.

**12.8** The Group is developing new tourism experiences based, in particular, on the discovery of nature, sustainable development and local assets.

**12.b** The Group has introduced an internal management tool (BEST) based on external certifications and labels (development projects, buildings and at the operational phase).


**SDG 13: Take urgent action to combat climate change and its impacts**

**13.2** The Group monitors its energy consumption-related CO2 emissions, and takes measures to reduce these emissions, notably, by using renewable energies on its new projects and by specifying the use of "green" energy in its contracts.


**SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss**

**15.1; 15.3** For new projects, the Group favours the selection of sites that have a low level of sensitivity in terms of biodiversity, conducts impact studies on the sites selected and applies "avoid/reduce/compensate" methodology. If necessary, the Group implements compensatory measures to offset any residual impacts. In addition, the Group manages green spaces in an environmentally-friendly way and takes part in national biodiversity strategies applied locally.

**15.2** The Group ensures that compensatory measures are implemented correctly for woodland areas impacted by its projects, favours the purchase of sustainably managed wood (FSC, PEFC) and ensures that an ecological and forest management plan is put in place for the forests in which the sites are located.

**15.8** The Group bans the use of all invasive exotic plants for the internal or external landscaping of its new projects.

*Promoting nature preservation and sustainable development, including by means of programmes to raise awareness, has been defined as one of the priority objectives of the Company's Foundation.*



## 3.2 Implementing a responsible employer policy

### 3.2.1 Human Resources at the heart of the Group's performance

12,212 people work for the Pierre & Vacances-Center Parcs Group, across a holiday residence portfolio of 200<sup>(8)</sup> sites located in Europe. Our employees play a central role in the quality of the services delivered to our customers. We are convinced that happy

employees play a key role in customer satisfaction and, therefore, have rolled out an HR policy aimed at improving our teams' performance and day-to-day commitment.

#### 3.2.1.1 The employment model

The tourism business now accounts for over 90%<sup>(9)</sup> of Group jobs. Its employment model is, therefore, linked to characteristics specific to the tourism industry: ongoing and increasing digitalisation, customers demanding increasingly sophisticated services, seasonality, wide variety of jobs. The model evolves in line with the Group's transformations, such as the introduction of what are referred to as "flexible" arrivals at Center Parcs, the renovation of all Center Parcs sites, and the upscaling, or even internationalisation, of the Pierre & Vacances brand, which require employees' support. These transformations lead to profound changes for the teams.

This employment model directs our human resources policy which is at the heart of the Group's strategy.

In this context, four core issues have defined the strategy of the human resources policy over the last four years:

- ◆ supporting the transformation of the Pierre & Vacances-Center Parcs Group;
- ◆ contributing to the individual and collective performance of our employees;
- ◆ developing & challenging our managers;
- ◆ being strong, reliable and professional in our fields of expertise.

To underpin this strategy, the Group took the decision to install an HRIS which will be rolled out gradually in 2017/2018 across all modules (Training, Recruitment, Evaluation, Remuneration, Talent). This information system will make it possible to provide closer, day-to-day, digitalised management of our human capital and so foster development.

#### 3.2.1.2 Group Values

A draft definition of the Group Values was launched in September 2015 following a consultation of all our employees and structuring work conducted by thirty or so representatives of the Group Leaders who are members of the B-Community (see below). In the end, two values were defined in June 2016 and approved by the Group's Chairman and Chief Executive Officer:

##### 1. "We are all socially responsible entrepreneurs"

The Group's entire history is based on the value of entrepreneurship. To be effective over time and make it possible to maintain its leadership, the Group must sign up to a long-term and global vision of performance that incorporates its social, societal and environmental responsibility.

##### 2. "We enable togetherness"

Echoing the values of the Pierre & Vacances-Center Parcs brands, "enabling togetherness" reflects our aim of creating links and occasions for sharing, for teamwork and for taking action at the local level with a commitment to service and listening.

These values, illustrated by specific actions, are an integral part of the day-to-day operations of our teams and are the absolute bedrock of our projects.

They were the basis of the events held to celebrate the Group's fiftieth anniversary in 2017, marked by two major projects this year:

- ◆ over 15 events held in Europe (roadshows, evening events and seminars) gave each of the 12,212 employees the opportunity to celebrate our 50-year anniversary and to be thanked for their commitment, reinforcing the concept of "living together";
- ◆ the intraprenariat 5.0 project was launched in February 2017 with the aim of generating innovative ideas and inventing the Group's future together (see page 79).



The Pierre & Vacances-Center Parcs Group won the 2017 "Victoire d'Or des Leaders du Capital Humain" (human capital leaders' awards) in the "HRD of the year - International Group" category. This award highlights the performance of the human resources department and its vital contribution in supporting the Group's strategic and digital transformation.

(8) All employees paid by the Group are included, irrespective of the business (property development or tourism) or the brand (Center Parcs, Sunparks, Pierre & Vacances, Maeva, Les Senioriales and Villages Nature® Paris) for which they work; and all five countries where the Group operates are covered.

(9) At 30/09/2017.

### 3.2.1.3 Our corporate mapping

#### The Group's profile

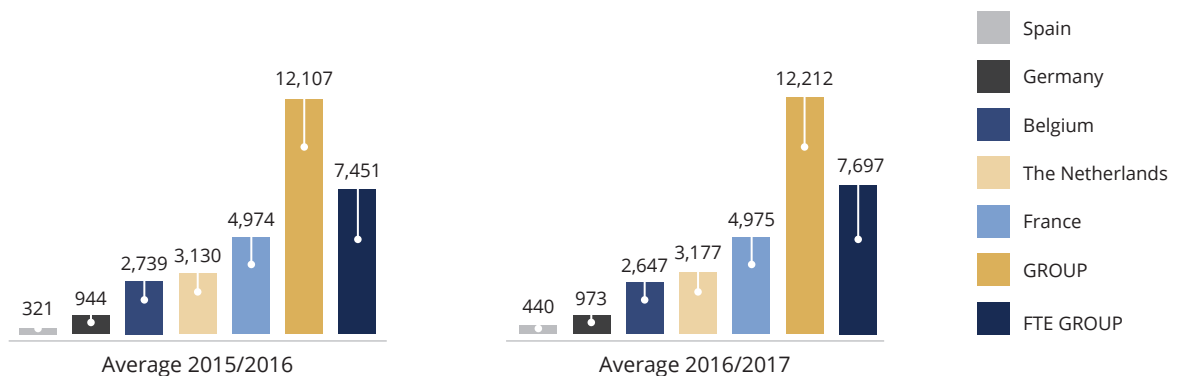
The Group's business lines are:

- ♦ tourism operations business lines: welcome, reception, technical, security, housekeeping, swimming pools, site management, operational control;
- ♦ business functions, analytics and customer relations;
- ♦ support functions: marketing, finance, general services, security, sustainable development, IT, purchasing, legal, human resources, communication;
- ♦ property development business lines: property development and promotion, property marketing and management, owner relations.

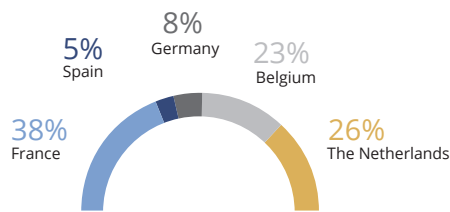
#### Key employment figures within the Group

The number of Group employees – see scope of labour reporting in page 65 – rose slightly in terms of employees (+0.9%) and in full-time equivalent terms (+3.3%) over the financial year. These changes relate to the introduction of what are known as “flexible” arrivals at Center Parcs (customers can now arrive on any day of the week and stay for however many days they choose) which resulted in additional staff being recruited on part-time contracts). It also relates, to a lesser extent, to the opening of sites in Spain.

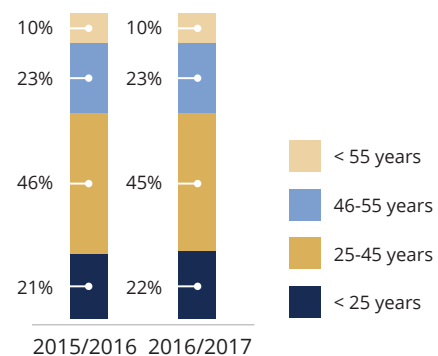
Average annual headcount by country and average annual Group headcount and full time equivalent



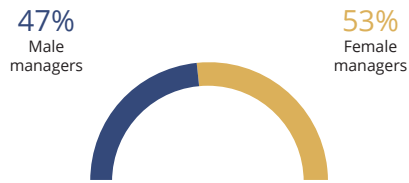
Breakdown of employees by country



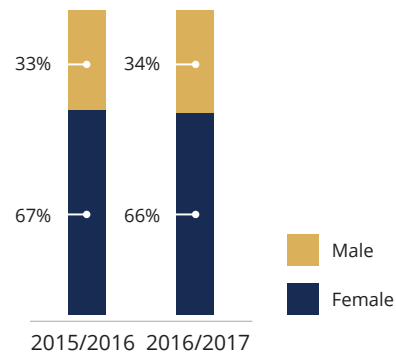
Breakdown of employees by age range



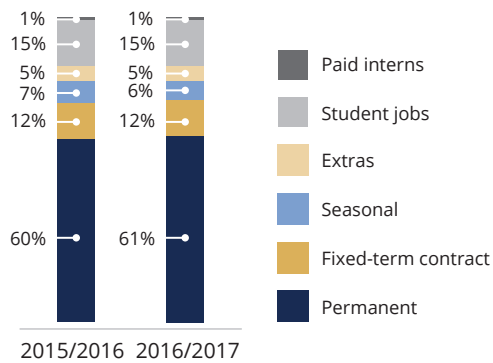
Proportion of women in management at 30 september



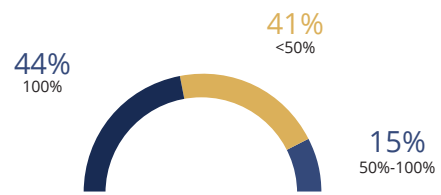
Breakdown of employees by gender



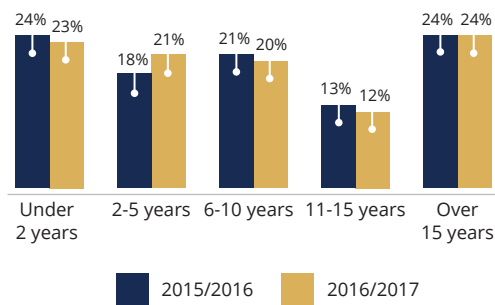
Breakdown of employees by contract type



Breakdown of contracts by rate of activity



Breakdown of employees present at 30 september by years of service



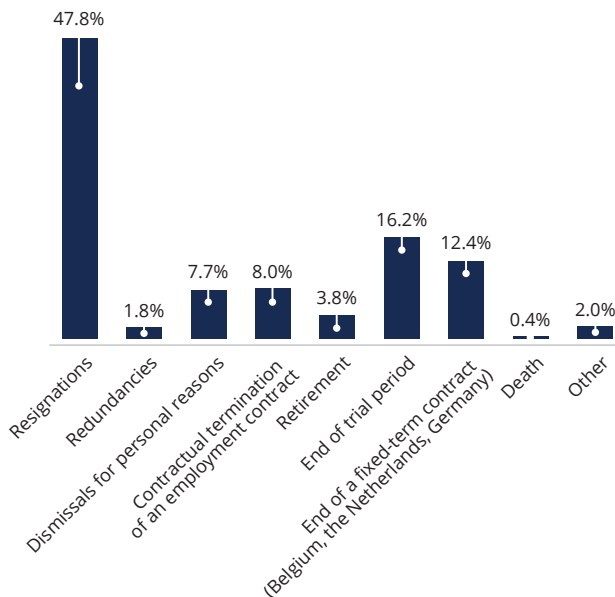
## Turnover rate

The turnover rate, 16.5% this year, was up slightly on last year (15%), primarily due to the tightness of some areas of the labour market (cleaning and aquatic staff). With regard to the latter, structural action plans were established in order to retain the teams.

