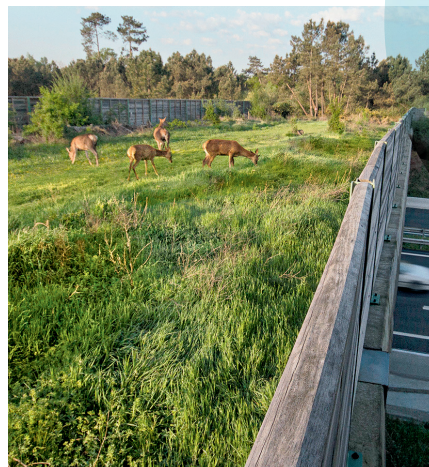




FORGING A SUSTAINABLE WORLD



E. Workforce-related, social and environmental information

As an investor, builder and operator of buildings and infrastructure, VINCI plays a key role in the transformation of cities and regions. The Group's goal is to be a force for good through its achievements and expertise, every day and over the long term. As its structures have a major impact on the cities and regions where they are located, and on the quality of life of their residents, VINCI aims for all-round performance, integrating technical, economic, environmental and social dimensions.

VINCI's all-round performance policy is grounded in two complementary principles. The first is to reduce the environmental impact of projects and ensure that the socio-economic benefits of the Group's activities on local populations and regions are long-lasting. The second is to work with the stakeholders in the Group's businesses to come up with the most efficient solutions serving the public interest in an economy of scarcity.

The Group has been shaping its stakeholder approach since 2012, underscoring its all-round performance values and commitments in the VINCI Manifesto. Available in 31 languages, the Manifesto lays down a set of shared guidelines to be applied in all of VINCI's businesses, with the aim of aligning the actions of its operating entities and teams around the world.

VINCI's all-round performance policy is collective and proactive. The aim is to give each business unit the opportunity to identify its strategic priorities to enhance social and environmental performance. Action plans are then developed on the basis of these priorities.

2020 was an exceptional year due to the coronavirus pandemic, driving VINCI companies to meet higher standards of social and environmental responsibility. With its long-term business model, its business activities – which have become more essential than ever – and its vision of all-round performance, the Group is prepared to take on the challenges of today's world. This year, the priority has been to protect the health of all VINCI employees and customers, while taking preventive measures to ensure business continuity. Despite the health crisis, VINCI companies continued to implement each area of environmental ambition within their scope and build action plans to meet the specific issues they faced.

This policy is also discussed on pages 24 to 33 of this Universal Registration Document. Additional information is available on the Group's website at www.vinci.com, in particular examples of the innovative approaches implemented by the Group's companies, arranged by category and type of challenge.

This chapter contains VINCI's non-financial performance statement published in line with Articles L.225-102-1 and R.225-104 to R.225-105-2 of the decree passed in July 2017, which transposed Directive 2014/95/EU of 22 October 2014, known as the Non-Financial Reporting Directive, into French law.

The non-financial performance statement includes the following information:

- the Group's business model, as described in the "Direction and strategy" chapter of the Universal Registration Document, pages 14 to 15;
- the description of the Group's main all-round performance commitments, presented in the "Sustainable development" chapter of the Universal Registration Document, pages 24 to 33;
- the description of the main non-financial risks, presented in chapter D, "Risk factors and management procedures" of the Report of the Board of Directors, pages 170 to 183;
- the description of the programmes and action plans implemented by VINCI to address its social and environmental issues, and the results of these programmes, including key performance indicators, presented in this chapter.

This statement is supplemented by the Group's duty of vigilance plan, which meets the requirements of Law 2017-399 on the duty of vigilance of parent companies and subcontracting companies, pages 244 to 269. It outlines the main risks relating to health and safety, human rights and environmental protection, sets out their governance and describes the Group's whistleblowing system.

Material CSR (corporate social responsibility) issues were identified by the Environment Department and the Social Responsibility Department, in collaboration with the Audit and Internal Control Department. All these issues are material for both the Concessions and the Contracting business to varying degrees depending on the specific issue. Environmental issues were also underscored through a materiality assessment as well as interviews conducted in 2018 with about 40 internal and external stakeholders. These issues, the related action plans and their key performance indicators, are presented in the summary table on the following page. The non-financial risks presented in this table supplement those presented in chapter D, "Risk factors and management procedures", pages 170 to 183.

Summary table – Non-financial performance statement

Issue	VINCI's response	Action plan	Key performance indicators	Materiality ^(*)		Coverage in chapter E
				Contracting	Concessions	
Health, safety and security of employees, temporary staff and subcontractors	<ul style="list-style-type: none"> - Zero accident objective at all levels - Promote a Group-wide safety awareness culture - Specific prevention programmes to manage the health crisis 	<ul style="list-style-type: none"> - Network of occupational health and safety specialists in business lines - Health and safety training - Mapping of the Group's major risks - Reporting procedure and analysis of near misses, severe accidents and fatal accidents 	<ul style="list-style-type: none"> - Objective to strive for zero accidents - Percentage of companies with no lost-time workplace accidents - Lost-time workplace accident frequency rate (employees and temporary staff) - Lost-time severity rate (employees) 	■ ■ ■	■ ■ ■	1.2 Pages 190-193
Employability and skills development	<ul style="list-style-type: none"> - Promote sustainable employability by developing skills and sharing the benefits of performance 	<ul style="list-style-type: none"> - Employer brand campaign and improvement of new employee orientation process - Innovative upskilling tools - Development of complementary training programmes between the Group and business lines - Ambitious employee share ownership plan and other employee benefits 	<ul style="list-style-type: none"> - Percentage of permanent employment contracts among new hires - Average number of training hours per employee - Percentage represented by all employee benefits in the Group's added value - Percentage of employees holding units in the Castor company mutual fund 	■ ■ ■	■ ■ ■	1.3 Pages 194-198
Social dialogue	<ul style="list-style-type: none"> - Ensure continuity in social dialogue via a decentralised organisation to better reflect the needs of each business line - Advance social innovation within the Group and create new forms of dialogue 	<ul style="list-style-type: none"> - Online platform for the European Works Council (EWC) - Innovative training for the Group Works Council (GWC) and EWC members - CSR Committee for the EWC - Consultation Committee for the GWC - Collective agreements 	<ul style="list-style-type: none"> - Percentage of staff represented by employee representatives - Percentage of Group employees covered by collective agreements outside France - Number of employees worldwide serving as employee representatives 	■ ■	■ ■	1.4 Pages 198-200
Inclusion and diversity	<ul style="list-style-type: none"> - Overarching inclusion objective: prevent all forms of discrimination and promote equality - Develop a diversity culture - Promote gender equality - Support people with disabilities 	<ul style="list-style-type: none"> - Network of diversity coordinators - Training to develop inclusive management - Self-assessment tool on discrimination - Accreditation for certain Group companies - Targets relating to the proportion of women in management and senior leadership roles - Work on the inclusion of people with disabilities 	<ul style="list-style-type: none"> - Targets: increase the percentage of women hired or promoted to management positions to 28% and the percentage of women members on the Group's management committees to about 17% - Number of companies with diversity accreditation - Gender equality index in France - Percentage of women managers - Percentage of female senior executives (management and executive committees) - Percentage of managers and non-managers with disabilities 	■ ■	■ ■	1.5 Pages 200-203
The Group's socio-economic footprint in regions	<ul style="list-style-type: none"> - Strong local roots and contributions to regional development, work to improve acceptability of Group projects - Maintain social cohesion in regions through professional integration - Relations with civil society 	<ul style="list-style-type: none"> - Measurement of the socio-economic footprint of businesses in France and for a number of major projects - Further development of VINCI Insertion Emploi (ViE) and of the Give Me Five programme and other actions to promote integration - Employee engagement and support for initiatives via the Group's foundations - Dialogue, consultation and exchange with stakeholders, regional leaders, customers and users 	<ul style="list-style-type: none"> - Number of jobs supported in France and contribution to GDP - Number of people on ViE integration programmes - Number of integration hours under ViE programmes - Number of social joint ventures - Total amount paid by Group foundations to prevent exclusion and promote integration - Exceptional amount paid to the Fondation VINCI pour la Cité during the Covid-19 crisis 	■ ■	■ ■	2.1 Pages 203-210
Relations with suppliers and subcontractors	<ul style="list-style-type: none"> - Develop a responsible purchasing approach - Support the development of suppliers and subcontractors - Take social and environmental criteria into account in the Group's purchases 	<ul style="list-style-type: none"> - Strengthened governance of responsible purchasing - Publication of a practical guide on responsible purchasing - Development and delivery of tools and training - Supplier self-assessment questionnaire and CSR improvement plans - Strengthened vigilance and management of social risks in subcontracting 	<ul style="list-style-type: none"> - Percentage of purchases made locally - Percentage of purchases incorporating responsible purchasing criteria - Percentage represented by SMEs among the Group's approved suppliers - Number of people aware of the responsible purchasing initiative 	■ ■	■ ■	2.2 Pages 210-213
Human rights	<ul style="list-style-type: none"> - Commitment to respect the rights of people and local communities that could be impacted by VINCI projects and to prevent serious human rights violations 	<ul style="list-style-type: none"> - Analysis and mapping of human rights risks associated with business activities - Publication of VINCI's Guide on Human Rights - Training and e-learning modules - Prevention and evaluation programmes - Continuation of pilot projects on ethical recruitment practices - Implementation of a basic social protection system for all Group employees 	<ul style="list-style-type: none"> - Percentage of staff who have received VINCI's Guide on Human Rights - Percentage of Group employees covered by human rights assessments in high-priority countries - Number of entities and countries covered by human rights assessments - Target to cover 100% of the workforce in high-priority countries by human rights assessments 	■ ■ ■	■ ■ ■	2.3 Pages 213

(*) On a scale of 1 to 3, ranging from moderate to very high materiality.

Issue	VINCI's response	Action plan	Key performance indicators	Materiality ^(*)		Coverage in chapter E
				Contracting	Concessions	
Business ethics	<ul style="list-style-type: none"> - Group-wide training approach coordinated at the highest level of the organisation - Code of Ethics and Conduct, Anti-corruption Code of Conduct, Guide on Human Rights, and statement on occupational health and safety - Programme to teach new concepts and drive exemplary management 	<ul style="list-style-type: none"> - Ethics and Compliance Club - GDPR Representatives Club - Ethics e-learning and classroom training - Dissemination of framework documents (Code of Ethics and Conduct, Anti-corruption Code of Conduct, etc.) - Whistleblowing procedure, VINCI Integrity platform - Third-party assessment process through a questionnaire and quality audit 	<ul style="list-style-type: none"> - Number of employees trained on ethics 	■ ■ ■	■ ■ ■	2.4 Pages 214-216
Climate change	<ul style="list-style-type: none"> - Reduce greenhouse gas emissions by 40% - Act throughout the value chain by working to reduce indirect greenhouse gas emissions - Adapt structures and businesses to improve their resilience to climate change 	<ul style="list-style-type: none"> - Integration of eco-design throughout the project life cycle - Transformation of light vehicle fleet - Modernisation of site machinery and heavy vehicle fleet - Use of renewable energy via electricity self-consumption, signing of power purchase agreements (PPAs) and purchases of guarantees of origin - Reduction of emissions caused by the use of materials in projects - Act on the energy performance of structures - Encourage low-carbon mobility and carbon-free energy solutions 	<ul style="list-style-type: none"> - Greenhouse gas emissions (Scopes 1, 2 and 3 in tCO₂e) - Number of EV charging stations installed on the French motorway network - Energy intensity in MWh/€m of revenue - Monitoring of energy consumption - Amount of electricity from renewable energy sources (in MWh) 	■ ■ ■	■ ■ ■	3.2 Pages 221-230
Circular economy	<ul style="list-style-type: none"> - Promote the use of construction materials and techniques that use natural resources reasonably - Improve waste sorting for systematic recycling and reuse - Increase the availability of recycled materials in order to reduce the extraction and use of virgin materials 	<ul style="list-style-type: none"> - Use of recycled materials and limitation of the extraction of virgin materials - Use of reused or reconditioned materials - Use of low-carbon concrete and biosourced materials - Improve waste recycling and recovery - Development of techniques and materials that economise on natural resources - Waste recycling platforms for construction worksites at Eurovia - Development of circular economy solutions - Stakeholder relations and collaboration with professional organisations on the environmental impacts of raw materials 	<ul style="list-style-type: none"> - Amount of recycled mix to maintain VINCI Autoroutes motorways - Breakdown between hazardous and non-hazardous waste - Percentage recovery of hazardous and non-hazardous waste in the Concessions business - Percentage of asphalt mix made with reclaimed asphalt pavement at Eurovia - Number of worksite waste recycling platforms at Eurovia - Percentage of recycled materials production in total aggregate production at Eurovia 	■ ■ ■	■ ■	3.3 Pages 230-235
Natural environments	<ul style="list-style-type: none"> - Prevent environmental nuisances and incidents by systematically implementing an environmental management plan at all Group businesses - Optimise water consumption, especially in areas of water stress - Aim to achieve no net loss of biodiversity 	<ul style="list-style-type: none"> - Develop partnerships with organisations, research centres and design offices in areas relating to biodiversity preservation - Reduction of noise and light pollution - Prevention of water pollution - Optimisation of water consumption in areas of water stress - Prevention of the loss of natural land - Limitation of the fragmentation of natural habitats and maintenance of ecological connectivity - Restoration of the ecological balance of wetlands and waterways - Control and removal of invasive non-native species and conservation of local plant life 	<ul style="list-style-type: none"> - Number of partnerships in effect - Percentage of motorways in France with systems to protect against accidental pollution - Consumption of water purchased and water from boreholes in cubic metres - Percentage reduction in the use of phytosanitary products in the Concessions business - Number of crossings for small and large wildlife and length in kilometres of fenced sections installed along VINCI Autoroutes motorways - Percentage of quarries that have created a local committee for consultation and monitoring - Percentage of quarries that have formed partnerships with local naturalists 	■ ■	■ ■ ■	3.4 Pages 235-243

(*) On a scale of 1 to 3, ranging from moderate to very high materiality.

1. Workforce-related performance

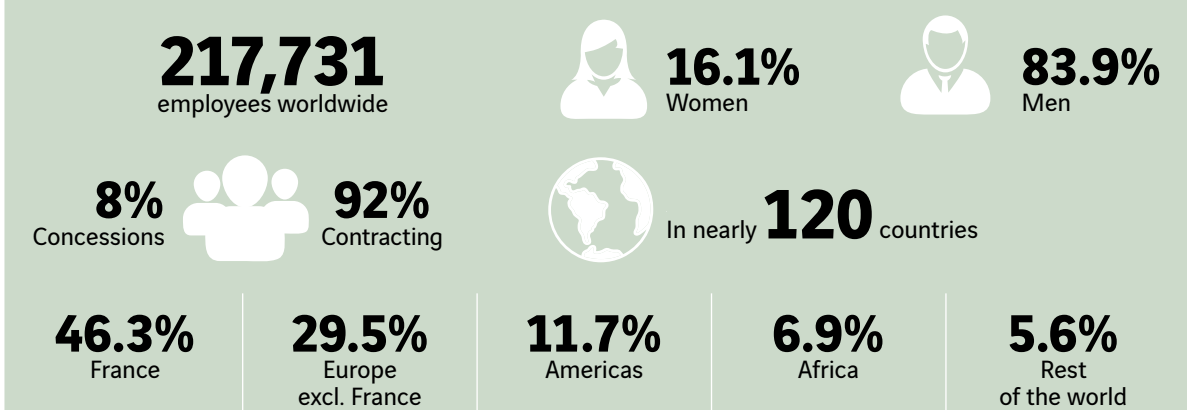
1.1 Employees, drivers of the Group's performance

VINCI's economic development policy is based on a complementary set of short- and long-term business activities performed through a decentralised organisation. The Group's employees are vital to the success of its business model. Its operating methods therefore prioritise people over systems and are based on the view that sustained business success requires an ambitious approach to human resources.

1.1.1 Workforce

Operating in more than a hundred countries in 2020, VINCI's workforce decreased slightly to 217,731 employees in 2020 from its total headcount in 2019 (222,397 employees). This 2.1% reduction was due to the health crisis, which affected the Group's business, especially net job creation. Despite this situation, projects and operations continued to run or gradually resumed, keeping workforce levels stable. The Group is carefully studying the potential consequences of the health crisis on its future operations. Any surge or unfavourable change in the health crisis, i.e. in terms of extent, duration and the associated lockdown measures, could affect employee numbers. At 31 December 2020, staff employed by European entities as a percentage of the total workforce came to 75.8% and staff employed outside Europe stood at 24.2%.

At 31 December 2020



At 31 December 2020, VINCI's workforce consisted of 43,651 managers (20% of the workforce) and 174,080 non-managers (80% of the workforce). The percentage of female staff remained stable between 2019 and 2020 at 16.1% (16% in 2019). However, the proportion of women managers increased to 21.1% in 2020 from 20.3% in 2019 (see paragraph 1.5, "Inclusion and diversity", page 201, on the objectives and actions concerning the role of women in the Group).

Workforce at 31 December 2020 by category, gender and business line, with change ^(*)

	2020								2019	2020/2019	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Managers	1,088	1,533	454	16,468	6,158	17,105	845	43,651	20.0%	43,127	+1.2%
Men	684	1,006	308	13,506	5,188	13,315	449	34,456	78.9%	34,358	+0.3%
Women	404	527	146	2,962	970	3,789	396	9,194	21.1%	8,769	+4.8%
Other	-	-	-	-	-	1	-	1	0.0%	-	0.0%
Non-managers	4,837	8,488	1,156	67,262	38,267	53,544	526	174,080	80.0%	179,270	-2.9%
Men	2,811	5,884	625	58,504	34,009	46,308	152	148,293	85.2%	152,351	-2.7%
Women	2,026	2,604	531	8,758	4,258	7,234	374	25,785	14.8%	26,919	-4.2%
Other	-	-	-	-	-	2	-	2	0.0%	-	0.0%
Total	5,925	10,021	1,610	83,730	44,425	70,649	1,371	217,731	100.0%	222,397	-2.1%
Men	3,495	6,890	933	72,010	39,197	59,623	601	182,749	83.9%	186,709	-2.1%
Women	2,430	3,131	677	11,720	5,228	11,023	770	34,979	16.1%	35,688	-2.0%
Other	-	-	-	-	-	3	-	3	0.0%	-	0.0%

^(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

Workforce at 31 December 2020 by age

- 20,548 employees aged under 25 (9% of the total workforce)
- 55,637 employees aged 26 to 35 (26% of the total workforce)
- 84,356 employees aged 36 to 50 (39% of the total workforce)
- 57,190 employees aged over 50 (26% of the total workforce)

Workforce at 31 December 2020 by geographical area and by business line, with change ^(*)

	2020							2019		Change	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	%
France	5,925	973	532	36,925	23,961	31,090	1,354	100,760	46.3%	101,049	0%
United Kingdom	-	1,837	-	896	2,962	5,389	-	11,084	5.0%	12,426	-11%
Germany	-	-	26	11,713	3,715	405	8	15,867	7.3%	15,834	0%
Benelux	-	-	-	5,934	530	193	5	6,662	3.0%	6,626	+1%
Central and Eastern Europe	-	1,554	42	3,367	5,273	3,827	-	14,063	6.5%	14,851	-5%
Rest of Europe	-	2,905	108	11,929	471	1,254	4	16,671	7.7%	16,716	0%
Europe excl. France	-	6,296	176	33,839	12,951	11,068	17	64,347	29.5%	66,453	-3%
Americas	-	1,349	807	7,232	7,513	8,481	-	25,382	11.7%	25,309	0%
Africa	-	-	-	2,194	-	12,836	-	15,030	6.9%	16,523	-9%
Rest of the world	-	1,403	95	3,540	-	7,174	-	12,212	5.6%	13,063	-7%
Total	5,925	10,021	1,610	83,730	44,425	70,649	1,371	217,731	100%	222,397	-2%

(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

1.1.2 Types of employment contract, and changes

VINCI's headcount decreased slightly in 2020 compared with 2019. At end-2020, 189,462 staff were employed under permanent job contracts and 28,269 under non-permanent job contracts (primarily fixed-term contracts in France). The Group's business lines make use of temporary staff to keep pace with changes in their business activities. In 2020, 19,596 temporary staff (full-time equivalent) worked for VINCI, of which 10,598 in France, a decrease of 31% from 2019, due to the exceptional situation caused by the health crisis. VINCI promotes the integration of young people on work-study programmes. The Group continued its support for the development of these programmes during the year by signing an open letter alongside other large companies, which appeared in a major French newspaper. In 2020, 5,983 young people received training under work-study programmes within the Group.

Workforce at 31 December 2020 by type of employment contract and business line, with change ⁽¹⁾

	2020							2019		2020/2019	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Permanent job contracts ⁽²⁾	5,780	9,633	1,309	76,469	40,823	53,169	1,224	188,407	87%	190,584	-1%
Site contracts ⁽³⁾	-	-	-	201	125	729	-	1,055	0%	1,162	-9%
Non-permanent job contracts ⁽⁴⁾	80	369	277	3,726	2,112	15,383	60	22,007	10%	24,296	-9%
Work-study programmes	65	19	24	3,334	1,365	1,368	87	6,262	3%	6,355	-1%
Total	5,925	10,021	1,610	83,730	44,425	70,649	1,371	217,731	100%	222,397	-2%
Temporary staff (full-time equivalent)	4	283	11	5,917	2,997	10,353	31	19,596	9%	28,471	-31%

(1) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

(2) Unlimited-term contracts for France.

(3) Contract type specific to France.

(4) Fixed-term contracts for France.

1.1.3 Organisation of work**Hours worked**

In 2020, employees worked a total of 365 million hours, of which 21 million overtime hours. The decrease in hours worked compared with 2019 (389 million hours worked, of which 24 million overtime hours) was due to the coronavirus pandemic and related lockdown measures. In France, the number of hours worked fell 7% as worksites shut down in March and gradually resumed operations in April. For some VINCI business lines, this drop in activity resulted in a significant decrease in hours worked due to partial activity.

Absenteeism

Employees were absent from work 7 million days out of 49 million days worked worldwide in 2020. Absenteeism represented almost 15% of working days (7% in 2019). Overall, absences rose 90.8% in 2020. The share of absences due to furloughs increased 8,605% amid the pandemic. The Group and its companies implemented furloughs to cope with the drop in business activity.

Days of absenteeism by cause, with change ^(*)

	2020								2019	2020/2019	
(in number of calendar days)	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Non-occupational illness	121,794	109,582	12,416	1,127,053	636,717	655,086	15,240	2,677,888	37.3%	2,277,444	+17.6%
Workplace accident	4,497	4,284	1,039	37,572	43,106	63,978	727	155,203	2.2%	149,603	+3.7%
Commuting accident	513	2,428	49	10,548	7,834	10,170	339	31,881	0.4%	31,768	+0.4%
Recognised occupational illness	2,409	1,003	-	15,756	13,447	32,977	-	65,592	0.9%	63,245	+3.7%
Maternity/paternity leave	5,414	36,811	3,934	154,139	64,951	102,107	9,159	376,515	5.2%	349,475	+7.7%
Partial activity (furloughs)	12,033	757,149	17,571	669,021	668,929	787,308	9,892	2,921,903	40.7%	33,564	+8,605%
Weather events	-	-	-	13,107	134,733	40,331	-	188,171	2.6%	170,498	+10.4%
Other cause	12,246	23,151	1,825	214,900	193,920	317,337	4,365	767,744	10.7%	691,017	+11.1%
Total	158,906	934,408	36,834	2,242,096	1,763,637	2,009,294	39,722	7,184,897	100.0%	3,766,614	+90.8%

^(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

Protecting jobs

The health crisis impacted Group businesses in different ways during the year. During the first lockdown period, the decline in activity varied depending on the business line and country. France was one of the countries hit the hardest. Consequently, the Group took measures such as urging employees to use various forms of paid leave and implementing furloughs. In the most affected industries, such as airports, measures were also taken to freeze hiring, discontinue overtime hours or restrict the use of external suppliers. In some cases, additional strategies were employed to in-source activities, adjust working hours or remuneration, introduce long-term furloughs, implement a collective performance agreement, or collective mutual terminations, a voluntary departure plan or a restructuring plan. These various measures were taken on a case-by-case basis, determined by the local situation and restrictions. This helped protect most jobs within the Group, as the decline in workforce levels was limited to 2.1% between the end of 2019 and end of 2020.

When the economic environment is challenging, and as VINCI's business activities cannot be relocated, senior management and human resources managers work together to ensure economic and social solidarity through job mobility and redeployment plans, which are facilitated by the Group's extensive presence. VINCI Insertion Emploi (ViE), the Group's social enterprise focused on helping the long-term unemployed, leveraged its expertise in 2020 to support employees in getting their careers back on track. Also, when VINCI makes an acquisition, it strives to retain staff whenever possible, since they are the guardians of valuable skills and expertise, to develop business, share resources and operate in Group networks. Some Group companies occasionally implement redundancy plans or redeploy employees. On the major sites, Group companies manage large-scale redundancy and staff redeployment moves. VINCI's Human Resources Department and local HR managers conduct monthly reviews of sites that are experiencing business or employment difficulties in and outside France, and define suitable employment policies with them.

1.1.4 Recruitment and departures

Employee turnover of approximately 23% in 2020 (28% in 2019) is explained by the expiry of worksite contracts, in particular outside France. This reflects a Group recruitment policy adapted to new worksites.

Recruitment

Worldwide, the proportion of permanent employment contracts among new hires (permanent job contracts, unlimited-term contracts, site contracts) declined from 54.6% in 2019 to 53.6% in 2020. VINCI continued its recruitment efforts in 2020, in line with its existing policy. In particular, 5,031 young people were hired, accounting for 19% of all new hires in permanent jobs. VINCI hired 48,940 people worldwide in 2020, including 26,237 under permanent employment contracts (8,681 in France).

VINCI promotes local employment and career progression within the Group. Intragroup staff transfers totalled 2,265 in 2020 (2,448 in 2019), of which 94% within a business line and 6% to another business line.

Reasons for departure

Contracting business operations take place at temporary worksites or on a project basis over a relatively short period. They typically employ a large number of people whose contracts expire once the project is completed or who seek employment with local companies to avoid having to move. In the Concessions business, particularly in the motorways business line, the seasonal variations in activity also explain the number of departures, which are included under the line item "Expired contracts".

Throughout the crisis in 2020, VINCI endeavoured to protect jobs and limited the decline in total workforce levels to 2%. However, redundancies rose in 2020, primarily at airports with the sharp fall in air traffic. London Gatwick Airport, for example, announced a restructuring plan.

Departures by reason and by business line, with change ⁽¹⁾⁽²⁾

	2020								2019	2020/2019	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Expired contracts ⁽³⁾	583	1,673	67	3,438	3,316	12,154	144	21,375	41%	22,870	-7%
Resignations	33	414	126	4,982	2,387	4,250	50	12,242	24%	15,571	-21%
Redundancies	-	1,550	1	495	505	808	-	3,359	7%	1,903	+77%
Dismissals	37	134	22	3,439	1,591	2,153	29	7,405	14%	7,253	+2%
Other reasons ⁽⁴⁾	74	698	104	3,040	947	2,225	102	7,190	14%	6,702	+7%
Total	727	4,469	320	15,394	8,746	21,590	325	51,571	100%	54,299	-5%

(1) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

(2) Excluding changes in consolidation scope.

(3) Expiry of fixed-term, site or work-study contract, or retirement.

(4) Includes termination during trial period, furloughs, mutually agreed contract termination for France, and others.

1.2 Health, safety and security of employees, temporary staff and subcontractors

1.2.1 Health and safety policy and prevention measures

Due to the nature of its business activities, guaranteeing optimal safety for its employees is a key issue for VINCI. Achieving zero accidents remains VINCI's priority in this area. Reiterated in the VINCI Manifesto, the goal applies to all individuals – employees, temporary staff or subcontractors – working on a VINCI worksite or site under operation. The prevention programmes implemented within the Group and the adaptation of the health and safety actions presented below to meet the requirements of each business line are explained in the duty of vigilance plan (see paragraph 4.3, "Duty of vigilance with regard to health and safety", page 246).

To reach this goal, VINCI's health and safety policy relies on managers to be directly accountable for bringing all employees on board in supporting a safety culture. The Group does this by giving special focus to training them. These measures are also carried out by a network of more than 2,500 employees working in health and safety roles throughout the Group (managers, coordinators, experts, etc.). Prevention policies and procedures are translated every day into different types of initiatives and programmes, ranging from analysing risks upstream to updating and disseminating safety standards. They also include 15-minute safety sessions that bring together all individuals involved at a worksite, reporting and analysis of near misses and accidents and their root causes, as well as training adapted to each business line, type of site and operational environment. Specific actions are put in place across Group companies that focus on preventing drug and alcohol abuse or raising awareness about road safety. VINCI business lines define and apply these policies and actions to their respective scope based on the risks and issues identified for their business activity. Safety events are held regularly worldwide at all VINCI business lines to promote a shared safety culture. Digital tools are used to report risk situations, near misses and accidents. E-learning modules have also been developed, with online training available alongside technical and operational training provided by experts and dedicated training centres.

At Group level, the health and safety coordination system ensures the implementation of VINCI's H&S policy, which brings together the heads of health and safety networks in all the business lines. Its aim is to foster the sharing of best practices, improve the reliability of H&S indicators, and devise new ways of making progress. VINCI is also a member of the Institute for an Industrial Safety Culture (ICSI) and the Foundation for Industrial Safety Culture (FonCSI) to participate in and contribute to a research programme on ensuring safety in the future. Working closely on the ground, accident prevention Pivot Clubs and internal collaboration platforms help disseminate and monitor health and safety measures for the community of H&S coordinators and managers.

More than
1 million
hours of training on hygiene,
health and safety every year

Employee representatives play a key role in prevention. The statement on occupational health and safety was signed by the Chairman and Chief Executive Officer and by the Secretary of the European Works Council. It sets out guidelines for applying VINCI's health and safety policy, stressing the importance of the zero accident objective, and the essential and fundamental steps to be taken: risk analysis; wearing of protective equipment; application of procedures, operating methods and work arrangements; and safety awareness and training. This statement upholds the shared belief that progress can only take place with the support of all employees and their representatives by promoting the Group's safety culture. The employee representatives of each entity are expected to contribute ideas for actions that could improve working conditions and occupational risk and accident prevention. At Group level, this topic is on the agenda at every Group Works Council or European Works Council meeting. Dialogue on these issues between employees, their representatives and management is also pursued locally across all business activities, as shown with the partnership between the French Professional Agency for Risk Prevention in Building and Civil Engineering (OPBTP) and Eurovia. In 2020, this partnership gave rise to a five-day training programme to develop the expertise of Eurovia's employee representatives in France.

75%
of Group companies had no
lost-time workplace accidents
in 2020

The Group's health and safety policy aims to anticipate and prevent risks relating to the health and safety of VINCI employees and external staff, but also to ensure quality of life in the workplace and the redeployment of employees who have suffered a workplace accident or illness. For example, VINCI established Trajeo'h in 2008. This organisation aims to better integrate people with disabilities into the Group and facilitate the redeployment of incapacitated staff.

With respect to occupational health actions, the Group's initiatives, campaigns and reports focus mainly on workstation ergonomics, musculoskeletal disorders and substance abuse. A number of measures have been taken to upgrade equipment and tools and to implement flexible work arrangements, especially at worksites, to reduce workers' exposure to risks of musculoskeletal disorders. Health studies are conducted at Eurovia when new chemicals are introduced. The latest technological enhancements are surveyed, and numerous innovations are being developed to reduce arduous work and physical efforts for employees. Examples include exoskeletons at Eurovia and VINCI Construction, machines for laying and removing traffic cones at VINCI Autoroutes, and baggage handling equipment at VINCI Airports.

VINCI companies that operate infrastructure also implement prevention policies aimed at customers and users. For example, the VINCI Autoroutes Foundation for Responsible Driving conducts studies and raises large-scale public awareness about the risks of driving under the influence of alcohol or when affected by inattention due to drowsiness, fatigue or distraction. Furthermore, VINCI companies establish partnerships with leading national health and safety organisations and actively contribute to adapting these policies to their respective core business and industry.

Health and safety of temporary staff and subcontractors

Temporary employment agencies and subcontractors are involved in prevention targets, in particular the zero accident objective. This policy is applied in the form of specific clauses in contracts, in particular framework agreements that bind the Group to its partners over the long term, and in the physical conditions at operating sites and worksites where VINCI companies oversee operations. Prevention rules are set out for these sites and applied in the same way for all individuals working there (employees, temporary staff and subcontractors). Where applicable, Group entities help the subcontractors and temporary employment agencies they work with to improve their own performance. This assistance is mainly provided at the site under operation or at the worksite.

For example, VINCI has drawn up a framework agreement for temporary employment agencies (TEAs), which is used in the approval process and is based in particular on occupational health and safety criteria. TEAs must share their health and safety performance data and demonstrate that they promote a safety culture, such as through staff training. It is compulsory for Group companies to use approved agencies to recruit their temporary workers. Agency-specific action plans have been developed on a case-by-case basis to improve quality of service and safety. These plans also contain additional measures to enhance the safety of temporary staff, ranging from surveys of temporary staff and feedback reports on prevention, awareness and training actions led by the company to improvements in record keeping for staff safety documents (Carte BTP – a professional identification card for construction site workers, Pasi – a safety passport for temporary workers, etc.). The list of approved agencies was extended in 2020. Seventeen new TEAs were selected, bringing the total number of TEAs that have signed framework agreements to 102. Twenty-three percent of the TEAs considered in the course of the latest approval process did not meet the Group's ESG criteria.

The frequency rate for temporary staff workplace accidents has declined steadily over the past several years to reach 14.09 in 2020. The gap between the workplace accident frequency rates of VINCI employees and temporary staff reflects differences in the jobs performed, in safety awareness, and in technical know-how and experience. Reports on workplace accidents involving temporary staff enable VINCI companies to take concrete steps and strengthen efforts to prevent them from recurring, such as the Pasi developed by VINCI Construction.

In VINCI's business activities, subcontracting is multifaceted and practised at different levels, and some VINCI companies also act as subcontractors. Many VINCI companies have signed agreements with their subcontractors, including a specific evaluation of their performance with regard to the health and safety plan. VINCI's Subcontractor Relations Guidelines underscore that the Group attaches equal importance to safety for both its own employees and those of its subcontractors. The guidelines are primarily disseminated by the regional Pivot Clubs where the managers of the Group's businesses meet regularly and exchange ideas. Policies limiting levels of subcontractors have also been introduced. Other actions taken to enhance the workforce-related performance of the Group's subcontractors are presented in section 4, "Duty of vigilance plan", pages 258 and following, notably in relation to the rollout of the Group's responsible subcontracting approach.

Prevention programmes to manage the health crisis

Since the start of the health crisis, health and safety staff have been working hard to define and implement preventive measures to ensure the continuity of operations and a safe environment for employees and other stakeholders (users, customers, external staff, etc.). One feature of VINCI's businesses is that many jobs cannot be carried out by working from home. Another is that even during a lockdown, Group subsidiaries must sometimes continue to provide certain essential services (operating motorways and airports, performing energy maintenance, keeping up worksites considered as essential by the authorities, and so forth).

Accordingly, Group companies have implemented action plans and business continuity plans based on a workplace analysis, to adapt and adjust – work instructions to incorporate new operating procedures in light of the situation (review of procedures for reception areas, logistics, protocols for using and disinfecting tools, checks on tools after lockdown periods, etc.); – the organisation of work (in shifts or in isolation when possible, individual situations of workers with higher risks of exposure taken into account special protocols on handling situations when distancing is not an option and/or situations where people are in close contact for long periods of time, reorganised signposting in traffic areas on sites, etc.); – the design and layout of premises (toilets, washbasins and showers, dining areas, organisation of other worksite facilities to limit contact between people, and so on).

These steps were taken to comply with preventive measures in conducting business while providing protection and safety for employees and other individuals involved. Personal protective equipment and collective protective equipment were also adapted and added (masks, gloves, face shields, hand sanitiser, disinfectant spray, wipes, etc.). This work was carried out in collaboration with employee representatives, trade unions and professional organisations, specialised companies and government bodies. The rules and measures implemented at worksites, sites under operation and offices were defined in all cases to comply with government guidelines and requirements in the various countries where the Group operates.

To inform people about these changes, the guide from the French Professional Agency for Risk Prevention in Building and Civil Engineering (OPPBTP)^(*) served as a basis for meeting day-to-day needs on worksites. For example, VINCI Construction published a deployment guide to support managers in implementing measures in response to the Covid-19 pandemic in both France and abroad. The guide provides practical steps and is designed to supplement national guidelines. However, companies must implement national requirements if they are stricter, with respect to the minimum distance to be maintained between two people, for example. World Health Organization (WHO) requirements are included in place of OPPBTP recommendations in the international version of the guide, which is available in French, English, German, Spanish and Arabic. At Eurovia, a working group was formed comprising representatives from the supra-legal body that oversees social dialogue at the company (made up of managers from Eurovia France and national representatives from each trade union) and the prevention department. Together, they negotiated changes to rules and guidelines, and discussed how these rules and guidelines should be applied within Eurovia's divisions. A monthly meeting was held at each division with the economic and social committee to review the safety measures in place.

Another important area involved keeping employees informed and educated. A range of materials were developed and distributed about the virus, health and hygiene guidelines, and how to adapt work procedures and operating methods. For example, following the end of the first lockdown period in France, emphasis was placed on these new rules, but also on reminders about standard safety procedures at Group sites and worksites. This approach taught people to cope with the coronavirus without disregarding other risks. When business resumed, these efforts continued via individual training, e-learning modules and tutorial videos. Information was provided on internal networks and via signposting. Special attention was focused on middle managers, who played a key role in supporting employees and keeping them informed. A kit including various communications materials in French and English was provided for all subsidiaries.

Similarly, specific attention was also given to preventing psychosocial risks among employees. Psychological support services were created and special training was offered to teach managers how to detect and handle psychosocial risks, and help them in providing guidance for their staff. At VINCI Energies, an educational kit for companies was developed, along with various tools for managers to facilitate a "safety moment" held to discuss risks, preventive measures and employee mental well-being (potential fears about going back to work or about long-term viability of the business, how they felt about and experienced the lockdown, etc.).

Special Covid representatives were designated at all entities to support management and employees, explain rules and help assess risks, with Covid risk included in risk analyses for sites and positions. These Covid representatives also reported information based on actual experience on the ground, adapting it when needed. Committees were formed to monitor action plans. At VINCI Autoroutes, a monitoring committee was formed by bringing together the Operations, Human Resources, Prevention and Communications departments.

Group companies also worked hard to maintain the safety of their users. Members of the VINCI Concessions network implemented multichannel communications systems in close collaboration with local authorities. To explain safety measures and encourage passengers to comply with distancing rules, Santiago Airport in Chile created videos and tutorials, placed floor stickers two metres apart, and posted notices that its counters have touch surfaces made of copper, which has natural antimicrobial properties. Other means used to advise and assist travellers include a FAQ page on social media sites, call centres and online chats. Similar initiatives were launched at Salvador Bahia Airport in Brazil and at London Gatwick Airport, but also at airports in Serbia, France and Portugal. Motorway concessions also took measures, such as strongly encouraging people to use contactless payment across the network to protect both staff and users. They also made special arrangements for the transport of healthcare workers.

Monitoring indicators

VINCI has made progress across all safety performance indicators in recent years. As for lost-time workplace accident frequency, rates improved for both employees and temporary staff in 2020, as did the percentage of Group companies that had no lost-time workplace accidents. Although the long-term trend for the lost-time workplace accident severity rate is positive, this indicator has fallen. Potentially serious incidents and fatal accidents are monitored separately at the highest level of the Group in collaboration with the European Works Council (see paragraph 4.3.5 of section 4, "Duty of vigilance plan", page 252).

^(*) Guide to health and safety recommendations for continuity of construction businesses during the SARS-CoV-2 coronavirus epidemic (in French only): <https://bit.ly/3qA8gaJ>

Frequency and severity rates of lost-time workplace accidents by business line, with change^(*)

	Frequency rate ^(**)		Severity rate ^(***)	
	2020	2019	2020	2019
Concessions	4.88	7.45	0.37	0.37
VINCI Autoroutes	4.37	4.26	0.60	0.61
VINCI Airports	4.90	8.35	0.26	0.31
Other concessions	6.24	9.42	0.40	0.14
Contracting	5.36	5.73	0.43	0.39
VINCI Energies	4.42	4.42	0.28	0.28
Eurovia	6.85	7.50	0.61	0.58
VINCI Construction	5.51	6.04	0.48	0.39
Group	5.32	5.90	0.43	0.38

^(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

^(**) Last-time workplace accident frequency rate = (number of lost-time workplace accidents × 1,000,000)/number of hours worked.

^(***) Workplace accident severity rate = (number of days lost due to workplace accidents × 1,000)/number of hours worked.

Number of days lost through recognised occupational illnesses and the severity and frequency rates, with change^(*)

	Group			Of which France		
	2020	2019	2020/2019 change	2020	2019	2020/2019 change
Days lost through recognised occupational illness	65,592	63,245	+3.7%	64,136	62,853	+2.0%
Recognised occupational illness frequency rate ^(**)	0.95	0.81	+17.7%	1.88	1.97	-4.3%
Recognised occupational illness severity rate ^(***)	0.18	0.16	+12.3%	0.45	0.41	+10.8%

^(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

^(**) Occupational illness frequency rate = (number of recognised occupational illnesses × 1,000,000)/hours worked.

^(***) Occupational illness severity rate = (number of days lost through occupational illness × 1,000)/hours worked.

Group performance in terms of health and safety

- Lost-time workplace accident frequency rate, worldwide:
 - VINCI employees^(*): 5.32 in 2020 (5.90 in 2019 and 7.08 in 2015)
 - Temporary staff: 14.09 in 2020 (16.24 in 2019 and 12.71 in 2015)
- Workplace accident severity rate (VINCI employees)^(*): 0.43 in 2020 (0.38 in 2019 and 0.51 in 2015)
- Percentage of Group companies with no lost-time workplace accidents: 75% in 2020 (72% in 2019 and 71% in 2015)
- Number of training hours in health and safety: 1.3 million in 2020, 38% of training hours (1.6 million and 36% respectively in 2019)

^(*) These indicators were verified with a reasonable level of assurance by an independent third party.

1.2.2 Employee security

Given the large number of countries where the Group operates, some businesses may be affected by various forms of social or political unrest (acts of terrorism, armed conflicts, riots, strikes, etc.), by malicious acts and petty offences (worksite vandalism, theft), or even by serious crimes (assault, kidnapping). The local geopolitical and social context as well as the local security conditions can change rapidly and unexpectedly. This is one of the main factors causing security conditions to worsen for the Group's employees and subcontractors.

The Group's Security Department is responsible for assessing, preventing and supporting the management of these risks, which cover risks of large-scale natural and health disasters, by recommending necessary measures, including:

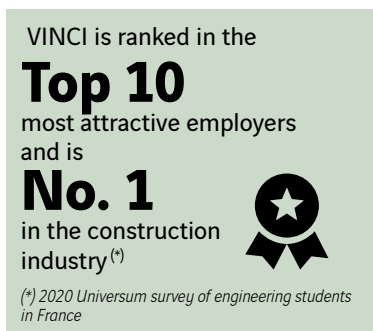
- ongoing monitoring of the geopolitical, social and security context, security risk mapping of all countries worldwide, and communication of information about situations for prevention purposes to company and project management staff;
- security risk assessment from the start of the bidding process to ensure that security issues are taken into account as early as possible;
- specific recommendations for the protection of individuals and property (hosting, accommodation and transport conditions adapted to the local context, site access protection, etc.);
- training and awareness programmes on preventing risks for travelling and expatriate employees;
- audits and special protection plans based on the local context;
- discussions with customers on the conditions of partial or total discontinuation of activities;
- monitoring systems and processes for travelling and expatriate employees to manage crisis periods;
- management of operations in periods of protection depending on the circumstances (lockdown, evacuation, repatriation).

1.3 Employability and skills development

1.3.1 General employer appeal, employability and skills development policy

Coordinating a decentralised group efficiently requires managers with an entrepreneurial mindset: managers who are independent and accountable, who can make decisions that respond to the specific needs of their on-the-ground reality. Sustainable employability and employee upskilling represent key drivers to help VINCI prepare for the future and meet the many technical, digital and managerial challenges it faces.

To boost the loyalty of its employees and its appeal as an employer, VINCI launched a Group employer brand campaign in 2018, working with the business lines. Through this campaign, "You will enjoy working with us", VINCI expresses its values and the advantages of its management model.



In the spirit of the campaign, VINCI maintains close ties with schools both on social media and in job forums. For example, a series of VINCI Camp events was designed in partnership with Foundation Insa for the students of its six engineering schools in France. The talks and workshops at these events presented the "VINCI Way". In 2020, six panel discussions were held to focus on the question, "Can engineers fix the world?" VINCI also developed innovative internal tools, such as Trust[in] to facilitate the recruitment process and Habileo'h, which will be launched in 2021, to enable the recruitment, redeployment and mobility of the Group's employees with disabilities.

The Group also focused on the successful and efficient integration of its nearly 49,000 new hires in 2020. New onboarding programmes have thus been introduced, such as the "Get on Board" module open to all employees and available via the Group's online learning platform. These programmes are strengthened by induction events organised by the business lines as well as Group-wide "Welcome to VINCI" orientation days. In 2020, all induction events were held virtually.

To support its growth, in particular outside France, since 2010 the Group has applied employee development plans adapted to its forward-looking management of jobs and skills. VINCI believes in the importance of developing employee skills and creating opportunities, thus motivating employees to be proactive in shaping their career, while taking into account the Group's decentralised structure. Available across the entire Group, the VINCI Jobs tool has been designed to optimise the job application experience within VINCI and to aggregate all the Group's systems. Salary reviews, annual appraisals and people reviews are now also used across the Group, mainly via the VINCI Talent Information System (Vitalis).

Launched in 2017, Leonard, VINCI's innovation and foresight platform, offers an intrapreneur programme that supports employees in their projects to develop new products or services. Four groups of intrapreneurs have already completed the programme. Following an incubation and acceleration phase, 12 new companies and innovative activities have been created.

As part of the digitisation and transformation of its businesses, VINCI focuses on skills transfers and monitors the future development of its businesses by engineering sustainable career paths. Each business line draws on technical expertise from training and professional experience, as well as relational and organisational expertise. Then a matching process aligns employee abilities and skills with business activities. The purpose of this project is to offer career opportunities adapted to the Group's employees by viewing skills from a global standpoint. This project is being rolled out at VINCI Autoroutes and VINCI Construction France.

All of VINCI's initiatives taken to support its present and future employees are in keeping with the overarching objective of maintaining social cohesion within the regions where the Group operates. These initiatives are strengthened by the professional integration programmes implemented within and outside the Group (see paragraph 2.1.2, "Measures put in place by VINCI to maintain social cohesion in communities and develop employment", page 204).

Group performance in terms of employability

- Percentage of permanent employment contracts (*) among new hires: 53.6% in 2020 (54.6% in 2019)

(*) Permanent job contracts, unlimited-term contracts, site contracts.

1.3.2 Skills development and training

The development and continuous enhancement of skills increase the value of human resources across the Group and drive performance, while promoting individuals' employability and career development. Training and skills acquisition are essential ways to guarantee that the fundamentals of the Group's culture are shared and that knowledge and expertise are passed on between employees, at all VINCI companies and in all countries where the Group operates. These programmes help VINCI meet its customers' needs, be the best partner to them, and maintain a high level of operational performance among staff. With the trend towards ever more complex and comprehensive engineering structures, new training needs arise as business lines work more closely together and content is adapted to the Group's international growth. The programmes are also designed to promote the integration and career advancement of every employee by offering an individualised approach, with technical training and meetings devoted to personal and professional development.

Training is being revolutionised by the digital transformation and fast-changing ways of carrying out business activities. Through its flexibility, digital technology is powering new ways of learning and updating skills. VINCI works to prevent a digital divide by making these new technologies widely available to its employees. The “learning company” is a concept that VINCI hopes to cultivate, particularly by giving managers an active role in developing the skills of their teams.

16

hours of training
on average
per employee



The health crisis significantly impacted training hours, which fell 22% compared with 2019. Despite the challenges faced during the year, the training institutes and academies adapted their programmes, with remote training and e-learning options expanding considerably at the Group's business lines and divisions. The number of remote training hours rose by more than 192%, from 150,755 in 2019 to 440,880 in 2020.

Group performance in terms of training

- 3,460,872 hours of training delivered in 2020 (4,422,865 in 2019)
- Hours of training per employee: 16 hours (for both managers and non-managers)
- 142,370 employees trained, i.e. 65% of the workforce in 2020 (73% in 2019)
- Percentage of training courses given at internal training centres ^(*): 22% (25% in 2019)
 - 618,799 hours of classroom training in 2020 (1,026,014 hours in 2019)
 - 63,285 classroom trainees in 2020 (74,255 trainees in 2019)
 - 128,924 hours of e-learning training in 2020 (75,286 hours in 2019)
 - 108,624 e-learning trainees in 2020 (46,807 trainees in 2019)

^(*) VINCI Academy, Parcours ASF, Parcours Cofiroute, Parcours Escota, VINCI Airports Academy, VINCI Energies Academy, Eurovia Academy, Cesame, Centre Eugène-Freyssinet, Centre Sogea-Satom, VINCI Construction Grands Projets.

Breakdown of training hours by subject, with change ^(*)

	2020							2019	2020/2019	
	Managers	Non-managers	Men	Women	Other	Total	%	Of which France	Total	Change
Admin and support	91,033	171,052	176,481	85,604	-	262,085	7.6%	121,249	334,216	-21.6%
Diversity	4,838	8,283	9,488	3,633	-	13,121	0.4%	4,347	30,666	-57.2%
Environment	10,133	42,758	38,431	14,460	-	52,891	1.5%	12,221	42,055	+25.8%
Ethics and vigilance	16,858	20,012	28,136	8,734	-	36,870	1.1%	9,628	47,697	0.0%
Health and safety	171,605	1,136,826	1,206,242	102,189	-	1,308,431	37.8%	653,326	1,595,107	-18.0%
Languages	52,351	66,345	79,809	38,887	-	118,696	3.4%	30,934	147,542	-19.6%
Management	115,048	63,565	148,256	30,357	-	178,613	5.1%	81,819	312,136	-42.8%
Technical	231,725	1,158,517	1,225,717	164,525	-	1,390,242	40.2%	566,106	1,832,215	-24.1%
Other	28,373	71,550	72,567	27,356	-	99,923	2.9%	39,045	81,231	+23.0%
Total	721,964	2,738,908	2,985,127	475,745	-	3,460,872	100.0%	1,518,675	4,422,865	-21.8%
Hours of training per employee	16	16	16	14	-	16		15	20	-21.1%

^(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

• VINCI Academy actions

VINCI Academy designs and rolls out cross-business training courses for VINCI executives and high-potential managers, and for the Group's central functions, in association with leading institutions (HEC, Sciences Po, etc.) and the business lines, which are responsible for developing their own training courses, through dedicated structures, to meet their specific business needs. Exchanges between VINCI Academy and the business lines, as well as actions to ensure the overall consistency of the programme within the Group, are organised by the six business line ambassadors or in the context of training Pivot Club meetings. At Group level, VINCI Academy targets operational staff, executives and future executives, as well as staff within central functions (HR, finance, legal). Its training actions reinforce those led directly by business line academies. Classroom training was tremendously affected by the health crisis.

