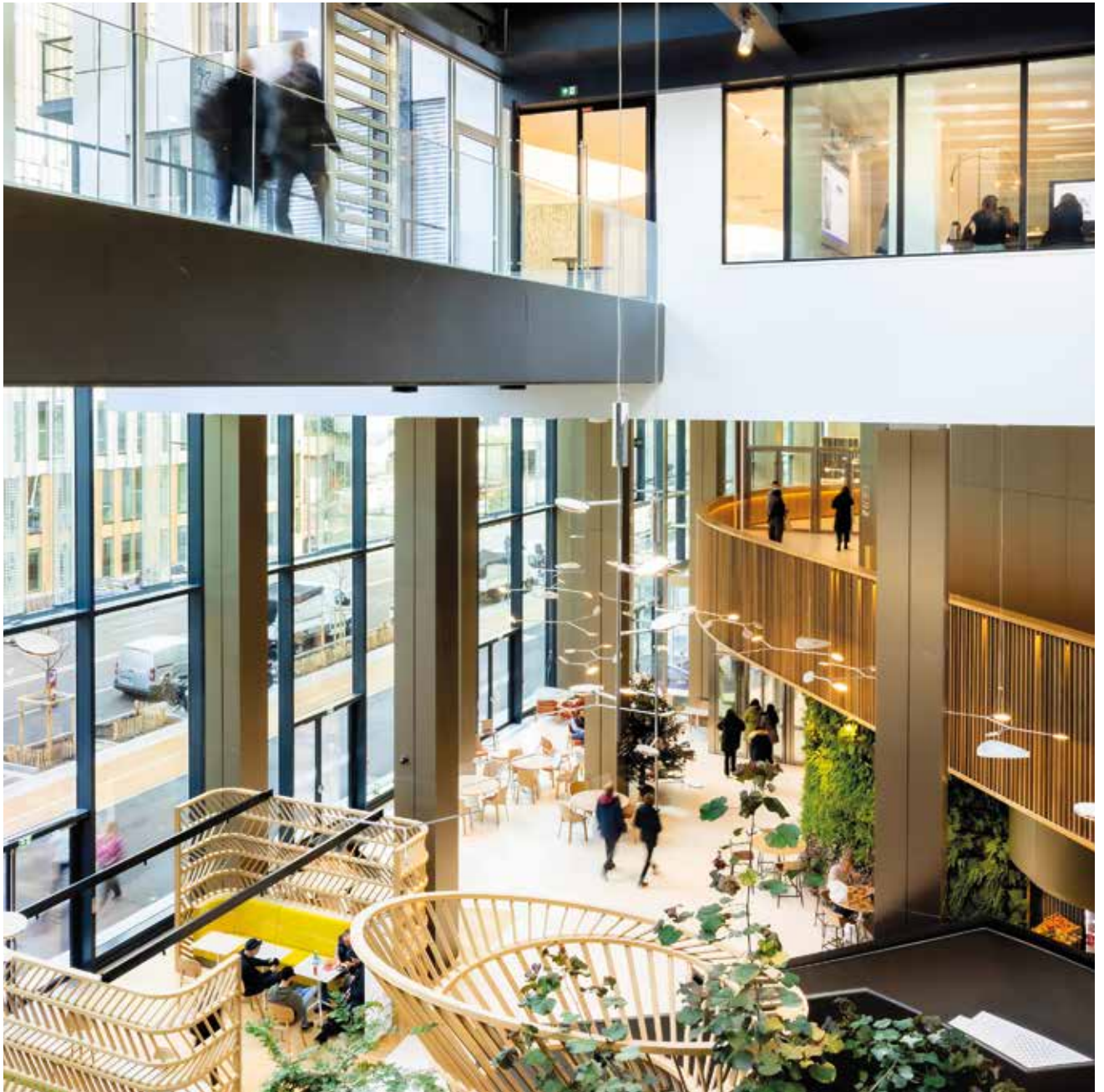


Forging a sustainable world.



SUSTAINABILITY

EXTRACT FROM THE 2020 UNIVERSAL REGISTRATION DOCUMENT



Entrenching the Group's all-round performance

In VINCI's culture and practices, environmental, social and workforce concerns are inseparable from the technical and economic performance of its projects and companies. The Group strives to entrench this responsible approach in its responses to the climate emergency and its contribution to inclusiveness and solidarity.





