



# **VINCI – Aim for an all-round performance ESG presentation**

**MARCH 2024**

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# The VINCI Group

# FY 2023 highlights



Strong growth of revenue and earnings to new all-time highs



**VINCI Autoroutes:** full-year traffic up year-on-year despite high fuel prices



**VINCI Airports:** continued recovery in pax with Q4 23 overall traffic above pre-pandemic levels – sharp Ebitda growth



**VINCI Highways:** strengthening of its international footprint



**VINCI Energies:** strong revenue growth – increase in operating margin



**Cobra IS:** strong growth through both flow business and EPC projects – higher operating margin



**VINCI Construction:** solid activity levels – operating margin up to its highest level since 2011



Outstanding free cash flow



Sharp decrease in net debt



Very good order book renewal rate



2024 outlook:

- Growth in revenue, although more limited than in 2023
- Despite the negative impact of the new tax on long-distance transport infrastructure in France, net income close to the level achieved in 2023



Dividend proposed for 2023: €4.50 per share



# VINCI 2023 key figures (1/2)

**€68.8 bn**  
 Group revenue  
 (incl. holdings)

**>120**  
 countries where  
 VINCI operates

**4,000**  
 Est. number of  
 business units

**280,000**  
 Est. number of  
 employees

**>300,000**  
 Est. number  
 of contracts

**€67 bn**  
 market cap. at  
 31 December 2023

## Concessions

## Energy

## Construction

## Real estate

Revenue  
 Est. number  
 of employees

**€ 6.3 bn**  
**5,500**

**€4.6 bn**  
**15,000**

**€19.3 bn**  
**97,000**

**€6.5 bn**  
**41,000**

**€31.5 bn**  
**119,000**

**€1.2 bn**  
**1,300**

VINCI Autoroutes

VINCI Concessions\*

VINCI Energies

Cobra IS

VINCI Construction

VINCI Immobilier



\* VINCI Airports, VINCI Highways, VINCI Railways and VINCI Stadium

# VINCI 2023 key figures (2/2)

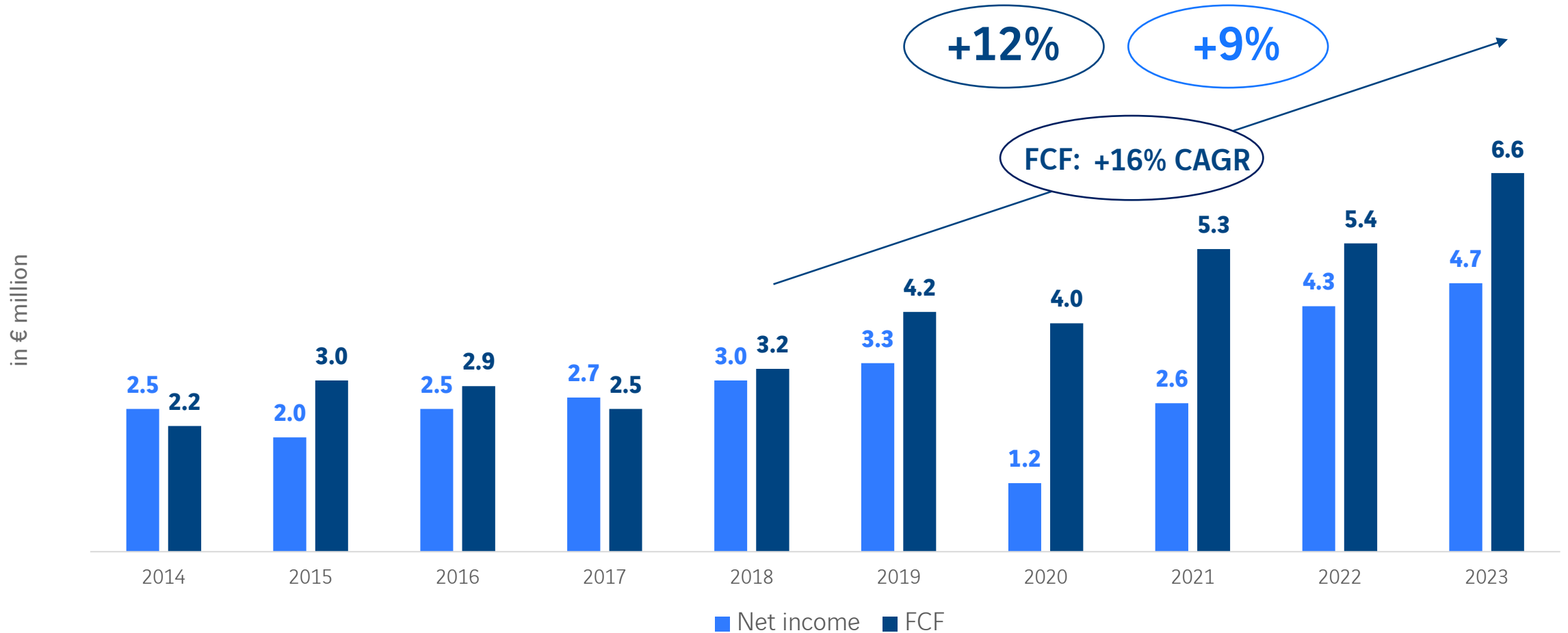
Data in € million (unless otherwise specified)

Δ FY 2023 / FY 2022	Revenue	Ebit	Ebitda*	Free cash flow
	68,838 +12% (+10% Ifl)	8,357 +22%	11,964 +17%	6,628 +22%
	Net income	Diluted net income/share (€)	Dividend proposed (€)	Net financial debt
	4,702 +10%	8.18 +0.71	4.50 +0.50	(16,126) reduction of 2,410 vs 31 December 2022

# Strong FCF generation and high level of cash conversion

Free cash flow generation 2014 to 2023: €39.4 bn total

FCF 10-year CAGR **+12%**  
Net income 10-year CAGR **+9%**



# Financial policy

Substantial liquidity and solid credit rating

## High level of liquidity



Considering the high level of the Group's available cash, the bank credit facility borne by VINCI SA has been reduced

## Solid credit rating

**S&P Global**  
Ratings



**A- Outlook stable**

Confirmed for VINCI in November 2023

**MOODY'S**



**A3 Outlook stable**

Confirmed for VINCI in July 2023

## Optimised financing in challenging markets

### At corporate level (VINCI SA and ASF)

- Bonds issuances for a total of €1.7 bn (average maturity of 6 years, average interest rate of 3.5% at 31 Dec. 2023)
- Bonds repayments (ASF) for a total amount of €0.8 bn

### At projects level, several noteworthy successful financing or refinancing: €1.1 bn

- Via Sumapaz\* (Colombia), Aéroports de Lyon (France), Belfast airport (UK), Cabo Verde airports and Solar PV developments (Spain)



# FY 2024 guidance

## CONCESSIONS



**VINCI Autoroutes:** traffic levels slightly up compared to those seen in 2023

**VINCI Airports:**

- Passenger numbers slightly in excess of their 2019 levels, with variations between airports and geographies

## ENERGY



**VINCI Energies:**

- Further organic revenue growth but lower than in 2023
- Confirmation of its high-level operating margin

**Cobra IS:**

- Further revenue growth
- Operating margin maintained at the high level reached in 2023 (7.5%)

**Renewable energy portfolio:** total capacity - in operation or under construction - of around 3.5 GW by the end of the year (around +1.5 GW vs 2023 year-end)

## CONSTRUCTION



**VINCI Construction:**

- Business levels stabilised close to those of 2023
- Further improvement in the operating margin

- 
- Barring any exceptional event, the Group expects its total revenue to rise again in 2024, although growth is likely to be more limited than in 2023
  - Earnings are expected to increase as well
  - This forecast does not take into account the negative impact of the new tax on long-distance transport infrastructure being introduced by the French government, which is estimated to around €280 million for the Group
  - Despite this negative impact, net income in 2024 could be close to its level achieved in 2023

# Dividend

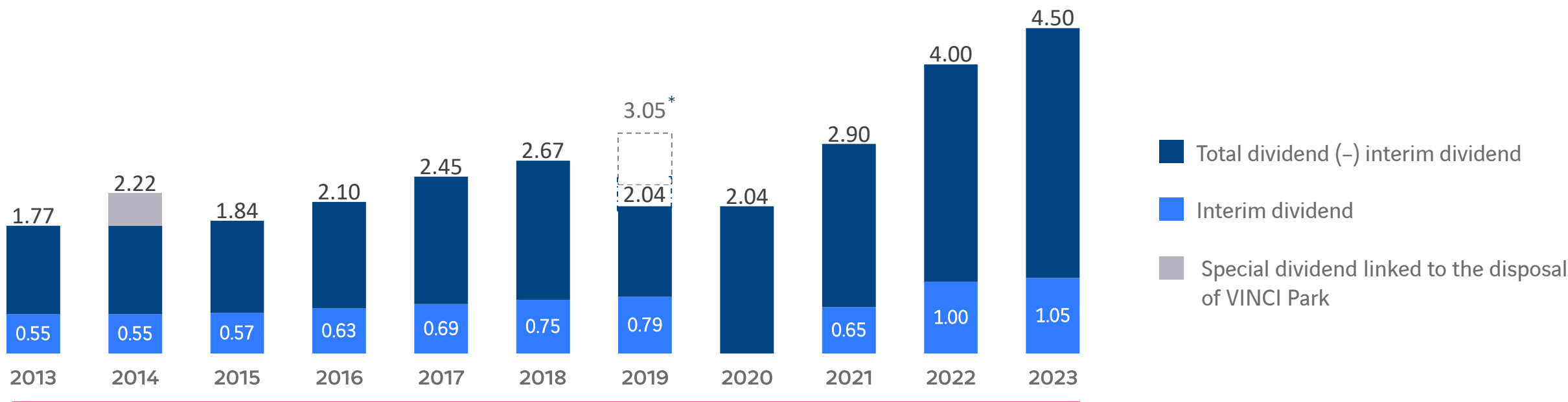
2023 dividend per share (all-cash) to be proposed to the Shareholders' General Meeting of 9 April 2024

