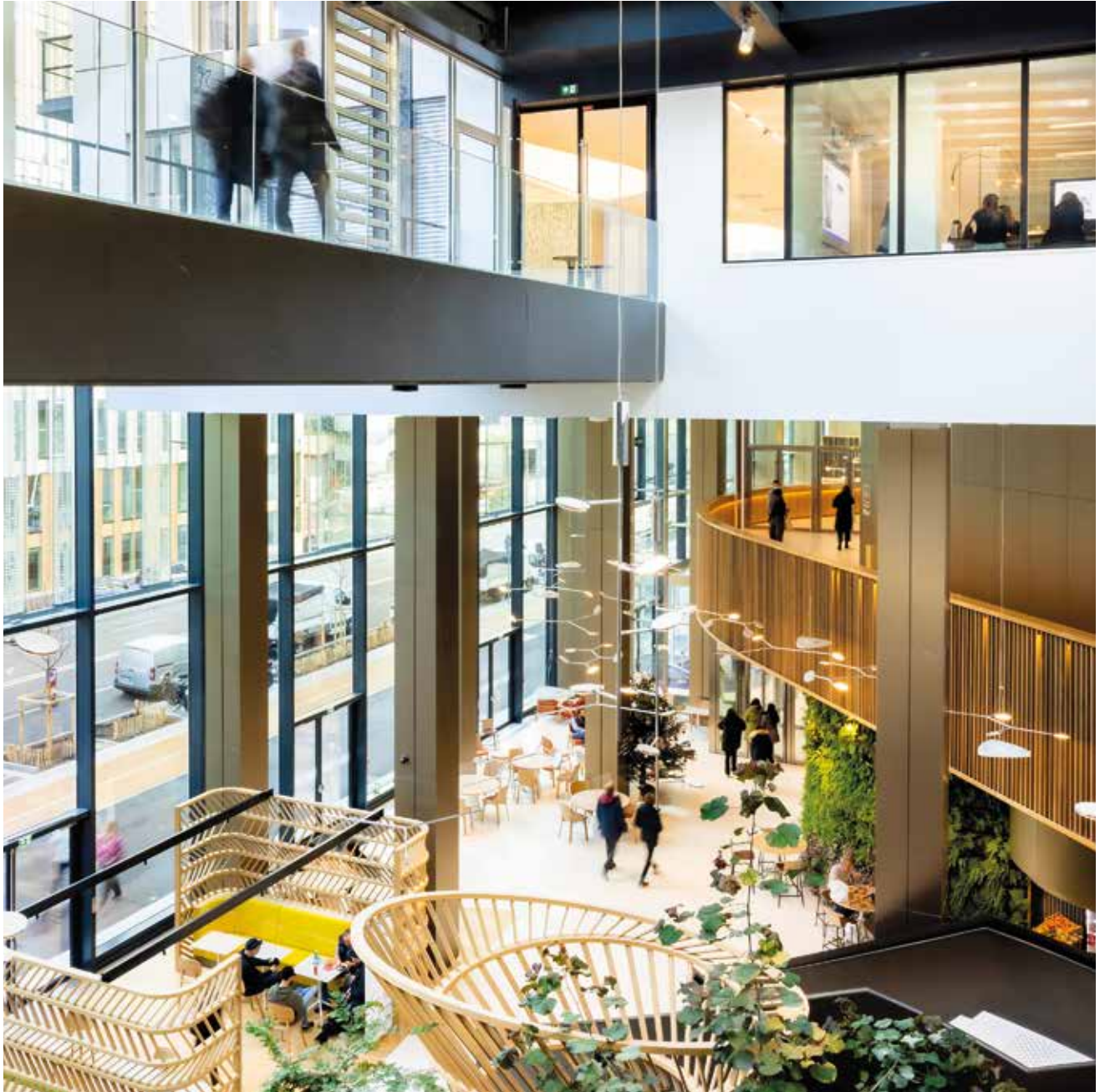


Forging a sustainable world.



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 32 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. 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, page 12;
- the description of the Group's main all-round performance commitments, presented in the "Sustainable development" chapter of the Universal Registration Document, pages 22 to 31;
- 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 158 to 171;
- 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 of the Report of the Board of Directors.

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 233 to 258. 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 and alert mechanisms.

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.

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 the Concessions, Energy and Construction businesses to varying degrees depending on the specific issue. Environmental issues were also identified 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 158 to 166.

Summary table – Non-financial performance statement

Issue	VINCI's response	Action plan	Key performance indicators	Materiality ^(*)		Coverage in chapter E
				Energy and Construction	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 	<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 177-180
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 programme 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 – Total amount of social benefits paid by the Group to its employees – Percentage of employee ownership in VINCI's share capital 	■ ■ ■	■ ■ ■	1.3 Pages 180-185
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"> – Establishment of an online platform for exchanges between members of 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"> – Number of collective agreements signed – Percentage of Group employees covered by collective agreements outside France – Number of employees worldwide serving as employee representatives 	■ ■	■ ■	1.4 Pages 185-187
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 187-190
The Group's socio-economic contribution to local communities and 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, customers and users 	<ul style="list-style-type: none"> – Measurement of the socio-economic footprint of businesses in France and for a number of projects – Further development of VINCI Insertion Emploi (ViE), 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 people on ViE integration programmes – Number of integration hours under ViE programmes – Number of social joint ventures – Number of employee sponsors – Total amount paid by Group foundations to non-profit organisations 	■ ■	■ ■	2.1 Pages 190-197
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 – Dissemination of a practical guide on responsible purchasing – Development and delivery of tools and training – Implementation of a 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 incorporating responsible purchasing criteria – Percentage represented by SMEs among the Group's approved suppliers – Number of employees having taken part in training and awareness activities relating to the responsible purchasing approach 	■ ■	■ ■	2.2 Pages 197-199
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 – Dissemination of VINCI's Guide on Human Rights – Training and e-learning modules – Prevention and evaluation programmes – Further development of pilot projects on ethical recruitment practices – Implementation of a social protection system for all Group employees 	<ul style="list-style-type: none"> – 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 199-200

				Materiality ^(*)		Coverage in chapter E
Issue	VINCI's response	Action plan	Key performance indicators	Energy and Construction	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, VINCI's 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 201-203
Climate change	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by 40% (Scopes 1 and 2) by 2030 compared with 2018 levels Act throughout the value chain by working to reduce indirect greenhouse gas emissions, with a reduction target of 20% (Scope 3) by 2030 compared with 2019 levels Adapt infrastructure and the Group's businesses to make them more resilient 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/q) Monitoring the emissions reduction trajectory Monitoring of energy consumption Amount of electricity from renewable energy sources (in MWh) Number of EV charging stations installed on the French motorway network 	■ ■ ■	■ ■ ■	3.2 Pages 210-220
Circular economy	<ul style="list-style-type: none"> Reduce the extraction of virgin materials in favour of recycled materials Promote the use of construction techniques and materials that economise on natural resources Improve waste sorting and recovery 	<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 bio-sourced materials Improvement of recovery rates for waste Development of techniques and materials that economise on natural resources Establishment of waste recycling facilities 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 Percentage of asphalt mix made with reclaimed asphalt pavement at Eurovia Number of worksite waste recycling facilities at Eurovia Percentage of recycled materials production in total aggregate production at Eurovia 	■ ■ ■	■ ■	3.3 Pages 221-226
Natural environments	<ul style="list-style-type: none"> Prevent environmental nuisances and incidents by systematically implementing an environmental management plan in 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"> Development of 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 Avoidance of soil sealing 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"> Water consumption in cubic metres Percentage reduction in the use of phytosanitary products at concessions Number of partnerships in effect Percentage of motorways in France with systems to protect against accidental pollution 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 226-233

(*) 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 2021, VINCI's workforce increased slightly to 219,299 employees in 2021, compared with its total headcount in 2020 (217,731 employees). This change is attributable to ongoing projects, acquisitions or contract terminations as well as the gradual resumption of projects and operations following the health crisis, keeping overall workforce levels stable. At 31 December 2021, VINCI staff employed by European entities as a percentage of the total workforce came to 75.6% and staff employed outside Europe stood at 24.4%, primarily due to staff increases in Asia and the Middle East.

Due to the acquisition of Cobra Industrial Services (Cobra IS), the energy business of the Spanish engineering and infrastructure group ACS, which was completed on 31 December 2021, VINCI's workforce will increase significantly by more than 43,000 employees. Fifty-three percent of Cobra IS staff is located in Europe, 43% in North and South America, and 4% in Africa, Asia and Oceania. This data will be included in the next reporting period, i.e. 2022.

At 31 December 2021

219,299
employees worldwide



16.5%
Women



83.5%
Men

8%
Concessions



92%
Energy and
construction



In more than **120** countries

45.9%
France

29.7%
Europe excl. France

11.8%
Americas

6.6%
Africa

6%
Rest of the world

Workforce at 31 December 2021 by geographical area and by business line, with change^(*)

	2021						2020	2021/2020		
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
France	5,762	893	541	38,033	53,823	1,629	100,681	45.9%	100,760	-0.1%
United Kingdom	-	1,767	-	955	8,569	-	11,291	5.1%	11,084	+1.9%
Germany	-	-	25	12,250	4,197	9	16,481	7.5%	15,867	+3.9%
Benelux	-	-	-	5,950	714	5	6,669	3.0%	6,662	+0.1%
Central and Eastern Europe	-	1,402	47	3,313	8,957	-	13,719	6.3%	14,063	-2.4%
Rest of Europe	-	2,765	122	12,306	1,840	5	17,038	7.8%	16,671	+2.2%
Europe excl. France	-	5,934	194	34,774	24,277	19	65,198	29.7%	64,347	+1.3%
Americas	-	1,498	846	6,678	16,801	-	25,823	11.8%	25,382	+1.7%
Africa	-	-	-	2,165	12,291	-	14,456	6.6%	15,030	-3.8%
Rest of the world	-	1,055	103	3,905	8,078	-	13,141	6.0%	12,212	+7.6%
Total	5,762	9,380	1,684	85,555	115,270	1,648	219,299	100%	217,731	+0.7%

^(*) Data checked by the Statutory Auditors, see page 268 of the 2021 Universal Registration Document.

At 31 December 2021, VINCI's workforce consisted of 45,133 managers (20.6% of the workforce) and 174,166 non-managers (79.4% of the workforce). The percentage of female staff increased between 2020 and 2021 to 16.5% (16.1% in 2020), as did the proportion of women managers, to 21.6% in 2021 from 21.1% in 2020 (see paragraph 1.5, "Inclusion and diversity", page 188, on the objectives and actions concerning the role of women in the Group).

Workforce at 31 December 2021 by category, gender and business line, with change^(*)

	2021								2020	2021/2020
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Managers	1,091	1,477	461	17,389	23,721	994	45,133	20.6%	43,651	+3.4%
Men	684	962	310	14,061	18,817	531	35,365	78.4%	34,456	+2.6%
Women	407	515	151	3,328	4,903	463	9,767	21.6%	9,194	+6.2%
Other	-	-	-	-	1	-	1	0.0%	-	0.0%
Non-managers	4,671	7,903	1,223	68,166	91,549	654	174,166	79.4%	174,080	0.0%
Men	2,729	5,513	641	59,011	79,652	199	147,745	84.8%	148,293	-0.4%
Women	1,942	2,390	582	9,155	11,894	455	26,418	15.2%	25,785	+2.5%
Other	-	-	-	-	3	-	3	0.0%	2	0.0%
Total	5,762	9,380	1,684	85,555	115,270	1,648	219,299	100.0%	217,731	+0.7%
Men	3,413	6,475	951	73,072	98,469	730	183,110	83.5%	182,749	+0.2%
Women	2,349	2,905	733	12,483	16,797	918	36,185	16.5%	34,979	+3.4%
Other	-	-	-	-	4	-	4	0.0%	-	0.0%

(*) Data checked by the Statutory Auditors, see page 268 of the 2021 Universal Registration Document.

Workforce at 31 December 2021 by age

- 21,675 employees aged under 25 (10% of the total workforce)
- 54,818 employees aged 26 to 35 (25% of the total workforce)
- 84,560 employees aged 36 to 50 (38% of the total workforce)
- 58,247 employees aged over 50 (27% of the total workforce)

1.1.2 Types of employment contract, and changes

At end-2021, 190,227 staff were employed under permanent job contracts and 29,072 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 2021, 22,961 temporary staff (full-time equivalent) worked for VINCI, a change of 17.2% from 2020. VINCI promotes the integration of young people on work-study programmes. The Group has 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 2021, 7,216 young people received training under work-study programmes within the Group (5,983 in 2020).

Workforce at 31 December 2021 by type of employment contract and business line, with change⁽¹⁾

	2021								2020	2021/2020
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Permanent job contracts ⁽²⁾	5,608	9,227	1,358	77,877	93,900	1,463	189,433	86.4%	188,407	+0.5%
Site contracts ⁽³⁾	-	-	-	165	629	-	794	0.4%	1,055	-24.7%
Non-permanent job contracts ⁽⁴⁾	89	134	262	3,985	17,867	56	22,393	10.2%	22,007	+1.8%
Work-study programmes	65	19	64	3,528	2,874	129	6,679	3.0%	6,262	+6.7%
Total	5,762	9,380	1,684	85,555	115,270	1,648	219,299	100.0%	217,731	+0.7%
Temporary staff (full-time equivalent)	4	345	9	5,742	16,836	25	22,961	10.5%	19,596	+17.2%

(1) Data checked by the Statutory Auditors, see page 268 of the 2021 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 2021, employees worked a total of 383 million hours, of which 21 million overtime hours. This increase in hours worked compared with 2020 (365 million hours worked, of which 21 million overtime hours) was due to the business growth of Group companies.

Absenteeism

Employees were absent from work nearly 5 million days out of 51 million days worked worldwide in 2021. Absenteeism represented almost 10% of working days (15% in 2020).

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

	2021							2020	2021/2020	
(in number of calendar days)	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Non-occupational illness	111,538	94,884	13,746	1,036,783	1,292,953	14,533	2,564,437	51.6%	2,677,888	-4.2%
Workplace accident	4,725	3,803	189	44,924	105,931	599	160,171	3.2%	155,203	+3.2%
Commuting accident	823	2,064	-	11,999	19,067	260	34,213	0.7%	31,881	+7.3%
Recognised occupational illness	1,390	500	-	20,517	59,234	-	81,641	1.6%	65,592	+24.5%
Maternity/paternity leave	5,030	40,336	6,134	168,034	178,606	10,403	408,543	8.2%	376,515	+8.5%
Partial activity (furloughs)	7,479	330,830	8,296	72,076	131,233	580	550,494	11.1%	2,921,903	-81.2%
Weather events	-	1	96	16,476	219,233	-	235,806	4.7%	188,171	+25.3%
Other cause	11,086	80,588	6,527	247,837	587,488	6,059	939,585	18.9%	767,744	+22.4%
Total	142,071	553,006	34,988	1,618,646	2,593,745	32,434	4,974,890	100.0%	7,184,897	-30.8%

(*) Data checked by the Statutory Auditors, see page 268 of the 2021 Universal Registration Document.

Protecting jobs

In a challenging economic environment, with operations that by nature cannot be delocalised, VINCI's senior managers and heads of human resources take steps to optimise social and economic solidarity, primarily by way of mobility and redeployment programmes made possible through the Group's strong local presence. In 2021, 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. When it acquires a company, the Group works to maintain existing teams and therefore the valuable skills and expertise they offer, to develop business, share tools and enhance the Group's networking capacity. For economic reasons, some Group companies may be compelled to redeploy employees internally and implement redundancy plans. For staff on major projects, Group companies manage large-scale redundancy and redeployment arrangements. 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 27% in 2021 (23% in 2020) is explained by the expiry of temporary worksite contracts as well as resignations. This reflects a Group recruitment policy adapted to new worksites.

Recruitment

VINCI hired 58,413 people worldwide in 2021, including 32,344 under permanent employment contracts (10,192 in France). The proportion of permanent employment contracts among new hires thus rose from 53.6% in 2020 to 55.4% in 2021. In 2021, VINCI continued its recruitment efforts targeting young people, resulting in 6,590 new hires during the year, accounting for 20% of all those joining the Group in permanent jobs.

VINCI promotes local employment and career progression within the Group. Intragroup staff transfers totalled 1,973 in 2021 (2,265 in 2020), of which 95% within a business line and 5% to another business line.

Reasons for departure

The operating activities of the Energy and Construction businesses are carried out 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, resignations and seasonal variations in activity also explain the number of departures, which are included under the line item "Expired contracts".

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

	2021							2020	2021/2020	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Expired contracts ⁽³⁾	605	256	60	4,120	15,188	250	20,479	38.0%	21,375	-4.2%
Resignations	55	526	236	6,542	9,362	101	16,822	31.2%	12,242	+37.4%
Redundancies	-	153	-	491	885	-	1,529	2.8%	3,359	-54.5%
Dismissals	41	161	53	2,865	3,578	28	6,726	12.5%	7,405	-9.2%
Other reasons ⁽⁴⁾	87	476	84	3,643	3,852	139	8,281	15.4%	7,190	+15.2%
Total	788	1,572	433	17,661	32,865	518	53,837	100.0%	51,571	+4.4%

(1) Data checked by the Statutory Auditors, see page 268 of the 2021 Universal Registration Document.

(2) Excluding changes in consolidation scope and prior year headcount adjustment.

(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 are explained in the duty of vigilance plan (see paragraph 4.2, "Duty of vigilance with regard to health and safety", page 234).

To reach this zero accident objective, 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 through a special focus on training. These measures are also carried out by a network of more than 2,500 employees specialised in health and safety roles throughout the Group (managers, coordinators, experts, etc.). Prevention policies and procedures are translated every day into different types of measures, 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 the delivery of training adapted to each business line, type of site and operational environment. 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 each year worldwide at all VINCI business lines to promote a shared safety culture. Partners, temporary staff, subcontractors and customers also take part in these events alongside VINCI employees. Various tools are used to report risk situations, near misses and accidents. This information is compared within each business line to better analyse trends and feedback. The findings are then used to improve prevention programmes for similar risks and businesses across an entity's scope.

More than **1.5 million**
hours of training on hygiene, health
and safety every year

Employees and their representatives play a key role in prevention. The statement on occupational health and safety has been signed by the Chairman and Chief Executive Officer and by the Secretary of the European Works Council (<https://www.vinci.com/publi/manifeste/sst-2017-06-en.pdf>). This statement outlines the essential and fundamental steps to be taken and 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 be proactive in suggesting measures 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. In 2021, as part of its continuous dialogue with Building and Wood Workers' International (BWI), VINCI signed the latter's "Declaration on Healthy and Safe Workplaces" in support of the recognition of occupational health and safety as a fundamental right by the International Labour Organisation (ILO).

At Group level, the prevention programme is coordinated by a Health and Safety Coordination unit, which brings together the heads of health and safety networks in all the business lines and divisions. 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 financially support a research programme on ensuring safety in the future. The unit also launches foresight approaches to address emerging business risks and takes action to develop innovation in health and safety. Leonard, VINCI's innovation and foresight platform, was assigned a mission on innovation in safety and prevention. The approach is divided into three parts:

- "Catalyst", to list safety innovations within and outside the Group;
- "Artificial Intelligence", to identify solutions that optimise data and make use of predictive AI technology;
- "Foresight", to identify new risks that will arise or increase 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. 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. 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.

Preventing health and psychosocial risks

In 2021, Group companies launched several health awareness campaigns in collaboration with employees, public authorities and specialised service providers. These actions included campaigns that promote physical activity and nutritional awareness to prevent chronic diseases. Other initiatives included personal counselling with dieticians and screening for diabetes and heart disease. Additionally, awareness campaigns were led in various regions worldwide to focus on certain addictions (smoking, alcohol, etc.) and diseases (cancer, Alzheimer's). Each of these actions is taken to inform employees and get them involved, while creating opportunities for team-building and mutual support through challenges and group activities.

Companies are also renewing equipment and tools as well as reorganising work conditions to reduce workers' exposure to the risks of musculoskeletal disorders (MSD). For example, employees have been trained to help their colleagues adjust their practices and to lead warm-up exercises before starting work. The latest technological enhancements are surveyed, and numerous innovations are implemented to reduce arduous work and physical efforts for employees. Examples include exoskeletons at VINCI Construction, machines for laying and removing traffic cones at VINCI Autoroutes, and baggage handling equipment at VINCI Airports.

Another important focus is the prevention and management of psychosocial risks. For example, a help hotline has been set up that allows callers to speak with psychologists, along with other mental health and stress management initiatives. Webinars have thus been organised with specialists by Soletanche Freyssinet in particular, and various awareness materials (posters, brochures, etc.) have been developed and distributed to employees. These measures were stepped up to help manage the health crisis, and are shared within the Group to make sure they are disseminated as widely as possible.

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. 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 (see paragraph 4.2, "Duty of vigilance with regard to health and safety", page 240).

Health and safety of users

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. The related initiatives are presented in paragraph 2.1.4, "Relations with external stakeholders and procedures for dialogue with them (including customers, users and local residents)", page 196.

Health crisis management

Since the start of the health crisis, 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.). These protocols were adapted to the service industry, but more specifically to work environments that require staff to remain on site. 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). Throughout 2021, protocols and measures evolved and were adapted to each new situation and set of conditions.

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 operates. Specific attention continued to be given to preventing psychosocial risks among employees. Companies supported the vaccination campaigns conducted by the health authorities. They also took an active role in ensuring the safety of users of infrastructure operated by the Group, in airports, stadiums and on the roads.

Performance indicators

VINCI has made progress across all safety performance indicators in recent years. However, the lost-time workplace accident frequency rate rose slightly in 2021, a consequence of the strong business recovery over the year following a sharp fall in the frequency rate in 2020.

The severity rate has remained relatively low for the past three years. 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 4.2.6 of section 4, "Duty of vigilance plan", page 241).

Worldwide, the workplace accident frequency rate for temporary workers came to 13.54 in 2021. 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. The Group nevertheless takes precautions to reduce the accident rate for temporary workers. It plans to take measures as part of the renewal of its listings in 2022, such as issuing safety passports for temporary workers (Pasi) developed by VINCI Construction.

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

	Frequency rate ^(**)		Severity rate ^(***)	
	2021	2020	2021	2020
Concessions	6.45	4.88	0.32	0.37
VINCI Autoroutes	5.82	4.37	0.61	0.60
VINCI Airports	7.38	4.90	0.24	0.26
Other concessions	3.22	6.24	0.06	0.40
Energy and Construction	5.68	5.36	0.43	0.43
VINCI Energies	5.20	4.42	0.32	0.28
VINCI Construction	6.00	5.97	0.50	0.53
Group	5.74	5.32	0.42	0.43

^(*) Data checked by the Statutory Auditors, see page 268 of the 2021 Universal Registration Document.

^(**) Lost-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 severity and frequency rates, with change^(*)

	Group			Of which France		
	2021	2020	2021/2020 change	2021	2020	2021/2020 change
Days lost through recognised occupational illness	81,641	65,592	+24.5%	81,115	64,136	+26.5%
Recognised occupational illness frequency rate ^(**)	0.95	0.95	0.0%	2.36	1.88	+25.4%
Recognised occupational illness severity rate ^(***)	0.21	0.18	+18.3%	0.54	0.45	+19.7%

(*) Data checked by the Statutory Auditors, see page 268 of the 2021 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 illnesses × 1,000)/hours worked.

Group performance in terms of health and safety

- Lost-time workplace accident frequency rate, worldwide:
 - VINCI employees^(*): 5.74 in 2021 (5.32 in 2020 and 6.84 in 2016)
 - Temporary staff: 13.54 in 2021 (14.09 in 2020 and 10.54 in 2016)
- Workplace accident severity rate (VINCI employees)^(*): 0.42 in 2021 (0.43 in 2020 and 0.47 in 2016)
- Percentage of Group companies with no lost-time workplace accidents: 73% in 2021 (75% in 2020 and 70% in 2016)
- Number of training hours in health and safety: 1.5 million in 2021, 37% of training hours (1.3 million and 38% respectively in 2020)

(*) 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 (reception, accommodation and transport arrangements 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 approach to ensure an attractive positioning, build employability and develop skills

Managers with strong human qualities as well as an entrepreneurial mindset are essential to the effective coordination of a decentralised group. VINCI's managers are therefore expected to be independent, accountable and able to 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.

2021 Universum survey of engineering students in France: VINCI is ranked in the

Top 10
most attractive
employers



To boost employee loyalty and its appeal as an employer, VINCI designs and implements a number of programmes for students, from the final year of middle school to top universities, to teach them about the concessions, construction and energy businesses. Based on the needs of each activity, all Group business lines have forged close, long-term relationships with partner schools such as ESTP Paris, the École des Ponts ParisTech, HEC Paris, and the Institut Universitaire de Technologie de Saint-Nazaire, as well as vocational secondary schools specialised in construction such as Le Corbusier and Les Pannevelles in the Greater Paris area. The strong local roots developed by Group companies make it possible to build these relationships at all regional levels.

For example, VINCI and Fondation INSA set up a five-year partnership in 2018 to promote their model for humanistic engineers.

Every year at the foundation's seven schools in France (INSA Centre Val de Loire, INSA Hauts-de-France, INSA Lyon, INSA Rennes, INSA Rouen Normandie, INSA Strasbourg and INSA Toulouse), VINCI holds events to promote and embody this model for humanistic engineers, who think and act in the interest of people and the planet. In 2021, VINCI worked with Usbek & Rica, a French magazine and online community that explores the future of our society, to publish a white paper that outlines the profile of the future humanistic engineer, based on its explorations and the outcomes from a series of panel discussions organised at each INSA school. An inter-campus INSA challenge called "Bouger pour demain !" (Move for Tomorrow) brought together more than 1,000 students for over two weeks to build social cohesion and support the environment through quizzes and challenges. Participants showed their strong engagement by walking nearly 30,000 kilometres, which VINCI rewarded by planting more than 1,000 trees in Haiti through the social enterprise Reforest'Action.

France's concrete measures resulting from the country's apprenticeship reform strengthened VINCI's commitment to recruit and integrate apprentices, and its role as a responsible employer. In 2021, the Group launched a vast apprenticeship programme entitled "Apprentissage : VINCI s'engage", for which a unique platform was created to connect students with training organisations specialised in VINCI's areas of business. Created in partnership with JobIRL, France's leading social network for career guidance, the platform is accessible to anyone over 15 interested in engaging in an apprenticeship, from initial training to the highest levels of qualification. In order to raise the profile of its exciting, rigorous and future-facing career paths, VINCI has made a commitment to recruit 2,000 young people on apprenticeship and professional training contracts every year.

VINCI has also developed innovative services such as Trust[in], an in-house consultancy that facilitates the recruitment process influenced by the use of professional social networks. The recruitment of people with disabilities is supported by VINCI's first social mission company, Habileo'h, created in 2021. Habileo'h complements existing programmes run by Group companies and the regional Trajeo'h delegations to promote sustainable employability for people with disabilities.

The Group also focused on the successful and efficient integration of its more than 58,000 new hires in 2021. The "Get on Board" digital module for new hires at Group companies is available on VINCI's e-learning platform open to all employees worldwide. This programme is strengthened by Group-wide "Welcome to VINCI" orientation days. Onboarding programmes are also implemented at business line level.

Since 2010, the Group has applied employee development plans adapted to its forward-looking management of jobs and skills. VINCI believes that developing sustainable, transferable skills is key to ensuring sustainable employability. Skill Pulse is a standards-based career management tool that matches employees' skills and abilities with business lines' requirements. Implemented at VINCI Autoroutes and VINCI Construction in 2020, with rollout under way at VINCI Airports since 2021, Skill Pulse is designed to facilitate employee mobility and professional advancement to help them meet their aspirations and align with the future direction of the Group's business lines. In addition, a mobility database provides employees with access to job offers at Group companies. The employee experience was redesigned and optimised in 2021 with a revamp of the VINCI Jobs career management tool.

Group performance in terms of employability

- Percentage of permanent employment contracts^(*) among new hires: 55.4% in 2021 (53.6% in 2020)

^(*) 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.

19

hours of training
on average per
employee



Group performance in terms of training

- 4,132,250 hours of training delivered in 2021 (3,460,872 in 2020)
- Hours of training per employee: 19 hours (compared with 16 hours in 2020)
- 153,386 employees trained, i.e. 70% of the workforce in 2021 (65% in 2020)
- Percentage of training courses given at internal training centres^(*): 25% (22% in 2020):
 - 921,116 hours of classroom training in 2021 (618,799 hours in 2020)
 - 52,283 classroom trainees in 2021 (63,285 trainees in 2020)
 - 119,636 hours of e-learning training in 2021 (128,924 hours in 2020)
 - 102,291 e-learning trainees in 2021 (108,624 trainees in 2020)

^(*) 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^(*)

	2021							2020	2021/2020	
	Managers	Non-managers	Men	Women	Other	Total	%	Of which France	Total	Change
Admin and support	132,238	190,076	218,819	103,495	-	322,314	7.8%	191,630	262,085	+23.0%
Diversity	11,372	17,005	21,682	6,695	-	28,377	0.7%	14,702	13,121	+116.3%
Environment	14,834	37,003	40,369	11,468	-	51,837	1.3%	13,843	52,891	-2.0%
Ethics and vigilance	23,547	61,515	59,347	25,715	-	85,062	2.1%	13,267	36,870	0.0%
Health and safety	230,516	1,310,388	1,406,441	134,463	-	1,540,904	37.3%	800,040	1,308,431	+17.8%
Languages	53,447	55,974	71,628	37,793	-	109,421	2.6%	25,844	118,696	-7.8%
Management	164,120	106,067	212,726	57,461	-	270,187	6.5%	131,955	178,613	+51.3%
Technical	282,060	1,336,232	1,403,379	214,913	-	1,618,292	39.2%	733,747	1,390,242	+16.4%
Other	33,631	72,225	81,075	24,781	-	105,856	2.5%	35,582	99,923	+5.9%
Total	945,765	3,186,485	3,515,466	616,784	-	4,132,250	100.0%	1,960,610	3,460,872	+19.4%
Hours of training per employee	21	18	19	18	-	19		20	16	+18.8%

^(*) Data checked by the Statutory Auditors, see page 268 of the 2021 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 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), all business lines and countries combined. Its training actions reinforce those led directly by business line academies. Classroom training was tremendously affected by the health crisis, even though activity resumed in the second part of the year.

The new version of the online learning platform Up! 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 knowledge, 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 2021, the Up! platform counted 500 electronic resources (in different languages) and more than 60,000 course registrations, and provided over 28,000 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. More than 30,000 employees have taken the training, of which nearly 40% outside France. The module is a prerequisite for classroom training courses such as "Transition Leader" and "Responsible Purchasing".

A multimodal training programme on gender issues was designed to develop a more inclusive management style within the Group, and customised for rollout to a target group of managers in 2021. The Connect.HER programme aims to increase the percentage of women in management positions, especially in executive bodies.

It supplements online modules such as "The Basics of Inclusion", open to all employees, and "The Inclusive Manager", a course designed for wide and immediate distribution via the Up! platform.

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.

In 2021, the new scope of **VINCI Construction** was defined amid the ongoing transformation of the Group's businesses and organisational structures. More than ever, training plays an essential role in developing employees' skills and creating a shared culture at VINCI Construction. One of the key tasks of the past year was to bring together members from the training network within the new scope. The joint initiatives

around ethics, the environment and cybersecurity offered the opportunity to highlight the range of the existing network, while allowing individual entities to continue deploying their own specific programmes. In 2021, VINCI Construction's network of training centres (in particular Cesame and Eurovia Academy in France) built on the experience gained in 2020 to adapt the training catalogue to employee needs, while aiming to achieve the most effective balance for learning between classroom, mixed classroom and remote or 100% remote formats. Topics focused on developing skills in the Group's core businesses while maintaining a strong emphasis on health and safety issues.

VINCI Energies continued to strengthen its internal training programmes in 2021. The global catalogue of fundamental training courses was expanded with an all-new course on project management and a course for support function managers. To keep pace with its growth outside France, the business line will be offering fundamental training courses in 15 languages and now has a total of 11 local academies with new foundations created in 2021 in New Zealand, Australia and Singapore. Through these local academies, VINCI Energies Academy coordinates the Learning Network, a new global network that connects and supports the many existing training centres in each country. This network aims to foster cross-fertilisation between centres, especially those specialised in technical training, referred to as institutes, to deliver employees and companies continuously improved service. The network uses digital training tools available from VINCI Energies Academy. These include the Academy Portal and Up!, which received 93% positive reviews in a satisfaction survey of over 1,000 employees conducted in June, and the new BI Academy (Business Intelligence Academy) system, which can be used to monitor training closely using relevant indicators.

The unprecedented situation due to the global health crisis continues to significantly impact air transport. Many airports have been forced to scale back their operations, despite a slight pick-up in traffic. To support them, **VINCI Airports Academy** continued its training efforts, mainly in customer relations and safety, to prepare for the recovery. Priority was placed on deploying the "Human Rights in Concessions" module to accelerate its distribution.

In 2021, **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 employees about issues involving the climate emergency that have been transposed into VINCI's 2030 Environmental Ambition plan. Through 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 continued in 2021, and training actions covered more than 2,100 employees.

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 and long-term incentive plans, VINCI's approach is to offer, on top of individual fixed and variable remuneration, collective short-, medium- or long-term arrangements (including profit-sharing, incentive plans, pension and insurance plans, adapted to the conditions and legislation in each country where the Group operates) designed to attract, retain and motivate employees.

Remuneration

All employees, regardless of position, are rewarded in terms of salary and bonuses in accordance with their responsibilities and performance. The Group's main human resources directors meet on a monthly basis to share current best practices and draw up guidelines relating to remuneration, which can 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 188).

In France, through employee share ownership, profit-sharing, incentive and retirement savings plans, the Group paid out

€358m to its employees in 2021

Group performance in terms of remuneration

- Payroll expenses: 11,037 million in 2021, i.e. 22.3% of revenue (€10,603 million in 2020, i.e. 24.5% of revenue)

Remuneration and employer social contributions worldwide^(*)

(in € thousands)	Total		Managers		Non-managers	
	2021	2020	2021	2020	2021	2020
Average VINCI salary	39	37	65	63	32	30
Men	39	37	68	66	32	31
Women	36	35	54	52	29	29
Other	(**)	(**)	(**)	(**)	(**)	(**)
Employer social contributions	31%	31%	37%	37%	28%	28%

^(*) Data checked by the Statutory Auditors, see page 268 of the 2021 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 5.2.1, "Existing performance share plans", of chapter C, "Report on corporate governance", page 152). The performance conditions for each of these plans, which are approved at the Shareholders' General Meeting, specifically include VINCI's stock market performance compared with that of a composite industry index and internal economic performance criteria. To engage employees in the Group's CSR strategy, an environmental criterion was included in 2019, and two criteria – one on safety and one on the percentage of women in management – were added in 2021.

Employee share ownership

Developing employee share ownership is the eighth commitment of the VINCI Manifesto: "Share the benefits of our performance". The Group aims to give its employees the opportunity, in all countries where it is possible, to share in its success through employee share ownership plans and appropriate profit-sharing mechanisms. For many years, the Group has thus led a proactive employee share ownership policy, providing two parallel plans: the Castor France plan for employees in France and the Castor International plan for those abroad.

In France, VINCI has made three share offerings per year since 1995, with an advantageous employer contribution policy that enables employees to invest significantly, regardless of their income level.

The maximum annual employer contribution of €3,500 breaks down as follows:

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

The total employer's contribution for the Castor France mutual fund was nearly €197.5 million for France in 2021, for an 82% subscription rate.

Initially implemented for French employees, the employee share ownership policy has been rolled out gradually worldwide since 2012 for employees of subsidiaries in which VINCI owns more than a 50% stake. Adjustments have been made to comply with regulations in each country concerned, while guaranteeing equal access to the plan, irrespective of the employee's professional situation.

Employees' subscriptions are matched with conditional awards of bonus shares granted as follows:

- 200% for the first 10 shares subscribed;
- 100% for the next 30 shares;
- 50% for the next 60 shares.

That means up to 80 bonus shares on top of the employee's investment.

The total employer's contribution for the Castor International mutual fund was €83 million in 2021 for a 26% subscription rate.