The new version of the online learning platform Up! was launched in the second half of 2020. It covers all business lines and provides a unique space where employees can share content and best practices. Also available on mobile devices, this tool is designed to serve as a comprehensive knowledge base for disseminating the Group's approaches and expertise. The tool includes required modules for certain staff members, such as anti-corruption training and courses to help employees take a more proactive role in their training. In 2020, the Up! platform counted 32 electronic resources and more than 30,000 course registrations, and provided over 6,000 hours of training. Through digital formats and modules translated into several languages, the Group's values and purpose can be passed on through the content rolled out on VINCI Academy in France and around the world. The “VINCI's Environmental Ambition” module is a perfect example of this. In the space of six months, more than 17,000 employees have taken the training, of which 35% outside France.

A virtual version of the training pilot programme on diversity issues, which aims to cultivate a more inclusive management approach within the Group, was created with virtual classes to maintain its launch planned for December 2020. This training is featured alongside online modules on diversity and disability.

VINCI is also developing other innovative training methods to offer employees learning formats that are better adapted to their needs. For example, the Group is experimenting with robotics, virtual and augmented reality, and the structured and didactic form of work-based training known in France as *action de formation en situation de travail* (Afest) at some business lines before rolling them out more widely.

• Training actions implemented by business lines

Business lines also launch their own training actions.

VINCI Construction has expertly combined remote and in-person training in its 2020 offering. It rolled out a learning management system throughout its scope to implement remote training and make it available as widely as possible, across the world. Afest programmes aim to develop specific, targeted skills by observing colleagues directly at work. Testing and initial rollouts in real situations have shown that this form of on-the-job learning can be extremely useful for business activities.

Eurovia Academy turned the lockdown into an opportunity to accelerate the transformation of its training to digital formats and provide learning continuity at its training centres. Classroom training courses were completely redesigned into sessions that could be led and taken remotely. New tools and virtual classes were introduced as well. Instructors also received training to make them more effective in working with these new instructional methods.

In 2020, **VINCI Autoroutes** focused on support for employee training. To adapt its employees' skills to the changing ways of operating and managing infrastructure, VINCI Autoroutes companies developed training actions in a variety of instructional formats. Several training modules were created to teach all VINCI Autoroutes employees about issues involving the climate emergency that have been transposed into VINCI's 2030 Environmental Ambition plan. With the Full BIM project, VINCI Autoroutes aims to become one of the first infrastructure operators to design and implement a unified information and management system for infrastructure and road machinery. This project will continue in 2021 to reach over 4,500 employees through more than 43,000 training hours.

Air transport is experiencing a situation never seen before due to the global health crisis. Many airports have been forced to scale back their operations, sometimes by terminating supplier agreements. To support them through this, **VINCI Airports Academy** has designed a training programme to develop the skills of employees who could be asked to cover responsibilities such as passenger information and guidance services. This system aims to pass on or strengthen the basic skills needed for successful customer relationships while demonstrating the values of service excellence associated with the VINCI Airports brand. This blended learning course combines e-learning modules, classroom sessions and simulations in a real-world setting to guarantee customers the best airport experience. Training began at the end of 2020 and will continue throughout 2021.

In 2020, **VINCI Energies** bolstered the organisational structure of its internal training by creating the Academy Coordination Team. Under the supervision of the Executive Committee, this unit focuses on employee development and promoting the VINCI Energies culture worldwide through a growing number of local academies. Institutes were also set up at four VINCI Energies brands to develop employee skills in their respective areas of action (Actemium, Axians, Omexom, VINCI Facilities). By implementing new digital training tools, VINCI Energies demonstrated its agility in dealing with remote working and the lockdown. Training courses typically delivered in a classroom format were adapted to a virtual learning environment (Strategy & Marketing, Safety Excellence), with an e-learning module developed on the health situation, "Managing the virus".

1.3.3 Remuneration and sharing the benefits of the Group's performance

The Group's commitment to sharing the benefits of its performance with employees is another important way that it fosters sustainable employability. A tenet of the VINCI Manifesto, this approach is a key driver in attracting talent and building employee loyalty.

VINCI's remuneration policy gives considerable autonomy to Group companies while establishing common principles for sharing the benefits of company growth and rewarding individual performance. Focused in particular on developing employee share ownership through collective share ownership and long-term incentive plans, VINCI's approach encompasses both individual and collective remuneration (profit-sharing, incentive plans, insurance and retirement plans, adapted to the conditions and legislation in each country where the Group operates).

Remuneration

All employees, regardless of position, are rewarded in accordance with their responsibilities and performance. The Group's main human resources directors meet on a monthly basis to share best practices and set forth guidelines relating to remuneration, which vary depending on the labour laws of each country and are different for the manager and non-manager categories. Gender and occupational pay gaps are analysed each year at Group level and at business lines to ensure equal pay for the same job and the same potential for development (see paragraph 1.5.2, "Measures to promote gender equality", page 201).

Through employee share ownership, profit-sharing, incentive and retirement savings plans, the Group paid out **€448 million** to its employees in 2020

Group performance in terms of remuneration

Payroll expenses: €10,603 million in 2020, i.e. 24.5% of revenue (€10,775 million in 2019, i.e. 23% of revenue)

Remuneration and employer social contributions worldwide^(*)

(in € thousands)	Total		Managers		Non-managers	
	2020	2019	2020	2019	2020	2019
Average VINCI salary	37	38	63	63	30	31
Men	37	38	66	66	31	32
Women	35	34	52	51	29	28
Other	(**)	n/a	(**)	n/a	(**)	n/a
Employer social contributions	31%	31%	37%	36%	28%	28%

^(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

^(**) Given the existence of individuals within the workforce whose gender identity or expression is neither female nor male, this information is not provided for reasons of confidentiality. However, the data on the line referring to the average VINCI salary is calculated in relation to the total number of employees, all genders combined.

Long-term incentive plans

For several years, VINCI has set up a long-term incentive plan, in the form of performance shares that vest after three years provided the beneficiary has remained with the Group. Every year, nearly 10% of the Group's managers benefit from these plans (see paragraph 5.2, "Performance share plans", of chapter C, "Report on corporate governance", pages 164 to 165). The performance conditions for each of these plans, which are approved at the Shareholders' General Meeting, are described in chapter C (pages 164 to 167). The plans help the Group attract top talent and enhance the loyalty of its key or high-potential managers, by involving them directly in the Group's performance and strategy.

Employee share ownership

Developing employee share ownership is one of VINCI's main commitments. In 1995, the Group set up ambitious employee savings plans, called Castor, in France and abroad. From their inception, these plans have included an advantageous employer contribution policy designed to encourage savings by employees within the lowest pay bracket, thus enabling a broad range of employees to share in VINCI's performance. This attractive system put in place by the Group applies an employer contribution rate that varies depending on the country.

In France, for example, the maximum annual employer contribution breaks down as follows:

- 200% up to €500;
- 100% from €501 to €2,000;
- 50% from €2,001 to €4,000.

The employer's maximum annual contribution per employee amounts to €3,500. The total employer's contribution for the Castor company mutual fund was nearly €162 million for France in 2020.

At the end of 2019, VINCI paid out an exceptional flat employer contribution of €400 to each Group employee in France, totalling nearly €40 million. As a result of this operation, all Group employees in France were shareholders at end-2019, and 90% of them were still shareholders in 2020.

Initially implemented for French employees, the employee savings plan was gradually rolled out worldwide for employees of subsidiaries in which VINCI owns more than a 50% stake. Adjustments were added to comply with regulations in each country concerned, while guaranteeing equal access to the plan, irrespective of the employee's professional situation. The plan was extended to four additional countries in 2020 (Cameroon, Estonia, Latvia and Lithuania), making a total of 39 countries. This enabled 83% of Group employees outside France to become VINCI shareholders. Two new countries (Colombia and Hungary) will be added in 2021.

Castor achieves multiple goals. Apart from being a remuneration tool, it is a means of sharing the benefits of growth, while helping to attract talent, enhance the Group's appeal and foster employee loyalty. It is also a vector of VINCI's corporate culture worldwide, meeting with success both in France and internationally.

Nearly **90%** of Group employees hold units in the Castor company mutual fund (90% in 2019)

The importance that the Group attaches to employee share ownership is also reflected in the number and frequency of share offerings. Across the world, nearly 90% of all employees are given the opportunity to subscribe to an employee share ownership programme at least once a year, whereas such programmes are rarely offered by other companies on an annual basis.

Profit-sharing, incentive plans

In addition to this employee share ownership programme, other employee benefits are offered, mainly in France, such as profit-sharing and incentive plans, and a supplementary pension plan. At the end of 2020, 96.5% of employees in France benefited from incentive plans and/or profit-sharing agreements (the same percentage as in 2019). VINCI paid out higher amounts in France under profit-sharing and incentive plans than in the previous year (a total of €182 million in 2020, up from €170 million in 2019). This means that a large majority of Group employees in France benefit directly from the performance of their local employer.

Retirement plans

In France, the Group's collective retirement savings plan, Perco Archimède, enhances the range of savings plans offered by VINCI. This plan was established to allow employees to offset reduced income from mandatory pension plans and to save for retirement under more attractive terms, with employer matching contributions of 100% for up to €400 per year. Employer contributions to the Group's collective retirement savings plan totalled €7.8 million in 2020 for France, up 44% from the €5.4 million contributed in 2019.

In 2013, VINCI established a fixed-contribution supplementary pension plan in France for executives and other management-level personnel. Called Reverso, this plan complements Perco Archimède. Financed 50/50 by the employee and the company, it is available to all Group subsidiaries in France and combines the technical, financial, social and tax advantages of a company pension plan with those of an individual plan. At end-2020, Reverso covered 700 companies that requested to sign up to the plan, amounting to 28,800 employee subscribers. VINCI's contribution to the plan totalled €10 million in 2020.

Group performance in terms of sharing the benefits of performance

- Worldwide availability of the Castor company mutual fund: 39 countries in 2020 (35 countries in 2019)
- Total employer's contribution for the Castor company mutual fund in France: €162 million in 2020 (€237 million in 2019)
- Employer's contribution for the Castor international plan: €68.5 million
- Number of employees who invested in the company during the year: 92,500 employees in 2020 (125,000 in 2019)
- Percentage of employee ownership in VINCI's share capital: 8.9% in 2020 (8.8% in 2019), making employees the largest shareholder in the Group
- Total amount paid by the Group to employee share ownership, incentive, profit-sharing and collective retirement plans in France: €448 million in 2020 (€470 million in 2019)

1.4 Social dialogue

1.4.1 General policy regarding social dialogue

The Group has always operated using a decentralised organisational and management approach, including with respect to social dialogue. One of VINCI's priorities in its social dialogue approach is to develop close relations that are relevant and adapted to each business, giving labour representatives a real role to play at each business unit. In order to encourage dialogue that is sensitive to the realities of the economic and labour context in which each business line operates, labour representatives and the Group have opted for the implementation of employee representative bodies at business lines. This employee representation system is well suited to VINCI's decentralised organisation, and is set out in the agreement to promote social dialogue within the Group. Three of these business line bodies had been set up by the end of 2020 (at VINCI Energies, VINCI Construction and Eurovia).

Although employers and employees build strong relations locally at VINCI subsidiaries, social dialogue also takes place at Group level through two bodies, the Group Works Council and the European Works Council.

- The **Group Works Council**, which covers French companies (46% of the Group's workforce), is comprised of 33 primary representatives, 17 alternate representatives and five trade union representatives, all from different business lines. Generally, and in line with the agreements on Group Works Council organisation and procedures, two plenary meetings are held each year, and the officers meet every two months. These meetings offer the opportunity to engage in transparent dialogue and discuss many issues, such as workforce-related information, the Group's financial position, its future outlook as well as Group events and news. In light of the health situation and the consequences it has had on the Group's businesses, exceptional measures have been taken. For instance, it was decided, in agreement with the officers of the Group Works Council, that the Council should meet on a monthly or even bimonthly basis, as needed, during both lockdown periods that were imposed in France.

Trade unions are provided with financial resources to fulfil the duties assigned to representatives from the business units. Financial assistance is also paid every year to the trade unions represented on the Group Works Council. This amount was €230,000 in 2020, i.e. a 5% increase compared with 2019.

- The **European Works Council** takes up discussions at the European level^(*) that originally initiated within the various local or national organisations. The council's mandate, renewed in 2018 under an agreement signed by 15 out of 16 organisations, makes provisions for 29 full members and 29 alternate members from 15 countries in which VINCI operates. The European Works Council meets at least once a year. On 3 May 2020, the "Joint paper on adapting the procedures of VINCI's European Works Council during the Covid-19 pandemic" was signed to define operating procedures to ensure continuity in social dialogue in a context of stringent health restrictions. The annual plenary meeting of the European Works Council was held by video conference.

The European Works Council has the unique role of information and dialogue with employee representatives at the European level. Its primary purpose is to improve the rights of workers to information and consultation. It is an essential element in the policy to promote social dialogue across all the Group's European subsidiaries. To ensure that European Works Council members are properly informed and trained on corporate social responsibility (CSR) issues and to involve them in implementing CSR measures taken by the Group, a CSR commission was created in 2018. This commission met four times in 2018, twice in 2019 and three times in 2020. These meetings

(*) European Economic Area and Switzerland, representing 76% of the Group's workforce at 31 December 2019.

provided an opportunity to introduce, explore and debate social and environmental issues for the Group. Based on the discussions that took place, a set of environmental guidelines was signed on 6 November 2020 by Xavier Huillard, Chairman and CEO of VINCI, and Roberto Migliardi, Secretary of the European Works Council. Prepared in collaboration with labour representatives, these guidelines reflect the importance of environmental protection in VINCI's culture and support the Group's environmental goals.

The Group's commitment to social dialogue is enshrined in its Manifesto. VINCI's general policy reflects its fundamental principles:

- recognising the role played by trade unions in the Group and the right of employees to belong to a union;
- achieving a constant balance between union involvement and close links with professional activities;
- facilitating communication and meetings between trade union representatives and employee representative bodies;
- ensuring that employee and trade union representatives are properly informed and trained by involving them in the Group's major initiatives (e.g. in the areas of health, safety, sustainable development, gender equality and employing people with disabilities).

On 7 February 2019, the agreement to promote social dialogue, renegotiated by the Group Works Council, brought further support for these principles by creating a basic set of actions designed to support and encourage this dialogue within VINCI companies in France. The main changes involve the recommendations set forth by labour representatives and by the Group following the effective application of labour legislation. For instance, companies and organisations with over 50 employees are recommended to set up a health, safety, and working conditions committee (CSSCT), while the current legal minimum is set at 300 employees. Furthermore, companies of any size are recommended to hold a regular economic and social committee meeting every month, and to check the organisation's progress on prevention, health and safety indicators at every meeting.

In 2020, employee absences due to strikes totalled 2,964 days worldwide, of which 2,936 days in France, out of a total of 49 million days worked in the year (compared with 7,517 days and 4,857 days respectively, out of 52 million days worked in 2019). National pension reform was the main cause of the strikes.

1.4.2 Measures taken to promote social dialogue, and their results

• Social dialogue in the context of the health crisis

Throughout the coronavirus health crisis, social dialogue played a crucial role and took on even greater importance. The Group Works Council met every two to three weeks to encourage dialogue and keep the whistleblowing system functioning, report measures taken by business lines, and define adapted prevention programmes and furlough arrangements. For operations that were discontinued due to lockdown restrictions, dialogue became an essential part of developing health protocols and procedures for resuming activity at worksites. Employee representatives were involved in the process and the supra-legal representative bodies overseeing social dialogue met more frequently. The guide from the French Professional Agency for Risk Prevention in Building and Civil Engineering (OPPBTP) – prepared by employee representatives, professional organisations, industry companies and government representatives – often served as a basis for the business lines, which then adapted the guidelines to their operations to meet their specific requirements at worksites.

• Social innovation at VINCI: inventing new forms of dialogue and exchange

As a driver of growth and progress, social innovation within an organisation like the VINCI Group builds new forms of dialogue that promote discussion and transparency. The Group and the European Works Council worked together on implementing a platform for EWC members with two key objectives:

- Update the existing online discussion platform reserved for European Works Council members
 - Create an interface to showcase the role and responsibilities of the European Works Council and its members for all Group employees
- This tool is currently being implemented and will facilitate exchanges between council members as well as the sharing of information about their work with the employees of VINCI's European subsidiaries.

Three-day training sessions are available every year for the European Works Council. Training topics in 2020 included VINCI's environmental policy and environmental issues, corporate social responsibility, the duty of vigilance and subcontracting. During each of these training sessions, the Group also held a "hybrid" meeting, by which is meant a meeting organised to share ideas and discuss issues relating to a specific VINCI Manifesto commitment. In 2020, these meetings covered the plan to implement a basic social protection system within the Group, the duty of vigilance plan, and the Group's environmental policy. More of these meetings focused on specific VINCI Manifesto commitments will be held in 2021.

In France, the Group Works Council set up a consultation committee in 2019 to discuss VINCI's upcoming move to its new headquarters, called l'archipel. Made up of employee representatives from business units, the committee deals with issues affecting all entities concerned by the move. This committee met in 2020 to discuss the following points: progress with works, impact of the health crisis on the project, presentation of different areas, site safety and security, and more. The committee also separated into task groups to work with employee representatives on defining needs for the common areas, including food service facilities, the fitness centre and the media library.

• Collective agreements signed in 2020

The collective agreements negotiated and signed by VINCI companies are a concrete example of the Group's decentralised approach to human resources management, which takes account of the realities on the ground and aims to improve working conditions, health and safety, and the organisation of working hours. In 2020, negotiations focused on flexible work arrangements, with 300 agreements signed over the year (154% more than in 2019). Among the other collective agreements, over 44% related to employee remuneration.

In countries that have not ratified the International Labour Organisation's conventions on trade union rights, VINCI companies are working to give employees the means to exercise their freedom of expression and of association, for example in Qatar (see paragraph 4.4, "Duty of vigilance with regard to human rights", page 253).

1,264

collective agreements signed in 2020

Group performance in terms of social dialogue

- Number of employees worldwide serving as employee representatives: 8,785 of which 83% in France (versus 9,023 and 84% respectively in 2019)
- Percentage of employees covered by agreements signed outside France in 2020: 23.8% (22.4% in 2019)
- Number of collective agreements worldwide relating to:
 - Remuneration and benefits: 557 in 2020 (569 in 2019)
 - Flexible work arrangements: 300 in 2020 (118 in 2019)
 - Occupational health and safety: 33 in 2020 (29 in 2019)
 - Quality of life in the workplace: 58 in 2020 (54 in 2019)

1.5 Inclusion and diversity

1.5.1 General inclusion and diversity policy

• Making uniqueness and differences added values at VINCI

A key point in the VINCI Manifesto, the Group's corporate culture relating to diversity is derived from a policy of broad inclusion. As such, preventing any form of discrimination and promoting equality are its top two priorities. As part of this commitment, VINCI endeavours to increase the proportion of women in the Group and improve access to career opportunities for people of all social, ethnic, educational and geographical backgrounds. The Group firmly believes in promoting the diversity of profiles and ensuring that all staff can follow an adapted career path.

• Creating a strong diversity culture

Several governing bodies have been formed to build a sustainable culture of diversity throughout the Group. VINCI's Diversity Department was set up in 2004 and tasked with two main responsibilities. In collaboration with the human resources departments at each business line, the first was to design integrated tools that could be used by all subsidiaries, and the second was to raise the awareness of all business lines about the shared values of inclusion and respect for differences. The Inclusion and Diversity Department has also been working with the regional human resources Pivot Clubs since 2008 to structure the means of action implemented and share best practices identified within the Group.

In 2011, a network of coordinators was created to support the Inclusion and Diversity Department in its endeavours and ensure that its strategy is applied locally. Now made up of nearly 400 coordinators, the network has since led awareness initiatives and encouraged the development of effective tools to support inclusion within each business line and region. The coordinators are trained on specific issues and regularly pool know-how during inclusion and diversity days or via their collaborative platform. Together, they aim to develop policies and initiatives that can be rolled out across the Group. Two coordinator meetings were held in 2020. Overseeing the entire network, the Human Resources Department helps it structure its influence and gain recognition for its contribution to inclusion within the Group. Outside experts, influential external figures and internal initiators of best practices are invited to speak at network meetings. Coordinators identify and define inclusion issues within their scope. Solutions are then planned, and their application supported by the network. In 2020, one of these meetings focused on examining the range of sexual orientations and gender identities, and the risks of exclusion and opportunities for inclusion associated with them. For countries that offer options other than male and female on their citizens' identity papers, the Group's reporting tools now categorise employees into three gender types.

To encourage inclusive management at all levels of the organisation, the Group continues to identify risks of exclusion, including discrimination, and opportunities for inclusion through three key initiatives: the Diversity label, the "VINCI fights discrimination – what about you?" digital platform, and a clear understanding of inclusion and diversity issues.

The **Diversity label** is awarded by an outside organisation (Afnor Certification, in France). The certification process examines action plans focused on preventing discrimination, promoting inclusion and diversity, and respecting equality. This valuable tool enables the Group to identify risks of discrimination and promote its best practices in human resources management. At end-2020, 14 companies were certified, representing 10% of the workforce in France. Escota was one of the companies to be awarded the label, joining Cofiroute and ASF. In the United Kingdom, two companies, representing 60% of the workforce, were awarded labels by the National Centre for Diversity. The Group is currently working to roll out the Diversity label to other countries.

The **self-assessment tool** "VINCI fights discrimination – what about you?" is an application developed by VINCI's Human Resources Department to measure how well a company, business line or department fares when tested for discrimination. The platform is divided into nine modules covering nine facets of professional life: recruitment, induction and integration, managing jobs and skills, training, remuneration, departures and sanctions, social dialogue, quality of life in the workplace, and diversity policy. These modules are broken down into 150 situations in which discrimination could potentially arise. All Group employees can access the platform via a dedicated website and answer the self-assessment questionnaire to determine the likelihood of each situation. The results are used to measure the entity's resilience to discrimination and suggest any priority actions that need to be implemented. The French version has been available since 2016, and a universal version for all countries was developed with the support of the regional human resources Pivot Clubs and the Inclusion and Diversity Department. This version was launched in English and Portuguese for Group companies in 2020.

A clear understanding of inclusion and diversity issues: An online in-action training course was launched for Group employees in 2020. VINCI Academy's online inclusion and diversity programme available in French and English helps people better understand diversity and diversity inclusive practices.

Diversity is an integral part of social dialogue. Fifty-two collective agreements were signed on inclusion and diversity in 2020.

16

companies have
been awarded a
label



Group performance in terms of inclusion and of diversity

- Since its launch in 2016, 2,133 employees have used the self-assessment questionnaire on the "VINCI fights discrimination – what about you?" platform

1.5.2 Measures to promote gender equality

Gender equality is one of the major components of the Group's inclusion and diversity policy. This policy permeates every aspect of an employee's career path, aiming to enhance equality in employment, training, career development, promotions and pay increases.

This issue is endorsed at the highest level of the Group's organisation and discussed regularly at Executive Committee meetings. A document listing measures to be taken to help more women move into higher management roles has been drawn up by the Executive Committee. This document is intended to establish the Group's course of action and provide business lines and subsidiaries with steps to follow. Several initiatives were identified:

- conduct people reviews at each business line for women occupying managerial positions in operational as well as central functions;
- for each vacant managerial position, especially in operations, systematically include at least one female applicant in the shortlist of candidates;
- simultaneously stress efforts to recruit women, especially outside France, and step up their training in management to help them reach executive positions more quickly.

Women managers were given special attention in people reviews. The percentage of women in management positions was 21.1% at 31 December 2020, rising 6 percentage points in 10 years. Since the publication of VINCI's first Manifesto in 2006, the percentage of women in the Group's total workforce has risen from 14% to 16.1%.

As a result of the special attention given to management committee positions, four women are now on VINCI's Management and Coordination Committee. Jocelyne Vassoille, Vice-President, Human Resources of VINCI, Belén Marcos Cortés, Chairman of VINCI Highways, and Isabelle Spiegel, Environment Director, have joined Alexandra Boutelier, Chief Executive Officer, VINCI Stadium as members of this committee. At 31 December 2020, women held 75, or 14%, of the Group's 535 management committee positions.

To drive this policy, the Group monitors its targets set for 2023:

- Increase the percentage of women hired or promoted to management positions to 28%
- Increase the percentage of women members on the Group's management committees to about 17%, i.e. at least four women per year on a constant structure basis

Gender equality index: In 2020, French companies with 50 employees and over within VINCI Group disclosed their index. These organisations all showed positive results, reflecting measures already taken by the Group, with room for improvement remaining for companies with the lowest scores. A total of 472 Group companies are eligible to report the gender equality index, with an average score of 79/100. Companies are implementing action plans to improve their score. Companies reporting for the second time in 2020 noted progress, especially VINCI Autoroutes. ASF's index increased from 83/100 to 93/100 and Escota's from 75/100 to 85/100.

The index methodology continues to be adapted internationally. In 2020, the calculation module was provided for companies with at least 50 employees outside France.

79/100

Average score for companies eligible to report the gender equality index

VINCI is also active in fighting gender stereotypes, for example through its partnership signed in 2018 with Elles Bougent. This non-profit organisation works to encourage women into the engineering professions around the world. At 31 December 2020, 649 VINCI employees in 22 countries were registered to participate as sponsors or company representatives in events for high school students to raise their awareness about working in technical fields. For Girls On the Move Week in 2020, VINCI companies participated in seven events organised by Elles Bougent in Belgium, Morocco, Brazil, Peru, Senegal and the United Kingdom. In all, 3,000 young women had the opportunity to talk with VINCI sponsors and representatives in 2020.

Furthermore, to improve young women's understanding of VINCI's businesses and to promote equal opportunity, the Fondation VINCI pour la Cité and the organisation Rêv'elles launched the "Rêv'elles moi les métiers du BTP" programme in the Greater Paris area to teach them about jobs in the construction industry. The programme aims to enable nearly 150 young women from priority neighbourhoods who are supported by the organisation to spend a work day in one of the VINCI companies with women employees or to receive career guidance. This new partnership is in line with VINCI's initiatives to support diversity and professional integration.

Group performance in promoting gender equality

- Percentage of women managers in 2020: 21.1% (20.3% in 2019 and 19.9% in 2018, up 6 percentage points in 10 years)
- Percentage of women non-managers in 2020: 14.8% (15.0% in 2019 and 14.4% in 2018)
- Percentage of women in the Group's total staff: 16.1% (16.0% in 2019 and 15.4% in 2018)

Women employees by business line, with change ^(*)

	2020				2019		2020/2019	
	Number of women managers	As a % of managers in the workforce	Number of women non-managers	As a % of non-managers in the workforce	Total women employees	As a % of the total workforce	Total	Change
Concessions	1,077	35.0%	5,161	35.6%	6,238	35.5%	7,672	-19%
VINCI Autoroutes	404	37.1%	2,026	41.9%	2,430	41.0%	2,508	-3%
VINCI Airports	527	34.4%	2,604	30.7%	3,131	31.2%	4,498	-30%
Other concessions	146	32.2%	531	45.9%	677	42.0%	666	+2%
Contracting	7,721	19.4%	20,250	12.7%	27,971	14.1%	27,268	+3%
VINCI Energies	2,962	18.0%	8,758	13.0%	11,720	14.0%	11,043	+6%
Eurovia	971	15.8%	4,258	11.1%	5,229	11.8%	5,235	0%
VINCI Construction	3,788	22.1%	7,234	13.5%	11,022	15.6%	10,990	0%
VINCI Immobilier and holding cos.	396	46.9%	374	71.1%	770	56.2%	748	+3%
Total	9,194	21.1%	25,785	14.8%	34,979	16.1%	35,688	-2%

(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

1.5.3 Measures to promote the employment and employability of people with disabilities

VINCI's general accident prevention policy aims to ensure that everything possible is done to minimise workplace accidents and their consequences in terms of incapacity. Measures to promote the employment of people with disabilities have three main strands: the redeployment of incapacitated staff, the recruitment of people with disabilities, and the use of social enterprises (EA) and sheltered workshops (ESAT) that specifically employ people with disabilities.

In 2020, the Up! online learning platform (VINCI Academy) launched an awareness programme about what it means to carry out professional duties with a disability. This programme focusing on disability in a professional context is designed to teach VINCI employees about the challenges and tools to promote sustainable employability for people with disabilities.

826

VINCI employees supported by Trajeo'h in France



This goal to keep people with disabilities employed is primarily driven by VINCI employees active in the Trajeo'h programme, a structure made up of eight organisations that cover all of metropolitan France. Trajeo'h advisers coordinate the aspirations and commitments of people with disabilities, their operational managers and their human resources departments to facilitate the implementation of specific solutions adapted to each situation, such as adaptation of workstations, redeployment within the Group, career guidance or redeployment outside the Group. Yearly health committee meetings bring together representatives from human resources, occupational medicine and Trajeo'h to detect potential situations of disability as early as possible. Their role is to help incapacitated VINCI employees remain in

employment and generally support Group companies in France in the area of disability. The eight organisations took on 826 of the requests received from VINCI employees in 2020, down slightly from 2019. Since 2014, the year that Trajeo'h covered all of mainland France, nearly 5,000 people with disabilities have benefited from the programme. In 2020, 30,316 Group employees in France were involved in initiatives organised by Trajeo'h at the regional level to raise awareness about disability. These actions focused on the different types of disabilities: visible versus invisible, physical versus mental, stable versus progressive, and permanent versus temporary.

Employees involved in the Trajeo'h organisations are provided with specific training on different types of disability to prepare them to better support people with disabilities: on-the-job impact of conditions such as diabetes, cancer, multiple sclerosis, dyslexia, dyspraxia and dysphasia. The Group's Inclusion and Diversity Department plans regular coordination meetings for the eight organisations and oversees the entire Trajeo'h programme. VINCI is currently studying the prospect of expanding this programme internationally.

In 2020, €7 million of revenue was awarded to companies in Europe with workforces primarily comprised of employees with disabilities. In some countries, legislation requires companies to employ a certain percentage of staff with disabilities (certain sectors are excluded from this requirement). Companies that do not meet the requirement must pay a compensatory levy. This levy amounted to €5.8 million in 2020.

Group performance in promoting the integration of people with disabilities

- Percentage of managers with disabilities in 2020: 1.1% (unchanged relative to 2019 and 2018)
- Percentage of non-managers with disabilities in 2020: 2.1% (2.0% in 2019 and 2.1% in 2018)
- Number of employees with disabilities in 2020: 4,119 (4,097 in 2019 and 3,982 in 2018)
- Number of people supported by Trajeo'h: 826 (829 in 2019 and 840 in 2018)

Proportion of employees with disabilities by business line, with change ^(*)

	2020				2019		2020/2019	
	Managers	As a % of managers in the workforce	Non-managers	As a % of non-managers in the workforce	Total	As a % of the total workforce	Total	As a % of the total workforce
Concessions	42	1.4%	511	3.5%	553	3.1%	550	2.6%
VINCI Autoroutes	34	3.1%	448	9.3%	482	8.1%	471	7.7%
VINCI Airports	6	0.4%	53	0.6%	59	0.6%	66	0.5%
Other concessions	2	0.4%	10	0.9%	12	0.7%	13	0.8%
Contracting	433	1.1%	3,115	2.0%	3,548	1.8%	3,525	1.8%
VINCI Energies	234	1.4%	1,491	2.2%	1,725	2.1%	1,700	2.1%
Eurovia	43	0.7%	780	2.0%	823	1.9%	760	1.7%
VINCI Construction	156	0.9%	844	1.6%	1,000	1.4%	1,065	1.5%
VINCI Immobilier and holding cos.	5	0.6%	13	2.5%	18	1.3%	22	1.6%
Total	480	1.1%	3,639	2.1%	4,119	1.9%	4,097	1.8%

^(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.

2. Social performance

2.1 The Group's socio-economic contribution to local communities and regions

2.1.1 Measuring VINCI's socio-economic footprint

VINCI is made up of a network of local companies that have long-established roots in the regions where they operate. Thanks to these local roots, as well as the autonomy and opportunities for initiative made possible by the Group's decentralised management model, VINCI companies are important and active participants in the life of surrounding communities.

As an investor, builder and operator of buildings and infrastructure, VINCI plays a key role in the transformation of cities and regions. Group companies help to structure these territories and strengthen their coherence, while enhancing their attractiveness, supporting their development, and contributing to a vibrant local economic and social environment. Whether engaged in construction or concession activities, Group companies create value that cannot be delocalised and generate significant local benefits in the form of revenue, subcontracting, ancillary activities, local tax contributions and support for local non-profit organisations.

Since 2014, studies have been carried out by an external partner to measure the socio-economic footprint and impacts of projects or companies, using the Local Footprint® tool developed by Utopies®. These studies are carried out for specific geographical areas, such as for VINCI's activities in the Loire-Atlantique administrative department, or for specific sites or projects to build or operate infrastructure in France and other countries. They have involved both the Contracting business (Eurovia quarry in Solignac-sur-Loire and quarries managed by Jalicot, QDVC's worksites in Qatar) and the Concessions business (airports operated by VINCI Airports in France, Lamsac in Peru, the Bogotá-Girardot motorway extension in Colombia, the operation of Stade de France, etc.). Studies have also been carried out in connection with tenders (project to upgrade the Bambeto roundabout in Conakry, Guinea, works and operational phases of the western Strasbourg bypass, the T3C works package of the Paris metro's Line 15 South, etc.).

In line with this approach, VINCI has carried out a study to analyse the socio-economic footprint of all its activities in France, based on 2018 data, to identify the specific inputs by all VINCI companies to the French economy, while quantifying and making clear the Group's strong roots in local and regional economies and across its supply chain. In 2021, a new study will be launched based on the figures from 2020, as soon as the reporting processes have been completed and Insee has released its figures. The current study confirms the overall contribution of the Group's companies and their activities to the French economy. They account for 2% of all jobs nationwide, in around 15 industry sectors, and contribute 1.5% to national GDP. This study also shows that VINCI is present throughout France and on a relatively balanced basis in relation to the major economic trends for each region. The Group has a significant nationwide presence and plays a key role in economic development in all regions of France: in each one, it supports 1.3% to 3.1% of jobs and generates 1% to 2.1% of GDP. In addition, the study shows that VINCI's supply chain primarily comprises Tier 1 suppliers and that it places more than half of its purchases with very small businesses and SMEs. Lastly, looking beyond the projects themselves, a significant percentage of the value created benefits communities across France on a day-to-day basis, particularly in the education, health and local retail sectors.

In 2020, a dedicated platform focused on the Group's socio-economic footprint was set up on the intranet and is available to all Group employees. It presents the approach, methodology, results and potential areas to be worked on, and includes a feature to request a specific summary report covering a business line, division or even a French region. Since its launch, around 100 reports have been created for mainland France, as well as French overseas departments and territories. The summary reports are primarily used in connection with tenders and dialogue with local authorities or officials. For instance, VINCI Construction France and Eurovia have shared socio-economic summary reports with local officials in France to present their business model and explain with figures how they contribute to their regions. The study also contributes to the review by certain business lines looking into their regional responsibility strategy and possible ways to maximise their impact.

2.1.2 Measures put in place by VINCI to maintain social cohesion in communities and develop employment

• Professional integration of the long-term unemployed in France

In France, public procurement contracts include social integration clauses promoting the recruitment of long-term job seekers. The French construction industry accounts for 70% of these clauses, corresponding to 2 million work hours per year for VINCI companies. To support the Group's companies and their subcontractors in implementing effective integration policies, VINCI Insertion Emploi (ViE), a social enterprise focused on integration and the only structure of its kind in France, was created in 2011. ViE's decentralised structure, sensitive to local realities, ensures that it is able to effectively respond to local needs in three key areas: integration, employability and social innovation helping people return to stable employment. For the last seven years, ViE has been developing an innovative approach to mapping transferable skills and competencies in support of social and solidarity economy (SSE) organisations as well as individuals targeted by integration measures who face significant challenges in entering the workforce.

Activity of VINCI Insertion Emploi (ViE), with change

	2020 ^(*)	2019	2018	2020/2019 change
Number of people benefiting from social integration measures	3,068	2,375	2,107	+29.2%
Number of hours of integration employment	1,005,000	1,033,253	804,678	-2.7%
Number of hours of training	13,000	31,072	20,999	-58.2%

(*) Data provided reflects information at 31 December 2020.

In 2020, 13,000 hours of training were provided, in addition to 6,100 hours for the Group's 15-minute safety sessions. This decrease is one of the consequences of the health crisis, which impacted the training programmes offered, as well as the format of the contracts offered, which were shorter (temporary contracts for integration) and did not include training. To help build the skills of those benefiting from its social integration programmes, ViE is committed to extending their periods of employment with Group companies. Accordingly, 17% of the people taken on under social integration clauses were offered an additional contract once their first project was completed (25% in 2019, 21% in 2018, 18% in 2017). The number of hours of integration employment contracted in 2020, primarily due to the first Covid-19 lockdown, during which more than 70% of the operations employing long-term job seekers were temporarily suspended or scaled back significantly.

Currently, ViE receives no public funding and is continuing to test solutions to improve employability, while exploring the ways in which it can promote social innovation and the most effective forms of assistance it can provide.

Several Group entities are also applying this proactive approach to promote employment and integration at local level. The dedicated unit for the Grand Paris Express projects has set up a training programme in partnership with the Greater Paris GEIQ (one of several regional employers' groups formed throughout France to promote social integration through work and qualifications) and the Compagnons du Tour de France (a French organisation of trade professionals and artisans dating back to the Middle Ages), following which a number of individuals have been hired on permanent contracts. In 2020, the GEIQ supported 110 long-term job seekers through work-based training programmes under apprenticeship or professional development contracts for various positions (form setters and finishers, road and utility network operatives, project supervisors, electricians, etc.).

• Commitment to supporting integration for young people

The Give Me Five programme was launched at the end of 2018 to help tackle social inequalities. Created, funded and coordinated by VINCI, this programme targeting young people from priority neighbourhoods is being put in place in 10 regions across France. It is structured around five initiatives, each associated with a key area for action:

– **Guidance:** Working closely with the French Ministry of National Education, VINCI is committed to welcoming up to 5,000 middle school students from priority education networks (REP) and reinforced priority education networks (REP+) for placements to discover the business world. At the start of 2020, the Give Me Five programme's discovery placements were carried out from January to mid-March with the Versailles, Aix-Marseille, Metz-Nancy, Lille, Toulouse and Strasbourg education authorities, making it possible to welcome 1,050 middle school students from 34 different schools. To comply with the health guidelines in force, the placements initially scheduled for mid-March to June 2020, as well as those for the 2020-2021 school year, will include online sessions under new conditions, set up in partnership with the French national education system.

– **Individual support:** The closure of schools in France from mid-March revealed the inequalities facing families in terms of access to digital technology. To help set up online learning for middle school students who had benefited from Give Me Five discovery placements, a major operation was launched in April 2020 to donate equipment, partnering with the education authorities in Lille, Lyon and Créteil to support 31 middle schools: liaising with the local education office, 500 tablets, 300 computers and 300 4G dongles were donated and delivered to these schools for the families identified by their head teachers. Since the start of the 2020 school year, an approach to provide personalised support for middle school students (guidance, academic support, etc.) has been rolled out in three pilot regions – Île-de-France, Lille and Lyon – in partnership with the non-profit organisations Viens voir mon taf, Institut Télémaque, Crée ton avenir and Unis Cités. By the end of December 2020, 575 students from seven middle schools had already benefited from this initiative in the Lille area.

– **Integration:** Working closely with Mozaik RH, a sourcing consultancy specialised in diversity and inclusion, VINCI is committed to reserving 20% of all its internships (gap year, graduates and summer jobs) for students from priority neighbourhoods, from those enrolled in high school vocational courses to those pursuing master's programmes. In 2020, all of the recruitment days from the integration section were held online, with five events organised for master's students from Créteil, Versailles, Lille, Lyon, Toulouse and Nantes. In-person sessions will resume as soon as conditions allow.

– **Employability:** Working closely with France's National Agency for Adult Professional Training (AFPA) and local stakeholders from the social and solidarity economy, ViE is putting in place an employability programme to help secure a return to stable employment for young people living in priority neighbourhoods. Based on the social engineering model, this approach, under the name "Stratégie territoriale pour l'emploi" (Territorial strategy for employment) and known by its French acronym Step, enables 10 young people to benefit from a six-month contract, combining three months of training with a three-month immersive experience in a VINCI company. When required, further support may be arranged over six months to achieve the goal of a return to stable employment. In 2020, two new Step programmes were launched in Toulouse and in the Essonne administrative department near Paris. Trialling arrangements to facilitate a return to work for those not covered by the Pôle Emploi national employment agencies, mainly young people who have limited or no qualifications or have dropped out of school, is the focus of the "100% inclusion" initiative, which is part of the third pillar of the French Ministry of Labour's Skills Investment Plan (PIC). The Ministry recognised the Give Me Five programme's Step initiative with an award in 2020 for its work in this area.

– **Apprenticeships:** This fifth component of the Give Me Five programme will be rolled out from the 2021-2022 school year.

Aiming to recruit around 6,000 young people each year, VINCI companies maintain long-term partnerships with educational institutions and academic circles. These partnerships involve a wide variety of initiatives: sponsoring of graduating classes, support for specific degrees, site visits, recruitment fairs, sporting events, internships, etc. The general policy in this area is to further develop VINCI's employer brand to underpin the recruitment strategies of Group companies. In France and other countries, Group companies forge many local partnerships with apprenticeship centres, universities and other institutions of higher learning. Most of the partnerships in France are led by the human resources Pivot Clubs, which have strong local roots and bring together HR managers from across the Group. These human resources professionals and operational staff organise a range of actions for students at every stage in their studies to improve their knowledge of the Group and its businesses, but also to assist them in shaping their career plans and help with their personal development. For example, VINCI is moving forward with a five-year partnership, set up in 2019, with Fondation Insa, which groups together engineering schools in France and Morocco, to support the development and promotion of a model for humanistic engineers. In September 2020, six panel discussions looking to answer the question "Can engineers fix the world?" were held in partnership with the media organisation Usbek & Rica at the six Insa campuses in France, combining in-person and online sessions. A white paper based on these discussions will be published in 2021. VINCI also supports the educational community through the allocation of the apprenticeship tax, which is coordinated both at Group level and by entities building relations with educational institutions in their local areas.

• Social joint ventures

To support professional integration in France, VINCI's business lines and the Fondation VINCI pour la Cité have set up various social joint ventures (collaboration between a business and a non-profit).

In November 2020, Eurovia and the Id'ees group, a key player in France for integration through employment, announced that they had set up Tridev, a social enterprise working in this area specialised in green space maintenance and building deconstruction. From January 2021, Tridev will offer opportunities for long-term job seekers, young people who have dropped out of school or members of older generations struggling with career changes to regain their independence and dignity through work. Eurovia will help start up this activity, which aims to employ 15 to 20 people from its first year, by inviting Tridev to work at its sites (green spaces) or on its projects. This initiative is being overseen by the Fondation VINCI pour la Cité.

In 2020, the social joint ventures Tim, co-founded by VINCI Energies France and the Vitamine T group, specialised in facilities management, and Baseo, specialised in services for worksite facilities, co-founded by VINCI Construction France and the Id'ees group, launched their operational activities. Baseo recruited 14 employees, with 12 on integration programmes, and developed its operations in 2020 particularly through civil engineering projects in the Greater Paris area. Tim started up its operations in November 2020, recruiting six employees, with four on integration contracts.

These three companies follow the first two social joint ventures created within the Group since 2018:

- Liva, co-founded by VINCI Construction France and the Ares group, specialised in construction site logistics (110 employees, including 90 on integration programmes);
- Inva, co-founded by VINCI Autoroutes and the La Varappe group, specialised in service area facilities maintenance and multiservices activities (30 employees, including 15 on integration programmes).

• Social entrepreneurship and local development outside France

Through the Group's activities

Present in around 100 countries, the Group's companies contribute to creating and maintaining local employment around the world. Internationally, and particularly in emerging countries, their contribution to training and improvements in local skills supports regional development.

As they are highly labour intensive, VINCI's Contracting activities (energy, construction and roads) have substantial direct, indirect and induced impacts on regional employment. For employment at its worksites, the Group encourages the use of local resources, contributing to training efforts in the various regions. Furthermore, practices in the Group's business sectors and the relatively short duration of projects encourage professional and geographical mobility. Accordingly, training efforts of VINCI companies address the needs and issues raised by these skills transfers. The mobility of VINCI employees benefits the entire industry and promotes regional development.

In Africa, Sogea-Satom (VINCI Construction), which systematically uses local resources, located as close as possible to its activities, for work at its sites, once again demonstrated its long-standing commitment to the training of local managers: in 2020, 80% of its managers and 98% of its staff were African. The year also saw further growth for the Africa Pro Campus, created in Morocco in 2015 to expand training opportunities for its employees in Africa and reinforce the company's shared culture. This campus manages training for around 20 subsidiaries in 19 countries. In 2020, training was significantly affected by the health crisis, with 6,051 hours provided for 480 participants (compared with 18,314 hours of training for 1,067 participants in 2019).

VINCI Construction Grands Projets (VINCI Construction) continued rolling out its Skill Up programme, which aims to develop the knowledge and skills of operational and supervisory staff (manual workers, team leaders and site managers) around the world by setting up training centres tailored to the requirements of each project. These centres are designed to serve local teams employed on the projects. With courses delivered to over 360 participants (employees, subcontractors and partners), they help to improve their employability upon completion of work at the sites. All of the training programmes are covered by a final assessment, with a certificate for participants. Some employees may then be taken on by subcontractors. In addition, a permanent training centre was set up for the project to build the third phase of Line 3 of the Cairo metro. Since it was created, in January 2018, 10,320 people have been trained, with 88,812 hours of training provided. In 2020, due to the Covid-19 pandemic, 3,892 people were trained, with 33,971 hours of training, on subjects such as QSE, installation, lifting, machines and equipment. In Qatar, activities were scaled back following the completion of the major NOH2 motorway and Doha metro projects. Despite the Covid-19 pandemic, the QDVC Training Academy delivered 5,750 hours of training to 630 workers. In 2020, the training centres focused on developing their planned training programmes for 2021 on the following projects: HS2 in the UK, Latacunga in Ecuador, Sambagalou in Senegal and the Bogotá-Girardot motorway extension in Colombia.

Building on this approach, with the ambition to support local skills development, several of the Group's subsidiaries are setting up their own networks of relations with educational institutions in the regions where they operate. Given its increasingly acute recruitment needs, along with the unique challenges due to the presence of its subsidiaries in sub-Saharan Africa, VINCI Energies has entered into new agreements with several schools and universities in Guinea, Senegal and Morocco. VINCI Construction maintains close ties with the academic community and is continuing to move forward with its policy for local integration in Asia-Oceania and Latin America, as well as West Africa and Mauritius, where Sogea-Satom has set up partnerships with five higher education institutions. Each year, dozens of graduates from these top universities and schools join the Group's companies.

Through the Group's support for initiatives

Wherever they operate, Group companies support solidarity and development initiatives. Tailored to address local challenges, these initiatives vary depending on the region and its socio-economic circumstances. They are also tied to the nature of the work carried out by Group companies (large-scale projects completed in short time frames or recurring work), as well as to the presence or not of Group companies over the long term, etc.

Vía 40 Express, a subsidiary of VINCI Highways (VINCI Concessions), which operates the concession for the Bogotá-Girardot motorway in Colombia, opened Vía Esperanza, a reception area for refugees fleeing the economic and political crisis in Venezuela. Supported by the Red Cross and the International Organization for Migration (IOM), Vía Esperanza offers a place where around 100 migrants can rest, change their clothes, get something to drink and eat, and receive essential information about their journey. For the youngest refugees, this space also includes a baby section, a mobile library and even a colouring area.

Since it was launched 13 years ago, Initiatives Sogea-Satom pour l'Afrique (Issa) has supported social entrepreneurship projects and access to essential services through both financial assistance and skills-based sponsorship by employees. It involves local projects initiated in various areas (education, health, energy, local crafts, food production self-sufficiency, etc.) with a special focus on female project initiators. To date, Issa has supported 282 projects for a total of more than €4.8 million in 22 countries. In 2020, Issa's operations focused on the response to the Covid-19 crisis. Some 26 new economic and social initiatives were supported, including 16 projects linked to the health crisis, for a total budget of €272,000.

Two of the key projects funded in 2020 were:

- a project to equip the Tengandogo university hospital centre (CHU-T) in Burkina Faso, with around €50,000 of funding, half covered by Sogea-Satom Burkina. This vital project involved acquiring intensive care equipment for the CHU-T, which is responsible for treating Covid-19 patients in the country. The funding helped further strengthen its capacity to cope with the pandemic;
- the provision of equipment to produce masks and alcohol-based hand sanitiser locally to five structures (businesses, groups and non-profits).

Lastly, to support the local economy in the context of the crisis, Sogea-Satom made a commitment to order fabric masks from local producers, notably those funded by Issa.

Activities of Issa (Initiatives Sogea-Satom pour l'Afrique) in 2020

	Number of projects supported			Number of countries involved	Total amount paid (in € thousands)
	Access to essential services	Social entrepreneurship	Total		
2020	22	4	26	13	489.4
2019	18	14	32	15	648.6
2018	11	18	29	13	512

• Employee engagement supporting social integration and solidarity

VINCI encourages civic engagement by its employees and companies at the heart of the various regions, mainly through its corporate foundations and endowment funds. Local projects that support social and professional integration for underprivileged people are a key focus. In order to facilitate civic engagement on public interest issues by all Group employees around the world, 14 structures or programmes have been created since 2002. In 2020, the Group launched the VINCI Foundation for Colombia, its first foundation in Latin America.