	2015/2016	2016/2017
Number of new staff	1,538	1,665
Number of departures	1,368	1,622
<b>TURNOVER RATE</b>	<b>14.9%</b>	<b>16.5%</b>



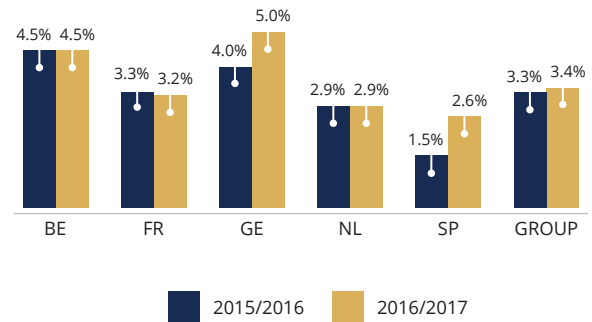
Breakdown of departures by reason in 2016-2017



### Absenteeism rate

Absenteeism stood at 3.4% this year, practically unchanged from last year (3.3%).

Absenteeism rate



## 3.2.2 A “managerial growth path” to support team performance

Being convinced of the importance of the role of leaders and managers within the organisation in terms of Group performance, a global “Managerial pathway of growth” was designed and rolled out. Its objective: to support managers in their role as leaders, coaches

and agents of change. Initially designed specifically for Leaders, this comprehensive tool was developed and improved over the course of the last two years before being extended across other managerial levels.

### 3.2.2.1 Common managerial values specific to the Group

A common framework of managerial values focusing on customer satisfaction and teamwork was designed: B-CORE (Best in class/Client centric/Ownership/Role model/Entrepreneur).

Implementing these values has made it possible for all Group managers to share a common standard that extends beyond business lines, countries and brand names and to improve their day-to-day understanding of what the Group expects from them in terms of their roles and responsibilities.

### 3.2.2.2 Strengthening the community of “Leaders”

The community of “Leaders” – B-Community – is part of a collaborative and interactive initiative designed to create links and facilitate dialogue among Group “Leaders”, improve their skills and develop a common managerial culture. It also enables the Group to effectively relay its vision and strategy to its teams.

In addition to the B-CORE training programme (see below), this community of “Leaders” takes the form of multiple, highly practical, actions: an annual seminar (“1Team1Time”), a dedicated social network (“Yammer”), Group-wide working groups, etc.

### 3.2.2.3 An ambitious leadership and management training programme

In 2016, the training programme rolled out for Group “Leaders” was extended to “Managers of managers” with dedicated modules tailored to specific business lines (Pierre & Vacances, Center Parcs and Head offices), then, in 2017, it was extended to “Regional managers” (Heads of service/Floor Managers).

Today, more than 400 managers have followed this Pierre & Vacances-Center Parcs Group-specific training programme. The consistency of the messages and practices disseminated across the Group has helped to make managers more professional, which is recognised by their own employees as shown by the results of the 2017 Happy@Work satisfaction and commitment survey – see opposite.

### 3.2.3 B-Talent: a global skills development strategy

#### 3.2.3.1 A recruitment policy designed to capitalise on the Group's expertise and attract new talent

Our recruitment policy is above all designed to capitalise on in-house know-how and skills. Thus, 2,165 Group employees (not including Spain) benefited from internal transfers in 2016/2017, to meet their professional development aims in line with Group requirements.

Our digital strategy was also enhanced with the aim of attracting the best external candidates. Partnerships with recruitment and social network platforms were signed to cover all the countries in which the Group operates and to reach target audiences or categories. Drafted in 2017, this strategy will be rolled out Group-wide in 2017/2018.

At the same time, in 2017, in-depth work was conducted on our employer brand (Employee Value Proposition EVP) with the aim of raising the Group's profile beyond its commercial brands. This project consisted of constructing, on the basis of the values defined by the Group, consistent and unique employer brand content for all entities.

Arising out of collaboration, this new employer identity will focus on the slogan "Access a world of opportunities", and will be rolled out in 2017/2018.

Another of the Group's specific features, directly relating to the tourism business, is its use of seasonal workers, particularly for Pierre & Vacances brand sites.

Bringing both skills and flexibility, these workers contribute to the quality of the services offered to our customers and to the smooth operation of our residences and villages. So as to attract the best candidates, this year we rolled out a targeted campaign entitled "What are you doing for the next few months? Pierre & Vacances is recruiting 700 smile creators" which enabled the Group to target candidates more accurately and in greater numbers. In addition, as well as training (see section 3.2.3.3), we offer good conditions and all the benefits on the seasonal contracts: living accommodation for those not living nearby, comprehensive, employment-based social protection (health and welfare), staff holidays at preferential rates, option to take advantage of our regional network with low season transfer offers.

Lastly, partnerships entered into in the context of our policy of building relationships with educational institutions (leading business schools or those specialising in property development and tourism) continued this year. In 2016/2017, 42% of graduate interns and apprentices were hired on fixed-term or permanent contracts after their training and apprenticeship period.

#### 3.2.3.2 A transparent and fair remuneration policy

Remuneration and employee benefits are a source of leverage for improving performance and recognition. Continuing the consistency and optimisation effort begun in previous financial years, remuneration processes have gradually been improved and harmonised across the Group and remuneration is measured against the labour market within the different countries/regions where the Group operates. Changes in remuneration are directly linked to employee performance in addition to collective pay rises

for the lowest-paid workers. The Group's Remuneration and Employee Benefits Department is a key part of these policies, enabling us to offer remuneration levels in line with the market, performance and our employees' potential. In addition, the variable portion of remuneration is set on an annual basis in line with company's challenges and strategy.

Employee expenses stood at €342,013,000<sup>(10)</sup> for 2016/2017.

(10) Employee expenses are consolidated in the Group's financial statements (details provided in page xx of the financial report).

### 3.2.3.3 Training – key to meeting business challenges

The quality of the service offered to our customers is one of the Group's main priorities. Within this context, for more than three years now, our training strategy has been directly linked to the everyday realities and operational challenges faced by each entity and to changes in our various business lines (digitalisation of the customer process, etc.).

All our training pathways have been improved, both in terms of the "Pierre & Vacances service approach" and the "Center Parcs standards of Excellence" with the aim of meeting customer expectations.

Across both brands (Pierre & Vacances and Center Parcs) the teams' commercial and operational skills were also enhanced by the introduction of training tailored to on-site commercial challenges. Content is reviewed on a regular basis thereby making it possible to develop on-site sales of our products, activities and services and respond to customers' requirements during their stay.

Made-to-measure training courses were rolled out and incorporated into our existing pathways to support the "premium" and "VIP" upscaling of some of our Pierre & Vacances and Center Parcs sites.

For Pierre & Vacances, the "Work@PV" training pathway was enhanced. It enables operational teams to support seasonal workers during the different stages of their working lives within our

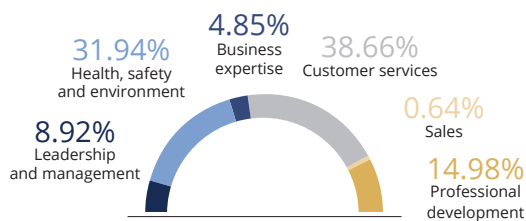
company: recruitment, integration, training and commitment-building. It also means that our seasonal workers can be trained and made aware of our PV service approach. These occupational training courses are also a means of attracting new candidates and retaining our repeat seasonal workers.

In addition, we are digitalising our training programmes: this year, the "App@Work" platform again raised Center Parcs employees' awareness of our "standards of Excellence" (particularly through challenges), and enabled us to make customer expectations a core team issue. A new "e-learning" platform offering more than 360 practical and fun training courses on different Group products and services was also set up for Call Center teams in France.

With regard to support functions and property development services, technical training courses were held in order to adapt to the changes in business lines and tools. Project management training courses were also rolled out to meet the growing need for Group-wide (across business lines and brands) project management. Attention was also paid this year to training for our sales and property development teams (particularly in accordance with the ALUR law).

Lastly, the Group, being mindful of the safety, security and health of its employees and customers, continued its dedicated training programmes.

Training hours distribution



	2015/2016	2016/2017
Total number of training hours	88,906	74,658
Average number of training hours per employee	13.13	12.37
Proportion of employees trained	0.56	0.49
Proportion of women among trained employees	0.65	0.63
Training budget	3,341,250	2,745,590



### 3.2.3.4 Performance appraisal – key to meeting business challenges

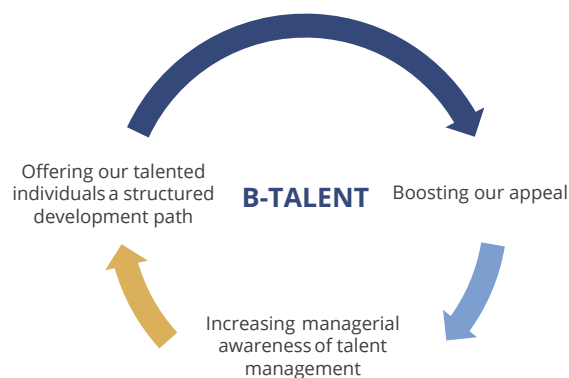
Performance evaluation is a key process of the managerial function. This process, which is now fully digitalised and common to the entire Group, goes on throughout the year. It is formalised, in particular, during annual appraisals which were given to 86% of our employees in 2016/2017.

An evaluation of employees' potential, strengths and weaknesses, and career development, this appraisal is also an opportunity to look more closely at employees' individual needs and to put in place tailor-made training plans.

### 3.2.3.5 A talent management which is part of the Group's innovation and transformation initiative

The structure of the Group-wide "Talents" initiative has been strengthened over the last three years. Launched in 2014, this initiative initially made it possible to apply common criteria to obtain a fairer definition of "Talented individuals" or "Key specialists", thus arriving at a consistent and structured means of identifying such individuals for the first time.

This initiative was continued and personalised and proactive management was put in place as a result of closer involvement from key managers as well as regular meetings with the Human Resources Department. For the last three years, 54.8% of our Talented individuals have taken advantage of internal transfers.



In 2017, on the occasion of the Group's 50<sup>th</sup> anniversary, a project designed to promote innovation and prepare for the future was launched within the Group: the 5.0 project. This project focused on two priorities:

- ◆ How can we give our customers an unforgettable experience?
- ◆ How can we use our resources intelligently to improve?

A group of fifty or so ambassadors was chosen from amongst the Group's young, talented individuals. Their role is to encourage the generation of ideas and give structure to this entrepreneurial innovation and transformation initiative. In order to do so, all Group employees were invited to post ideas on a dedicated digital platform. The Group also set up a specific programme for these 50 ambassadors, the 5.0 Academy Programme based on collective intelligence and collaborative working processes. This programme will end with projects being presented to the General Management Committee in December 2017 and with the operational roll out of the projects selected in 2018.

## 3.2.4 Listening, communicating, open dialogue

### 3.2.4.1 Measuring and improving employee well-being and commitment

We are convinced that happy employees play a key role in customer satisfaction. That is why we make their well-being and commitment a key part of our policy. In this respect, the Human Resources department and the managers are working to improve employee well-being to boost daily commitment and ensure that our staff provide a high quality service.

A Group-wide survey designed to measure the satisfaction and commitment of all our employees was conducted in 2017 for the second time. Fully digitalised, this "Happy@Work" survey recorded a participation rate of 72% (+6 points compared with the survey conducted two years before). It confirmed employees' very positive feedback about the Group, notably our Group's customer focus

(80% of our employees offered a favourable opinion), general satisfaction with working conditions (nearly 75%), management quality and effectiveness (73% – up 7 points on the last survey). Employees rated the support that they had been offered, notably with regard to training, within the context of the Group's gradual transformation (+11 points). Up consistently across all items, these results are a reward for all the hard work undertaken over the last few years on a Group-wide scale. The Group makes "human capital" the focus of its strategy, operational performance and transformation.

In line with these results, targeted action plans were compiled and will be rolled out by managers in 2017/2018 and 2018/2019.

