

# Forging a sustainable world.



2022 WORKFORCE-RELATED, ENVIRONMENTAL  
AND SOCIAL INFORMATION

# 1. Workforce-related performance

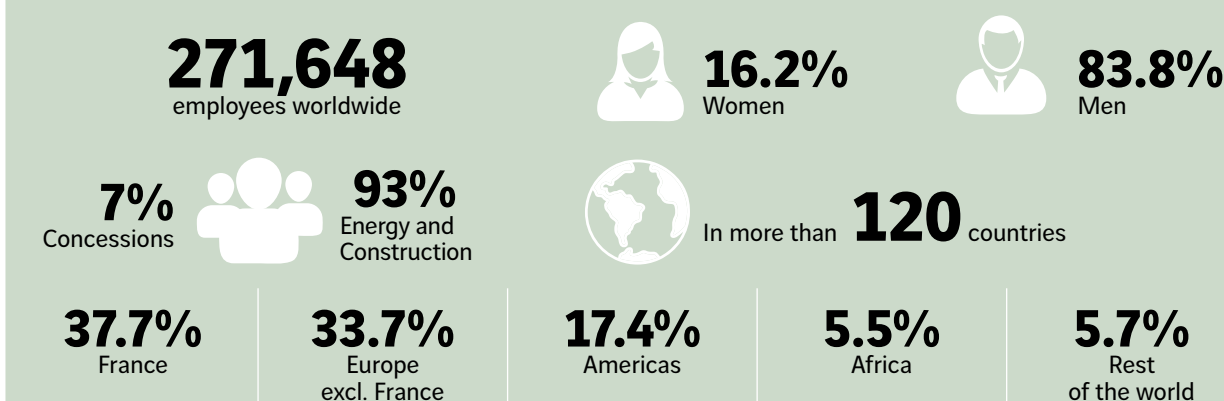
## 1.1 Employees, drivers of the Group's performance

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 120 countries in 2022, VINCI's workforce increased to 271,648 in 2022 from its total headcount in 2021 (219,299 employees). This change was due to the integration of the Cobra IS business line, a group of nearly 600 business units in some 60 countries, with over 45,000 employees. Forty-eight percent of Cobra IS's workforce is located in Spain and 42% in the Americas, with a solid foothold in Latin America. At 31 December 2022, VINCI staff employed by European entities as a percentage of the total workforce came to 71.4% and staff employed outside Europe stood at 28.6%.

#### At 31 December 2022



#### Workforce at 31 December 2022 by geographical area and by business line, with change<sup>(\*)</sup>

	2022									2021	2022/2021
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
France	5,574	897	601	39,694	269	53,540	1,744	102,319	37.7%	100,681	+1.6%
Spain	-	-	-	2,096	21,995	917	-	25,008	9.2%	3,457	+623.4%
United Kingdom	-	2,195	3	988	30	8,727	-	11,943	4.4%	11,291	+5.8%
Germany	-	-	59	13,343	40	4,491	11	17,944	6.6%	16,481	+8.9%
Benelux	-	-	-	6,266	4	713	3	6,986	2.5%	6,669	+4.8%
Central and Eastern Europe	-	1,503	54	3,573	30	8,684	-	13,844	5.1%	13,719	+0.9%
Rest of Europe	-	2,666	123	10,368	1,909	842	5	15,913	5.9%	13,581	+17.2%
Europe excl. France	-	6,364	239	36,634	24,008	24,374	19	91,638	33.7%	65,198	+40.6%
Americas	-	1,810	1,286	7,436	19,129	17,573	-	47,234	17.4%	25,823	+82.9%
Africa	-	-	-	2,327	906	11,778	-	15,011	5.5%	14,456	+3.8%
Rest of the world	-	1,109	107	3,970	1,148	9,112	-	15,446	5.7%	13,141	+17.5%
Total	5,574	10,180	2,233	90,061	45,460	116,377	1,763	271,648	100%	219,299	+23.9%
Excl. Cobra IS								226,188		219,299	+3.1%

<sup>(\*)</sup> Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 Universal Registration Document.

At 31 December 2022, VINCI's workforce consisted of 48,663 managers (18% of the workforce) and 222,985 non-managers (82% of the workforce). The percentage of female staff remained stable at 16.2% in 2022, while the proportion of women managers increased to 22.2% in 2022 from 21.6% in 2021 (see paragraph 1.5, "Inclusion and diversity", pages 204 to 206, on the objectives and actions concerning the role of women in the Group).

### Workforce at 31 December 2022 by category, gender and business line, with change<sup>(\*)</sup>

	2022								2021		2022/2021	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change	Excl. Cobra IS
<b>Managers</b>	<b>1,102</b>	<b>1,536</b>	<b>564</b>	<b>18,020</b>	<b>1,930</b>	<b>24,444</b>	<b>1,067</b>	<b>48,663</b>	<b>17.9%</b>	<b>45,133</b>	<b>+7.8%</b>	<b>+3.5%</b>
Men	685	1,006	378	14,342	1,634	19,287	541	37,873	77.8%	35,365	+7.1%	+2.5%
Women	417	530	186	3,678	296	5,156	526	10,789	22.2%	9,767	+10.5%	+7.4%
Other	-	-	-	-	-	1	-	1	0.0%	1	0.0%	0.0%
<b>Non-managers</b>	<b>4,472</b>	<b>8,644</b>	<b>1,669</b>	<b>72,041</b>	<b>43,530</b>	<b>91,933</b>	<b>696</b>	<b>222,985</b>	<b>82.1%</b>	<b>174,166</b>	<b>+28.0%</b>	<b>+3.0%</b>
Men	2,628	5,877	915	62,131	38,051	79,852	206	189,660	85.1%	147,745	+28.4%	+2.6%
Women	1,844	2,767	752	9,910	5,479	12,073	490	33,315	14.9%	26,418	+26.1%	+5.4%
Other	-	-	2	-	-	8	-	10	0.0%	3	+233.3%	+233.3%
<b>Total</b>	<b>5,574</b>	<b>10,180</b>	<b>2,233</b>	<b>90,061</b>	<b>45,460</b>	<b>116,377</b>	<b>1,763</b>	<b>271,648</b>	<b>100.0%</b>	<b>219,299</b>	<b>+23.9%</b>	<b>+3.1%</b>
Men	3,313	6,883	1,293	76,473	39,685	99,139	747	227,533	83.8%	183,110	+24.3%	+2.6%
Women	2,261	3,297	938	13,588	5,775	17,229	1,016	44,104	16.2%	36,185	+21.9%	+5.9%
Other	-	-	2	-	-	9	-	11	0.0%	4	+175.0%	+175.0%

<sup>(\*)</sup> Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 Universal Registration Document.

#### Workforce at 31 December 2022 by age

- 26,991 employees aged under 25 (10% of the total workforce)
- 67,644 employees aged 26 to 35 (25% of the total workforce)
- 107,129 employees aged 36 to 50 (39% of the total workforce)
- 69,885 employees aged over 50 (26% of the total workforce)

### 1.1.2 Types of employment contract, and changes

At end-2022, 246,343 staff were employed under permanent job contracts or site contracts, and 25,305 under non-permanent job contracts (work-based training and 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 2022, 29,385 temporary staff (full-time equivalent) worked for VINCI, a 28% increase from 2021. VINCI promotes the integration of young people on work-based training programmes. In 2022, 6,530 young people received training under work-based programmes within the Group.

### Workforce at 31 December 2022 by type of employment contract and business line, with change<sup>(\*)</sup>

	2022								2021		2022/2021	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change	Excl. Cobra IS
Permanent job contracts	5,423	9,771	1,819	79,137	30,654	95,669	1,554	224,027	82.5%	189,433	+18.3%	+2.1%
Site contracts	-	-	10	3,794	11,966	6,546	-	22,316	8.2%	794	+2,710.6%	+1,203.1%
Non-permanent job contracts	73	329	312	3,307	2,732	11,379	57	18,189	6.7%	22,393	-18.8%	-31.0%
Work-based training	78	80	92	3,823	108	2,783	152	7,116	2.6%	6,679	+6.6%	+4.9%
<b>Total</b>	<b>5,574</b>	<b>10,180</b>	<b>2,233</b>	<b>90,061</b>	<b>45,460</b>	<b>116,377</b>	<b>1,763</b>	<b>271,648</b>	<b>100.0%</b>	<b>219,299</b>	<b>+23.9%</b>	<b>+3.1%</b>
Temporary staff (full-time equivalent)	3	1,128	103	6,224	3,167	18,738	22	29,385	10.8%	22,961	+28.0%	+14.2%

<sup>(\*)</sup> Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 Universal Registration Document.

### 1.1.3 Recruitment and departures

Employee turnover stood at approximately 33% in 2022. Compared with 2021, turnover remained unchanged at 27%, excluding Cobra IS. This difference is due to the expiry of temporary worksite contracts as well as resignations, reflecting a Group recruitment policy adapted to new worksites.

#### Recruitment

VINCI hired 88,715 people worldwide in 2022, including 66,146 under permanent employment contracts (12,379 in France). The proportion of permanent employment contracts among new hires rose from 55.4% in 2021 to 74.6% in 2022. In 2022, VINCI continued its recruitment efforts targeting young people, resulting in 8,617 new hires during the year, accounting for 13% of all those joining the Group in permanent jobs.

VINCI promotes local employment and career progression within the Group. Intercompany staff transfers totalled 3,145 in 2022 (1,973 in 2021), of which 96% within a business line and 4% 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<sup>(1)(2)</sup>

	2022								
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier and holding cos.	Total	%
Expired contracts <sup>(3)</sup>	627	180	103	6,944	9,184	13,757	363	31,158	38.3%
Resignations <sup>(4)</sup>	100	743	259	8,872	6,238	12,589	168	28,969	35.6%
Redundancies and dismissals <sup>(5)</sup>	132	262	72	4,034	9,399	6,815	153	20,867	25.6%
Death	7	18	1	146	22	192	-	386	0.5%
<b>Total</b>	<b>866</b>	<b>1,203</b>	<b>435</b>	<b>19,996</b>	<b>24,843</b>	<b>33,353</b>	<b>684</b>	<b>81,380</b>	<b>100.0%</b>

(1) Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 Universal Registration Document.

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

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

(4) Includes termination during trial period by decision of the employee and other resignations.

(5) Includes termination during trial period by decision of the employer, redundancies, early termination of special employment contracts and mutually agreed contract termination for France.

## 1.1.4 Organisation of work

### Hours worked

In 2022, employees worked a total of 387 million hours excluding Cobra IS, of which about 22 million overtime hours. Including Cobra IS, employees worked a total of 475 million hours, of which 25 million overtime hours. This increase in hours worked compared with 2021 (383 million hours worked, of which 21 million overtime hours) was due to the business growth of Group companies.

### Absenteeism

## Days of absenteeism by cause, with change<sup>(\*)</sup>

	2022								2021	2022/2021
(in number of calendar days)	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction	VINCI Immobilier and holding cos.	Group (excl. Cobra IS)	%	Total	Change
Non-occupational illness	117,699	104,439	18,878	1,246,388	1,338,888	16,916	2,843,208	61.1%	2,564,437	+10.9%
Workplace accident	3,401	6,505	537	44,551	100,383	556	155,933	3.4%	160,171	-2.6%
Commuting accident	758	1,465	3	10,358	20,789	695	34,068	0.7%	34,213	-0.4%
Recognised occupational illness	887	518	-	22,376	53,313	-	77,094	1.7%	81,641	-5.6%
Maternity/paternity leave	5,406	49,988	7,842	178,105	201,369	9,674	452,384	9.7%	408,543	+10.7%
Partial activity (furloughs)	53	42,903	-	12,868	59,212	-	115,036	2.5%	550,494	-79.1%
Weather events	-	774	-	12,422	143,752	-	156,948	3.4%	235,806	-33.4%
Other cause	11,060	61,313	6,728	266,072	464,408	6,181	815,762	17.5%	939,585	-13.2%
<b>Group (excl. Cobra IS)</b>	<b>139,264</b>	<b>267,905</b>	<b>33,988</b>	<b>1,793,140</b>	<b>2,382,114</b>	<b>34,022</b>	<b>4,650,433</b>	<b>100.0%</b>	<b>4,974,890</b>	<b>-6.5%</b>

(\*) Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 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 2022, VINCI Insertion Emploi (ViE), the Group's social enterprise focused on helping the long-term unemployed, leveraged its expertise 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.

## 1.2 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 employees and external staff working on projects across the Group 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 presented below and explained in the duty of vigilance plan (see paragraph 4.2, "Duty of vigilance with regard to health and safety", pages 255 to 262).

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 the 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 **2.5 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 (<https://bit.ly/3JaTcN8>) was signed by the Chairman and Chief Executive Officer and by the Secretary of the European Works Council in 2017. 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. As part of its continuous dialogue with Building and Wood Workers' International (BWI), VINCI has 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).

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.

The Health and Safety Coordination unit has launched joint initiatives at the Group's businesses to put improvements in place to reduce risk factors such as lifting and handling loads, electrocution and road accidents caused by third parties.

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.

In addition, the unit 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, has coordinated a mission on innovation in safety and prevention. It applied an approach 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.

This foresight approach is being developed to include environmental issues that impact employee health and safety. The "Catalyst" part of the approach has been extended to take health issues into consideration.

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. It also has a focus on quality of life in the workplace and the redeployment of employees who have suffered a workplace accident or illness. Specialised internal structures such as Habileo'h and Trajeo'h work to better integrate people with disabilities into the Group and help redeploy incapacitated staff.

#### Preventing health and psychosocial risks

Preventing and responding to psychosocial risks has been an important focus since the start of the Covid-19 pandemic. At many VINCI sites, measures were introduced at the outset to raise awareness, provide training to managers and support employees. The range of initiatives undertaken include setting up help hotlines, offering psychological counselling, training employees to recognise signs of depression and situations of distress, and organising events dealing with mental health and stress management.



Group companies have also collaborated with public authorities and specialised service providers to launch health awareness campaigns, for example, to promote the importance of exercise and a healthy diet in preventing multiple chronic diseases. Other initiatives include individual counselling with a dietician and screening for diabetes and heart disease. Additionally, awareness campaigns have been carried out in various regions worldwide to focus on certain addictions (smoking, alcohol, drugs, etc.) and diseases (such as cancer, AIDS, and Alzheimer's). Each one aims 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.

A special ergonomics group has been created within the Group's community of health and safety specialists to promote good posture and proper body mechanics for performing work activities across all business lines. Innovations such as the exoskeletons developed at VINCI Construction or the equipment to facilitate manual baggage handling at VINCI Airports are helping to reduce physical effort and strain for employees.

#### 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.

Despite these actions, personnel along the value chain of external companies have a higher accident rate. To address the issue, additional measures have been taken to improve worker safety. These may go as far as terminating any form of collaboration if the external providers do not adhere to certain fundamental rules.

In 2022, VINCI repeated its consultation process, applicable within France, to select temporary employment agencies (TEAs) approved to work with Group companies. To be listed, TEAs must meet specific health and safety standards, comply with safety equipment indicators and issuance requirements, and ensure, if necessary, that their workers hold a special safety passport, known as the Pasi, introduced by the construction sector in France. It is obtained after successfully completing a two-day certification course. Increasingly required on worksites, the Pasi will be a prerequisite for all temporary workers on each assignment by the end of 2024.

An innovative new financial incentive has been introduced to encourage TEAs to improve their safety practices. This increases agencies' involvement in safety efforts as part of their collaboration with VINCI companies.

For subcontractors in particular, the following actions have also been taken and are being developed:

- safety criteria are increasingly applied in the consultation and selection processes for external companies;
- contractual clauses are shared, including closer supervision of subcontractors' activities, reporting obligations and notification processes that can go as far as exclusion if joint activity or safety rules are not followed.

#### 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 213.

#### Performance indicators

VINCI has made progress across all safety performance indicators over the past 12 years. Workplace accident frequency rates reached a low in 2020, the year of the health crisis, and have since remained unchanged or in some cases increased slightly. This relative stability has been recorded against the backdrop of a strong business recovery and the required reorganisation of production teams.

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 4.2.7, "Monitoring the effectiveness of measures put in place", of the Group's duty of vigilance plan, pages 261 to 262).

Worldwide, the workplace accident frequency rate for temporary workers came to 13.03 in 2022 (excluding Cobra IS). 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. As mentioned above, the safety of temporary workers employed by Group entities is a priority, with a firm commitment to reduce the number of accidents among this category of workers.

VINCI has begun implementing a system to measure occupational safety performance for subcontractors across its entire value chain, which will be used in addition to the indicators already in place for its employees and temporary workers.

## Frequency and severity rates of lost-time workplace accidents by business line, with change<sup>(\*)</sup>

	Frequency rate		Severity rate	
	2022	2021	2022	2021
VINCI Autoroutes	3.40	5.82	0.46	0.61
VINCI Airports	7.31	7.38	0.35	0.24
Other concessions	2.68	3.22	0.13	0.06
VINCI Energies	5.33	5.20	0.31	0.32
VINCI Construction	5.95	6.00	0.48	0.50
<b>Group (excl. Cobra IS)</b>	<b>5.71</b>	<b>5.74</b>	<b>0.40</b>	<b>0.42</b>

<sup>(\*)</sup> Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 Universal Registration Document.

## Number of days lost through recognised occupational illnesses and severity and frequency rates, with change<sup>(\*)</sup>

	Group (excl. Cobra IS)			Of which France		
	2022	2021	2022/2021 change	2022	2021	2022/2021 change
Days lost through recognised occupational illness	<b>77,094</b>	81,641	-5.6%	<b>75,794</b>	81,115	-6.6%
Recognised occupational illness frequency rate <sup>(**)</sup>	<b>0.82</b>	0.95	-13.7%	<b>1.97</b>	2.36	-16.5%
Recognised occupational illness severity rate <sup>(***)</sup>	<b>0.20</b>	0.21	-6.5%	<b>0.50</b>	0.54	-6.7%

<sup>(\*)</sup> Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 Universal Registration Document.

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

<sup>(\*\*\*)</sup> 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<sup>(\*)</sup>: 5.71 in 2022 (5.74 in 2021 and 6.60 in 2017)
  - Temporary staff: 13.03 in 2022 (13.54 in 2021 and 14.40 in 2017)
- Workplace accident severity rate (VINCI employees)<sup>(\*)</sup>: 0.40 in 2022 (0.42 in 2021 and 0.47 in 2017)
- Percentage of Group companies with no lost-time workplace accidents: 72% in 2022 (73% in 2021 and 72% in 2017)
- Number of training hours in health and safety: 2.5 million in 2022 including Cobra IS, equating to 44% of training hours (1.5 million and 37% respectively in 2021)

<sup>(\*)</sup> These indicators were verified with a reasonable level of assurance by an independent third party and exclude Cobra IS.

## 1.2.2 Employee security

Given the large number of countries where the Group operates, some businesses may be affected by social or political instability manifested in various forms (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:

- monitoring and mapping of geopolitical and security risks of all countries worldwide, and communication of information about situations to company and project management staff for prevention purposes;
- security risk assessment from the start of the bidding process to ensure that security issues are taken into account as early as possible;
- implementation of solutions to protect individuals and property, adapted to the local context in moderate- or high-risk areas (staff drivers, site access protection, security services, etc.);
- training and awareness programmes on preventing risks for travelling and expatriate employees;
- audits and special protection plans;
- discussions with customers regarding the terms for partial or total shutdown of operations if local conditions worsen;
- monitoring systems and processes for travelling and expatriate employees to manage crisis periods;
- management of operations in periods of protection depending on the circumstances and nature of the crisis (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.

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 and HEC Paris. VINCI has also partnered with the Cité Internationale Universitaire de Paris since 2019, financing five

study grants each year to cover accommodation costs for foreign students. In 2022, VINCI extended its action to include support for students from Group employees (discussions, site and company visits, guidance in finding internships, etc.).

To promote the model for humanistic engineers, VINCI has partnered with Fondation INSA since 2018. Every year, VINCI deploys programmes aimed at all students from 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). In 2022, VINCI worked with Usbek & Rica, a French magazine and online community that explores the future of our society, to hold a national eloquence contest across INSA schools. The finalists from each of the seven campuses and special recognition award winners have lent their voice to future generations, to defend what they understand inclusion to mean in business. Since 2020, more than 600 grants have been funded under this partnership between VINCI and Fondation INSA. In addition to these initiatives, VINCI's engineering community is involved locally in campus mentoring programmes to prepare students to enter the workforce and familiarise them with the types of projects carried out, business activities and challenges.

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. The Group continues to develop its vast apprenticeship programme entitled "Apprentissage : VINCI s'engage", featuring a platform that connects students with training organisations specialised in VINCI's areas of business. Created in partnership with JoblRL, 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. To boost the appeal of the apprenticeship option – one driven by passion, excellence and potential for the future – VINCI strengthened its programme in March 2022 by participating in an apprenticeship and work-based training student fair held in Lyon and organised by L'Étudiant, an online media outlet and higher education resource. At the VINCI stand, nearly 500 young people and their parents met with recruiters and young people then on work-based training programmes at Group companies. The Group aims to extend this action to four new regions in 2023.

In continuity with the creation of its in-house consultancy Trust[in] to facilitate the recruitment process by drawing on the influence of professional social networks, in 2022 VINCI continued to develop Habileo'h. Created in 2021 as the Group's first social mission company, Habileo'h supports the recruitment of people with disabilities, complementing existing Group programmes and the work of 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 88,000 new hires in 2022. 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.

The Group offers 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. A key Group initiative in this area is Skill Pulse, a standards-based career management tool that matches employees' skills and abilities with business lines' requirements. In place at VINCI Autoroutes, VINCI Construction and VINCI Airports, Skill Pulse continued to be rolled out in 2022, particularly at VINCI Energies. It is designed to facilitate employee upskilling and career development, as a way of contributing to the performance of Group business lines as they adapt to industry changes. In addition, a mobility database was redesigned and optimised as part of the revamp of the VINCI Jobs career management tool. Group employees can use this database to align their career path based on the job offers available at VINCI companies.

#### Group performance in terms of employability

- Percentage of permanent employment contracts<sup>(\*)</sup> among new hires: 74.6% in 2022 (55.4% in 2021)

<sup>(\*)</sup> 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. Lifelong learning is a concept that VINCI hopes to cultivate, particularly by giving managers an active role in developing the skills of their teams.



**Group performance in terms of training**

- 5,762,283 hours of training delivered in 2022 (4,132,250 in 2021)
- Hours of training per employee: 22 hours for managers and non-managers (19 hours in 2021)
- 195,313 employees trained, i.e. 74% of the workforce in 2022 (70% in 2021)
- Percentage of training courses given at internal training centres<sup>(\*)</sup>: 23%, comprised of:
  - 1,160,255 hours of classroom training in 2022 (921,116 hours in 2021)
  - 51,672 classroom trainees in 2022 (52,283 trainees in 2021)
  - 189,078 hours of e-learning training in 2022 (119,636 hours in 2021)
  - 125,673 e-learning trainees in 2022 (102,291 trainees in 2021)

<sup>(\*)</sup> VINCI Academy, Parcours ASF, Parcours Cofiroute, Parcours Escota, VINCI Airports Academy, VINCI Energies Academy, Eurovia Academy, Cesame, Centre Eugène-Freyssinet, Centre Soega-Satom, ETF Academy, VINCI Construction SI, VINCI Construction Grands Projets.

**Breakdown of training hours by subject, with change<sup>(\*)</sup>**

	2022						2021		2022/2021	
	Managers	Non-managers	Men	Women	Other <sup>(**)</sup>	Total	%	Total	Change	Excl. Cobra IS
Admin and support	146,391	219,598	244,411	121,575	–	365,989	6.4%	322,314	+13.6%	+4.4%
Diversity	7,864	20,767	19,928	8,652	–	28,631	0.5%	28,377	+0.9%	–20.6%
Environment	26,287	58,654	63,158	21,782	–	84,941	1.5%	51,837	+63.9%	+39.7%
Ethics and vigilance	26,097	107,878	103,093	30,877	–	133,975	2.3%	85,062	+57.5%	–20.5%
Health and safety	308,841	2,227,437	2,246,704	289,539	–	2,536,278	44.0%	1,540,904	+64.6%	+26.2%
Languages	58,729	111,591	113,994	56,326	–	170,320	3.0%	109,421	+55.7%	+33.9%
Management	201,450	147,718	273,257	75,909	–	349,168	6.0%	270,187	+29.2%	+26.4%
Technical	285,301	1,590,117	1,613,631	261,787	–	1,875,418	32.5%	1,618,292	+15.9%	+7.0%
Other	43,789	173,774	165,892	51,655	–	217,563	3.8%	105,856	+105.5%	+67.1%
<b>Total</b>	<b>1,104,749</b>	<b>4,657,534</b>	<b>4,844,068</b>	<b>918,102</b>	<b>–</b>	<b>5,762,283</b>	<b>100.0%</b>	<b>4,132,250</b>	<b>+39.4%</b>	<b>+17.1%</b>
Hours of training per employee	23	21	22	22	–	22		19	+15.8%	+14.3%

<sup>(\*)</sup> Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 Universal Registration Document.

<sup>(\*\*)</sup> 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.

**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. In 2023, the programme will be extended to communications, environment and health and safety teams. These training actions reinforce those led directly by business line academies.

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, cybersecurity passport programmes and courses to help employees take a more proactive role in their training. In 2022, the Up! platform counted 10,000 electronic resources (in different languages) and more than 100,000 employees who took 190,000 hours of online 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 40,000 employees have taken the training, which is a prerequisite for classroom training courses such as "Transition Leader" and "Responsible Purchasing". Employees also learn about cybersecurity issues, with more than 110,000 having completed the cybersecurity passport programme.

To improve digital accessibility, VINCI Academy reviewed its platform and implemented the necessary corrective measures to make digital content more easily accessible for people with disabilities. Digital accessibility is essential for people with disabilities and also benefits people whose abilities change with age. This initiative is part of an equality approach and is a fundamental political and social objective in providing equal access to online information and services for all individuals, without discrimination.

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 2022. 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.

### Training actions implemented by business lines

Business lines also launch their own training actions.

**VINCI Construction's** training network is being structured to reflect its new configuration both in France and abroad. For example, synergies were developed between the Cesame centres and Eurovia Academy. The induction process for all VINCI Construction employees, regardless of position, is therefore facilitated across the network of training centres. An onboarding programme covering issues such as ethics, cybersecurity and inclusion is available for the entire business line. Divisions can then integrate this programme into their own induction procedures. Other training programmes are designed for individuals on social integration programmes at VINCI Construction worksites. Skills development focuses primarily on the core business, with a strong emphasis on health and safety.

Created in 2021, the Learning Network at **VINCI Energies** boosted its capabilities and expanded its course programme in 2022 to provide employees with easier access to more training opportunities. A new user interface modelled after e-commerce platforms, called Academy Portal, was developed internally to improve access to and participation in this training. In addition, the number of training courses available has increased as new internal training centres have joined the Learning Network, with now more than 40 on five continents. In one year, the number of hours of internal training has increased 36%. The catalogue of training courses for the entire VINCI Energies business line now includes beginner and advanced project management courses as part of the project management programme. An e-learning course on VINCI Energies' environmental commitments was also introduced in 2022, as well as a new version of the "Safety Excellence" course for managers. Designed for both in-person and remote learning, the Safety Excellence course incorporates another new feature made possible by the Academy Portal, which can now handle all learning formats – in-person, remote and e-learning – for a single course. Local training initiatives have also developed significantly, including the new leadership programme in the Netherlands, a management tool training course in Portugal and an onboarding programme in Brazil.

With the resumption of operations and the continued transformation of organisations, one of the key focuses of VINCI Airports Academy in 2022 was to strengthen synergies between businesses through online training. By rolling out three new interactive e-learning modules to raise employee awareness about strategic environmental, safety and human rights issues, **VINCI Airports Academy** aims to foster a shared culture and contributes to employee orientation. These training courses are supplemented by other locally managed programmes, based on identified needs.

In 2022, **VINCI Immobilier** completely overhauled its management training programme based on a new competency framework. Redesigning this programme, called "Manager Experience", provided the opportunity to define the set of management competencies expected by VINCI Immobilier, to help managers at all levels in carrying out their duties. The three-month, custom-built course features an all-new format, balancing in-person and distance settings, synchronous and asynchronous learning, plenary sessions and small groups, theory and practice. In 2022, VINCI Immobilier's entire range of in-person training courses was migrated to digital format on the Up! platform. As a result, employees can devise their own individual skills development plan in preparation for their employee review, by personally selecting the training and/or development actions that align with their professional aspirations. By converting its training programmes to digital format and automating training tasks, VINCI Immobilier hopes to inspire employees to change their behaviours and take a more proactive role in their own growth, get managers more involved in monitoring the development of their teams, and direct the training department towards more value-added missions.

At **VINCI Autoroutes**, energy and investment continued to go into training in 2022. The École des Métiers de l'Autoroute (EMA), a training centre for motorway workers, opened in April at the Brive-la-Gaillarde site and welcomed its first class of 11 motorway employees. The training courses led by professionally trained in-house instructors are supplemented by mentoring sessions in the field, for a total of 200 hours. The EMA will gradually expand its training to include maintenance, works and management. Employees from local authorities in charge of managing infrastructure and from companies working on road routes will also be brought in to provide certification training. The second "Team Player" cohort of 64 participants began during the year, offering multidisciplinary training for senior managers. Certification procedures for motorway works were also developed and updated in 2022. The Learn mobile application was deployed on all professional smartphones, and motorway workers were able to test their knowledge via an online questionnaire. Finally, the Full BIM project continued to be implemented, with the delivery of a new online training module designed for an audience of more than 5,000 people. A knowledge base and community materials were also created on Up!, where they are available for all VINCI Autoroutes users.

### 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, to boost their sense of belonging.

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.

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

**€450 million** to its employees in 2022

## 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 205).

### Group performance in terms of remuneration

- Payroll expenses (excluding Cobra IS): 11,768 million in 2022, i.e. 20.9% of revenue (€11,037 million in 2021, i.e. 22.3% of revenue)

## Remuneration and employer social contributions worldwide<sup>(\*)</sup>

(in € thousands)	Total		Managers		Non-managers	
	2022	2021	2022	2021	2022	2021
Average VINCI salary	40	39	67	65	33	32
Men	41	39	71	68	34	32
Women	37	36	55	54	31	29
Other	(**)	(**)	(**)	(**)	(**)	(**)
Employer social contributions	30%	31%	36%	37%	27%	28%

(\*) Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 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

Each year, VINCI sets 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. Nearly 10% of the Group's managers benefit from these plans (for further details, see paragraph 5.2.1, "Existing performance share plans", of chapter C, "Report on corporate governance", page 165).

## Employee share ownership

Developing employee share ownership is one of VINCI's main commitments. For many years, the Group has led a proactive employee share ownership policy, providing two parallel plans: the Castor 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.

A 5% discount is also applied to the average opening price of the VINCI share over the 20 trading days preceding the Board of Directors' decision on the offering.

The total employer's contribution for the Castor mutual fund was nearly €202.6 million for France in 2021, for a 77% subscription rate.

Initially implemented for employees of French subsidiaries, the employee share ownership policy has been rolled out gradually worldwide 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. The Castor International plan was introduced in 2012 and celebrated its 10th anniversary in 2022.

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 €86 million in 2022 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 45 countries in 2022, adding four countries – Denmark, Ireland, Côte d'Ivoire and Senegal – since 2021. This now enables over 86% 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.

With the VINCI Manifesto commitment “Share the benefits of our performance”, the Group aims to give its employees worldwide the opportunity to share in its success through employee share ownership plans and appropriate profit-sharing mechanisms. VINCI commits to ensuring that every employee is given an opportunity, wherever possible, to share in its economic success.

Over **90%** of Group employees are covered by the Castor share ownership programme

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 90% of employees worldwide are given the option of enrolling in the share ownership programme each year.

### Profit-sharing and incentive plans

In addition to this employee share ownership programme, the Group offers other employee benefits, particularly in France, through incentive plans and profit-sharing agreements. At the end of 2022, 96.7% of employees in France benefited from incentive plans and/or profit-sharing agreements (96.5% in 2021). VINCI paid out higher amounts in France under profit-sharing and incentive plans than in the previous year (a total of €221 million in 2022, up from €141.9 million in 2021, as part of its policy to share the benefits of company growth). Thanks to these plans, a large majority of Group employees in France benefit directly from the performance of their local employer.

### Retirement plans

In France, the Group’s collective retirement savings plan, 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 enables employees to save for retirement under more attractive terms, with employer matching contributions. From 1 January 2022, these contributions were increased for workers and office employees, technicians and supervisors, equal to 200% for up to €200 and 100% for up to €400, resulting in a maximum employer contribution of €600 for €400 paid in. Employer contributions for managers remained unchanged from 2021, at 100% for a maximum of €400. Employer contributions to the Group’s collective retirement savings plan totalled €14.7 million in 2022 for France, up 65% from the €8.9 million contributed in 2021.

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-2022, Reverso covered more than 700 companies that requested to sign up to the plan, amounting to 46,652 employee subscribers. VINCI’s contribution to the plan totalled over €11 million in 2022.

### Social protection

VINCI launched a universal social protection framework in 2022. It will offer minimum guarantees to all employees under contract with a VINCI company, irrespective of their business line, employee category or country of operation, in two key areas of social protection: social insurance and parental benefits.

- **Social insurance:** compensation paid, equal to at least 12 months’ gross base salary, to provide financial assistance for employees and their families in the event of a serious accident (death or permanent total disability), whatever the cause, in professional or private circumstances.
- **Parental benefits:** introduction of 14-week maternity/adoption leave, paid at full salary, and three days’ second parent leave, paid at full salary, to improve employees’ work-life balance during this special time when a new child arrives.

These minimum guarantees will be rolled out gradually and are due to be in place across the Group by December 2024. At companies where more favourable guarantees are already in place, the latter will be maintained.

