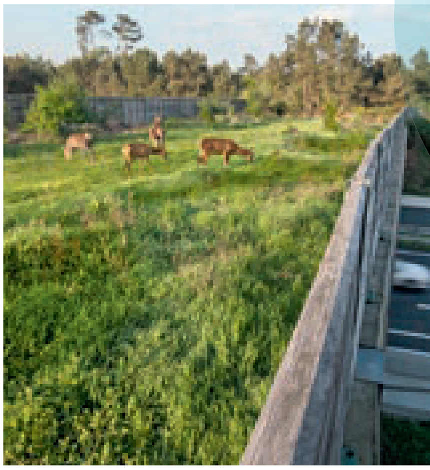
FORGING A SUSTAINABLE WORLD



2020 UNIVERSAL REGISTRATION DOCUMENT

CONTENTS

This document serves as universal registration document and annual financial report.

KEY DATA

GROUP

MARKET CAPITALISATION AT 31 DECEMBER 2020
€50 billion

GROUP COMPANIES WITH NO LOST-TIME WORKPLACE ACCIDENTS[2]
75%

BUSINESS UNITS[1]
3,200

WORKSITES[1]
270,000

A world leader
IN CONCESSIONS, CONSTRUCTION AND ENERGY

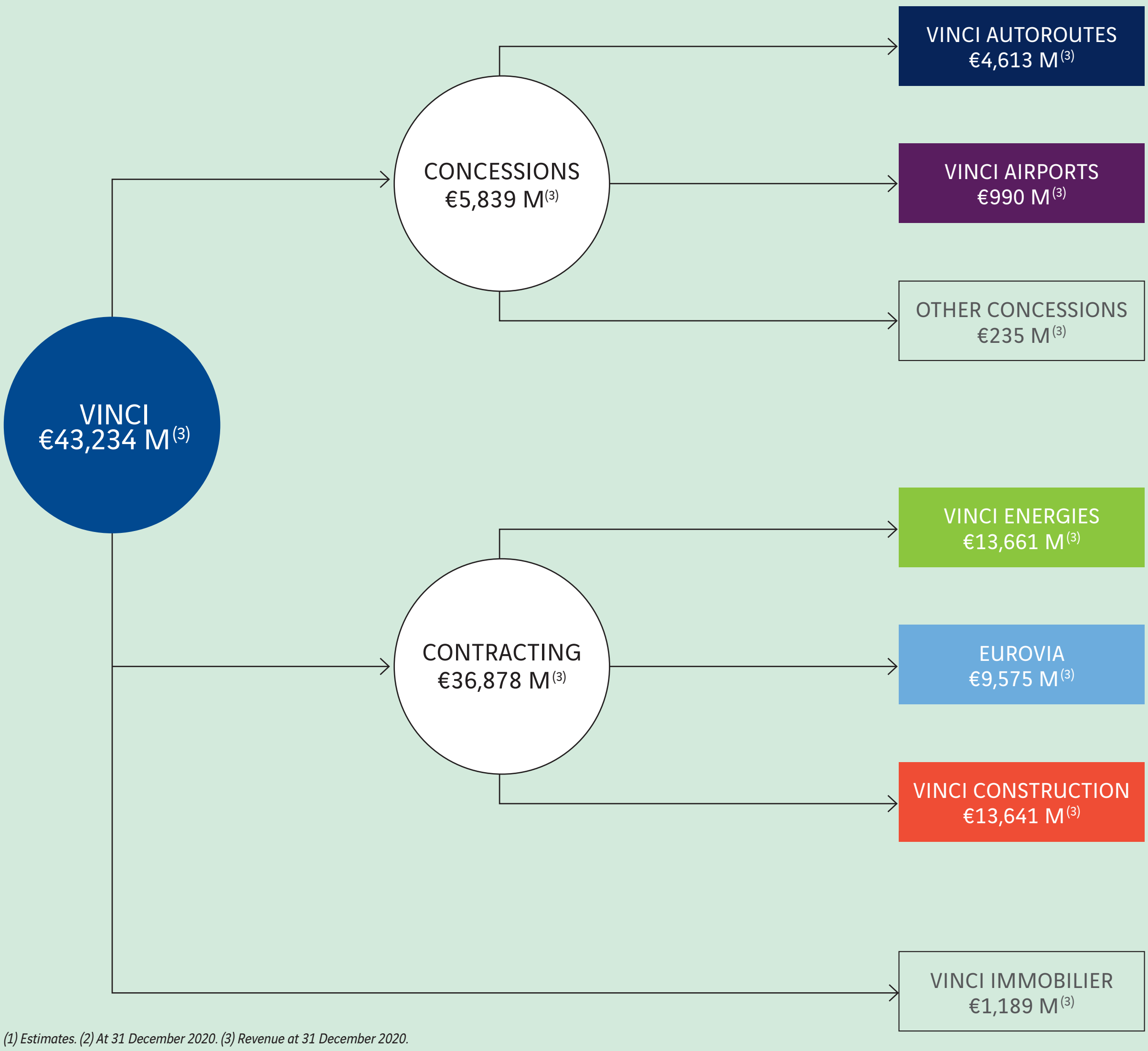
OPERATIONS IN SOME
120 countries

EMPLOYEES WORLDWIDE[2]
217,731

CREDIT RATINGS
STANDARD & POOR'S
A–/A2 stable outlook
MOODY'S
A3/P1 stable outlook

130-year
HISTORY

SIMPLIFIED ORGANISATION CHART



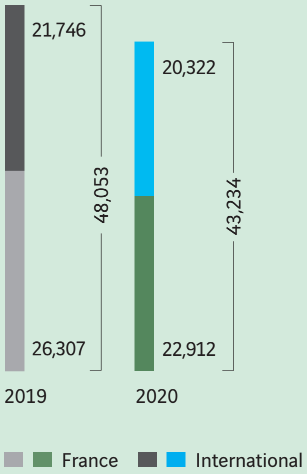
(1) Estimates. (2) At 31 December 2020. (3) Revenue at 31 December 2020.

GROUP

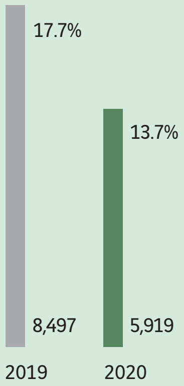
REVENUE [1]
€43.2 billion

NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT
€1,242 million

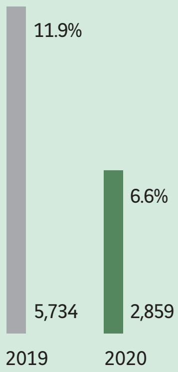
REVENUE [1]
(in € million)



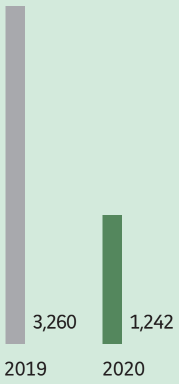
EBITDA [3]
(in €m and as a percentage of revenue [1])



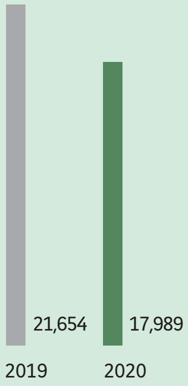
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue [1])



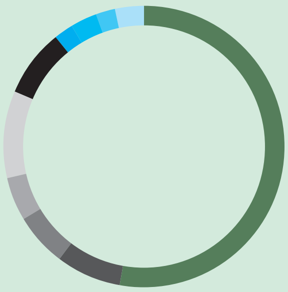
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



NET FINANCIAL DEBT AT 31 DECEMBER
(in € million)



REVENUE [1] BY GEOGRAPHICAL AREA
(in €m and as a percentage)

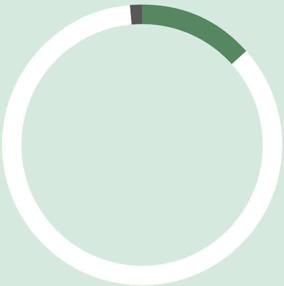


France	22,912	53.0%
Germany	3,213	7.4%
United Kingdom	2,589	6.0%
Central and Eastern Europe	2,214	5.1%
Rest of Europe	4,260	9.9%
North America	3,364	7.8%
Central and South America	946	2.2%
Africa	1,386	3.2%
Russia, Asia and Middle East	1,013	2.3%
Oceania	1,337	3.1%

GROUP

REVENUE[1] BY BUSINESS

(in €m and as a percentage)



Concessions	5,839	13.5%
Contracting	36,878	85.3%
Property and intragroup eliminations	517	1.2%

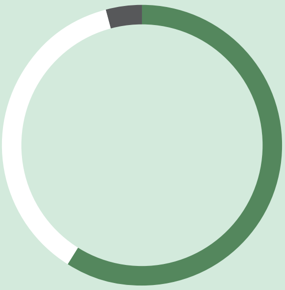
OPERATING INCOME FROM ORDINARY ACTIVITIES BY BUSINESS

(in €m and as a percentage)

Concessions	1,586	55.5%
Contracting	1,244	43.5%
Property and holding companies	28	1.0%

EBITDA[3] BY BUSINESS

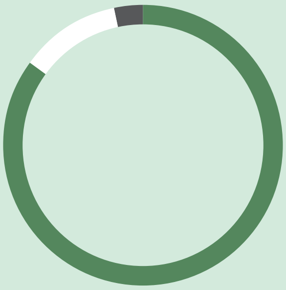
(in €m and as a percentage)



Concessions	3,491	59.0%
Contracting	2,188	37.0%
Property and holding companies	240	4.0%

CAPITAL EMPLOYED[2]

(in €m and as a percentage)



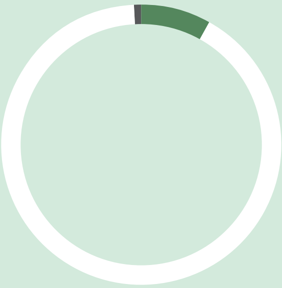
Concessions	39,304	85.0%
Contracting	5,477	11.8%
Property and holding companies	1,477	3.2%

NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT BY BUSINESS

(in €m and as a percentage)

Concessions	740	59.6%
Contracting	469	37.8%
Property and holding companies	33	2.6%

WORKFORCE[2]



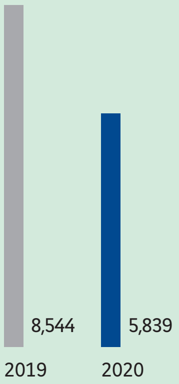
Concessions	17,556	8.1%
Contracting	198,804	91.3%
Property and holding companies	1,371	0.6%

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies (2020: €696m). See glossary (page 386).
(2) At 31 December 2020.

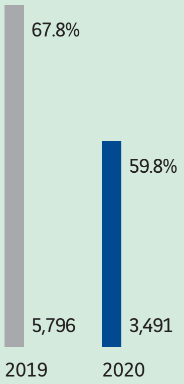
(3) Cash flows from operations before tax and financing costs. See glossary (page 386).

CONCESSIONS

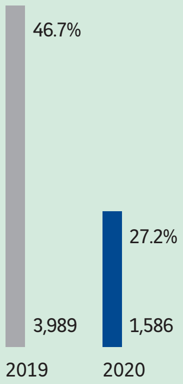
REVENUE [1]
(in € million)



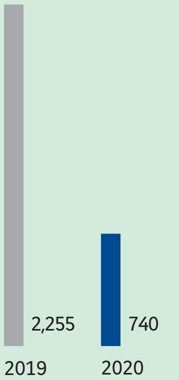
EBITDA [2]
(in €m and as a percentage of revenue [1])



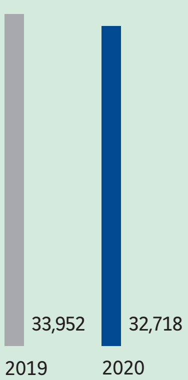
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue [1])



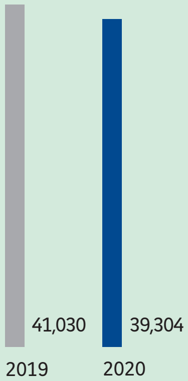
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



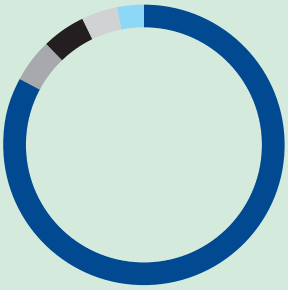
NET FINANCIAL DEBT [3]
(in € million)



CAPITAL EMPLOYED [3]
(in € million)



REVENUE [1] BY GEOGRAPHICAL AREA
(as a percentage)



France	83%
Portugal	5%
United Kingdom	5%
Americas	4%
Rest of the world	3%

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
See glossary (page 386).
(2) Cash flows from operations before tax and financing costs.
See glossary (page 386).
(3) At 31 December.

CONCESSIONS

PUBLIC-PRIVATE PARTNERSHIPS OF VINCI'S CONCESSIONS BUSINESS WORLDWIDE

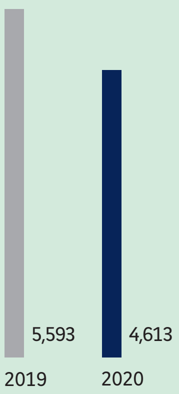
The PPPs listed below are managed within the Concessions business of VINCI. Other PPPs (mainly buildings) are managed within VINCI's Contracting business.

INFRASTRUCTURE	DESCRIPTION	COUNTRY	SHARE CAPITAL HELD	END OF CONTRACT
Motorway and road infrastructure	**Network under concession**			
Arcos (A355 – western Strasbourg bypass) (1)	24 km	France	100%	2070
Arcour (A19)	101 km	France	100%	2070
ASF network (excl. Puymorens Tunnel)	2,731 km	France	100%	2036
Cofiroute network (excl. A86 Duplex Tunnel)	1,100 km	France	100%	2034
Escota network	471 km	France	99.5%	2032
Fredericton–Moncton highway (2)	195 km	Canada	25%	2028
Regina Bypass	61 km	Canada	38%	2049
Bogotá–Girardot motorway (1)	141 km (3)	Colombia	50%	2042
A4 motorway	45 km	Germany	50%	2037
A5 motorway	60 km	Germany	54%	2039
A7 motorway (1)	60 km	Germany	50%	2047
A9 motorway	47 km	Germany	50%	2031
Athens–Corinth–Patras motorway	201 km	Greece	30%	2038
Maliakos–Kleidi motorway	230 km	Greece	15%	2038
Lima expressway	25 km	Peru	100%	2049
Moscow–St Petersburg motorway (MSP0)	43 km (Moscow–Sheremetyevo)	Russia	50%	2040
Moscow–St Petersburg motorway (MSP7 and 8)	138 km (St Petersburg–Veliky Novgorod)	Russia	40%	2041
R1 (PR1BINA) expressway	51 km	Slovakia	50%	2041
Hounslow Borough road network (4)	432 km of roads and 762 km of pavements	United Kingdom	50%	2037
Isle of Wight road network (4)	821 km of roads and 767 km of pavements	United Kingdom	50%	2038
Newport Southern Distributor Road	10 km	United Kingdom	50%	2042
Road bridges and tunnels				
A86 Duplex Tunnel	Tunnel between Rueil-Malmaison/Versailles and Jouy-en-Josas (11 km)	France	100%	2086
Prado Carénage Tunnel	Tunnel in Marseille (2.1 km)	France	33%	2033
Prado Sud Tunnel	Tunnel in Marseille (1.9 km)	France	59%	2055
Puymorens Tunnel	Tunnel in the Pyrenees (5.5 km)	France	100%	2037
Confederation Bridge	Prince Edward Island–mainland	Canada	20%	2032
Charilaos Trikoupis Bridge	Peloponnese–mainland	Greece	57%	2039
Tagus bridges	Two bridges in Lisbon	Portugal	41%	2030
Ohio River Bridges – East End Crossing	Bridges and a tunnel linking Kentucky to Indiana	United States	33%	2051
Airports				
Chambéry, Clermont Ferrand, Grenoble, Pays d'Ancenis (5)		France	100%	2025 to 2029
Lyon Bron, Lyon-Saint Exupéry		France	31%	2047
Nantes Atlantique (6)		France	85%	2021
Saint-Nazaire Montoir (6)		France	85%	2021
Rennes, Dinard (5)		France	49%	2024
Toulon Hyères		France	100%	2040
Salvador Bahia		Brazil	100%	2047
Phnom Penh, Siem Reap, Sihanoukville		Cambodia	70%	2040
Santiago		Chile	40%	2035
Guanacaste		Costa Rica	45%	2030
Santo Domingo (Las Américas and La Isabela), Puerto Plata, Samaná (Presidente Juan Bosch and Arroyo Barril), Barahona		Dominican Republic	100%	2030
Kansai International, Osaka Itami, Kobe		Japan	40%	2060
Lisbon, Porto, Faro, Beja, Ponta Delgada, Horta, Flores, Santa Maria, Funchal, Porto Santo		Portugal	100%	2063
Belgrade		Serbia	100%	2043
Stockholm Skavsta		Sweden	90%	Freehold property
Belfast International		United Kingdom	100%	2993
London Gatwick		United Kingdom	50.01%	Freehold property
Atlantic City, New Jersey (7)		United States		2021
Hollywood Burbank, California (7)		United States		2030
Macon Downtown, Georgia (7)		United States		2022
Middle Georgia, Georgia (7)		United States		2022
Orlando Sanford, Florida		United States	100%	2039
Rail infrastructure				
GSM-Rail	Wireless communication system over 16,000 km of rail line	France	70%	2025
SEA HSL	High-speed rail line (302 km) between Tours and Bordeaux	France	33.4%	2061
Stadiums				
Bordeaux (Matmut Atlantique)	42,000 seats	France	50%	2045
Le Mans (MMArena)	25,000 seats	France	100%	2044
Nice (Allianz Riviera)	36,000 seats	France	50%	2041
Stade de France	80,000 seats	France	67%	2025
Other public amenities				
Automation of river dams (Bameo)	31 dams on the Aisne and Meuse rivers	France	50%	2043
Car Rental Center, Nice-Côte d'Azur Airport	60,000 sq. metre building	France	100%	2040
Electric vehicle charging stations (eborn)	1,200 fast-charging points in south-east France	France	20%	2028
Martinique BRT system	2.5 km	France	100%	2035
Public lighting in Goussainville		France	100%	2026
Public lighting in Rouen (Lucitea)		France	100%	2027

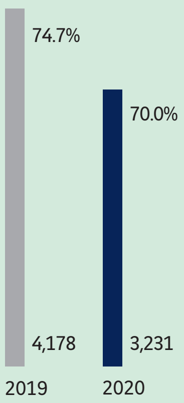
(1) Under construction.
(2) Maintenance contract.
(3) Including 65 km to be widened.
(4) Upgrade, maintenance and upkeep contract.
(5) Service, management or public service contracts.
(6) Cancellation for reasons of public interest decided on 24 October 2019, with the decision scheduled to take effect at the earliest on 15 December 2021 and at the latest on the date the new concession contract is signed.
(7) Service contract.

VINCI AUTOROUTES

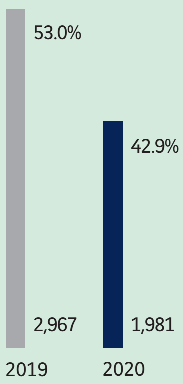
REVENUE[1]
(in € million)



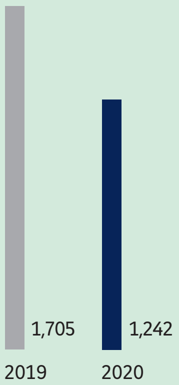
EBITDA[2]
(in €m and as a percentage of revenue[1])



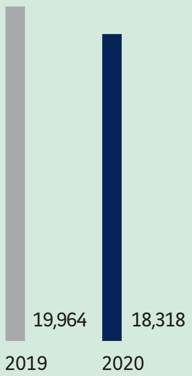
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue[1])



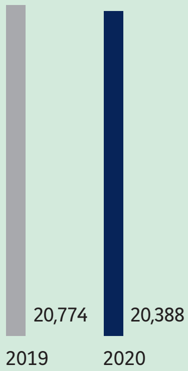
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



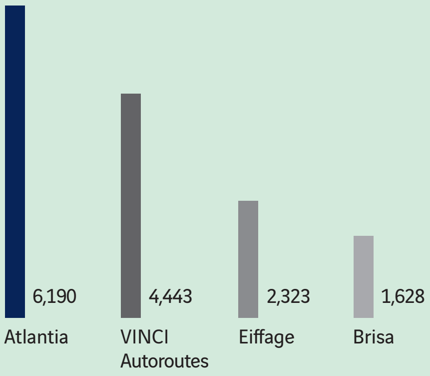
NET FINANCIAL DEBT[3]
(in € million)



CAPITAL EMPLOYED[3]
(in € million)

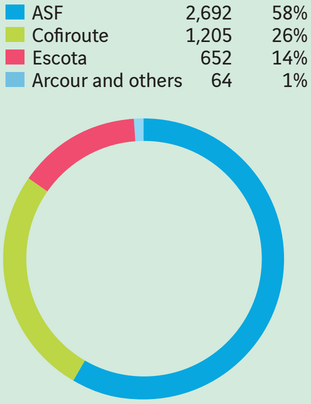


VINCI AUTOROUTES' COMPETITIVE POSITION[4]
Motorway networks under concession in Europe (in km)



Source: internal studies, company literature.

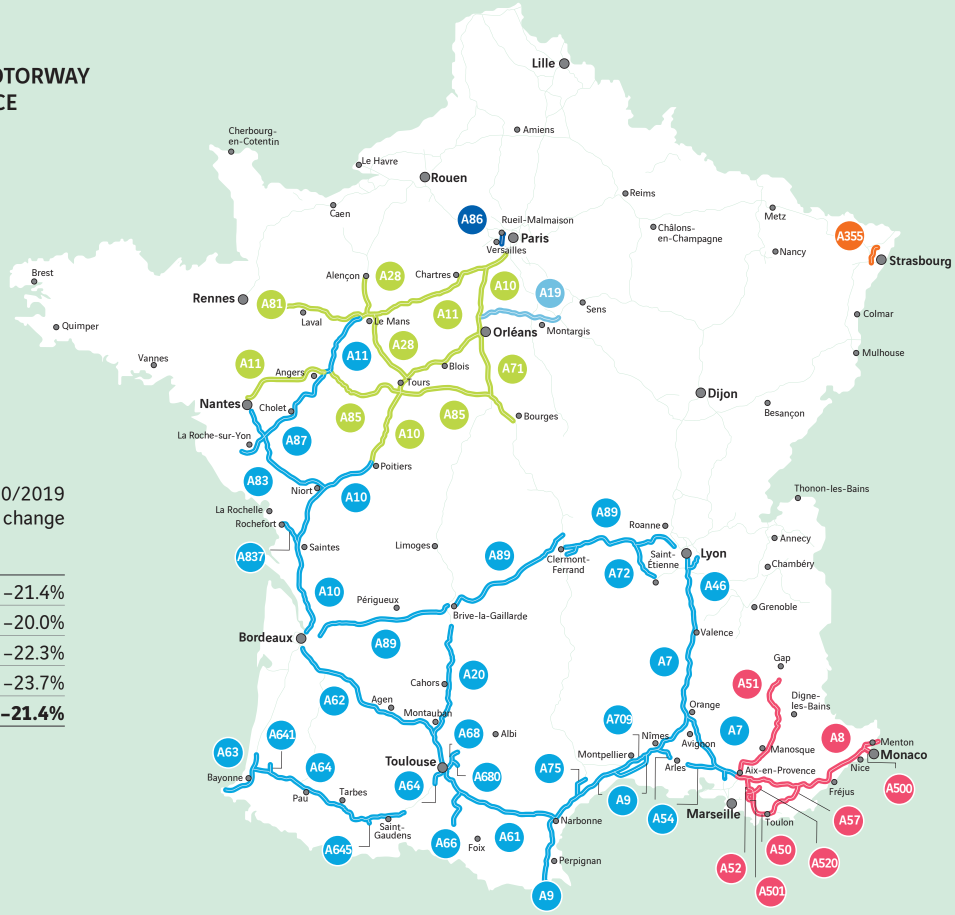
REVENUE[1] BY NETWORK
(in €m and as a percentage)



(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies. See glossary (page 386).
(2) Cash flows from operations before tax and financing costs. See glossary (page 386).
(3) At 31 December.
(4) Controlled company networks.