In 2020, Group companies provided around €6.4 million of funding for these foundations, which supported 432 projects promoting social, professional and economic integration for the most vulnerable people, with 992 employee volunteers across the Group acting as sponsors in all the regions where VINCI operates. For example, the Fondation VINCI pour la Cité has partnered with Kodiko, a non-profit organisation that supports people with recognised refugee status to help them with their social and professional integration. Since 2018, more than 100 VINCI employees have been part of the Kodiko programme in Tours, Orléans and Paris, sharing their time and skills (defining career plans, preparing for job interviews, opening up professional networks, etc.).

To ramp up its actions, the Fondation VINCI pour la Cité has built up a network of ambassadors since 2017. Around 90 employee volunteers have put themselves forward to support project initiators, promote employee engagement and improve follow-up on the actions carried out, ensuring that they are closely aligned with local needs.

In 2020, the Cité Solidaire (Solidarity in the Community) programme, which targets very small non-profits working in disadvantaged urban areas, issued two calls for projects in Germany (Berlin) and France (three cities in the Lot-et-Garonne administrative department: Agen, Marmande and Villeneuve-sur-Lot). Since its launch in 2010, this exemplary programme has been put in place at 41 sites and has funded a range of initiatives to strengthen social ties.

Actions of Group foundations in 2020 to combat exclusion and foster integration

Country(ies)	Number of projects supported	Number of employee sponsors	Amounts distributed to foundations (in €)
France ^(*)	283	819	4,698,758
of which Sillon Solidaire programme	-	-	150,000
of which Chantiers et Territoires Solidaires programme	18	-	424,345
Germany	7	11	470,000
Belgium	16	23	330,647
Spain	6	7	65,500
Greece	16	17	30,000
Netherlands	3	3	143,500
Czech Republic	11	14	25,970
United Kingdom, Ireland and Isle of Wight	50	56	290,000
of which Isle of Wight	17	17	90,000
Slovakia	18	18	47,500
Portugal	14	16	175,000
Nordic countries	8	8	111,644
Covid-19 solidarity initiative	758	611	10,000,000
Total	1,190	1,603	16,388,519

(*) Including the Cité Solidaire programme.

• Covid-19 solidarity initiative

On 6 April 2020, VINCI announced its exceptional support for front line staff, working in hospitals and other healthcare facilities, social organisations and schools during the Covid-19 crisis, through funds allocated to the Fondation VINCI pour la Cité and the network of foundations around the world. In all, 758 facilities and organisations were supported. In France, thanks to the efforts of the Pivot Clubs and employees, 411 new non-profit organisations were identified and received funding from the foundation. Around the world, the Group's companies and network of foundations have supported 347 local non-profits in 24 countries where the VINCI Group is present.

€10m

Exceptional funding contributed to VINCI's network of foundations in 2020 during the Covid-19 crisis

Launched on 16 April 2020 during the first lockdown in France, VINCI Solidarity is the new solidarity engagement platform for employees, offering opportunities to carry out missions remotely or in person. Currently developed in France, VINCI Solidarity puts the non-profit organisations selected by the foundation in contact with employees looking to get involved in a range of solidarity missions: helping a local non-profit, sharing know-how, helping young people succeed, etc. This platform, which has been a major success within the Group, with over 5,000 connections, illustrates the social commitment made by VINCI employees to support disadvantaged or vulnerable members of society.

5,000+

connections to the VINCI Solidarity platform

Allocation of the €10 million of exceptional funding for the Covid-19 solidarity initiative

Country(ies)	Number of projects supported	Number of employee sponsors	Amounts distributed (in €)
France	411	323	7,304,500
Germany	29	32	170,000
Belgium	36	39	150,000
Spain	23	24	200,000
Greece	16	17	130,000
Netherlands	17	13	80,000
Czech Republic	31	5	60,000
United Kingdom, Ireland and Isle of Wight	96	74	400,000
Slovakia	5	5	40,000
Portugal	25	25	500,500
Nordic countries (Denmark, Finland, Norway, Sweden)	16	12	70,000
Poland	6	3	100,000
Romania	9	5	78,000
Mexico	5	3	100,000
Peru	3	1	60,000
Chile	1	1	100,000
Costa Rica	2	2	20,000
Brazil	5	5	77,000
Colombia	4	4	100,000
Canada	13	13	160,000
New Zealand	5	5	100,000
Total	758	611	10,000,000

2.1.3 Relations with external stakeholders and procedures for dialogue with them (including customers, users and local residents)

• General policy relating to dialogue with stakeholders

Owing to their position in the value chain, VINCI companies are continuously engaged in dialogue and consultation with all project stakeholders. While public authorities or private customers have responsibility for deciding on transport and energy infrastructure and on facilities to improve the living environment, including where they are to be located, in practice VINCI companies serve as a liaison with local communities, residents living near the structures they build, non-profit organisations and users. To better identify stakeholder needs and propose solutions that will be satisfactory for all concerned, VINCI has developed an easy-to-use mapping tool called Reflex. This collaborative platform, available to everyone in all of the Group's entities, rounds out and helps bring a fresh perspective to the more traditional consultation processes, such as public meetings and site visits. It enables users to identify, map and prioritise each stakeholder based on their influence on one another and the desire to establish dialogue.

The Group's approach in this area is enshrined in the VINCI Manifesto, which encourages Group companies to strengthen openness and dialogue with stakeholders as an opportunity and a means to create value with a positive impact.

In line with this approach, VINCI regularly consults with its stakeholders in the field of social innovation and human rights through six collaborative initiatives in which the Group participates: Leadership Group for Responsible Recruitment, Building Responsibly, Global Deal, Global Compact, Entreprises pour les droits de l'Homme (EDH, Businesses for Human Rights) and Business for Inclusive Growth (B4IG). VINCI's active involvement in these initiatives and the resulting meetings and exchanges enable it to promote joint actions and partnerships, but also to develop its approach with a very wide range of stakeholders (governments, businesses, trade unions, non-profits, universities, international institutions, etc.). This multi-stakeholder sharing is essential in order to take on board expectations and jointly devise strategies and actions that meet the challenges brought about by changes in society. The other initiatives are presented in section 4, "Duty of vigilance plan", page 244.

• General policy relating to dialogue with customers and end users

The majority of VINCI's customers are public authorities or companies, with which the Group builds long-term partnerships – for motorways, airports, stadiums and other infrastructure – looking to develop relationships founded on trust over time. Close working relationships with both direct customers and end users are also crucial, right from the initial design phase, owing to the potential impact of projects on nearby residents. In addition, the resulting exchanges can provide important insights into the acceptance of planned structures by communities.

Group companies implement a range of measures and actions to promote dialogue, consultation and exchanges with project stakeholders and other key local and regional actors, including elected officials, associations representing users of infrastructure and facilities, as well as people living or working nearby.

For instance, as part of the operation to extend the A10 to the south of Tours, VINCI Autoroutes' co-construction approach, implemented from the study phase with public officials, local residents and non-profit organisations, led to the installation of 3.6 km of noise barriers along the motorway and the use of special low-noise road surfacing materials. In Toulon, as part of efforts to plan ahead for work to upgrade the A57, to be carried out in a densely populated urban area, VINCI Autoroutes recruited a team of liaison agents living nearby to head out to meet residents and establish effective dialogue with them.

For VINCI Airports, dialogue with project stakeholders is crucial for each concession. For example, Belgrade Airport regularly organises actions with various stakeholders. In 2020, these initiatives included a public meeting organised in June with local communities, the mayor of one of the neighbouring municipalities and representatives of the concession company, during which the following topics were covered: a presentation of the airport's renovation and expansion project; the recent introduction of a mechanism for local residents to submit complaints and report issues; an overview of environmental programmes put in place by the airport; and the creation of an Environmental Advisory Committee, bringing together representatives from the project's various stakeholders (local community, government officials, air traffic control organisation, etc.) to address and mitigate the potential social and environmental impacts of airport operations.

300

meetings have been held with stakeholders for the western Strasbourg bypass project since 2016

Through its activities in quarrying and roadworks, Eurovia builds strong and lasting relationships with local stakeholders – residents, local government authorities, non-profit organisations and government agencies – using approaches such as information meetings, local committees for consultation and monitoring (CLCS), open days, quarry visits, and partnerships with non-profits and NGOs at local level. For the coating plants, a dedicated tool is used for presenting their activities, in order to facilitate communication between the company and its stakeholders. The western Strasbourg bypass, the largest French motorway project currently underway, illustrates this commitment to dialogue with stakeholders. A regulatory public enquiry was carried out, with the Reflex tool used during the bidding phase to identify the various stakeholders. Then, during the work itself, a number of public meetings have been organised, with the participation of the concession operator and the design-construction consortium members. In addition to the consultation processes, several channels for communication have been opened up: a quarterly review is submitted to all the people living in the districts concerned by the work, a website offers a feature for anyone to submit questions, and a local television show (Alsace 20) provides monthly updates on the project. Following these extensive consultation measures, the approach for the western Strasbourg bypass has evolved considerably since its initial version.

• Initiatives to promote strong and lasting relationships with customers and users

Alongside their ambition to build and maintain strong and lasting relationships with their stakeholders, Group companies also seek to anticipate the needs and expectations of both their customers and the end users of the infrastructure and facilities they design, build or operate. They do so by developing innovative solutions to promote the well-being and safety of end users, gauge their satisfaction, remain attentive to their concerns and provide them with better information.

Faced with the pandemic, all of the business lines are even more committed to supporting their customers and users. VINCI Construction UK has created five temporary hospital structures. VINCI Energies has supported a number of hospitals in adapting their sites and facilities, while remaining on alert to keep their communications networks up and running. VINCI Airports first launched a business continuity plan and then worked to provide transport services for patients, covering medical evacuations and repatriation flights, securing fresh supplies for public organisations, etc. The teams at VINCI Autoroutes are committed to ensuring the continuity of services across the network and maintaining good traffic conditions for essential travel by users, particularly road haulage firms. Free hot meals have been given out in the most visited rest areas. VINCI Highways has rolled out a range of initiatives to facilitate travel for all front line workers, from waiving toll charges to purchasing medical equipment and providing vehicles to transport healthcare professionals and patients, in Colombia, Peru, Greece, the United Kingdom and Slovakia.

Attentiveness and satisfaction

As a result of the health situation, VINCI Airports recorded a very limited level of activity in 2020. Nevertheless, it is committed to satisfying passengers at all times and continuously improving the quality of its services and its customer experience. A number of passenger health and safety actions were ramped up during the year. For instance, the airports in Cambodia achieved Airports Health Accreditation for their efforts concerning health protocols (cleaning, disinfection, adapted passenger flows, etc.). Other initiatives have been deployed at airports in France and around the world: renovating infrastructures to enable a more fluid passenger experience (Lisbon and Samaná airports), offering valet parking robots for passenger vehicles (Lyon-Saint Exupéry and London Gatwick airports), developing alternative solutions to the destruction of items confiscated during passenger checks (Lyon-Saint Exupéry Airport), and adapting leisure and retail spaces (Osaka Itami, Kansai International and Salvador Bahia airports). In 2020, the Mona service was launched at Lyon-Saint Exupéry Airport. It enables passengers to go through the various airport checkpoints, from luggage drop-off to boarding, without the need for any physical contact, thanks to facial recognition and dedicated lanes. Alongside regular satisfaction surveys, the airports in Japan, Cambodia and the Chambéry Savoie Mont Blanc, Grenoble Alpes Isère, Nantes Atlantique and Toulon Hyères airports in France also have Skippy systems that enable passenger feedback to be collected in real time thanks to connected buttons positioned around each airport.

VINCI Autoroutes aims to build constructive relationships with its customers, remaining attentive to their usage patterns and needs, thanks in particular to specific communications materials. The VINCI Autoroutes network has continued to develop its services, such as the Twitter feed, the dedicated website, the VINCI Autoroutes app, Radio VINCI Autoroutes and the customer service number (3605), to provide real-time and local information on traffic conditions, travel times or even weather alerts. Contactless payment is now available at a growing number of sites across the VINCI Autoroutes network to get users through toll plazas faster. To support road users during the summer holidays in 2020, Radio VINCI Autoroutes launched a podcast series "Quand est-ce qu'on arrive?" ("Are we there yet?"), inviting them to discover a city, an artist, a museum or a fun story. VINCI Highways has launched a similar tool in Russia, where a series of free audio guides is available using the mobile app "On your way".

To meet the growing demand for new homes and facilitate home ownership for the broadest possible segment of the population, VINCI Construction France has stepped up the development of its Primméa offering, with the commitment to provide high-quality and well-located affordable new homes throughout the country, selling at 20% below the market price, on average. Primméa is developed with the support of a collaborative platform, through which it is able to regularly obtain feedback from a representative panel of first-time

homebuyers. In addition, Primméa involves consultation processes with local authorities, driven by the shared desire to complete each property development within a reasonable time frame, keeping costs under control and ensuring a good fit with its surroundings, particularly from an architectural and aesthetic standpoint. In 2020, Primméa homes were delivered in Montpellier, Nancy, Évreux and Le Petit-Quevilly. Since this range was launched, 10 residences have been delivered in France and 635 people have been able to buy their first homes.

Safety

In addition to continuously working to improve the quality of service provided for its customers and conducting regular satisfaction surveys, VINCI ensures a particularly strong focus on road safety in the Group's mobility-related activities. VINCI employees drive tens of thousands of vehicles and site machines. They are all exposed to road risks, as are the hundreds of millions of people using motorways, roads and other infrastructure operated under concession contracts every year, as well as the airports operated by VINCI Airports. Regular awareness and information campaigns are organised, and specific training is provided for those who are most exposed.

In France, the VINCI Autoroutes Foundation for Responsible Driving focuses in particular on preventing risks relating to driver inattention and drowsiness. Through its research programme, the foundation funds several scientific studies and investigations looking at road user behaviour. It also plays a leading role in making information on these two areas of concern available to drivers and the general public.

In July 2020, the VINCI Autoroutes Foundation published the findings of its seventh European survey on responsible driving. This extensive survey, covering over 12,400 people in 11 European countries, assesses the behaviour and beliefs of Europeans drivers in order to better target prevention messages in each country. Also in July 2020, the foundation published the results of a joint Inserm-Université de Caen scientific study, funded by the foundation. The findings, which were widely shared with the general public at the start of the summer holidays, confirmed a loss of alertness after two hours of driving and show the significant benefits of a short nap halfway through the day during long car journeys.

The foundation also published the findings from its second survey on how French people manage their waste during holiday car journeys, which revealed that too many people still behave in ways that are not environmentally friendly. In response to this situation, the foundation launched a public awareness campaign with a call to action to change habits. In a one-minute video, published on the internet and social media and seen more than 6.6 million times, it encourages road users to change their habits and stop doing what around one in three French people still do: throwing their rubbish out of their car window. This campaign was also promoted with displays and posters at VINCI Autoroutes' 453 rest and service areas. Across the entire VINCI Autoroutes network, many awareness actions concerning road safety and the safety of personnel working on motorways were conducted over the course of the year, directed at different categories of road users. In August 2020, the media company Brut created a video to raise awareness on the risks facing personnel working on motorways, interviewing a patrol team member whose truck was hit by a driver who was not paying attention or had fallen asleep. This video has been seen more than 4.5 million times.

Accident figures for the VINCI Autoroutes network under concession

	2020	2019
VINCI Autoroutes motorway networks (in km)	4,412	4,412
Traffic (in billions of km travelled)	41	53
Number of accidents per billion km travelled	227	239
Number of fatal accidents per billion km travelled	1.5	1.5
Number of deaths per billion km travelled	1.7	1.7

2.2 Relations with suppliers and subcontractors

2.2.1 Group-wide approach to promote responsible purchasing

For several years, the proportion of purchases has remained stable, representing 56% of the Group's revenue at end-2020 (55% at end-2019). They include €9.7 billion for materials (€10.4 billion in 2019), €4.7 billion for external services (€5.4 billion in 2019) and €8.6 billion for subcontracting (€9.1 billion in 2019).

In 2020, VINCI continued building on its responsible purchasing approach, aiming to measure and take into account workforce-related, social and environmental factors when selecting its partners. Responsible purchasing is seen as a real source of performance and innovation for the Group, and contributes to building strong customer-supplier relationships for the long term. It further strengthens VINCI's ability to operate as a responsible economic actor.

Percentage of revenue allocated to purchases

(in € billions)	2020	2019	Change
Total amount of purchases	24.2	26.3	-8.0%
Percentage of revenue allocated to purchases	56%	55%	
of which purchases consumed	9.7	10.4	-6.7%
of which purchases of external services	4.7	5.4	-12.2%
of which subcontracting (including concession operating companies' construction costs)	8.6	9.1	-5.6%
of which temporary staff	1.2	1.4	-16.5%

To accelerate this approach, the Group has further strengthened its governance, through several bodies at different levels within the Group:

- the **Purchasing Correspondents Committee**, made up of VINCI's Executive Vice-President in charge of Contracting, who is also an Executive Committee member, as the Group Purchasing Correspondent, alongside six purchasing correspondents from the various business lines. These correspondents represent the senior management teams from each business line. This committee's members also include VINCI's Human Resources Director and its General Counsel, who are both Executive Committee members, as well as the Ethics and Vigilance Director and the Group Purchasing Coordination Director. The committee meets twice a year to define a purchasing governance framework at the highest level of the organisation and approve a global road map for purchasing within the Group, including a global performance approach and covering both financial and non-financial aspects. This decision-making body also takes strategic decisions concerning cross-business purchase categories, and sets project priorities and budgets;
- the **Inter-Business Line Purchasing Committee**, which is the operational branch of the Purchasing Correspondents Committee. Made up of purchasing directors and managers from each of VINCI's business lines and divisions, it meets around six times a year and is responsible for taking the necessary operational decisions to implement the road map and develop synergies between business lines for Group purchases, while aiming for all-round performance, including both financial and non-financial aspects.

In addition, dedicated correspondents are in place to support Group companies and operations:

- a **Group Purchasing Coordination unit**, which reports to the Group Purchasing Correspondent. This unit supports the operational teams, working closely with the purchasing departments in the business lines and subsidiaries through an extensive network of buyers, and puts in place framework agreements for approved suppliers, liaising with their local internal users;
- a **Sustainable Purchasing Manager position**, created at the end of 2019 to liaise between the Group purchasing teams and the teams focusing on non-financial aspects (environmental, workforce-related, social and ethical). This initiative aims to ensure that the issues relating to these areas are incorporated into the methodologies applied for choosing, assessing and supporting suppliers;
- **purchasing Pivot Clubs** in six French regions and the main countries where the Group operates, linked to the executive Pivot Clubs, whose role is to help improve purchasing synergies and to promote and implement the Group purchasing policy at local level.

The criteria for responsible purchasing and the various actions to take these criteria into account are set out in the responsible purchasing guide, published on the Group's intranet. Since the end of October 2020, an introductory e-learning course on responsible purchasing has also been available for all employees to help them absorb the content of this guide. By 31 December 2020, 792 employees had completed this training module. A more advanced in-person course is currently being developed for the Group's purchasing teams.

2.2.2 Sustainable and long-lasting relationships with local suppliers and subcontractors

The Group has strong local roots in the countries where it operates thanks to its direct activities, as well as its purchases. Its extensive use of local suppliers and subcontractors is in line with the Group's commitment to supporting sustainable socio-economic development across its regions. These deep and enduring local roots are one of the pillars of VINCI's responsible purchasing approach. The Group is also committed to promoting balanced relationships with its suppliers and subcontractors over the long term, thanks in particular to constructive and continuous dialogue with these stakeholders.

The study conducted by the sustainable development consultancy Utopies® in 2019 on the socio-economic impacts of VINCI's activities in France found that direct Tier 1 suppliers make up the bulk of the supply chain for both of its core businesses, Contracting and Concessions. For instance, in France, 57% of VINCI's suppliers are Tier 1 for all categories of purchases combined, with this figure rising to 82% for suppliers in the construction sector.

At central level, and in each of its projects, VINCI also promotes a partnership-based approach with its suppliers and develops close relationships with small and medium-sized enterprises (SMEs). The Utopies® study found that 54% of purchases across the Group and its business lines are done with very small businesses and SMEs. Concerning the key categories of purchases for Group companies' activities, such as temporary employment agencies or construction equipment hire firms, the Group's strategy is based on approving as many local and regional partners as possible in order to build a strong nationwide network. In addition, by building a network of industry operators in each region, VINCI contributes to regional economic development, which in turn contributes to the Group's success. In its selection and bidding processes, the Group prefers suppliers with strong roots in their regions. Currently, 65% of the Group's approved suppliers in France are SMEs with a nationwide footprint, and this is true for the Group's network of local companies as well.

65%
of the Group's approved
suppliers are SMEs

VINCI is also committed to taking into account and working with social integration structures, social enterprises, sheltered workshops and other organisations that specifically employ people with disabilities. For instance, in 2020, 44% of VINCI's approved temporary employment agencies were companies based throughout France whose mission includes promoting integration through temporary jobs.

Lastly, this commitment to balanced, constructive and long-lasting relationships with suppliers and subcontractors is also reflected in the economic dependence indicator set up to ensure that suppliers are not put at risk by VINCI accounting for too high a percentage of their revenues. This indicator is reviewed each year, and special attention is paid to SMEs. If a supplier seems to be too dependent, a progress plan is put in place to encourage them to diversify their customer portfolio. More specifically, this indicator is monitored in cases when a contract is not renewed or when businesses are consulted for a new tender. Various actions are developed and the suppliers concerned are provided with support to help them find equivalent solutions and ensure their economic independence.

2.2.3 Taking social and environmental criteria into account in the Group's purchases

• Approach to identify purchasing-related risks

In terms of the principles making it possible to define responsible purchases, VINCI considers that respect for human rights and international labour standards within its supply chain is essential and it tends to look for innovative solutions that support the environment, climate and energy transition. In 2020 the Group therefore continued its work on integrating environmental and social criteria when selecting products and suppliers and when drafting framework agreements and specifications at Group level. These criteria take into account the environmental impact of products and services, the workforce-related arrangements for producing or providing them, and the social commitments made by suppliers. They are assessed using specific criteria for each purchasing category, depending on the issues faced by the sector in question. At the end of 2020, Eurovia launched a pilot programme to analyse its spending and map its social and environmental risks with a view to implementing corrective action plans for each category of purchases.

The Group Purchasing Coordination unit conducts supplier assessments that factor in social and environmental performance, and the Group's buyers have an individual target for including these criteria in each contract they negotiate. Depending on the results of these assessments, suppliers or subcontractors may be excluded from the tender process or may be given a progress plan and action plan aimed at improving their environmental, social, safety and/or ethical performance levels. Audits or checks are carried out to verify the implementation of these plans. Some of these actions are presented in paragraph 4.4.2 of section 4, "Duty of vigilance plan", page 256.

83%

of contracts in 2019 involved the completion of a responsible purchasing questionnaire during the tender process

An ethics and duty of vigilance questionnaire for suppliers and subcontractors has been created by the Group Purchasing Coordination unit, working closely with the various functions concerned by the topics covered. This additional questionnaire has been distributed to suppliers working with the Group under framework agreements.

Collaboration between the Group Purchasing Coordination unit and the head office ethics, human rights and social and environmental responsibility teams has been further strengthened, ensuring that these aspects are integrated more effectively into the Group's new or follow-up tenders. A dedicated committee with representatives from these various teams focusing on non-financial aspects and from the sustainable purchasing team works on each tender in order to carry out an in-depth analysis of the specific features of each category of purchases concerned, to map its risks and to assess suppliers through a specific sustainability questionnaire, enabling positive impacts across the value chain. In 2020, these teams, working with the buyers, focused specifically on the following categories of purchases: standard temporary employment agencies, temporary employment agencies working in the area of social integration, vehicles, civil engineering contracts, long-term leases, security services, fuel, etc. For each category, new risk identification processes were put in place and the questionnaires were updated. For instance, 40 progress plans were rolled out following the supplier sustainability assessments for civil engineering contracts. For certain tenders, sustainability criteria have been given the same weighting in terms of the overall assessment as economic aspects (30% of the total score). Guidelines are currently being drawn up so that they can be shared more widely within the Group, covering the categories of purchases managed by the business lines and divisions.

Key indicators for the Group's responsible purchasing performance

	Total at 31/12/2020
Contracts including one or more clauses on workforce-related, social or environmental issues	99%
Contracts having involved the completion of a responsible purchasing questionnaire during the tender process	83%
Contracts including a progress plan for responsible purchasing	35%
Number of on-site responsible purchasing audits conducted over the last five years	690

Alongside this, ViE has developed a new support service for the VINCI Autoroutes entities (programme management departments of Escota and ASF) to help with their socially responsible purchasing. This is a voluntary initiative by these subsidiaries, which take social commitments into account when they place their contracts (purchasing supplies, work, etc.), promoting collaboration with social and solidarity economy (ESS) organisations in each region.

• Responsible subcontracting approach

The Group's priority is to retain and expand in-house expertise. However, the many public procurement contracts won by the Group, together with its growing presence in general contracting for projects demanding highly technical and specialised skill sets, may require the use of a certain percentage of subcontractors. VINCI makes every effort to ensure that its subcontractors comply with the regulations in force in the countries where Group companies operate.

VINCI's Subcontractor Relations Guidelines, rolled out in 2014, set out the Group's commitments in terms of subcontracting: safety conditions of subcontractors' employees that are comparable to those of the Group's personnel, respectful business relationships, fair bidding processes, transparency in business dealings, cooperation with local companies and compliance with VINCI's core values.

To further strengthen its vigilance and control over workforce-related risks in subcontracting, VINCI launched various pilot projects in 2018 to assess the practices in place and identify areas for progress. Moreover, recruitment agencies are subject to specific vigilance measures (see section 4, "Duty of vigilance plan", pages 256 and 259).

In 2019 and 2020, a responsible subcontracting project was developed by VINCI Construction France. This project is based on a methodology with three stages: analysing spending to map the risks, reviewing current workforce-related risk prevention arrangements and putting in place a corrective action plan to improve them. Social audits were then carried out to check that the processes and procedures were being applied.

VINCI Immobilier also rolled out a similar approach in 2020.

2.3 Respect for human rights

VINCI's human rights approach and actions are presented in detail in the section on the Group's duty of vigilance plan (see section 4, "Duty of vigilance plan", page 245 and paragraph 4.4, "Duty of vigilance with regard to human rights", page 253).

VINCI joined the UN Global Compact in 2003 and is committed to supporting and promoting respect for human rights within its sphere of influence, and to ensuring that Group companies are not complicit in human rights abuses. To define its strategy, VINCI refers to the principles of the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the eight fundamental conventions of the International Labour Organisation and the OECD's Guidelines for Multinational Enterprises.

Within this framework, VINCI has adopted these principles in line with its activities and analysed the potential risks associated with its operations. The key issues identified were grouped into five categories, themselves divided into 17 themes, covering the entire life cycle of projects (from responses to calls for tenders to entry into service and operations). These five categories are: (a) recruitment practices and migrant workers, (b) working conditions, (c) living conditions, (d) practices relating to human rights within the value chain, and (e) relations with local communities.

A Group-wide reference guide has been published: VINCI's Guide on Human Rights. It provides an overview of the issues identified and their implications for the Group's companies. The guide also presents a shared set of guidelines, indicating the specific approaches to be adopted concerning the key risks for each of these 17 themes. This guide, which applies to all Group employees and is available in more than 20 languages, was presented to the European Works Council and approved by VINCI's Executive Committee.

This approach and its implementation are being led by a dedicated committee, set up in 2015, which brings together human resources directors from all the Group's business lines and divisions. Each of its members is responsible for the rollout of the approach for their scope, taking into account the specific features of their activities and sites. A dedicated team in the Group Human Resources Department supports the business lines and divisions, develops mapping and assessment tools, and monitors emerging developments in various fields. In 2020, this committee met several times to define a proposed benefits framework for all of the Group's employees.

VINCI's Guide on Human Rights

5

core issues

17

themes

A range of tools support the operational implementation of this approach and assist the teams with the application of these guidelines. They include training modules, country-level risk maps and a performance assessment tool. To date, risk maps have been drawn up for 20 countries with support from an external provider and 67 subsidiaries have been assessed in 26 countries, covering a total of over 17,000 employees. Depending on the assessment's findings, action plans are prepared and put in place as part of a continuous improvement approach.

To support its policy and raise the bar for the protection of human rights across its value chain, VINCI actively participates in various collaborative initiatives, including Building Responsibly, a global business initiative co-founded by the Group that serves the engineering and construction industry, Entreprises pour les droits de l'homme (EDH, Businesses for Human Rights), and the Leadership Group for Responsible Recruitment. These collaborative initiatives and tools are described in detail in section 4, "Duty of vigilance with regard to human rights", page 253.

VINCI's commitment to human rights is reflected in specific actions that are closely aligned with its operations and tailored to the level of risk. In Qatar for instance, where VINCI is present through Qatari Diar VINCI Construction (QDVC), employment and working conditions have been monitored more closely, particularly for employees of temporary employment agencies and subcontractors. Further details on the actions taken can be found in section 4.4, "Duty of vigilance with regard to human rights", page 253.

Tools developed by VINCI to "protect, respect and remedy" ^(*) the potential human rights impacts relating to its activities

- **VINCI's Guide on Human Rights and its Annexe:** a set of operational approaches and guidelines to be adopted for all VINCI activities in all the countries where it operates.
- **Human rights e-learning module:** a course to raise awareness and train employees on the Group's commitment to human rights, the scope of its responsibilities, the human rights risks associated with its business lines and the possible consequences of human rights violations.
- **Country risk maps:** analyses designed to help VINCI and its subsidiaries identify and prioritise areas in which there are specific human rights risks linked to the regulatory, political, economic, social and environmental context in a given country.
- **Performance assessment tool:** a tool with over 200 questions to carry out an objective, in-depth and qualitative assessment of entities and to support studies on aspects such as recruitment, working conditions, living conditions, subcontracting and the community impact of projects. This tool will switch to a digital version in 2021.

(*) United Nations Guiding Principles on Business and Human Rights: https://www.ohchr.org/documents/publications/guidingprinciplesbusinesshr_en.pdf

2.4 Business ethics

2.4.1 General approach to business ethics

- **Integrated, cross-business approach, supported at the highest level within the Group**

Ethics – the second commitment from the VINCI Manifesto – are central to all professional relationships between VINCI and its stakeholders. This commitment, led at the highest level, is integrated across all the Group's business lines using a cross-business approach. VINCI has embraced a global acculturation approach engaging everyone to adopt collective and individual behaviours that are aligned with this commitment.

Two reference guides constitute the framework for the Group's recommendations and requirements in this area:

- the Code of Ethics and Conduct, which sets out the rules of conduct for all Group companies and employees;
- the Anti-corruption Code of Conduct, which lays down the rules for the prevention of acts of corruption, notably by identifying the corruption risks in business processes and illustrating the behaviours and practices to be avoided.

These two documents are available in 31 languages on the Group's website and intranet, and are included in the welcome pack for new employees. VINCI's managers are formally committed to respecting them and ensuring that they are applied.

- **Structured governance framework**

Working closely with all the Group's functions, the Ethics and Vigilance Department supports the implementation of the Group's compliance arrangements and specifically its corruption prevention procedures.

Set up in March 2018, the Ethics and Vigilance Committee has seven members, five of whom also serve on the Executive Committee. It ensures that the compliance procedures covered by the Code of Ethics and Conduct are implemented and amended as necessary, particularly with regard to:

- preventing corruption;
- preventing serious violations of human rights and fundamental freedoms, harm to human health and safety, or damage to the environment resulting from Group activities.

This committee supervises changes to the Code of Ethics and Conduct and the Anti-corruption Code of Conduct and met four times in 2020.

- **Business line implementation led by a network of ethics coordinators and officers**

The strategic governance framework put in place by the Group is based around a network of coordinators and officers that makes it easier to implement relevant action plans in the business lines.

The Ethics and Compliance Club, which brings together the Group's General Counsel and the legal heads of the Group's business lines, the Internal Control Director and the Ethics and Vigilance Director, monitors emerging regulatory developments and shares best practices, particularly in terms of training tools or third-party assessment processes. This club helps prevent unethical business practices. It met five times in 2020.

Alongside this, the GDPR Representatives Club, which is made up of representatives appointed by each of the Group's business lines, provides support for the deployment and development of effective personal data protection processes, notably in accordance with Regulation (EU) 2016/679, known as the General Data Protection Regulation (GDPR). Coordinated by the Ethics and Vigilance Department, this club supports the sharing of tools and best practices, liaising closely with the Chief Information Security Officer (CISO). The GDPR Representatives Club met six times in 2020.

2.4.2 Measures to promote business ethics

- **Training and information**

Training and information are key factors for implementing the Group's business ethics policy. To enable all employees to effectively contribute to preventing and detecting corruption, depending on their duties and responsibilities, training programmes are developed and rolled out at each of the Group's organisational levels. These programmes ensure that employees understand the related domestic and even international legal regimes, and are fully aware of the issues involved and what is expected of them. The corruption scenarios identified and the associated risks are clearly presented, along with the procedures to be carried out to limit these risks, the best ways to respond to inappropriate demands, the procedures for reporting suspicions concerning corrupt conduct, as well as the disciplinary actions that may be taken or the criminal penalties that may apply to individuals for any infringement of rules or regulations. As exemplary managerial behaviour is essential to effectively spearhead ethical practices within its subsidiaries, the Group's conduct guidelines are covered in all the management training programmes.

21,994
staff trained on ethics
in 2020

The Ethics and Vigilance Department regularly gives presentations for manager events (conferences) and cross-business network meetings, such as human resources, communications, tax expert, buyer, insurance or financial seminars, as well as the Pivot Clubs.

VINCI's anti-corruption arrangements



- **Whistleblowing procedure**

All employees have access to several channels for reporting their concerns. They can refer matters to their managers, they can use their business unit's local whistleblowing procedure, when one exists, they can contact the Group's Ethics Officer directly or they can use the VINCI Integrity platform, which makes it possible to process whistleblowing reports concerning serious infringements of the Group's rules and commitments set out in the reference guides on human rights, health and safety, business ethics and the environment. This platform is also available to external stakeholders via the Group's website.

- **Risk assessments**

The assessment of business ethics-related risks is an integral part of the policy for managing risks that might affect the Group's global performance or image. It is incorporated into both the project analysis process (Risk Committee) and the acquisitions process (Investment Committee). Key suppliers and subcontractors are assessed before the Group starts doing business with them and/or during the contractual relationship thanks to various measures, including multidisciplinary questionnaires and specific platforms.

- **Accounting controls and audits**

The accounting processes put in place help prevent corruption. The internal audit plans and self-assessment processes include a series of questions aimed at ensuring the existence and effectiveness of the arrangements for preventing corruption. VINCI's revenue levels in the 20 highest risk countries from the Corruption Perceptions Index (CPI) published by the NGO Transparency International are not significant (0.3% to 0.5%).

2.4.3 Tax measures put in place

VINCI's highly decentralised organisation is structured around business lines and operating subsidiaries, rather than by country or geographic region. The Group's substantial expense relating to taxes, fees and other compulsory payments represents a significant portion of its contribution to the economies of the countries where it operates. The Group meets its tax obligations, in full compliance with applicable local and international laws and in line with VINCI's intangible and universal commitments.

In accordance with VINCI's Code of Ethics and Conduct, as well as its general guidelines, strict compliance with applicable laws and regulations is a core principle for the Group, one that must be followed in all circumstances by every employee and every business unit in the countries where they operate.

Due to the specific features of VINCI's business model and its activities, which are primarily local, the Group's entities tend to favour local suppliers for their purchases of goods and services. For this reason, cross-border transactions between its various companies are limited and not material. The invoicing principles applied follow the OECD Transfer Pricing Guidelines. These guidelines incorporate the recommendations resulting from the OECD/G20 Base Erosion and Profit Shifting (BEPS) Project, and in particular Actions 8-10 "Aligning Transfer Pricing Outcomes with Value Creation", supplementing the Group's adherence to the arm's length principle.

Given the autonomy granted to the Group's subsidiaries, the main tax risks that may arise in connection with their activities relate to the diversity, scale and/or complexity of operations. These risks may be either financial or reputational.

– Financial risks:

- tax compliance and related risks: late filing of returns, inaccurate tax returns, failure to submit claims and options on time, or any other tax compliance failure whatever the reason may be (human error, system error, etc.);
- operational tax risks: technical or factual inaccuracies, lack of in-depth tax analysis, unanticipated changes in tax legislation, misinterpretation of complex or unclear tax rules.

– Reputational risks: these risks are triggered by financial risks that may affect the Group's relations with various parties, such as the tax authorities.

Tax issues, like all other financial information, are reviewed on a regular basis by the CFOs of all Group entities, particularly during calls for tenders, at each budget phase, in connection with the preparation of annual and half-year financial statements, and whenever required. Each CFO reports directly to the entity's chairman, to the members of its Board of Directors or other competent supervisory body, as well as to the CFO at the next hierarchical level.

As expressly indicated in the Group's general guidelines, the CFOs must ensure that financial data is presented in accordance with the standards, principles and procedures in force. Financial data, which includes tax data, is reported, managed and verified using reliable accounting systems that are regularly monitored to ensure that they are functioning efficiently and audited. The employees who use them are provided with training.

For any tax issue, the CFOs can request assistance from in-house experts, at each division's main holding companies, in the business lines and at VINCI SA level, and/or outside consultants, depending on the issue's complexity and materiality. Any outside consultant providing assistance must pledge to abide by the values expressed by VINCI and particularly those set out in its Code of Ethics and Conduct.

VINCI takes the tax consequences of its operating activities and/or its investments into account and may make use of the options provided by local regulations to alleviate its tax or administrative burden. Nevertheless, in all cases, the Group's fundamental principle is to reject the use of aggressive tax planning or other artificial structures designed in particular to avoid paying taxes, as well as any participation in other arrangements mainly for tax purposes that would offer no real commercial advantage. Similarly, whenever VINCI maintains a presence in a country considered as a tax haven, it is uniquely as a result of its operating activities. If a tax risk is identified, proportionate solutions are designed and implemented, in collaboration with the relevant tax and financial teams, in order to minimise this risk. These analyses and solutions are regularly updated in line with changes in projects and the Group's organisation, as well as legal and regulatory developments. Whenever necessary, they are discussed and reviewed with auditors and/or the competent tax authorities.




One of the Group's key expectations of its subsidiaries is that they build and maintain good, transparent and constructive relations with the tax authorities in each of the countries where they operate. In line with this commitment to transparency and cooperation, VINCI SA, with all its consolidated subsidiaries, has signed up to the tax partnership system in France since April 2019.

3. Environmental performance

3.1 New environmental ambition

At the start of 2020, VINCI adopted a new ambitious environmental strategy looking ahead to 2030, building on the previous commitment from its 2012 Manifesto to reduce its carbon intensity. Faced with the urgent need for environmental action, VINCI entities agree that an acceleration is required: reducing the environmental impacts of Group activities more rapidly, intensifying efforts to create innovative solutions, and stepping up transformation across all business lines.

This environmental ambition is the result of a collective initiative involving all entities. The approach has been defined jointly and covers all levels within the Group, broken down into strategic action plans for each company. All VINCI businesses have come together to lower their environmental footprint significantly over the next few years, by reducing their carbon footprint, their impact due to the use of natural resources, and any potential harm to natural environments. To take action throughout their value chain, VINCI's activities also harness their technical expertise to create and develop effective environmental solutions, supporting customers, suppliers and partners with their efforts in this area. The Group's integrated positioning as a designer, builder and operator helps reduce environmental impacts at each stage in the life cycle of projects. The development of partnerships with external stakeholders is focused on this same goal.

 Climate	<ul style="list-style-type: none"> ● Follow a trajectory to help limit global warming to 2°C, involving a 40% reduction in direct greenhouse gas emissions (Scopes 1 and 2) by 2030 compared with 2018 levels ● Take action across the entire value chain of VINCI's activities by supporting the reduction of indirect carbon emissions ● Adapt structures and activities to improve their climate resilience 	 Circular economy <ul style="list-style-type: none"> ● Promote the use of construction techniques and materials that consume less natural resources ● Improve sorting to systematically recycle and recover waste ● Increase the availability of recycled materials in order to reduce the extraction and use of virgin materials 	 Natural environments <ul style="list-style-type: none"> ● Avoid environmental nuisances and incidents by implementing an environmental management plan at all business lines ● Optimise water consumption, especially in areas of water stress ● Aim to achieve no net loss of biodiversity
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3.1.1 Embedding environmental responsibility in day-to-day operations

3.1.1.1 Internal governance

All actions taken to deliver on VINCI's new environmental ambition, including those relating to climate aspects, are founded on the commitments embraced by the Group's Executive Committee and taken up by each business line. These actions also involve the empowerment of all operational staff within Group companies, as well as open dialogue with national, European and international public authorities and environmental protection organisations. Exchanges are also promoted internally, within the dedicated European-level body for information and dialogue with employee representatives, the European Works Council. The Corporate Social Responsibility (CSR) Committee, created in 2018, met each quarter in 2020, with the environmental guidelines signed in November 2020 to mark the completion of this cycle of dialogue around the Group's environmental ambition (see paragraph 3.1.1.2 below, "Turning risk management into opportunity").

The Environment Committee, overseen by VINCI SA with representatives from each business line, coordinates the Group's environmental actions, including climate aspects. This committee brings a response to global issues by defining the components of VINCI's environmental ambition and by leading cross-business projects, while ensuring that Group companies take adequate steps to adapt the measures introduced in line with the new goals to their local context. Alongside this, several working groups have been set up, comprising operational experts from each business line, such as the Biodiversity Task Force and the Circular Economy Task Force, as well as special focus groups created to implement climate change action plans.

For the business lines, the environmental strategy, which includes a climate pillar, is approved at the highest executive level and taken up by all of the operational departments. Each day, they energise this environmental ambition and drive it forward, at the heart of their activities. They rely on a worldwide network of over 750 correspondents who are in charge of managing environmental risks, developing action plans to protect the environment and supporting their implementation.

3.1.1.2 Turning risk management into opportunity

Incorporating environmental issues into the Group's businesses first requires a strong grounding in risk management, regulations, environmental impacts and incident prevention. But it also involves a more proactive approach, anticipating issues relating to the urgent imperative to protect the environment, one that can also create environmental, social and economic value in the medium and long term. The environmental risk management processes and measures are detailed in the Group's duty of vigilance plan, in paragraph 4.5 of this chapter, "Duty of vigilance with regard to the environment" (page 261).

• Environmental management

Looking beyond the main components of the Group's new environmental ambition and compliance with regulations, to better understand the local context and attitudes about the environment, VINCI companies develop and maintain environmental management systems and continuous improvement processes. The environmental guidelines signed in November 2020 by VINCI's Chairman and CEO and the Secretary of the Group's European Works Council illustrate the approach adopted. This document provides a framework for reducing the environmental impacts and risks associated with the Group's activities. The guidelines apply to all Group companies, enabling them to improve and adapt their environmental actions, aligned as closely as possible with the realities on the ground. All subsidiaries are responsible for ensuring that corresponding actions are also taken by subcontractors and joint contractors throughout projects.

VINCI continuously works to improve practices in its companies. This commitment, supported at the highest level of the Group's organisation, is adapted and monitored in line with the Group's decentralised structure to meet each company's specific needs and take appropriate measures. VINCI encourages its subsidiaries to obtain environmental certification such as ISO 14001 to improve the effectiveness of their environmental management system.

For example, VINCI Autoroutes has had all of its in-service motorways ISO 14001 certified. By 2030, VINCI Airports aims to achieve ISO 14001 certification for all of its airports handling more than 100,000 passengers each year. In 2020, 23 airports obtained this certification, representing 77% of the division's revenue. In Contracting, the proportion of revenue generated by certified entities increased at VINCI Energies and VINCI Construction, while the percentage of certified activities at Eurovia remained stable.

Environmental assessment and certification

(as a percentage)	ISO 14001			Indicator	Geographical scope
	2020	2019	2018		
VINCI Autoroutes					France
Motorways in service	100	100	100	Kilometres	France
VINCI Airports	77	63	52	Percentage of revenue	World
Other concessions	25	19	7	Percentage of revenue	World
VINCI Energies	47	48	47	Percentage of revenue	World
Eurovia					World
Production from quarries owned	53	50	50	Tonnes	World
Production from coating plants owned	38	60	58	Tonnes	World
Production from binder plants owned	64	68	77	Tonnes	World
Revenue from the works activity	26	27	30	Percentage of revenue	World
VINCI Construction	85	80	79	Percentage of revenue	World

Together with this local management approach geared towards meeting individual site requirements, some Group companies have also created their own environmental labels. In 2010, VINCI Construction France created its Attitude Environnement label with three goals: ensuring that the environment is effectively taken into account at worksites, challenging the teams on the ground and providing a guarantee for customers. This label was updated in 2020 to reflect the latest regulatory requirements and the Group's environmental commitments. This work was carried out with three other VINCI Construction entities – Dodin Campenon Bernard, VINCI Construction Grands Projets and VINCI Construction Terrassement – in order to provide a common frame of reference, especially for consortium-based

projects. Worksites are audited by an Attitude Environnement correspondent who is not part of the worksite project itself, with a focus on 42 environmental requirements. VINCI Construction Terrassement created its own Eco-responsible Worksite label in 2014 to recognise measures implemented at sites to protect the environment and promote biodiversity in the surrounding area. This label distinguishes worksites that roll out a minimum of five ambitious initiatives supporting the environment or biodiversity, going well beyond regulatory compliance. It is based on a full-day audit of the worksite, staff and local management. In 2020, seven VINCI Construction Terrassement worksites received the label. Created in 2016, Eurovia's Environmental Excellence label recognises the initiatives taken at worksites to protect the environment, while highlighting the value of employee engagement in these shared efforts. The label is awarded to projects based on 47 assessment criteria reviewed in an internal audit. These criteria are grouped into five environmental impact categories, and are supplemented with additional comments on specific issues. To obtain the label, each worksite must not only comply with a set of basic requirements that applies to all projects, but also identify one or more specific issues in the project that reflect how it demonstrates this excellence. In 2020, eight worksites received this label, including a site in Quebec, marking its international deployment. The measures introduced by another label recipient, the worksite at Colombes, near Paris, for the T1 tram line, located in an urban setting on a major thoroughfare, include a green wave to improve the flow of traffic, a pedestrian management plan and noise-reducing tarps. At the same time, significant actions in curbing waste were rolled out, such as the reuse of urban furniture.

• Preventing environmental incidents

Among the ways that environmental matters are incorporated into the Group's businesses, each entity prepares and updates environmental incident prevention plans in response to its specific environmental risks. VINCI's duty of vigilance plan, in accordance with regulations (Law 2017-399 of 27 March 2017 on the duty of vigilance of parent companies and subcontracting companies), is presented in section 4, "Duty of vigilance plan", page 244.

In 2020, VINCI or its subcontractors were involved in two major environmental incidents (three in 2019). A major incident is defined as one that creates extensive pollution requiring clean-up by external specialists and has consequences stretching beyond the boundaries of the entity's sites. The term pollution covers any harm to all aspects of the environment, from air to water, land quality and biodiversity. The first incident occurred in Canada, in May 2020, and concerned Menard Canada (Soletanche Freyssinet). Waste oil leaked outside a workshop from a mobile crane that was being maintained, and all the remedial steps were taken quickly, such as removing the contaminated soil, setting up booms and absorbent pads, and cleaning the ground around this area. The second occurred in Slovakia at a Eurovia worksite. Following a malicious act one evening, a machine sustained a hydraulic oil leak, and all relevant steps were taken to restore the site, while its groundwater was not contaminated.

3.1.1.3 Environmental reporting coverage and scope

To monitor VINCI's environmental performance, the environmental reporting system uses the same software as the Group's financial and workforce-related reporting systems and is based on the standards of the Global Reporting Initiative's Sustainability Reporting Guidelines, which have been adapted to the Group's activities (see the cross-reference table, pages 382 to 383), as well as the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) (see the cross-reference table, page 384). Covering nearly all of the Group's companies, the system uses around 60 quantitative indicators for measuring performance against key environmental parameters, such as greenhouse gas emissions, consumption of resources, circular economy initiatives, environmental certification and environmental incidents. Environmental reporting is prepared using updated methodological guidebooks and procedures that are available on the Group's intranet. In addition to this central reporting system, each business line uses its own management indicators. The note about the reporting methods used by VINCI, on pages 269 to 272, covers the key points.

The data presented in this report is consolidated using the same method as VINCI's financial data. Some entities, such as Qatari Diar VINCI Construction (QDVC), which is 49%-owned by VINCI Construction Grands Projets, are still accounted for under the equity method.

VINCI has submitted its environmental information for review by its Statutory Auditors since 2002. Environmental data is presented in compliance with Article 225 of France's Grenelle II Environment Act and additional provisions set forth mainly in application of the law on the energy transition for green growth (Article 173) and the law on combating food waste. It also meets the requirements of Order 2017-1180 of 19 July 2017 and Decree 2017-1265 of 9 August 2017, which transposed the European directive on disclosure of non-financial information by certain large undertakings and groups into French law.

At the end of 2020, environmental reporting covered 99% of total revenue generated.

Environmental reporting coverage, excluding acquisitions in 2020

<i>(as a percentage of revenue)</i>	2020	2019	2018
Concessions	100	100	100
VINCI Autoroutes	100	100	100
VINCI Airports	100	100	100
Other concessions	100	100	100
Contracting	99	95	95
VINCI Energies	100	100	100
Eurovia	99	100	100
VINCI Construction	98	88	88
VINCI Immobilier	100	100	100
Total	99	96	96

3.1.2 Employee training and awareness

3.1.2.1 Employee awareness initiatives

In order to deliver on its environmental ambition, the Group relies on keen awareness and engagement in environmental issues from all VINCI employees. The rollout of training and awareness actions through all activities reflects efforts to share best practices and pass knowledge on to others. This is also one of the key success factors for the deployment of the Group's environmental ambition, and one of its priorities for 2020-2022.

New awareness modules and formats were introduced in 2020, including some based on a training road map, setting out the main requirements for environmental training and awareness, tailored to specific categories of employees. VINCI held its first Environment Day on 22 September 2020, taking this opportunity to raise awareness and engage employees on the ground, across its various entities. A range of awareness actions were organised worldwide, including awareness and innovation workshops and conferences, as well as fun activities, such as the Climate Collage, and discussions on the Group's environmental ambition. At Eurovia for instance, 70% to 80% of employees took part in the events organised in all the countries concerned.

VINCI Environment Day in September 2020 also saw the launch of the Environment Award, a year-long Group-wide contest empowering all employees to play an active role in VINCI's environmental ambition. Thanks to this initiative, new practices and techniques to reduce the environmental impact of business activities can be identified and shared throughout the Group, while supporting their wider deployment.