The Castor International plan has continuously grown in the 10 years since its inception. Starting with 14 countries in 2012, the plan covered 41 countries in 2021, adding Colombia and Hungary since 2020. This now enables 85% of Group employees outside France to become VINCI shareholders.

The proportion of employee shareholders is one of VINCI's key non-financial performance indicators, as it helps increase employee retention and acts as a powerful incentive in attracting talent.

91%

of Group employees are covered
by the Castor share ownership
programme (90% in 2020)

Given the Group's highly decentralised organisation, employee share ownership has proved to be a valuable instrument in unifying employees around the VINCI brand. Castor achieves multiple goals. Apart from being a remuneration tool, it is a means of sharing the benefits of growth, while helping to attract and retain talent. It is also a vector of VINCI's corporate culture worldwide, meeting with success both in France and internationally.

The importance that the Group attaches to employee share ownership is also reflected in the number and frequency of share offerings. More than 91% of employees worldwide are given the option of enrolling in the share ownership programme each year.

Profit-sharing, incentive plans

In addition to this employee share ownership programme, the Group offers other employee benefits, particularly in France, with multiple incentive plans and profit-sharing agreements. Thanks to these plans, a large majority of Group employees in France benefit directly from the performance of their local employer. At the end of 2021, 96.5% of employees in France benefited from incentive plans and/or profit-sharing agreements (96.5% in 2020). Due to the impact of the health crisis on the Group's businesses, VINCI paid out lower amounts in France under profit-sharing and incentive plans than in the previous year (a total of €141.9 million in 2021, down from €181.6 million in 2020, as part of its policy to share the benefits of company growth).

Retirement plans

In France, the Group's collective retirement savings plan, Percol-G Archimède, enhances the range of savings plans offered by VINCI. First established to allow employees to offset reduced income from mandatory pension plans, the plan was revised to take advantage of new provisions introduced with France's new Pacte law (an action plan for business growth and transformation), which took effect on 1 January 2021. The plan continues to enable employees 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 €8.9 million in 2021 for France, up 14% from the €7.8 million contributed in 2020.

In 2013, VINCI established a defined contribution supplementary pension plan in France called Reverso for executives and other management-level personnel. Also amended to comply with the Pacte law, this plan complements Percol-G 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-2021, Reverso covered more than 700 entities that requested to sign up to the plan, amounting to 30,900 employee subscribers. VINCI's contribution to the plan totalled €10 million in 2021.

Group performance in terms of sharing the benefits of performance

- Worldwide availability of the Castor company mutual fund: 41 countries in 2021 (39 countries in 2020) and France
- Total employer's contribution for the Castor company mutual fund in France: €197.5 million in 2021 (€162 million in 2020)
- Employer's contribution for the Castor international plan: €83 million
- Number of employees worldwide eligible for the Group's share ownership programme: 198,000 employees in 2021 (92,500 in 2020)
- Percentage of employee ownership in VINCI's share capital: 9.9% in 2021 (8.9% in 2020), making employees the largest shareholder block in the Group
- Total amount paid by the Group to employee share ownership, incentive, profit-sharing and collective retirement plans in France: €358 million in 2021

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 or division bodies had been set up by the end of 2021 (at VINCI Energies, VINCI Construction France and Eurovia France).

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 30 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.

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 2021.

In agreement with the officers of the Group Works Council, the budget allocated every year to the body's experts was increased by 15% in 2021. This additional funding will, from 2022 onwards, go towards broadening their expertise on specific issues, such as those relating to corporate social responsibility (CSR).

• 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. In 2021, the European Works Council also met for an extraordinary plenary meeting to inform and consult the body on the proposed merger of VINCI Construction and Eurovia and on the acquisition of Cobra IS. 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 ordinary and extraordinary plenary meetings were therefore 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 CSR issues and to involve them in implementing CSR measures taken by the Group, a CSR commission was created in 2018. This commission meets several times a year. These meetings provide an opportunity to explore and debate issues relating to safety, the Group's environmental ambition and its social responsibility. As an example, based on the discussions that took place, a set of environmental guidelines was signed on 6 November 2020 by Xavier Huillard, Chairman and Chief Executive Officer of VINCI, and Roberto Migliardi, Secretary of the European Works Council. Progress on actions taken is regularly monitored with elected representatives and the participation of the Group's Environmental Director.

^(*) European Economic Area and Switzerland, representing 70% of the Group's workforce at 31 December 2021.

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 2021, employee absences due to strikes totalled 3,195 days worldwide, of which 2,850 days in France, out of a total of 51 million days worked in the year (compared with 2,964 days and 2,396 days respectively, out of 49 million days worked in 2020). National pension reform was the main cause of the strikes.

1.4.2 Measures taken to promote social dialogue, and their result

• Social dialogue in the context of the health crisis

Throughout the coronavirus health crisis, social dialogue has played a crucial role and taken on even greater importance. At the height of the crisis, the Group Works Council met more frequently to encourage dialogue and keep the whistleblowing system functioning, report measures taken by business lines, and discuss adapted prevention programmes and furlough arrangements. All Group sites were able to resume and continue operations, with the appropriate measures in place to ensure the health and safety of their employees, thanks to clear and transparent social dialogue at the local level on the impact of the health crisis and its changing conditions through the various waves.

• Tools and areas of action

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 (EWC) worked together on implementing a platform for EWC members with two key objectives:

- update the existing online discussion platform reserved for EWC members, adding a space for dialogue with management;
- create an interface to showcase the role and responsibilities of the EWC and its members for all Group employees.

This tool was implemented in 2021 to 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 EWC members. In 2021, training topics included environmental innovation, collective intelligence within the committee, German trade union law and EWC negotiations. 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 2021, this meeting reviewed the Group's achievements and goals for the environment, inclusion and diversity, corporate social responsibility and human rights. Group Works Council members also receive training every year. The Group was able to go through with training for its employee representatives, despite the health crisis, by postponing training for Group Works Council members initially planned in 2020 and 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. It met in 2021 to discuss the following points: progress with works, impact of the health crisis on the project, the presentation of different areas, site safety and security, and more. The task groups formed from the committee to work with employee representatives on defining needs for the common areas, including food service facilities, the fitness centre and the media library, continued to meet in 2021.

• Collective agreements signed in 2021

The collective agreements negotiated and signed by VINCI entities 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 2021, negotiations focused on quality of life in the workplace, with 89 agreements signed over the year (53% more than in 2020). Among the other collective agreements, over 48% related to employee remuneration.

In countries that have not ratified the International Labour Organisation's conventions on trade union rights, VINCI subsidiaries are working to give employees the means to exercise their freedom of expression and of association, for example in Qatar (see section 4.4, "Duty of vigilance with regard to human rights", page 242).

1,313collective agreements signed
in 2021

In 2021, two Group agreements, applicable to France, were negotiated and signed with the representative trade union organisations at Group level. The first is an amendment to the agreement to promote social dialogue signed in 2019, which stipulates the annual budget paid to trade unions (total of €230,000). The second is an amendment to revise the collective retirement savings plan, which increases employer contributions for workers and office employees, technicians and supervisors.

Group performance in terms of social dialogue

- Number of employees worldwide serving as employee representatives: 8,372, of which 82% in France (versus 8,785 and 83% respectively in 2020)
- Percentage of employees covered by agreements signed outside France in 2021: 19.4% (23.8% in 2020)
- Number of collective agreements worldwide relating to:
 - Remuneration and benefits: 629 in 2021 (557 in 2020)
 - Flexible work arrangements: 246 in 2021 (300 in 2020)
 - Quality of life in the workplace: 89 in 2021 (58 in 2020)
 - Training: 19 in 2021 (7 in 2020)

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 600 inclusion and diversity coordinators (with the number of female appointees up 50% relative to 2020), 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. In 2021, a coordinator meeting was held at the 16th VINCI Diversity Days. Overseeing the entire network, managers help them structure their influence and gain recognition for their work in favour of 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 is supported by the network. In 2021, coordinators developed new ways to inform their scope about the factors that drive gender diversity and how these factors can be deployed to improve gender balance within the Group's business lines and within staff categories. Brazil has an extensive network of inclusion and diversity coordinators. The VINCI Diversity Days gave them the opportunity to share ideas and organise a joint initiative. In 2021 for the first time on a country-wide scale, employees from all VINCI businesses in Brazil participated in a week-long event on the challenges and opportunities of diversity and inclusion. More than 2,000 Brazilian employees, invited by the managers of each business, attended daily online workshops.

In October 2021, VINCI received the Or'Normes award for its exceptional work towards achieving a more inclusive society from the French standards association Afnor, which recognises organisations that voluntarily apply standards to their business or contribute to developing standards. VINCI's achievement is the development of the French standard ISO 30415:2021 in Human resources management – Diversity and inclusion. This guidance provides companies with tools to measure their commitments to equality and diversity, which often go beyond regulatory requirements, as well as their progress in these areas. Applicable in any country, cultural or regulatory context, and at all levels of operational maturity, the standard has been distributed to the Group's 600 inclusion and diversity coordinators, who recognise the value of this tool in responding to the sixth commitment of the VINCI Manifesto.

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-2021, 11 entities were certified, representing 8% of the workforce in France. In the United Kingdom, two entities, representing 58% of the workforce, were awarded labels by the National Centre for Diversity. The Charta der Vielfalt was adopted in Germany to measure inclusion in the Group's business operations. VINCI Energies Germany signed this charter in 2021, representing 74% of the workforce in this country. The Group continues to seek and deploy these labels internationally.

14 companies have been awarded a Diversity label in France, the United Kingdom and Germany



The **self-assessment tool** "VINCI fights discrimination – what about you?" is an application developed by the Group's Human Resources Department to measure the effectiveness of procedures put in place by a company, business line or department in reducing the risk of 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, 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. In 2021, VINCI companies and their German-speaking and Portuguese-speaking employees adopted this version. Worldwide, the number of hours of training increased 2.2-fold, reaching 28,377 hours. In France, 14,702 hours of training devoted to inclusion and diversity were delivered in 2021, thus nearly 3.5 times higher than in 2020.

Overcoming the challenges of inclusion and diversity: the range of awareness actions and training courses expanded in 2021. VINCI Academy has included a training course on Up! that provides solutions for enhancing inclusive management and a guide on using the gender equality index indicators to navigate gender neutral pay and promotion policies. These modules are available in several languages. Also in 2021, the German and Spanish versions of the training course on inclusion and diversity taking an action learning approach were released for Group employees. The programme helps employees to better understand diversity and to develop inclusive practices.

Diversity is an integral part of social dialogue. Fifty-one collective agreements were signed on inclusion and diversity in 2021.

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. The document listing measures to be taken to help more women move into higher management roles was reviewed 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 confirmed:

- 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 21.6% at 31 December 2021, rising 6 percentage points in 10 years. Since the publication of VINCI's Manifesto in 2006, the percentage of women in the Group's total workforce has risen from 14% to 16.5%.

As a result of the special attention given to management committee positions, five women are now on VINCI's Management and Coordination Committee: Alexandra Boutelier, Chief Executive Officer of Consortium Stade de France, VINCI Stadium; Belen Marcos, President of VINCI Highways and Executive Vice-President of VINCI Concessions; Isabelle Spiegel, Environment Director of VINCI; Jocelyne Vassoille, Vice-President, Human Resources of VINCI; and Valérie Vesque-Jeancard, President of VINCI Railways and Managing Director of VINCI Airports for France, South America and the Caribbean. At 31 December 2021, women held 75, or 16.1%, of the Group's 467 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 2021, 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 474 Group companies are eligible to report the gender equality index, with an average score of 81/100 (2 points higher than the indexes reported in 2020). Companies are implementing action plans to improve their score.

81/100

Average score for companies eligible to report the gender equality index



The index methodology continues to be adapted internationally. In 2021, the calculation module was provided for companies with at least 50 employees outside France.

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 2021, 643 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.

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 continued the "Rêv'elles moi les métiers du BTP" programme in the Greater Paris area and in the region of Lyon to teach them about jobs in the construction industry. The programme aims to enable nearly 150 young women from low-income 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. In all, nearly 60 women employees worked in various ways with the young women supported by the organisation.

Group performance in promoting gender equality

- Percentage of women managers in 2021: 21.6% (21.1% in 2020 and 20.3% in 2019, up 6 percentage points in 10 years)
- Percentage of women non-managers in 2021: 15.2% (14.8% in 2020 and 15.0% in 2019)
- Percentage of women in the Group's total staff: 16.5% (16.1% in 2020 and 16.0% in 2019)

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

	2021				2020		2021/2020	
	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	1,073	35.4%	4,914	35.6%	5,987	35.6%	6,238	-4.0%
VINCI Autoroutes	407	37.3%	1,942	41.6%	2,349	40.8%	2,430	-3.3%
VINCI Airports	515	34.9%	2,390	30.2%	2,905	31.0%	3,131	-7.2%
Other concessions	151	32.8%	582	47.6%	733	43.5%	677	+8.3%
Energy and Construction	8,231	20.0%	21,049	13.2%	29,280	14.6%	27,971	+4.7%
VINCI Energies	3,328	19.1%	9,155	13.4%	12,483	14.6%	11,720	+6.5%
VINCI Construction	4,903	20.7%	11,894	13.0%	16,797	14.6%	16,251	+3.4%
VINCI Immobilier and holding cos.	463	46.6%	455	69.6%	918	55.7%	770	+19.2%
Total	9,767	21.6%	26,418	15.2%	36,185	16.5%	34,979	+3.4%

^(*) Data checked by the Statutory Auditors, see page 268 of the 2021 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 2021, the Up! online learning platform (VINCI Academy) featured a popular 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.

946

VINCI employees supported by Trajeo'h in France



This goal to keep people with disabilities employed is primarily driven by VINCI employees taking part in the activities of Trajeo'h, an organisation operating through eight regional delegations 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. In 2021, 946 people with disabilities were supported in France by the eight regional Trajeo'h delegations. The programme has grown steadily year by year, with support rising 13% from 2020. In addition, as part of the French government's DuoDay initiative, on 18 November throughout France, 566 people with disabilities paired up in a duo with a Group employee to learn about one of VINCI's business lines. Lastly, 2021 marked the first edition of "Give Me Five x ULIS". Under this programme, more than 300 middle school students with disabilities from France's priority education network in four regions of the country completed their third-year internship in the Give Me Five format, featuring the adaptations and accommodations needed to offset their various disabilities. The actions of Trajeo'h were honoured in 2021 with three national awards:

- The Inclusive Company award in the "Job retention" category from Manifeste Inclusion, of which VINCI is a member. Under the patronage of the Minister of State for Disabled People, this group of 130 companies promotes and shares innovative and inspiring initiatives by companies that demonstrate their action and are engaged in supporting people with disabilities.
- Two awards – "Activator for driving retention and professional progress" and a people's choice award – received at the ceremony organised by Agefiph, a French association that manages subsidies for the professional integration of people with disabilities.

Employees involved in the work of the Trajeo'h delegations 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 delegations and oversees the entire Trajeo'h programme. VINCI is currently studying the prospect of expanding this programme internationally.

In 2021, €6.6 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 €4.5 million in 2021 for subsidiaries in France.

Group performance in promoting the integration of people with disabilities

- Percentage of managers with disabilities in 2021: 1.1% (unchanged relative to 2020 and 2019)
- Percentage of non-managers with disabilities in 2021: 2.1% (2.0% in 2020 and 2.0% in 2019)
- Number of employees with disabilities in 2021: 4,093 (4,119 in 2020 and 4,097 in 2019)
- Number of people supported by Trajeo'h in 2021: 946 (826 in 2020 and 829 in 2019)

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

	2021				2020		2021/2020		
	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	Change
Concessions	38	1.3%	500	3.6%	538	3.2%	553	3.1%	-2.7%
VINCI Autoroutes	31	2.8%	437	9.4%	468	8.1%	482	8.1%	-2.9%
VINCI Airports	6	0.4%	51	0.6%	57	0.6%	59	0.6%	-3.4%
Other concessions	1	0.2%	12	1.0%	13	0.8%	12	0.7%	+8.3%
Energy and Construction	437	1.1%	3,093	1.9%	3,530	1.8%	3,548	1.8%	-0.5%
VINCI Energies	243	1.4%	1,522	2.2%	1,765	2.1%	1,725	2.1%	+2.3%
VINCI Construction	194	0.8%	1,571	1.7%	1,765	1.5%	1,823	1.6%	-3.2%
VINCI Immobilier and holding cos.	6	0.6%	19	2.9%	25	1.5%	18	1.3%	+38.9%
Total	481	1.1%	3,612	2.1%	4,093	1.9%	4,119	1.9%	-0.6%

^(*) Data checked by the Statutory Auditors, see page 268 of the 2021 Universal Registration Document.

2. Social performance

2.1 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.

Through its activities and its strong local roots, 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 the Energy or Construction businesses (Eurovia quarry in Solignac-sur-Loire and quarries managed by Jalicot, QDVC's worksites in Qatar) as well as 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 valuing the Group's strong roots in local and regional economies and across its supply chain. In 2022, a new study will be launched based on the figures from 2021, 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, which is relatively correlated with the major economic trends for each region. Across France, the Group supports a total of 535,700 jobs (full-time equivalents), representing 2% of all jobs nationwide. 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 microbusinesses and small and medium-sized enterprises (SMEs). Lastly, looking beyond the Group's main activities, a significant percentage of the value created benefits French society more widely and on a daily basis, particularly in the education, health and local retail sectors.

A dedicated platform focused on the Group's socio-economic footprint has been rolled out on the intranet and is available to all of its 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. They are primarily used in the context of calls for tenders and dialogue with customers or local officials. They also contribute to the review by certain business lines of their regional responsibility strategy and possible ways to maximise their impact. A feedback survey was conducted with the socio-economic summary report readers in order to assess their experience and better meet their expectations with the next study.

2.1.2 VINCI's contribution to social cohesion in communities and regions

2.1.2.1 In France

• Professional integration of the long-term unemployed

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, grounded in local realities, ensures that it can effectively respond to local needs in terms of integration, employability and social engineering to help the long-term or very long-term unemployed (unemployed for more than 12 months, with few or no qualifications, former prisoners or refugees, etc.) to return to stable employment.

ViE assists VINCI companies and external firms in implementing their integration clauses, and puts them in touch with local stakeholders, such as non-profits, social enterprises supporting integration programmes and structures helping people return to work, in order to enable people covered by integration measures to find stable employment and benefit from ongoing support. The ViE network has strong local links, working with 500 national integration structures (social enterprises, temporary employment agencies, etc.) and 250 organisations linked to local and regional authorities (Mission Locale access points for employment and social services, Pôle Emploi employment agencies, etc.). Around 700 businesses benefited from its advice and expertise in 2021. In 2021, nearly 42,000 hours of training were provided, in addition to 8,100 hours for the Group's 15-minute safety sessions. 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 integration contracts were offered an additional contract once their first project was completed (17% in 2020, 25% in 2019, 21% in 2018).

Overall, around
2 million
integration hours
were completed in 2021

Activity of VINCI Insertion Emploi (ViE), with change

	2021 ^(*)	2020	2019	2021/2020 change
Number of people benefiting from social integration measures	2,997	3,068	2,375	-2.3%
Number of hours of integration employment	1,099,000	1,005,000	1,033,253	+9.4%
Number of hours of training	41,669	13,000	31,072	+220.5%

^(*) Data provided reflects information at 31 December 2021.

ViE's employees work to support people on integration programmes, ensure their effective integration within their teams, monitor their

missions and, if necessary, find solutions to their potential social issues (housing, administrative procedures, health, language barriers, etc.). In connection with its missions, ViE tests and carries out social innovation actions with a view to improving or establishing new forms of support. For instance, ViE is working on the employability of long-term job seekers and developing an innovative approach to map transferable skills and competencies. Launched a few years ago in key regions across France, a support strategy for the return to stable employment called “Stratégie territoriale pour l’emploi”, known by its French acronym Step, offers opportunities for people on integration programmes to develop their skills. The Step programme has an innovative learning approach because it is focused on taking action and enables beneficiaries to gain more independence. Based on the action learning principle, they manage and organise a real project, giving them opportunities to develop their technical, interpersonal and organisational skills. Group work and individual experiences are used to encourage deep thinking and develop both individual and collective skills in a specific work scenario. This approach makes it possible to establish a direct link between different professions across various business sectors in terms of multi-business capabilities, such as soft skills and know-how. This can help people to consider new career paths that they would not necessarily have looked at beforehand. ViE focuses specifically on professions that are under pressure, looking to recruit, monitor and support these voluntary participants in sectors where there is a real need for staff.

In terms of social engineering, ViE works with companies on their employee-related and social issues with a view to building and developing their corporate social responsibility strategies, while offering them support and training to handle professional mobility and career changes (voluntary departure plans, etc.). ViE also supports them with their procurement approach in order to develop their adoption of inclusive purchasing practices, working with microbusinesses and SMEs or social and solidarity economy (ESS) organisations, such as social enterprises (EA) and sheltered workshops (ESAT) that specifically employ people with disabilities. This initiative with the business lines and divisions is presented in further detail in paragraph 2.2.2, “Sustainable and long-lasting relationships with local suppliers and subcontractors”, page 198.

Currently, ViE receives no public funding and is testing solutions to improve employability, while exploring the ways in which it can promote social engineering and the most effective forms of assistance it can provide in line with a focus on continuous improvement.

Several Group entities are also applying this proactive approach to promote employment and integration at local level, including the following examples:

- 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 2021, the GEIQ supported 212 long-term job seekers (twice as many as in 2020) 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, etc.).
- Chantiers Modernes Construction, the VINCI Construction subsidiary working on Line 14 of the Grand Paris Express, exceeded its contractual requirement of 8,700 integration hours by carrying out 23,000 hours in partnership with local Maison de l’Emploi job support centres. On Line 18, 10% of all the hours worked were completed by people on integration programmes, while 20% of the total contract amount will be placed with microbusinesses and SMEs.
- In connection with its widening works on the A57 in Toulon, Escota (VINCI Autoroutes) signed a partnership agreement with the Prefecture of the Var region and Métropole Toulon Provence Méditerranée, as well as local employment agencies (Maison de l’Emploi, Pôle Emploi). Under this agreement, 70,000 integration hours will be set up across the various contracts, representing 44 jobs (full-time equivalents), for the duration of the works, opening up opportunities to support local employment and integration.

• Professional integration of 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. In 2021, the Give Me Five programme’s work experience placements were carried out from February to December, based on a revised format, with the Amiens, Aix-Marseille, Reims, Toulouse, Strasbourg, Versailles, Nantes, Lille, Bordeaux, Lyon, Nancy-Metz, Réunion, Nice, Grenoble, Dijon and Besançon education authorities, making it possible to welcome more than 4,000 middle school students from around 100 different schools. This year, dedicated work experience placements for students with disabilities from local academic inclusion units (Ulis) were organised in November, working with Trajeo’h, and benefited around 300 middle school students in the Reims, Metz-Nancy, Strasbourg, Lille, Bordeaux metropolitan areas and in the Paris suburb of Créteil.
- **Individual support:** 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 areas – 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 2021, more than 1,000 students had already benefited from this initiative in the three areas.
- **Integration:** Working closely with Mozaik RH, a sourcing consultancy specialised in diversity and inclusion, VINCI is facilitating access to 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 2021, all of the recruitment days from the integration section were held online, with 12 events organised for all levels of students throughout France.
- **Employability:** With VINCI Insertion Emploi (ViE), VINCI is jointly leading the deployment of 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 experimental regional employment strategy, under the name “Stratégie territoriale pour l’emploi” (Step), the winner of a “100% Inclusion” award, enables young people at risk of exclusion to benefit from a six-month contract, combining three months of training with a three-month immersive experience in a VINCI company. In 2021, three new Step programmes were launched in Strasbourg, Marseille and Orléans.
- **Learning:** This fifth component of the Give Me Five programme has been rolled out since spring 2021, enabling VINCI to continue building on its robust approach to recruiting young apprentices. In partnership with JobIRL, France’s leading social network for career guidance, the Group puts young people from the age of 15 in touch with training centres and its companies through a dedicated platform to find work-based training contracts within VINCI. From January 2022, events will be organised in France to help these stakeholders come together, with a particular focus on young people from priority neighbourhoods.

In September 2021, the Boost academic support initiative was launched for the children of all employees in France. Inspired by the Give

Me Five programme's individual support measures, this programme is funded exclusively by VINCI. Within four months of its launch, this initiative had benefited more than 5,500 children of VINCI employees.

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. Some of these partnerships are presented in further detail in paragraph 1.3.1, "General approach to ensure an attractive positioning, build employability and develop skills", page 180. 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.

6,590

young people under the age
of 26 recruited in 2021

• Social joint ventures

In addition to the programmes supporting professional integration in France as mentioned previously, VINCI's business lines and the Fondation VINCI pour la Cité have set up various social joint ventures (collaboration between a VINCI company and a non-profit).

In 2021, the foundation continued to develop the five social joint ventures, after three of them had launched their activities in 2020:

- Tridev, co-founded by Eurovia and the Id'ees group, specialised in green space maintenance and building deconstruction (10 employees, including eight on integration programmes);
- Tim, co-founded by VINCI Energies France and the Vitamine T group, specialised in a range of services (11 employees, including nine on integration programmes);
- Baseo, co-founded by VINCI Construction France and the Id'ees group specialised in services for living facilities at project sites (35 employees, including 29 on integration programmes);
- Liva, co-founded by VINCI Construction France and the Ares group, specialised in construction site logistics (150 employees, including 92 on integration programmes);
- Inva, co-founded by VINCI Autoroutes and the La Varappe group, specialised in service area facilities maintenance and multiservices activities (50 employees, including 35 on integration programmes).

2.1.2.2 International operations

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

As they are highly labour intensive, VINCI's energy and construction activities have substantial direct, indirect and induced impacts on regional employment. For employment at its worksites, the Group encourages the use of local human 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 human resources for its sites, favouring those located close to its activities, once again demonstrated its long-standing commitment to the training of local managers: in 2021, 80% of its managers and 85% 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 19 subsidiaries in 18 countries. In 2021, 11,949 hours of training were provided for 658 participants (compared with 6,051 hours for 480 participants in 2020). Africa Pro is also continuing to develop its training programmes for new staff (Foundation – Onboarding) and more senior employees (for each professional branch). This year, it covered 45 participants and 16 trainers, with 10 different nationalities represented and a combined total of 1,540 hours of training for all of the participants. The training programmes focused specifically on the following areas: site / project management and organisation; quality, safety and environment; construction equipment and technical aspects.

VINCI Construction Grands Projets 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 Cairo metro. Since it was created in 2018, more than 15,000 people have been trained. The HS2 project in the UK has a strong focus on providing training and developing the skills of its employees as well as stakeholders in the vicinity of the project sites: setting up a Skills, Employment and Education (SEE) programme, welcoming 650 young apprentices in 2021, establishing various partnerships with job centres and schools, providing professional support for certain activities and groups of workers, etc.

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. Illustrating the many different initiatives carried out, Cegelec (VINCI Energies) in Cameroon signed a partnership agreement in 2021 with the Institut Universitaire de Technologie de Douala with a view to training and recruiting students.

2.1.3 Socially responsible company

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. In addition, Vía 40 Express has created a sustainable trade guide to promote local entrepreneurs, producers, farmers and/or artisans who are located along this route and offer sustainable and responsible products and/or services. By showcasing them in this way, VINCI Highways is supporting and promoting local workers, contributing to the local economy, and raising awareness among users and communities on local and responsible consumption.

Since it was launched 14 years ago, the Initiatives Sogea-Satom pour l'Afrique (Issa) programme 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 306 projects for a total of more than €5.2 million in 22 countries. In 2021, 24 new economic and social initiatives were supported, for a total budget of €507 thousand.

The key projects funded include:

- providing equipment for the milk processing plant set up by a group of around 300 women, with support from the Katosi Women Development Trust (KWDT), in Uganda;
- building two new class rooms for the Ambatolampikely public primary school in Madagascar, improving the learning conditions for its students.

Activities of Issa (Initiatives Sogea-Satom pour l'Afrique) in 2021

	Number of projects supported		Total	Number of countries involved	Total amount paid (in € thousands)
	Access to essential services	Social entrepreneurship			
2021	13	11	24	10	507
2020	22	4	26	13	485
2019	18	14	32	15	649

The VINCI Group encourages civic engagement on the part of its companies and employees, at the heart of the various regions, through its corporate foundations and endowment funds. Local projects that support social and professional integration for underprivileged people are a key focus. Since 2002, 16 structures or programmes have been set up around the world to offer opportunities for all Group employees to get involved and support non-profits in their communities. VINCI NZ Foundation, a new structure created in New Zealand in 2021, is led by VINCI Construction's local subsidiary HEB Construction and Electrix, the local subsidiary of VINCI Energies.

Taking action within the legal framework for sponsorship operations, the corporate foundations outline their strategic goals for five years at a time. In June 2021, the board of directors of the Fondation VINCI pour la Cité looked back on an exceptional year in 2020 and presented its new outlook for the next five-year period from 2022 to 2026. It will continue to build on the foundation's mission, while adjusting its actions following the consequences of the health crisis and feedback from the non-profit organisations working on the ground: aligning actions as closely as possible with the needs of disadvantaged communities, facilitating career guidance and providing support for young people.

In 2021, Group companies contributed close to €6.2 million to these foundations, which supported around 490 projects to help people facing difficulties with their return to work. In all the regions where VINCI operates, around 1,330 employees donated their time to support solidarity actions. VINCI Solidarity, the dedicated engagement platform for employees across the Group, makes it easier for them to get involved. Launched during the health crisis, this platform is constantly evolving and offers opportunities for missions with new national and local non-profits.

€6.2m

in funding provided to non-profits by the Group's foundations

To accelerate the deployment of solidarity actions within the Group in four areas – inclusive purchasing, recruitment, sharing and innovation – the foundation launched Inclusion Campus, a seminar for VINCI's leaders and managers who would like to learn more about how individuals and teams can get involved. Three sessions were held in 2021 for managers from VINCI Autoroutes, VINCI Construction France and VINCI Energies France.

To ramp up its team's actions, the Fondation VINCI pour la Cité has built up a network of ambassadors since 2017. Around 80 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.

Since 2010, the Cité Solidaire (Solidarity in the Community) calls for projects have focused on small non-profits working in disadvantaged areas. This year, one call for projects was issued in Germany (Hamburg) and two in France, in Narbonne in July and Mulhouse in December. To date, 45 regions and communities have benefited from this outstanding programme in France and other countries.

Actions of Group foundations in 2021 to combat exclusion and foster integration

Country(ies)	Number of projects supported	Number of employee sponsors	Amounts distributed to foundations (in €)
France	366	1,166	4,657,783
of which Sillon Solidaire programme	15	-	175,000
of which Chantiers et Territoires Solidaires programme	17	-	482,783
Germany	21	29	300,000
Belgium	15	25	284,000
Spain	5	6	69,500
Greece	-	-	30,000
Netherlands	3	3	100,500
Czech Republic	10	11	29,200
United Kingdom, Ireland and Isle of Wight	39	45	204,000
Slovakia	17	17	167,323
Portugal	-	-	250,000
Colombia	4	15	49,455
Nordic countries (Norway, Sweden, Finland and Denmark)	12	11	63,000
Total	492	1,328	6,204,761

For example, young people, who have been significantly affected by the health crisis and its consequences, are one of the key targets identified by the Fondation VINCI pour la Cité. In line with the French government initiative “#1jeune1solution” (#1youth1solution), the foundation is taking action to support young people and promote equal opportunities through mentoring. Through its support for the non-profits NQT, Télémaque, Kodiko and Proximité, the foundation offers opportunities for Group employees to become mentors for young people from disadvantaged backgrounds. Around 220 employees have already got involved in various programmes throughout France.

In 2021, the foundation once again supported the Break Poverty Foundation, which is working to combat digital exclusion, the main factor behind underprivileged young people dropping out of school. The aim of the “Connexion d’urgence” programme funded in 2020 was to provide thousands of young people with a computer so that they could continue to study online. Following the success of this first operation, and in view of the ongoing restrictions on access to education and training in 2021 due to Covid-19, the foundation decided to continue funding this initiative.

In 2021, an impact analysis was carried out to assess the effects of VINCI employee sponsorship on the non-profit organisations to which they lend their support. From January to March, the research firm Kimso analysed the answers to the questionnaire sent to 600 non-profits supported by the foundation since it was created and conducted interviews with the employees and their managers.

The findings from this study show that:

- 90% of the non-profits are satisfied with the support they receive from VINCI employee sponsors;
- 50% of the non-profits said that their skills have improved, primarily in terms of project management and communication;
- 70% of the non-profits said that they have gained credibility thanks to these sponsorship actions;
- 70% of the sponsors continued with their sponsorship actions following their initial year of support. They feel more useful, valued and aware of certain realities that are sometimes very close to their communities.

2.1.4 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. In line with one of the commitments from the VINCI Manifesto, the Group encourages companies to strengthen openness and dialogue with stakeholders as an opportunity and a means to create value with a positive impact.

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.

In line with this approach, VINCI regularly consults with its stakeholders in the field of social innovation and human rights, in particular 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 246.

• 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, local authorities, government agencies, associations representing users of infrastructure and facilities, as well as people living or working nearby. These include the following:

– From the study phase, VINCI Autoroutes is committed to dialogue with elected officials, neighbouring communities and associations concerning motorway projects in order to find the most relevant solutions for the various situations encountered. Examples of the business line's actions include setting up a dedicated site for each project, conducting interviews with experts, publishing frequently asked questions, holding open days and deploying community outreach officers to carry out door-to-door visits with residents.

– Belgrade airport (VINCI Airports) regularly organises actions with various stakeholders. These initiatives included a public meeting organised in July 2021 with the Serbian prime minister, local communities and representatives from the concession company to discuss progress made with the plan to extend and modernise the airport, to present a newly introduced mechanism for local residents to submit complaints and report issues, to provide an overview of environmental programmes put in place by the airport, and to announce the creation of an Environmental Advisory Committee formed to address and mitigate the potential social and environmental impacts of airport operations. For the first time, the airport received the Airport Service Quality Award.

– The western Strasbourg bypass (COS) illustrates this commitment to dialogue with stakeholders as adopted by Eurovia (VINCI Construction). During the upstream phase, the various stakeholders and those most at risk were identified. Then, during the work itself, a number of public information meetings and local committees for consultation and monitoring (CLCS) were organised, with the participation of the concession operator and the design-construction consortium members. In addition to the consultation processes, several channels for communication were 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. In November 2021, as part of the "L'autoroute est à vous!" event, the motorway was opened to 4,800 people and 3,500 vintage vehicle enthusiasts, who were the first to discover this new section.

• 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.

Since the start of the health crisis, the business lines have been working to support customers and end users in various ways, such as building hospital structures and test and vaccination centres, maintaining communication networks, and ensuring the continuity of their services while complying with the various preventive measures.

Attentiveness and satisfaction

As a result of the public health situation, VINCI Airports recorded a limited level of activity this year. Nevertheless, it is committed to satisfying passengers at all times and continuously improving the quality of its services and its customer experience. In 2021, eight airports across the VINCI Airports network received "Voice of the Customer" recognition from Airports Council International (ACI). A number of other initiatives were deployed at airports in France and around the world: renovating infrastructures and using new technologies to enable a more fluid passenger experience (Lyon-Saint Exupéry, Lisbon, Kobe 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). Alongside regular satisfaction surveys, some airports 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 networks have continued to develop their services, such as the Twitter feed, the dedicated website, the VINCI Autoroutes app, Radio VINCI Autoroutes and the customer service number (3605). In 2021, VINCI Autoroutes rolled out the new version of its service contract for customers. This new version is more than just an update and was fully reviewed and revised to ensure its alignment with changes in their needs and expectations, as well as the deep transformation under way on the mobility landscape. In other countries around the world, VINCI Highways has similar services, such as radio stations or chatbots to further strengthen its customer experience while improving safety.

No. 1

VINCI Immobilier ranked by French people as their favourite brand^(*)

(*) In the property developers category following a survey by OpinionWay.