### Group performance in terms of sharing the benefits of performance

- Worldwide availability of the Castor share ownership programme: 45 countries in 2022 (41 countries in 2021) and France
- Total employer’s contribution for the Castor company mutual fund in France: €202.6 million in 2022 (€197.5 million in 2021)
- Total employer’s contribution for the Castor International plan: €86 million
- Number of employees worldwide eligible for the Group’s share ownership programme: 205,000 employees in 2022
- Percentage of employee ownership in VINCI’s share capital: 9.9% in 2022 (9.9% in 2021), making employees the largest shareholder block in the Group
- Total amount paid by the Group in France to employee share ownership, incentive, profit-sharing and collective retirement plans: €450 million in 2022

## 1.4 Social dialogue

### 1.4.1 General policy regarding social dialogue

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).

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.

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 (nearly 38% 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 2022. In agreement with the officers of the Group Works Council, the budget allocated every year to the body's experts, which increased by 15% in 2021, was maintained. An additional €30,000 will go towards broadening their expertise on workforce-related issues, which will be the main thrust of the second annual plenary meeting.

- The **European Works Council (EWC)** takes up discussions at the European level<sup>(\*)</sup> that originally initiated within the various local or national organisations. In 2022, four negotiation meetings took place with a special negotiating body (SNB) made up of 12 EWC members who speak eight different languages. The outcome of these meetings was a new agreement setting the conditions for the creation, operation and role of the EWC for the 2023-2026 term. The council's mandate makes provisions for the appointment of 31 full members and 31 alternate members from 15 countries in which VINCI operates. This increase in the number of members means that the council will cover Cobra IS and the United Kingdom, despite the latter's withdrawal from the European Economic Area, and focus on CSR issues that apply to the entire Group.

The EWC 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 EWC members are properly informed and trained on CSR issues and to involve them in implementing CSR measures taken by the Group, a CSR Committee was created in 2018. This committee's meetings provide an opportunity to explore and debate issues relating to safety, the Group's environmental ambition and its social responsibility. As an example, the responsible subcontracting policy (via the Group's social audits) was discussed in 2022, as were possible ways to extend it outside France. Another outcome was a workshop organised in December 2022 on everyday sexism and how employee representatives can, in their respective countries, both respond to and apply the Group's policy on this issue.

The new agreement signed in September 2022 maintains this CSR Committee for the 2023-2026 term, mainly to monitor the application of environmental guidelines and the statement on occupational health and safety. In addition to the CSR Committee, working groups comprised of EWC members and internal experts can now be set up to focus on specific issues that apply to the entire Group.

The agreement to promote social dialogue brings 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 social and economic committee meeting every month, and to check the organisation's progress on prevention, health and safety indicators at every meeting.

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. In 2022, consultative and information bodies aligned with the Group's policy in this area were in place at the level of the VINCI Energies and VINCI Construction business lines. Due to changes in scope, these business line bodies will eventually be adapted to the new structure. In fact, discussions of these changes with staff representatives either kicked off in the second half of 2022 or will begin in January 2023.

<sup>(\*)</sup> European Economic Area and Switzerland, representing 71% of the Group's workforce at 31 December 2022.



In 2022, employee absences due to strikes totalled 7,046 days worldwide (excluding Cobra IS), of which 4,883 days in France, out of a total of 52 million days worked in the year (compared with 3,195 days and 2,850 days respectively, out of 51 million days worked in 2021). In France, national pension reform was the main cause of the strikes.

## 1.4.2 Measures taken to promote social dialogue, and their results

### • Social dialogue to shape policy on occupational health and safety as well as employee relations

Health and safety is a top concern at the Group and a key point discussed at each meeting of employee representative bodies. Frequency, severity and fatal accident rates are systematically reported to the officers of the Group Works Council and the EWC, and management endeavours to answer all questions on these subjects with full transparency. As part of these efforts, a representative from VINCI's Health and Safety Coordination unit presented to the CSR Committee the action plans implemented at Group level to improve results (especially for risks related to handling, lifting and roadworks in traffic areas, risks of heart disease and electrocution, and H&S plans for subcontractors and temporary workers). A meeting has been scheduled to present progress made under these action plans.

With VINCI's launch, via Leonard, of an innovation and foresight approach in health and safety, members appointed by the CSR Committee were interviewed to identify the ways forward for applying this approach in the field. The CSR Committee asked the person in charge of this project to present an initial progress report.

As every year, the entire EWC was involved in identifying risks and defining the measures to be taken relating to the Group's vigilance plan. Held in October 2022, this hybrid meeting also included a presentation for employee representatives on VINCI's social protection framework offering minimum guarantees, which will be implemented in all countries where the Group is present and where EWC members will act as correspondents.

### • 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 EWC worked together to implement 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 rolled out 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 2022, training topics included innovation in CSR and environmental issues, collective intelligence within the committee, Spanish trade union law, EWC negotiations and the integration of new entities at VINCI. 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 VINCI Manifesto commitments. In 2022, 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. This year, sessions took place in Bordeaux.

As social dialogue is a key principle in the VINCI Manifesto, several Group companies have decided to ensure that their employees are familiar with how it works. For example, in France, VINCI Energies provides training for its managers who chair social and economic committees. VINCI's Social Affairs Department also holds annual meetings with the entire human resources network in France to teach HR staff about these practices. In 2022, this took place at the "Préparer sa rentrée sociale" event attended by more than 300 HR professionals in France.

### • Collective agreements signed in 2022

The collective agreements negotiated and signed by VINCI companies are a concrete example of the Group's decentralised approach to human resources management, which takes account of the realities on the ground and aims to improve working conditions, health and safety, and the organisation of working hours. In 2022, negotiations focused on quality of life in the workplace resulted in the signing of 101 agreements. Among the other collective agreements, over 43% related to employee remuneration.

In countries that have not ratified the International Labour Organisation's conventions on trade union rights, VINCI companies are working to give employees the means to exercise their freedom of expression and of association, for example in Qatar (see paragraph 4.4, "Duty of vigilance with regard to human rights", of the Group's duty of vigilance plan, page 269).

In 2022, 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 agreement on the exceptional early withdrawal of money locked into the Group's employee savings funds, for up to €10,000 net per employee, in line with purchasing power protection laws.

**1,568** collective  
agreements signed in 2022

In 2022, a Group agreement, applicable in European countries where it operates, was signed to set the conditions for the creation, operation and role of the European Works Council for the 2023–2026 term.

#### Group performance in terms of social dialogue

- Number of employees worldwide serving as employee representatives: 8,580, of which 78% in France (versus 8,372, of which 82% in France in 2021)
- Number of collective agreements worldwide relating to:
  - Remuneration and benefits: 674 in 2022 (629 in 2021)
  - Flexible work arrangements: 247 in 2022 (246 in 2021)
  - Union rights: 172 in 2022 (22 in 2021)
  - Inclusion and diversity: 96 in 2022 (51 in 2021)

## 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 682 coordinators, the network has since led awareness initiatives and encouraged the development of effective tools to support inclusion within each business line and region. The coordinators are trained on specific issues and regularly pool know-how during inclusion and diversity days or via their collaborative platform. Together, they aim to develop policies and initiatives that can be rolled out across the Group. 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.

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-2022, almost 8,000 people, including the entire workforce of motorway companies, were employed by VINCI entities in France having received the French Diversity label (11 in all). In the United Kingdom, two entities, representing 54% of the workforce, were awarded labels by the National Centre for Diversity. In Germany, VINCI Energies companies adhere to the commitments of the Charta der Vielfalt. Other VINCI companies were recognised in 2022 for their inclusive practices and processes. For example, HEB (VINCI Construction) won an award from Diversity Works in New Zealand and Balfour Beatty VINCI (VINCI Construction) achieved Clear Assured Gold Standard accreditation for Diversity and Inclusion, the first construction partner on the HS2 project in the United Kingdom to earn this distinction. The Group continues to seek and deploy these labels internationally.

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. Worldwide, the number of hours of training increased to 28,631 hours.

**Overcoming the challenges of inclusion and diversity:** Since 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.

For example, the training course on inclusion and diversity based on an action learning approach is available for Group employees in French, English, German and Spanish. The programme helps employees to better understand diversity and to develop inclusive practices.

Diversity is an integral part of social dialogue. Ninety-six collective agreements were signed on inclusion and diversity in 2022.

### 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 are given special attention in people reviews. The percentage of women in management positions was 22.2% at 31 December 2022, rising 6 percentage points in 10 years (16.4% in 2012). Since the publication of VINCI's Manifesto in 2006, the percentage of women in the Group's total workforce has risen from 14% to 16.2%.

As a result of the special attention given to management committee positions, six women are now on VINCI's Management and Coordination Committee: Alexandra Boutelier, Chief Executive Officer of Consortium Stade de France, VINCI Stadium; Virginie Leroy, Managing Director, Residential Real Estate and Regions, VINCI Immobilier; 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 2022, women held 76, or 17.3%, of the Group's 439 management committee positions.

To drive this policy, the Group monitors its targets set for 2030 and has set a new goal to **increase both the percentage of women in management positions and the percentage of women members on the Group's management committees to 30%.**

**Gender equality index:** In 2022, 584 Group companies around the world with 50 employees and over were eligible to report the gender equality 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. The average score was 82/100. Companies are implementing action plans to improve their score. The index methodology continues to be adapted internationally.

**82/100**

Average score for companies eligible to report the gender equality index



VINCI is also active in fighting gender stereotypes, for example through its partnership signed in 2018 with Elles Bougent. This non-profit organisation works to encourage women into the engineering professions around the world. At 31 December 2022, 643 VINCI employees in 26 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. In 2022, Jocelyne Vassoille, VINCI's Vice-President for Human Resources, became honorary president of the organisation.

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 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 50 women employees have worked in various ways with the young women supported by the organisation.

#### Group performance in promoting gender equality

- Percentage of women managers in 2022: 22.2% (21.6% in 2021 and 21.1% in 2020, up 6 percentage points in 10 years)
- Percentage of women non-managers in 2022: 14.9% (15.2% in 2021 and 14.8% in 2020)
- Percentage of women in the Group's total staff in 2022: 16.2% (16.5% in 2021 and 16.1% in 2020)

**Women employees by business line, with change<sup>(\*)</sup>**

	2022				2021		2022/2021
	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
VINCI Autoroutes	417	37.8%	1,844	41.2%	2,261	40.6%	2,349 -3.7%
VINCI Airports	530	34.5%	2,767	32.0%	3,297	32.4%	2,905 +13.5%
Other concessions	186	33.0%	752	45.1%	938	42.0%	733 +28.0%
VINCI Energies	3,678	20.4%	9,910	13.8%	13,588	15.1%	12,483 +8.9%
Cobra IS	296	15.3%	5,479	12.6%	5,775	12.7%	- -
VINCI Construction	5,156	21.1%	12,073	13.1%	17,229	14.8%	16,797 +2.6%
VINCI Immobilier and holding cos.	526	49.3%	490	70.4%	1,016	57.6%	918 +10.7%
<b>Total</b>	<b>10,789</b>	<b>22.2%</b>	<b>33,315</b>	<b>14.9%</b>	<b>44,104</b>	<b>16.2%</b>	<b>36,185 +21.9%</b>
Excl. Cobra IS	10,493	22.5%	27,836	15.5%	38,329	16.9%	36,185 +5.9%

<sup>(\*)</sup> Data checked by the Statutory Auditors (excluding Cobra IS), see page 292 of the 2022 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.

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 2022, 1,094 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 16% from 2021. As part of the "Give Me Five x ULIS" programme in 2022, nearly 500 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.

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.

In 2022, €7.1 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 €4.3 million in 2022 for subsidiaries in France.

**Group performance in promoting the integration of people with disabilities**

- Percentage of managers with disabilities in 2022: 1.1% (unchanged relative to 2021)
- Percentage of non-managers with disabilities in 2022: 1.8% (2.1% in 2021)
- Number of employees with disabilities in 2022: 4,656 (4,093 in 2021)
- Number of people supported by Trajeo'h in 2022: 1,094 (946 in 2021)

**Proportion of employees with disabilities by business line, with change<sup>(\*)</sup>**

	2022				2021		2022/2021
	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 Change
VINCI Autoroutes	38	3.4%	455	10.2%	493	8.8%	468 5.3%
VINCI Airports	7	0.5%	54	0.6%	61	0.6%	57 7.0%
Other concessions	2	0.4%	11	0.7%	13	0.6%	13 0.0%
VINCI Energies	282	1.6%	1,586	2.2%	1,868	2.1%	1,765 5.8%
Cobra IS	12	0.6%	354	0.8%	366	0.8%	- -
VINCI Construction	212	0.9%	1,620	1.8%	1,832	1.6%	1,765 3.8%
VINCI Immobilier and holding cos.	6	0.6%	17	2.4%	23	1.3%	25 -8.0%
<b>Total</b>	<b>559</b>	<b>1.1%</b>	<b>4,097</b>	<b>1.8%</b>	<b>4,656</b>	<b>1.7%</b>	<b>4,093 +13.8%</b>
Excl. Cobra IS	547	1.2%	3,743	2.1%	4,290	1.9%	4,093 4.8%

<sup>(\*)</sup> Data checked by the Statutory Auditors, see page 292 of the 2022 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.

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

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

In line with this approach, VINCI has carried out a study, for the second time, to analyse the socio-economic footprint of all its activities in France, based on 2021 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. The current study confirms the overall contribution of the Group's companies and their activities to the French economy. They account for 1.6% of all job openings nationwide, in around 15 sectors, and contribute 1.5% to national GDP. For every €1 million spent by VINCI on purchases, payroll and tax payments, the Group supports the creation of 22 jobs in France. This study shows that VINCI has a nationwide presence in France and contributes to economic development in all its regions: in each one, it supports the creation of 1% to 2.6% of jobs and generates 1% to 2% of GDP. In addition, the study found that VINCI's supply chain primarily comprises Tier 1 suppliers and that it places nearly half of its purchases with micro-businesses or small and medium-sized enterprises (SMEs). Lastly, VINCI accounts for 10% of job openings in the building and public works sector in France, while a 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 socio-economic footprint analysis platform is currently accessible to all employees on the Group's intranet and via the internet. 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. An in-house survey carried out with socio-economic summary report readers shows that measuring the socio-economic footprint of business activities also contributes to the review by certain business lines of their regional responsibility strategy and helps them look into possible ways to maximise their impact.

#### 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 supports VINCI companies and external firms to implement 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.). In 2022, around 860 businesses benefited from its advice and expertise and nearly 41,008 hours of training were provided. 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, 27% of the people taken on under integration contracts were offered an additional contract once their first project was completed (16% in 2021, 17% in 2020).

Overall, around  
**2 million**  
integration hours were completed in 2022



## Activity of VINCI Insertion Emploi (ViE), with change

	2022 <sup>(*)</sup>	2021	2020	2022/2021 change
Number of people benefiting from social integration measures	2,735	2,997	3,068	-8.7%
Number of hours of integration employment	1,217,200	1,099,000	1,005,000	+10.8%
Number of hours of training	41,008	41,669	13,000	-1.6%

(\*) Data provided reflects information at 31 December 2022.

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 existing forms of support or introducing new ones. By way of example, the following three actions were developed in 2022:

- In the Greater Paris area, in connection with work to build and fit out VINCI's new head office (l'archipel), ViE coordinated 114,000 hours of integration work. A total of 174 people on integration programmes were deployed on this project, including 84 long-term job seekers (unemployed for more than two years). The sourcing of candidates and assistance measures were carried out in conjunction with the Maison de l'Emploi et de la Formation job support and training centre in Nanterre as well as eight structures working to facilitate integration via economic activity that were located close to the operation.
- For the western Strasbourg bypass project in the Alsace region, ViE liaised with the project's management team to set up a social and economic partnership for the first time with Relais Chantiers (organisation responsible for the supervision and execution of the various clauses for Eurométropole de Strasbourg). On this very large-scale project, out of the 200 integration placements set up, 55% of the beneficiaries were from Strasbourg and more than 33% of the contracts were transformed into permanent contracts or fixed-term contracts lasting longer than six months.
- Lastly, liaising with VINCI Energies Est, ViE trialled an innovative recruitment approach enabling 11 people to benefit from a work-based electrician training programme. The aim is to replicate this initiative throughout mainland France.

ViE is working on the employability of long-term job seekers and is 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 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 micro-businesses and SMEs or social and solidarity economy (SSE) 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 214.

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. VINCI has placed over €4 million of purchases with GEIQs in France. In 2022, the Greater Paris GEIQ supported 172 long-term job seekers through work-based training programmes under apprenticeship or professional development contracts for various positions (form setters and finishers, road and utility network operatives, project supervisors, etc.).
- On the Grand Paris projects, 7% to 10% of VINCI's employees are part of integration programmes, which is higher than the 5% required by Société du Grand Paris. Chantiers Modernes Construction, the VINCI Construction subsidiary working on the extension of Line 14, 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. For the work to develop three overhead stations for Line 18, 10% of the hours worked will be completed by people on integration programmes, while 20% of the total contract amount will be placed with micro-businesses and SMEs.
- VINCI Autoroutes entrusts certain services to social and solidarity economy organisations, and more than 600 projects were carried out across the network with people on integration programmes through the social integration clauses included in the contracts for each service. Seven percent of the people employed on these projects were from integration programmes, highlighting this business line's commitment to supporting local employment and integration. On the widening project for the A10 motorway, more than 100,000 integration hours were completed by recruiting 72 people with help from local partners (GEIQ, Pôle Emploi employment agencies, Mission Locale access points for employment and social services).

### • Professional integration of young people

The Give Me Five programme was launched at the end of 2018 to help foster social cohesion in communities and tackle inequalities. Created, funded and coordinated by VINCI, Give Me Five focuses on young people from priority neighbourhoods as defined by urban policy in 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 every year to discover the business world. In 2022, the Give Me Five programme's work experience placements and operations in middle schools were carried out from February to December, with the Aix-Marseille, Amiens, Besançon, Bordeaux, Dijon, Grenoble, Lille, Lyon, Metz-Nancy, Nice, Reims, Strasbourg, Toulouse and Versailles education authorities, welcoming more than 4,200 middle school students from around 100 different schools.

– **Individual support:** Since the start of the 2020 school year, an approach to provide personalised support (guidance, academic support, inspiring workshops, etc.) has been rolled out in the Greater Paris area, Lille and Lyon in partnership with the non-profit organisations Viens voir mon taf, Rêv'Elles, Crée ton avenir and Unis-Cités. In 2022, more than 5,000 students at schools overseen by four local education authorities benefited from this initiative.

– **Integration:** Working closely with Mozaik RH, a sourcing consultancy specialised in diversity and inclusion, VINCI is increasing visibility for its internships (to gain experience during a gap year, summer holidays or after graduation) and facilitating access to them for students from priority neighbourhoods as defined by urban policy in France. In 2022, 14 recruitment days were organised throughout France for all levels of students.

– **Employability:** With the teams from 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 under the age of 26 living in priority neighbourhoods as defined by urban policy in France. The Step programme is presented in detail in the VINCI Insertion Emploi section on the previous page.

– **Learning:** This fifth component of the Give Me Five programme was launched in 2021, as a means for VINCI to continue building on its robust approach to recruiting young apprentices. Thanks to an online platform created with JobIRL, France's leading social network for career guidance, young people from the age of 15 can look up information and build their learning pathway by discovering the different courses that tie in with the work-based training programmes offered by Group companies, and then easily apply in just a few clicks. In 2022, VINCI also took part in the apprenticeship and work-based training fair held in Lyon and organised by L'Étudiant, an online media outlet and higher education resource. At the VINCI stand, more than 500 young people and their parents met with recruiters and young people currently on work-based training programmes at Group companies. Around 150 personality tests were carried out so that these young people could learn more about themselves and build a career plan to suit their profile.

In September 2021, the Boost academic support initiative was launched for the children of all employees in France and the various French-speaking countries where the Group operates. This online service is funded exclusively by VINCI, in partnership with Prof Express, which offers a range of resources and access to teachers from the French national education system. More than 8,000 children of Group employees have benefited from this initiative since its launch.

In November 2022, VINCI set up Moov, a mentoring programme to support career guidance and professional integration. It offers opportunities for all VINCI employees to become mentors and support a young person, with a flexible approach that is defined directly through their initial exchanges together. This programme was created in partnership with Collectif Mentorat, which groups together the ecosystem of non-profit organisations focused on mentoring in France. For this launch, VINCI selected five non-profit organisations with a view to offering a tailored experience for VINCI employees, supported upstream by a mentoring awareness module on Up!, the Group's online learning platform.

VINCI companies, guided by their target to recruit more than 8,000 young people each year, maintain strong and sustainable long-term relationships across the Group, the business lines and the companies with higher education institutions and, more widely, with all members of the educational community. These relationships range from sponsorship of graduating classes, to support for specific degree programmes, site visits, participation in fairs, support for sporting events, and initiatives to welcome interns and trainees. In France and around the world, Group companies also draw on the VINCI employer brand promise – "You will enjoy working with us" – to build their recruitment strategy and establish local partnerships with training centres, universities and other higher education institutions. In France, most of these actions are led by the human resources Pivot Clubs, which have strong local roots.

**8,617**

young people under the age of  
26 recruited in 2022

### • 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 2022, the foundation continued to develop the five existing social joint ventures, three of which had launched their activities in 2020:

– Tridev, co-founded by VINCI Construction and the Id'ees group, specialised in green space maintenance and building deconstruction (13 employees, including 10 on integration programmes);

– Tim, co-founded by VINCI Energies France and the Vitamine T group, specialised in a range of services (18 employees, including 13 on integration programmes);

– Baseo, co-founded by VINCI Construction and the Id'ees group, specialised in services for living facilities at project sites (61 employees, including 51 on integration programmes);

– Liva, co-founded by VINCI Construction and the Ares group, specialised in construction site logistics (233 employees, including 172 on integration programmes);

– Inva, co-founded by VINCI Autoroutes and the La Varappe group, specialised in service area facilities maintenance and multi-services 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, road and construction activities have substantial direct, indirect and induced impacts on regional employment. In recruiting staff for its worksites, the Group encourages local employment, 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 2022, more than 80% of its managers and 98% of its staff were African. The year also saw further growth for Africa Pro, a corporate university created in Morocco in 2015 to expand training opportunities for Sogea-Satom's employees on the continent and reinforce the company's shared culture. Now located in Côte d'Ivoire, the university manages training for 19 subsidiaries in 18 countries. In 2022, 12,967 hours of training were provided for 536 participants (compared with 11,949 hours for 658 participants in 2021). Africa Pro is also continuing to develop its training programmes for new staff (Foundation – Onboarding) and the most senior employees (for each professional branch). In 2022, 165 participants and 23 trainers were involved in this training, with 18 different nationalities represented and a combined total of 5,775 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. Africa Pro is also working to develop training programmes for site managers. A specific training programme on safety management for site managers was the first of these to be rolled out, with five sessions held in 2022.

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 employees, subcontractors and partners, the centres 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 recruited. 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 950 young apprentices in 2022, establishing various partnerships with job centres and schools, organising open days, 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. Among the many initiatives carried out, Axians (VINCI Energies) assisted the government in Angola with the transformation of its public education system and recruitments in 2022. The teams have developed several training modules, as well as mobile solutions to be used by businesses to promote their employment offers and by job seekers to apply for these positions. In 2022, VINCI Energies was awarded a contract to build electric utility infrastructure in Benin, with more than 1,000 km of distribution networks. The company has made a commitment to train 300 young technicians in local communities.

Similarly, the Concessions business, which is present in communities over the long term, has set out strong commitments to local employment. Illustrating this, Vía 40 Express (VINCI Highways/VINCI Concessions) in Colombia ensures that 30% of employees come from communities along the route. Elsewhere, the Chambéry and Grenoble airports recruit seasonal staff during the winter season and focus in priority on people from the Auvergne-Rhône-Alpes region. Many airports open their doors to schools and universities and organise recruitment fairs in France and around the world. The aim is to enable job seekers from neighbouring communities to access all of the job offers available with the airports and the various companies operating on their premises. Interns and young apprentices are provided with both theoretical and practical training. In 2022, the eight airports in Brazil had 14 apprentices and 40 interns.

### 2.1.3 Corporate citizenship and solidarity

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 motorway 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.

In June 2022, VINCI Energies signed a four-year partnership agreement with Unicef to support projects in Benin, Brazil and East Timor that will provide children with quality education through access to the digital world. Around 20,000 children will have better access to education and be able to build their own digital skills, which are essential for their future professional life.

Since it was launched 15 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 334 projects for a total of more than €6.1 million in 22 countries. In 2022, 28 new economic and social initiatives were supported, for a total budget of €598,000.

The key projects funded include:

- fitting out the first holistic care centre for women victims of gender-based violence (GBV) in Côte d'Ivoire;
- supplying equipment for recycling ink cartridges used by businesses in Kampala, Uganda.

### Activities of Issa (Initiatives Sogea-Satom pour l'Afrique) in 2022

	Number of projects supported		Total	Number of countries involved	Total amount paid (in € thousands)
	Access to essential services	Social entrepreneurship			
2022	17	11	28	12	598
2021	13	11	24	10	507
2020	22	4	26	13	485

### Fondation VINCI pour la Cité

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, 17 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. In 2022, a new endowment fund structure was set up in Canada: the VINCI Canada Fund, which is part of the King Baudouin Foundation for Canada.

The Fondation VINCI pour la Cité celebrated its 20th anniversary in 2022. In 20 years, the foundation has supported around 3,500 projects, thanks to the dedication shown by some 6,300 employees from companies across the VINCI Group and a total of €55.5 million in funding has been provided. It is one of France's largest private foundations in terms of both the funds deployed and the number of projects supported. This 20th anniversary was initially celebrated on 6 April 2022 at l'archipel, the VINCI Group's new head office in Nanterre.

**€55.5m**

in funding provided to  
non-profits by the Group's  
foundations over 20 years

Throughout the year, the anniversary event was held again in other cities throughout France: Nantes in July; Lille in September; Bordeaux, Marseille and Narbonne in October; and Lyon in November. A special film entitled *Engagés* (Engaged) was produced and shown as part of the celebrations to present the diversity of the foundation's initiatives, featuring testimonials from stakeholders in each region: representatives of non-profits, employees and several beneficiaries.

In 2022, Group companies contributed over €6.1 million to these foundations, which supported around 572 projects to help people facing difficulties with their return to work. In all the regions where VINCI operates, around 1,570 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.

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. In 2022, three calls for projects were issued in Beauvais in July, in Caen in November and with the department of Seine-Saint-Denis north of Paris. To date, 48 regions and communities have benefited from this outstanding programme in France and other countries.

### Actions of Group foundations in 2022 to combat exclusion and foster integration

Country(ies)	Number of projects supported	Number of employee sponsors	Amounts distributed to foundations (in € thousands)
France	393	1,356	4,567.7
of which Sillon Solidaire programme	10	–	175
of which Chantiers et Territoires Solidaires programme	17	–	392.7
Germany	16	29	300
Belgium	12	16	296.5
Spain	6	8	69.5
Greece	–	–	35
Netherlands	5	6	101
Czech Republic	13	18	29.8
United Kingdom, Ireland and Isle of Wight	45	49	193.1
Slovakia	15	15	47.5
Portugal	28	30	252
Colombia	8	27	5.9
Nordic countries	21	21	114.7
New Zealand	10	–	–
Canada	–	–	91.4
<b>Total</b>	<b>572</b>	<b>1,568</b>	<b>6,104.1</b>

In line with the French government initiative “#1jeune1solution” (#1youngperson1solution), the Fondation VINCI pour la Cité 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 and long-term job seekers. Around 300 employees have already got involved in various programmes throughout France.

In July 2022, the Fondation VINCI pour la Cité launched its “Access to employment for women” programme, in partnership with Montpellier Méditerranée Métropole. This programme illustrates the foundation’s mission to rapidly deploy human and financial resources in order to offer solutions that are effectively aligned with the needs for social action identified by local officials and non-profit organisations. Under this programme, 10 VINCI employees are set to provide support for 100 women in the Montpellier metropolitan area over a one-year period. As part of this initiative, funding has been provided to six Montpellier-based non-profits that are helping women return to work: Alife Conseil, the local CIDFF family and women’s rights information centre, Développement formation et insertion (DeFI), France Active Airdie-Occitanie, Union cépière Robert Monnier (UCRM) and Unis-Cité.

To mark its 20th anniversary, the Fondation VINCI pour la Cité carried out a survey with the research firm Kantar Public covering more than 500 representatives from local and regional authorities, non-profit organisations and businesses on the challenges and stakes involved with inclusive cities, each stakeholder’s capacity to take action and the opportunities for cooperation benefiting social action. While requirements for social action are expected to increase over the coming years, all stakeholders, from the public sector to non-profits, the private sector and citizens, have a key role to play in terms of social action. The role played by businesses was considered to be “relatively” or “very” important by more than 85% of the representatives from non-profit organisations and businesses and by nearly 70% of the representatives from local and regional authorities. The complementary nature of the various stakeholders is becoming clear, with a well-defined distribution of roles in terms of the areas covered and their respective strengths and weaknesses. The three groups surveyed agreed to appoint the most effective stakeholder for each of the areas in which social initiatives are to be deployed:

- public stakeholders for access to housing, access to healthcare and support for seniors;
- businesses for access to employment;
- non-profit organisations for welcoming migrant populations, access to healthy nutrition, and access to culture and leisure.

## 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. Although public authorities or private customers make decisions concerning transport and energy infrastructure as well as 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, the UN 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, while developing 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 paragraph 4.3.5, “Building leverage through active collaborations”, of the Group’s duty of vigilance plan, page 267.

### • 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 representing users 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.
- The **eight airports in Brazil** (VINCI Airports) regularly organise actions with their various stakeholders. Their initiatives include public meetings between the airports’ leadership teams and the mayors and governors from the cities and states where the airports are located. In 2022, three meetings were held with local communities in the Amazon region looking to understand their culture and the current local context. All employees across the various airports took part in two training courses organised by UNHCR, the UN Refugee Agency, covering refugees’ rights and the context for refugees and migration in the country in order to be able to provide them with support and guidance.



– **Universeine** (VINCI Construction and VINCI Immobilier), the development project in Seine-Saint-Denis that will welcome athletes and their support teams to Paris for the sporting events in the summer of 2024, illustrates VINCI Construction's approach to building dialogue with its stakeholders. In 2022, Universeine welcomed President Emmanuel Macron of France and his government's housing and sports ministers. Athletes, students, employees, trade unions and non-profits have also been consulted and visited the facilities that are being built.

• **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.

**Attentiveness and satisfaction**

VINCI Airports is committed to satisfying passengers at all times and continuously improving the quality of its services and its customer experience. A number of initiatives were deployed at airports in France and around the world: renovating infrastructures and updating 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 solutions to avoid destroying 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 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. In 2022, AFNOR Certification awarded its triple quality, environment and occupational health and safety certification to MESEA, a VINCI Railways subsidiary (VINCI Concessions), for operating and maintaining the South Europe Atlantic high-speed rail line, while ensuring operational excellence for all users.

**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 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 March 2022, the foundation organised a conference and debate with road safety and adolescence experts on the theme "Young people at the wheel", alongside the publication of a report on this issue. This report includes the findings from a sociological study supported by the foundation and based on more than 150 in-depth interviews with young people aged 18 to 25. The team of researchers who took part in this study shed light on a highly connected generation who are very dependent on cars and face constant compromises between the demands of their social life and safe driving, even if this means taking risks. The foundation carried out an online campaign to raise awareness among young drivers, with a video entitled "La notif" (Notifications), adopting a fun approach to present the irresistible pressure exerted by "digital companions" on young people when they are driving. This video, shared on social media with the hashtags #JeTeLaisseEnVu #TuMeLaisseEnVie (I leave you on read and you let me stay alive!) has been viewed more than 20.5 million times.

In May 2022, the Foundation published the findings of its ninth 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. Following on from this survey, in November 2022, the foundation published the results of a new European survey conducted by Ipsos on "Sharing the road". This study offers an overview of the behaviour of Europeans dealing with the coexistence of different modes of transport, and found that 96% of road users are afraid of the risky behaviour of others. It also shows that faced with the increasingly widespread adoption of active modes of transport, and particularly cycling, the sharing of the road and public spaces in general requires everyone to be adaptable and highlights the need to make all users more aware of the importance of respect for others and following the rules so that the various uses can coexist harmoniously.

In July 2022, faced with the unacceptable number of incident response vehicles hit by other vehicles on motorways and the deaths of four agents while they were working on the French network under concession, VINCI Autoroutes and the VINCI Autoroutes Foundation organised a hard-hitting mobile operation entitled "Quand allez-vous percuter ?" (When are you going to hit someone?) to encourage drivers to be mindful of the serious risks involved with certain behaviours and to keep their eyes open on the road. This operation was widely covered in the media and was also the focus of a major online communications campaign. This was followed in November 2022 by a video shared on social media to raise awareness, generating more than 20 million views and intended to remind drivers about the importance of the "safety corridor" rule.

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

	2022	2021 <sup>(*)</sup>
VINCI Autoroutes motorway networks (in km)	4,436	4,419
Traffic (in billions of km travelled)	53	50
Number of accidents per billion km travelled	222	226
Number of fatal accidents per billion km travelled	1.6	1.3
Number of deaths per billion km travelled	1.8	1.4

(\*) Data 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

Purchasing is a crucial source of performance for the Group. It is understood that purchasing processes must always seek to optimise costs, secure supplies and manage risks effectively, while building long-lasting relationships with strategic partners. This approach is aligned with the Group's objective for all-round performance. The Group's environmental, social and ethical objectives through purchasing will only be achieved by working closely with our stakeholders and being a responsible partner.

For several years, the proportion of purchases has remained stable, representing 57% of the Group's revenue at end-2022 (56% at end-2021), excluding the Cobra IS acquisition. They include €14.9 billion for materials (€10.7 billion in 2021), €6.7 billion for external services (€5.5 billion in 2021) and €11.8 billion for subcontracting (€9.8 billion in 2021).