In June 2020, an e-learning module was developed and deployed at Group level to build awareness on environmental issues, explain VINCI's environmental ambition and create a common language shared by all employees. By the end of 2020, 17,193 employees had already completed this module, representing 8% of the Group's workforce.

Training on environmental issues is also increasingly incorporated into existing courses (works, studies, operations, etc.). Dedicated environment modules are systematically included in training programmes for managers and executives, led by VINCI Academy at Group level. An e-learning module on responsible purchasing, intended primarily for buyers, was also launched in 2020 (see paragraph 2.2.1, "Group-wide approach to promote responsible purchasing", page 210), making it possible to incorporate environmental issues and concepts into the missions of cross-business teams. Soletanche Bachy France carried out a pilot training programme to develop the skills and knowledge of customer account managers and buyers concerning the use of low-carbon concrete from the start of the bidding process. For Soletanche Freyssinet's quality, safety, risk prevention and environment engineers, a specific training module was developed: "The environment, from regulatory compliance to proactive management". This module was tested as part of a pilot initiative at Soletanche Freyssinet in France, before being rolled out for all the employees concerned in 2021. Modules on the environment are included in the annual training programme for young engineers, site managers, project supervisors and Eurovia branch managers in France. In addition, around 40 quarry engineers and managers follow a training programme each year, including a dedicated day of biodiversity training. The training programmes for branch managers, project supervisors, site managers and quarry and civil works engineers all include a section focused on biodiversity preservation in connection with their activities. Equo Vivo, VINCI Construction Terrassement's brand focused on ecological development projects, is continuing to move forward with its natural environments training programme launched in 2019. The aim of this training is to further strengthen the ecological engineering expertise of this activity's dedicated teams, from managers to machine operators and drivers. The training is led by external participants (ecologists, design firms) as well as the company's in-house ecologists, with four modules over two years. To date, 85 people have been covered by this training.

Awareness is proactively promoted at worksites among employees, temporary staff and subcontractors with regular 15-minute environment sessions, which focus on operational issues. This initiative has been rolled out across all activities in the Contracting business in France. These 15-minute sessions are an opportunity to build awareness on specific issues, such as biodiversity. To celebrate VINCI Environment Day in September 2020, VINCI Construction Terrassement held an exceptional 15-minute environment session for its 1,980 employees to present its Actons la Bionécessité (Act for Bio-necessity) approach for incorporating biodiversity into all its projects. This approach includes a training programme on biodiversity and the living world for all employees, looking to build their environmental awareness and promote more ambitious actions. The programme is based on three e-learning modules, followed by quizzes to assess their knowledge, and then one day on the ground to demonstrate and consolidate the skills learned. Lastly, as a programme manager, VINCI Autoroutes includes a requirement in its contractual documents for roadworks companies to hold these 15-minute environment sessions every month for projects that last longer than three months. Specific training courses on issues relating to natural environments are also regularly organised for the teams at VINCI Autoroutes. The topics covered are tailored to the needs identified, from the management of green areas along motorways and biodiversity to forest fire protection and pesticide use. Fifteen-minute sessions are also organised in each region.

Focused on close alignment with operational demands at all times, the entities have also set up their own e-learning courses with a view to identifying environmental issues relating to their activities, including a presentation of roadworks at Eurovia and a virtual airport tour at VINCI Airports. The new formats to build awareness are based primarily on the serious game concept, using a fun approach to work on local issues or to understand those at stake in the ecological transition, for instance. In-house competitions are also organised in the subsidiaries to identify new solutions. In July 2020, a hackathon was held in Peru with six VINCI entities present in this country (VINCI Concessions and VINCI Construction) to develop joint initiatives focused on waste and water, as well as how to reduce greenhouse gas emissions. Within its Power & Mobility division, VINCI Energies organised a competition on the theme of hydrogen production and storage technologies.

In 2020, these actions represented a total of 52,891 hours, up 26% from 2019.

Environmental training and awareness, with change

	Number of hours of training		Change
	2020	2019	2020/2019
Concessions	7,326	14,078	-48%
VINCI Autoroutes	6,196	8,771	-29%
VINCI Airports	960	5,104	-81%
Other concessions	170	203	-16%
Contracting	45,481	27,956	+63%
VINCI Energies	9,521	5,405	+76%
Eurovia	6,327	6,276	+1%
VINCI Construction	29,633	16,275	+82%
VINCI Immobilier	84	21	+300%
Total	52,891	42,055	+26%

3.1.3 Dialogue with stakeholders

VINCI's environmental ambition involves a large number of stakeholders, with key initiatives to better identify their needs and bring them the right answers, but also in line with the Group's aim to make a difference across its industry sectors. Externally, VINCI contributes to improving knowledge and spreading best practices in its industries. The Group also rallies its partners and suppliers to play a part in accelerating the development of environmental solutions that meet the challenges of climate change, the circular economy and the preservation of natural environments. The Group has renewed its long-standing partnerships with the non-profit Entreprises pour l'environnement, the industry federation EGF BTP, the Bird Protection League (LPO) and its building and biodiversity urban development programme (U2B), as well as Comité 21 and research organisations such as the Institute for Sustainable Development and International Relations (IDDRI), a French think tank formed to facilitate the transition towards sustainable development. VINCI also joined a new initiative in 2020: act4nature international (see paragraph 3.4.1, page 235).

VINCI entities also build their own relationships along these lines, both at national and local levels. Several Group companies have developed partnerships with the Bird Protection League (LPO) in France. For example, VINCI Autoroutes promotes the collaborative and sustainable management of biodiversity, in particular through its strong partnership with this organisation since 2014, in order to protect ecosystems near its motorway network during the construction and operation of motorway sections. VINCI Autoroutes is funding a number of environmental protection initiatives carried out by LPO France and its network. From 2016 to 2019, VINCI was also a partner of the LPO's U2B programme, focused on the preservation and rehabilitation of ecological continuity in urban settings. The long-standing partnership between the Unité Mixte de Service (UMS) Patrimoine Naturel (a collaborative research and education entity focused on natural heritage also known as PatriNat) and Eurovia is an emblematic example of this policy to educate and maintain continuous dialogue with external stakeholders with the aim of reducing the environmental footprint of projects. Launched in 2012, this partnership was renewed in 2019 for four more years. It is driving the development of scientific knowledge as well as robust tools and methods to assess how activities impact biodiversity and put in place action plans aimed at reducing these impacts. As part of its Actons la Bionécessité initiative, VINCI Construction Terrassement has established a scientific committee that includes representatives from the LPO, the Cerema centre for research on risks, the environment, mobility, planning and development, AgroParisTech, the French Office for Biodiversity, PatriNat, and the French National Institute for Agriculture, Food and Environment (Inrae).

Along with their institutional partnerships, VINCI companies provide solutions for dialogue with stakeholders. They strengthen communication with local residents near worksites, through information meetings, improved signposting, worksite visits and new communication channels. In 2020, the concession company Lima Expressa set up the Movemos foundation for sustainable mobility. It aims to promote this sustainable mobility with citizens and develop projects with partners in this field. Eurovia has developed a website, www.infochantier.fr, to communicate more easily with people living near many of its worksites in France. In 2020, this tool was notably used on a worksite in a restricted urban environment, the project to develop an urban park at Kremlin-Bicêtre hospital in the southern suburbs of Paris, in addition to organising several worksite visits, particularly for students from a neighbouring school. As part of its work to reduce noise pollution for local residents, VINCI Airports publishes information on flight paths and the results measured by its noise monitoring systems online. This continuous improvement in dialogue with different stakeholders was also illustrated by the update to the Reflex tool in 2019 (see paragraph 2.1.3 in this chapter, page 208).

3.1.4 Environmental solutions

VINCI aims to deliver on its environmental ambition not only to address its direct impact, but also to bring its suppliers, subcontractors, partners and customers on board to reduce their environmental impact and create environmental solutions. These solutions integrate eco-design into Group companies' existing operations and also involve new service offerings that benefit the environment. Examples are provided in the following paragraphs for each area for action.

Certified projects are becoming increasingly important environmental solutions, enabling the Group to demonstrate its expertise and how it integrates the environment into projects. In 2020, the volume of business represented by projects having earned internal or external certifications or labels amounted to €3.5 billion. Since 2010, 3,465 projects have been awarded certifications and labels, for a total volume of €36.4 billion. VINCI Construction and VINCI Immobilier companies delivered 212 certified projects in 2020, involving both new and refurbished buildings. All of VINCI Immobilier's residential properties meet NF Habitat HQE® standards, while most of its office projects are HQE® and/or BREEAM® certified. VINCI Construction France encourages all initiatives to meet low-carbon construction standards for the structures, facilities and infrastructure that it designs and builds. In the building sector, VINCI Construction France subsidiaries are positioned as proactive players in the ecological transition. For instance, they are helping to develop eco-districts. For VINCI Autoroutes, each time contracts are renewed for commercial installations at its service areas, HQE®, BREEAM® or LEED® requirements are incorporated.

€3.5 billion
in projects awarded
environmental certifications
and labels in 2020

Lastly, in connection with the proposed European taxonomy for sustainable finance, VINCI Energies carried out work in 2020 to analyse its revenue and activities in relation to the environmental objectives identified at European level. This European initiative aims to assess activities with regard to the following six objectives: climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, protection and restoration of biodiversity and ecosystems, pollution prevention and control, and transition to a circular economy. Following an initial review, based on the European Commission's proposed criteria, 35% to 40% of VINCI Energies' revenue makes a significant contribution to the first of the six objectives listed: climate change mitigation. The remaining percentage is not classified at this stage under the current taxonomy criteria. This assessment, based on the current proposed European taxonomy and related assumptions, highlights the key positioning of VINCI Energies' areas of expertise within the ecological transition.

3.2 Acting for the climate

Climate change is already a reality: global temperatures have risen by more than 1°C compared with pre-industrial levels, leading to increasingly frequent and intense extreme weather events each year, with major economic and social consequences. According to climate modelling by the Intergovernmental Panel on Climate Change (IPCC), and specifically its RCP 6.0 and 8.5 scenarios, current production and consumption practices could see temperatures rise by around 3.5°C to 5°C by the end of this century, resulting in major and irreversible shifts that could affect all aspects of society.

VINCI operates in sectors that are not only key contributors, with transport and construction accounting for more than 50% of annual greenhouse gas emissions globally, according to data from The Shift Project's web portal, but also significantly exposed to risks resulting from climate change. That is why the Group is working to limit the future consequences of climate change, through its commitments to reducing the emissions associated with its activities and taking action across its value chain.

Climate risk has been a core feature of VINCI's risk analysis processes for several years (see chapter D, "Risk factors and management procedures", page 176). In light of the growing threat of climate change, VINCI has also carried out more specific analyses to better assess and manage the risks relating to its activities (VINCI's main climate-related risks are presented in the Group's duty of vigilance plan, in paragraph 4.5 of this chapter, "Duty of vigilance with regard to the environment"). In 2017, VINCI analysed the vulnerability of its activities to the physical risks associated with extreme weather events looking ahead to 2050, based on data from the RCP 4.5 scenario in the IPCC's Fifth Assessment Report. This analysis served to identify the main risks for the Group's activities, as well as the different risk management strategies available and their suitability. It has led to various actions, as presented in paragraph 4.5.1 of this chapter.

In 2019, the Group put the climate emergency at the centre of its environmental ambition. VINCI is always looking to identify and manage the related risks and opportunities more effectively. In 2020, it developed forward-looking low-carbon scenarios in order to anticipate potential changes in its markets looking ahead to 2050. Two scenarios were analysed, with two key areas for action to keep global warming below 2°C by the end of this century: a "pro-technology" scenario, under which technological innovations would deliver major reductions in emissions, while maintaining similar lifestyles to those observed in 2020; and a "sufficiency" scenario, in which growing collective awareness would lead to significant transformations in production and consumption practices, moving towards more sufficiency. Three sector models for Europe were built, one for each of VINCI's main business sectors (buildings, mobility and energy). Further developments are still underway, including studies focused on the construction sector in France and mobility in North America. VINCI's business lines have been involved in every stage to build these scenarios and are now working to take their results on board so that they can support strategic decisions by their executive committees.

The key lessons from this scenario analysis (detailed in the duty of vigilance plan in paragraph 4.5.1 of this chapter, "Mapping of the Group's major risks") have confirmed VINCI's belief that urgent action is needed and that profound changes are in store for its businesses. Irrespective of the scenario analysed, the transformations required have significant implications for physical flows within the global economy, due to the speed and scale of the reductions that are needed. It therefore seems inevitable that the unprecedented development of low-carbon technologies will need to be combined with more energy-efficient and resource-efficient patterns of consumption. To help drive this transition to scale, all sections of society need to focus on transformation, in particular through a widespread realignment of investments around low-carbon solutions.

The transformations to be made concern more than just carbon emissions. The future resilience of our societies depends on a number of factors that are closely linked to carbon, such as resource availability or biodiversity preservation which, along with the climate, are the three priority areas within the Group's environmental ambition.

These major transformations will bring risks, but also opportunities. The long-term prospects of VINCI's activities and its continued market leadership will depend on its ability to recognise and anticipate these risks and opportunities. Group entities are taking major steps to meet this challenge.

3.2.1 VINCI 2030 Ambition

Acting for the climate means both reducing greenhouse gas emissions and adapting to the consequences of climate change. This requires a transformation of the way the Group operates by optimising energy consumption and promoting widespread use of renewables to move away from dependence on fossil fuels. This also means rethinking the way projects are conceived and designed with a view to developing more resilient, low-carbon and energy-efficient buildings and infrastructure. In addition, new solutions need to be created that will transform mobility, housing and lifestyles to help customers and end users reduce their carbon footprint.

- **Achieving a 40% reduction in direct greenhouse gas emissions (Scopes 1 and 2) by 2030 compared with 2018 levels**

Since 2007, VINCI has maintained a proactive approach to reducing and monitoring its greenhouse gas (GHG) emissions, in line with the “Promote green growth together” commitment from its Manifesto. When it adopted its new environmental ambition in 2019, VINCI further strengthened the Group’s targets, looking to align itself with the Paris Agreement, which aims to limit the global temperature increase to 2°C by the end of this century. To set an example for its direct scope of activities, the Group is therefore committed to achieving a 40% reduction in its Scope 1 and 2 GHG emissions by 2030 compared with 2018 levels (see the table “Greenhouse gas emissions (Scopes 1 and 2), with change”, page 228). This target does not take any carbon offsets into account and is based uniquely on reduction efforts. With this absolute value for its emissions reduction target, VINCI aims to reach carbon neutrality (net zero emissions) by 2050 in its direct scope of business activities.

2030 Ambition

40% reduction
in absolute GHG emissions
from 2018 levels

Each of VINCI’s business lines has broken down and adapted this target in their environmental policies, adjusting it in line with the specific stakes for each sector and their potential for reductions. As a minimum, the business lines are aligned with the Group’s target of a 40% reduction. Several have gone beyond this objective, such as VINCI Autoroutes, which is targeting a 50% reduction in its direct emissions by 2030, while VINCI Concessions is targeting a 51% reduction by 2030 and is committed to reaching net zero emissions by 2050.

- **Reducing indirect emissions by taking action across the value chain for the Group’s business lines**

In addition to taking action on its direct emissions scope, VINCI is committed, through its environmental ambition, to helping reduce the Group’s indirect emissions by way of actions across its value chain.

In 2020, extensive work was carried out in all of the Group’s entities in order to better assess the impacts of the various activities. Indirect emissions (Scope 3) were calculated or updated for all of VINCI’s business activities, applying the guidelines for measuring and managing emissions established by the Greenhouse Gas (GHG) Protocol, with a view to specifying the Group’s commitments and effectively targeting the actions to be carried out by 2030. For VINCI, they are linked primarily to purchases (materials, equipment, etc.) and the use of structures built and operated by the Group (traffic levels for concessions, use of buildings, etc.). The methodology and results are presented below in paragraph 3.2.3.4, “Greenhouse gas emissions”.

Over the coming months, VINCI and its entities will be working to set a reduction target for its indirect emissions scope (Scope 3), one that is compatible with science and the Paris Agreement, which the Group will submit to the Science Based Targets initiative (SBTi) for approval.

- **Adapting structures and activities to improve their climate resilience**

As an infrastructure builder and operator, VINCI’s activities are directly exposed to the consequences of climate change. It is therefore a priority for the Group to further strengthen the resilience of its activities. Resilience is already an integral part of the risk assessment process for the Group’s projects and represents a major area for innovation to safeguard the structures and solutions put in place for customers.

3.2.2 Measures to address and adapt to climate change

To reduce its greenhouse gas emissions and adapt to the consequences of climate change, VINCI has launched a global initiative to reengineer its operational and production processes and equipment. The action plans currently being rolled out at Group level and in each business line aim to reduce direct and indirect emissions simultaneously, as part of a major collective initiative involving all the employees, stakeholders and users of buildings and infrastructure managed by VINCI.

Acting for the climate is also an opportunity for the Group to develop new offers and solutions in response to urgent climate issues, while positioning itself as a key player for the low-carbon transition. Thanks to the extensive research and innovation efforts made within lab recherche environnement and in the business lines, a number of solutions were developed in 2020. The Group plans to continue building on its investment and research efforts to offer its customers a growing range of solutions to meet current and future environmental challenges.

3.2.2.1 Reducing the Group’s direct emissions scope

In 2019, in-depth work was carried out on the actions needed to achieve the Group’s Scope 1 and 2 reduction target for its various activities. This approach mobilised all of VINCI’s operational entities and identified the factors for progress and the transformative investments required. Quantitative action plans, including financial aspects, have been adopted for all the business lines. The achievement of the target for a 40% reduction by 2030 also requires further technological advances that are under development, which means that there is still some uncertainty as to when they will be completed.

In 2020, these action plans, which cover four priority areas for action, were rolled out more widely: the environmental performance of site machinery and heavy vehicles, the mobility of VINCI employees, the energy optimisation of industrial processes and buildings, and the decarbonisation of energy used.

• Environmental performance of site machinery and heavy vehicles

The consumption of energy relating to the use of site machinery and heavy vehicles is the primary source of Scope 1 and 2 emissions for VINCI, representing around 45% of total emissions. Eurovia and VINCI Construction, the Group's main contributors in this area, have adopted a target to reduce emissions for their machines by 20% and 30% respectively by 2030. To reduce the corresponding emissions, VINCI entities are taking action in three key areas: monitoring consumption in real time, providing training for operators and modernising their fleets.

To monitor their consumption, VINCI Construction and Eurovia have set up the monitoring tools Linaster and E-Track, capturing data for machines, trucks and utility vehicles fitted with telematics systems, with a view to optimising their use and therefore their energy consumption. At end-2020, around 1,000 machines were connected to the Linaster tool, while more than 3,000 machines, 2,000 trucks and 1,000 utility vehicles were connected to E-track. Several entities have also introduced eco-driving training for their operators. For instance, VINCI Construction Dom-Tom provided training and support for all its machinery and truck drivers in New Caledonia and on Réunion in 2020. The involvement of management team members and the setting of challenges were key factors behind the success of this initiative. The use of eco-mode features is also delivering significant results, as shown by Soletanche Bachy France, which has installed this technology on 100% of its HS855 crane fleet, thus achieving fuel savings of around 18%. Lastly, manufacturers are developing a range of innovations to reduce consumption levels for their machines. A number of trial initiatives were carried out in 2020 to test these innovations with a view to ramping up their deployment: 30 kVA hydrogen-powered generator (VINCI Construction Maritime et Fluvial), 50-tonne electric pile borer (Botte Fondations), modular generator (Soletanche Bachy Singapore), independent heating or air-conditioning system for crane cabs (Soletanche Bachy UK and Singapore), and the Oléo100 third-generation biofuel for heavy vehicles (VINCI Energies, VINCI Construction Terrassement). The entities are also adopting hybrid or electric machines with mature technologies: for instance, Roger Bullivan is replacing 100% of its diesel forklifts with an electric fleet, while VINCI Construction Terrassement has acquired 10 hybrid machines.

• VINCI employee mobility

With a fleet of over 80,000 passenger and utility vehicles, fuel consumption relating to the use of vehicles by VINCI employees is a significant source of direct emissions for the Group. For example, at VINCI Energies, this area represents around 80% of total direct emissions for the business line. Some entities have also adopted quantitative targets, such as Eurovia, which aims to reduce its fuel consumption by 20%, and VINCI Construction, which is targeting a 30% reduction.

To reduce these emissions, various teams within VINCI entities need to be involved (facilities management, human resources, legal, purchasing, equipment management), particularly to analyse employees' current travel arrangements and needs, to identify the relevant transport solutions available locally, to define areas for action, and to adapt the range of approved vehicles and related travel procedures.

A number of entities are accelerating the replacement of their light and utility vehicle fleets with electric or less carbon-intensive vehicles. In total, VINCI's fleet in France had 701 low-emission vehicles, including 632 electric vehicles and 69 hybrid vehicles in 2020. By 2030, the Group aims to have converted more than 40% of its fleet in France and around 20% in other countries.

As existing technologies do not offer satisfactory solutions for certain mobility needs, several entities are also carrying out various trial initiatives, including the use of bioVNG for VINCI Autoroutes vans and the approval of a fleet of VINCI Energies trucks to use Oléo100, a biofuel produced exclusively using French rapeseed. VINCI Airports has also set up a partnership with the Auvergne-Rhône-Alpes regional authorities to install a hydrogen gas distribution station powered by renewable electricity for Lyon-Saint Exupéry Airport, which will make it possible to supply fuel for part of the airport's new hydrogen vehicle fleet from 2022. The entities are also working to optimise their employees' travel arrangements and promote carpooling by setting up dedicated platforms. Lastly, various eco-driving training and awareness actions are being rolled out, including the second Mobility Challenge led by Escota, a VINCI Autoroutes subsidiary, with 150 people getting involved by avoiding or reducing emissions and lowering fuel consumption over 10,400 km during the 2020 European Mobility Week event.

• Optimising energy for industrial activities and buildings

Due to the industrial nature of its business, Eurovia accounts for a large proportion of the Group's total energy consumption. Since 2016, Eurovia has developed and implemented its "Environment and green growth" strategy, with ambitious energy-efficiency targets for each business segment. For the asphalt and binder plants, the investment plan aims to reduce energy consumption and replace all fossil fuels with natural gas and biomethane. Eurovia is also committed to lowering the manufacturing temperature for asphalts. To support each site through this transition, Eurovia has continued to develop E-Drive, a dedicated energy consumption monitoring and management tool for its plants. Connected directly to the ERP system, it will provide real-time monitoring of energy consumption at all sites.

All of the Group's entities are committed to reducing energy consumption levels for their buildings (fixed and mobile sites). For fixed sites (operational buildings and offices), this involves carrying out energy audits, then implementing action plans. In 2020, VINCI Energies France conducted an energy audit of its 600 buildings and facilities to identify their energy footprint and incorporate an improvement plan as part of shared strategic projects in each company when needed. VINCI Autoroutes is installing LED lighting at all of its sites (rest areas, interchanges, standard sections, toll platforms and maintenance centres), and is adopting eco-design practices when renewing its service areas. VINCI Concessions is also putting in place a range of initiatives to reduce its energy consumption, including LED relamping, the renewal of heating, ventilation and air-conditioning (HVAC) equipment with the most efficient systems, optimisation of temperature, lighting and ventilation guidelines for tunnels, and the deployment of ISO 50001-certified energy management systems. For example, in 2020, on the R1 (PR1BINA) motorway and the Banská Bystrica bypass in Slovakia, VINCI Concessions replaced more than 280 lamps with LED bulbs (high-pressure sodium bulbs), reducing the annual carbon footprint by 35.7 tonnes of CO₂ equivalent.

For mobile sites (worksite installations and buildings), VINCI Construction set up a task force in 2020 to deploy company-wide tools for improving their energy performance. VINCI Construction France, which aims to develop the use of eco-designed living facilities, has developed a 100% timber-based solution through its subsidiary Arbonis. Since 2019, around 60 of these modules have been tested at VINCI Construction France sites.

• Decarbonising the energy used

In addition to reducing their energy consumption, several entities have taken steps to decarbonise the energy they use, by installing renewable energy systems for self-consumption or setting up power purchase agreements (PPA) and purchasing guarantees of origin. VINCI Concessions is moving forward with a major plan to install solar panels for self-consumption. Installed capacity was increased from 10.2 MWp in 2019 to 17.9 MWp in 2020, thanks in particular to the completion of work to build the 4.2 MWp solar farm at Salvador Bahia Airport in Brazil. VINCI Autoroutes has also continued to develop its network of solar facilities, while its subsidiaries ASF and Escota have put in place contracts for renewable electricity with guarantees of origin for 100% of the electricity that cannot be generated and self-consumed by the solar panels. Lastly, in 2020, 15% of the electricity consumed by VINCI Energies entities came from renewables, representing 15,446 MWh, with 204.9 MWp of renewable energy production systems installed.

3.2.2.2 Reducing the Group's indirect emissions scope

VINCI entities are committed to reducing the indirect impacts of their activities, by taking specific measures and implementing innovative solutions and dedicated offers. Several tools are also available to the operational teams in order to better understand the impacts associated with their activities and propose relevant solutions for their customers: these solutions include the E+C- (positive-energy and low-carbon) calculator, making it possible to assess compatibility with this label's criteria for construction activity projects at VINCI Construction France, the Scope 3 calculator for Building Solutions activities at VINCI Energies and the Group-wide carbon assessment tool e-CO₂NCERNED.

• Reducing upstream impacts

Upstream, various steps were taken in 2020 to reduce emissions relating to the materials used for carrying out the Group's projects.

VINCI Construction:

90%

of concrete used
to be low carbon by 2030

In 2020, VINCI Construction, which accounts for around 90% of Group emissions relating to concrete purchases, adopted a target for 90% of the concrete used by its entities to comply with a low-carbon standard by 2030, covering all the quantities consumed for which this type of solution is technically and economically viable. VINCI Construction is positioning itself as a pioneer for the development, use and deployment of low-carbon concrete solutions. In 2020, the Group created the Exegy brand, which is supported by a network of partner plants to open up widespread access to low-carbon concrete and is proposing standards to improve clarity, comparability and transparency for concrete in this field.

Several VINCI Construction entities are already using low-carbon concrete for their projects. For instance, Soletanche Bachy's materials laboratory has developed a low-carbon binder, replacing the cement-bentonite slurry usually deployed, for Nicholson and Soletanche Bachy International to build the sealing wall for the Arbuckle Reservoir in Wharton, Texas. This new process will make it possible to reduce the emissions linked to building this wall by 75% (i.e. 44,000 tonnes of CO₂ equivalent). For the Grand Paris Express Line 15 South worksite, Dodin Campenon Bernard used a CEM III class concrete, containing 36% to 80% blast furnace slag, for all of the structures built (diaphragm walls, barrettes, piles, civil engineering, sub-track filler concrete). Low-carbon concrete represented 98% of all the concrete used on this project, making it possible to reduce emissions by 58% compared with conventional concrete (i.e. 21,571 tonnes of CO₂ equivalent).

As part of the drive to reduce materials-related emissions, the Group is re-engineering its construction processes, particularly to limit the quantities of materials required or to enable materials with lower emissions or recycled components to be used. For example, in its work on the Grand Paris Express programme, Dodin Campenon Bernard has used 95% recycled steel, reducing the emissions for this material by 63% compared with new steel. In 2020, Freyssinet brought a prestressed concrete diaphragm wall technology to the market, following a validation phase on a Grand Paris project. This innovation makes it possible to reduce the thickness by 20% compared with standard reinforced concrete diaphragm walls, saving on the volume of concrete and steel reinforcements.

In addition to reducing the impacts associated with the use of materials, Eurovia is working to limit the impacts linked to the transportation of these materials through actions in several areas: optimising the distances travelled, ensuring the widespread adoption of covered trucks, setting up two-way freight flows more systematically between production sites, transforming materials and works procedures, etc. An initiative is also under way with transport providers to promote the use of more efficient, less polluting means of transport.

More generally, various actions are being taken to reduce emissions associated with the Group's purchases, by setting up responsible purchasing processes and criteria. They are presented in detail in paragraph 2.2.3 of this chapter, "Taking social and environmental criteria into account in the Group's purchases".

• Reducing downstream impacts

To reduce the impacts relating to the use of structures built and operated by the Group, VINCI is developing new offers and solutions in two main areas: low-carbon mobility and the energy transition for infrastructure and living environments.

Low-carbon mobility

Mobility is a core feature of the various activities covered by VINCI, whose entities design, build, operate and also manage mobility infrastructure. Aware of its major impact on climate change, with the transport sector representing around one quarter of global emissions according to data from The Shift Project's web portal, the decarbonisation of mobility is a priority for the Group. VINCI is harnessing its expertise to help create innovative and sustainable transport infrastructures, opening up access for users to increasingly efficient, innovative and resilient facilities.

To support the transition to less carbon-intensive motorways, VINCI Autoroutes is taking various actions targeting a significant decarbonisation of each kilometre travelled through solutions linked to reducing emissions (electric vehicles, hydrogen vehicles, etc.), transforming practices and coordinating means of transport (development of intermodality and appropriate infrastructure). As part of its environmental strategy, VINCI Autoroutes is committed to equipping all service areas across its network with charging stations for electric vehicles by 2030, with half to be high-power units. To date, 211 charging points (183 stations) have been installed across the network, covering 24% of the service areas. VINCI Autoroutes is also committed to developing carpooling and public transport on motorways. A programme is underway to develop carpool parking facilities at motorway entrances and exits: 37 of these car parks, providing 2,997 spaces in total, were in service at end-2020. For instance, the 255-space multimodal hub in Longvilliers was brought into service in 2020, delivering annual savings of close to 200 tonnes of CO₂ equivalent, representing 1 tonne per user. This corresponds to a 45% reduction in emissions per user, highlighting the relevance of this type of solution, especially when there previously were no other alternatives to using single-passenger vehicles. Lastly, VINCI Autoroutes is testing out free-flow technologies at toll plazas (two trials underway at Tours Nord and Tonner-Charente) and is moving forward with research to quantify the emissions saved with free-flow toll collection across its network. Equipping multi-lane toll plazas with free-flow technology (30 km/h speed limit) can reduce emissions by up to 40% on average per vehicle. VINCI Highways is also conducting tests with full free-flow toll collection technologies and services, without any barriers or obstacles, making it possible to reduce CO₂ emissions by 43% per vehicle.

VINCI Airports has adopted a global environmental policy since 2015, and one of its priorities is to reduce the energy consumption and carbon footprint of its activities. To reduce the impacts relating to air traffic, which is the primary source of indirect emissions for VINCI Airports, a system to adjust landing fees based on aircraft emissions was introduced in 2020. It extended the existing environmental adjustments for noise and NO_x to also cover aircraft CO₂ emissions with a view to accelerating fleet renewal. This system is based on the CO₂ emissions of each aircraft during its landing and take-off (LTO) cycle depending on its engine configuration. Based on the level of CO₂ emissions, landing fees are subject to either a discount or a surcharge. At several airports operated by VINCI Airports in France, the mechanism approved at Economic Advisory Committee (CoCoEco) meetings is already in operation. VINCI Airports is the world's first airport operator to launch such a system. VINCI Airports is also actively involved in various projects promoting the production and use of alternative energy solutions for aviation, such as sustainable aviation fuels and hydrogen in either gas or liquid form. Linking up with key industry operators, VINCI Airports responded to several calls for expression of interest and important projects of common European interest (IPCEIs) in this area in 2020. Lastly, VINCI Airports is helping to reduce emissions related to user transport to and from its facilities by setting up charging stations for electric vehicles at airport car parks (more than 120 stations available at end-2020).

VINCI Energies is also playing its part to promote sustainable mobility in urban and rural areas by developing integrated recharging infrastructure solutions for electric and hybrid vehicles. For example, Easy Charge, a joint venture developed by VINCI Energies and VINCI Autoroutes, is supporting leading electric mobility firms in relation to all the technical and operational aspects involved with deploying charging solutions, from their initial design stage through to relations with users. In 2020, Easy Charge was awarded the public service delegation contract for the eborn project, a network of 1,200 charging stations created as part of an initiative led by 11 local energy authorities in the centre-east and south-east regions of France.

Living environment and infrastructure energy transition

VINCI is rolling out a growing range of offers and solutions to support the energy transition and improve the energy performance of the buildings and infrastructure that it builds and operates.

VINCI is establishing its proactive positioning to drive the building sector's transformation. The VINCI Construction France subsidiaries are involved in developing eco-districts, such as the northern section of the Bruneseau development zone in Paris, where the first building of what will be "the capital's first low-carbon neighbourhood" was delivered in February 2020. The carbon footprint of the buildings in this 95,000 sq. metre neighbourhood is expected to be five times lower than average for Paris, with renewables covering 65% of their energy needs.

VINCI Construction France and VINCI Immobilier are also leading the transition to 2020 environmental regulations (RE2020), which factor in the energy consumption and carbon impact of buildings throughout their life cycle. Without waiting for the new standards to come into force, several projects are part of the national trial initiative, which is testing the thresholds under "real-life" conditions and anticipating the best energy and carbon performance levels, including the E+C- label for positive-energy, low-carbon buildings: examples of projects include Woodwork in Saint-Denis, which is committed to receiving the E+C- label with an Energy 2 and Carbon 1 rating, and the Ratolo project for 124 units near Toulouse, which is targeting an Energy 4 and Carbon 1 rating. Lastly, VINCI Construction France is fully committed to the energy renovation initiative to benefit existing buildings. In 2020, it launched or continued moving forward with major operations in the Greater Paris area, including the Beauregard residence and its raised sections in Poissy, the renovation of the Auguste Delaune and Paul Langevin buildings in Saint Denis, buildings in the Haise and Valibout districts of Plaisir, and various refurbishment projects in Paris. Its subsidiary Arbonis has developed an external thermal insulation process, using a system of prefabricated timber-frame wall panels. This solution was notably used for the project to renovate the Croix-Berthaud residential complex in Saint-Chamond. This work, carried out at an occupied site, covered energy refurbishments for 300 homes across eight buildings and will deliver 42% energy consumption savings.

Through its role as an integrator, VINCI Energies is helping drive the deployment of technologies to support its customers in moving forward with their energy transition and reducing their carbon footprint. In terms of energy efficiency, VINCI Energies companies are working with their industrial customers to further strengthen the energy efficiency of their facilities. For instance, they have developed expertise in setting up energy performance contracts (EPCs), through actions such as optimising public lighting, monitoring energy consumption for buildings or energy efficiency for industrial processes, as well as designing and installing smart grids. In 2020, VINCI Energies was awarded or re-awarded 10 EPCs, for a total of 117 currently in effect. In France, companies from the Building Solutions network are supporting their customers to carry out energy efficiency work funded through energy savings certificates. In 2020, VINCI Energies delivered total energy savings representing around 49,600 tonnes of CO₂ equivalent for customers, up 15.7% from 2019. Lastly, VINCI Energies is supporting electricity producers and transmission and distribution grid managers to complete their energy transition and reduce their carbon footprint. For example, VINCI Energies UK (Omexom Power Solutions) partnered with the US firm Smart Wires in 2020 for the wide-scale deployment of its power flow control technology for the operator National Grid Electricity Transmission. This has made it possible to reduce the carbon footprint of the UK's very high voltage (VHV) transmission network by maximising capacity on existing infrastructure and better absorbing irregular flows from renewable energy sources. In Portugal, Sotécnica Açores has enabled various customers to replace their HVAC systems while incorporating innovative technologies in the detailed design phase, helping optimise energy consumption for these systems, while significantly reducing their Scope 3 emissions.

The VINCI Energies companies are also able to offer a range of innovative solutions to support the development of low-carbon energies (renewables, municipal gas networks, etc.). Today, the development of wind farms, solar farms and biomass facilities is fully integrated into VINCI Energies' activities. Since these activities were launched, the VINCI Energies companies have been involved in developing renewables-based electricity production projects for a total capacity of over 8 GW. For Eskilstuna Strängnäs Energi & Miljö (ESEM), VINCI Energies connected a solar farm in Hårad, Sweden, with 50,000 panels over 18 ha, delivering an effective capacity of 20 MWp. This is almost equivalent to the total installed capacity of all the other solar farms in Sweden (23 MWp).

3.2.2.3 Resilience of projects and structures

The Group plans in advance for any necessary changes to cities and buildings, by incorporating eco-design into its projects, an approach that studies the structure's whole life cycle. VINCI plays a central role in making new and existing structures more resistant to extreme weather events, ensuring long-term durability and providing innovative construction solutions. VINCI companies are developing expertise in technical improvements, notably to strengthen sea walls, based on scientific scenarios predicting a 50 cm rise in sea levels by 2050, according to the Intergovernmental Panel on Climate Change (IPCC). In light of their growing frequency, extreme weather events are managed at each stage of a project. VINCI companies are often called on following extreme weather events to restore the normal operation of transport and energy infrastructure.

A foresight research group from the Leonard innovation platform focused on climate resilience has been active since 2018. Its panel represents VINCI's various activities, with support from the startup Resallience, VINCI's engineering unit focused on climate resilience. Following two years of work, this group introduced several tools for operational teams in 2020. The Resallience teams have mapped all of VINCI's projects and solutions in relation to resilience aspects. This map presents 55 projects, led by 22 VINCI entities in nine countries. They are organised around five categories: nature-based solutions, consulting and engineering, software and platforms, processes and techniques, and materials and tools. A flowchart has also been created to help factor in resilience and take decisions when responding to tenders. Two versions of this document are available: a full detailed version, provided to the risk committee and proposing solutions tailored to the scale of each project, and a simplified checklist version, for employees in charge of smaller tenders. Lastly, a climate resilience clause reference has been developed in order to incorporate resilience into contracts more effectively. It lists existing contractual clauses to enable VINCI's activities to better protect themselves against climate risks. These deliverables were presented to employees during a climate resilience morning seminar on 6 October 2020, along with a progress report on four innovative projects relating to resilience, led by VINCI employees, in partnership with project management teams (architects, engineers).

The Group carries out extensive research, both internally and through its scientific partnerships, in areas such as adapting neighbourhoods to heat waves, managing urban heat islands and flood prevention. In November 2019, lab recherche environnement held its annual seminar in Marseille looking at the resilience of cities and infrastructure to climate change. During this full-day event, researchers connected with lab recherche environnement (from Mines ParisTech, École des Ponts ParisTech and AgroParisTech) and VINCI operational staff presented their work and projects on energy and the circular economy, nature in the city, and infrastructure.

The business lines are also working to further strengthen the resilience of their activities. In 2020, VINCI Airports developed Resilience Portal, a tool making it possible to assess its airports' sensitivity to the effects of climate change. This platform is able to provide an initial assessment of a number of weather-related factors (frequency and intensity of extreme temperatures, frequency and intensity of rainfall, prevailing wind directions, etc.). Based on a questionnaire and data processing (weather models from the French national meteorological research centre), Resilience Portal analyses an airport's sensitivity to risks based on its GPS coordinates. For instance, the tool will be used upstream from a project's development in order to anticipate the need for more in-depth research.

VINCI Autoroutes has conducted a criticality analysis of its national network. For example, the Escota network's vulnerabilities to climate change, and particularly flooding, landslides and fires, were analysed in 2020. This analysis was based on a review of past events and research on future climate changes.

Lastly, Eurovia is continuing with its work to assess the resilience of its fixed sites in relation to new investments. When building a new plant in Orlando, Florida, Eurovia measured the structure's hurricane resilience. These analyses involve a study of the site's climate context, as well as the recurrence and severity of extreme weather events, so that the structure can be adapted to withstand these events.

3.2.3 Monitoring performance

3.2.3.1 External recognition

VINCI companies have been implementing ambitious policies to combat climate change for many years. Every year, these policies are reviewed by an independent organisation, CDP (formerly the Carbon Disclosure Project). VINCI was again included in the Carbon Disclosure Leadership Index (CDLI) France in 2020, achieving a score of A- for the third year in a row. This project, which is conducted on behalf of 872 investors representing \$106 trillion in assets under management, assesses how large companies are responding to climate change.

Additionally, VINCI Airports is involved in the Airport Carbon Accreditation (ACA) programme to reduce greenhouse gas emissions. This programme launched by Airports Council International (ACI) features six levels of accreditation. In 2020, two new airports (Belgrade and Stockholm Skavsta) were certified, and 11 airports reached Level 2 (Reduction), for a total of 37 airports with ACA certification (see breakdown by level below). These accreditations made VINCI Airports the biggest contributor to the ACA programme in 2020.

Level of accreditation	Level 1 (Mapping)	Level 2 (Reduction, including the measurement of Scope 1 and 2 emissions)	Level 3 (Optimisation, including the measurement of Scope 3 emissions)	Level 3+ (Neutrality)
Number of facilities operated by VINCI Airports	10 airports	23 airports	2 airports	2 airports

Also in 2020, Power Road®, Eurovia's positive energy road, was a finalist in the Trophées de la Construction awards for a project to equip 1,420 sq. metres of roads in the Normandy town of Fleury-sur-Orne. Completed in 2019, the project covers 75% of the heating and hot water needs of 61 apartments.

3.2.3.2 Energy consumption

In line with the Group's target to reduce direct emissions (Scopes 1 and 2), energy consumption is a central focus in the environmental action plans defined by VINCI companies, which aim both to reduce the amount of energy they use and use low-carbon energy whenever possible. Total energy consumption came to 8.8 million MWh in 2020 in absolute value terms, rising slightly compared with 2019 (up 1.6%), as environmental reporting disclosures improved considerably to cover 99% of revenue in 2020, as opposed to 96% in 2019. However, on a like-for-like basis, the Group's energy consumption actually fell significantly by 6% between 2019 and 2020. This change reflects the combined efforts by Group companies to reduce energy consumption as well as the impact of Covid-19 on their business activity.

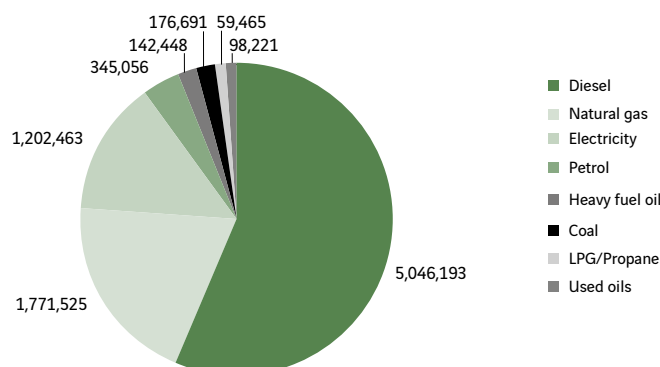
Total energy consumption by business line, with change

(MWh)	Fossil fuels ^(*)	Electricity	Of which renewable energy	Total energy consumption in 2020	Consumption by business line (%)	Total energy consumption in 2019
Concessions	233,674	454,905	198,727	688,579	7.8%	810,774
VINCI Autoroutes	81,380	118,584	83,382	199,964	2.3%	214,891
VINCI Airports	142,261	317,898	114,324	460,159	5.2%	565,527
Other concessions	10,033	18,423	1,021	28,456	0.3%	30,357
Contracting	7,400,512	740,593	8,341	8,141,105	92.1%	7,880,964
VINCI Energies	1,111,329	103,202	6,355	1,214,531	13.7%	1,217,535
Eurovia	4,186,305	373,059	-	4,559,363	51.6%	4,154,657
VINCI Construction	2,102,879	264,332	1,987	2,367,211	26.8%	2,508,772
VINCI Immobilier	5,413	6,965	-	12,378	0.1%	10,110
Total	7,639,599	1,202,463	207,069	8,842,062	100.0%	8,701,849

(*) Fossil fuels: coal, diesel, petrol, heavy fuel oil, natural gas, LPG/propane, used oils.

Fuel, especially diesel fuel, is the energy that the Group uses the most, due to its fleets of vehicles and site machines. Due to the industrial nature of its business, Eurovia accounts for more than half of the Group's total energy consumption and is responsible for nearly 90% of the Group's natural gas consumption. The consumption of high-carbon fuels, such as heavy fuel oil and coal, was down 15% compared with 2019.

Total energy consumption (MWh)



3.2.3.3 Use of renewable energy

In addition to the initiatives taken by VINCI companies to reduce their energy consumption, the use of electricity from renewable energy sources has risen sharply since 2018. In 2020, 207,069 MWh of electricity from renewable energy sources was used at both fixed sites and worksites, representing a 28% increase compared with 2019. The renewable electricity used comes from three sources: 10,581 MWh of electricity was from Group sites' own energy production and self-consumption, 4,234 MWh under power purchase agreements (PPAs) and 192,254 MWh through purchases of guarantees of origin. The amount of electricity used rose for all three of these sources, but on-site production and self-consumption grew the most significantly in 2020 (up 148% from 2019).

17%of electricity used was from
renewable sources in 2020**Change in renewable energy consumption**

(MWh)	2020	2019	2020/2019 change	2018
Total renewable energy consumption	207,069	162,043	+27.8	98,338

3.2.3.4 Greenhouse gas emissions

The methodology used to determine the greenhouse gas (GHG) emissions of VINCI's businesses is based on the Group's environmental reporting data. Scope 1 includes direct emissions from the use of fossil fuels (fixed sites, worksites and company vehicles), as well as non-energy emissions (Eurovia's lime plants). Scope 2 includes indirect emissions produced to make energy (mainly electricity) purchased and used at fixed sites and for projects. The Group's emissions are calculated using factors included in the Base Carbone® database administered by Ademe. The most recent factors used by VINCI date from 2016. Scope 2 emissions are calculated using two methods. The location-based method uses emission factors derived from the average electricity mix in the country where the Group's entities operate, while the market-based method uses emission factors relating to the suppliers from which Group companies buy their electricity (see "Note on the methods used in workforce-related, social and environmental reporting", page 269).

In 2020, emissions calculated using the market-based approach totalled 2.2 million tonnes of CO₂ equivalent, a 3.8% decrease compared with 2019. After restating the greenhouse gas emissions produced by acquisitions and disposals on a like-for-like basis, the Group's emissions fell significantly by 10.2% between 2019 and 2020. This decrease results from lower energy consumption in 2020 and carbon-based energy gradually being replaced with lower-carbon energy sources (increase in electricity consumption from renewable energy sources and drop in coal and heavy fuel oil consumption). The pandemic also impacted all Group's businesses and their consumption in 2020.

Greenhouse gas emissions (Scopes 1 and 2), with change

	Actual values (location-based Scope 1 and 2 emissions)	Actual values (location-based Scope 1 and 2 emissions)	2020/2019 change	Actual values (market-based Scope 1 and 2 emissions)	Actual values (market-based Scope 1 and 2 emissions)
(in tonnes of CO ₂ equivalent)	2020	2019		2020	2019
Concessions	150,331	188,132	-20.09%	124,635	158,440
VINCI Autoroutes	24,663	27,639	-10.77%	21,369	27,639
VINCI Airports	120,890	155,469	-22.24%	99,056	125,801
Other concessions	4,778	5,024	-4.90%	4,210	5,000
Contracting	2,080,539	2,135,796	-2.59%	2,078,154	2,131,616
VINCI Energies	294,729	294,830	-0.03%	292,658	291,998
Eurovia	1,189,957	1,124,910	+5.78%	1,189,957	1,124,910
VINCI Construction	595,853	716,057	-16.79%	595,539	714,709
VINCI Immobilier	1,479	1,438	+2.85%	1,479	1,434
Total	2,232,349 ☑	2,325,367 ☑	-4.01% ☑	2,204,268	2,291,490

Data extrapolated to cover 100% of VINCI's revenue – excluding acquisitions in 2020.

☑ Data checked to a level of reasonable assurance.

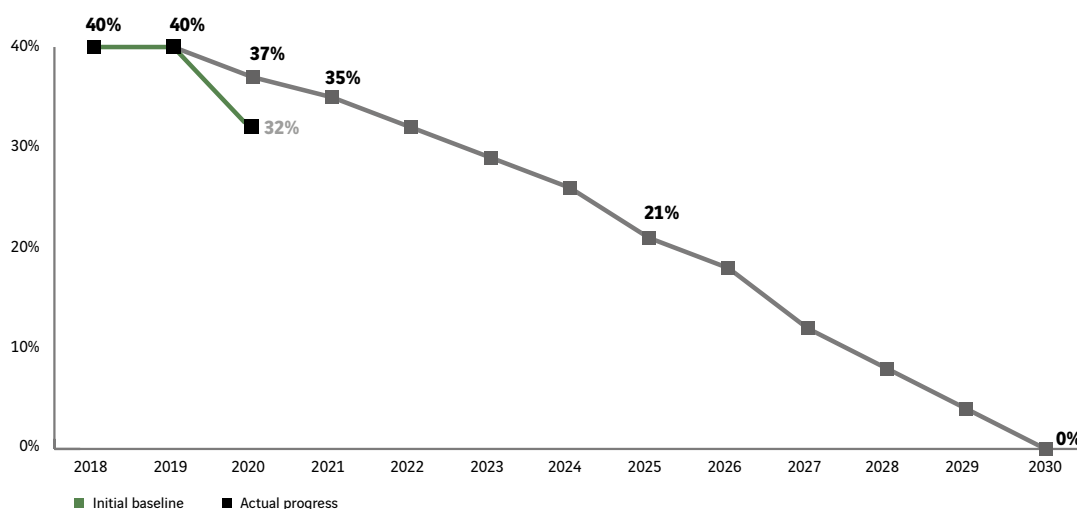
In 2020, VINCI built its own methodology in collaboration with an external consulting firm to monitor its progress towards meeting its commitment to reduce the Group's direct emissions by 40% between 2018 and 2030. Using this methodology, the Group will measure its progress each year in relation to its trajectory for reducing its direct greenhouse gas emissions, expressed as a percentage of emissions remaining to be reduced by 2030. This initial baseline serves as a starting point for measuring the Group's performance between 2018 and 2030. It has been designed to take into consideration the Group's commitments and the pace of actions toward reducing emissions put in place by each business line.

Due to rapid changes and growth at some entities, VINCI's low-carbon trajectory was also built to take into account any changes in scope. The increase in emissions expected due to projected organic growth for some businesses was factored in for three business lines: Eurovia, VINCI Energies and VINCI Concessions. Each newly acquired company is integrated into the Group's trajectory. The initial baseline and initial amount of gross emissions are therefore adjusted for these acquisitions, while disposals are removed from the scope.

VINCI will therefore compare its actual progress every year against its initial baseline. This method is being used because it limits the adjustments and estimates needed to incorporate changes in scope, while objectively reporting on the Group's actions and its alignment with its reduction goal.