VINCI MANIFESTO AND COMMITMENTS

– As a global company and leader in its sector, VINCI must lead by example and work towards the common good. Because its projects serve the public interest, VINCI strongly emphasises listening and dialogue with its stakeholders in all its business lines. In response to the major challenges facing the world today, VINCI aims to be a force for good by actively contributing to the ecological transition, peaceful coexistence and social inclusion in cities and regions. Its humanist corporate culture also impacts the way it looks after its employees.

– This vision is outlined in the VINCI Manifesto, which sets out the values shared by all employees and lays down the Group’s sustainable development commitments to all its stakeholders. Published in some 30 languages, the Manifesto forms a bond between all of VINCI’s businesses and aims to coordinate how its operational entities and their teams act in all countries where it operates.

DECENTRALISED IMPLEMENTATION

– The Group has adopted a decentralised structure based on a network of subsidiaries operating autonomously. This structure requires a high level of accountability from managers and their teams, as they are best placed to identify local issues and problems, as well as the most appropriate solutions. In line with this structure, each entity is responsible – within a common framework set down by the Group – for establishing its own all-round performance targets in light of its businesses and local issues.

SPECIFIC GOVERNANCE

– At the highest level, VINCI’s Board of Directors’ Strategy and CSR Committee is responsible for social, environmental and ethical issues, and for ensuring that these issues are integrated into the Group’s strategy (see page 139). The Human Resources Department, through its Social Responsibility Department, is in charge of

Trends and issues impacting VINCI’s businesses

MAIN TRENDS	ANALYSIS AND ISSUES
CLIMATE EMERGENCY	According to international benchmark scenarios, climate change risks having a profound effect on today’s lifestyles. There is also growing pressure on natural resources and the environment, at times beyond their capacity to regenerate or adapt.
SOCIAL AND WORKFORCE EXPECTATIONS	Given social inequality and crises, measures to protect employees, to promote inclusion and integration for all, to improve human rights in value chains and to maintain regional social cohesion have now become crucial.
URBANISATION	In 2030, 60% of the world’s population will be living in cities, mostly in developing countries. Citizens increasingly want to be involved in development projects.
MOBILITY	Given today’s rampant urbanisation, demographic and social changes and the climate emergency, sustainable mobility must be created reflecting emerging new needs and a range of uses.
DIGITAL TRANSITION	Data mining, artificial intelligence and new technologies bring new solutions for the Group’s projects while protecting personal data.



INTEGRATION OF SUSTAINABLE DEVELOPMENT ISSUES

– VINCI closely tracks and analyses the key trends liable to impact its businesses in the short, medium and long term. The main issues are the environmental emergency, social and workforce expectations, urbanisation, mobility and digital transformation. These shifts may involve risks, but they also provide opportunities. The executive bodies and business lines also ensure they include these issues in the policies they implement.

– The main environmental, social and ethical ambitions are briefly addressed in the following pages. The policies and action plans for each area are detailed in the non-financial performance statement (see pages 172 to 233) and the duty of vigilance plan (see pages 233 to 258).

social and workforce-related policy; the Environment Department is responsible for environmental policy, and the Ethics and Vigilance Department for ethics policy under the authority of the Chairman and CEO. The Human Rights, Environment and Ethics and Vigilance committees meet regularly with the representatives of the business lines to identify major issues and implement vigilance practices to prevent human and environmental risks, and to promote the dissemination of measures and best practices.



Implementing the Group's environmental ambition

Forging a sustainable world by accelerating the transformation of living environments, infrastructure and mobility.

— VINCI is aware of the responsibility it bears, due to the nature of its business activities, but also recognises its ability to contribute positively to the ecological transition. That is why the Group recast its 2030 environmental ambition, with a twofold objective: significantly reduce the direct impact of its activities and contribute to improving the footprint of its customers, users, suppliers and partners through the development of shared solutions. This ambition is cascaded into three areas that align with the key challenges faced by the Group's businesses: climate change, the circular economy and the preservation of natural environments.

— In 2021, the Group estimated for the first time the share of its business operations eligible for the EU Taxonomy under Regulation 2020/852 of 18 June 2020. A first estimate shows that 36% of VINCI's revenue and 32% of its capital expenditure (CapEx) are eligible for this classification system under its first two objectives (climate change mitigation and climate change adaptation).