### Percentage of revenue allocated to purchases

(in € billions)	2022	2021	Change
Total amount of purchases	34.9	27.4	+27.4%
Percentage of revenue allocated to purchases	57%	56%	+2.0%
Of which purchases consumed	14.9	10.7	+39.6%
Of which purchases of external services	6.7	5.5	+20.8%
Of which subcontracting (excl. concession operating companies' construction costs)	11.8	9.8	+19.9%
Of which temporary staff	1.6	1.4	+13.7%

In 2022, VINCI continued rolling out its responsible purchasing approach, aiming to take into account workforce-related, social, ethical and environmental factors when selecting its partners. 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 in 2022 to ensure that this approach could be deployed at various levels within the Group:

- A **VINCI Purchasing Committee** is sponsored by an Executive Committee member, as the Group Purchasing Correspondent, and brings together the various purchasing correspondents from across the Group and VINCI representatives from the functional teams concerned (specialists in workforce-related, social and environmental aspects, ethics and legal issues). The Group Purchasing Coordination Director acts as this committee's coordinator and secretary. The committee meets four times a year and has a mission to define and oversee the implementation of the Group's purchasing policy.

- The **Purchasing Directors Committee** implements the decisions taken by the VINCI Purchasing Committee. Made up of purchasing directors and managers from each of VINCI's business lines and divisions, it is responsible for coordinating the various initiatives and actions across the business lines. The Group Purchasing Coordination Director is responsible for coordinating this committee and serves as its secretary.

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, has been realigned around four core categories of purchases (temporary employment, energy, vehicles, travel and telephony) for which it is now a dedicated hub with expertise in these areas. This unit supports the operational teams and works closely with the functional teams concerned and the purchasing departments in the business lines and subsidiaries through an extensive network of buyers. It also puts in place framework agreements for approved suppliers, liaising with their local internal users. It ensures that the Group purchasing guidelines are correctly applied by the business lines. Its mission also includes developing and maintaining the data consolidation and information sharing tools at Group level.
- **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.
- A **Sustainable Purchasing Committee**, which supports the purchasing departments in the Group's business lines and divisions, has a mission to ensure that purchasing processes factor in non-financial aspects, while also overseeing cross-business projects or actions bringing together the purchasing teams and the teams focused on workforce-related, social and environmental issues and ethics. This committee is made up of purchasing directors and managers from each of VINCI's business lines and divisions. The VINCI Sustainable Purchasing Manager is responsible for coordinating this committee and serves as its secretary, in addition to liaising between the Group purchasing teams and the teams focused on non-financial aspects (workforce-related, social and environmental issues and ethics).

### 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 2021 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, 59% of VINCI's suppliers are Tier 1 for all categories of purchases combined, with this figure rising to 90% for suppliers in the building and public works sector.

At Group level, and on 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 49% of purchases across the Group and its business lines are done with micro-businesses and SMEs. Concerning the key categories of purchases for Group companies' activities, such as temporary employment agencies or construction equipment hire firms, the Group's strategy is based on approving a large number of local and regional partners 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.

VINCI is committed to developing strong collaboration with its strategic partners. In 2021, the Group developed closer links with its equipment hire suppliers to carry out an initial analysis of the traceability and provenance of this equipment. In 2022, a further investigation looking at the countries where this equipment is manufactured confirmed that it was not produced in any countries that involve any risks concerning respect for human rights. Alongside this, from an environmental perspective, VINCI is working with its suppliers to consolidate the CO<sub>2</sub> emissions generated by its equipment hire with a view to testing new equipment and reducing its impact. The Group believes that collaborative industry or branch-level initiatives are vital for establishing more virtuous and sustainable supply chains.

VINCI is also committed to taking into account and working with social integration structures, social enterprises, sheltered workshops and other organisations that specifically employ people with disabilities. In 2022, 44% of VINCI's approved temporary employment agencies were companies based throughout France whose mission includes promoting integration through temporary jobs. According to the socio-economic study carried out by Utopies®, VINCI places €40 million of purchases with organisations from the social and solidarity economy (SSE) in France, supporting social enterprises, integration organisations, regional employers' groups formed throughout France to promote social integration through work and qualifications, etc. 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 in terms of selecting partners or working with people on integration programmes, helping promote collaboration with SSE 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

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, address climate change and facilitate 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 2022, this was reviewed in order to take into account feedback from users. 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. VINCI Construction's Building France and Civil Engineering France divisions worked on several tenders (shoring, securing, cleaning and consulting services) incorporating non-financial aspects, representing an annual purchasing budget of around €100 million.

To take a more in-depth look at the overall strategy and the actions to be taken, the social and environmental risks were mapped for purchases made by the Group's six core business lines in France (VINCI Construction's Building France, Civil Engineering France and Road France divisions, VINCI Energies France, VINCI Autoroutes and VINCI Airports) at the end of 2022. Supported by an external partner (EY), this mapping was carried out with a collaborative approach, working with a large number of business, environmental and social experts and various operational teams. The rating methodology was developed based on a standard scale for all the business lines following workshops and interviews with the various experts for each category of purchases. This mapping process helped identify the 20 main social and environmental risk factors for around 60 strategic categories of purchases for each business line, covering 75% of the Group's overall expenditure in France. The Group intends to use these results to prioritise risk mitigation measures and formalise action plans for each business line, covering the different categories of purchases. At Group level, four categories of purchases were identified with the highest levels of criticality and social and environmental risks: subcontracting; services with drivers (freight, site machines); temporary employment; and aggregates, sand and clay.

### • Training on responsible purchasing

The Group believes that training for its employees is vital, and it takes various actions to further strengthen their responsible purchasing expertise and skills. An e-learning course is available in five languages for all employees to help them absorb the content of the Group's practical guide on responsible purchasing and raise their awareness of the related issues. At 31 December 2022, more than 3,500 employees had completed this course. In addition, a more in-depth course for the Group's purchasing teams was provided throughout 2022, covering more than 100 employees in key positions for the Group's purchases. Around 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. In 2022, 80 new employees were trained on responsible purchasing by these ambassadors.

### • Responsible subcontracting approach

The Group's priority is to retain and expand its in-house technical expertise and activities. 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, sets out the Group's commitments in terms of subcontracting: safety conditions of subcontractors' employees that are comparable to those of the Group's personnel, sustainable 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 has launched various initiatives since 2018 to assess the practices in place and identify areas for progress (see paragraph 4.3.4, "Assessing the situation of subsidiaries, subcontractors and suppliers", of the Group's duty of vigilance plan, pages 265 to 266).

## 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 paragraph 4.3, "Duty of vigilance with regard to human rights", page 267).

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 risks to which third parties may be exposed in connection 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.

Drawn up in 2017, VINCI's Guide on Human Rights is a Group-wide reference document that sets out the issues identified and their implications for the Group's companies. It also presents a shared set of guidelines, indicating the specific approaches to be adopted to prevent the key risks in each of these 17 areas. 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.

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 27 countries with support from an external provider and 81 subsidiaries or active projects have been assessed in 32 countries, covering a total of over 23,000 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), Business for Inclusive Growth (B4IG), and the Leadership Group for Responsible Recruitment. These collaborative initiatives and tools are described in detail in paragraph 4.3, "Duty of vigilance with regard to human rights", of the Group's duty of vigilance plan, page 267.

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: <https://www.vinci.com/vinci.nsf/en/item/qatar-en.htm>. Further details on the actions taken can be found in paragraph 4.3.7, "Reinforced vigilance to fight forced labour and illegal work", of the Group's duty of vigilance plan, page 268.

**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.
- **Managing Human Rights:** a human rights performance tool, with over 200 questions to carry out an objective, in-depth and qualitative assessment of entities, and to put in place corrective actions on aspects such as recruitment, working conditions, living conditions, subcontracting and the local community impacts of projects. This tool was rolled out in 2018 and has been available to all employees on the intranet since 2022, with three different languages to choose from.

(\*) 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 four times in 2022.

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 and compliance heads from 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 four times in 2022.

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 four times in 2022, 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

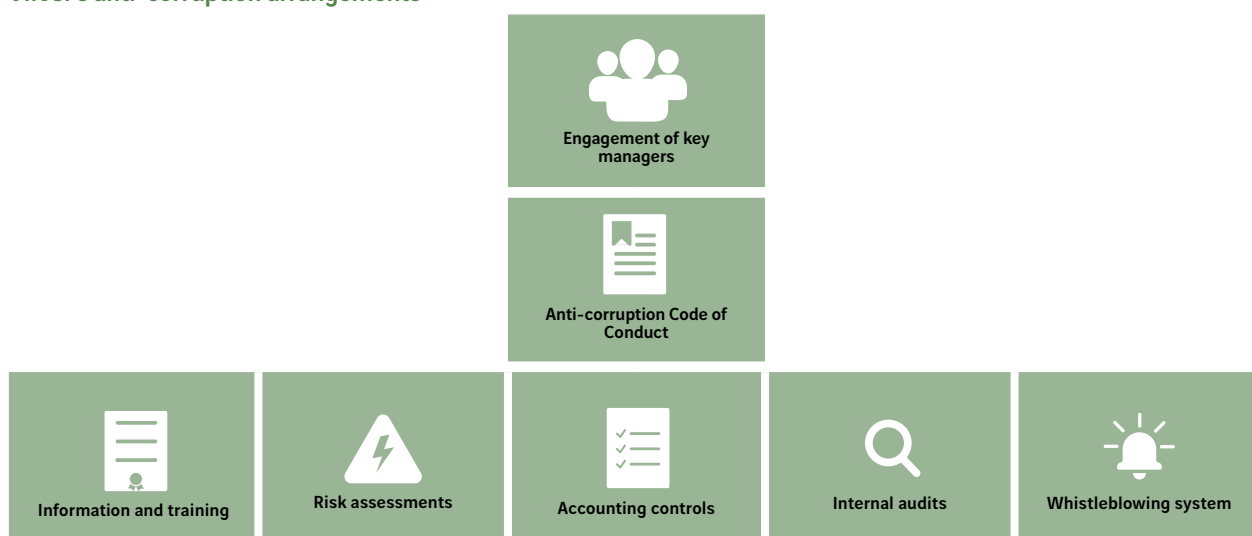
Training and information are key factors for implementing the Group's business ethics policy. To enable all employees to effectively contribute to preventing and detecting corruption, depending on their duties and responsibilities, training programmes are developed and rolled out at each of the Group's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

# 45,000

staff trained on ethics in 2022

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 system

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 system or contact the Group's Ethics Officer directly. They can also use the VINCI Integrity platform to submit 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.

### • Group GDPR maturity

With regard to personal data protection, VINCI drew on the GDPR (General Data Protection Regulation) maturity audit carried out in 2021 to launch an action plan aimed at further strengthening compliance on 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. 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 maintain 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 and its consolidated subsidiaries signed 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).

Furthermore, in 2023 VINCI will publish a first certified report describing the Group's tax policy and its tax and social contributions, both in France and abroad, in respect of 2022.




### 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 environmental 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 this transition. That is why the Group has set its environmental ambition for 2030, with a twofold objective: significantly reduce the direct impact of its activities and help its customers and partners reduce their own environmental footprint. 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.

 <b>Acting for the climate</b>	 <b>Optimising resources thanks to the circular economy</b>	 <b>Preserving natural environments</b>
<ul style="list-style-type: none"> <li>● Reduce direct greenhouse gas emissions (Scopes 1 and 2) by at least 40% by 2030 compared with 2018 levels</li> <li>● Reduce indirect upstream and downstream emissions (Scope 3) by at least 20% by 2030 compared with 2019 levels, by taking action across the value chain of the Group's businesses</li> <li>● Adapt infrastructure and activities to improve their climate resilience</li> </ul> 	<ul style="list-style-type: none"> <li>● Promote the use of construction techniques and materials that economise on natural resources</li> <li>● Improve waste sorting to implement waste recovery more widely</li> <li>● Expand the offer of recycled materials to limit extraction of virgin materials</li> </ul>	<ul style="list-style-type: none"> <li>● Prevent environmental nuisances and incidents by systematically implementing an environmental management plan in all Group businesses</li> <li>● Optimise water consumption, especially in areas of water stress</li> <li>● Aim to achieve no net loss of biodiversity</li> </ul>

#### Overview of the main commitments by business line

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

### 3.1.1 Turning risk management into opportunity

#### 3.1.1.1 Internal governance

##### • Governance structure

All actions taken to deliver on VINCI's environmental ambition are founded on the commitments embraced by the Group's Executive Committee, of which the Group's Environment Director, Isabelle Spiegel, has been a member since April 2022. These commitments are taken up by each business line in 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 and 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. As set out in the environmental guidelines signed in November 2020 (see paragraph 3.1.1.2, "Identifying and managing risks"), the CSR Committee meets every year 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.

##### • Including environmental criteria in the remuneration policy for managers and operational staff

Twenty-five percent of the short- and long-term variable remuneration of Xavier Huillard, Chairman and Chief Executive Officer of VINCI, is linked to environmental, social and governance (ESG) performance indicators and criteria (see paragraph 4.2.1, "Decisions relating to the Chairman and Chief Executive Officer's remuneration", of chapter C, "Report on corporate governance", page 159). The Group's business lines increasingly follow this example and apply it at an operational level. For instance, the performance of managers at VINCI Energies Sweden East is routinely measured based on the Triple P model (people, planet, profit), and their annual performance-based bonuses are calculated accordingly. VINCI Immobilier has included an environmental criterion in its developers' individual remuneration to enhance progress towards its target to generate more than 50% of revenue through land recycling by 2030.

#### 3.1.1.2 Identifying and managing risks

Incorporating environmental issues within the Group first requires a strong understanding of how to identify and manage environmental risk, as defined under the concept of double materiality. 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 paragraph 4.4, "Duty of vigilance with regard to the environment", of the Group's duty of vigilance plan, page 272.

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 provide a framework for reducing environmental impacts and risks associated with the Group's activities. All VINCI companies are expected to apply these guidelines and are responsible for ensuring that appropriate actions are also taken on the ground by subcontractors and joint contractors throughout projects (see paragraph 4.4.3, "Tailored actions to mitigate risks and prevent serious impacts", of the Group's duty of vigilance plan, page 278).

VINCI encourages its subsidiaries to obtain environmental certification such as ISO 14001 to improve the effectiveness of their environmental management system. All of VINCI Autoroutes' construction, maintenance and operation businesses are ISO 14001 certified. In 2022, 38 VINCI Concessions entities, including 24 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 Concessions and VINCI Construction.

#### Environmental assessment and certification

(as a percentage of revenue)	ISO 14001			Indicator	Geographical scope
	2022	2021	2020		
Motorways in service	100%	100%	100%	Kilometres	France
VINCI Airports	93%	89%	77%	Proportion of revenue	World
Other concessions	31%	26%	25%	Proportion of revenue	World
VINCI Energies	44%	50%	47%	Proportion of revenue	World
VINCI Construction – Road activities					World
Production from quarries owned	63%	56%	53%	Tonnes	World
Production from coating plants owned	41%	63%	38%	Tonnes	World
Production from binder plants owned	63%	54%	64%	Tonnes	World
Revenue from the works activity	50%	36%	26%	Proportion of revenue	World
VINCI Construction (other activities)	87%	86%	85%	Proportion of revenue	World

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

- The Attitude Environnement label created by VINCI Construction's Building France and Civil Engineering France divisions in 2012 covers 44 environmental requirements, and was awarded to 294 worksites in 2022, amounting to revenue of about €1.3 billion.
- The Excellence Environnement label created by VINCI Construction's Road France Division in 2016 was awarded to 42 worksites in 2022, including the project in eastern France to widen the Route Centre-Europe Atlantique (RCEA) to a two-lane dual carriageway. As the RCEA runs through a Natura 2000 site, crews were required to adhere to strict standards in carrying out their work. Each worker learned about the project's implications within the context of the circular economy. The key initiatives implemented to address these issues were on-site recycling of excavation material, reuse of material recovered via road deconstruction and the use of a mix containing 40% recycled asphalt.

### 3.1.1.3 Monitoring performance

#### • Environmental reporting scope and coverage

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 399 to 400), as well as the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) (see the cross-reference table, page 401), and the Sustainability Accounting Standards Board (SASB) (see the cross-reference table, page 402). 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 282 to 286, 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", page 282). At the end of 2022, environmental reporting covered 99% of total revenue, excluding Cobra IS.

As the acquisition was finalised on 31 December 2021, Cobra IS will be included in VINCI's environmental reporting in 2023. Adapting the environmental governance structure to the business unit and training more than 450 of its employees on the Group's environmental ambition and the resources available for its operational implementation were key priorities in 2022.

#### Environmental reporting coverage<sup>(\*)</sup>, excluding acquisitions in 2022

(as a percentage of revenue)	2022	2021	2020
<b>Concessions</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
VINCI Autoroutes	100%	100%	100%
VINCI Airports	100%	100%	100%
Other concessions	100%	100%	100%
<b>VINCI Energies</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>VINCI Construction</b>	<b>98%</b>	<b>97%</b>	<b>98%</b>
<b>VINCI Immobilier</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Total</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>

<sup>(\*)</sup> Environmental reporting coverage only includes energy indicators. Coverage for water and waste indicators is provided in the "Note on the methods used in workforce-related, social and environmental reporting", page 282.

#### • Environmental impact analysis

As part of the 2021 Environment Awards, VINCI developed a multi-criteria impact analysis methodology to measure the reduction or avoidance of emissions associated with each of the initiatives and estimate their 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 (see paragraph 3.1.4.1, "Employee engagement around environmental solutions and actions", page 226). The idea is to accelerate the scale-up of environmental solutions and inform certain Group decisions by evaluating short-term outcomes depending on assumptions relating to economic implementation. The methodology draws on a simplified life cycle analysis and uses specific quantitative indicators to measure a solution's impact and assess its contribution to VINCI's environmental ambition. It also takes into account the scale of implementation within the Group and with customers. A scientific committee made up of environmentalists, scientists and financial experts helped in developing this approach. Data is collected on reduced or avoided CO<sub>2</sub> emissions, tonnes of recovered materials, or cubic metres of water saved compared to a benchmark scenario.

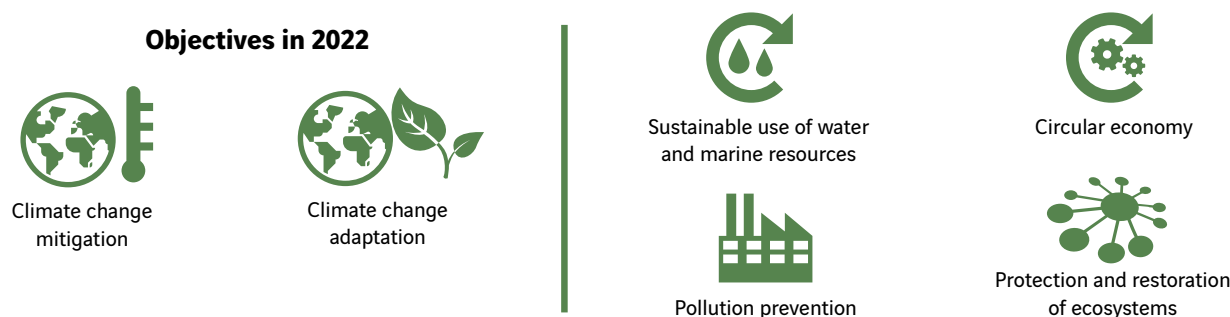
### 3.1.2 EU Taxonomy of environmentally sustainable activities

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, for the 2022 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 safeguards in the following areas: human rights (including labour and consumer rights), bribery and corruption, taxation and fair competition. 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 CO<sub>2</sub> emissions (“enabling activity”). To be **aligned** with the EU Taxonomy, an economic activity must be eligible, meet the technical screening criteria, comply with the minimum safeguards stipulated in the regulation and not cause significant harm to any of the other five objectives.

The Group’s first assessment to determine the alignment of its activities was based on a detailed analysis, taking into account existing processes, reporting systems and conservative management assumptions. The significant elements of this methodology – assumptions and interpretations, methodological clarifications and limitations – are described in the “Note on the methods used in workforce-related, social and environmental reporting”, pages 282 to 286.

The Group will revise this methodology and the corresponding figures in line with regulatory changes, in particular with the publication in 2023 of the delegated acts on the other four environmental objectives.

#### 3.1.2.1 Eligibility and alignment of VINCI’s revenue at 31 December 2022

A first estimate shows that 42% of VINCI’s revenue is eligible and 20% is aligned with the first two objectives of the EU Taxonomy:

EU Taxonomy activities (in € millions)	Eligible revenue	Eligible revenue (%)	Aligned revenue	Aligned revenue (%)	Aligned revenue / Eligible revenue
4.9 Transmission and distribution of electricity	4,329	8%	3,464	6%	80%
6.14 Infrastructure for rail transport	3,788	7%	3,395	6%	90%
7.3 Installation, maintenance and repair of energy efficiency equipment	1,565	3%	1,564	3%	100%
7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	280	0%	280	0%	100%
9.3 Professional services related to energy performance of buildings	223	0%	223	0%	100%
7.1 Construction of new buildings	6,359	11%	739	1%	12%
7.2 Renovation of existing buildings	1,138	2%	186	0%	16%
5.9 Material recovery from non-hazardous waste	1,853	3%	482	1%	26%
4.28 Electricity generation from nuclear energy in existing installations	550	1%	454	1%	82%
Other eligible activities	3,254	6%	417	1%	13%
<b>Taxonomy-eligible activities</b>	<b>23,338</b>	<b>42%</b>	<b>11,204</b>	<b>20%</b>	<b>48%</b>
Non-eligible activities	32,817	58%			
<b>Total VINCI consolidated revenue<sup>(*)</sup></b>	<b>56,155</b>	<b>100%</b>			

(\*) Excluding Cobra IS.

At 31 December 2022, the main activities that contributed to the alignment of Group revenue included:

- VINCI Energies’ electricity transmission and distribution activities (classified under 4.9) in Europe, which automatically qualify as making a substantial contribution to one of the environmental objectives, but also in New Zealand and Canada, where Group customers distribute electricity generated from renewable sources.
- Activities classified under 6.14, which include VINCI Construction’s major projects to build electrified above-ground rail infrastructure such as High Speed 2 (HS2) in the United Kingdom, the Lyon-Turin (TELT) rail tunnel project and the Grand Paris projects. VINCI Energies is involved in some of these projects. In addition, this subset includes VINCI Railways activities, namely the maintenance of the South Europe Atlantic high-speed rail line, and most activities of VINCI Construction’s subsidiary ETF (Networks France Division), which essentially covers railway maintenance projects in France.
- VINCI Energies activities classified under 7.3, 7.5 and 9.3, all dealing with the energy performance of buildings, are required to meet only a small number of DNSH criteria. As a result, they are deemed 100% aligned.

- The building construction and renovation activities, classified under 7.1 and 7.2, of VINCI Construction and VINCI Immobilier in France and works packages to connect buildings to the electric grid subcontracted to VINCI Energies as part of new construction projects in Europe. The Group's conservative approach means the current rate of alignment is low. After being analysed on a case-by-case basis, VINCI Construction projects are only considered aligned if they total more than €50 million and meet the substantial contribution and DNSH criteria. VINCI Construction's alignment percentage determined according to this approach was applied to VINCI Energies projects in France, while a 50% rate was applied to other VINCI Energies projects in Europe. VINCI Immobilier only qualified the To-Lyon tower and office buildings that comply with the E+C- labels.
- Activity 5.9, which covers VINCI Construction's materials recycling activities (recycling platforms, plants and quarries).
- The nuclear plant maintenance activities, classified under 4.28, of VINCI Energies and VINCI Construction (Nuvia) in the European Union (mainly France) and the United Kingdom.

These activities total 96% of VINCI's aligned revenue at 31 December 2022. This highlights the significant impact of the expertise of VINCI Energies, VINCI Construction 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", page 229).

The Group's Taxonomy-aligned eligible revenue is broken down by activity in the regulatory format on pages 403 to 404 (EU Taxonomy reporting tables supplementing this Report of the Board of Directors).

### 3.1.2.2 Eligibility and alignment of VINCI's CapEx at 31 December 2022

A first estimate shows that 22% of VINCI's CapEx is eligible and 6% of its CapEx is aligned under the first two objectives of the EU Taxonomy. At 31 December 2022, 51% of the Group's CapEx, i.e. more than €3 billion, relates to the value recognised for the concession rights to the airports managed by the Mexican airport operator OMA, acquired in December 2022 (see paragraph 1.1.1, "Main changes in scope in 2022", of chapter A, "Report on the financial statements for the year", page 117). Excluding this significant acquisition, VINCI's eligible and aligned CapEx percentages would be 44% and 12% respectively.

EU Taxonomy activities (in € millions)	Eligible CapEx	Eligible CapEx (%)	Aligned CapEx	Aligned CapEx (%)	Aligned CapEx / Eligible CapEx
6.14 Infrastructure for rail transport	147	2%	142	2%	97%
5.9 Material recovery from non-hazardous waste	110	2%	58	1%	53%
4.9 Transmission and distribution of electricity	72	1%	58	1%	80%
7.3 Installation, maintenance and repair of energy efficiency equipment	39	1%	38	1%	97%
7.1 Construction of new buildings	166	3%	9	0%	5%
7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	5	0%	5	0%	100%
7.7 Acquisition and ownership of buildings	311	5%	15	0%	5%
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	283	4%	43	1%	15%
Other eligible activities	261	4%	25	0%	11%
<b>Taxonomy-eligible activities</b>	<b>1,394</b>	<b>22%</b>	<b>393</b>	<b>6%</b>	<b>28%</b>
Non-eligible activities	4,988	78%			
<b>Total VINCI consolidated CapEx<sup>(*)</sup></b>	<b>6,382</b>	<b>100%</b>			

(\*) Excluding Cobra IS.

At 31 December 2022, most of the Group's aligned CapEx is related to the aligned economic activities identified above:

- CapEx relating to the construction of rail infrastructure, especially the future London Gatwick airport station;
- CapEx relating to activities classified under 5.9, which mainly corresponds to the percentage of fully recycled asphalt mix that VINCI Autoroutes uses on its road maintenance worksites and, to a lesser extent, to VINCI Construction's CapEx relating to its aligned aggregate recycling activities;
- CapEx relating to VINCI Energies' electricity transmission and distribution activities;
- CapEx relating to aligned activities of VINCI Energies and the Concessions business involving the installation, maintenance and repair of energy efficient equipment in buildings;
- CapEx relating to aligned building construction activities.

Based on the breakdown of long-term lease assets recognised under IFRS 16, two additional activities were identified that contribute significantly to the alignment of the Group's CapEx:

- long-term leases of electric or plug-in hybrid vehicles;
- long-term leases of buildings with an energy performance score of A (only in France).

These activities account for 94% of VINCI's aligned investments at 31 December 2022. The Group's Taxonomy-aligned eligible CapEx is broken down by activity in the regulatory format on pages 405 to 406 (EU Taxonomy reporting tables supplementing this Report of the Board of Directors).

In addition to its Taxonomy-aligned CapEx, the Group estimates the amount of CapEx required to achieve its environmental ambition by 2030 at several hundred million euros. For example, VINCI Autoroutes' Environmental Ambition plan includes a €61 million budget to cover the transition to LED lighting, building renovation, the installation of EV charging terminals for employees, coverage of salt piles, etc.

### 3.1.2.3 Materiality of VINCI OpEx at 31 December 2022

OpEx as defined in the Taxonomy Regulation amounted to €1,945 million at 31 December 2022, i.e. less than 5% 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 or aligned OpEx based on the EU Taxonomy, so the indicator is considered immaterial. The Group's OpEx denominator is presented in the regulatory format on page 407 (EU Taxonomy reporting tables supplementing this Report of the Board of Directors).

### 3.1.3 Market opportunities from the environmental transition

#### 3.1.3.1 Main market opportunities identified

Through its businesses in building and operating rail transport infrastructure, urban development and water treatment, and its expertise in the construction and maintenance of buildings and low-carbon energy supply infrastructure, VINCI plays a central role in the energy and environmental transition. 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 that come with climate change. In addition to assessing and mitigating the climate impact of its activities, VINCI is developing its businesses and know-how to deliver solutions for its customers that address the major challenges of the environmental transition. These solutions focus on the following topical issues:

- **Accelerating energy renovation** (see paragraph 3.2.2.1, "Actions to reduce indirect emissions", page 235). The energy renovation market generated €800 million in revenue for VINCI Construction in 2022 (compared with approximately €600 million in 2021) and is expected to expand further. In addition to leading renovation projects, VINCI has also developed innovative solutions to support thermal building renovation and gives its customers the opportunity to improve their efficiency through arrangements such as energy performance contracts (EPC).
- **Developing low-carbon mobility** (see paragraph 3.2.2.1, "Actions to reduce indirect emissions", page 235). VINCI develops solutions that contribute to decarbonising transport, such as installing charging stations for electric and hybrid vehicles and supplying these stations for the motorway network it operates under concession.
- **Soil unsealing and land rehabilitation** (see paragraph 3.4.3, "Biodiversity preservation", page 250). To help conserve water resources, preserve biodiversity and recreate natural environments if necessary, VINCI has developed expertise in environmental engineering.
- **Supporting the transition to low-carbon energy**, through an integrated offer of financing, construction, connection and maintenance of renewable energy production facilities (solar power plants, wind power projects, etc.). VINCI is also involved in developing low-carbon hydrogen infrastructure.
- **Climate change adaptation** (see paragraph 3.2.3, "Resilience of projects and structures", page 239). VINCI provides regions with concrete solutions to address climate change, including the construction and financing of infrastructure adaptation projects (sea walls, tunnels, bridges, water desalination plants, etc.) and the eco-design of adapted buildings.

These market opportunities that could benefit the entire Group are detailed in paragraph 4.4.1, "Mapping of the Group's major risks", of the Group's duty of vigilance plan, page 273.

#### 3.1.3.2 Environmental labels

VINCI aims to bring its suppliers, subcontractors, partners and customers on board to reduce their environmental impact by integrating eco-design to a greater extent into Group operations and through new service offerings. 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. In 2022, the volume of business represented by projects having earned external certifications or labels amounted to €5.5 billion for more than 1,100 projects delivered or in the process of being delivered by VINCI Construction, VINCI Immobilier and VINCI Energies.

Most of the certifications and labels awarded in 2022 were BREEAM®, LEED® or E+C-:

- The project to upgrade Roucas-Blanc water sports stadium in Marseille, the venue for the sailing competition as part of the sporting events mostly taking place in and near Paris in the summer of 2024. This project has made the environment a priority, with a target to recycle or reuse 90% of the site's demolition materials, reduce water and energy consumption, install green roofs, and use low-carbon concrete and bio-sourced materials. Set to eventually become the new municipal water sports centre, the facility aims to achieve the Silver level under the Bâtiments Durables Méditerranéens (BDM) initiative, Effinature certification, and Energy 3 and Carbon 1 under the E+C- label.
- The To-Lyon property programme featuring a 43-storey office tower, certified NF HQE™ Exceptionnel and BREEAM® Excellent, a four-star hotel with BREEAM® Very Good certification, 3,000 sq. metres of retail space and an underground car park.
- The Initia project, built by VINCI Immobilier on the southern outskirts of Toulouse, which is one of the first in France to be awarded Energy 4 and Carbon 1 under the E+C- label. As part of this land recycling programme, materials such as asphalt and concrete from existing constructions will be reused for roads and car parks, and as much of the remaining materials as possible will be sent to waste recovery facilities. Efforts are also being pursued to optimise soil revegetation and unsealing. Energy production will outweigh consumption with the installation of 1,500 sq. metres of solar panels and a collective wood boiler to reduce carbon impact.
- The Terre d'Émergence complex in Strasbourg, which includes two office buildings with respective floor areas of 4,400 sq. metres and 5,100 sq. metres, a four-star hotel with 170 rooms, and a four-star extended-stay hotel with 80 rooms. The development aims to be certified BREEAM® Very Good.
- the Lightwell office building restructuring project at La Défense, which also aims for very high environmental standards (NF HQE™ Exceptionnel, BREEAM® Excellent and the BBC Effinergie Rénovation RT-40% label) by focusing on conserving resources and maximising energy efficiency: land rehabilitation around the building, protection of two-thirds of the existing structure, use of bio-sourced materials, reuse of the old stone façade, installation of an externally insulated façade, and recycling or reuse of more than 85% of waste.
- The emblematic project to renovate the Royal Mansour Hotel in Casablanca, Morocco, which aims for BREEAM® and LEED® certification. The new building will be converted into a high-rise built to the best international standards.

Customers are also increasingly interested in BiodiverCity® certification:

- The Jardin des Sens programme in Vaucluse, winner of the first edition of the "Inventing the Greater Paris Metropolis" call for projects, received the BiodiverCity® label. The complex develops agroforestry and recovers heat produced by the A86 motorway tunnel to supply 50% of the heating needs for the residential units.
- The athletes' village in Saint-Denis aims for high-level certifications for new office buildings, such as HQE™ Bâtiment durable, BREEAM® Excellent, BiodiverCity®, and Energy 2 and Carbon 2 under the E+C- label.

– The Ulteam project (8th arrondissement, Paris), delivered in 2022. Meeting the best environmental standards, this renovated office complex aims to obtain the labels BiodiverCity® and OsmoZ and achieve the certifications NF HQE™ Excellent, BREEAM® RFO Excellent for the refurbished section and BREEAM® 2016 Excellent for the new construction section.

**€5.5bn**  
 in projects awarded  
 environmental certifications  
 and labels in 2022

### 3.1.4 Launching the environmental transition

In order to deliver on its environmental ambition, VINCI needs both strategic vision and high 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 at every level.

#### 3.1.4.1 Employee engagement around environmental solutions and actions

##### • 2022 Environment Day and deployment of initiatives resulting from the Environment Awards

With the overarching goal of amplifying environmental actions, VINCI's 2022 Environment Day provided the opportunity for each manager to sit with their team members and discuss the initiatives taken within their business line to meet the targets of the environmental ambition. About 100,000 employees participated in the event, which featured talks and awareness actions across all the Group's business lines.

For the first Environment Day in September 2020, VINCI launched the Environment Awards, a year-long Group-wide contest empowering employees to play an active role in VINCI's environmental ambition. This programme, which is aimed at singling out and promoting 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](http://environnement.vinci.com)). Taking full advantage of its decentralised model, a connected network of more than 800 correspondents and experts was formed to coordinate the Environment Awards at the Group's various geographical locations. Nearly 200 initiatives were recognised within the established regional divisions, and 14 of them won awards in the final round in 2021. These winners included 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.