In 2020, VINCI business lines acquired 57 entities, which emitted 147,031 tonnes of CO₂ equivalent in 2020, and disposed of 6 entities representing total revenue of less than €20 million, whose emissions could not be measured. The chart below shows that VINCI had 32% remaining on its trajectory at the end of 2020 to reach its 2030 emissions target. On top of reduction efforts made by its entities, this achievement is due to the unprecedented circumstances in 2020, which impacted all Group businesses.

Monitoring VINCI's emissions reduction trajectory – Progress in 2020



• Scope 3

Development of quantification methods in 2020

In 2020, VINCI launched a major project to improve how it quantifies its Scope 3 emissions. Until now, they had only been calculated for a limited number of entities. Each business line assessed its emissions for all the categories covered by the GHG Protocol that were relevant to its business activities in 2019. VINCI's environmental correspondents dedicated significant resources to working on the quantification process, as did representatives from key functions (purchasing, engineering, finance), to collect the required data. Working groups were formed and external consultants enlisted to check or perform the necessary calculations.

A steering committee led by the Environment Department and made up of representatives from six of the Group's business lines met regularly from May to December 2020 to coordinate progress and address any shared calculation issues. These discussions were transposed into a methodology document outlining common guidelines on specific methodological aspects, designed to supplement the GHG Protocol.

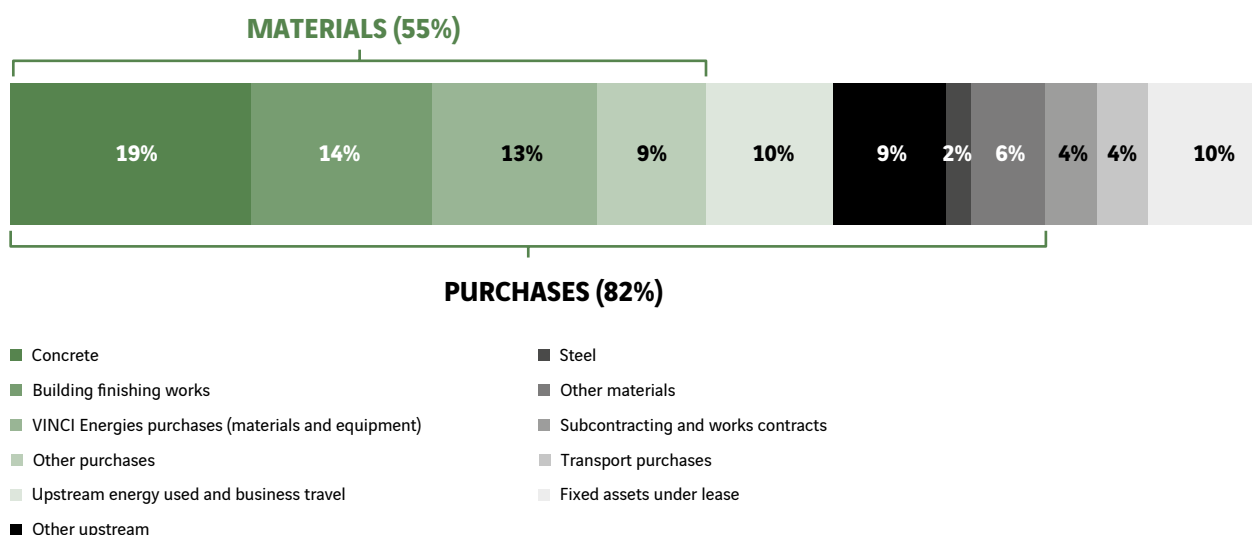
Emissions calculated by business lines using this methodology and consolidated by the Environment Department make it possible to assess the extent of indirect impacts at Group level. Due to the Group's wide range of business activities and the difficulty in obtaining some data, more than half of the emissions were estimated at this stage by using ratios or extrapolating data from representative scopes. Uncertainty is therefore high, but the process nevertheless provides an approximate idea of the Group's indirect impacts, highlights key issues relating to those impacts for each entity, and helps target actions that should be taken based on their reduction potential.

Measurement methods will then be determined for categories of emissions identified as relating to the Group's "core business", i.e. that which comes directly under the sphere of influence of the businesses of VINCI entities, where the latter can make an impact.

Overview of VINCI Scope 3 in 2019

In 2019, VINCI's indirect emissions (Scope 3) totalled approximately 40 million tonnes of CO₂ equivalent. One-third of these emissions are produced by upstream operations and two-thirds by downstream operations. Two categories account for nearly 90% of emissions: purchases and the use of built, operated and maintained infrastructure.

About 82% of upstream emissions, totalling around 15 million tonnes of CO₂ equivalent, come from purchases, primarily construction materials (concrete, steel, bitumen, etc.).



Downstream, emissions connected with air and motorway traffic volumes in the Concessions business amount to 18 million tonnes of CO₂ equivalent, of which 15.9 million tonnes due to traffic on VINCI Autoroutes motorways, 1.6 million tonnes associated with the landing and take-off (LTO) cycle at VINCI Airports, and 0.4 million tonnes for road traffic on networks operated by consolidated VINCI Concessions companies. These emissions have been monitored annually for several years and were updated for 2020 (see the table below). It should be noted that in 2020, as part of the work to improve the quantification process, VINCI Concessions significantly enlarged its coverage of Scope 3 emissions compared with previous years. The figure now encompasses 98% of VINCI Airports revenue and emissions produced by traffic on the VINCI Highways network in 2019 have been included for the first time. These emissions amount to 443,763 tonnes of CO₂ equivalent, and were calculated by a specialised consulting firm for the following scope: Lima Expresa (Peru), Granvia (Slovakia), Jamaican Infrastructure Operator (Jamaica) and Gefyra (Greece). This work has allowed the Group to better quantify indirect emissions from infrastructure use and identify reduction measures.

CO₂ emissions (Scopes 1, 2 and 3 downstream) of VINCI Concessions companies, customers and end users

	VINCI Autoroutes	VINCI Autoroutes	VINCI Airports	VINCI Airports
(in tonnes of CO ₂ equivalent)	2020	2019 ^(*)	2020	2019
ISO Scope 1 and 2 emissions	24,663 <input checked="" type="checkbox"/>	27,639 <input checked="" type="checkbox"/>	127,472	158,283
User/third-party emissions (Scope 3)	11,308,416 <input checked="" type="checkbox"/>	12,665,533 <input checked="" type="checkbox"/>	2,588,246 ^(**)	2,156,244 ^(***)

(*) Emissions for the environmental reporting period, i.e. from 1 October in year Y-1 to 30 September in year Y. User emissions uniquely generated by fuel combustion of vehicles on motorways.

(**) Year Y-1 emissions taken into account in the Airport Carbon Accreditation (ACA) of year Y. Emissions covering all downstream Scope 3 emissions of the ACA scope required by the GHG Protocol, for the entire consolidated scope.

(***) Year Y-1 emissions taken into account in the Airport Carbon Accreditation (ACA) of year Y. Emissions covering only the LTO cycle, with the exception of the ANA airports, London Gatwick Airport and Lyon-Saint Exupéry Airport, for which all downstream Scope 3 emissions of the ACA scope are included.

☒ Data checked to a level of reasonable assurance.

Other downstream emissions, estimated at about 7.5 million tonnes of CO₂ equivalent, mainly include emissions associated with the use of equipment installed by VINCI Energies and the use of completed buildings. However, this scope is assessed according to less accurate methods and will be reviewed in the future to achieve more complete, robust data.

In 2020, estimating the extent of VINCI's Scope 3 emissions provided Group companies with a better understanding of their indirect impacts, so that they can step up their actions to reduce these emissions and move towards setting a common reduction target for 2030.

3.3 Optimising resources thanks to the circular economy

Consumption of resources in the global economy continues to grow and is not about to stop. The United Nations' Intergovernmental Panel on Climate Change estimates that consumption could double between 2015 and 2050. That means twice as much consumption of fossil fuels, biomass, minerals and metals. By infinitely increasing our use of natural resources in a finite world, we will end up exceeding the Earth's biocapacity. This brings us to an impasse. An ecological impasse. And this predicament is aggravated because with exponential consumption comes greater waste production, and therefore higher CO₂ emissions.

The linear economy, based on a "produce / use / throw away" model, does not engage with the issues of the ecological transition and can no longer be the answer. Fundamentally, the raw material requirements of economic activities contribute to climate change and the deterioration of ecosystems, due to the scarcity of certain resources, impacts of extraction on natural environments, soil erosion, the lack of recycling solutions for certain types of waste, energy consumption, CO₂ emissions, etc. Moving towards a circular economy requires rethinking processes and current ways of doing things, sourcing practices, consumption of raw materials, production processes and techniques, and waste management.

3.3.1 VINCI 2030 Ambition

In recognition of the current threats to ecosystems and the increasing scarcity of natural resources, some of which are essential to its activities, VINCI aims to limit the environmental footprint of its business lines by moving them toward a circular economy approach. For VINCI, the first pillar of this approach is to adopt more responsible sourcing practices in order to reduce the extraction and use of virgin materials. Group companies are working to employ the most efficient techniques and actions that will help reduce the amounts of materials used, while favouring reused, remanufactured or recycled products. These efforts are made in partnership with suppliers, service providers and subcontractors, so that this commitment encompasses the entire value chain, and all stakeholders embrace this philosophy. A circular economy approach only has meaning if it is shared by all actors within a given area.

Rethinking sourcing practices also provides VINCI companies with an opportunity to develop innovative solutions using recycled materials. The Group has long offered recycled alternatives but is now rolling them out on a larger scale, while working with customers to build useful, quality solutions that will be leaders on their market.

The Group's businesses, including those in the construction sector and concessions in operation, also produce waste. VINCI companies use their technical expertise to significantly reduce the amount of waste they produce, for example by focusing attentions with their suppliers on the more challenging types of waste. Apart from taking measures to reduce waste, they also identify ways to increase recycling rates of waste produced by their own operations as well as their customers' operations. Recovery, which includes reuse, reconditioning and recycling, makes it possible to transform waste into resources for their own activities or for others, as a way of contributing to the local community.

Over the next few years, VINCI's environmental ambition will involve stepping up these actions that form the basis of a circular model, across all activities, with a response at three levels:

- promoting construction techniques and materials that economise on natural resources, by taking a responsible sourcing approach;
- improving waste sorting and recovery;
- increasing the availability of recycled materials in order to reduce the extraction and use of virgin materials.

This ambition is deployed while integrating realities experienced on the ground, with initiatives built around meeting the specific requirements of VINCI's businesses. To support this, a circular economy community of experts from VINCI divisions was formed to share best practices, monitor regulatory compliance and foster the adoption of common, cross-business practices.

3.3.2 Circular economy actions

3.3.2.1 Responsible sourcing

For VINCI, raw materials sourcing is a central issue in implementing a circular economy approach. As the Group's business sectors are users of raw materials, its companies implement a range of solutions to reduce the impacts of their consumption, including eco-design of projects; research into sourcing reused, reconditioned or recycled materials; environmental clauses in subcontractor agreements; and supplier assessments in calls for tender.

These solutions are implemented at several levels: at the time of purchase for raw materials needed in company operations, as well as in supplier agreements and production processes.

In 2020, the different VINCI entities concerned came together to study circular economy issues, with the aim of developing Group-wide tools or initiatives that can facilitate the operational implementation of the circular economy model throughout the project life cycle. The Group continues to focus on the need to anticipate regulatory changes, while planning how to integrate reused or recycled materials in projects and recycle the types of waste produced by construction activities.

Moving towards a circular economy first requires rethinking consumption habits. For example, to innovate by using fewer resources in the construction of buildings and infrastructure, an eco-design approach must be applied to reinvent processes. Based on eco-design research conducted by lab recherche environnement, tools were created that take into account the entire life cycle of projects, primarily in the construction sector. In 2020, lab recherche environnement's teams enhanced these tools by working to integrate an environmental assessment of reused construction materials.

To improve both its transparency and its practices, VINCI's performance in combating deforestation and responsible timber sourcing was reviewed for the first time in 2020 as part of the CDP Forests initiative. Responsible timber is mainly relevant in the wood construction industry and in the use of structural frames made of wood for other Group businesses. Worldwide last year, 9,600 companies disclosed their data, a process supported by more than 525 investors holding \$96 trillion in assets. VINCI's score was C, or "Awareness" level. This score ranks VINCI seventh out of the 14 companies from the construction industry that disclosed their data to CDP Forests in 2020 (<https://bit.ly/3pn4znO>). The Group continues its efforts to consolidate data and raise awareness about environmental issues involved in timber purchases. The risks relating to this natural resource essentially concern VINCI companies specialised in wood construction, such as Arbonis, Tarare bois and CBCI. These activities pay close attention to their sourcing practices. The vast majority of purchases by wood construction companies (90% of their supply) are of wood from sustainably managed forests with either PEFC or FSC certification. The wood comes from France, French Guiana (especially for CBCI, which operates in French overseas territories) or from Northern Europe.

In the Contracting business, efforts to minimise the use of virgin materials are implemented directly by divisions and focus on reusing, reconditioning and recycling materials, as well as local sourcing strategies to create closed recycling loops. VINCI Construction Terrassement works more systematically with geotechnicians to optimise the reuse of materials directly on worksites. As a sign of how highly integrated its activities are into the circular economy, 2.9 million tonnes of materials were reused in 2020 at VINCI Construction Terrassement worksites. For example, at the Turdine site, where a dam is being built with filler materials to prevent flooding, excess worksite materials were recovered for reuse. Materials can also be reused within the same project, such as using excavated soil as backfill to avoid extracting new materials or using non-structural works materials. On the worksite for the Europa office buildings in Levallois-Perret near Paris, intensive reuse measures prevented 17 tonnes of materials from being sent to landfills, and a significant amount of materials were channelled back into use. Among other actions, 400 sq. metres of pavers on pedestals and 234 sq. metres of false ceilings were reused directly on site. In New Zealand, several VINCI Construction entities (HEB and Menard) worked together to reuse crushed concrete

from buildings that were demolished in the aftermath of the Kaikoura earthquake in 2016. The recycled concrete was used in ground fortification works in CentrePort Wellington to increase the land's resilience in the event of a future geological event. Additionally, some Group businesses have integrated vertically to produce their own materials such as aggregates and asphalt mix, effectively creating local circular economy loops.

The Group's property operations are also experimenting with the reuse of materials. A case in point is the Domaine Harmony project in Antony, south of Paris, in which materials from demolished old buildings were recycled to build new roads.

In the Concessions business, most raw materials consumption is monitored and consolidated, for example the consumption of asphalt mix to maintain motorways in France. In 2020, VINCI Autoroutes used 414,789 tonnes of recycled mix out of a total of 1,394,927 tonnes for motorway maintenance, or 30%, with 86% containing recycled materials.

In addition to their efforts to improve sourcing practices for their businesses, VINCI entities take steps to promote continuous dialogue throughout the value chain. In 2020, VINCI Airports continued to include environmental clauses in agreements with third parties operating at its airports. For example, by incorporating sustainable development criteria into its calls for tender, Nantes Atlantique Airport included clauses in its agreements to replace plastic cups and plates with ceramic plates, replace plastic in other items with recyclable materials, source fresh foods only from local producers and choose only fair trade certified coffee. In Cambodia, environmental clauses were included in the agreement with the main food and beverage partner of the Siem Reap and Phnom Penh airports. These clauses cover discontinuing the use of plastic bags, cups and straws for customers and removing all single-use plastic for on-site meals. In 2020 at VINCI Autoroutes, the concession company Escota signed an agreement with the Provence-Alpes-Côte d'Azur region in south-east France and other partners, such as the local Permanent Centres for Environmental Initiatives, to aim for a "zero plastic" Mediterranean region. Under this initiative, all the service areas along the Escota network were assessed in 2020 to transform them into "zero plastic" areas by 2030.

3.3.2.2 Improving waste sorting and recovery

Together with responsible sourcing, Group subsidiaries work on producing less waste at the source, sorting waste and recovering waste. Waste management is important to Contracting entities, which deal mainly with large amounts of construction site waste, and to Concessions entities, which have to dispose of their users' waste at airports, motorways, etc. The Group's subsidiaries implement waste management plans at their worksites in accordance with local waste management procedures and systems. In addition to monitoring their waste management every year in terms of its volume and the extent of recovery, VINCI companies have developed their own waste reduction and recycling strategies.

Given their extensive international operations, VINCI's Concessions businesses must find alternatives to landfills for treating waste. That is why VINCI Concessions has set a target of zero waste to landfill by 2030, by focusing on the following actions:

- reducing waste at the source;
- implementing more efficient sorting and collection solutions;
- identifying local waste recycling networks;
- increasing the share of materials recovery compared to energy recovery.

The Contracting businesses work to prevent producing waste at the source, improve their waste management and develop sorting solutions to increase recycling rates. For example, Eurovia has applied selective demolition techniques to transform road surfaces into recycled materials. VINCI Construction businesses as a whole have made the commitment to recycle 90% of the waste they produce through existing waste recycling facilities by 2030. Some entities set additional targets, including VINCI Construction Terrassement, which aims to reduce its production of packaging waste and achieve the "zero plastic" objective by 2030. And VINCI Construction France has laid down specific worksite waste recycling targets, such as sorting all waste and reaching a recycling rate of 80%. Waste is monitored at all Concessions businesses, as well as at some of the Contracting businesses.

Hazardous and non-hazardous waste

(in tonnes)	2020					2019				
	VINCI Autoroutes	VINCI Concessions	VINCI Energies	VINCI Construction(*)	VINCI Immobilier	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction(**)
Non-hazardous waste produced (including inert waste, customers + operations)	16,856	29,112	519,110	3,503,172	1,162	20,925	37,093	11,844	462,886	1,040,380
Hazardous waste produced (customers + operations)	590	836	5,207	129,419	-	665	1,053	92	4,986	38,385

(*) Scope includes VINCI Construction UK, VINCI Construction Grands Projets, Dodin Campeon Bernard, VINCI Construction Terrassement, VINCI Construction International Network Central Europe and VINCI Construction International Network Overseas France.

(**) Scope includes VINCI Construction UK and VINCI Construction Grands Projets.

The change in 2020 was due to the drop in Concessions business. Several Contracting entities were included in the scope (see "Note on the methods used in workforce-related, social and environmental reporting", page 269), which explains the change and the improvement in monitoring.

• Waste reduction and recycling at Concessions businesses

As for waste generated by users, all of the rest areas on the VINCI Autoroutes network are equipped with sorting bins. VINCI Autoroutes' teams emphasise awareness and guidance campaigns to fight littering and encourage users to sort their waste, especially through summertime activities and events along motorways. Some actions targeting specific types of waste, such as cigarette butts, were taken on the French network in 2020. Once sorted, the waste from operations produced by VINCI Autoroutes is shipped to external recovery and treatment facilities; 59% of VINCI Autoroutes waste was recovered in 2020.

In 2020, Salvador Bahia Airport became the first airport in Brazil to achieve zero waste to landfill. New rubbish bins have been installed to facilitate selective collection in the passenger terminal, a new solid waste collection centre was built to sort recyclable items, and a special application was created to track the amount, type and removal date for each piece of waste back to its producer. In September 2020, the VINCI Airports subsidiary Aerodom signed a collaboration agreement with Cervecería Nacional Dominicana to treat and recycle all plastic bottles collected from within Las Américas Airport in the Dominican Republic. In areas lacking in structured national networks, local waste treatment solutions were also identified in Cambodia, where a partnership was established in 2020 with a local cement producer. The producer uses hazardous waste from the airport as fuel for its combustion furnace to incinerate waste without additional residue or fumes. As part of a programme to prevent waste dumping, several awareness actions were led in Peru along the motorway under concession, while solutions were identified to recover this waste. For example, road construction waste is being collected and transformed into bricks or stone paving.

54%

of waste recycled
at VINCI's Concessions
businesses in 2020

• Waste reduction and recycling at Contracting businesses

In the Contracting businesses, on top of reducing the amount of waste produced, waste management involves on-site waste sorting, traceability, as well as improvements of reuse and reconditioning actions and in the recovery rate for all categories of waste. In 2020, more actions were taken to raise awareness, the first essential step to improving waste management, especially to improve signposting on worksites. As a key step to reducing the amount of waste produced, techniques must be reinvented for VINCI's activities. This includes reusing materials several times, for example by reintroducing spoil, a mix of eroded soil with a self-hardening grout, into the jet grouting process for civil engineering works requiring soil improvement. Jet grouting is a process used to break up native soil with a jet of cement-based fluids. The mix of soil and cement eventually forms a "soil-cement" column. Typically between 35% and 80% of the cement, depending on the type of soil, that rises back to the surface with the spoil is removed and sent to a landfill. To reduce cement use and waste production, Soletanche Bachy has tested a spoil reuse process, successfully reducing the amount of mix removed by 40%.

• Increasing materials recovery

VINCI's Contracting businesses engage in many initiatives to optimise waste management. In France, the Revalo programme launched by a subsidiary of VINCI Construction France is supported by Ademe and France's Ministry for the Ecological and Inclusive Transition. This programme increases materials recovery while reducing the carbon impact of worksites by optimising waste sorting. In addition, the Optidéchets platform, also built by this same subsidiary, is being used to improve waste management and prevention by applying key indicators (sorting rates, cost, average volume, density, etc.) throughout an organisation and provides each worksite with a regulatory registry and a report for its customers. This solution has been implemented at a number of VINCI Construction France building worksites in the Greater Paris area. The waste recovery rate is 80%, exceeding the French and European regulatory requirement of 70%.

• Reusing worksite materials

Beyond actions that aim to reduce the amount of waste produced, or to develop waste sorting and recycling, VINCI companies are increasingly looking into reuse. As no new materials or waste are produced, this solution is the most beneficial to the environment. Several initiatives were launched in 2020 to examine mature materials reuse systems within VINCI Construction France, more specifically for the following materials: false flooring, carpeting, gravel tiles, plumbing fixtures and worksite installations. For example, at the 96 léna project in Paris, 70 types of products and materials resulting from building cleaning operations were made available for sale to external individual and professional buyers. Developed at the Group's innovation and foresight platform, Leonard, La Ressourcerie du BTP is now supported by VINCI Construction France. The project aims to create a marketplace to promote the reuse of materials from finishing works collected during deconstruction operations. The reuse process involves the identification of potential on-site resources beginning at the preliminary phase of the project, then staff on integration programmes sort reusable materials, which are reconditioned before being stored and made available for future use.

As a founding member of Circolab, VINCI Construction France continues to work with this organisation, focused on educating stakeholders about waste recovery. Circolab aims to promote reuse in the property industry, encourage synergies, foster stakeholder engagement and tighten regulations. In 2020, the organisation continued working towards its goal of providing all actors in the industry with guidelines and standards to facilitate reuse in construction. Additionally, VINCI Construction's property development subsidiary Adim joined the Booster du Réemploi initiative in 2020 to boost reuse in the industry (<https://bit.ly/3qRV2Gw>). With the quantitative target of reducing the carbon impact of the construction industry by 20% to 30% through reuse, the campaign has a threefold mission:

- help and support public and private project managers and designers to recommend reuse by facilitating dialogue with stakeholders and innovation research partners;
- team up with public and private project managers in a collective movement;
- make demand visible via a platform to boost the supply of reused materials, and measure the resulting environmental benefits.

3.3.2.3 Materials recycling

To limit the use of natural resources, more recycled materials must be available. VINCI companies work to increase the share of recycled materials used in their construction processes or included in their specifications as programme managers. They also deploy materials recycling solutions, by developing their own recycling sites, improving their techniques to provide larger amounts of recycled materials and working on the environmental benefits of these solutions for their customers.

Recycling materials has been a priority at Eurovia for the past 20 years, and this priority is reflected in ambitious targets for 2030: 80% of sites operating in the circular economy, 25% of asphalt mix made with reclaimed asphalt pavement at worksites, and 20 million tonnes of recycled aggregate mix produced out of the 80 million tonnes currently produced. This issue has garnered increasing interest from customers in the development of innovative products and processes that use smaller amounts of natural resources and energy. The production of recycled materials involves eight categories of waste management services: public works, earthworks, building materials, asphalt mix, industrial waste, rail works, dredged sediments and clinkers.

Eurovia has a network of 150 dedicated facilities to apply integrated circular economy solutions that reduce the use of natural mineral resources. Progress in recycling techniques should eventually pave the way towards “perpetual quarries”, which would operate without virgin mineral deposits. Founded in 2018, Mat’ild, a company whose French acronym refers to materials, innovation, logistics and waste, is pursuing its expansion within Eurovia’s southern delegation. It operates platforms, such as professional waste centres, and sorting and recovery centres for non-inert and non-hazardous waste from deconstruction sites. By integrating the collection and transformation of salvageable materials at Eurovia’s quarrying sites, these platforms act as recycling centres that serve the local area. This expertise was applied in 2020 to a worksite launched to upgrade a 103 km stretch of railway between La Roche-sur-Yon and La Rochelle in western France. Deconstruction materials from the SNCF worksite were transferred to a Eurovia site in the area. As a result, 180,000 old concrete sleepers were recycled to produce 30,000 tonnes of crushed concrete. Drawing on the same model, 60,000 tonnes of used ballast was recovered after being screened.

The Group’s Contracting businesses are continuously looking for new solutions to develop materials recycling. For example, Cofex Littoral, VINCI Construction France’s civil engineering subsidiary, decided to replace bentonite, a material typically used as quarry backfill (to create buffers in the piping and prevent settling), with oyster shells, which had been identified as waste in south-west France. Taken from the Atlantic coast region, the oyster shells reduced the use of bentonite, a colloidal clay generally located in eastern France. Oyster shells were also collected from individuals and professionals by Cofex Littoral’s partners during the end-of-the-year holiday season to build stocks for mass use over a longer period. When acting as programme managers, VINCI Concessions companies are also involved in these efforts to promote recycled materials by including materials recycling requirements in their programme specifications. Since early 2020, Escota has incorporated targets into its calls for tender, with companies required to enter into commitments relating to asphalt mix recycling rates, waste recovery, reuse of materials, and reductions in energy and water consumption. For example, pavement renovation contracts include a target to reuse 80% of the planings generated by worksites in new asphalt mix.

Waste recycling and recovery at Eurovia, with change

	World			France		
	2020	2019	2020/2019 change	2020	2019	2020/2019 change
Percentage of asphalt mix made with reclaimed asphalt pavement	19.0	18.7	+1.6%	19.0	14.8	+28.4%
Production of recycled material (in millions of tonnes)	12.0	11.0	+9.1%	8.0	7.0	+14.3%
Total recycled material as a percentage of total aggregate production	14.0	13.3	+5.3%	17.0	14.7	+15.6%

Operations in some geographical areas where Eurovia is active, such as the United States and Germany, have met the division’s target of making 25% of asphalt mix with reclaimed asphalt pavement at worksites. After completing the 1 km test section of the world’s first fully recycled road on the A10 motorway in France, Eurovia moved forward in harnessing high-performance recycling technologies with the TRX100% continuous asphalt plant. Opened in July 2020, the national road between Angoulême and Cognac in south-west France is made with 70% recycled mix, well above the average recycling rate of 20% to 30% in road works in France. In the Czech Republic, Eurovia has one of the most modern and environmentally friendly asphalt plants in the country. Located at Herink in Central Bohemia, the plant minimises its impact on the environment by using filters, fans and modern equipment to reduce noise and dust. It can also produce asphalt made exclusively from recycled materials.

14%

recycled aggregate mix
produced in 2020 out of
Eurovia’s total production

3.3.3 Circular economy solutions

Above and beyond applying circular economy principles within their scope, Group companies are also developing circular economy solutions for customers at every stage of economic activity: development of biosourced or recycled materials, waste reduction and sorting, recovery, and so forth. These solutions are developed by working with stakeholders and companies from the Group’s business sectors. For example, Eurovia has partnered with the French Circular Economy Institute and contributes to its research and publications.

• Promoting responsible sourcing and deploying sustainable materials

At Group level, many solutions are being rolled out to promote responsible sourcing. Arbonis is a subsidiary of VINCI Construction France specialised in timber design and construction for all types of buildings. To shorten the supply chain, Arbonis staff use local tree species whenever possible and work with the French National Forest Office (ONF) to support the country's certified timber suppliers. In 2020, the subsidiary participated in major construction programmes in France, such as the renovation of the Les Noirettes and Grand Bois residential complexes in Vaulx-en-Velin near Lyon, involving 998 homes across nine buildings. To create the new external thermal insulation composite system, loggias were closed off using an innovative process involving prefabricated timber-frame wall panels with PVC cladding.

In 2020, Eurovia continued its work on life cycle analysis for environmental products and solutions (high-percentage recycled and fully recycled roads, Power Road®), all providing tangible evidence of the environmental benefits it is able to offer. Eurovia companies continuously experiment with innovative processes and conduct many research projects. They promote construction techniques that help reduce the amount of virgin materials used. One example is the Recycloviva® process, to recycle existing pavement using an emulsion or foamed bitumen. In response to a request from the Hérault departmental council in southern France, Eurovia's local division tested the Recyvia®-E process in 2020. The culmination of four years of research, this solution is used to recycle old road surfaces and reuse 100% of the materials in situ. Standardising formulation, manufacturing and implementation processes both reduces costs and improves environmental performance.

• Developing the strong local roots of recycled materials solutions

Industrial and territorial ecology applies to several Group businesses. Launched in 2011, Eurovia's Granulat+ brand applies circular economy principles to the use of materials. Eurovia has become a circular economy leader in France for construction materials, with more than 130 Granulat+ sites and 8 million tonnes of materials recycled every year. To strengthen its industrial and commercial processes, on 6 February 2020 Eurovia acquired a recycling platform in Fréjus in south-east France that handles 100,000 tonnes of materials per year. Through its Granulat+ programme, Eurovia offers, everywhere in France:

- the largest network of recovery-sorting-recycling facilities for treating mineral waste from the construction and manufacturing industries;
- the widest range of quality aggregates made with recycled materials;
- soil rehabilitation solutions as part of the development of its quarries;
- a broad range of services, including logistics to optimise two-way freight and therefore the carbon footprint of shipping.

• Improving sorting and recovery of any type of waste

Innovative projects developed through Leonard, VINCI's innovation and foresight platform, include Waste Marketplace, a digital solution for managing worksite waste. Not only can this tool be used to coordinate the disposal of this waste more quickly and efficiently, Waste Marketplace also supports companies in implementing custom solutions to handle special waste and improve recovery rates through a network of waste treatment specialists and industrial users of secondary raw materials. In 2020, several intrapreneurial projects supported by the Leonard platform aimed to reduce the environmental impacts of VINCI's business activities. Two of these projects focus on waste management and responsible sourcing. The first is La Ressourcerie du BTP, which aims to create a marketplace to promote the reuse of materials from finishing works collected from demolition sites and as well as an offer of materials sorting services carried out by staff on integration programmes. The second, Govalo, also involves the development of a digital platform to improve land management and soil rehabilitation rates.

Several Group entities are working on waste treatment solutions. Eurovia subsidiary SOL'ID and Remea, a subsidiary of Menard (Soletanche Freyssinet), have developed a worksite soil identification process, implementing a worksite laboratory that uses a rapid leaching test. The process delivers results in just a few hours, so that demolition materials can be rapidly directed to the appropriate treatment and recycling facilities. In the summer of 2020, Remea was granted a prefectural order authorising the company to transport and treat polluted soil through its Gaillon site in northern France, which can treat nearly 128,000 tonnes of polluted soil per year. This polluted soil comes from either excavation or settling ponds at industrial sites and is shipped to the facility by land or waterway transport if it cannot be treated in situ.

3.4 Preserving natural environments

The planet is currently experiencing the sixth – and fastest – mass extinction of plant and animal species. Nearly 60% of wild animal species were wiped out between 1970 and 2014. Today, water quality has also become a major issue, one that is intensified by climate change. As projects built and managed by VINCI have a direct or indirect influence on natural environments, preserving these environments plays a key role in the Group's design, construction and operations processes. Throughout the project life cycle, the Group's priority is to have as little impact as possible on natural environments.

And to preserve natural environments, VINCI companies must be able to offer and implement solutions that can avoid or reduce impacts, and if need be offset them. The Group already provides solutions that address environmental challenges, such as water management (water treatment plants and processes), and ecological restoration and transparency (reconfiguring stream and river channels, wildlife crossings, etc.), but VINCI firmly believes that it must continue to develop and innovate in these areas. These strategies will be strengthened, as will staff expertise, and applied to the design, construction and operations phases to offer robust measures tailored to requirements. With the awareness that these issues are often very specific to the context, VINCI draws on external local experts to bring its projects relevant, effective solutions.

3.4.1 VINCI 2030 Ambition

To preserve natural environments while deploying efforts to minimise the impact of its business activities as much as possible, VINCI provides its skills and know-how on environmental protection. VINCI is now accelerating the rollout across the Group of its ecological expertise, initially applied to large-scale infrastructure projects, to ensure that its businesses can give more consideration to natural environments in all their operations and for projects of any size. As access to quality water is becoming an increasingly crucial issue worldwide, engineering and R&D teams are researching new solutions and inventing the processes of the future – in both water treatment and infrastructure – to address needs at the local level. Governance, the sharing of best practices, and partnerships with ecological institutions and organisations are being improved to move towards this same objective. VINCI also works on developing comprehensive

ecological engineering solutions in response to growing demand from private and public owners or operators, along with alternative versions that are better for natural environments as part of some projects. Meanwhile, the Group is in the midst of changing its internal processes to integrate environmental considerations at the earliest stage possible (in relation to purchases and by developing more water-efficient construction methods, for example).

To this end, VINCI pledges to:

- prevent pollution and incidents by systematically implementing an environmental management plan at all business lines;
- optimise water consumption, especially in areas of water stress;
- aim to achieve no net loss of biodiversity.

A governance approach for biodiversity preservation has been in place for several years to coordinate the Group's commitments. A Biodiversity Task Force, comprised of about 80 ecology experts and environment managers from VINCI's different activities, meets two to three times a year. It is primarily responsible for monitoring the regulatory environment, developing scientific expertise, analysing risks, promoting initiatives and sharing best practices. The task force encourages organisations, engineering and design departments, government authority representatives and companies to transmit information on what they do and the tools they use.

Following on from VINCI's commitment to act4nature France (<https://bit.ly/3p3G7bA>) in July 2018, and in line with the programme's international development to prepare for COP15, in June 2020 VINCI joined the voluntary initiative act4nature international (<https://bit.ly/35VHFNk>), initiated by the French organisation Entreprises pour l'Environnement and many partners. VINCI is one of the first 27 companies to be part of the coalition, which aims to integrate biodiversity issues into all business strategies and models, and at every level in an organisation. The Group agreed to work on the following five points (<https://bit.ly/35VHFNk>): biodiversity coordination and governance, knowledge and sharing of best practices, implementation of tools and programmes, rollout of specific action plans in the field, and research and development.

Developed in collaboration with environment managers from Group divisions, VINCI's commitments were approved by the act4nature international (<https://bit.ly/3a5da94>) Steering Committee, made up of representatives of environmental NGOs, scientific institutions, government authorities and business networks. VINCI is also a supporter of "Nature is Everyone's Business", a call to action from Business for Nature (<https://bit.ly/38X6mLk>), an organisation bringing together international organisations – the World Business Council for Sustainable Development, the World Economic Forum, the International Union for Conservation of Nature, among others – and companies to jointly propose solutions and communicate widely to raise awareness and influence the public.

Several Group entities are also involved in act4nature programmes at the national level. ANA – Aeroportos de Portugal, the company that manages the airports in Portugal, became a signatory to act4nature Portugal (<https://bit.ly/3iwMDft>) in 2020. This initiative from the Business Council for Sustainable Development (BCSD) Portugal encourages companies to preserve, promote and restore biodiversity. In 2020, Eurovia France and VINCI Construction Terrassement were among the companies to join the Entreprises engagées pour la nature – act4nature France (<https://bit.ly/2MbRVKf>) programme, supported by the French Office for Biodiversity. As members, these companies have agreed to present a multi-year action plan that promotes biodiversity.

Some Group companies with long-cycle business activities that directly affect natural environments – notably those involved in the concession-construction of transport infrastructure (motorways, airports), earthworks and quarries – have long incorporated biodiversity into their environmental programme. In 2020, VINCI divisions collectively transposed the environmental ambition into road maps that take the specific issues they face into account.

Commitments from each division

- VINCI Concessions has pledged to reduce water consumption per passenger by 50% between 2018 and 2030, to better understand and therefore better preserve biodiversity at its concessions, and to eliminate the use of phytosanitary products across all its entities by 2030.
- VINCI Autoroutes has pledged to reduce its water consumption by 10%, which it aims to achieve by closely monitoring equipment and through optimisation strategies, while setting a water consumption cap at its major worksites. It has also entered into commitments to ban the use of phytosanitary products throughout its network and to avoid, reduce or compensate the impact of its business on ecosystems.
- VINCI Construction has pledged to extend its environmental impact analysis to all worksites, by applying special checklists, implementing a water action plan in all areas of water stress, and coming up with solutions to preserve biodiversity.
- VINCI Construction Terrassement has pledged to protect water by reducing its water footprint through the use of new, more efficient tools. The company has pledged to act for biodiversity by developing complete ecological engineering solutions (Equo Vivo, Urbalia) and by engaging the entire company in an initiative called Actons la Bionécessité (Act for Bio-necessity) to integrate biodiversity standards within all projects. In late 2020, VINCI Construction Terrassement began the process to obtain certification under Afnor's new Biodiversity standard (PR NF X32-001). Results will be released in early 2021.
- Eurovia has for many years been committed to implementing biodiversity measures to limit impacts inherent to its businesses. Eurovia companies take great strides to apply the "avoid, reduce, compensate" doctrine as closely as possible. Today, Eurovia aims to set out voluntary commitment plans at all its quarries by 2030, covering issues such as biodiversity and water, in each case adapted to the site's specific context, by working with local naturalist partners. An international network of representatives was formed to coordinate Eurovia's environmental strategy locally and monitor actions. Voluntary action plans to promote biodiversity are put in place at fixed sites, with indicators to monitor biodiversity management.

3.4.2 Actions to preserve natural environments

3.4.2.1 Partnerships

At Group level, VINCI has forged partnerships with the scientific community and non-profit organisations. Since 2014, VINCI has been part of the Strategic Guidance Council at the Foundation for Research on Biodiversity (FRB), whose members (non-profit organisations, research centres, government services, businesses, etc.) work to support dialogue and exchange on best practices to address biodiversity issues. In 2020, VINCI extended its partnership with the Institute for Sustainable Development and International Relations (IDDRI), focusing research on the loss of natural land. VINCI also partners with France's Bird Protection League (LPO) as part of the organisation's U2B club to address issues relating to urban planning and biodiversity. VINCI and ParisTech have entered into a scientific partnership, called lab recherche environnement, which aims to reduce the impacts of buildings and infrastructure on the environment. Through lab recherche environnement's work, a number of tools and solutions have been developed to preserve biodiversity in the urban environment.

In addition to these Group-level collaborations, VINCI entities have also developed a wide range of partnerships over the past several years. Across all VINCI companies, more than 670 partnership agreements on biodiversity issues with non-profit organisations, research centres and engineering and design firms were signed or in effect in 2020.

VINCI Concessions has established partnerships in areas of expertise adapted to the local context of the infrastructure managed. In 2018, VINCI Airports entered into a partnership with France's national beekeepers association (Unaf) as part of the "Abeille Sentinelle de l'environnement" programme on bees' role as sentinels in the environment, which covers nine airports. Grenoble Alpes Isère Airport signed an agreement with the LPO at the end of October 2020 to integrate biodiversity more extensively into its environmental programme. The aim is to promote biodiversity and identify the site's specific challenges by monitoring species and their behaviour during airport operations, thus helping to enhance airport safety against wildlife hazards. The partnership will also contribute to educating, training and engaging all employees and stakeholders around its environmental programme. Also in 2020, Lyon-Saint Exupéry Airport teamed up with the NGO World Wide Fund for Nature (WWF) to fight the illegal wildlife trade. In Portugal, ANA has been involved in the Business & Biodiversity project for many years. Under this programme, which is promoted by the Institute for Nature Conservation and Forests (ICNF), ANA is sponsoring two wildlife recovery centres (Cervas and Rias) to contribute to the country's biodiversity conservation efforts. In the United Kingdom, London Gatwick Airport leads a number of partnership actions covering social and environmental issues. Given the 75 hectares of woods and prairies on airport land, one partnership aims to get the local community involved in activities to educate people about nature. After the success of the Gatwick Greenspace Partnership in 2019, having rallied more than 1,300 people to its cause, only 39 events were held in 2020 due to the health crisis.

VINCI Autoroutes manages several ecological transparency structures (wildlife crossings, hydraulic structures, etc.) and extensive land on and around motorways included by compensatory mitigation measures. Given the diverse environments and issues this covers, the company works with a variety of partners. VINCI Autoroutes monitors ecological transparency structures and compensatory mitigation measures in collaboration with, for example, France's conservatory of natural areas in south-east France, which manages several outstanding sites including the Joncquiers wetlands spanning 15 hectares. VINCI Autoroutes also works in France with the National Centre for Scientific Research, the Centre for Functional and Evolutionary Ecology, and the Centre for Studies and Expertise on Risks, Environment, Mobility, and Urban and Country Planning (Cerema) on the analysis and dissemination of its ecological data. In 2020, a new type of partnership emerged with the Fédération Nationale des Syndicats d'Exploitants Agricoles (FNSEA), the umbrella organisation that represents agricultural unions in France, to protect the environment and support local economies. Its action focuses on four main topics: agro-ecology and environmental services (sharing best practices in implementing alternative solutions to phytosanitary products); local employment and production (promoting local producers at motorway service areas, providing green spaces or public land along the motorway under concession, etc.); agricultural expertise (promoting local innovative practices and eco-friendly projects); and sharing of best practices and training.

Founded in 2012, the partnership between Eurovia and PatriNat, a collaborative research and education entity focusing on natural heritage under the aegis of three organisations (France's Natural History Museum, the CNRS and the French Office for Biodiversity), has structured Eurovia's commitment on biodiversity preservation. This pioneering work for the industry has helped expand scientific knowledge of biodiversity. Eurovia continued and amplified this partnership in 2020, mainly through actions resulting from its commitment under the Entreprises engagées pour la nature – act4nature programme. These initiatives include developing scientific solutions and methods to assess the impacts of the company's activities on biodiversity, such as the Ecological Quality Indicator (IQE) and a toolbox for assessing biodiversity around linear infrastructure (CEil) used by planners and quarry operators. Eurovia's existing data on flora and fauna was also centralised and analysed before being used to populate national databases, and action plans were implemented to reduce the environmental footprint of quarries. In France, more than 50 local partnerships were formed with organisations such as the LPO, CEN and Permanent Centres for Environmental Initiatives to take concrete action to preserve biodiversity at its quarries.

In addition to partnerships, Group companies sometimes engage in sponsorship initiatives to meet local needs. Dodin Campenon Bernard joined VINCI Autoroutes in 2020 to sponsor the Canal du Midi preservation project, initiated by the organisation Voies Navigables de France. The programme plans to replant new trees, set up birdhouses and reinforce existing banks.

3.4.2.2 Pollution and incidents

VINCI companies work to avoid or reduce as much as possible the impact of their business activities on the environment by implementing the appropriate environmental management systems. This policy of preventing impacts is also covered in the Group's duty of vigilance plan (see page 261). Along with water and biodiversity preservation (see the measures set out in paragraphs 3.4.2.3 and 3.4.2.4, pages 238 to 242), Group businesses take steps to reduce noise and light pollution and to improve air quality in both the construction and operations phases.

• Air quality

For Contracting companies, this area covers several aspects and requires a range of appropriate measures: limiting emissions due to the use of machinery and vehicles, reducing nitrogen oxides in road surfaces, protecting indoor air quality in new and existing buildings, etc. To reduce the amount of dust produced, earthworks sites and quarry operations hose down operation areas whenever needed. Additionally, during the earthworks phase, operators first make sure that weather conditions are suitable (low wind speeds) before beginning soil stabilisation work. In some cases, special equipment (gauges, etc.) is installed to measure dust levels. Connected monitoring tools used to monitor the consumption of worksite machines helps reduce their emissions (see paragraph 3.2.2.1, "Reducing the Group's direct emissions scope", page 222).

At the Concessions businesses operating airports and linear infrastructure, most air emissions are generated by users of cars, trucks, aircraft, etc. The entities concerned take several measures to reduce these emissions (see paragraph 3.2.3.4, "Greenhouse gas emissions", page 228). The airports managed by VINCI Airports carefully measure air quality surrounding their infrastructure. For instance, London Gatwick manages a local programme to continuously monitor air quality on the runway and finances air quality monitoring in the residential area near the airport. The programme provides information about pollution levels in the area and a reliable measure to compare against applicable air quality standards. It also shows where concentrations of pollutants may arise over time. The annual data is shared with two government councils in the vicinity and shows that local air pollution has steadily dropped over the past two decades, due to long-term improvements in standards for aircraft engines, fuel and road vehicles.

• Noise pollution

Group businesses can be responsible for noise pollution and vibrations caused by traffic on the infrastructure in operation, works carried out by companies and quarry operations. VINCI projects are subject to a preliminary noise study to limit the pollution generated by urban construction sites, motorway traffic and so forth. Based on findings, technical solutions can be offered for the construction and operations phases, including adaptations to a motorway route, erecting noise barriers and embankments, etc. In the Concessions businesses, noise levels on motorways in France are monitored regularly for their noise footprint to enable VINCI's motorway concession companies to identify and absorb noise black spots. Homes and other buildings that qualify are protected individually using noise insulation in their facades, or are protected at the noise source by noise barriers or embankments planted with shrubs or trees. Since 2010, 7,805 homes have been protected from noise on VINCI Autoroutes motorways. For its part, VINCI Airports takes measures to reduce noise pollution as much as possible for local residents at all of its airports in operation. These measures include a system that continuously monitors noise and flight paths – with results posted online, noise insulation for nearby housing, and studies and action plans to reduce noise. Initiatives supporting dialogue and consultation have also been taken by LISEA for the South Europe Atlantic high-speed rail line, with numerous meetings between local residents and mayors of municipalities affected by the project.

In the Contracting businesses, different techniques are used to reduce noise from worksites. For example Soletanche Bachy (Soletanche Freyssinet) has developed a partnership with Cetim, a French technical centre for mechanical industry. In 2020, their collaborative work was presented to 200 employees. As a result of these studies, improvements are being carried out on machines (enclosures, ventilation systems, etc.). Soletanche SAM Monaco launched the production of the Hydrofraise® with electric powerpack at the Testimonio II worksite in Monaco. The machine offers improved acoustic comfort (noise impact reduced by a factor of four) and direct fuel savings of more than 60,000 litres at this worksite, substantially reducing greenhouse gas emissions. Lastly, VINCI Construction Terrassement has developed a software tool for modelling workshop acoustics. Acoustic impacts can therefore be identified before works are launched. This powerful decision-making tool can help works supervisors and site managers adjust their methods, workshop design or phasing to reduce these impacts.

• Light pollution

The light required for the operations and safety of some Group activities can be a source of light pollution.

To limit light pollution caused by the operation of infrastructure, opaque screens can be installed along motorways and adapted lighting systems (light directed only at points that need to be lit for user and employee safety) set up at worksites and concessions in operation. For example, the uninterrupted section and interchanges of the western Strasbourg bypass currently being built will not be lit. Only the toll plaza and transport hub will have lighting for security, equipment operation and accessibility for people with impaired mobility. All lighting will be LED and directed at the road.

Citeos (VINCI Energies) offers to reduce light pollution through measures incorporated into its contracts for operating public lighting networks. These measures include efficient anti-light pollution equipment, smart lighting systems, automatic shutdown of certain light sources, and consideration for “dark corridors” (reservoirs and corridors suitable for nocturnal species) provided for in lighting plans to reduce the impact on biodiversity.

• Pollution prevention (aquatic environments, soil, etc.)

The Group's business activities could be responsible for pollution and environmental incidents if they are not kept under control. VINCI's environmental ambition aims to prevent these events by systematically implementing an environmental management plan at all Group business lines. In paragraphs 4.5.3 and 4.5.4 of its duty of vigilance plan, pages 265 to 268, VINCI describes the preventive actions in progress, as well as the procedures and measures planned in case of an environmental incident.

Group entities take measures adapted to local issues in both the construction and operations phases. On infrastructure sites (motorways, airports, quarries, etc.), retention ponds are created to allow suspended solids in run-off and pumped water to settle, and to limit the potential impact of any accidental pollution. For example, on VINCI motorways in France, 88% of salt piles are covered and 88.8% of motorways in service have been equipped with either natural water protection systems or engineering structures that address potential problems to prevent accidental pollution in the surrounding natural environment. At worksites, a range of systems can be deployed depending on needs (impermeable loading areas, anti-pollution kits, temporary retention ponds, etc.).

3.4.2.3 Water and aquatic environments

VINCI businesses need water to carry out their operations and can have direct or indirect impacts on available water supply and natural environments where water is released (see the duty of vigilance plan, paragraph 4.5.1 “Mapping of the Group's major risks”, page 261). To address these issues, VINCI's environmental ambition aims to prevent pollution and incidents, but also optimise water consumption, especially in areas of water stress.

VINCI answered the CDP Water Security questionnaire for the ninth time in 2020, to be once again among the 6,800 companies worldwide capable of replying to the information request supported by 515 global investors. The Group achieved a B score for its performance in 2019. This ranks VINCI seventh out of the 19 construction companies that answered the questionnaire, significantly improving its performance compared with 2018 (<https://bit.ly/3pn4znO>). It also highlights the Group's progress in monitoring water consumption and analysing water supply risks, along with its strong management of water resources compared with other companies in its sector.

• Monitoring water consumption

Group entities monitor both water consumption from local water systems and water taken from natural environments (water table, waterways, etc.).

Consumption of water purchased (in cubic metres), with change

	2020	2019	Change
Concessions	2,954,384	3,488,832	-15.3%
VINCI Autoroutes	743,870	772,463	-3.7%
VINCI Airports	2,155,200	2,650,466	-18.7%
Other concessions	55,314	65,903	-16.1%
Contracting	8,311,637	9,546,134	-12.9%
VINCI Energies	449,482	442,807	+1.5%
Eurovia	2,980,515	3,272,993	-8.9%
VINCI Construction	4,881,640	5,830,334	-16.3%
VINCI Immobilier	147,645	105,733	+39.6%
Total	11,413,666	13,140,699	-13.1%

Total consumption of water purchased fell 13.1% in 2020 compared with 2019. The Covid-19 crisis caused some activities to slow, especially in the Concessions businesses, where consumption fell by more than 15%. The change noted for the Contracting business lines was due to an improvement in the monitoring of this indicator at several entities, the phasing of major projects and the results of actions pursued in 2020 to reduce consumption. At VINCI Immobilier, a change in the reporting scope was introduced for 2020.