### 3.2.4.2 Internal communication, a shared fundamental adapted to each country and each brand

The fact that our sites are spread across five countries means that internal communication has a major role to play. Internal communication is essential to circulating the Group strategy within each entity, brand, establishment, or country, to involve employees and create a link between the teams. It is also key to circulating the Group's processes and standards consistently and giving managers the tools they need to support their teams.

The Group has an intranet, where sections are added for each brand, as well as the App@Work app for Center Parcs. These tools continued to be developed this year so as to provide consistent, accessible information in all the Group's languages, communicating the Group's priority areas, sharing news from each brand and

country, and making employees aware of the main components of the HR policy. Internal mobility, remuneration, and evaluation information, as well as updates on the Happy@Work action plan are accessible to all and can be relayed by the managers to their teams.

2016/2017 was also the opportunity to celebrate the Group's 50<sup>th</sup> anniversary. For this reason, a programme of celebrations was rolled out. It was based on four major challenges: to educate employees on the Group's history, to put flesh on the bones of the Group's newly defined values, to thank employees for their commitment, and to include them in our vision of the Group's future.

### 3.2.4.3 Developing CSR culture internally

Raising employees' awareness on sustainable development issues is key to ensuring their day-to-day involvement. It is also an essential requirement for the environmental labels and certifications to which our brands have committed. Initiatives are therefore being rolled out to develop and reinforce the CSR culture in the teams.

At Center Parcs, all staff are aware of and receive training in the environmental procedures to be implemented on their site (e.g. via regular hygiene/safety/environment questionnaires). At Pierre & Vacances, all staff working on Green Key sites are made aware, via the BEST tool, of environmental issues and best practice

which should be adopted at their site. This year, the BEST tool made it possible to share training media more smoothly.

It should be noted that the effort put into rolling out an internal CSR culture (special events, training, involvement of COMEX, etc.) over the last few years and the employees' length of service (over a third of employees have worked for the Group for 11 years or more) have helped raise teams' awareness of CSR issues. This maturity has enabled us to formalise sustainable development commitments specific to each brand and supporting business line. It will be a vital way of meeting the targets set.

### 3.2.4.4 Employee relations and collective agreements

The Group respects freedom of association and the right to collective negotiation in the countries where it operates. Around 586 meetings were held with staff representatives across the Group during the 2016/2017 financial year. The Group is keen for constructive social dialogue to flourish, this being a mark of quality employee relations. Staff representatives are regularly informed, consulted and involved in the main decisions taken.

The Group works with staff representatives in every European country where it is present and adheres to labour legislation applicable in each country. A European Works Council (EWC), with representatives of each country meets at least twice a year.

Finally, the Group complies with the labour standards of the International Labour Organization (ILO). The Group has more than 99% of its operations in the European Union, where employment regulations are well-developed via democratic parliamentary systems.

## List of collective agreements in force

Agreements	Scope	Year of signature	Duration of validity
GPIEC – Action plan on strategic workforce management <sup>(1)</sup>	UES Supports and S.I.T.I. <sup>(2)</sup>	2014	3 years
Teleworking	UES Supports and PPCI	2008	Unspecified
Gender equality	France excluding S.I.T.I. and Les Senioriales	2013	Unspecified
Disability	France	2015	3 years
Employee profit-sharing	France	2012	Unspecified
Organisation of working time	France	2015	Unspecified
Health Insurance Agreements	PPCI - UES SUPPORT-UES TOURISME	2016	Unspecified
Agreement report for the yearly obligatory negotiation	PPCI - UES SUPPORT-UES TOURISME	2017	Annual
Guadeloupe profit-sharing	SET Pierre & Vacances Guadeloupe	2016	3 years
Method agreement on psychosocial risks	UES Tourisme	2010	Unspecified
Electronic vote	UES Tourisme and PPCI	2015	Unspecified
Collective Labour Agreement concerning the tourism sector	The Netherlands	2017	Two years
Collective agreement on the organisation and structure of labour partners (trade unions and staff representatives)	Belgium	2015	4 years
Agreement on HR-Rodibus controlling	The Netherlands	2017	1 year
Mercer CZ Assurance Santé	The Netherlands	2017	1 year renewable each year
Mutuelle Aegon WIA <sup>(3)</sup>	The Netherlands	2009	1 year renewable each year
Pension scheme	The Netherlands	2015	3 years
Digital lunch vouchers	Belgium	2013	Unspecified
Temporary unemployment	Belgium	2012	Unspecified
Additional pension scheme	The Netherlands	2015	5 years
Versatility and travel expenses	Belgium	2014	Unspecified
Harmonisation of CPSPs	Belgium	2011	Unspecified
Wage standards/Group insurance	Belgium	2016	Unspecified

(1) GPIEC: *Gestion Prévisionnelle Intergénérationnelle des Emplois et des Compétences*.

(2) S.I.T.I.: *Société d'Investissement Touristique et Immobilier*.

(3) WIA: *Law on labour and social revenues depending on working ability*.

### 3.2.5 Well-being and equal opportunities at work

The well-being and equality of our employees is an asset. It represents the diversity of the customers we welcome to our sites.

#### 3.2.5.1 Well-being at work

##### Ensuring a safe working environment

The safety of our employees and of our customers are closely linked. This is a major priority area for the Group and is led by the Operational Risk and Human Resources departments.

##### For Pierre & Vacances France

The scope of the Operational Risk Manager – Prevention and Security France was extended to cover Spain this year. Regional correspondents represent this manager on the ground and ensure the smooth roll-out of centrally defined procedures. Each Pierre & Vacances and Maeva site has a regional security officer as an exclusive contact, for all risk areas identified: legionella, private and public pools, health and safety at work, fire safety, general safety, leisure activities and crisis management. For French scope, the tool can be used to perform a risk analysis and produce a “Unique Document” (risk report) for each site.

This year, our swimming pool safety and prevention policy was enhanced by the specific requirements of our foreign Tour Operators partners (pictorial posters, additional equipment, etc.). Audits were organised for all residences in France and one third of all sites in Spain and related training sessions were put in place. Like each year, training sessions on risk prevention and safety were delivered to all regional directors, area directors, site directors, and technical managers.

Furthermore, in accordance with legislation, a Scheduled Accessibility Agenda was implemented for all Pierre & Vacances residences in France last year. A budget of €6 million has been set

aside and a plan for the roll-out of the works devised up to 2021. Over 2/3 of scheduled actions were performed this year in the establishments in question (access ramps, specially adapted reception areas, disabled lifts, etc.)

The number of accidents at work increased by 5% this year, amounting to an additional dozen or so accidents. At the same time, the severity rate of accidents fell by 21%, mainly due to the fact that accidents were less serious.

##### For Center Parcs Europe

Risk management is organised by country. A Risk Manager is the national contact for the operational teams in each country and monitors legal and regulatory requirements and changes at local and national level. The process for managing operational risks is based on ISO standard 14001 and on an HSE (Health, Safety, Environment) management system. It focuses not only on environmental risks, but also on eight other risk areas, linked to the specific features of each brand: fire safety, drinking water hygiene, food hygiene, safety of high-risk activities for customers, prevention in terms of pool hygiene and safety, employee health and safety, general safety and legionella prevention. All sites were again ISO14001-certified this year, attesting to the quality of the management system in place.

In addition, an innovative partnership was established with the French national gendarmerie, as part of the government’s “Tourism and Safety” programme, with the aim of cooperating on a local level, particularly with preventative measures and providing additional safety guarantees to customers and employees.

#### Safety at work

	2015/2016	2016/2017
Frequency rate of workplace accidents	26.9	27.9
Severity rate of accidents	0.68	0.53

#### 3.2.5.2 Equal opportunities at work

The subject of equal opportunities for employees is important for the Group: measures were put in place to ensure gender equality, the inclusion of people with disabilities and the fight against all forms of discrimination.

##### Gender equality

Women make up 66% of employees and 53% of managers are women. This figure has remained stable of the last few years.

Women account for 63% of all employees trained, which reflects the proportion of women within the Group staff as a whole.

To formalise its commitment to gender equality, the Group signed an agreement in France. This agreement will be renewed early next year as part of the negotiations on well-being and equal opportunities at work. In addition, every year in France, during the Statutory Annual Wage Negotiations, salary indicators are shared with labour partners; no gender pay gap was reported during the last negotiation.



### Inclusion of people with disabilities

Since 2005, the Group has conducted specific initiatives to promote the employment of workers with disabilities and keep them in work. A Disability Agreement for France was renewed in 2015 for three years. It will be renegotiated between now and the end of 2017 for the 2018-2020 period.

This means that the Group's disability taskforce implements a proactive policy based on specific information and awareness-raising initiatives which respond to the problems of the various entities.

The number of disabled workers within Pierre & Vacances France stood at 170, or 3.4% of the workforce in France, the same as the previous year (170 and 3.4%).

This year, these initiatives notably focused on raising awareness among support teams, and more specifically the Purchasing Department teams, about the specifics of purchasing from the

protected sector. Awareness-raising events were held to change employees' attitudes to disability (business theatre, Philippe Croizon conference, fun workshops etc.).

Moreover, the network of disability representatives (HR managers; Hygiene, Safety and Working Conditions Committee; and members of the Disability Commission), which was set up last year to better implement the policy on the sites, continued its work, and a third level of disability representative was identified from amongst managers.

Generally speaking, this general anti-discrimination initiative has gone above and beyond the requirements of French legislation. Center Parcs implements measures to include people with disabilities across all its sites (including those in foreign countries). In the Netherlands, for example, three Center Parcs were awarded "PSO Quality Mark" certification, recognising them as socially responsible employers facilitating remote working for disabled employees.

### Employment of workers with disabilities

	2015/2016 <sup>(1)</sup>	2016/2017 <sup>(1)</sup>
Proportion of employees recognised as workers with disabilities	3.4%	3.4%
Number of workers with disabilities during the year	170	170
Number of employees recognised as workers with disabilities recruited during the year	29	29
Number of adaptations of the working environment for employees with disabilities	3	1

<sup>(1)</sup> France perimeter

### Fight against discrimination

The Group applies an anti-discrimination policy under internal agreements or regulations. In France, for example, the Internal Regulations have, since 2015/2016, contained a reminder of general anti-discrimination obligations. In addition, managers are educated, trained and supported during the training on the annual reviews and throughout the year or when individual issues arise.

In the Netherlands, a policy of fighting against "undesirable behaviour" (discrimination and intimidation) has been in place for a number of years now. Individuals have been specifically trained to this end on how to help employees deal with these types of problems. To date, no complaints have been made on the basis of these issues.

Furthermore, negotiations with our union representatives were begun in France at the end of this year in relation to well-being and equality at work, including issues relating to the right to disconnect, quality of life at work and gender equality.

## 3.3 Reducing our environmental impact and enhancing the natural capital of our sites

### 3.3.1 Sustainable use of water and energy resources

To manage water and energy use on Pierre & Vacances sites, the Group consolidates use for which it is directly responsible (i.e. use for which joint owners are responsible under management contract with the Group). Therefore, volumes of use (see table opposite) include the share owned by the Group for each site. Data for Pierre & Vacances is supplied by ICARE – the internal energy use management tool. The concept of shared use does not apply to Center Parcs. Data are consolidated by the energy expert on the basis of the tracking files kept by each site. Icare will be rolled out across this brand next year.

#### For Pierre & Vacances sites in Europe

At the head office, a dedicated Strategic Support team monitors water and energy consumption at the sites, performs budget reconciliation and analyses differences. It also supports regional maintenance managers in producing assessments and alerts them in the event of abnormal, unexplained changes. On site, technical managers are responsible for reading meters, and monitoring energy usage, with their regional officer. Since 2015/2016, usage data has been analysed on the basis of unified degree days (DJU).

Across residences in France and Spain, overall energy use was down 2.8% on the previous year. This was due to the loss of apartment inventories in France and the drop in the number of overnight stay sold. Volume by overnight stay, however, remained stable.