ACT FOR THE CLIMATE

— VINCI is taking action to reduce its greenhouse gas emissions in line with the commitments of the Paris Climate Agreement to limit global warming to less than 2°C by the end of the century. As a consequence, the Group aims to reduce its direct emissions (Scopes 1 and 2) by 40% by 2030 (against its 2018 baseline). Driving its environmental ambition further, VINCI has set a target to reduce its indirect upstream and downstream emissions (Scope 3) by 20% by 2030 compared to



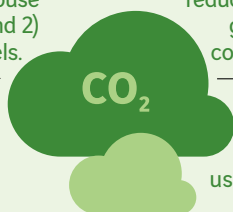
VINCI'S COMMITMENTS

- Reduce its direct greenhouse gas emissions (Scopes 1 and 2) by 40% by 2030 compared with 2018 levels.
- Reduce its indirect upstream and downstream emissions (Scope 3) by 20% by 2030 compared with 2019 levels, by taking action across the value chain of the Group's businesses.
- Adapt structures and activities to improve their climate change resilience.

CLIMATE AMBITION FOR 2030

40%
reduction in direct greenhouse gas emissions (Scopes 1 and 2) compared with 2018 levels.

2050 AMBITION
net zero
emissions.



20%
reduction in indirect greenhouse gas emissions (Scope 3) compared with 2019 levels.

90%
low-carbon concrete used by VINCI Construction.

CLIMATE PERFORMANCE IN 2021

2.3 Mt
of greenhouse gas emissions in 2021 (Scopes 1 and 2).

8%
reduction in greenhouse gas emissions (Scopes 1 and 2, excluding impact of acquisitions) between 2018 and 2021.

41 Mt
of greenhouse gas emissions in 2021 (Scope 3).

25%
of electricity consumption from renewable sources in 2021.



the 2019 baseline. This commitment has been validated by the Science Based Targets initiative (SBTi) and makes the Group's target-setting strategy consistent with a reduction "well below 2°C", while guaranteeing its methodological framework.

– VINCI continues its research, development and foresight analysis on its trajectory to achieve carbon neutrality and net zero greenhouse gas emissions by 2050. In response to the challenge of adapting to the consequences of climate change, a research group from the Leonard innovation platform, reflecting the full scope of VINCI's expertise, has continued its work in addressing resilience. The aim is to increasingly incorporate resilience into the Group's projects, structures and solutions.



OPTIMISE RESOURCES THANKS TO THE CIRCULAR ECONOMY

– In response to the growing scarcity of natural resources – some of which are essential for its businesses to operate – VINCI is committed to limiting the footprint of its businesses by integrating them into the circular economy. To achieve this target, the Group is improving its design and production processes, reducing the extraction of virgin raw materials, and promoting reuse and more efficient techniques and behaviour.

– Working to enhance sourcing processes at sector level naturally fits with improving waste management, as Group companies operate in industries that are among the biggest waste producers. VINCI will also advance the circular economy by developing innovative solutions for producing recycled materials, used in particular for roadworks, and recovering its own waste and waste generated by its users.

VINCI'S COMMITMENTS

- Promote the use of construction techniques and materials that consume less natural resources.
- Improve sorting for better waste recovery.
- Expand the offer of recycled materials to limit extraction of virgin materials.

PRESERVE NATURAL ENVIRONMENTS

VINCI'S COMMITMENTS

- Prevent pollution and incidents by systematically 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.

– VINCI aims to reduce its impacts on natural environments by aligning its businesses on long-term ecological challenges. The Group is accelerating the rollout of its ecological engineering expertise across all its businesses, to ensure that they can give more consideration to biodiversity and natural environments in all their operations and for projects of any size. To protect water resources, VINCI addresses needs at the local level and promotes innovative hydraulic infrastructure and water treatment processes. Governance, the sharing of best practices, and partnerships with ecological institutions and organisations are being improved to contribute to the Group's progress. As part of some projects carried out for their customers, its companies are also developing comprehensive ecological engineering solutions and alternative versions that are better for natural environments.

– In 2020, VINCI joined the act4nature international initiative, reiterating its commitments to preserving biodiversity.

CIRCULAR ECONOMY AMBITION FOR 2030

Double the percentage of recycled materials produced by Eurovia.

More than **50%** of revenue generated by VINCI Immobilier through urban recycling operations.