**€4.50**  
**per share**

**2023 pay-out ratio:**  
**55.0%**

**23 April 2024** Ex-date

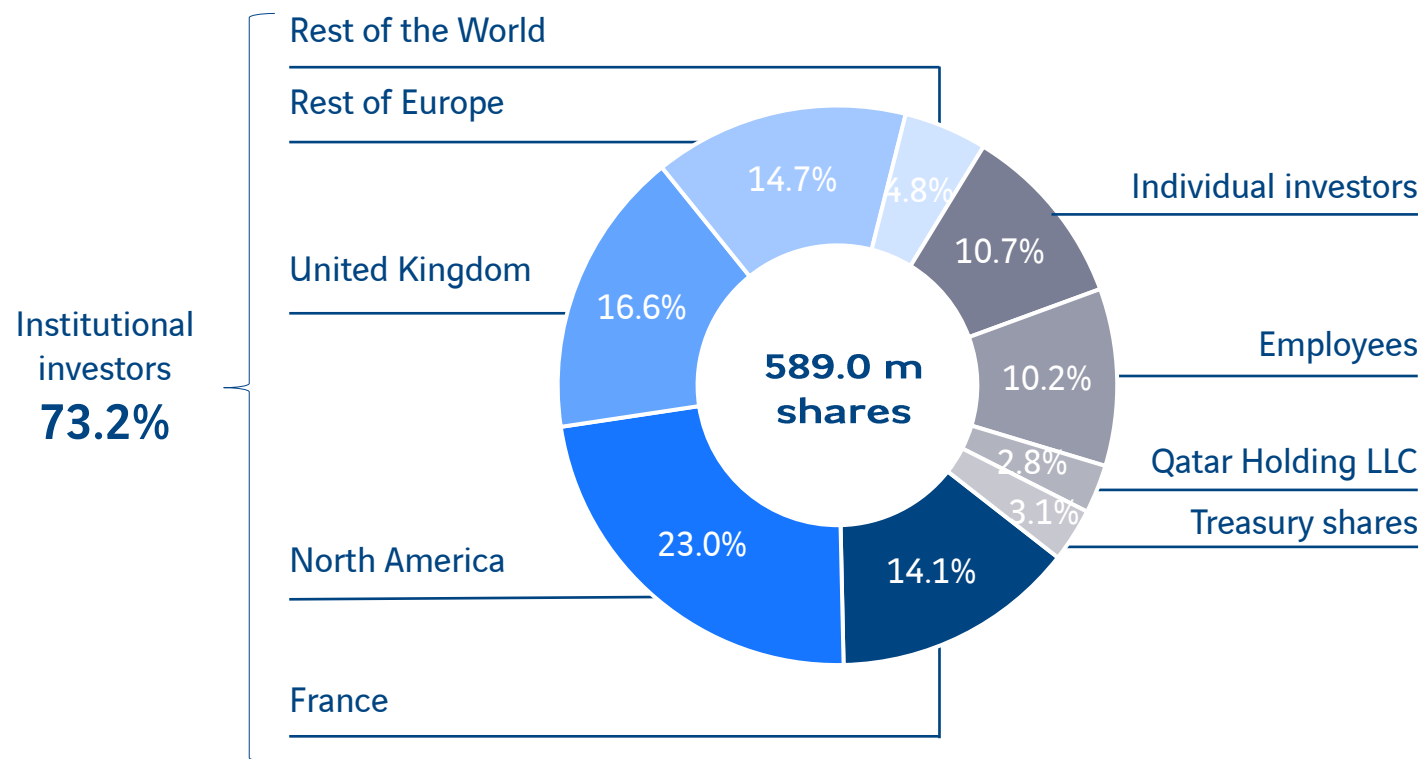
**25 April 2024** Payment date



Dividend per share since 2013 (in €)

\* The 2019 dividend initially proposed in February 2020 was €3.05 per share: it was finally cut to €2.04 per share in Spring 2020 due to the Covid-19 pandemic

# Shareholder base at 31 December 2023



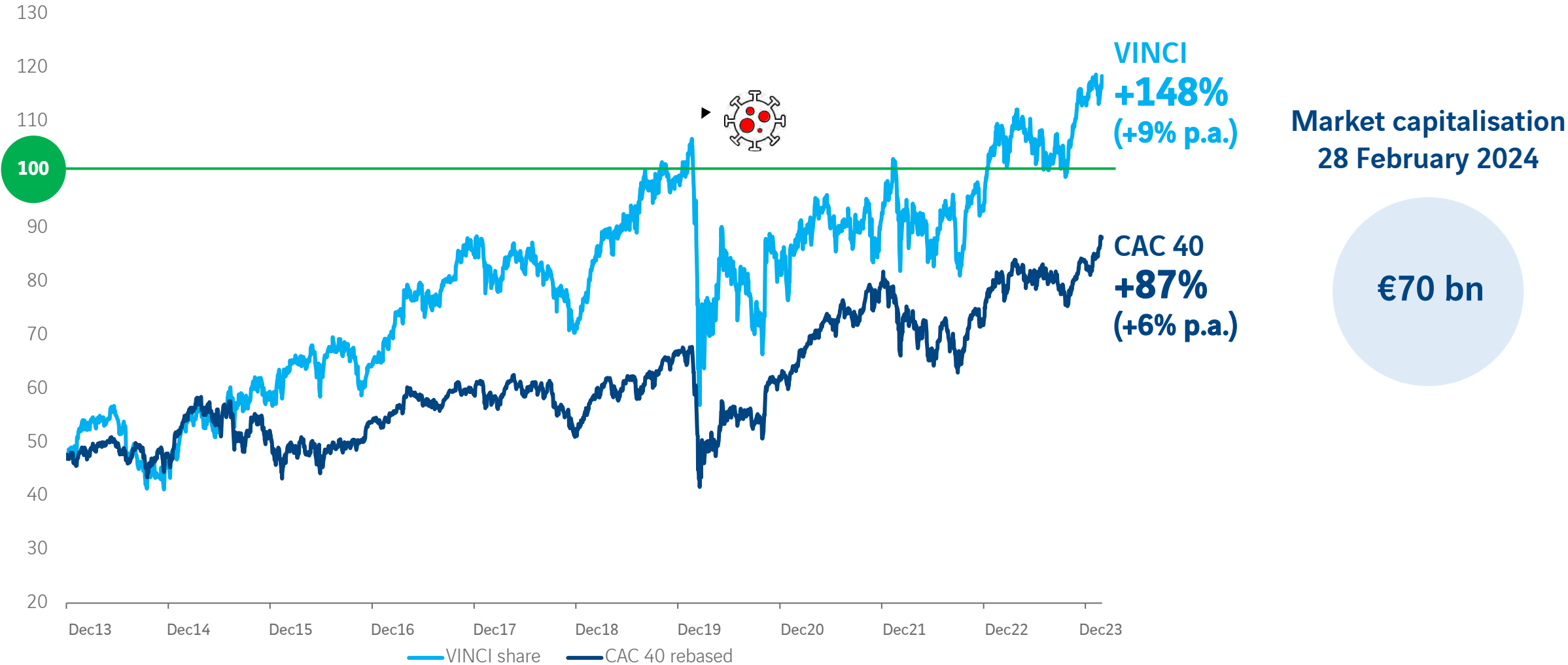
## Shareholding structure\*

- More than **1,000** institutional investors
- **~166,000** Group employees and former employees are shareholders, including approximately **38,000** outside France
- One share, one vote

# CAC 40 index outperformed over the last 10 years

Share price evolution from December 2013 to 28 February 2024

28 February 2024



# VINCI's DNA

- ✓ Decentralised management
- ✓ The men and women at the heart of actions and organisations
- ✓ A local and global approach, rooted in all territories
- ✓ An all-round performance



R E A L  
SUCCESS  
IS THE  
SUCCESS  
YOU SHARE





Together!  
**Design and  
build**



Together!  
**Comply  
with ethical  
principles**



Together!  
**Accelerate  
the environmental  
transition**

# Aiming for an all-round performance

A sustainable economic project is impossible without an ambitious social, workforce-related and environmental commitment.