With regard to water use, total use was practically unchanged from the previous year (+0.4%) for France and Spain. On the other hand, due to some leaks identified and dealt with at sites in France (Le Rouret, Hyeres, etc.) and in Spain (Salou, Bonmont) use by overnight stay sold was up by 1.7%.

So as to continue with work to monitor and optimise energy and water use, a number of major initiatives have been conducted this year: finalisation of the roll out of training on ICARE and FMS, introduction of smart meters that can be read remotely for some mountain and French West Indies sites. A pilot project was also conducted at the Val Thorens residence to reduce energy use via a relamping programme and the introduction of new intelligent heating equipment.

#### For Center Parcs and Sunparks sites

The Naturall Plan sets specific water and energy use targets: cut energy and water use by 25% by 2022 (based on usage per

overnight stay – base year 2010) standardised to unified degree days.

These targets, which are staggered over the coming years, are in the environmental programme of each site and incorporated in the ISO 14001 certification and the new ISO 50001 certification.

Usage is monitored weekly and monthly by the energy coordinator for each site. Monthly data is checked by an in-house expert who monitors usage across all sites, performs analyses, consolidates data and monitors targets across all sites in Europe. Depending on the performances observed, the expert will suggest action plans and investment plans to continuously improve site performance.

In 2016/2017, there was a 1% increase in the total volume of electricity used and a 6% rise in the total volume of gas used. The total energy consumption rate per overnight stay rose by 6%, the total volume having risen by 5%.

The rise in usage was due to cold weather requiring more heating in cottages and central facilities. Higher occupation rates across a large number of sites, in the order of 3% across the entire portfolio, also resulted in higher usage.

Major investments have been made this year to improve the energy efficiency of the facilities. A new aeration system has been fitted on the Kempervenen site. Furthermore, a new, more energy efficient, outdoor lighting system was tested and then rolled out at the Meerdaal site in the Netherlands and the changeover to LED at some German sites (external lighting and half the cottages – overall average across these sites) saved energy. Lastly, the ISO 50001 certification obtained by all sites in Europe meant that Center Parcs was part of a managed and certified approach to reducing its energy consumption.

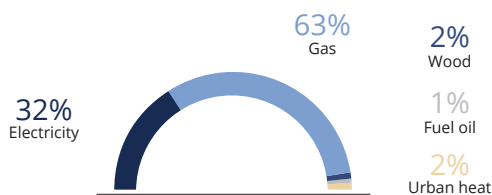
Lastly, a number of co-generation projects are either being studied or are in the process of being rolled out in Belgium and in Germany. The Vossemeren and Bispingen sites will be equipped in 2017/2018. After that, a third unit will be installed in Bostalsee, one in Erperheide and another at the future site in Allgäu.

Water use per overnight stay was also slightly up on last year (+2%). The total volume was very slightly higher this year. This was due not only to the high occupancy levels at the sites, but also to leaks from water systems which have since been located and addressed. Plans to replace shower heads and taps with water-saving equipment are due to be launched across the Center Parcs in France in 2017/2018 and will reduce usage.

	CP Europe	PV Europe	Group	CP Europe	PV Europe	Group
<b>Total volume of water and energy used by the sites, managed by the Group</b>						
	<b>2015/2016</b>			<b>2016/2017</b>		
Number of sites included in the scope:	24	163	187	24	159	183
<b>TOTAL WATER (M<sup>3</sup>)</b>	<b>3,324,082</b>	<b>1,856,801</b>	<b>5,180,883</b>	<b>3,330,743</b>	<b>1,864,989</b>	<b>5,195,732</b>
Volume of water (m <sup>3</sup> )/night <sup>(1)</sup>	0.83	0.58	0.72	0.85	0.59	0.73
<b>TOTAL ENERGY (MWh)</b>	<b>651,438</b>	<b>148,305</b>	<b>799,743</b>	<b>682,506</b>	<b>144,082</b>	<b>826,588</b>
Volume of energy (kWh)/night <sup>(1)</sup>	163.61	46	111	173.22	46	116
Electricity (MWh)	153,175	116,713	269,888	153,949	111,142	265,091
Gas (MWh)	479,511	8,634	488,144	508,418	11,687	520,105
Wood heating systems (MWh)	12,757	0	12,757	13,841	0	13,841
Fuel oil (MWh)	5,995	9,003	14,998	6,298	6,637	12,935
Urban heat (MWh)	0	13,955	13,955	0	14,616	14,616

(1) Nights: An accommodation rented for one night represents one night, whatever the number of occupants.

Breakdown of volume of energy managed by the Group by type of energy 2016/2017



### Studying water stress

The Aqueduct tool designed by the World Resources Institute (WRI) was used to identify sensitive areas. This helped pinpoint sites managed by the Group located in the most sensitive areas in terms of quantity (the level of vulnerability is measured on a scale of 1 to 5). One site is located in a level 5 vulnerability area, while 16 sites are in level 4 areas. In addition, taking into account only water

stress, 14 sites are located in level 5 vulnerability region. Water-saving measures were applied across all Pierre & Vacances sites. For example, a water saver was set up for every tap in the residences in France, and watering was adapted to rainfall. Lastly, prefectural or local authority decrees (ban on watering gardens, etc.) are obviously respected by the residences concerned.

### 3.3.2 Responsible waste management

Managing the waste generated by operating our sites is one of the Group's major concerns. Firstly, it is necessary to monitor – on-site where it is possible – the volume of waste produced and to use appropriate recycling channels for each type of waste. Our ultimate aim is to optimise waste sorting so that we can work together with our waste management providers to recycle a high proportion of our waste. Prompting employees by means of clear communication and operating standards, and raising customers' awareness of best practices to be adopted are just some of the Group's levers for action.

#### Pierre & Vacances Europe sites

Non-hazardous waste is collected by local council services, which do not weigh the containers before emptying them and so the volumes of waste produced cannot be provided. However, initiatives are

underway to encourage sorting: certain sites which have large enough kitchens have waste sorting bins and 100% of Green Key sites provide customers with recycling solutions in kitchens. All sites have specific sorting containers, in accordance with local council sorting regulations. Operational teams are also in touch with local council services to ensure that services and facilities are in place, particularly in high seasons.

#### For Center Parcs and Sunparks

On Center Parcs sites, cooperation with private waste management service providers means that waste can be accurately monitored at each site. A recycling commitment was undertaken under the Naturall policy: 60% recycled by 2022. This target is staggered over the next few years and is included in the environmental programme of each site and in ISO 14001 certification.

	2015/2016 <sup>(1)</sup>	2016/2017
Number of sites	24	24
Total (in tons)	17,514	17,190
Recycling rate	30.93%	33.54%
Ratio volume of waste produced per overnight stay (kg/night)	1.07	0.99

Breakdown by waste type	2015/2016 <sup>(1)</sup>	2016/2017
Non-hazardous industrial waste – unsorted	71.0%	66.5%
Glass	10.1%	9.1%
Cardboard / paper	10.0%	10.2%
Biodegradable waste	9.5%	12%
Other non-hazardous waste – sorted	2.0%	2.0%
Hazardous waste	0.1%	0.2%

(1) 2015/2016 data were corrected for catering waste collected on sites in Belgium and in the Netherlands.

Volumes and types of waste are monitored and managed at site level and coordinated by an expert at Group level. The role of the expert is to raise the teams' awareness on site, to act as an intermediary for the different service providers and to find innovative and attractive means of improving waste management. The expert also ensures that brand targets are met and that data are gathered and monitored.

In 2016/2017, the recycling rate across all the Center Parcs in Europe reached 33.5% (up 3.4 points on the previous year). German and Dutch sites were the highest performers with recycling rates of 50% and 36% respectively, compared with 27.5% for French and Belgian sites.

This progress was due to the inclusion this year – as well as the correction made to the 2015/2016 data – of all catering waste in restaurant kitchens in Belgium and the Netherlands and the implementation of various recycling awareness-raising initiatives (employees and customers). The volume of waste per overnight stay was, in addition, down 7% compared with 2015/2016 at 0.990kg/night.

Renovations also include improved accommodation-related recycling teams. This year, 975 cottages were equipped with recycling bins with three or four compartments (NHIW, Glass, Cardboard/paper and Plastics). The Group also wants to work on customers' recycling habits. For example, a test was carried out on food waste sorting in cottages between February and May 2017 at Center Parcs Domaine du Bois aux Daims: it enabled us to improve our understanding of customers' behaviours, expectations and motivation drivers (i.e. explain to customers the positive impact of their practices). What we learned from this test will be useful when it comes to rolling out the scheme on a wider scale across Villages Nature® Paris in 2017/2018.

A quantitative waste analysis (not including waste electronic and electrical equipment – WEEE) carried out with the cooperation of our waste management provider for France showed that the recycling rate is 54%, materials recycling accounting for 32% and energy recovery for 22%.

## Villages Nature® Paris

Volumes of waste and recycling rates were monitored throughout the project, as part of the Villages Nature® Paris green building charter. The waste recycling rate in August 2017 was 97% of the total mass of waste, 11% of which was accounted for by energy recovery and 86% by materials recycling.

## Working with environmental bodies in each country

In each country, WEEE is processed by dedicated environmental bodies or service providers responsible for collecting waste on site (particularly in France and Germany), to ensure waste is processed in specialised channels and to optimise waste recovery. For Center Parcs Europe, Sunparks and Pierre & Vacances France, 114 tonnes of WEEE were collected over the 2016/2017 financial year.

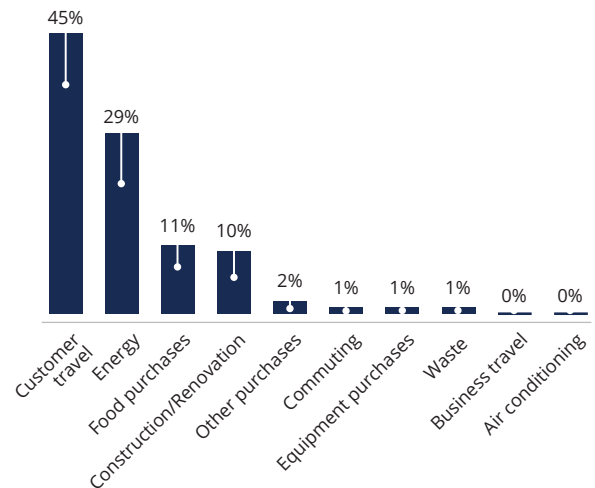
## Fighting food waste

On Center Parcs sites and, to a lesser extent, in Pierre & Vacances villages, catering is supplied by external providers (catering is only under direct management at two Center Parcs sites). The food waste issue has to be tackled in conjunction with these service providers. Some practical measures have already been taken with buffets, such as adapting menus so that they are better suited to the eating habits of different types of customers (particularly in terms of their nationality), and adjusting the choice or presentation of dishes as the service gets under way to limit losses. In order to take this a step further, customer-facing education initiatives will be launched over the next year by our catering provider in France in conjunction with the Center Parcs teams.

### 3.3.3 Taking account of climate change

The Group's carbon footprint was updated for scope 1, 2 and 3 emissions in accordance with the emission factors from the Ademe's 'Bilan Carbone V7.5' spreadsheet, using the "location based" method. The update was based on the different studies conducted (notably, the study carried out in 2015 on the Center Parcs in France). It enabled us to confirm the Group's main greenhouse gas emissions.

Breakdown of CO<sub>2</sub> emissions by source



Category of emissions	Percentage of the Group's emissions	Emissions in tonnes of CO <sub>2</sub> equiv. <sup>(1)(2)</sup>
Scope 1: Direct emissions	21%	138,505
Scope 2: Indirect emissions from energy use	7%	44,499
Scope 3: Other indirect emissions <sup>(3)</sup>	72%	462,112

(1) Study carried out on the basis of 2015/2016 data.

(2) The degree of data uncertainty was 8% (or 42,621 tonnes of CO<sub>2</sub> equiv.)

(3) Scope 3: Customer travel, business travel, waste processing, renovation data, data for purchases made by the Group and estimated for catering providers.