Despite progress made every year, monitoring needs to be improved for water taken from the natural environment. Measuring this water use is complex, especially at worksites, which are by definition temporary and sometimes draw water from several sources (provisional ponds to collect rainwater, the water table, waterways, canals, etc.). Water taken from the environment is used for a range of operations (hosing down work areas, producing materials, cleaning sites, etc.). In some cases, water is released in a location that is different from where it was taken. For example in earthworks, groundwater is sometimes used to hose down work areas and therefore reduce dust. The water flows back directly to the natural environment but in a different location. Some activities collect rainwater and use it to clean sites or manufacture materials for plants. For foundations operations (tunnels, metro lines) and solid rock quarries, drainage water (seepage) is pumped before being immediately returned into the water table, released into natural environments or used as part of operations.

As Concessions sites are managed over a longer period, this water consumption can be measured more reliably. That is why to date, only data on water taken from natural environments by Concessions businesses has been consolidated and presented in the table below. The increase in water taken from natural environments for VINCI Airports comes from the decision at several airports to draw water from surrounding sources rather than buy it from municipal water services.

Consumption of water taken directly from the natural environment (in cubic metres)

	2020				2019			
	VINCI Autoroutes	VINCI Airports	Other concessions	Total Concessions	VINCI Autoroutes	VINCI Airports	Other concessions	Total Concessions
Water from boreholes and taken directly from the natural environment	317,487	353,142	3,342	673,971	301,054	226,135	2,824	530,013

• Reducing water consumption

Group companies have taken a variety of measures to reduce water consumption depending on their business activity and the entity's environment.

VINCI Concessions has set a target to cut water consumption per unit of traffic in half by 2030. To work towards that target, VINCI Airports installed a new purification system at Salvador Bahia Airport in Brazil to reuse all treated wastewater within the infrastructure. This installation makes Salvador Bahia Airport the first zero liquid discharge airport in Brazil. The initiative also received the Green Airport Recognition award at the annual conference held by ACI-LAC (Airports Council International Latin America and Caribbean).

Leak detection programmes have been implemented at VINCI Autoroutes. The installation of 46 remote reading water meters, representing 25% of all meters on the network, makes it possible to monitor water consumption in real time.

In 2020, VINCI Construction set up a working group focused on water issues to better define water uses and share best practices. For example, VINCI Construction France's wastewater recycling policy includes installing closed-loop concrete mixer washing stations at all its worksites, which have significantly reduced water consumption. VINCI Construction Terrassement has developed a sprayer boom (Aqua Eco) that results in water savings of 30% to 40%. After filing a patent, VINCI Construction Terrassement launched production of 30 booms to be used at most of the entity's worksites.

In 2020, Eurovia also formed a working group to look into ways of reducing water consumption at fixed sites. The working group will first lay out the water management methods used by Eurovia's diverse businesses, then compile a list of best practices. Eurovia studies water management methods by type of site to adapt recommendations to the different contexts.

3.4.2.4 Biodiversity preservation

On both long-term sites operated and managed by Group companies and worksites, initiatives are adapted to local environmental issues and the duration of the project. During the construction phase, the Group currently deploys an extensive set of avoidance and mitigation measures. Compensatory mitigation measures can also be taken for some projects and local contexts if the primary effects could not be avoided or adequately mitigated.

Preserving biodiversity at concessions

Operators of linear infrastructure concessions are primarily concerned with limiting the fragmentation of natural habitats during construction work, focusing their efforts on the ecological transparency of their infrastructure, the reversibility of barriers, and the restoration of sensitive environments and ecological connectivity. This includes building and restoring wildlife crossings, making improvements to hydraulic structures, restoring and enhancing sites of ecological interest, seeding and replanting slopes, sustainable roadside grass mowing, and so on. As part of the project under way to build the western Strasbourg bypass, 130 structures are planned to allow wildlife to cross the infrastructure once in operation, for an average of one structure every 200 metres. These crossings will prevent habitat fragmentation. Many of the crossings will be traditional structures, such as the three green bridges, two viaducts and the cut-and-cover tunnel. But others will be more innovative, including the two overpasses designed specifically for the European hamster, equipped with anti-predator systems, and the nine "bioducts" (crossings for small wildlife in the ledge along the gutter of road restoration works). A video describing some of the mitigation measures is available on the project website: <https://bit.ly/2XR6vjQ>.

As they design and operate infrastructure over the long term, concession companies can develop expertise and use their network under concession for field surveys and educational initiatives. Once ecological transparency structures are opened, partnerships are developed with local organisations to monitor their ecological performance. As part of this ecological monitoring, advanced technologies may be used, such as 3D trajectography. This technique is applied to map out the flight path of bats near wildlife crossings, proving the effectiveness of guidance systems designed by structures for certain species. In 2020, a bat trajectography system developed by Egis Environnement and Cyberio was implemented on the wildlife crossings at Vidauban (A8 motorway), Pourcieux (A8 motorway) and Fuveau (A52 motorway).

Wildlife crossings and fenced sections on the motorways of VINCI Autoroutes companies

	2020	2019	2018
Crossings for small and large wildlife (in number)	957	957	883
Fenced sections (in km)	8,765	8,765	8,651

The number of wildlife crossings and the length of fenced sections remained stable compared with 2019.

On top of initiatives to enhance ecological transparency, infrastructure managers also work to reduce the impact of their operations on natural environments. In recent years, linear infrastructure operators have changed how they manage their land to promote biodiversity. By way of example, Via Solutions Südwest in Germany, part of the VINCI Concessions network, has planted prairies to create new habitats for wildlife, and more specifically insects. For its part, Salvador Bahia Airport has developed a wildlife conservation management system that has reduced bird collisions with planes by 80% since 2018.

70%

reduction in the consumption of
phytosanitary products at VINCI Airports
between 2019 and 2020

The target to achieve zero use of phytosanitary products is shared by VINCI companies (excluding measures required under contracts or regulations), and organisations that manage large land holdings are studying alternative solutions. At VINCI Autoroutes, consumption of these products has fallen 69% since 2008. Now products are only used in areas with extremely limited accessibility or to treat certain invasive plant species. VINCI Airports applies a variety of alternative solutions such as thermal or mechanical control methods for plant protection. In 2020, 32 airports used no pesticides, and a little more than 70% of the reduction in consumption of phytosanitary products occurred between 2019 and 2020 for the entire reporting scope (average reduction in quantities consumed, expressed in kilogrammes or litres). In France, actions such as delayed mowing are implemented on land surrounding airports in partnership with the national beekeepers association (Unaf). Lastly, MESEA, the company that operates the South Europe Atlantic high-speed rail line, maintains land around the infrastructure without pesticides.

As Concessions businesses operate locally over long periods, a number of educational initiatives are implemented with regional actors. For example, a whole region-wide network of partners is involved in the emblematic South Europe Atlantic high-speed rail line project in France. They bring together the ecological and local expertise necessary to make sure environmental measures are implemented properly along the entire line. LISEA, the concession company for the rail line, has set up an environmental observatory to monitor all environmental measures throughout the duration of the concession and in every region crossed. To report on its action, the LISEA Biodiversity Foundation wanted to analyse the impact of biodiversity preservation projects on regions. In 2019, the foundation asked France's Natural History Museum (MNHN) to conduct a scientific study that could assess how well conservation measures have responded to biodiversity challenges. From June 2019 to March 2020, 73 of the 102 projects financed by the foundation were reviewed to analyse their impact on biodiversity in three areas: improvement in ecological expertise, restoration of natural environments and species conservation. The findings were presented at a seminar in November 2020, and the report is available on LISEA's website.

Concessions businesses also currently support several post-graduate research projects. For example, London Gatwick Airport has funded research on bee foraging ecology and the conservation of solitary bees. As part of the advisory measures on the western Strasbourg bypass, several research projects (some of which are being sponsored by the construction consortium) cover protected species whose habitats are impacted by the project, including the European hamster and the southern damselfly.

On rest areas operated by VINCI Concessions or VINCI Autoroutes, several initiatives are taken to raise the awareness of users and schoolchildren about species conservation and natural environments. About 20 videos filmed in the summer of 2020 on Escota motorways (<https://bit.ly/3it1zEs>) present the ecological expertise gained and the work conducted in collaboration with environmental organisations and scientific partners from different areas.

• Preserving biodiversity in quarries

Eurovia entities implement advanced biodiversity preservation measures – a firmly established practice at its quarry sites. As regulations require them to rehabilitate sites after operation is complete, quarries have acquired extensive expertise in ecological expertise, especially in environment dynamics. Sites are now implemented voluntarily during the quarrying phase so that species and operating quarries can co-exist. Working with local nature protection organisations, operators sometimes discontinue work in specific areas during nesting periods (e.g. in stockpiles colonised by bank swallows) or prevent wildlife from entering quarrying areas (e.g. fences). Ecological management measures are taken in prairie areas to avoid mowing or to implement grazing strategies, which limits the impact of mowing on species (Châteaupanne site in 2020). Some sites apply ecological engineering to recreate ponds (Weyersheim site in 2020), rock piles (Vertrieu site in 2020) and sand stockpiles (Blignicourt site in 2020), which provide excellent habitats for animals. It is also worth noting that these initiatives are implemented over the long term during the operation of these sites. Measures and their effectiveness can therefore be monitored, which is often carried out voluntarily with conservation organisations.

Eurovia's partnership with PatriNat, a collaborative research and education entity focusing on natural heritage, has resulted in a methodology used to analyse natural zoning and a study on the balance of plant and animal life at each site. Using this approach, Eurovia sites can be mapped based on their natural environment and the species living there. Measures can then be determined to conserve and provide a favourable environment for new plant and animal species. Based on an Ecological Quality Indicator (IQE) designed by France's Natural History Museum (MNHN), the method has been tested on about 30 quarries since the partnership was founded. These sites have implemented voluntary action plans that go beyond the already stringent regulatory requirements, especially sites located in sensitive areas.

Eurovia's biodiversity indicators specific to quarries

	2020	2019	2018
Quarries that have set up a CLCS ^(*)	45%	40%	44%
Quarries that have formed partnerships with local naturalists	19%	18%	18%
Number of data on flora and fauna sent to the INPN ^(**) by Eurovia quarries	14,695	13,214	12,867

(*) Commission locale de concertation et de suivi (local committee for consultation and monitoring).

(**) Inventaire National du Patrimoine Naturel (national inventory of natural heritage).

• Preserving biodiversity on worksites

In Contracting, companies identify priority measures and offer solutions adapted to the worksite (avoiding sensitive areas, adjusting the works timetable, etc.) from the response stage in applying for calls for tender. If considered useful, more efficient alternatives can also be put forward to customers. In one case, the Occitanie region in south-west France awarded a consortium led by Soletanche Bachy France the contract to build a heavy quay, perform the necessary dredging works, and create platforms in a project to build and integrate infrastructure within a new harbour. For this project, the customer chose Soletanche Bachy France's alternative proposal to build the quay with a diaphragm wall because of the many environmental benefits offered by the solution: no vibrations, lower noise levels, no potential pollution from concrete, and an environment that promotes the development of marine life. During the construction phase, the priority was to prevent any water pollution in the waterway and avoid affecting protected plant and animal species. As a result, additional measures were taken such as the installation of a permanent pollution containment dam, daily water quality monitoring, and initiatives to raise worksite employee awareness.

In another instance, as part of the Soletanche Freyssinet project to build a third runway for Hong Kong Airport, a number of solutions, some of them quite unusual, were implemented to protect sea life. Protective curtains were installed around the machines and barges to prevent the release of sediment and reduce the impact on the quality of seawater. A dolphin exclusion zone (DEZ) was also defined to protect the Chinese white dolphin, whose habitat is near the worksite areas. Using a specialised surveillance system, a trained worker was responsible for making sure that no dolphins were present in the DEZ. If a dolphin entered the zone, worksite activities were halted. Sogea-Satom initiated the Green and Sustainable Road programme in 2020. Each step in the programme covers issues relating to natural environments with the implementation of adapted avoidance and mitigation measures. An ecology expert was added to the QSE team to teach employees and improve operating methods at sensitive production sites (project near Lake Victoria, project through wetlands, etc.).

VINCI Construction France worked closely with local stakeholders to implement several measures to reduce impacts in 2020. For example, sanctuaries were created for mountain ecosystems, such as for the Les Clarines property development project within the ski resort of Les Deux Alpes. Dialogue was initiated between local authorities and biodiversity preservation organisations to protect, replant and redevelop a rare herbaceous plant, the sand leek. In the Eastern Pyrenees in the south of France, special measures were taken to protect the Cerdère Banyuls natural marine reserve with the installation of turbidity barriers to avoid impacting seagrasses (marine plants that play an essential role in fish food and reproduction). In 2020, VINCI Construction Terrassement systematically prohibited access to environmentally sensitive areas on or near its worksites with special signposting. Prior to the extension works at the port of La Cotinière, a Natura 2000 site on an island off the western coast of France, construction and environmental workers assisted clients in preparing permit applications. A number of measures were taken, such as avoiding the most sensitive habitats, altering the works timetable and checking the site daily to protect nesting areas on worksite land.

VINCI Immobilier's Universeine project is a mixed-use urban development with housing, offices and retail space. But first and foremost, Universeine is the ecological transformation of a brownfield site, which aims to capture and convert the area's emblematic heritage of the Halle Maxwell and Pavillon Copernic buildings into a harmonious design complex combining architecture and landscaping. One of the goals for this artificial site is to bring nature back to the city. A green corridor will be formed to connect natural spaces around the Seine in the city with terraces and gardens. The landscaped areas within the complex will give rise to genuine urban oases where biodiversity can thrive, creating "urban cool islands" for residents. Rainwater will be managed for each parcel, and rain gardens will be planted to harvest rainwater for landscaping. Ecosystem conservation and development are a key focus of the project thanks to the BiodiverCity® label, which encourages actors to find ways of integrating flora and fauna into the project from building design to delivery.

Eurovia updated its environmental technical documentation for calls for tender to include new best practices for biodiversity preservation (avoiding sensitive areas, adapting timetables to species, conservation fishing, relocating botanical sites, diverting waterways, etc.). For example, the project to widen the Route Centre-Europe Atlantique (RCEA) runs through a Natura 2000 site. Special measures are therefore being taken to protect flora and fauna throughout the duration of the works, including mitigation approaches for protected species and treatments for invasive species. Several systems have also been installed (retention ponds, gravel filters) to protect water and soil quality. Water quality is monitored weekly.

Concession companies include biodiversity preservation standards in their works contracts. ASF applies these requirements in all its calls for tender, with reserved areas during construction phases, staff awareness and checks. ASF also implements avoidance and mitigation measures at its worksites whenever possible. One solution is by adapting works timetables, such as for the project on the Bonpas viaduct on the A7 motorway. The viaduct stands on the Durance, a river in south-east France and protected Natura 2000 site, and is home to a colony of bats of a species that is protected in Europe. Measures taken to avoid any impact on the colony aim to complete the works in two years instead of one. Monitoring during the construction and post-construction phases will improve protection and understanding of the species. Escota also led projects that required closing off areas for protected species, adapting works timetables to sensitive species, and monitoring the measures taken. For the works to reinforce the Reyran viaduct system in south-east France, a radio-tracking system was set up to monitor the bats for three years, covering periods before and after the project.

3.4.3 Compensation initiatives

In addition to avoidance and mitigation measures, VINCI business lines implement a range of compensation initiatives that can vary depending on their role in the project. When acting as programme managers, some VINCI companies, such as the Concessions businesses, can take responsibility for introducing compensatory mitigation measures when the major impacts of a project could not be avoided or adequately mitigated. Some of the Group's construction business units specialised in ecological engineering can also contribute to implementing compensatory mitigation measures, for example by restoring damaged environments (see paragraph 3.4.4, "Solutions for preserving natural environments used by customers"). And some entities implement voluntary mitigation measures that combine both the reduction of GHG emissions and biodiversity issues.

For many years, Concessions businesses have been adapting compensatory mitigation measures to local requirements and monitoring ecological performance. VINCI Autoroutes has included significant compensatory mitigation measures and support as part of the project to build the 24 km long western Strasbourg bypass. The project itself involves a land area of 278 hectares, but the ecological compensation measures cover more than 1,300 hectares, of which 1,000 hectares to plant vegetation that will create a favourable habitat for the European hamster. These compensatory mitigation measures will be implemented gradually as the works are completed and will be monitored over the entire 54 years of the concession term. In 2020, 85% of the compensatory mitigation measures had already been implemented before the opening of the motorway to traffic. Support measures have also been taken, such as the release of more than 1,000 European hamsters to increase current populations.

VINCI Concessions also supports compensatory mitigation measures taken to offset operations at its airports and linear infrastructure. VINCI Concessions and LISEA have initiated a large-scale environmental mitigation programme in the region crossed by the South Europe Atlantic high-speed rail line (SEA HSL), more specifically to protect 223 species and implement 3,800 hectares of environmental and forest mitigation measures along the line. This programme was developed in direct collaboration with all local stakeholders. LISEA creates, restores and manages natural sites with three main objectives: a location close to the site of impact, integration with existing ecological networks and the grouping of protected species on a single site. Following the committee meeting of administrative departments held on 25 November 2020 to monitor progress on the environmental compensation measures of the Tours-Bordeaux high-speed rail line, the Prefecture of the Nouvelle-Aquitaine region confirmed that LISEA had completed the implementation of these measures. LISEA will be monitoring these compensatory mitigation measures until the end of the concession contract in 2061. Coordinated by the environmental observatory of the SEA HSL, monitoring reports and conclusions are sent to government agencies and other stakeholders, and published on LISEA's website. In 2020, Vía 40 Express in Colombia planted 3,400 native trees as part of its environmental mitigation and reforestation programme.

As well as the actions taken by Concessions businesses, several VINCI companies implement voluntary mitigation measures to offset some of their carbon emissions by planting trees or restoring wooded areas, or by contributing to the reforestation of degraded lands. Madagascar loses 50,000 hectares of forest land per year. That is why, with the help of employees, local authorities and non-profit organisations, Sogea-Satom planted 8,000 trees, all of local species, between 2019 and 2020 near the bypass worksite in Antananarivo. In 2020, 16,000 trees of local species were planted on a forest reserve in Uganda managed by the country's National Forestry Authority to offset carbon emissions from a project and restore biodiversity around the site.

3.4.4 Solutions for preserving natural environments used by customers

In addition to reducing the impact of their activities on biodiversity and natural environments, Group companies develop protection solutions to address a broad range of issues and at varying scales.

• Reducing pollution

VINCI companies develop solutions to measure and control pollution, in particular urban air quality for government organisations. As a case in point, Eurovia has developed NOxer®, an innovative air pollution treatment that removes nitrogen oxides. The process removes between 15% and 25% of total air pollution generated by traffic and eliminates up to 75% of nitrogen oxides for local residents. The solution has been adapted and combined with noise barriers to abate noise pollution as well. To reduce both air and soil pollution, VINCI Energies offers its customers a service using drones to check for different types of leaks at their industrial facilities.

In 2020, Altea (Agence Lyonnaise Travaux Ecrans Acoustiques) and Urbalia – both VINCI Construction Terrassement entities – came up with an innovative concept to reduce noise pollution using noise barriers with a dual ecological function as biodiversity habitats. The first such barrier was installed in December 2020. VINCI Energies also offers its customers solutions to combat light pollution by replacing traditional lighting with LED bulbs.

Several VINCI entities offer their customers land remediation solutions (Cardem, Extract, etc.). Through its subsidiary Mat'ild, Eurovia also participates in some waste and pollution removal operations. In 2020, the city of Aix-en-Provence in the south of France called on the company to remove and sort waste dumped in the natural site of the Arbois plateau. Staff also worked for the village of Ensues-la-Redonne not far from Marseille in southern France on an operation against waste dumping for World Cleanup Day. Embankments were built with 300 tonnes of sterile material from quarries and 300 tonnes of topsoil recovered from secondary resources to prevent waste dumping in the future.

• Protecting water resources

Several VINCI companies develop solutions to conserve fresh water resources. For instance, VINCI Construction Grands Projets has set up Water Management International, a structure designed to manage and optimise drinking water systems outside France. The subsidiary has developed a smart, connected flowmeter to monitor, check and reduce water consumption at a worksite, plant, infrastructure or building. In 2020, VINCI Energies developed a smart irrigation system for the city of Florence in central Italy, which can reduce water consumption for watering green spaces by 30%. VINCI and ParisTech's lab recherche environnement are carrying out research on urban rainwater management, which has already identified several solutions that could be applied to urban agriculture and the creation of green roofs, showing that 65% of rainwater runoff can be collected in planters installed on roofs.

• Biodiversity preservation

Environmental engineering has developed into a branch of engineering in its own right and can be applied to preserve natural environments based on the "avoid, reduce, compensate" approach, which has been implemented on a number of Group projects. VINCI has several companies specialised in ecological engineering, including Eurovia's subsidiaries Cognac TP, GC3E and Sethy, as well as Equo Vivo, the brand developed by VINCI Construction Terrassement and VINCI Construction Maritime et Fluvial. These entities take measures to restore the ecological balance of land and environments affected by construction works, such as planting native species, combating invasive non-native species, restoring wetlands and waterways with diminished ecological functions, building fishways, and levelling weirs, etc.

Equo Vivo, the ecological engineering brand developed by VINCI Construction Terrassement, works more specifically on limiting the spread of invasive non-native species, improving the dynamics of waterways, rebuilding wetlands and restoring ecological connectivity. Three flagship "blue belt" projects were completed in 2020. The first is the levelling of a weir in Roquebrune-sur-Argens in south-east France. This not only restored ecological connectivity for fish and sediment, but also improved water quality by reducing the deposits in the eroded area downstream of the weir. The other two involved a fishway built in Aspiran in southern France and a river bypass developed in La Jaille-Yvon in the west of the country. To combat the spread of invasive non-native species, Equo Vivo has launched research into planting strategies in partnership with lab recherche environnement and AgroParisTech.

VINCI Construction Maritime et Fluvial (VCMF) also restored ecological connectivity on several projects in 2020. For example, on the Risle river in Pont-Audemer, ecological balance was restored by creating conditions to facilitate fish migration and by integrating flood control systems. Also, on behalf of the Port of Rouen, a mixed bank was developed to improve the environmental quality and ecological functions of the Seine river, its banks and its hydraulic structures between the municipalities of Poses and Tancarville. The company also contributes to large-scale environmental projects, such as the Marineff project in Cherbourg in northern France to enhance coastal ecosystems along the English Channel and develop biomimetic marine infrastructure that improves the ecological status of coastal waters.

Eurovia also has extensive expertise in ecological engineering, which it applies to highly specialised projects to guarantee their long-term efficiency. For example, Cognac TP and Sethy engage in many ecological engineering projects to implement ecological measures, some of which to support compensatory mitigation, on large infrastructure, including motorways and high-speed rail lines. In 2020, Cognac TP was involved in implementing compensatory solutions on 13 sites, which included creating and restoring the function of wetlands as replacement ponds to enhance attractiveness along the South Europe Atlantic high-speed rail line.

• Developing nature in the city

Urbalia, created in 2017, is the culmination of a partnership initiated by AgroParisTech and VINCI in connection with lab recherche environnement to promote biodiversity and urban agriculture. The product of this collaboration is Biodi(V)strict®, a diagnostics and decision-making tool used to measure the biodiversity potential of an urban or peri-urban development project.

To round out its range of solutions to promote biodiversity alongside Equo Vivo, Urbalia, which came under VINCI Construction Terrassement in 2020, supports property professionals in creating spaces that strengthen biodiversity and integrate local agriculture. These spaces are not only more resilient to climate change, but also provide a better setting for people to live in, along with numerous services (urban cooling, rainwater management, local production, and health and well-being areas). As an assessor of the BiodiverCity® label and Effinature certification, in 2020 Urbalia assisted the Madrillet development zone project in Rouen in northern France as well as a 32-unit housing programme in Montreuil to the east of the capital in obtaining widely recognised certifications. Urbalia also assessed the ecological quality of buildings owned by a social housing operator in order to recommend actions for improvement.

Lastly, VINCI Construction France works to reintegrate the important role of nature into cities and buildings from the design phase. Examples include the creation of green roofs, such as the 740 sq. metre roof on the Diamant Vert, a commercial building in Besançon from the developer MCGP. In 2020, the company also participated in the Edison Lite project in Paris, which won the "Reinventing Paris 1" call for innovative projects to come up with solutions for a "new housing model" able to promote shared spaces and a "return to nature".

4. Duty of vigilance plan

This section of the Universal Registration Document aims to satisfy the requirements of Law 2017-399 on the duty of vigilance of parent companies and subcontracting companies to identify risks and prevent severe impacts on human rights and fundamental freedoms, on people's health and safety and on the environment, resulting from the activities of the company, those of its subsidiaries or those of the subcontractors or suppliers with whom they have an established business relationship.

4.1 The Group's organisation, business activities and value chain

The objective of VINCI is all-round performance, which is economic and financial performance while safeguarding people and the environment. This is the only possible vision for a company whose activities and constructions are designed for the long term and have a major impact on regions and local communities. Improving local living environments is a goal shared by all the companies of the Group, which therefore:

- contribute to projects in the public interest that benefit local populations;
- proactively offer innovative solutions that best meet the needs of customers and the society;
- work collaboratively by engaging all stakeholders around a common project.

Due to the very nature and diversity of its businesses and activities, VINCI is first and foremost a multi-local Group. Regardless of whether its companies develop construction projects or infrastructure concessions, they establish local operations and produce locally with mainly local management, partners and staff, for local use in local conditions. VINCI is made up of a network of companies, often small or medium-sized, that have long-established roots in their operating regions and that strive to contribute positively to their development. Conscious of its commitments, the Group strives to stimulate local entrepreneurship and maximise the positive impacts of its projects.

At 31 December 2020

1,587 companies, of which **67%** have fewer than **100** employees

270,555 worksites and projects in 2020

217,731 staff worldwide in nearly **120** countries



75.8%
Europe
(46.3% in France)

11.7%
Americas

6.9%
Africa

3.6%
Asia and the
Middle East

2%
Oceania

85%
in OECD
countries

Group entities frequently undertake project-based work. This means that they provide services over periods ranging from a few weeks to a few years, for projects of varying sizes and natures. They work with a variety of partners and subcontractors, also for varying periods of time. When Group entities are the subcontracting company, they may undertake projects involving anywhere from a few to a few thousand workers, in different geographical areas. As subcontractors, they often work with customers with widely ranging requirements and priorities regarding environmental, employment and social issues. Consequently, each project has its own ecosystem. For this reason, any prevention or mitigation action taken must be targeted and adapted to address specific operational, environmental, employment and social issues.

Another feature of construction projects and infrastructure concessions is the fact that operations are often highly integrated, meaning that a significant portion of the supply chain operates on VINCI sites. Subcontractors and temporary workers of all levels work directly alongside the Group's teams at its worksites or sites under operation. Due to this situation, the subcontractor supply chain is closely monitored and subject to the same rules as the direct workers. Given the cyclical nature of the Group's business activities, subcontractors and temporary employment agencies fulfil an essential role and account for a significantly high volume of purchases. Accordingly, they have been given a high priority among the areas for improvement addressed in VINCI's duty of vigilance plan. The Group's other purchases (the main categories of which include materials, such as concrete and bitumen, and purchased or leased worksite equipment) are also, by nature, mainly local and often part of a short supply chain. They are gradually being incorporated into the Group's duty of vigilance plan (see paragraph 2.2, "Relations with suppliers and subcontractors", page 210).

35%
of purchases are
subcontracting purchases

Whatever the business activities or projects of VINCI companies, and regardless of whether their customers are public (such as public or local authorities or government-owned companies) or private (such as property developers or other private-sector companies), VINCI's companies invariably serve customers who order the design or construction of infrastructure or who delegate its management, maintenance and operation. VINCI companies perform their work under contract and report continuously on their activity to their customers and, in some cases, to the inspection bodies and regulators in charge of project monitoring and inspection. In an intensely competitive industry, VINCI companies not only meet the requirements set by customers, but also strive to spread best practices and promote innovation, including in social and environmental matters, while complying with applicable laws and the Group's commitments. Projects undertaken on behalf of public authorities increasingly include social and environmental obligations that are reported on and verified on a regular basis. Lastly, Group companies operate within a value chain involving a large number of players (architects, design firms, engineers, regulators, inspectors, investors, lenders, partners, government and local authorities, etc.) in addition to its customers. Since Group companies do not necessarily act as contracting authorities, they are not always in a position to choose which service providers, techniques and supplies are employed.

VINCI takes all of these parameters into account in designing and implementing vigilance measures that are relevant and effective with regard to its organisation, business activities and value chain.

4.2 Duty of vigilance governance

VINCI's duty of vigilance plan encompasses all entities controlled by VINCI as defined in Article L.233-3 of the French Commercial Code. It builds on the commitments in the VINCI Manifesto, the Group's of Ethics and Conduct and, more broadly, Group policies that help prevent risks to people and the environment by promoting vigilance measures in the three areas covered by the duty of vigilance law.

Vigilance measures and their implementation in each of these areas – people's health and safety, human rights and the environment – are supervised by distinct governance structures.

• Health and safety governance

The Group's health and safety policy, reinforced by a joint declaration of essential actions concerning occupational health and safety (www.vinci.com/vinci.nsf/en/item/essential-and-fundamental-actions-concerning-occupational-health-and-safety.htm), is supervised by the Health and Safety Coordination unit, under the authority of the VINCI Executive Committee. Signed by the Chairman and CEO of VINCI and the Secretary of the European Works Council, the declaration sets a reference framework for the Group by identifying essential and fundamental occupational health and safety actions for all business units, activities and countries combined.

The health and safety directors of the Group's business lines are all members of the Coordination unit, and they ensure that VINCI's policies are effectively disseminated to all of its companies and businesses activities. The unit's mission is to build a shared safety culture, mainly by facilitating the sharing of best practices and feedback among business units, assessing existing procedures, providing reliable indicators and suggesting improvements adapted to each activity. Accident prevention Pivot Clubs and internal collaboration platforms help spread and monitor initiatives among the community of health and safety officers, coordinators and experts. A worldwide network of more than 2,500 employees in Group health and safety roles supports all these measures.

In 2020, the Health and Safety Coordination unit met three times. Its members were briefed on each significant accident or incident in each business line, and discussed human resources needs in health and safety, among other matters. The Coordination unit also continued its work to identify and prevent major risks. Using VINCI's innovation and foresight platform, Leonard, it launched support for innovations that improve health and safety at work.

Health and safety policy is presented to the Board of Directors' Strategy and CSR Committee each year. In early 2020, each business line presented its health and safety policy and the 2019 results to VINCI's Executive Committee. Health and safety also holds a central place in the Group's social dialogue. It is a permanent item on the agenda of every Group Works Council or European Works Council meeting, along with the presentation of indicators – the number of fatal accidents, frequency rates and severity rates – for each geographical area and business unit.

• Human rights governance

The Group's human rights risk prevention policy is communicated in VINCI's Guide on Human Rights, which forms the backbone of its work in this area (www.vinci.com/vinci.nsf/en/item/guide-on-human-rights.htm). The Group has set up an organisation and procedures to coordinate and monitor measures and thereby ensure that its commitments and principles are being cascaded to VINCI entities, their projects and their work sites.

VINCI champions human rights issues at its highest echelon. In 2019, the Chairman and CEO confirmed the Group's commitment to raise the bar on respect for human rights and embed them in its corporate culture by signing the French version of the CEO Guide to Human Rights, published by the World Business Council for Sustainable Development (WBCSD), along with nine other French top executives (https://docs.wbcsd.org/2020/10/WBCSD_CEO_Guide_to_Human_Rights.pdf).

Human rights policy is coordinated by the director of the Human Resources Department, who is a member of VINCI's Executive Committee, and promoted throughout the Group by a Human Rights Steering Committee, comprised of the human resources directors of all business lines and divisions. As VINCI's management is highly decentralised, this steering committee has existed since 2015 to facilitate decision-making, discussion and collaboration among the Group's business lines and divisions. Members keep their respective management committees informed and are in charge of disseminating and rolling out policy in their respective business lines and divisions. At every meeting, the steering committee assesses the progress made regarding the human rights component of the duty of vigilance plan. The teams working in the field to ensure the respect of human rights are primarily the Group's human resources professionals, as well as its operational managers, who occupy key roles in the Group's organisation and uphold the Group's commitments inside companies and projects.

The implementation of human rights policy is coordinated by the Corporate Social Responsibility Department, reporting to the Human Resources Department, which helps business lines and divisions to incorporate and implement Group measures, develops and updates risk-mapping and assessment tools, conducts assessments, builds awareness among management committees and employees, and communicates with Purchasing, Internal Control, Ethics and Vigilance, Security, Health and Safety Coordination and other departments. The team is in frequent contact with external stakeholders involved in human rights to address identified issues, answer questions and provide further information about the measures taken in the Group.

The Group Human Resources Director and the Corporate Social Responsibility Director present the human rights policy implementation to the Board of Directors' Strategy and CSR Committee each year. The committee met in November 2020.

• Environmental governance

VINCI's environmental issues are managed at the Group's highest level of responsibility by the Board of Directors' Strategy and CSR Committee, which ensures their integration into the Group's strategy. In 2019, awareness of the climate emergency and the environment became more acute at the Group's top echelon, leading to the definition of a new environmental ambition involving all VINCI entities for the 2020-2030 period. The ambition targets three areas: climate change, the circular economy and natural environments. The Environment Department coordinates its implementation in the various entities and each year it reports twice to the Executive Committee and three times to the European Works Council, which chose the environment as its special focus for 2020. The Environment Department chairs monthly meetings of the Environmental Committee, whose members are the environmental managers and directors of the Group's business lines, and coordinates the environmental network of more than 750 correspondents.

The Group's Environment Department shapes the environmental component of the duty of vigilance plan, based on the environmental goals shared by VINCI's business lines and entities in the three targeted areas. Duty of vigilance measures relating to the environment are integrated and monitored by each entity, in accordance with the Group's decentralised structure, so that they are closely aligned with local realities. Group initiatives draw from measures and processes that VINCI companies have already been implementing for many years to avoid or reduce the environmental impacts of their activities in the countries where they operate. In this manner, the Group's entities define their own risk prevention procedures for their activities. More specifically, they build environmental policies that align with the Group's new environmental ambition, implement environmental management systems and develop internal environmental standards and labels.

In subsidiaries, chief executives and senior management are in charge of ensuring regulatory compliance and the implementation of risk prevention procedures for their operational scope, taking into account their specific activities and challenges. They are assisted by the network of environmental correspondents, who provide environmental expertise.

The environmental component of the duty of vigilance plan was presented to the European Works Council and discussed by its members in November 2019. On 6 November 2020, Xavier Huillard, Chairman and CEO of VINCI, and Roberto Migliardi, Secretary of VINCI's European Works Council, signed VINCI's Environmental Guidelines (<https://www.vinci.com/publi/manifeste/dir-env-2020-11-en.pdf>). This document provides a framework for reducing environmental impacts and risks associated with the Group's activities. It applies to all Group companies, so that VINCI's environmental actions can be improved and adapted to local realities. All subsidiaries are responsible for ensuring that corresponding actions are also taken by subcontractors and joint contractors throughout projects.

• Overall duty of vigilance governance

The Ethics and Vigilance Department provides support in implementing the Group's compliance procedures, in particular with regard to the Code of Ethics and Conduct. The department, which reports to the Group's Executive Management, was created on 1 January 2018 (see paragraph 2.4, "Business ethics").

Implementation of the duty of vigilance plan is regularly reviewed by the Ethics and Vigilance Committee. This seven-member committee includes five Executive Committee members and ensures that the compliance procedures covered by the Code of Ethics and Conduct are diffused and amended as necessary. These include procedures relating to the fight against corruption and the prevention of severe impacts on human rights and fundamental freedoms, on people's health and safety and on the environment, resulting from the Group's activities. The committee meets at least once every quarter and met four times in 2020. It reports annually on its activity to the Board of Directors' Strategy and CSR Committee.

• European Works Council involvement

In 2020, the members of the European Works Council and their deputies continued to regularly discuss the duty of vigilance plan. They met a total of three times in 2020, twice as part of the Council's CSR Committee meeting. After focusing on the environment in 2020, the Council began a new cycle at the end of the year, working with the CSR Committee on a range of corporate social responsibility issues. These included human rights, the duty of vigilance plan and social risk management in subcontracting.

European Works Council members were asked to provide feedback on the plan and its content, particularly the identified risks. The three components of the duty of vigilance plan were therefore presented for the second year in a row. Syndex, a consulting firm that exclusively serves employee representatives, also met with the members to train them on the content of the French duty of vigilance law and provide assistance in reviewing VINCI's plan. Feedback on the plan's content was positive. The European Works Council members decided to continue this dialogue and meet quarterly, starting in 2021. They also asked for the duty of vigilance plan to be presented in each country in the future.

4.3 Duty of vigilance with regard to health and safety

As its activities carry inherent risks, VINCI has made health and safety at work a priority. The Group's health and safety policy aims to anticipate and prevent risks in this area, including psychosocial risks, but also to ensure hygiene, health, safety and quality of life in the workplace as well as to ensure the redeployment of employees who have suffered a workplace accident or illness. The Group also aims to achieve zero accidents, which applies to employees, temporary workers and external staff at VINCI worksites or sites operated by VINCI. This goal is one of the key commitments published in the VINCI Manifesto in 2012. Due to continually changing jobs, tools, techniques, processes and new technologies, constant vigilance is needed. Therefore, VINCI not only applies rules and procedures, but also calls for the continuous development of a safety culture for all that addresses all types of risk to people's health and safety and is shared at all levels of the organisation.

In 2020, VINCI's health and safety network mobilised extensive efforts to manage the health crisis. The measures taken are described in this duty of vigilance plan on page 251 and in detail in paragraph 1.2, "Health, safety and security of employees, temporary staff and subcontractors", pages 190 to 193.

4.3.1 Mapping of the Group's major risks

• Identification and ranking of VINCI's main health and safety issues

A targeted approach, based on the business activity and country, has always been fundamental in identifying and preventing risks to people's health and safety. Each business line and division maps its major risks based on its operational experience, to implement prevention measures aligned with its specific activities and contexts. A health and safety risk analysis is conducted ahead of any work situation, taking into account the work environment, the characteristics of the work being considered and its technical specificities. These multiple levels of analysis are essential to developing responses tailored to the operational issues of each project, activity and country. The Institut pour une Culture de Sécurité Industrielle (ICSI) assisted VINCI in 2018 in mapping major risks at Group level. ICSI interviewed the health and safety directors of VINCI business lines and divisions over several months to identify the major risks inherent to their respective businesses and analyse the elements of managing these risks. The risk map revealed the most common major risks shared by the Group's activities.

• VINCI's main issues

This work resulted in the identification of six main risk categories and various types of potentially major events, which range from events affecting the entire Group to events specific to the activities of particular business lines and divisions. The Health and Safety Coordination unit identifies major risks by combining an assessment of the (actual or potential) likelihood of an event and the (actual or potential) severity of its outcome. A major risk is therefore the risk that a major event occurs and has severe consequences for a subject (employee, temporary worker, subcontractor or third party). Severity level is determined based on situations and events that have actually occurred as well as those that were potentially serious, meaning that in slightly different circumstances, the consequences could have been major. These main categories of risks to people's health and safety are presented in the table below.

Main risk categories	Types of potentially major event
Risks related to moving masses	Collision with moving equipment or materials
	Collision with worksite machines or vehicles
	Collision with third-party vehicles
Risks relating to falling objects or loads	Blows from falling objects or materials
	Blows from the collapse of a civil engineering structure
	Crushing from the fall of a suspended load
Risks relating to working at height	Falling from heights
	Electrocution
Risks relating to energised or pressure equipment	Projection of high-pressure fluids
	Projection of pressure machinery parts
Risks relating to handheld mechanical tools	Cuts and punctures from sharp handheld mechanical tools
Risks relating to road traffic	Road accidents

4.3.2 Measures to assess the situation of subsidiaries, subcontractors and suppliers

Business lines and divisions develop their own prevention policies that are adapted to their activities and geographical and operational environments. These policies rely on rules that should enable all foreseeable situations to be planned for, as well as on the ability of individuals and teams to use their experience and training to manage unexpected events. The policies are implemented as locally as possible, so that any situation that arises can be handled in the most effective way. The established procedures make no distinction between employees of Group companies and temporary or subcontractor staff: at a given site, all active personnel work in the same conditions. Specific action plans and audit schedules support these policies, which are monitored by line management superiors and the network of health and safety officers. Safety inspections and audits carried out by operational teams and safety officers, whether of VINCI's entities and employees or of worksites operated by external companies (whether or not they belong to the Group), are an essential part of this policy. The Group is also expanding the practice of cross-auditing by its various companies and is placing strong emphasis on the importance of managers' involvement in effectively implementing health and safety policies and initiatives.

As an example of these measures, VINCI Construction Grands Projets has a dedicated audit team within its Quality, Safety, Environment and Information Systems Department (DQSE-I). Its management committee sets an audit schedule each year, based on operational priorities and risks. Each project is audited by VINCI Construction Grands Projets' head office every two years, to ensure that its management system fully complies with safety requirements. These requirements reflect, in particular, applicable standards (ISO 9001, ISO 14001, ISO 45001, etc.), guidelines applied by VINCI, VINCI Construction and VINCI Construction Grands Projets' head office, as well as a project's specific contractual requirements (safety plan, process map, requirements of partners and other interested parties, laws and regulations, local standards, etc.). ISO 9001, which is a core standard for audits, covers all aspects relating to the management, selection, monitoring and assessment of subcontractors. Audits always apply to an entire site and all site personnel, including subcontractors and other staff. Upon completion of an audit, observations are shared with the heads of the relevant project and the audit report is sent to management at every level, including the general management of VINCI Construction Grands Projets. Once the audit report is received, the entity suggests actions to remedy any issues. Project managers and the audit team share responsibility for monitoring the action plan: in general, the project's QSE manager informs the auditor when a measure is implemented and provides evidence of its achievement. Periodic progress reports on achievements and trends are also made. In 2020, in spite of the Covid-19 crisis, 16 audits were performed, including internal audits at headquarters, amounting to 38 audit days.

Audit procedures relating to health and safety at Group entities may also involve obtaining certifications, creating a need for external audits. Accordingly, VINCI Autoroutes has begun the ISO 45001 certification process for occupational health and safety. Cofiroute obtained certification in April 2019, and ASF and Escota expect to meet requirements for certification in the first half of 2021. For these certifications, some 20 audits (internal audits, practice audits and certification surveillance audits) were conducted in 2020, using a shared internal

checklist designed to ensure ISO standards are met. These audits, whether they are conducted by internal or external auditors, serve to assess the quality and maturity level of a range of health and safety management issues and identify strengths, improvement areas and any non-conformities. In the wake of the audits, operational reviews are performed in regions and a management review is conducted centrally. At this time, any corrective action is decided upon and any new objectives are set. Audits typically cover the following areas: company policy; management engagement at all levels; employee participation; training and awareness initiatives; preparation and organisation of work; management of materials, equipment and products; risk prevention for external companies; regulatory compliance and the management of accidental events.

Health or safety certifications at VINCI in 2020

- VINCI Construction: 51% of revenue certified ISO 45001, 48% of revenue certified OHSAS 18001 and 13% of revenue certified MASE-UIC
- VINCI Energies: 36% of revenue certified ISO 45001, 23% of revenue certified OHSAS 18001, ILO, LSC, VCA or SCC and 7% of revenue certified MASE-UIC
- Eurovia: 46% of revenue from the works activity certified OHSAS 18001
- VINCI Autoroutes: Cofiroute obtained ISO 45001 in April 2019, and ASF and Escota began the process with the aim of obtaining certification in 2021
- VINCI Concessions: 30% of entities certified their occupational health and safety management system to OHSAS 18001, ISO 45001 or guidelines specific to their business (LISEA and MESEA)

Auditing and assessment are performed for every business line and division. Similarly, at their own level, projects, sites under operation and worksites implement risk management systems and, therefore, tools to monitor the management of health and safety risks. These systems draw on the results of the risk analysis performed for every Group site and updated on a regular basis.

Health and safety audit procedures in VINCI business lines

- Health and safety policy, procedure, internal audit schedules and dedicated department for every VINCI business line
- Health and safety audits conducted on worksites and sites under operation by health and safety officers at different levels of the organisation (more than 2,500 employees in health and safety roles) and by teams from Group departments
- Expanded cross-auditing practices among companies
- Continuous certification process under way in the Group (ISO 45001, MASE, etc.)
- Close involvement of company managers in audit outcomes and improvement actions taken
- Inclusion of all site personnel (VINCI employees, temporary workers, subcontractors, etc.) in safety audits on worksites and sites under operation

4.3.3 Tailored actions to mitigate risks or prevent serious impacts

For each site or worksite at which VINCI companies inspect the performance of work, a common set of rules applies to all, with no distinction made between employees, temporary workers or subcontractor staff. Where applicable, Group entities help the subcontractors and temporary employment agencies they work with to improve their performance. This assistance is mainly provided at the site under operation or at the worksite.

a. Actions developed and implemented at Group level

• Group-level health and safety policy and guidelines applicable to all

The Group's health and safety policy, which is covered in its Code of Ethics and Conduct and in VINCI's Manifesto, was reinforced by the signature of a joint declaration by the Chairman and CEO of VINCI and the Secretary of the European Works Council. The statement sets a standard for the Group by identifying essential and fundamental occupational health and safety initiatives. It is available in 21 languages and published on VINCI's website (www.vinci.com/vinci.nsf/en/item/essential-and-fundamental-actions-concerning-occupational-health-and-safety.htm). The declaration is the product of steady, constructive social dialogue and part of a continuous effort to engage all employees in promoting a safety culture at VINCI. By communicating broadly on the subject, VINCI has shown that occupational health and safety has reached a high level of visibility and commitment among its top management. Furthermore, the short-term variable remuneration of VINCI's Chairman and CEO is linked to environmental, social and governance (ESG) criteria, including occupational health and safety indicators.

The joint statement reiterates the main thrusts of VINCI's health and safety policy, describes the initiatives and measures to be implemented at all the Group's sites and provides for the monitoring of results.

01

Risk analysis

02

Protective equipment

03

Operating procedures
and processes and work
organisation

04

Safety awareness and
training

At the operational level, each site must conduct a risk analysis at the earliest possible stage ahead of any work situation and, based on the findings of the risk analysis, incorporate preventive measures into operating procedures and processes. Each entity must supply suitable personal protective equipment for each work situation and ensure that each worker fully understands the risks associated with their activity and the measures to take to manage them. Work must also be organised at the site in such a way as to safeguard employees' health and safety.

Employee representatives are expected to be involved in the implementation of initiatives, notably in the prevention of workplace accidents and occupational hazards, and must be empowered to take initiatives. Occupational health and safety awareness and training programmes are essential to ensuring that all workers understand the risks. Employees must receive training during their work hours and, more specifically, be given clear instructions and explanations relating to their job or assignment. They must be familiar with operating procedures and safety regulations and comply with them. Materials and tools must be used as intended, and personal protection equipment must be worn correctly.

1,598

meetings of health, safety and
working conditions committees
across the Group in 2020
(vs 1,542 in 2019)

These rules apply to everyone at VINCI, in all activities, in all companies and in all countries where the Group operates. Each business unit adapts and implements the health and safety policy to closely address its local challenges, in compliance with the global framework.

b. Specific guidelines and initiatives for the Group's business lines to closely address their individual challenges

The Group's business lines and divisions develop guidelines specifically for their activities and disseminate them to all companies in their scope. As a result, each entity applies guidelines from multiple sources – the Group, the business line, the division and the entity itself. These rules strengthen and complement one another, resulting in a tailored response to the situation of each sector, activity or operational context. Together, they shape prevention initiatives, which are integrated into operating procedures, work instructions and the organisation of work, and form the basis for audits conducted on worksites and sites under operation. They are regularly reviewed as part of a continuous improvement effort. All business lines, without exception, apply special scrutiny to major risks. Any incident related to the latter is analysed to discover the underlying or root causes, with the aim to continuously improve the prevention of serious or potentially serious accidents and build a strong safety culture, shared by all.

VINCI Construction is applying its "Building in safety" methodology at all its worksites, everywhere in the world, to spread a shared safety culture. It provides a framework for managing risks at each of a project's key stages. It begins at the design stage, with Safety in Design, a programme to embed safety into work instructions and procedures as early as possible. It continues with pre-task meetings, which bring together methods engineering and works management teams to ensure that the instructions and procedures are operational and take into account the actual risks and safety requirements of the work performance phase. Next, during the work execution phase, the works manager holds a pre-start meeting with their team at the start of every day to ensure that everyone has fully understood the work that has to be done and the safety measures that need to be taken. Whenever a situation is unclear or a change is made that could create a hazard, the "Building in safety" approach also encourages participants to stop and alert their supervisor. Most entities combine the approach with golden rules of safety to be put into practice by all workers to prevent major risks. At Eurovia, health and safety policy is translated into guidelines for each business activity and country. The business line developed an ambitious action plan for 2020-2021 to bolster its management systems, better prevent major risks and update the safety policy. The action plan, which is currently being rolled out, was informed by a survey on health and safety climate perceptions, to which more than 33,000 employees responded in 2019, and by workshops held in 2019 on International Safety Day to share the survey findings and discuss strategies for improvement with all employees. Eurovia's Health and Safety Department is supervising this wide-ranging action plan, which will reinvestigate the major risks specific to the business line's activities and countries of operation as well as the associated prevention measures. Information drawn from the root cause analyses carried out after any accidents and near misses, the safety inspections performed by QSE officers and visits by managers will also contribute to this investigation. Once this step has been completed, countries and business activities will update their guidelines and operating procedures, and report the reasons for each change to the Health and Safety Department. Each country has also developed an action plan to improve the safety of work carried out by subcontractors and other external workers on worksites and sites under operation. In addition, each country has reaffirmed the golden rules for preventing major risks. At each level of hierarchy, from directors to workers, expectations for health and safety are reviewed. This is a prerequisite for a strong safety culture shared by all. Alongside these changes, assistance, information and training are being provided to ensure employees at all levels are aware of, understand and integrate the changes.