In 2022, initiatives from the 2021 Environmental Awards continued to be rolled out internally. The Grand Prize-winning Exegy® range of solutions, aimed at increasing the use of low-carbon concrete, had already been implemented on several iconic Group projects in France and the United Kingdom by the end of 2022 (see paragraph 3.2.2.1, "Actions to reduce indirect emissions", page 235). Another winner, Rehaskeen®, a façade insulation system designed for industrial-scale thermal renovation of buildings, had been applied on two projects in France by the end of year. The Group's low-carbon motorway maintenance solution, which develops on-site recycling, has already saved 80,000 tonnes of materials. The regional winner Power Road®, used to generate thermal energy captured from the heat in roads, is currently in use on 11 sites in Europe and Canada.

##### • Communities

Created by the Group's Environment Department in 2018, Ecowork is a community of more than 500 employees from different divisions and business lines who want to implement environmental actions in their professional life. The Environment Department works with the organisation Makesense to coordinate the community's activity, which includes training courses, discussions, meetings and tools to increase engagement and raise awareness about environmental issues.

The Group's Environment Department also manages internal networks that focus on the key topics of the environmental ambition: biodiversity, circular economy, carbon issues. These networks unite dozens of experts from all the Group's geographies and business lines to create a multi-disciplinary approach, share solutions and best practices, and make progress on common issues.

A life cycle analysis network was set up in 2022 by the Environment Department to develop internal expertise on the subject.

##### • Responsible use of digital technology

At the end of 2022, the Group launched a programme on the responsible use of digital technology. The objective is to find ways to reduce the social and environmental impacts of digital technology and its use. The programme is led by the Group's IT Department with the support of the Environment Department. It aims to gain momentum for a movement already at work within the Group to advance on five key issues:

- implementation of a responsible approach to digital purchases by integrating environmental responsibility criteria within all purchasing processes;
- management of IT infrastructure and data centres with optimised operating architectures;
- optimisation of applications and information in use by applying eco-design principles to application development programmes;
- extension of life cycles for digital equipment;
- raising employee awareness about the impact of daily digital use, through tools such as the Pix passport to assess responsible digital citizenship developed by INSA and the GreeT application, which was the winner in the "Collaborative Engagement" category at the Ekopo Awards in December 2022.

### 3.1.4.2 Training and awareness

New training and awareness modules continued to be rolled out in 2022, with sessions created on specific environmental issues or targeted businesses.

#### • E-learning

At the end of 2022, more than 42,000 employees, or 20% of the Group's workforce, 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. Other modules are available for all employees on topics such as climate resilience of structures, responsible purchasing practices and the responsible use of digital technology. Some business lines have also adopted online training courses that are more operational in focus and tailored to their activities. In 2022, more than 5,000 VINCI Energies directors and business managers completed an e-learning course on the business line's environmental commitment. VINCI Autoroutes developed a geographic information systems (GIS) training course in 2022 on the environment. Lastly, VINCI Construction Grands Projets developed eight e-learning courses during the year on sustainable construction (covering areas such as low-carbon concrete and water resources).

#### • Awareness actions

The Climate Fresk continues to be deployed widely, with more than 3,300 employees educated on the subject in 2022 (of which 1,400 at VINCI Energies and 1,850 at VINCI Autoroutes). The 2 Tonnes workshop was also rolled out at VINCI Autoroutes (with over 1,000 employees trained), the Construction Fresk and Circular Economy Fresk at VINCI Construction, and the City Fresk at VINCI Immobilier. Several employees have taken advantage of the collaborative format to create games that raise the awareness of Group employees about VINCI's specific challenges. For example, "The Green Epic", created in 2022 by VINCI Construction and adapted by VINCI Energies, lets employees share existing business line solutions and initiatives to reduce environmental impact. For the 2022 Environment Day, VINCI Autoroutes employees created the "Itinéraires décarbonés" game on sustainable mobility issues. The concept was deployed for some 600 employees.

Several divisions have launched local awareness initiatives on the ground. For example, the employees of Soletanche Freyssinet (VINCI Construction) collected more than 17 tonnes of waste as part of a partnership with the non-profit organisation Project Rescue Ocean to promote the circular economy. Lastly, several companies are raising employee awareness about eco-driving and regularly organise challenges to encourage them to reduce their fuel consumption (see paragraph 3.2.1.1, "Actions to reduce direct emissions", page 230).

#### • Training

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. The initial rollout of an "Environnement by VINCI" training course for senior environmental managers and operational staff, developed jointly with the Environment Department, VINCI Academy and Sciences Po Paris, is planned for 2023.

Several business lines have developed training materials designed for operational staff. For example, in 2022 VINCI Energies developed a module on how to develop products and services compatible with the environmental transition and carbon footprint assessments. VINCI Immobilier trained all property developers on the key action points for implementing its environmental strategy, and especially the "no net land take" target to be met by 2030 in France. Soletanche Freyssinet (VINCI Construction) developed the training programme "Environnement Leader @ Soletanche Freyssinet" for all business unit managers. The training features several workshops in which peers share their experiences in order to improve environment plans for each business unit.

Over the course of 2022, the business units also targeted certain issues related to their activity to develop training for a broader audience. VINCI Concessions updated its training modules on environmental issues for both VINCI Highways and VINCI Railways with the launch of new awareness modules, and for VINCI Airports, with new Scope 3 issues, specifically sustainable aviation fuels (SAF) and green hydrogen. VINCI Autoroutes rolled out hands-on training courses about how to preserve local biodiversity. These courses cover topics such as finding and implementing alternatives to phytosanitary products, following sustainable roadside grass mowing plans, and monitoring fences. Awareness is proactively promoted at worksites and projects for employees, temporary staff and subcontractors with the regular 15-minute environment sessions, which focus on operational issues. This initiative has been rolled out across all VINCI Construction activities in France. Specific training courses on low-carbon concrete and France's RE 2020 environmental regulations were provided for most staff at the Building France Division in the Normandie-Centre region.

In 2022, these actions came to a total of 84,941 training hours, which represents a significant increase from 2021: 65% including the hours of employee training provided by Cobra IS, and 41% at constant scope.

### Environmental training and awareness, with change

	Number of hours of training		Change
	2022	2021	2022/2021
VINCI Autoroutes	12,635	4,476	+182.3%
VINCI Airports	3,361	3,474	-3.3%
Other concessions	735	1,253	-41.3%
VINCI Energies	19,180	20,001	-4.1%
Cobra IS	12,544	-	-
VINCI Construction	34,476	21,602	+59.6%
VINCI Immobilier and holding cos.	2,010	731	+175.0%
<b>Group</b>	<b>84,941</b>	<b>51,537</b>	<b>+64.8%</b>
Excl. Cobra IS	72,397	51,537	+40.5%



### 3.1.5 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 industry best practices in its sectors of activity. 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.

In 2022, VINCI participated in COP27, which was held in Egypt, as a partner to the Global Alliance for Buildings and Construction (GlobalABC), taking part in discussions on the "Solutions", "Energy" and "Adaptation" thematic days. 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 600 voluntarily, were signed or in effect in 2022), 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"). The VINCI Autoroutes Foundation is getting involved in a new field of action, supporting eight projects to preserve and restore natural heritage in regions proposed by local organisations.

At VINCI Concessions, LISEA, the concession company for the South Europe Atlantic high-speed rail line (SEA HSL), and MESEA, the line's maintenance operator, took further steps in 2022 in their commitments to drive transition in the region. Created in 2021 in partnership with institutions such as the French agency for ecological transition Ademe and France's National Museum of Natural History (MNHN), the Fonds SEA is currently supporting 13 projects selected in the call for expression of interest, "Support local and sustainable farming". In 2022, the Fonds SEA also teamed up with Odeys, a business cluster in sustainable construction and planning in Nouvelle-Aquitaine, to support projects that are committed to the circular economy, reuse of materials, and the development of bio-sourced and geo-sourced materials. A call for projects was also launched to strengthen local facilities active in deconstruction and the reuse of building materials. In 2022, VINCI Airports signed a partnership with the organisation AéroBiodiversité for its Rennes Bretagne, Dinard Bretagne and Annecy Mont-Blanc airports. Three visits per site were made over the year to list plant and wildlife species present at concessions. Awareness sessions were also provided for employees on site.

VINCI Construction is a member of environment committees and professional associations such as, in France, EGF BTP, the road association Routes de France as well as the national federations of civil engineering contractors (FNTF), 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 the Road France Division partners with Inec, the French circular economy institute, contributing to its research and publications. As a founding member of CircoLab, the Building France Division promotes circular economy practices in the building sector. For example, its Greater Paris New build housing and Greater Paris Renovated housing delegations signed the Metropolitan Charter for Circular Construction of the Greater Paris Metropolis, a partnership agreement between CDC Habitat and GTM Bâtiment promoting the circular economy, and a partnership agreement between VINCI Construction and Immobilière 3F (Action Logement group) to promote industrial-scale energy renovation solutions, especially with Rehaskeen®.

Numerous local partnerships have been formed to take concrete action to preserve biodiversity at quarries and worksites. In 2022, VINCI Construction celebrated the 10th anniversary of its partnership with Patrimoine Naturel (a collaborative research and education entity focused on natural heritage, also known as PatriNat, under the aegis of three organisations – the MNHN, the CNRS and the French Office for Biodiversity). The partnership has structured VINCI Construction's commitment on biodiversity preservation, which has included certain actions in its "Entreprises engagées pour la nature" programme. It will be renewed for another four years. In Quebec, a partnership was created with the Nature Conservancy of Canada (NCC) to adapt a quarry so that the endangered and vulnerable wood turtle could be observed and protected. In Australia, Seymour Whyte has conducted partnerships and sponsorships with wildlife protection organisations in Queensland in connection with the Pacific Motorway (M1) upgrade programme.

VINCI Energies France participates in several working groups formed by the non-profit organisation Noé and by Cerema, the French public expertise centre for research on the environment, risks, mobility and urban planning, on the future challenges of public lighting to identify levers to reduce its carbon impact. VINCI Energies France Tertiaire Grand Ouest has formed a partnership with the Bird Protection League (LPO) to better factor in biodiversity across its activities, while also lending financial support for the organisation's projects of public interest. France Nature Environnement Auvergne Rhône Alpes is working with Citeos Ingénierie Lyon to reduce the impact of public lighting on natural environments (educating customers, identifying sensitive natural areas, etc.).

Along with their institutional partnerships, VINCI companies engage in continuous dialogue with stakeholders. They strengthen communication with local residents near worksites and infrastructure in operation, through information meetings, improved signposting, worksite visits and new communication channels:

- At VINCI Highways, the Movemos organisation for sustainable mobility aims to unite all mobility stakeholders in Peru to find new solutions on issues such as road safety, urban planning and the environment.
- Salvador Bahia airport in Brazil opened its first sustainability complex. The site comprises an effluent treatment station, a waste treatment centre and a biodiversity centre to develop wildlife conservation. The venue will also provide a space for environmental education and interaction with the airport community.

– 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 also publishes its air quality monitoring data in its Decade of Change sustainability report (<http://bit.ly/3Qlsjlr>).

– A website was developed for VINCI Construction's road and urban development worksites, to communicate more easily with people living near many of its worksites in France. For example, this tool was used for the periodic maintenance of the Grenoble tramway tracks, where VINCI Construction carried out road pavement demolition works, track replacement and resurfacing works. As such, the company took proactive steps to reduce the inconvenience for local residents through several concrete actions (noise-reducing tarps). The worksite was also signalled on Waze and through the website, enabling local residents and users to follow the progress of the works and ask any questions.

Other partnerships are mentioned in paragraphs 3.2, "Acting for the climate" (page 229), 3.3, "Optimising resources thanks to the circular economy" (page 240) and 3.4, "Preserving natural environments" (page 246).

## 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 SSP3-7.0, and SSP5-8.5 scenarios, current production and consumption practices could see temperatures rise by around 2.8°C to 5.7 °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, while its Sixth Assessment Report presents the most compelling evidence to date that human activities are causing climate change, and that adaptation and mitigation solutions are needed.

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 paragraph 2.5, "Environmental risks", of chapter D, "Risk factors and management procedures", page 179). VINCI has also carried out in-depth analyses to better assess and manage climate-related risks relating to its activities (see paragraph 4.4.1, "Mapping of the Group's major risks", of the Group's duty of vigilance plan, page 272).

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 2018 levels;
- reduce its indirect emissions (Scope 3) by taking action across the value chain of the Group's business lines, with a reduction target of 20% by 2030 compared with 2019 levels;
- adapt its infrastructure and activities to improve their climate resilience.

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

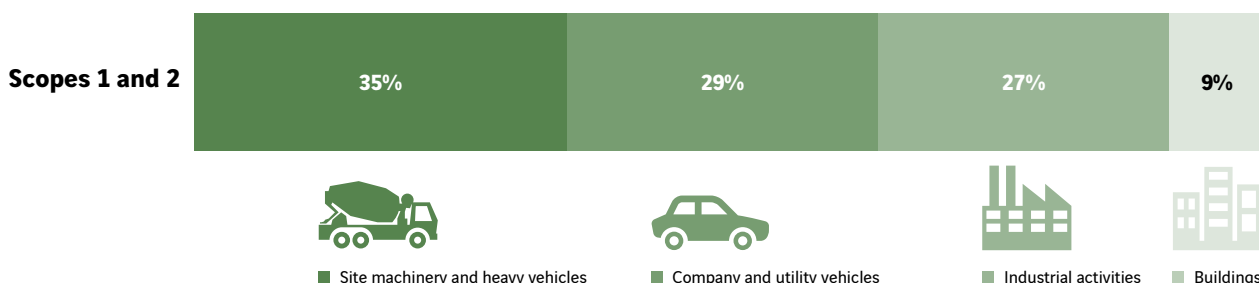
Since 2007, VINCI has maintained a proactive approach to reducing and monitoring its greenhouse gas (GHG) emissions, in line with the "Accelerate the environmental transition" commitment from its Manifesto. When it adopted its new environmental ambition in 2020, VINCI further strengthened the Group's 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 for ambitious reductions in emissions in its direct scope of business activities that will enable the Group to contribute to worldwide carbon neutrality 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 in emissions for Scopes 1 and 2 (see "Overview of the main commitments by business line", page 220). 2022 was a year of tight global gas and electricity supplies in France. To respond to this and seize the opportunity to step up its action to enhance energy efficiency, the Group accelerated the implementation of its energy efficiency plan. On 22 September 2022, VINCI signed the Ecowatt charter, undertaking to reduce its gas and electricity consumption by 15% in 2023 relative to 2021, for its offices, site facilities, airports and motorways. The Group has pledged to test energy performance initiatives, in real operating conditions, at 10 buildings representative of its activities.

### 3.2.1.1 Actions to reduce direct emissions

Actions taken		Performance indicators
Industrial activities	<ul style="list-style-type: none"> <li>– Optimise energy efficiency</li> <li>– Substitute high-emission fossil fuels with natural gas and gas from renewable sources</li> </ul>	<ul style="list-style-type: none"> <li>– Greenhouse gas emissions (Scopes 1 and 2)</li> <li>– Total energy consumption and breakdown by source</li> </ul>
Vehicles and site machines	<ul style="list-style-type: none"> <li>– Replace part of the worksite equipment fleet with lower-emission machines, promote eco-driving and install sensors to monitor consumption</li> <li>– Collaborate with worksite equipment manufacturers and rental companies to test low-carbon innovations in real operating conditions</li> <li>– Accelerate the replacement of light and utility vehicle fleets with hybrid, electric or lower-emission vehicles</li> <li>– Encourage employees to reduce their consumption through carpooling platforms, training in eco-driving and the use of non-motorised transport</li> <li>– Experiment with fuels such as hydrogen and biogas for utility vehicles</li> </ul>	
Buildings and site facilities	<ul style="list-style-type: none"> <li>– Perform energy efficiency assessments on Group buildings and implement appropriate initiatives, such as thermal renovation, temperature control and eco-design</li> <li>– Increase the use of highly energy-efficient site facilities</li> </ul>	
Renewable energy	<ul style="list-style-type: none"> <li>– Prioritise the use of renewable energy, especially by installing solar power systems to produce electricity for self-consumption</li> </ul>	– 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 related 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 2022, these action plans, which cover four priority areas for action, were maintained: the environmental performance of site machinery and heavy vehicles, the mobility of VINCI employees, the energy optimisation of industrial processes and buildings, and the decarbonisation of energy used.



#### • Environmental performance of site machinery and heavy vehicles

The consumption of energy relating to the use of site machinery and heavy vehicles is the primary source of Scope 1 and 2 emissions for VINCI, representing 35% 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 continues to roll out e-Track, which captures data for machines, trucks and utility vehicles fitted with telematics systems, with a view to optimising their use and therefore their energy consumption. In 2022, several thousand additional machines and vehicles were connected to e-Track. At Sogea-Satom, 30% of the fleet of site machinery and heavy vehicles are equipped with telematics systems, and 750 employees have been trained in eco-driving.

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

- VINCI Energies is standardising the use of biofuels for its fleet of vehicles, based on local availability and guidance from external consultants to assess the indirect effects of these biofuels, such as changes in land use. Biofuel consumption tripled from 2021 to 1.7 million litres, avoiding 4,400 tonnes of CO<sub>2</sub> equivalent in fossil fuel emissions. The VINCI Energies fleet currently has 3,600 hybrid or electric vehicles (8% of total vehicles).
- VINCI Construction is developing the use of hybrid and electric site machines: Sogea Île-de-France (Networks France Division) has completed several projects using exclusively electric power, including the works for Compagnie Parisienne de Chauffage Urbain (CPCU) in the 10th arrondissement of Paris. The Civil Engineering France and Networks France Division are using hybrid excavators and concrete mixer trucks for the works on the Part-Dieu multimodal transport hub in Lyon.

Manufacturer innovations were also tested in 2022:

- VINCI Autoroutes tested Fiat's first long-range all-electric van, the e-Ducato, which cannot yet be rolled out across the entire network;
- VINCI Airports introduced the first electric de-icer at the Clermont-Ferrand Auvergne airport in France. With a 62 kWh battery, the e-Mini MY Lite designed by Vestergaard Company can perform 8 to 12 de-icing operations and travel up to 75 km on a single charge.
- One of the cleaning boats owned by the Earthworks, Maritime and River Works delegation of VINCI Construction's Networks France Division has been selected to be re-powered with an electric propulsion system, as an in-house experiment, with a view to taking part in the "Launch procedure for financing platforms to support the ecological transition of river vessels and mobilise river boat owners", signed in March 2022. The programme aims to eventually refit 40 vessels moving up and down the Seine in the Greater Paris area.

### • VINCI employee mobility

VINCI takes action to encourage its employees to use non-motorised forms of transport. 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 use of low-emission vehicles, awareness initiatives and training in eco-driving practices.

More and more light and utility vehicle fleets are being replaced with electric or other alternative energy vehicles. In 2022, 27% 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. At 31 December 2022, VINCI's fleet in France comprised nearly 8% electric vehicles.

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

- 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 2023.
- VINCI entities are also working to optimise their employees' travel arrangements and promote carpooling by setting up dedicated platforms. At several VINCI Construction subsidiaries or divisions (ETF, the Major Projects Division, etc.), shuttles have been introduced between worksites and site facilities. As a laudable initiative, all VINCI Construction employees working on the Lyon Part-Dieu multimodal transport hub commute using non-motorised transport (walking, bus, metro, bicycle, scooter, etc.).

### • Optimising energy for industrial activities

Due to the industrial nature of their business, VINCI Construction entities account for 27% of the Group's total energy consumption. Since 2016, the Road France Division of VINCI Construction has developed and implemented its environment strategy, with ambitious energy efficiency targets for each business segment.

In 2022, industrial facilities continued to reduce their energy consumption, with further investment in switching to electric-powered binder equipment systems at six plants, replacing oil burners with natural gas burners at three plants and building materials storage facilities at nine plants as well as four new plants offering optimised energy consumption. Production units at the Pagnac quarry, located in central France, were replaced in 2019 and 2021. In three years, this improved production by nearly 30% and reduced greenhouse gas emissions by 20%.

The Edrive digital tool was developed and rolled out in 2022 at more than half of VINCI Construction's industrial facilities (including Sogea-Satom) to enable sites to monitor reductions in energy consumption and CO<sub>2</sub> emissions in real time.

### • Energy optimisation of buildings and site facilities

All of the Group's entities are committed to reducing energy consumption levels for their buildings. These actions, some of which were initiated in 2020, are part of the energy conservation plan that VINCI adopted in 2022:

- VINCI Construction has implemented several measures, including insulation work, heating and lighting limitations, and posters and a worksite facility manual distributed to all offices. The energy efficiency of its buildings is managed using several tools. The main one is Eleneo, which connects directly to the integrated management software to monitor electricity and gas meters. Mobile sites (worksite installations and buildings) are connected to the electricity grid when possible.
- Following an analysis carried out in 2020 on all of its 600 buildings, VINCI Energies France requires each building to have an energy performance rating of at least C. Class E will be phased out by the end of 2023. To date, 81% of the buildings are class D or higher.
- VINCI Autoroutes is installing LED lighting along its motorways and at its sites (service and rest areas, interchanges, standard sections, toll platforms and maintenance centres), and is adopting eco-design practices when renewing its service areas. All sites will have LED lighting by 2024, representing 40,000 LED bulbs.
- VINCI Concessions is putting in place a range of initiatives to reduce its energy consumption worldwide: 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, among other examples.

### • 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 and its subsidiaries ASF, Escota and Cofiroute have put in place contracts for renewable electricity with guarantees of origin for 100% of the electricity.
- VINCI Concessions is deploying a vast plan to install solar panels for self-consumption, partly through its subsidiary SunMind. These efforts have increased its installed capacity to 36 MWp in 2022, of which 23 MWp is set aside for self-consumption. SunMind is one of the winning initiatives at the Environment Awards and aims to develop the installation of solar power facilities for buildings and infrastructure throughout Europe (projects with a total capacity of 150 MWp are under way).
- In 2022, 26% of the electricity consumed by VINCI Energies entities came from renewable sources, representing around 30,000 MWh, with 76 MWp of renewable energy production systems installed. The company Eliove was created to centralise VINCI Energies' solar power expertise nationwide and covering the entire process, from development, financing and construction to the operation of facilities over a period of 20 years. A hydrogen platform was also created to familiarise network companies with existing hydrogen solutions.

– As part of VINCI Construction's activities, solar panels are installed to meet their own needs or supply power to the grid. In 2022, new solar power installation projects at fixed sites were commissioned, such as the Peyrolles quarry in south-east France, or developed, such as the Iquique plant in Chile, two projects in the Czech Republic and four Sogea-Satom offices (Europe Africa Division). At Sogea-Satom, nearly 30% of site facilities are energy efficient and equipped with solar panels.

### 3.2.1.2 Monitoring performance

Reporting tools are constantly improved to monitor performance. VINCI Energies is standardising tools for calculating and monitoring the carbon emissions of projects. This year, its eVE tool was launched for consolidating and monitoring the business line's direct emissions.

#### • 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 terms, total energy consumption came to 9,430,174 MWh in 2022, compared with 9,279,864 MWh in 2021, rising slightly (up 1.6%), although the Group's business growth was almost 14% (excluding Cobra IS).

#### Total energy consumption by business line, with change

(MWh)	Fuels <sup>(*)</sup>	Electricity	Of which renewable energy <sup>(**)</sup>	Total energy consumption in 2022	Consumption by business line (%)	Total energy consumption in 2021
<b>Concessions</b>	<b>239,952</b>	<b>490,297</b>	<b>386,159</b>	<b>730,249</b>	<b>7.7%</b>	<b>678,638</b>
VINCI Autoroutes	79,836	111,676	112,566	191,512	2.0%	203,696
VINCI Airports	146,431	352,757	270,692	499,188	5.3%	441,301
Other concessions	13,685	25,864	2,901	39,549	0.4%	33,641
<b>VINCI Energies</b>	<b>1,226,362</b>	<b>120,196</b>	<b>49,584</b>	<b>1,346,558</b>	<b>14.3%</b>	<b>1,325,298</b>
<b>VINCI Construction</b>	<b>6,591,964</b>	<b>736,411</b>	<b>141,222</b>	<b>7,328,376</b>	<b>77.7%</b>	<b>7,255,847</b>
<b>VINCI Immobilier and holding cos.</b>	<b>10,878</b>	<b>14,114</b>	<b>887</b>	<b>24,992</b>	<b>0.3%</b>	<b>20,081</b>
<b>Total</b>	<b>8,069,156</b> ✓	<b>1,361,018</b> ✓	<b>577,852</b> ✓	<b>9,430,174</b> ✓	<b>100.0%</b>	<b>9,279,864</b> ✓

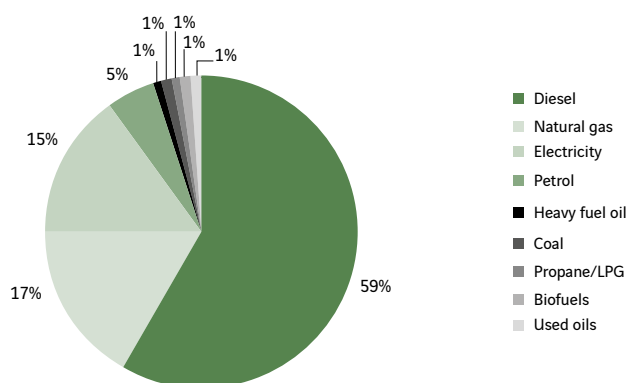
(\*) Fuels: diesel, natural gas, petrol, heavy fuel oil, coal, LPG/propane, used oils, biofuels.

(\*\*) Renewable energy: electricity from renewable sources and biofuels.

✓ Data checked to a level of reasonable assurance.

VINCI Construction accounts for 78% of the Group's total energy consumption, mostly due to its industrial activities and worksites. Fuel, especially diesel fuel, is the energy that the Group uses the most, to power site machines and its fleet of vehicles. The consumption of high-carbon fuels, such as heavy fuel oil and coal, accounts for about 2% of the Group's total energy consumption. Despite the rebound in passenger numbers at VINCI Airports and the new acquisitions by VINCI Energies and VINCI Construction, total fuel consumption remained stable relative to 2021, while total electricity consumption was up 8%.

#### 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 sources has risen sharply since 2018. In 2022, 523,250 MWh of renewable electricity was used, representing an increase of 66% compared with 2021. Renewable electricity used accounted for 38% of total electricity used (up from 25% in 2021) and came from three sources: 434,347 MWh through purchases of guarantees of origin, 63,918 MWh under power purchase agreements and 24,984 MWh of sites' own energy production and self-consumption. VINCI Concessions was responsible for 70% of the Group's self-consumption of electricity produced on site, increasing 48% compared with 2021.

Biofuel consumption totalled 54,602 MWh, of which 52% was used by VINCI Construction.

**38%**  
of electricity used was from  
renewable sources in 2022



## Change in renewable energy consumption

(MWh)	2022	2021	2022/2021 change	2020
Total renewable energy consumption	523,250 <input checked="" type="checkbox"/>	314,355 <input checked="" type="checkbox"/>	+66.5%	207,069

☒ Data checked to a level of reasonable assurance.

### • 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 biofuels, fossil fuels (fixed sites, worksites and company vehicles), as well as non-energy emissions (VINCI Construction'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 283).

In 2022, emissions calculated using the market-based approach totalled 2.1 million tonnes of CO<sub>2</sub>, of which 1.9 million tonnes of CO<sub>2</sub> for Scope 1 and 0.2 million tonnes of CO<sub>2</sub> for Scope 2. Market-based emissions fell 4.7% from 2021, mainly due to the increasing use of electricity from renewable sources, which considerably reduced Scope 2 greenhouse gas emissions (down 27% from 2021).

**2.1 MtCO<sub>2</sub>eq**  
emitted in 2022 (Scopes 1 and 2)

### 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)	2022/2021 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 <sub>2</sub> equivalent)	2022	2021		2022	2021
<b>Concessions</b>	<b>93,883</b>	<b>117,558</b>	<b>-20.1%</b>	<b>137,074</b>	<b>138,106</b>
VINCI Autoroutes	18,301	20,951	-12.6%	22,537	25,686
VINCI Airports	71,149	91,911	-22.6%	109,536	107,090
Other concessions	4,433	4,697	-5.6%	5,001	5,330
<b>VINCI Energies</b>	<b>294,248</b>	<b>310,373</b>	<b>-5.2%</b>	<b>298,584</b>	<b>315,723</b>
<b>VINCI Construction</b>	<b>1,756,496</b>	<b>1,823,358</b>	<b>-3.7%</b>	<b>1,771,427</b>	<b>1,844,190</b>
<b>VINCI Immobilier and holding cos.</b>	<b>2,765</b>	<b>2,680</b>	<b>+3.2%</b>	<b>2,799</b>	<b>2,680</b>
<b>Total</b>	<b>2,147,392 <input checked="" type="checkbox"/></b>	<b>2,253,970 <input checked="" type="checkbox"/></b>	<b>-4.7%</b>	<b>2,209,884 <input checked="" type="checkbox"/></b>	<b>2,300,699 <input checked="" type="checkbox"/></b>

NB: Data extrapolated to cover 100% of VINCI's revenue – excluding acquisitions in 2022.

☒ Data checked to a level of reasonable assurance.

### • Monitoring VINCI's emissions reduction trajectory – Progress in 2022

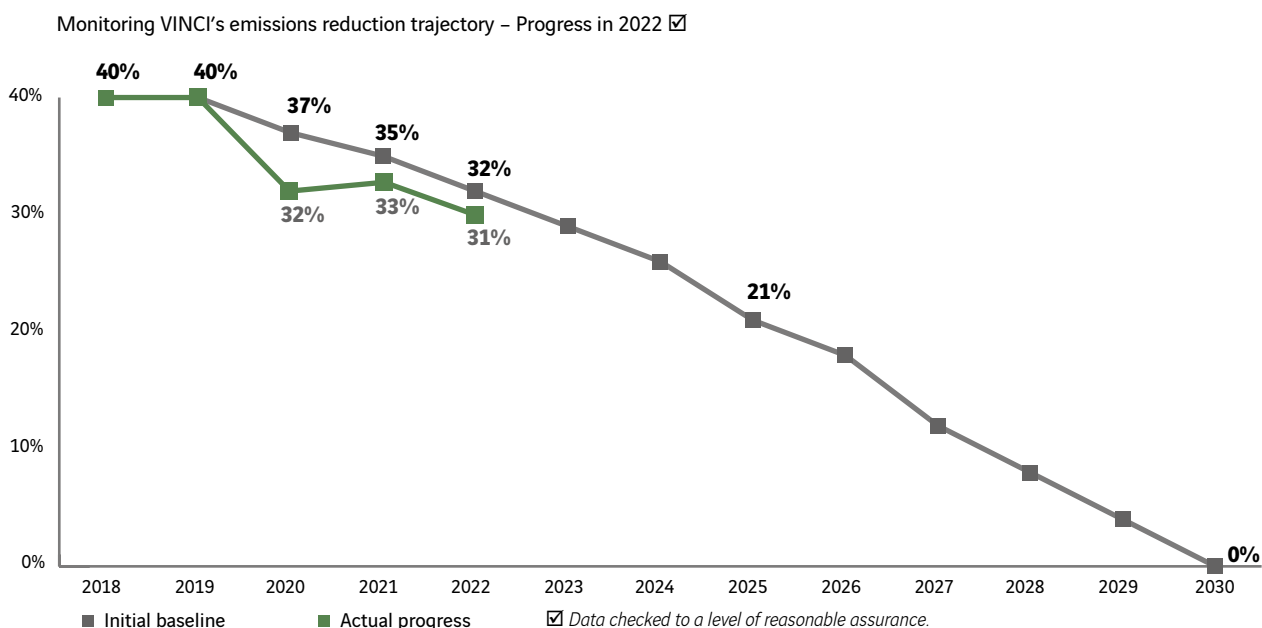
In 2020, VINCI built its own methodology in collaboration with an external consulting firm to monitor its progress towards meeting its commitment to reduce the Group's direct emissions by 40% between 2018 and 2030. This methodology enables the Group to compare its actual progress every year against its 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 takes 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 2022, VINCI business lines acquired 40 entities, which emitted 3,893 tonnes of CO<sub>2</sub> over the year, and disposed of four entities representing an immaterial amount of revenue, 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 2,471 million tonnes of CO<sub>2</sub>. At end-2022, the Group had reduced its greenhouse gas emissions by 13% compared with the initial baseline.

**13%**  
reduction in greenhouse gas  
emissions in 2022  
compared with 2018 (adjusted  
for the impact of acquisitions)

The chart below shows that the Group was in line with its trajectory, with 31% remaining to reach its 2030 emissions target, thanks to measures taken by Group entities to increase their use of electricity from renewable sources.



This 40% target between 2018 and 2030 follows on from the previous environmental 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 again in 2022, confirming 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. Airports only meet Level 4+ "Transition" if they have aligned with global climate objectives set in IPCC scenarios, transformed their operations through reductions in absolute emissions, and compensated for their residual Scope 1 and 2 emissions by using internationally recognised carbon offsets, or extended their coverage of Scope 3 emissions, such as during half of the distance covered by flights. In 2022, 10 airports in Portugal and Lyon-Saint Exupéry airport reached Level 4+. Furthermore, 14 airports in France, the Dominican Republic and Brazil were certified to Level 3 "Optimisation". This accreditation requires airports to involve third parties in the process, such as airlines, independent ground handling service providers, food service companies, air traffic control and other airport workers, in managing their own carbon footprint (see breakdown by level below).

Level of accreditation	Level 1 (Mapping)	Level 2 (Reduction of Scope 1 and 2 emissions)	Level 3 (Optimisation: third-party engagement)	Level 3+ (Carbon neutrality of Scope 1 and 2 emissions)	Level 4 (Transformation: absolute emissions reduction, and stronger engagements on Scope 3)	Level 4+ (Transition: compensate for residual emissions)
Number of facilities operated by VINCI Airports	2	9	14	1	3	11

In March 2022, Salvador Bahia airport received the award for the "Most Sustainable Aerodrome in Brazil" from the country's civil aviation authority (Anac) for the third year in a row. And again it earned the Green Airport Recognition Professional Award at the annual conference of Airport Council International Latin America & Caribbean (ACI-LAC).