Together!  
**Promote  
sustainable  
careers**



Together!  
**Share  
the benefits  
of our  
performance**



Together!  
**Engage  
in civic  
projects**



Together!  
**Strive for  
zero  
accidents**



Together!  
**Foster  
equality and  
diversity**



# 2024 Corporate governance

# Summary of corporate governance

Defines the Company's strategic choices and ensures that they are properly implemented



## Board of Directors (14 members)



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

Maintains the balance of power



**Yannick Assouad**, Lead Independent Director

Four specialised committees that report to the Board of Directors



**Audit Committee**

**René Medori**  
Yannick Assouad  
Caroline Grégoire Sainte Marie  
Claude Laruelle

**Appointments and Corporate Governance Committee**

**Yannick Assouad**  
Benoit Bazin  
Claude Laruelle  
Marie-Christine Lombard  
Dominique Muller

**Strategy and CSR Committee**

**Benoit Bazin**  
Carlos F. Aguilar  
Annette Messemer  
Dominique Muller  
Alain Saïd  
Abdullah Hamad Al-Attiyah, permanent representative of Qatar Holding LLC

**Remuneration Committee**

**Marie-Christine Lombard**  
Graziella Gavezotti  
René Medori  
Roberto Migliardi

Meetings open to all directors

# An active and diversified Board of Directors

**7**



Meetings

7 ordinary meetings and  
none extraordinary meetings

**100%**



Attendance rate

**45%**



Female  
members\*

**36%**



Foreign or  
dual national members

**91%**



Independent  
members\*

## Composition of the Board at 31 December 2023

**14** directors, including:

- 2 representing employees
- 1 representing employee shareholders

**6** directors who are foreign nationals or have dual nationality

**8** men and **6** women

**10** independent directors

Average tenure: **5.9** years

Average age: **61.7**

# Strategy and CSR Committee in 2023

Eight meetings in 2023  
92% attendance  
90% attendance for all directors, including those who are not permanent members of this committee



Benoit Bazin\*  
(Chairman)



Carlos F. Aguilar



Abdullah Hamad Al Attiyah, permanent representative of Qatar Holding LLC



Annette Messemer



Dominique Muller,  
Director representing  
employee  
shareholders



Alain Saïd  
Director  
representing  
employees

Composition	Main responsibilities	Activities in 2023
Independent Chairman: <b>Benoit Bazin</b>	✓ Formulation of an opinion to Executive Management on proposed acquisitions or disposals of a value exceeding €50 million euros	✓ Examining acquisition projects
6 permanent members (4 independent members, 1 employees representative and 1 representing employee shareholders)	✓ Ensure that CSR matters are taken into account in the Group's strategy and implementation	✓ Update on the implementation of "corporate citizenship" initiatives and of ethics and vigilance actions
	✓ Ensure that whistle-blowing systems have been put in place	✓ Update on the implementation of the environmental ambition
	✓ Examine VINCI's sustainability commitments with respect to the issues faced in its business activities	

**Meetings open to all directors**

# Appointments and Corporate Governance Committee in 2023

Three meetings in 2023  
100% attendance



Yannick Assouad  
(Chair)



Benoit Bazin\*



Claude Laruelle



Marie-Christine  
Lombard



Dominique Muller,  
Director representing  
employee  
shareholders

Composition	Main responsibilities	Activities in 2023
Independent Chair: <b>Yannick Assouad</b>	<ul style="list-style-type: none"> <li>✓ Make proposals on the selection of Directors</li> <li>✓ Make recommendations for the appointment of executive company officers and succession plans</li> </ul>	<ul style="list-style-type: none"> <li>✓ Preparation of the evaluation of the Chairman and CEO – Evaluation of the independence of Board members</li> </ul>
5 members (4 independent members and 1 representing employee shareholders)	<ul style="list-style-type: none"> <li>✓ Monitor the evaluation process of the Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>✓ Proposals to appoint 2 new directors</li> <li>✓ Succession plans</li> </ul>

\* Reappointment will be proposed at the 2024 Shareholders' General Meeting

# Succession plans: a process well in hand

## The Appointments and Corporate Governance Committee:

- ✓ Ensures that the Chairman and Chief Executive Officer and the Lead Independent Director have properly organised the **natural succession process** for the **Chairman and Chief Executive Officer** in the medium term, and that there is always a succession plan in place for the Chairman and Chief Executive Officer in the event that he or she is unable to carry out his or her duties.
- ✓ Is informed of the **succession plans for the members of the Group's Executive Committee** supervised by the Chairman and Chief Executive Officer and by the Executive Committee for all other senior executives.



# Renewal of one director's term at the AGM (9 April 2024)

	Position(s)	Board's evaluation	Year of first appointment
	<p>Benoit Bazin</p> <ul style="list-style-type: none"><li>• Chief executive officer of Saint-Gobain</li><li>• Chairman of the Strategy and CSR Committee and member of the Appointment and Corporate Governance Committee of VINCI</li></ul>	Independent	2020

# Audit Committee in 2023

Five meetings in 2023  
100% attendance



René Medori  
(Chair)



Yannick Assouad



Caroline Grégoire  
Saint Marie



Claude Laruelle

Composition	Main responsibilities	Activities in 2023
Independent Chair: <b>René Medori</b>	<ul style="list-style-type: none"><li>✓ Monitor the process of compiling financial information</li><li>✓ Monitor the effectiveness of internal control and risk management systems</li></ul>	<ul style="list-style-type: none"><li>✓ Examination of the budget and accounts</li><li>✓ Review of risk management, prevention and control systems</li><li>✓ Collaboration with the auditors</li></ul>
4 independent members	<ul style="list-style-type: none"><li>✓ Evaluation of proposals for the appointment of the Company's Statutory Auditors or the renewal of their terms of office as well as their remuneration and issuing a recommendation in this matter</li></ul>	

# Appointment of an auditor as Statutory Auditor providing assurance on sustainability information

Title

Year of first appointment

Term of office ends

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PricewaterhouseCoopers Audit

• 2024

• 2025

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# Remuneration Committee in 2023

Three meetings in 2023  
100% attendance



Marie-Christine  
Lombard  
(Chair)



Graziella Gavezotti



René Medori



Roberto Migliardi  
(Director representing  
employees)

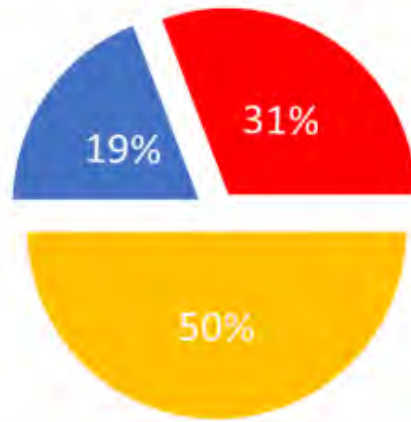
Composition	Main responsibilities	Activities in 2023
<p>Independent Chair: <b>Marie-Christine Lombard</b></p> <p>4 members (3 independent members and 1 employees representative)</p>	<ul style="list-style-type: none"> <li>✓ Compensation of the Chairman and Chief Executive Officer</li> <li>✓ Monitoring of employee shareholding</li> <li>✓ Retention and motivation plans for executives and managers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reviewing the Directors' and the CEO's compensation policies</li> <li>✓ Setting the CEO's variable compensation in respect of FY 2023</li> <li>✓ Monitoring employee shareholding</li> <li>✓ Implementing long-term incentive plans and monitoring performance on vested long-term incentive plans</li> </ul>

# Compensation policy for the members of the Board of Directors

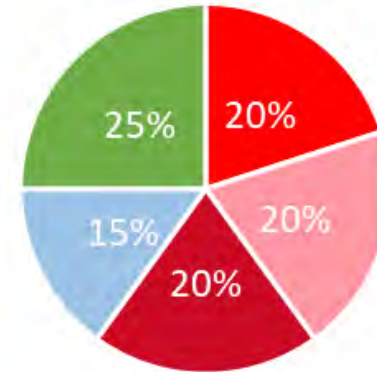
- **Aggregate amount:** maximum €1,600,000, approved at the Shareholders' General Meeting of 17 April 2019