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 May 2021, the foundation published the findings of its eighth European survey on responsible driving. This extensive survey, covering over 12,400 people in 11 European countries, assesses the behaviour of European drivers in order to better target prevention messages in each country. The foundation also published the findings from two scientific studies. In June 2021, a joint study on the behaviour and health of truck drivers was carried out by researchers from Université Gustave Eiffel and Université Versailles Saint-Quentin-en-Yvelines. It shows that even experienced drivers are exposed to a risk of accidents linked to a lack of attention and driving while tired or drowsy, and that their lifestyle could be healthier. In October 2021, the foundation also published the findings from a study looking at how to prevent young people who have had a first driving accident from having another accident. Led by a research team from Henri Laborit hospital in Poitiers, this study found that one in four young people injured in a road traffic accident risk having another accident within one year, and that a short period of counselling can help reduce this risk by 50%.

In response to the unacceptable number of road maintenance vehicles hit by other drivers on the motorways, and the risks that this involves for patrol team members, VINCI Autoroutes and the VINCI Autoroutes Foundation organised four exhibitions to present trucks damaged following such an accident. This travelling exhibition, entitled “#Exposés”, aimed to remind drivers and members of the public about the risks facing road maintenance staff linked mainly to a lack of care by drivers and fatigue at the wheel. This operation was widely covered in the media and was also the focus of a major digital communications campaign, which generated more than 21.5 million views.

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.

Accident figures for the VINCI Autoroutes network under concession^(*)

	2021	2020
VINCI Autoroutes motorway networks (in km)	4,419	4,419
Traffic (in billions of km travelled)	50	41
Number of accidents per billion km travelled	226	227
Number of fatal accidents per billion km travelled	1.3	1.5
Number of deaths per billion km travelled	1.4	1.7

(*) Data for 2021 excludes Arcos, given that the western Strasbourg bypass was only commissioned on 17 December 2021.

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-2021 (unchanged relative to 2020). They include €10.7 billion for materials (€9.7 billion in 2020), €5.5 billion for external services (€4.7 billion in 2020) and €9.8 billion for subcontracting (€8.6 billion in 2020).

Percentage of revenue allocated to purchases

(in € billions)	2021	2020	Change
Total amount of purchases	27.4	24.2	+13.5%
Percentage of revenue allocated to purchases	56%	56%	
Of which purchases consumed	10.7	9.7	+10.2%
Of which purchases of external services	5.5	4.7	+17.1%
Of which subcontracting (excluding concession operating companies' construction costs)	9.8	8.6	+14.9%
Of which temporary staff	1.4	1.2	+16.5%

In 2021, VINCI continued rolling out its responsible purchasing approach, aiming to measure and take into account workforce-related, social, ethical and environmental factors when selecting its partners. Responsible purchasing is seen not only as a requirement, in order to prevent risks to people and the environment, but also as a real source of performance, innovation and sustainability (customer-supplier) for the Group. The criteria for responsible purchasing and the various actions to take these criteria into account are set out in the Group's responsible purchasing guide.

The governance for purchasing teams was adapted to ensure that this approach could be deployed at various levels within the Group:

- The **Purchasing Correspondents Committee** is led by 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 oversee the global road map for purchasing within the Group. This decision-making body also takes strategic decisions concerning cross-business purchase categories, and sets project priorities and budgets. These strategic choices are implemented in the Group's business lines and divisions.

- The **Inter-Business Line Purchasing Committee** 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 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 cross-business 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**, who liaises between the Group purchasing teams and the teams focused 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.

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. 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.

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 the Group's Energy and Construction businesses as well as its Concessions business. 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. The study will be carried out again based on the data for 2021.

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 microbusinesses 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 and work with businesses that are deeply rooted in local economies. 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
or microbusinesses

VINCI is also committed to taking into account and working with social integration structures, social enterprises and other organisations that specifically employ people with disabilities. In 2021, 44% of VINCI's approved temporary employment agencies were companies based throughout France whose mission includes promoting integration through temporary jobs. Alongside this, VINCI Insertion Emploi (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.), especially for partner selection or by working with people on integration programmes, thus promoting collaboration with social and solidarity economy (ESS) organisations in each region.

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 and assess 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. The Group also tends to look for innovative solutions that support the environment, climate and the energy transition with a view to not only preventing risks, but also further strengthening the environmental performance of its purchases. To achieve this, social and environmental criteria are incorporated into specifications and framework agreements at Group level, and factored in when selecting suppliers and products. They 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. For the categories of purchases that are most strategic, due to their volume or potential risks, specific analyses are carried out in order to assess suppliers based on their issues and stakes.

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. A dedicated committee with representatives from the teams focused 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 that is adapted to the issues involved and added to the general questionnaire covering all types of purchases.

In 2021, this was reviewed in order to take into account feedback from users. This new version is currently being tested with a sample of suppliers and will be used with the Group's suppliers under framework agreements from 2022. Depending on the results of their sustainability assessment, suppliers may be excluded from the tender process or may be given a progress plan and action plan. Audits or checks are carried out to verify the implementation of these plans. The business lines and divisions have also adopted this approach to assess their suppliers. For example, VINCI Autoroutes has further strengthened its tenders with stricter environmental requirements, which are becoming key differentiating criteria when selecting its partners. These requirements are reflected in various developments, including the appointment of an environmental manager, a monthly 15-minute environment session for projects lasting more than three months, and a carbon footprint assessment for operations over €2 million.

88%

of active contracts in 2021
involved the completion
of a responsible purchasing
questionnaire
during the tender process

To take a more in-depth look at the overall strategy and the actions to be taken, a new initiative to analyse spending is also being gradually rolled out in the Group's entities. The aim is to confirm the priority purchasing categories for each business area, to draw up a new map of the social and environmental risks involved, and to define a relevant strategy for each purchasing category in connection with the progress plans set out with suppliers. The strategy adopted for each business area may range from carrying out a new analysis of the risks for this category and its supply chain to further strengthening the sustainability assessments in order to better measure how suppliers will be able to address the risks identified, as well as establishing structured, in-depth dialogue on these issues with suppliers, with a view to gaining more insights into the supply chain and further strengthening the prevention measures in place. Specific dialogue was set up in 2021 with certain strategic suppliers who are long-term partners, such as suppliers of petroleum products (e.g. fuel and bitumen), firms offering equipment hire without drivers and personal protective equipment suppliers. The meetings held made it possible to identify opportunities for partnerships concerning the low-carbon products that these companies could offer, while learning more about their prevention action plans focused on workforce-related conditions for production and other stages within their supply chain. Moreover, recruitment agencies are subject to specific vigilance measures (see section 4, "Duty of vigilance plan", page 247).

Key indicators for the Group's responsible purchasing performance

	Total at 31/12/2021
Active contracts including one or more clauses on workforce-related, social or environmental issues	100%
Active contracts having involved the completion of a responsible purchasing questionnaire during the tender process	88%
Active contracts including a progress plan for responsible purchasing	14%
Number of on-site responsible purchasing audits conducted since 2014	703

• Training for purchasing teams

The Group believes that training for its purchasing teams is vital, and it takes various actions to further strengthen their responsible purchasing expertise and skills. Since the end of October 2020, an e-learning course has been available in five languages for all employees to help them absorb the content of the responsible purchasing guide and raise their awareness of the related issues. By 31 December 2021, more than 2,400 employees had completed this training module. In addition, a more in-depth online course for the Group's purchasing teams was provided throughout 2021, with 120 employees in key positions for the Group's purchases having received training as part of this initiative. They were also provided with a tool kit to help them take ethical, social and environmental issues into consideration in their purchasing process. In addition, 30 ambassador-trainers in the various business lines completed a course to become trainers with a view to rolling out the tools and methodologies within their scope.

• Responsible subcontracting approach

The Group's priority is to retain and expand in-house expertise. However, the many public procurement contracts won by some companies, together with the Group's 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 these 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.

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 233 and paragraph 4.4, "Duty of vigilance with regard to human rights", page 242).

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 involved 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 within their scope, taking into account the specific features of its 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. This committee met several times to define a proposed benefits framework for all of the Group's employees.

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 24 countries with support from an external provider and 70 subsidiaries or active projects have been assessed in 29 countries, covering a total of over 19,000 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 242.

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. This is presented on the Group's website at <https://www.vinci.com/vinci.nsf/en/item/qatar.htm>. Further details on the actions taken can be found in paragraph 4.4, "Duty of vigilance with regard to human rights", page 242.

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 Supplement:** 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 repercussions of human rights violations.
- **Country risk maps:** analysis designed to help VINCI and its subsidiaries to 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:** tool with over 200 questions to carry out an objective, in-depth and qualitative assessment of entities, and support reviews 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 2022.

^(*) United Nations Guiding Principles on Business and Human Rights: <https://bit.ly/3KB625L>.

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.

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.

It oversees changes to the Code of Ethics and Conduct and the Anti-corruption Code of Conduct, and met seven times in 2021 (including three extraordinary meetings).

The **network of ethics correspondents**, coordinators and officers, made up primarily of general counsels and compliance officers, monitors progress and oversees the implementation of 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 2021.

In addition, 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, which met five times in 2021 (including one extraordinary meeting), is supported by a network of correspondents in the business lines.

- **Continuous improvement approach**

VINCI has decided to deploy extensive resources with a view to continuously improving its anti-corruption measures and reinforcing its prevention of these risks.

2.4.2 Business ethics measures put in place

- **Training and information**

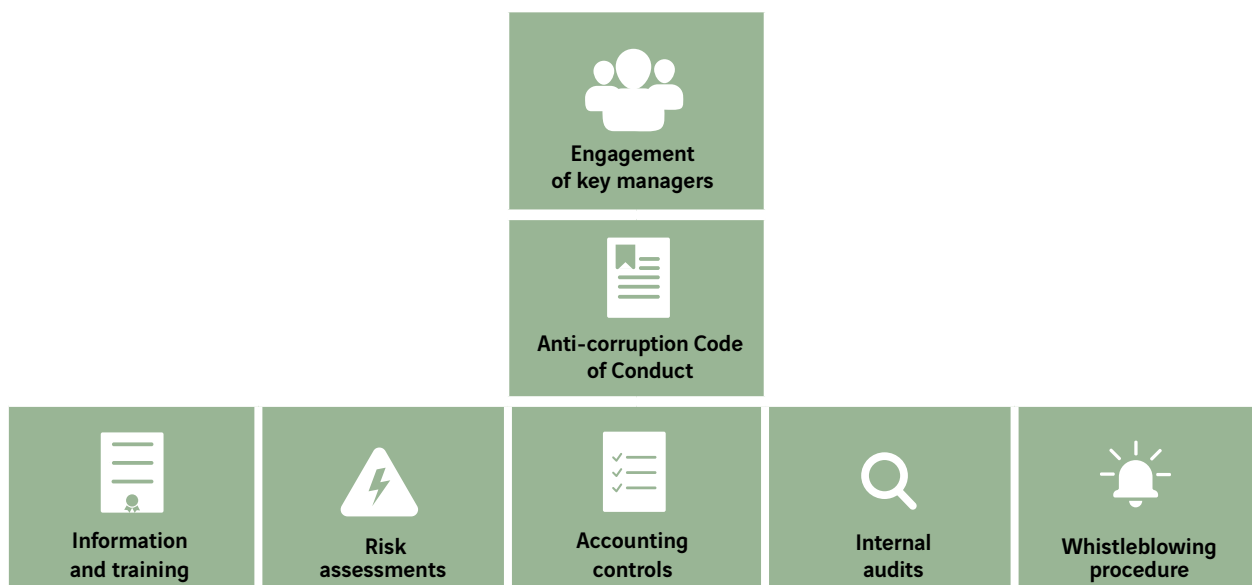
Training and information are key factors for implementing the Group's business ethics policy. To enable all employees to effectively contribute to preventing and detecting corruption, depending on their duties and responsibilities, training programmes are developed and rolled out at each of the Group's 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 of the management training programmes provided by the academies.

27,467

staff trained on ethics
in 2021

The Ethics and Vigilance Department regularly gives presentations for manager events (conferences) and cross-business network meetings, such as human resources, communications, tax expert, purchasing, insurance or finance 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, use their business unit's local whistleblowing procedure or contact the Group's Ethics Officer directly. They can also 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. The findings of this assessment, based on a collaborative process and carried out by working closely with the teams on the ground, are mapped and the risks identified are ranked in relation to the relevant organisational level. It is incorporated into both the project analysis process (Risk Committee) and the external growth process (Investment Committee). Key customers, suppliers and subcontractors, as well as any commercial intermediaries, are assessed before the Group starts doing business with them and/or during their 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, overseen by the finance teams, include a series of questions aimed at ensuring the existence and effectiveness of the arrangements for preventing corruption.

- **Assessment of the Group's GDPR maturity**

With regard to personal data protection, VINCI decided to carry out an audit to assess the Group's GDPR (General Data Protection Regulation) maturity, with support from a leading consulting firm. This assessment looked at the key areas in line with the recommendations of the French data protection authority (CNIL) and market standards (including ISO 27701). The audit found that the Group's maturity is slightly higher than the market. Nevertheless, an action plan was drawn up to reinforce compliance in the areas for improvement identified.

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 geographical area. 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, as they primarily concern umbrella brand royalties, parent company services and short- or medium-term financing for operational requirements or external growth. 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 their operations. These risks mainly relate to tax compliance (late filing of returns, inaccurate returns or omissions in returns) or technical aspects (lack of formalisation, misinterpretation of rules, unanticipated changes in legislation, etc.), but may also have a reputational impact.

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 interim 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 the Group's tax experts, at each division's main holding companies, in the business lines and at VINCI SA level, and/or external tax advisers, 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. For instance, VINCI uses the legislative arrangements for research tax credits or accelerated depreciation, creates tax consolidation groups in the countries where this is possible, and benefits from the exemptions offered by local government structures for carrying out projects with multilateral financing. 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 (e.g. construction of the Atlantic Bridge in Panama). 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 April 2019, in line with this commitment to transparency and cooperation, VINCI SA, with all its consolidated subsidiaries, was one of the first companies to sign up to France's new tax partnership programme, founded on trust-based relationships and one of the measures implemented under the Government Reform Act for a Trust-based Society (ESSOC).

3. Environmental performance




3.1 Environmental ambition

In this context of climate emergency, the environment is VINCI's strategic priority. The Group tackles it with the aim of playing an active role in the ecological transition of buildings, 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 energy transition. That is why the Group has set its environmental ambition for 2030, with a twofold objective: significantly reducing the direct impact of its activities and helping its customers and partners to reduce their own environmental footprint. To achieve this ambition, VINCI is mobilising its teams and its potential for innovation to accelerate the transformation of its business lines and the creation of environmental value in the projects it leads for its customers, as well as in the services it provides for its infrastructure users and partners. The integrated design-build-operate approach helps reduce environmental impact at each stage in a project's life cycle. The development of partnerships with external stakeholders is focused on this same goal.

VINCI's commitments

 Acting for the climate	 Optimising resources thanks to the circular economy	 Preserving natural environments
<ul style="list-style-type: none"> ● Follow a trajectory to help limit global warming to well below 2°C, involving a 40% reduction in direct greenhouse gas emissions (Scopes 1 and 2) by 2030 compared with 2018 levels ● Act throughout the business value chain to reduce indirect greenhouse gas emissions, with a reduction target of 20% (Scope 3) by 2030 compared with 2019 levels ● Adapt structures and activities to improve their climate change resilience 	<ul style="list-style-type: none"> ● Promote the use of construction techniques and materials that economise on natural resources ● Improve waste sorting and recovery ● Expand the offer of recycled materials to limit extraction of virgin materials 	<ul style="list-style-type: none"> ● 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

Overview of the main commitments by business line

	 Acting for the climate	 Optimising resources thanks to the circular economy	 Preserving natural environments
VINCI Autoroutes	<ul style="list-style-type: none"> ● 50% reduction in Scope 1 and 2 greenhouse gas (GHG) emissions by 2030 (from 2018 levels) 	<ul style="list-style-type: none"> ● 90% of asphalt mix recycled by 2030, of which 50% reused at VINCI Autoroutes' own worksites ● 100% of waste recovered by 2025 ● 10% reduction in waste produced through operations by 2030 (compared with 2018) 	<ul style="list-style-type: none"> ● 10% reduction in water consumption by 2030 (compared with 2018) ● Zero phytosanitary products in use by 2030 ● Land rehabilitation plan
VINCI Concessions	<ul style="list-style-type: none"> ● 51% reduction in Scope 1 and 2 GHG emissions by 2030 (from 2018 levels) ● Net zero emissions by 2030 in France 	<ul style="list-style-type: none"> ● Zero waste to landfill by 2030 	<ul style="list-style-type: none"> ● 50% reduction in water consumption per unit of traffic by 2030 ● Zero phytosanitary products in use by 2025
VINCI Energies	<ul style="list-style-type: none"> ● 40% reduction in Scope 1 and 2 GHG emissions by 2030 (from 2018 levels) 	<ul style="list-style-type: none"> ● 80% of inert waste recycled and 100% of hazardous waste treated by 2030 	<ul style="list-style-type: none"> ● Zero phytosanitary products in use by 2030
VINCI Construction	<ul style="list-style-type: none"> ● 40% reduction in Scope 1 and 2 GHG emissions by 2030 (from 2018 levels) ● 90% low-carbon concrete used in projects by 2030 	<ul style="list-style-type: none"> ● Double the production of recycled materials at quarries and processing facilities by 2030 compared with 2019 levels ● 90% of waste recovered for the Major Projects Division by 2030 	<ul style="list-style-type: none"> ● Define an environmental footprint management plan for all building projects in France ● Implement solutions to reduce water use at 100% of Major Projects Division worksites
VINCI Immobilier	<ul style="list-style-type: none"> ● 60% reduction in Scope 1 and 2 GHG emissions by 2030 (from 2018 levels) 	<ul style="list-style-type: none"> ● More than 50% of revenue generated through urban recycling operations by 2030 	<ul style="list-style-type: none"> ● "No net land take" in France by 2030 (excluding Urvat)

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 environmental ambition are founded on the commitments embraced by the Group's Executive Committee and taken up by each business line in its three priority areas: acting for the climate, optimising resources thanks to the circular economy and preserving natural environments. These actions also involve the empowerment of all operational staff of VINCI companies, as well as open dialogue with national, European and international public authorities and environmental protection organisations.

These discussions are pursued within the Group through the meetings of the European Works Council. Following the signing of the environmental guidelines in November 2020 (see paragraph 3.1.1.2 below), the Corporate Social Responsibility (CSR) Committee met in March and October 2021 to contribute to the deployment of the Group's environmental ambition.

The Environment Committee, overseen by VINCI SA with representatives from each business line, coordinates the three key areas covered by the Group's environmental actions. 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 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 business lines, the environmental strategy is approved at the highest executive level and taken up by all of the operational departments. Each day, they help drive forward this environmental ambition, through actions aligned with realities on the ground. They rely on a worldwide network of over 800 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 within the Group first requires a strong grounding in regulatory risk, environmental risk and incident prevention. But it also involves anticipating these issues and creating 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 4.4, "Duty of vigilance with regard to the environment" (page 250).

• Environmental management

Looking beyond the main focuses of the Group's new environmental ambition and compliance with regulations, VINCI companies develop and maintain continuous improvement processes to better understand the local context and attitudes about the environment. 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 environmental impacts and risks associated with the Group's activities. It applies 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 (see paragraph 4.4.3, "Tailored actions to mitigate risks or prevent serious impacts", pages 254 to 257).

VINCI encourages its subsidiaries to obtain environmental certification such as ISO 14001 to improve the effectiveness of their environmental management system. For example, the three concession companies at VINCI Autoroutes with operations activities are ISO 14001 certified. In 2021, 37 VINCI Concessions entities, including 23 airports, obtained this certification. By 2030, VINCI Airports aims to achieve ISO 14001 certification for all of its airports handling more than 100,000 passengers each year. The proportion of revenue generated by certified entities increased at VINCI Energies and VINCI Construction. For the first time in 2021, Sogea-Satom was reviewed and certified by the French national organisation for standardisation for its quality management, environmental management, and occupational health and safety (ISO 9001, 14001 and 45001). The business operations of 19 offices in Africa and the head office are covered by these three certifications, which show that its overall approach is working.

Environmental assessment and certification

(as a percentage)	ISO 14001			Indicator	Geographical scope
	2021	2020	2019		
Motorways in service	100	100	100	Kilometres	France
VINCI Airports	89	77	63	Percentage of revenue	World
Other concessions	26	25	19	Percentage of revenue	World
VINCI Energies	50	47	48	Percentage of revenue	World
Eurovia					World
Production from quarries owned	56	53	50	Tonnes	World
Production from coating plants owned	63	38	60	Tonnes	World
Production from binder plants owned	54	64	68	Tonnes	World
Revenue from the works activity	36	26	27	Percentage of revenue	World
VINCI Construction (excl. Eurovia)	86	85	80	Percentage of revenue	World

Several internal labels have also been developed at the initiative of VINCI Construction companies. These labels are awarded to candidate sites based on an internal audit to ensure that the Group's environmental commitments are effectively taken into account at these sites, to challenge teams and to provide a guarantee for customers:

- The Attitude Environnement label created by VINCI Construction France, which was updated and revamped in 2021, was awarded to more than 300 VINCI Construction worksites in 2021, including the Lyon Part-Dieu multimodal transport hub and To-Lyon mixed-use tower project.
- A special new eco-label was created for VINCI Construction Terrassement in 2021 and awarded to nine projects during the year, including the north-eastern Metz bypass, the Blayais power plant sea walls and the Mosson sea walls.
- The Excellence Environnement label created by Eurovia in 2016 was awarded to 31 worksites in 2021, including the Reynerie project in Toulouse. This project was carried out in the middle of a dense residential area, using recycled materials to improve the quality of life of residents and help reduce the effects of urban heat islands and soil sealing.

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 applied to the Group's activities (see the cross-reference table, pages 375 to 376), as well as the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) (see the cross-reference table, page 377), and the Sustainability Accounting Standards Board (SASB) (see the cross-reference table, page 378). 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. Section 5 of this chapter, "Note on the methods used in workforce-related, social and environmental reporting", pages 258 to 262, covers the key points.

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.

The environmental reporting scope is the same as for the financial reporting scope, with some exceptions (see "Note on the methods used in workforce-related, social and environmental reporting", pages 258 to 262). At the end of 2021, environmental reporting covered 99% of total revenue generated.

Environmental reporting coverage, excluding acquisitions in 2021

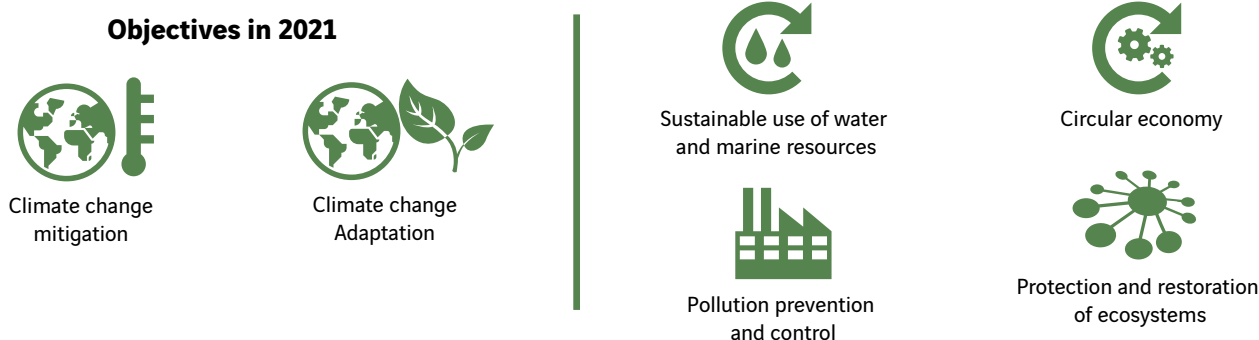
<i>(as a percentage of revenue)</i>	2021	2020	2019
Concessions	100	100	100
VINCI Autoroutes	100	100	100
VINCI Airports	100	100	100
Other concessions	100	100	100
VINCI Energies	100	100	100
VINCI Construction	97	98	88
VINCI Immobilier	100	100	100
Total	99	99	96

3.1.2 Assessment of market opportunities

3.1.2.1 EU Taxonomy of environmentally sustainable activities

Building on the European Commission's action plan on financing sustainable growth launched in 2018, Regulation (EU) 2020/852 of 18 June 2020, known as the Taxonomy Regulation, establishes a framework to facilitate sustainable investment with the aim of creating a "green list" of environmentally sustainable economic activities. To comply with this regulation, the Group is required to disclose, starting with its reporting for the 2021 financial year, the share of its business operations aligned with the EU Taxonomy – revenue, capital expenditure (CapEx) and operating expenditure (OpEx) – for the first two environmental objectives, climate change mitigation and climate change adaptation. To qualify as sustainable, an activity must contribute substantially to one of the six environmental objectives shown below, "do no significant harm" to the other five objectives (DNSH principle) and meet minimum social safeguards. The Taxonomy Regulation has been supplemented by two delegated acts. The first, approved in April 2021, lays down the technical screening criteria for the first two objectives. The second, approved in July 2021, specifies the content, methodology and presentation of information.

Six environmental objectives of the EU Taxonomy



For the first two objectives of the EU Taxonomy relating to climate change, a given economic activity is eligible under the EU Taxonomy if it is already low carbon (based on its “own performance”), if it contributes to reaching a net-zero emissions target by 2050 (“transitional activity”), or if it enables other activities to reduce their CO₂ emissions (“enabling activity”). To be aligned with the EU Taxonomy, an economic activity must be eligible and also meet the technical screening criteria and minimum social safeguards stipulated in the regulation.

A first estimate shows that 36% of VINCI's revenue and 32% of its CapEx are eligible under the first two objectives of the EU Taxonomy. OpEx as defined in the Taxonomy Regulation accounts for less than 10% of the Group's total OpEx, which is not representative of its business model. Further analysis would not have resulted in a significant amount of eligible OpEx based on the EU Taxonomy, so the indicator is considered as immaterial.

Revenue, CapEx and OpEx of eligible^(*) activities by business line at 31 December 2021

(in € millions)	Denominator at 31 December 2021	Eligibility (%)
Total revenue	49,396	36%
VINCI Autoroutes	5,550	0.4%
VINCI Concessions	1,496	6%
VINCI Energies	15,097	38%
VINCI Construction	26,282	41%
VINCI Immobilier	1,611	98%
Total CapEx^(**)	2,983	32%
Total OpEx^(**)	< 3,000	ns

^(*) Excluding the impact of the Cobra IS acquisition on 31 December 2021.

^(**) CapEx and OpEx indicators as defined in the note about the reporting methods used by VINCI, p. 262.

This highlights the significant impact of the expertise of VINCI Construction, VINCI Energies and VINCI Immobilier in the ecological transition, but does not reflect the intense efforts made by the Group's Concessions businesses to reduce their greenhouse gas emissions (see paragraph 3.2, “Acting for the climate”). In 2021, Air Liquide, TotalEnergies and VINCI joined forces with other large international companies to create the world's largest fund dedicated to clean hydrogen infrastructure solutions. The fund has already secured commitments of €800 million, with a goal of reaching €1.5 billion. The aim of this initiative to accelerate the growth of the clean hydrogen ecosystem by investing in large strategic projects, while reaping the benefits of its alliance between industrial and financial players.

This initial assessment was conducted based on a detailed analysis of the Group's businesses, taking into account existing processes, reporting systems and management assumptions. The significant elements of this methodology – assumptions and interpretations, methodological clarifications and limitations – are described in the note about the reporting methods used by VINCI, pages 258 to 262. The Group will revise this methodology and the corresponding figures in line with regulatory changes, in particular with the publication in 2022 of the delegated acts on the other four environmental objectives.

3.1.2.2 Labels and environmental solutions

VINCI aims to bring its suppliers, subcontractors, partners and customers on board to reduce their environmental impact by offering them environmental solutions. These solutions integrate eco-design into Group operations and also involve new service offerings that benefit the environment.

€5.2bn
in projects awarded environmental
certifications and labels in 2021

The number of certified projects is growing year by year, enabling the Group to widely demonstrate its expertise and how it embeds environmental sustainability into its operations. Since 2010, nearly 4,000 projects have been awarded certifications and labels, for a total volume of €41.6 billion. In 2021, the volume of business represented by projects having earned internal or external certifications or labels amounted to €5.2 billion for 299 projects delivered by VINCI Construction and VINCI Immobilier:

- VINCI's new head office, l'archipel, handed over at the end of 2021, is certified NF HQE™ Exceptionnel and BREEAM® Excellent, but also under the Cradle to Cradle® programme, and has obtained the Effinergie label as well as an Energy 2 and Carbon 1 rating (excluding high-rise buildings) under the E+C- label for positive-energy, low-carbon buildings.
- VINCI Construction encourages all low-carbon construction standards for the structures, facilities and infrastructure that it designs and builds. The design of certain buildings in the Universeine complex in Saint-Denis aims to obtain an Energy 2 and Carbon 2 rating under the E+C- label, along with high-level certifications and ratings for new office buildings, such as NF HQE™ Bâtiment durable, BREEAM® Excellent and BiodiverCity®. For Vilogia in Metz, VINCI Construction is building a complex comprising eight timber-frame detached houses and two residences with a total of 98 units. With facades featuring wooden slats secured to a metal structure, the complex aims to obtain NF Habitat HQE™ certification as well as the E+C- and PassivHaus labels (for the senior residence).
- Eurovia France is participating in Ulteria, a unique project in Europe. The idea is to create an eco-community in east-central France, built in line with Cradle to Cradle® principles. This label aims to ensure that the construction and life cycle of buildings have a neutral environmental footprint until their potential demolition.
- All of VINCI Immobilier's residential properties meet NF Habitat HQE™ standards, while most of its office projects are HQE® and/or BREEAM® certified. At the 2021 Pyramides d'Argent awards for regional property programmes, Les Balcons de la Villa Marina in south-east France won the Prix du Bâtiment Bas Carbone, a low-carbon building prize, and the Ovelia residence in Clermont-Ferrand won the Prix de la Conduite Responsable des Opérations, recognising responsible operations management.
- For VINCI Autoroutes, each time contracts are renewed for commercial installations at its service areas, HQE®, BREEAM® or LEED® requirements are incorporated.

3.1.3 Employee training and awareness

In order to deliver on its environmental ambition, VINCI relies on keen awareness and engagement in environmental issues from all its employees. The rollout of training and awareness actions within all Group activities reflects efforts to share best practices and pass knowledge on to others.

3.1.3.1 Employee engagement around the VINCI Environment Awards

For its first Environment Day in September 2020, VINCI launched the Environment Awards, a year-long Group-wide contest empowering all employees to play an active role in VINCI's environmental ambition. This programme, which is aimed at singling out local environmental initiatives, garnered the participation of more than a quarter of VINCI employees (over 57,000 employees voted for the best initiatives on the internal website environnement.vinci.com). Capitalising on the Group's decentralised model, a connected network of 800 correspondents and experts was formed to coordinate the Environment Awards at the Group's geographical locations.

An impact analysis methodology was designed to measure the emissions reduced or avoided for each initiative and estimate its potential impact over three years (until 2023). This is done to then deploy the initiatives that contribute the most to the Group's environmental ambition. Nearly 200 initiatives were recognised within the established regional divisions, and 14 of them won awards in the final round. Winners include several projects that contribute to reducing the direct environmental impact of Group operations, along with innovative solutions for customers to promote energy efficiency, reuse and land rehabilitation.

The second Environment Day in September 2021 was an opportunity to showcase these initiatives. The end of 2021 marked the deployment launch for these initiatives.

3.1.3.2 Training and awareness

New awareness modules continued to be rolled out in 2021, with sessions created on specific environmental issues or targeted businesses.

At the end of 2021, more than 30,000 employees, or nearly 15% of the Group's workforce (excluding Cobra IS), had completed the e-learning module developed in June 2020 to raise awareness about environmental issues, explain VINCI's environmental ambition and create a common language for all employees within the Group. Some business lines have also adopted their own online training courses, which are more in tune with their activities and environmental strategy. At the end of 2021, VINCI Energies introduced an e-learning course on carbon offsetting and inert waste management. In September, VINCI Autoroutes launched an e-learning programme entitled "Environment: all actors of change", with 53% of its employees having taken it so far. VINCI Construction France has developed 10 e-learning courses on sustainable performance (relating to topics such as indoor air quality and bio-sourced materials). Meanwhile, VINCI Construction Terrassement has designed a biodiversity awareness programme (in partnership with Cerema and the scientific and steering committees of its Actons la Bionécessité® (Act for Bio-necessity) initiative in the form of three short e-learning modules, along with a practical workshop implemented at all sites in 2021.

Fun learning formats are also increasingly popular. One is the Climate Fresk, which was deployed extensively in 2021 to educate people about the causes and consequences of climate change, while identifying concrete solutions. VINCI Energies France led Climate Fresk campaigns, VINCI Construction used the format at its Environment Day, and more than 1,500 people from VINCI Autoroutes, VINCI Concessions and VINCI Immobilier took part in Climate Fresk workshops in 2021. The Group's focus on eco-driving is another example, with several companies combining the tracking and analysis of driving behaviour across their fleets using telematics systems and applications with challenges organised between employees to encourage them to reduce their fuel consumption.

Training on environmental issues is also 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 or by business line academies. Many VINCI Energies Academy training courses were restructured in 2021 to incorporate environmental aspects. A case in point, the directors seminar features a half-day on the environment. Soletanche Freyssinet has developed training for all business unit managers. Modules on the environment are included in the annual training programme for Eurovia's young quarry and civil works engineers, site managers, project supervisors, and quarry and branch managers in France. 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 led by external participants (ecologists, design firms), as well as the company's in-house ecologists, is to further strengthen the ecological engineering expertise of this activity's dedicated teams, from managers to machine operators and drivers. To date, 115 people have completed this training. At VINCI Immobilier, a daylong seminar devoted to climate change and soil sealing was organised to raise awareness among property developers.

Awareness is proactively promoted at worksites and projects 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 VINCI Construction activities in France. VINCI Construction Terrassement held 378 such sessions in 2021, covering subjects such as accidental pollution, invasive species and dust. VINCI Construction Dom-Tom is also using this approach to raise awareness around the specific issues relating to its worksites, such as mangroves or rivers located nearby. A focus at VINCI Energies in 2021 was on developing expertise at its companies about waste collection and recovery. 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.

In 2021, these actions represented a total of 51,837 training hours, a slight decrease of 2% compared with 2020.

Environmental training and awareness, with change

	Number of hours of training		Change
	2021	2020	2021/2020
Concessions	9,503	7,326	+29.7%
VINCI Autoroutes	4,776	6,196	-22.9%
VINCI Airports	3,474	960	+261.9%
Other concessions	1,253	170	+637.1%
VINCI Energies	20,001	9,521	+110.1%
VINCI Construction	21,602	35,960	-39.9%
VINCI Immobilier	731	84	+770.2%
Total	51,837	52,891	-2.0%

3.1.4 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. Externally, VINCI contributes to improving knowledge and spreading best practices in its industries. The Group also rallies its customers, 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 French non-profit Entreprises pour l'Environnement, the Bird Protection League (LPO) and its building and biodiversity urban development programme (U2B), Comité 21, the non-profit Équilibre des Énergies (EdEn), the Foundation for Research on Biodiversity (FRB), along with 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 and three of the ParisTech schools (Mines, Ponts and Agro) have entered into a scientific partnership, called VINCI-ParisTech 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.

Although Group entities have for many years developed strong partnerships with non-profits or research centres to support natural environments (nearly 1,000 agreements, of which 500 voluntarily, were signed or in effect in 2021), they have broadened the scope of their collaboration:

- VINCI Autoroutes has joined forces with many national partners in France, such as the LPO, France's leading agricultural union (FNSEA), the Shift Project, the national beekeepers association (Unaf) and the National Forest Office (ONF). At the regional level, VINCI Autoroutes urges its partners to work together to accelerate the energy mobility transition through its low-carbon motorway project (see paragraph 3.2, "Acting for the climate"). A joint financing agreement with the French government and Région Sud, the regional authority for the Sud region, formerly known as the Provence-Alpes-Côte d'Azur region, was signed in 2021 to work towards smoother, more sustainable daily mobility. At the IUCN World Conservation Congress on 5 September 2021, VINCI Autoroutes and Région Sud signed the Zero Plastic Waste charter. Drawn up in collaboration with the Regional Agency for Biodiversity and the Environment (Arbe), the charter covers the preservation of natural environments, strengthening prevention efforts and reprocessing plastic waste. VINCI Autoroutes also works with a strong network of nature conservation organisations. For example, monitoring is carried out by CEN PACA, the conservatory of natural areas in the Sud region, which manages several outstanding sites, including the Jonquières wetlands spanning 15 hectares.