Our customers and employees' transport (employee travel accounting for a very low percentage of the total), energy consumption and purchases are the three main sources of CO<sub>2</sub> emissions generated by our businesses during the operational phase.

#### Transport

The first source of CO<sub>2</sub> emissions is associated with customer transport. The Group offers a network of destinations in France and in Europe. The fact that holidays are offered on a regional basis helps to limit the transport-related CO<sub>2</sub> impact (the average distance travelled by our customers: 402km), and the means of transport used (train, car) produce less carbon emissions (than an aeroplane, for example). So as to limit this impact, certain measures are proposed to encourage customers to limit their car use: shuttles to the nearest train stations are offered with partners for some destinations, notably mountain resorts, and information on how to access our sites by train is provided for each of our sites. However, we note that for our customers, the vast majority of whom are families, cars are still the preferred mode of transport, as they are more convenient and less costly. Some measures were taken this year to encourage an increased use of electric cars such as the introduction of charging stations for electric cars at two Pierre & Vacances residences, and consideration is being given to extending these facilities to other residences.

So as to add new momentum to the subject of mobility, a working group was set up this year for the Center Parcs scope. The objective is to offer, from 2017/2018, new travel solutions for employees and customers ahead of their holiday (electric mobility, public transport, etc.) and on-site (electric bicycles, luggage carriers, etc.).

#### Energy

CO<sub>2</sub> emissions associated with energy use were the Group's second greatest source of CO<sub>2</sub> emissions. All the initiatives in place to manage energy use and promote renewable energies help to reduce our "energy" carbon footprint.

When developing new projects, the installation of renewable energy equipment is systematically considered. The location of our sites, such as Center Parcs which are, for the most part, in forests, makes it difficult to install photovoltaic panels on accommodation. On the other hand, the parking shelters at one of the two newest French Center Parcs, the Domaine du Bois aux Daims, which opened at the end of June 2015, are equipped with a photovoltaic panel capable of producing 400 MWh/year, and the heating system for cottages and central buildings has been designed to run on biogas should a biomass facility be developed locally. At sites under operation, the main brake on developing renewable energy stems from the fact that the Group does not own the buildings.

At Villages Nature® Paris, the use of geothermal energy, possible as a result of the site's location, demonstrates the efficiency of using this type of low-carbon energy with a reduction of nearly 80% of CO<sub>2</sub> equivalent emissions per overnight stay per person compared with a Center Parcs in France.

With regard to electricity, the Group takes a voluntary approach to sourcing energy from renewable sources. Renewable energy meets 100% of the requirements of Center Parcs and Sunparks in the Netherlands and in Belgium, and 38% of the requirements of Center Parcs in Germany, with the target of 100% by 2020. For Pierre & Vacances residences, a green energy supply plan was launched and covers nearly 90% of the electricity requirements of Pierre & Vacances France.

## Purchases

This is the third largest source of CO<sub>2</sub> emissions. This carbon footprint calculation is based on purchases made by the Group during the year and an estimate of the purchases made by our catering partners. However, the Group has no direct control over said partners, as catering is subcontracted at all the Center Parcs and Pierre & Vacances sites offering this service. Consideration is, however, being given to these issues in talks initiated with different stakeholders (ex: the reduction of food waste, see page 86). Lastly, the Pierre & Vacances – Center Parcs responsible purchasing policy should help to reduce the impacts of this source of emissions, notably by encouraging local purchasing and CSR criteria in calls to tender.

## CO<sub>2</sub> emissions (energy)

Volume of CO <sub>2</sub> emissions from energy consumption managed by the Group	CP Europe		PV Europe		Group	
	2015/2016	2016/2017	2015/2016	2016/2017	2015/2016	2016/2017
Number of sites included in the scope	24	24	164	158	188	182
GHG emissions (in tonnes of CO <sub>2</sub> equiv.)	164,953	171,742	20,644	20,198	185,597	191,940

The table below shows the CO<sub>2</sub> emissions from energy consumption managed by the Group. There was a slight increase in overall GHG emissions at Group level (3.4%), in line with the total increase in the volume of energy used over the year. By night of accommodation sold, an increase of 4.8% was observed, due to a decrease in the volume of overnight stays.

### Villages Nature® Paris and the measures taken to reduce its carbon footprint

With Villages Nature® Paris – developed with Eurodisney – the Group demonstrated its capacity to propose a site with a low-carbon footprint. Four measures resulted in a reduction in construction-related emissions and were aimed at reducing emissions once the site was operational:

- ◆ constructing high energy performance buildings and maximising the use of renewable energy by sourcing geothermal energy: 100% of energy required for heating and hot water is provided by geothermal energy. This means that the carbon footprint relating to energy use per overnight stay can be reduced by nearly 80%<sup>(11)</sup> compared with the average Center Parcs site in France;
- ◆ encouraging the use of low-carbon construction materials: maximising the use of wood, particularly in accommodation, and the use of low-carbon concrete for the Aqua Lagoon (reducing the building's carbon footprint by 22%<sup>(10)</sup>;
- ◆ prioritising site access for low-carbon emission vehicles with a target of 30% of visitors using public transport (thus enabling the carbon footprint due to transport to be reduced by 75%<sup>(10)</sup> compared with a seaside resort). The entire project was driven by

this target: choice of strategic location (near Paris and major population centres, close to the Marne-la-Vallée transport hub), talks with local authorities about providing public transport to the site, creation of a dedicated website supplying information on all forms of access);

- ◆ prioritising soft mobility on the site (during the operational phase). For example, there are no internal combustion engine-powered vehicles on site (including maintenance vehicles – other than farm vehicles).

## Adapting our offering to climate change

The tourism industry is particularly sensitive to increasingly numerous changes in weather conditions such as rainy summers or winters with little snow. Climate change may have commercial repercussions for Pierre & Vacances – Center Parcs Group business. Against this backdrop, a study was carried out by the Group's Risk Management and Insurance Department to measure the correlation between these types of weather conditions and reservations. The study concluded that over the summer period, sites in the North-Western quarter of France are the most "weather-sensitive", that is to say that the temperature is more likely to influence customer choice, particularly for short break reservations. On the other hand, over the winter season, whatever the weather index used, no link could be established between reservations and the weather.

This study is the first step towards improving our understanding of the impact of climate change on our business; it will enable use to direct our thinking in this regard.

(11) Estimates made by Egis Conseil.



### 3.3.4 Preserving the natural capital of our sites

Nature is a source of revitalisation, well-being and enjoyment and is one of the major assets of all our sites. Therefore, protecting and enriching the natural capital of the Villages and sites is one of the Group's principal commitments.

#### 3.3.4.1 In the design and building phase

An analysis of the baseline condition of the environment is conducted when developing any major project. It is based, amongst other things, on a "four season" diagnosis which aims to list the fauna and flora-related challenges of the site being studied. The study identifies protected species and sensitive habitats that need to be preserved as a priority. It also makes it possible to define measures to prevent, reduce and mitigate the impact throughout the project. The first measures relate to adapting the layout to suit the site's specific environmental constraints.

##### Villages Nature® Paris

During the construction phase, various measures and initiatives were undertaken to enhance and develop the site's biodiversity over the long term: renaturing existing water courses on, and off, the site, thus encouraging the recreation of habitats, renaturing a 20 hectare ecological corridor on the south side of the site, implementing compensatory measures through the acquisition and protective ecological management of 115 hectares of woodland in Seine-et-Marne and the 25 hectares of woodland cleared as part of the project. Furthermore, measures taken during the development of the project (such as the planting of 28,000 trees and 15,000 shrubs or the creation of a 4km natural river bank) make the site more attractive in terms of biodiversity. Annual monitoring of the measures implemented and the species identified (nesting birds, land mammals, reptiles, amphibians and insects) shows a good use of the green spaces created by ordinary biodiversity as well as the conservation of protected species in protected areas.

##### Center Parcs Allgäu (Germany)

Environmental assessments were also conducted before the project was launched. Consequently, the layout was designed to take into consideration the specific features of the site, which is an old

military site. In the first instance, the site was decontaminated, at the same time removing the risk of polluting ground water. Some development choices were also made to take advantage of the previous use of the site. For example, the layout was adapted to re-use all the pre-existing roadways and to re-use materials taken from the demolished bunkers (demolished on-site, the materials were broken up for use as foundations for the cottages, thereby avoiding the use of around 100,000m<sup>3</sup> of concrete. Measures were also taken to limit the impact of visitors on the species found on the site: roads were kept narrow, thereby imposing a speed limit across the site, an external lighting system was installed with low levels of light pollution and consideration was given to managing visitor flows. Lastly, compensatory measures were implemented inside, and outside, the site, such as the creation of a 1.1 hectare ecological corridor outside the site, the reforestation of 52 hectares of land, the creation of a water retention zone, and the creation of habitats for birds and bats.

##### Center Parcs Lot-et-Garonne

With plans to open it to the public in 2020, the Center Parcs project in Lot-et-Garonne will be the first of a new generation of medium-sized sites (spread across 87 hectares of land, the site will have 400 cottages). Inspired by contemporary design, the cottages will merge completely with the surrounding forest and twenty or so unusual dwellings are planned, notably based on the theme of an animal farm or an adventure. For this project, we worked with the Departmental Council of the Lot-et-Garonne region to set up a Sensitive Natural Area (ENS) in the immediate proximity of the Center Parcs project. In addition, as a result of the measures taken on the site to avoid the most sensitive sectors, the project was approved by the French National Council for the Protection of Nature (CNP) and the Environmental Authority.

#### 3.3.4.2 In the operational phase

Management practices aimed at preserving biodiversity on the sites, whilst ensuring the comfort levels expected by our customers, have been implemented by our operational teams: late mowing depending on the spaces, reducing soil-enriching products to a minimum, not using any phytosanitary treatments to maintain outdoor spaces, weeding by hand where possible, etc.

Center Parcs Naturall policy provides, in particular, for the implementation of a differentiated management plan to enhance biodiversity on each site.

##### Work with local associations to monitor biodiversity

At Center Parcs Domaine du Bois aux Daims, the monitoring of changes in biodiversity has been entrusted to two associations (LPO Vienne – the Bird Protection League – and Vienne Nature) as part of the work to set-up of the French Biodiversity Observatory. The purpose of this observatory is to guarantee the quality and transparency of the monitoring and to provide reports compiled by external species experts in line with established protocols.

## 3.4 Making sustainable development a part of our teams' everyday life

### 3.4.1 Construction phase

For major projects, more than for any other site, the Group has set itself ambitious design and building objectives. They are governed by external standards (HQE-Aménagement – or the One Planet Living initiative for the Villages Nature® Paris project).

Furthermore, concerning the projects delivered in 2016/2017, the expansion of the Center Parcs site in Moselle – 141 accommodation units - is on the way to be certified (HQE Bâtiments Tertiaires).

#### Center Parcs Lot-et-Garonne

For this Center Parcs project, which is due to open in 2020, HQE Aménagement certification (High Quality Environment certification in building and landscaping) was selected so as to work as far ahead as possible on incorporating not only environmental measures into the project, but also concerted actions. An initial audit was conducted and the first "HQE Aménagement" certificate was obtained for the initial phases in September 2017. Various strengths were highlighted, notably the project's contribution to developing regional and departmental tourism, the value added by the creation of local jobs and the environmental measures taken to foster biodiversity. The project was also part of a "low carbon" initiative and involved commitments that broke with the brand's usual way of operating, such as the creation of an open-air village centre to minimise energy consumption, the creation of a 100% pedestrian site, or innovations such as the development of an orchard and a vegetable plot within the bounds of the site, with the particular aim of enriching the visitor's experience.

#### Villages Nature® Paris: the One Planet Living initiative

Since its inception, the aim of Villages Nature® Paris has been to respond, in a practical way, to environmental issues. To do so, the One Planet Living methodology, which breaks down into ten key targets (see opposite), was followed throughout the design and construction phases. These targets aim to reduce the project's ecological footprint and to establish a social and economic balance, whilst at the same time enhancing the cultural assets and heritage of its host region. This approach takes the form of a Sustainable Action Plan (PAD), monitored by means of specific indicators. In addition, some buildings have obtained specific certification, such as HQE certification for the Aqualagon which will undergo its final audit in late 2017 and which is aiming to achieve an "exceptional" passport.