# Remuneration policy for the Chairman and Chief Executive Officer

Structure of the Chairman and Chief Executive Officer's capped remuneration

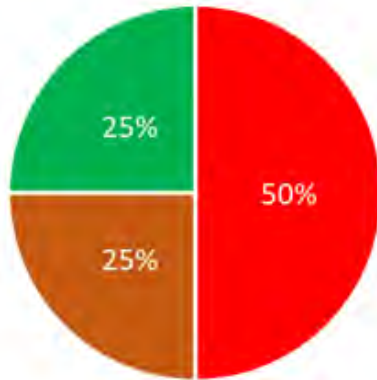


- Long-term variable component
- Short-term variable component
- Fixed component



## Short-term variable component

- NET EARNINGS PER SHARE
- OPERATING INCOME
- CASH FLOW
- MANAGERIAL PERFORMANCE
- ESG CRITERIA



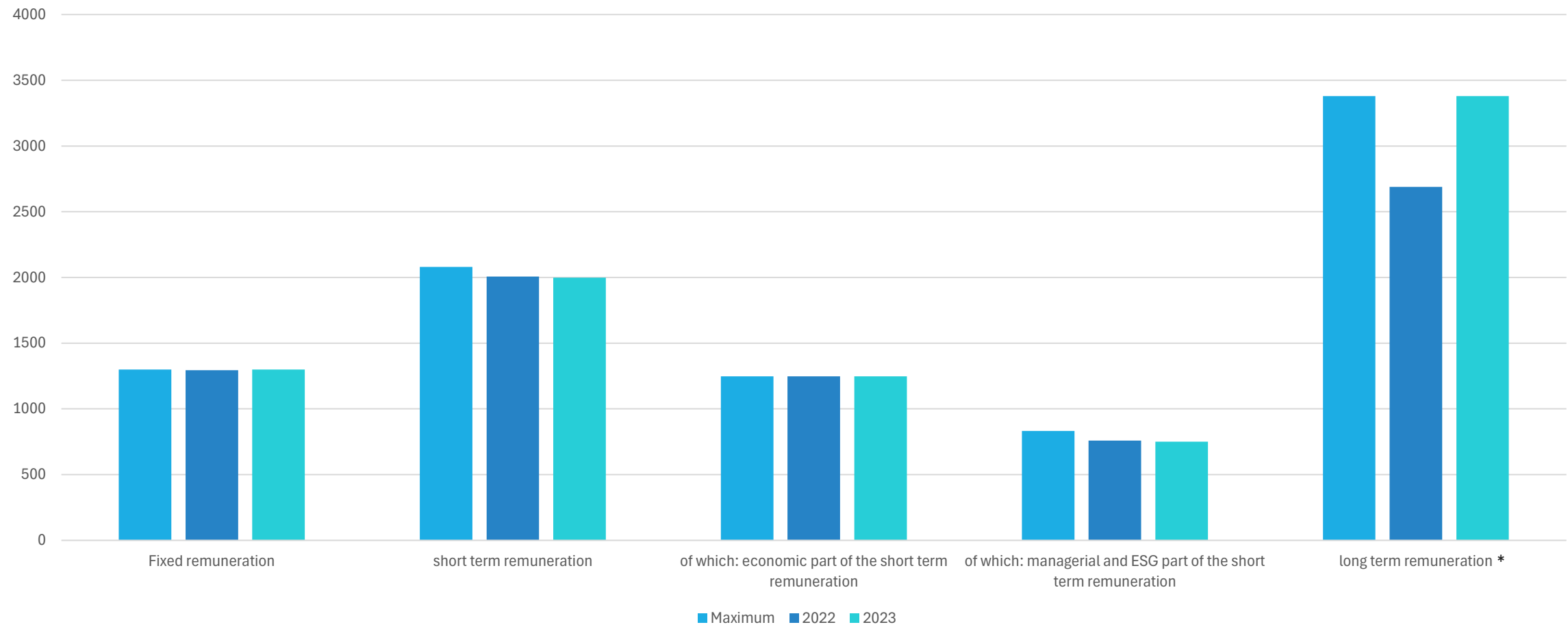
## Long-term variable component

- ECONOMIC CRITERIA
- FINANCIAL CRITERIA
- ESG PERFORMANCE



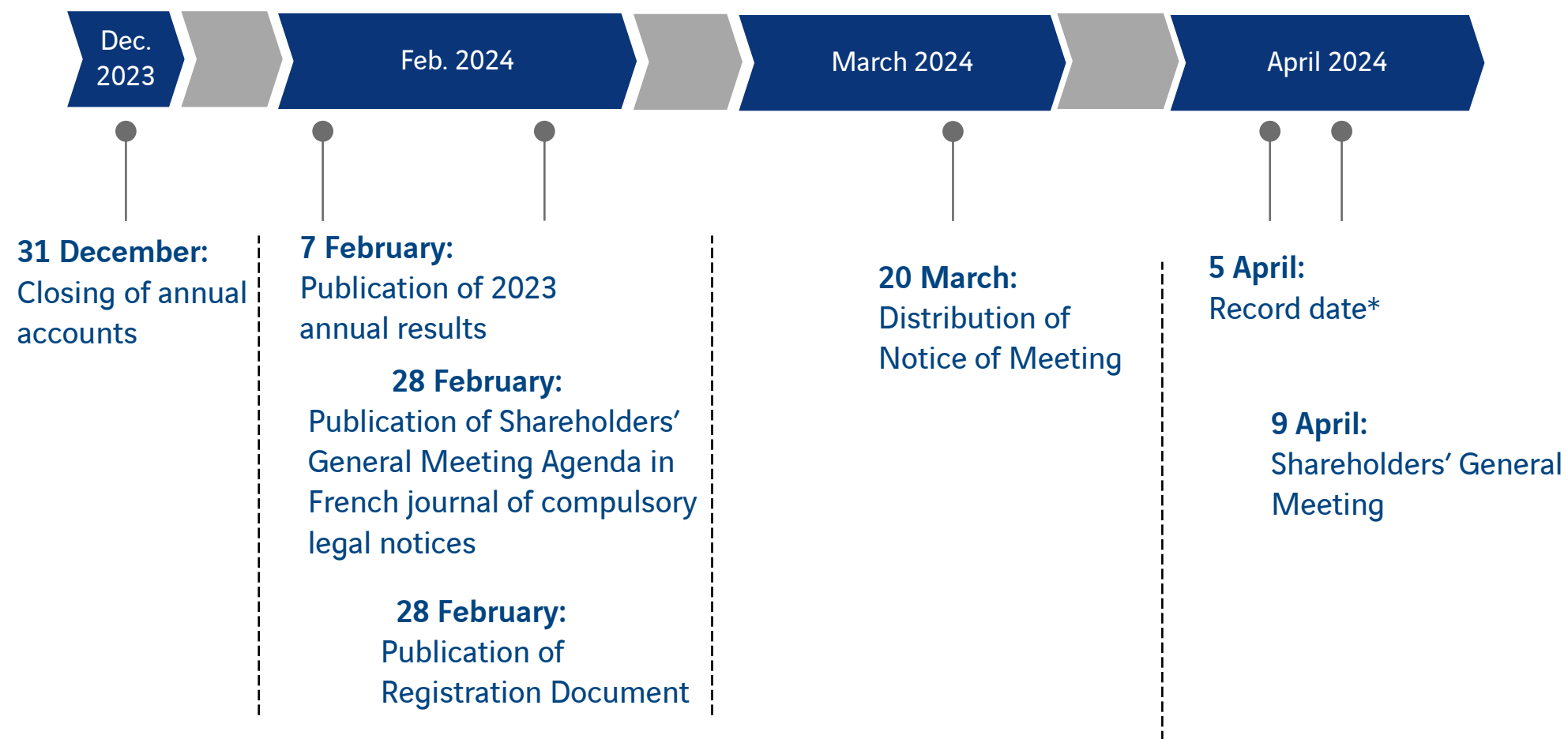
# Remuneration of Xavier Huillard, Chairman and Chief Executive Officer, for 2023

CEO compensation



\* Award subject to performance conditions


# Shareholders' General Meeting: Calendar



\* Date by which a shareholder's shares must be registered in order to participate in the Shareholders' General Meeting

# 2023 Environmental Performance

# Extra-financial performance 2023



EU TAXONOMY

41%  
of eligible revenue

21%  
of aligned revenue

43%  
of eligible Capex

22%  
of aligned Capex

Corporate ESG Performance

RATED BY ISS ESG

Prime



SUSTAINALYTICS





CDP

DISCLOSURE INSIGHT ACTION

	2023	2022	2021	2020
CDP Climate	A-	A	A	A-
CDP Water Security	B	B	B	B
CDP Forest	C	C	C	C



WDi

Workforce Disclosure Initiative

2022 AWARD WINNER

Transparency score: 98%

MSCI ESG RATINGS

A

CCC B BB BBB A AA AAA



vigeoeiris



« Best in class » in 2023  
(in heavy construction sector)



airport carbon accredited

LEVEL 5

4 airports achieved Net Zero emissions for Scopes 1 and 2



VINCI



# Forging a sustainable world



Act for the  
climate



Optimise resources thanks  
to circular economy



Preserve natural  
environments



# VINCI's environmental ambition and 2023 performance



Act for the climate



Optimise resources thanks to circular economy



Preserve natural environments

## 2030 AMBITION

**-40%**

GHG emissions vs 2018 (scope 1 & 2)

**-20%**

GHG emissions vs 2019 (scope 3)

**90%**

low carbon concrete used by VINCI Construction



## 2023 PERFORMANCE

**2.4 mt**

Scopes 1 & 2 emissions in 2023

**-14%**

GHG emissions in 2023 vs 2018 (scopes 1 & 2, adjusted for the impact of acquisitions)

**37%** of electricity

consumption from renewable sources in 2023

(of which 41% excluding Cobra IS vs 38% in 2022)

**43.5 mt**

Scope 3 emissions in 2023

**50%** low carbon concrete

used by VINCI Construction Buildings division in France in 2023

## 2030 AMBITION

**20 mt**

recycled materials produced by VINCI Construction

**45%**

reclaimed asphalt mix from VINCI Autoroutes reused on its own worksites

**Zero waste**

to landfill for all concessions

**>50%**

of VINCI Immobilier revenue from urban recycling operations

## 2023 PERFORMANCE

**16 mt**

of recycled materials out of VINCI Construction total annual production in 2023

**50%**

reclaimed asphalt mix from VINCI Autoroutes reused on its own worksites in 2023

**18 sites**

with zero waste to landfill at VINCI Concessions

**70%**

of VINCI Immobilier revenue generated through land recycling operations in 2023

## 2030 AMBITION

**Towards zero net loss of biodiversity**

**act4nature international**

commitments

**Zero net loss of natural land for VINCI Immobilier in France**

## 2023 PERFORMANCE

**49 sites**

(over 54 in total) using zero phytosanitary products for VINCI Airports

**-73%**

phytosanitary products used by the concessions activities in 2023 vs 2018

Only **6%**

land take for VINCI Immobilier operations in France in 2023

**€7.3 bn**

revenues from environmentally accredited projects in 2023



# Actions to reduce direct emissions



**-14%** 

**greenhouse gas emissions in 2023 vs 2018**  
(scopes 1 & 2, adjusted from the impact of acquisitions)

## Scopes 1 & 2 (2.4 MtCO<sub>2</sub>eq)

33% WORKSITE MACHINERY	31% COMPANY CARS, UTILITY VEHICLES	29% INDUSTRIAL ACTIVITIES	7% BUILDINGS
---------------------------	--	---------------------------------	-----------------