- At VINCI Concessions, LISEA, the concession company for the South Europe Atlantic high-speed rail line, and MESEA, the line's maintenance operator, took further steps in 2021 in their regional commitments and partnerships with the creation of the Fonds SEA pour la transition des territoires. Partners of this fund include France's Natural History Museum and Ademe.

- VINCI Construction has for many years been a member of professional associations, such as, in France, EGF BTP, the road association Routes de France as well as the national federations of civil engineering contractors (FNTP), quarries and building materials producers (Unicem) and aggregate producers (UNPG). VINCI Construction's ecological engineering companies are active in France's federation of ecological engineering firms (UPGE), and Eurovia partners with Inec, the French circular economy institute, contributing to its research and publications. VINCI Construction France is also part of the urban low-tech project supported by the French environment and energy management agency Ademe. Lastly, to bring concrete responses to the transitions needed in urban environments, Paris&Co is grouping its urban innovation activities under a single brand, Urban Lab. Its objective is to accelerate the process of putting measures into action, joint projects with partners, and the wider rollout of field-tested solutions. The platform includes an experimentation laboratory, a startup incubator, a social innovation support programme and a trend observatory.

- In 2021, Eurovia continued and strengthened the partnership it initiated in 2012 with the Unité Mixte de Service (UMS) Patrimoine Naturel (a collaborative research and education entity focused on natural heritage, also known as PatriNat, under the aegis of three organisations - France's Natural History Museum, the CNRS and the French Office for Biodiversity). Spearheading the industry, this partnership has structured Eurovia's commitment on biodiversity preservation, which has included certain actions in its "Entreprises engagées pour la nature" programme. This collaboration includes 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 (Eil) used by planners and quarry operators. Eurovia's existing fauna and flora data have also been centralised and analysed to expand the national databases. In France, more than 50 local partnerships were formed with organisations such as the LPO, conservatories of natural areas (CENs), and permanent centres for environmental initiatives (CPIEs) to take concrete action to preserve biodiversity at its quarries.

- VINCI Energies France participated in a working group with the non-profit organisation Noé on public lighting data. The purpose was to encourage local authorities to improve the way they communicate their data and identify levers to reduce the impact of public lighting. VINCI Energies France Tertiaire Grand Ouest has formed a partnership with the LPO to better factor in biodiversity across its activities, while also lending financial support for the organisation's projects of public interest. In Spain, VINCI Energies International & Systems has teamed up with several organisations to restore a forest located in a protected area, in particular by planting 4,200 trees, and then maintain it for five years.

Along with their institutional partnerships, VINCI companies engage in continuous dialogue with stakeholders (see paragraph 2.1.4, “Relations with external stakeholders and procedures for dialogue with them”, page 195). 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 Expresa set up the Movemos foundation for sustainable mobility. It focuses on three areas of action: sustainable transport, road safety and environmental protection. In 2021, Lima Expresa organised a clean-up and cactus planting campaign on the banks of the Rímac river, in partnership with Servicio de Parques de Lima (Serpar), the municipal parks department.
- 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. London Gatwick airport publishes its air quality monitoring data in its Decade of Change sustainability report (<https://www.gatwickairport.com/business-community/sustainability/reports/>).
- Eurovia has developed a website, www.infochantier.fr, to communicate more easily with people living near many of its worksites in France. In 2021, the tool was used at the Reynerie worksite in a dense residential area in Toulouse.
- Group entities structure their action in the local community based on social and environmental issues. Sogea-Satom Equatorial Guinea has pledged to plant trees at the Bata campus of the National University as part of the World Day to Combat Desertification and Drought. Sogea-Satom Senegal has set up an organic vegetable garden at one of its offices and will distribute its produce to the company's employees. VINCI Construction Grands Projets staff collected nearly 400 kg of polluting waste from a mangrove in the United Arab Emirates.

Other partnerships are mentioned in paragraphs 3.2, “Acting for the climate”, 3.3, “Optimising resources thanks to the circular economy” (page 221) and 3.4, “Preserving natural environments” (page 226).

In addition to partnerships, Group companies engage in sponsorship initiatives to meet local needs. Eurovia has sponsored the Biodiversity Tour de France since 2014. In 2021, the tour stopped at the Quillan quarry in south-west France. The site has been operating since the late 1970s, and new plant and wildlife species have developed there thanks to the wide range of habitats it offers.

3.2 Acting for the climate

Climate change is a reality: global temperatures have risen by more than 1°C compared with pre-industrial levels, leading to more frequent and more intense extreme weather events each year. According to the climate models published by the Intergovernmental Panel on Climate Change (IPCC) in relation to the RCP 6.0 and RCP 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. The IPCC's Special Report on the impacts of global warming of 1.5°C above pre-industrial levels details the consequences for people and the planet even if emissions are reduced considerably, while the first instalment of its Sixth Assessment Report presents the most compelling evidence to date that human activities are causing climate change.

The transport infrastructure and construction sectors in which VINCI operates account for more than 50% of annual greenhouse gas emissions and are also significantly exposed to risks associated with climate change. Climate risk has been included in the Group's risk analysis for several years (see chapter D, “Risk factors and management procedures”, page 158). VINCI has also carried out in-depth analyses to better assess and manage climate-related risks relating to its activities (see the Group's duty of vigilance plan, paragraph 4.4.1, “Mapping of the Group's major risks”, page 250).

Acting for the climate requires a transformation of the Group's activities by optimising its energy consumption and promoting widespread use of renewables to reduce its dependence on fossil fuels. This also means rethinking the way its projects are conceived and designed so as to develop 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 its customers and end users reduce their carbon footprint. With this end in view, VINCI has made three fundamental commitments:

- reduce its direct greenhouse gas emissions (Scopes 1 and 2) by 40% by 2030 compared with the 2018 levels;
- reduce its indirect emissions (Scope 3) by taking action across the entire value chain for the Group's businesses, with a reduction target of 20% by 2030 compared with 2019 levels;
- adapt its infrastructure and businesses to make them more resilient to climate change.

3.2.1 Reducing the Group's direct emissions (Scopes 1 and 2)

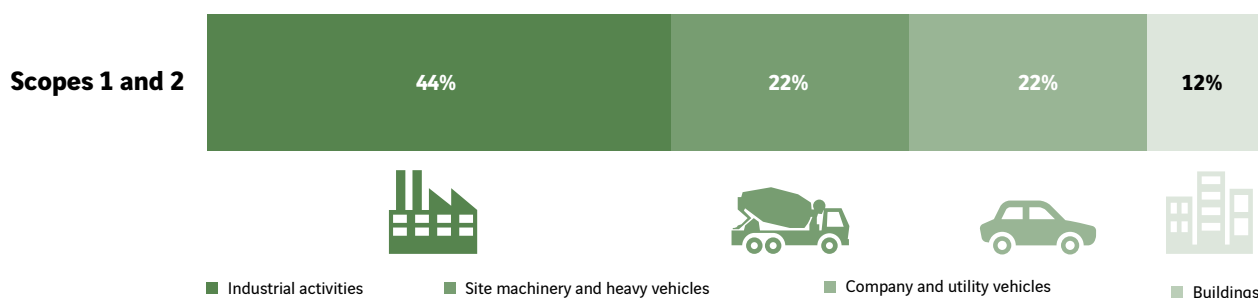
Since 2007, VINCI has maintained a proactive approach to reducing and monitoring its greenhouse gas (GHG) emissions, in line with the “Promote green growth together” commitment from its Manifesto. When it adopted its new environmental ambition in 2020, VINCI further strengthened the Group's targets, looking to align itself with the Paris Agreement. To set an example, the Group is therefore committed to achieving a 40% reduction in its direct GHG emissions (Scopes 1 and 2) by 2030 compared with 2018 levels. According to guidance from the Science Based Targets initiative (SBTi), this commitment makes the Group's target setting strategy consistent with a reduction “well below 2°C”. In addition to this absolute value for its emissions reduction target, VINCI aims to reach carbon neutrality (by achieving net zero emissions) in its direct scope of business activities by 2050.

Each of VINCI's business lines has broken down and adapted this target in their environmental policies, adjusting it in line with their specific stakes. As a minimum, the business lines are aligned with the Group's target of a 40% reduction (see “Overview of the main commitments by business line”, page 204).

3.2.1.1 Actions to reduce direct emissions

	Actions taken	Performance indicators
Industrial activities	<ul style="list-style-type: none">– Optimise energy efficiency– Substitute high-emission fossil fuels with natural gas and gas from renewable sources	<ul style="list-style-type: none">– Greenhouse gas emissions (Scopes 1 and 2)– Total energy consumption and breakdown by source
Vehicles and worksite machines	<ul style="list-style-type: none">– Replace part of the worksite equipment fleet with lower-emission machines, promote eco-driving and install sensors to monitor consumption– Collaborate with worksite equipment manufacturers and rental companies to test low-carbon innovations in real operating conditions– Accelerate the replacement of light and utility vehicle fleets with hybrid, electric or lower-emission vehicles– Encourage employees to reduce their consumption through carpooling platforms, training in eco-driving and the use of non-motorised transport– Experiment with fuels such as hydrogen and biogas for utility vehicles	
Buildings and worksite facilities	<ul style="list-style-type: none">– Perform energy efficiency assessments on Group buildings and implement appropriate initiatives, such as thermal renovation, temperature control and eco-design– Increase the use of highly energy-efficient worksite facilities	
Renewable energy	<ul style="list-style-type: none">– Prioritise the use of renewable energy, especially by installing solar power systems to produce electricity for self-consumption	<ul style="list-style-type: none">– Percentage of renewable energy used

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 requires further technological advances that are under development, which means that there is still some uncertainty as to when they will be completed. In 2021, these action plans, which cover four priority areas for action, were maintained: the energy optimisation of industrial processes and buildings, the environmental performance of site machinery and heavy vehicles, the mobility of VINCI employees, and the decarbonisation of energy used.



• Optimising energy for industrial activities

Due to the industrial nature of its business, Eurovia entities (VINCI Construction) account for a large proportion of the Group's total energy consumption. Since 2016, Eurovia has developed and implemented its environment strategy, with ambitious energy-efficiency targets for each business segment.

In 2021, industrial facilities continued to reduce their energy consumption, with further investment in switching to electric-powered binder equipment systems at five plants and building materials storage facilities at six plants as well as a new plant offering optimised energy consumption. For example, Eurovia's asphalt plant in Sainte-Suzanne-et-Chammes in western France has set a standard as a low-carbon plant: material drying stations to reduce energy consumption, more efficient next-generation machines, replacing heavy fuel oil with natural gas as fuel, electric systems for binder storage tanks, increase in the proportion of reclaimed asphalt pavement, thus reducing its CO₂ emissions associated with asphalt production by more than 40%.

The Edrive digital tool was developed and rolled out in 2021 at more than half of Eurovia's industrial facilities to enable sites to monitor reductions in energy consumption and CO₂ emissions in real time.

• Environmental performance of site machinery and heavy vehicles

The consumption of energy relating to the use of site machinery and heavy vehicles represents 22% of total emissions. To reduce the corresponding emissions, VINCI entities are working with their suppliers to take action in three key areas: monitoring consumption in real time, providing training for operators and modernising their fleets.

To monitor consumption, VINCI Construction has set up the 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 the end of 2021, several thousand machines and vehicles were connected to e-Track and Linaster. Many entities have also introduced eco-driving training for their operators.

VINCI is investing in modernising its fleet of vehicles and trucks:

- VINCI Energies is standardising the use of biofuels for its vehicle fleet, based on local availability and guidance from external consultants to assess the indirect effects of biofuels, such as changes in land use. VINCI Energies France has signed a partnership with the biofuel producer Oleo 100 to power some of its heavy vehicles. This can reduce emissions by up to 60% compared to regular diesel.
- Eurovia bought more hybrid and electric vehicles and machines in 2021 than it had forecast in 2019 as part of the 2030 trajectory.

In the United Kingdom, Soletanche Freyssinet has converted its fleet of forklifts from diesel internal combustion to electric. In Singapore, the company has installed independent air-conditioning systems on its cranes. VINCI Construction France is preparing to transition the motors in its cleaning boats to electric or hybrid (VINCI Construction Maritime et Fluvial).

Manufacturer innovations were also tested in 2021:

- VINCI Autoroutes received a prototype mobile, autonomous electric charging station developed by French manufacturer Chaplain. If the trials are successful, this prototype – consisting of a trailer, a biogas-powered generator and a charging station – will be rolled out.
- Eurovia received the first electric 7.2-tonne truck in the UK, while VINCI Construction UK acquired the Group's first electric-powered mini excavator and Soletanche Freyssinet used electric hydrofraise machines in Monaco and Paris.

Other internal initiatives have been developed to reduce emissions. For example, an innovative cage tamp solution, developed by Soletanche Bachy UK, reduces energy consumption when installing continuous flight auger (CFA) cages. The solution was shortlisted for a prize at the 2021 VINCI Environment Awards.

• 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. Reducing these emissions requires studying relevant, locally available travel solutions, as well as transitioning the vehicle fleet and travel policy. The measures taken range from optimising journeys and kilometres travelled to the rollout of low-emission vehicles, awareness initiatives and training in eco-driving practices.

VINCI Energies France is implementing the Too Electric initiative to assist its companies in making the transition to electric vehicles. A number of other entities are accelerating the replacement of their light and utility vehicle fleets with electric or other alternative energy vehicles. In 2021, 20% of new vehicle orders were for low-emission vehicles. By 2030, the Group plans to have converted more than 40% of its fleet in France and 20% in other countries. VINCI Autoroutes converted nearly half of its light response vehicles to electric in 2021, and 100% of the fleet will be converted by 2030.

In cases where existing technologies do not offer satisfactory solutions for certain mobility needs, several entities are carrying out various trial initiatives:

- In south-east France, VINCI Autoroutes brought into service a van that pulls an EP Tender to extend the vehicle's range. If the trials are successful, the system will be rolled out more widely.
- VINCI Airports has 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.
- VINCI entities are also working to optimise their employees' travel arrangements and promote carpooling by setting up dedicated platforms. In south-west France, VINCI Construction France implemented the Ride mobility plan at several developments that offers alternatives to car use for commuting between home and work for each employee and calculates the carbon and financial savings from non-motorised transport.

• Energy optimisation of buildings

All of the Group's entities are committed to reducing energy consumption levels for their buildings:

- VINCI Construction uses several tools to manage the energy efficiency of its buildings. The main one is Eleneo, which connects directly to the integrated management software to monitor electricity and gas meters. For mobile sites (worksite installations and buildings), a growing number of VINCI Construction worksites meet their energy needs using solar panels installed on the roofs of worksite facilities. This is a common practice not only in France but also in Africa and North and South America.
- VINCI Energies France now requires an energy performance rating of at least C for its buildings, following an assessment conducted in 2020 on all 600 of its buildings.
- 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 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. Heavy investments were made in 2021 in the upgrades and extension works at Belgrade airport in Serbia. For example, a natural gas-fired trigeneration system (combining heat, power and cooling) was installed, which is expected to reduce the airport's carbon footprint by 25% in the years to come while responding to the growing need for heating. In Greece, where VINCI Highways holds the concession for the Athens–Patras motorway (201 km), the new LED lighting system in the tunnels has reduced CO₂ emissions from operating these structures by 60%.

• 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 Autoroutes has continued to develop its network of solar facilities, while its subsidiaries ASF, Escota and Cofiroute 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.
- VINCI Concessions is moving forward with a major plan to install solar panels for self-consumption, which doubled its installed capacity from 8 to 18 MWp between 2018 and 2021. At Faro airport, solar panels installed in 2021 began supplying an additional 3 MWp of power, covering 30% of the facility's energy needs.
- In 2021, 20% of the electricity consumed by VINCI Energies entities came from renewables, representing 23,160 MWh, with 204.9 MWp of renewable energy production systems installed.
- As part of VINCI Construction's activities, solar panels are installed to meet their own needs or supply power to the grid. In 2021, solar power installation projects were developed at several fixed sites, such as the Peyrolles quarry and the Chammes asphalt plant in south-east and north-west France respectively, and the Lessines quarry in Belgium. At VINCI Construction France, a growing number of worksite facilities are energy-efficient and meet high environmental performance standards (installation of solar panels, mass timber structures, etc.)

3.2.1.2 Monitoring performance

• Energy consumption

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. In absolute value terms, total energy consumption came to 9,279,864 MWh in 2021, rising slightly compared with 2020 (up 5.0%), due to the resumption of construction operations and the rebound in traffic levels at VINCI Autoroutes, as well as new acquisitions by VINCI Energies and VINCI Immobilier.

Total energy consumption by business line, with change

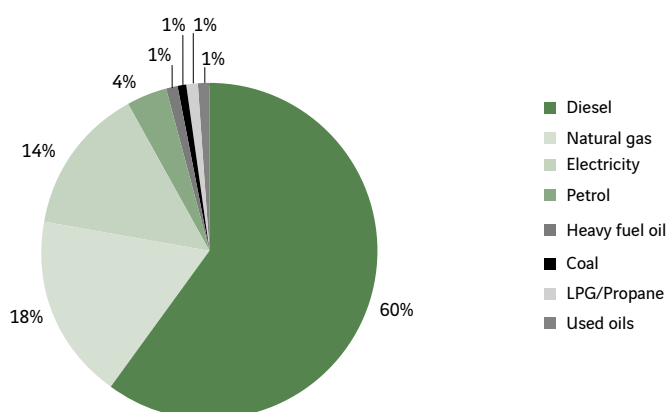
(MWh)	Fuels ^(*)	Electricity	Of which renewable energy	Total energy consumption in 2021	Consumption by business line (%)	Total energy consumption in 2020
Concessions	242,069	436,569	225,072	678,638	7.3%	688,579
VINCI Autoroutes	87,358	116,337	116,337	203,696	2.2%	199,964
VINCI Airports	141,230	300,071	106,295	441,301	4.8%	460,159
Other concessions	13,481	20,160	2,440	33,641	0.4%	28,456
VINCI Energies	1,208,945	116,353	23,160	1,325,298	14.3%	1,214,531
VINCI Construction	6,561,279	694,568	66,123	7,255,847	78.2%	6,926,574
VINCI Immobilier and holding cos.	10,917	9,164	-	20,081	0.2%	12,378
Total	8,023,210	1,256,654	314,355	9,279,864	100.0%	8,842,062

(*) 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. VINCI Construction accounts for 78% of the Group's total energy consumption, mostly due to its industrial activities and worksites. The consumption of high-carbon fuels, which accounts for about 2% of the Group's total energy consumption, fell considerably during the year, with heavy fuel oil and coal down 18% and 37% respectively compared with 2020.

At the same time, total electricity consumption was up 4.5%.

Total energy consumption (MWh)



• 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 2021, 314,355 MWh of renewable electricity was used, representing an increase of more than 50% compared with 2020. Twenty-five percent of total electricity consumption comes from three renewable sources: 16,883 MWh of Group sites' own energy production and self-consumption, 5,901 MWh under power purchase agreements (PPAs) and 291,571 MWh through purchases of guarantees of origin. VINCI Concessions was responsible for 95% of the Group's self-consumption of electricity produced on site, increasing 60% compared with 2020. Total biofuel consumption was 35 million litres, accounting for 6.4% of petrol and diesel fuel used.

25%

of electricity used was from
renewable sources in 2021

Change in renewable energy consumption

(MWh)	2021	2020	2021/2020 change	2019
Total renewable energy consumption	314,355	207,069	+51.8%	162,043

• 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. 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 258).

2.3 MtCO₂eq

emitted in 2021 (Scopes 1 and 2)

In 2021, emissions calculated using the market-based approach totalled 2.3 million tonnes of CO₂ equivalent, a 2% increase compared with 2020. The increase resulted from the resumption of construction operations, which led to higher energy consumption. It was partially offset as some carbon-based energy was gradually replaced with lower-carbon energy sources (increase in electricity consumption from renewable energy sources and drop in coal and heavy fuel oil consumption).

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

	Actual values (market-based Scope 1 and Scope 2 emissions)	Actual values (market-based Scope 1 and Scope 2 emissions)	2021/2020 change	Actual values (location-based Scope 1 and Scope 2 emissions)	Actual values (location-based Scope 1 and Scope 2 emissions)
(in tonnes of CO ₂ equivalent)	2021	2020		2021	2020
Concessions	117,558	124,635	-5.7%	138,106	150,331
VINCI Autoroutes	20,951	21,369	-2.0%	25,686	24,663
VINCI Airports	91,911	99,056	-7.2%	107,090	120,890
Other concessions	4,697	4,210	+11.6%	5,330	4,778
VINCI Energies	310,373	292,658	+6.1%	315,723	294,729
VINCI Construction	1,823,358	1,785,496	+2.1%	1,844,190	1,785,810
VINCI Immobilier and holding cos.	2,680	1,479	+81.2%	2,680	1,479
Total	2,253,970	2,204,268	+2.3%	2,300,699	2,232,349

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

• Monitoring VINCI's emissions reduction trajectory – Progress in 2021

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. This methodology enables the Group to compare its actual progress every year against its initial baseline.

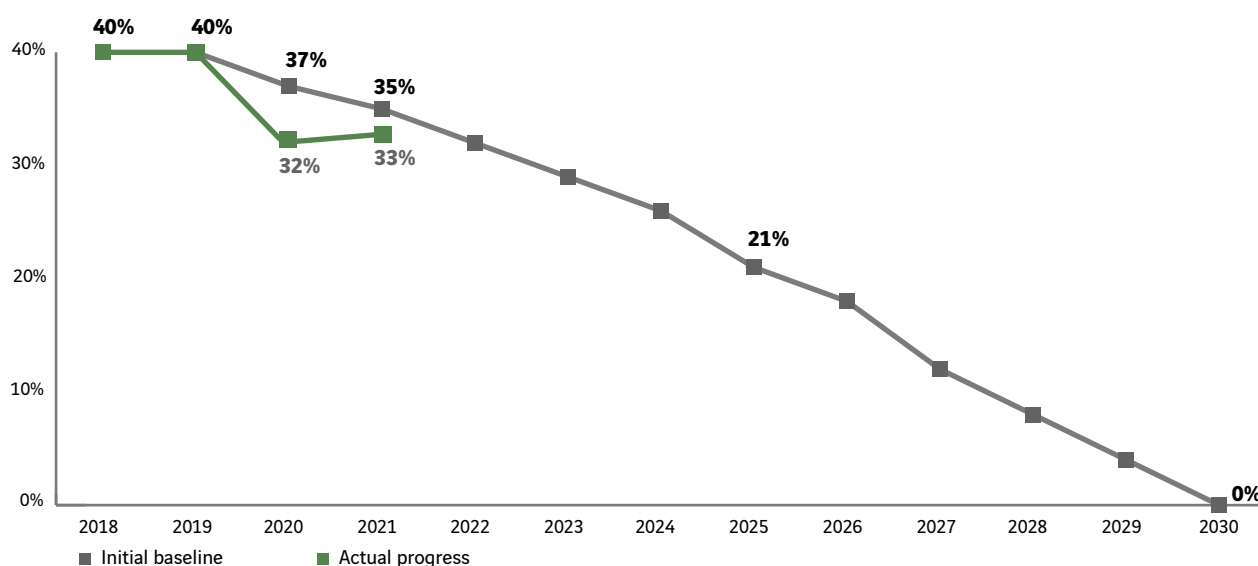
This initial baseline serves as a starting point for measuring the Group's performance between 2018 and 2030. It has been designed to take into consideration the Group's commitments and the pace of actions toward reducing emissions put in place by each business line. VINCI's low-carbon trajectory was also designed to take into consideration any changes in scope within the business lines, as well as the organic growth of the Group's main businesses. 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. This method is used to limit 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 2021, VINCI business lines acquired 38 entities, which emitted 21,686 tonnes of CO₂ equivalent in 2021, and disposed of three entities representing an immaterial amount of revenue (total of less than €3 million), whose emissions could not be measured. Total emissions in the baseline year of 2018, after adjusting for the impact of acquisitions and disposals, were thus 2.467 million tonnes of CO₂ equivalent. At end-2021, the Group was slightly ahead of its trajectory, with a reduction of around 8% in greenhouse gas emissions compared with the initial baseline.

8%
**reduction in greenhouse gas
emissions in 2021**
compared with 2018 (excluding
the impact of acquisitions)

The chart below shows that VINCI had 33% remaining on its trajectory at the end of 2021 to reach its 2030 emissions target. Actual progress is 2 percentage points better than the initial baseline thanks to reduction measures taken by Group entities.

VINCI's emissions reduction trajectory – Progress in 2021



This 40% target between 2018 and 2030 follows on from the “Promote green growth together” commitment from the VINCI Manifesto for the period from 2007 to 2018. This commitment resulted in a 25% reduction in the Group’s emissions between 2009 and 2018, which was expressed in terms of intensity relative to revenue.

3.2.1.3 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 achieved a score of A in 2021, earning the Group a spot on the CDP “A List”. This achievement reflects the Group’s efforts to provide transparent information about its climate challenges. 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 2021, three new airports (Belfast, Santiago and Guanacaste) were certified to Level 2 (Reduction), for a total of 39 airports within the network with ACA certification (see breakdown by level below). All airports in France have signed a commitment agreement with the Union des Aéroports Français (UAF) to reach ACA Level 3 certification in 2022. Lastly, for the first time in Japan, the three airports in the Kansai region reached Level 4 Airport Carbon Accreditation from ACI. These accreditations made VINCI Airports the biggest contributor to the ACA programme again in 2021.

Level of accreditation	Level 1 (Mapping)	Level 2 (Reduction of Scope 1 and 2 emissions)	Level 3 (Reduction of Scope 3 emissions)	Level 3+ (Carbon neutrality)	Level 4 (Transformation)
Number of facilities operated by VINCI Airports	8	26	0	2	3

In June, for the second year in a row, Salvador Bahia airport received the award for the “Most Sustainable Aerodrome in Brazil” from the country’s civil aviation authority (Anac), and earned the Green Airport Recognition Professional Award at the annual conference of Airport Council International Latin America & Caribbean (ACI-LAC). Aerodrom won the same honour.

3.2.2 Reducing the Group’s indirect emissions (Scope 3)

Outside of 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. 2021 was dedicated to consolidating the methodology applied to determine emissions, improving the quality of data for the selected baseline year, and estimating the potential emissions reduction for indirect emissions.

The VINCI Group has pledged to reduce its indirect emissions by 20% by 2030 compared to the 2019 baseline. This commitment has been validated by the Science Based Targets initiative (SBTi) and is based on the emissions categories defined in the Greenhouse Gas Protocol (GHG Protocol). It involves an absolute reduction and covers all emissions categories, upstream and downstream. It also goes beyond mandatory emissions, as defined in the GHG reduction programme, as it covers emissions from motorway traffic. Progress towards achieving this commitment will be monitored at Group level. Over the next few months, VINCI and its entities will define their action plans and will work on developing a reporting system to monitor emissions and their reduction.

Scope 3 target

for 2030

20% absolute reduction in indirect emissions from 2019 levels

3.2.2.1 Actions to reduce indirect emissions

	Actions taken in France	Performance indicators
Sourcing	<ul style="list-style-type: none"> – Embark on a course of action towards progress with strategic suppliers and subcontractors – Gradually roll out the use of low-carbon concrete at all VINCI Construction sites 	<ul style="list-style-type: none"> – Share of low-carbon concrete used (VINCI Construction)
Customer solutions	<ul style="list-style-type: none"> – Offer environmental solutions in France to reduce the carbon footprint of Group customers: sustainable construction, energy efficiency, sustainable mobility – Develop renewable energy products, services and expertise to contribute proactively to the energy transition and to improving the energy mix of the future – For the Concessions business: encourage the adoption of low-carbon solutions by motorway users (development of electric charging networks, carpooling and multimodal car parks), and airport users (scheme to modulate airport fees depending on each aircraft's carbon footprint, role in developing sustainable biofuel and hydrogen industries) 	<ul style="list-style-type: none"> – Emissions avoided (in millions of tonnes of CO₂ equivalent) by implementing environmental solutions for customers (methodological standards currently being defined)
Eco-design	<ul style="list-style-type: none"> – Develop tools to measure the carbon impact of projects in the commercial phase to offer low-carbon alternatives – Implement low-carbon engineering strategies, for example, with VINCI Construction's Environment in Design approach 	<ul style="list-style-type: none"> – Number of tools and approaches implemented

Several tools are 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 2021 to reduce emissions relating to the materials used for carrying out the Group's projects. 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 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 (see "Overview of the main commitments by business line", page 204).

The Exegy range of solutions earned the Grand Prize at the Environment Awards for its potential to significantly reduce emissions from worksites by increasing the use of ultra-low-carbon concrete. To support the "Exegy by Soletanche Bachy" launch, a training programme was initiated for all sales representatives in France. More than 12,000 cu. metres of Exegy ultra-low-carbon concrete (Exegy UBC) will be poured to create the floors of the office buildings as part of the Universeine project. Many other projects using low-carbon concrete were launched or completed in 2021, including the partnership signed with Société du Grand Paris to use Exegy UBC voussoirs on the underground section of Line 18. Under a strategic agreement, VINCI Construction and Ecocem, the main supplier of ground slag as an alternative for traditional cement, jointly developed an Exegy UBC solution based on Ecocem Ultra activated slag. It was granted the European Technical Assessment (ETA) for activated slag, thus confirming Exegy UBC's compliance with the EU standard on concrete design.

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:

- Soletanche Bachy France built a permanent unreinforced concrete diaphragm wall – a first in France – on the T2A works package for Line 15 South of the Grand Paris Express. Reinforcements were only installed in the diaphragm wall panels when strictly necessary, based on in-depth studies.
- Arbonis (timber construction), with the support of Ademe, the French environment and energy agency, developed the Arbodal flooring system. Arbodal combines wood and concrete in a way that optimises the performance of each material. The system was installed on the Treed It timber-frame tower in the Paris suburb of Champs-sur-Marne, delivered in 2021.
- Eurovia's technical department has created a road material out of recycled plastic that does not contain bitumen. An initial 12 sq. metre test demonstrator was implemented, and the project received further support from a region outside Paris to use the material to lay a 100-metre section on a bike lane in the summer of 2021. In addition to its Granulat+ programme to reduce the impacts associated with the use of materials (see paragraph 3.3.3, "Developing recycling solutions", page 225), 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.
- VINCI Energies is also working with suppliers to find ways to optimise deliveries, for example with the Northvolt battery factory in Sweden, or reduce packaging.

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 2.2.1, "Group-wide approach to promote responsible purchasing", page 197, and in paragraph 4.4.3 b of section 4, "Duty of vigilance plan", page 257.

• 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 buildings and infrastructure.

Low-carbon mobility

Mobility is a core feature of the various activities covered by VINCI, which harnesses its expertise to help create innovative and sustainable transport infrastructure. To support the transition to more sustainable motorways, VINCI Autoroutes is taking various actions targeting substantial 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 2023, with half to be high-power units. To date, 337 charging points have been installed across the network, covering 55% of the service areas. VINCI Autoroutes is also committed to developing carpooling and public transport on motorways. A programme is under way to develop carpool parking facilities at motorway entrances and exits: 40 of these car parks, providing 3,277 spaces in total, were in service at end-2021. This number will double by 2030 as some 40 additional car parks will be built. Lastly, VINCI Autoroutes is

testing out free-flow technologies at toll plazas (two trials underway at Tours Nord and Tonnay-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 as much as 60% per vehicle.

VINCI Airports adopted a global environmental policy in 2015, aimed in particular at reducing 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 at some airports 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. The mechanism approved at Economic Advisory Committee (CoCoEco) meetings is already in operation at all regional airports in France. Beginning on 1 January 2022, it will be implemented at Lyon-Saint Exupéry airport, then subsequently extended to London Gatwick airport. VINCI Airports is the world's first airport operator to launch such a system. VINCI Airports is also encouraging the use of sustainable aviation fuels (SAF), as companies using SAF emit less CO₂ and will benefit from lower landing fees. Clermont-Ferrand Auvergne and London Gatwick airports began SAF operations in 2021. Biofuels are an immediately accessible solution for decarbonising aviation, until other technological breakthroughs such as hydrogen-powered aircraft become available. In that area, VINCI Airports signed a partnership with Airbus and Air Liquide in 2021 to develop the use of hydrogen at airports and accelerate the decarbonisation of air travel. Other pathways to action are being implemented to reduce airline emissions. The "Monitoring aircraft carbon footprint" initiative measures carbon emissions during taxiing in real time. It won a prize at the 2021 VINCI Environment Awards. VINCI Airports also offers to supply power and air conditioning for aircraft, thereby eliminating the need to use auxiliary power units while on the ground and avoiding the burning of kerosene. 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 (337 stations available at end-2021).

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 2021, Easy Charge added 97 charging stations to the eborn network, which it manages under a public service delegation contract, on its way towards a long-term target of 12,000 stations. The addHelix digital solution by Axians (VINCI Energies) optimises delivery routes for freight companies, generating an average 20% reduction in emissions for customers.

Environmental transition of buildings

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.

The VINCI Construction France subsidiaries are involved in developing eco-districts. Examples from the Greater Paris area include Les Terrasses de l'Arsenal in the future Arsenal eco-district in Rueil-Malmaison, the Athletes' Village under the Universeine project in Saint-Denis, and the Docks programme under way in Saint-Ouen-sur-Seine. The Docks is also a component of a wider-ranging urban development project to rehabilitate a former industrial site and transform it into an eco-district based on rigorous sustainability standards, with buildings that meet strict environmental requirements: NF HQE™ Très Performant, BREEAM® Excellent, E+C- (Energy 2 and Carbon 1), WiredScore Silver and BiodiverCity®.

VINCI Construction France and VINCI Immobilier are also assisting with the implementation of the new French environmental regulation adopted in 2020 (RE 2020), which factors 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 have been 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. The arts and sciences building known as Hoche III, at the Hoche campus of Université de Nîmes, targets Energy 2 and Carbon 1. The Origine project in Nanterre aims to achieve seven certifications and labels, including E+C- at levels Energy 2 and Carbon 2.

VINCI Construction is fully committed to the energy renovation initiative to benefit existing buildings. In 2021, renovations generated revenue of about €600 million. In France, several large-scale renovation projects were led at occupied sites. One example is the refurbishment of 988 housing units in the Les Noirettes and Grand Bois residential complexes in Vaulx-en-Velin near Lyon, carried out by Citinéo under a design-build contract with the contribution of Arbonis. Another is the Clairval renovation project, covering 608 units in Lillebonne, a town in Normandy, by Sogea Nord-Ouest, with an energy efficiency commitment and an expected reduction of more than 40% in primary energy consumption.

To meet the high-volume needs of thermal building renovation, VINCI Construction France has developed Rehaskeen®, a solution that mass-produces facade thermal insulation systems and speeds up renovation works. It has been implemented outside Paris in Trappes on behalf of Immobilière 3F (ActionLogement group) and at the Parc residence in Vernouillet on behalf of CDC Habitat. The Parc project involves renovating an occupied site comprising a total of 213 housing units across five buildings. Rehaskeen® was one of two Technical Prize winners in the "Acting for the climate" category at the 2021 VINCI Environment Awards.

As an extension of sustainable construction, building reversibility is another key challenge that can help offset the lack of available land resources and the cost of converting buildings. In order to give buildings several lives, VINCI Construction France is already developing its construction standards by integrating and anticipating uses and lifestyles that are likely to be transformed. Reversible design was applied on the Treed It project, delivered in 2021 in Champs-sur-Marne outside Paris. Its office building was built using an innovative process whereby the offices can be converted into student housing units. Another example is the Universeine project in Saint-Denis, where the athletes' accommodations within new buildings will be converted into office space once the sporting event has ended.