0 **WASTE** to landfill from all concessions.

CIRCULAR ECONOMY PERFORMANCE IN 2021

More than **80%** of timber used by wood construction companies from PEFC or FSC certified sustainably managed forests.

14 Mt (15%) of recycled aggregate mix out of Eurovia's total annual production.

17 sites with zero waste to landfill at VINCI Concessions.

42% of reclaimed aggregates from VINCI Autoroutes recycled at its own worksites.



DEVELOP ENVIRONMENTALLY VALUABLE OFFERS AND SOLUTIONS

– Group companies are developing solutions to help their customers reduce their own footprint. These include the low-carbon motorway project deployed by VINCI Autoroutes and its regional partners to accelerate the decarbonisation of mobility; Eurovia France’s Granulat+ programme to increase the percentage of recycled materials used; VINCI Construction’s commitment to use low-carbon concretes meeting Exegy standards at its sites; the energy performance and emissions reduction solutions developed by VINCI Energies together with its customers; and VINCI Airports’ scheme to modulate airport fees depending on the carbon footprint of aircraft. As part of its new environmental ambition, VINCI is stepping up the development of offers combining economic and environmental value by integrating this concept as the focus of the work led by its innovation centres – especially research by the Leonard platform (see page 17).

– VINCI also contributes to developing and disseminating scientific knowledge around the ecological transition and how it affects its businesses through the VINCI-ParisTech lab recherche environnement, which supports this approach by fostering interaction between research and applications at the operational level.



ENHANCE EMPLOYEE ENGAGEMENT AND CUSTOMER AWARENESS

– The operational rollout of the Group’s environmental ambition was stepped up in 2021, in particular with the Environment Awards. The first edition of this major competition was aimed at singling out environmental actions of employees on the ground, and promoting and disseminating these initiatives more widely within the Group. It garnered strong participation, with 2,548 initiatives submitted by employees, the support of more than 800 correspondents and experts, and 57,000 voters, i.e., more than a quarter of the Group’s employees. Nearly

200 initiatives were selected in the first round held regionally around the world, and 14 won awards in the final round held on 5 November 2021.

– Employees’ engagement to accelerate the environmental transformation of businesses, products and services was also stimulated by the second Environment Day – held in September by all VINCI companies worldwide – and by the training programmes introduced throughout the Group and its entities.

– VINCI companies also work to raise the awareness of their customers. Initiatives include campaigns led annually by concession companies to encourage users to sort their waste at motorway rest areas and in airports, and more broadly to adopt more eco-responsible behaviour.

NATURAL ENVIRONMENTS AMBITION FOR 2030

act4nature international
COMMITMENTS

NO
net land take by VINCI Immobilier in France.

Aim to achieve

0
net **LOSS** of biodiversity.

NATURAL ENVIRONMENTS PERFORMANCE IN 2021



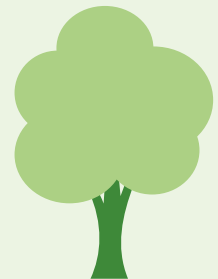
81%
reduction in the consumption of phytosanitary products at concessions between 2018 and 2021.

37

airports within VINCI Airports use no phytosanitary products.

€5.2bn

of revenue covered by an environmental label in 2021.





Encouraging inclusive growth

Promoting inclusive growth by being a responsible employer and partnering regional growth.

SUSTAINABLE EMPLOYABILITY AND EMPLOYER APPEAL

- VINCI is committed to improving its employees' employability by developing their skills through training and building attractive, long-term careers. The aim is to contribute to their mobility and professional fulfilment. This aim is reflected in solid training programmes and a managerial environment that encourages inclusion, autonomy and accountability.
- In 2021, VINCI employees received 4.1 million hours of training. A multilingual e-learning platform includes all the training content available from Group companies, encouraging employees to join in taking a proactive role in their growth and employability. Many training activities are also provided by the business lines.
- Skill Pulse is a standards-based career management tool using artificial intelligence that has already been tested by VINCI Autoroutes and VINCI Construction. Its rollout continued in 2021, notably at VINCI Airports. With a view to enhance sustainable employability, Skill Pulse enables employees to match their skills with vacant job positions, thus supporting their mobility and career development.
- In all countries where VINCI operates,

its companies form partnerships with vocational training and higher education establishments by helping build career paths for students. For example, in France, VINCI has a five-year partnership with the Foundation of the National Institute of Applied Sciences (Insa), through which it supports a model for a humanistic approach to engineering embraced by this network of schools.