**>50%**

worksite machines  
equipped with the E-  
track energy  
consumption  
monitoring system



**12%**

of vehicles converted to  
electric power in France  
by the end of 2023



**70 kWh/t**

energy performance  
targets for asphalt  
production



**37%**

of electricity consumed  
in 2023 from renewable  
sources

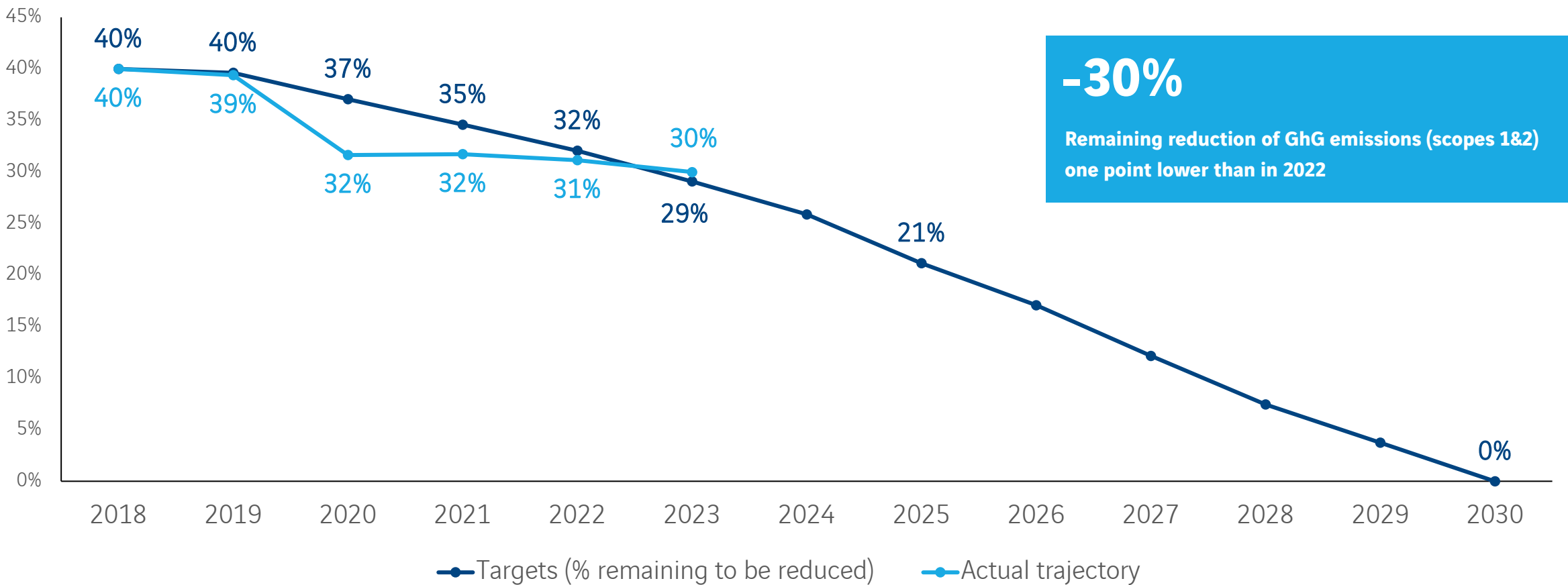
# Carbon trajectory in 2023



—●— Targets (% remaining to be reduced)  
—●— Actual trajectory

## Scopes 1 & 2 greenhouse gas emissions, as of 31.12.2023

Data in absolute value and adjusted for the impact of acquisitions





# Actions to reduce indirect emissions

## Scope 3 (~43.5 MtCO<sub>2</sub>eq)

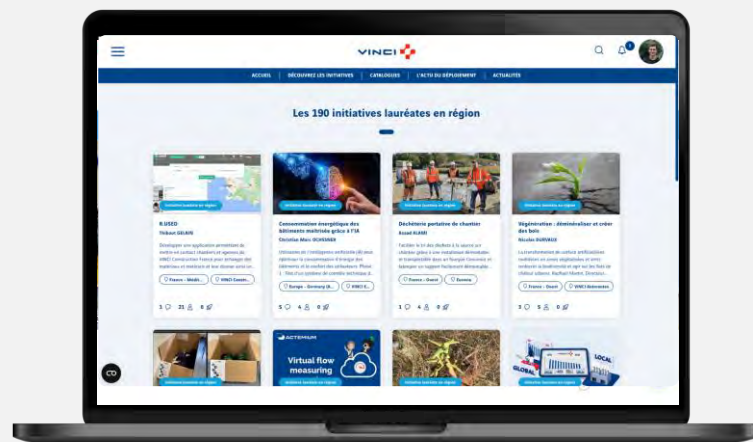


MATERIALS	TRANSPORT AND SUB-CONTRACTING	CONCESSION TRAFFIC	USES OF EQUIPMENT & BUILDINGS
<ul style="list-style-type: none"> <li>✓ 2030 Ambition: 90% of low-carbon concrete used by VINCI Construction</li> <li>✓ Secondary steel</li> <li>✓ Bio sourced materials</li> </ul>	<ul style="list-style-type: none"> <li>✓ Route and travel optimization</li> <li>✓ Renewal of the fleet with low emission vehicles</li> </ul>	<ul style="list-style-type: none"> <li>✓ Low Carbon Highway</li> <li>✓ Tariff modulations according to environmental performance (VINCI Airports)</li> <li>✓ Recharging infrastructure (Ex: EasyCharge)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Eco-design of buildings and infrastructures</li> <li>✓ Energy efficiency</li> <li>✓ Renovation</li> <li>✓ Energy performance contracts</li> <li>✓ Renewable energies</li> </ul>

# All committed!



## THE ENVIRONMENT AWARDS 2022



[environment.vinci.com](https://environment.vinci.com)



**+2 500**

Candidate initiatives

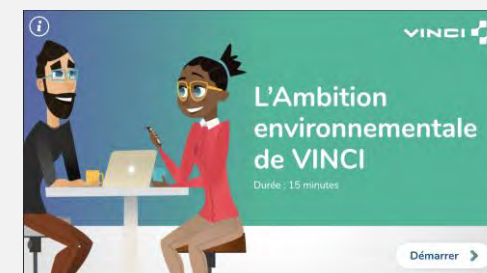
**57 000**

Number of voters

**800**

Relays trained in the regions

## TRAININGS



**42 000**

Employees who have taken the environmental ambition e-learning

**+450**

Motivated and committed pioneers in the ecowork community

**VINCI Environment Day – September 22<sup>nd</sup>**

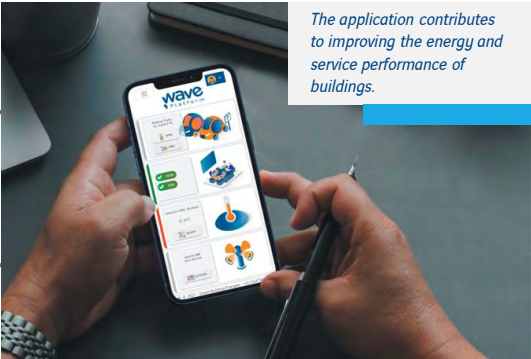
# Supporting energy transition



VINCI's business lines are adapting their expertise and developing solutions in renewable energy - solar and wind in particular - to make a full contribution to the energy transition and to improve the energy mix of tomorrow.



**Wave Platform,**  
Driving energy  
efficiency



**Power Road® : what if the road heated the city?**



*A swimming pool heated thanks to Power Road® (Feurs, Auvergne-Rhône-Alpes)*



**REVE, self-consumption buildings**

**Solarvia, transforming abandoned motorways into photovoltaic parks**



**1 GWp**  
of development  
capacities until 2030

**56**  
sites under development,  
with 36 ground-mounted  
parks and 20 photovoltaic  
shaded areas



**SunMind, foster access to solar technologies**



*Development of a photovoltaic plant at Faro airport (Portugal), operated by VINCI Airports.*



# Adapting the city and territories

In response to the ecological emergency, VINCI provides concrete solutions to accelerate the transformation of living environments, infrastructures and mobility.