### 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. In 2021, the Group 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.

### 3.2.2.1 Actions to reduce indirect emissions

Actions taken in France	Performance indicators
Sourcing	– Share of low-carbon concrete used (VINCI Construction)
Customer solutions	– Emissions avoided (in millions of tonnes of CO <sub>2</sub> equivalent) by implementing environmental solutions for customers (methodological standards currently being defined)
Eco-design	– 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 the activities of VINCI Construction's Building France Division, the Scope 3 calculator for Building Solutions activities at VINCI Energies and the Group-wide carbon assessment tool e-CO<sub>2</sub>NCERNED.

#### • Reducing upstream impacts

The Group is working to reduce emissions associated with its purchases, by setting up selection criteria and responsible purchasing processes. These actions are presented in detail in paragraph 2.2.1, "Group-wide approach to promote responsible purchasing", in the "Social performance" section, page 214. Moreover, various steps were taken in 2022 to reduce emissions relating to the materials used for carrying out the Group's projects and encourage the use of eco-design.

#### Concrete

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 (see "Overview of the main commitments by business line", page 220). More than 30% of the total concrete used by the Building France and Civil Engineering France divisions of VINCI Construction in 2022 was low-carbon concrete, and its use continues to develop both in France and abroad:

- On the Lyon Part-Dieu multimodal transport hub for the Place Basse car park, 80% of the concrete used, i.e. about 28,000 cu. metres, was Exegy® low-carbon concrete.
- On the CDG Express, 13,268 cu. metres of very low-carbon concrete was used in 2022, i.e. 60% of the total amount of concrete used on the project. The partnership signed with Société du Grand Paris to use ultra-low-carbon segments on the underground section of Line 18 is a world first, and will drastically reduce emissions by 70% compared to regular concrete.
- Low-carbon concrete is being used on the City Rail Link project in New Zealand and the Bakheng water treatment plant to supply drinking water in Cambodia, both carried out by the Major Projects Division.
- Botte Fondations (VINCI Construction's Civil Engineering France Division) has stepped up the use of performance-based concrete on several of its projects, for example on the overhead section of Line 18 of the Grand Paris Express and on the works at Nantes university hospital.
- The Universeine project in Saint-Denis uses both low-carbon concrete and wood. For this project, VINCI Construction and VINCI Immobilier were given support from the Innovation and Ecology Fund of the public body responsible for delivering the venues and infrastructure to be used for the sporting events in the summer of 2024 (Solideo) to build all the flooring, i.e. a volume of 17,870 cu. metres, using ultra-low-carbon concrete, thus saving 3,825 tonnes of CO<sub>2</sub> equivalent.
- The first precast staircases in metakaolin and limestone filler were installed on the Lead office building project (E3.1 works package of the Cambacères development zone in Montpellier) with VINCI Construction's partner Soriba in December 2022, making them the first structures built in low-carbon concrete without slag.

The use of these solutions is developing as more partnerships are signed with ready-mix concrete producers, providing all worksites with easy access to low-carbon concrete. Also contributing to this is the increasing use of e-béton on projects. This tool for digitalising the concrete process and improving carbon traceability was designed as part of the intrapreneurship programme offered through Leonard, VINCI's innovation and foresight platform.

#### Steel

The carbon footprint of steel is becoming another key criterion. For example, recycled steel accounted for 95% of that used by VINCI to build the Noisy-Champs station. The steel used to build the Cœur d'Aéroport building at Marseille Provence Airport (VINCI Construction's Civil Engineering France Division) was made from 70% recycled steel. Similarly, VINCI Energies is implementing initiatives with suppliers to reduce the environmental footprint of purchased products. TG Concept, a company that designs and produces airport baggage sorting systems, has completed a product environmental profile (PEP) of its conveyor belt in partnership with Eeva. This has helped to identify ways of reducing its environmental footprint and led the company to start working with a supplier of recycled steel.

#### Road construction and maintenance activities

As a project owner, VINCI Autoroutes encourages best practices in its calls for tenders that contribute to decarbonising road maintenance work. VINCI Construction's Road France Division is at the forefront of the most efficient solutions for reducing the carbon footprint of products containing bitumen. These include cold mix asphalt, in-situ recycling, the use of low-carbon energy sources for asphalt plants and the reduction of freight emissions, which can reduce worksite emissions by 50%. 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 244), the Road France Division of VINCI Construction 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.

### Eco-design

As part of the drive to reduce emissions, the Group is re-engineering its construction processes to limit the quantities of materials required or to enable materials with lower emissions or recycled components to be used. At the Major Projects Division, the Environment in Design (EiD) approach takes into account environmental issues right from the initial design phase. For the High Speed 2 (HS2) project (United Kingdom), the consortium pledged to reduce emissions by 50% compared with the initial carbon footprint throughout the life cycle of the structure (design, construction, operation and maintenance), by using the Carbon Life Cycle Assessment method. The City Rail Link project in New Zealand has set very high environmental targets, i.e. to reduce the energy used in construction and operation by 25% and the carbon footprint by 15%. Performance is monitored by comparing operational data every month with Building Information Modelling (BIM) forecasts.

### • 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 (see paragraph 3.1.3, “Market opportunities from the environmental transition”, page 225).

#### *Decarbonising motorways*

At the end of 2021, VINCI Autoroutes and the consultancy Altermind developed a detailed model of realistic solutions for decarbonising motorways, which was the subject of the report “Décarboner l’autoroute : une urgence écologique” (Decarbonising motorways: an ecological emergency). In fact, some measures have already been implemented on the motorway network, including 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, 604 charging points have been installed across the network, covering 69% of the service areas. Mobile EV charging stations have been tested under the low-carbon motorway agreements to supplement charging station capacity to handle any high traffic peaks. 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: 45 of these car parks, providing 3,733 spaces in total, were in service at end-2022. This number will double by 2030 as some 40 additional car parks will be built. Easy Charge, a joint venture formed between VINCI Autoroutes and VINCI Energies, tripled its business in 2022 and now deploys its own charging network with the Ecological Transport Modernisation Fund. In 2022, Citeos (VINCI Energies) managed a network of some 8,000 charging points in France.

VINCI Autoroutes is testing out free-flow technology to develop a toll collection service that eliminates barriers or obstacles at booths (two trials are under way at Tours Nord and Tonnay-Charente). VINCI Highways is also experimenting with these services, which can reduce CO<sub>2</sub> emissions by up to 60% per passage.

#### *Actions to reduce air traffic emissions*

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, with a view to accelerating fleet renewal. The mechanism is already in operation at all regional airports in France and has been extended to Lyon-Saint Exupéry and London Gatwick airports. VINCI Airports encourages airlines to use sustainable aviation fuels (SAF). These fuels represented 20% of the total amount of fuel supplied at Clermont-Ferrand Auvergne airport in 2022, with a blending ratio of 30%, thus exceeding the 2025 target set under French regulation. 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. 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 (366 stations available at end-2022).

#### *Developing the use of hydrogen*

To prepare for the eventual commercial use of hydrogen-powered aircraft, in 2021 VINCI Airports signed a partnership with Airbus and Air Liquide to develop the use of hydrogen at airports. Starting in 2023, Lyon-Saint Exupéry will act as a test site where the first low-carbon hydrogen refuelling stations will be installed to serve heavy-duty vehicles, such as trucks, buses, runway equipment and forklifts. Draft agreements have also been signed with Kansai Airports in Japan and Santiago airport in Chile to study the implementation of green hydrogen to be used in airport operations. To develop hydrogen, VINCI Concessions participated in the funding round of H2 Mobility, raising €10 million alongside the Clean H2 Infra Fund, the world’s first low-carbon hydrogen fund. H2 Mobility is the leader in hydrogen refuelling stations for road mobility in Germany, with more than 90 stations in operation and the ambition to expand its network to 300 stations by 2030. France Ingénierie Process (FIP), a VINCI Energies subsidiary, has teamed up with the HysetCo project to accelerate the development of the recharging infrastructure required for hydrogen mobility in the Greater Paris area. The project was initiated by Hype, the world’s first fleet of hydrogen-powered taxis, with the support of other shareholders.

### 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 that it builds and operates.

*Construction and renovation activities*

VINCI Construction France and VINCI Immobilier played their full part in implementing the new French environmental regulation adopted in 2020 (RE 2020) as of January 2022. This legislation factors in the energy consumption and carbon impact of buildings based on life cycle analysis over 50 years. As a preliminary step towards this new regulation, the E+C- label for positive-energy and low-carbon buildings anticipates the highest standards of energy and carbon performance and goes as far as commitments to obtain environmental labels (see paragraph 3.1.3.2, "Environmental labels", page 225).

Energy renovation for existing buildings is another growing market. To meet the need for industrial-scale thermal building renovation, VINCI Construction has implemented the Rehaskeen® solution (see paragraph 3.1.4.1, "Employee engagement around environmental solutions and actions", page 226). Two full operations were carried out on a building in Garges-lès-Gonesse (Greater Paris Renovated housing delegation, Building France Division) along with a programme at the veterinary school in Toulouse (South-West delegation, Building France Division), where 200 panels were installed in November 2022.

*Managing energy performance*

An increasing number of VINCI Construction projects are covered by comprehensive performance contracts, allowing for better control of construction and operating costs. Key wins in 2022 include the comprehensive performance contract for the Dupuy-de-Lôme secondary school in Lorient on Brittany's south coast. The design-build project is undergoing energy savings certification (CEE), with the use of bio-sourced materials. Other projects are the construction, operation and maintenance contract to refurbish and restructure the Télécom ParisTech site (located in the French capital's 13th arrondissement) and the project under the comprehensive performance contract between Urban Dumez (Building France Division) and the Prefecture of the Haut-Rhin, for the design, construction, upkeep and maintenance of the Mulhouse administrative complex in eastern France.

VINCI Energies develops software solutions to manage the environmental performance of buildings. For example, Nooco is used to check a building's regulatory compliance, while another, P2C, optimises maintenance to improve the energy efficiency of buildings. VINCI Energies also supports the rollout of the Wave platform, which is under way at all VINCI Energies France Division sites and at those of many customers. VINCI Energies also carries out energy transition projects for industrial customers. For example, Actemium supported the Norwegian company Vafos Pulp AS in switching from an oil-fired to an electric heating system, which will save 13,000 tonnes of CO<sub>2</sub> per year.

**Energy transition of infrastructure***Low-carbon energy production infrastructure*

VINCI Construction participates in building low-carbon energy production 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. Geoclean 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 CO<sub>2</sub> per year.

In 2021, VINCI Autoroutes launched Solarvia, a renewable energy production subsidiary. In addition to participating in France's energy transition, the aim is to put the Group's land to good use by developing solar projects wherever conditions allow – depending on solar radiation levels, topography, environment, urban planning and distance from the electricity grid – along abandoned motorways, the quarries of VINCI Construction's Road France and Networks France divisions, and even on land outside VINCI Group sites. The energy produced is then injected into the local power grid to supply electricity to consumers. In 2022, 44 projects were in progress with a total installed capacity of 341 MWp.

VINCI also develops hydrogen production infrastructure with initiatives such as the creation of Hyfinity, a business unit dedicated to low-carbon hydrogen engineering, procurement and construction (EPC) projects. Another example is VINCI's investment in Genvia, which develops high-performance electrolyzers to produce low-carbon hydrogen. Actemium supports the company in its plans to industrialise these electrolyzers.

*Managing energy performance*

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:

- Amid the sharp rise in energy costs for local authorities, Citeos won 12 comprehensive performance contracts in 2022, which will both prevent emissions and significantly reduce customers' energy bills. With these new contracts, a total of 125 are now in effect in France. The companies from the Building Solutions and Citeos networks in France are supporting their customers to carry out energy efficiency work funded through energy savings certificates. In Australia, crews from Omexom have been upgrading public lighting for the city of Canberra, under a seven-year contract in effect since May 2018. At more than halfway through the contract, over 70 GWh have been avoided.
- Today, the development of wind farms, solar farms, hydroelectric or biomass power plants, storage and biofuel production facilities is fully integrated into VINCI Energies' activities. At Morgavel near Sines in Portugal, Omexom Portugal's Renewables business unit is building a photovoltaic plant for RWE, a leader in renewable energy. The contract covers the engineering, supply and construction of the project, which covers an area of approximately 100 hectares. In Dunkirk in northern France, Omexom Conversion & Storage has built a battery energy storage facility with an available capacity of 61 MW. The system will contribute to frequency regulation on the electricity grid. In the Netherlands, Actemium has been awarded a contract to take part in the construction of a biofuels production facility that will produce 1 billion litres of biofuel per year.



### Net zero emissions as a service to our customers

Net Zero Initiative guidelines specify three ways companies can contribute to carbon neutrality: reducing their own emissions, reducing their customers' emissions and contributing to increasing the use of carbon sinks. In anticipation of requests, some VINCI companies have gotten involved in developing carbon sinks that customers can use as a complement to measures they take to reduce emissions. In 2022, VINCI Airports signed a partnership with Néosylva to invest in projects on private forest land, which includes most of France's forest land surface. The aim is to promote forest regeneration by managing the forest parcels to be renewed and by providing expertise and part of the financing needed for ecological improvement works. As a result, 150 hectares of damaged forest will be restored over a period of 30 years in the Brittany, Pays de la Loire and Auvergne-Rhône-Alpes regions. Between 2018 and 2021, Lima Expresa (a VINCI Highways subsidiary) reduced its direct emissions by approximately 30% through the implementation of an energy efficiency and decarbonisation plan (LED technologies, electric vehicles, renewable electricity supply, etc.). The company also contributes to sequestering its residual emissions and was awarded the fourth star in the Carbon Footprint Peru programme by the Peruvian Ministry of the Environment. In 2022, the Lima Expresa motorway financed a REDD+ (Reducing Emissions from Deforestation and Forest Degradation) project in the Tambopata-Bahuaja national reserve and park maintaining a carbon sink that sequesters 721 tonnes of carbon. This project is certified to the Verified Carbon Standard and the Climate, Community and Biodiversity (CCB) Standards, the latter at Double Gold Level (Climate and Biodiversity). VINCI Energies now offers Green Edge, an internal solution developed in Sweden that automates data collection and uses internet of things (IoT) sensors to measure the footprint in CO<sub>2</sub> equivalent. The tool can then be used to manage an action plan and a carbon budget.

### 3.2.2.2 Monitoring performance

#### • Scope 3

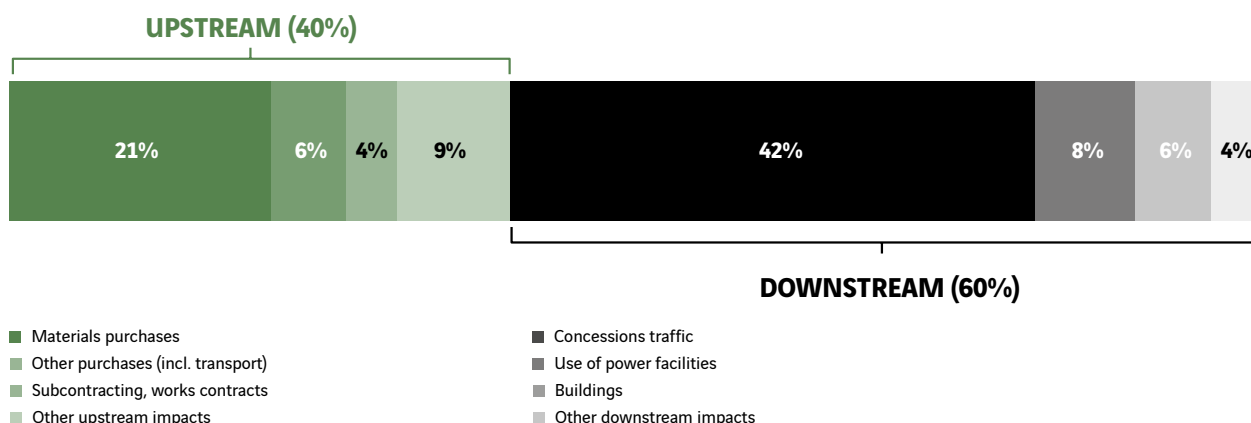
#### Overview of VINCI Scope 3 in 2019 (baseline year)

In 2019, VINCI's indirect emissions (Scope 3) totalled approximately 42 million tonnes of CO<sub>2</sub> (adjusted for acquisitions and disposals having occurred since 2019). This level was maintained in 2022, following the consolidation of Scope 3 reporting data. In this figure, upstream emissions account for 40% and downstream emissions 60%. Two GHG Protocol categories alone account for nearly 90% of emissions: purchases of goods and services and the use of built, operated and maintained infrastructure.

#### Work in 2022 and 2030 target

In 2022, VINCI defined operational action plans and implemented reporting processes for monitoring and reducing Scope 3 emissions, in line with commitments made in 2021 (see paragraph 3.2.2, "Reducing the Group's indirect emissions (Scope 3)", page 234).

#### Scope 3 emissions by category at 31 December 2022



About 85% of upstream emissions, totalling around 17 million tonnes of CO<sub>2</sub>, come from purchases, primarily construction materials (concrete, steel, facilities, effec.).

Downstream emissions amount to 25 million tonnes of CO<sub>2</sub>, of which 15.9 million tonnes due to traffic on VINCI Autoroutes motorways and 1.2 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. These emissions have been monitored annually for several years and were updated for 2022 (see the table on the following page). 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 CO<sub>2</sub>, and were calculated by a specialised consulting firm for the following scope: Lima Expresa (Peru) and Gefyra (Greece).

Other downstream emissions, estimated at about 7.9 million tonnes of CO<sub>2</sub>, 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 2022

The reporting scope for indirect emissions was extended in 2022 and covered purchases of concrete, steel and bitumen for VINCI Construction; buildings delivered by VINCI Immobilier; purchases (including subcontracting) and the use of goods and services sold by VINCI Energies; and emissions from motorway and airport operations, which have been monitored for several years. This data is presented below and set against direct emissions (Scopes 1 and 2).

### CO<sub>2</sub> equivalent emissions (Scopes 1, 2 and 3 downstream) of VINCI Concessions companies, customers and end users

	VINCI Autoroutes	VINCI Autoroutes	VINCI Airports	VINCI Airports
(in tonnes of CO <sub>2</sub> equivalent)	2022 <sup>(*)</sup>	2021 <sup>(*)</sup>	2022	2021
Scope 1 and 2 emissions	18,301 <input checked="" type="checkbox"/>	20,951 <input checked="" type="checkbox"/>	71,149 <input checked="" type="checkbox"/>	91,911
User/third-party emissions (Scope 3)	15,859,378 <input checked="" type="checkbox"/>	15,575,711 <input checked="" type="checkbox"/>	1,089,787 <sup>(**)</sup> <input checked="" type="checkbox"/>	948,771 <sup>(**)</sup>

<sup>(\*)</sup> Emissions for the environmental reporting period, i.e. from 1 January to 31 December in year Y. User emissions generated by fuel combustion of vehicles on motorways (including upstream fuel). Data for 2021 have been updated to include upstream fuel.

<sup>(\*\*)</sup> 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.

## 3.2.3 Resilience of projects and structures

The consequences of climate change affect the Group at the level of its businesses, in both construction and concessions, contracts (such as maintenance contracts), and employees (e.g. site workers). It is therefore a priority for VINCI 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, flowcharts) to identify and anticipate project issues in the bid proposal phase	– Inclusion of environmental risks in risk maps and bidding procedures

### 3.2.3.1 Measuring physical climate risks

#### • Expertise and solutions developed internally

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 Resallience, VINCI's engineering and design office focused on climate resilience that works on adapting projects, cities, regions, infrastructure and their uses to climate change.

In 2022, Resallience built a climate resilience performance assessment offering. This decision-making tool uses a geographical information system (GIS) that is part of the UN's Race to Zero and Race to Resilience projects. It provides users (local authorities, manufacturers, property and infrastructure asset managers, investment funds, etc.) with an overview of their exposure to risks (based on IPCC scenarios) and the potential impact of these risks on buildings and infrastructure: damage, costs, adaptation scenarios, etc.

Resallience and Sixense (VINCI Construction) operate a number of useful software programmes to determine potential corrosion in reinforced concrete structures, measure the urban heat island effect, predict and visualise flooding in cities and urban areas prone to flooding, and assess the cost of climate change on infrastructure.

Since 2008, the VINCI-ParisTech lab recherche environnement has supported some 70 PhD and post-doctoral projects that have contributed scientific knowledge on the adaptation of buildings. This research includes models of the urban micro-climate on surfaces and in the air, with or without green surfaces, and forecasting building temperatures to 2050 and 2100 depending on the type of building: 19th-century Haussmann style, 1960s low-cost housing, recent low-energy apartment blocks, positive-energy buildings.

#### • Awareness

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 internally and with its scientific partners on issues such as adapting neighbourhoods to heatwaves, managing the urban heat island effect, flood prevention, etc.

#### • Self-assessment

The business lines are also working to further strengthen the resilience of their activities. In 2022, VINCI Concessions launched a climate change vulnerability analysis for several entities in its network (35 entities, including 27 airports). The first stage in this analysis involved developing a vulnerability study methodology and then carrying out an initial assessment at the macro level to determine the main risks for the concessions studied. In the second stage, a more detailed analysis is to be carried out for the entities with the highest exposure to understand the impact of these risks on the infrastructure. Technical teams will then ascertain any relevant mitigation measures that could be taken to adapt the infrastructure (and the required capital expenditure). All climate forecasts are taken into account to calculate the historical baseline. For the 2030 and 2050 baselines, the two global warming scenarios used are SSP2-4.5 (estimated rise of 2.7°C by the end of the century) and SSP5-8.5 (high emissions, no additional climate policies).

A study was launched in 2021 on the climate change resilience of the South Europe Atlantic high-speed rail line using the methodology described 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 showed the railway line's physical and operational vulnerabilities, particularly to future weather events, such as drought, heat, flooding, wind and storms. Based on this work, an adaptation plan was created to determine the medium- and long-term actions to be taken. In the shorter term, fire prevention and fire-fighting actions (especially to protect power substations) are a priority, particularly in light of the events of the summers of 2021 and 2022.

For the Athens–Patras motorway in Greece, a study based on IPCC scenarios identified the physical, operational and maintenance risks, caused by floods, heatwaves and rising temperatures, which are expected to increase in frequency, intensity and duration in the years to come. The conclusions highlighted the most serious vulnerability points (including water drainage systems and electrical equipment) and the motorway sections exposed to the highest risk.

VINCI Autoroutes has conducted a criticality analysis of its national network. This study assesses changes in weather parameters in the medium term (2035) and long term (2085) and their impact on motorway infrastructure. It is based on two climate scenarios, RCP 8.5 (trend-based) and RCP 4.5 (ambitious policy to reduce GHG emissions). The results suggest focusing on two main threats: flooding/severe floods and fires, with most risk areas along the Mediterranean. VINCI Autoroutes is participating in testing Ademe's ACT Adaptation method, which measures companies' ability to adapt to climate change.

Lastly, VINCI Construction's Road activities are continuing with their work to assess the resilience of their fixed sites in relation to new investments. For example, the hurricane resilience of a new plant in Orlando was measured as part of the construction project. These analyses involve a study of the site's climate context, as well as the recurrence and severity of extreme weather events, so that the structure can be adapted to withstand these events.

### 3.2.3.2 Climate change adaptation projects

The Group plans in advance for any necessary changes to cities and their energy, communication, transport, water and sewer infrastructure, 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 resilience and providing innovative construction solutions. VINCI companies are developing expertise in technical improvements: to strengthen sea walls, based on scientific scenarios predicting a 50 cm rise in sea levels by 2100, according to the IPCC; to handle heavy rainfall, by building in areas with a flood risk prevention plan, building lift pumps to drain water, or applying porous asphalt to absorb water (Drainovia); to cope with high temperatures, building equipment for a wind farm in the Algerian desert that can withstand temperatures of 50°C, or using light-coloured asphalt to reduce heat from roads (SMA, Lumi+, Ecolvia Déco, Puma solution). VINCI companies are often called on following extreme weather events to restore the normal operation of transport and energy infrastructure.

Kansai International airport in Japan was selected to receive the Japan Society of Civil Engineers' 2021 Outstanding Civil Engineering Achievement Award for the airport's natural disaster resilience plan. Completed in just three years, the construction works carried out in the wake of Typhoon Jebi (2018) have contributed to the development of the country's coastal areas and infrastructure.

Climate change adaptation approaches gave rise to several construction projects in 2022. In New Zealand, HEB Construction (VINCI Construction) was awarded a contract for the design and construction of 4.5 km of coastal paths for pedestrians and cyclists, with completion scheduled for 2026. The project also includes the construction of 2.7 km of embankments and 800 metres of seawalls to protect against storm events and sea level rise. On the High Speed 2 (HS2) project (the United Kingdom's second high-speed rail line, which will cross floodplains), VINCI Construction is studying the topography to promote natural management using a catchment-based approach (storage ponds, restoration of meandering rivers, etc.) rather than floodplain replacement storage areas.

In 2022, VINCI Construction launched its Revilo® solution for combating urban heat islands. The system formalises the expertise gained through dozens of "Oasis" schoolyards in Paris, the work on the Marcel David school in Échirolles, the Jardin de l'Ars in the Euratlantique district of Bordeaux and the new park in Toulon's La Loubière district. Green surfaces and seepage water treatment provide a cool island effect and also allow for carbon capture. Equo Vivo, a VINCI Construction brand specialised in development projects, is dedicated to restoring biodiversity, and designing and maintaining ecological connectivity. Key achievements in 2022 include the hydromorphic restoration of the Ru de Gally, a walled stream in the La Bassée floodplain area of the Seine river basin upstream from Paris, to protect the capital from a massive flood.

The Sixense teams (VINCI Construction) conducted the 3D survey of the cliffs of Saint-Jean-de-Luz on France's south-west coast. This project is part of a nationwide project to adapt to the receding coastline. Consolidating the data over time will enable the Communauté d'Agglomération Pays Basque regional authority and the city of Saint-Jean-de-Luz to compare geomorphological changes in the cliffs and take appropriate and preventive measures to manage the coastal erosion (definition of a safety perimeter, reinforcement measures).

Omexom (VINCI Energies) is developing the climate resilience of electricity grids for RTE, by widening forest trenches, installing pylons with anti-toppling protection systems, and burying network equipment if necessary to protect it from storms.

## 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 targets by business line and by area, page 220). 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"> <li>– Use smaller amounts of resources in construction by developing eco-design approaches and solutions to reduce waste at source</li> <li>– Favour the use of secondary, recycled or reused materials in each major supply chain (aggregates, steel, inert materials, biomass, etc.)</li> </ul>	– Number of R&D programmes or patents focusing on environmental issues
Sourcing <ul style="list-style-type: none"> <li>– Favour the use of secondary, recycled or reused materials in each major supply chain (aggregates, steel, inert materials, biomass, etc.)</li> <li>– Encourage the use of reused or recycled materials when serving as programme manager on concessions</li> </ul>	– 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 building sector. A student from the École des Ponts is using data from VINCI company worksites (Cardem and VINCI Construction's Building France and Civil Engineering France divisions) for a doctoral research project looking at the reuse of construction materials. Several examples of reuse at worksites are detailed in paragraph 3.3.2.2, "Reuse solutions", page 244.

In the Group's construction activities, efforts to minimise the use of virgin materials are implemented by divisions and focus on reducing consumption, sourcing locally to create closed-loop systems for waste recovery, and using recycled, reused and reconditioned materials. VINCI Construction's Major Projects Division has successfully implemented in-situ recycling processes for materials from the demolition of pavements at the Louis-Hippolyte La Fontaine tunnel renovation site in Canada. The division has also reused excavation material in situ at various worksites, including the construction of the Fehmarnbelt Fixed Link between Denmark and Germany and the City Rail Link project in New Zealand.

In the Concessions business, consumption of the main raw materials is monitored, in particular the consumption of asphalt mix to maintain motorways in France. VINCI Autoroutes has set a target for 2030 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 1,159,968 tonnes of reclaimed asphalt pavement from VINCI Autoroutes' road renovation projects, 529,069 tonnes, or 46%, were recycled directly at VINCI Autoroutes worksites. Some pavement renovation projects led in 2022 met high recycling targets: on the A57 widening project in Toulon, 50% of the soil from the earthworks was reused on site and 100 % of the asphalt mix was reused, including 40% on site; for the A61 widening project, a consortium of several VINCI Construction entities (Road France and Civil Engineering France divisions) applied some 120,000 tonnes of asphalt containing up to 50 % recycled aggregates.

Responsible purchasing efforts have continued 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 the Group's duty of vigilance plan, pages 276 and 278). VINCI Construction Terrassement (Networks France Division) now includes environmental performance criteria in all its framework agreements. As a result, suppliers and subcontractors are now evaluated each year on specific criteria, and the evaluations are kept in a database that can be accessed by all employees. The business unit also took measures in 2022 to eliminate plastic packaging in the delivery of geotextile, enclosed fencing and anti-graffiti fencing. VINCI Energies has also initiated discussions with some of its suppliers to present environmental issues and encourage them to produce product environment profiles (PEP) and environmental and health product declarations (FDES).

In terms of external recognition, VINCI was reviewed by CDP Forests for the third year and earned a score of C, "Awareness" level. Wood is one of the most important resources used by Group's businesses, in terms of procurement risk management and in combating deforestation. Some VINCI Construction businesses, such as Arbonis, CMA Agencement & Menuiserie, Tarare Bois (Building France Division) and CBCI (Europe Africa Division), are highly exposed to this risk and take special precautions in sourcing wood materials. For example, more than 80% of the wood used by Arbonis is PEFC certified and sourced through a short supply chain. Its teams use local tree species and work with the French National Forest Office (ONF) to support the country's certified timber suppliers. Seventy percent of the wood used by Tarare Bois is PEFC certified and all of its solid wood supplies come from French sawmills.

### 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 and develop sustainable materials. VINCI Construction is continuing its work on life cycle analysis for environmental products and solutions (high-percentage recycled roads, Power Road® technology). This work provides tangible evidence of the environmental benefits it is able to offer. VINCI Construction companies continuously experiment with innovative processes and conduct many research projects. As part of VINCI Construction's Networks France Division, Sodilor is France's leading manufacturer of road safety equipment and sustainable urban furniture. A wide range of eco-designed road and urban comfort products made from recycled plastic is available.

Through its Arbonis subsidiary (Building France Division), VINCI Construction is industrialising timber construction, utilising the advantages of this renewable, recyclable material offering a reduced carbon footprint. In the beginning of March 2022 in Épinal, Arbonis delivered the first supermarket for Lidl France made entirely from wood. The building is the first to earn the Bois de France label. Located in the city centre, its structure, walls and frame were built using 460 cu. metres of fir and spruce sourced from forests in the Vosges and the Jura regions. Since May 2022, Arbonis has been working on the wooden structure for two of the three buildings in the Hope programme. The Équinoxe wooden car park was completed in Cergy-Pontoise (covering 5,960 sq. metres of composite flooring and 220 cu. metres of glued laminated wood).

VINCI Construction has also developed its expertise in bio-sourced and geo-sourced materials: raw earth bricks, a geo-sourced material, used in the social and cultural centre in Venerque, a town in south-west France, by Bourdarios (Building France Division of VINCI Construction); the use of bio-sourced bricks for the Maison des Ingénieurs AgroParisTech in Palaiseau, south of Paris (Building France Division of VINCI Construction); use of wood wool on Arbonis projects, including the Hope programme in the north of France and the complex being built to house the archives for the European Metropolis of Lille (Building France Division of VINCI Construction).

## 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 waste generated and implement waste recovery more widely in both the Construction and Energy businesses, which deal mainly with large amounts of worksite waste, and in the Concessions business, which involves the disposal of users' waste at airports, motorways, etc. The Group's subsidiaries put waste management plans in place 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"> <li>– Implement plans to manage waste materials at worksites</li> <li>– Roll out programmes to phase out single-use plastics at some entities, in particular VINCI Construction's Earthworks, Maritime and River Works delegation, and at motorway service areas in partnership with retail brands</li> </ul>	– Amount of waste generated per year
Waste recovery	<ul style="list-style-type: none"> <li>– Improve waste sorting</li> <li>– Implement waste recovery more widely, with targets by geographical area at some entities</li> </ul>	– Share of waste recovered by qualified service providers (excl. hazardous waste)

### Hazardous and non-hazardous waste

(in tonnes)	Hazardous waste			Non-hazardous waste			Inert materials and waste		
	2022	2021 <sup>(*)</sup>	2022/2021 change	2022	2021 <sup>(*)</sup>	2022/2021 change	2022	2021 <sup>(*)</sup>	2022/2021 change
VINCI Autoroutes	557	675	-17%	18,554	16,195	+15%	3,135	3,072	+2%
VINCI Concessions	882	867	+2%	30,797	17,829	+73%	3,686	3,846	-4%
VINCI Energies	5,802	7,238	-20%	39,045	33,033	+18%	774,724	669,211	+16%
VINCI Construction	312,775	294,255	+6%	984,403	2,243,235	-56%	20,129,420	9,623,462	+109%
VINCI Immobilier	1	-	-	1,814	1,553	+17%	-	-	-
<b>Total</b>	<b>320,017</b>	<b>303,035</b>	<b>+6%</b>	<b>1,074,613</b>	<b>2,311,845</b>	<b>-54%</b>	<b>20,910,965</b>	<b>10,299,591</b>	<b>+103%</b>

(\*) As 2021 was the first year for the implementation of the fast close process, data for 2021 that were partially estimated for publication have been replaced with actual data at 31 December 2021 on a like-for-like basis relative to 2022.

The reporting scope for waste generated covers the entire Group, except for the Europe Africa Division of VINCI Construction (see "Note on the methods used in workforce-related, social and environmental reporting", page 282). Movement in these indicators, particularly relating to non-hazardous waste, 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, worksites can generate large quantities of inert materials at the start of a project. In 2022, VINCI Construction took note of the traceability requirements introduced by France's new anti-waste law for a circular economy, known as the Agec law, to include excavated soil, which had not previously been taken into account in environmental reporting data and explains the sharp rise in inert materials. This indicator will be reviewed and may be adjusted again in 2023. For VINCI Autoroutes' road maintenance projects, the quantities of inert materials and waste generated vary from one year to the next.