SHARING AND REDISTRIBUTION

- For the past 25 years, VINCI has applied an ambitious employee shareholder policy involving as many of its employees as possible in sharing the Group's success and the benefits of its performance. Whatever their income, each employee can open a long-term savings account and at the same time contribute to the Group's solidarity by increasing employee share ownership. There are two schemes: one for France and the other for the rest of the world. At the end of 2021, more than 160,000 current and former employees, in France and internationally, collectively owned nearly 10% of VINCI's share capital, making them the Group's largest shareholder.
- At the same time, the Group provides other employee benefits, especially in



France, with a collective retirement savings plan as well as incentive and/or profit-sharing agreements that benefited 96.5% of employees at the end of 2021.

INCLUSION AND DIVERSITY

- As part of its Manifesto commitments, VINCI seeks to promote equal opportunity and prevent all forms of discrimination in its businesses. To ensure the practical application of this policy, the Group has created a network of inclusion and diversity coordinators totalling some 600 employees. In 2021, VINCI received the Or'Normes award for its exceptional work towards achieving a more inclusive society from the French standards association Afnor.
- The commitment to promoting gender diversity – especially in management – was strengthened. The percentage of women in management positions was 21.6% in 2021 (24.4% in France), an increase of six percentage points in 10 years (15.8% in 2011). The gender equality index – rolled out internationally – is used by companies as a common tool to assess equal pay and access to promotion.
- VINCI is also active in initiatives to encourage current and future female students to pursue professions in engineering and the Group's areas of business, through its partnership with the organisation Elles Bougent. Almost 700 female employees in France and internationally are engaged in actions to remove gender bias in the Group's business sectors and professions.
- In France, VINCI maintained a concerted policy to support the employment of people with disabilities,

PERFORMANCE IN 2021



19 hours
of training on average
per employee.

2021 Universum survey
of engineering students in France:

VINCI is ranked in the
TOP 10
MOST ATTRACTIVE
EMPLOYERS

€358m

paid out to employees in France through
employer contributions, profit-sharing, incentive
and retirement savings plans.



SUSTAINABLE DEVELOPMENT



implemented across three fronts:

► **Job retention:** the Trajeo'h association supported almost 1,000 people with a disability (nearly 6,000 since 2014) into a new career path either within or outside the Group.

► **Recruitment:** in 2021, VINCI created Habileo'h, an in-house recruitment consultancy and the Group's first social mission company.

► **Use of sheltered companies:** Group companies subcontracted work to the sheltered sector around the world, awarding total revenue of €6.6 million in 2021. They are aided in this approach by the Supplye'o'h platform.

– A new training course in inclusive management was introduced in 2021. Comprising four modules, it complements the existing training courses. In 2021, new content was added in English and Portuguese to the self-assessment tool used by Group companies to measure their effectiveness in reducing the risk of discrimination.

SOCIAL AND PROFESSIONAL INTEGRATION

– VINCI also seeks to hire the long-term unemployed, in particular through its ViE social enterprise structure, which manages over a million integration hours annually in France, that is half the total number of hours provided in the Group. ViE is committed to sustainable employability and supports Group companies and their partners in implementing the integration clauses associated with their projects, by putting them in touch with local specialised non-profits and structures, in order to build sustainable pathways back into

employment. ViE applies an innovative approach to training centred on soft skills and mapping transferable skills and expertise.

– This approach is being trialled under a programme designed and funded by VINCI called Give Me Five. Introduced in France in 2018, the programme targets five areas of action: guidance, individual support, integration, employability and learning. Under the guidance area, in partnership with the French Ministry of Education, VINCI hosts several thousand middle school students each year from priority neighbourhoods (4,000 in all by the end of 2021) for work experience placements in Group companies. In 2021, under these internships – whose format was revised in 2020 due to health restrictions – VINCI hosted more than 300 middle school students with disabilities from local academic inclusion units (Ulis) in partnership with Trajeo'h.

– More than 1,000 middle school students benefited from a personalised support programme launched in three pilot areas in partnership with the non-profits Viens voir mon taf, Institut Télémaque, Crée ton avenir and Unis-Cité.