An increasing number of VINCI Construction France projects are covered by comprehensive performance contracts, allowing for better control of construction and operating costs. The partnership with the future technical operator protects construction choices and provides two viewpoints to ensure that works are carried out in compliance with the project agreement. Key wins in 2021 include the renovation and restructuring contract for four buildings at the Télécom Paris site (located in the French capital's 13th arrondissement), a construction, operation and maintenance contract signed in March, and works on the Carreire campus of Université de Bordeaux, under a comprehensive performance contract that combines a five-year operation and maintenance agreement with an energy efficiency commitment over the same period.

VINCI Energies develops software solutions to manage the environmental performance of buildings. Nooco is an RE 2020-certified solution used to check a building's regulatory compliance. Another solution is P2C, which optimises maintenance to improve the energy efficiency of buildings.

Energy transition of infrastructure

In 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 2021, VINCI Energies was awarded or re-awarded 21 energy performance contracts (EPCs), for a total of 150 currently in effect (actions such as optimising public lighting, monitoring energy consumption for buildings or energy efficiency for industrial processes, designing and installing smart grids, etc.). In France, companies from the Building Solutions and Citeos networks are supporting their customers to carry out energy efficiency work funded through energy savings certificates.
- Training in carbon accounting was launched in 2021 for operational managers, with specific tools developed to analyse the carbon life cycle of projects and offer customers environmental alternatives that can reduce their own carbon footprint.
- Today, the development of wind farms, solar farms, hydroelectric power plants and biomass facilities is fully integrated into VINCI Energies' activities. Since its activities were launched, VINCI Energies companies have been involved in developing a number of electricity production projects. In 2021, Omexom's infrastructure businesses had a total installed capacity of 12 GW generated by wind and solar power alone.

VINCI Construction participates in building low-carbon energy infrastructure, such as wind farms and their storage solutions. VINCI Construction Grands Projets is building a 350 MW pumped storage hydroelectric plant in Abdelmoumen, Morocco, to help offset any intermittency in wind power supply. Geocan has commissioned the longest seawater air-conditioning (SWAC) system for the Taoone campus of Papeete hospital in French Polynesia. By drawing cold water from a depth of 900 metres, the SWAC system delivers cool air to the buildings and reduces electricity consumption by 12 GWh, i.e. 5,000 tonnes of CO₂ equivalent per year.

VINCI Autoroutes launched new renewable energy production operations in 2021. The aim is to build large photovoltaic farms wherever land conditions allow – depending on solar radiation levels, topography, environment, urban planning and distance from the electricity grid – along abandoned motorways, Eurovia quarries, and even on land outside VINCI Group sites. The energy produced will then be sold to the local power grid or directly to industrial customers. Under one of these projects, VINCI Autoroutes partnered with Tryba Energy to deploy a photovoltaic power plant along the A19 motorway, covering 5 hectares in Chantecoq in north-central France. On top of the output of its self-consumption facilities, VINCI Concessions has photovoltaic installations with a combined capacity of 11.6 MWp in 2021, which is fed into the power grid.

Net zero emissions as a service to our customers

Net Zero Initiative guidelines specify three ways companies can contribute to carbon neutrality. In anticipation of customer requests to use carbon sinks as a complement to measures they take to reduce emissions, some VINCI companies have gotten involved in developing them. For example, in 2021 VINCI Airports began financing forest carbon sink projects. For Lyon-Saint Exupéry and Lyon Bron airports, a local reforestation programme is being implemented in partnership with the French National Forest Office (ONF). This programme already covers 3.6 hectares, and other projects are planned, for example in France with the Label Bas Carbone programme in partnership with the Group's customers.

3.2.2.2 Monitoring performance

• Scope 3

Work in 2021 and 2030 target

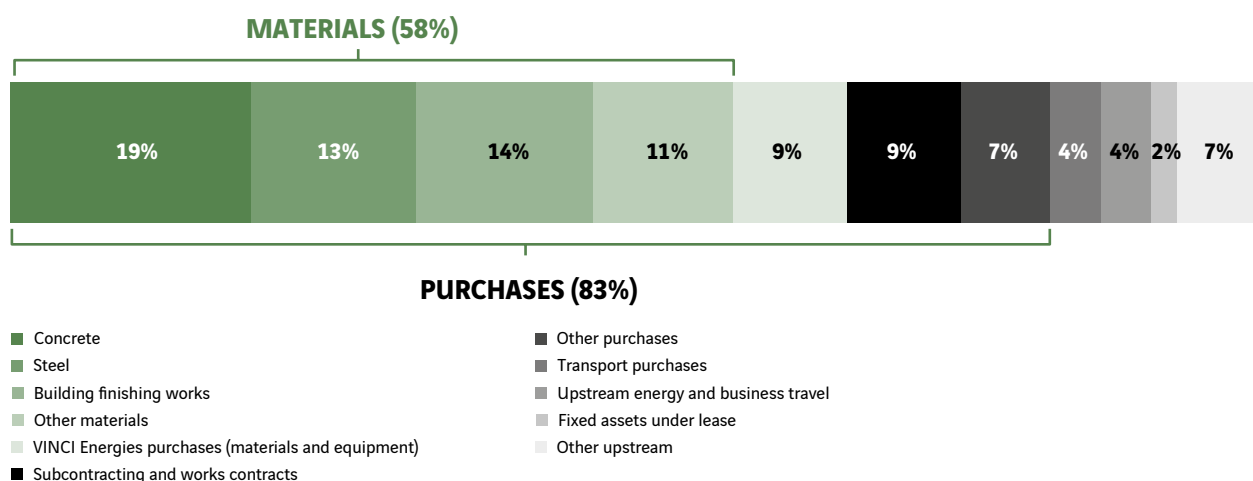
In 2020, VINCI conducted a comprehensive assessment of its indirect emissions via the Group's environmental correspondents. The first area of focus in 2021 was to improve the reliability of this assessment by reviewing the data and methodology with the assistance of an outside consultant. This work was used to align methodological interpretations between Group companies and broaden the assessment scope. The second area of focus was to quantify reduction levers. The quantification was based on actions already identified by business lines in their environmental action plans as well as on an analysis of the regulatory requirements and trends resulting from changes in the emissions of Group partners throughout the value chain.

Building on this work, a target has been set to reduce the Group's indirect emissions (Scope 3) by 20% by 2030 compared to its 2019 baseline. It involves an absolute reduction covering all emissions categories, upstream and downstream. It also goes beyond mandatory emissions, as defined by the GHG Protocol, as it covers emissions from motorway traffic. This target has been added to the target of reducing Scope 1 and 2 emissions by 40% between 2018 and 2030. Together, these two targets have been validated by the Science Based Targets initiative and make the Group's target-setting strategy consistent with a reduction well below 2°C. The next few months will be devoted to setting up a dedicated reporting system to monitor both Scope 3 emissions and emissions reduction plans. These plans will continue on from actions already taken and the many initiatives showcased at the VINCI Environment Awards.

Overview of VINCI Scope 3 in 2019 (baseline year)

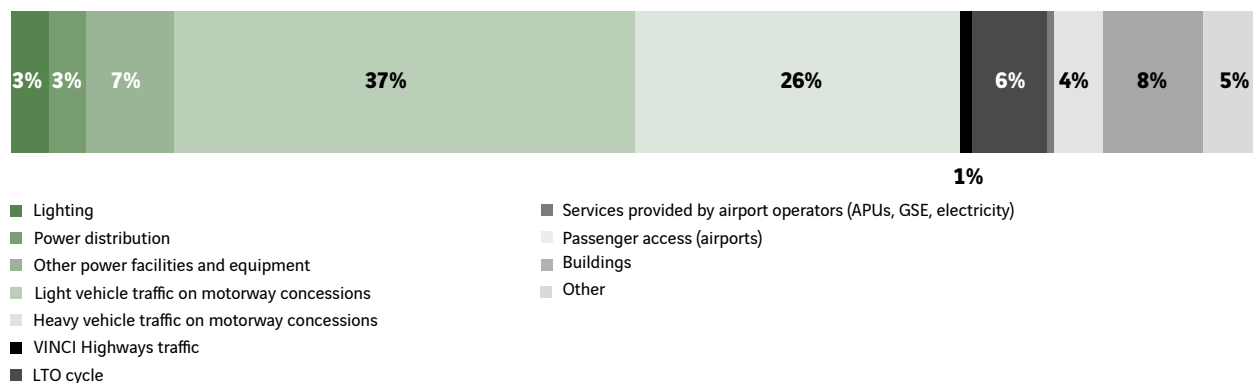
In 2019, VINCI's indirect emissions (Scope 3) totalled approximately 41 million tonnes of CO₂ equivalent, a level maintained in 2021. One-third of these emissions are produced by upstream operations and two-thirds by downstream operations. Two categories account for nearly 90% of emissions: purchases and the use of built, operated and maintained infrastructure.

About 83% of upstream emissions, totalling around 16 million tonnes of CO₂ equivalent, come from purchases, primarily construction materials (concrete, steel, bitumen, etc.).



Downstream emissions amount to 25 million tonnes of CO₂ equivalent, of which 16 million tonnes due to traffic on VINCI Autoroutes motorways and 3 million tonnes associated with the landing and take-off (LTO) cycle and passenger access at VINCI Airports as well as road traffic on networks operated by consolidated VINCI Concessions companies. Emissions connected with air and motorway traffic volumes in the Concessions business have been monitored annually for several years and were updated for 2021 (see the table below). As part of the work carried out in 2021 to enhance information reliability, the VINCI Highways business scope taken into account for VINCI Concessions was limited to its consolidated concession businesses. These emissions amount to 0.2 million tonnes of CO₂ equivalent, and were calculated by a specialised consulting firm for the following scope: Lima Expresa (Peru) and Gefyra (Greece).

Other downstream emissions, estimated at about 6.3 million tonnes of CO₂ equivalent, mainly include emissions associated with the use of equipment installed by VINCI Energies and the use of buildings completed by VINCI Construction.

**Scope 3 data monitored in 2021**

In 2021, only emissions from motorway and airport operations were updated. This data is presented below and set against direct emissions (Scopes 1 and 2).

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

	VINCI Autoroutes		VINCI Airports	
(in tonnes of CO ₂ equivalent)	2021 ^(*)	2020 ^(*)	2021	2020
ISO Scope 1 and 2 emissions	20,951 <input checked="" type="checkbox"/>	21,369 <input checked="" type="checkbox"/>	91,911	99,056
User/third-party emissions (Scope 3)	12,980,038 <input checked="" type="checkbox"/>	11,308,416 <input checked="" type="checkbox"/>	948,771 ^(**)	2,588,246 ^(**)

^(*) Emissions for the environmental reporting period, i.e. from 1 October in year Y-1 to 30 September in year Y for 2020, and from 1 January to 31 December 2021. User emissions uniquely generated by fuel combustion of vehicles on motorways, excluding upstream emissions from fuel combustion.

^(**) 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.

☒ Data checked to a level of reasonable assurance.

3.2.2.3 External recognition

In line with its announced plans to reduce its indirect emissions and quantify this reduction, VINCI has integrated a 20% target to reduce Scope 3 emissions into its environmental ambition. The Group's application submitted to the Science Based Targets initiative (SBTi) has been validated. The Group's target-setting strategy aligns with a reduction well below 2°C, and its review by the SBTi guarantees the methodological framework covered by this target: mandatory inclusion of emissions, non-inclusion of offsetting to meet targets.

3.2.3 Resilience of projects and structures

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, and it has gained recognised expertise in this area. 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.

	Actions taken	Performance indicators
Fixed sites	– Perform a self-assessment of climate risks on existing sites and a preliminary analysis of climate risks for sites under construction	– Percentage of fixed sites that have had a climate risk assessment
Bidding	– Use decision-making tools (analysis grids, flow charts) to identify and anticipate project issues in the bid proposal phase	– Inclusion of environmental risks in risk maps and bidding procedures

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 2100, according to the 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.

In 2021, climate change adaptation projects included the expansion and renovation of the fishing port of La Cotinière, on Île d'Oléron in western France, at the request of the Charente-Maritime departmental authorities. GTM Bâtiment Aquitaine, VINCI Construction Terrassement and VINCI Construction Maritime et Fluvial carried out the works, which aimed to increase safety for entry into the fishing port day and night. VINCI was tasked by EDF with the maintenance of the gravel trap on the Buëch river in south-east France. The clean-up aimed to reduce the risk of flooding and silting both upstream and at its confluence with the Durance.

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. In June 2021, Leonard won a public call for projects launched by Ademe on regional resilience. The project involved creating a guide to help regions and municipal decision-makers develop a new standard for ordinary city streets for the post-carbon, post-Covid world. The guide has a heavy focus on transforming mobility, as well as two main action points: soil and land transformation, and transforming land use.

An e-learning module was released to help Group employees become familiar with the concept of resilience and understand the resilience challenges of Group businesses and its customers' businesses. The Group is also carrying out significant research both internally and with its scientific partners on issues such as adapting neighbourhoods to heatwaves, managing the urban heat island effect, flood prevention, etc.

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. The tool has been used for several projects under development. On some of them, this pre-assessment has in turn prompted studies of vulnerability to climate events based on the RCP 4.5 and RCP 8.5 scenarios used by the IPCC.

A study was launched in 2021 on the climate change resilience of the South Europe Atlantic high-speed rail line. The line's vulnerability was assessed using the methodology detailed in the paper "Vulnerability and risks: transport infrastructure and climate change". The climate scenarios applied in the study were RCP 4.5 and RCP 8.5. The results of the study will be released in mid-2022.

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.

3.3 Optimising resources thanks to the circular economy

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. Implementing circular economy principles means rethinking the way resources and waste are consumed, produced and managed, by improving design and production processes, reducing the extraction of virgin raw materials, and promoting reuse and recycling as well as more efficient techniques and practices.

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 of engagement:

- promoting the use of construction techniques and materials that economise on natural resources;
- improving waste sorting and recovery;
- reducing the extraction of virgin materials by developing a range of recycled materials.

This ambition is deployed while integrating realities experienced on the ground, with initiatives built around meeting the specific requirements of VINCI's businesses (see the summary of the main commitments by business line and by area, page 204). To support this, a circular economy community of experts from VINCI divisions was formed to share best practices, keep abreast of regulatory changes and foster the adoption of common, cross-business practices.

3.3.1 Promoting the use of techniques and materials that economise on natural resources

3.3.1.1 Responsible sourcing actions

Actions taken	Performance indicators
Eco-design <ul style="list-style-type: none"> – Use smaller amounts of resources in construction by developing eco-design approaches and solutions to reduce waste at source – File patents for eco-designed products 	– Number of R&D programmes or patents focusing on environmental issues
Sourcing <ul style="list-style-type: none"> – Favour the use of secondary, recycled or reused materials in each major supply chain (aggregates, steel, inert materials, biomass, etc.) – Encourage the use of reused or recycled materials when serving as programme manager on concessions 	– Amount of reused or recycled materials for a selection of relevant supply chains by entity

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

Based on eco-design research conducted by VINCI-ParisTech lab recherche environnement, tools were created to take into account the entire life cycle of projects, primarily in the construction sector. A doctoral research project is being carried out by a student from the École des Ponts based on data from VINCI company worksites (Cardem and VINCI Construction France) to study the reuse of construction materials.

In the Group's construction activities, efforts to minimise the use of virgin materials are implemented directly by divisions and focus on reducing consumption, sourcing locally to create closed recycling loops, and using recycled, reused and reconditioned materials. On the High Speed 2 railway construction project in the United Kingdom, the Balfour Beatty-VINCI Construction joint venture managed to reduce the projected amounts of lime to be used from 500,000 to 350,000 tonnes. The use of bio-sourced materials is also on the rise. In 2021, VINCI Construction France continued to develop its expertise in this area. For example, on the Jardins de Vilvent project in Nazelles-Négron in central France, delivered at the end of 2021, 108 tonnes of bio-sourced materials were used (wood fibre insulation, timber-frame construction, sunshade structure in Douglas fir, etc.), enabling it to achieve a threshold of 18 kg/sq. metre of floor area, in line with Level 1 of the NF Habitat Bâtiment Biosourcé certification label. Finally, many projects carried out in 2021 have employed reused materials as part of the Group's responsible sourcing approach. As an example, more than 7,000 sq. metres of false flooring slabs were reused on the Paris public hospitals headquarters project.

VINCI Immobilier is also experimenting with the reuse of materials. A case in point is the reuse of 6,000 tonnes of crushed concrete as backfill on the Ovelia senior residence programme and on housing under home ownership incentive programmes in Amiens.

In the Concessions business, most raw materials consumption is monitored, in particular the consumption of asphalt mix to maintain motorways in France. VINCI Autoroutes has set a target to recycle 90% of asphalt and aggregates from removed pavement materials and reuse half at its own worksites. This goal is routinely included in any bids it submits for motorway maintenance contracts. As a result, out of a total of 1.1 million tonnes of reclaimed asphalt pavement from road repair projects, 42% was recycled directly at VINCI Autoroutes' worksites. Some pavement renovation projects led in 2021 met high recycling targets: on the A8 motorway, nearly 15 km of the road surface between Nice and the Italian border was entirely renovated using recycled asphalt materials. For the renovation of the A10 and A11 motorways, more than 40% of aggregates from milled pavement material have been recycled directly into the new pavement mix, and the remainder has been used on other operations.

Efforts to promote responsible purchasing were stepped up in 2021 at both business line and Group level, to obtain materials and equipment with a lower environmental impact (see paragraphs 4.4.2 and 4.4.3 of section 4, "Duty of vigilance plan", pages 252 and 254). In 2021, VINCI Airports completely reviewed its environmental clauses in agreements with third parties operating at its airports so that these clauses could be applied at all the airports in its network. At Lyon-Saint Exupéry airport, the Zefiro project was launched in late 2021 to eventually replace single-use plastic cups with reusable cups. At VINCI Autoroutes, in 2020 the concession company Escota had 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 (CPIEs), to aim for a "zero plastic" Mediterranean region. The initiative continued in 2021 with, for example, the retail partner E.Leclerc, by trialling solutions to avoid producing waste at the source in all activities concerned (shops, catering, cafés, delivery, etc.).

In terms of external recognition, VINCI was reviewed by CDP Forests for the second year and earned a score of C, “Awareness” level. Wood is one of the most challenging resources used by Group’s businesses, in terms of procurement risk management and performance in combating deforestation. The risks relating to this natural resource essentially concern the activities of Arbonis, as well as those of other VINCI subsidiaries, including Tarare Bois and CBCI. These activities pay close attention to their sourcing practices. The vast majority of their purchases (more than 80% of their supply) are either PEFC or FSC certified, and come from sustainably managed forests in France, French Guiana (especially for CBCI, which operates in French overseas territories) or Northern Europe.

3.3.1.2 Solutions designed to promote responsible sourcing and the deployment of 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 2021, Arbonis was involved in major projects in France, including the Jacques Chirac convention and exhibition centre in Valence, where the structural frame is built with four prefabricated beams. Another project, the Treed It mixed-use programme in Champs-sur-Marne outside Paris, reflects the role that Arbonis plays in the construction sector’s shift towards wood. Wood and concrete were combined in a way that makes the most of the performance potential of each material. The 11-storey tower has a timber frame (awarded the level 2 Bâtiment Biosourcé label), its wood and concrete flooring was built using the Arbodal process (a fireproof wooden slab construction system), and the silo car park is also made of wood.

In addition, Eurovia continues its work on life cycle analysis for environmental products and solutions (high-percentage recycled roads, fully recycled roads, Power Road® technology), 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. In 2021, Eurovia’s divisions in Nîmes and Albi completed the first Recyvia®-E project in Lozère in southern France, selected as an alternative to a more traditional offer. This process is used to recycle old road surfaces and reuse 100% of the materials in situ, thereby minimising the use of virgin materials.

3.3.2 Improving waste sorting and recovery

3.3.2.1 Actions to improve waste sorting and recovery

Group subsidiaries are taking action to reduce the amount of waste generated and maximise waste recovery rates, both in construction and energy activities, which deal mainly with large volumes of worksite waste, and at concessions, 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.

	Actions taken	Performance indicators
Reducing waste at source	<ul style="list-style-type: none"> – Implement plans to manage waste materials at worksites – Roll out programmes to phase out single-use plastics at some entities, in particular VINCI Construction Terrassement, and at motorway service areas in partnership with retail brands 	– Amount of waste generated per year
Waste recovery	<ul style="list-style-type: none"> – Improve waste sorting – Increase waste recovery rates, with targets by geographical area at some entities 	– Share of waste recovered by qualified service providers (excl. hazardous waste)

Hazardous and non-hazardous waste

	2021					2020				
(in tonnes)	VINCI Autoroutes	VINCI Concessions	VINCI Energies	VINCI Construction	VINCI Immobilier	VINCI Autoroutes	VINCI Concessions	VINCI Energies	VINCI Construction	VINCI Immobilier
Non-hazardous waste	72,877	20,942	660,823	4,236,016	1,553	16,856	29,112	519,110	3,503,172	1,161
Hazardous waste	536	775	6,927	76,993	-	590	836	5,207	129,419	1

Movement in these indicators is tied to improvements in monitoring as well as the phasing of projects during the year and the nature of work carried out. In the Group’s construction activities, and especially those relating to civil engineering structures, worksites can generate large quantities of inert waste at the start of a project. For VINCI Autoroutes’ road maintenance projects, the quantities of inert waste generated vary from one year to the next. The reporting scope for waste recovered includes the entire Concessions business, but not all VINCI Energies and VINCI Constructions entities (see “Note on the methods used in workforce-related, social and environmental reporting”, page 258).

• Waste reduction and recycling in the Concessions business

As for waste generated by motorway users, all of the rest areas on the network are equipped with sorting bins. Since 2020, efforts have focused on reducing waste, especially plastic (see paragraph 3.3.1.1, “Responsible sourcing actions”). Every year, VINCI Autoroutes’ teams lead strong user awareness initiatives to fight littering and encourage users to sort their waste. Nudge techniques were trialled in 2021 at the Loupian and L’Arc rest areas, taking a fun and educational approach to encourage users to sort their waste. Once sorted, the waste from operations produced by VINCI Autoroutes is shipped to external recovery and treatment facilities; 74% of waste from operations and rest areas directly operated by VINCI Autoroutes was recovered in 2021. The VINCI Autoroutes Foundation has also produced a video that has been posted online and on social networks. It has since been viewed more than 6.1 million times, urging all citizens to think about their own tendency to litter and what they can do to stop it. Finally, VINCI Autoroutes and Sytrad, a waste treatment collective of Ardèche-Drôme in south-east France, have signed an agreement to improve waste recovery at some 30 rest areas, and at several carpool parking facilities, where more than 500 semi-underground containers have been installed to collect 900 tonnes of waste every year.

79%**of waste recovered at VINCI's concessions in 2021**

Given their extensive international operations, VINCI Concessions business lines 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.

To engage the entire aviation community in achieving this goal, Aerodom launched Pacto Verde in the Dominican Republic. In 2021, this initiative won the Green Airport Recognition Professional Award from Airport Council International Latin America & Caribbean (ACI-LAC). Pacto Verde signatories pledge to set out a waste management plan based on a circular economy model, a change in corporate culture and a sustainable purchasing policy.

On the Group's international motorways, some areas do not have a waste collection and treatment network in place. A case in point is the Lima Expressa infrastructure in Peru, where local residents litter the motorway with their rubbish due to the lack of facilities in their neighbourhoods. To remedy the situation, the company has launched numerous awareness campaigns to reduce waste. In 2021, it signed an agreement with the Peruvian Ministry of the Environment to take general solid waste management measures (e.g. support for local authorities on a waste segregation at source programme and collection of municipal solid waste). On the East End Crossing Partners network in the United States, five waste bins were installed in 2021 for pedestrians and cyclists using the bridge. These connected, solar-powered units measure the fill rate to optimise collection frequency and improve recycling.

In addition to raising awareness, the Group's concession companies are working to find effective and relevant waste recovery solutions. Again at Lima Expressa, in a partnership with a local organisation that helps women to find jobs, the advertising banners used for communication campaigns are now repurposed to design bags for the company's new employees. At airports, a great deal of waste comes from the inspection and security points before boarding. VINCI Airports is aware of the issue and has implemented several initiatives, such as installing prep areas at London Gatwick airport, with secure bins where passengers can discard prohibited items. These items are then recycled in the airport's recycling centre. Biowaste is transformed into biomass for a boiler, and packaging and liquids are recycled. The Porto airport provides two sinks for travellers, one for water and one for other liquids. The water is then treated, with up to 250 litres reused per day, mainly for watering.

Airports are also taking measures to sort waste from passengers during their flights. For health reasons, international regulations require specific disposal methods, such as incineration (preferred) or sterilisation before being sent to landfill. However, an analysis of the waste produced by airlines showed that it could be recycled. VINCI Airports collaborated with the airline EasyJet to define a procedure for staff to follow, an information message for passengers and a range of non-opaque rubbish bags in two colours. At the same time, VINCI Airports worked with Nantes Atlantique and Lyon-Saint Exupéry airports to make sure that the two separate waste streams (recyclables and other waste) are collected in separate containers as aircraft arrive, making it possible to recycle cups, cardboard, magazines and cans.

17 sites**with zero waste to landfill at VINCI Concessions in 2021**

• Waste reduction and recycling at the Energy and Construction businesses

These businesses work to prevent producing waste at the source, improve their waste management and develop sorting solutions to increase recovery rates, while implementing reuse solutions whenever possible. For example, Eurovia has applied selective demolition techniques to transform road surfaces into recycled materials. The Major Projects Division as a whole has made the commitment to recycle 90% of the waste it produces through existing waste recycling facilities by 2030. Some entities set specific targets, including VINCI Construction Terrassement, which endeavours to reduce its production of packaging waste and achieve the "zero plastic" objective by 2030. And through its framework document, VINCI Construction France has laid down specific worksite waste recovery targets, such as sorting all waste and reaching a recycling rate of 80%. Awareness actions regarding the importance of waste sorting, as the first essential step, were strengthened in 2021, in particular by improving signposting on worksites and by organising regular training and awareness sessions.

The VINCI Energies divisions that were part of the reporting scope in 2021 achieved recycling rates of 69% for hazardous waste and 72% for non-hazardous waste. At VINCI Construction, only the Central Europe division is included in the scope for waste recovered, with recovery rates of 31% for hazardous waste and 93% for non-hazardous waste.

• Reusing worksite materials

VINCI companies are increasingly looking into reuse. As no new materials or waste are produced, this solution is the most beneficial to the environment. VINCI Construction launched several initiatives in 2021 in materials reuse systems. For example, ten types of materials were reused and recycled on the MGEN worksite located on the esplanade above Paris-Montparnasse station, preventing 100 tonnes of waste. As they gain in expertise and visibility, resale marketplaces also play a role in shifting practices towards reuse as a method of waste treatment. More than 500 sets of metal shelves from the site of the Ministry of Culture's Bons-Enfants building were sold on resale platforms. On Réunion, VINCI Construction Dom-Tom is also developing the reuse of demolition materials with a second-hand materials market open to the public and the opening of a materials library.

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. The CircoLab® label was launched in 2021, providing programme managers with standards to support them in developing their reuse initiatives, compiling reuse experience and defining a framework for measuring the qualitative and quantitative performance of reuse for property development projects. The label features five levels of performance, and all types of buildings are eligible.

VINCI Energies companies are also developing actions to reduce waste: the German firms recycle construction waste for use as Class I recycled construction materials and the Swedish ones go to great lengths to reuse excavated material directly on construction sites using specially designed machines.

Reuse is becoming standard practice in the Group's property development businesses. The emblematic Universeine project has set two reuse requirements: 75% of materials used for the structures to be delivered in the first phase in 2024 must be dismantled, reused or recycled after the project, and at least 10% of materials collected as a result of the reversibility work, in terms of mass, must come from reuse. To meet these requirements, teams identified which items were in adequate supply and compatible with standards (especially noise insulation and fire safety). Several categories of materials for indoor and outdoor use were chosen. On the lot Saint-Germain project in the 7th arrondissement of Paris, a resource assessment determined which materials could likely be reused, leading to the resale of parquet flooring, light fixtures, plumbing fittings and radiators.

• Increasing materials recovery

VINCI's construction businesses continue to roll out waste recycling actions, setting targets for each project and type of waste, searching for appropriate facilities, identifying solutions to improve sorting, etc. For example, as part of energy renovation projects for Maine et Loire Habitat, VINCI Construction France set up a mobile waste collection centre on worksites and planned for weekly collection of sorted waste. The initiative improved waste traceability and enabled the reuse of hot water tanks, with no sorting errors. Apart from better sorting practices, improving on-site waste recovery also requires partnerships. VINCI Construction France achieved a recycling rate of more than 85% on the prisoner rehabilitation and integration assistance facility project in Coulaines in west-central France by asking its suppliers, service providers and local organisations to recover and recycle scrap materials, such as polystyrene, metals and wooden pallets. Another partnership example involves the site of the future swimming pool in Saint-Denis, where Cardem (Eurovia) teamed up with SPL, a Eurovia subsidiary that recycles and sells road materials, and batiRIM®, a digital selective building demolition solution. The building's finishing works were mapped out to meet the target of recycling or reusing 100% of the excavation material from the site. Approximately 90,000 tonnes of excavated material were collected and delivered to the appropriate recovery facilities.

3.3.2.2 Solutions: 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 faster and more efficient vehicle collection, Waste Marketplace also supports companies in implementing custom solutions to handle special waste and improve recovery rates. It achieves this through a network of waste treatment specialists and industrial users of secondary raw materials, by adapting containers to waste streams and guaranteeing waste traceability.

Another spin-off from Leonard's intrapreneurship programme is La Ressourcerie du BTP, a marketplace used to promote the reuse of materials collected from demolition sites, which includes a professional integration component. La Ressourcerie du BTP offers reused materials, equipment, and even site surpluses, to avoid disposing of them. The digital tool launched in April 2021 traces all these streams, and all waste supplies from La Ressourcerie du BTP can be found online. Among the projects on the marketplace is one at the demolition site of the former prison in Le Havre where, in partnership with Cardem (Eurovia) in particular, a team of workers on integration programmes removed the materials before cleaning and packaging them. This prevented 36 tonnes of waste from this project going to landfill, and within one month, 50% of the materials were resold.

At VINCI Energies, companies are moving into the refurbished products market, promoting repair as an alternative to buying new equipment, and therefore extending the equipment's useful life. As such, many companies collect equipment from customers having preferred new products. Components are then reconditioned and the equipment reused.

3.3.3 Developing recycling solutions

3.3.3.1 Actions to recycle materials

The business of some Group companies is to produce materials, for example quarry operations. Their main challenges are therefore to develop alternatives to primary materials by deploying recycled materials and developing recycling facilities.

Actions taken	Performance indicators
Supply of recycled materials	<ul style="list-style-type: none"> – Increase the number of fixed sites able to take in and process recycled materials (Granulat+ programme) – Promote the Group's selection of recycled materials in all geographies
	<ul style="list-style-type: none"> – Percentage of production sites active in the circular economy – Volume of recycled materials produced at quarries and processing facilities

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, which 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 a twofold increase in the production of recycled materials (compared with 10 million tonnes produced in 2019). 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. In 2021, Eurovia stepped up its action in the construction materials recycling market, reaching 14 million tonnes of recycled materials produced at 130 sites as part of its Granulat+ programme. This circular economy initiative brings together the largest network of facilities for treating mineral waste from the construction and manufacturing industries in France. Granulat+ labelled sites are equipped with dedicated waste collection, sorting and recycling facilities to recover mineral waste from construction and manufacturing operations, enabling them to serve as materials recycling hubs for their region. Each Granulat+ site sorts the waste it collects, and optimises recycling and recovery, while guaranteeing full traceability. Eurovia currently aims to improve the treatment of recycled materials so that they can be used for more diverse purposes. Progress in recycling techniques should eventually pave the way towards “perpetual quarries”, which would operate without virgin mineral deposits.

14 Mt

of recycled aggregate mix out of VINCI Construction's total annual production in 2021

VINCI Construction France's subsidiary Extract is also active in waste recovery, specifically in soil and sediment waste. In 2021, a former military site used as an army fuel depot in La Courneuve outside Paris was remediated. The 40,000 cu. metres of soil treated using in situ bioremediation will be reused in the development of subsequent installations. The Bruyères-sur-Oise facility north of Paris processes 400,000 tonnes of soil and sediment per year. Also in 2021, a new filter press plate installed in the materials clean-up workshop has increased dehydration performance for fine particulate matter by more than 50%.

When acting as programme managers, VINCI's concession companies are also involved in promoting recycled materials by including materials recycling requirements in their programme specifications. At VINCI Autoroutes, pavement renovation contracts include targets to maximise reuse of asphalt mix generated by worksites as new asphalt mix.

Waste recycling and recovery at VINCI Construction, with change

	World			France		
	2021	2020	2021/2020 change	2021	2020	2021/2020 change
Percentage of asphalt mix made with reclaimed asphalt pavement	20.0	19.0	+5.3%	20.0	19.0	+5.3%
Production of recycled material (in millions of tonnes)	14.0	12.0	+16.7%	8.5	8.0	+6.3%
Total recycled material as a percentage of total aggregate production	15.0	14.0	+7.1%	17.5	17.0	+2.9%

Operations in some geographical areas where Eurovia is active, such as the United States and Germany, have already met and exceeded the target of making 25% of asphalt mix with reclaimed asphalt pavement at worksites. Other regions are setting up recycling plants, and in 2021 the first plant of this kind was installed in French Polynesia, which aims to make 35% of its asphalt mix from reclaimed asphalt pavement.

Eurovia continually develops innovative solutions. In 2015, Eurovia built a solution to recover up to 100% of materials from old road surfaces for reuse in new pavement. To reach that target, the next-generation TRX 100% continuous mobile asphalt plant was eco-designed, and a new approach to the formulation methodology was developed to guarantee asphalt mix quality. This approach involves collecting 100% of the pavement milled to prevent waste, while limiting the use of natural aggregates and bitumen. In 2021, this solution was implemented on the A89 renovation site (VINCI Autoroutes), where 70% of recycled mix was used.

In addition to recycling materials, VINCI Immobilier is working to develop the concept of land recycling and pledges to dedicate more than 50% of its revenue to these efforts by 2030 (see “Overview of the main commitments by business line”, page 204). This commitment is demonstrated through actions in the areas of soil remediation, resource conservation and the avoidance of soil sealing. This is VINCI Immobilier's way of contributing to creating the city of tomorrow, renovated over the city of today. Land recycling refers to developing

property on obsolete land that has been restored and repurposed because it no longer serves its previous purpose or the buildings on it have fallen into disrepair. The notion of recycling applies when activity has stopped or is planned to discontinue in the near future. Examples of land to be redeveloped include abandoned industrial facilities, dilapidated housing, polluted land, and obsolete office complexes or shopping areas.

3.4 Preserving natural environments

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, while adapting to emerging ecological and climate challenges. The Group already provides solutions that address these issues, such as water management (water treatment plants and processes), and ecological restoration and transparency (reconfiguring stream and river channels, wildlife crossings, etc.), but VINCI takes steps to continue to develop and innovate. Drawing on external local experts, the Group develops staff expertise so that they can bring its projects relevant, effective solutions in all stages of a project.

To this end, by 2030 VINCI pledges to:

- 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.

In 2021, all VINCI business lines built road maps that take the specific issues they face relating to natural environments into account. For example, VINCI Immobilier has undertaken to achieve “no net land take” by 2030, thus 20 years ahead of the target set by the Climate and Resilience Law in France. To support them in these endeavours, some VINCI companies have forged partnerships with the scientific community and non-profit organisations (see paragraph 3.1.4, “Dialogue with stakeholders”, page 209).

A governance approach for biodiversity preservation has been in place for several years to coordinate the Group's commitments (see paragraph 3.1.1.1, “Internal governance”, page 204). 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.