Business lines also develop their own action plans or guidelines to address a specific major risk. For example, VINCI Autoroutes observed an average of one maintenance van collision in its motorway network every week. To remedy this situation, it launched an ambitious new action plan in the beginning of 2020, involving the collection of detailed statistics of van collisions, the updating of procedures and equipment, and a system to inform motorway users. A steering committee for the action plan was formed and progress reports are regularly made to the VINCI Autoroutes management committee. Furthermore, as part of its programme to promote responsible driving, the VINCI Autoroutes Foundation rolled out training material and awareness campaigns for the public and professional drivers alike, to remind them of the steps they must take to prevent tragic accidents and protect motorway maintenance personnel. The foundation also ran joint initiatives with external partners that provide driver training or publish training materials for car and truck driving schools, such as École de conduite française and Codes Rousseau.

At VINCI Concessions, the safety policy is championed by a Safety Committee, which meets twice a year and is chaired by the CEO. Each entity is in charge of its own health and safety organisation, in compliance with Group policy, local partner agreements and the laws applicable in its countries of operation. The central Safety Department carries out safety audits as needed and helps new entities joining one of the three business lines (VINCI Airports, VINCI Highways, VINCI Railways) integrate the safety policy by providing targeted training for managers to promote VINCI Concessions' safety culture. VINCI Concessions includes all subcontractors in its health and safety organisation, during both the construction and the operating phases.

• Involvement of employees and employee representative bodies

In their health and safety policies, business units and divisions assert the importance of the participation of employees and employee representatives, as highlighted in the joint declaration of VINCI and its European Works Council. As a result, specific agreements have been negotiated and signed with labour representatives on subjects that improve working conditions, and, by extension, the overall performance of Group companies. This social dialogue on health and safety takes place at every level of VINCI's organisation. In 2020, 33 health, safety and prevention agreements were signed by Group companies (29 in 2019).

Specific training sessions are also held to reinforce the participation of employee representatives and help them carry out their mission with regard to health, safety and working conditions. In 2020, Eurovia took advantage of the opportunity presented by the new organisation of social dialogue in France, where it employs more than 24,000 people, to expand the role and skills of Economic and Social Committee members. Eurovia commissioned the French Professional Agency for Risk Prevention in Building and Civil Engineering (OPPBTP) to develop and deliver a five-day training program to all members of its Economic and Social Committees (and their deputies), co-led by Eurovia's environment prevention quality network. More than 1,100 people have now been trained in occupational risk prevention. The training programme was tailored to perfectly reflect the real-life situations experienced by the Economic and Social Committees of Eurovia and its subsidiaries. For example, additional risks relating to Eurovia's specific business activities were addressed. The session also made use of Préven+, an interactive 3D safety training tool developed in-house by Eurovia.

• Continuous, tailored awareness and training initiatives for all

Each business has its own toolbox of measures and integrates health and safety awareness into its daily routines, such as pre-start and pre-task briefings and 15-minute safety sessions. Initiatives such as these have been rolled out by most of VINCI's businesses and offer daily opportunities to review basic safety rules, explain operating procedures, introduce the work environment and engage employees, temporary workers and subcontractors. These initiatives are coordinated by HSE officers with visible support and commitment from the managers of the worksite or site under operation. Many awareness-raising and training sessions focus on issues specific to each activity, such as working at height, driving vehicles or hand injury risks. Innovation is also central to these training efforts, in order to continuously improve their effectiveness and adapt them to changing activities. For example, VINCI Construction developed Alive on Site, a tool used to film, with employees' consent, work being carried out at height and viewing it later with the team performing the work to identify risky behaviours and best practices in a constructive, supportive atmosphere. This interactive session lasts one half-day or full day and is facilitated by a safety instructor, most often from outside the worksite, to encourage open sharing and discussion. The goal is for the team to exchange viewpoints so that together and individually they become more acutely aware of the risks. Since 2020, VINCI Construction periodically holds discussion sessions with staff to report on accidents and major events and share the corrective measures, to prevent similar situations from reoccurring. Whether conducted remotely as webinars or face-to-face as a worksite team meeting, these discussions help raise workers' awareness of the risks inherent to their work, while fostering their sense of belonging to the company.

38%

of training hours in 2020
devoted to health and safety

In addition to on-site training for employees, a large majority of the Group's businesses have developed training programmes for managers and executives to strengthen their safety culture. At VINCI Construction, the "Managing Safety" programme launched in May 2017 has reached, as of the end of 2020, more than 4,500 managers in the target group of 6,000 managers worldwide. It promotes five essential actions, the first of which is to assess the safety culture of managers prior to their annual performance review. The programme addresses the organisational and human factors in accident prevention. Its aim is to help company managers develop a just culture and improve prevention through a better understanding of root causes. Managers conduct worksite visits on a regular basis in all Group entities. Health and safety are an agenda item of every management committee meeting.

At Group level, the resource centre run by France's Institute for an Industrial Safety Culture (ICSI) is being added to the VINCI Up! e-learning platform, which makes specialised training modules available to employees at all times. In all, employees have access to more than 490 training resources in health and safety, which accounts for 12% of the full catalogue. The business lines' training centres deliver business-oriented technical and practical training. Group companies work with professional associations and with secondary and higher education schools and training centres, in particular with the aim to incorporate safety issues into occupational training.

• Organisation of international health and safety events

Organising dedicated health and safety events is an important driver for developing everyone's skills, making the engagement of managers visible and known to all and promoting a strong safety culture throughout the organisation, among all employees, partners and stakeholders. VINCI companies continue to involve more and more temporary staff and subcontractors, as well as customers, in safety training and awareness.

For this reason, international events are regularly organised by the various business lines and divisions. One such event is International Safety Week, celebrated annually by VINCI Construction and its 70,000 employees, in every company and worksite around the world, since 2014. Each year, the event spotlights a key theme, which is reinforced by strong messages from management. All employees and workers are required to take part. Partners, temporary workers, subcontractors and customers are also included and participate in these events. A variety of events and campaigns, such as conferences, workshops, training sessions and simulation exercises, run throughout the week. In 2019, International Safety Week's theme was "Just say stop!", which is also the fifth step of the "Building in safety" methodology disseminated by VINCI Construction: the worker's right and duty to put a stop to a situation they think is dangerous. In 2020, the overarching theme was "Major risk identification and sharing", expressed with the motto "I see major risks and share them; together, we save lives."

In November 2020, VINCI Concessions also held an International Safety Week for its three business lines (VINCI Airports, VINCI Highways and VINCI Railways), under the banner of "Safe together". All 90 operating entities in 21 countries, including head offices, held events to raise health and safety awareness, with the common thread being the analysis of potentially serious accidents. More than 30,000 employees and partners attended to discuss health and safety. The event saw the launch of Dokit, a new tool to share best practices and safety flashes in real time. Many VINCI subsidiaries also organise in-house competitions to reward health and safety initiatives.

• Risk prevention for subcontractors and temporary employment agencies

Across the Group, VINCI's Subcontractor Relations Guidelines (www.vinci.com/vinci.nsf/en/item/subcontractor-relations-guidelines.htm) underscore the Group's commitment to ensuring the same level of security for its own employees and those of its subcontractors. Many VINCI companies have signed framework contracts with their subcontractors addressing this issue. The zero accident objective is the common denominator in these contracts, which include special clauses covering essential measures such as wearing personal protective equipment, reporting workplace accidents and providing ongoing information on any changes in worksite hazards.

Although temporary workers and subcontractors are included in the safety management system for worksites and sites under operation, specific initiatives have nevertheless been developed for their benefit, some in partnership with professional associations. In France, for example, temporary workers are offered a two-day safety training session and assessment to enable them to obtain a safety passport called Pasi. The passport demonstrates acquisition of the safety fundamentals that temporary workers must understand before they start working at a worksite. VINCI Construction France initially created the Pasi after observing a higher frequency of accidents among temporary than permanent staff, and now the Pasi is used throughout the industry. With this more widespread use, new centres in addition to VINCI Construction France's Cesame centres have become equipped to dispense the Pasi training and assessment, significantly increasing the number and geographic coverage of available training sessions.

VINCI has drawn up a framework agreement for temporary employment agencies (TEAs), which is used in the approval process and is based in particular on occupational health and safety criteria. TEAs must share their health and safety performance data and demonstrate that they promote a safety culture, such as through staff training. It is compulsory for Group entities to use approved agencies to recruit their temporary workers. Agency-specific action plans have been developed on a case-by-case basis to improve quality of service and safety. These plans also contain additional measures to enhance the safety of temporary staff, ranging from surveys of temporary staff and feedback reports on prevention, awareness and training actions led by the company to improvements in record keeping for staff and safety documents (Carte BTP – a professional identification card for construction site workers, Pasi – a safety passport for temporary workers, etc.).

23%

of temporary employment agencies did not meet the Group's ESG criteria during the latest approval process

• Health and safety measures taken to manage the health crisis

Since the start of the health crisis and all throughout the year, managers and their team members in health and safety roles have been extensively mobilised in the planning and implementation of preventive measures to ensure the continuity of operations and a safe environment for employees and other stakeholders (users, customers, external staff, etc.). One feature of VINCI's businesses is that many jobs cannot be carried out by working from home. Another is that even during a lockdown, Group subsidiaries must sometimes continue to provide certain essential services (operating motorways and airports, performing energy maintenance, keeping up essential worksites, and so forth.).

VINCI's health and safety staff worked to:

- analyse work environments, job descriptions and the individual situations of workers with higher risks of exposure;
- adapt work instructions to incorporate new operating procedures, reflecting the situation and the organisation of work in agencies and at worksites and sites under operation;
- reorganise work environments and provide suitable personal and collective protective equipment;
- train and raise awareness of employees: staff informed employees of the protective measures to prevent virus transmission and the new rules to integrate and apply, while also communicating abundantly on conventional risks, to avoid a situation where coronavirus prevention causes people to neglect other important safety measures;
- set up psychological support services and train managers in psychosocial risk prevention;
- expand the number of "Covid officers" to assist managers, employees and outside partners in setting up protective measures at worksites and sites under operation and report information from the field and any required adaptations;
- set up governance structures to monitor the situation day to day and coordinate initiatives.

Group companies involved employees and employee representatives in implementing these measures and worked jointly with industry and professional associations to comply with recommendations and requirements issued by the various authorities of the countries where VINCI does business. A more detailed description complete with examples of the measures taken is provided in paragraph 1.2, "Health, safety and security of employees, temporary staff and subcontractors", pages 190 to 193).

4.3.4 Alert mechanisms and processing of reports

The joint declaration signed in 2017 by VINCI's Chairman and CEO Xavier Huillard, and the European Works Council emphasises that any situation observed by employees that represents an imminent threat to health and safety must be immediately reported to the employer or relevant superior and that no employee can be reprimanded for making such a report. Likewise, depending on the operational context, employees can avail themselves of procedures such as exercising the right to refuse work, if they believe the situation presents a serious and imminent danger to their life or health. Managers are therefore strongly encouraged to raise alerts and report hazards. Business lines and divisions continue to develop and disseminate new digital applications to ease the reporting of hazardous situations and near misses and facilitate the processing and sharing of this information.

An application called "Move Safe" was launched in May 2019 for all VINCI Autoroutes entities. It enables any employee to electronically report any information about a dangerous situation or near miss. Employees make more than 3,000 reports each year and thereby contribute all together to raising safety levels in the company. The application was recently updated to enable employees to also report incidents relating to the environment, quality and diversity. In addition, local risk prevention groups are set up every quarter in regional divisions. Their members are employees from all business activities, and as such can discuss occupational health and safety issues with full knowledge of the local context.

At VINCI Energies, the Safety Up application, which is available in 10 languages and has been downloaded by more than 16,000 employees, can be used to report hazardous situations as well as share best practices and news flashes. The application was designed as an awareness-raising tool and is co-managed centrally and by companies, with the close involvement of managers, to encourage local communication and use within companies. In 2020, new features were added to the application, including 15-minute safety sessions. It is the most frequently downloaded application for use "in the field" at VINCI Energies. A webinar to present the new features was held in November 2020.

Also in 2020, Watch, an application by VINCI Construction which makes it easy for any employee to report a hazardous situation or a best practice observed at a worksite using their smartphone, was interfaced with BeSafe, the QHSE solution used globally by VINCI Construction to consolidate reported data. BeSafe is a shared incident management and reporting solution that helps ensure the traceability, reliability and facilitated sharing of information. It has been designed to make life easier for users and encourage the implementation of appropriate measures to reduce the company's major risks. The most frequently occurring situations are analysed to identify corrective actions to be taken. Likewise, for all potentially serious incidents, the underlying causes are systematically investigated. The solution enables all levels of the organisation to view results in real time, for effective global coordination.

4.3.5 Monitoring of measures implemented and assessment of their effectiveness

• Health and safety monitoring indicators

Relevant indicators measuring the outcomes of initiatives are presented to the management committees of business lines and divisions, providing the opportunity to discuss how to improve them and to reaffirm the management's commitment. At VINCI Autoroutes, the management committee examines key indicators every two weeks. Furthermore, management reviews are held annually as part of the ISO 45001 certification process, to analyse results obtained and set new goals for the future. At VINCI Concessions, the Safety Department monitors safety statistics continuously, using a centralised reporting tool that includes safety data from all entities and their subcontractors, whether or not the entities are part of their financial consolidation scope. Monthly dashboards are produced for each business activity and any changes are analysed. At VINCI Construction, the network of safety officers from across the business line meets quarterly, along with the management of each division. At Group level, in addition to presentations to VINCI's Executive Management, presentations are made to the Board of Directors' Strategy and CSR Committee, Remuneration Committee and Appointments and Corporate Governance Committee, in order to evaluate managers' performance, and to the Board of Directors itself.

The close monitoring carried out by the Group and its business lines and divisions may trigger the commissioning of a third-party audit, especially in the event of the decline of a key performance indicator. Safety data on temporary staff and subcontractors is increasingly included in health and safety performance monitoring indicators. The gap between the workplace accident frequency rates of VINCI employees and temporary staff reflects differences in the jobs performed, in safety awareness, and in technical know-how and experience. Reports on workplace accidents involving temporary staff enable VINCI companies to take concrete steps to prevent them from recurring.

Main monitoring indicators

- Lost-time workplace accident frequency rate, worldwide:
 - VINCI employees (%): 5.32 in 2020 (5.9 in 2019 and 7.08 in 2015)
 - Temporary staff: 14.09 in 2020 (16.24 in 2019 and 12.71 in 2015)
- Workplace accident severity rate (VINCI employees) (%): 0.43 in 2020 (0.38 in 2019 and 0.51 in 2015)
- Percentage of Group companies with no lost-time workplace accidents: 75% in 2020 (72% in 2019 and 71% in 2015)

Definitions

- Lost-time workplace accident frequency rate = (number of lost-time workplace accidents x 1,000,000)/number of hours worked
- Workplace accident severity rate = (number of days lost due to workplace accidents x 1,000)/number of hours worked

(*) These indicators were verified with a reasonable level of assurance by an independent third party.

• Specific monitoring for potentially serious incidents and alert procedure for fatal accidents

VINCI's business activities expose employees and other workers at its worksites and sites under operation to risks with potentially serious consequences. Every accident is immediately notified to VINCI's Executive Management and thoroughly and methodically investigated. An in-depth analysis is carried out with all parties involved and a full report is made to VINCI's Chairman and CEO, to the relevant members of the Executive Committee and to the Group Human Resources Director. The report includes a detailed description of the circumstances of the accident, an explanation and analysis of the causes and a presentation of the corrective actions that have been taken. The goal of the report is to ensure that all necessary steps have been taken and shared throughout the Group to improve prevention measures in place and prevent another accident from occurring in similar circumstances. The Bureau members of the European Works Council are also informed and involved. They receive quarterly updates on accidents, regardless of the country where they occurred. This procedure applies systematically, whether the victim is a Group employee, a temporary worker, an employee of a subcontractor, joint contractor or leasing company, or a third party.

Business lines and divisions also take special steps to reinforce accident prevention by monitoring potentially serious incidents. Incidents found to meet this description are consolidated, compared and analysed to identify their underlying risks, root causes and trends. By identifying a combination of circumstances that potentially lead to a serious accident, the analysis enables VINCI to implement curative and, more importantly, preventive measures. Once the root cause analysis of a serious accident has been carried out, a full report is made to management committees.

4.4 Duty of vigilance with regard to human rights

VINCI has made public commitments to protect and promote the rights of people and local communities that may be impacted by its projects and activities. The Group continuously develops and strengthens its procedures to assess and prevent human rights risks, while also assisting its entities to engage on the issue and find operational solutions. This is because it understands that issues affect people's lives at the local level and considers that solutions must therefore be developed on the ground, close to its operations. Fully aware of the complexity of the challenge, VINCI has also adopted a continuous improvement approach with its stakeholders and peers.

4.4.1 Mapping of the Group's major risks

• Identification of VINCI's salient issues

At the end of 2015, VINCI formed a Human Rights Steering Committee to step up its work in this area and identify the Group's salient issues. Meetings were organised with many employees in France and abroad to build awareness of human rights issues and compare viewpoints. At the same time, opportunities were provided for representatives of civil society or other companies outside of VINCI to share their experience. The steering committee also took into account various specialised studies (such as those of the Danish Institute for Human Rights) and guidelines or previous work produced by the Group or its entities (the handbook on fundamental social rights, standards for living conditions, etc.).

Main international standards and conventions underlying VINCI's approach

- Universal Declaration of Human Rights (UDHR)
- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social and Cultural Rights (ICESCR)
- Eight fundamental conventions of the International Labour Organisation (ILO)
- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- United Nations' Guiding Principles on Business and Human Rights (UNGPs)

Furthermore, the analysis of risks and issues also took into account the results of the human rights impact assessment in Qatar, commissioned by VINCI and carried out in 2015 by an independent third party, Business for Social Responsibility (BSR). The methodology used for the assessment was to first identify, in the rights enshrined in the International Bill of Human Rights, the ILO's fundamental conventions and the United Nations' Guiding Principles on Business and Human Rights, the issues that were salient to the Group's activities. Based on this first selection, sectoral research was analysed and interviews were held with key VINCI stakeholders, such as the Building and Wood Workers' International (BWI), the ILO, the International Organisation for Migration (IOM), the French National Consultative Commission on Human Rights (CNCDH), the Danish Institute for Human Rights, and NGOs having worked on human rights issues in that region (Amnesty International, Human Rights Watch, Engineers Against Poverty, Business & Human Rights Resource Centre, etc.).

All or some of the members of the steering committee met monthly, sometimes in the presence of third parties who shared their expertise and/or past experience in a given area. In the summer of 2016, the steering committee validated the Group's key issues and corresponding guidelines, which translate into rules applying to all VINCI entities.

• VINCI's salient human rights issues

The critical analysis of all of these sources led to the identification of five salient issues, broken down into 17 specific themes. They describe areas where VINCI's activities can have a significant impact on human rights, which include those of employees, subcontractors, temporary staff, local residents and local communities. These five issues cover the entire project life cycle, from the response to the call for tenders to the preparation of sites and construction, until the commissioning and operational phases. This work was published in VINCI's Guide on Human Rights, which is available to all on the VINCI website (www.vinci.com/vinci.nsf/en/item/guide-on-Human-rights.htm). Since their publication, the relevance of the salient issues it identifies has been confirmed by various Group entities and validated by feedback from operational teams in different countries. During their most recent discussions of the content of the duty of vigilance plan, the members of the European Works Council had no suggested amendments to these salient issues. The five salient issues and 17 themes are presented in the table below.

Salient issues	Description	Themes
1. Labour migration and recruitment practices	In the course of their activities, VINCI companies may recruit migrant workers, whether directly or through temporary employment agencies. The situation of these migrant workers can reflect a range of scenarios, depending on the conditions of their migration (travel conditions, administrative formalities, recruitment, accommodation, etc.). Due to varying recruitment practices and national legislation on migration, risks of serious breaches of the rights of migrant workers, such as the risk of forced labour, might arise.	1. Recruitment fees and debts 2. Contract substitution 3. Work permit, ID, visa, passport and exit permit
2. Working conditions	This issue relates to potential breaches of fundamental employment rights that could result from a lack of vigilance concerning working conditions, such as wages and their payment, number of hours worked, paid holidays and employment benefits, and restrictions to freedom of association. Given the nature of the Group's activities, employee health and safety is a separate important issue, which has been specifically addressed by the Group and its various entities for many years now.	4. Wage levels 5. Working hours 6. Paid holidays and other benefits 7. Workers representation 8. Hiring underage workers 9. Discrimination 10. Health and safety 11. Worksite security
3. Living conditions	Group companies may supply accommodation to workers, due to the size, location or mobile nature of certain projects or worksites. In these cases, employers must ensure that the living conditions provided to workers guarantee their physical security and safety and satisfy their fundamental needs.	12. Labour community standards on accommodation: health, safety and security 13. Freedom of movement, consultation, and grievance mechanism
4. Human rights practices in the value chain	This issue concerns the monitoring of subcontractors and the living and working conditions of their employees or temporary staff on sites. VINCI considers that its challenges and those faced by its subcontractors are identical. It pays special attention to health and safety issues.	14. Recruitment practices, working and living conditions of subcontractor employees and temporary staff, and management of labour-related risks in the supply chain.
5. Local communities	Construction and infrastructure operation projects can impact local communities and nearby residents. Customers, concession holders and construction companies all share responsibilities, varying from one project to another, and must work in close collaboration to identify, avoid or mitigate each project's potentially negative impact on local communities (for example, negative impacts on the environment and on the daily lives and livelihoods of nearby residents).	15. Socio-environmental issues 16. Land-related issues 17. Community dialogue, engagement, and remediation mechanisms

• Country-specific analysis and prioritisation of issues

Although the Group has identified the salient issues for all of its activities and defined a common baseline of minimum requirements for each theme, it also considers that it is essential to assess the relevance of these issues in a given context and prioritise them accordingly. For this reason, VINCI develops human rights risk maps identifying priorities for a given country, to help local entities better manage their environment and deliver the right response to local issues. All 17 themes identified by the Group are analysed for the country, using the information in reports from public administrations, international organisations, non-governmental organisations (NGOs), academics, trade unions, the media, and so on. This provides a more granular picture of the risks inherent to each country in VINCI's sector of activity as analysed and reported by a set of relevant third parties. The country analysis includes information on the legal and institutional framework and reiterates the Group's guidelines. It is a key tool used to assess each subsidiary's situation and set priorities. It is also an essential resource for raising the awareness of Group employees and teams in relation to risks requiring increased vigilance in a given country, including those faced when entering into contractual relationships or partnerships.

These country analyses are being produced gradually. Target countries are chosen based on eight recognised international indicators established by international organisations, NGOs or trade union organisations^(*) and on internal indicators measuring the local presence of VINCI companies in terms of workforce and revenue. Priority is given to countries where the Group's presence is strong and human rights are deemed to be at risk. The ranking is reviewed each year, to take into account project-based activities of VINCI companies, which can increase or decrease their geographical presence or their level of activity, and external indicators. If needed, other country analyses may be developed to better identify potential issues and risks when preparing a response to a call for tenders. At this stage, the risk maps may not cover any employees, since they are being drawn up before the new business activity is launched. They are subsequently fine-tuned based on new research, feedback from operational teams and reported alerts. The Group will continue to expand and update these assessments in 2021. Three new risk maps are currently in progress.

^(*) World Bank, *Worldwide Governance Indicators – Rule of Law*; Transparency International – *Corruption Perceptions Index*; United Nations Development Programme (UNDP) – *Human Development Index*; World Economic Forum – *Global Gender Gap Report*; US Department of State – *Trafficking in Persons Report*; Ratification of International Labour Organisation (ILO) – *Eight fundamental conventions*; Freedom House – *Freedom in the World report*; International Trade Union Confederation (ITUC) – *Global Rights Index*.

Country-specific analysis of human rights risks

- 20 country-specific human rights risk maps, developed with the support of an external provider, available in 2020
- 16 human rights country fact sheets produced by the CSR Department, which also helps in preparing responses to calls for tenders
- Specific risk analysis covers 27% of the Group's international workforce (excluding France)^(*) and 88% of the workforce in countries identified by the Group as high-priority^(*) with respect to these human rights risk assessments.

^(*) The 2020 action plan is based on data at 31 December 2019.

4.4.2 Measures to assess the situation of subsidiaries, subcontractors and suppliers

• Assessing the situation of subsidiaries

The Group has developed a performance assessment tool based on its five salient issues and 17 themes, along with the corresponding guidelines. All documents produced are therefore based on the same elements: the country's risk map and the assessment tool. For each of the 17 themes, the tool presents a series of precise questions – for a total of 200 – to determine whether the management systems in place conform to the Group's guidelines and whether they adequately manage and prevent the risks specifically identified in that country's risk map. This in-depth assessment provides a clear picture of the performance of an entity or a project. Based on its results, the entity or project builds an action plan and reports on it to its division's Human Resources Department, which in turn informs the Group through its steering committee representative. As necessary, the CSR Department will specifically monitor major risks. Where applicable, the tool is also used to varying degrees to analyse major projects, whether during the tender process or once the project is under way.

VINCI took the opportunity to update the tool in 2020. Meetings were held with the different internal evaluators to collect their feedback and update some content. Several international business and human rights specialists were commissioned to provide their critical, outside perspective, and changes are currently being made based on their recommendations. In light of the travel restrictions imposed this year due to the health crisis, plans to move to a digital format are being made. Training for evaluators continued throughout the year, to improve their knowledge of the tool and the main issues. These assessments are a mainstay of VINCI's human rights policy.

With regard to internal control, the Group may initiate unannounced verifications of compliance with the rules set out in its reference documents, as a complement to the controls put in place by business lines and divisions. VINCI's annual internal control survey was revised to reinforce the portion devoted to the prevention of human rights risks. This survey aligns with the requirements of the reference framework published by the Autorité des Marchés Financiers (AMF, the French securities regulator), which states that parent companies must ensure that subsidiaries have risk management and internal control systems. In 2020, the survey again included questions about the dissemination of the Group's framework publications and resources and contained additional items on the systems used to monitor overtime and on the risk prevention measures taken when working with subcontractors or temporary employment agencies. Survey findings are presented to the heads of internal control, the members of the Human Rights Steering Committee and the members of the Group's Board of Directors.

• Audits of subsidiaries by third parties

In some cases, audits or other external controls have been set up by the Group and/or its subsidiaries.

This is the case in Qatar, where a framework agreement was signed by VINCI, its subsidiary Qatari Diar VINCI Construction (QDVC), and Building and Wood Workers' International (BWI). It provides for an extensive monitoring, control and audit system under the aegis of a reference group composed of representatives of the three parties. The agreement covers human rights in the workplace, accommodation, and issues relating to the fair recruitment and the labour rights of workers. It applies to all workers employed by QDVC in Qatar, including subcontractors and temporary workers. An audit was conducted in January 2019, during which representatives of the three signatories were present, including BWI's auditors and VINCI's trade union representatives. It covered every point in the agreement, and the auditors also had the opportunity to observe the election of Workers' Welfare Committee members at the end of a two-year term. A joint audit report was published (<https://bit.ly/39Nbkt7>). QDVC continues to apply the terms of the framework agreement in its day-to-day business.

With regard to its airport activities in Cambodia, in 2018, VINCI commissioned an audit of psychosocial risks from an independent body, along with new audits of three main temporary employment agency partners. These measures were taken following mediation by the French National Contact Point (NCP) regarding the implementation of the OECD Guidelines for Multinational Enterprises. The NCP found that the Group respected the OECD Guidelines in a complex national context and had taken appropriate due diligence measures for its Cambodian subsidiary. In 2019, the application of the NCP's recommendations, finalised in December 2018, as well as those from the independent psychosocial risks audit, were specifically monitored by Cambodia Airports, VINCI Airports and VINCI. The implemented measures included increasing the workforce, reinforcing medical follow-up for selected categories of staff and replacing equipment to facilitate certain tasks and reduce the associated physical strain. In December 2019, a progress report was made to the NCP on the implementation of its recommendations. In 2020, which saw the health crisis and a decline of close to 97% in air traffic compared to 2019, the management of Cambodia Airports met regularly with trade union leaders to keep them informed of the company's situation and the decisions adopted to ensure its survival. Special measures were taken to ensure the health and safety of all employees and to maintain their employment and remuneration, especially for the categories of workers receiving the lowest pay, which is at least equivalent to 174% of the country's minimum wage. However, due to the economic situation and the weak prospects for the recovery of activity, the company was obliged to launch a restructuring plan at the end of the year. It will affect, in particular, Siem Reap Airport, which was by far the hardest hit and has seen a 99% fall in traffic since April, with one or two flights maintained per week. As a result, only 14% of the staff are at work.

• Assessing the situation of subcontractors and suppliers

In VINCI's businesses, whether Contracting or Concessions, the major challenges are at the operational level. Accordingly, when it comes to vigilance with regard to human rights risks in the value chain, subcontractors and temporary employment agency workers on sites are a priority.

The Group has provided all entities with a due diligence methodology in five steps: mapping of human rights risks for subcontractors, use of specific criteria during selection procedures, inclusion of specific clauses in contracts, control of these contractual requirements, and the implementation of monitoring procedures. Other verifications and audits are carried out on a case-by-case basis. In Qatar, VINCI's subsidiary QDVC set up a robust assessment and monitoring process for subcontractors many years ago, which includes audits of documentation as well as interviews with workers. Over the 2019-2020 period, QDVC conducted 33 audits focusing on human rights and working conditions and 84 audits looking at the living conditions provided by subcontractors and labour suppliers. QDVC continued to improve its due diligence system in 2020. For the early prevention of any risks to workers' rights related to subcontracting, it has introduced an auditing process during the pre-qualification phase. These audits add to the application of assessment criteria during the selection phase and audits during contract execution. In 2019-2020, QDVC performed 45 pre-qualification audits investigating the working conditions of migrant workers.

To further these efforts, the Group is rolling out new pilot projects in business lines, focusing on the analysis and prevention of social risks in subcontracting. One aim is to assess the social risk management practices already in place and identify improvement areas. Another is to build social risk maps for each category of subcontracting, so that vigilance can be reinforced for those with a higher exposure to risks. Parallel to these far-ranging efforts, on-site audits are conducted by an independent third party (see "Preventing social risks in subcontracting in France", pages 258 to 259).

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audits of the working and living conditions for QDVC's subcontractors in 2019-2020, covering 89% of subcontractor employees on site

In respect of temporary employment agencies, the Group's Purchasing Coordination unit has set up a framework agreement to select approved agencies. The non-financial criteria used to assess them relate to occupational health and safety, training, diversity, the prevention of illegal and undeclared work, and the existence of a whistleblowing system for employees. In France, it is compulsory for Group entities to use approved agencies to recruit their temporary workers. Agency-specific improvement plans have been developed on a case-by-case basis (see also paragraph 4.3, "Duty of vigilance with regard to health and safety"). During the latest agency selection process, 23% of those assessed were excluded based on ESG criteria. Group companies continue to monitor the performance of approved agencies to prevent risks of violating workers' rights. For example, controls are carried out on payroll systems, to ensure that all hours worked are paid, and on the full reporting and payment of social contributions to accredited organisations, to ensure that workers access the social benefits they are entitled to. These items are verified during subsidiary performance assessments.

For purchasing categories that are shared by all business lines, that significantly impact revenue, or that involve significant non-financial risks, specific CSR assessments of suppliers are conducted with the Group's Purchasing Coordination unit. The purchasing category is analysed in depth and the associated social and environmental risks are mapped. Invitations to tender and specifications integrate social and environmental criteria. Depending on the purchasing category, these criteria may include the environmental impact of the suppliers' products and services, the conditions in which they are produced (including health and safety aspects), the suppliers' societal commitments, and so on. Based on how they perform against the criteria, some suppliers are discarded, while for others, a CSR improvement plan is proposed, with the aim to promote collective upskilling. In 2020, the CSR Department's work focused mainly on the following purchasing categories: standard temporary employment agencies, temporary employment agencies working in the area of social integration, vehicles, civil engineering contracts, security agencies and fuel. For each category, it reviewed risks and updated questionnaires. This methodology and the produced guidelines will continue to be applied and disseminated throughout the Group. An introduction to responsible purchasing e-learning module was also designed and launched in 2020. A more advanced module for the Group purchasing teams is currently being developed.

4.4.3 Tailored actions to mitigate risks or prevent serious impacts

a. Actions implemented at Group level

VINCI issues guidelines to provide a shared framework for all of its business lines and employees.

• Guidelines addressing the salient issues and applicable across the Group

At the core of its approach is a framework document developed by VINCI and applied across the Group: VINCI's Guide on Human Rights, which was validated by the Group's Executive Committee in April 2017. It contains guidelines for entities to follow when setting up human rights risk prevention practices and measures. It was designed to be adapted to the on-the-ground reality of each sector and activity. The guide is distributed with an annexe describing the main issues in detail, explaining the challenges involved and offering concrete recommendations and best practices to better support employees. Prior to publication, in early 2017, the European Works Council was consulted and approved the Group's initiative.

Excerpt from the VINCI's Guide on Human Rights

- In the course of the work conducted to identify the Group's salient issues, it was revealed that labour migration combined with poor recruitment practices and a restrictive legal environment created a risk with regard to which the Group and its entities must be particularly vigilant. One of the key aspects of this issue, and an identified risk factor, is debt bondage. Accordingly, to provide practical assistance to operational teams on how to prevent this risk, the following guidelines were established:
 - no fees are to be charged to candidates at any stage of the selection, recruitment and hiring process;
 - all contracts signed with recruitment agencies must include a 'no fees' policy;
 - recruitment agencies must be transparent to end-user companies with regard to their practices, in particular the use of agents or subagents, and their costs and terms of engagement;
 - the company and its recruitment agencies must ensure that candidates are made aware that no fees should be charged at any stage of the recruitment process;
 - confidential channels for reporting complaints about fees must be made available to migrant workers."
- When assessing the situation of subsidiaries, the Group is especially vigilant about this issue.

The development and circulation of these guidelines also reflect VINCI's efforts to anticipate risk factors as early as possible and provide suitable responses to prevent abuses.

VINCI's Guide on Human Rights was widely distributed among the Group's employees and was presented to the management committees of the Group's business lines and divisions. Continuous efforts are made to build awareness in management committees through similar initiatives. In 2020, despite the inability to hold in-person events or travel internationally, the CSR team attended virtual meetings of management committees, HR boards and regional and thematic Pivot Clubs to maintain and increase awareness among executives and managers. According to the 2020 survey of VINCI's internal control, 93% of entities, all business lines and divisions combined, had communicated about the Guide and its guidelines to their employees at end-September 2020, an increase of 10 points over the previous year. For the remaining entities, a plan of action is under way to do the same. To facilitate the adoption and dissemination of the guidelines, the guide, which primarily addresses VINCI employees, was translated into 22 languages, thereby covering more than 98% of the Group's workforce, based on the official languages of the countries where the Group operates. External stakeholders can also access the guide on VINCI's website.

93%

of entities in VINCI's
internal control survey have
communicated to their
employees on VINCI's Guide on
Human Rights

- **Incorporation of guidelines into internal processes and operating procedures**

Guidelines are gradually incorporated into the internal rules and procedures of business units and divisions. For example, in 2019, VINCI Construction Grands Projets added a human rights alert mechanism to its internal procedures guides for key project processes, such as recruitment. Internal standards for living conditions, which are based on the Group's guidelines but adapted to the division's business activities, were also reviewed and validated, as in other Group divisions. The division significantly reinforced the human rights component of its tendering guide to help teams in charge of responding to calls for tenders to better understand and manage risks early in the process. This work to incorporate guidelines, particularly with regard to tendering, was continued and intensified in 2020.

VINCI's guidelines are also directly incorporated into processes and procedures at the company and project levels. For this reason, VINCI's Guide and its Annexe were designed with practical implementation in mind. Issues such as wage levels, working hours, paid holidays, workers' representation, discrimination, and hiring underage workers are first assessed and managed according to the human resources procedures and rules applied by companies and projects. Rules on site safety, managing the various levels of subcontracting at sites under their control, promoting dialogue and managing negative impacts on local communities are also applied locally. Given this context, audits of human rights risk management in subsidiaries and projects is a key means of providing support. Such audits are opportunities to perform joint assessments, clearly set expectations, take into account the operating environment and identify any areas for improvement. They also help auditors detect locally developed solutions and best practices to be more widely shared. These audits go further than the content of VINCI's Guide, enabling a comprehensive, personalised approach to risks and challenges, as well as an opportunity to incorporate the guidelines more fully (see paragraph 4.2.2, "Measures to assess the situation of subsidiaries, subcontractors and suppliers").

- **Awareness and training initiatives for employees and managers**

The Group considers that in matters of human rights, managers play a decisive role. It places emphasis on awareness and training initiatives designed especially for managers and other employees and that reflect their on-the-ground realities. The objective is to develop a prevention culture in this area, similar to what has been achieved in safety and security, and to provide operational teams with the means of acting as early as possible. The Group considers it essential to train employees in these issues so that they are able to identify problematic risk situations and understand how to prevent them.

In 2019, it launched an e-learning module in French, English and Spanish to raise awareness of human rights risks, which culminated a year of collaborative development. In 2020, the course was translated into Portuguese and Polish. The training is available to all entities and employees through VINCI's e-learning portal. It is directed at managers and people in charge of human resources, administration, finance, and health and safety as a priority. The Human Rights Steering Committee monitors the e-learning module. More than 1,500 employees belonging to the target groups, from more than 50 different countries, had completed all four parts of the training by the end of 2020. In addition, several of the Group's core, emblematic training programmes now include a human rights module. One example is the Team Grands Projets training programme implemented across contracting business lines. Teams Grand Projets addresses site managers, technical directors, works directors, equipment managers and administrative and financial directors. Its objective is to bolster the skills of people in charge of major projects and help them manage increasingly complex environments using a risk-oriented approach.

VINCI also communicates on human rights issues at key Group-wide events. The latest VINCI conference, attended by the Group's 500 top executives, mainly focused on CSR commitments, business ethics, and dialogue with stakeholders. A roundtable on the human rights obligations and duties of businesses included guest participants who contributed their outside perspective and specialist knowledge. In-house speakers also shared their experience with the audience of managers. Video recordings of the conference sessions and roundtables have been made available to all employees on the Group intranet. Top managers communicated more frequently in 2020, putting into practice a pillar of VINCI's management model, which is the manager's duty to set an example. Accordingly, they strove to make their commitment visible to employees and middle managers. VINCI made regular use of its internal communications tools. For example, the Group recently put the spotlight on ethics and human rights in its newsletter for all employees, in the context of International Anti-Corruption Day and International Human Rights Day. In this issue, the Group reaffirmed its commitments and reminded employees of the resources available to them.

• Active participation in collaborative initiatives

The issues facing VINCI and its entities are often complex and involve multiple players throughout the value chain. Although VINCI continually enhances its risk prevention and management systems, it does not always have the influence necessary to pursue every possible action, due to its position in the value chain and the cyclical nature of its activities. For this reason, as a complement to its in-house efforts, VINCI has joined a number of external networks and initiatives in order to work in collaboration with other stakeholders on tools, methodologies and initiatives to promote the respect of human rights and, in particular, to help develop ethical labour sourcing in certain parts of the world.

Main collaborative initiatives in which VINCI participates

- **Building Responsibly**, of which VINCI is a founding member. Building Responsibly brings together engineering and construction firms in order to develop common approaches and standards, share best practices, tools and experiences, and engage stakeholders and all actors in the value chain to find concrete and collective solutions to the challenges faced by the sector. In 2020, the coalition welcomed new members and reorganised its governance. VINCI was elected as a member of its steering committee. During the year, Building Responsibly's main focuses were the management of risks associated with the pandemic and the publication of case studies illustrating how members implement the coalition's principles. The coalition's members also developed practical tools such as a pre-qualification questionnaire to assess the human rights performance of worksite personnel. It will continue to encourage more companies in the sector to join the initiative. A meeting with stakeholders is scheduled for early 2021.
- **Leadership Group for Responsible Recruitment**, which welcomed VINCI to its steering committee in June 2017. This collaborative initiative between leading companies and expert organisations strives to promote responsible recruitment practices and combat forced labour. In 2020, for the first time, it asked its members to report on how they implement the Employer Pays Principle in their operations. An outside third party was commissioned to analyse the data collected.
- **Entreprises pour les droits de l'Homme / Businesses for Human Rights**, of which VINCI is an executive board member. This association of 19 leading French companies is a forum for discussion, initiatives and proposals by these businesses to improve the integration of human rights into business policies and practices. In the past two years and in tandem with organisations such as the Responsible Business Alliance, the Consumer Goods Forum and the ILO, it has encouraged greater efforts by French businesses to combat forced labour. Companies such as VINCI discuss the challenges they encounter and the preventive measures they have taken. Three new companies joined Businesses for Human Rights in 2020.

b. Actions adapted to local contexts

This section presents significant initiatives implemented and monitored by the Group in two countries, France and Qatar, to prevent risks or promote human rights. They illustrate the complementary nature of VINCI's approach, which combines general guidelines, promoted and disseminated by the Group, with solutions tailored to the individual business environment, obtained by adapting the guidelines to local challenges.

• Preventing social risks in subcontracting in France

The issues faced by VINCI are not limited to regions outside of France. Tensions in the building and civil engineering markets, combined with increased competition and labour flows in Europe, have led the Group to strengthen its duty of vigilance with regard to managing social risks and preventing illegal work in its supply chain in France.

To do so, the Group launched pilot projects, first in the Greater Paris area, for the Building and Civil Engineering businesses of VINCI Construction France, and then for the Ouest and Nouvelle-Aquitaine regional divisions to broaden the mix of business activities and regions. These entities implemented a new approach to managing social risks in subcontracting, in three phases:

- diagnosis and mapping of social risks in subcontracting based on purchasing category;
- diagnosis of the effectiveness of existing risk prevention measures;
- development of an action plan incorporating the core measures implemented at VINCI Construction France, such as responsibility assignment matrices, CSR assessments of subcontractors and reinforced vigilance measures for purchasing categories involving the highest levels of risk.

Business lines and managers were involved at all levels, from the head office to worksites (including functional directors, regional directors, business unit heads, works managers, works supervisors, team leaders, etc.), and across the main support functions (such as human resources, legal, purchasing and risk prevention). VINCI Construction France formed a steering committee at its top management level, which is overseen by its General Secretary, its Human Resources Director and its Technical and Operational Resources Director. In all, several hundred participants in the chain of operations contributed their input to the diagnoses to provide the most complete picture, as true as possible to on-the-ground realities.

At the end of 2019, VINCI Construction France expanded its responsible subcontracting initiative to include all its activities and regional divisions. Training was delivered to the heads of legal, human resources, purchasing and QHSE (quality, health and safety, and the environment). They will work with operational managers to develop a responsible subcontracting policy for their own regional division, taking into account the region's socio-economic situation, and build an action plan. These action plans were to be finalised in 2020, but due to delays caused by the health crisis, they are expected to be ready in 2021. The action plans should cover the entire subcontracting process, from the initial decision to subcontract, to selecting the subcontractor, to assessing the subcontractor's performance after completion of the work.

VINCI Construction France launched EasyPics across the country in November 2019, to better organise information on subcontractors and make their selection more reliable. Works managers can use the solution to assess subcontractors working at their worksites against a shared set of criteria that incorporates social risks. It also helps them choose a subcontracting company early in the project based on the assessments of other departments. This data sharing is conducive to a more consistent approach to subcontracting. Warnings can be quickly issued in the event of a risk or non-conformity, and support can be provided to companies in need of it.

In addition to these measures for more effective prevention of social risks, social auditing in subcontracting was launched in 2019. Since social compliance auditing was new to the industry in France, specific tools and assessment criteria for building and civil engineering activities had to be developed before such audits could be conducted by external auditors and monitored by the Group. The audit procedure was therefore adapted to different types of worksite – for example, major projects conducted as joint operations, smaller worksites fully controlled by VINCI, or worksites in the launch or finalisation phase. During these audits, particular attention is given to aspects involving the on-boarding and management of subcontractor employees, such as employment contracts, payment of wages and compliance with obligations in respect of working time and health and safety. Feedback from the audits, which are positively perceived by worksite teams and subcontractors, serves to fine-tune prevention initiatives and, if applicable, update the risk map or assessments of partner companies. Follow-up audits of the same worksites were launched in 2020 to monitor their progress, ensure that action plans are being carried out and continue to provide support to operational teams, who are demonstrating more and more knowledge of these issues. This series of audits will be completed in early 2021.

At the end of 2020, a working group was set up to develop a training module for a team of internal auditors so they can provide continuous support to worksites as part of their social risk prevention initiatives.

In 2020, VINCI Immobilier joined these efforts to prevent social risks in subcontracting in France. The three-phase methodology was adapted to its status as a project owner. The results of the preparatory work and the associated action plan were presented to the management committee at the end of 2020, with the aim to start implementation in 2021. The Group will continue to extend this methodology to other business lines in 2021.

• Preventing human rights risks in Qatar

VINCI is present in Qatar through Qatari Diar VINCI Construction (QDVC). Since 2007, QDVC has taken concrete action to improve migrant workers' living and working conditions and to fight forced labour at every stage in the migration cycle. It has also implemented innovative initiatives to combat human rights abuse. QDVC has acted in the interests of not only its employees, but also of temporary workers and the employees of its subcontracting partners. In particular, QDVC regularly audits the working and living conditions of subcontractor employees. More details about these audits can be found in paragraph 4.4.2 of this chapter, "Measures to assess the situation of subsidiaries, subcontractors and suppliers".

In general, VINCI and QDVC strive to significantly advance human rights risk prevention in collaboration with multiple stakeholders, including trade unions, universities, NGOs and international organisations. Their work has led, in particular, to a tripartite framework agreement on workers' rights between VINCI, QDVC and Building and Wood Workers' International (BWI). It was signed at the International Labour Organisation (ILO) headquarters in the presence of ILO's Director-General. The agreement and the latest joint audit report are both available to the public. In 2020, VINCI created a page on its website to make its human rights action in Qatar and all related documents easily accessible (<https://www.vinci.com/vinci.nsf/en/item/qatar.htm>). The Group reports transparently on its practices. The latest report by Business and Human Rights Resource Centre (BHRRC), an NGO, ranks VINCI/QDVC first among Gulf companies, based on its transparency regarding recruitment practices, remuneration, living conditions, freedom of movement, health and safety, workers' representation, prevention of risks relating to subcontracting and consultation and grievance mechanisms (<https://bit.ly/3sE9wLN>). VINCI's full survey answers on all these issues can be read via the following link: <https://bit.ly/2XU80af>.

The following paragraphs focus more specifically on VINCI's action with respect to recruitment practices, employee representation and preventing psychosocial risks.

Preventing risks relating to recruitment practices

To fight debt bondage, a major factor contributing to the vulnerability of migrant workers in Qatar, QDVC has set up robust processes to monitor recruitment agencies in countries of origin (Bangladesh, India, Nepal, etc.), with specific rules governing the costs covered by QDVC. To monitor the process, QDVC employees have travelled to these countries on several occasions to verify agency compliance with rules, spread the information among applicants that recruitment is free, examine the actual working conditions offered and participate directly in recruitment interviews. In addition, various surveys have been carried out among workers to check that measures have been appropriately implemented and, in particular, to find out if any workers did ultimately pay fees to third parties, despite the efforts deployed. What these surveys have shown over the years is that the measures implemented by QDVC have resulted in a clear reduction of these risks.

VINCI works with multiple stakeholders to address these complex issues. QDVC has participated in academic research, receiving public recognition for its initiatives. QDVC was the only Qatari company to open its doors to researchers from Stern Center of New York University as part of a study on ethical recruitment. Based on quantitative and qualitative information provided by QDVC and interviews with workers, labour suppliers and subcontractors, the report acknowledged the effectiveness of the due diligence measures in place. It also concluded that the ethical recruitment of migrant workers could be achieved at a cost of less than 1% of the project's overall cost and that it contributed to other benefits such as a higher rate of retention, a stronger bond with the company and higher satisfaction rates among migrant workers.

QDVC is continuing its efforts to improve the recruitment practices of subcontractors and placement agencies through a public-private partnership signed with the ILO Project Office in Qatar, as part of a pilot project between the ILO Project Office and the State of Qatar, in May 2018. It aims to create a migration corridor between Qatar and Bangladesh with no recruitment fees for workers. For the project, following an initial audit performed by the NGO Vérité, a complete capacity-building programme was rolled out for recruitment and placement agencies in home countries. Programme participants included recruitment and placement agencies in Bangladesh and Qatar, the ILO and the Ministry of Administrative Development Labour and Social Affairs (ADLSA) and the Fair Hiring Initiative. Follow-up meetings to provide support throughout the programme have been held in Dacca and Doha. From August 2019 to October 2020, an independent survey of 333 workers was conducted to assess how this ethical recruitment had impacted them and their employers.

A sample of workers recruited before and after the pilot project were interviewed prior to migrating to Qatar, and again 10-12 months after arriving and working in Qatar. Although the pandemic caused a slight delay in the finalisation of the study, the results will be published in early 2021. The publication will study the following impacts in particular:

- the risk of the workers' paying recruitment fees and related costs;
- working conditions and workers' ability to protect their own interests;
- workers' perceptions of their migration experience.

The capacity-building workshops and the continuous support provided by QDVC, the ILO and the Ministry resulted in an immediate and profound improvement of placement agency practices. These agencies began communicating more effectively at each step in the recruitment process, from the pre-recruitment interview to after the worker's arrival in the host country, to ensure the success of the fair recruitment model. They set up a robust grievance handling procedure using clearly written policies, innovative procedures, and dashboards tracking the number of grievances and their resolution. Placement agencies improved the drafting and terms of contracts with recruitment agencies in home and followed the use of subagents more closely, in particular by providing a transparent breakdown of costs.

Reinforcing employee representation

QDVC took steps early on to provide employee representation and encourage and strengthen social dialogue in the company. A workers' committee was formed as of 2011 and has gradually expanded its powers and scope over the years. It discusses issues such as working conditions, wages, living conditions and health and safety. In November 2016, QDVC held Qatar's first-ever election for employee representatives, in which 4,800 employees voted. The company had communicated extensively on the election prior to the event. A new Workers' Welfare Committee election took place in January 2019, with an increased participation rate of 84%. Representatives from BWI, French trade unions and VINCI observed the election process during their joint audit. BWI published a video of the proceedings on its website. The next election will be held in early 2021, at the end of the current two-year term. The QDVC Workers' Welfare Committee and the committee of representatives of administrative staff each met five times in 2020.

In accordance with the terms of the 2017 framework agreement, BWI has continued to train employee representatives in Doha, with support from QDVC and VINCI, as well as some of QDVC's subcontractors' employees, as of 2019. QDVC has formally requested that all its subcontractors and labour suppliers facilitate the free election of workers' committees in their organisations. This issue is examined during audits of human rights performance and living conditions. QDVC offers assistance to its subcontractors in achieving this step. The ILO Project Office in Qatar has invited QDVC to various working groups to share its experience with other companies in Qatar.