– In terms of integration, the regional employment strategy (Step), rolled out throughout France by ViE teams, enables dozens of young people at risk of exclusion to return to employment each year. Four new iterations of this programme were launched in 2021 in France (Essonne, Strasbourg, Marseille and Orléans).

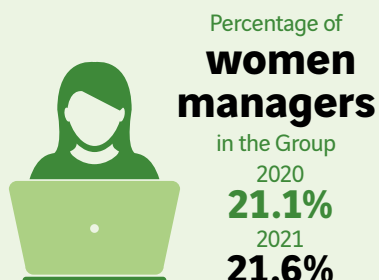
– In partnership with JobIRL, France's leading social network for career guidance, VINCI launched the apprenticeship component of the Give Me Five programme in 2021, to boost the recruitment of young apprentices through a platform specifically designed for finding training courses and work-study contracts in VINCI companies.

– Five social joint ventures created in recent years in France with specialised partners have continued to grow, employing people on social integration contracts in jobs in line with VINCI's areas of business, such as construction site logistics and maintenance of living facilities and green spaces.

SOLIDARITY

– VINCI is committed to encouraging and supporting its employees' and companies' solidarity engagement, in particular through its foundations and financial support, and to supporting, in liaison with solidarity non-profits, projects that help strengthen social ties, and help the long-term unemployed back into employment. In 2021, VINCI's 16 foundations allocated €6.2 million to 490 projects, sponsored by almost 1,330 employees. The citizen initiatives by the Group's business lines, divisions and companies supplement this system. For example, through the Issa programme Sogea-Satom, a VINCI Construction subsidiary in Africa, works with the regions and their communities in the vicinity of worksites, by supporting numerous initiatives in the areas of education, health, energy and food self-sufficiency, access to water and local craftsmanship.

PERFORMANCE IN 2021



Almost **2 million integration hours**

carried out for the Group in France.



4,000 middle school students

from more than 100 schools under the Give Me Five programme in France.

2,390 NEW APPRENTICES IN 2021.





PARTNER OF CITIES AND REGIONS

– VINCI companies are firmly rooted in their regions. They contribute to the growth of economic activity, employment and tax take. Their businesses have led them to develop a strong culture of consultation and proven expertise in collective project governance, closely involving all the stakeholders concerned: elected officials, non-profits, local residents and users. VINCI’s ambition is to build projects with them that create value for all their stakeholders and contribute fully to the development of the regions.

– Priority is on working with local suppliers and subcontractors, especially SMEs, to make a lasting and inclusive contribution to regional growth. This sourcing strategy aligns smoothly with the responsible purchasing policy. Consistent with the Group’s commitments, this policy is based on identifying risks, considering non-financial criteria in purchasing decisions, and supporting suppliers and subcontractors in their social and environmental practices.

RESPECT FOR HUMAN RIGHTS

– In all countries where it operates, VINCI has a responsibility to prevent risks of human rights violations. The Group pays particular attention to five areas: recruitment practices and migrant labour, working conditions, living conditions, practices relating to subcontractors and temporary employment agencies, and relations with local communities. For each of these areas, guidelines

have been included in VINCI’s Guide on Human Rights, available in 24 languages. This document applies to all VINCI businesses and locations. Additional tools are available to help identify risks aligned with actual operating conditions. Since 2018, 72% of the Group’s employees in high-priority countries have been covered by a human rights compliance assessment.

– In Qatar, the pilot project to improve recruitment practices for migrant workers led by the subsidiary QDVC with the International Labour Organisation (ILO) was completed in 2021. The results of this project were published. With the ILO, VINCI regularly reports to other companies, institutions and customers on the takeaways and positive impacts of this approach. In addition, under the framework of an agreement signed in 2017 between VINCI, QDVC and Building and Wood Workers’ International (BWI), a new audit concerning workers’ rights on Qatari construction sites was conducted in the presence of all the stakeholders and VINCI trade union representatives. A joint report will be published in 2022.

– VINCI regularly discusses its human rights policy with its multiple stakeholders (employee representatives, employees, investors, students, NGOs, research centres, etc.). It is also involved in initiatives such as Building Responsibly and Business for Inclusive Growth (B4IG). For the third time, the Group took part in the Workforce Disclosure Initiative’s survey of companies asking them to share key information about the labour force and their subcontracting and supply chains. VINCI achieved a transparency score well above the average for its sector.