### 3.4.2 Operational phase

Integrating sustainable development into the daily lives of the teams onsite is a major objective of our CSR stance. To do this, internal tools have been rolled out: ICARE, FMS and BEST (the sustainable development management tool). External certifications obtained by the sites, such as the Green Key and ISO14001, also help attest to their performance levels.

#### 3.4.2.1 Internal tools

ICARE is in place at the Pierre & Vacances and Maeva residences in France and in Spain (see pages 86). It helps monitor water and energy consumption at the sites. The new Facility Management System (FMS) has also been deployed over the same scope and aims to optimise time-frames for handling customer intervention requests, improving equipment and building maintenance and providing a reliable data base for equipment at our sites. It therefore contributes to the positive performances by the sites in terms of energy and water consumption, and customer satisfaction.

These two new tools are accessible via a single portal, PEGASE, for which BEST is the third part.

#### Launch of the new version of BEST over a pilot scope of Pierre & Vacances sites

Initially launched in the form of a self-assessment questionnaire in 2011, BEST was totally overhauled to turn it into an operating management tool for all the sites. The new version developed for Pierre & Vacances consists of a list of actions corresponding to the brand's standards in terms of sustainable development. This action reference system was drawn up following a documentary study (ecolabels, challenges for the tourism sectors etc.) and with the contribution of the operating departments. It includes Green Key label criteria. BEST targets two major objectives. The first is to set an annual target performance level that is monitored over the year, and is drawn up together with the operating management teams. In concrete terms, the site managers must implement 42 "standard" (obligatory) actions and can validate 37 "additional" actions. The second objective is to generate momentum among the teams throughout the season and to make sustainable development standards part of daily life at the sites (by action planning, a control panel for indicator monitoring etc.).

For the scope under which BEST was launched in 2016/2017 (50 Pierre & Vacances sites labelled Green Key), almost 90% of sites have adopted the tool and 85% of standard actions had been put in place by 30 September 2017.

The target for 2017/2018 is to deploy BEST at all Pierre & Vacances residences in France, and in Spain (by adapting to the country's specific features). The BEST reference system will also be adapted for Center Parcs (integration of the Naturall Plan and the requirements for ISO 14001 certification).

#### 3.4.2.2 External certifications

##### ISO 14001 and ISO 50001 – Center Parcs Europe

Center Parcs has been committed to ISO14001 certification since 1999. This year was marked by the re-certification of all sites in accordance with ISO14001 (2015 version). An audit was conducted on one site per country, with general management and the support services). ISO 50001 certification was also obtained this year, for the same scope. So as to meet the requirements of these two standards, a new version of the environmental and energy management system was prepared. At present, it is applicable during the "construction" phase, thus covering a site's entire lifecycle (construction – operation – renovation).

##### Green Key – Pierre & Vacances and Maeva

Green Key certification was renewed for 2017 across all sites which already had the certification, and three additional sites obtained it for the first time, bringing the number of certified Pierre & Vacances sites to 50. Furthermore, three new Pierre & Vacances premium residences were audited by the Green Key teams in 2017 and are due to obtain their certification in 2018. With 73% of premium sites certified in 2016/2017 (compared with 54% in 2015/2016), the target of 100% certification of Pierre & Vacances premium sites in mainland France cannot be met in 2018 as initially planned. The deadline has been pushed back to 1 January 2019. This was due, in part, to the opening of three new premium sites and to operational difficulties which made it impossible to apply for certification on certain sites. At 30 September 2017, a total of 37% of Pierre & Vacances sites in France were Green Key certified.

With regard to residences in Spain, an internal study is currently being carried out on the advisability of certifying certain residences with the aim of raising the profile of the Spanish sites' sustainable development approach.

In addition, nearly all residences with Green Key certification will this year be recognised as "EcoLeaders" or "Ecopartners" by the Green TripAdvisor international programme.

##### One Planet Living method – Villages Nature® Paris

For Villages Nature® Paris the "One Planet Living" (OPL) methodology, covering ten key targets (zero carbon, waste management, sustainable transport, water management, choice of building materials, protection of biodiversity, local food, economic development and fair trade, quality of life and well-being, culture and heritage) was followed throughout the construction phase (see page 90) and will be continued during the operational phase. A Sustainable Action Plan was compiled for the site with specific and measurable quantitative or qualitative targets. It will be reviewed on an annual basis. One person is 100%-dedicated to facilitating the One Planet Living approach on the site and for ensuring that the Action Plan is being implemented properly.

## 3.5 Building together with our partners

### 3.5.1 Consulting on new projects

The Group's aim is to create value in the communities where its sites are located. When developing new projects, this desire to be part of the local community involves close cooperation with private partners and the general public well ahead of the start date. It is manifested in specific commitments, formalised through jobs, championing local produce and promoting local tourist attractions. For major projects such as Center Parcs sites, the teams contact chambers of commerce, associations of entrepreneurs and public bodies very early on and seek to cooperate with employment, training and inclusion organisations. This work carries on throughout the operational phase when sites, together with their partners, prioritise short restaurant supply chains and ensure that local products and know-how are put to good use.

#### Lot-et-Garonne: ongoing consultation

For the Center Parcs project in Lot-et-Garonne, a local consultation process was organised in 2016 and coordinated by a neutral and independent guarantor (public meetings, minutes and guarantor report shared via a dedicated website). This year, the Group continued its talks with local stakeholders via a public inquiry and ongoing participatory governance. Participatory governance consists of involving all environmental, economic, tourism and corporate players and representatives from local authorities, associations, etc. in the development of the project. In addition to a general Steering Committee, a Planning Committee met on a monthly basis to monitor network and public facilities applications. Other bodies, such as the Economic Committee, the Companies Committee and the Environment Committee also met at different stages of the project's progress. The Economic Committee is composed of all regional actors with the aim of fostering partnerships and hiring local businesses and service providers (in particular, in relation to tourism and building). The Companies Committee, in partnership with chambers of commerce and professional organisations, specifically works on providing information and structuring assistance for companies preparing pre-construction tenders. The Environment Committee defines environmental policy indicators and will monitor them over time. Lastly, with the collaboration of the departmental and regional Employment Agencies, an Employment Committee will also be set up to prepare the pre-opening recruitment and training phases.

In addition, a public inquiry was conducted in the summer of 2017 in the context of the building permit and single environmental authorisation applications submitted in September 2016. All the documents, as well as the records of the public inquiry, were made available to the general public at the Pindères and Beauziac town halls, throughout the inquiry period. The investigating commissioner approved the single environmental authorisation as well as the building permits. This approval meant that the building permits for the Pindères and Beauziac communes could be issued in September 2017, and the single environmental authorisation in October 2017. The Center Parcs project in Lot-et-Garonne now has the authorisations required for its completion.

#### Other projects under review in France

As regards the other Center Parcs projects planned for Rousset (Saône-et-Loire) and Poligny (Jura), the Group is still convinced that these regions are attractive to tourists and that it will be able to satisfy the expectations of local authorities in terms of the social, economic and tax impacts and environmental requirements.

Following on from the public debates held in 2015 and the additional technical and environmental studies conducted in 2016 (water resources, sanitation, site access), the Group faced up the claims of the urban development plans (PLU) of the Rousset-Marizy and Poligny and communes and therefore had to suspend the development of both projects. Pierre & Vacances-Center Parcs will resume its studies once these PLU have been finalised and approved.

As for the development of a Center Parcs in Isère, at Roybon, the Group has been working since the start of the project in liaison with local partners. The development of this site is awaiting the outcome of the administrative decisions. In December 2016, the administrative court of appeal of Lyon upheld the prefectural order authorising the project under the protected species derogation. The Group is awaiting the French Council of State's decision on the appeal that it filed in relation to the prefectural authorisation under the water act.

**For the Villages Nature® Paris project**, a monitoring committee has been set up to monitor sustainable development commitments, under the aegis of the Seine-et-Marne prefect. This "Villages Nature® Paris Sustainable Development Consultation Committee" (CCDD) is organised according to a five-party governance model inspired by the "Grenelle" environmental legislation. It is thus composed of five stakeholder groups: Villages Nature® Paris, local authorities and inter-commune groupings, economic and industry players, the general public and government departments. It meets at least once a year to monitor the project's sustainable development commitments and make recommendations. This committee was proactive during the construction phase and will continue its work during the operational phase.

#### Consultation on other European projects

For European projects, the consultation method is defined according to the local context and procedures. For the sixth Center Parcs due to open in 2018 in Allgäu (Baden-Württemberg) in Germany, a committee was set up at the start of the project. Made up of environmental associations, representatives of the various local authorities and independent experts, the committee works on the impact of Center Parcs' customers travelling to the site on the surrounding areas and ensures that the tourism offering developed enhances local cultural and natural attractions and local and regional produce. This year, the focus has been on communicating with local residents and inhabitants of the region by means of press releases, project information meetings and site visits. In addition, systems were put in place to enable local companies to take part in calls to tender (information meetings, appointment of a dedicated contact) and inhabitants of the region to apply for future job offers that will be published when the site opens.

### 3.5.2 Helping to make the local economy more dynamic

As a result of their business activities, the Group's sites have a major role to play in the local economic and social fabric. In terms of employment, a site's activity generates direct jobs – up to almost 600 for a Center Parcs site – most of which are filled by local people.

This year, when Villages Nature® Paris opened, 185<sup>(12)</sup> jobs had already been created, 76% of which were taken by people living in the Seine-et-Marne region.

The Group's sites also help to make local economies more dynamic thanks to their operational spending and the money spent by tourists, this spending generating indirect jobs and staying in the local economy.

These were the findings of a local impact study<sup>(13)</sup> conducted this year at the Center Parcs Domaine des Bois-Francis in Normandy. €15.5 million are injected into the local economy every year, helping to create local wealth (GDP) of €20 million via the GDP generated by the site itself, its purchases from local suppliers, spending by direct and indirect employees of the site, spending by tourists and the taxes paid to the local tax authorities.

Purchases made locally are monitored, both during the construction phase – for French projects – and during the operational phase (see purchasing section 3.3.3).

### 3.5.3 Responsible purchasing policies

Group purchases stood at around €700 million in 2016/2017 (excluding Les Senioriales), 99.87% of which were from European suppliers. 55.1% of purchases were from French suppliers and less than 1% from suppliers in countries considered to be “at risk”, notably China<sup>(14)</sup>.

Approximately 70% of expenditure was under Group framework agreements with referenced suppliers. The rest was purchased by sites directly from suppliers under local agreements.

#### Purchasing Policy framework

The Group's relations with its suppliers are covered by the “Supplier Relations and Responsible Purchasing” certification obtained in 2016, for three years. Certification requirements were tightened up recently with the entry into force of ISO 20400 certification.

#### Major focus areas for 2016/2017

Two main focus areas were developed this year, and will continue in 2017/2018: development of an ethical, societal (personal health and safety, human rights, fundamental freedoms, corruption) and environmental risks map; formalisation of the Group's responsible purchasing policy.

#### Mapping ethical, societal and environmental risks

The ethical, societal and environmental risks map developed in 2017 was based on a macro analysis of purchasing families, by assessing:

- ◆ the ethical, environmental and societal risks inherent to each purchasing family throughout the value chain and in line with the areas of responsibility arising from ISO26000;
- ◆ their ranking by impact, likelihood of occurrence and level of control when faced with such risks, in relation to various factors: visibility among customers, volume of purchases, nature of the supplier markets as well as the priority issues identified in the Group's sustainable development policy.

This analysis identified the fact that maintenance, chemicals and cleaning products, laundry, cleaning and temporary work services, construction, linen, disposable products and inside and outside furniture, are the most risky purchasing families for the Group. This piece of work, which is ongoing for the suppliers/subcontractors

scope, forms part of the vigilance plan prepared in conjunction with internal stakeholders. It will be combined with action plans to prevent and mitigate the risks identified. This plan, as well as its monitoring system, will be compiled over the next tax year and will be updated once every two years.