VINCI AUTOROUTES' MOTORWAY CONCESSIONS IN FRANCE

- ASF
- Cofiroute
- Escota
- Arcour
- Arcos
- A86 Duplex



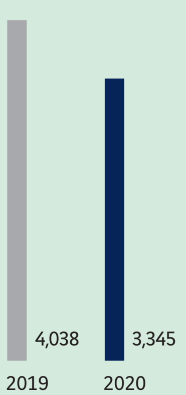
TRAFFIC

	2020 (in millions of kilometres travelled)	2020/2019 change
ASF	25,819	–21.4%
Escota	5,821	–20.0%
Cofiroute	9,336	–22.3%
Arcour	269	–23.7%
Total	**41,246**	**–21.4%**

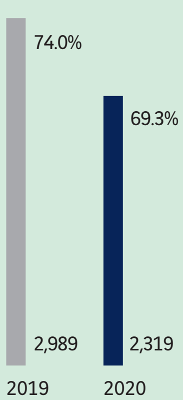
ASF GROUP (ASF AND ESCOTA)

(in €m and as a percentage of revenue (1))

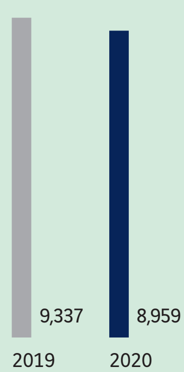
REVENUE (1)



EBITDA (2)



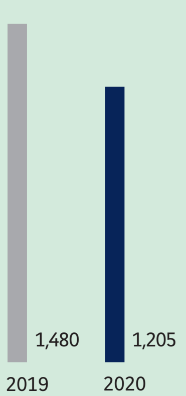
NET FINANCIAL DEBT (3)



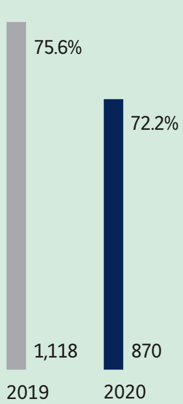
COFIROUTE

(in €m and as a percentage of revenue (1))

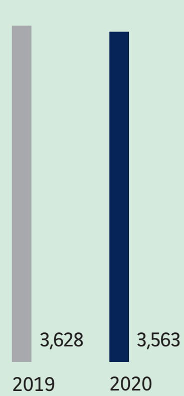
REVENUE (1)



EBITDA (2)



NET FINANCIAL DEBT (3)

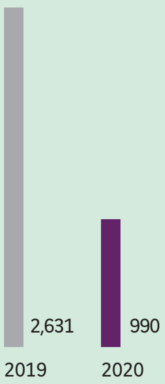


(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
See glossary (page 386).

(2) Cash flows from operations before tax and financing costs.
See glossary (page 386).
(3) At 31 December.

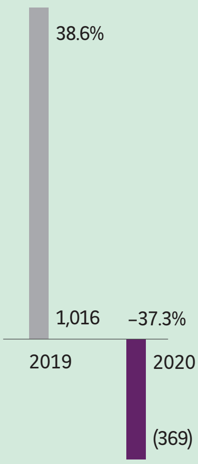
VINCI AIRPORTS

REVENUE [1]
(in € million)

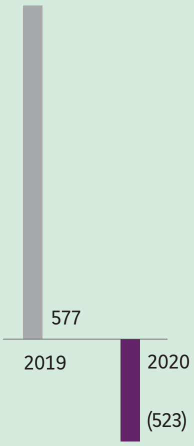


EBITDA [2]
(in €m and as a percentage of revenue [1])

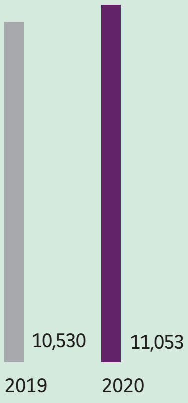
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue [1])



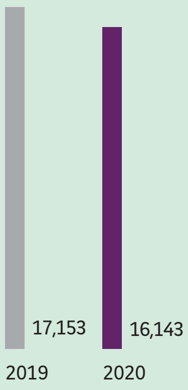
NET INCOME (LOSS) ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



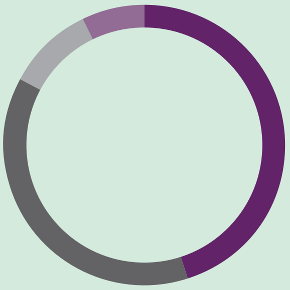
NET FINANCIAL DEBT [3]
(in € million)



CAPITAL EMPLOYED [3]
(in € million)

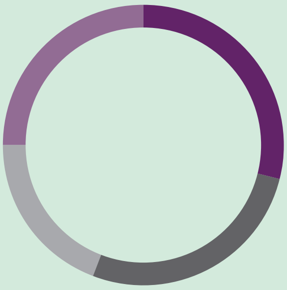


REVENUE [1] BY BUSINESS ACTIVITY
(as a percentage)



Aviation services	45%
Non-aviation services	38%
Security/assistance for PRM [4]	10%
Ground handling	7%

REVENUE [1] BY GEOGRAPHICAL AREA
(as a percentage)



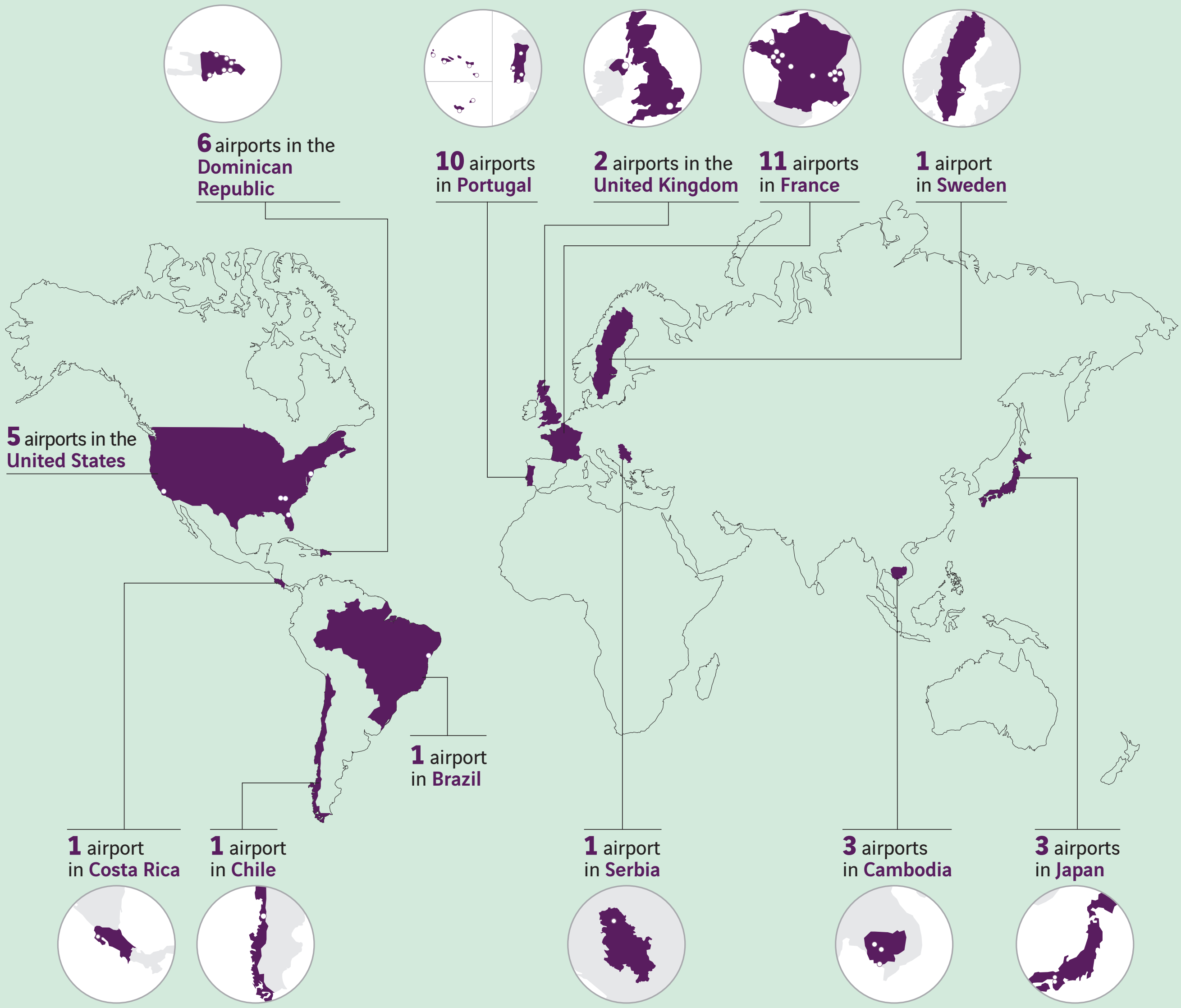
Portugal	29%
United Kingdom	27%
France	19%
Rest of the world	25%

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies. See glossary (page 386).
(2) Cash flows from operations before tax and financing costs. See glossary (page 386).
(3) At 31 December.
(4) Persons with reduced mobility.

VINCI AIRPORTS

AIRPORTS AND PASSENGER TRAFFIC MANAGED

45 AIRPORTS, 76.6 MILLION PASSENGERS MANAGED IN 2020



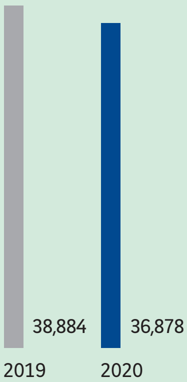
COMPETITIVE POSITION

VINCI Airports is the leading private operator and the most geographically diversified, with 45 airports operated worldwide.
The main listed airport operators in Europe are Aena, Groupe ADP and Fraport.
In Europe, VINCI Airports operates 10 airports in Portugal (18.0 million passengers) and 11 airports in France (6.8 million passengers), including Lyon-Saint Exupéry (3.6 million passengers). It also operates London Gatwick Airport (10.2 million passengers) and Belfast International Airport (1.7 million passengers) in the United Kingdom, Belgrade Airport in Serbia (1.9 million passengers) and Stockholm Skavsta Airport in Sweden (0.6 million passengers). In Asia, VINCI Airports operates the three airports in Cambodia (2.2 million passengers) and holds the concession, as part of a consortium with Japanese partners, for the three airports in the Kansai region of Japan (15.8 million passengers). In Latin America, VINCI Airports holds concessions for the Salvador airport in Brazil (3.9 million passengers), the Guanacaste airport in Costa Rica (0.5 million passengers) and six airports in the Dominican Republic (2.5 million passengers).
In Chile, as part of a consortium with Groupe ADP and Astaldi, VINCI Airports operates the international airport in Santiago (8.5 million passengers).
In the United States, VINCI Airports operates five airports under concession or management contracts (4.0 million passengers).

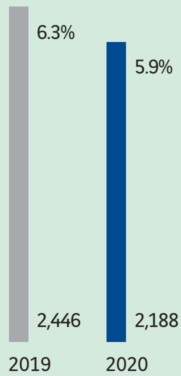
Source: internal studies, company literature.

CONTRACTING

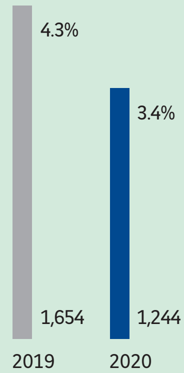
REVENUE
(in € million)



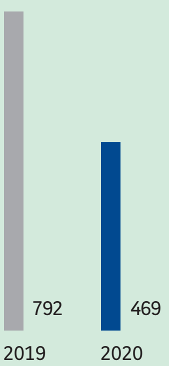
EBITDA[1]
(in €m and as a percentage of revenue)



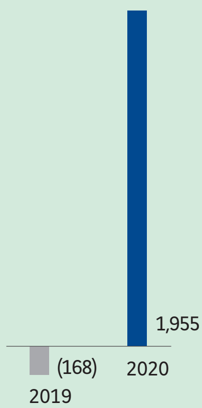
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue)



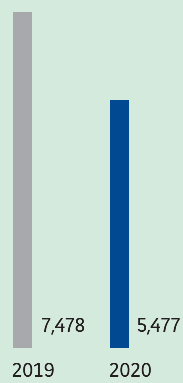
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



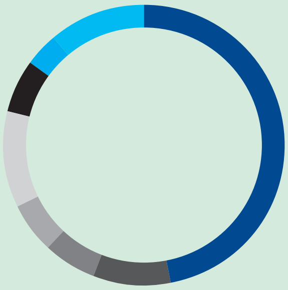
NET FINANCIAL SURPLUS[2]
(in € million)



CAPITAL EMPLOYED[2]
(in € million)



REVENUE BY GEOGRAPHICAL AREA
(as a percentage)



France	47%
Germany	9%
United Kingdom	6%
Central and Eastern Europe	6%
Rest of Europe	11%
United States	6%
Africa	4%
Rest of the world	11%

NB: data does not include VINCI Immobilier.
(1) Cash flows from operations before tax and financing costs. See glossary (page 386).
(2) At 31 December.

COMPETITIVE POSITIONS

VINCI ENERGIES

FRANCE
VINCI Energies is a major player in the French market, where it competes mainly with Spie, Engie Solutions, SNEF, Eiffage Énergie and Bouygues Energies & Services.

EUROPE
VINCI Energies is a top player in Germany, where it generated revenue of over €2 billion in 2020, as well as in Switzerland, Scandinavia (Sweden, Finland and Norway), Belgium, the Netherlands, Spain, Portugal, the United Kingdom and Romania. In the rest of Europe, for instance in Austria, Italy, the Czech Republic or Poland, VINCI Energies is a significant player in certain business activities.

OUTSIDE EUROPE
VINCI Energies is a long-time player in the African market, where it is a leader in Morocco and growing its operations in West Africa. VINCI Energies also operates in the Middle East and has a solid foothold in Oceania, through its presence in New Zealand and Australia, as well as in South East Asia, with operations in Indonesia and Singapore. With the acquisition of Transelec Common Inc. in Canada in 2020, following that of PrimeLine Utility Services in 2018, VINCI Energies is expanding its presence in energy infrastructure services in North America. In South America, VINCI Energies mainly operates in Brazil.

Source: company literature.

EUROVIA

FRANCE
Eurovia is one of the leaders in the road and rail works market with Colas and Eiffage Infrastructures. The market is otherwise shared by a large number of local and regional contractors. Eurovia is market leader in aggregates, where its competitors include roadworks companies and cement groups such as LafargeHolcim, GSM (HeidelbergCement Group) and Cemex, along with several hundred local producers.

GERMANY
Eurovia GmbH is one of the sector's main players with Strabag, in a market made up mainly of numerous regional players. In addition, Eurovia's rail works subsidiary ETF is expanding its business in Germany following the acquisition of THG Baugesellschaft GmbH.

UNITED KINGDOM
Eurovia UK, through its subsidiary Ringway, is a major player in long-term road maintenance contracts. Its main competitors are Amey (Ferrovial group), Kier and Balfour Beatty. Eurovia UK also operates in conventional roadworks in competition with Balfour Beatty and Tarmac (CRH Group), Aggregate Industries (LafargeHolcim), Hanson (Heidelberg) and Conway.

CZECH REPUBLIC
Eurovia CS is among the leaders in road and rail works. Its main competitors are Porr, Metrostav and Strabag.

NORTH AMERICA
In Canada, Eurovia is one of the major players in road infrastructure works in Quebec, Alberta and British Columbia through subsidiaries Eurovia Québec Construction, Carmacks and BA Blacktop. Its main competitors are subsidiaries of Colas, CRH and LafargeHolcim, as well as local companies. In the United States, Eurovia is a market leader in roadworks on the east coast, with operations in 12 states, and in Texas. For construction works, its main competitors are Archer Western Contractors (Walsh Group) and Lane Construction (Salini Impregilo); for the manufacture and application of asphalt concrete, it competes against Preferred Materials (CRH) and a large number of regional players.

Source: company literature.

VINCI CONSTRUCTION

FRANCE
VINCI Construction is the leader in a market estimated to be worth revenue of around €200 billion, ahead of Bouygues Construction, Eiffage Construction, Fayat, NGE and Spie batignolles. The remaining market is divided among several medium-sized regional companies (including Demathieu Bard and Léon Grosse) and a large number of small contractors.

UNITED KINGDOM
VINCI Construction UK is a company of significant size in the United Kingdom's building and civil engineering sectors. Its main competitors are Balfour Beatty, Kier, Laing O'Rourke, Interserve and Sir Robert McAlpine. The British market is estimated to be worth revenue of around £150 billion.

CENTRAL EUROPE
VINCI Construction operates in the region through its medium-sized local subsidiaries, notably in Poland, the Czech Republic and Slovakia. Its main competitors are Strabag, Skanska and Porr, as well as Budimex (Ferrovial group) in Poland and Metrostav in the Czech Republic.

AFRICA
Operating in 23 countries, Sogea-Satom is a major player in Central Africa, West Africa, Equatorial Africa and East Africa. Its main competitors are European, Asian (particularly Chinese) and African companies.

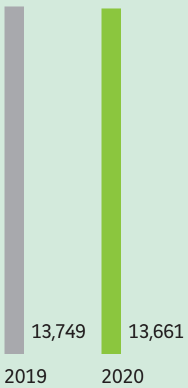
OCEANIA
VINCI Construction is a major player in New Zealand's infrastructure market through its subsidiary HEB Construction. Since the end of 2017, VINCI Construction has ramped up its presence in Australia with the acquisition of Seymour Whyte.

SPECIALIST MARKETS
Soletanche Freyssinet is world leader in specialist civil engineering, active on a very fragmented market. Its competitors include Trevi, Bauer and Keller in special foundations, and VSL (a Bouygues subsidiary) in prestressing and stay cable systems.

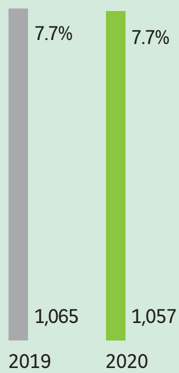
Source: Euroconstruct, November 2019 (market size); company literature.

VINCI ENERGIES

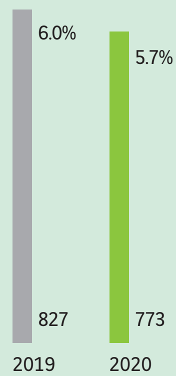
REVENUE
(in € million)



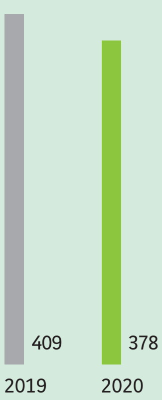
EBITDA[1]
(in €m and as a percentage of revenue)



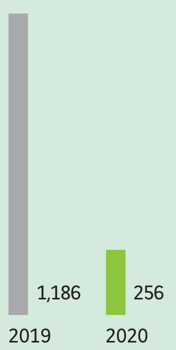
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue)



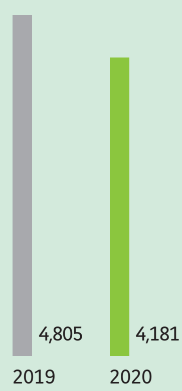
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



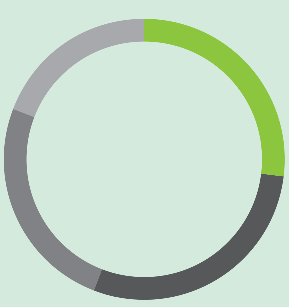
NET FINANCIAL DEBT[2]
(in € million)



CAPITAL EMPLOYED[2]
(in € million)

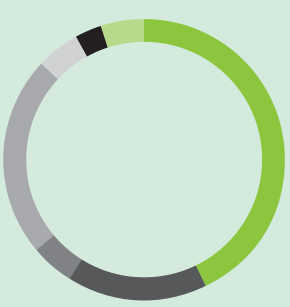


REVENUE BY BUSINESS ACTIVITY
(as a percentage)



Industry	27%
Infrastructure	29%
Building Solutions	25%
Information and communication technologies	19%

REVENUE BY GEOGRAPHICAL AREA
(as a percentage)

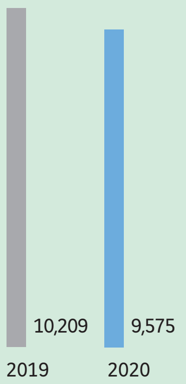


France	43%
Germany	16%
Scandinavia	5%
Rest of Europe	23%
Americas	5%
Africa	3%
Rest of the world	5%

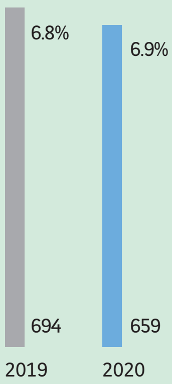
(1) Cash flows from operations before tax and financing costs. See glossary (page 386).
(2) At 31 December.

EUROVIA

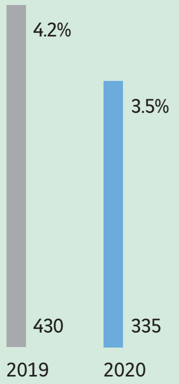
REVENUE
(in € million)



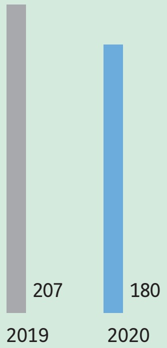
EBITDA [1]
(in €m and as a percentage of revenue)



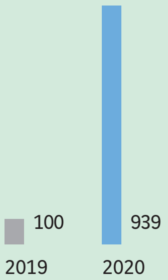
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue)



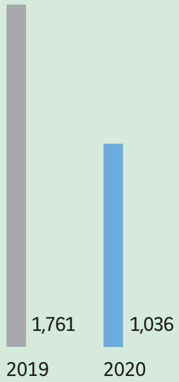
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



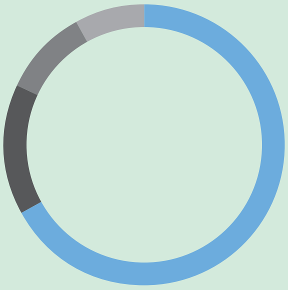
NET FINANCIAL SURPLUS [2]
(in € million)



CAPITAL EMPLOYED [2]
(in € million)

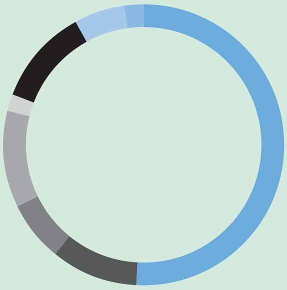


REVENUE BY BUSINESS ACTIVITY
(as a percentage)



Works	67%
Industry	15%
Quarries	10%
Services	8%

REVENUE BY GEOGRAPHICAL AREA
(as a percentage)

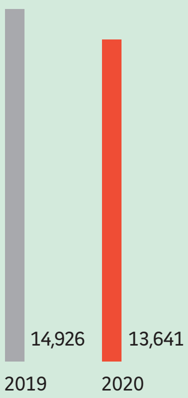


France	51%
Germany	10%
United Kingdom	7%
Central and Eastern Europe	11%
Rest of Europe	2%
United States	11%
Canada	6%
Central and South America	2%

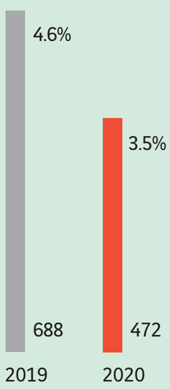
(1) Cash flows from operations before tax and financing costs. See glossary (page 386).
(2) At 31 December.

VINCI CONSTRUCTION

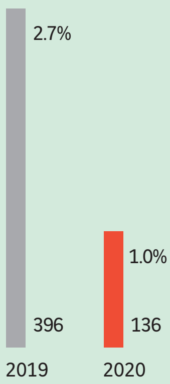
REVENUE
(in € million)



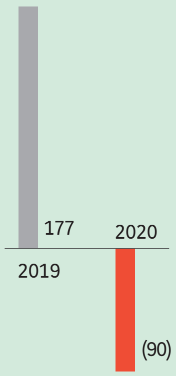
EBITDA[1]
(in €m and as a percentage of revenue)



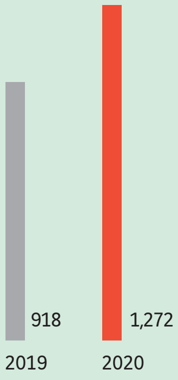
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €m and as a percentage of revenue)



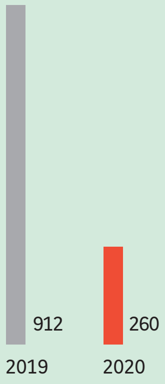
NET INCOME (LOSS) ATTRIBUTABLE TO OWNERS OF THE PARENT
(in € million)



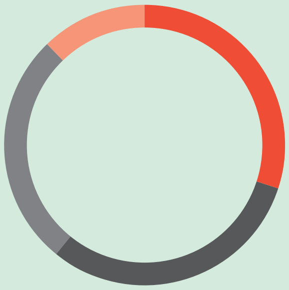
NET FINANCIAL SURPLUS[2]
(in € million)



CAPITAL EMPLOYED[2]
(in € million)

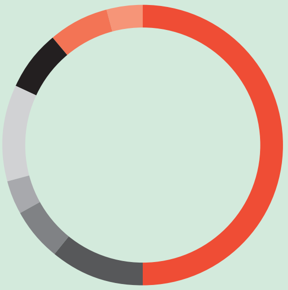


REVENUE BY BUSINESS ACTIVITY
(as a percentage)



Building	30%
Civil and hydraulic engineering	31%
Specialist activities	27%
Complex projects	12%

REVENUE BY GEOGRAPHICAL AREA
(as a percentage)



France	50%
United Kingdom	11%
Central and Eastern Europe	6%
Rest of Europe	4%
Americas	11%
Africa	7%
Oceania	7%
Rest of the world	4%

(1) Cash flows from operations before tax and financing costs. See glossary (page 386).
(2) At 31 December.

FORGING A SUSTAINABLE WORLD

VINCI is a world leader in concessions, construction and energy, active in nearly 120 countries. Our ambition, in response to the climate emergency, is to accelerate the transformation of living environments, infrastructure and mobility.
We also aim to foster social progress by being a humanist group that exemplifies inclusion and solidarity. Powered by our economic performance and the engagement of our 218,000 employees, we forge a more sustainable world and fully embrace our role as a private sector partner working in the public interest.

1

1 – TRANSPORT
On 8 May 2020, Lyon-Saint Exupéry Airport (VINCI Airports) participated in the first flight, bound for Africa, of the humanitarian air bridge coordinated together with the European Union and several NGOs.

2 – SUPPORT
VINCI Energies teams specialising in telecoms infrastructure, enterprise networks and facilities management devised solutions on site or remotely to help customers ensure their own business continuity.