– In partnership with the European Federation of Building and Woodworkers, VINCI has participated in the development of a toolkit aimed at strengthening the ways European works council representatives can take action to prevent social risks in construction company supply chains.

SOCIAL DIALOGUE

– At the Group level as well as in its business lines and companies, VINCI ensures the quality of social dialogue with trade unions and employee representatives, in order to give meaning to the company’s collective purpose. Labour representatives are involved in the development and implementation of health and safety policies, the management of jobs and career paths, as well as equal opportunity. Within each entity, close relations that are relevant and adapted to each business carve out a real role for labour representatives to play.

– The European Works Council and the Group Works Council (covering France) met 23 times in 2021. Their members benefit from training in health and safety, human rights and the environment.

PERFORMANCE IN 2021

More than **50%** of purchases from small and medium enterprises.



Almost all purchases for French operations made on the domestic market.

72% employees in high-priority countries covered by human rights assessments.





Guaranteeing safety

The zero accidents objective for all people working on its construction and operation sites remains the number-one priority for the Group.

— Due to the nature of its business activities, the Group focuses on creating a true safety culture from the highest executive levels down to managers and site teams. This goal applies to all individuals – employees, temporary staff or subcontractors – working on a VINCI construction or operating site, as well as customers of managed infrastructure.

— The Group’s health and safety policy is overarching and aims to anticipate and prevent all occupational risks in this area, as well as psychosocial risks. It also aims to ensure quality of life in the workplace and the redeployment of employees who have suffered a workplace accident or occupational illness.

— At the Group level and under the Executive Committee’s authority, this policy is managed by the health and safety coordination team, which brings together the heads of health and safety networks in all the business lines. The accident prevention Pivot Clubs and internal collaborative platforms help disseminate and monitor health and safety measures for the community of health and safety coordinators and experts.



— In the field, the accident prevention programme is managed by a network of over 2,500 health and safety employees. Group companies implement strict procedures and multiple systems to ensure their employees’ safety: upstream risk analysis, circulation of safety guidelines, 15-minute safety sessions that bring together all individuals involved at a worksite, reporting and analysis of near misses and accidents to identify their root causes, and training tailored to the industry, type of worksite and operational context.

— VINCI’s health and safety policy is implemented under the direct responsibility of managers, who are in charge of fostering a safety culture day

to day. They receive regular training in safety management, and their practices are assessed. Employee representatives also play a key role in risk prevention, as health and safety are crucial issues in social dialogue.

— In the exceptional context of the health crisis, the entire safety network remains at the ready to adapt and implement appropriate measures to protect the health and safety of employees, operators and users, in consultation with the staff, representative bodies, national authorities and professional organisations.

PERFORMANCE IN 2021

Lost-time workplace accident frequency rate

2016
6.84



2021
5.74

Number of training hours in health and safety

2021

1.5 million





Respecting ethical principles

VINCI has adopted a strong framework so that all its employees can contribute effectively to the Group's integrity and transparency requirements.

ETHICS AND COMPLIANCE

- Ethics is at the heart of all VINCI's business relations with its stakeholders. The Group expects the highest standards of conduct from each employee based on a sense of honesty, loyalty, respect for dignity and individual rights. This commitment is reflected at the highest level in the Group.
- The Manifesto defines the common framework for all VINCI entities through its universal commitments. The Code of Ethics and Conduct lays down all the principles of business ethics that apply in all circumstances, in all countries where the Group operates and to all companies and their employees. It is used in tandem with the Anti-corruption Code of Conduct, which details the rules concerning the prevention of all acts of corruption, notably identifying risks in business processes and defining conduct to be avoided.
- These three documents are available in some 30 languages on the Group intranet and website. They can therefore be accessed by almost 100% of employees

in the official language of their country and are included in the new employee welcome kit. The Group's 34,000 key managers have undertaken to comply with them and ensure they are applied within the scope of their responsibility.

TRAINING AND INFORMATION

- To enable all employees to contribute effectively to preventing and detecting acts of corruption, at the level of their responsibility, specific training programmes have been developed and deployed at all levels in the organisation. These modules complement the general e-learning training courses on the Group platform, such as the "Anti-corruption – Challenges and Risks" and "Conflicts of Interest" courses.