These categories are covered by framework contracts and managed directly by buyers who, as well as managing and monitoring contracts, ensure that the solutions offered match requirements as closely as possible and obtain assurances as to the quality of the products or services purchased, taking the supply chain into consideration.

#### Defining the responsible purchasing policy

The Purchasing Department contributes to the Group's responsible approach by prioritising and fostering relationships established with suppliers whose overall performance is closely aligned with that of the Group. The responsible purchasing policy was finalised this year and 4 priorities were defined:

#### Being a long-term economic partner to the regions

The Purchasing Department is committed to having a positive impact on society and, in particular, on the regions, by using local SMEs and businesses wherever possible and relevant, as well as the Adapted and Protected Sector.

Money spent with suppliers and service providers trickles down and contributes to the development of the economy in the various regions. The Group monitors two indicators in particular:

- ◆ the percentage of local purchases made during the construction phase, and the percentage of local purchases made during the operational phase. Over the last year, 67% of construction purchases in France were made within 100km of the Pierre & Vacances sites in Méribel and Deauville and the expanded Center Parcs in Moselle,
- ◆ as for the percentage of local purchases during the operational phase, the indicator calculated last year for Center Parcs Domaine du Bois aux Daims was expanded to cover all Center Parcs in France. 21% of Center Parcs France purchases were locally sourced. The target for 2018 and beyond is to monitor and increase this percentage by identifying contracts that could be relocated.

(12) At 30/09.

(13) Study carried out by EY – On Center Parcs Bois Francis, in Normandy.

(14) According to the Business Social Compliance Initiative.



With regard to the use of the protected and adapted sectors, guidelines for buyers were drafted this year, in conjunction with the Group's disability taskforce, to demonstrate good purchasing practices in relation to this sector. The amount spent with suppliers from the Protected and Adapted Sector stood at €491,000 excluding tax in 2016/2017. This figure increased by 22% compared to the previous financial year.

Target set for 2018: 100% of buyers trained in using the Protected and Adapted Sector (STPA) and in inclusion via economic activity (SIAE);

#### **Making buyers and internal customers more responsible**

The Group is committed to introducing training courses designed for buyers and internal customers, not only on sustainable development issues but also on fair purchasing practices and fairness in supplier relations. Target for 2018: 100% of buyers to have a portion of the their variable remuneration indexed to Responsible Purchasing targets;

#### **Building a responsible supplier database:**

The Group is committed to favouring and working with suppliers willing to manage their environmental, social and societal impacts. Targets for 2018:

- ◆ finalising the CSR risks map across the supply chain,
- ◆ assessing the CSR performance of our main suppliers for purchasing families identified as being "high risk" and implementing improvement plans,
- ◆ maintaining our Supplier Relations and Responsible Purchasing certification;

#### **Purchasing responsible products and services**

The Group is committed to incorporating CSR specifications into calls to tender and to taking them into consideration in the final selection of suppliers and service providers for purchasing families identified as being "high risk".

Target for 2018: 100% of calls to tender for the categories identified as being "high risk" to incorporate critical CSR specifications in the selection of suppliers.

#### **Additional topics that were subject to in-depth review in 2016/2017**

In addition, the Group chose to conduct an in-depth review of two further issues:

- ◆ financial fairness in relation to suppliers by monitoring payment times: in 2015/2016, the average payment time was shortened by four days compared with 2014/2015<sup>(15)</sup>, it is now 50 days;
- ◆ the fight against corruption, notably by means of the drafting of an ethical purchasing charter which will be signed by all buyers by 2017. Documents will be accompanied by an anonymous internal and external whistleblowing system, in accordance with the Sapin 2 law and the duty of care, in consultation with the Risks Department. This system will be adapted for the second time to satisfy legal requirements on duty of care.

### **3.5.4 Group corporate sponsorship policy**

On the occasion of its 50<sup>th</sup> anniversary, the Group chose to formalise and strengthen its sponsorship policy by creating a Company Foundation.

In keeping with the Group's desire to create ties between individuals and regions, the Company Foundation extends its societal commitments. Its aim is to contribute to the vitality of the regions and to the creation of social ties, particularly in the regions where the Group operates (in France and internationally), by supporting general interest projects bringing social, economic and environmental benefits to local communities.

Its three main areas of work are:

- ◆ Nature discovery and access to leisure activities for all.

- ◆ Revitalisation of places where local memories and cultures can be handed down.
- ◆ Reintegration of the disenfranchised and the socially and economically vulnerable.

The Company Foundation will complement the sponsorship initiatives already put in place on an ad hoc basis by brands or sites such as the partnerships between Center Parcs and the Missing Chapter Foundation, Make a wish, and Opkikker or the partnership between Maeva.com and the "Je pars, tu pars, il part" association which provides holidays for underprivileged families.

The Company Foundation launched its first call for projects in October 2017 among local associations in France, Holland, Germany, Belgium, Spain and the UK and aims to set up the first partnerships in early 2018.

#### **Kids Climate Conference**

Held annually, the Kids Climate Conference, organised with the WWF and private partners and NGOs such as the Missing Chapter Foundation, was held this year at Center Parcs Erperheide in Belgium and at Center Parcs Hochsauerland in Germany. For the sixth year in a row, Center Parcs has been a proactive partner in this event which aims to raise children's awareness of climate change issues over three days of workshops. The children, aged between 8 and 14, reflected on the topic of "you are what you eat".

(15) According to data available to date.

## 3.6 Developing unforgettable and responsible holidays

### 3.6.1 For Tourism customers

#### 3.6.1.1 Enhancing the site experience

##### Promotion of local, regionally-focused tourism

The Group has a unique network stretching across France, Holland, Belgium and Spain. This geographical dimension means that the Group is now the European leader in local tourism and that our customers' distance of travel to their holiday destination has been reduced (the average distance travelled by our customers to reach a Center Parcs in France was 244km).

Our offering is also marked by the fact that our sites have a connection with nature and with the local regions. Pierre & Vacances residences and villages are, in fact, in very varied locations and the Center Parcs sites, in particular, are in forests. All offer privileged access to each region's tourist and nature sites. This local tourism offering, a gateway to the local regions, is the starting point of our work to enrich our customers' experience.

##### Making responsible operating choices that are visible to our customers

The Group listens to the new expectations of its customers who are seeking a new, but also a responsible, experience. Indeed, an analysis of customer questionnaires shows a strong correlation between customer satisfaction and on-site sustainable development initiatives. Of the 80 items on the satisfaction survey, on-site sustainable development initiatives (perception of measures taken on-site in terms of waste recycling, of the upkeep of green spaces, etc.) were amongst the top 20 subjects contributing to customer satisfaction.

The Group is gradually developing its offering to propose more environmentally-friendly products and services (eco-certified hospitality products and care kits, waste recycling solutions in accommodation, biowaste recycling test, etc.). We want to use these choices, which are visible to customers, to raise their awareness and, indeed, encourage them to adopt new behaviours.

##### Enriching the customer experience by means of nature-oriented activities and by encouraging visitors to discover local treasures

Customer expectations are also moving towards holidays offering a closer connection with nature, acting as a gateway to the local

region and providing a wide range of activities. Being convinced that our customers' awareness of global issues can be raised by their children, we are developing activities aimed at younger children and families, whilst at the same time enriching the customer experience. Center Parcs, and the majority of Pierre & Vacances villages, have "small farms" where children can approach, and learn about, animals. Activities aimed at raising awareness of global issues are also proposed: "*Quand j'serai Grand, j'serai gardien de la forêt/fermier...*" (When I grow up, I will be a forest guardian/farmer...) or the "Center Parcs Academy" at Center Parcs, and Eco'lidays activities in Pierre & Vacances villages, which cover topics such as renewable energies, the role of bees and the importance of sorting waste through fun activities.

The customer experience also involves developing new and unusual accommodation ideas such the treehouses at Center Parcs Domaine du Bois aux Daims or such as the new themed cottages at Center Parcs Domaine des Trois Forêts. These new types of accommodation offer a unique, top-of-the-range experience to fire the imagination in a universe that harks back to nature or childhood.

To date, this approach is most widely integrated at Villages Nature® Paris. The concept, which is based on harmony between man and nature, inspired not only the architecture of the buildings but also their ambiance and the activities offered in the five recreation areas: the Aqualagon, the BelleVie Farm, the Extraordinary gardens, the Forest of Legends and the Lakeside walk (see insert).

In addition, the Group wants to make its sites gateways to the local regions. This involves not only offering activities to but also promoting local products among customers. All Pierre & Vacances villages and Center Parcs sites host a satellite branch of the local tourism office and sell regional products. In addition, for Pierre & Vacances: information on activities available nearby is displayed in all establishments (residences or villages) and a partnership has been set up with RendezvousCheznous at all residences (a set of 1,400 activities offered in France); a mobile app enabling visitors to discover local culinary specialties is available at 35 destinations; 30 residences are certified as "Découvertes Locales" ("Local Discoveries": recommendations for walks, cultural visits, excursions focusing on exploring the local region and know-how); lastly, the "Planet P&V" mobile app enhances the activities available around the sites by providing practical information on the region (food, concerts, exhibitions, walks, etc.).

**Villages Nature® Paris: beyond standards, incorporating sustainable development into the customer experience**

At Villages Nature® Paris, visitors can benefit from a complete change of scenery, just outside Paris. The singular nature of this new site lies in its aim to offer visitors the chance to experience an optimistic and modern view of the tourism of the future. Near major cities and easily accessible by various means of transport (32km from Paris and 6km from Disneyland® Paris, near a transport infrastructure hub: the main French TGV hub, close to the Roissy Charles-de-Gaulle and Orly airports, the Marne-la-Vallée Chessy RER station, the A4 motorway, bus routes, etc.), this destination is firmly committed to making the transition to geothermal energy and is connected to nature via five recreational areas.

<b>BelleVie Farm</b>	<b>Extraordinary Gardens</b>	<b>Aqualagon</b>	<b>Lakeside Walk</b>	<b>Forest of Legends</b>
Honey workshop	Meet the gardener	Aqua bike	Survival in the wood	Creative nature class
Pony ride	Family exploration game	Aquajump	Running in nature	Build and decorate your own hut
Farmhand for a day		Baby swimming	Kids club	
Organic gardener		Aquaslide	Fitness trail	

3

### 3.6.1.2 Listening to customers and continually seeking to improve the quality of our products and services

Customer satisfaction is at the heart of the Group's strategy. We also do our utmost to establish a personal, unique and ongoing relationship with our customers. We listen to them so that we can improve the quality of our services and guarantee they enjoy an unforgettable holiday.

#### Clear and consolidated indicators to manage the quality approach

Customer satisfaction levels are monitored and analysed by means of questionnaires sent out after each stay. Two main indicators have been identified to monitor customer satisfaction: overall satisfaction and the NPS (Net Promoter Score), the difference between the number of "promoters" and the number of "detractors" in response to the question: "would you recommend this site to your friends and family?".

In 2016/2017, a total of 217,530 customer satisfaction questionnaires were processed for the Center Parcs brand and over 111,000 for the Pierre & Vacances brand. The overall satisfaction rate remained stable for Center Parcs and Pierre & Vacances (86.3%), with customers delighted with their stay up 1.6 points. The NPS remains positive for both brands and continues to rise (+15.7 points since 2012-2013 for Pierre & Vacances). These good results were confirmed by a high degree of planned return trips: over 89.3% for Pierre & Vacances and 90.2% for Center Parcs.

As part of an ongoing desire for improvement, a feedback platform has been set up so that on-site employees, in direct contact with customers, can also give their opinions on new products, services and renovations. Decisions about investment spending and improvements to on-site services can also be made on the basis of customer and employee feedback so as to deal with the main areas of dissatisfaction. This feedback also contributes to the work on rules and standards.