In 2020, VINCI continued its support for the voluntary initiative act4nature international (<https://bit.ly/3lbeh6u>) initiated by the French organisation Entreprises pour l'Environnement and many other partners. The Group is one of the 57 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. VINCI's action plan covers five main points (<https://lc.cx/lkkKOE>) and was approved by the act4nature international Steering Committee (<https://bit.ly/3A5JIBl>), made up of representatives of environmental NGOs, scientists, government authorities and business networks. Progress on road map implementation is reviewed regularly and publicly disclosed (<https://lc.cx/niEcUF>, in French only). Several Group entities are also involved in act4nature programmes at the national level. For example, ANA, the company that manages the airports in Portugal, became a signatory to act4nature Portugal (<https://bit.ly/3nvcXu>), an initiative from the Business Council for Sustainable Development (BCSD) Portugal. Eurovia France is a recognised member of the Entreprises Engagées pour la Nature – act4nature France programme, supported by the French Office for Biodiversity and the Ministry of the Ecological Transition for its action plan to promote biodiversity (<https://bit.ly/2MbRVKf>, in French only). Also a member of the Entreprises Engagées pour la Nature network, VINCI Construction Terrassement earned AFAQ biodiversity certification, becoming the second company in France, and the first in the construction industry, to obtain the certification, in addition to its ISO 14001 certification.

3.4.1 Preventing pollution and incidents

3.4.1.1 Actions to prevent pollution and incidents

Group businesses take steps to prevent environmental incidents, reduce noise and light pollution and improve air quality in both the construction and operating phases. 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), details the structures in place to prevent any harm to the environment (see paragraph 4.4, “Duty of vigilance with regard to the environment”, page 250). All Group business lines also conduct employee training and awareness initiatives (see paragraph 3.1.3, “Employee training and awareness”, page 208).

	Actions taken	Performance indicators
Environmental management plan	– Define environmental management indicators as well as a governance system and formal responsibilities for environmental management	– Percentage of business lines having implemented an environmental management plan
Training	– Develop business-specific training and awareness tools	– Number of hours of training devoted to the environment

• Preventing environmental incidents

As the Group's business activities could be responsible for pollution and environmental incidents, its environmental ambition aims to prevent these events by systematically implementing an environmental management plan. Procedures and measures planned in case of an environmental incident are outlined in the duty of vigilance plan (see paragraph 4.4, “Duty of vigilance with regard to the environment”, page 250).

On 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, 98% of salt piles are covered and 90% 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 in machinery, temporary retention ponds, etc.).

In 2021, 10 environmental incidents concerning a VINCI subsidiary or its subcontractors were identified. These incidents involve cases of pollution having required clean-up by external specialists and that have consequences stretching beyond the boundaries of the entity or worksite. For the most part, the incidents identified in 2021 involved oil or emulsion leaks as a result of damage caused to site machinery or equipment. The appropriate actions to avoid release into the environment and any specific treatments required were put in place rapidly by the teams (evacuation of contaminated soil, installation of containment barriers, pumping, chemical analysis, etc.). A small quantity of concrete was also spilled at a worksite in a coastal area. There was no impact on the maritime environment thanks to the procedures put in place right away (floating boom, pumping of turbid water and inspection of the environment using an underwater drone).

• Air quality

For construction companies, this issue covers several aspects and requires a range of appropriate measures: limiting emissions due to the use of machinery and vehicles, protecting indoor air quality in new and existing buildings, etc. In 2021, VINCI Construction France further developed the IAQ Ready programme, an indoor air quality management plan for all buildings and every project phase. This approach is used to control impacts during construction and provides a global approach during the work performance phase to raise awareness about good practices, equip the site, check systems and materials, and monitor air quality to anticipate customer requirements.

To reduce the amount of dust produced, earthworks sites and quarries hose down operation areas whenever needed. Additionally, during the earthworks phase, operators first make sure that weather conditions are suitable 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 3.2.1, “Reducing the Group’s direct emissions scope (Scopes 1 and 2)”, page 210).

For the VINCI Concessions companies operating airports and motorway infrastructure, most air emissions are generated by users of aircraft, cars, trucks, etc. The entities concerned take several measures to reduce these emissions (see paragraph 3.2.1.2, “Monitoring performance”, page 213). VINCI Airports measures air quality at the London Gatwick, Nantes Atlantique, Lyon-Saint Exupéry, Lisbon, Porto and Funchal airports. London Gatwick implements a local programme to continuously monitor air quality, which shows that local air pollution has steadily dropped over the past two decades, due to long-term improvements in standards for aircraft engines, fuel, road vehicles, etc.

• Noise pollution and vibrations

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 operating phases, including adaptations to a motorway route, erecting noise barriers and embankments, etc.

In the Group’s construction activities, entities employ different techniques to reduce noise from worksites. Measurements to determine the impact of vibrations and noise from VINCI Construction facilities (fixed sites and worksites) are carried out on a regular basis and monitored. For example, classified facilities for the protection of the environment (ICPE) monitor the noise impact of facilities, and major construction sites are also monitored in this way.

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, 7,810 homes have been protected from noise on VINCI Autoroutes motorways. The A355 project was designed to achieve good noise performance with the installation of 11,470 sq. metres of noise barriers, a cut-and-cover tunnel, and an adapted road surface. 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 with local residents have also been taken by LISEA along the South Europe Atlantic high-speed rail line.

• Light pollution

The light required for the operations and safety of some Group activities can be a source of light pollution. To limit this light pollution, 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. VINCI Energies frequently collaborates with universities and design firms to develop public lighting projects that limit light pollution and respect existing dark corridors to preserve local fauna.

3.4.1.2 Solutions for preventing pollution and incidents used by customers

VINCI companies develop solutions to measure and control pollution, in particular urban air quality, to be used by public officials. 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. Several VINCI Construction entities also offer their customers land remediation solutions (Navarra TS, Extract, etc.).

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). For example, on the lighting project for the Jacques-Gabriel bridge in Blois in central France, the teams worked in partnership with ecologists who recommended light sources not to be directed directly towards the water surface. Also, lighting colour is adjusted for the time of day and the season, based on the species present (warmer lighting during the nesting period, etc.).

3.4.2 Optimising water consumption

3.4.2.1 Actions to optimise water consumption

VINCI businesses need water, and this can have direct and indirect impacts on natural environments. In addition to preventing water pollution, water resources must also be optimised. 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.

Actions taken	Performance indicators
Monitoring and reduction of water consumption	– Quantity of water consumed
– Enhance data reliability for water consumption and water taken from the natural environment	
– Disseminate best practice reference guides adapted to each business	
– Develop solutions to reduce consumption and promote recycling and reuse	

VINCI responded to the CDP Water Security questionnaire for the tenth time in 2021 and is thus today among the 13,000 companies worldwide that take part in this disclosure initiative supported by 590 global investors. In 2021, the Group achieved a B score, thus maintaining its level of performance. This result also highlights the Group's strong management of its water resources and effective analysis of its water supply risks 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

	2021	2020	Change
Concessions	2,843,107	2,954,384	-3.8%
VINCI Autoroutes	856,204	743,870	+15.1%
VINCI Airports	1,937,852	2,155,200	-10.1%
Other concessions	49,051	55,314	-11.3%
VINCI Energies	482,556	449,482	+7.4%
VINCI Construction	9,586,269	7,780,136	+23.2%
VINCI Immobilier	116,239	147,645	-21.3%
Total	13,028,171	11,413,666	+14.1%

In 2021, total consumption of water purchased was up 14% relative to 2020, returning to a level similar to that seen in 2019 (decline of 1%). This was the result of the resumption of operations, the integration of new entities and improvements in data collection. In the Concessions business, VINCI Airports reduced its water consumption by 10%.

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 in the course of concessions activities has been consolidated and presented in the table below. For VINCI Autoroutes, the increase in the consumption of water taken directly from the natural environment resulted from the rise in the level of use, directly linked to the public health situation, as well as various maintenance operations (cleaning of retention ponds, purging of drainage systems, etc.).

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

	2021			2020		
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Autoroutes	VINCI Airports	Other concessions
Water from boreholes and taken directly from the natural environment	330,690	362,121	1,078	317,487	353,142	3,342

• 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 (see "Overview of the main commitments by business line", page 204). To save water, VINCI Airports for example called on its entities to discontinue water salutes, a practice in which an arch is formed by plumes of water over the aircraft shot from fire truck water cannons. VINCI Airports is the world's first airport operator to discontinue this practice. Predictive irrigation systems are also implemented when necessary, reducing water consumption by up to 30%. Finally, Island Roads Services, a motorway concession on the Isle of Wight in the United Kingdom, reuses grey water to reduce consumption.

VINCI Autoroutes has pledged to reduce its water consumption by 10% by 2030, which it aims to achieve by closely monitoring equipment and through optimisation strategies, while setting a water consumption cap at its major worksites. Leak detection programmes have gone into operation with the installation of remote reading water meters, representing 23% of all meters on the network, making it possible to monitor water consumption in real time.

In 2021, VINCI Construction created a water management working group. This group compiles and reviews best practices to manage and reduce water consumption, drawing in particular on water-saving projects developed to compete in the VINCI Environment Awards (rainwater harvesting and use at worksites, closed water loops on recycling platforms and quarries, use of weather stations to adapt hosing practices at quarries, etc.).

3.4.2.2 Solutions for preserving water resources used by customers

Several VINCI companies develop solutions to conserve fresh water resources. Water Management International has created a connected flowmeter to monitor, check and reduce water consumption at a worksite, plant, infrastructure or building. VINCI Energies has developed a smart irrigation system for the city of Florence in central Italy, which can reduce water consumption for watering green spaces by 30%. The VINCI-ParisTech lab recherche environnement is 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.

3.4.3 Biodiversity preservation

Initiatives adapted to local environmental issues and the duration of the project are taken on long-term sites operated and managed by Group companies as well as worksites. VINCI has entered into specific commitments in this area as part of the act4nature international initiative.

Actions taken	Performance indicators
Zero use of phytosanitary products – Adopt alternatives to phytosanitary products, such as mechanical or thermal weed control practices 2030 Ambition: zero phytosanitary products used at all VINCI sites by 2030 (except where required under contracts or regulations)	– Use of phytosanitary products – Number of sites using no phytosanitary products
Action plans, tools and approaches – Roll out the biodiversity road map associated with the commitments to act4nature international – Employ an in-house strategy and tools to factor in biodiversity at the Group's worksites and infrastructure assets	– Number of worksites and fixed sites awarded biodiversity labels or certifications
Offsets and green works – Develop nature-based solutions to address climate change or flood risks, for example, especially through ecological engineering – Voluntary or regulatory offsetting projects depending on the context, methods for measuring biodiversity losses and gains, and indicators to monitor change over time	– Offsetting measures taken

3.4.3.1 Actions to reduce impacts

The Group implements a wide range of measures to reduce environmental impacts at both its fixed sites and its worksites. A significant number of these actions were shared via the VINCI Environment Awards in 2021, and a massive deployment of certain initiatives is planned beginning in 2022.

• Preserving biodiversity at concessions

Operators of linear infrastructure concessions are primarily concerned with limiting the fragmentation of natural habitats during operations as well as construction work and with reducing land use. Their efforts focus 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.

In 2021, VINCI Autoroutes began construction of three wildlife crossings, on the A71, A10 and A11 motorways. On the western Strasbourg bypass (A355), which was put into service in December 2021, the route of the infrastructure was optimised to minimise impacts on natural environments. In addition, 130 ecological transparency structures were built along 24 km, a ratio that is 20 times higher than on other French motorways.

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

	2021	2020	2019
Crossings for small and large wildlife (in number)	966	957	957
Fenced sections (in km)	8,922	8,765	8,765

In 2021, the number of wildlife crossings and the length of fenced sections increased compared with 2020. VINCI Autoroutes teams developed a smart fence, which it tested on the A64 motorway to detect any damage instantly.

As they design and operate infrastructure over the long term, concession companies can develop expertise and use their networks under concession for field surveys and educational initiatives. Six years after the initial feedback on the wildlife structures and monitoring, VINCI Autoroutes is working with the CNRS, LPO France and Cerema to continue analysing data from projects that monitor this new generation of wildlife crossings (green bridges, underpasses, and culverts with dry pathways or raised shelf structures, etc.). In 10 years, 126,000 pieces of data on crossings have been collected on the VINCI Autoroutes network and are now compiled into a robust database. This extraordinary resource will enable scientists to conduct unprecedented statistical analyses in order to better understand how wildlife uses these structures (location and connection with the environment, size, adaptation and learning time, specific structures, size of the animal populations in the vicinity, etc.) and optimise their functionality.

On top of initiatives to enhance ecological transparency, infrastructure managers work to reduce the impact of their operations on natural environments. In recent years, operators have changed how they manage their land to promote biodiversity. Among its targets for 2030, VINCI Autoroutes aims to apply extensive management systems to 100% of its motorway network, and to carry out 200 land rehabilitation projects along the land under concession. In 2021, motorway operator Granvia (Slovakia) set up the Wild Meadows project in partnership with the country's Ministry of Transport, Construction and Regional Development, which will be monitored by a team of scientists from Comenius University. Through its Biodiversity Action Plan, London Gatwick airport manages 75 hectares of woodlands, grasslands and wetlands which are inhabited by a variety of species. The Sussex Biodiversity Record Centre (SxBRC) has registered more than 2,432 species of plants, fungi and animals in the area.

81%

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

The target to achieve zero use of phytosanitary products is shared by VINCI companies (excluding measures required under contracts or regulations). At VINCI Autoroutes, consumption of these products has fallen 95% since 2008. Now products are only used in areas with extremely limited accessibility or to treat certain invasive plant species. In 2021, 37 airports used no phytosanitary products, i.e. five more than in 2020. A reduction of just over 80% in the use of phytosanitary products (in litres) occurred between 2018 and 2021 for the Concessions business as a whole.

As companies in the Concessions business operate locally over long periods, a number of educational initiatives are implemented to support regional actors. At VINCI Railways, in 2021 LISEA launched the call for expression of interest, "Support local and sustainable farming", from its Fonds SEA pour la transition des territoires, an organisation set up to drive transition in the region. More specifically, this campaign encourages projects that better integrate biodiversity and its preservation into farming practices, and that develop local sustainable and solidarity-based organic farming. On the VINCI Highways network in Greece, the forest fires that ravaged the country in the summer of 2021 damaged areas along the Athens-Patras motorway operated by Olympia Odos. The concession operator has consequently agreed to implement reforestation measures, via either natural regeneration or tree replanting, in collaboration with the Greek forest service.

Entities in the Concessions business 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. The Bird Protection League in the Occitanie region of south-west France and the VINCI Autoroutes Foundation ran an awareness campaign at the Pech Montat rest area on the A20 motorway south of Brive-la-Gaillarde, to teach users about the impact of littering on wildlife.

• Preserving biodiversity in quarries

Eurovia France expects all of its quarries to have a voluntary biodiversity or water preservation action plan in place by 2030. As regulations require them to rehabilitate sites after operation is complete, quarries have acquired extensive ecological expertise. Actions are implemented voluntarily during the quarrying phase so that species and operating quarries can coexist. 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. using fences). Ecological management measures are taken in prairie areas to avoid mowing or to implement grazing strategies, which limit the impact of mowing on species. Some sites apply ecological engineering to recreate ponds or rock piles, 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 (see paragraph 3.1.4, "Dialogue with stakeholders", page 209), 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 proactive 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 (on 160 sites in France).

Eurovia's biodiversity indicators specific to quarries

	2021	2020	2019
Quarries that have set up a CLCS ^(*)	45%	45%	40%
Quarries that have formed partnerships with local naturalists	19%	19%	18%
Number of data on flora and fauna sent to the INPN ^(**) by Eurovia quarries	17,083	14,695	13,214

(*) 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

VINCI Construction companies identify priority issues and apply the “avoid, reduce, compensate” strategy when responding to calls for tender. Solutions are then defined to adapt to the worksite (avoiding sensitive areas, adjusting the works timetable, etc) and, if possible, more efficient alternatives can also be put forward to customers. Most of the differences between the initial version of the western Strasbourg bypass (A355) and the one actually implemented – and the efforts of Arcos and Socos to redesign the infrastructure – involved ways to reduce the environmental footprint. That is how the motorway went from being an originally planned three-lane dual carriageway to a two-lane dual carriageway. This redesign reduced the project's land consumption by more than 20%.

VINCI Construction has updated some of its environmental technical documentation to include new best practices for biodiversity preservation, which vary depending on context. Avoidance and mitigation measures can take the following forms: changing worksite access routes if they cross sensitive areas, adapting timetables to species, conservation fishing, relocating species, diverting waterways, marking out worksite areas according to species, combating invasive non-native species, planting and replanting slopes, etc. VINCI Construction Terrassement plans to apply the biodiversity standards of the Actons la Bionécessité initiative (<https://www.actons-la-bionecessite.com/>) at all its worksites, going beyond regulatory requirements.

VINCI Energies integrates biodiversity issues into its products and services, and, if necessary, offers its customers more favourable alternatives. For example, in 2021 Omexom completed the largest freshwater high-voltage cabling project in Finland. To avoid disturbing a protected seal species, the company went beyond regulatory and customer requirements by adapting its work schedule around the species, anchoring barges outside the seal's conservation areas and laying the cable at the bottom of the lake to limit the impact on its movements.

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.

• Preserving biodiversity in property development

VINCI Immobilier plans to meet the “no net land take” target by 2030 by using a calculation method defined on the basis of existing work to measure soil sealing before and after projects. VINCI Immobilier is a member of the biodiversity working group for the future RE 2020 label led by the Scientific and Technical Centre for Building under a mandate from the Department of Housing, Urban Development and Land Management under the Ministry of the Ecological Transition (http://www.planbatimentdurable.fr/IMG/pdf/gt7_biodiversite_vf2.pdf).

VINCI Immobilier's Universeine project is a mixed-use urban development with housing, offices and retail space. One of the goals for this former industrial site is to bring nature back to the city by reducing the amount of artificial land by 25%. 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. At the Mainjolle office building project in Bordeaux, an urban micro-forest will be developed using the Akira Miyawaki method.

3.4.3.2 Offset initiatives

In addition to avoidance and mitigation measures, VINCI business lines may implement offsets that can vary depending on their role in the project. When acting as programme managers, some VINCI entities, such as those in the Concessions business, can take responsibility for introducing offsets when the major impacts of a project could not be avoided or sufficiently mitigated. Some of the Group's roadworks companies specialised in ecological engineering can also contribute to implementing compensatory mitigation measures, for example by restoring damaged environments (see paragraph 3.4.3.3, “Solutions for preserving natural environments used by customers”, page 232). And some entities implement voluntary offsets that combine the reduction of greenhouse gas emissions, biodiversity issues or issues for local populations.

• Regulatory ecological offsetting

For many years, entities in the Concessions business have been adapting offsets to local requirements and monitoring ecological performance. VINCI Autoroutes has included significant offsets and support measures for the 24 km long western Strasbourg bypass, which opened in December 2021. The project itself involves a land area of 278 hectares along 24 km, but the ecological offsets 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 offsets were all implemented before the infrastructure opened and will be monitored throughout the duration of the concession. Support measures taken include the release of more than 1,000 European hamsters to increase current populations.

Various offsets were carried out in 2021 on the A10 motorway development project. As one example, near Orléans in north-central France, several ponds have been created outside the construction site, and certain species impacted by the works have been relocated there. These offsets will be monitored over time to measure how the various species behave in their habitat. As a result of consultations under way, agreements are being signed with local residents and farmers to implement the offsets. At the Saugon Est rest area, north of Bordeaux on the A10 motorway, 700 trees were planted in partnership with the ONF to support local biodiversity. This step is the first stage of a larger environmental project, which will analyse the ecological and forest potential of about 20 areas on the VINCI Autoroutes network located along the A10, A11, A83, A87 and A837 motorways. These projects, in particular the A10 project, involve planting a total of 50,000 trees. As such, the Végétal local brand was selected to cover the planting of native botanical species adapted to the local environment, through farming contracts designed to protect small local businesses.

VINCI Concessions also spearheads many offset initiatives. LISEA has 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 across 350 sites along the line (30% were acquired by LISEA and transferred to conservatories of natural areas, and 70% come under agreements with farmers or landowners). The monitoring committee met on 30 November 2021, taking the opportunity to discuss the considerable achievements made concerning the most recent restoration projects, site management, and monitoring of ecological performance. LISEA conducted 54 ecological monitoring surveys in 2021 and will publish reports of its findings on its website. This information is shared via the CompenSEA platform developed by LISEA, which enables government agencies and environmental organisations to view all environmental data, land cover details and maps in real time for each site. CompenSEA can also be used in scheduling maintenance and monitoring, and provides a clear picture of tasks.

In 2020, Vía 40 Express in Colombia planted 3,388 native trees as part of its environmental mitigation and reforestation programme.

- **Voluntary offsets (restoration of natural environments, reforestation)**

Several VINCI companies implement voluntary offsets, either to address their residual carbon emissions, by planting trees or restoring wooded areas, or to contribute to the reforestation of degraded lands to benefit local populations. Experts support these initiatives to ensure that projects meet high environmental and social standards.

The Major Projects Division works with Reforest'Action to restore and create forests worldwide. As a result, 4,000 trees have been planted as part of three projects in countries where the division operates: in Colombia, to restore paramos and high Andean forests; in Côte d'Ivoire, to plant shade trees and train cocoa farmers in agroforestry techniques; and in France, to restore the Domaine de Chantilly forest.

VINCI Energies is working on projects to restore forest, and even ocean, environments for VINCI Energies International & Systems Spain (see paragraph 3.1.4, "Dialogue with stakeholders", page 209). An e-learning programme was created to help teams choose projects adapted to regional ecological needs.

In 2021, VINCI Airports began financing forest carbon sink projects for its Lyon-Saint Exupéry and Lyon Bron airports via a local programme to restore areas affected by forest dieback. Other reforestation programmes are being deployed, for example in France, with Label Bas Carbone-certified projects, and at Guanacaste airport in Costa Rica, where airport employees planted native tree species in a tropical dry forest listed as a world heritage site for its exceptional biodiversity.

3.4.3.3 Solutions for preserving biodiversity used by customers

- **Biodiversity preservation and ecological engineering**

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 Cognac TP, Sethy, Equo Vivo 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.

VINCI Construction Maritime et Fluvial have restored ecological connectivity on several projects. In November 2021, the entity received the Kalisterre qualification, which is awarded to ecological engineering companies that operate worksites to high quality standards. For example, the work on the Risle river at Pont-Audemer was completed, to recreate conditions to facilitate fish migration by removing a weir, while integrating flood control systems. In addition, VINCI Construction Maritime et Fluvial developed banks along the Tancarville canal on behalf of Haropa Port, the new structure grouping the river and sea ports of Le Havre, Rouen and Paris, to improve the ecological qualities of the canal while permitting boat traffic.

Over the next four years, Cognac TP will carry out the complex rehabilitation of retention ponds on the road network in five administrative departments of the Nouvelle-Aquitaine region in south-west France. This work is part of the local road authority's efforts to preserve water resources by rehabilitating the collection and treatment structures for run-off water on its network. The contract covers the construction of temporary retention ponds and earthworks to enlarge permanent ponds. Protective structures such as fences, gates and guards will also be installed.

Since April 2021, Sethy's teams have been working to restore and upgrade Rasey dam in eastern France. These ecological engineering experts are also planning on the demolition of the current fishway to replace it with an eight-tank fishway.

Equo Vivo's teams have created a 100-metre long river bypass on the left bank of the Jaille-Yvon dam. They carried out earthworks, installed loose and grouted rip rap and concrete slope structures, and stabilised the banks by combining rip rap and biodegradable geotextile. Equo Vivo has also introduced offsets for APRR at 11 offset sites, as part of the project to widen the A75 motorway. The works included the creation of wetlands, the restoration of wooded areas, the revitalisation of open areas and the treatment of invasive non-native species.

- **Developing nature in the city**

VINCI Construction France has created a communal garden at the Testimonio II worksite in Monaco. In collaboration with Terre de Monaco, a local urban agriculture company that plants vegetable gardens, the teams set up a communal garden on the roof terrace of the worksite facilities. All of the materials used to build the structure had been repurposed: plank pallets, shutter planks, formwork rods and cable reels.

In September 2021, at Saint-Antoine hospital in Paris, as part of the project for the new Paris public hospitals headquarters, VINCI Construction France teams helped introduce a unique new concept for a "biodiversity wall". This independent facade system designed to support plant and wildlife includes a continuous vertical layer of living substrate inside the wall, from which plant roots can draw water and nutrients, as with soil. This makes it distinctive from a traditional green wall. A joint patent was filed by VINCI Construction France and Chartier-Dalix architects to protect the concept.

In Morangis in the Greater Paris area, a 30,000-hectare plot of building land owned by VINCI Construction Terrassement will be transformed into an urban agriculture demonstrator. Adim Paris Île-de-France will develop a property complex comprising about 80 social housing and rent-protected units on the site. The project involves Urbalia and Equo Vivo, VINCI's structure and solution specialised in urban biodiversity and ecology. They have drawn up strict specifications to protect the flora and fauna.

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.

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 Code 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.

The Ethics and Vigilance Committee regularly monitors execution of the duty of vigilance plan. This seven-member committee includes five Executive Committee members and is responsible for implementing and updating compliance systems covered by the Code of Ethics and Conduct, notably concerning 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 business activities. The committee meets at least once every quarter. In 2021, it met seven times, including three extraordinary meetings. It reports annually on its work to the Board of Directors' Strategy and CSR Committee.

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

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 are locally based 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.

At 31 December 2021

1,606 companies, of which **67%** have fewer than **100** employees

280,000 worksites and projects in 2021

219,299 employees worldwide in nearly **120** countries



75.6%
Europe
(45.9% in France)

11.8%
Americas

6.6%
Africa

3.9%
Asia and
the Middle East

2.1%
Oceania

85%
in OECD countries

Companies in the Group 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, service providers and subcontractors, also for varying periods of time. The projects they work on can involve anywhere from a few to a few thousand workers, in different geographical areas. Sometimes the Group's companies are the subcontracting companies, but just as often they are subcontractors themselves. In either case, they depend on and must answer to customers with widely ranging requirements and priorities regarding environmental, employment and social issues. They work in continually changing environments, with each project having its own ecosystem. Any action taken must be targeted and adapted to address the project's specific operational, social and environmental issues.

Another feature of the construction, energy and concessions businesses 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 construction and operation sites. 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 197).

36%
of purchases are for
subcontracting services

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, 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 the subcontracting company, they are not always in a position to choose which service providers, techniques and supplies are employed.

34%
of customers are public
sector organisations

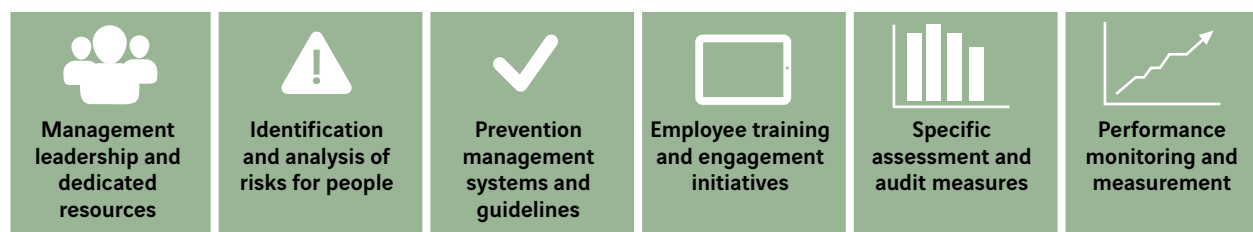
VINCI takes all of these parameters into account in designing and implementing vigilance measures that are relevant and effective with regard to its organisation, business activities and value chain.

4.2 Duty of vigilance with regard to health and safety

As its activities carry inherent risks, health and safety at work is a priority issue for VINCI. The Group's aim is to achieve zero accidents, a goal that applies to all employees and external staff working at construction or operating sites under the control of a Group company. Due to continually changing jobs, materials, equipment, techniques, processes and new technologies, there is a need to continuously reinforce health and safety practices. VINCI not only applies rules and procedures, but also continuously fosters a culture of safety for all. The Group's safety culture permeates every level of the organisation and involves all employees from site teams to managers, including temporary and subcontractor staff.

Additional information is provided in the section on workforce-related information (see paragraph 1.2, “Health, safety and security of employees, temporary staff and subcontractors”, pages 177 to 180).

VINCI employs the following strategies to embed its culture of safety for all into every level of the Group.



4.2.1 A Group framework driven by managers and a health and safety network

- **One reference framework for all**

The joint declaration signed by the Chairman and Chief Executive Officer of VINCI and by the Secretary of the European Works Council, “Essential and Fundamental Actions Concerning Occupational Health and Safety”, provides the Group’s reference framework. It is available in 22 languages and published on VINCI’s website (<https://www.vinci.com/publi/manifeste/sst-2017-06-en.pdf>). Steady, constructive social dialogue informed this declaration, which is part of VINCI’s continuous efforts to engage all employees in a shared safety culture. It is also intended to help the Group’s partners reach their own safety improvement goals.

In operational terms, the declaration states that a risk assessment must be carried out in advance of every work situation, including unplanned situations, and that appropriate preventive measures arising from the assessment must be incorporated into operating procedures and processes. In addition to collective protective measures, entities must provide workers with personal protective equipment suited to each work situation and ensure that every worker fully understands the risks associated with their activity and the measures to be followed to reduce them. Employee representatives are kept informed of action taken to prevent workplace accidents and occupational hazards and contribute their own proposals. Occupational health and safety awareness and training programmes are essential to ensuring that all workers understand the risks. Employees must be trained during their work hours and be given clear instructions and explanations relating directly to their job or task.

Since real and sustainable improvement cannot be achieved without measuring outcomes, VINCI assesses the effectiveness of its action using relevant indicators, which are presented and discussed to determine what steps can be taken to further improve results. Companies methodically and thoroughly investigate every accident and share the findings with employee representatives. Efforts to identify hazardous situations and near misses aim not only to reduce the number of accidents but above all to embed the safety culture into everyone’s daily work.

These foundational rules apply to everyone, at every operating site or worksite at which VINCI companies oversee operations, and across all businesses, all companies and all countries where the Group operates. In compliance with the global framework, each business line adapts and implements its health and safety policy to closely address local challenges.

- **Manager accountability and a large support network of health and safety specialists**

VINCI’s managers bear the primary responsibility for instilling and promoting the Group’s safety culture. This responsibility is shared among the different levels of management in its business lines, divisions and companies. Dedicated occupational health and safety departments and a worldwide network of more than 2,500 employees in health and safety roles support managers in spreading the safety culture. They work together to implement an occupational risk prevention management system that complies with VINCI’s requirements and reflects the realities of their entity or project.

At Group level, health and safety policy is supervised by the Health and Safety Coordination unit, under the authority of the VINCI Executive Committee. The Coordination unit is chaired by a member of the Executive Committee and made up of the health and safety directors of the Group’s business lines and divisions. Its mission is to build a common safety culture, mainly by facilitating the sharing of best practices and feedback among business lines, assessing existing procedures, delivering reliable indicators and initiating improvements. It meets regularly with the Executive Committee to debrief and discuss accidents and significant events. The Health and Safety Coordination unit also works together to assess the sector’s human resources needs and promote mobility. It also launches foresight approaches to address emerging business risks and takes action to develop innovation in health and safety.

Business lines and divisions structure their activities to enable the development of a common language and tools, which they use to monitor actions and results; reliably collect feedback, share information and issue alerts; and analyse trends in their business activities so they can enhance their risk prevention. Each business line or division has a coordinating body to help cascade information throughout the organisation. For example, the health and safety directors of VINCI Autoroutes and VINCI Energies hold a coordination meeting every quarter. At VINCI Construction, the coordination team meets monthly. The head office of VINCI Concessions produces a monthly report of health and safety data from all entities, including those that are not fully consolidated and their subcontractors. The international network of health and safety experts ensures that the safety culture spreads across borders, sharing best practices developed in various countries and ensuring that rules and tools are understood and applied by all. The health and safety departments at the head offices of business lines and divisions facilitate safety audits across their organisation and help to integrate new companies.

4.2.2 Major risk identification and assessment

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 so that it can take preventive measures that are best suited to its business activities and local context.

A health and safety risk analysis is conducted ahead of any work situation. It takes into account the work environment, the characteristics of the project under consideration and its specific technical requirements. These multiple layers of analysis are needed to develop a response that is tailored to the operational issues of each project, business activity and country.

The Institute for an Industrial Safety Culture (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 that the Group's activities have in common and to assess the tools used to manage these risks. The Health and Safety Coordination unit reviews this risk map every year.

The risk mapping identified six major risk categories and their associated types of potentially major events. A major risk is defined as the actual or potential 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.

Major risk categories	Types of potentially major event
Risks relating to moving objects	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 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

4.2.3 Policies tailored to the activities of business lines and divisions

In response to identified risks, business lines and divisions develop their own risk prevention policies. These establish a set of guidelines to be applied by all operations 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, producing a response that is tailored to the on-the-ground realities of each sector, activity or operational context. They form the framework that determines the preventive actions to be incorporated into operating procedures, work instructions and the organisation of work. All business lines apply special scrutiny to major risks. These guidelines and the resulting actions taken are part of a continuous improvement effort and are regularly reviewed, especially in response to health and safety audit results, employee surveys and feedback and analysis of accidents and near misses.

In 2021, VINCI Concessions published a safety handbook that describes the five pillars of its safety culture. These mainly focus on understanding and integrating the Group's requirements; ensuring manager training, involvement and evaluation; carrying out in-depth analyses of risks and accidents and sharing and communicating the results; and spreading the safety culture in every country by engaging employees, their representatives and outside companies. This document was made available in 12 languages and shared with all companies. These entities are responsible for applying the guidelines and developing an action plan tailored to their situation. Subcontractors participating in the construction and operating phases are included in the health and safety management system.

VINCI Energies supports the view that a strong safety culture must be embedded in the everyday practices of each individual. It promoted the six pillars of its safety culture during Safety Week. The pillars are the common areas on which all companies must collectively focus for a stronger safety culture: exemplary leadership, transparency, sharing of lessons learned, commitment, risk awareness and understanding of procedures.

In 2021, VINCI Construction fully revised its health and safety policy, as a consequence of the business line's recent reorganisation. It created working groups to share best practices and innovations from both of the now merged business lines and to enhance and strengthen the shared safety culture. The culture's three core values were quickly identified: transparency, exemplary conduct and dialogue. The business line continues to apply existing guidelines, such as the "Building in safety" methodology, which provides a framework for managing risks at each of a project's key stages. It incorporates safety concerns into work instructions and procedures early on, beginning at the design stage. During the work execution phase, the works manager holds a pre-start briefing with the site team prior to starting a new job 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 to be followed by all workers to prevent major risks. Many other country-specific and business-specific guidelines are applied to improve the management of major risks. Based on the results of a survey on health and safety climate perceptions, to which more than 33,000 employees responded, VINCI Construction held workshops to discuss the findings. Many of its entities apply a root cause analysis process after an accident or near miss.

Business lines also develop their own 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 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. Implementation of the plan continued in 2021, with encouraging initial results. VINCI Autoroutes worked to improve motorway intervention procedures, in collaboration with French government agencies, and to evolve equipment, such as by developing an AI-powered intrusion and collision detection system. To protect the “men and women in yellow”, communicating to motorway users and personnel is as essential as ever. This year saw the launch of a new awareness and action campaign in social networks and other media, called #Exposed. Damaged patrol vehicles were displayed at various motorway rest areas to expose to public view the consequences of collisions mainly caused by fatigued or distracted drivers.

4.2.4 Actions taken to foster a safety culture shared by all

- **Dialogue with employees and their representatives**

In the policies implemented by business lines and divisions, the participation of employees and employee representatives is central to building a safety culture, as emphasised in the Group’s joint declaration. Consulting employees and keeping them informed are critical factors in their level of uptake and engagement across the organisation.

Business lines and divisions regularly meet with employee representative bodies to present initiatives in progress and report on outcomes. As a result of this social dialogue, specific agreements have also been negotiated and entered into with trade unions. In 2021, 25 health, safety and prevention agreements were signed by Group companies (33 in 2020). Following recommendations made by the Group Works Council, VINCI companies in France with over 50 employees are encouraged to set up a health, safety, and working conditions committee (CSSCT), thus going beyond legal obligations. Furthermore, companies of any size are advised 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. Outside of France, some divisions and companies have formed health and safety committees whose members include employee representatives, even if the law does not require it. VINCI looks to these committees to provide local insight and enhance risk prevention at its worksites and operating sites by suggesting areas for improvement, monitoring measures and assessing the need for any adjustments.