2

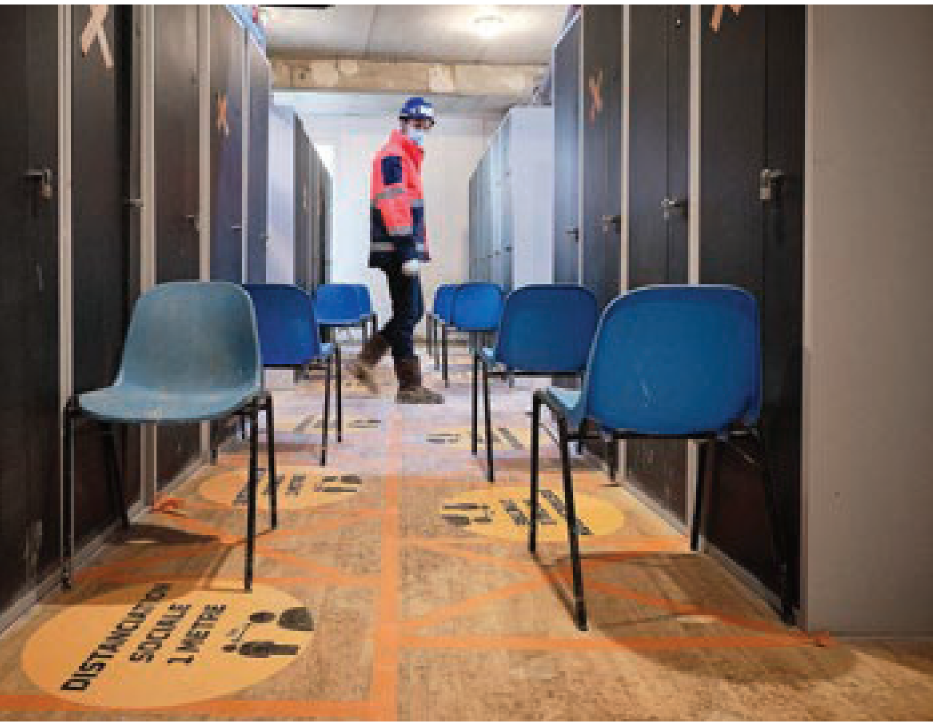
CONTINUITY

VINCI teams in all business lines mobilised during the health crisis

When business abruptly slowed in 2020 due to the restrictive measures taken to contain the Covid-19 pandemic, the Group's companies continued working to keep essential services running around the world. In Concessions, VINCI Autoroutes and VINCI Highways ensured the continuity of the public motorway service, a vital lifeline for the transport of goods all the way to local communities. VINCI Concessions mobilised its airport and rail infrastructure to transport patients and medical equipment. Contracting companies built emergency hospitals, repaired transport infrastructure, redesigned roads to create temporary cycling lanes and carried out maintenance work for water, energy and communication networks, among other contributions. VINCI teams quickly adapted to the new health imperatives; this and their strong engagement helped lessen the pandemic's impact on business activity.

3

4



5

4 – HOSPITAL UNITS
VINCI Construction UK teams operated in shifts round the clock to build three emergency hospital units in England and two in Wales.

6 – TEMPORARY AMENITIES
Many local authorities turned to Eurovia to create temporary cycling lanes or redesign pedestrian pathways.

6

3 – MAINTENANCE
During the first lockdown in Paris, reinforcement works were carried out on an underground tunnel to protect the supply of drinking water to the north of the city.

5 – HEALTH AND SAFETY
In tandem with programme managers, contractors and employee representatives, VINCI companies revisited all their worksite procedures so they could resume activity while ensuring their workers' safety.

SOLIDARITY

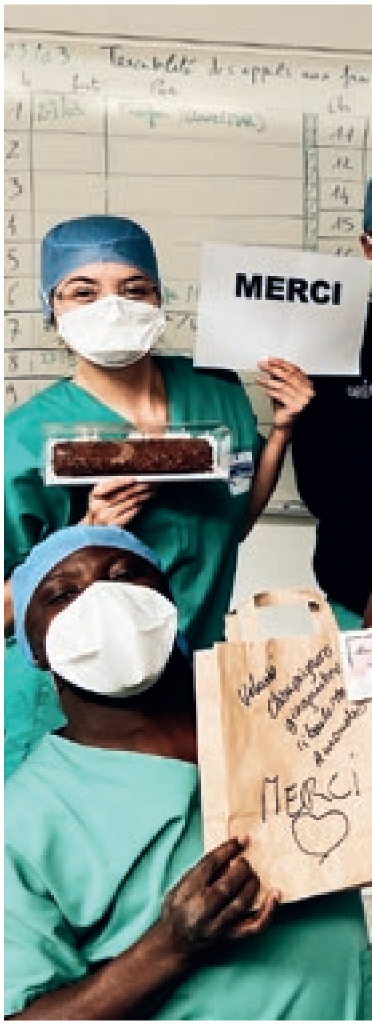
VINCI reaching out to healthcare workers and other vulnerable citizens

Everywhere the Group operates, VINCI companies and employees stepped beyond professional duty to support hospital workers, by sharing their own supplies of face covers or by making donations to ease the daily lives of healthcare workers. Right at the start of the health crisis in 2020, an exceptional €10 million budget was allocated to the Fondation VINCI pour la Cité in France and its network of foundations in other countries. Within a few weeks, they had supported more than 700 non-profit projects sponsored by employees. They brought vital assistance not just to hospitals but also to students and to vulnerable people further threatened by the crisis, for example by providing food and emergency shelter.

1

1 – KEEPING STUDENTS CONNECTED
During the first lockdown in France, 500 tablets, 300 computers and 300 4G dongles were donated to 800 middle school students in priority neighbourhoods, in close collaboration with the heads of the 31 participating schools, which were selected by three departments of education partnering with Give Me Five, an innovative integration programme initiated by VINCI.

2,3 – FREE MEALS
While restaurants were closed at service areas in its network, especially during the first lockdown, VINCI Autoroutes distributed 15,000 hot meals to lorry drivers, served by food trucks, as well as fresh food produce in partnership with FNSEA, France's leading agricultural union.



2

3

4,5,6 – SUPPORT
The Fondation VINCI pour la Cité helped out more than 400 charities supporting healthcare workers at the peak of the crisis, by delivering meals to hospital staff, as shown here, and vulnerable citizens, including meal packages for the homeless.

4

5

6

7 – DONATION DRIVES
In Colombia, packages filled with food staples and personal care products were offered to families in towns and cities along the Bogotá–Girardot motorway, thanks to donation drives run by employees of the concession holder Vía 40 Express (VINCI Highways/ VINCI Concessions).

7

DECARBONISED ROADS

New multimodal, shared and electric roads for sustainable mobility

In its various business lines involved in road transport infrastructure, VINCI develops new sustainable mobility solutions. VINCI Autoroutes is collaborating with regional partners on its low-carbon motorway project, which will accelerate the deployment of electric vehicle charging stations in its network, as well as multimodal, shared solutions such as public transport on motorways and car parks for carpooling. VINCI Highways (VINCI Concessions) is launching this initiative outside France. VINCI Autoroutes and VINCI Energies are developing AI-based traffic image analysis systems to help local authorities introduce carpool lanes into their road networks. In Germany, Eurovia, VINCI Highways and VINCI Energies are participating in a pilot project for an inductive charging road.

1

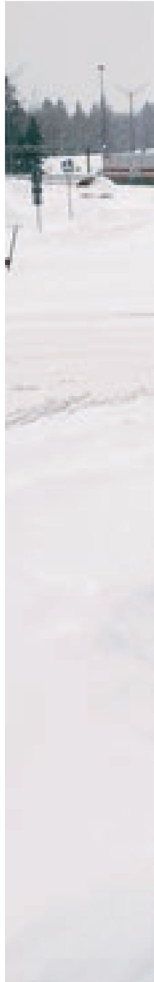
1 – ELECTRIC CHARGING STATIONS
Through their joint venture Easy Charge, VINCI Autoroutes and VINCI Energies have joined forces to address the fast-growing market for electric vehicle charging stations on French roads, offering their services in equipment design, construction, management and maintenance. VINCI Energies is also spearheading this market in Germany.

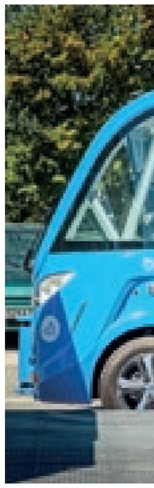
2

3

2 – INDUCTIVE ROAD
In partnership with electric mobility specialist ElectReon, Group companies are carrying out a pilot project for an inductive charging road in Karlsruhe, Germany, for the energy supplier EnBW. The in-road system will make it possible for vehicles to charge wirelessly while stationary or moving.

3 – ARTIFICIAL INTELLIGENCE
VINCI Energies and VINCI Autoroutes are building a test system to qualify vehicles for carpool lane use on the Paris ring road. The system uses image analysis incorporating the latest AI and machine-learning technology to count the number of vehicle occupants, read registration plates and check that a vehicle category is eligible for the reserved lane.





4


4 – FAST CHARGING
VINCI Highways has launched a programme to install self-service fast-charging stations on the Moscow–St Petersburg motorway, which will be the first in Russia to be equipped for electric vehicles.

6 – MULTIMODAL PARK
In Longvilliers south-west of Paris, VINCI Autoroutes began operating a multimodal car park connecting the motorway to the Greater Paris area's public transport networks. The next-generation hub offers free parking to local residents, who can ride an express bus on the motorway to Massy and then continue on the RER train network. The park also provides electric vehicle charging stations, covered bicycle parking facilities and several other amenities that make commuters' lives easier.


5

5 – AUTONOMOUS SHUTTLE
France's first autonomous electric shuttle in a rural area was tested in the Drôme region in south-east France. Eurovia was in charge of creating signalling and road markings to accurately guide the vehicle along the 5 km route.

6


1

2

ENVIRONMENT

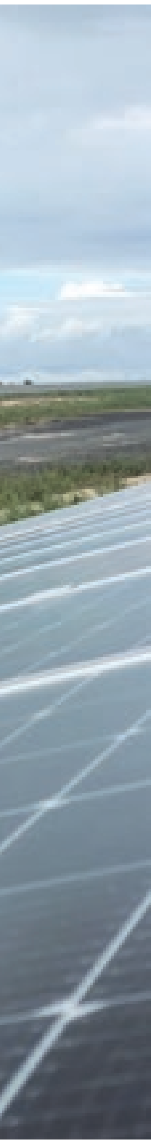
Reducing the footprint of the Group's activities

VINCI is accelerating the environmental transition of its business activities, following a trajectory to achieve carbon neutrality by 2050, in line with its commitments. Each business line has implemented an action plan with steps to meet this target. Eurovia is developing innovative recycling solutions for roadworks and upgrading its asphalt plants to significantly cut their energy consumption and emissions. VINCI Airports is integrating solar photovoltaic panels at the airports in its network, which had an installed capacity of more than 17 MWp at the end of 2020. In addition to shrinking its direct footprint, VINCI is taking action to reduce the impact of its businesses' entire value chains. In 2020, VINCI Construction launched its Exegy range of low-carbon concretes and pledged to gradually expand its use at its worksites. VINCI Energies guides its public- and private-sector customers in their own energy transition by assisting in the transformation of their infrastructure, industrial facilities, buildings and information systems.

3

1 – ROAD RECYCLING
On a 21 km section of the A89 motorway, between Tulle and Égletons in south-west France, the worn road surface layer was planed and the aggregates reused in the new asphalt cover.

2 – GRANULAT+
Eurovia is developing the production of recycled materials, especially from construction waste, and is rolling out its Granulat+ brand in an ever larger number of geographies to conserve natural resources, by increasing the proportion of recycled or recovered materials and fostering local production and transport loops.



3 – SOLAR POWER
To reduce its airports' environmental footprint, VINCI Airports is installing solar panels, replacing existing conventional light bulbs with LEDs, upgrading heating and air-conditioning systems, and changing to electric service vehicles and runway machinery.

4 – ELECTRIC MACHINERY
VINCI Construction is testing an electric drilling rig to build foundation piles for the École Supérieure de Physique et de Chimie Industrielles campus in Paris. It offers the same technical performance as a rig with a combustion engine, while reducing both greenhouse gas emissions and noise pollution.

4

5

6

5 – ENERGY DIAGNOSTICS
Quick Scan Energy, a tool developed by Actemium (VINCI Energies), is used to help customers in a wide range of sectors, including food processing, chemicals, steel and metal, automobile and cosmetics, to detect heat- and electricity-saving opportunities at their industrial sites.

6 – BIOGAS
As part of a programme to reduce its carbon footprint, VINCI Autoroutes plans to convert 40% of its fleet of vans – some 200 vehicles – to run on biogas.

7 – LOW CARBON
Available in three categories (low-carbon, very-low-carbon, ultra-low-carbon), the Exegy range of concretes certified by VINCI Construction reduces up to 70% of CO_2 emissions compared to conventional concrete and offers the same or superior degrees of strength and resistance.

7

"2020 SHOWED ONCE AGAIN THAT VINCI IS HIGHLY RESILIENT. WE HAVE SOLID FOUNDATIONS AND DEDICATED TEAMS. SO WE HAVE WHAT WE NEED TO FACE THIS NEW KIND OF CRISIS. THEN WE WILL HARNESS THIS SAME ENERGY TO STEER THE GROUP BACK ONTO THE ROAD TO GROWTH."

Xavier Huillard,
Chairman and CEO, VINCI

How did the Covid-19 pandemic impact VINCI's business activities in 2020?

This crisis hit VINCI hard, as it did most other companies. But it hit us to varying degrees depending on the business line and geography. Our Concessions activities were affected the most because they were directly impacted by the travel restrictions issued by authorities. Traffic plummeted at our airports and decreased to a lesser extent on our motorways. Heavy vehicle traffic on our motorways in France, however, remained fairly steady throughout the year. This confirms the essential role that road transport plays in enabling our economies to function properly.

The impact was much less pronounced in Contracting. It was more noticeable in France, where public decisions during the first lockdown brought practically all our worksites to a standstill for almost two months. But, as our Contracting activities are expanding internationally, they held up very well overall – and actually grew in some countries.

I must point out that our companies adjusted very efficiently to the crisis, in all our business lines. This was thanks to our very decentralised organisational structures. We often talk about commitment at our worksites. But this notion has taken on its full meaning during this episode. Our teams everywhere showed how responsive, resourceful and dedicated they are when they had to keep our people safe, overhaul our working methods to factor in the new health and safety rules, and keep public services up and running on our infrastructure under concession. They showed their commitment on the job, for example carrying out emergency works on hospitals, and off the job, through a variety of voluntary initiatives backed by our network of corporate foundations around the world.

How would you sum up 2020 from a business and financial standpoint?

First of all, 2020 showed once again that VINCI is highly resilient. And it showed it in extraordinary circumstances this time. Our model, which we have been deepening for years by broadening our areas of expertise and applying them in an increasing number of countries, is showing it is solid now that we are facing severe headwinds – as it has shown it can generate robust growth when the economy is buoyant.

Our management approach and our management fundamentals are equally important factors in our resilience. VINCI company executives do what they have to do when the situation starts changing – for instance swiftly cutting their operating expenses as soon as the first signs of a slowdown appear or reassessing their investment programmes when and as required. Similarly, our financial strategy, which has sometimes been criticised for being prudent, is showing why it makes sense now: notwithstanding the crisis, we have significantly improved our working capital requirement and cash position, and shrunk our net debt. The fact that Standard & Poor's and Moody's confirmed our long-term credit ratings, when the crisis was in full swing, is a clear sign that our solid business model and sensible financial management inspire trust.

Bottom line, amid a historic crisis, this Group-wide resilience enabled us to generate €1.2 billion in net income in 2020, which is of course significantly lower than the previous year, and to keep our free cash flow almost as high as it was in 2019.

Has the crisis altered the balance between Concessions and Contracting?

It has done the opposite: it has under–scored the logic in our development strategy, which has always been balanced across our two main businesses. If you look back over the past 15 years, you will see that we have been investing vigorously in our motorway and airport concessions on the one hand, and at the same time grown VINCI Energie's activity fourfold and solidified VINCI Construction's and Eurovia's international networks on the other. Our development strategy, like our business lines and our constructions, are entrenched in long-term trends. So we are going to continue to roll out this strategy, keeping our eyes on the value we can create over the long run, while seizing opportunities that fit our objectives whenever they surface. We are agile when we conduct our business day after day, but unwavering when it comes to staying our strategic course!

Speaking about the long term, how are you embarking on the ecological transition, which is a prime concern in VINCI's business lines and activities?

Here again, we are intertwining our long-term vision with our commitment to act today. 2020 was also the year we started rolling out our new environmental ambition looking at 2030. We published bold commitments, covering action for the climate, the circular economy and natural environments, at the beginning of the year. These commitments include our pledge to reduce the direct emissions from our business activities by 40%. Then the pandemic struck, and awareness of the risks jeopardising the planet and human health became keener than ever. This made us even more determined to accelerate our environmental transformation.

We know that our business lines have a major responsibility. But, most importantly, we know that they have a role to play as a driving force in the ecological transition of buildings, infrastructure and mobility. This is why the dynamic we have set in motion is two-pronged: we are reducing our direct impacts, and at the same time creating environmental value in the projects we deliver to our customers and the services we provide to the people using our infrastructure and our partners in those assets.

Many of the initiatives we are taking mirror this approach: the environmental upgrades at our asphalt plants, the photovoltaic power plants we are setting up at our airports, the programme to promote low-carbon motorways with our partners in French regions and the Exegy range of low-carbon concretes from our construction specialists are a few examples. We organised our first Environment Day and Environment Awards in 2020 to encourage our teams to come on board and enrich this dynamic with their own initiatives. The goal is to share our Group's environmental ambition with all our employees worldwide. We are also certain that the ecological transition will only move forwards if we pay more attention to social concerns, especially now that the forces holding society together are being severely strained. That is why we need to engage more than ever with the grassroots, as the humanist, inclusive company that we are. The solidarity drive we have seen these past months is pointing us in the direction we need to follow to push ahead and step up our initiatives.

In conclusion, how are you feeling about this year?

There is still a lot of uncertainty surrounding the health situation and in our economic environment, but the vaccination campaigns that are getting under way at the beginning of 2021 are a positive sign. In any event, we are confident and, most importantly, determined. We have solid foundations and engaged teams. So we have what we need to face this new kind of crisis. Then we will harness this same energy to steer the Group back onto the road to growth when we reach the other side. Again, at VINCI we focus on the long term. We have always said that our companies' performance will be all the more enduring as we rally together to forge a more sustainable world, and that is exactly what we are doing. We don't let storms throw us off course. Not even the exceptionally fierce one this pandemic has unleashed. We are keeping our eyes on the opportunities that lie ahead – and those opportunities have never been so big, and so fascinating, for a group such as VINCI!

2021 Executive Committee(*)

The Executive Committee is responsible for managing VINCI. It met 22 times in 2020.

Xavier Huillard
Chairman and Chief Executive Officer, VINCI

Pierre Coppey
Executive Vice-President, VINCI, and Chairman, VINCI Autoroutes

Richard Francioli
Executive Vice-President, VINCI

Christian Labeyrie
Executive Vice-President and Chief Financial Officer, VINCI

Pierre Anjolras
Chairman, VINCI Construction and Eurovia

Arnaud Grison
Chairman and Chief Executive Officer, VINCI Energies

Nicolas Notebaert
Chief Executive Officer, VINCI Concessions

Pierre Duprat
Vice-President, Corporate Communications, VINCI

Christophe Pélissié du Rausas
Vice-President, Business Development, VINCI

Patrick Richard
General Counsel, VINCI, Secretary to the Board of Directors

Jocelyne Vassoille
Vice-President, Human Resources, VINCI

2021 Management and Coordination Committee(*)

The Management and Coordination Committee brings together the members of the Executive Committee and senior VINCI executives. Its remit is to ensure broad discussion of VINCI's strategy and development. It met four times in 2020.

Hervé Adam
Executive Vice-President VINCI Energies, VINCI Energies France

Robert Bello
Managing Director, VINCI Construction, in charge of Eurovia France Division

Jos Boers
Managing Director Europe West, VINCI Energies

Alexandra Boutelier
Chief Executive Officer Consortium Stade de France, VINCI Stadium

Philippe Chavent
Managing Director Rail and Specialities, Eurovia France Division

Julio De Almeida
Managing Director International & Systems, VINCI Energies

Hugues Fourmentraux
Managing Director, VINCI Construction, in charge of VINCI Construction France Division

Gilles Godard
Managing Director, VINCI Construction, in charge of United Kingdom Division

Patrick Kadri
Managing Director, VINCI Construction, in charge of Major Projects Division

Olivier de la Roussière
Chairman VINCI Immobilier

Belen Marcos
President VINCI Highways, and Executive Vice-President, VINCI Concessions

Sébastien Morant
Managing Director, VINCI Construction, in charge of Europe and Africa Division

Jean-Pierre Paseri
Managing Director European Subsidiaries, Eurovia

Manuel Peltier
Managing Director, VINCI Construction, in charge of Specialty Networks Division

Reinhard Schlemmer
Managing Director Europe East, VINCI Energies

Isabelle Spiegel
Environment Director, VINCI

Patrick Sulliot
Managing Director, VINCI Construction, in charge of Americas and Oceania Division

(*) At 26 February 2021.

Board of Directors

Xavier Huillard
Chairman and Chief Executive Officer, VINCI

Yves-Thibault de Silguy
Vice-Chairman of the Board, VINCI

Yannick Assouad [1]
Lead Director of the Board, VINCI; Executive Vice-President, Thales in charge of avionics

Benoit Bazin
Chief Operating Officer, Saint-Gobain

Robert Castaigne
Former Chief Financial Officer and former member of the Executive Committee, Total

Uwe Chlebos
Director representing employees; insulation installer, G+H Isolierung GmbH

Graziella Gavezotti [1]
Director, Edenred

Caroline Grégoire Sainte Marie
Company director

Miloud Hakimi
Director representing employees; project manager, ViE

Marie-Christine Lombard
Chairman of the Executive Board, Geodis SA

René Medori
Non-executive Chairman, Petrofac Ltd

Dominique Muller Joly-Pottuz
Director representing employee shareholders; head of insurance, VINCI Construction France

Ana Paula Pessoa
Chairman and Chief Strategy Officer, Kunumi AI

Michael Pragnell [2][3]
Former founding Chief Executive Officer, Chairman of the Executive Committee and Director of the Board, Syngenta AG

Pascale Sourisse
Senior Executive Vice-President, International Development, Thales

Qatar Holding LLC
Company registered under Qatari law, represented by Abdullah Hamad Al Attiyah

INDEPENDENCE

69%
independent directors

GENDER PARITY

50%
women directors

INTERNATIONALISATION

44%
foreign nationals

For further information, see paragraph 3.1, "Composition of the Board of Directors", pages 135 to 139.

Audit Committee

This committee helps the Board monitor the accuracy and fair presentation of VINCI's consolidated and parent company financial statements, the quality of financial information and the effectiveness of risk management and internal control systems.

Composition
- René Medori (Chairman)
- Yannick Assouad
- Robert Castaigne
- Graziella Gavezotti

Appointments and Corporate Governance Committee

This committee examines all candidacies for appointments to the Board, prepares recommendations on the appointment of executive company officers and succession planning, and ensures the rules of corporate governance are applied.

Composition
- Yannick Assouad (Chairman)
- Benoit Bazin
- Robert Castaigne
- Marie-Christine Lombard
- Yves-Thibault de Silguy

Strategy and CSR Committee

This committee helps the Board develop the Group's strategy. It examines proposed multi-year contracts involving an investment by the Group, strategic investments and all acquisitions and disposals that could have a material impact on VINCI's consolidation scope, business activity, risk profile, results, balance sheet or share value. It also monitors all CSR issues.

Composition [4]
- Yves-Thibault de Silguy (Chairman)
- Uwe Chlebos
- Caroline Grégoire Sainte Marie
- Dominique Muller Joly-Pottuz
- Ana Paula Pessoa
- Pascale Sourisse
- The permanent representative of Qatar Holding LLC

Remuneration Committee

This committee proposes to the Board the terms and conditions of remuneration of company officers, and employee share ownership schemes such as long-term incentive plans for executives and employees.

Composition
- Marie-Christine Lombard (Chairman)
- Benoit Bazin
- Miloud Hakimi
- Michael Pragnell
- Pascale Sourisse

(1) Renewal of the term of office as Director for a period of four years proposed at the Shareholders' General Meeting of 8 April 2021.
(2) Michael Pragnell's term of office will expire at the close of the Shareholders' General Meeting of 8 April 2021.
(3) Commander of the Order of the British Empire.
(4) Permanent members. The Strategy and CSR Committee is open to any member of the Board who wishes to participate.