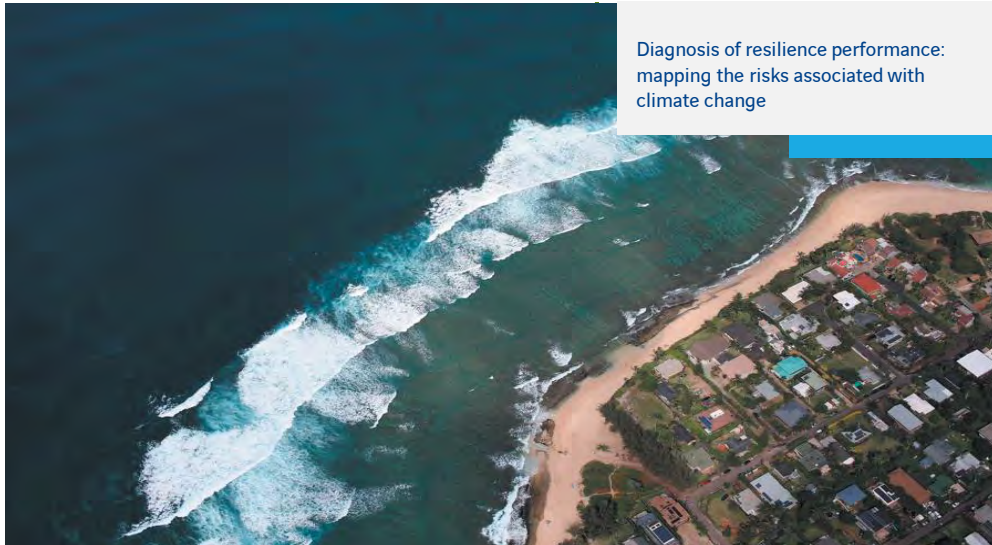


**Exegy®,  
making low-carbon  
concrete widespread**



**Too Electric,  
accelerating electric  
mobility**

**Resallience, adaptation engineering**



Diagnosis of resilience performance:  
mapping the risks associated with  
climate change

**Revilo®,  
urban cool  
islands**



*Basses promenades (Reims, Grand-Est)*





## Optimise resources thanks to circular economy

### Low carbon motorway maintenance



Maximising the recycling and reuse of asphalt off-cuts (between 70% and 100%), while optimizing greenhouse gas emissions

### The perpetual quarrier



### Waste Marketplace, simplifying construction waste management



## Preserve natural environments



Reusing water from air conditioning systems

Renaturation of the motorway domain

28,000 ha of green space

CompenSEA, Monitoring compensatory measures



Universeine (Saint-Denis, Île-de-France)

### Upgrading brownfields

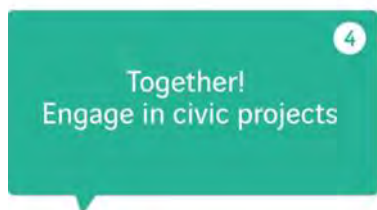
To reduce land artificialisation, VINCI Immobilier is stepping up its urban recycling projects by rehabilitating and depolluting brownfield sites



# 2023 Social Performance

# VINCI's social performance in 2023

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders



**4,000**

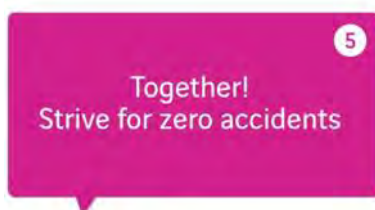
long-term unemployed people supported in 2023 on integration programmes

**7,000**

high-school students to be welcomed on the orientation section of Give Me Five programme

**€7.1m**

of funding provided to non-profits by the Group's foundations (€55.5m in 20 years)



**74%**

of companies without lost-time occupational accidents

**0.37**

workplace accident severity rate

**5.66**

lost-time workplace accident frequency rate (constant decrease over the last 10 years)

**2,644,284**

training hours in health and safety



**23.1%**

female managers in 2023 (vs 18.5% in 2016)

**19.5%**

of women sitting on the management committees of Group companies in 2023 (vs 8.6% in 2018)

**Objectives**

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions



**6,010,237**

hours of training provided in 2023

**91%**

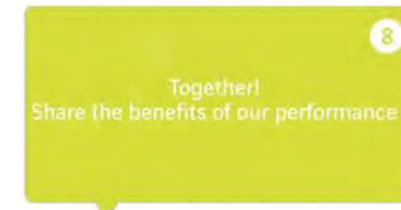
permanent job contracts

**12,667**

young people under 25 years old recruited

**92,061**

people recruited worldwide



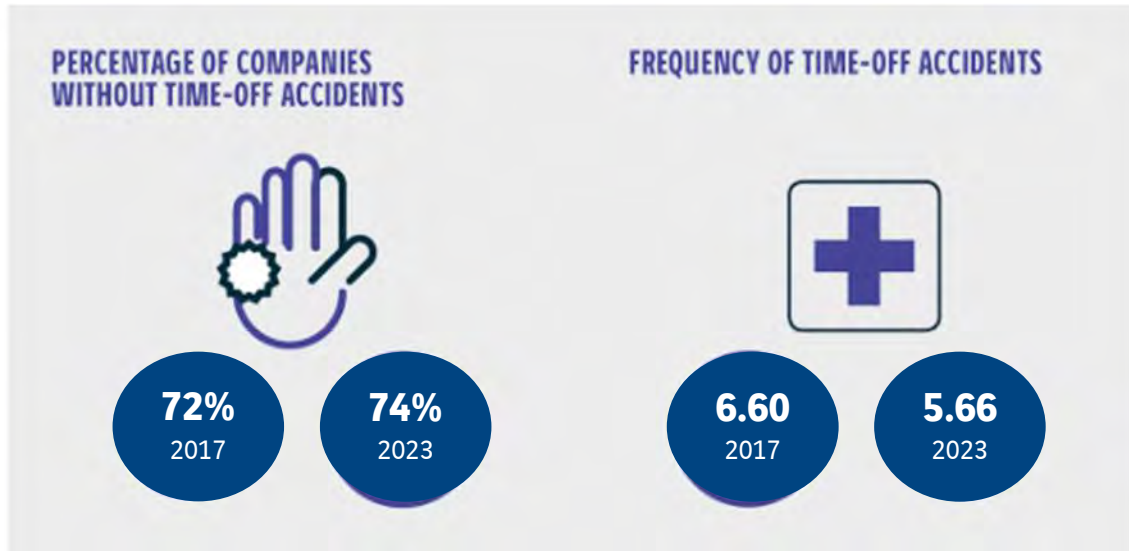
More than **83%**

of all employees can subscribe to an employee share ownership programme

**€490m**

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

# Zero accidents on worksites



- ✓ An in-house network of 2,800 health and safety specialists
- ✓ Trainings and best practices :
  - ✓ 44% of training hours on health & safety
  - ✓ 2.6 million hours of training in health & safety
- ✓ Subcontracting and customer awareness



# Equality and diversity (1/2)

## Percentage of women in managerial positions

16.4%  
in 2012

23.1%  
in 2023

## Targets by 2030:

- Increase the percentage of women in management positions and the percentage of women members of the Group's management committees to 30%
- An in-house diversity network of nearly 600 active members
- Fostering the employment of people with disabilities and purchases done with disability-friendly enterprises





# Equality and diversity (2/2)

## 1. Guidance



- Nearly 740 VINCI sponsors and relays
- Actions carried out in 25 countries

## 2. Recruitment



- Targeted actions with students, especially from INSA since 2018
- Clauses in recruitment mandates relating to mixed shortlists
- Young Talents and Fresh Graduates programmes

## 3. Development



- A Connect'HER banner to accompany all initiatives
- Training courses dedicated to inclusive management
- Dedicated People Reviews
- Coaching and mentoring programmes
- An action plan to combat ordinary sexism

# Give Me Five Programme

Launched in 2018, the Give Me Five programme aims to tackle social inequalities, targeting young people from priority neighbourhoods or people far away from the job market.

It is structured around five initiatives:

## 1 GUIDANCE

Offer week internships for middle-school students to discover the enterprise world

**Nearly 7,200 students  
in 2023**

## 2 INDIVIDUAL SUPPORT

Guide, empower and professionally support middle-school students in collaboration with 4 associations, academic rectorates and partners

**More than 7,000 students  
in 2023**

## 3 APPRENTICESHIPS

Strengthen 14-25 years old's skills through training and working contracts

## 4 INTEGRATION

Facilitate the access to internships for young people in priority neighbourhood areas

## 5 EMPLOYABILITY

Increase the employability of people far away from the job market



# Encouraging teams' professional fulfilment

**22 hours**  
of training on  
average per  
employee

Encouraging employee training  
through online and offline courses

**€490 M**  
paid out to French  
employees through  
employer contributions,  
profit-sharing, incentive  
and retirement  
saving plans

Sharing the benefits of performance  
(10% of VINCI's capital is detained by  
employees)





# Ethics and Human Rights



Documents available in 30 languages and for 99% of employees

# VINCI's whistleblowing platform


<https://www.vinci-integrity.com>

Accessible to :

- Group's employees
- External or occasional employees
- Other stakeholders in projects run by Group entities




English

 To ensure that reports remain strictly confidential, VINCI has introduced this platform, featuring a high level of security. For further information [click here](#).

### Welcome to VINCI Integrity

As part of the Group's whistleblowing system, VINCI Integrity enables you to report serious violations concerning human rights, the environment, business ethics or health and safety of which you are personally aware in the working environment.

The reports are handled under the strictest conditions of confidentiality by [the Group Ethics and Vigilance Department](#).