PARTNERS AND SUBCONTRACTORS

- The integrity and transparency requirement does not just apply to Group companies and employees, but also to its partners and subcontractors. In addition to their technical expertise and ability to fulfil their duties, subcontractors are also assessed for their own commitment to respecting human rights and business ethics, and their respect for VINCI's values.

VINCI INTEGRITY

- The online whistleblowing platform called VINCI Integrity is available in five languages on the Group intranet and website. In addition to the systems specific to each entity, it enables

employees and stakeholders to report any inappropriate behaviour in the areas of human rights, business ethics, environmental risks, and health and safety. It guarantees full traceability and anonymity.

GOVERNANCE

- The Ethics and Vigilance Department reports to the Chairman and CEO. Working closely with the business line departments, corporate functions and the Group's Ethics and Vigilance Committee, and relying on both internal expertise (Legal, Audit, Human Resources and Information Systems departments, Ethics and Compliance Club, GDPR steering committee and Human Rights steering committee) and external expertise, it coordinates the implementation of the prevention system. The Ethics and Vigilance Committee has seven members, five of whom are also members of the VINCI Executive Committee. It is responsible for implementing and updating compliance systems covered by the Code of Ethics and Conduct, notably concerning the detection and prevention of acts of corruption and preventing serious breaches of human rights and basic freedoms, and the health and safety of people and the environment, attributable to the Group's businesses. It oversees changes to the Code of Ethics and Conduct and the Anti-corruption Code of Conduct.

PERFORMANCE IN 2021

The **34,000** key managers at the Group have undertaken to comply with its ethical principles and apply them within the scope of their responsibility.



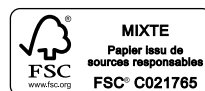
27,000 employees trained in corruption prevention and detection in 2021.



This universal registration document was filed on 28 February 2022 with the Autorité des Marchés Financiers (AMF, the French securities regulator), as competent authority under Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of the said regulation.

The universal registration document may be used for the purposes of an offer to the public of securities or the admission of securities to trading on a regulated market if accompanied by a prospectus and a summary of all amendments, if any, made to the universal registration document. The set of documents thus formed is approved by the AMF in accordance with Regulation (EU) 2017/1129.

This is a free translation into English of a report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and is construed in accordance with, French law and professional auditing standards applicable in France.



Photos: Aerophoto America; Jonathan Alexandre; Geoff Ashcroft; Jean-François Badias; P.Banczerowski/CAPA Pictures; Luc Benevello; Patrick Berlan; Thomas Blanc; Yann Bouvier; Xavier Boymond; Yoann Bugnet; Philippe Castaño; Céline Clanet; Cyril Crespeau; Antoine Doyen/CAPA Pictures; Cyrille Dupont/The Pulse; Matthieu Engelen; Jesus Fung Yan; Patrick Gaillardin/Hanslucas; Getty Images; Groupement ETPO-NGE GC; Corentin Guilbert; Guilhem Canal Photographe; Jean-Daniel Guillou; Axel Heise; Cédric Helsly; Olemedia/iStock; Justin Lambert; Pascal Le Doaré; Céline Levain; Thierry Lewenberg-Sturm; David Marnier; Antoine Monié; Alain Montaufier; Juan Moreno Espinel; Salem Mostefaoui; Jean-Philippe Moulet; MTW; Florian Pèpelin; Dušan Radević; Will Recarey; DEGÉS-Michael-Ritter; Diogo Santos; Raphaël Soret; Stade de France® – Macary, Zublena, Regembalet et Costantini – Architectes, ADAGP – Paris 2021-2022 – Photographer: Nicolas Moulard; Berten Steenwegen; Alexis Toureau; Jean-Luc Viart/Studio Viart; Francis Vigouroux; WOW Porto; J. Zamith; F. Zvardon; Photo libraries of VINCI and subsidiaries. All rights reserved. Several of the photographs in this document were taken before the pandemic, which explains why the people shown in them are not wearing face coverings or observing physical distancing measures.

Design and production: **VAT** - wearetogether.fr — 2110_2550 — **Translation:** Alto International — **Printing:** Arteprint. This document is printed using vegetable-based inks on paper produced from sustainable resources.



1973, boulevard de La Défense
CS 10268
92757 Nanterre Cedex - France
Tel: +33 1 57 98 61 00
www.vinci.com

 VINCI.Group

 VINCI

 @VINCI