THE GROUP'S BUSINESS MODEL

Our challenges and opportunities

- Climate emergency
- Workplace and social expectations
- Urbanisation
- Mobility
- Digitalisation

Our strengths

- World leader in concessions and construction
- Partner for the long term working in the public interest
- Local presence with global expertise
- Diversity of skills and areas of expertise
- Decentralised management and entrepreneurial culture
- 130-year history

Our strategy

CONCESSIONS

Long cycles, high amounts of invested capital

- Renew and internationalise the concession portfolio, and extend its average maturity
- Focus growth primarily on transport infrastructure
- Consider opportunities in renewable energies

ENERGY AND CONSTRUCTION

Short cycles, low amounts of invested capital

- Put priority on margins over business volume
- Practise disciplined risk management
- Strengthen the Group's presence in high value-added segments, such as energy
- Diversify our geographical spread of expertise

CROSS-BUSINESS

- Bolster synergy in operations to win new projects
- Accelerate international growth
- Reduce CO_2 emissions by 40% by 2030 (Scopes 1 and 2)
- Optimise resources through the circular economy
- Protect natural environments
- Promote inclusive growth and increase the number of women executives

OUR RESOURCES

Human capital

217,731 employees worldwide
20% of employees in management positions
16 hours of training each year per employee
2,500 health & safety specialists
38% of training on health & safety

Technical expertise

55 R&D programmes
€50 million budget for R&D
lab recherche environnement: partnership with VINCI-ParisTech established in 2008

Strong local roots

> 270,000 worksites
3,200 business units
45 airports
350 quarries in operation
> 8,000 km of motorways
Operations in some **120 countries**

Environmental ambition

17% of electricity consumption from renewable sources
750 environmental experts
26% more hours of training devoted to the environment

Financial position

Standard & Poor's: A-/A2 stable outlook
Moody's: A3/P1 stable outlook
Over €19 billion in liquidity

OUR INTEGRATED BUSINESS MODEL FOR VALUE CREATION

CONCESSIONS	ENERGY	CONSTRUCTION	PROPERTY
Revenue: €5.8 billion	Revenue: €13.7 billion	Revenue: €23.2 billion	Revenue: €1.2 billion
17,556 employees	83,730 employees	115,074 employees	985 employees
VINCI AUTOROUTES / VINCI AIRPORTS / OTHER CONCESSIONS	VINCI ENERGIES	EUROVIA / VINCI CONSTRUCTION	VINCI IMMOBILIER
Design, financing, programme management and infrastructure operation	Digital transformation and energy transition	Sustainable mobility solutions (Eurovia) / Design and construction of buildings and infrastructure (VINCI Construction)	Property development

Project investor & developer → Designer-builder → Operator-maintenance provider → Transformer of cities and regions

The Covid-19 health crisis impacted the Group's activities and performance (traffic at its concessions declined, as did its energy and construction businesses). However, the Group's business model proved its resilience in 2020.
Data at 31 December 2020.

OUR ADDED VALUE

Human capital

2 million integration hours managed
TOP employer (2020 Universum ranking for France)
€448 million in incentive and retirement savings plans, employer contributions and profit-sharing
€10.6 billion in employee remuneration
8.9% of share capital owned by employees
30,000 new hires in permanent jobs each year
75% of Group companies with no lost-time workplace accidents
> 3,000 middle school students in the Give Me Five integration programme
992 employees involved worldwide
> 4,000 people supported each year through integration programmes to bridge the employability gap

Technical expertise

2,500 patents in effect around the world
Leonard: 35 intrapreneurship projects supported via four programmes, of which 12 have evolved into new VINCI companies or businesses
lab recherche environnement: 40 research projects related to energy, biodiversity or mobility since its inception

Strong local roots

€24.2 billion in purchases
€2.1 billion in investments
65% of the Group's approved suppliers are SMEs
15 foundations and sponsorship organisations worldwide
€1.9 billion in total taxes paid in 2020
83% of contracts applying responsible purchasing criteria during the tender process

Environmental ambition

10% reduction in CO_2 emissions from 2018, excluding acquisitions
€3.5 billion of revenue generated covered by an environmental label
14% of recycled aggregate mix in Eurovia's total production
32 airports using no phytosanitary products

Financial position

Market capitalisation: **€50 billion**
€4 billion in free cash flow

BENEFICIARIES

Employees
The Group's most valuable asset

Communities
A partner working in the public interest with a positive social and employment impact

Customers
Customer satisfaction and innovation

Suppliers and subcontractors
Local market players

Governments
VINCI pays taxes in more than 100 countries. In France, VINCI ranks among the five biggest taxpayers

Society
Contributor to the energy transition

Investors
Robust performance over the long term

BUSINESS MODEL

VALUE CREATION AND RESILIENCE

VINCI has grown historically by building on the synergy of its two core businesses, infrastructure Concessions and Contracting, which are complementary in terms of operation cycles, capital intensity and expertise. Over the years, VINCI has applied its value-creating business model to broader geographies and ever-expanding areas of expertise, making the Group a world leader in its sector. In buoyant markets, VINCI's business model delivers robust growth; in times of economic turbulence, it is a source of resilience, as shown by the Group's ability to hold strong in 2020 through the health crisis.

VINCI's resilience is bolstered by its highly decentralised organisation and its management approach, which enable the Group's companies and people to be especially agile when their environments and markets are disrupted. Their level of engagement and responsiveness during the unprecedented Covid-19 pandemic aptly illustrate this.

Drawing on these solid fundamentals, VINCI will continue to implement its long-term strategy and to develop its two core businesses evenly.

CONCESSIONS

The main focus of VINCI's strategy for its Concessions business is transport infrastructure. Like the Group's concessions contracts, this strategy is long-term. It aims to diversify, renew and internationalise the Group's mix of concessions, and extend the average maturity of its portfolio. VINCI's fast growth in motorway and airport concessions since the 2000s, both in France and internationally, results from the steady execution of this strategy. To achieve its aims, the Group harnesses its integrated expertise – as an investor and developer of projects, a designer and builder of infrastructure, and an infrastructure operator and maintenance provider – and combines this know-how with its partnership culture and experience working closely with local authorities and their stakeholders.

VINCI will maintain this strategy and take a similar approach, as appropriate, to new markets such as renewable energy infrastructure. The Group will mainly seize greenfield opportunities for the development of brand-new projects. Synergy with Contracting businesses, derived from shared areas of expertise or shared host geographies will be a significant asset, especially outside France, as demonstrated by the majority of the projects developed by VINCI Concessions in recent years.

CONTRACTING

VINCI's networks of companies in the Contracting business span about 100 countries and now generate the majority of their revenue outside France. Each business line grows its own activities, while participating in the Group's multi-business projects. Since the 2000s, VINCI's strategy has focused on expanding VINCI Energies. The business line's expertise in energy and information technologies has proven to be ideally aligned with the current ecological transition and digital transformation – two long-term trends that are shaping its products and services, and fuelling its future growth. Its solid performance in 2020, despite the health crisis, is a testament to the effectiveness of its strategy. In this environment of positive long-term trends, VINCI will continue to develop VINCI Energies and all its business activities relating to energy infrastructure.

The other Contracting business lines, VINCI Construction and Eurovia, will carry on building their networks, by both contributing to the Group's international expansion and thereby enlarging their geographical scope and by acquiring new, high value-added expertise to broaden their technical know-how. A redesigned organisation, announced in January 2021, will optimise how these business lines operate and generate synergy by incorporating them into a single management unit.

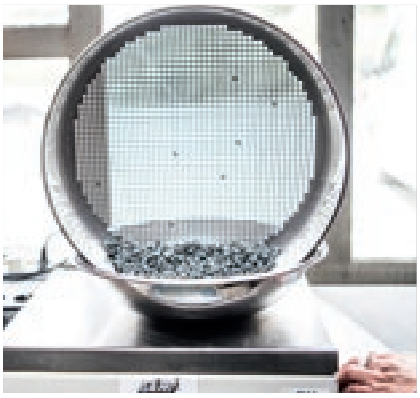
IN GERMANY, *VINCI Energies acquired EWE OSS, a specialist in the development, operation and maintenance of offshore facilities and the North Sea market leader.*

ECOLOGICAL TRANSITION

TRANSFORMING BUSINESSES TO ENSURE LONG-TERM GROWTH

The world is in a climate emergency, making environmental protection a pivotal issue for VINCI. The Group plans to respond by fully embracing its role in facilitating the ecological transition of buildings, infrastructure and mobility. VINCI is aware of the responsibility it bears, due to the nature of its business activities, but also recognises its ability to contribute positively to the energy transition. In 2019, the Group recast its environmental policy, charting a new roadmap for the decade beginning in 2020. VINCI has embarked on an emissions trajectory leading to carbon neutrality in 2050, in line with the goals set by the Paris Climate Agreement in 2015. The Group has also made deep commitments to support a circular economy and protect natural environments.

The new roadmap, which each business line has translated into action plans, is accelerating the environmental transformation of VINCI's business activities. It aims to significantly reduce their direct impact, while enabling customers, partners and infrastructure users to diminish their own footprints. To achieve this dual goal, VINCI fosters the engagement of its employees and incites them to take the necessary action in their day-to-day activities to collectively achieve the Group's ambition. Programmes developed through the Leonard platform and other components in VINCI's innovation ecosystem *(see pages 24 to 33)* spur the development of products and services that create environmental value, in particular by harnessing the power of digital technologies and advances in artificial intelligence. The business lines' own innovation policies complete this set of initiatives.



THE LEONARD PLATFORM *is driving the development of new products and services that create environmental value.*

EUROVIA IS EXPANDING *its production of recycled materials to reduce the use of natural resources.*

INNOVATION & FORESIGHT

Creating new opportunities for Group companies

Stimulating innovation is an integral part of VINCI's strategy and accelerates the transformation of its business activities, products and services. In addition to the multi-business initiatives driving innovation at Group level, which include Leonard, lab recherche environnement and La Fabrique de la Cité, each business line houses a platform to infuse innovation in its sphere of activity, such as La Factory (Paris) at VINCI Energies, the tech startup Cyclope.ai at VINCI Autoroutes, the network of innovation centres of excellence at VINCI Concessions, and Eurovia's international research centre in Bordeaux.

Leonard, the Group's innovation and foresight platform, has continued to support entrepreneurial innovation. The Intrapreneurs track welcomed nine new projects imagined by VINCI employees, while incubated projects from previous cohorts continued their development in the Group. Twelve of these have already evolved into new business activities or operating entities, such as Waste Marketplace, a digital solution for worksite waste management, and e>béton, a platform for the distribution of low-carbon concrete in the Exegy range. An artificial intelligence track was inaugurated in 2020, generating six AI applications for the Group's businesses, in addition to AI training courses for employees. Leonard also supported five early stage startups in the Seed track, helping them to adjust their business plans to market realities. The 11 growth-stage ventures in the Catalyst track partnered with Group companies to expand their products and services. These programmes are turning Leonard into the foremost incubator, for both startups and investors, in VINCI's sphere of businesses. Leonard also produces foresight studies, integrating the input of Group companies to help build projects with real-world applications. For example, Leonard's work on autonomous, connected electric vehicles led to Eurovia's participation in the testing of a self-driving shuttle in rural areas *(see page 7)*. This coordinated approach has been validated by France's national strategy for autonomous mobility, which recognises the need for cooperation between autonomous vehicles and road infrastructure. Leonard also joined forces with Shell and the OECD to develop three scenarios, to which about 30 experts have contributed, for achieving carbon neutrality for the city of Paris by 2050.

Leonard's teams organised a number of events during France's first lockdown due to the health crisis, including a series of daily virtual conferences. In September, the Building Beyond festival assembled some 100 speakers and more than 2,500 participants online and at Leonard:Paris. Internationally, Leonard expanded its activities in the DACH region (Germany, Austria and Switzerland), assisted by the German subsidiaries of Eurovia and VINCI Energies.

lab recherche environnement, which emerged in 2008 from a partnership between VINCI and three ParisTech schools (Mines, École des Ponts and Agro), supported 10 doctoral and post-doctoral research projects in its four areas of expertise: nature in urban environments, neighbourhood life-cycle analysis, the energy performance of buildings and urban mobility. Along with these science sponsorship initiatives, lab recherche environnement creates gateways between research and industry. One way this is accomplished is by undertaking in-depth work to further develop the Group's in-house innovations, such as that contributing to Power Road®, Eurovia's thermal energy-generating road technology. Another way it connects research and industry is by forming "mirror groups" of VINCI employees, who work alongside researchers to identify demonstrators and implement them in the Group's projects. Lab-to-market workshops, like the one on urban agriculture, help detect new business opportunities arising from the research carried out in the various industries. Additionally, lab recherche environnement conducted two new studies on the environmental impact of transport infrastructure and services in Les Lumières Pleyel, a testing ground for the three ParisTech schools. The neighbourhood is located in Saint-Denis in the Greater Paris area, where the Group's companies have a strong presence. To disseminate its research findings, it ran a cycle of conferences reaching a total of 1,600 participants over the year and released its first publication, a guide to planting city roof gardens *(Agriculture urbaine – comment aménager une toiture-terrasse)*, in tandem with the publishing house Éditions Eyrolles.

La Fabrique de la Cité, a think tank created by VINCI, continued to monitor, explore and research various urban foresight issues. In 2020, it published three reports – on the democratic challenges faced by large projects, on funding mobility in a post-carbon world and on health issues specific to urban spaces. For its Across Cities in Crisis series, La Fabrique has produced a stream of original content analysing the many repercussions of the Covid-19 pandemic on urban spaces. The think tank also hosted its first event exploring medium-sized cities and partnered with the literary journal *Lire Magazine* to launch a short story competition with the same theme, which attracted 750 submissions. All these initiatives were widely echoed in the media and have helped to inform current debate on urban issues.

DIVIDEND STABILITY DESPITE A HISTORIC CRISIS

THE COMBINED SHAREHOLDERS' GENERAL MEETING
was held on 18 June 2020 without shareholders being present, and webcast live.

MIXED STOCK MARKET PERFORMANCE IN AN UNPRECEDENTED CRISIS

At the start of 2020, the VINCI share price continued its climb from the previous year (a 37% increase in 2019 to €99), reaching an all-time high of €106.75 at closing (and €107.35 during trading) on 19 February 2020. The spread of Covid-19 and its economic repercussions, due to the restrictive measures put in place in most countries, brought the upward trend to a sudden halt that same month. Stock market indices tumbled in just a few weeks, but by mid-March they had made a strong recovery, mainly driven by the extraordinary budgetary and monetary measures taken in Europe and around the world. As the pandemic unfolded, financial markets swung between optimism and anxiety, remaining volatile throughout the year. Over 2020, which was an extraordinary year in many ways, the VINCI share price retreated 18%, standing at €81.36 on 31 December.

The VINCI share turned out the 28th best performance in the CAC 40, which averaged a 7% decline over the year. At 31 December 2020, VINCI ranked 12th in the CAC 40 with a market capitalisation of €50 billion.

POSITIVE LONG-TERM PERFORMANCE FOR SHAREHOLDERS

Over the past 10 years, VINCI's share price increased 100%, while the CAC 40 recorded 46% growth over the same period. A VINCI shareholder who invested €1,000 on 31 December 2010 and reinvested all dividends received would have had an investment of €2,836 on 31 December 2020, representing an average annual return of nearly 11%. That is the 15th best performance in the CAC 40 for the period.

DIVIDEND STABILITY: €2.04 PER SHARE FOR A 2.5% YIELD

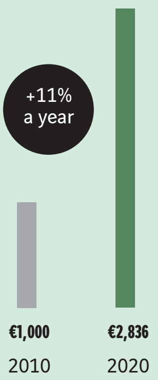
At its meeting on 4 February 2021, showing confidence in VINCI's ability to bounce back and taking into consideration the Group's excellent financial strength, the Board of Directors decided to propose a total dividend of €2.04 per share in respect of 2020 at the Shareholders' General Meeting of 8 April 2021.

This dividend is stable compared to the previous year and amounts to a yield of 2.5% on the share price at 31 December 2020. If approved at the Shareholders' General Meeting, it will be paid in total in cash on 22 April 2021.

VINCI's Board of Directors determines dividend policy based on the Group's performance, financial position and any other factor deemed relevant. The dividend payout ratio has averaged 50% of the Group's consolidated net income for the past 10 years. Given the current health crisis and inherent lack of visibility, no dividend policy in respect of 2021 can be articulated at this point.

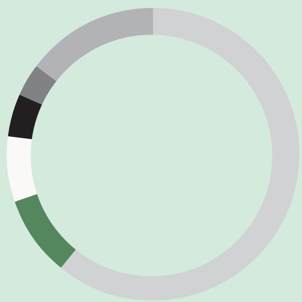
RETURN ON INVESTMENT IN VINCI SHARES OVER 10 YEARS

A VINCI shareholder who invested €1,000 on 31 December 2010 and reinvested all dividends received would have had an investment of €2,836 on 31 December 2020. This represents an annual return of 11%.



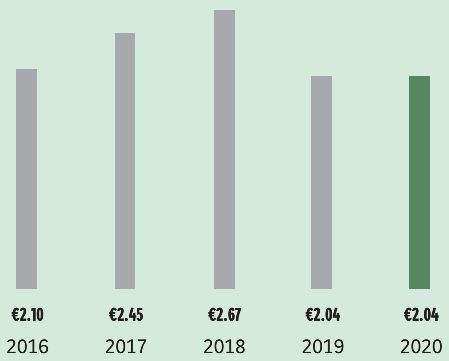
SHAREHOLDER BASE

Institutional investors – outside France	60.9%
Employees (savings plans)	8.9%
Individual shareholders	7.4%
Treasury shares	4.5%
Qatar Holding LLC	3.8%
Institutional investors – France	14.5%



STABLE DIVIDEND PER SHARE

The dividend proposed at the Shareholders' General Meeting of 8 April 2021 in respect of 2020 is €2.04 per share, stable compared to 2019.

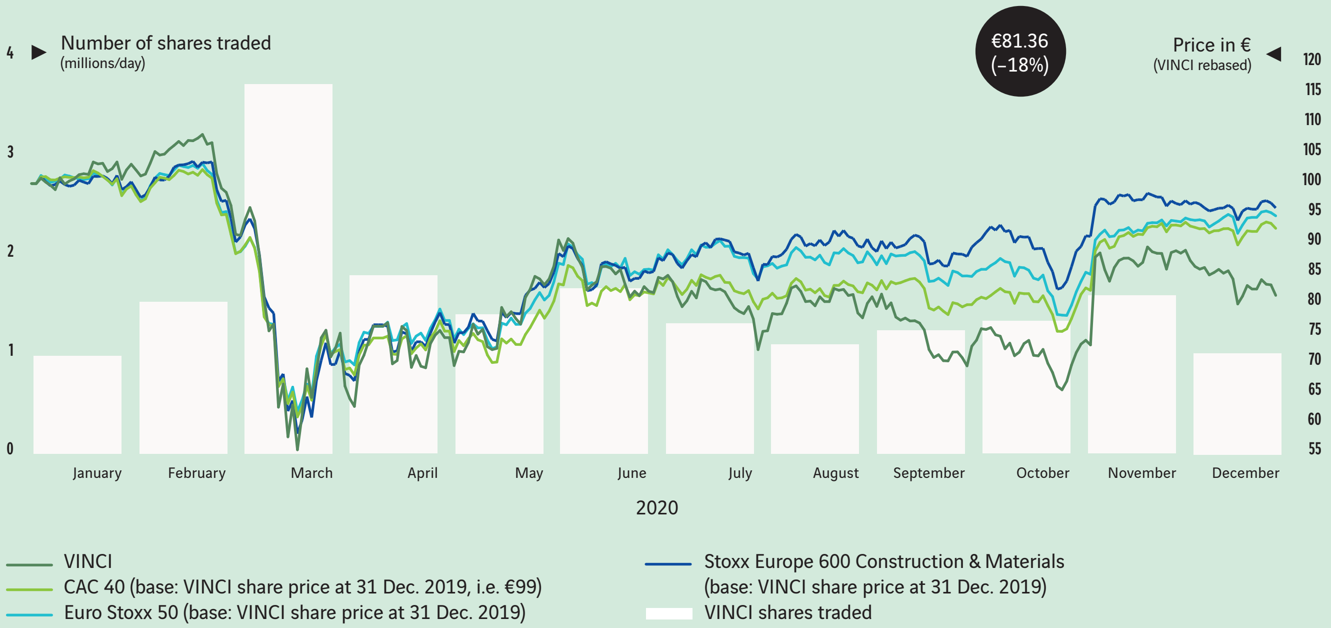


VINCI SHARE PERFORMANCE AND AVERAGE DAILY TRADING VOLUME

Market capitalisation at 31 December 2020: €50 billion based on a price of €81.36 per share, ranking VINCI 12th in the CAC 40.

Between 31 December 2019 and 31 December 2020, the VINCI share fell 18%. The Stoxx Europe 600 Construction & Materials index fell 4%; the CAC 40 index fell 7%, and the Euro Stoxx 50 index fell 5%.

In 2020, a daily average of 1.5 million shares was traded on the Euronext market.



WEBSITE AND SHAREHOLDER PUBLICATIONS

Our website features special pages for individual and institutional investors under the "Shareholders" and "Investors" tabs. Real-time share price, results, financial calendar, press releases, shareholder publications (in French only), videos and more: our www.vinci.com website keeps you connected to the Group's news.

SHAREHOLDER RELATIONS DEPARTMENT

1 cours Ferdinand de Lesseps
92851 Rueil Malmaison Cedex
Individual shareholders – Tel: 0 800 015 025
(freephone from a landline in France)
Institutional investors – Tel: +33 1 47 16 45 07/33 46

AN INTERNATIONAL AND DIVERSIFIED SHAREHOLDER BASE

According to shareholder surveys, at 31 December 2020, 75.4% of VINCI's share capital was held by some 800 investment funds, mainly located in France, North America, the United Kingdom, the rest of continental Europe and Asia-Oceania.

SHARING THE BENEFITS OF VINCI'S SUCCESS WITH EMPLOYEES

Employee savings funds combine the investments of close to 170,000 former and current employees, of which around 135,000 are based in France. These funds owned 8.9% of VINCI's share capital at 31 December 2020, making employees the Group's biggest shareholder. In addition, an estimated 180,000 individual shareholders, excluding employee savings funds, held 7.4% of our share capital at the end of 2020.

Treasury shares represented 4.5% of our share capital at 31 December 2020. Treasury shares are allocated to covering long-term incentive plans and employee share ownership plans outside France. They may also be used as payment in external growth transactions, or they may be sold or cancelled.

INDIVIDUAL SHAREHOLDERS

SUPPORTING THE MOMENTUM OF A RESILIENT, INNOVATIVE BUSINESS MODEL

Choosing to be a VINCI shareholder means investing in a robust business model, rooted in the domestic and international growth of two families of business lines: infrastructure concessions and contracting. It means investing in a global group that continually expands the range of its expertise and the geographical scope of its operations, and that strives for all-round performance, looking beyond economic and financial concerns to achieve social and environmental progress as well.

Investing in VINCI means supporting a group that is engaged in innovation and collaborates with the other players in its ecosystems to find new ways to create value. We embed the diversity of our expertise into inclusive solutions ready to meet tomorrow's major challenges: urbanisation, mobility, the environmental transition and the digital revolution.

CLEAR AND TRANSPARENT DIGITAL INFORMATION

Under the pact of trust that binds VINCI to its individual shareholders, transparency and knowledge-sharing are fundamental. The Shareholder Relations Department strives constantly to improve the way we keep individual shareholders informed so that they have a better understanding of the Group's business activities and news. Means of communication include our website with its dedicated shareholder section, a freephone number in France and a quarterly newsletter.

DURING THE CRISIS, AN ACTIVE CLUB FOR INDIVIDUAL SHAREHOLDERS

In 2020, in response to the public health crisis, the Shareholder Relations Department completely redesigned its programme of events for the Shareholders' Club. The originally scheduled visits to Radio VINCI Autoroutes, Matmut Atlantique, Open'R and more, as well as the cruises in Paris, Marseille and Lyon, were replaced with virtual events.

In the second half of the year, six virtual conferences were held for the 22,500 members of VINCI's Shareholders' Club. They explored issues that are also being addressed through Leonard, VINCI's innovation and foresight platform, such as sustainable mobility, the climate transition, urbanism and reducing the carbon footprint of cities.

Altogether, the digital conferences hosted by the Shareholders' Club in 2020 generated about 31,000 signs of interest. More than 3,000 members actively participated.

The Shareholders' General Meeting initially scheduled for 9 April 2020 was postponed due to the health crisis. It was held on 18 June 2020 and webcast live to shareholders.

INSTITUTIONAL INVESTORS AND FINANCIAL ANALYSTS

Throughout the year, VINCI's senior management and investor relations team keep the financial community informed of the Group's news, strategy and financial and non-financial performance.

In 2020, the health crisis interrupted the Group's habitual series of roadshows and in-person meetings. The Investor Relations Department adapted to the circumstances, moving quickly to stay in close contact with the financial community (financial analysts, investors and credit rating agencies). It communicated actively, first by providing regular updates through press releases and then via virtual conferences.

In addition to holding conference calls at the time of publication of our annual and quarterly results, VINCI's senior executives spent about 20 days taking part in virtual roadshows held as video conferences hosted by major financial institutions. They were attended by international investors based mainly in Europe, North America, Asia, Australia and the Middle East.

Through these initiatives, the Group stayed in continuous touch with the financial markets. In spite of the circumstances, we had conversations with more than 400 institutional investors, about half of which were VINCI shareholders at the end of December 2020.

SEVERAL VIRTUAL CONFERENCES
were held for members of the Shareholders' Club to replace site visits and cruises.


Leonard
Accueil
Explorer
Notifications
Messages
Signets
Listes
Profil
Plus
Tweeter
Tweets non envoyés
Emmanuelle Duez, fondatrice de The Boson Project, nous présente sa keynote . Venez suivre en direct notre table-ronde sur cette thématique :
Éditer
Keynote d'Emmanuelle Duez : Quels espaces pour la ville du télétravail
Emmanuelle Duez, The Boson Project
Ajouter description
Tout le monde peut répondre
Recherche Twitter
Vous pourriez aimer

SUPPORTING ALL-ROUND PERFORMANCE

VINCI, because its infrastructure has a major impact on cities, regions and their citizens, aims for technical, economic, environmental and social performance in a long-term relationship with all its stakeholders.