 Submit a report

 Track my report

### The procedure

[What are the areas concerned?](#)

[What happens after I submit a report?](#)

[How soon will I receive a reply after submitting my report?](#)

[How can I be sure that my report will remain confidential?](#)

[What happens if the report turns out to be unfounded?](#)

[What is the "Track my report" button used for?](#)

[What should I do if I lose my report references?](#)

Anti-corruption Code of Conduct

Code of Ethics and Conduct

Guide on Human Rights

Occupational health and safety

Environmental guide

# VINCI's guide on human rights



**DEDICATED E-LEARNING** AVAILABLE TO ALL EMPLOYEES IN ENGLISH, FRENCH, SPANISH, PORTUGUESE AND POLISH

**HUMAN RIGHTS**

**The 5 key points to remember**

**01** Our activities, just like those of any other company, can have an impact on human rights which may be positive or negative. This must be identified beforehand and any risks of infringement must be prevented.

It is vital to open up a dialogue and to bring together relevant stakeholders to be able to analyse the situation and identify suitable solutions. With regard to a concession, the quality of relationships with stakeholders is decisive from the construction of sustainably anchored in the region.

**02**

**03** The company's activities but also clients, etc.).

On occasion, stakeholders may which are outside our contractual taking a proactive role in seeking of the responsible party.

**05** An infringement human rights, ma its subsidiaries an of business oppo

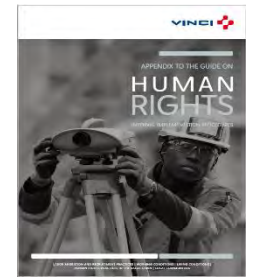
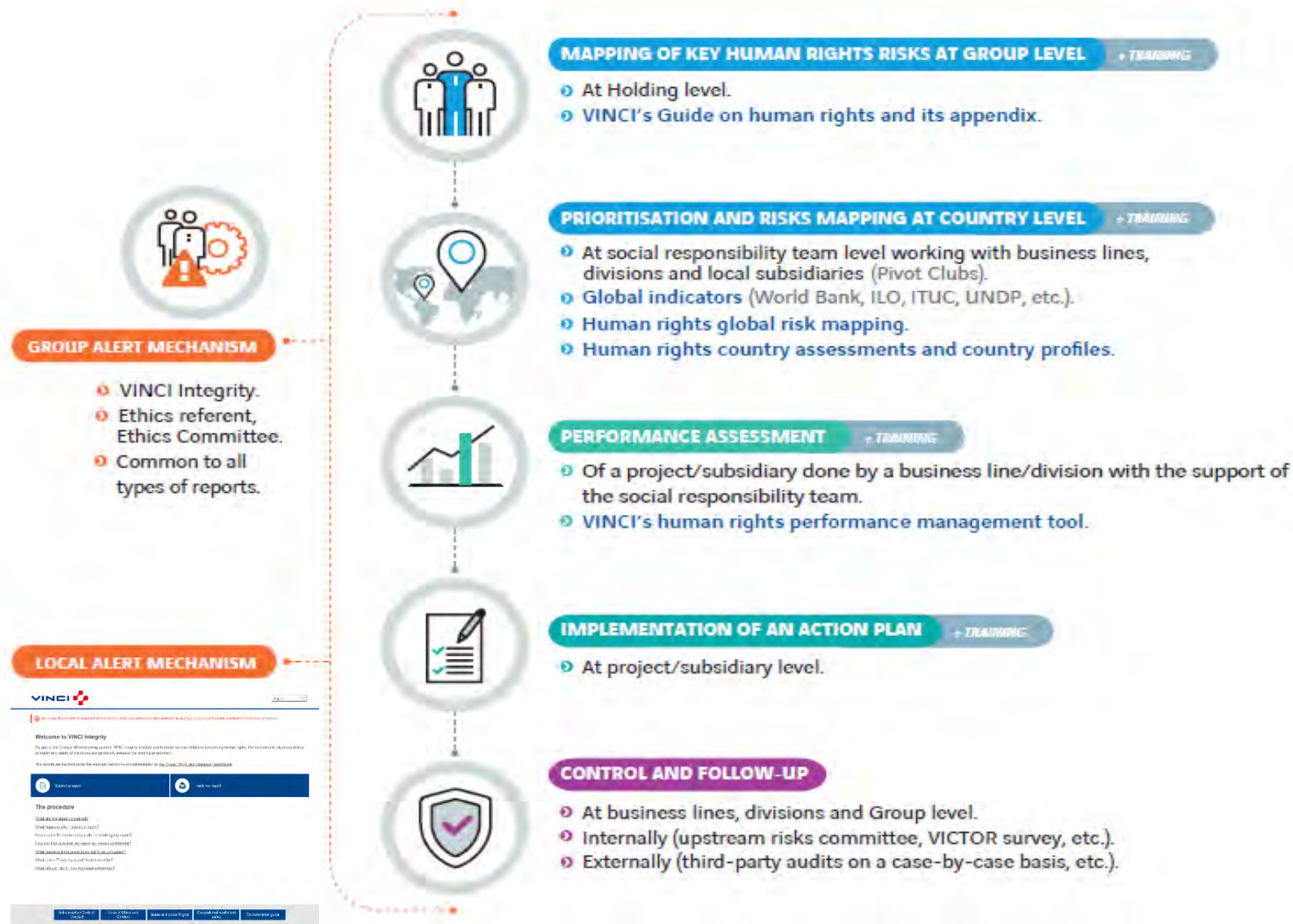
CHAPTER 2 / THE MEETING

## THE GUIDE:

- identifies VINCI's **salient issues** (5 areas divided into 17 themes) and **associated guidelines** for each theme;
- has a **universal dimension** within the group;
- applies to all our companies regardless of their business and the country where they are established;
- constitutes a **progressive approach**.

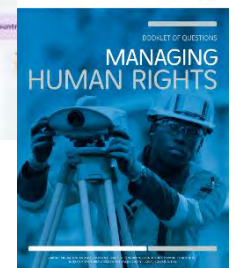
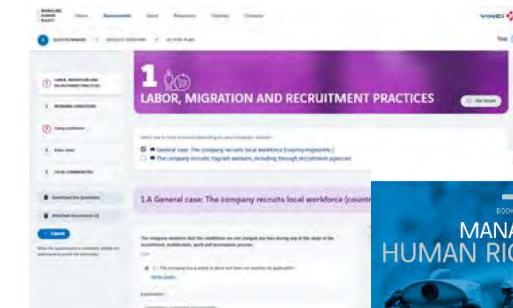


# Deployment of the approach

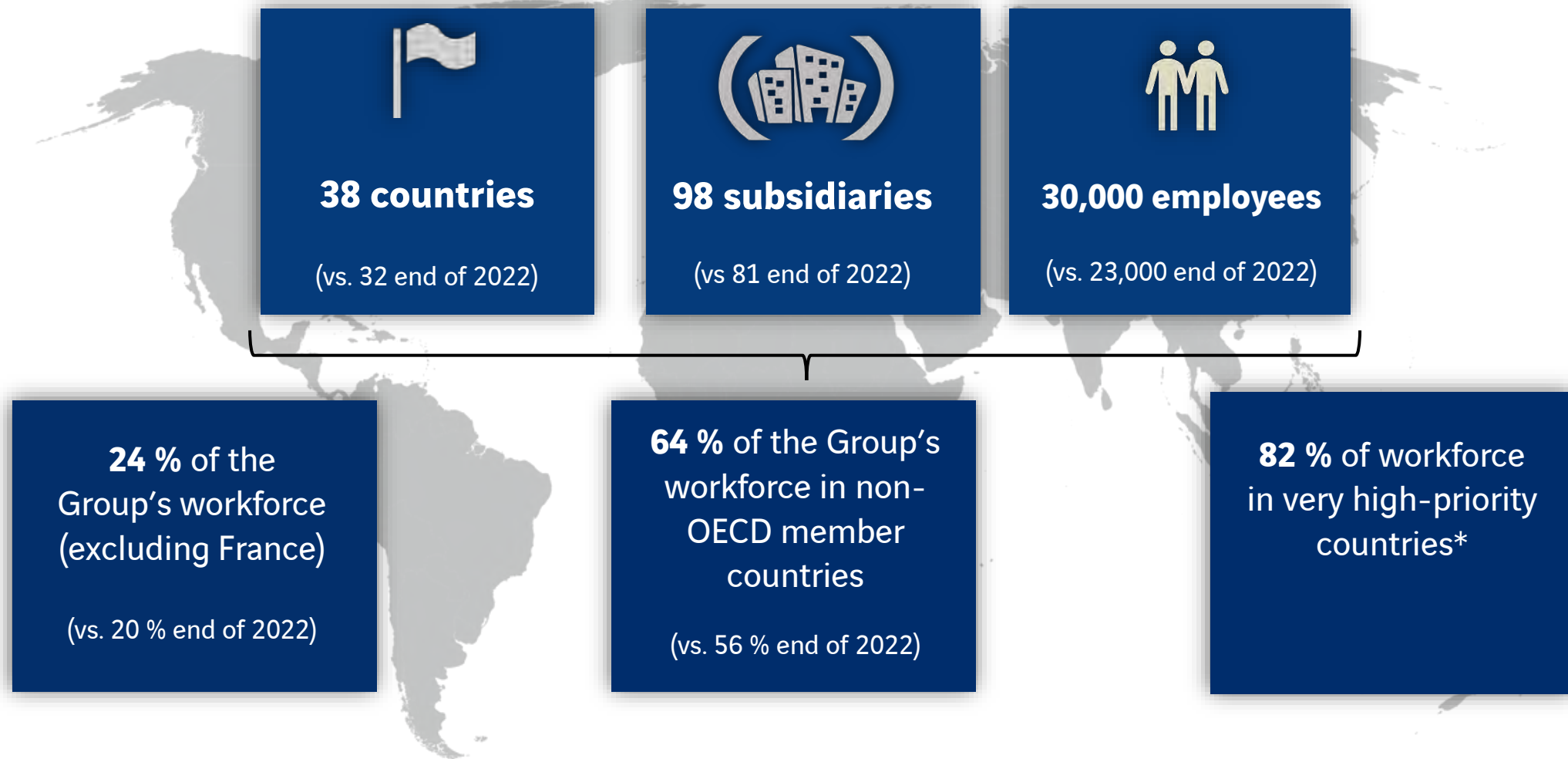


**Country Risk Assessment Overview (1/2)**

Country	Risk Level	Key Risks	Key Indicators
Algeria	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Argentina	Medium	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Australia	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Austria	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Brazil	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Canada	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
China	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
France	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Germany	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
India	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Italy	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Japan	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Kenya	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Libya	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Mexico	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Nigeria	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Poland	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Romania	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Russia	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Spain	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Sweden	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Switzerland	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Tunisia	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
UK	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
USA	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
Ukraine	High	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights
USA	Low	Human rights, Labor rights, Environmental rights	Human rights, Labor rights, Environmental rights