#### • Waste reduction and recycling in the Concessions business

VINCI Autoroutes aims to recover all waste from operations and from its directly managed service and rest areas by 2025 (with 60% material recovery from operations waste) and to reduce the volume of operations waste by at least 10% by 2030. As for waste generated by motorway users, all of the service and rest areas on the network are equipped with sorting bins for packaging and household refuse. VINCI Autoroutes' operations waste is sorted and then shipped to external recovery and treatment facilities; 84% of waste from operations as well as service and rest areas directly managed by VINCI Autoroutes was recovered in 2022. Further strengthening its commitment, VINCI Autoroutes is working together with the operators of commercial facilities at service areas across its network toward the shared goal of zero waste. In particular, these VINCI Autoroutes partners have pledged to implement actions and test solutions that promote the circular economy and reduce waste, classified into three levels of engagement (engaged, expert or outstanding), such as setting up dry bulk dispensers, and composters or bio-digesters to recover organic waste. So far, 57 service areas have joined the programme: 40 are



at the engaged level, 7 at the expert level and 10 at the outstanding level. In 2019 and 2020, VINCI Autoroutes became involved in two projects led by its subsidiary Escota, which gave rise to the Zero-Waste Service Area initiative, a winner at the Environment Awards: the call for projects launched by Région Sud – Provence-Alpes-Côte d’Azur in 2019 to achieve zero plastic pollution in the Mediterranean basin and the Zero-Waste Service Area project in partnership with E.Leclerc stores and Lab Zero operated by the region’s prefecture in 2020. In September 2022, Escota was selected in the call for expression of interest in non-household waste initiated by Citeo. Citeo offers its expertise and financing for equipment to help customers sort their waste better, such as nudges and signage. In exchange, VINCI Autoroutes sends them data to measure the impact of the equipment.

**68%**

of waste recovered at VINCI’s concessions in 2022

Given their extensive international operations, VINCI Concessions companies must find solutions to help reduce waste in landfills. VINCI Concessions has thus 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 material recovery compared to energy recovery.

This poses a particularly significant challenge in countries with underdeveloped waste recovery systems. For instance, following the example of Salvador Bahia airport in Brazil, Belgrade airport in Serbia has installed its own sorting centre. This new process prevents waste from the terminal, offices, cargo activities and dining areas from systematically going to landfill. A partner company recycles any waste that can be recycled, while the rest is sent for incineration. This facility has increased the waste recycling rate from 7% in 2021 to 57% in 2022.

Airports are also working with some airlines on developing a cabin waste sorting policy during flights. For health reasons, international regulations strictly require specific disposal methods, such as incineration (preferred) or sterilisation before sending waste to landfill. That means that a large amount of waste is not recovered. The aim is therefore to separate any plastics, cardboard and other materials (water bottles, cups, cans, cardboard, magazines, etc.) at source that have not been in contact with food of animal origin. The airport then separates this cabin waste into two separate containers for recovery or recycling. Nantes Atlantique, Lyon-Saint Exupéry and London Gatwick airports were the first to trial this solution with easyJet. In Lyon, more than 14 tonnes of the airline’s waste have been collected since 1 January 2022 and an average of 81% has been recycled. Targets set for 2023 aim to improve performance and extend this project to the entire VINCI Airports network.

Among motorway concessions outside France, Lima Expressa in Peru won first place in the 2022 ProActivo Awards in the category “State entities and civil society institutions linked to the energy mining sector”, for its “Circular economy initiative with social progress” project. This project promotes the recycling of waste and gender equality through the participation of women from vulnerable population groups. Women can therefore gain financial independence through their work in waste recovery.

**18 sites**

with zero waste to landfill for VINCI Concessions in 2022

#### • Waste reduction and recovery at the Energy and Construction businesses

VINCI Energies and the Major Projects Division of VINCI Construction have pledged to recover 80% and 90% of their waste respectively by 2030. Some entities set precise goals, including the Building France Division of VINCI Construction, which has laid down specific worksite waste recovery targets in its framework document, such as sorting all waste and reaching a recycling rate of 80% by 2030. At 31 December 2022, VINCI Construction’s Major Projects Division achieved a waste recovery rate of 69% and its Building France and Civil Engineering France divisions together reached a rate of 75%. On a more local scale, the Greater Paris New build housing and Greater Paris Renovated housing delegations (Building France Division, VINCI Construction) have also developed an overall waste reduction policy, promoting actions in the field, such as signs made from stone paper at worksites and a virtual catalogue of housing units.

These commitments were translated into concrete actions in 2022. For example, Signature (Networks France Division, VINCI Construction) installed a recycler that treats solvents used to clean marking machines and residue from pots of solvent-based paint. This initiative reduces waste, with nearly 70% of spent solvent recycled. The project to renovate 142 housing units in Molsheim, near Strasbourg, carried out by Urban Dumez (Building France Division of VINCI Construction), also illustrates the teams’ commitment. Waste from the removal of the 1,200 windows to be replaced is being recovered by storing the frames in special sorting bins on the worksite. Réseau Origami has been contracted to manage these bins. It collects the waste, which is further sorted in its Strasbourg workshop. The various categories of waste from the windows (plastic profiles, metal parts and glass) are then sent to different manufacturers to be used in producing new components. For example, glass from the old windows is crushed and sent to Saint-Gobain to be used to make new windows, while the PVC is dispatched to Veka, also for use in the manufacture of new windows.

VINCI Energies' divisions achieved an average waste recovery rate of 73% in 2022. To help reduce plastic waste, VINCI Energies led a circular economy project in Spain called Salva Mares, in which employees collected plastic waste in an area of the Mediterranean. Reforest Project also organised boat trips to collect floating plastics throughout the year. The plastic collected is then transformed into polyester to make blankets for the homeless. Between May and September 2022, 1,400 kg of plastic was collected to produce 700 fleece blankets.

Among the business units emerging from the Intrapreneurs programme run by Leonard, VINCI's innovation and foresight platform, Waste Marketplace offers a digital solution for managing worksite waste used both in-house and by non-Group companies. Not only can this tool be used to coordinate faster and more efficient dumpster 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. In 2022, Waste Marketplace raised €2 million to expand in France and enhance its system, especially in the area of waste traceability.

### 3.3.2.2 Reuse solutions

Several programmes and tools have been put into effect to encourage Group employees to play their part in the reuse campaign. VINCI Construction and VINCI Energies have developed their reuse marketplace, a digital platform where anyone can post an ad to rent out, hire, buy or sell any type of material or equipment.

In addition to raising employee awareness about the issue, the commitment to a reuse programme must be incorporated into projects supported by the Group. For example, 75% of materials used for the athletes' village within the Universeine project must be able to be dismantled, reused or recycled, and at least 10% of materials collected, in terms of mass, must come from reuse. To keep up with emerging demand for reused materials from programme managers, initiatives were launched in 2022 to create exclusive VINCI reuse structures, with La Ressourcerie du BTP (a reuse specialist within VINCI Construction's Building France Division developed through Leonard's intrapreneurship programme), Neom (a VINCI Construction subsidiary specialised in asbestos and lead removal, cleaning and logistics) and VINCI Energies, especially for cable trays, in the context of two projects: cleaning of building E at Pantin 2024 and the cleaning and stripping of casings for the H&M store on the Champs-Élysées (8th arrondissement of Paris). In Portugal, VINCI Energies is reusing fire detection equipment removed during renovations to provide a rapid and effective response for customers experiencing disruptions in the operation of their fire detection equipment.

Reuse is also being developed as an outcome of programmes to replace guardrails on the A72 and A89 motorways in the VINCI Autoroutes network. An initiative to recover old road restraint systems has sparked new collaborations with local organisations, such as the GAEC association of farmers in Les Mollières in north-west France. The programme has given these materials a second life, as they are reused in cattle pens or as livestock containment structures so that animals can safely be administered medical care.

VINCI also promotes reuse with programme managers. VINCI Construction is a member of the Booster du Réemploi initiative to boost reuse via its property development subsidiary Adim (Building France Division). Launched in September 2020, this initiative rallies property professionals around the movement to promote, accelerate and massively increase reuse in the building sector. VINCI Immobilier is also taking steps to develop reuse. As part of the Dauphiné property development project for Société de la Tour Eiffel, the business line works with assistant programme manager Cycle Up to recover demolition materials. For example, carpet tiles are put up for sale, and materials from reuse are employed, such as cable trays and suspended ceiling tiles.

Entities also donate materials to charity organisations. The Building France Division of VINCI Construction has donated furniture and materials from renovation projects on housing in Labège and at INSA Toulouse to non-profit organisations, namely beds for Ukrainian refugee families, and various materials and equipment to Toulouse's recycling centres. VINCI Energies has also launched the initiative "Solidarity Computers" in Portugal to extend the life of computers beyond the company replacement period, enabling employees to reuse them for personal use or for donation to NGOs.

Across a broader scope than reuse, VINCI Construction also promotes circular economy principles in its sector. The business line is a founding member of CircoLab, an organisation that develops the circular economy in the property and construction industries. The business line's Greater Paris New build housing and Greater Paris Renovated housing delegations have signed the Metropolitan Charter for Circular Construction of the Greater Paris Metropolis, a partnership agreement between CDC Habitat and GTM Bâtiment promoting the circular economy.

## 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 for primary materials by deploying recycled materials and developing recycling facilities.

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

To limit the use of natural resources, more recycled materials must be available. VINCI companies work to increase the share of recycled materials used, either in their construction processes or with their partners when acting 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.

The Road France Division of VINCI Construction has set the following targets: 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 between 2019 (10 million tonnes produced) and 2030. 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. Currently a market leader in construction and industrial waste recovery, VINCI Construction is continuing the rollout of Granulat+, its brand that applies circular economy principles to construction materials, throughout France. Forming the largest network of sites for treating mineral waste from the construction and manufacturing industries in the country, 130 quarries and processing facilities equipped with dedicated waste collection, sorting and recycling capabilities have joined the Granulat+ programme. The recycled materials thus become certified, quality aggregates. Each Granulat+ site sorts all the waste collected, optimises recycling and recovery, and guarantees traceability of the waste treated. The programme aims to improve the treatment of recycled materials so that they can be used for more noble purposes. For example, excavation material from construction sites, which used to be considered final waste, can now be fully recovered. Granulat+ sites are spread throughout France, forming a dense network that favours short circuits and optimised packaging that rationalises consumption (big bags for urban or small-scale worksites). Progress in recycling techniques should eventually pave the way towards “perpetual quarries”, which would operate without virgin mineral deposits.

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 (see paragraph 3.3.1.1, “Responsible sourcing actions”, page 241).

# 14 Mt

of recycled materials out of  
VINCI Construction's total  
annual production in 2022

## Waste recycling and recovery at VINCI Construction

	World		France	
	2022	2021	2022	2021
Percentage of reclaimed asphalt pavement used in asphalt mix	21%	20%	21%	20%
Production of recycled material (in millions of tonnes)	14.0	14.0	8.5	8.5
Total recycled material as a percentage of total aggregate production	15%	15%	18%	18%

VINCI Construction develops innovative solutions. Since 2015, its Road France Division has been using a solution that recovers up to 100% of materials from old road surfaces and uses them to build new roads. 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. The technical department for the Greater Paris area has also created a road material out of recycled plastic that is recyclable and does not contain bitumen. An initial 12 sq. metre test demonstrator was built, and the project received further support from the department of Yvelines west of the French capital to use the material to lay a 100-metre section on a bike lane in 2022.

### 3.3.3.2 Land recycling

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 (see paragraph 3.4.3.1, “Actions to reduce impacts”, page 250). VINCI Immobilier has set a target to generate more than 50% of revenue through land recycling by 2030. This commitment is demonstrated through actions in the areas of soil remediation, resource conservation and avoiding land take. Significant progress was made towards this goal in 2022, with more than 57% of VINCI Immobilier's revenue generated through land recycling.

### 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. VINCI 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.), while continuing its innovation programme to bring 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 (see paragraph 3.1, "Environmental ambition", page 220).

In 2022, VINCI business lines followed their road maps that take natural environments into account and sometimes adjusted their targets. To support them in these endeavours, several VINCI companies have forged partnerships with the scientific community and non-profit organisations (see paragraph 3.1.5, "Dialogue with stakeholders", page 228) to inform their programmes with accurate expertise.

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 221). A Biodiversity Task Force, comprised of about 90 ecology experts and environment managers from VINCI's different activities, meets three times a year. It is 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, launched by the French organisation Entreprises pour l'Environnement and many other partners. The Group is one of the 67 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/lkkOE>) and was approved by the act4nature international Steering Committee, made up of representatives of environmental NGOs, scientists, government authorities and business networks. Progress on road map implementation is reviewed regularly and publicly disclosed. 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, an initiative from the Business Council for Sustainable Development (BCSD) Portugal. The Road France Division and the Earthworks, Maritime and River Works delegation of VINCI Construction are recognised members 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 their action plans to promote biodiversity.

#### 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 4.4.3, "Tailored actions to mitigate risks and prevent serious impacts", of the Group's duty of vigilance plan, page 278). All Group business lines also conduct employee training and awareness initiatives (see paragraph 3.1.4.2, "Training and awareness", page 227).

	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 Group's duty of vigilance plan (see paragraph 4.4.3, "Tailored actions to mitigate risks and prevent serious impacts", page 278).

##### • Water quality

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, 100% 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. On the Escota network, five nets were installed along outlets in order to recover large amounts of waste and prevent it from reaching the roads and waterways. The multiple walls on these pollution traps retain both large waste (plastic bottles, aluminium cans, etc.) and micro-waste (polystyrene debris, cigarette butts, etc.).

At worksites, a range of systems can be deployed depending on needs (impermeable loading areas, anti-pollution kits in machinery, anti-pollution pads, temporary retention ponds, etc.). Large earthworks sites employ new techniques to limit the release of suspended solids into the natural environment. The Earthworks, Maritime and River Works delegation of VINCI Construction's Networks France Division has developed a module for treating surface water during worksite operations, via filtration combined with the microdosing of flocculant, which is thus only used to the extent necessary for processing. The amount of flocculant is strictly adapted to the water load and flow rate, thus allowing discharge without suspended solids being released into surrounding ditches or waterways.

In 2022, the use of biodegradable oil was extended to all machinery operated by VINCI Construction Terrassement (Networks France Division), replacing mineral-based hydraulic oil. All VINCI Energies Canada Infra worksites use anti-pollution mats (EnviroPad®) to contain accidental spills. Accidental pollution simulation tests are performed regularly to ensure that all employees concerned understand what to do in the event of an incident.

#### • Air quality

For construction companies, this issue covers several aspects and requires a range of appropriate measures.

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. At worksites in cities, tarps can surround the operations area to reduce the amount of dust in the air. Connected monitoring tools used to monitor the consumption of site machines helps reduce their emissions (see paragraph 3.2.1, “Reducing the Group’s direct emissions (Scopes 1 and 2)”, page 229).

For the VINCI Concessions companies operating airports and motorway infrastructure, most air emissions are generated by users of internal combustion engines in aircraft, cars, trucks, etc. The entities concerned take several measures to reduce these emissions (see paragraph 3.2.1.2, “Monitoring performance”, page 232). VINCI Airports measures air quality at the London Gatwick, Nantes Atlantique, Lyon-Saint Exupéry, Lisbon, Porto and Funchal airports. At Nantes Atlantique, measurements show a clear improvement in 2022, with nitrogen dioxide (NO<sub>2</sub>) concentrations down about 60% on average compared with previous summer measurement campaigns.

#### • 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 worksites, 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) and major worksites monitor their noise levels and report them to their stakeholders. Charters are also put in place to minimise worksite nuisances. One example is the Cœur d’Aéroport project near Marseille, where VINCI Construction monitors the noise level and vibrations caused and discloses the results.

In the Concessions business, 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. The A355 project was designed to achieve good noise performance with the installation of noise protection systems, including 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 (for London Gatwick, Nantes Atlantique, Lyon-Saint Exupéry, Lisbon, Porto and Belgrade) 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, when conditions allow.

### 3.4.1.2 Solutions for preventing pollution and incidents used by customers

#### • Local authorities

VINCI companies develop solutions to be used by public officials to measure and control pollution relating to urban air quality. VINCI Construction 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. In line with regulations, Navarra TS (Networks France Division) provides local authorities and industrial companies with a comprehensive range of services featuring state-of-the-art techniques and expertise. Wherever possible, sustainable, in situ solutions are given priority for cleaning up chemical pollution. In 2022, the teams from Extract (Civil Engineering France Division) continued their land remediation work, notably at a former fuel depot in La Courneuve. Nearly 70,000 cu. metres of excavated material was extracted, analysed and sorted. A total of 37,000 cu. metres was used in bio-batteries, i.e. battery cells powered by organic compounds, to supply electricity for the site, while another 10,000 cu. metres was treated in situ.

VINCI Energies frequently collaborates with universities and design firms to develop public lighting projects that limit light pollution and respect existing “dark corridors” (reservoirs and corridors suitable for nocturnal species) to preserve local fauna. Citeos 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.



#### • Maritime

The Earthworks, Maritime and River Works delegation of VINCI Construction has several cleaning boats operating on the Seine to collect floating debris from pollution booms. In general, more than 1,500 tonnes of waste are collected each year. In other maritime operations, Actemium (VINCI Energies) offers port managers onshore power supply (OPS) solutions, which connect ferries to the electricity grid when they are docked. This reduces their use of marine diesel oil and avoids the release of air pollutants such as CO<sub>2</sub>, NO<sub>x</sub> and SO<sub>x</sub>. BIMcity hypervisor software, from VINCI Energies Asia Pacific, tracks connected equipment in real time to reduce and optimise travel for maintenance operations. Information can then be used to monitor air quality, water quality and noise levels.

#### • Construction

In 2022, VINCI Construction's teams 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. Opened in 2022, the École de Design Nantes Atlantique goes even further, having launched a two-year indoor air quality monitoring programme during the operating phase.

### 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, the environmental ambition aims to optimise water consumption, especially in areas of water stress.

	Actions taken	Performance indicators
Monitoring and reduction of water consumption	<ul style="list-style-type: none"><li>– Enhance data reliability for water consumption and water taken from the natural environment</li><li>– Disseminate best practice reference guides adapted to each business</li><li>– Develop solutions to reduce consumption and promote recycling and reuse</li></ul>	– Quantity of water consumed
2030 target for VINCI Concessions: 50% reduction in water consumption per unit of traffic		

VINCI responded to the CDP Water Security questionnaire for the 11th time in 2022 and is thus today among the 15,000 companies worldwide that take part in this disclosure initiative supported by 680 global investors. In 2022, 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, with change

(in cubic metres)	2022	2021	Change
<b>Concessions</b>	<b>3,229,546</b>	<b>2,843,107</b>	<b>+14%</b>
VINCI Autoroutes	815,069	856,204	-5%
VINCI Airports	2,356,781	1,937,852	+22%
Other concessions	57,696	49,051	+18%
<b>VINCI Energies</b>	<b>636,340</b>	<b>482,556</b>	<b>+32%</b>
<b>VINCI Construction</b>	<b>4,868,173</b>	<b>9,586,269</b>	<b>-49%</b>
<b>VINCI Immobilier</b>	<b>180,787</b>	<b>116,239</b>	<b>+56%</b>
<b>Total</b>	<b>8,914,846</b>	<b>13,028,171</b>	<b>-32%</b>

In 2022, total consumption of water purchased fell by just over 30% relative to 2021. There were two main reasons for this change. On the one hand, results vary rather significantly for the activities of VINCI Construction from one year to the next. For example, in 2021 Sogea-Satom (VINCI Construction) commissioned drinking water distribution networks, which required large amounts of water. No programmes of this type were carried out in 2022. On the other hand, at some sites water is drilled for use, thus reducing the consumption of water taken from distribution networks.

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, etc.). Water taken from the environment is used for a range of operations (hosing down work areas, cleaning 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. 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 sites operated by entities in the Concessions business are managed over a longer period, this water consumption can be measured more reliably. That is why to date, only data on water taken from natural environments by entities in the Concessions business has been consolidated and presented in the table below.

### Consumption of water taken directly from the natural environment

(in cubic metres)	2022			2021		
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Autoroutes	VINCI Airports	Other concessions
Water from boreholes and taken directly from the natural environment	360,848	302,253	1,935	384,626	352,740	1,078

NB: As 2021 was the first year for the implementation of the fast close process, data for 2021 that were partially estimated for publication have been replaced with actual data at 31 December 2021.

#### • 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 220). In 2022, Lisbon and Nantes Atlantique airports worked on developing new test areas that recycle water from daily fire-fighting tests. Already in place at Porto airport, this approach allows for the reuse of up to 40% of the water released during the tests. The "Water from the Air" pilot project was launched at the Panorama rest area on the Athens-Patras motorway (VINCI Highways). This system uses solar energy to supply drinking water produced from water vapour. The solution has produced more than 5,000 litres of water in just over one year, more than 700 litres of which consumed by users (during the summer, water consumption reached the system's maximum production capacity). Beginning in November 2022, this initiative – gold medal winner of the Energy Mastering Awards 2021 – is set to be extended to 10 additional rest areas.

VINCI Airports is rolling out smart water meters throughout its network. The 126 water meters already installed enable each airport to monitor consumption in real time and be notified of any irregularity.

Salvador Bahia airport in Brazil earned recognition at the GRI Infra Awards 2022 for its water consumption management plan and for creating and implementing a waste reuse system. The system reuses condensate from air conditioning units in cooling towers and water produced by an effluent treatment plant for cleaning common areas and sanitary facilities. Its management plan has reduced the airport's drinking water consumption by 44%.

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 more than 10% of all meters on the network (100% at Escota), making it possible to monitor water consumption in real time. Water conservation solutions are being tested at Cofiroute's sanitary facilities, including the installation of dry urinals and, at some sites, Toopi Organics®, a system that collects urine from urinals for use as fertiliser.

VINCI Construction has created a water management working group. This group has compiled best practices to manage and reduce water consumption (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.). Instruments and tools are increasingly used on sites to continuously monitor water consumption, including the Qualisteo solution introduced at VINCI Construction worksites and quarries.

The Major Projects Division uses the Aqua Eco sprayer boom at its worksites, resulting in water savings of 40% compared with traditional booms and of 80 cu. metres per day and per boom. Water is also recycled at several major worksites, such as the Avrieux shafts project, which achieved an 80% recycling rate. At the Lyon Part-Dieu multimodal transport hub, water pumped in dewatering groundwater was used to meet the site's water needs (silt storage, concrete equipment washing area, etc.), saving several thousand cubic metres of drinking water.

### 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 worksites, plants, infrastructure assets or buildings. 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. As Group businesses operate locally over long periods, a number of educational initiatives are implemented to support regional actors (see paragraph 3.1.5, “Dialogue with stakeholders”, page 228).

	Actions taken	Performance indicators
Zero use of phytosanitary products	<ul style="list-style-type: none"> <li>Adopt alternatives to phytosanitary products, such as mechanical or thermal weed control practices</li> </ul> <p><b>2030 Ambition: zero phytosanitary products used at all VINCI sites by 2030 (except where required under contracts or regulations)</b></p>	<ul style="list-style-type: none"> <li>Use of phytosanitary products</li> <li>Number of sites using no phytosanitary products</li> </ul>
Action plans, tools and approaches	<ul style="list-style-type: none"> <li>Roll out the biodiversity road map associated with the commitments to act4nature international</li> <li>Employ an in-house strategy and tools to factor in biodiversity at the Group's worksites and infrastructure assets</li> </ul> <p><b>2030 Ambition: no net land take by VINCI Immobilier in France</b></p>	<ul style="list-style-type: none"> <li>Number of worksites and fixed sites awarded biodiversity labels or certifications</li> <li>Percentage of land take by VINCI Immobilier</li> </ul>
Offsets and green works	<ul style="list-style-type: none"> <li>Develop nature-based solutions to address climate change or flood risks, for example, especially through ecological engineering</li> <li>Voluntary or regulatory offsetting projects depending on the context, methods for measuring biodiversity losses and gains, and indicators to monitor change over time</li> </ul>	<ul style="list-style-type: none"> <li>Offsetting measures taken</li> </ul>

#### 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.

##### • Preserving biodiversity in property development: “no net land take” target

VINCI Immobilier is focusing its strategy to preserve natural environments, aiming to meet a “no net land take” target in France by 2030. Its approach involves the use of a calculation method defined on the basis of existing work to measure soil sealing before and after projects. For example, VINCI Immobilier recycled a brownfield site in Bischheim, near Strasbourg, to develop a social housing building for seniors, comprising 52 units under home ownership incentive programmes. Located in a dense urban area, the soil had been completely sealed as a brownfield site, but by creating open outdoor spaces and planted areas over concrete, 33% of the land surface was unsealed. In doing so, the development promotes the natural environment while meeting a significant need for housing.

The “no net land take” target is measured using two key indicators: the percentage change in land take ( $\Delta$ DA) and the need for land take (see paragraph 5.4.4 of the “Note on the methods used in workforce-related, social and environmental reporting”, page 285). To meet the no net land take target, both of these indicators would have to be zero for the entire scope. As the first nationwide property developer to make this commitment, ahead by more than 20 years on the target set by France’s Climate and Resilience Law, VINCI Immobilier is a member of the biodiversity working group 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. At 31 December 2022, the percentage change in land take for the year came to 6%, and the need for land take was 0.05.

##### • 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. 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. All structures that restore ecological connectivity on the VINCI Autoroutes network are regularly monitored to check that they are functioning properly and are being used by wildlife. In 2022, VINCI Autoroutes published a feedback report on all ecological continuity structures built on its network between 2011 and 2019. In 2022, the number of wildlife crossings and the length of fenced sections increased compared with 2021, with the inclusion of the 130 crossings along the western Strasbourg bypass and new underpasses on the Escota network.

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

	2022	2021	2020
Crossings for small and large wildlife (in number)	1,102	966	957
Fenced sections (in km)	8,949	8,922	8,765

With the help of the I Care consulting firm, VINCI Autoroutes is developing a biodiversity footprint indicator to measure the impact of the presence, use, operation, maintenance and development of existing infrastructure. The indicator also takes into account all related services such as distribution and food management at service areas.

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, under a partnership with the French National Forest Office (ONF), along the land under concession. In 2022, as the first of these restoration projects, a wetland along the A87 motorway (at La Roche-sur-Yon in western France) was rehabilitated, with the creation of a pond and local species planted. When vendor agreements are renewed for service areas, VINCI Autoroutes uses Biodi(V)strict® methodology to assess whether the applicant’s plan will improve, maintain or degrade the site’s natural areas. Developed by VINCI and AgroParisTech and operated by Urbalia, Biodi(V)strict® is the first predictive tool used to measure the biodiversity potential of urban construction projects. It assesses the services provided by type (e.g. natural water retention and urban cool islands) and informs urban development projects about biodiversity preservation. Applicants are required to ensure either improvements or the lack of further degradation in relation to at least three of the five ecological functions studied. In addition, Escota offers the use of one of its sites to participate in urban planning

research in partnership with the University of Lorraine, through Dessert, an Ademe-financed project on soil unsealing and ecosystem services for resilient regions. The main objective of this project is to test methods determine the best soil unsealing processes. This test site on the Escota network is part of a national study to collect vast amount of data to qualify and quantify the unsealed urban soil, water and plant system. Based on these experiments, a guide on soil unsealing will be produced.

To implement its Biodiversity Action Plan, which has retained the Wildlife Trust Biodiversity Benchmark Award for the eighth year in a row, London Gatwick airport is working with the Gatwick Greenspace Partnership, which lets volunteers participate in habitat conservation projects on the 75 hectares of non-operational land surrounding the concession. In the summer of 2022, the Gatwick Greenspace Partnership hosted the Wild Wanderers Bushcamp training course on airport grounds. Other partners, such as Surrey Butterfly Conservation and the British Trust for Ornithology, are helping London Gatwick airport to implement new ecological assessment methods and to train its employees. In 2022, 20 ecological assessments were carried out to list the 2,383 species present on the site.

**77%**  
reduction in the consumption  
of phytosanitary products at  
concessions between 2018 and  
2022

The zero phytosanitary products target is shared by VINCI companies (excluding measures required under contracts or regulations). At VINCI Autoroutes, consumption of these products has fallen by more than 98% since 2008. Now products are only used in areas with extremely limited accessibility or to treat certain invasive plant species. In 2022, 41 out of 48 airports met the zero phytosanitary products target, i.e. four more than in 2021. A reduction of just over 77% in the use of phytosanitary products (in litres) occurred between 2018 and 2022 for the Concessions business as a whole.

#### • Preserving biodiversity in quarries

VINCI Construction's Road France Division expects all of its quarries to have a voluntary biodiversity or water preservation action plan in place by 2030. The implementation of advanced biodiversity preservation measures is a firmly established practice at quarry sites. As regulations require them to rehabilitate sites after operation is complete, quarries have acquired extensive ecological expertise, especially in environment dynamics. Actions have begun to be 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 or add elements to their sites to prevent wildlife from entering quarrying areas (e.g. fences). Ecological management measures are taken in prairie areas to avoid mowing or to implement grazing strategies, which 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.

The partnership with PatriNat, a collaborative research and education entity focusing on natural heritage (see paragraph 3.1.5, "Dialogue with stakeholders", page 228), 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, VINCI Construction's quarry 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 National Museum of Natural History (MNHN), the method has been tested on about 30 quarries since the partnership was founded (on 160 sites in France). VINCI Construction's existing fauna and flora data have also been centralised and analysed to expand the national databases.

#### VINCI Construction's biodiversity indicators specific to quarries

	2022	2021	2020
Quarries that have set up a CLCS <sup>(*)</sup>	55%	45%	45%
Quarries that have formed partnerships with local naturalists	20%	19%	19%
Number of data on flora and fauna sent to the INPN <sup>(**)</sup> by VINCI Construction quarries	17,701	17,083	14,695

<sup>(\*)</sup> Commission locale de concertation et de suivi (local committee for consultation and monitoring).

<sup>(\*\*)</sup> 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, and, if possible, more efficient alternatives can also be put forward to customers.

VINCI Construction has updated its environmental technical documentation to include new best practices for biodiversity preservation. Avoidance and mitigation measures can take the following forms: combating invasive non-native species, 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, planting and replanting slopes, etc. The Earthworks, Maritime and River Works delegation of VINCI Construction's Networks France Division plans to apply the biodiversity standards of the Actons la Bionécessité initiative (<http://bit.ly/3knmzBP>) at its worksites, going beyond regulatory requirements. This initiative aims to raise the awareness of employees and stakeholders and provide them with tools to promote biodiversity. In 2022, the sustainable performance teams from VINCI Construction's Building France and Civil Engineering France divisions stepped up the deployment of their biodiversity strategy for projects. Incorporating green surfaces into built infrastructure is a critical solution for enhancing ecological connectivity in cities, ensuring genetic diversity of species and allowing them to complete their life cycle, especially in their movement.

Numerous biodiversity conservation measures have been taken at the Major Projects Division, via decrees to support protected species, including flora (argan trees replanted at the Abdelmoumen pumped-storage power plant in Morocco), amphibians and bats on all projects (e.g. on the B247 road in Germany, with the installation of 600 metres of amphibian fencing, around 10 hibernacula and a reserved area for large hamsters until the end of their reproduction period), as well as the common wall lizard (CDG Express railway line in Paris).

VINCI Energies integrates biodiversity issues into its products and services, and, if necessary, offers its customers more favourable alternatives. For example, in 2022 Omexom completed the largest freshwater high-voltage cabling project in Finland. To avoid disturbing a protected seal species, the company went beyond regulatory and contractual requirements by adapting its work schedule, 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. Another example is the directional drilling method used by Omexom in Sweden, limiting the impact on the marine environment. Biodiversity issues are also integrated into activities on solar power projects. For example, more than 30,000 panels have been installed by Omexom RE Solar on a 17-hectare project in Tarn-et-Garonne, in south-west France. The project features several wetlands as well as an amphibian pond and will provide grazing for sheep. Measures are also taken to preserve biodiversity during the installation of solar farms on former quarries. Omexom teams worked with their customer Boralex to build a first floating solar farm on a body of water at a former gravel pit. With a capacity of 14.7 MWp, this energy-producing island was built with other VINCI Construction companies and covers about 30% of the lake's surface area. The remainder is used to develop educational and tourist activities and redevelop the natural site, thus promoting biodiversity.

Concession companies include biodiversity preservation standards in their works contracts. ASF (VINCI Autoroutes) 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.

### 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 biodiversity used by customers", page 253). 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. 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 have also been taken as part of these offsets, such as the release of more than 1,000 European hamsters to increase current populations.

On the widening project for the A10 motorway, agreements were signed in 2022 with farmers to restore more than six hectares of wetlands. These offsets will be monitored over time to measure how species behave in their habitat. Offset measures were taken as part of the work to reinforce the protective structures of the banks of the Durance along the A51 motorway in Volx, in south-east France. One commendable achievement involved building an experimental canal to plant the species needed for the life cycle of a protected insect, the southern damselfly.

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 330 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 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. The results of the biological assessment of natural environments and of the 40 environmental monitoring operations carried out each year are published regularly on LISEA's website and shared at meetings with non-profit partner organisations.

At VINCI Construction quarries, offsets are implemented in situ or ex situ, in line with conditions determined with government agencies and local nature conservation partners.



**• 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.

To offset its carbon emissions, the Lima Expressa motorway (VINCI Highways) financed a REDD+ (Reducing Emissions from Deforestation and Forest Degradation) project in the Tambopata-Bahuaja national reserve and park to support biodiversity preservation of the Peruvian rainforest and its adaptation to climate change. The project is certified to the Verified Carbon Standard and the Climate, Community and Biodiversity (CCB) Standards, the latter at Double Gold Level (Climate and Biodiversity).

In 2022, VINCI Airports continued to invest in reforestation programmes recognised by the French certification standard, Label Bas Carbone (see paragraph 3.2.2.1, "Actions to reduce indirect emissions", page 235). Another project was launched in Le Lavandou forest in south-east France by Toulon Hyères airport, working with Région Sud – Provence-Alpes-Côte d'Azur, the Office National des Forêts (ONF), the Méditerranée-Portes-des-Maures group of municipalities, and the city of Le Lavandou. This Label Bas Carbone project aims to reforest 2 hectares of land near Bormes-les-Mimosas damaged by a fire in 2017.