1,577

meetings of health, safety and
working conditions committees
across the Group in 2021

Various Group entities also offer training to employee representatives to boost their participation and help them carry out their duties regarding health, safety and working conditions. The training is delivered by VINCI’s health and safety specialists, by trade union representatives or by professional organisations such as the French Professional Agency for Risk Prevention in Building and Civil Engineering (OPPBTP).

Health and safety is a core component of all social dialogue between the Group and the Group Works Council or the European Works Council. In 2021, as part of its continuous dialogue with Building and Wood Workers’ International (BWI), VINCI signed the latter’s “Declaration on Healthy and Safe Workplaces” in support of the recognition of occupational health and safety as a fundamental right by the International Labour Organisation (ILO).

Dialogue is also maintained through employee surveys. VINCI Construction has made the decision to investigate employee perceptions of the safety climate at least every two years. These surveys are administered at division and company level to capture the on-the-ground realities of operating sites and worksites. Subcontractors and temporary workers are encouraged to participate. In 2021, VINCI Construction France surveyed perceptions of its safety communication. The study, which is being finalised, used a sample of nearly 650 employees, including managers and site teams, representing the different business activities and regions. Soletanche Freyssinet also conducted a survey of its entire workforce of 22,000 a month before International Safety Day in 2021. The questionnaire was anonymous to encourage respondents to answer freely. Half of the items applied to the division, and the other half applied to the local company. In addition to getting direct feedback from site teams at worksites, it aimed to give local managers a sense of their workers’ perceptions. The response rate was high and, on International Safety Day, the results were shared locally to encourage group discussion on how to drive improvement in each company and in the division.

- **Engaging employees in everyday prevention through alert mechanisms and the processing of reports**

The joint declaration 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. Employees are strongly encouraged by managers 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 MoveSafe was launched in May 2019 for all VINCI Autoroutes companies. It enables any employee to electronically report any information about a dangerous situation or near miss. Employees have made more than 3,500 reports, together helping to raising safety levels in the company. 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 18,500 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. It is the most frequently downloaded application for use “in the field” at VINCI Energies.

At VINCI Construction, applications like Watch and Notify make it easy for any employee to report a hazardous situation or a best practice observed at a worksite using their smartphone. These apps are interfaced with internal incident management and reporting systems, which ensures the traceability, reliability and dissemination of the information. They make life easier for users and enable companies to implement appropriate measures to reduce their 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.

Discussion sessions with employees are regularly held to obtain their input on accident analysis and the measures that should be introduced, and also to keep them informed of accident investigations and the corrective action that was taken to prevent similar situations from happening again. Suggestion boxes are frequently set up at worksites and in companies to encourage all workers to speak up freely, regardless of their employment status, report any difficulties encountered and propose their own ideas.

- **Continuous on-the-ground training of employees**

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 involve employees, temporary workers and subcontractors. These initiatives are coordinated by HSE officers with visible support and commitment from the managers of the worksite or operating site. 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 a core component of training, to continuously improve its effectiveness and adapt it to changing activities. For example, some businesses use virtual reality simulation training. 4D visualisation has also been employed to re-enact accidents and potentially serious incidents and better analyse the root causes, followed by feedback sessions with workers, managers and outside staff to share the lessons learned from the experience. VINCI Construction developed Alive on Site, a tool used to film employees, with their consent, as they perform a job and view the images later with the team in charge to detect risky behaviours and best practices. This session is facilitated by a safety instructor, most often from outside the worksite, to encourage open sharing and discussion. The aim of these on-the-ground analyses is to encourage participants to share their points of view and heighten their awareness of risks, both individually and as a group. Special attention is paid to the training of new employees and lesser skilled workers, for whom accident rates are often higher.

37%

of training hours in 2021 devoted to health and safety, totalling more than 1.5 million hours

In addition to daily on-site training of employees, the Group continues to make online content available at any time, via its e-learning platform Up!. In 2021, employees had access to more than 650 training resources in health and safety (490 in 2020), which accounts for 7% 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, specifically to incorporate safety issues into occupational training.

- **Manager involvement and accountability**

Managers and executives undergo dedicated training to reinforce the safety culture in leadership and foster leadership accountability for health and safety performance. Worksite visits by managers are a well-established practice; all companies across the Group arrange these on a regular basis. Health and safety are an agenda item of management committee meetings at every business line, division and company. Managers’ performance is increasingly assessed against criteria linked to the results of health and safety measures and their demonstrated involvement in promoting prevention initiatives.

For example, at VINCI Construction, the “Managing Safety” programme promotes five essential actions, the first of which is to assess managers’ safety culture prior to their annual performance review. The programme addresses the organisational and human factors in accident prevention. It aims to help entity managers to develop a just culture and to better prevent accidents by understanding their root causes. At VINCI Concessions, training for managers is the second of the five pillars of its safety culture. All managers must be trained in prevention basics to ensure that they incorporate these rules into the organisation of work. A new e-learning module for managers will be launched in 2022. Managers are also expected to proactively manage health and safety through actions ranging from carrying out safety inspections to interviewing injured workers and responding to surveys. At VINCI Energies, a new “Safety Excellence” course was added to the VINCI Energies Academy catalogue of basic training. Many other courses – such as those for operational directors, business unit managers, project directors, project managers and worksite managers – were updated to incorporate the core “Safety Excellence” messages.

• Safety incentives for employees

Safety incentives, rewarding employees for achieving safety goals, are implemented at the Group's highest level of leadership. For example, the short-term variable remuneration of VINCI's Chairman and Chief Executive Officer is linked to environmental, social and governance (ESG) criteria, which include health and safety indicators. The Board of Directors' Remuneration Committee defines and assesses these criteria.

Likewise, the long-term variable remuneration paid to a large number of Group managers is based in part on improvements to workplace safety performance. Safety criteria also determine the short-term variable component of the remuneration of many managers and, frequently, the performance bonuses awarded to production workers up to the operator level.

Most collective profit-sharing agreements signed by the Group are based on operational as well as financial performance and include criteria such as improvement of workplace safety indicators.

• Health and safety events to drive employee engagement

Dedicated health and safety events organised in each business line and division are an important driver of engagement among employees and partners. These events enable managers to demonstrate their commitment to safety, visibly and to all employees, and help embed the safety culture across the organisation. Temporary workers, subcontractors and customers all participate in the conferences, workshops, training sessions, simulation exercises and other activities rolled out for each event. Each year, VINCI Energies organises Safety Week, a flagship event celebrated by every entity, worksite and operating site, in addition to many other awareness, training and risk prevention initiatives also rolled out locally. Safety Week is an opportunity for all teams to focus on their safety commitments and suggest ways to improve their company's safety performance, which will shape a shared strategic plan.

In May 2021, the global workforce of VINCI Construction companies – a total of over 115,000 people – took part in Safety Days, with each division holding events to promote the three core values of dialogue, exemplary conduct and transparency. In October 2021, VINCI Concessions chose “Stay alert, be aware and take action to keep safe” as the theme for its International Safety Week. All 90 operating entities in 25 countries, including head offices, held health and safety events, in which more than 30,000 employees and partners participated.

Also in 2021, VINCI Autoroutes held its fifth Prevention Challenge contest, expanding it to include all of the business line's departments and head offices. To raise the visibility of initiatives and enable voting by all employees, a video presentation of each project was posted online. Project teams had to demonstrate employee engagement and how their project supports the 2020-2022 health and prevention policy. The various projects addressed managing prevention, training, worksite and operating site safety and targeted employees of VINCI as well as those of external companies. In addition to being a key reminder of the importance of proactive health and safety management, the competition highlights the need to continuously innovate to instil a safety culture shared by all.

In addition to the actions taken by business lines, many VINCI subsidiaries also organise in-house events and competitions to reward health and safety initiatives and increase their visibility.

• Managing and preventing risks for employees of subcontractors and temporary employment agencies

VINCI's Subcontractor Relations Guidelines (<https://www.vinci.com/publi/manifeste/cst-en.pdf>) underscore the Group's commitment to ensuring the same level of security for its own employees and those of its subcontractors.

The established procedures at a construction or operating site make no distinction between employees of Group companies and temporary workers or subcontractors. Health and safety requirements are stated in advance, included in specific contract clauses and verified by Group companies. They range from the wearing of suitable personal protective equipment to reporting accidents or any other continuous reporting obligation regarding on-site hazards. Specific criteria may be applied as of the selection phase and lead to the subcontractor being disqualified. Health and safety teams analyse accidents, especially serious or potentially serious accidents, and use their findings to update action plans and create a safer environment for outside workers. All staff are included in the safety audits conducted at sites. The health and safety coordination unit may hold meetings to assess subcontractor compliance with contractual obligations. As a general rule, workers employed by subcontractors or through temporary employment agencies not only attend global events and on-site training, but also take part in discussion workshops on improving prevention at construction and operating sites. In many cases, indicators for divisions and companies do not distinguish between permanent staff and temporary workers, and they increasingly include subcontractors. Efforts to improve prevention among temporary workers and subcontractors go beyond verifying compliance. The Group also takes steps to help its partners elevate their safety standards and implement more effective actions, especially in countries where the safety culture is not as strong.

In 2012, VINCI Autoroutes launched its “Zero Accident Programme Management” campaign after a string of serious incidents occurred at worksites. This policy aims to improve safety for all construction site workers, from the design phase to completion, based on three pillars: one, reinforcing contractual safety obligations in works contracts; two, increasing the on-site presence of programme managers (participation in pre-start meetings, internal and external site audits, training and awareness events, awards presented to the most engaged companies, etc.); and, three, ensuring that VINCI Autoroutes support teams share their feedback and experience from safety incidents with operational workers. Since the policy was implemented, the number of lost-time workplace accidents has been reduced by two-thirds. In 2021, as the policy's 10th anniversary approached, each regional department invited outside experts to a day of workshops on the commonest hazardous situations and exchanging virtuous practices. More events will be held in 2022 to celebrate the policy's 10 years of existence and chart its evolution for the next decade.

VINCI has implemented a framework agreement for use in the approval process for temporary employment agencies, incorporating health and safety criteria. For example, agencies must disclose their health and safety data and demonstrate an established safety culture, such as a safety training program for workers. It is compulsory for Group entities to use approved agencies to recruit their temporary workers. Agency-specific action plans have been developed as needed, on a case-by-case basis, and include measures to better protect the safety of temporary workers. These include worker surveys, reporting on the outcomes of prevention initiatives, company-led awareness and training events and improved recording of workers' safety documents (such as the Carte BTP – a professional identification card for construction site workers). In France, temporary workers who successfully complete a two-day safety training session and assessment can obtain a safety passport called Pasi. The passport demonstrates acquisition of the safety fundamentals that every worker must understand before starting work on a construction site. 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.

23%

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

4.2.5 Assessing the situation of subsidiaries, subcontractors and suppliers

Safety audits carried out by VINCI's network of health and safety specialists are foundational to its health and safety policy. These experts, along with the health and safety departments of business lines and divisions, plan and conduct safety audits at operating sites and worksites controlled by Group companies. They also share and analyse results, monitor trends and tailor the actions taken to their operations. Business lines and divisions use common tools to facilitate the reporting, consolidating and sharing of information, especially audit results. The Group is also expanding cross auditing among its various companies. Since the established procedures at a construction or operating site make no distinction between employees of Group companies, subcontractors and temporary workers, audits apply to the entire site and all staff at the site. In addition to the business line and division level, risk management systems are also in place at project and site level to ensure that those measures relating to health and safety are effectively applied. Any nonconformity is followed up until it is corrected.

As an example of these audit systems in business lines and divisions, VINCI Construction Grands Projets has a dedicated audit unit 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. VINCI Construction Grands Projets' head office audits each project every two years, to ensure that its management system fully complies with safety requirements. These requirements reflect applicable standards (such as ISO 9001, ISO 14001 and ISO 45001), guidelines applied by VINCI, VINCI Construction and VINCI Construction Grands Projets' head office, as well as a project's specific contractual requirements (as defined by the safety plan, environment plan, quality plan, process map, requirements of partners and other interested parties, laws and regulations in force, local standards, etc.). ISO 9001, which is a core standard for audits, also covers all aspects relating to the management, selection, monitoring and assessment of subcontractors. 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 unit 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 updates on progress, supporting documentation and trends are also provided. In 2021, 22 audits were conducted, compared with 16 the previous year.

As well as these internal audit systems, audit procedures relating to health and safety at Group entities may also involve obtaining certifications, creating a need for external audits. Every regional division and the head office of VINCI Construction France is ISO 45001 certified (Occupational Health and Safety Management System). The three VINCI Autoroutes concession companies with operations activities are also all ISO 45001 certified. Following Cofiroute's certification in April 2019, ASF and Escota completed the certification process in 2021. The audits required to maintain certification provide opportunities to periodically assess the quality and maturity of various aspects and to identify strengths, opportunities for improvement and any nonconformities. The aspects covered include company policy, leadership and management engagement, employee participation, training and awareness, work preparation and organisation; management of materials, equipment and products, risk prevention for external companies, regulatory compliance and accident management. These audits are followed internally by operational reviews in regions and a central management review, at which times corrective actions are determined and new objectives set.

Health and safety audit procedures in VINCI business lines

- A health and safety policy, system, internal audit schedule and dedicated department for every VINCI business line
- Close involvement of company managers in audit outcomes and improvement actions to be taken
- 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
- Inclusion of all site personnel (VINCI employees, temporary workers, subcontractors, etc.) in safety audits on worksites and sites under operation
- Expansion of cross auditing among companies
- Continuous certification process under way in the Group (ISO 45001, MASE, etc.)
 - VINCI Construction: 85% of revenue certified ISO 45001 and 13% of revenue certified MASE
 - Eurovia: 53% of revenue from the works activity certified ISO 45001
 - VINCI Energies: 36% of revenue certified ISO 45001, 7% of revenue certified MASE and 15% certified LSC, VCA or SCC
 - VINCI Autoroutes: 100% of in-service motorways certified ISO 45001
 - VINCI Concessions: 51% of revenue certified ISO 45001

4.2.6 Monitoring the effectiveness of measures put in place**• Reporting and analysis of accidents and potentially serious incidents**

VINCI's business activities expose employees and other workers at its worksites and operating sites to risks with potentially serious consequences. All Group companies must have a system in place to report accidents and potentially serious incidents. Every accident must be recorded and analysed; appropriate action must be taken and monitored. If an accident occurs, an investigation into the root causes is carried out. Organisational factors, such as procedures and equipment, and human factors are examined using proven tools and methodologies. Health and safety specialists and managers alike regularly receive specific training on how to effectively investigate incidents. The results of the investigations are reported and discussed at every management level, from the company to the division or business line, in the presence of health and safety directors. Based on the results, changes may be made to work procedures, materials and equipment, which are then communicated to all employees and people working at the site, using dedicated online and on-site resources, as well as during in-person meetings so that staff can dialogue and interact.

At their own level, the business lines and divisions develop accident reporting tools and applications to facilitate the sharing and spread of best practices across business lines and divisions, especially relating to the analysis of accidents, near misses and potentially serious incidents with regard to major risks. The health and safety departments of business lines and divisions consolidate reported information according to precise rules, enabling them to detect and analyse trends. This insight informs actions to prevent a serious accident from happening in similar circumstances. These tools are regularly fine-tuned, to enhance experience-sharing when recurring risks are observed at several entities, to develop action plans at the right level of the organisation, to increase actions and campaigns to prevent a specific risk and to reassess, as needed, risks identified as major. For example, VINCI Concessions rolled out an application for sharing analyses of accidents or near misses in a fact sheet format that any entity can view, enabling companies to learn from the similar experiences of others. Emphasis is placed on potentially serious incidents. The bilingual app attracted more than 1,000 unique visitors in one year.

• Monitoring and alert procedure for fatal accidents

Every fatal accident is immediately notified to VINCI's Executive Management and thoroughly and methodically investigated. All the involved parties participate in an in-depth analysis and a full report is made to VINCI's Chairman and Chief Executive Officer, 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. Its purpose 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.

• Assessments shared with the Group's executive leadership

The management committees of the Group's business lines and divisions are kept informed of reports of serious accidents and potentially serious incidents. More generally, health and safety performance is measured and tracked using relevant indicators, which are presented to the management committees of business lines and divisions, to enable improvement actions to be discussed and leadership engagement to be renewed. At VINCI Autoroutes, the management committee examines key indicators every two weeks. Furthermore, management reviews are held annually to analyse results obtained and set new goals for the future. At VINCI Concessions, the safety policy is championed by a Safety Committee, which meets twice a year and is chaired by the CEO. At these meetings, the committee assesses the progress made and the achievement of action plans. At VINCI Construction, every meeting of managers opens with a safety update; likewise, at the start of every Executive Committee meeting, members review significant events and monthly results. At VINCI Energies, prevention and the safety culture form an integral part of the Executive Committee's responsibilities. The Executive Committee and the management committees review detailed analyses of major accidents and other potentially serious incidents to better learn from them and prevent them from happening again.

Presentations are also 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 entire Board of Directors.

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.

Main performance indicators in 2021

- Lost-time workplace accident frequency rate, worldwide:
 - VINCI employees ^(*): 5.74 in 2021 (5.32 in 2020 and 6.84 in 2016)
 - Temporary staff: 13.54 in 2021 (14.09 in 2020 and 10.54 in 2016)
- Workplace accident severity rate (VINCI employees) ^(*): 0.42 in 2021 (0.43 in 2020 and 0.47 in 2016)
- Percentage of Group companies with no lost-time workplace accidents: 73% in 2021 (75% in 2020 and 70% in 2016)

Definitions

- Lost-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

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

4.3 Duty of vigilance with regard to human rights

VINCI has made public commitments to respect, protect and promote the rights of people and local communities that may be impacted by its projects and activities. The Group continuously 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.

4.3.1 Major risk identification and analysis

A Human Rights Steering Committee, comprised of the human resources directors of all business lines and divisions, was set up at the end of 2015 to undertake the extensive work required to identify the Group's major risks. Employee consultations and discussion forums were held, at which representatives of organisations or companies outside the Group sometimes participated to share their experience. The steering committee also took into account international standards, specialist research, guidelines and previous work produced by the Group (such as its handbook on fundamental social rights or standards for workers' accommodation).

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

This analysis of risks and issues was also informed by the human rights impact assessment commissioned by VINCI in Qatar and carried out by an independent third party, Business for Social Responsibility (BSR), in 2015. The methodology used for the impact assessment was to identify, in the different sets of codified rights, those issues that were salient to the Group's activities. Interviews were held with key VINCI stakeholders, such as the Building and Wood Workers' International (BWI), the International Labour Organisation (ILO), the International Organisation for Migration (IOM), the French National Consultative Commission on Human Rights (CNCDH), the Danish Institute for Human Rights, and non-governmental organisations having worked on human rights issues in that region (Amnesty International, Human Rights Watch, Engineers Against Poverty, Business & Human Rights Resource Centre, etc.).

In the summer of 2016, the Human Rights Steering Committee validated 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 workers, local residents and local communities. Since their publication, the relevance of the salient issues identified has been confirmed by various Group entities and validated by feedback from operational teams in different countries. Likewise, dialogue with members of the European Works Council has not led to any change in the risk map to date.

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. 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.	4. Wage levels 5. Working hours 6. Paid holidays and other benefits 7. Workers representation 8. Hiring underage workers 9. Discrimination 10. Occupational 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 and must work in close collaboration to identify, avoid or mitigate them (for example, impacts on the daily lives and livelihoods of nearby residents).	15. Socio-environmental issues 16. Land-related issues 17. Community dialogue, engagement, and grievance mechanisms

4.3.2 Tailored guidelines applied across the Group and supported by a dedicated governance structure

Based on this risk map, VINCI developed VINCI's Guide on Human Rights (www.vinci.com/vinci.nsf/en/item/guide-on-Human-rights.htm), which forms the backbone of its work in this area. It presents guidelines to be followed by the Group's entities, all businesses and countries combined, for each issue and theme. These guidelines 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 operating phases. They were designed to be adapted to the on-the-ground reality of each sector and activity, so that entities can anticipate risk factors as early as possible and design practical responses to prevent human rights risks. 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.

This framework document, published on the VINCI website, was validated by the Group's Executive Committee in April 2017, after consulting with the European Works Council, which approved the policy. The implementation of human rights policy is presented annually to the Board of Directors' Strategy and CSR Committee and discussed with the European Works Council.

It has been broadly disseminated to employees and presented to every management committee in the Group's business lines and divisions, and continuous efforts are made to build awareness. VINCI's internal control survey for 2021 showed that by the end of September, 95% of the entities surveyed, all business lines and divisions combined, had communicated about the Guide to their employees, a 2-point improvement over the previous year. An action plan is being developed for the remaining entities. To facilitate the adoption and dissemination of the guidelines, the guide was translated into 23 languages, thereby covering more than 98% of the Group's workforce, based on the official languages of the countries where the Group operates.

95%
of entities in VINCI's
internal control survey have
disseminated VINCI's Guide
on Human Rights

The Group's Human Resources Director, who is a member of the VINCI Executive Committee, pilots human rights policy with the support of the Group's top management and the Human Rights Steering Committee, which was maintained after completion of the guide. As VINCI's management is highly decentralised, the steering committee facilitates 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 (CSR) Department, reporting to the Human Resources Department. The CSR Department shares its expertise with business lines and divisions to help them incorporate and implement Group measures, develop risk-mapping and assessment tools, evaluate subsidiaries, train and build awareness among employees and management committee members and communicate with Purchasing, Internal Control, Ethics and Vigilance, Security, Health and Safety Coordination and other departments. The team is in frequent contact with interested external parties to address identified issues, answer questions and provide further information about the measures taken in the Group.

4.3.3 Preventing serious human rights infringements in the Group

• Guidelines incorporated into internal processes and operating procedures

Business units and divisions gradually incorporate guidelines into their internal rules and procedures. For example, in internal procedures manuals for key processes, such as recruitment, VINCI Construction Grands Projets has included issues that should alert users to potential human rights risks. Along with other Group divisions, it has also reviewed and validated its internal standards for living conditions, which are based on the Group's guidelines but adapted to the division's business activities. In addition, VINCI Construction Grands Projets significantly expanded the human rights component of its tendering guide to help the teams preparing responses to calls for tenders to better understand and manage risks early in the process.

VINCI's guidelines are also directly incorporated into processes and procedures at the company and project levels. 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. In this context, the Group provides a key means of support by facilitating audits of human rights risk management in subsidiaries and projects. Such audits are opportunities to perform joint assessments, take into account the operating environment and identify any areas for improvement (see paragraph 4.3.4, "Assessing the situation of subsidiaries, subcontractors and suppliers", page 245).

• Addressing and prioritising issues at the country level

An understanding of the local context is essential to determining which issues are most relevant and conducting appropriate preventive actions. For this reason, VINCI also maps risks for individual countries, enabling the various issues and themes to be more accurately analysed for a given context and prioritised accordingly. These country risk maps are informed by reports published by public administrations, international organisations, non-governmental organisations, academics, trade unions, the media, and so on, and include insight into the country's legal and institutional frameworks. As a result, they provide a more granular picture of the risks inherent to each country and business sector and are a foundational resource for assessing a subsidiary's situation. They are also essential tools for making the Group's employees and partners aware of the risks in their operations, contractual arrangements and partnerships that require special scrutiny. Country risk maps are updated to reflect dialogue with employees and feedback from teams on the ground.

Country-specific analysis of human rights risks

- 24 country-specific human rights risk maps, developed with the support of an external provider, available in 2021
- 17 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 91% of the workforce in countries identified by the Group as high-priority^(*) with respect to these human rights risk assessments.

^(*) The 2021 action plan is based on data at 31 December 2020.

• Awareness and training initiatives for employees and managers

VINCI considers that in matters of human rights, leaders play a decisive role. The Group places emphasis on awareness and training initiatives for managers and employees. It aims to foster a culture of human rights risk prevention, as it has done in the area of safety, and provide tools to help operational teams take preventive action as early as possible.

In 2019, after a year of collaborative in-house development, VINCI launched an e-learning course to raise awareness of human rights risks. It is currently available in five languages: English, French, Polish, Portuguese and Spanish. Although open to all entities and employees, the course primarily addresses managers and those in charge of human resources, administration, finance, and health and safety. Completion is monitored and reported to the Human Rights Steering Committee. At the end of 2021, more than 4,000 employees in the target groups, in nearly 70 different countries, had finished the course. A complementary course for managers of concessions was developed in 2021. It delivers an interactive presentation of the issues that may arise during a project's three phases: development, design-construction and operating-maintenance. In addition, several of the Group's well-established, emblematic training programmes now include a human rights component. One example is Team Grands Projets, a training course implemented across the construction and energy businesses to build the skills of managers of major projects and help them handle complex environments more effectively.

• Alert mechanisms for raising concerns

The Group also upholds its commitments by providing multiple channels by which employees can report concerns. Grievance procedures include contacting human resources departments, health and safety representatives, line managers 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 4.5, “The Group’s system for whistleblowing, alerts and the processing of reports”, page 258), in light of VINCI’s multi-local organisation and the nature of its activities, the implementation of local grievance 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 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. The alternative alert mechanisms include a dedicated email address, hotline or digital solution. Some companies, such as LISEA in France and Lima Expresa 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 Lima Expresa.

Although VINCI entities are sometimes the customers, 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.

4.3.4 Assessing the situation of subsidiaries, subcontractors and suppliers

- **A tool to assess subsidiary practices**

The Group has developed a tool to assess practices, based on its five salient issues and 17 themes. It consists of a series of precise questions on each theme to evaluate whether the management systems in place conform to the Group’s guidelines and whether they specifically address and prevent the risks identified in a given country, in the subsidiary’s own operations and in its relations with subcontractors and temporary employment agencies. Based on the 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, major risks are monitored and assessed at Group level. These assessments are generally conducted by the CSR Department and by specifically trained staff in business lines and divisions. They may entail additional interviews with employees of the subsidiary, subcontractors or service providers working on the site.

In 2020, the assessment tool was updated to reflect user experience and critical feedback from several corporate and human rights experts, and in 2021 the CSR Department developed a digital platform to make it available to all Group employees.

- **Risk analysis in the tendering phase or prior to acquiring new companies**

VINCI’s Internal Audit department has begun updating the risk scorecards used by risk committees to assess projects. Consideration of non-financial risks, in addition to technical and financial risks, has been reinforced. Human rights risks include risks relating to recruitment practices, accommodation and impacts on local communities and nearby residents. Prior to new acquisitions, a human rights risk assessment must be conducted and examine such aspects as the country of operation, the company’s commitments and the resources devoted to preventing human rights risks.

- **Assessing the situation of subcontractors and suppliers**

In VINCI’s businesses, whether in construction, energy or concessions activities, the major challenges are at the operational level. Accordingly, when it comes to vigilance with regard to human rights risks in the value chain, priority is given to subcontractors and temporary workers employed at worksites and sites under operation.

The Group has provided all entities with a due diligence methodology that includes the following steps: mapping human rights risks for subcontractors and service providers, applying specific criteria during the selection phase, including specific clauses in contracts and monitoring compliance with contractual obligations. Other verifications and audits are carried out on a case-by-case basis. To help business lines and divisions implement the methodology, the Group has run pilot projects on preventing social risks in subcontracting (see page 249, “Preventing social risks in subcontracting in France”).

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 4.2, “Duty of vigilance with regard to health and safety”, page 234). During the latest agency selection process, 23% of those assessed were excluded based on ESG criteria. Beyond the selection phase, Group companies also put controls in place while contracts with agencies are ongoing to prevent risks of infringing 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 to which they are entitled. These items are also verified during subsidiary 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 are conducted with the Group’s Purchasing Coordination unit. The purchasing category is analysed in depth and the associated social risks are mapped. Invitations to tender and specifications integrate social criteria, based on identified issues. Depending on how they perform against the criteria, some suppliers may be discarded, while for others, a CSR improvement plan may be proposed, with the aim to promote collective upskilling (see also paragraph 2.2, “Relations with suppliers and subcontractors”, page 197).

4.3.5 Building leverage through active collaborations

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 necessary leverage 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 coalitions and initiatives, working in collaboration with a variety of stakeholders on tools, methodologies and actions that promote human rights, to better address human rights issues.

Main collaborative initiatives in which VINCI participates

- **Building Responsibly** (<http://www.building-responsibly.org>), of which VINCI is a founding member and a co-chair in 2021-2022. Building Responsibly brings together engineering and construction firms in order to develop common approaches, standards, and tools, share best practices 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. This initiative aims to inspire the entire construction ecosystem to commit to promoting workers' rights. In the medium term, it seeks to have its worker welfare principles recognized as standards by all industry players.
- **Leadership Group for Responsible Recruitment** (<http://www.ihrb.org/employerpays/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.
- **Entreprises pour les Droits de l'Homme / Businesses for Human Rights (EDH, www.e-dh.org/home.php)**, of which VINCI is an executive board member. This association of 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.
- **UN Global Compact** (<https://www.unglobalcompact.org>), which VINCI signed in 2003. VINCI is a member of the Human Rights Club of the French network of the Global Compact.

4.3.6 Monitoring implementation and effectiveness

Through its CSR Department, the Group monitors and reports on policy implementation in its operations and conducts audits as required. Outcomes are presented to the Group's top management, the Board of Directors and the European Works Council.

• Third-party audits of subsidiaries

In some cases, the Group arranges for independent audits or other external controls of the management of major risks.

This is the case in Qatar, where a framework agreement ([https://www.vinci.com/commun/communiqués.nsf/04438CA8C4A62422C12581DF00384D96/\\$file/accord-cadre-En.pdf](https://www.vinci.com/commun/communiqués.nsf/04438CA8C4A62422C12581DF00384D96/$file/accord-cadre-En.pdf)) was signed by VINCI, its subsidiary Qatari Diar VINCI Construction (QDVC), and Building and Wood Workers' International (BWI). It provides for a 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. A new audit of the implementation of the agreement took place in October 2021 with all parties present. As in 2019, VINCI's trade union representatives were invited to participate. The audit covered all items in the agreement. A joint audit report will be published in early 2022.

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 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. The Group continues to monitor the situation alongside its subsidiary and the NCP.

In addition, especially for major projects, the Group employs independent service providers to assist teams in assessing human rights risks and designing measures to mitigate impacts.

• Integration of human rights into the Group's internal controls

VINCI's internal control system has been expanding its focus to increasingly include human rights. 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. The audits led by VINCI's internal control team may include customised questions relating to human rights issues, developed in collaboration with the CSR Department.

VINCI added a section on preventing human rights risks to its annual internal control survey four years ago. The 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. 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 and shared with the Group's business lines and divisions. The Group also uses the survey results to shape its future initiatives.

• Monitoring implementation, especially in priority countries

The order of priority for subsidiary audits, conducted by the CSR Department and evaluators in business lines and divisions, is determined based on a consolidation of eight internationally recognised indicators^(*) and the strength of the presence (workforce and revenue) of VINCI's companies in a given country. Priority is given to assessing subsidiaries in countries where the Group's presence is strong and human rights are deemed to be at risk. Because some VINCI company activities are project-based, this ranking and the accompanying road map are reviewed each year to account for changes in their geographical locations, level of activity, and external indicators. The steering committee

^(*) 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*.

monitors progress in implementing the road map. If needed, other country analyses may be developed to better identify potential issues and risks when preparing a response to a call for tenders.

Business lines and divisions also continued to develop relevant indicators to measure their progress in implementing human rights policy. For example, VINCI Construction Grands Projets had its projects assessed and used the results to develop a set of indicators that are presented monthly to the management committee. The indicators provide information on assessments, monitoring, progress and actions to be taken. Action plans are regularly reviewed with the aim of continuous improvement, and follow-up audits are carried out.

Human rights assessments carried out across the Group^(*)

- 70 Group subsidiaries and active projects in 29 countries assessed since 2018
- More than 19,000 employees in the Group covered by human rights assessments conducted since 2018, amounting to over 16% of the Group's workforce outside of France and 45% of its workforce in non-OECD member countries
- 72% of the workforce in high-priority countries identified by the Group covered by human rights assessments conducted to date, with the goal to achieve 100% coverage.

^(*) The 2021 action plan is based on data at 31 December 2020.

4.3.7 Reinforced vigilance to fight forced labour and illegal work

The Group has long been committed to the fight against forced labour. Because forced labour is such a serious risk, VINCI is particularly aware that special scrutiny must be paid to the conditions in which migrant workers are recruited and employed, whether directly or indirectly via labour suppliers or subcontractor companies. Many problems may arise early in the recruitment phase, even before workers arrive at the project site or are hired by the Group.

The underlying factors driving forced labour can vary from region to region. VINCI considers that this issue must be handled close to where the problem occurs in order to take effective actions that are adapted to the on-the-ground realities. The risk of forced labour can come from certain legislative frameworks that do not align with international conventions or arise from unfair local practices, which are sometimes deeply embedded. The risk intensifies when an activity depends on a high volume of low-skilled workers or where labour migration flows are significant.

Some workers migrate to another country to seek higher wages, and the construction sector offers attractive job opportunities. Although VINCI promotes local sourcing of labour, the Group's companies may recruit migrant workers to meet their business's needs in certain regions, mainly due to local labour shortages. Once workers migrate for work, they become dependent on their employer not only for their employment but also with regard to their living conditions and accommodation. They are more vulnerable than other workers and face a greater risk of exploitation. This risk is amplified if they do not speak the language of the host country, are unfamiliar with cultural norms or have a limited understanding of their rights.

In addition to using its experience in Qatar to reinforce policies and internal practices across the Group, VINCI collaborates with many stakeholders to help improve practices in the ecosystem.

• Preventing risks relating to recruitment practices in Qatar

VINCI is present in Qatar via Qatari Diar VINCI Construction (QDVC). Since 2007, QDVC has taken concrete measures to improve migrant workers' living and working conditions and to prevent the risk of forced labour at every stage in the migration cycle.

To eliminate debt bondage and contract substitution, which are major contributing factors 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. A full 100% of the contracts signed prohibit agencies from charging recruitment fees and include a reference to the Employer Pays Principle (<https://www.ihrb.org/employerpays/the-employer-pays-principle>) supported by VINCI, along with strict clauses to ensure its application, and the obligation to monitor downstream compliance.

QDVC employees have visited agencies in home countries on several occasions to verify compliance with rules, spread the information among applicants that recruitment is free, examine the actual working conditions offered and participate directly in recruitment interviews.

QDVC carries out human rights audits of subcontractors, during which it inspects sites, verifies records and documents and interviews workers. In 2021, QDVC conducted 29 audits of its 22 subcontractors and temporary employment agencies, of which nine focused on working conditions (covering 87% of temporary workers and subcontractor employees on site) and 20 looked at living conditions (100% of subcontractors' accommodation having been audited at least once). The average CSR score for subcontractors rose to 81% in 2021, an improvement of eight points over 2020. For the early prevention of any risks to workers' rights related to subcontracting, audits are also carried out during the pre-qualification and selection phases, in addition to during contract execution. Accordingly, QDVC conducted 160 pre-qualification audits in 2021.

87%

of temporary workers and subcontractor employees on site are covered by an audit of working conditions

As a complement to the audits, the company conducts anonymous surveys of workers at different periods of time, to encourage them to respond freely and to assess the effectiveness of its measures. QDVC's recruitment process, the risk prevention measures taken and a list of the recruitment agencies used are detailed in VINCI's public response to the survey conducted by the Business and Human Rights Resource Centre (<https://www.business-humanrights.org/en/latest-news/vinciqdvc-response-to-2018-construction-survey-re-migrant-workers/>). The latest report by the Centre (<https://media.business-humanrights.org/media/documents/files/BHRRRC-Shaky-Ground-Construction-Briefing-v1.1.pdf>) 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 subcontracting risks and consultation and grievance procedures.

Regarding freedom of movement, all QDVC workers hold a Qatari residence permit, which is required to move freely within the country. They also have access to a safe in which they can store their personal documents (passports, employment contracts, etc.). If any worker chooses to leave employment, QDVC systematically issues a "No Objection Certificate" (NOC) enabling them to work for a different employer. It also delivers exit permits to workers who wish to leave the country for a holiday, an emergency, or any other reason. These were already QDVC's practices long before the Qatar government's 2020 reform of the *kafala* (sponsorship) system.