Preventing psychosocial risks

In partnership with Eutelmed, QDVC created an innovative psychosocial risk prevention programme that gives employees access to individual or group sessions with a psychologist and an emergency hotline. Confidentiality is ensured. QDVC's employees have been trained to provide psychological first aid in a crisis event and recognise signs of post-traumatic stress disorder (PTSD).

In 2020, QDVC also called on Eutelmed for assistance in helping employees cope with the impacts of the Covid-19 pandemic on their work and personal lives. Two specific training courses were delivered to managers and health workers (in-house counsellors, doctors and nurses). Videos were developed to teach workers strategies for stress and anxiety management. Other measures implemented by QDVC in their management of the health crisis are covered in its public response to the 2020 survey conducted by an NGO, Business & Human Rights Resource Centre (BHRRC) (<https://bit.ly/3qDNuH1>).

4.4.4 Alert mechanisms and processing of reports

Multiple procedures exist by which employees can report concerns. These grievance procedures include contacting human resources departments, health and safety representatives, line management superiors or employee representative bodies. If confidentiality is a concern, employees can also approach the ethics officers of the Group's business lines and divisions or at Group level.

Although the Group has a system in place (see paragraph 4.6, "The Group's system for whistleblowing, alerts and the processing of reports"), in light of VINCI's multi-local organisation and the nature of its activities, the implementation of local complaint channels is also encouraged. The Group's view is that grievance procedures, including those initiated by end users or local residents, are more effective when they are local, since the company, project or worksite is then better positioned to proactively handle reports, identify any weak areas, improve processes and reinforce prevention. A number of Group companies, operating in many different countries, have set up alert mechanisms in addition to hierarchical channels to report behaviours or situations that present a risk, such as a human rights risk. These companies are located in Latin America (Mexico, Colombia, Argentina, Brazil), Australia, North America (Canada and the United States) and Europe (Greece, Albania, Germany, the Netherlands, Sweden, Poland, Spain, the United Kingdom, etc.). The alternative alert mechanisms include a dedicated email address, hotline or digital solution. Some companies, such as LISEA in France and Lamsac in Peru, have a contact point for the public on their websites. Others outsource the processing of reports to an independent body. This is the case for Seymour Whyte in Australia as well as Lamsac.

Local procedures are sometimes adapted to very specific contexts and involve independent bodies. In Qatar, in addition to existing internal systems enabling workers to report concerns, in their own language, to the CSR or QSE officer or to the Workers' Committee, an independent grievance procedure was created at the end of 2017. Employees of QDVC or its subcontractors can approach Building and Wood Workers' International (BWI), which then informs QDVC or VINCI. This independent channel has proven effective, since BWI has already handled complaints from employees, including those of subcontractors.

Although VINCI entities are sometimes the customer, they are also very often in the role of the subcontractor or service provider for customers in the public or private sectors. In these situations, Group entities are encouraged to participate in the processes put in place by their customers.

4.4.5 Monitoring of the implementation and effectiveness of measures

To complement the information in this section describing the measures that have been implemented, quantitative data is provided here. The Group's initiatives are reaching a growing number of workers, in more and more countries, and at more levels. Measures are implemented in all subsidiaries operating in the same country in order to facilitate dialogue among the businesses and promote consistency. Due to the pandemic, the pace of assessments has slowed and some scheduled evaluations have had to be postponed to 2021. Nevertheless, VINCI continued to spread awareness of these initiatives, to integrate and disseminate guidelines, to develop and communicate on tools, and to advance ongoing projects, such as responsible subcontracting in France, pilot projects in Qatar, and others presented in this document. Work also focused on the development of a responsible purchasing procedure and will be intensified in 2021.

Some business lines and divisions have also created indicators to monitor the deployment of human rights initiatives and assess their impact. For example, VINCI Construction Grands Projets developed indicators using the results of project assessments performed by a dedicated officer. The indicators are monitored and presented monthly to the management committee. They track assessments and their follow-up, as well as trends in results and corrective actions. Currently, priority is given to projects located in the countries with the highest risk, according to the VINCI risk map, which takes into account eight international indicators (see paragraph 4.4.1). To date, VINCI Construction Grands Projets has conducted human rights audits on 18 projects or subsidiaries in 12 countries. If an action plan is in place, it is regularly monitored with the aim of continuous improvement, and follow-up inspections or repeat audits are carried out.

Human rights assessments in the Group ^(*)

- 67 Group subsidiaries in 26 countries assessed since 2018
- More than 17,000 employees in the Group covered by human rights assessments conducted since 2018, amounting to 14% of the Group's workforce outside of France and 34% of its workforce in non-OECD member countries
- 46% of the workforce in high-priority countries identified by the Group in 2020 covered by human rights assessments conducted to date, with the goal to achieve 100% coverage

^(*) The 2020 action plan is based on data at 31 December 2019.

4.5 Duty of vigilance with regard to the environment

For many years now, VINCI companies have implemented measures and processes to avoid or reduce the environmental impact of their activity in the countries in which they operate. VINCI has introduced a new environmental ambition, which extends the environmental actions of VINCI companies beyond regulatory compliance.

With regard to the environment, measures to identify and prevent risks are closely tied to the operational context of companies, their activities in the region and the vulnerability of the surrounding area. This document presents Group-level environmental initiatives and how they are implemented at the operational level, to align with these specific characteristics.

VINCI's duty of vigilance approach and the measures that are taken reflect Group policy, with the aim of continuous improvement. VINCI's decentralised management model encourages companies to make their own commitments, tailored to their activities and geographies. In 2020, the Group's entities translated VINCI's environmental ambition into road maps that take the specific issues they face into account.

4.5.1 Mapping of the Group's major risks

a. Identification of VINCI's material issues

The Group identifies the material environmental risks for its activities using risk mapping. For this task, it collaborates with an outside provider to ensure that the mapping is thorough and that the methodology is valid. The initial risk map, developed in 2017, was revised in 2019 and will continue to be updated every two years. Based on an analysis of VINCI's main business lines, the risk map assesses the environmental risks that could result from the activities of the Group's companies. To measure the vulnerability of these activities to the physical risks associated with extreme weather events looking ahead to 2050, the Group used data from the RCP 4.5 scenario in the IPCC's Fifth Assessment Report. Since 2017, risk mapping has been carried out in collaboration with the environmental managers of VINCI companies in the following manner:

- all the environmental risks that could arise all along the value chain of VINCI's activities were identified, based on a materiality assessment, industry knowledge and complementary bibliographical research. Approximately 15 inherent environmental risks were thus revealed;
- the business lines' environmental managers rated these risks against three criteria: severity, probability of occurrence and degree of control (based on existing governance, processes and tools to manage the risks);
- the ratings made it possible to group together inherent and residual environmental risks at Group and business-line levels.

VINCI has continued its risk mapping exercise to determine specifically which operational activities and environmental aspects, from among the Group's main businesses sorted into 15 categories, contribute to the main environmental risks presented in its risk map. Using this activity-based analysis, action plans can be adapted and rounded out to precisely target the identified operational risks. The Group's Environment Department coordinated the work, with the input of the environmental managers and operational directors of the relevant businesses.

Other factors affect environmental risks, such as geography or the impact of joint ventures. Accordingly, VINCI undertook the work needed to identify the main environmental risks for each country where the Group is present. Its environmental index is the average of nine environmental indicators: biodiversity and protection of marine areas; biodiversity and protection of land areas; exposure to climate change; vulnerability to climate change; deforestation; environmental regulatory framework; waste management; water pollution; water depletion. VINCI also produced a map positioning its countries of operation based on local environmental regulations.

b. VINCI's material issues

The material environmental issues on which the activities of VINCI companies may have a significant impact were sorted into three categories. The categories span the entire project life cycle, from the response to the call for tenders to the preparation of sites and construction, through to the operation phase. Subcontractors and suppliers are also taken into account.

Major issues	Description	Main risks
Climate change	Three types of activity contribute to energy consumption and greenhouse gas emissions: - production and use of raw materials (aggregates, asphalt mix, concrete, steel etc.) for projects; - transport of materials, employees and customers of the concession infrastructure under operation (motorways, airports); - operation and maintenance of the infrastructure and buildings. In addition, some projects contribute to urbanisation and the loss of natural land, which may have an influence on the occurrence and consequences of extreme weather events (floods, heatwaves, etc.).	- Contribution to climate change - Intensification of extreme weather events
Resources and the circular economy	The construction sector consumes significant quantities of raw materials (sand, steel, bitumen, wood, aggregates, etc.). The production, processing and disposal of waste resulting from the Group's activity and that of its suppliers are a source of greenhouse gas emissions, create risks of deterioration of natural environments and constitute a nuisance for local populations, while contributing to the depletion of certain raw materials.	- Depletion of natural resources - Risks related to waste production, processing and disposal
Natural environments	The construction and concessions activities of VINCI can have short-, medium- and long-term impacts on natural environments, habitats and species. Projects may also pose a nuisance for local residents.	- Water pollution - Noise pollution - Soil pollution - Air pollution - Light pollution - Soil depletion, erosion and loss of natural land - Damage to and destruction of species - Deterioration of natural environments - Depletion of water resources

In addition to assessing and reducing how its activities impact climate change, VINCI also studies the risks and opportunities that climate change brings to its activities. It performed risks and opportunities analyses in the context of long-term scenarios in 2017 and again in 2020. In addition, entities undertake specific work to anticipate and manage risks in the short- or medium-term that have been identified as major for their projects.

In 2017, VINCI measured the vulnerability of its activities to the physical risks associated with extreme weather events looking ahead to 2050, based on data from the RCP 4.5 scenario in the IPCC's Fifth Assessment Report. This analysis served to identify the main risks for the Group's activities, as well as the different risk management strategies available and their suitability. It showed that as a global builder and operator of infrastructure, VINCI is highly exposed to the acute physical risks associated with climate change. Extreme weather events can negatively impact the Group's activities in different ways, such as damage to worksites or flooded runways. VINCI's activities may also be severely impacted by longer-term climate change, such as temperature increases. Because a significant portion of VINCI's activities take place outdoors, its employees are sometimes confronted with extreme weather conditions. To ensure the Group's compliance with the laws and regulations of the countries where it operates, working conditions are closely monitored, especially with respect to variations in temperature (high or low). Changes in temperature can alter the behaviour of certain construction materials, so additional research and development work may be required to guarantee the same level of quality to customers. High temperatures can also affect traffic patterns where VINCI operates motorways, airports, stadiums and other infrastructure under concession contracts.

In 2019, the Group put the climate emergency at the centre of its environmental ambition. VINCI is always looking to identify and manage the related risks and opportunities more effectively. In 2020, it developed forward-looking low-carbon scenarios in order to anticipate potential changes in its markets looking ahead to 2050. Two main scenarios were analysed, based on two possible pathways that would keep global warming below 2°C by the end of the century. Three sector models for Europe were built, one for each of VINCI's main business sectors (buildings, mobility and energy). Additional models are being developed, including one focusing on the construction sector in France and another focusing on mobility in North America. VINCI's business lines were involved in every stage to build these scenarios and are now working to take their results on board so that they can support strategic decisions by their executive committees. Based on the results of this scenario analysis, the main climate-related risks to which VINCI is exposed, and whose exposure is expected to increase in the future, have been identified and grouped into, on the one hand, regulatory risks and, on the other, technological and market risks. As a group operating across a broad range of sectors, VINCI must comply with a large number of climate regulations. These include cap-and-trade emissions trading programs – which can affect VINCI activities that emit greenhouse gases, especially Eurovia's carbon-intensive manufacturing businesses – and energy efficiency standards and regulations for buildings. As a construction industry leader, VINCI must supply products that meet these standards. Non-compliance with regulations could expose VINCI to financial penalties, among other sanctions. Furthermore, GHG emissions regulations are expected to increase in the future and impose stricter rules on carbon-intensive businesses.

VINCI's technological and market risks mainly related to its products and services that are relatively carbon-intensive, either due to direct emissions (from consuming GHG-emitting materials such as concrete or bitumen) or indirect emissions (through the traffic associated with managed infrastructure, for example). Although VINCI's research and development efforts are focused on creating low-carbon and energy-efficient products and services, there is a real and growing risk of a competitor developing alternatives, resulting in a fall in demand from customers. In addition, a failure to make the necessary effort to reduce the impact associated with its activities could negatively impact the Group's reputation, not just among its customers but also investors and financial markets, thereby affecting its financial capacity.

The key lessons from this scenario analysis have confirmed VINCI's belief that urgent action is needed and that profound changes are in store for its businesses. These major transformations will bring risks, but also opportunities. The long-term prospects of the Group's activities and their continued market leadership will depend on their ability to recognise and anticipate these risks and opportunities. VINCI's entities are taking major steps to meet this challenge.

4.5.2 Procedures for assessing the situation of subsidiaries, subcontractors and suppliers

a. Assessing the situation of subsidiaries and subcontractors

Multiple environmental assessment processes are in place in the Group to fulfil regulatory requirements, meet stakeholder expectations and comply with internal company policies. Risk identification and analysis is the very first principle laid out in the environmental guidelines that were signed by Xavier Huillard, Chairman and Chief Executive Officer of VINCI, and Roberto Migliardi, Secretary of VINCI's European Works Council, on 6 November 2020.

• Environmental certification

Implementing an effective, ISO 14001-certified environmental management system is the most common environmental assessment process undertaken by Group entities. Environmental management systems guarantee a robust level of risk prevention and management with annual external audits. The percentage of the Group's activity covered by ISO 14001 certification is calculated in relation to revenue or another relevant indicator, depending on the business line (see paragraph 3.1.1.2, "Turning risk management into opportunity", page 217).

ISO 14001 certifications at VINCI in 2020

- VINCI Autoroutes: 100% of kilometres in service
- VINCI Concessions: 77% of revenue
- VINCI Energies: 48% of revenue
- Eurovia: 26% of revenue from works activity, 53% from quarries owned, 38% from coating plants owned, 64% from binder plants owned
- VINCI Construction: 85% of revenue, including 100% of revenue from Sogea-Satom branches, for example

• Third-party controls

The activity of the Group and its subcontractors is also regularly reviewed by other external bodies:

- government agencies carry out inspections to ensure compliance with regulations on worksites;
- customers and contracting authorities order design offices to conduct environmental audits of worksites on a regular basis, to monitor compliance with the Group's regulatory and contractual obligations;
- nearby residents and local civil society organisations increasingly scrutinise construction worksites and quarry sites, especially when a consultation process has been established that enables partner organisations to visit the site and verify that the commitments made are being fulfilled;
- financial institutions and international financing providers sometimes take special measures to monitor projects with a high risk of environmental impact;
- more specifically, independent design offices perform audits on worksites to check compliance of waste storage, processing and disposal procedures.

When these audits or monitoring processes reveal nonconformities, the onus is on the companies responsible to explain the shortcomings and promptly correct them.

• Internal controls

VINCI's business activities also undergo internal controls on a regular basis. Group companies measure the environmental footprint of their projects and activities and report on the internal and external resources implemented to protect the environment. Regardless of whether these activities are performed by VINCI or its subcontractors, regular inspections are carried out by the environmental correspondents.

At Group level, environmental issues are a core part of VINCI's risk assessment criteria, which were reinforced in 2020 (see paragraph 2.4.3, "Procedures related to commitments and the VINCI Risk Committee", page 215).

When certain worksites present a high risk of environmental impact, in particular with regard to local biodiversity, environmental managers partner with ecologists (specialised design offices, research institutions or non-profit organisations) to increase monitoring. VINCI Construction Terrassement has rolled out an initiative called Actons la Bionécossité which provides for an initial environmental assessment of every site before work begins and the monitoring of all impact management action taken.

Additional analyses and various controls may be carried out at the subsidiary or project level.

Business line	Examples of internal controls
VINCI Autoroutes	<ul style="list-style-type: none"> - Inspection of measures to protect wildlife around motorways and supervision and monitoring agreements with many local and national organisations, such as the Bird Protection League (LPO) - Inspection of work performed by specialised providers (including environmental performance) - Publicly-released assessments of socio-economic and environmental impacts, called "LOTI audits", established by the French domestic transport planning law (Law 82-1153 of 30 December 1982), for new transport connections
VINCI Airports	<ul style="list-style-type: none"> - Environmental due diligence by specialised firms for projects under development in order to analyse and manage environmental risks at the earliest possible stage of a project
VINCI Energies	<ul style="list-style-type: none"> - Risk assessments and a health, safety and environment regulatory watch, centralised on an internal tool designed for VINCI Energies companies - Use of Preventeo by VINCI Energies companies in France to obtain consolidated compliance results and translate non-conformities into measures for inclusion in action plans
Eurovia	<ul style="list-style-type: none"> - Assessment of environmental risks for activities being acquired or for investments in quarries or production plants - Regular internal audits as part of the "The Way We Work" quality initiative to ensure that entities have incorporated environmental action plans into their strategic business plans - Regulatory compliance audits (127 in France in 2020) - Environmental acceptability audit developed specifically for production plants in 2019 and 2020 - Regulatory watch developed using a tool specific to Eurovia's businesses
VINCI Construction	<ul style="list-style-type: none"> - Internal audits of worksites applying for the Attitude Environnement label (VINCI Construction France) - Internal assessment of environmental risks for each project, using a questionnaire based on local regulations and ISO 14001 (VINCI Construction Terrassement) - 45 internal compliance audits in 2020, using a set of 100 items to assess worksite performance (VINCI Construction Terrassement) - Audits of subsidiaries and subcontractors, with the requirement for subcontractors to provide an environmental risk analysis and environmental protection plan - Assessments of subcontractors, suppliers and partners after completion of their work, using a dedicated internal tool (Dodin Campenon Bernard) - Annual environmental audit (incorporated into the integrated management system) for all divisions, which are all ISO 14001 certified, and monthly HSE (health, safety and environment) inspections by management for each project (Sogea-Satorm)
VINCI Immobilier	<ul style="list-style-type: none"> - Quality audits carried out systematically at all residential property worksites, for example in compliance with VINCI Immobilier's charter for clean worksites

b. Assessing the situation of suppliers

As indicated in paragraph 2.2.3, "Taking social and environmental criteria into account in the Group's purchases", page 212, the responsible purchasing task force developed and shared a process to evaluate how suppliers and subcontractors manage the following environmental risks: climate change, depletion of resources, loss of biodiversity and pollution. The Responsible Purchasing Committee built a sample risk assessment checklist, based on purchasing category, and conducted detailed analyses, using risk maps, of relevant challenges and risks to produce a non-financial assessment specific to a given purchasing category. Based on these assessments, a supplier may be excluded from a tender process or an action plan may be proposed, together with measures to verify its implementation. In 2020, VINCI used these tools to assess responses to eight calls for tenders, amounting to €900 million of annual spending in these purchasing categories. Working together with the responsible purchasing team, the Group Purchasing Department has incorporated a specific non-financial questionnaire into their tender processes. In addition, the VINCI holding company and some Group entities may carry out audits of their suppliers, focusing on specific purchasing categories, often selected because of the associated risks.

For local purchases, special attention is paid to materials suppliers, in particular by asking them to provide information on their environmental footprint, such as CO₂ emissions or the use of bio-based materials, during the selection process. Increasingly, preference is given to suppliers that integrate environmental protection in their practices, and suppliers' practices are regularly audited in this respect, particularly when contracts are up for renewal. At VINCI Construction France, environmental data modelling tools for construction materials have been developed in collaboration with engineers from the École des Ponts ParisTech to assess the exact environmental footprint, especially the greenhouse gas emissions, of the concrete used in its projects. The aim is to be able to generate data that its teams can use for their life cycle analysis calculations.

Additional measures are taken by business lines and subsidiaries, for example:

Business line	Examples of supplier assessment
VINCI Autoroutes	<ul style="list-style-type: none"> - Due diligence during consultations - Supplier audits including sustainability criteria - Supplier assessments during performance, using dedicated internal tools, and sharing of results at meetings - Collaboration with suppliers on environmental issues (such as products used for road maintenance) - Initial and follow-up assessments of selected suppliers in the Cofiroute network (questions incorporating environmental issues). - Assessment of environmental suppliers (providing programme management assistance) in 2020
VINCI Airports	<ul style="list-style-type: none"> - Environmental clauses to be included in contracts with third parties
VINCI Energies	<ul style="list-style-type: none"> - Assessment criteria for electrical and telecommunications equipment suppliers, mainly regarding their carbon footprint, updated in 2020, and calculation of emissions from purchases (upstream and downstream Scope 3 emissions) - Assessment of VINCI Energies suppliers, using the Actradis platform
Eurovia	<ul style="list-style-type: none"> - New questionnaires for specific purchasing categories developed in 2020 to assess suppliers' environmental and other commitments. The questionnaires were sent to all suppliers having participated in a tender in 2020, to distinguish the best environmental performers. Improvement action plans were developed jointly with suppliers. Fifty suppliers, representing a purchasing volume of €250 million, received support in this form in 2020, in connection with framework agreements managed by Eurovia's head office.
VINCI Construction	<ul style="list-style-type: none"> - Assessment of suppliers, subcontractors and partners upon completion of their service using a dedicated internal tool that includes an environmental evaluation (VINCI Construction Terrassement and Dodin Campenon Bernard). In 2020, 218 environmental assessments were performed at VINCI Construction Terrassement out of a total of 317 suppliers, subcontractors and partners. - Environmental criteria included in annual assessments of subcontractors and suppliers (Sogea-Satom)

4.5.3 Tailored actions to mitigate risks or prevent serious impacts

a. Policies and procedures to prevent and mitigate risks in operations

To address the major issues identified for VINCI's business activities, the Group's environmental ambition for 2030 has been translated into key targets and action plans in three areas: climate change, the circular economy and the preservation of natural environments. The Group's entities are implementing this ambition by building road maps that are aligned with their business activities and using environmental management systems.

Issue	Objectives and actions
Climate change	<ul style="list-style-type: none"> - Follow a trajectory to help limit global warming to 2°C, involving a 40% reduction in direct greenhouse gas emissions (Scopes 1 and 2) by 2030 compared with 2018 levels - Reduce indirect emissions by taking action across the entire value chain for the Group's business lines - Adapt structures and activities to improve their climate resilience
Resources and the circular economy	<ul style="list-style-type: none"> - Promote the use of construction techniques and materials that consume less natural resources - Improve sorting to systematically recycle and recover waste - Increase the availability of recycled materials in order to reduce the extraction and use of virgin materials
Natural environments	<ul style="list-style-type: none"> - Avoid environmental nuisances and incidents by implementing an environmental management plan in all businesses - Optimise water consumption, especially in areas of water stress - Aim to achieve no net loss of biodiversity

• Environmental management and incident prevention

In support of the Group's environmental ambition, local environmental management systems enhance risk prevention at Group entities (see paragraph 3.1.1.2, "Turning risk management into opportunity," page 217), including their worksites and sites under operation. For example, VINCI Immobilier applies its own clean worksite charter to all office buildings for which it handles property development, financial engineering and technical maintenance. The document enumerates obligations for all companies operating at the worksite, in terms of measures to be taken to monitor and reduce nuisances and environmental impacts. One VINCI Construction entity, Sogea-Satom, develops and implements an environmental management plan for each project. The plan lays out the procedures to follow in the event of a pollution incident and includes the monitoring of environmental near misses. Another entity, Soletanche Freyssinet, reports environmental incidents using an internal solution, BeSafe, which features an alert system and tracks corrective action. VINCI Construction Grands Projets has set up a process to monitor health and safety and environmental incidents and accidents, which defines four impact or nuisance levels (minor, significant, very significant, major). Eurovia developed Notify, an application to report environmental incidents at fixed sites and worksites, several years ago. In 2020, it used this experience to add a new incident-reporting module called Events to its in-house management solution, E-Cube. In addition to reporting, Events also analyses incidents and suggests measures to reduce their environmental impact.

In the Concessions business, VINCI Concessions is working to enhance risk prevention by expanding ISO 14001 certification across airports and other concessions, which requires:

- a regulatory watch and compliance assessment process;
- an assessment of significant environmental aspects and impacts during normal operations and in the event of an incident;
- preventive systems to reduce risks (containment pallets under hazardous products, for example);
- clear procedures and training to ensure that workers are informed and fully prepared to respond effectively in the event of an incident;
- drills to practise responding to emergency situations.

VINCI Autoroutes also set up a procedure to manage pollution incidents on motorways or other sites, which is continuously improved based on feedback from incidents and emergency drills. Different players work together to implement the procedure:

- a network of operators at traffic control centres, who share information about the situation and coordinate a response;
- an on-call chain of people in command, who make decisions while the incident is being managed;
- the operational staff at the site, who directly handle the incident.

In addition to these systems, the majority of which are ISO 14001 certified, VINCI's business lines, divisions and subsidiaries participate in initiatives and develop labels to prevent risks that are specific to their activity. In 2020, eight of Eurovia's worksites had obtained its in-house label Environmental Excellence, based on five criteria: protection of soil and water resources, the fight against climate change, waste management, recycling and reuse, biodiversity preservation and responsiveness to local residents' needs. VINCI Construction Terrassement created a green worksite label in 2014 ("Chantier Eco-responsable"). It distinguishes worksites that roll out a minimum of five ambitious initiatives to protect the environment or preserve biodiversity, going well beyond regulatory compliance, and is based on a full-day audit of the worksite, staff and local management. In 2020, seven VINCI Construction Terrassement worksites received the label.

Furthermore, business lines conduct awareness-raising and training initiatives (see paragraph 3.1.2, "Employee training and awareness", page 219). Regular 15-minute environmental sessions at worksites build awareness among employees and subcontractors alike. In 2020, 52,891 training hours were devoted to environmental issues, a 26% increase over 2019. A new e-learning module on the environment was created in 2020 and made available to all employees to help them:

- understand the Group's environmental ambition;
- be aware of the environmental issues affecting the Group's business activities;
- identify how they can each contribute to VINCI's ambition, no matter what their role in the Group.

• Mitigating and adapting to climate change

Climate change is already a reality: global temperatures have risen by more than 1°C compared with pre-industrial levels, leading to increasingly frequent and intense extreme weather events each year, with major economic and social consequences. According to the climate models published by the Intergovernmental Panel on Climate Change (RCP scenarios 6.0 and 8.5), current production and consumption practices could see temperatures rise by around 3.5°C to 5°C by the end of this century, resulting in major and irreversible shifts that could affect all aspects of society.

In response to the many reports about environmental degradation published by the scientific community – in particular, special reports by the IPCC – VINCI has committed to taking concrete action. In 2019, the Group set the goal to reduce its direct greenhouse gas emissions (Scopes 1 and 2) by 40% by 2030 compared with 2018 levels. This trajectory is aligned with a global warming limited to well below 2°C, in accordance with the Paris Climate Agreement. The Group is also taking steps to reduce its indirect emissions throughout its businesses' value chains, by developing green solutions or using low-carbon materials.

To meet its objectives, VINCI is developing tools specifically for its businesses to help them measure and manage all the greenhouse gas emissions associated with their activities (ISO Scopes 1, 2 and 3). The Group carried out extensive work in 2020 to identify and measure its businesses' indirect value chain emissions (Scope 3) more accurately.

Each business line has developed and implemented climate change action plans aligned with their activities to reduce the Group's direct greenhouse gas emissions. Some measures are being implemented by all Group companies: gradual increase of electric power for the light vehicle fleet, training in eco-driving practices, modernisation of site machinery and heavy vehicle fleets, experiments with low-emission technologies, and the increased use of electricity from renewable sources. Others are being implemented by specific businesses. They include the replacement of heavy fuel oil by natural gas in industrial processes (Eurovia), the use of warm-mix and cold-mix asphalts (Eurovia), regulation of temperature in buildings and terminals (VINCI Energies, VINCI Concessions), testing the use of biogas fuels for some utility vehicles (VINCI Autoroutes), improved energy efficiency of worksite facilities (VINCI Construction), and the production of solar power for self-consumption (VINCI Airports).

Ensuring the energy efficiency of buildings under construction or renovation is a key objective for the Group. VINCI Construction's companies have shown that they are able to meet the building industry's highest standards, obtaining labels and certifications that go beyond regulatory compliance. They can ensure the actual energy performance of buildings (through the Oxygen® label, attributed to 80 buildings in France), in line with the energy efficiency guarantee applied by VINCI Energies to the operation phase. Using eco-design software developed in partnership with the Mines ParisTech engineering school, VINCI Construction teams also offer solutions for predicting and managing the energy consumption of delivered buildings. VINCI Construction companies therefore embed energy efficiency into a building's entire life cycle.

Working proactively to adapt buildings to extreme weather events and developing technical skills and knowledge to reinforce building structures are a core part of solutions to climate change challenges. VINCI has conducted research on issues including flood prevention, adapting neighbourhoods to heatwaves and managing the urban heat island effect. The Resalliance startup is an in-house design office providing consulting, modelling and project management services to help projects and geographies adapt to climate change.

• Raw material conservation and waste reduction, recycling and reuse

To support the circular economy, VINCI companies strive to reduce their consumption of raw materials and to limit, sort, recycle and reuse an increasing share of the waste produced by their activities.

The rollout of recycling platforms for materials, especially inert materials, supports the circular economy by allowing for their reuse on worksites of the Group's companies in a more systematic manner. For example, about 10 years ago, Eurovia launched its Granulat+ programme, which uses innovative treatments and recovery-sorting-recycling facilities to recover the resources needed to produce aggregates. Quarry sites receive all inert excavation material, earthworks and demolition materials from worksites, thereby participating in a materials recycling programme.

Given their extensive international operations, VINCI's Concessions businesses must find alternatives to landfills for treating waste. To meet its goal to send zero waste to landfills, VINCI Airports has built on-site sorting centres for its airports in Brazil and the Dominican Republic. It has also supported the initiative with a programme to raise the awareness of users, employees and subcontractors on waste reduction and sorting.

Nearly **19%**
of recycled asphalt mix in
Eurovia's total production
in 2020

• Preserving natural environments

Preserving natural environments is a key concern for VINCI companies. From a project's earliest design stage, they strive to avoid, reduce and offset the impacts of their activities on species and natural environments. VINCI companies comply with a range of local regulations and requirements of varying complexity. Above and beyond their legal obligations, they systematically undertake risk analyses of their projects and implement measures to manage the identified risks.

A mapping of risks has shown that the Group's activities can cause pollution of various sorts and deteriorate natural environments. Accordingly, the Group has taken steps to reduce these impacts, both during the construction phase and during operations.

Entities use various types of equipment to prevent surface water pollution, choosing the best solution for each context. For example, VINCI Autoroutes creates retention ponds on the sites of its infrastructure to allow the settling of suspended solids in run-off and pumped water, but also to contain any accidental pollution and avoid contaminating neighbouring watercourses or sensitive environments. As another example, 88.8% of VINCI motorways in service in France are equipped with either natural water protection systems or engineering structures that address potential problems to prevent accidental pollution in the surrounding natural environment. In addition, whenever water is discharged into a natural environment, this is done only after its quality has been verified through sampling. In all its airports, VINCI Airports systematically installs oil-water separators wherever there is a risk of water contamination. At some of Eurovia's quarry sites, bamboo has been planted to filter pumped water and minimize the discharge of any suspended matter. At worksites, temporary retention ponds or settlement tanks are set up as needed to prevent suspended solids from contaminating the natural environment. Worksites are also supplied with spill kits, watertight areas for machine refuelling, and other equipment to prevent accidental pollution. Furthermore, to reduce the light and sound pollution generated by the operation of infrastructure, acoustic barriers are regularly placed along motorways, and lighting systems may be adapted to direct light only towards areas requiring illumination for the safety of users. During a project's construction phase, Group entities use acoustic enclosures or ventilation strategies to diminish the noise produced by their machines. Depending on the context, noise levels may be measured, and sometimes vibrations as well.

At sites under construction and sites in operation, air quality monitoring systems may be implemented. Some airports measure the air quality of surrounding areas on a continuous basis. At worksites, operators first make sure that weather conditions are suitable (low wind speeds) before beginning soil stabilisation work.

Efforts are also made to limit the use of phytosanitary products for road maintenance to the strict minimum. Currently, these products are only used for hard-to-access areas or for fighting invasive plant species. From 2019 to 2020, VINCI Airports reduced its consumption of phytosanitary products by 70% (average reduction in quantities consumed, expressed in kilogrammes or litres). VINCI has made a pledge to act4nature international (see paragraph 3.4.1, page 235) to cease all use of phytosanitary products by 2030 (unless prevented by contractual or regulatory provisions).

The Group mobilises internal and external sources of environmental engineering expertise to offset its residual impacts on species. Specific ecological restoration measures are taken only after all possible adaptation strategies have been applied.

70%
reduction in the consumption
of phytosanitary products
at VINCI Airports
between 2019 and 2020

b. Policies and procedures to prevent and mitigate risks among suppliers

The additional risk-mapping work performed in 2019 to examine environmental issues for specific business activities identified the purchasing categories that are the most exposed to environmental risks. These categories include materials and energy purchases, whose early environmental impact is high (due to the depletion of natural resources or the high carbon impact of its production). Other purchasing categories also present significant environmental risks, depending on the business activity.

In 2019, the Group developed and disseminated a practical guide to responsible purchasing. It clarifies that the sourcing of innovative solutions to protect the environment, fight climate change and achieve energy transition is an integral part of the Group's responsible purchasing. At the end of October in 2020, an e-learning module was made available for all employees, to introduce them to responsible purchasing and help them absorb the content of the guide. By 31 December 2020, 800 employees had completed the module. A more advanced training session on responsible purchasing for employees in Group purchasing roles will be developed in 2021. At the business line level, VINCI Autoroutes has developed a responsible purchasing module for all employees who participate in the purchasing process.

Environmental clauses are also included in the supplier contracts signed with some business lines, divisions and subsidiaries. For example, the sustainable development teams at VINCI Autoroutes systematically participate in consultations with suppliers. At ASF, all contracts for the provision of programme management services include one or more environmental clauses, and for all large contracts for works (greater than €500,000) or intellectual services, suppliers must provide a full environmental impact statement. At VINCI Construction, some contracts with suppliers contain environmental requirements and recommendations, in particular regarding low-carbon concrete.

100%

of framework contracts signed by Purchasing Coordination included one or several environmental criteria in 2020

The Group has begun to focus more specifically on certain industry sectors and purchasing categories. Eurovia initiated work in 2020 to identify the most important purchasing categories in terms of environmental issues and will report the results in 2021. In 2020, the Group investigated two sectors in particular: low-carbon concrete, for which it is assessing concrete suppliers against environmental criteria (such as greenhouse gas emission thresholds) and wood. VINCI companies specialising in timber-frame construction source a very large majority (about 90%) of their wood from PEFC- or FSC-certified sustainably managed forests. In 2020, VINCI responded to the CDP Forests questionnaire for the first time, and is now one of the 6,800 companies around the world participating in this disclosure initiative supported by 515 global investors. The Group obtained the score of C and ranks seventh among the 14 participating construction companies, which indicates the Awareness level and highlights the Group's efforts in that area.

4.5.4 Group alert mechanisms and processing of reports

The Group has set up an alert system, using a dedicated online platform, to process disclosures about serious damage to the environment. The system is managed by the Ethics and Vigilance Department. At the same time, the Environment Department monitors major environmental incidents as part of the Group's annual reporting. A major incident is defined as one that requires the intervention of an external specialist and whose consequences stretch beyond the boundaries of the entity's sites.

At the local level, the Group's subsidiaries, divisions and business lines have their own procedures to notify management if an environmental incident occurs so as to promptly implement corrective actions. For example, the environmental managers of construction companies must make a detailed report of any environmental incident. The report is shared with the top management of the relevant company.

- **Eole incident**

In 2019, an incident involving the unintentional spillage of materials into the river Seine occurred at the concrete mixing plant in Nanterre, which supplies the sites for the e-déf Eole-La Défense project. The management of the site immediately took the necessary steps to stop it.

On 11 March 2020, through a pre-trial guilty plea procedure, the court of Nanterre sentenced a subsidiary of VINCI Construction (Dodin Campenon Bernard) to a €90,000 fine, which includes a suspended amount of €40,000, for the accidental spillage of grey water containing sand and traces of cement into the river Seine. The court did not recognise any "intent to spill into the Seine". The VINCI Group has fully assumed its responsibility for this unintentional, abnormal and exceptional incident. It took action to offset damage and support restoration as of the end of 2019. These measures, duly attested by a bailiff, were applied to a total surface area of 310 square metres, although the impacted surface area was only 25 square metres. On 16 December 2020, the organisations having filed a civil action abandoned their case, which was noted by the judge. As a result, the case before the Nanterre court is definitively closed.

4.5.5 Monitoring of the implementation and effectiveness of measures

VINCI's Environment Department, together with the Internal Control, Ethics and Vigilance, CSR, and Purchasing departments, supervises the work to monitor and assess the effectiveness of environmental risk management measures. This follow-up is performed on a continuous basis, through the coordination of internal committees focusing on each of the Group's material environmental issues (the Environment Committee, the Biodiversity Task Force, and the Circular Economy Task Force). Monitoring and assessment are also carried out by the Group's network of environmental correspondents. Among other tasks, these correspondents respond to the annual environmental reporting questionnaire, which contains about 60 quantitative indicators based on Global Reporting Initiative standards (a common set of indicators to assess companies' sustainable development policies). The reporting process is an excellent resource for managing and following up on action taken to reduce the environmental risks relating to VINCI's activities. It also incorporates some data on the subcontractors of VINCI companies.

The monitoring and assessment of environmental risk management measures supports the Group's new environmental ambition, which aims to strengthen the commitments made by Group companies and sets targets for reducing the environmental footprint of their activity. These goals are regularly reviewed by VINCI's Executive Committee and Board of Directors.

99%

of Group revenue is covered by environmental reporting

4.6 The Group's system for whistleblowing, alerts and the processing of reports

• A procedure available to all stakeholders

The Group has set up a unique whistleblowing system, called VINCI Integrity, that can be used by any concerned person to report any serious irregularities relating to the work context, and of which they have personal knowledge. The persons covered by the whistleblowing procedure are:

- employees of companies in the VINCI Group;
- external or temporary employees of companies in the VINCI Group (such as temporary staff or employees of subcontractors, suppliers, service providers, etc.);
- persons who are stakeholders in a project, for subjects relating to duty of vigilance in the environmental and social domains.

• A procedure addressing all areas of concern

Whistleblowing in the work context may involve the following areas:

- behaviour or a situation that infringes VINCI's Code of Ethics and Conduct or its Anti-corruption Code of Conduct;
- behaviour or a situation that infringes VINCI's Guide on Human Rights or is a serious violation of human rights and fundamental freedoms;
- behaviour or a situation that infringes VINCI's "fundamental and essential workplace health and safety initiatives" or will have a severe impact on people's health and safety;
- behaviour or a situation that infringes VINCI's environmental commitments or will have a severe impact on the environment.

• A multimodal procedure

Multiple, complementary channels are available for processing reports. Whatever the means used, all exchanges are kept strictly confidential.

Initially, employees inform their direct or indirect supervisor, or an officer designated for this purpose within the entity to which they belong. They may then use their entity's specific whistleblowing system, if it has one. Employees can also contact the Group's Ethics Officer directly or use VINCI Integrity, the Group's intranet whistleblowing system. VINCI guarantees that none of its employees will be penalised or dismissed, and that no disciplinary action will be taken against the employee, whether directly or indirectly, for having reported or given evidence, in good faith, under the whistleblowing procedure, concerning acts of which the employee obtained personal knowledge during the course of his or her duties. This remains the case even if the allegation made is determined to be false after investigation. Similarly, the identity of the accused person is treated with the utmost confidentiality.

External stakeholders can access VINCI Integrity from the Group's website.

These mechanisms ensure a reliable, highly secure method of reporting with end-to-end traceability.

5. Note on the methods used in workforce-related, social and environmental reporting

VINCI's workforce-related, social and environmental reporting framework complies with Articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code, as well as Order 2017-1180 and Decree 2017-1265. It uses the Global Reporting Initiative (GRI) standards as a basis for organising, analysing and prioritising risks and for assessing workforce-related, social and environmental impacts – see the cross-reference table on page 382.

5.1 Methodological procedures

VINCI's procedures are specified in the following materials:

- for workforce-related indicators:
 - a guidebook in four languages (French, English, German and Spanish) containing workforce-related indicator definitions;
 - a methodological guide to VINCI's workforce data reporting system, including a reporting tool users' manual in four languages (French, English, German and Spanish);
 - a guide to consistency checks in two languages (French and English);
 - an audit guide helping entities to prepare for audits and make good use of their results (available in French, English, German and Spanish);
- for environmental indicators:
 - a methodological guide to VINCI's environmental reporting system, including a guide to the definition of common indicators, which entities can use to set up their environmental reporting procedures. This guide is available in three languages (French, English and Spanish);
 - a reporting tool users' manual in two languages (French and English);
 - an audit guide helping entities to prepare for audits and make good use of their results (available in French and English).

All of the above materials are accessible on the Group's intranet site.

The Group's efforts to accelerate its workforce-related and environmental reporting process in 2010 resulted in:

- new methods for earlier preparation of workforce indicators, applicable to all entities since 2011;
- the shifting of the reference period for environmental reporting by one quarter (the reference period for year Y is now from 1 October Y-1 to 30 September Y). This change has applied to all entities since 2010.

5.2 Scope

The reporting scope is intended to be representative of all VINCI's business activities:

- workforce-related reporting has covered all worldwide revenue since 2002.

One company acquired in 2020, with fewer than 50 employees, did not report fully on the number of hours worked. The company accounts for 0.02% of the Group's total workforce;

- environmental reporting covered 99% of worldwide revenue in 2020.

Excluded from environmental reporting in 2020 are entities whose environmental impacts are not material and which do not have an environmental correspondent. These exclusions must not exceed 5% of the environmental impact of each entity.

However, for certain specific environmental indicators, the reporting coverage of the indicators published may be more limited. Reporting on waste generated is now reliable for a scope covering 55% of the Group's activities (VINCI Autoroutes, VINCI Energies, VINCI Construction UK, VINCI Construction Grands Projets, VINCI Construction Terrassement, Dodin Campenon Bernard, VINCI Construction International Network Central Europe, VINCI Construction International Network Overseas France, VINCI Airports, VINCI Highways, VINCI Railways and VINCI Immobilier). Reporting on waste recovered covers 36% of the Group's activities (VINCI Autoroutes, VINCI Airports, VINCI Highways, VINCI Railways, VINCI Energies France and VINCI Energies Europe East). Reporting on raw materials covers the activities of VINCI Autoroutes (11%). Reporting on the consumption of water from boreholes covers 15% of the Group's activities (VINCI's Concessions business). In 2020, HEB (VINCI Construction) was excluded from the reporting on purchased water consumption. VINCI is continuing its efforts to expand and improve the reliability of the reporting of these indicators for all the business activities where they are of relevance.

Since 2011, the consolidation rules used for these scopes have been the same as for financial consolidation.

These consolidation rules apply to all reporting indicators, except the "number of environmental incidents" indicator, in which all incidents count for 1.

In the event of a change in scope:

- workforce-related reporting: changes in scope in year Y are taken into account in the same year;
- environmental reporting: changes in scope in year Y are taken into account in year Y+1.

Changes (involving revenue higher than €50 million) in the workforce-related reporting scope in 2020 (acquisitions in 2020):

- VINCI Energies Europe East: Actemium Energy Projects (Germany);

Changes (involving revenue higher than €50 million) in the environmental reporting scope in 2020 (acquisitions in 2019):

- VINCI Energies Europe West: De Bosman Bedrijven BV (Netherlands);
- Eurovia: Eurovia Atlantic Coast LLC (United States).

Furthermore, virtually all concessions are now covered by the environmental reporting system, following the reporting procedure that applies financial consolidation rules.

5.3 Indicator selection

Indicators are selected on the basis of the social and environmental impact of the Group's activities and the risks associated with those activities.

There are four levels of core social indicators:

- those specified in Articles R.225-104 and R.225-105 of the French Commercial Code;
- the GRI standards;
- those included in the workforce-related information, as required by French law; and
- specific indicators reflecting VINCI's human resources policy.

The complementary nature of these four levels of indicators makes it possible to measure the results of the Group's human resources policy and social commitments.

The core environmental indicators are made up of five types:

- resource consumption (energy/CO₂ and water);
- waste management and recycling;
- certifications and projects having received other types of label;
- preservation of natural environments;
- environmental incidents and provisions for environmental risks.

These five types of indicator were taken from the following sources:

- Articles R.225-104 and R.225-105 of the French Commercial Code;
- GRI standards.

Each business line continues to use its own additional indicators, which are based on its specific environmental challenges.

5.4 Methodological explanations and limitations

The methodologies used for some workforce-related and environmental indicators may be subject to limitations due to:

- differences between French and international definitions (which VINCI continually works on to harmonise);
- differences in labour and social laws in some countries;
- changes in indicator definitions that could affect their comparability;
- changes in business scope from one year to the next;
- the difficulty of collecting data from a subcontractor or joint venture with external partners;
- the procedures for collecting and entering this information.

Due to the presence of subcontractors at many sites, the question of whether to include their activities in the environmental reporting has been raised. Currently, their data is included whenever VINCI is directly responsible for it (i.e. services or resources provided by VINCI). In the event that VINCI companies operate as subcontractors, as may be the case for VINCI Energies, and do not have access to the data or their consumption is not material, then their water and electricity consumption data is not included.

The methodological guide to VINCI's environmental reporting system allows for environmental data to be calculated based on spending and average unit prices for the base period, if source data is not available. This method is used in particular for VINCI Construction France worksites, VINCI Construction Terrassement worksites, Soletanche Freyssinet worksites in France and for Eurovia. In France, average unit prices come from national framework agreements and Eaufrance internet portal, which is a public information service on water and aquatic environments (for water consumption).

Reporting of water consumption currently covers all water purchased. Water volume withdrawn directly from natural environments is recorded for concession businesses and now included in consolidated reporting. VINCI is continuing its efforts to expand and improve the reliability of this reporting item over a broader scope. Reporting on the use of phytosanitary products covers the scope of VINCI Autoroutes and VINCI Concessions.

The number of certified projects is limited to VINCI Construction and VINCI Immobilier. A project with several certifications will be counted several times. Only projects handed over during the year are taken into account.

Total energy consumption (excluding energy from heating networks, which is not material and therefore not included) is expressed in megawatt hours (MWh) higher calorific value (HCV). The conversion factors used are 0.0104 MWh/litre, 12.027 MWh/tonne and 4.839 MWh/tonne for motor fuel, heavy fuel oil and coal (lignite), respectively, and were taken from the Ademe Base Carbone® database. For greenhouse gas emissions, Ademe's conversion factors were also used and taken from the Base Carbone® database for 2016 (the 2012 database is also used to track the Group's emissions-reduction commitments).

In 2020, the location-based and market-based methods were used to calculate the greenhouse gas emissions produced by the consumption of electricity by Group entities (Scope 2). The location-based method takes into account the average electricity mix of the grid for each country where the electricity is consumed, applying an emission factor of zero to renewable energy use for self-consumption and Power Purchase Agreements. The market-based method calculates the emissions from the electricity actually purchased, applying an emission factor of zero for the consumption of electricity from renewable sources (including guaranteed sources).

To calculate Scope 3 emissions for 2019, the recommendations published by Greenhouse Gas Protocol (GHG Protocol) in its Technical Guidance for Calculating Scope 3 Emissions (version 1.0) were followed. Of the 15 categories of emissions identified by GHG Protocol, 11 were considered to be relevant to the Group (four downstream categories were excluded: downstream transportation and distribution, processing of sold products, downstream leased assets, and franchises). For some business activities, additional categories were excluded from reporting due to their lack of relevance to the business activity being assessed. For example, VINCI Construction did not take into account the downstream emissions of built infrastructures that do not directly consume energy, and Eurovia did not measure downstream emissions. Where appropriate, some business lines applied other, more detailed industry-specific standards. This was the case for VINCI Airports, which followed the recommendations of the Airport Carbon Accreditation; VINCI Immobilier, which applied the standard to be introduced with the new French environmental regulation for new constructions, RE2020, and VINCI Autoroutes, which used the tools provided by the Association of French Motorway Companies (Asfa).

To calculate the indicator for greenhouse gas emissions by motorway users, using Asfa's tool, VINCI Autoroutes included all the kilometres in its network, whether toll or free roads, travelled by users during the financial year. The velocity profile per vehicle class used was the default 130 km/h profile pre-configured in the tool. Traffic was assumed to be 100% fluid; the effect of inclines or radars was not included in the calculation. The influence zone of toll collection was assumed to be 0.1 km. The entire network was also assumed to be an intercity network.

The quantification work undertaken by the Group was hampered by difficulties in applying the existing guidelines to VINCI's business activities and by complexities due to the breadth and diversity of its business mix. To overcome these obstacles, VINCI supplemented the GHG Protocol's guidance with its own guidelines on specific aspects of the methodology, to be applied across the Group. These made certain adjustments to account for specific situations. For example, for VINCI's works activity, the depreciation rule for machinery was adapted to reflect the reality on the ground and the available data. Additional work will be undertaken at a later stage to refine certain rules, such as those for joint ventures.

Whenever possible, Group entities used actual data to calculate the emissions associated with their business activities. However, due to the complexity and diversity of these activities, some entities chose to apply ratios for a given business or to extrapolate from a representative sample of data to obtain an initial order of magnitude. For example, VINCI Energies worked out a kgCO₂e/€ ratio for each of its purchasing categories, drawing data from the 9,157 environmental and health product declarations (FDES) and Product Environment Profiles (PEP) that were available in 2020. A specialised outside firm then checked the ratios. Some entities also analysed the environmental impacts of a sample of projects in a business activity, and then extrapolated the results to the whole scope. VINCI Construction Grands Projets, for one, extrapolated the carbon emissions data of 32 projects, as evaluated by its internal tool, GES'tim. Based on the general orders of magnitude obtained using these methods, entities can then choose to focus on reducing certain categories of emissions and use a more precise method to measure them. Overall, 50% of Scope 3 emissions were based on actual data, 18% on estimates or extrapolations and 32% on ratios. The overall uncertainty of the resulting Scope 3 data is estimated to be between 20% and 30%.

In choosing emission factors (EF), the same rules are applied across the Group. Where several EF are available for the same category of emissions, entities are to give preference to the EF that is the most specific (for example, obtained from Type III environmental declarations, such as the FDES environmental and health data sheets or Product Environment Profiles, or provided by the supplier, a professional organisation or an industry trade union), the most reliable (having been calculated or audited by an expert and/or drawn from industry-specific or institutional guidelines), and the most recent (since EFs are updated on a regular basis). Where such emission factors are not available, default EFs in a database produced by VINCI are used. These are "average" EFs based on the main, widely recognised databases.



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