In February 2022, VINCI Autoroutes signed a partnership agreement with the ONF to implement a vast rehabilitation programme covering almost 500 hectares of land on and around motorways. Over the course of 2022, 22 sites underwent ecological studies, and two sites were rehabilitated by creating wetlands and planting species in protected forest areas.

VINCI Energies is working on projects to restore forest and ocean environments for VINCI Energies International & Systems Spain. In March 2022, VINCI Energies Spain received the (R)Forest award in the energy services category for its commitment to land reforestation, with a programme to restore a 12-hectare forest. Planting operations will continue until 2026.

In March 2022, teams from Sogea-Satom Madagascar (VINCI Construction) reforested the village of Antolojanahary, in collaboration with the humanitarian organisation Akamasoa. More than 300 employees and their families took part in this event. In all, more than 3,000 seedlings were planted: fruit trees (mango, avocado, orange), aromatic plants (ravintsara) and reforestation trees (pine, acacia).

**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 Construction has extensive expertise in ecological engineering, which it applies to highly specialised projects to guarantee long-term efficiency. VINCI Construction Maritime et Fluvial and Sethy (Networks France Division) each have a Kalisterre-certified business unit. This certification is awarded to ecological engineering companies that uphold high standards for technical criteria and human values at their worksites. Under the Equo Vivo brand, VINCI Construction carries out all types of ecological engineering work dedicated to restoring biodiversity and implementing ecological development projects. These projects meet three main objectives: maintaining and restoring ecological connectivity, hydromorphic restoration and site rehabilitation. This know-how comes from a deep understanding of earthworks, levelling operations, river hydraulics, plant-based engineering and the management of plant species (including the control of invasive non-native plant species). Several projects were carried out in 2022, ranging from the restoration of river banks, levelling of weirs, reconfiguration of stream and river channels, and rehabilitation of streams, rivers, wetlands and damaged natural environments, to the implementation of offsets or construction of fishways, wildlife crossings and green corridors. VINCI Construction also contributes to large-scale environmental projects, such as the Marineff project in Cherbourg in northern France to enhance coastal ecosystems along the English Channel, by developing biomimetic marine infrastructure that improves the ecological status of coastal waters.

**• Developing nature in the city**

Furthermore, from the design phase, VINCI Construction works to reintegrate the important role of nature into cities and buildings, for example with the construction of the new Artelia site in Échirolles, near Grenoble. Adim Lyon and Campenon Bernard Dauphiné Savoie (Building France Division) are working with Soletanche Bachy (Specialty Networks Division) and Cegelec (VINCI Energies) to preserve biodiversity, by creating a wooded garden featuring local species and a green rooftop terrace comprising 12 berry shrubs along with perennials, covering about 600 sq. metres. Another transformational project is the redesign of Clinique Trarieux in Lyon. The project concept by Adim Lyon and VINCI Immobilier, resulting from close collaboration with municipal authorities, aims to create a complex that will be more virtuous in terms of social and environmental impact.

VINCI Construction also operates at the level of entire eco-districts, such as the Docks in Saint-Ouen-sur-Seine, outside Paris. Completed in 2022, the programme is a component of a wider-ranging urban development project to rehabilitate a former industrial site and transform it into an eco-district. The project has produced two multi-use buildings for BNP Paribas Immobilier and Emerige, one of which has been awarded the labels BiodiverCity® in the design phase, BBC-Effinergie®, WiredScore Silver and E+C- (Energy 2 and Carbon 1), as well as BREEAM®, NF HQE™ Bâtiment durable and WELL certification. Customers increasingly aim to obtain BiodiverCity® labels (see paragraph 3.1.3.2, "Environmental labels", page 225). Urbalia is a VINCI Construction consultancy that supports the development of nature and biodiversity in cities. Urbalia's experts help to rethink the design and construction of the city of tomorrow and guide urban planners and construction companies in integrating biodiversity into their projects and responding to current urban issues.

VINCI Construction has developed about 30 Oasis courtyards in the Greater Paris area, where road surfaces are replaced with green surfaces or porous asphalt, both to reduce the urban heat island effect and enable rainfall infiltration.

## 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 2022, it met four times. It reports annually on its activity 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 2022

**1,737** companies, of which **66%** have fewer than **100** employees

**314,000** worksites and projects in 2022

**271,648** staff worldwide in more than **120** countries



**71.4%**  
Europe

**17.4%**  
Americas

**5.5%**  
Africa

**3.7%**  
Asia and  
the Middle East

**1.9%**  
Oceania

**82.3%**  
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 Group's 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 214).

**34%**  
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 their 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  
(excluding Cobra IS)

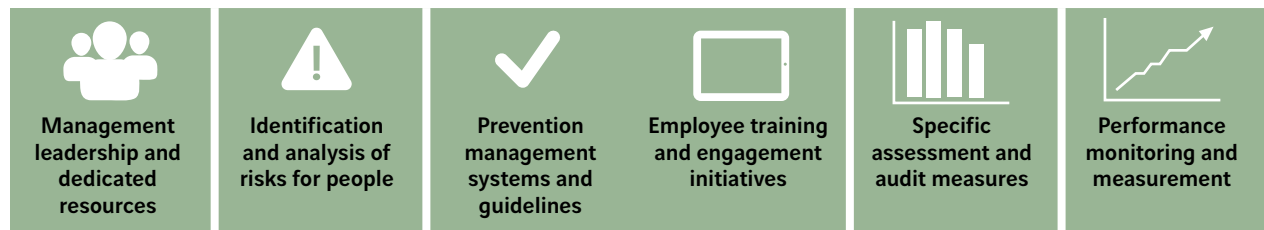
VINCI takes all of these parameters into account in designing and implementing vigilance measures that are relevant and effective with regard to its organisation, business activities and value chain.

## 4.2 Duty of vigilance with regard to health and safety

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 paragraph 1.2, "Health, safety and security of employees, temporary staff and subcontractors", of the "Workforce-related performance" section, pages 193 to 196).

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 in 2017, "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/vinci.nsf/en/item/ethics-and-vigilance-documentation.htm>). 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 serious 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 Group's 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 driving improvements. For example, it has launched initiatives across business lines enabling them to reduce risks associated with the lifting and moving of heavy objects, electrocution risk and road accidents caused by third parties.

The Health and Safety Coordination unit meets regularly with the Executive Committee to debrief and discuss accidents and significant events. It also convenes to assess the sector's human resources needs and promote mobility.

In addition, the unit 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, has coordinated a mission to foster innovation in safety and prevention. It applied an approach 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.

Different innovative solutions have been identified and are now being tested; several of these show promise. One example is the "Lifeguard" safety system, which detects the presence of pedestrians near machinery. The system captures images with video cameras and uses artificial intelligence to analyse them, instantly detecting when pedestrians are in the vicinity.

Leonard is continuing this mission, which will encompass environmental foresight approaches that have an impact on employees' health and safety at work. The "Catalyst" component will also be expanded to include health innovations.

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 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 and updates this risk map every year.

The risk mapping identified eight 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.

These major categories of risks to people's health and safety are presented in the table below.

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
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
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
Risks on the road during safety, maintenance or construction activities	Collision with third-party vehicles
Electrical risk	Electrocution

#### 4.2.3 Preventing health and psychosocial risks

Preventing and responding to psychosocial risks has been an important focus since the start of the Covid-19 pandemic. At many VINCI sites, measures were introduced at the outset to raise awareness, provide training to managers and support employees. The range of initiatives undertaken include setting up help hotlines, offering psychological counselling, training employees to recognise signs of depression and situations of distress, and organising events dealing with mental health and stress management.

Group companies have also collaborated with public authorities and specialised service providers to launch health awareness campaigns, for example, to promote the importance of exercise and a healthy diet in preventing multiple chronic diseases. Other initiatives include individual counselling with a dietician and screening for diabetes and heart disease. The main fixed sites and production sites have been equipped with a large number of defibrillators.

Awareness campaigns have been carried out in various regions worldwide to focus on certain addictions (smoking, alcohol, drugs, etc.) and diseases (such as cancer, AIDS, and Alzheimer's). Each one aims 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.

A special ergonomics group has been created within the Group's community of health and safety specialists to promote good posture and proper body mechanics for performing work activities across all business lines. Innovations such as the exoskeletons developed at VINCI Construction or the equipment to facilitate manual baggage handling at VINCI Airports are helping to reduce physical effort and strain for employees.

#### 4.2.4 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.

VINCI Concessions has 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 is available in 12 languages and has been 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 launched 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. VINCI Energies also takes into account the organisational and human factors that affect the six pillars of its safety culture.

At VINCI Construction, the safety culture is supported by three core values: transparency, exemplary conduct and dialogue. Its "Building in safety" guidelines provide a methodological framework for managing risks at each of a project's key stages, incorporating safety concerns into work instructions and procedures early on, 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" guidelines also encourage participants to stop and alert their supervisor. Most VINCI Construction entities combine this methodology with golden rules to be followed by all workers to prevent major risks. They also apply many other country-specific and business-specific guidelines to improve the management of these risks. VINCI Construction conducted a survey of health and safety climate perceptions, to which more than 33,000 employees responded, and held workshops to discuss the findings. Many of its entities carry out a root cause analysis after an accident or near miss.



Similarly, Cobra IS implements the use of stop cards, empowering every worker to stop a work process if they see a potential risk in its execution or simply a lack of planning before taking action.

After observing a new increase in maintenance van collisions, VINCI Autoroutes stepped up its action plan to prevent these accidents. The business line first overhauled the training and retraining of personnel working on motorways. Next, it collaborated with government agencies to update work procedures and implement technological solutions such as video surveillance and AI-based collision avoidance systems. It also ran large-scale communications campaigns, using media such as travelling exhibits and videos, to raise public awareness of the problem.

#### 4.2.5 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 2022, 64 health, safety and prevention agreements were signed by Group companies (25 in 2021). 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, in France, companies of any size are advised to hold a regular economic and social committee (CSE) 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.

**1,660**

meetings of health, safety and working conditions committees across the Group in 2022

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 (OPPBT).

Health and safety is a core component of all social dialogue between the Group and the Group Works Council or the European Works Council. 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.

##### • Engaging employees in everyday prevention through reporting and alert procedures

The "Essential and Fundamental Actions Concerning Occupational Health and Safety" joint declaration emphasises that any situation observed by employees that represents an imminent threat to health and safety must be immediately reported to the relevant superior and that no employee can be reprimanded for making such a report. Likewise, depending on the operational context, employees in any of the Group's business lines or countries of operation 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.

In addition to MoveSafe, an application for the electronic reporting of dangerous situations and near misses, VINCI Autoroutes has developed and launched Jarvis. This new application helps to maintain records of 15-minute prevention sessions; record and report on prevention inspections; and keep product safety data sheets available at all times.

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, smartphone applications like Watch and Notify make it easy for any employee to report a hazardous situation or a best practice observed at a worksite. 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, 15-minute safety sessions and stop cards. 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 health, safety and environment (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 been employed to re-enact accidents and potentially serious incidents and better analyse the root causes. It was 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.

**44%**  
of training hours in 2022 devoted  
to health and safety, totalling  
more than 2.5 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 2022, employees had access to more than 910 training resources in risk prevention and health and safety (650 in 2021), 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 was 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 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, the Group's business lines hold 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 safety performance.

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.

2022 marked 10 years since VINCI Autoroutes launched its "Zero Accident Programme Management" campaign to improve safety for all workers at construction sites, from the design phase to completion. Several events were held, with the participation of partners and outside companies, to celebrate the anniversary and share the progress achieved.

In 2022, each regional department invited outside experts to a day of workshops on the commonest hazardous situations and exchanging virtuous practices.

VINCI has implemented a framework agreement for use in France 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).

# 23%

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

## 4.2.6 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.

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. Three VINCI Autoroutes concession companies with operations activities are ISO 45001 certified. 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 (excluding the Road France Division): 85% of activities (by revenue) certified ISO 45001 and 13% certified MASE
  - VINCI Construction (Road France Division): 49% of works activities (by revenue) certified ISO 45001
  - VINCI Energies: 45% of activities (by revenue) certified ISO 45001, 6% certified MASE and 13% certified SCC (Safety, Health and Environment Checklist for Contractors)
  - VINCI Autoroutes: 100% of in-service motorways certified ISO 45001
  - VINCI Concessions: 66% of activities (by revenue) certified ISO 45001

Including safety criteria in consultations with subcontractors is becoming systematic. Contractual clauses were shared throughout the Group to help introduce stricter safety requirements. The clauses create an obligation to report non-compliance with fundamental safety rules and take certain measures, not only in situations of joint activity but also in the subcontractor's own operations. Failure to do so can give rise to contract termination.

## 4.2.7 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 a serious 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.

#### • 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 learn from them and prevent such incidents 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 2022

- Lost-time workplace accident frequency rate, worldwide:
  - VINCI employees<sup>(\*)</sup>: 5.71 in 2022 (5.74 in 2021 and 6.60 in 2017)
  - Temporary staff: 13.03 in 2022 (13.54 in 2021 and 14.40 in 2017)
- Workplace accident severity rate (VINCI employees)<sup>(\*)</sup>: 0.40 in 2022 (0.42 in 2021 and 0.47 in 2017)
- Percentage of Group companies with no lost-time workplace accidents: 72% in 2022 (73% in 2021 and 72% in 2017)

#### Definitions

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

<sup>(\*)</sup> 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 be proactive in this area and develop operational responses. It considers that the human rights challenges faced and the solutions to be implemented are best tackled locally, close to its people and operations. Because it understands that these issues are complex, VINCI also engages in ongoing dialogue and collaboration 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 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 now.	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 the impacts.	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 ([https://www.vinci.com/publi/manifeste/vinci-guide\\_on\\_human\\_rights-en.pdf](https://www.vinci.com/publi/manifeste/vinci-guide_on_human_rights-en.pdf)), 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, available 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 2022 showed that by the end of September, 94% of the entities surveyed, all business lines and divisions combined, had communicated about the Guide to their employees. To facilitate the adoption and dissemination of the guidelines, the guide has been 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.

**94%**

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 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 on a continuous basis 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 introduced a whistleblowing system for raising concerns about human rights. 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 265).

#### • 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. 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

- 27 country-specific human rights risk maps, developed with the support of an external provider, available in 2022
- 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 30% of the Group's international workforce (excluding France)<sup>(\*)</sup> and 80% of the workforce in countries identified by the Group as high priority<sup>(\*)</sup> with respect to these human rights risk assessments.

<sup>(\*)</sup> The 2022 action plan is based on data at 31 December 2021, not including data for Cobra IS.

#### • 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.

To raise awareness of human rights risks, an e-learning course in five languages (English, French, Polish, Portuguese and Spanish), resulting from a year of collaborative in-house development, has been open to all entities and employees since 2019. It 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 2022, close to 16,500 employees in the target groups, in nearly 90 different countries, had finished the course (4,000 employees in 70 countries in 2021). A complementary course for managers of concessions has been developed since last year. It delivers an interactive presentation of the issues that may arise during a project's three phases: development, design and construction, and operation and 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 shared by all VINCI Construction divisions, designed to build the skills of managers of major projects and help them handle complex environments more effectively.

The CSR Department team also provides in-person training, on a continuous basis, to many management committees and employees of Group entities. At these sessions, the team members present the Group's human rights issues and risk management tools available and explore more specific topics such as minimum social protection, the living wage, or the latest regulatory updates on the duty of vigilance and supply chains.

#### • Whistleblowing systems for raising concerns

The Group also upholds its commitments by providing multiple channels by which employees can report concerns. These channels 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.

Apart from the whistleblowing system at Group level (see paragraph 4.4.4, "The Group's whistleblowing systems", page 281), due to VINCI's multi-local organisation and the nature of its activities, it also encourages the implementation of local procedures for reporting concerns. The Group's view is that whistleblowing systems and alert procedures are more effective when they are local, since the company, project or worksite is then better positioned to proactively handle reports, including those by end users and local residents, identify any weak areas and reinforce prevention. A number of Group companies have set up additional channels, other than the line manager, to report complaints or situations that present a risk, such as a human rights risk. These may be dedicated email addresses, hotlines or digital solutions. 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 Via 40 Express in Colombia. In the Gulf countries, such as Qatar and the United Arab Emirates, specialised CSR coordinators are in charge of receiving any worker complaints, from direct and indirect employees, as well as maintaining a log and ensuring that the identified problems are quickly resolved.

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

### 4.3.4 Assessing the situation of subsidiaries, subcontractors and suppliers

#### • Managing Human Rights, a tool to assess subsidiary practices

The Managing Human Rights platform is used to evaluate whether the management systems implemented by subsidiaries 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. The entity or project then reports on the results and improvement plan 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.

When Group entities launch their assessment on the Managing Human Rights platform, they are asked some 200 questions. For example: Has the company checked that the workers did not have to pay a recruitment fee? Has it checked that temporary workers and subcontractor employees on its sites are not working excessive hours? Has it ensured that there are systems in place to inform and consult local residents and communities that could be impacted by projects? The questions are precise, concrete, and relate to the five salient human rights issues and 17 themes. The four response options range from "no practices" (Level 1) to "best practices" (Level 4). Any Level 1 or Level 2 answer to one of the 50 items considered to be a critical human rights issue automatically flags the latter as a priority. After the assessment – preferably carried out as a group exercise, involving all relevant managers and employees – the entity has a comprehensive view of its human rights practices and can use it to build an effective action plan.

In 2022, following updates to reflect user experience and critical feedback from several corporate and human rights experts, a finalised version of the digital tool was released on the [vinci.net](#) intranet for use by all Group employees, in English, French and Spanish. Managing Human Rights is an essential component of VINCI's human rights policy: since 2018, it has been used to assess practices covering 66% of our workforce in countries identified as high priority.

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

VINCI's Internal Audit Department has updated the risk scorecards used by the Group's 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 concessions, energy or construction 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 taken specific measures to prevent social risks in subcontracting (see "Preventing social risks and illegal work in subcontracting in France", page 271).

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 paragraph 4.2, "Duty of vigilance with regard to health and safety", page 255). 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 other 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 paragraph 2.2, "Relations with suppliers and subcontractors", of the "Social performance" section, page 214).

#### 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 issue

#### 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 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 recognised 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, <http://www.e-dh.org>), 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.
- **Business for Inclusive Growth** (B4IG) (<https://www.b4ig.org/>), of which VINCI has been a member since 2020. A partner of the Organisation for Economic Co-operation and Development (OECD), B4IG is a coalition of global companies working together to promote inclusive growth, in particular by advancing human rights, building inclusive workplaces, implementing living wages and measuring impacts.

### 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. The latest 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 and the audit report was 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 thus carry out 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 five 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 adapt or reinforce certain 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<sup>(\*)</sup> 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 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.

<sup>(\*)</sup> 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.*



At the same time, business lines and divisions have developed indicators to track the implementation of human rights policy. For example, VINCI Construction Grands Projets developed a set of indicators that are monitored and presented monthly to the management committee. The indicators provide information on assessments, monitoring, progress and nonconformities to be corrected.

#### Human rights assessments carried out across the Group<sup>(\*)</sup>

- 81 Group subsidiaries and active projects in 32 countries assessed since 2018
- More than 23,000 employees in the Group covered by human rights assessments conducted since 2018, amounting to over 20% of the Group's workforce outside of France and 56% of its workforce in non-OECD member countries
- 66% 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

<sup>(\*)</sup> The 2022 action plan is based on data at 31 December 2021.

#### • Risk mitigation measures

Besides carrying out additional assessments of human rights compliance, the Group monitored certain action plans in 2022, including those of entities located in high-priority countries such as Benin, the United Arab Emirates, Qatar, Bahrain, Egypt and Brazil.

In the next few years, the CSR Department will develop and test performance indicators to better measure the effectiveness of human rights risk mitigation. In 2022, VINCI collaborated with other companies – in particular, fellow members of Businesses for Human Rights – to identify the most meaningful human rights KPIs. This initiative will continue in 2023.

For example, the human rights audit of Lima Expresa, the concession operator for the Lima expressway in Peru, identified risks relating to the country's significant informal economy, especially in the subcontracting supply chain. The entity's ensuing action plan involved terminating work with certain subcontractors that did not properly declare their employees, introducing ad hoc clauses in all its contracts and conducting field inspections to ensure that everyone working at its construction and operating sites had a valid employment contract and proper social protection coverage. Lima Expresa applied all of the Group's recommendations, and in addition, its 600 employees, along with its subcontractors' workers, completed the human rights e-learning programme.

In the United Arab Emirates, where the law provides only limited freedom of association, 1,600 workers on a rail depot project were able to elect employee representatives in 2022. VINCI Construction's partner and the six main subcontractors involved in the project participated in the elections. Their representatives participate fully in the dialogue that has since been initiated, with regular meetings between employee representatives and the project's management team. In a VINCI Energies entity, also in the United Arab Emirates, a system is in place to ensure that workers take their holidays every year instead of asking for financial compensation in lieu of paid leave.

Elections of employee representatives were also held on an ETF rail worksite in Cairo, Egypt. At the same site, human resources managers received specific training in employment law, to enable them to create a learning module for all project workers to increase their knowledge of the legislation and their rights.

At a hydroelectric dam construction site in Senegal, as a result of the human rights policy, high-standard worker accommodation facilities (at least 24 sq. metres per four-person unit) were built. The number of workers recruited and locally trained is expected to reach one thousand at the peak activity level on this site. Another accommodation facility meeting the standards set out in VINCI's Guide on Human Rights was built in Sihanoukville, Cambodia.

The human rights performance assessments conducted by several French subsidiaries of Soletanche Bachy (VINCI Construction) led to action plans focusing on greater attention to health and safety, improving control of subcontractor activities and fulfilling contractual obligations. The companies will look for signs of poor performance in these areas and increase their monitoring of working conditions by conducting follow-up audits in 2023.

Generally speaking, in all the entities where audits were carried out, these were followed by monitoring, corrective action and improvements to recruitment practices and working and living conditions. The entities also formalised certain processes and showed a greater awareness of the risks related to the potential impacts of VINCI's activities on local communities.

### 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 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 2022, QDVC conducted audits of its 62 subcontractors and temporary employment agencies on site at the end of 2022. Of these, 35 examined working conditions (covering 40% of the temporary employment agencies and subcontractors on site) and 68 looked at living conditions (covering 82% of these companies). The subcontractors' average score for the CSR audit, which combines the assessments for living conditions and working conditions, was 72%, a 35-point improvement over the results of their first audit, when they began working for QDVC.

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 124 pre-qualification audits of 85 companies in 2022. They led to the selection of 55 subcontractors for work with QDVC (30 companies, or 35%, were eliminated for not meeting CSR criteria).

QDVC also carried out spot checks on more than 1,000 of its subcontractors' workers, during which its teams made unannounced on-site visits to verify that workers were in possession of their passport and a valid work permit, that they were receiving their salary in full in their bank account, that they had health insurance, that working hours were complied with, that their housing was satisfactory and that they were not asked to pay a recruitment fee to come work in Qatar.

**99%**

of QDVC's temporary workers and subcontractors' employees were covered by an audit of working and living conditions

In 2022, CSR due diligence in the value chain was further reinforced, for example by expanding auditing procedures to include sales development and contract acquisition activities and by applying stricter CSR criteria in selecting partners, customers and projects.

As a complement to the audits, the company conducts anonymous surveys of workers, at different periods of time, to encourage honest feedback and assess their well-being and the effectiveness of QDVC's measures. These anonymous surveys administered by the CSR Department provide a channel for workers to openly share both positive and negative feedback about the company's practices. The management creates an action plan after analysing the results. In 2022, 151 workers (out of 300) responded to the survey. The majority considered that QDVC performs well overall in terms of QHSE and CSR (71%) and are satisfied with how QDVC managed the Covid-19 pandemic (93%). A large majority are satisfied with their life in Qatar (86%) and with their current employment (88%). Most also stated that their professional and personal lives were well balanced (82%), would recommend QDVC to a friend (89%) and planned to stay on longer with QDVC (76%).

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-migrantworkers/>). The latest report by the Centre (<https://media.business-humanrights.org/media/documents/files/BHRR-CK-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. In 2022, 50 issues were raised by employee representatives, and every one of them was resolved. Seventy-six percent of the employee representatives were satisfied with the solution proposed by the management team.

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

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.

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 New York University’s 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\\_Qatar20SP20Report\\_May29\\_v2.pdf](https://media.business-humanrights.org/media/documents/files/documents/NYU_Qatar20SP20Report_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, between 2018 and 2021, QDVC participated in 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 Doha and Dhaka. 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](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 (<http://bit.ly/3Zei4lJ>).

**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, 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 workforce-related 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 then implemented at VINCI Construction throughout the rest of France before being 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, such as social audits.

VINCI Construction formed a steering committee at its top management level in France. 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 were performed 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. In 2022, several training sessions for in-house auditors were delivered in VINCI business units and divisions operating in France. These custom training sessions presented the workforce-related issues involved in subcontracting and the corresponding duty of vigilance of Group companies. Trainees were provided with a comprehensive guide to the methodology and a toolkit including an auditing scorecard and an interview scorecard for interviews with employees of subcontractors. The sessions ended with a module on interviewing techniques, along with case studies and role-playing activities.

Thanks to this support, several Group entities launched an internal audit procedure with a double goal: one, to assess the subcontracting management processes implemented by Group companies, and two, to audit subcontractors and help them manage their employees. The first round of feedback was gathered from the trained entities at the end of 2022. A road map is being developed, and new training sessions will begin in 2023.

For the Universeine project, north of Paris, which will be part of the athletes' village for the sporting events in the summer of 2024, a mapping of social risks, a diagnosis of existing tools and a social audit were all carried out in 2022. The audit examined the subcontracting management systems of four Group companies (from VINCI Construction France and VINCI Energies France), as well as four of their subcontractors. No major nonconformity was identified in the project's scope. Several improvement areas were highlighted, leading to the development of an action plan which enabled all moderate and minor nonconformities to be corrected within a few weeks.

The methodology and its results were shared with professional organisations and certain customers and project managers with which VINCI companies work in France.

#### • 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. It continued to be used in 2022.

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. This ambition targets three areas, aligning with the key challenges faced by the Group's businesses: climate change, the circular economy and the preservation of 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 for 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. As Cobra IS joined the Group in December 2021, this business line will be included in VINCI's environmental reporting in 2023.



#### 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, performed by the engineering and design office Resalliance 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 action 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.

In 2022 this assessment was expanded to encompass the principle of "double materiality". This concept distinguishes between financial materiality, which considers how environmental risks could affect the Group's financial performance, and impact materiality, which considers how the Group's activities could impact their environment. Impact materiality is assessed through interviews conducted with the Group's environmental experts, applying the same approach as VINCI's existing risk analysis procedures (see chapter D, "Risk factors and management procedures", page 179).

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.

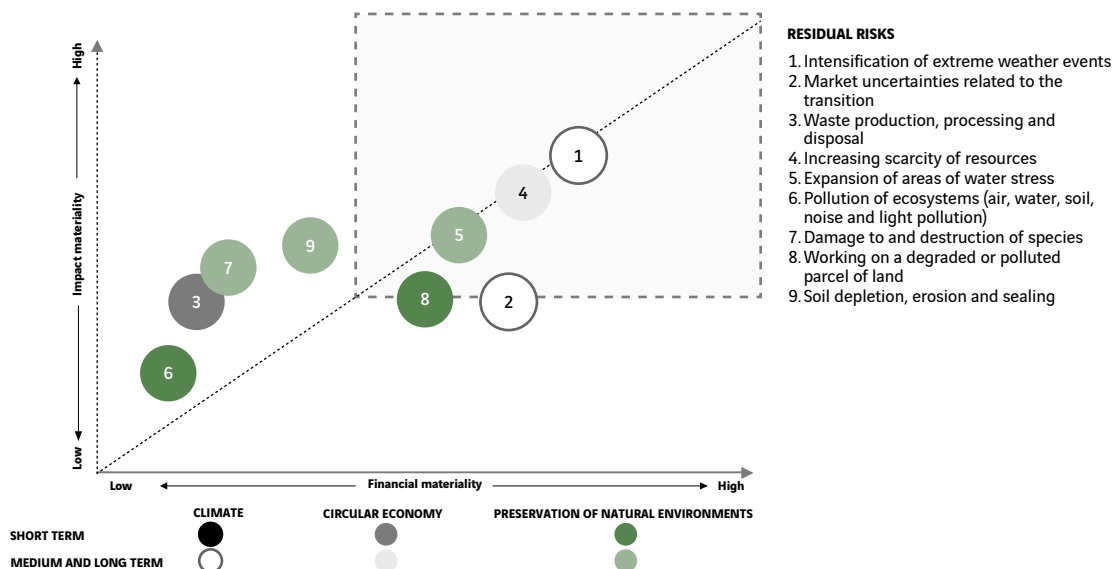
##### b. VINCI's material issues

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.

To identify the residual risks mapped below, gross risks were assessed according to their severity and probability of occurrence for the Group, which was reduced in proportion to the level of management of the risk. These risks were plotted according to their time horizon:

Climate risks were assessed from the perspective of two scenarios in Working Group 1's Fifth Assessment Report of the IPCC: the RCP 2.6 (an "optimistic" scenario with a high probability of limiting the global temperature rise to 2.5°C by the end of the century) and the RCP 4.5 (a "realistic" scenario more likely than not to result in a global temperature rise as high as 3.3°C by the end of the century).

##### Environmental risk map



The dotted rectangle highlights the most significant risks, which are also presented in chapter D, "Risk factors and management procedures", page 179. Most of these risks are medium- and long-term risks. VINCI is working to implement both risk-hedging and business strategies to simultaneously diminish the impact of its activities and reduce financial risk, for risks deemed to be material in the short term (ST), medium term (MT) or long term (LT).

In addition to assessing and mitigating the environmental impacts of its activities, VINCI analyses the opportunities brought to its activities by the challenges of the environmental transition. Technological and market evolutions are enabling VINCI to deliver new environmental solutions to its customers, in every business line. VINCI's research and development efforts are focused on creating low-carbon and energy-efficient products and services.