#### Rules and standards

For Pierre & Vacances, a work on brand rules and standards began in 2016 with the aim of guaranteeing consistent quality and enhancing the customer experience. This year, the initiative was extended to cover accommodation and reception. The aim is to extend it across the whole customer experience (facilities,

entertainment, catering, etc.). Measures specific to the sustainable development approach were incorporated in these standards (e.g. waste sorting for accommodation or the "Faisons plus ensemble" - "doing more together" - customer communication materials).

#### Mobilising the teams

As is the case every year, training our employees in the Service Approach was fundamental to our strategy, so as to guarantee our customers the best service (see training section, page 78).

In addition, a Lean Management approach was launched for Pierre & Vacances France and Adagio France. This project aims to simplify operating procedures on site and at head office so as to improve customer relations. Lean Management provides teams with working methods and tools to become more efficient with a three-fold target: customer satisfaction, improved working conditions and employee involvement, and changes in managerial practices. This project - known as "Bee Lean at Pierre & Vacances" and "Be my Guest" at Adagio - began in 2016 and was rolled out in March 2017. Three basic tools are currently in place and are monitored using a self-assessment grid. The method will be rolled out at Pierre & Vacances Spain next year.

In addition to the Lean initiative, the Group is convinced that customer satisfaction is in the hands of its employees. This is why the Happy@Work survey was conducted once again this year, to measure employees' well-being and commitment (see training section, page 78).

#### Digital, for a smoother customer experience

In response to new consumer behaviours, a new focus area was identified in terms of de-materialising the customer process. This began with the development of mobile apps (Planet Pierre & Vacances, Planet Center Parcs and Villages Nature® Paris) enabling customers to access comprehensive, practical information on sites, accommodation and activities, both before and during their stay, with the option of reserving and paying.

New processes and services were also introduced to simplify certain stages such as on-line check-in (or via the apps), so that customers are able to access their accommodation more quickly, or electronic bills.

**Villages Nature® Paris: heading for a 100% digital process**

Villages Nature® Paris is taking the de-materialisation of the customer process even further. Visitors are encouraged to download the “Villages Nature® Paris” mobile app for support throughout their stay: practical information, check-in, reservation and payments for activities and services can be accessed from their smartphones and/or tablets. Furthermore, customers have a “Village Pass” wristband to enable them to access their accommodation and the Aqualagon and which can be scanned to access reserved activities. The Villages Nature® Paris teams have a PDA (Park Digital Assistant) to validate check-ins and scan customers’ digital vouchers.

### 3.6.1.3 Increasing the number of channels of communication and dialogue with customers

Given the increasing significance of review sites and the use of social networks by customers, the Group’s e-reputation is a major challenge. Pierre & Vacances-Center Parcs wants to deepen its relationship with its customers via these new channels. To do so, a dedicated team, the “Social Room”, was set up in July 2016. It is responsible for responding to customer requests on social media and review sites before, during and after their stay. Furthermore, the rating of residences and domains on review sites means that the customer satisfaction work undertaken by the teams can be recognised, and the ratings attest to the quality of our services. In 2017, 118 Pierre & Vacances, Center Parcs and Maeva residences were awarded the TripAdvisor certificate of excellence, i.e. an increase of 55% (76 across these 3 brands in 2016), 15 Center Parcs

and Pierre & Vacances received the Travellers’Choice award, and 14 Center Parcs received the Zoover “Holidayparks” award.

**Data protection**

Managing customer data is a true challenge for the Group: getting to know our customers better means that we can deliver a more personalised and satisfying experience. Being aware that personal data protection is a major concern for customers and employees, the Group places particular importance on this issue. An assessment of our data collection, storage and processing system was conducted this year. It will continue next year and will focus on customers, partners and employees.

## 3.6.2 Establishing a long-term relationship with owners

For almost 50 years, thousands of individual owners have put their trust in Pierre & Vacances-Center Parcs by choosing to purchase a property and entrusting the management to the Group. Over and above the financial profitability of these properties, owners have access to many services and benefits (complete property management, support with resale, exclusive promotional offers, etc.) and are supported throughout the lease period. This slight drop in the number of batch of apartments (down 8% on 2015/2016) was mainly due to the drop in the number of apartments managed by the Group and the diversification of management services with the development of Maeva.com. see page 9).

Messages posted on the website receive a response within 24 hours, while an owner relations management tool makes it possible to track every exchange. This history enables us to get to know owners better and to give a more accurate response to their requests.

In addition, the digitalisation of communication tools continued this year, such as electronic lease renewal, with access to very detailed information about the lease contract, the residence, apartment renovation plans (e.g. decoration boards or 3D films) or on-line simulations of different lease formats.

Since owner satisfaction is of fundamental importance for our Group, several indicators are closely monitored. The satisfaction

rate – calculated in the same way as customer satisfaction – was 89.3% this year, down slightly on the previous year (90.6%); disputes were down 21% on the previous year. Lastly, the average amount of time taken to deal with disputes was down slightly (1.8 days in 2016/2017 compared with 2 days in 2015/2016).

**Additional information**

Environmental risks are dealt with in the “Risk management” section, page 12. Similarly, since the Group’s businesses (property development and tourism operations) do not include manufacturing processes, the use of commodities is indirectly addressed in sections 3.3 and 3.5.3. The circular economy approach is addressed in section 3.3.2. Duty of care is addressed in section 3.5.3 (“Responsible purchasing”), its scope will be expanded next year to cover Group sites and subsidiaries).

The cross-reference table for social, environmental and societal information relative to decree no. 2012-557 of 24 April 2012 is set out in page 214.

Find the details of indicator in the CSR reporting on [www.groupepvcp.com](http://www.groupepvcp.com), section Sustainable Development.

## 3.7 Report by the independent third party body on the consolidated social, environmental and societal information in the management report

### Financial year ending 30 September 2017

To the Shareholders,

In our capacity as Independent Third Party Body accredited by the COFRAC<sup>(16)</sup> under No. 3-1050 and member of the network of Statutory Auditors of Pierre et Vacances, we present our report on the consolidated social, environmental and societal information for the year ending 30 September 2017, presented in the Chapter "Information on social, environmental and societal matters" and in the Appendix "Cross-reference table for social and environmental information" of the management report, hereafter the "CSR Information", pursuant to the provisions of Article L. 225-102-1 of the French Commercial Code.

### The Company's responsibility

It is the Board of Directors' responsibility to produce a management report including the CSR Information outlined in Article R. 225-105-1 of the French Commercial Code, in accordance with the standards used by the Company, mainly consisting of the protocols for non-financial reporting of environmental, social and governance data in its version dated September 2017 (hereafter the "Guidelines") a summary of which is available on the Group's website<sup>(17)</sup>.

### Independence and quality control

Our independence is defined by the regulatory provisions, the Code of Conduct for the profession and the provisions set out in Article L. 822-11 of the French Commercial Code. In addition, we have created a quality control system, which comprises the policies and procedures documented to ensure respect of the rules of conduct, professional standards and the applicable legal and regulatory texts.

### Responsibility of the independent third party body

Based on our work, it is our responsibility to:

- ◆ ensure that the required CSR information is included in the management report or, if this is not the case, that justification has been provided in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code (Certification of the presence of CSR information); - provide moderate assurance that the CSR information, as a whole, accurately includes all the most significant aspects, in accordance with the Guidelines (Reasoned opinion on the fairness of the CSR information).
- ◆ Our work was carried out by a team of five people between the months of September and November 2017 over a period of six weeks.

We conducted the following work in accordance with the professional standards applicable in France and the order of 13 May 2013, which sets out the methods used by the independent third party body when performing its duties and, concerning the reasoned opinion on the fairness of the CSR information, International standard ISAE 3000<sup>(18)</sup>.

(16) Accreditation scope available at [www.cofrac.fr](http://www.cofrac.fr).

(17) [http://www.groupepvc.com/fr/130/developpement\\_durable\\_section\\_publications](http://www.groupepvc.com/fr/130/developpement_durable_section_publications).

(18) ISAE 3000 – Assurance Engagements other than audits or reviews of historical information.

## 1. Certification of the presence of CSR information

### Nature and scope of work

We have taken account of the guidelines on sustainable development based on interviews with the persons responsible for sustainable development, according to the social and environmental consequences linked to the Company's business and its commitments to sustainable development and, where necessary, any measures or programmes resulting from this.

We have compared the CSR information included in the management report with the list set out in Article R. 225-105-1 of the French Commercial Code;

In the event of the absence of certain consolidated information, we have checked that explanations have been provided in accordance with the provisions of Article R. 225-105, paragraph 3 of the French Commercial Code.

We have checked that the CSR Information covered the consolidated scope, i.e. the Company and its subsidiaries within the meaning of Article L. 233-1 of the French Commercial Code and the companies it controls within the meaning of Article L. 233-3 of the same Code, with clarification provided in the insert "reporting perimeter" part 5.1.3.

### Conclusion

On the basis of this work, we certify that the required CSR information has been included in the management report.

## 2. Reasoned opinion on the fairness of the CSR information

### Nature and scope of the work

We have conducted around 10 interviews with the persons responsible for collecting the information and, as applicable, those responsible for internal control procedures and risk management, in order to:

- ◆ assess the appropriateness of the Guidelines with regard to their relevance, completeness, reliability, neutrality and clarity, taking into account, where necessary, best practices within the sector;
- ◆ check the implementation of a process to collect, compile, process and check the completeness and consistency of the CSR information and analyse the internal control and risk management procedures used to produce the CSR information.

We have determined the nature and scope of the tests and controls according to the nature and importance of the CSR information with regard to the features of the Company, the social and environmental priorities of its business, its sustainable development orientations and good practice in the sector.

For the CSR information that we considered the most important<sup>(19)</sup>:

- ◆ for the Company's head office, we have consulted documentary sources and held interviews to corroborate the qualitative information (organization, policies, actions, etc.); we have used analytical procedures on quantitative information and checked, on the basis of surveys calculations as well as the consolidation of data and we have verified their consistency with the other information in the management report;
- ◆ for the representative sample of the entities and sites we selected<sup>(20)</sup> based on their business, their contribution to the consolidated indicators, their implantation and a risk analysis, we conducted interviews to check that the procedures were correctly implemented, and we performed detailed tests, based on samples, to check the calculations made and reconcile the data with the supporting documents. The entities selected in this way represent 19% of the workforce and 29% of energy use (sites) with detail tests having concerned one site of each entity selected.

<sup>(19)</sup> **Social information:**

- Indicators (quantitative information): headcount (annual average), turnover rate, absenteeism rate, frequency rate and severity rate of work accidents.

- Qualitative information: recruitment (number of new staff and of departure), organization of working time, training policy, the conditions of health and safety at work

**Environmental and societal information:**

- Indicators (quantitative information): water and energy usage, carbon emission (scope 1 and 2), volume of waste and sorting rate (for Center Parcs).

- Qualitative information: environmental policy, actions taken to improve the energy performance of buildings, relation with stakeholders, the territorial, economic and social impact of the activity of the company

<sup>(20)</sup> The Pierre & Vacances Spain entity and one of its site (Salou). Center Parcs France and one its site (Trois Forêts).



**SOCIAL, SOCIETAL AND ENVIRONMENTAL RESPONSIBILITY**  
**Report by the independent third party body on the consolidated social,  
environmental and societal information**

For the other consolidated CSR information, we have assessed its consistency in line with our knowledge of the Company.

Finally, we evaluated the relevance of the explanations provided, where applicable, when information was missing either entirely or partially.

We believe that the sampling methods and sizes selected when applying our professional judgement enable us to make a conclusion of reasonable assurance; assurance of a higher level would require more extensive checking work. The reliance on sampling techniques and other limitations inherent to any internal control and information system make it impossible to wholly eliminate the risk of a material misstatement in the CSR information.

### **Conclusion**

Based on our work and aside from the above reservations, we have not found any material misstatement that would call into question the fact that the CSR information, taken in its entirety, is presented in a fair manner and in accordance with the Guidelines.

Paris-La Défense, 5 December 2017

**Independent Third Party Body**

ERNST & YOUNG et Associés

Eric Duvaud  
Sustainable Development Associate

Bruno Perrin  
Associate

3