VINCI Manifesto and its all-round performance commitments

◗ As a global company and leader in its sector, VINCI must lead by example and aims for all-round performance. Because its projects serve the public interest, VINCI strongly emphasises listening and dialogue with its stakeholders in all its business lines. In response to the major challenges facing the world today, VINCI aims to be a force for good by contributing to the development of attractive cities, efficient transport infrastructure and modern work spaces without compromising the environment.

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

Decentralised implementation

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

Specific governance

◗ At the highest level, VINCI's Board of Directors' Strategy and CSR Committee is responsible for social, environmental and ethical issues, and for ensuring that these issues are integrated into the Group's strategy *(see page 151)*.
The Human Resources Department, through its Social Responsibility Department, is in charge of social and workforce-related policy; the Environment Department is responsible for environmental policy, and the Ethics and Vigilance Department for ethics policy under the authority of the Chairman and CEO. The Human Rights, Environment and Ethics and Vigilance committees meet regularly with the representatives of the business lines to identify major issues and implement vigilance practices to prevent human and environmental risks, and to promote the dissemination of measures and best practices.

Integration of sustainable development issues

◗ VINCI closely tracks and analyses the key trends liable to impact its businesses in the short, medium and long term. The main issues are the environmental emergency, social and workforce expectations, urbanisation, mobility and digital transition.
These shifts may involve risks, but they also provide opportunities, in particular for the development of eco-efficient solutions. They are central to the work of VINCI's entities focused on foresight analysis *(see page 19)*. The executive bodies and business lines also ensure they include these issues in the policies they implement.

◗ The main environmental, social and ethical ambitions are briefly addressed in the following pages. The policies and action plans for each area are detailed in the non-financial performance statement *(see pages 184 to 243)* and the duty of vigilance plan *(see pages 244 to 269)*.

Trends and issues impacting VINCI's businesses

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

IMPLEMENTING THE GROUP'S ENVIRONMENTAL AMBITION

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

Higher ambition and deeper commitments

- Responding to the climate emergency, VINCI is acting faster to reduce its impact, transform its businesses and create innovative solutions as part of its ambitious new commitments. This ambition concerns all levels in the Group and involves employees, clients, users and suppliers. Partnerships are developed with external stakeholders in this same aim. The integrated design-build-operate approach helps reduce environmental impact at each stage in a project's life cycle.
- In line with the environmental commitment expressed in its Manifesto, in early 2020, VINCI recast its 2030 environmental ambition by pledging to develop solutions that contribute to improving the living environment and mobility, while managing and reducing the direct impact of its businesses. These goals cover three areas: climate change, the circular economy and natural environments.

2030 AMBITION

REDUCE DIRECT GREENHOUSE GAS EMISSIONS

40%
REDUCTION IN GREENHOUSE GAS EMISSIONS

90%
LOW-CARBON CONCRETE USED BY VINCI CONSTRUCTION

2050 AMBITION
NET ZERO
GREENHOUSE GAS EMISSIONS

2020 KEY FIGURES

17%
OF ELECTRICITY CONSUMED IN 2020 IS FROM RENEWABLE SOURCES

10%
REDUCTION IN GREENHOUSE GAS EMISSIONS (SCOPES 1 AND 2) RESTATED FOR THE IMPACT OF ACQUISITIONS IN 2020 VS. 2018

Act for the climate

- VINCI is taking action to reduce its greenhouse gas emissions in line with the commitments of the Paris Climate Agreement to limit global warming to less than 2°C by the end of the century. As a consequence, the Group aims to reduce its direct emissions by 40% by 2030 (against its 2018 baseline). For concessions, the target is a 50% reduction for the same period.
- Group entities are mobilising their teams and bringing out their potential for innovation to reduce the impact of their own businesses at the same time as the carbon footprint of projects undertaken and managed for their clients and local authorities. In response to this need, VINCI is reassessing all its production and operation methods and equipment. The action plans currently being rolled out at Group level and within each business line, together with indicators to measure progress, unite employees, stakeholders and the users of buildings and infrastructure managed by VINCI in reducing both direct and indirect emissions simultaneously.

VINCI'S COMMITMENTS FOR 2030

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

◗ VINCI continues its research, development and foresight analysis on its path towards achieving carbon neutrality and net zero greenhouse gas emissions by 2050.

◗ Lastly, to adapt to the consequences of climate change, a working group reflecting the full scope of VINCI's expertise has been created at the Leonard innovation platform to address resilience. The aim is to increasingly incorporate resilience into projects, structures and solutions.

Optimise resources thanks to the circular economy

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

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

VINCI'S COMMITMENTS FOR 2030

◗ **Improve sorting to ensure systematic waste recovery.**

◗ **Promote construction techniques and materials that use fewer natural resources.**

◗ **Limit the extraction of primary raw materials in favour of recycled materials.**

2030 AMBITION

DOUBLE
THE PERCENTAGE OF RECYCLED MATERIALS PRODUCED BY EUROVIA

ZERO WASTE
TO LANDFILL FROM ALL CONCESSIONS

2020 KEY FIGURES

12 MILLION
TONNES OF RECYCLED AGGREGATE MIX OUT OF EUROVIA'S TOTAL ANNUAL PRODUCTION (80 MT)

54%
OF WASTE RECOVERED BY INFRASTRUCTURE UNDER CONCESSION IN 2020

MORE THAN
90%
OF TIMBER USED BY WOOD CONSTRUCTION SUBSIDIARIES FROM PEFC- OR FSC-CERTIFIED SUSTAINABLE FORESTS IN 2020

Preserve natural environments

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

◗ In June 2020, VINCI joined the act4nature international initiative, further deepening its commitment to preserving biodiversity.

VINCI'S COMMITMENTS FOR 2030

◗ **Prevent pollution and incidents by systematically implementing an environmental management plan at all business lines.**

◗ **Optimise water consumption, especially in areas of water stress.**

◗ **Aim to achieve no net loss of biodiversity.**

Develop environmentally valuable offers and solutions

- In addition to reducing their environmental impact, Group companies are developing solutions to help their customers reduce their own footprint. These include VINCI Autoroutes' low-carbon motorway project to accelerate the growth of carbon-free mobility over long distances; Eurovia's Granulat+ programme to increase the percentage of recycled materials used, a programme which is growing into new geographies; the development of ecological engineering services and the use of low-carbon concretes meeting Exegy standards at VINCI Construction sites; the energy performance or renewable energy contracts offered by VINCI Energies; and VINCI Airports' systematic proposal to regulatory authorities of modulated airport tax charges based on the environmental performance of aircraft. As part of its new environmental ambition, VINCI is stepping up the development of offers combining economic and environmental value by integrating this concept as the focus of the work led by its innovation centres.
- Externally, VINCI contributes to improving knowledge and disseminating best practices in its industry, bringing its partners and suppliers onboard to fast-track the development of environmental solutions in line with its own commitments. The VINCI-ParisTech lab recherche environnement supports this approach by fostering interaction between research and applications at the operational level.

Raise employee and customer awareness

- 2020 saw the operational rollout of the Group's new environmental ambition. To garner its teams' support for these goals, VINCI held its first Environment Day on 22 September, creating the opportunity for employees from all businesses and in all countries to share knowledge. With the same aim in mind, VINCI introduced its first Environment Awards, a major internal competition open to all employees. It will run from 2020 to 2021, first at the regional level before moving on to the Group level. The aim is to recognise environmental initiatives and best practices implemented in the field, while also fostering their dissemination throughout the various entities. At the same time, training was extended with an e-learning course about the Group's environmental challenges and commitments, together with modules added to VINCI entities' training programmes.
- VINCI companies also work to raise the awareness of their customers. Initiatives include campaigns led annually by concession companies to encourage users to sort their waste at motorway rest areas and in airports, and more broadly to adopt more eco-responsible behaviour.

2030 AMBITION

ACT4NATURE INTERNATIONAL COMMITMENTS

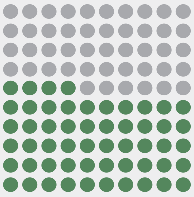
AIM TO ACHIEVE **NO NET LOSS** OF BIODIVERSITY

2020 KEY FIGURES

MORE THAN **50** LOCAL PARTNERSHIPS IN FRANCE FOR BIODIVERSITY CONSERVATION ACTIONS AT QUARRIES

32 AIRPORTS CONSOLIDATED BY VINCI AIRPORTS USE **ZERO PHYTO-SANITARY** PRODUCTS

€3.5 BN OF REVENUE GENERATED COVERED BY AN ENVIRONMENTAL LABEL IN 2020



26% MORE HOURS OF TRAINING DEVOTED TO THE ENVIRONMENT

ENCOURAGING INCLUSIVE GROWTH

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

Health crisis management and solidarity

◗ Right from the beginning of the coronavirus crisis, VINCI committed fully to providing support for its employees and stakeholders. Its teams' engagement and the agility of its decentralised organisation meant appropriate measures were rapidly rolled out to protect employees' health and ensure uninterrupted operations and services for clients and users. For example, VINCI companies helped create field hospitals, facilitated health transport through their airports and rail lines, and provided hot meals for truck drivers at their motorway rest areas.

◗ Social dialogue was crucial throughout this period. The Group Works Council met frequently to encourage dialogue and keep the whistleblowing system functioning, report measures taken by business lines, and define adapted prevention programmes. Social dialogue played a key role in determining procedures for resuming activity at worksites.

◗ An exceptional €10 million budget was allocated to the Fondation VINCI pour la Cité in France and to the network of foundations abroad to support front-line workers in hospitals, healthcare, social services and schools during the Covid-19 crisis. This financial support was backed by over 600 employees who selected and sponsored 758 non-profits. In France, the VINCI Solidarity platform was created to make it easier for employees to get involved and help organise solidarity and social actions.

◗ At the same time, the network of 15 Group foundations continued their involvement in non-profits working to combat exclusion and to strengthen social ties. In all, they supported 432 projects in 2020, sponsored by almost 1,000 employees. Civic initiatives in the Group's business lines, divisions and companies round out this social engagement.

Strong local roots

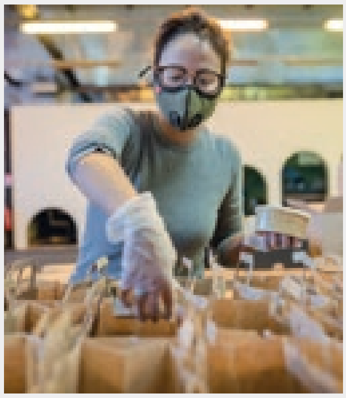
◗ VINCI companies are firmly rooted in their regions. They contribute to the growth of economic activity, employment and tax take. An in-depth study in 2018 measured their socio-economic contribution in France. It confirms the considerable role VINCI plays in many sectors, beyond just those directly linked to its businesses. And the value created has had a balanced impact across all regions. VINCI companies use this information to develop their strategy for building ties with local regions. A new study based on 2020 data will be conducted in 2021. This study also reveals that almost all Group purchases in France were made on the domestic market, including a large share from small and medium enterprises. Priority is on working with local suppliers and subcontractors to make a lasting and inclusive contribution to regional growth. This sourcing strategy aligns smoothly with the responsible purchasing policy. Consistent with the Group's commitments, this policy is based on identifying risks, considering non-financial criteria in purchasing decisions, and supporting suppliers and subcontractors in their social and environmental practices.

Diversity and integration

◗ As part of its Manifesto commitments, VINCI seeks to promote equal opportunity and prevent all forms of discrimination in its businesses. To ensure the practical application of this policy, the Group has created a network of diversity representatives totalling some 400 employees. In 2020, they concentrated on two key topics: risks of exclusion and opportunities for inclusion created by the crisis; and range of sexual orientations and gender identities as part of the 15th VINCI Diversity Days.

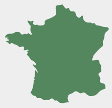
◗ The commitment to promoting gender balance – especially in management – was strengthened. The ratio of women managers was 21.1% in 2020 (23.7% in France), an increase of 6 percentage points in 10 years (15.1% in 2010). VINCI has set a target to increase the percentage of women reaching management positions through hiring or promotion to 28% by 2023. The measures to promote gender balance in management committees were renewed and extended, lifting the target percentage of women on management committees to almost 17%, which equates to appointing a minimum of four women each year at a constant scope.

€10 MILLION
IN EXCEPTIONAL AID GRANTED TO THE FONDATION VINCI POUR LA CITÉ FOR COVID-19 CRISIS MANAGEMENT



MORE THAN 50%
OF PURCHASES MADE WITH SMALL AND MEDIUM ENTERPRISES

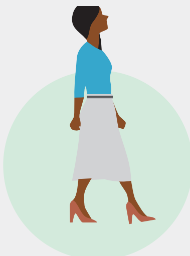
ALMOST ALL
PURCHASES FOR FRENCH OPERATIONS MADE ON THE DOMESTIC MARKET



PROPORTION OF WOMEN MANAGERS

2019
20.3%

2020
21.1%



VINCI rolls out its gender equality index methodology internationally to provide all its companies with a common tool for assessing equal pay and potential for development. The Group is also active in initiatives to encourage current and future female students to pursue professions in VINCI's areas of business, through its partnership with the organisation Elles Bougent. Almost 700 employees in France and internationally are engaged in actions to remove gender bias in the Group's business sectors and professions.

◗ In France the Trajeo'h programme has supported 826 people with a disability (nearly 5,000 since 2014) into a new career path either within or outside the Group. In addition to redeploying and hiring employees with disabilities (191 people with a disability supported in 2020), Group companies subcontracted work to the sheltered sector around the world, awarding total revenue of €7 million.

◗ Training in inclusive management continued in 2020, in particular with the self-assessment platform used to determine the company's resistance to the risk of discrimination. New content was loaded onto this platform for use outside France, which is available for example in English and Portuguese.

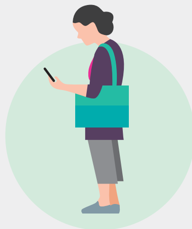
Social and professional integration

◗ VINCI also seeks to hire the long-term unemployed, in particular through its ViE social enterprise structure, which manages over a million integration hours annually in France. ViE uses an innovative approach to map transferable skills and capabilities for social and solidarity economy organisations and target populations who need genuine support in finding a job.

◗ An unprecedented approach is also being trialled under a programme designed and funded by VINCI called Give Me Five. Introduced in France in 2018, the programme targets five areas of action: guidance, individual support, integration, employability and apprenticeships. One of the aims in partnership with the French Ministry of Education is to host several thousand middle school students each year from underprivileged areas for internships in Group companies. In the 2019-2020 school year through to the first lockdown in mid-March, over 1,000 middle school students from 34 schools were given the opportunity to spend five days learning about the Group's businesses and worksites, meeting employees and taking part in educational workshops.

◗ To allow this programme to continue and enable remote learning during lockdowns,

ALMOST
2 MILLION INTEGRATION HOURS
IN THE GROUP



GIVE ME FIVE PROGRAMME:
OVER
3,000 MIDDLE SCHOOL STUDENTS
HOSTED BY END-2020

1,600 TABLETS AND COMPUTERS
DISTRIBUTED

equipment was donated last April in partnership with Lille, Lyon and Créteil regional departments of education benefiting 31 middle schools. Five hundred tablets, 300 computers, and 300 4G dongles were delivered to these schools for distribution to the families identified by the school head. In partnership with non-profit organisations, the Fondation VINCI pour la Cité participated in similar efforts by distributing 800 computers and tablets to young people from priority neighbourhoods. A personalised support programme for middle school students was launched in September in three pilot regions in partnership with the non-profits Viens voir mon taf, Institut Télémaque, Crée ton avenir and Unis-Cité. By the end of the year, 575 students from seven schools in Lille had taken part the programme.

◗ Lastly, to assist with learning, VINCI launched the creation of a platform where students, schools and Group companies can connect.

Sustainable employability and employer appeal

◗ VINCI is committed to building attractive, long-term careers. This is expressed through the VINCI employer brand promise, "You will enjoy working with us". The Group aims to offer current and future employees a range of opportunities to express the full spectrum of their human qualities in a managerial environment that promotes inclusion, independence and responsibility.

◗ In 2020, Group employees had access to 3.5 million hours of training. An e-learning platform includes all the training content available in Group companies. An artificial intelligence tool combined with professional guidelines, initially trialled by VINCI Autoroutes, was rolled out by VINCI Construction in 2020 with a view to supporting sustainable employability. The system matches employee skills with the positions available in the company.

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

Redistribution systems

◗ VINCI is attentive to sharing the benefits of its performance with its employees, which it does through employee savings and incentive and profit-sharing plans. The employee share ownership plan together with an employer contribution scheme encouraging more modest savings was extended to include four new countries in 2020. At the end of 2020, nearly 170,000 current and former employees, in France and internationally, collectively owned nearly 9% of VINCI's share capital, making them the Group's largest shareholder.

Respect for human rights

◗ In all countries where it operates, VINCI has a responsibility to prevent risks of human rights violations. The Group pays particular attention to five areas: recruitment practices and labour migration; working conditions; accommodation conditions; subcontractor and temporary employment agency practices; and relations with local communities. For each of these areas, guidelines have

16 HOURS

OF TRAINING ON AVERAGE PER EMPLOYEE

€448 M

PAID OUT TO EMPLOYEES THROUGH EMPLOYER CONTRIBUTIONS AND EMPLOYEE PROFIT-SHARING, INCENTIVE AND RETIREMENT SAVINGS PLANS

MORE THAN

17,000

EMPLOYEES COVERED BY HUMAN RIGHTS ASSESSMENTS AT GROUP SUBSIDIARIES IN 26 COUNTRIES

been included in VINCI's Guide on Human Rights, available in 24 languages. This document applies to all VINCI businesses and locations. Additional tools are available to help identify risks aligned with actual operating conditions. Since 2018, 67 subsidiaries have undergone a specific assessment of their human rights practices covering over 17,000 people in 26 countries.

◗ VINCI also focuses on ensuring there are no risks of human rights breaches throughout its supply chain. In France, after two years of pilot projects, VINCI Construction France has extended its social risk management policy to all its regional divisions. It has also contracted an independent organisation to audit the labour practices at its major construction sites in the Greater Paris area. This programme is now being rolled out to other Group businesses and sites.

◗ In Qatar, 2020 saw the final stage in a pilot project led by the subsidiary QDVC with the International Labour Organisation (ILO). The purpose is to improve recruitment practices for migrant workers. An independent study on a sample of 333 workers showed that they could be hired without having to pay intermediary fees, and that the prevention and complaint processing mechanisms that had been implemented were operational.

◗ Lastly, VINCI regularly discusses its human rights policy with its multiple stakeholders (employee representatives, employees, investors, students, NGOs, research centres, etc.). For the third time, the Group took part in the Workforce Disclosure Initiative's survey of companies asking them to share key information about the labour force and their subcontracting and supply chains. VINCI achieved a transparency score well above the average for its sector.

GUARANTEEING SAFETY

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

Promoting a safety culture

◗ Due to the nature of its business activities, guaranteeing health and safety for its employees is an absolute priority for VINCI. Achieving zero accidents remains VINCI's main goal in this area. Central to the Manifesto and reaffirmed in the statement on Occupational Health and Safety, the Group focuses on creating a true safety culture from the highest executive levels down to managers and site teams. This goal applies to all individuals – employees, temporary staff or subcontractors – working on a VINCI construction or operating site, as well as customers of managed infrastructure.

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

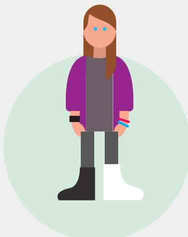
Governance

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

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

◗ VINCI's health and safety policy is implemented under the direct responsibility of managers, who are in charge of fostering a safety culture day to day. They receive regular training in safety management, and their practices are assessed. Employee representatives also play a key role in risk prevention, as health and safety are crucial issues in social dialogue.

LOST-TIME WORKPLACE ACCIDENT FREQUENCY RATE



2015
7.08

2020
5.32

NUMBER OF HOURS IN HEALTH AND SAFETY TRAINING

2020
1,308,431

Subcontracting and customer awareness

◗ When VINCI companies act as the programme manager or general contractor, safety is a defining criterion when selecting partners. Accident prevention is a prerequisite included in relations with subcontractors, especially by sharing guidelines and best practices that often go beyond regulatory requirements.

◗ Accident prevention operations also target the customers of infrastructure managed by the Group. The VINCI Autoroutes Foundation for Responsible Driving conducts actions year-round to improve awareness of responsible driving and the risks associated with drowsiness at the wheel, which is the leading cause of motorway fatalities.

Health crisis management

◗ In the exceptional context of the health crisis, these same principles were applied to adapt work organisation and operating methods within the Group's companies. The entire safety network was – and remains – at the ready to define and implement appropriate measures in consultation with the staff, representative bodies, national authorities and professional organisations. To facilitate the rollout of these measures, focus has been on information and training in these new prevention measures and procedures, while reiterating the need to remain vigilant around conventional risks. Special Covid representatives were designated at all workplaces and construction sites. Psychological help lines were created to provide support for employees throughout this unprecedented crisis.

RESPECTING ETHICAL PRINCIPLES

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

Ethics and compliance

- Ethics is at the heart of all VINCI's business relations with its stakeholders. The Group expects the highest standards of conduct from each employee based on a sense of honesty, loyalty, respect for dignity and individual rights. This commitment is reflected at the highest level in the Group.
- The Code of Ethics and Conduct lays down all the principles of business ethics that apply in all circumstances, in all countries where the Group operates and to all companies and their employees. It is used in tandem with the Anti-corruption Code of Conduct, which details the rules concerning the prevention of all acts of corruption, notably identifying risks in business processes and defining conduct to be avoided.
- These two documents are available in 30 languages on the Group intranet and website. They can therefore be accessed by almost 100% of employees in the official language of their country and are included in the new employee welcome kit. The Group's 28,000 key managers have undertaken to comply with them and ensure they are applied within the scope of their responsibility.

Training and information

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

Partners and subcontractors

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

VINCI Integrity

- The online whistleblowing platform called VINCI Integrity is available in five languages on the Group intranet and website. This system enables employees and stakeholders to report any inappropriate behaviour in the areas of human rights, business ethics, environmental risks, and health and safety. It guarantees full traceability and anonymity.

Governance

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

EMPLOYEES TRAINED IN CORRUPTION PREVENTION AND DETECTION

2020
22,000

VINCI AUTOROUTES

VINCI Autoroutes finances, designs, builds and operates motorways in France. With a network of 4,443 km under concessions run by ASF, Cofiroute, Escota, Arcour and Arcos, VINCI Autoroutes is France's leading concession holder.

The primary mission of its 6,000 employees is to ensure – whatever the circumstances – network maintenance and the continuity of a public motorway service, which is vital to the economy, society and regional accessibility.

As a responsible company with very high standards regarding the urgent issue of climate change, VINCI Autoroutes is committed to ecological transition. It is adapting the way it operates and transforming its infrastructure to foster new practices that help decarbonise road travel.

THE A11 MOTORWAY
west of Ancenis, between Nantes and Angers in western France.

VINCI Autoroutes worked tirelessly to ensure the continuity of the public motorway service under the unprecedented conditions of the health crisis, finalised its new environmental goals for 2030, and has already achieved significant, tangible progress in sustainable mobility.

SOLIDARITY
During the lockdown in France, local food produce was distributed to lorry drivers in partnership with FNSEA, France's leading agricultural union.

ELECTRIC VEHICLES
used by VINCI Autoroutes' operating teams.

ECONOMIC DATA

TRAFFIC AND REVENUE

Traffic on VINCI Autoroutes' network was hard hit by the travel restrictions imposed in France to combat the Covid-19 pandemic. It plummeted 51.8% in the second quarter during France's first lockdown, relative to the same period in 2019, before picking up significantly in the third quarter – when it fell by only 4.3% – and declining again during the second lockdown in November and December. Over the full year, all types of vehicle combined, traffic declined 21.4%.

Light vehicle traffic decreased by 23.8%, much more than heavy vehicle traffic, which proved particularly resilient in a health crisis, and declined by just 6.5%, confirming how essential road travel is to the national economy. In these circumstances, revenue declined by 17.5% to €4.6 billion.

INVESTMENT AND DEBT

Investment remained high at over €750 million for a construction programme that suffered only minor delays as a result of the health crisis. The Covid-19 pandemic brought operations to a brutal halt in March *(see page 39)*, and this programme helped get business going again even before the first lockdown was lifted. Most investment concerned the western Strasbourg bypass – currently France's largest motorway project –, as well as road widening, upgrades and environmental performance improvements to existing networks under the motorway stimulus plan. For VINCI Autoroutes, the motorway stimulus plan, which was launched in 2016, represents a total investment of nearly €2 billion – over 90% of which had been allocated at the end of the year. In addition, as part of the motorway investment plan, VINCI Autoroutes invests in a series of network upgrades jointly financed with the local authorities and aimed at improving access to major urban areas and developing eco-mobility within regions.

At 31 December 2020, the net financial debt of VINCI Autoroutes' companies amounted to €18.3 billion. In May 2020, concession company Cofiroute successfully launched an 11-year, €950 million bond. The issue was almost three times oversubscribed – confirming investor confidence in the solidity of both VINCI Autoroutes' and the Group's business model. The operation reduced the cost of VINCI Autoroutes' debt and extended its average maturity.

CONCESSION PROFITABILITY ANALYSED BY THE REGULATOR

As part of the missions entrusted to it by the French Senate, on 30 July 2020, the French Transport Regulatory Authority

(ART) released its first five-year report on the economic model for motorway concessions, providing valuable teachings. The concession model is frequently challenged because the criteria used to analyse profitability are misunderstood. The report explains that profitability must be put in the context of the concessions business model, and highlights the specific nature of this activity. In particular, investments seem substantial when compared with operating costs, locking up large amounts of capital. Also, despite comparatively moderate operating risks, debt levels are significant. The report also points out that concession companies are required to return assets under operation to the concession grantor at the end of the concession period without compensation, even if the assets have increased in value.