### Climate-related risks and opportunities

Risk	Description of the net risk	Horizon	Business lines
1. Intensification of extreme weather events  (RCP 4.5 scenario)	<p><b>Physical risk</b> causing damage to installations, equipment and the health or safety of employees during extreme weather events (storms, wide variations in temperature, drought, flooding, rockslides and other ground movements), whose frequency and magnitude are likely to increase with climate change (see paragraph 2.5.1, "Physical risks related to climate change", of chapter D, "Risk factors and management procedures", page 180).</p> <p>This risk was assessed under an RCP 4.5 scenario, using data from a study conducted by the Resalliance engineering and design office on the resilience of Group activities to climate risks. Under a more optimistic scenario (RCP 2.6), the financial materiality of the risk would be lessened.</p> <p>The following procedures are in place to manage this risk:</p> <ul style="list-style-type: none"> <li>– to reduce financial materiality: identifying and adapting high-risk sites and activities to mitigate the risk, using data from research on the resilience of Group activities (see paragraph 3.2.3, "Resilience of projects and structures", of the "Environmental performance" section, page 239, and paragraph 4.4.3, "Tailored actions to mitigate risks and prevent serious impacts," page 278); establishing business continuity plans for certain concession assets and implementing emergency procedures in cooperation with local stakeholders; and obtaining coverage from insurance companies (see paragraph 2.5.1, "Physical risks related to climate change", of chapter D, "Risk factors and management procedures", page 180);</li> <li>– to reduce impact materiality: commitments to reduce greenhouse gas (GHG) emissions, as part of the "Acting for the climate" focus of the Group's environmental ambition (see paragraph 3.1, "Environmental ambition", of the "Environmental performance" section, page 220).</li> </ul>	MT	VINCI Autoroutes VINCI Concessions VINCI Energies VINCI Construction VINCI Immobilier
2. Market uncertainties related to the transition  (RCP 2.6 scenario)	<p><b>Transition risk</b> impacting VINCI's activities in the medium term. The environmental transition has raised many uncertainties about how to interpret market signals. New cap-and-trade programs (markets for rights to pollute, which can affect activities that emit greenhouse gases), the possibility of a carbon tax, and the consequences of the EU Taxonomy on excluded sectors are all sources of risk.</p> <p>This risk was assessed under an RCP 2.6 scenario, which would drive a very rapid transition and a strong societal preference for low-carbon activities. Under the RCP 4.5 scenario, the transition would be more gradual, and the financial materiality of the risk would be lessened.</p> <p>The procedures in place to manage risk in terms of both financial and impact materiality involve the Group's ability to adapt to its markets and effectively track changes in standards (see paragraph 2.2.2, "Legal and regulatory compliance", of chapter D, "Risk factors and management procedures", page 176).</p>	MT	VINCI Autoroutes VINCI Concessions VINCI Energies VINCI Construction VINCI Immobilier
Opportunity	Description of the opportunity	Horizon	Business lines
1. Accelerating energy renovation	A boom in the energy renovation market is expected in the coming years, creating opportunities for VINCI Construction and VINCI Energies, which develop and deliver solutions to improve the energy efficiency of the built environment (see "Environmental transition of buildings" under paragraph 3.2.2.1, "Actions to reduce indirect emissions", of the "Environmental performance" section, page 235). According to the GHG emissions reduction targets published by the European Union in June 2021 (the "Fit for 55" package), 3% of the building stock must be renovated each year (compared to the current rate of 0.2%) to achieve energy savings of at least 60% between 2021 and 2030.	ST	VINCI Energies VINCI Construction
2. Supporting the transition to a low-carbon economy	The GHG emissions reduction targets cannot be achieved without a massive exit from fossil fuels by every industry. VINCI offers solutions to facilitate the transition to other sources or pathways to low-carbon energy, described in in paragraph 3.2.2.1, "Actions to reduce indirect emissions", of the "Environmental performance" section, page 235, in the areas of: – sustainable mobility; – funding, building, connecting and maintaining renewable energy production facilities (solar PV plants, wind power projects, etc.); – developing low-carbon hydrogen infrastructure.	MT	VINCI Concessions VINCI Autoroutes VINCI Energies
3. Adapting to climate change	The current infrastructure, built to last between 50 and 100 years, may have to contend with extreme weather events of increasing frequency. In preparation for this, infrastructure modifications (strengthening sea walls, adapting drinking water distribution networks, building rainwater harvesting and wastewater collection systems, creating cool urban spaces, etc.) and maintenance (repair of equipment or electrical lines) is necessary. VINCI offers solutions to make buildings and regions more resilient to climate change. These solutions are presented in paragraph 3.2.3, "Resilience of projects and structures", of the "Environmental performance" section, page 239.	ST	VINCI Construction VINCI Energies

## Circular economy risks and opportunities

Risk	Description of the net risk	Horizon	Business lines
1. Risks related to waste production, processing and disposal	<p>The production, processing and disposal of waste resulting from the Group's construction activities and those of its suppliers carries the risk of degrading natural environments and may constitute a nuisance for local populations, while contributing to the depletion of certain virgin raw materials.</p> <p>The Group has pledged to reduce these risks by committing to optimise resources thanks to the circular economy by 2030. Risk management procedures are already in place and include the following:</p> <ul style="list-style-type: none"> <li>- waste monitoring incorporated into environmental reporting;</li> <li>- implementing residual waste management plans at worksites and developing solutions to improve the sorting and recovery of waste and the reuse of recycled materials in construction. These actions are presented in paragraphs 3.3.1, "Promoting the use of techniques and materials that economise on natural resources", page 241, and 3.3.2, "Improving waste sorting and recovery", page 242, both in the "Environmental performance" section.</li> </ul>	ST	VINCI Autoroutes VINCI Concessions VINCI Energies VINCI Construction
2. Increasing scarcity of resources	<p>The construction and energy production sectors consume significant quantities of raw materials (sand, wood, aggregates, metal, etc.). Extracting these resources carries the risk of degrading natural environments and reducing a region's resilience to climate change. Sourcing the raw materials needed for the Group's activities may become problematic in the face of increasing resource scarcity.</p> <p>The Group has pledged to reduce this risk by committing to optimise resources thanks to the circular economy by 2030. Risk mitigation strategies involve eco-designed construction, responsible supply chains promoting the use of materials of recycled origin by every division, in particular to reduce the quantity of asphalt mix used for motorway maintenance (see paragraph 3.3.1, "Promoting the use of techniques and materials that economise on natural resources", of the "Environmental performance" section, page 241).</p>	LT	VINCI Autoroutes VINCI Concessions VINCI Energies VINCI Construction VINCI Immobilier
Opportunity	Description of the opportunity	Horizon	Business lines
1. Waste reduction and recycling	<p>In response to the growing scarcity of natural resources, VINCI is already offering its customers a range of solutions to recycle, reuse and recover materials, soil and sediment. These solutions are presented in paragraphs 3.3.1.2, "Solutions designed to promote responsible sourcing and the deployment of sustainable materials", page 242, 3.3.2.2, "Reuse solutions", page 244, and 3.3.3, "Developing recycling solutions", page 244, all in the "Environmental performance" section.</p>	ST	VINCI Construction

## Risks and opportunities in preserving natural environments

Risk	Description of the net risk	Horizon	Business lines
1. Expansion of areas of water stress	<p>VINCI's activities require water supplied by a distribution network or withdrawn from natural environments. Climate change and disruptions to the water cycle will result in an expansion of areas where water resources can no longer meet demand, whether due to temporary or structural factors. The impact for VINCI's activities in these areas is a lack of available resources to conduct operations or clean equipment.</p> <p>The Group's Autoroutes, Concessions and Construction business lines have committed to reducing their water consumption (see paragraph 3.1, "Environmental ambition", of the "Environmental performance" section, page 220). This risk is managed by identifying project sites in areas of water stress and adapting construction and operation processes and methods. At the same time, the Group is working to optimise water consumption and develop solutions to reuse water (see paragraph 2.5.2, "Increasing scarcity of resources", of chapter D, "Risk factors and management procedures", page 180).</p>	MT	VINCI Autoroutes VINCI Concessions VINCI Energies VINCI Construction
2. Pollution of ecosystems (air, water, soil, noise and light pollution)	<p>VINCI's activities (quarries, worksites, etc.) may release particles into the air, water or soil or cause accidental pollution. They may also be responsible for noise pollution and vibrations, mainly caused by traffic on operated infrastructure, entities' worksites and quarry operations, potentially impacting local residents. In addition, its activities sometimes require lighting that may disturb ecosystems. This light pollution exposes the Group to image and reputation risks that may carry financial consequences.</p> <p>To protect itself from this risk, the Group implements environmental management plans and internal control systems that provide for site audits.</p> <p>The various measures taken are presented in paragraph 3.4.1.1, "Actions to prevent pollution and incidents", of the "Environmental performance" section, page 246, and include phasing out phytosanitary products, covering salt piles on motorways, systems to prevent accidental pollution on motorways, reducing emissions from the use of machinery and vehicles, monitoring air and water quality, measuring noise levels and footprints and installing opaque screens along motorways.</p>	ST	VINCI Autoroutes VINCI Concessions VINCI Construction
3. Damage to and destruction of species	<p>The Group's activities may harm the integrity of plant and animal species for different reasons: habitat fragmentation, alteration or destruction, the use of chemical compounds and the pollution risks described above. The Group is aware of these issues and implements procedures to limit the impact of its activities:</p> <ul style="list-style-type: none"> <li>- reduced use of phytosanitary products;</li> <li>- implementation of environmental management plans;</li> <li>- implementation of specific ecological restoration measures at some worksites once all avoidance and reduction strategies have been applied (see paragraph 4.4.3, "Tailored actions to mitigate risks and prevent serious impacts", page 278).</li> </ul>	ST	VINCI Autoroutes VINCI Concessions VINCI Construction

Risk	Description of the net risk	Horizon	Business lines
4. Working on a degraded or polluted parcel of land	<p>Working on a previously degraded or polluted parcel of land poses a risk for the health and safety conditions for ST Group employees, a risk of financial impact resulting from increased expenses necessary to remediate sites and from construction delays, and image and reputation risks in the event of deficient quality of service (substandard work).</p> <p>The following procedures are in place to reduce the financial materiality of these risks:</p> <ul style="list-style-type: none"> <li>– prior identification of polluted and degraded land;</li> <li>– coverage obtained from insurance companies;</li> <li>– implementation of the Group's health and safety policy, which protects employees working on land exposed to risks;</li> <li>– use of decontamination techniques and procedures (see paragraph 2.5.3, "Environmental quality and presence of contaminants", of chapter D, "Risk factors and management procedures", page 180).</li> </ul>	ST	VINCI Autoroutes VINCI Concessions VINCI Construction VINCI Energies
5. Soil depletion, erosion, degradation and loss of natural land	<p>The loss of natural land that is inherent to construction and earthworks activities and the extraction of raw materials (mainly from quarries) leads to the degradation of natural environments and causes soil depletion, which decreases the services rendered by ecosystems and promotes erosion. The regulations deriving from France's Climate and Resilience Law and the "no net land take" target for 2050 create a risk for Group revenue in the medium term.</p> <p>However, the Group has incorporated this risk into its strategy. It has set a target of "no net land take" by 2030 for VINCI Immobilier (see paragraph 3.1, "Environmental ambition", of the "Environmental performance" section, page 220) and is developing expertise in the regeneration of industrial brownfields. The risk is also mitigated by the Group's responsible purchasing policy, which favours the use of environmentally sustainable materials, such as certified wood.</p>	MT	VINCI Autoroutes VINCI Immobilier VINCI Construction
Opportunity	Description of the opportunity	Horizon	Business lines
1. Land recycling	<p>The "no net land take" by 2050 target set by France's Climate and Resilience Law to halt urban sprawl has created a need for extensive brownfield regeneration in order to meet urban development demand. Through its many land recycling projects, VINCI Immobilier has brought new life to urban brownfields and empty, obsolete or abandoned buildings, in collaboration with other Group divisions (see paragraph 3.3.3.2, "Land recycling", of the "Environmental performance" section, page 245).</p>	ST	VINCI Autoroutes VINCI Concessions VINCI Energies VINCI Construction VINCI Immobilier
2. Land rehabilitation	<p>VINCI encompasses several companies specialising in ecological engineering, under the Equo Vivo brand. 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 (see paragraph 3.4.3.3, "Solutions for preserving biodiversity used by customers", of the "Environmental performance" section, page 253).</p>	MT	VINCI Construction

#### 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 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, "Identifying and managing risks", of the "Environmental performance" section, page 221).

##### ISO 14001 certifications at VINCI in 2022

- VINCI Autoroutes: 100% of kilometres in service
- VINCI Concessions: 83% of revenue (93% for VINCI Airports)
- VINCI Energies: 44% of revenue
- VINCI Construction (excl. Road activities): 87% of revenue
- Road activities of VINCI Construction: 50% of revenue from works activity, 63% from quarries owned, 41% from coating plants owned, 63% 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", of chapter D, "Risk factors and management procedures", page 184).

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"> <li>– 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)</li> <li>– Inspection of work performed by specialised providers (including environmental performance)</li> <li>– Publicly released assessments of socio-economic and environmental impacts, called "LOTI audits", established by the French domestic transport planning law (Law 82-1153 of 30 December 1982), for new transport connections</li> <li>– Mapping of CSR risks (in progress) per purchasing category (especially subcontracting)</li> </ul>
VINCI Concessions	<ul style="list-style-type: none"> <li>– Environmental and social due diligence for investments and projects under development in order to analyse and manage environmental and social risks at the earliest possible stage of a project</li> <li>– Internal environmental audits for 24 airports with ISO 14001 certification</li> </ul>
VINCI Energies	<ul style="list-style-type: none"> <li>– EcoVadis certification obtained by VINCI Energies in 2022 (Gold in France and Platinum in the Netherlands), recognising the quality of its sustainability management system</li> <li>– Risk assessment and environmental health and safety regulatory watch, centralised on an internal tool designed for VINCI Energies companies</li> <li>– Use of Preventeo by VINCI Energies companies in France to obtain consolidated compliance results and translate nonconformities into measures for inclusion in action plans</li> </ul>
VINCI Construction	<ul style="list-style-type: none"> <li>– EcoVadis certification obtained by VINCI Construction's divisions in France (Gold) and Sogea-Satam and ETF (Silver) in 2022, recognising the quality of their sustainability management systems</li> <li>– Assessment of environmental risks for activities being acquired or for investments in quarries or production plants</li> <li>– Internal assessment of environmental risks for each project using a questionnaire based on local regulations and ISO 14001 (Earthworks, Maritime and River Works delegation)</li> <li>– 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</li> <li>– 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-Satam)</li> <li>– Regulatory compliance audits (57 in France in 2022 for Road France Division entities)</li> <li>– 26 internal compliance audits in 2022 using a set of 115 items to assess worksite performance (Earthworks, Maritime and River Works delegation) and 23 internal audits for the Road France Division, to verify the implementation of environmental action plans</li> <li>– Internal audits of worksites applying for the Attitude Environnement label (Building France Division) or the Excellence Environnement label (Road France Division and Networks France Division)</li> <li>– Audits of subsidiaries and subcontractors, with the requirement for audited subcontractors to provide an environmental risk analysis and environmental protection plan</li> <li>– Assessments of subcontractors, suppliers and partners by works management after service completion, using a dedicated internal tool (Dodin Campenon Bernard and Earthworks, Maritime and River Works delegation)</li> </ul>
VINCI Immobilier	<ul style="list-style-type: none"> <li>– Quality audits carried out systematically at all residential property worksites, for example in compliance with VINCI Immobilier's charter for clean worksites</li> </ul>

### b. Assessing the situation of suppliers

As indicated in paragraph 2.2.1, "Group-wide approach to promote responsible purchasing", of the "Social performance" section, page 214, 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. The Group or some of its entities may also carry out audits of their suppliers, focusing on specific purchasing categories, often selected because of the associated risks. In 2022, VINCI used this methodology for three tender processes launched for purchases in the strategic categories of temporary employment, worksite equipment leasing and hardware and amounting to annual expenditure of more than €700 million.

For local purchases, special attention is paid to materials suppliers, in particular by asking them to provide information on their environmental footprint, such as their carbon impact 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. In the Building France Division, environmental data modelling tools for construction materials have been developed in collaboration with engineers from the École des Ponts ParisTech to assess the exact environmental footprint, especially the greenhouse gas emissions, of the concrete used in its projects. The aim is to be able to generate data that its teams can use for their life cycle analysis calculations.



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

Business line	Examples of supplier assessment
VINCI Autoroutes	<ul style="list-style-type: none"> <li>– Due diligence during consultations</li> <li>– Supplier audits including sustainability criteria</li> <li>– Supplier assessments during performance, using dedicated internal tools, and sharing of results at meetings</li> <li>– Collaboration with suppliers on environmental issues (such as products used for road maintenance)</li> <li>– Initial and follow-up assessments of selected suppliers in the Cofiroute network (questions incorporating environmental issues)</li> <li>– Assessment of environmental suppliers (providing programme management assistance) in 2020</li> <li>– Consolidation of purchases through framework agreements</li> <li>– Streamlining of the number of purchases and deliveries to lighten the logistics load</li> <li>– Mapping of CSR risks per purchasing category (in progress)</li> </ul>
VINCI Airports	<ul style="list-style-type: none"> <li>– Analysis in progress to identify and assess the main social and environmental risks for each purchasing category</li> </ul>
VINCI Energies	<ul style="list-style-type: none"> <li>– Yearly or half-yearly assessment, using a questionnaire, of each company's top ten suppliers and top five subcontractors, and support of suppliers in their identified areas for improvement</li> <li>– Assessment of VINCI Energies suppliers, using the Actradis platform</li> </ul>
VINCI Construction	<ul style="list-style-type: none"> <li>– In 2022, all suppliers covered by a framework agreement with VINCI Construction's Road France Division and whose contracts are managed by the division's Purchasing Department answered VINCI's ethics and vigilance questionnaire, designed to assess their environmental, social and ethical commitments in particular. The questionnaire was sent to every supplier having participated in a tender in 2022, enabling the identification of the best performers. A total of 99 suppliers, representing a purchasing volume of €185 million, were therefore assessed and/or received guidance in 2022, in connection with the framework agreements managed by the division's Purchasing Department.</li> <li>– Assessment of suppliers, subcontractors and partners upon completion of their service using a dedicated internal tool that includes an environmental evaluation. In 2022, 152 environmental assessments were performed for the Earthworks, Maritime and River Works delegation.</li> <li>– Environmental criteria included in annual assessments of subcontractors and suppliers (Sogea-Satom)</li> </ul>
VINCI Immobilier	<ul style="list-style-type: none"> <li>– Development of "green" specifications for all operations in each sector of activity (residential property, office space, hospitality industry, commercial space, and redevelopment), setting minimum environmental requirements in each focus area (natural environments, the circular economy and the energy/climate)</li> </ul>

#### 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 (see paragraph 4.4.1, "Mapping of the Group's major risks", page 273), the Group's environmental ambition for 2030 has been translated into key targets and action plans in three areas: climate change, the circular economy, and the preservation of natural environments. The Group's entities are implementing this ambition by building road maps that are aligned with their business activities and using environmental management systems.

Issue	Commitments
Climate change	<ul style="list-style-type: none"> <li>– Reduce direct greenhouse gas emissions (Scopes 1 and 2) by at least 40% by 2030 compared with 2018 levels</li> <li>– Reduce indirect emissions (Scope 3) by at least 20% between 2019 and 2030, by taking action across the value chain for the Group's businesses</li> <li>– Adapt infrastructure and activities to improve their climate resilience</li> </ul>
Resources and the circular economy	<ul style="list-style-type: none"> <li>– Promote the use of construction techniques and materials that economise on natural resources</li> <li>– Improve waste sorting to implement waste recovery more widely</li> <li>– Expand the offer of recycled materials to limit extraction of virgin materials</li> </ul>
Preservation of natural environments	<ul style="list-style-type: none"> <li>– Prevent pollution and incidents by systematically implementing an environmental management plan in all businesses</li> <li>– Optimise water consumption, especially in areas of water stress</li> <li>– Aim to achieve no net loss of biodiversity</li> </ul>

##### • 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, "Identifying and managing risks", of the "Environmental performance" section, page 221), which also cover their worksites and sites under operation. For example, VINCI Immobilier applies its own worksite charter that enumerates obligations for all companies operating at the worksite, to monitor and reduce nuisances and environmental impacts.

VINCI Construction is taking actions of increasing scale to prevent all types of pollution. It is implementing efficient and innovative methods to prevent pollution in natural environments, ranging from impermeable areas for the refuelling of machinery to new techniques to prevent the discharge of water containing suspended matter into the natural ecosystem. In recent years, thanks to applications such as Ecare and Watch in VINCI Construction divisions in France, more environmental incident monitoring systems have been developed to facilitate the reporting of all incidents, including major ones.

Various business lines, divisions and subsidiaries also develop internal labels to prevent risks specific to their business activities and to recognise worksites that have done an exemplary job in protecting the environment. In 2022, nearly 300 worksites were certified with the Attitude Environnement label and 42 VINCI Construction worksites received the in-house Environmental Excellence label.

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-raising and training initiatives (see paragraph 3.1.3, “Employee training and awareness”, of the “Environmental performance” section, page 225). Regular 15-minute environmental sessions at worksites build awareness among employees and subcontractors alike. In 2022, 72,397 training hours were devoted to environmental issues (51,537 in 2021), an increase of more than 40% in one year.

#### • 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 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.

In response, VINCI has committed to taking concrete action. When it adopted its new environmental ambition in 2020, VINCI further strengthened the Group’s targets, looking to align itself with the Paris Agreement. The Group therefore pledged to achieve 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”, of the “Environmental performance” section, page 229) and a 20% reduction in its Scope 3 indirect emissions by 2030 compared to the 2019 baseline. These commitments are based on the emissions categories defined in the Greenhouse Gas Protocol (GHG Protocol) and have been validated by the Science Based Targets initiative (SBTi), which makes the Group’s target setting strategy consistent with a reduction “well below” two degrees Celsius. In addition to this absolute value for its emissions reduction target, VINCI seeks to contribute to global carbon neutrality in its direct scope of business activities by 2050.

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, encompassing Scopes 1, 2 and 3.

**13%** reduction in greenhouse gas emissions between 2018 and 2022, 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”, of the “Environmental performance” section, page 229): 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 (VINCI Construction), temperature adjustments in offices and site facilities as well as airport terminals (VINCI Energies, VINCI Concessions, holding companies), 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).

**38%** of electricity used in 2022 was from renewable sources

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 114 buildings in France), in line with the energy efficiency guarantee applied by VINCI Energies to the operation phase. Using eco-design software developed in partnership with the Mines ParisTech engineering school, VINCI Construction teams also offer solutions for predicting and managing the energy consumption of delivered buildings. VINCI Construction companies therefore embed energy efficiency into a building’s entire life cycle. Working proactively to adapt buildings 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. The Group has conducted research on issues including flood prevention, adapting neighbourhoods to heatwaves and managing the urban heat island effect. VINCI’s engineering and design office Resalliance, which is dedicated to increasing the climate resilience of geographies, infrastructure and their uses, has also developed vulnerability maps and actions plans for certain projects on behalf of Group divisions.

#### • 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”, of the “Environmental performance” section, page 240).

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 ten years ago, VINCI Construction rolled out 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 2022

Given their extensive international operations, VINCI Concessions business lines 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, the Dominican Republic and Serbia. 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", of the "Environmental performance" section, page 246).

A mapping of risks has shown that the Group's activities can cause pollution of various sorts and deteriorate natural environments. Accordingly, the Group takes steps as needed 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 VINCI Construction'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, impermeable areas for refuelling machinery, and other equipment to prevent accidental pollution. To minimise light and noise pollution generated by the operation of infrastructure, acoustic barriers are regularly placed along motorways, and lighting systems may be adapted to direct light only towards areas requiring illumination for the safety of users. During a project's construction phase, Group entities use acoustic enclosures or ventilation strategies to diminish the noise produced by their machines. Depending on the context, noise levels may be measured, and sometimes vibrations as well.

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

Efforts are also made to limit the use of phytosanitary products for road maintenance to the strict minimum. Currently, these products are only used for hard-to-access areas or for fighting invasive plant species. From 2018 to 2022, the use of phytosanitary products (in litres) was reduced by just over 77% in the Concessions business as a whole. As part of its commitments under the act4nature international initiative (see paragraph 3.4.1, "Preventing pollution and incidents", of the "Environmental performance" section, page 246), VINCI has made a pledge to cease all use of phytosanitary products by 2030 (unless prevented by contractual or regulatory provisions).

**41** airports used no synthetic phytosanitary products in 2022

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 reduction strategies have been applied.

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

Since 2019, the Group has published a practical guide on responsible purchasing. It clarifies that the sourcing of innovative solutions to protect the environment, fight climate change and achieve the energy transition is an integral part of the Group's responsible purchasing. At the end of October 2021, 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 2022, 3,500 employees had completed it. A more advanced course for Group purchasing roles was developed in 2021 and completed by 200 employees by the end of December 2022.

In 2022, VINCI mapped social and environmental risks specific to key purchasing categories for the Group's five main divisions in France (VINCI Construction's Road France and Building France divisions, VINCI Energies France, VINCI Autoroutes and VINCI Airports), with the assistance of an external partner. This risk map expands on the environmental risk map established for the Group's activities in 2019, which assessed the materiality of each purchasing category with respect to social and environmental impacts. First, purchasing categories were grouped by type of risk, and then the risks were scored in a team workshop setting. Using this methodology, some 60 purchasing categories were mapped by degree of risk and criticality. Starting in early 2023, workshops will be held to develop corrective action plans. The strategy adopted for each business area may range from carrying out a new analysis of the inherent 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, in order to gain more insights into the supply chain and improve prevention measures in place.

Discussions have been initiated with certain strategic suppliers (for example, for fuel, equipment leasing and concrete) with a view to reducing Scope 3 emissions.

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.

In 2022, 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, VINCI companies specialising in timber-frame construction source a very large majority of their wood (over 80%) from PEFC- or FSC-certified sustainably managed forests. In 2022, VINCI also completed its third CDP Forests assessment and received the score of C, which recognises the Group's awareness of deforestation and forest degradation risks and best practices.

**100%** of framework contracts signed by the Group Purchasing Coordination unit included one or several environmental criteria in 2022

#### 4.4.4 The Group's whistleblowing systems

##### a. Whistleblowing and alert procedures

VINCI has set up a dedicated online solution enabling whistleblowers to report 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.

##### b. Environmental incidents in 2022 and remediation measures taken

In 2022, six environmental incidents involving a VINCI subsidiary or one of its subcontractors were identified. These included cases of pollution requiring the intervention of an external specialist and whose consequences extended beyond the boundaries of the originating entity or worksite. The majority of incidents reported in 2022 were oil leaks from machinery (for example, due to a ruptured hose) and accidental release of pollutants (bentonite and concrete residue). The teams rapidly took the appropriate actions to avoid further spread into the environment and cleaned up the site as needed (evacuation of contaminated soil, installation of containment barriers, soil analysis, etc.). For example, an ETF machine leaked a significant 1,500 litres of hydraulic oil at a rail worksite between Vierzon et Tours. The operators immediately applied absorbent material and removed the contaminated ballast for treatment at a specialised facility. The local authorities and the customer were alerted. A root cause analysis was then conducted and preventive measures introduced for similar machinery used at the site.

#### 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), the recommendations of the Task Force on Climate-related Financial Disclosures (see the cross-reference table, page 401) and the Sustainability Accounting Standards Board framework (see the cross-reference table, page 402). 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. These goals are regularly reviewed by VINCI's Executive Committee and Board of Directors.

**99%** of Group revenue covered by environmental reporting

## 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 399).

### 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 and annexes for calculating the emissions reduction trajectory and scopes 1, 2 and 3, which entities can use to set up their environmental reporting procedures. This guide is available in three languages (French, English and Spanish);
  - a note on methodology for the EU Taxonomy;
  - 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 2022 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 2022.

### 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. Fifteen companies with fewer than 250 employees, acquired in 2022, reported incomplete data for safety and training. These companies account for 0.5% of the Group's total workforce.
- environmental reporting covered 99% of the Group's revenue in 2022, excluding Cobra IS. Cobra IS's operations will be included in environmental reporting as of financial year 2023.

Excluded from environmental reporting in 2022 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 89% of the Group's activities (excluding VINCI Construction's Europe Africa Division). Reporting on waste recovered covers VINCI's Concessions, VINCI Energies and the Major Projects, Civil Engineering France and Building France divisions of VINCI Construction, accounting for 60% of the Group's activities. Reporting on the consumption of purchased water covers 99% of the Group's activities, but reporting on the consumption of water from boreholes only covers VINCI's Concessions business, which is 16% 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 the following exceptions: 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 2022 (acquisitions in 2021):

- VINCI Immobilier: Poland is included in environmental reporting.

### 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.

Some of the workforce-related indicators published for 2022 do not include data from Cobra IS (newly consolidated in 2022). They are safety, absenteeism, remuneration and employer social contributions.

The core environmental indicators are made up of seven types:

- resource consumption (energy and water);
- greenhouse gas emissions expressed in CO<sub>2</sub> equivalent;
- waste management and recycling;
- certifications and projects having received other types of label;
- preservation of natural environments;
- environmental incidents and provisions for environmental risks;
- EU Taxonomy KPIs.

These types of indicator were taken from the following sources:

- Articles R.225-104 and R.225-105 of the French Commercial Code;
- GRI standards;
- Regulation (EU) 2020/852 of 18 June 2020 and its delegated acts.

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 the worksites of VINCI Construction's Building France, Civil Engineering France and Road France divisions, for the worksites of the Earthworks, Maritime and River Works delegation of VINCI Construction's Networks France Division and for Soletanche Freyssinet in France. In France, average unit prices come from national framework agreements and the 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 50% 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.

### 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/litre for diesel fuel, 9.82 kWh/litre for petrol, 11.15 kWh/litre for used oils, 11,833 kWh/tonne for heavy fuel oil and 3,069 kWh/tonne for coal (lignite). These factors were obtained from Ademe's Bilan Carbone worksheet V8.6.

The conversion factors used to calculate greenhouse gas emissions are from the 2022 Ademe Base Carbone® database for Scope 1, and from the 2020 International Energy Agency (IEA) database (published in 2022) for Scope 2. The conversion factors were updated on 31 December 2022, resulting in a 4% reduction of VINCI's Scope 1 emissions and a 9% reduction of Scope 2 emissions, using the market-based method.

In 2022, 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 2022, 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's Building France Division did not take into account the downstream emissions of built infrastructures that do not directly consume energy, and the business line's Road France and Networks France divisions 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 standard set by the French environmental regulation for new buildings, RE2020.

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 kgCO<sub>2</sub>e/€ ratio for each of its purchasing categories, drawing data from the 9,157 environmental and health product declarations (FDES) and product environment profiles (PEPs) that were available in 2020. A specialised outside firm then checked the ratios, which were adjusted for inflation. In 2022, VINCI expanded the scope covered by actual and estimated data to improve data reliability. Overall, 50% of Scope 3 emissions were based on actual data. 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 FDES, PEP or other Type III environmental declarations, supplier data, 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 the Base Carbone® database managed by the French environment and energy management agency, Ademe, or the Ecoinvent database.

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 calculated for each business line for the current year, using Scope 1, 2 and 3 data from the Group's environmental reporting. 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 of the amount of its eligible and aligned activities, as defined under the EU Taxonomy Regulation, was performed within each business line and based on a detailed analysis of its activities, taking into account existing processes, reporting systems and management assumptions. The percentages of eligible and aligned activities were calculated at 30 September 2022 and applied to the Group's revenue and CapEx at 31 December 2022, except for VINCI Autoroutes, which recalculated its percentages of eligible activities at 31 December 2022.

#### • Revenue

The eligibility of VINCI Energies and VINCI Construction activities was determined based on the nomenclature of their processes and areas of expertise. Where necessary, an analysis was conducted for each country and customer. To assess alignment, samples of large projects were examined. The share of eligible and aligned revenue from VINCI Autoroutes was determined by estimating the share of toll revenue collected from zero-emissions vehicles. The only VINCI Concessions activity found to be aligned is that of VINCI Railways.

#### • CapEx

In accordance with the definition provided in the Annex to the Delegated Act under Article 8 of the EU Taxonomy Regulation, 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 (including additions of property, plant and equipment and intangible assets resulting from business combinations; see the Notes to the consolidated financial statements, pages 327, 332 and 334).
- numerator: the sum of the capital expenditure, as identified in the denominator, that is associated with Taxonomy-eligible or Taxonomy-aligned activities. First, individually eligible CapEx was identified and analysed to assess alignment. Then, the remaining CapEx was broken down by business line or division and the corresponding percentage of eligible or aligned revenue was applied.

For CapEx recognised under IFRS 16, only substantial contribution criteria could be examined for individual assets to assess alignment. These criteria were engine configuration (electric and hybrid vehicles) for activity 6.5 (transport by motorbikes, passenger cars and light commercial vehicles) and the possession of a Class A energy performance certificate (only in France) for activity 7.7 (Acquisition and ownership of buildings). The DNSH criteria and minimum safeguards were reviewed at Group level.

#### • OpEx

The denominator value for operational expenditure (OpEx) was calculated in accordance with the definition provided in the Annex to the Delegated Act under Article 8 of the EU Taxonomy Regulation. 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 5% of the Group's total operating expenditure at 31 December 2022, which is not considered to be representative of its business model.

#### • DNSH

When Do No Significant Harm (DNSH) criteria refer to a European regulation, then all EU countries and the United Kingdom are considered to meet the criteria.

VINCI has assessed **climate adaptation DNSH** for all its economic activities:

- Since Concessions activities operate infrastructure over long periods (more than 10 years), it is their responsibility to conduct an in-depth climate risk and vulnerability assessment.
- Specific long-term risks relating to quarry activities are analysed.
- Most Construction and Energy activities execute work according to specifications, without participating in a structure's design. Eligible activities therefore have an expected lifetime of less than 10 years. The Group's environmental risk maps (see paragraph 4.4.1, "Mapping of the Group's major risks", page 273), along with the risk evaluations carried out prior to any new project and any adaptation plans implemented are sufficient evidence that an assessment has been performed.

#### • Minimum safeguards

The system implemented by VINCI throughout the Group to manage risks relating to human rights (including labour and consumer rights), bribery and corruption, taxation and fair competition was assessed against the four sets of standards referenced in the EU Taxonomy Regulation:

- the OECD Guidelines for Multinational Enterprises;
- the UN Guiding Principles on Business and Human Rights (UNGP);
- the 11 fundamental instruments of the International Labour Organisation (ILO);
- the International Bill of Human Rights.

The assessment was mainly based on the following documents: VINCI's 2021 Universal Registration Document, VINCI's Guide on Human Rights, the VINCI Manifesto, the Code of Ethics and Conduct, the Anti-corruption Code of Conduct and the VINCI Integrity platform (in particular, the FAQ section). The Group applies the procedures set out in these documents and takes measures in compliance with the duty of vigilance law (see the Group's duty of vigilance plan, pages 254 to 281) and the Sapin 2 law (see paragraph 2.2.2, "Legal and regulatory compliance", of chapter D, "Risk factors and management procedures", page 176) to manage its risks relating to the five themes. It cooperates with the Business & Human Rights Resource Centre and responds to any concerns raised within three months.

At 31 December 2022, VINCI had not been found guilty of any infringement relating to the five areas listed above.

### 5.4.4 VINCI Immobilier's "no net land take" indicators

VINCI Immobilier's land recycling and "no net land take by 2030" targets do not include VINCI Immobilier in Poland or Urbat.

Land take is defined in France's Climate and Resilience Law as the lasting degradation of all or some of the ecological functions of soil, especially its biological, hydrologic and climate regulation functions or agricultural potential, due to its occupation or use (Article L.101-2-1 of the French Town Planning Code). As yet, no official metrics have been associated with this recent definition. Should an official or peer-developed definition be made public, VINCI Immobilier may update its own definition. Currently, VINCI Immobilier considers that no net land take will be achieved when the change in land take and land take requirement for its scope are both zero.

- **Extent of land take**

The extent of land take of a parcel of land is measured by dividing the parcel into its different homogeneous surfaces and applying a coefficient to each surface to estimate land take. The land take coefficients were developed in a similar way as a parcel's biotope coefficients. They factor in the impact of each type of surface – such as green roofs, greenery on concrete structures, permeable coatings or open land. For every surface, its impacts on biodiversity, water management, climate regulation, etc. are considered. VINCI Immobilier calculated a coefficient for each type of surface based on a technical analysis that also drew from the sustainable development team's environmental expertise, available literature and feedback from the field.

Extent of land take =  $\Sigma$  (land take coefficients) x associated surfaces / Area of the parcel

- **Change in land take ( $\Delta LT$ )**

This indicator measures VINCI Immobilier's impact on the land take of a parcel and shows whether the operation improved or degraded the natural functions of its soil by comparing the situation before and after the property development.

$\Delta LT = LT \text{ after} - LT \text{ before}$

- **Land take requirement**

This indicator provides additional information about the extent of land take, by also considering the floor area built by the operation. It describes how efficiently VINCI Immobilier's operation uses the land and is expressed as the number of square metres of land take per square metre of floor area built. A low land take requirement indicates efficient land use; a negative requirement means that the operation restores soil. This indicator is mainly used to steer progress toward the "no net land take" target.

Land take requirement =  $\Delta LT \times \text{parcel area} / \text{floor area built}$

## 5.4.5 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, VINCI Energies and VINCI Immobilier. Certified revenue is based on the number of projects in which the entity participated during the reporting period and which obtained, or are in the process of obtaining, environmental certification (such as HQE, BREEAM, LEED or E+C-), as well as the associated revenue for that year (1 January to 31 December). A project with several certifications will be counted several times, but its revenue is divided by the number of certifications to prevent double counting.

- **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. In 2022, Cobra IS was excluded from all of the auditing work performed by the independent third-party body. The nature of the work carried out and the findings are presented on pages 292 to 294.



This universal registration document was filed on 28 February 2023 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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