# Human rights assessments at end of 2023



# Collaborative initiatives

**Entreprises pour les droits de l'Homme**

**Building Responsibly**

**Leadership Group for responsible recruitment**

**Global Compact**

**B4IG - Business for inclusive growth**

**Global Deal**

**Global Business Network for Social Protection Floors (French platform)**



# Founding member of BUILDING RESPONSIBLY



Group of leading engineering and construction companies working together to raise the bar in promoting the rights and welfare of workers across the industry and to facilitate the dissemination of workers' welfare standards throughout the value chain (subcontractors, customers, partners, etc.)

[Building Responsibly \(building-responsibly.org\)](https://building-responsibly.org)

BUILDING RESPONSIBLY

## Worker Welfare Principles

Building Responsibly developed these Principles to serve as the global standard on worker welfare for the engineering and construction industry. They address key areas of worker vulnerability to raise standards and level the playing field so that competitiveness is not at the expense of the worker. Given differing local and national requirements and external guidelines, these Principles establish a common, global baseline for the treatment of workers in the engineering and construction industry. By collectively committing to and promoting these Principles, we can foster a business environment that advances the safety, security, and welfare of all people—especially those working in the construction sector.

Building Responsibly members are committed to acting ethically and with integrity in all their business dealings with respect to worker welfare by supporting and adopting the following Principles:

- Workers Are Treated with Dignity, Respect, and Fairness.**  
Workers, irrespective of their nationality, gender, ethnicity, social and legal status, race, religion, or other protected status, are treated with dignity, respect, and fairness, and are not subject to harassment, discrimination, abuse, or inhuman or degrading treatment.
- Workers Are Free from Forced, Trafficked, and Child Labor**  
Workers are not subject to forced, coerced, trafficked, bonded, child, or involuntary labor of any form.
- Recruitment Practices Are Ethical, Legal, Voluntary, and Free from Discrimination**  
Workers shall be recruited through ethical and legal means whereby all recruitment shall be free from discrimination and all forms of involuntary labor, slavery, and trafficking. Companies should commit to responsible recruitment in their operations and prohibit the payment of fees by the worker. Conditions of employment shall be transparent and agreed upon in writing prior to commencing work in a language that is understood by the worker.
- Freedom to Change Employment Is Respected**  
Workers are free to refuse their contract; cancel and change their employment; and, where appropriate, return home travel at the end of their employment contract should be provided.
- Working Conditions Are Safe and Healthy**  
Workers have a safe and healthy work environment, subject to a robust health and safety management system that is compliant with all governing health and safety laws and regulations and is aligned with applicable international standards and industry best-practice. This includes access to safe and clean transportation and welfare amenities on project sites; and the promotion of transparent and external reporting regarding health and safety incidents.
- Living Conditions Are Safe, Clean, and Habitable**  
Workers, when provided with accommodation, have living conditions that are safe, clean, hygienic, and habitable, where consideration is given to their physical and mental health and well-being.
- Access to Documentation and Mobility Is Unrestricted**  
Workers have access to passports and personal documentation at all times. Workers shall have freedom of movement outside normal working hours, unless there are legitimate safety or security issues that might threaten the health, safety, or well-being of the worker.
- Wage and Benefit Agreements Are Respected**  
Workers are paid their agreed wages regularly and on time. Workers will receive all benefits to which they are entitled in accordance with contractual arrangements.
- Worker Representation Is Respected**  
Workers have the right to freedom of association. In countries where the right to freedom of association is restricted under law, companies should recognize the right of workers to develop alternative means for independent and free association and to communicate and promote their rights and welfare.
- Grievance Mechanisms and Access to Remedy Are Readily Available**  
Workers have, and are aware of, the means to report grievances or any activity that is inconsistent with these Principles without fear of retaliation, retribution, or dismissal, and to have them addressed in a prompt, fair, and consistent manner.

# Socio-economic footprint of VINCI's activities in France by Utopies©



**463,100 JOBS**  
SUPPORTED IN FRANCE,  
I.E.

**1.6%**  
OF NATIONAL JOBS



**€13 billion OF PURCHASES**  
FROM FRENCH SUPPLIERS  
AND

**€4.2 billion**  
OF TAXES PAID  
IN FRANCE



**€35 billion**  
OF GDP CONTRIBUTION,  
I.E.

**1.5%**  
OF NATIONAL GDP



**96.5%**  
OF PURCHASES MADE IN FRANCE  
FOR FRENCH ACTIVITIES

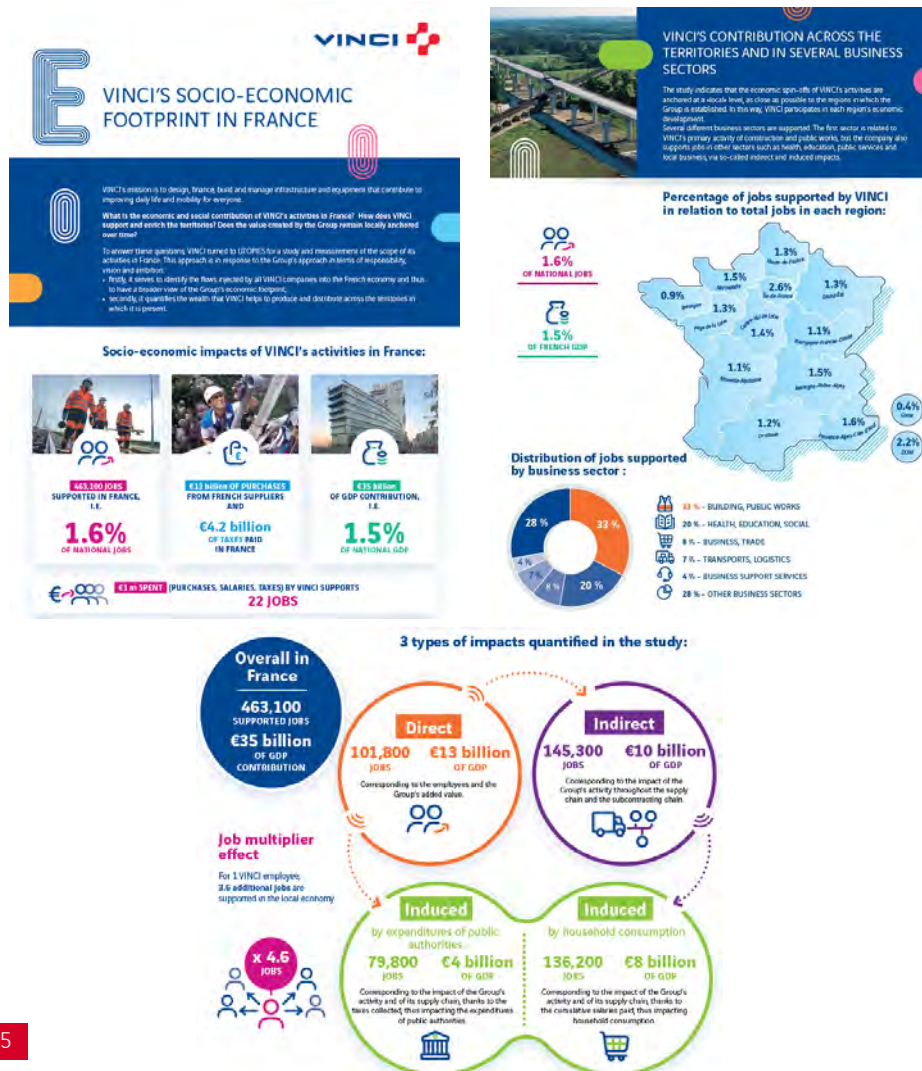


**49%**  
OF PURCHASES MADE  
WITH VSEs/SMEs



# Diffusion, communication and adoption of the study

- Syntheses for each business line and territory



- Dedicated platform on the Group's intranet and website



Website: [Empreinte socio-économique - Publications - Développement durable \[VINCI\]](#)

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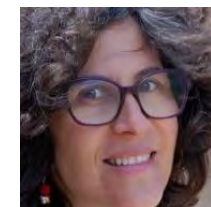
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R E A L  
SUCCESS  
IS THE  
SUCCESS  
YOU SHARE