The report tracks the concessions' profitability using the internal rate of return, or IRR, to assess the return on capital shouldered by the motorway users in the form of toll payments over the long term. It indicates that the "recent" and "historic" IRR of the concessions in 2019 – which the Authority estimates at an average of 6.4% and 7.8% respectively – must be considered in the light of this business model. The report also points out that, overall, the profitability trends of concession companies were "favourable" from 2017 to 2019, but "moderate" before the Covid-19 pandemic slashed traffic.

BUSINESS CONTINUITY

The health crisis underscored just how indispensable road travel is to ensure the continuity of crucial business activities in a country where nine out of ten trips are made by road. During the lockdowns, particularly in the spring when other modes of transport were suspended, the motorway network was key to ensuring that links between regions and with neighbouring countries were maintained, and that the transport and logistics chain for goods and commodities continued to function safely.

FOOD TRUCKS
Free hot meals were distributed to lorry drivers at service areas, as the French government mandated to close restaurants.

The motorway network helped the country weather the crisis, thanks not only to the calibre of the infrastructure, but also to the concession companies whose core mission it is to ensure that the public motorway service functions, whatever the circumstances. Thanks to the mobilisation of its teams during the lockdowns, VINCI Autoroutes rolled out business continuity plans in collaboration with French government agencies. This ensured continuity of crucial motorway operation services, such as traffic supervision, safety patrol interventions at incident scenes, information for motorway users, and service area maintenance and cleanliness, while ensuring the health and safety of its clients and employees.

Motorway service areas remained open – except for their mass catering and dining areas, which were closed in accordance with government regulations – with daily indicators showing availability rates of between 97% and 100%. Meanwhile, VINCI Autoroutes posted 1,600 messages for users on its social networks and notched up over 18 million views.

As well as fulfilling its contractual obligations, VINCI Autoroutes reached out to lorry drivers and essential workers in particular, distributing over 15,000 free hot meals at its service stations and organising several local initiatives with its partners at the regional level.

MOTORWAY ASSETS

Roadworks also continued on the network. Although the application of government measures meant roadworks were halted at the beginning of the first lockdown, the programmes managed by VINCI Autoroutes were among the first in France to start up again from 20 April. This was made possible by the joint efforts of its teams and the contractors, works companies, safety coordinators and employee representative bodies, who came together to ensure work could resume while strictly respecting the health and safety protocols established by OPPBTP, France's Professional Agency for Risk Prevention in Building and Civil Engineering. Strict safety procedures are customary at worksites and involve all participants, which made it easier to apply the new health and safety rules.

Nearly 600 projects were in the design or works phase on the VINCI Autoroutes network in 2020. Together, they represent 4.3 million hours of onsite work, or about 5,300 direct and indirect jobs (2,600 annual full-time equivalent).

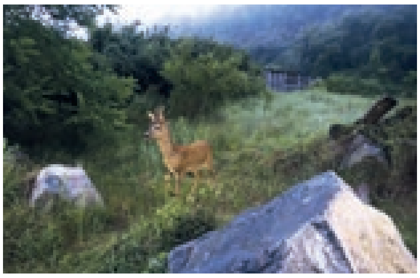
Up to 1,000 people worked on the western Strasbourg bypass (A355) alone during the summer. The earthworks and virtually all the civil engineering work were completed in 2020, and work has started on the road surfaces and infrastructure equipment. The bypass is due to open at the end of 2021.

SECURITY
Operations resumed at the worksite of the western Strasbourg bypass in strict compliance with health and safety measures.

WIDENING
Works to convert the A61 into a three-lane dual carriageway in south-west France, carried out under the motorway stimulus plan.


VINCI AUTOROUTES
Parc multimodal de Longvilliers
Horaires Bus
réseau COFIROUTE

MULTIMODAL
Commissioned in December 2020, the Longvilliers car park promotes the development of shared mobility in the region west of Paris.



NATURAL ENVIRONMENTS
A deer crossing the Col du Grand Bœuf green bridge on the A7 motorway.

THE AIRES 360° APP
allows employees visiting a motorway service area to assess its service quality and cleanliness.

The western Strasbourg bypass project also includes a biodiversity and natural habitat conservation programme of unprecedented scope *(see box, opposite)*.

VINCI Autoroutes continued the large-scale widening works on the existing network undertaken as part of the motorway stimulus plan. The widening of both the A9 (between Le Boulou and the Spanish border) and the A63 (between Ondres and Saint-Geours-de-Maremne, in south-west France) was completed in 2020. Similar road widening projects are under way on the A10 (a 16 km section north of Orléans and another 24 km section south of Tours), and on the A61 (sections located between the A61/A66 junction and the Port Lauragais service areas, and between the Lézignan-Corbières interchange and the A61/A9 junction at Narbonne). Roadworks to widen a 7 km section on the A57 in the Toulon Provence Méditerranée metropolitan area will kick off in 2021. At the same time, VINCI Autoroutes built several structures specifically to protect natural habitats (primarily wildlife crossings and hydraulic structures) also funded under the motorway stimulus plan, which includes 140 projects of this kind.

As part of its drive for sustainable infrastructure management, VINCI Autoroutes continued to roll out its full BIM (Building Information Modelling) programme, which aims to provide a comprehensive picture – in space and time – of all the components of its motorway assets: linear motorway infrastructure, road surfaces, civil engineering structures, signage and surveillance equipment, service areas, etc. Gradually, all motorway activities, from programme management to operation, will have access to a set of efficient, standardised tools, including a geographic information system that is a "digital twin" of the network. This will enable VINCI Autoroutes to optimise and better coordinate infrastructure design-construction, renovation, maintenance and management operations. This major digital transformation project includes the largest training programme ever conducted by the company, involving 4,500 employees.

ECOLOGICAL TRANSPARENCY ON MOTORWAYS

The new 24 km motorway infrastructure that will bypass Strasbourg boasts 130 ecological transparency structures. For large animals, structures include three specific wildlife crossings (green bridges) and 20 mixed-use crossings (passes for both farm and wild animals, and hydraulic structures also used by wildlife). Structures for small animals include 51 underpasses and 42 mixed-use crossings. There are also nine "bioducts" – an innovation introduced with this project. As it would be difficult to build crossings in the embankment areas, the concession company Arcos came up with installing ledges along the bridge decks to create crossings for small animals.
The bypass also crosses several rivers and streams, many of which have been turned into straight ditches by intensive farming. The project includes environmental engineering works to revert these rivers to their original meandering riverbeds and recreate the natural plant habitats on their banks to bring back the many amphibian species that used to live there.

2030 ENVIRONMENTAL AMBITION

In line with Group-wide policy, in 2020 VINCI Autoroutes finalised its environmental ambition. The programme aims to profoundly transform its business activities, infrastructure, and the way its clients travel, in order to accelerate the ecological transition of motorways. As part of this transformational work, management and

THE FIRST BIOGAS VAN *to be used by VINCI Autoroutes, seen here in the district of Chanas, south of Lyon.*

employees came together to define a set of targets, actions and areas of improvement in the three priority areas identified for the Group as a whole.

CLIMATE. VINCI Autoroutes has pledged to halve direct CO_2 emissions from its activities (Scopes 1 and 2) by 2030 relative to 2018, and at the same time help its partners and clients reduce their emissions (Scope 3). The first target will be met primarily by decarbonising its fleet of vehicles and reducing the energy consumption of its buildings, infrastructure, worksites and service areas. The second, by introducing decarbonised mobility solutions such as electric vehicle charging stations, carpooling parks, multimodal infrastructure, etc., and by encouraging motorway users to change their habits. The low-carbon motorway project, launched in partnership with regional authorities, is part of this drive. After an initial pilot alliance signed in 2019 with the Provence-Alpes-Côte d'Azur region in the south of France, similar partnerships with other regions were launched at the end of 2020.

THE CIRCULAR ECONOMY. VINCI Autoroutes aims to recycle or reuse all of the waste generated by its operating activities, worksites and commercial installations, and by clients at its service areas. It will do this by improving waste sorting, reinforcing recycling activities, and raising awareness with employees and clients. As a programme manager, VINCI Autoroutes will also require construction companies to gradually increase the percentage of recycled materials in asphalt mix to 90% by 2030.

PROTECTING NATURAL HABITATS. Between now and 2030, VINCI Autoroutes aims to eliminate all phytosanitary products from green area maintenance on its network, and reduce the water consumption of its activities by 10%.

These targets structure and amplify the environmental measures implemented by VINCI Autoroutes over the last several years – with tangible progress achieved in 2020 – and therefore ensure that they are sustained long term.

SUSTAINABLE MOBILITY

MULTIMODAL SOLUTIONS AND CARPOOLING

VINCI Autoroutes works with the French regions to improve local transport services and better integrate motorways in their mobility plans. For example, in 2020, the Longvilliers multimodal car park, about 50 km south-west of Paris, opened for service. This hub is one of the first commuter amenities of its kind. It connects the motorway to the Greater Paris area's public transport networks and provides 255 free parking spaces, electric vehicle charging stations, covered bicycle parking facilities and several other services that make commuters' lives easier. VINCI Autoroutes is working with several other cities and metropolitan areas – including Aix-Marseille-Provence, Lyon, Bordeaux, Toulouse and Nice – to create similar hubs and/or reserved bus and carpooling lanes on peri-urban motorways. For example, a multimodal hub is due to be built in Toulon as part of the widening of the A57.

For over a decade now, VINCI Autoroutes has also been encouraging motorway users to carpool by providing dedicated parking facilities at motorway entrances and exits on its network. Thirty-six of these car parks providing

PERI-URBAN MOBILITY, CARPOOLING AND DIGITAL TECHNOLOGY

VINCI Autoroutes is working with Métropole de Lyon, the local authority for the Lyon metropolitan area, and several industrial and academic partners, on the Lyon Carsharing Experimentation project, overseen by the Institute for Technological Research (IRT) System X. The project is part of the scheme to convert the section crossing Lyon on the A6/A7 motorway into an urban boulevard, now the M6/M7. The aim is to use this thoroughfare to develop carpooling using a blockchain-based platform that combines the services of multiple operators. The experiment also tests an educational control solution, and dynamic traffic regulation of carpooling lanes (also used by buses, taxis and electric vehicles).

nearly 3,000 spaces were in service at end-2020. As part of the motorway investment plan, the VINCI Autoroutes network will double its carpool parking capacity in the next few years. The locations of another 40 or so car parks – a total of over 3,000 additional spaces – are currently being reviewed with the relevant regional authorities.

ELECTRIC AND DECARBONISED MOBILITY

VINCI Autoroutes has accelerated the rollout of fast, high-power electric vehicle charging stations. Sixty-nine of these new stations were installed during the year, bringing the network total to 240, including 159 high-power stations, at end-2020, covering nearly 25% of service areas. When operating contracts come up for renewal on commercial installations at service areas, the calls to tender include sections on electric mobility. This rollout plan aims to meet VINCI Autoroutes' environmental goals and fit all its service areas with charging stations in the next few years.

VINCI Autoroutes has also accelerated its own transition to eco-mobility. At end-2020, one-third of its light operating vehicles were already electric, and it is currently trialling biogas-powered patrol vans.

VINCI Autoroutes is also thinking longer term. It works with Leonard, VINCI's innovation and foresight platform, on national and international research into dynamic electric road systems that will allow vehicles, especially heavy ones, to recharge while driving. Leonard and VINCI Autoroutes also support EP Tender, a startup that is developing the concept of "batteries as a service" with a modular approach to the electric vehicle and a pay-per-use business model for occasional long-distance trips.

AUTONOMOUS MOBILITY

VINCI Autoroutes has been working with PSA Group for several years and is now trialling completely autonomous vehicles in real traffic conditions on its network. VINCI Autoroutes is also a member of SAM (Sécurité et Acceptabilité de la conduite et de la Mobilité autonome – safety and acceptability of autonomous driving and mobility), a consortium of public and private players in the road mobility sector. SAM tests a range of autonomous vehicle situations and shares the knowledge acquired in safety, acceptability, and environmental and socio-economic impacts. As part of this project, an I2V (Infrastructure-to-Vehicle) data exchange platform developed by Cyclope.ai was installed on the 11 km A86 Duplex tunnel in the Greater Paris area in 2020. Using lane surveillance cameras and image processing algorithms, the infrastructure sends the vehicles qualified information on traffic conditions and incidents. This communication expands the autonomous vehicle's perception range and therefore increases its autonomy and safety.

OPERATION AND SERVICES

MAINTENANCE AND SAFETY

The maintenance and safety department's 2,000 employees, whose work is coordinated by 20 operations control centres, work around the clock to ensure that users travel safely. Their presence on the motorway network every day was what helped ensure a continued motorway service during the lockdowns, and especially a high quality service for people taking breaks at the service areas.

To provide the best possible service from response teams on the motorway and ensure the safety of both travellers and motorway personnel, VINCI Autoroutes is developing new tools that report and process information about incidents in real time *(see "Traffic News" opposite)* and is equipping its vans with smart cameras that detect dangerous driving by people approaching a temporary traffic management area. VINCI Autoroutes is deploying these technologies in conjunction with awareness campaigns conducted jointly with its road safety partners. These campaigns aim to ensure that drivers know about and apply the safety corridor legislation enacted into French traffic law in 2018, which all drivers are required to comply with when motorway personnel are present on the side of a road, expressway or motorway. In 2020, 49 response vehicles were hit on the VINCI Autoroutes network because drivers did not apply this rule.

More generally, the VINCI Autoroutes Foundation for Responsible Driving raises driver awareness of the safety of the "men and women in yellow" and of all motorway users, and focuses, in particular, on risks related to drowsiness and the use of distracting devices at the wheel.

TRAFFIC NEWS

The unusual context of the health crisis highlighted how essential VINCI Autoroutes' traffic news service is. It used all its media (website, Radio VINCI Autoroutes, Twitter traffic newsfeeds by major corridor, subscriber newsletters, VINCI Autoroutes Facebook page, motorway information

STRATEGIC PARTNERSHIP WITH AUTOROUTES DU MAROC

Launched in 2016, the strategic partnership between VINCI Autoroutes and Société Nationale des Autoroutes du Maroc (ADM) initially involved modernising toll operation and developing electronic toll collection. In 2020, its mandate was extended to cover traffic news, motorway radio, road safety and sustainable development. Based on the findings of a responsible driving survey conducted by the VINCI Autoroutes Foundation in Morocco, ADM ran a 10-spot TV campaign during the summer of 2020 to raise safety awareness among Moroccan drivers. Like the VINCI Autoroutes Foundation, ADM recommends taking a break every two hours, or as soon as drivers feel drowsy, and advises them to avoid using connected devices at the wheel.

THE TRAFFIC INFORMATION CENTRE *in Vedène, southern France, is one of three VINCI Autoroutes traffic surveillance centres.*

signs) to provide motorway users with helpful, up-to-date information in real time. The crisis strengthened the Group's bond with road transport personnel and truck drivers in particular. A special help line was set up for them on 3605 (customer service), and a large part of Radio VINCI Autoroutes air time was devoted to them *(see box opposite)*.

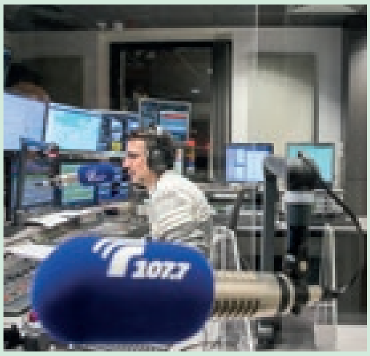
VINCI Autoroutes also continued to roll out Performance Info Trafic, a digital transformation programme which aims to provide motorway users with more reliable and more comprehensive information faster. To achieve this, VINCI Autoroutes is overhauling the systems and processes it uses to collect, process and disseminate traffic information, and enhancing its ability to deliver the news where and when it happens. This programme optimises coordination between the operations and user information services using two complementary tools, PaCo and Cockpit. The business app PaCo (Patrouilleur Connecté or connected patroller) is now used by all motorway personnel out on call to report geo-located information supplemented by photos and videos. Cockpit is a tool used by safety control centres and traffic news centres to aggregate the data collected by VINCI Autoroutes in real time by comparing it with partner data (notably using community apps). This aids in understanding incidents and improves surveillance, while enabling the transmission of consistent information to all news channels.

ELECTRONIC TOLL COLLECTION AND SUBSCRIBER SERVICES

VINCI Autoroutes consolidated its position as France's motorway subscriptions leader thanks to its Ulys services, which boasted close to 692,000 subscriptions in 2020 and 4.4 million vehicles fitted with an Ulys tag. More than 55% of tolls on the VINCI Autoroutes network are now collected electronically.

Although sales conditions were disrupted, this growth was driven by a simplified subscription offering – with three plans available (Ulys Flex, Ulys Classic and Ulys Premium) – and by the launch of the Ulys Bluetooth tag a few days ahead of the busy summer holiday season. This new connected tag can be activated instantly when paired with the Ulys smartphone app. It can be purchased at Ulys stores and VINCI Autoroutes service areas, as well as from a large network of retail, auto industry and e-commerce partners.

To strengthen bonds with its subscribers, VINCI Autoroutes has created the Ulys Team club which gives them access to exclusive offers and special deals with partners in the road mobility sector. The Ulys app also features new services to make travel easier. For example, it displays fuel prices and informs users about the availability of electric vehicle charging stations at the service areas along their itinerary.



A HIT RADIO SHOW

During France's first lockdown, Radio VINCI Autoroutes launched the programme "Les routiers sont toujours aussi sympas" (truck drivers are still swell) to accompany the road transport professionals who continued to supply goods across the country. The programme was named after a cult French radio show from the 1970s and 1980s. Every evening from Monday to Thursday since 11 May 2020, radio host Sébastien Ponchelet, himself the son of a lorry driver, and the radio editorial team start a conversation about the world of truck drivers and air their messages. The show was so successful that it has continued to air after the lockdowns were lifted and is now an integral part of daily life for road transport professionals.

VINCI AIRPORTS

As the world's leading private operator in its sector, VINCI Airports manages a network of 45 airports across 12 countries in Europe, Asia and the Americas. Thanks to its expertise as a global integrator, it develops, finances, builds and manages airports, leveraging its investment capacity and know-how in optimising operational performance, modernising infrastructure and steering their environmental transition.

RECOGNISED
both nationally and internationally for its environmental initiatives, Brazil's Salvador Bahia Airport, operated by VINCI Airports, was recently appointed to the Permanent Sustainability Committee of Airports Council International.

Despite the sharp contraction in commercial traffic, the airports in the VINCI Airports network continued to function without interruption, including in the lockdown periods, to perform their public service mission. Its employees worked hard, primarily, to repatriate people stranded abroad; participate in transporting patients, healthcare workers and medical equipment; and guarantee continuity of freight operations.

ECONOMIC DATA

Air transport was among the first sectors to be hit by the Covid-19 crisis and one of the most seriously impacted. After a solid performance in the VINCI Airports network in January, in line with buoyant trends in the preceding year, passenger traffic started to decline in February (down 5%) with the first signs of the pandemic in Asia. Then as of March, it dropped sharply as travel restrictions were implemented on all continents, shutting down virtually all commercial flights in the second quarter. After a limited recovery in the summer thanks to tourism and family-related travel, activity was again penalised by a second wave of restrictions in the fourth quarter in response to a resurgence of the pandemic. A slight uptick was observed during this period, however, in airports operating in the Americas and in domestic travel in Japan. Over the full year, traffic fell 70% to 76.6 million passengers.

Under these circumstances and in compliance with contractual and regulatory obligations, a cost optimisation plan was promptly launched over all the network's airports, drastically reducing operating expenditure and postponing non-essential investments.

The exceptionally difficult situation of air transport also called for amendments to airport financing contracts. A particularly noteworthy example is London Gatwick, where lenders approved by a large majority the request made by the airport management company, 50.01%-owned by VINCI Airports, for temporary relief of its obligation to respect financial covenants.

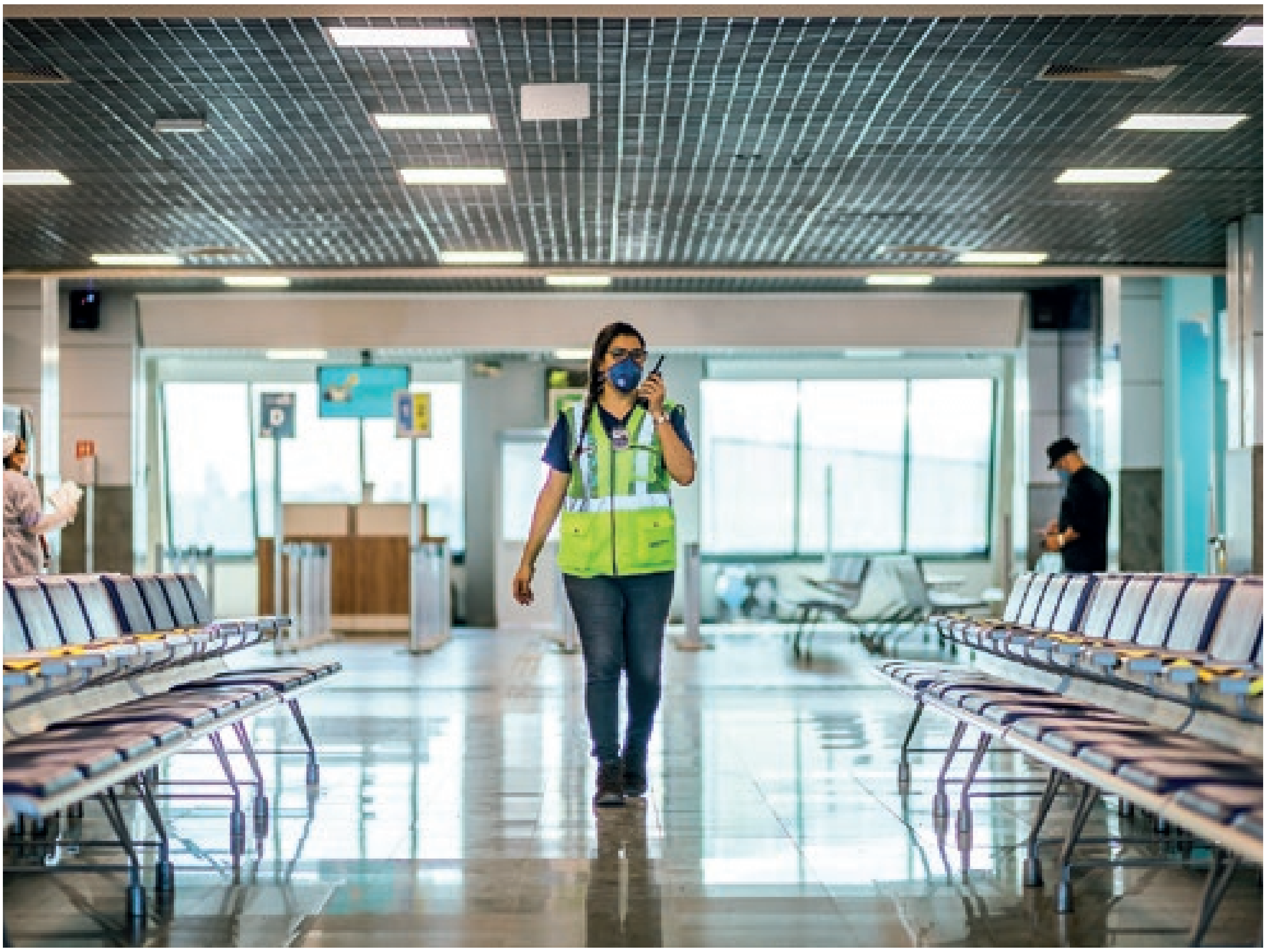
In the United States, VINCI Airports successfully renewed the management contract for terminals E and F at Atlanta Airport, and won a 10-year extension of its operating contract for Hollywood Burbank Airport in California.

CONTINUITY OF SERVICE

The airports in the VINCI Airports network continued to operate without interruption, even through lockdowns, to perform their public service mission. Services were provided to repatriate people stranded in other countries; participate in transporting patients, healthcare workers and medical equipment; and guarantee continuity of freight operations. By way of example, during the second wave of the pandemic in France, 77 medical and

ORLANDO SANFORD,
one of the eight airports (including three under partial management contracts) operated by VINCI Airports in the United States.

TEMPERATURE TESTING
at Guanacaste Airport, Liberia, Costa Rica.



HEALTH PROTOCOL
as implemented at Salvador Bahia Airport, Brazil.

emergency flights were organised in the VINCI Airports network over three weeks.

Meanwhile, employees rolled out protective health measures in each airport, in coordination with the local authorities, to reorganise spaces, set out social-distancing markers, clean and disinfect sites, and run passenger awareness campaigns. The high safety level achieved – for both passengers and airport workers – through these measures was validated on the European level by an audit campaign led by the independent agency Bureau Veritas in the network's airports in France, Portugal and the United Kingdom. In Latin America, Guanacaste Airport (Costa Rica) was the first in the world to obtain Airport Health Accreditation from Airports Council International (ACI), which was later attributed to eight other network airports located in the Dominican Republic, Cambodia and Serbia.

INNOVATION AND HEALTH SAFETY IN LISBON

The anti-Covid measures implemented by VINCI Airports include Lisbon Airport's autonomous robot that uses ultraviolet technology for cleaning, and an app allowing passengers to share their opinion in real time about the health measures put in place, using QR codes installed in some 40 spots in the terminal. On 15 June 2020, the 10 Portuguese airports managed by VINCI Airports were awarded the Clean and Safe label by the tourist authorities.