QDVC also provides employee representation and grievance procedures to 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. QDVC has held regular elections for employee representatives since 2016. That year, QDVC's election was the first of its kind in Qatar. The company also provides resources to candidates to assist them with their campaign and with their work as an employee representative, once elected. In accordance with the terms of the 2017 framework agreement, Building and Wood Workers' International (BWI) trains employee representatives in Doha, with support from QDVC and VINCI. Since 2016, QDVC has formally requested that all its subcontractors and labour suppliers facilitate the free election of workers' committees. QDVC offers assistance to its subcontractors in establishing these elections and verifies compliance during audits of human rights performance and living conditions. In addition, QDVC has developed internal systems to enable workers to report concerns in their own language to Corporate Social Responsibility (CSR) or Quality, Safety and Environment (QSE) officers. Since 2017, an independent grievance procedure has been in place to enable employees of QDVC or of its subcontractors to approach BWI. This independent channel has proven effective, since BWI has handled complaints from employees, including those of subcontractors.

QDVC is the first Qatari company to sign an agreement with a labour union and hold free elections of workers' committees

Given the complexity and the structural nature of human rights risks, VINCI and QDVC strive to take a comprehensive approach by collaborating with multiple stakeholders, including trade unions, universities, NGOs, international organisations and government authorities.

A notable example of this joint work is QDVC's participation in a study on ethical recruitment run by the New York University Stern Center for Business and Human Rights. Based on quantitative and qualitative information provided by QDVC and interviews with workers, managers, labour suppliers and subcontractors, the report acknowledged the effectiveness of the due diligence measures in place and considered that "QDVC's standard represents the most responsible recruitment practice that currently exists in the industry" (https://media.business-humanrights.org/media/documents/files/documents/NYU_Qatar20SSP20Report_May29_v2.pdf). The study aimed to determine whether QDVC's responsible recruitment practices could be replicated elsewhere in construction or other industries to promote the rights of migrant workers.

In another example, in May 2018, QDVC entered into a public-private partnership with the ILO Project Office in Qatar to create a migration corridor between Qatar and Bangladesh with no recruitment fees for workers. After an initial audit performed by the NGO Verité, a complete capacity-building programme was rolled out for recruitment and placement agencies in Qatar and in home countries. Follow-up meetings to provide support have been held in Dhaka and Doha. To evaluate the impact of ethical recruitment on 343 workers and their employers, an independent assessment was conducted, based on interviews with workers at various stages of the recruitment process and during their employment. The findings of this pilot project were published at the end of 2021 (https://www.ilo.org/beirut/projects/qatar-office/WCMS_820253/lang--en/index.htm).

One of the conclusions was that the capacity-building workshops resulted in an immediate and profound improvement of placement agency practices. Placement agencies improved the drafting and terms of contracts with recruitment agencies in home countries and followed the use of subagents more closely, in particular by providing a transparent breakdown of costs. The ILO intends to replicate the pilot study in other countries and industries. VINCI regularly provides testimonials to other companies, government authorities and customers about the pilot study carried out with ILO and the ethical recruitment practices used. It also participates in training sessions delivered by the ILO.

The pilot enabled the practices employed by VINCI/QDVC, ranging from responsible recruitment to introducing workers' committee elections, to be presented by various stakeholders as an example to be followed by other companies in Qatar. Though innovative at the time they were first implemented by VINCI, these practices are now widely accepted and encouraged. VINCI created a dedicated page on its website to facilitate access to information and documents relating to its human rights initiatives in Qatar (<https://bit.ly/3H5ZusJ>).

Impacts of the pilot project

- A major reduction of workers' debt: after the pilot project, 93% of the workers had no debt related to migration, versus 45% before the pilot
- A significant reduction in recruitment fees for the 7% of workers with debt: average fees fell from \$3,408 before the new measures implemented by the placement agency to \$300 after the pilot by QDVC and the ILO
- Effective grievance procedures

• Spreading practices and lessons learned across the Group

VINCI has used its experience in Qatar to enhance internal practices and policies in all its operations. The Group strives to provide its teams with operational guidelines. Accordingly, it has translated the risk of forced labour into more concrete factors: the risk of recruitment fees and debt; the risk of employment contract substitution and the risk of confiscation of workers' working permits, identity documents, visas, and passports. The guidelines also cover risks relating to working conditions (wages, working hours, etc.), accommodation and value chain practices. All of the tools developed to implement the Group's human rights policy, from risk maps to assessment scorecards, address these risk factors. The Group is also developing training courses based on case studies to train managers in detecting and preventing the risk of forced labour. VINCI keeps a close eye on any new tools developed by human rights organisations that may be useful to companies in the Group. For example, in 2021 VINCI tested the Cumulus platform designed by the NGO Verité for several of its operations. It helps companies to identify forced labour risks in supply chains, including in the construction industry. As a member of the Leadership Group for Responsible Recruitment (<https://www.ihrb.org/employerpays/leadership-group-for-responsible-recruitment>), VINCI also participated in its reporting process on recruitment practices and the risk of forced labour in all its operations.

• Preventing social risks and illegal work 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 preventing social risks and illegal work in its supply chain in France. In 2018, VINCI introduced new measures to further reinforce its risk prevention and launched several pilot projects in construction businesses in the Greater Paris area. These enhanced measures were gradually rolled out in a broader mix of business activities.

The methodology followed involves three phases:

- survey and mapping of social risks in subcontracting based on purchasing category;
- assessment of the effectiveness of the entity's existing risk prevention measures;
- action plan incorporating measures such as responsibility assignment matrices, CSR assessments of subcontractors and reinforced vigilance measures for purchasing categories involving the highest levels of risk.

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.). The work was conducted across the main support functions (such as human resources, legal, purchasing and risk prevention) and in collaboration with employee representatives. VINCI Construction France formed a steering committee at its top management level. In all, several hundred participants in the chain of operations contributed their input to the diagnoses. Each regional division was asked to develop a responsible subcontracting policy, tailored to its business activities, organisation, local issues and the region's socio-economic situation, and build an action plan covering 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.

To support these efforts, a solution was developed to help maintain a database of reliable subcontractors. Works managers can use it to assess the subcontractors employed at their worksites against a shared set of criteria, which incorporates social risks. Assessments entered by other departments can also facilitate the initial selection of a subcontractor. This data sharing enables VINCI companies to take a more consistent approach to their work with subcontractors, quickly issue warnings in the event of a risk or nonconformity and support them as needed.

Social audits of subcontractors at worksites have been carried out since 2019. The audit procedure has been 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, overseen by external auditors, 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 serves to fine-tune prevention initiatives and, if applicable, update the risk map or assessments of partner companies. Follow-up audits are launched to 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.

To strengthen in-house skills in this area, in 2021, VINCI developed a toolkit for use in training its teams in conducting social audits of subcontractors. The Group's goal is to continuously monitor subcontractors associated with higher risks, while also expanding social auditing practices. The training of in-house trainers will begin in 2022. The toolkit they receive includes resources such as a guide to the methodology, an auditing scorecard, an interview scorecard for interviews with employees of subcontractors, a standard audit plan, standard letters for communicating with subcontractors and other documents.

VINCI Immobilier has 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. Implementation is in progress.

The methodology and its results were shared with professional organisations and certain customers and project managers with which VINCI companies work in France. In 2020 and 2021, VINCI also held discussions with representatives of Syndex, commissioned by the European Federation of Building and Woodworkers (EFBWW). The aim was to develop a toolkit to empower European Works Council representatives to monitor compliance with employment and social protection rules in construction industry supply chains.

• Exerting influence over the value chain

One of the main challenges in the fight against forced labour is its complexity, which requires collaborative, multi-party action by governments, businesses, international organisations, labour unions, NGOs, professional organisations, etc. to comprehensively address the issue. Although VINCI is a large company, its position in the value chain and its volume of activity in a given country or project is often limited, which can lessen its degree of local influence. Due to the inherent characteristics of the risk, in addition to those of the construction industry, VINCI strives to share its practices and challenges with the business community and the industry as a whole, to promote responsible recruitment and help create a virtuous ecosystem.

As part of the Building Responsibly initiative, whose principles include fighting against forced labour and promoting responsible recruitment practices, VINCI made a significant contribution to the policy brief on recruitment. In 2020, VINCI also published the first case study on its recruitment practices in Qatar (<https://www.building-responsibly.org/s/Building-Responsibly-Case-on-Study-Principle-3-VINCI.pdf>). Its purpose is to share practical applications in companies and information that can be useful to other businesses. This is an essential aspect of the initiative, whether for developing tools or facilitating dialogue with stakeholders.

Aware of the importance of raising awareness and training the next generation of engineers, VINCI collaborated with independent experts specialising in business and human rights to build a business case study for students. The case study contains a detailed examination of the risks of forced labour in Qatar and the measures implemented by QDVC. It has been made available to a large number of universities, in several countries, as well as the Conférence des Grandes Écoles in France and the Business and Human Rights Teaching Forum.

As a member of the Leadership Group for Responsible Recruitment, VINCI supports the Employer Pays Principle and regularly provides testimonials at conferences, seminars and meetings hosted by other companies, international organisations, NGOs, public authorities, chambers of commerce and professional associations around the world.

VINCI is also an active member of Business for Inclusive Growth's (B4IG) working group for advancing human rights and fighting forced labour. One focus of the working group is to share common tools to identify and mitigate the risks faced by temporary workers in supply chains. These tools include pre-qualification questionnaires for temporary employment agencies and human rights assessment guidance. A second working group was created to enhance due diligence measures in member companies for the responsible recruitment of migrant workers in Gulf countries. It aims to replicate, in the United Arab Emirates, the pilot project run by VINCI and the ILO Project Office in Qatar.

4.4 Duty of vigilance with regard to the environment

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, leading to the definition of a new environmental ambition involving all VINCI entities for the 2020-2030 period. The ambition targets three areas corresponding to the material issues for the Group's activities: acting for the climate, optimising resources thanks to the circular economy and preserving natural environments. The Environment Department coordinates the ambition across the Group's entities and each year it reports twice to the Executive Committee and three times to the European Works Council. It 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 800 correspondents.

On 6 November 2020, Xavier Huillard, Chairman and Chief Executive Officer 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 and all subsidiaries are responsible for ensuring that appropriate actions are also taken by subcontractors and joint contractors throughout projects.

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. VINCI's environmental ambition extends the environmental actions of VINCI companies beyond compliance with the regulatory requirements of the countries in which they operate.

With regard to the environment, measures to identify and prevent risks are closely tied to the operational context of companies, their activities and the vulnerability of the surrounding area. The Group's environmental policy is translated into operational guidelines in each of its business lines. Each business line establishes a road map taking into account the specific nature of its activities and regions, with the aim to drive continuous improvement. In subsidiaries, chief executives and senior management are in charge of ensuring regulatory compliance and the implementation of risk prevention procedures in their operational scope, taking into account their specific activities and challenges. They are assisted by the network of environmental correspondents, who provide environmental expertise.

4.4.1 Mapping of the Group's major risks

a. Identification of VINCI's material issues

In 2017, the Group established a risk map, which it updated in 2019, working with an outside provider to ensure a thorough assessment using valid methodology. The mapping involved an analysis of the vulnerability of the Group's activities to the physical risks associated with extreme weather events looking ahead to 2050, using data from the RCP 4.5 scenario in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC). In collaboration with the environmental managers of VINCI companies, the risks for their main operational business activities were mapped in the following manner:

- identification of about 15 inherent environmental risks, based on a materiality assessment, industry knowledge and complementary bibliographical research;
- rating by the business lines' environmental managers against three criteria: severity, probability of occurrence and degree of control (based on existing governance, processes and tools to manage the risks);
- summary of inherent and residual environmental risks at Group and business-line levels.

To identify the material environmental issues for the Group's activities, in addition to the mapping of physical risks associated with extreme weather events, a broader analysis of main environmental risks for each business activity was performed. As a result of this risk assessment for each of the 15 business activities, specific actions plans for each risk were developed.

The geographical factor was also taken into account; main environmental risks were identified for each country where the Group is present. The reported 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; and water depletion. VINCI also produced a map positioning its countries of operation based on local environmental regulations.

These analyses served to identify the main risks for the Group's activities, as well as the different risk management strategies available and their suitability.

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 operating 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 infrastructure under concession (motorways, airports); – operation and maintenance of the infrastructure and buildings. In addition, some projects contribute to urbanisation and soil sealing, which may have an influence on the occurrence and consequences of extreme weather events (floods, heatwaves, etc.).	– Emergence of new regulations relating to the climate transition – 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 degradation of natural environments and constitute a nuisance for local populations, while contributing to the depletion of certain virgin raw materials.	– Risks related to waste production, processing and disposal – Increasing scarcity of resources
Preservation of 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 – Degradation of natural environments – Risk of working on a degraded or polluted parcel of land – Expansion of areas of water stress

Focus on climate change

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 enabling our society to keep global warming below two degrees by the end of the century: a "pro-technology" scenario, in which technological innovations would deliver major reductions in emissions without changing lifestyles, and a "sufficiency" scenario, in which growing collective awareness would lead to significant transformations in production and consumption practices. 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 for the construction sector in France and another for mobility in North America. In any scenario, it 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. 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.

• **Regulatory risk**

Based on the results of this scenario analysis, the main climate-related risk to which VINCI is exposed, and whose exposure is expected to increase in the future, is regulatory risk. 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, such as France's new environmental regulation adopted in 2020 (RE 2020). As a construction industry leader, VINCI must supply products that meet these standards. Non-compliance with regulations could expose the Group 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.

• **Acute physical risks**

In addition to the environmental risk mapping described earlier, entities undertake specific work to anticipate and manage risks in the short- or medium-term that have been identified as major for their projects. They found 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 or motorways. 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), which can impact the works timetable. Changes in temperature can also 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 affect traffic patterns where VINCI operates motorways, airports and other infrastructure under concession contracts.

• Technological and market evolutions

In addition to assessing and mitigating the climate impact of its activities, VINCI analyses the opportunities that climate change brings to its activities. Technological and market evolutions are enabling VINCI to deliver new environmental solutions to its customers. VINCI's research and development efforts are focused on creating low-carbon and energy-efficient products and services.

A scenario analysis has confirmed VINCI's belief that urgent action is needed and that profound changes are in store for its businesses. These major transformations are a source of risks as well as 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.

4.4.2 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 the 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 205).

ISO 14001 certifications at VINCI in 2021

- VINCI Autoroutes: 100% of kilometres in service
- VINCI Concessions: 77% of revenue (89% for VINCI Airports)
- VINCI Energies: 50% of revenue
- VINCI Construction (excluding Eurovia): 86% of revenue
- Eurovia: 36% of revenue from works activity, 56% from quarries owned, 63% from coating plants owned, 54% from binder plants owned

• 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 and 2021 (see paragraph 3.4.3, "Procedures related to commitments and the VINCI Risk Committee", in chapter D, "Risk factors and management procedures", page 169).

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 Bionécessité 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 no. 82-1153 of 30 December 1982), for new transport connections
VINCI Airports	<ul style="list-style-type: none"> – Environmental due diligence for projects under development in order to analyse and manage environmental risks at the earliest possible stage of a project – Internal environmental audits for 23 airports with ISO 14001 certification
VINCI Energies	<ul style="list-style-type: none"> – Achievement by VINCI Energies France of the Gold rating from EcoVadis, which assesses the quality of a company’s sustainability management system, in 2021 – Risk assessment and environmental health and safety 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 nonconformities into measures for inclusion in action plans
VINCI Construction	<ul style="list-style-type: none"> – Achievement by Eurovia France of the Gold rating from EcoVadis, which assesses the quality of a company’s sustainability management system, in 2021 – Assessment of environmental risks for activities being acquired or for investments in quarries or production plants – Internal assessment of environmental risks for each project using a questionnaire based on local regulations and ISO 14001 (VINCI Construction Terrassement) – Regulatory watch developed in all VINCI Construction businesses – 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 – Annual environmental audit (incorporated into the integrated management system) for all divisions, which are all ISO 14001 certified, and monthly health, safety and environment (HSE) inspections by management for each project (Sogea-Satom) – Regulatory compliance audits (125 in France in 2021 for Eurovia entities) – 35 internal compliance audits in 2021 using a set of 115 items to assess worksite performance (VINCI Construction Terrassement) and 36 internal audits for Eurovia, covering 25% of works agencies, to verify the implementation of environmental action plans – Development of a specific environmental acceptability and certification process for Eurovia France production plants – Internal audits of worksites applying for the Attitude Environnement label (VINCI Construction France) or the Excellence Environnement label (Eurovia) – 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 by works management after service completion, using a dedicated internal tool (Dodin Campenon Bernard and VINCI Construction Terrassement)
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 2.2.1, “Group-wide approach to promote responsible purchasing”, page 197, 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. For purchasing categories that significantly impact revenue or carry high social or environmental risks, a separate analysis is performed and a specific CSR questionnaire is used to assess suppliers. Based on the results, a supplier may be excluded from a tender process or be invited to set up an action plan, complete with measures to verify its implementation. In 2021, 20 new suppliers were assessed using this approach and only nine were approved.

The VINCI holding company and some Group entities may also 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.

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 assessment 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"> – Analysis in progress to identify and assess the main social and environmental risks for each purchasing category
VINCI Energies	<ul style="list-style-type: none"> – Yearly or half-yearly assessment by each company of their top 10 suppliers and top five subcontractors, using a questionnaire, followed by work with suppliers on their identified areas for improvement – Assessment of VINCI Energies suppliers, using the Actradis platform
VINCI Construction	<ul style="list-style-type: none"> – New questionnaires for specific purchasing categories developed in 2021 to assess suppliers' environmental and other commitments. The questionnaires were sent to all suppliers having participated in a tender in 2021, to distinguish the best environmental performers. Improvement action plans were developed jointly with them. Fifty suppliers, representing a purchasing volume of €250 million, received support in this form in 2021, in connection with framework agreements managed by Eurovia's head office. – 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 2021, 284 environmental assessments were performed at VINCI Construction Terrassement. – Environmental criteria included in annual assessments of subcontractors and suppliers (Sogea-Satom)

4.4.3 Tailored actions to mitigate risks and 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 protection 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	Commitments
Climate change	<ul style="list-style-type: none"> – Reduce the Group's direct greenhouse gas emissions (Scopes 1 and 2) by 40% by 2030 compared with 2018 levels – Reduce indirect emissions (Scope 3) by 20% between 2019 and 2030, taking action across the entire value chain for the Group's businesses – Adapt structures and activities to improve their climate change resilience
Resources and the circular economy	<ul style="list-style-type: none"> – Promote the use of construction techniques and materials that economise on natural resources – Improve waste sorting and recovery – Expand the offer of recycled materials to limit extraction of virgin materials
Preservation of natural environments	<ul style="list-style-type: none"> – 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

• Environmental management and incident prevention

To achieve its environmental ambition, the Group implements environmental risk prevention management systems at Group entities (see paragraph 3.1.1.2, "Turning risk management into opportunity," page 205), which also cover their worksites and sites under operation. For example, VINCI Immobilier applies its own clean worksite charter that enumerates obligations for all companies operating at the worksite, to monitor and reduce nuisances and environmental impacts.

Several initiatives have been taken by VINCI Construction entities in addition to obtaining ISO 14001 certification.

– For example, 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. Since 2020, it has 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.

Various business lines, divisions and subsidiaries also develop internal labels to prevent risks specific to their business activities. In 2021, 31 Eurovia worksites received the in-house Environmental Excellence label, more than 300 VINCI Construction France worksites were certified with the Attitude Environnement label and nine worksites were awarded the new green label created by VINCI Construction Terrassement in 2021 to recognise worksites that have done an exemplary job in protecting the environment.

In the Concessions business, VINCI Concessions is expanding ISO 14001 certification to enhance risk prevention in 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.

Furthermore, business lines conduct awareness and training initiatives (see paragraph 3.1.3, “Employee training and awareness”, page 208). Regular 15-minute environmental sessions at worksites build awareness among employees and subcontractors alike. In 2021, 51,837 hours of environmental training were provided (52,891 in 2020).

• Mitigating and adapting to climate change

Climate change is 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. According to climate models published by the Intergovernmental Panel on Climate Change (IPCC) in relation to the RCP 6.0 and RCP 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 changes that could affect all segments of our society. The IPCC’s Special Report on the impacts of global warming of 1.5°C above pre-industrial levels details the consequences for people and the planet even if emissions are reduced considerably, while the first instalment of its Sixth Assessment Report presents the most compelling evidence to date that human activities are causing climate change.

In response, VINCI has committed to taking concrete action. When it adopted its new environmental ambition in 2019, VINCI further strengthened the Group’s targets, looking to align itself with the Paris Agreement. 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 paragraph 3.2, “Acting for the climate”, page 210). According to guidance from the Science Based Targets initiative (SBTi), this commitment makes the Group’s target setting strategy consistent with a reduction “well below 2°C”. In addition to this absolute value for its emissions reduction target, VINCI aims to reach carbon neutrality (by achieving net zero emissions) in its direct scope of business activities by 2050. VINCI also pledged in 2021 to reduce its Scope 3 indirect emissions by 20% by 2030 compared to the 2019 baseline. This commitment has been validated by the SBTi and is based on the emissions categories defined in the Greenhouse Gas Protocol (GHG Protocol).

To meet its objectives, VINCI is developing tools and action plans 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).

8%

reduction in greenhouse gas emissions between 2018 and 2021, excluding the impact of acquisitions

Some measures are being implemented by all Group companies (see the actions described in paragraph 3.2, “Acting for the climate”, page 210): 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), 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).

25%

of electricity used was from renewable sources in 2021

Group entities also deploy solutions to reduce emissions in the products and services they deliver in their business activities. For example, ensuring the energy efficiency of buildings under construction or renovation is a key objective for the Group. Accordingly, VINCI Construction 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 operating 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 and infrastructure 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 (see the actions described in paragraph 3.3, “Optimising resources thanks to the circular economy”, page 221).

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.

15%

of recycled material in VINCI Construction’s total aggregate production for 2021

Given their extensive international operations, VINCI’s Concessions businesses must find alternatives to landfills for treating waste. To meet its goal of sending zero waste to landfills, VINCI Airports has built on-site sorting centres for its airports in Brazil and the Dominican Republic. VINCI Construction and VINCI Energies are also taking measures to promote the reuse of materials and equipment on worksites, in addition to waste sorting and recycling.

- **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 undertake risk analyses of their projects and implement measures to manage the identified risks (see the actions described in paragraph 3.4, “Preserving natural environments”, page 226).

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, 90% 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. Some of Eurovia’s quarry sites have implemented innovative systems to filter pumped water and minimise 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.

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. A reduction of just over 80% in the use of phytosanitary products (in litres) occurred between 2018 and 2021 for the Concessions business as a whole. As part of its commitments under the act4nature international initiative, VINCI has made a pledge to cease all use of phytosanitary products by 2030 (unless prevented by contractual or regulatory provisions).

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airports used no phytosanitary products in 2021

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.

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.

100%

of framework contracts
signed by Purchasing
Coordination included one
or several environmental
criteria in 2021

In 2019, the Group produced 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 introductory course to responsible purchasing was made available to all employees as an e-learning module, to help them absorb the content of the guide. By 31 December 2021, 2,400 employees had completed it. A more advanced course for Group purchasing roles was developed in 2021 and completed by 120 employees. Thirty trainers will continue to deliver this new training in business lines. VINCI Autoroutes has developed its own 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.

The Group has undertaken additional work to prevent risks across its most important industry sectors and purchasing categories. Eurovia France and VINCI Construction France established a list of their priority purchasing categories, notably including those categories exposed to social and environmental risks, and mapped them for each entity. Discussions with certain strategic suppliers (for example, fuel and concrete) were initiated with a view to reducing Scope 3 emissions. In 2021, the Group continued to assess concrete suppliers against environmental criteria (such as greenhouse gas emission thresholds), to expand its sourcing of low-carbon concrete. With respect to wood used for the frames and facades of structures, VINCI companies specialising in timber-frame construction source a very large majority (over 80%) of their wood from PEFC- or FSC-certified sustainably managed forests. In 2021, VINCI also completed its second CDP Forests assessment and received the score of C, which recognises the Group's awareness of deforestation and forest degradation risks and best practices.

4.4.4 Group alert mechanisms and processing of reports

VINCI 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.

4.4.5 Monitoring measures put in place and their effectiveness

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, see the cross-reference table, page 375), the recommendations of the Task Force on Climate-related Financial Disclosures (see the cross-reference table, page 377) and the Sustainability Accounting Standards Board framework (see the cross-reference table, pages 378). 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.

This monitoring and assessment work accompanies 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. The goals are regularly reviewed by VINCI's Executive Committee and Board of Directors.

99%

of Group revenue is covered
by environmental reporting

4.5 The Group's system for whistleblowing, alerts and the processing of reports

The Ethics and Vigilance Department supports the implementation of the Group's compliance programmes, in addition to procedures for raising concerns in specific areas of risk. It is responsible for VINCI's whistleblowing system (see paragraph 2.4, "Business ethics", page 201) and reports to the Group's Executive Management.

- **A procedure available to all stakeholders**

The Group has set up a unique whistleblowing system, called VINCI Integrity, which 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 violates 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.

Employees inform their direct or indirect supervisor, or an officer designated for this purpose within the entity to which they belong. Employees can use the whistleblowing system available in their entity, contact the Group's Ethics Officer directly, or use VINCI Integrity, the Group's whistleblowing platform. VINCI guarantees that no employee will be disciplined, dismissed, or retaliated against in any way, whether directly or indirectly, for having reported or given evidence, under the whistleblowing procedure and in good faith, concerning acts of which the employee obtained personal knowledge during the course of their 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 and report concerns.

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 375.

5.1 Methodological procedures

VINCI's procedures are specified in the materials listed below.

- **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);
- a guide presenting six methods that can be used to estimate data for the last months of 2021 in the context of the fast close process.

All of the above materials are accessible on the Group's intranet site.

From 2010 to 2020, the reference period for environmental reporting pertaining to year Y ran from 1 October Y-1 to 30 September Y. On 1 January 2021, to align with financial and workforce-related reporting, the environmental reporting reference period was moved to 1 January to 31 December of year Y. Some entities have estimated their environmental data for the last one, two or three months of 2021. To assist them, VINCI's Environment Department developed six methods for estimating this data, which are described in a guide communicated to entities to be applied and adapted as required.

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.

Two companies acquired in 2021, with fewer than 50 employees, did not report fully on the number of hours worked. These companies account for 0.02% of the Group's total workforce;

- environmental reporting covered 99% of the Group's revenue in 2021.

Excluded from environmental reporting in 2021 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 57% of the Group's activities (VINCI Autoroutes, VINCI Airports, VINCI Highways, VINCI Railways, VINCI Stadium, VINCI Energies, VINCI Construction UK, VINCI Construction Grands Projets, VINCI Construction Terrassement, Dodin Campenon Bernard, VINCI Construction Central Europe, VINCI Construction Dom-Tom and VINCI Immobilier). Reporting on waste recovered covers 39% of the Group's activities (VINCI Autoroutes, VINCI Airports, VINCI Highways, VINCI Railways, VINCI Stadium, VINCI Energies France, VINCI Energies Europe West, VINCI Energies Europe East and VINCI Construction Central Europe). Reporting on the consumption of purchased water covers 98% of the Group's activities, as HEB (VINCI Construction Asia Oceania) has been excluded from it. Reporting on the consumption of water from boreholes covers VINCI's Concessions business, which is 14% of the Group's activities. 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, with this exception: the environmental data of Qatari Diar VINCI Construction (QDVC) and Freyssinet SA (Spain) are consolidated in proportion to VINCI's stake. 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 environmental reporting scope in 2021 (acquisitions in 2020):

- VINCI Energies Europe East: Actemium Energy Projects (ex-Converse Energy Projects, Germany);
- VINCI Immobilier: Ubat (France).

The energy business acquired from ACS (Cobra IS) will be included in workforce-related and environmental reporting as of financial year 2022.

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;
- 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

5.4.1 Methodological 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.

Data from subcontractors is included in the environmental reporting when VINCI is directly responsible for the data (i.e. the services or resources are 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). At VINCI Immobilier, nearly 98% of the volume of waste is estimated. For its offices and agencies, estimates are based on actual data and cover about 75% of buildings. For its serviced residences, for which a waste per capita ratio is applied, estimates cover all the residences.

The figures in this Universal Registration Document are based on data known at the end of the financial year. They may, however, be adjusted the following year if a significant anomaly is observed and provided that the adjustment is substantiated in detail. None of the figures published in the 2020 Universal Registration Document were adjusted in 2021.

5.4.2 Greenhouse gas emissions and reduction trajectory

• Scope 1 and Scope 2 greenhouse gas emissions

Total energy consumption is expressed in megawatt hours (MWh) higher calorific value (HCV). The conversion factors used are 10.66 kWh/l for diesel fuel, 9.82 kWh/l for petrol, 11.15 kWh/l for used oils, 11,833 kWh/t for heavy fuel oil and 3,069 kWh/t for coal (lignite). These factors were obtained from the French energy and environment non-profit ATEE (<https://atee.fr/document/calcul-de-conversion-des-unites-energetiques>). The conversion factors used to calculate greenhouse gas emissions are from the 2016 Ademe Base Carbone® database for Scope 1, and from the 2018 International Energy Agency (IEA) database for Scope 2.

In 2021, 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 from self-consumption and under 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).

• Emissions reduction trajectory

To measure the Group's performance in achieving its commitment to reduce greenhouse gas emissions from 2018 to 2030, an initial trajectory is being used as a baseline. Each business line has its own initial emissions reduction trajectory for 2030, based on the environmental commitments it has made and the intensity of its carbon reduction initiatives. Each year, the progress made is measured and the percentage by which actual emissions must still be reduced by 2030 is recalculated. This figure is based on two quantities (based on energy consumption data from the Group's environmental reporting), which are actual direct greenhouse gas emissions for the past year, and actual emissions from changes in scope (acquisitions and disposals in the reporting scope) for the past year.

The progress made is measured for each business line, by applying the percentage of emissions remaining to be reduced by the business line to the cumulative emissions attributable to changes in scope for the past year (the sum of emissions from acquisitions, less the sum of emissions from the business line's disposals). For example, consider an acquisition in year Y, included in environmental reporting in year Y+1. The emissions trajectory of this acquisition to 2030 is calculated by applying the percentage of emissions remaining to be reduced from the acquiring business line to the emissions of this acquisition in year Y+1. The acquisition is therefore included in the same trajectory as the acquiring business line.

The achievements of each business line are then consolidated to determine the progress along the trajectory made by the Group as a whole. Progress towards the Group's target is thus measured each year by comparing the initial baseline with the performance achieved.

• Scope 3 greenhouse gas emissions

To calculate Scope 3 emissions for 2020, 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: 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 Autoroutes, which used the tools provided by the Association of French Motorway Companies (Asfa); and VINCI Immobilier, which applied the new French environmental regulation for new buildings, RE 2020..

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 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. For VINCI Highways activities, a rule was applied to only calculate emissions from consolidated entities operating as concession holders.

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 kgCO₂eq 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 (EFs), the same rules are applied across the Group. Where several EFs 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. If the desired EF cannot be found in the VINCI database, specific EFs are sourced from other documentation, mainly Ecoinvent or Base Carbone®, a database managed by the French environment and energy management agency, Ademe.

The Scope 3 emissions of some Group entities may be double counted, due to services being purchased from or subcontracted to other Group entities. These emissions were measured and deducted from the Group's total during the consolidation phase using the following method: a ratio of Scope 1, 2 and 3 emissions per million euros of revenue was determined for each business line for 2019, based on Scope 1 and 2 data from the Group's environmental reporting and Scope 3 emissions calculated for 2019. For each business line, emissions corresponding to purchases made from VINCI entities were measured by applying the ratio for the "selling" business line to the amount of all purchases made from that business line.

5.4.3 EU Taxonomy KPIs

VINCI's first assessment to determine the extent of the eligibility of its activities, as defined under the EU's Taxonomy Regulation, was based on a detailed analysis of the Group's activities at 30 September 2021, taking into account existing processes, reporting systems and management assumptions. The percentages of eligibility applied to the Group's revenue and capital expenditure (CapEx) at 31 December 2021 were calculated at 30 September 2021, except for VINCI Autoroutes and VINCI Immobilier, which recalculated their percentages of eligibility at 31 December 2021.

• Revenue

To analyse the eligibility of the activities of VINCI Energies and VINCI Construction, the marketing segmentation of each business line, combined with the classification of the business line's processes and areas of expertise, was applied. The main assumptions were tested for reliability using tests of details on samples of projects.

The eligible revenue of VINCI Concessions includes the revenue of VINCI Railways and that of the companies Caraibus, Turas and Cofiroute USA. The eligible revenue of VINCI Autoroutes is an estimation of the share of tolls collected from zero-emissions vehicles. This figure is estimated by applying the toll revenue from light vehicles at 31 December 2021 to the percentage of all-electric vehicles on the road in France (an average of 1% for 2020 and 2021) and a reduction coefficient of 0.5, which is subject to change, depending on the growth of the electric vehicle market and infrastructure equipment levels. Sources: data compiled by Avere-France (www.avery-france.org) and Insee (www.insee.fr).

- **CapEx**

In accordance with the definition provided in the annex to the delegated act on Article 8, the taxonomy-eligible share of the Group's capital expenditure (CapEx) was determined by calculating the ratio of the following financial aggregates:

- denominator: the total of gross additions to property, plant and equipment and intangible assets and gross additions to right-of-use assets in respect of leases recognised under IFRS 16 (see the consolidated financial statements, pages 303, 308 and 310);
- numerator: sum of the capital expenditure, as identified in the denominator, that is associated with taxonomy-eligible activities (application of the percentage of eligible revenue to capital expenditure for each worksite, business line or division) and that enables the reduction of greenhouse gas emissions.

- **OpEx**

The denominator value for operational expenditure (OpEx) was calculated in accordance with the definition provided in the annex to the delegated act on Article 8. Total non-capitalised costs relating to research and development, building renovation measures and the short-term lease, maintenance and repair of Group assets accounted for less than 10% of the Group's total operating expenditure at 31 December 2021, which is not considered to be representative of its business model.

5.4.4 Other indicators

- **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 this reporting item over a broader scope and improve its reliability. Reporting on the use of phytosanitary products covers the scope of VINCI Autoroutes and VINCI Concessions.

- **Environmentally certified projects**

The number of environmentally 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.

- **Occupational illness**

Occupational illnesses are defined as illnesses contracted following prolonged exposure to a professional risk (noise, hazardous products, posture, etc.) and recognised as such by the regulations in force, where such regulations exist. The calculation of the number of days of absenteeism for occupational illness includes days lost due to illnesses declared as occupational and recognised as such, where such regulations exist. The Group continues to educate subsidiaries about the need to harmonise reporting practices.

5.5 Consolidation and internal control

Workforce-related data is collected from each operational entity using a specific package of the Vision III data reporting system, including automatic controls. Data is checked and validated by the Group entities themselves. This data is then consolidated in two steps:

- Step 1: each business line consolidates all data within its scope. When consolidation takes place, data consistency checks are carried out. Having been consolidated and checked at the business-line level, data is then provided to the Group Human Resources Department;
- Step 2: the Group HR Department consolidates data across the whole scope and checks its consistency.

Environmental data is collected, checked, consolidated and validated by the environment managers in each business line and division using their own IT tools. The data is then consolidated centrally using Vision III. When consolidation takes place, data consistency checks are carried out at Group level by the Environment Department. Comparisons are made with the previous year's data and any material discrepancies are analysed in detail.

5.6 External controls

From 2002 to 2013, VINCI asked its Statutory Auditors to give their opinion on the quality of the procedures used to report social and environmental information. Since 2014, a Statutory Auditor has been appointed as the independent third-party body in charge of verifying the completeness and fair presentation of information published in the "Workforce-related, social and environmental information" chapter and, since 2018, of information in the non-financial performance statement. The nature of the auditing work carried out and the findings are presented on pages 268 to 271.



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.

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