PROGRAMME MANAGEMENT

Through its global operator model, VINCI Airports capitalises on its expertise in airport project management to modernise the airports it operates, usually in synergy with the Group's Contracting business lines. Despite the challenges of the health situation, VINCI Airports pursued and delivered several infrastructure projects while fully respecting safety rules.

In Europe, VINCI Airports completed upgrading of runways for the Rennes Bretagne and Toulon Hyères airports in France. In Serbia, modernisation works at Belgrade Airport moved into operational phase. Carried out under a 25-year concession that came into effect at end-2018, these works include refurbishment and extension of the existing terminals, together with construction of a new runway, a 36,000 sq. metre car park and a solar photovoltaic system, for a total investment of €730 million spanning the term of the concession.

In Latin America, VINCI Airports continued work on the huge renovation and extension project at Santiago Airport in Chile, in collaboration with VINCI Construction Grands Projets, and handed over new buildings for the police services. The works, which cover a total area of over 500,000 sq. metres, are associated with a set of initiatives designed to reduce the airport's CO_2 emissions 40% by 2030: installation of a solar farm and LED lighting, purchase of 100% renewable energy and a reforestation plan. In the Dominican Republic, a new freight terminal was brought into service at Las Américas Airport in Santo Domingo, as part of an investment programme that will continue in 2021.

In Asia, VINCI Airports completed upgrading of the runway at Sihanoukville International Airport in Cambodia and redesigned the retail areas at Osaka Itami Airport in Japan, after four years of works. In the run-up to the Osaka 2025 Universal Exposition, the goal was to offer passengers an experience that meets the best international standards, while showcasing the region's specific cultural resources.

IN SERBIA, *modernisation works at Belgrade Airport have moved into operational phase.*

IN CAMBODIA, *for Environment Day, which brought together Group employees across the world in the autumn of 2020.*

ENVIRONMENTAL POLICY

VINCI Airports, the first airport operator to deploy a comprehensive environmental policy over its whole network, in 2015, strengthened this commitment in 2020, in line with the Group's overarching environmental ambitions. After reducing carbon footprint per passenger by 35% over the 2015-2019 period, VINCI Airports has set a new goal of reducing gross emissions 51% by 2030, and, over the same timeframe, commits to halving water consumption, eliminating the use of phytosanitary products in its airports, and sending zero waste to landfill thanks to recycling and reuse.

This ambitious strategy is particularly evident in the modernisation programmes rolled out by VINCI Airports, which include a growing share of environmental initiatives. On this point, Salvador Bahia Airport in Brazil, which has commissioned a 4.2 MWp photovoltaic power plant for self-consumption, is exemplary: integrated in the VINCI Airports network at the beginning of 2018, it benefited from an environmental upgrade during the renovation and extension programme that elevated it to the highest international standards. Thanks to the progress made, at the beginning of 2020 the airport earned

AT OSAKA ITAMI,
in Japan, retail areas have been redesigned in the run-up to the Osaka 2025 Universal Exposition.


PROTÉGEONS-NOUS
VINCI AIRPORTS
PROTECTING EACH OTHER

IN CHILE,
renovation and extension works at Santiago Airport cover a total area of over 500,000 sq. metres.

AWARENESS CAMPAIGN
about preventive measures rolled out by VINCI Airports at all the airports in its network.

Level 2 Airport Carbon Accreditation (ACA) from the ACI, and received awards from the Brazilian Civil Aviation Authority (most sustainable aerodrome in Brazil) and the Ministry of Infrastructure (Via Viva 2020, airway category).

Other actions are deployed throughout the term of contracts to reduce the environmental footprint of the network's airports: installation of solar panels, replacement of existing conventional light bulbs with LEDs, upgrading heating and air-conditioning systems, and changing to electric service vehicles and runway machinery. To guide each airport in its efforts to progress while fostering global momentum, all the airports that join the VINCI Airports network sign up to the ACI's ACA process and undergo an annual audit carried out by an independent agency. In 2020, Belgrade Airport and Stockholm Skavsta Airport obtained ACA Level 1 accreditation (approval of measurement of carbon footprint using an international standard). Also in 2020, the three Cambodian airports and the Clermont Ferrand Auvergne Airport, in France, moved up from Level 1 to Level 2 (certification of average reduction in carbon footprint over three years), while London Gatwick and Lyon-Saint Exupéry airports achieved Level 3+ (carbon neutrality) certification. Guanacaste Airport in Costa Rica is the first in Latin America to be recognised as carbon neutral according to the process validated by the NGO Earth University.

In parallel, VINCI Airports plans to involve its aviation partners in its environmental efforts by introducing a scheme to modulate airport fees – in compliance with regulations specific to each country – depending on each aircraft's carbon footprint. This should encourage airlines to accelerate renewal of their fleets. In addition, under a partnership with the French Aviation Federation, VINCI Airports is supporting development of electric propulsion aircraft in French flying clubs. During the summer of 2020, it hosted two stops, at Grenoble Alpes Isères Airport and Chambéry Savoie Mont Blanc Airport, in the first "Tour de France" for electric aircraft.

THE TOUR DE FRANCE
for electric aircraft touches down at Chambéry Savoie Mont Blanc Airport in the summer of 2020.

IN THE DOMINICAN REPUBLIC,
VINCI Airports is the country's leading private solar energy producer, thanks to the solar power plants installed at its six airports.

OPERATIONAL PERFORMANCE AND SERVICES

VINCI Airports' continuing efforts to increase the efficiency of its operations and make the travel experience safe and pleasant have been honoured with several awards. After Lyon-Saint Exupéry in 2019, Lisbon Airport, for the first time in its history, was named ACI EUROPE Best Airport


cambio
SOCIAL DISTANCING
DISTANCIAMIENTO SOCIAL
LIR

SOCIAL DISTANCING
measures at Guanacaste Airport, Liberia, Costa Rica.

MONA TRANSFORMS THE AIRPORT EXPERIENCE

Trialled since October 2020 at Lyon-Saint Exupéry Airport, Mona puts the airport experience in a whole new dimension. By combining biometrics with a relational marketing solution and a dedicated pathway through the airport, this app uses face recognition to enable service subscribers to pass through control points (excluding border control), from luggage drop-off to boarding, without any physical contact. To meet the requirements of France's Data Processing Authority, Mona has integrated the latest recommendations from authorities to guarantee passengers' data and rights are protected. The service was developed in concertation with the French Directorate General for Civil Aviation under its Vision Sûreté innovation programme. Mona also provides real-time information on flights and passenger pathways. In future, it may extend its range of services through partnerships with airlines and terminal retailers.

for 2020 in the 25-40 million passengers per year category. The award recognises the innovative solutions in flow management developed by the airport, which is a centre of excellence for VINCI Airports in this area. Three other airports in the network were singled out by ACI in its Airport Service Quality category, based on passenger votes: Porto (Portugal), which has benefited over the last few years from an extensive renovation programme; Guanacaste (Costa Rica), which passengers appreciate for the efficient and caring teams, short waiting times and the calm atmosphere of its terminal; Puerto Plata (Dominican Republic), whose terminal has been redesigned in accordance with local inspiration since it joined the VINCI Airports network in 2016.

LISBON AIRPORT, *for the first time in its history, was named ACI EUROPE Best Airport for 2020 in the 25-40 million passengers per year category.*

SALVADOR BAHIA AIRPORT *has benefited from a comprehensive renovation programme since its integration into the VINCI Airports network in 2018.*

At Lyon-Saint Exupéry, centre of excellence for innovation in passenger experience, 2020 saw the launch of Mona, the first travel assistant based on facial recognition technology *(see insert opposite).*

THANKS TO A NEW *6,800 sq. metre hangar centralising freight operations, the new terminal at Las Américas Airport in Santo Domingo in the Dominican Republic now houses the entire cargo transport chain in a single space.*

VINCI HIGHWAYS
VINCI RAILWAYS
VINCI STADIUM

VINCI HIGHWAYS

VINCI Highways designs, builds, finances and operates almost 3,800 km of motorways, bridges, tunnels and urban roads in 13 countries.

IN KENYA,
VINCI Highways will be converting a 175 km trunk road into a two-lane dual carriageway under a 30-year PPP.

DEVELOPMENT

CZECH REPUBLIC. On 7 December 2020, the 50/50 consortium set up by VINCI Highways (lead) and Meridiam was awarded the public-private partnership contract (PPP) for the D4 motorway linking Příbram (Central Bohemia) to Písek (South Bohemia). The first motorway PPP contract ever awarded in the Czech Republic, the project covers design, financing, construction and operation of a new 32 km motorway, and transformation of 17 km of existing infrastructure into a two-lane dual carriageway. The new link will improve road connection between rural South Bohemia and the capital.

The 28-year contract represents an investment of around €600 million. The works will be carried out by Eurovia's Czech subsidiary. The motorway will be equipped with state-of-the-art technologies that will guarantee a high level of road safety and comfort for motorists, and improve traffic conditions and flow. From an environmental standpoint, the project includes the recycling and reuse of 1.9 million cu. metres of excavated materials, a commitment to recycle up to 60% of the total volume of asphalt mix, and construction of stormwater retention ponds and wildlife crossings.

On the part of the road network bordering Slovakia, VINCI Highways already manages the PR1BINA expressway and the Banská Bystrica northern ring road, where it has been carrying out a campaign to replace older lighting systems with lower-consumption LED lamps.

KENYA. On 30 September 2020, in the presence of Uhuru Kenyatta, President of Kenya, and Emmanuel Macron, President of France, Rift Valley Highway – a company owned by VINCI Highways (lead), Meridiam and VINCI Concessions – signed an agreement to develop the Nairobi–Nakuru–Mau Summit highway project. The agreement will take effect following an Environmental and Social Impact Assessment in compliance with the high standards of the World Bank. Financial structuring of the project is expected to occur between end-2021 and early 2022.

This first PPP won by the Group in Africa, worth around €1.3 billion, consists of converting the existing trunk road into a 175 km two-lane dual carriageway. Rift Valley Highway will be responsible for design, finance, construction, operation and maintenance of the new motorway for 30 years, with remuneration based on infrastructure availability and quality criteria. The works will be carried out by Sogea-Satom, a VINCI Construction subsidiary with deep roots in Kenya, and VINCI Construction Terrassement. VINCI Highways will capitalise on its technical and operational expertise to serve traffic management, deploy advanced equipment and maintenance plans, and provide local employees with training.

UNITED STATES. Through its subsidiary Cofiroute USA, VINCI Highways successfully renewed the services contract for the 91 Express Lanes in California for another seven years. The 29 km infrastructure links the cities of Anaheim and Corona. Tollplus, in which VINCI Highways holds a 30% stake, will provide a next-generation back-office system with new features to facilitate operation management and improve financial performance, while guaranteeing better quality of service standards to its 150,000 subscribers, who make 37 million trips every year. This motorway, which has been operated by VINCI Highways since 1995, was one of the first in the world to be equipped with a free-flow toll system.

PROGRAMME MANAGEMENT

In Germany, where VINCI Highways is the leading private concession operator with a network of 212 km of motorways under four public-private partnerships (A4, A5, A9, A7-2), a new renovated 5 km section was brought into service on the A7-2, between Grossenrode and Northeim, near Hanover. The works, which included construction of a green animal crossing, were carried out by a consortium led by Eurovia. The contract provides for a complete upgrade of the 60 km motorway, including widening of a 29 km section to three-lane dual carriageway. A surface upgrade campaign was launched on the A5 in south-west Germany, a decade after a renovation programme over the entire motorway by VINCI Highways.

In Colombia, an agreement was signed with the National Infrastructure Agency (ANI) enabling resumption of works on the Bogotá–Girardot motorway, the country's busiest road. Under the terms of a 30-year contract, concession holder Vía 40

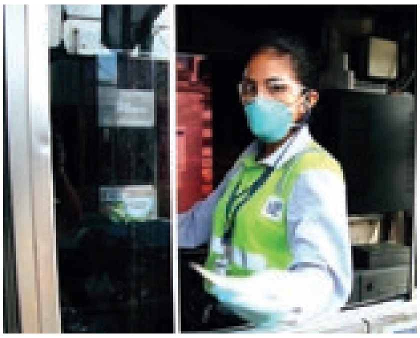
Express, owned equally by VINCI Highways and its Colombian partner Constructora Conconcreto, is carrying out a major renovation programme over the entire 141 km artery, including construction of a third lane over 65 km and four 2 km tunnels. The works will be carried out by VINCI Construction and Constructora Conconcreto.

In France, in return for extension of the concession for the Prado Carénage and Prado Sud tunnels in Marseille, VINCI Highways has launched construction of a new underground access road that will link the Prado Sud tunnel to the city's southern and eastern districts, freeing up the surface space required for extension of a tramway line. The works are being carried out by a joint venture comprised mainly of VINCI Construction subsidiaries and VINCI Energies.

OPERATION, SERVICES

In Russia, one year after the last two sections (7 and 8) of the M11 motorway linking Moscow and St Petersburg were brought into service, the concession company Two Capitals Highway won the national Rosinfra award in the "high-quality investments in infrastructure" category, in recognition of its compliance with the G20 Principles for Quality Infrastructure Investment. In 2020, more than 21 million vehicles travelled on the three sections of the M11 motorway, over 7 million of them on the new section, which offers smoother access to St Petersburg. As a concession holder through its subsidiary UTS, VINCI Highways is also the leading private motorway operator in Russia. UTS is strongly committed to road safety, and in 2020 launched the "Buckle up – save your life" campaign. Failure to use safety belts is the cause of 20% of fatal accidents on Russia's road network.

In Greece, Olympia Odos, which holds the concession for the Athens–Corinth–Patras motorway (201 km), contributed to the interoperability of electronic toll collection (ETC) in the country when it launched the Olympia Pass tag, which can now be used on all Greek motorways. The system also introduced the principle of kilometre-based payment in Greece. It calculates the actual distance



IN RUSSIA,
the concession holder of the Moscow–St Petersburg motorway won the national Rosinfra award in the "high-quality investments in infrastructure" category.

IN PERU,
integrating the Lima expressway into the VINCI Highways network has led to a substantial improvement in quality of service.

SOCIAL RECONCILIATION AND SOLIDARITY IN COLOMBIA

Vía 40 Express, concession holder of the Bogotá–Girardot motorway, supports a social and professional integration programme for former FARC (Revolutionary Armed Forces of Colombia) fighters. They produce recycled objects (bags, small cases and pouches, etc.), which are then distributed to local communities. In addition, in collaboration with the Red Cross and the International Organisation for Migration (IOM), Vía 40 Express has over the last few years created Vía Esperanza, a reception and humanitarian aid area for refugees fleeing the economic and political crisis in Venezuela.

IN GREECE,
Olympia Odos received an award for its innovative tunnel supervision and predictive maintenance programme.

travelled and automatically reimburses any kilometres not travelled. In addition, Olympia Odos received an accolade at the 2020 Facilities Management Awards for its innovative tunnel supervision and predictive maintenance programme (Smart tunnel), which both extends the useful life of the infrastructure and improves safety.

In Canada, one year after the new motorway bypass around Regina, capital of Saskatchewan, was brought into service, it received the highest award among the trophies organised by the Canadian Council for Public-Private Partnerships. VINCI Highways completed this infrastructure project, the largest ever built in the province (61 km of road, 12 interchanges, 33 bridges and viaducts) in just four years in close cooperation with Carmacks, Eurovia's Canadian subsidiary, and VINCI Construction Terrassement.

In Peru, integration of the Lima expressway (25 km) in the VINCI Highways network since 2016 has led to a substantial improvement in road safety (75% reduction in the number of accidents) and service quality, thanks to the implementation of new equipment and efficient operational procedures. The concession company Lima Expresa, VINCI Concessions' centre of excellence for road innovation, trialled several innovative projects that could be applied to other VINCI Highways infrastructure across the world. They include a system powered by artificial intelligence that can identify vehicle category according to dimensions; a voice command system that improves working conditions for toll plaza staff; drones connected to social networks to provide drivers with real-time traffic information; and bins for collecting recyclable objects from ETC users, who automatically benefit from reductions in their subscription charge in exchange.

SUPPORTING FRONT-LINE WORKERS DURING THE COVID-19 CRISIS

Many initiatives have been rolled out in the countries where VINCI operates to support front-line workers, particularly healthcare workers, during the health crisis. In Greece, transponders were given to staff at the three Patras hospitals allowing free access to the Rion–Antirion bridge. In Peru (Lima Expresa) and on the Isle of Wight in the United Kingdom, the concession companies made their service vehicles available for transporting medical workers and delivering goods to isolated people. In London (Borough of Hounslow road network), Marseille (the Prado tunnels) and Slovakia (PRIBINA expressway), medical and personal protective equipment was purchased and donated to local health services.

VINCI RAILWAYS

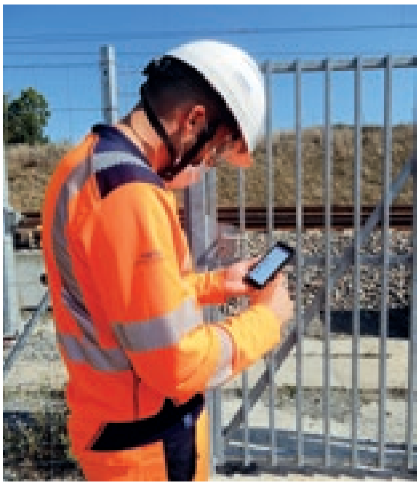
VINCI Railways manages France's second-most used rail line, the South Europe Atlantic high-speed line, built by the Group, and the GSM-Rail telecommunications system, which covers 16,000 km of track in the national rail network.

SINCE BEING BROUGHT INTO SERVICE
in 2017, the SEA HSL Tours–Bordeaux has carried more than 58 million passengers.

SOUTH EUROPE ATLANTIC HIGH-SPEED RAIL LINE

Like the whole of the French rail network, the South Europe Atlantic high-speed rail line (SEA HSL) between Tours and Bordeaux, operated as a concession through LISEA, 33.4%-owned by the Group, was hit hard by the health crisis and the travel restrictions imposed by the government. During lockdown, traffic on the line was limited to four trains a day, compared to 80 under normal conditions. Since being brought into service in 2017, the line has carried more than 58 million passengers. Results for the first years of operation show a strong impact on the attractiveness and economic development of the Bordeaux urban area and, more broadly, the entire region. In addition to the sharp growth in interaction between Paris and Bordeaux, the creation of the high-speed line has also led to an appreciable increase in regional express train (TER) traffic in Nouvelle-Aquitaine. LISEA is now working on developing new international lines. After the direct four-hour link between Bordeaux and Brussels first opened by Thalys in the summer of 2019, it is currently studying a future direct link connecting Bordeaux and London in just five hours.

MESEA, the company responsible for line maintenance, pursued its innovation strategy by finalising development of the TIME (Ticket Incident MEsea) application. This new tool allows optimal management of incidents occurring on the line by forwarding precise technical information, such as the temperature of rails and the position of reconnaissance trains, and providing intervention teams with incident timing data to guide their daily operations. LISEA and MESEA have also developed the SEACloud platform, which centralises, structures and analyses infrastructure data, leveraging artificial intelligence to enhance preventive maintenance tools and improve operational performance.



MAINTENANCE *of the electric power infrastructure for trains on the SEA HSL Tours–Bordeaux.*

DEVELOPED BY MESEA, *the TIME application provides intervention teams with data to guide their daily operations.*

In its environmental management of the line, LISEA completed implementation in 2020 of the compensatory mitigation measures – over a total area of 3,800 hectares – associated with creation of the line, after prior studies identified 223 protected species along its length. These measures, developed and deployed in close collaboration with non-profit and scientific partners, concern almost 350 sites, 30% of which were acquired by LISEA and handed over to conservancies. The remaining 70% are managed under agreements with farmers and land owners. These agreements were approved by government agencies at a committee meeting of administrative departments brought together under the aegis of the Prefecture of the Nouvelle-Aquitaine region, which confirmed that the environmental mitigation goals had been met. These measures will be monitored by LISEA until the end of the concession contract. LISEA also set up an environmental observatory that shares the data obtained with government agencies and environmental stakeholders through the CompenSEA platform.

GSM-RAIL NETWORK

Under a partnership contract with SNCF Réseau, Synerail, a company owned 70% by VINCI Concessions and 30% by SFR, operates the GSM-Rail network, which it was largely responsible for deploying. This Global System for Mobile communications, designed specifically for the rail sector and compatible with European interoperability standards, covers 16,000 km of track in the French rail network, securing the exchange of information (voice calls and data) between trains, traffic regulators and SNCF maintenance teams. In 2020, Synerail refinanced €53 million in bank debt.

VINCI STADIUM

VINCI Stadium manages a network of four stadiums built by the Group in France: the Stade de France in Saint-Denis, the Matmut Atlantique in Bordeaux, the Allianz Riviera in Nice and the MMArena in Le Mans.

THE ALLIANZ RIVIERA *welcomed the start of the third stage – Nice to Sisteron – of the Tour de France on 31 August 2020.*

After a remarkably full programme of events in 2019, 2020 promised to be another excellent year for the four VINCI Stadium venues, whether for recurring sports fixtures or exceptional events (including a Lady Gaga concert and the opera Carmen at the Stade de France, a Paul McCartney concert at the Matmut Atlantique, the semi-finals of the Top 14 rugby competition at the Allianz Riviera, and the Africa-France Summit at the Matmut Atlantique).

However, as of March, restrictive government measures to limit the spread of Covid-19 (ban on large public gatherings, shutdown of premises open to the public, lockdowns, etc.) drastically reduced the number of people permitted to attend public events (limited to 5,000 and later 1,000), leading to the closure of stadiums. These measures resulted in cancellation or postponement of a total of 32 sporting and cultural events.

From the end of the summer, the stadiums demonstrated their capability – working closely with organisers – to implement stringent health protocols, enabling them to host 60 soccer and rugby matches over the rest of the year, either closed to the public or before very small numbers of spectators.

This expertise is being harnessed by the public authorities in the ongoing discussions on the protocols required to gradually bring the public back to sports venues in 2021.

All four stadiums have embarked on discussions with concession-granting authorities around the effects of the health crisis on the economic structure of concession contracts.

Activity in these unprecedented conditions, which saw sports tournaments ending prematurely in March 2020, is described below.

THE STADE DE FRANCE (Saint-Denis) hosted 12 events: five France rugby team matches, five French national soccer team matches, and the finals of the Coupe de France and Coupe de la Ligue soccer competitions.

THE MATMUT ATLANTIQUE (Bordeaux) hosted 13 French Ligue 1 matches and one Coupe de France match played by its resident club, the Football Club des Girondins de Bordeaux.

THE ALLIANZ RIVIERA (Nice) hosted 14 French Ligue 1 games, three Coupe de France matches, three Europa League matches and two friendlies played by its resident soccer club, OGC Nice. It also welcomed the start of the third stage of the Tour de France bicycle race on 31 August.

THE MMARENA (Le Mans) hosted four French Ligue 2 soccer games, seven third-division fixtures as from the month of August, and a friendly match played by its resident club Le Mans FC.

OUTLOOK

Visibility remains extremely low at the beginning of 2021, as concessions activities depend on the evolving health situation and potential resulting restrictions. At this stage, it is impossible to offer reliable traffic forecasts for the next few quarters, either for VINCI Airports or VINCI Autoroutes.

For VINCI Autoroutes, traffic was still impacted by travel restrictions at the beginning of 2021. However, levels could return to normal relatively fast once measures are lifted, as was observed in the summer of 2020.

For VINCI Airports, recovery will be more gradual. The main indicators show that activity will fall further in 2021 compared to pre-pandemic levels.

Given the circumstances, VINCI's concessions business lines will continue to implement their cost optimisation and investment plans, while honouring their contractual and regulatory obligations.

Over and above short-term uncertainties, concessions should be analysed with respect to their long-cycle economic rationale, whether this means their business model, fundamental mobility needs underlying their markets, public service projects they undertake for authorities, or their relations with users.

Building on that analysis, VINCI's concessions business lines will continue to strengthen their partnerships with the regions in which they operate as key players, and develop services that improve mobility and the travel experience, thanks in particular to digital technology.

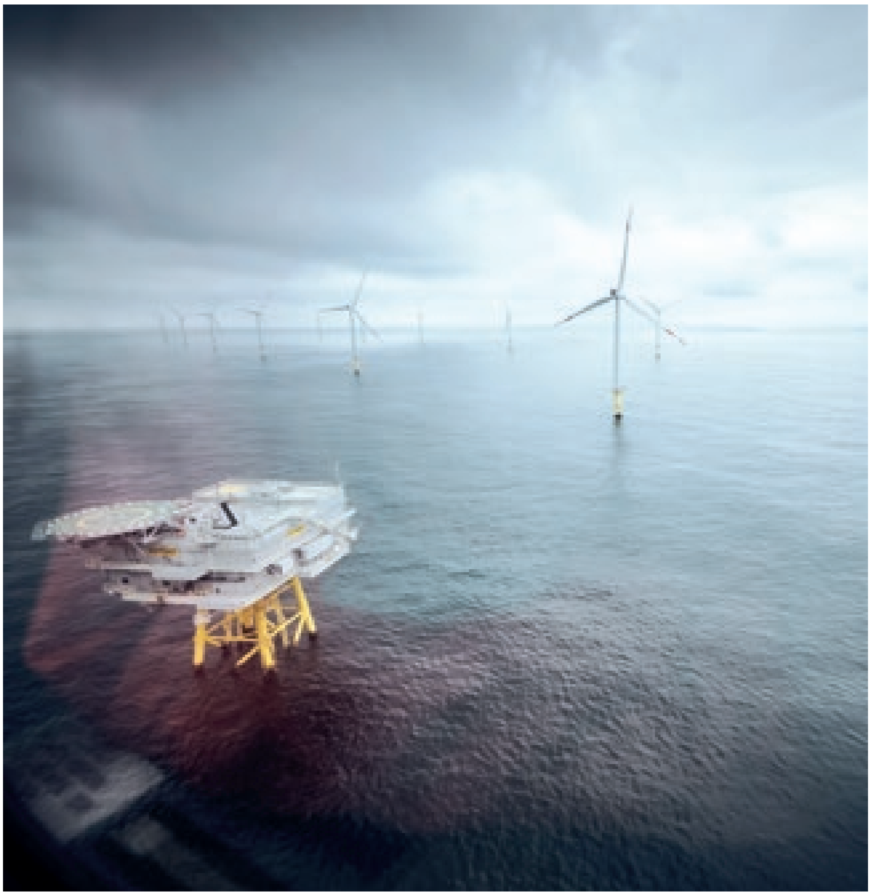
The same long-term vision will guide their environmental approach. In line with its commitments, VINCI pledges to make an active contribution to ecological transition in the mobility sector by transforming its infrastructure and fostering new practices that reduce the carbon footprint of travel.

VINCI ENERGIES

In a world in constant flux, VINCI Energies is leveraging performance, energy efficiency, connections and data to fast-track the rollout of new technologies and thereby support two major shifts: the energy transition and digital transformation. With their strong regional roots, agile organisational structure and innovation drive, VINCI Energies' 1,800 business units and their 84,000 employees across 55 countries are making buildings, factories, energy, transport and communication infrastructure and information systems more reliable, safer, more efficient and more sustainable day after day.

SOLAR FARM
Laurel Hill,
Donaghcloney,
Northern Ireland

VINCI Energies' model has proven it is highly resilient in troubled circumstances. Thanks to its broad international reach, its diverse markets and working methods, its operations covering a number of essential sectors and its decentralised, responsive organisational structure, VINCI Energies was able to contain the impact of the pandemic on its revenue and earnings.



OFFSHORE WIND FARM *in the North Sea (Oréo).*

IFA2 SUBSEA *electrical interconnector between France and the United Kingdom.*

Following strong growth in 2019, revenue in 2020 remained high at €13.7 billion, down very slightly by 0.6% (and down by 4.2% like-for-like). The company's strength in the face of a global crisis stems from the combination of several factors: its extensive international wingspan (57% of revenue is generated outside France); diverse spectrum of expertise in markets where demand is structurally high; great variety in contract types and working methods ranging from major projects to core business activities and from electrical engineering and installation to maintenance and operation; operations in essential sectors such as health, power, telecommunications and the pharmaceutical and food industries, which allowed it to maintain a certain level of business activity even when the global health crisis was at its peak; and a highly decentralised organisation and strong management culture that lend remarkable agility to VINCI Energies' 1,800 business units and bring them closer to their customers, a closeness they demonstrated when, in 2020, they helped clients maintain business continuity or deal with unprecedented situations.

In spite of the difficult context, VINCI Energies continued to pursue external growth opportunities. Over the course of the year, 21 new business units totalling €380 million in full-year revenue were added to the business line and its brand networks. VINCI Energies, for example, expanded further in North America by acquiring Canadian company Transelec Common Inc., the leading power and telecommunications infrastructure specialist in Quebec, employing 2,000 people.

REPLACING
2,600 light points with LEDs in Cafelândia, Brazil.

INFRASTRUCTURE

Revenue in this segment totalled €3.9 billion, unchanged compared with 2019.

ENERGY INFRASTRUCTURE

Despite reduced demand for energy due to the economic downturn, activity remained resilient.
Within the Omexom brand, which is active in some 40 countries, VINCI Energies' expertise covers all the stages in power production, transmission, conversion and distribution, with services and solutions that keep pace with major trends such as the acceleration of the energy transition, the growing prominence of renewable energies and the development of smart infrastructure, which are generating a large volume of work.

IN POWER TRANSMISSION AND DISTRIBUTION GRIDS, VINCI Energies continued to work for French public transmission and distribution system operators RTE and Enedis, notably winning a contract to connect an offshore wind farm to the grid in Saint-Brieuc (Brittany) for RTE and a multi-year contract to reinforce and renovate power lines in the north of France for Enedis. Internationally, VINCI Energies' business units worked on a variety of projects for national and regional operators in Germany (new Stade–Landesbergen transmission line), the United Kingdom (three substations in the north of England), Spain (new distribution infrastructure for Endesa), Cameroon (290 km of new high voltage lines and substations), Côte d'Ivoire (transmission and distribution grids), Benin (underground high voltage line), Senegal (transmission and distribution grids), Gambia and Guinea (high voltage lines), as well as New Zealand (lines for Transpower in Wellington).

IN RENEWABLE ENERGIES, VINCI Energies is taking part in many projects to connect wind or solar farms and reconfigure distribution grids to accommodate these new sources of electricity. In Germany, Omexom acquired EWE OSS (160 employees), a company that specialises in the development, operation and maintenance of offshore wind farms and holds a leadership position in the North Sea. In solar power, Omexom connected Sweden's largest photovoltaic farm, located in Härad, near Stockholm (50,000 panels, 20 MW); in Ireland, it was awarded a contract to build three power plants totalling 58 MW in the vicinity of Dublin; and in France, it won a contract to build one of Europe's biggest urban solar plants (140,000 panels, 60 MW) near Bordeaux. In Bahrein, teams built a second photovoltaic power plant as part of a turnkey project on a site operated by Tatweer Petroleum. Omexom is also expanding in the emerging market for batteries to store energy from intermittent sources and thus even out supply: as part of a joint venture with Saft (Total), the company is building one of the largest projects of this kind in France (two tranches, 25 and 36 MW) on the site of a former refinery.

ILLUMINATED
walking experience by Citeos in the French city of Tours.

TRAMWAY
Installation works on the new 10 km tramway line B in Angers, in western France.

THE URBAN LIGHTING, SECURITY AND IMPROVEMENT BUSINESS also benefited from tailwinds resulting from the combination of efforts to optimise energy consumption and develop new smart-city services relating to public lighting. In 2020, business units within the Citeos brand in France managed 116 energy performance contracts for local authorities, nine of which were awarded or extended during the year. New projects were also carried out in Oslo (Norway) to refit existing lighting systems with LEDs, and in Cafelândia (Brazil) to replace 2,600 conventional light points with LEDs.

IN THE NUCLEAR SECTOR, where activities are located primarily in France, business held steady thanks to recurring maintenance work. EDF's operational readiness programme and Grand Carénage refit programme, which aims to extend the lifespan and enhance the operating safety of the country's fleet of nuclear plants, provide the company with a stable volume of activity over the medium term. In the United Kingdom, VINCI Energies was selected by NBB, a subsidiary of EDF, to take part in cabling design for the two EPRs that will be built at Hinkley Point.

TRANSPORT INFRASTRUCTURE

VINCI Energies is contributing to the development of carbon-free mobility in a variety of ways. In its long-standing areas of expertise, its business units are supplying technical equipment for new transport infrastructure. In France, for example, they are working on the Eole project, extending RER Line E to the west of Paris (high and low voltage electrical equipment in two stations, nine shafts and an 8 km tunnel). Under several contracts won in 2019 and 2020, they will also be installing the electrical architecture, overhead contact lines (in a consortium with Eurovia) and platform screen doors in 16 stations along the future Line 15 South of the Grand Paris Express. Beyond its expertise in the electrical sector, VINCI Energies also integrates technical equipment on infrastructure projects. A number of these bring together several of the Group's business lines, such as the projects for the western Strasbourg bypass and the urban cable car in Saint-Denis on Reunion Island. Other examples include ongoing work in Sweden to install the technical systems in two new underground stations (T-Centralen and Korsvägen) connected to Gothenburg Central Station.

At the same time, through Cegelec Mobility, VINCI Energies is developing a range of expertise revolving around mobility systems (railway signalling, safety, traffic management, engineering) and applying it on tram, metro and rail lines. The new safety programmable controllers it has installed on the light rail systems in Nice and Caen are two examples.

Electric mobility also accounts for a growing share of VINCI Energies' solutions, services and activities. Here, the company helps vehicle manufacturers, local authorities and specialised operators install and maintain their charging stations. In France, Citeos won the first comprehensive performance contract (which includes specific terms relating to quality of service) in Bourgogne-Franche-Comté, covering the management of a network of 380 charging stations across the region's seven administrative departments. Easy Charge, a joint venture with VINCI Autoroutes, won the public service contract for the eborn project, a network of 1,200 charging stations initiated by 11 energy authorities in central-eastern and south-east France. VINCI Energies' network of local business units will build and maintain the stations for Easy Charge, and the CityApp tool will be used for remote management.

INDUSTRY

Activity in this segment remained virtually stable like for like (€3.7 billion). VINCI Energies benefited from the fact that it operates in a wide variety of industries, which in its case means that its revenue is evenly spread across sectors that are bearing the brunt of the pandemic and the associated economic crisis (notably the aerospace and automotive industries) and others that have maintained or, in some cases, increased their level of business (logistics, food processing and life sciences, in particular). With its 400 companies in 41 countries, Actemium's positions also make for optimal coverage of industrial markets. Its network provides solutions and services that range from consultancy and engineering to execution, operation and maintenance, combined with expertise tailored to specific industrial processes. This enables it to blend hand-picked skill sets and working methods into custom solutions based on each client's requirements. This approach enables Actemium to work with high-volume customers on their various sites around the world, while also increasing core business activity by forging close relationships with customers in each local market or industrial site. In 2020, in an economic environment that was less buoyant for large investments, Actemium continued to handle a substantial volume of business relating to maintenance and optimisation of production sites, which offset the decline in major projects.

PHOTOVOLTAIC SOLUTIONS FOR REMOTE COMMUNITIES IN BRAZIL

Omexom G&D signed a contract with operator Energisa to supply turnkey renewable energy systems to 2,090 families living in remote areas of the state of Mato Grosso do Sul. The project will provide each family with an individual power supply system, or SIGFI, as well as all services required for installation, including commissioning and training.
The project kicked off in late 2020 and will be completed in 2022.

FLUID-SYSTEM AUDITS *at a pharmaceutical production facility in France.*

SAINT-GOBAIN TOWER *The new headquarters of Saint-Gobain in La Défense (built by VINCI Construction) was fitted with an extensive state-of-the-art audiovisual network.*

Activity was also boosted by two deep-seated shifts that are causing manufacturers to overhaul their facilities and processes. The first stems from the ecological transition, which is prompting companies to seek efficient solutions to reduce their energy consumption and greenhouse gas emissions, implement circular economy principles, and reuse resources and materials throughout their production cycle. The second is related to digital transformation and the increasingly pivotal role of data in the organisation and operation of industrial facilities. Joining forces with Axians, Actemium is supporting its customers by integrating novel solutions that tap into the convergence of production and communication technologies (operational technology/information technology), cybersecurity, traceability, and even predictive maintenance.

The following selection illustrates the diversity in projects carried out in 2020.

- In the automotive sector: in France, reorganisation of a high-speed tyre production line for Michelin; in Sweden, installation of the electrical, communication and security systems for Northvolt's new lithium-ion battery factory in Skellefteå.
- In food processing: in the Netherlands, electrical engineering and automation equipment for a new dairy plant for A-ware in Heerenveen; in Belgium, automation, mechanical and electrical installation and integration of processing equipment on a bottling line at the FrieslandCampina dairy plant in Aalter.
- In the energy sector: in Germany, installation of a hydrogen plant on the pilot site of a new gas facility for Ontras Gastransport; in France, renovation of the fire detection systems at a Storengy gas storage site, one of Europe's largest, and implementation of monitoring and control and power distribution systems for EDF's new Romanche-Gavet hydroelectric power plant.
- In logistics: in France, maintenance of the parcel sorting system at the Colissimo hub in Val-d'Oise, north of Paris, for the La Poste group.
- In life sciences: in Switzerland, instrumentation of a new production facility for cell and gene therapies for Novartis in Stein; in Ireland, design and installation of a clean utility system for WuXi Vaccines' new manufacturing facility in Dundalk.
- In mining: in Morocco, connection to the power supply and installation of the automation and monitoring systems on a 2 km section of the conveyor belt at OCP's Ben Guerir site.
- In the paper industry: in Germany, electrical installations, instrumentation and monitoring and control systems at a new production plant for Progroup AG in Sandersdorf-Brehna, and fire protection systems across a number of sites for Palm in Aalen and Wörth.
- In railways: in France, electrical engineering and installations in a metro, tram and tram-train testing building for Alstom in Petite-Forêt in the north of the country.
- In the oil and gas sector, despite flagging investments compounded by the drop in global demand, activity held up due to the significant weight of maintenance operations. In the upstream (production) segment, VINCI Energies notably worked for Total, BP, Perenco and ExxonMobil in Africa (Angola, Congo, Cameroon, Nigeria), Petrobras in Brazil, Premier Oil in Indonesia and North Oil Company in Qatar, Vietnam and Indonesia. In the downstream (refining) segment, VINCI Energies continued to provide maintenance services to its long-standing customers. In the Netherlands, its teams handled the full electrical and instrumentation works packages for 15 storage tanks in the port of Rotterdam.

CONVERTING GREEN ELECTRICITY INTO HYDROGEN

Actemium has been working with GRTgaz (a natural gas transmission system operator in France) on the Jupiter 1000 project for several years. This industrial demonstrator, located at an energy transition innovation hub in Fos-sur-Mer and commissioned in 2020, is designed to convert renewable electricity (wind, solar) into gas for storage and subsequent injection into the GRTgaz network. Actemium delivered all the electricity, instrumentation and automation packages on the project.

BUILDING SOLUTIONS

Revenue in this activity stood at €3.5 billion (down 2.5%). The fact that business is spread across engineering and works on the one hand, and maintenance, operation and facilities management on the other, contributed to its resilience. Similarly, the wide variety in the type and scale of projects taken on by VINCI Energies offset the slowdown in the number of large office building projects. In this last segment, VINCI Energies is leveraging its ability to develop services and solutions that meet its customers' expectations in terms of environmental performance, connectivity, user comfort and building adaptability. Its position as a solutions integrator comes into its own most particularly when its business units take on all the technical works packages in a project.

IN WORKS ACTIVITIES, the main projects under way or awarded in 2020 were: in the Greater Paris area, the Highlight campus, developed by Kaufman & Broad in Courbevoie (24,000 sq. metres of office space, service areas and a residential hotel), two office buildings in the Docks de Saint-Ouen (58,100 sq. metres, in a consortium with VINCI Construction

RENOVATING
the Niederberg civic centre in Velbert (Germany).

SPRINKLER
installation by Calanbau (Germany).

France) and the Arboretum project in Nanterre (125,000 sq. metres), which sets new environmental performance standards; in other parts of France, the new university hospital in Reims (55,000 sq. metres, in a consortium with VINCI Construction France), the Mérignac 2020 building for Dassault Aviation on the outskirts of Bordeaux (25,000 sq. metres) and a new logistics hub for a mass retailer in Meaux (50,000 sq. metres). With the acquisition of Sanitherm, VINCI Energies also consolidated its position in the heating, ventilation and air conditioning segments in Brittany.

In Germany, VINCI Energies won a public-private partnership contract to renovate, extend and elevate the Niederberg civic centre in Velbert, along with a contract to operate it until 2048.

Other projects outside France included, in Switzerland, Skan AG's new head office in Allschwil and the Triemli hospital in Zurich; in Sweden, the Skaraborg hospital in Skövde and two new office buildings for Skanska in Malmö. Specialist subsidiary Wah Loon Engineering worked on a number of data centre projects in Singapore, Malaysia and, for the first time, Indonesia.

IN MAINTENANCE AND FACILITIES MANAGEMENT, business units in the VINCI Facilities network deliver integrated multi-site solutions and services to customers in the public and private sectors, under multi-year contracts. When France went into lockdown, teams spared no effort to help clients maintain business continuity and keep their operations – most particularly hospitals and telecommunications facilities – up and running. VINCI Facilities was awarded a five-year contract to manage Orange's future global headquarters as well as Orange France's head office in the Paris area.

FACILITIES MANAGEMENT AND ENERGY PERFORMANCE

The energy performance contracts introduced by VINCI Facilities, which are offered as part of a five-year comprehensive facilities management contract it signed with Thales in 2018, which covers all 45 of its sites in France, have enabled the company to slash 20% off its building energy bills nationwide, via targeted investments.
The national energy performance scheme draws on the expertise of specialist subsidiary Greenaffair and the network of VINCI Energies engineers. It introduces incentives to replace heating and cooling systems with more energy-efficient alternatives, funding in the form of energy savings certificates, an energy consumption monitoring tool, as well as an awareness programme for building occupants.

AXIANS HELPS *its customers in developing more robust enterprise networks, as more and more people began working remotely.*

INFORMATION AND COMMUNICATION TECHNOLOGIES

Revenue in this segment grew by 7.1% to €2.6 billion. Axians maintained its external growth momentum with four acquisitions in Europe and Brazil, and now encompasses 260 business units and employs 12,000 people in 25 countries spread over four continents. The pandemic had a short-term impact on a number of markets but, most importantly, also prompted Axians' customers to fast-track their digital transition projects. With the widespread shift to working from home during the lockdowns, Axians business units supported companies in their efforts to reinforce and secure their networks and systems, and to develop collaborative tools. They also helped healthcare providers adapt in response to the pandemic, by assisting medical professionals with the use of collaborative tools in the Netherlands, supplying systems to enable remote medical training in Belgium, and creating a local network to support 500 beds in ICUs throughout Italy, for example.

Generally speaking, Axians' integration expertise meets growing customer demand for solutions that combine software, hardware and bespoke services, focus on the user experience rather than technical content, and harness data. This has mainly led to the development of as-a-service solutions and expertise in business intelligence and data analytics services.

In 2020, activity in telecommunications infrastructure held steady at a high level, both in the wired sector, with fibre-optic rollout, and in mobile infrastructure, with capacity reinforcement and network maintenance as well as the ramp-up of operations relating to 5G technology. In France, Axians is a leading partner for local authorities, helping them roll out fibre-to-the-home connections under public initiatives; the brand was for instance awarded a new contract in that category in the administrative department of Seine-et-Marne. In Poland, Axians is working with Nexera, a telecommunications operator, to deploy a fibre-optic network that will ultimately reach 670,000 households, under a project jointly funded by the European Union.

In other market segments, the year's major contracts are a reflection of the broad spectrum of expertise and solutions developed by Axians in a range of sectors that is just as varied.

- France: revamping of the network infrastructure and data centres for Sciences Po; creation of a private cloud system for the Paris public hospital system; rollout of a teleworking solution for hospital staff in Marseille; optimisation of the emergency call management system used by the Centre Hospitalier de la Polynésie Française; supply and maintenance of network equipment for the new synchrotron at the ESRF in Grenoble.
- Italy: design-build, maintenance and 24/7 monitoring of a high-performance telecommunications network for the new Agrologic hub operated by the mass retailer Aspiag Service.
- Germany: managed IT services for Phoenix Pharma, a leading pharmaceutical trader in Europe.
- Spain: design-build of a new data centre, including communication networks and security systems, for Sabadell bank in Madrid.
- The Netherlands: implementation of a network-as-a-service solution for Kiwa Tests, a testing, certification and inspection firm, followed by rollout to other company locations across Europe.

SMART IRRIGATION

In Florence, Axians is trialling a smart irrigation system for the Italian city's parks and gardens, under the European Replicate project, which also involves the cities of San Sebastián in Spain and Bristol in the United Kingdom. The system, which combines IoT architecture with a platform that consolidates data collected in the field and sends it to the city's control room, has led to a 30% reduction in water use compared to a conventional set-up. The city is now planning to use a similar IoT-based system to develop other smart-city services in sectors such as mobility, tourism or civil protection.

OUTLOOK

In spite of the uncertainties surrounding the global health crisis, VINCI Energies should continue to display resilience in 2021.
Its diverse business lines and geographies, combined with a network-based management model, will contribute to improving economic performance in the short term, as VINCI Energies' business units continue to adapt to their customers' evolving requirements.

In all its markets, VINCI Energies will gain from buoyant medium- and long-term trends. The expanding ecological transition will impact all activities; at the same time, advances in digital technologies, in particular as regards data analysis and processing, will drive the transformation of energy and transport infrastructure, industrial processes, buildings and communication networks.
VINCI Energies will support these developments by offering ever more environmentally beneficial solutions and services to assist its customers in reducing their carbon footprint, while also working on shrinking its own emissions.

In this context, by combining environmental impact management, operating performance, new services and user comfort, VINCI Energies will step up its position as a technology integrator with the capacity to offer its customers the most efficient and sustainable solutions.

EUROVIA

As a partner of cities and regions, Eurovia develops solutions that improve mobility and the living environment through the transport infrastructure and urban projects that it designs, builds and maintains. As part of its environmental ambition, which is underpinned by its strong innovation momentum, the company develops technologies and processes that reduce the impact of its works and materials production processes on the climate, natural resources and biodiversity. Eurovia operates in 15 countries across Europe and North and South America and employs more than 44,000 people.

COMMISSIONING
of a next-generation asphalt plant emitting 20% less CO_2, in Lentföhrden (Schleswig-Holstein), Germany.

In 2020, thanks to its resilient model, Eurovia recorded only a limited decline in its business activity and earnings, despite the global pandemic and economic crisis. The company was helped by its diverse markets (both in terms of geographies and contract types) and efficient management model which builds on experience gained from past downturns.

ROAD RESURFACING
Eurovia refurbished 68 km of road surface on the A62 motorway between Toulouse and Montauban. Its subsidiary Euroliners used an autonomous vehicle to pre-mark the roadway on this project.

Following strong growth in 2019, Eurovia posted a limited 6.2% reduction in revenue, to €9.6 billion. The slowdown was most significant in France, while activity held up or continued to grow in most of the other countries in which Eurovia operates.

Eurovia showed its ability to respond swiftly to unprecedented circumstances: thanks to its decentralised organisation and cohesive management, it proved able to adapt its operations to the situation. Drawing on its solid health and safety culture, the business line was quick to deploy, across all its geographies, the health protocols issued by local authorities in response to the Covid-19 pandemic, and was able to substantially reduce the frequency and severity rates of workplace accidents. Thanks to positive social dialogue and highly engaged managers and teams, the various measures that were introduced had a relatively limited impact on worksite productivity.

Eurovia was able to leverage its wide range of areas of expertise and working methods. Thus, while a number of core business activities shrank, notably in France due to the protracted municipal elections, the company carried out numerous local projects – principally emergency works and setting up bicycle paths. In rail works, activity and order intake were buoyant, primarily in France and the Czech Republic. Lastly, Eurovia won major international contracts, a number of which are to be executed in synergy with other VINCI business lines.

Thus, despite a more sluggish market environment, Eurovia maintained a satisfactory level of earnings, outperforming its sector.

As part of its drive to continuously improve its operational performance, the business line began to roll out its E-Cube digital transformation programme – first in Quebec (Canada), to be followed by France in 2021 –, which will ultimately reach all entities and all departments. E-Cube was designed with and for teams working in the field, and aims to provide Eurovia with a single, common tool for managing each worksite and production facility and the associated support services, thus streamlining operations throughout the company.

As regards the environment, Eurovia has cascaded the three key areas of the Group's ambition into action plans suited to each of its business activities.

◗ Act for the climate: Eurovia has implemented a strategy aimed at reducing its CO_2 footprint 40% by 2030 and has launched an investment programme throughout its asphalt plants to this end. The objective is to supply them with new sources of energy, equipment, industrial processes and real-time monitoring of consumption which, combined, will contribute to significantly curbing emissions.

◗ Optimise resources thanks to the circular economy: Eurovia continued to develop innovative recycling solutions for roadworks. After designing a competitively priced resurfacing process incorporating over 70% recycled aggregates from asphalt planings and applying it on several sections of the French road network, Eurovia launched Recyvia-E in 2020. Thanks to this new maintenance method, which is particularly suited to rural roads, it is now possible to resurface the wearing course using up to 100% of materials available in situ. Further upstream in the construction supply chain, Eurovia is developing the production of recycled materials, especially from construction waste, and is rolling out its Granulat+ brand in an ever larger number of geographies. The solutions supplied by Granulat+ production facilities help to conserve natural resources, increase the proportion of recycled or recovered materials and foster local production and transport loops.

◗ Preserve natural environments: Eurovia works closely with conservation organisa–tions to protect biodiversity in and around its quarries during their life cycle and subsequent rehabilitation. In France, the Natural History Museum (MNHN) has been supporting Eurovia since 2012 by analysing, monitoring and guiding these initiatives with the help of an ecological quality indicator (IQE) developed as part of this partnership.

EUROPE

FRANCE

Business was most affected in France, due to the combined impact of the pandemic and the wait-and-see attitude adopted by local authorities, as the decision to defer the second round of municipal elections delayed decisions to launch new projects. With the widespread lockdown imposed by authorities in mid-March, Eurovia's worksites were at an almost complete standstill for an entire month. Thanks to the commitment of managers and their teams, each division quickly set up a pilot worksite implementing the new health recommendations, and work gradually resumed in April before ramping up in May. Over the period, however, Eurovia worked on a number of small-scale operations, modifying traffic signage and roads to accommodate the increase in bicycle traffic resulting from the decrease in public transport services. The pace of activity then virtually returned to normal in the early summer.

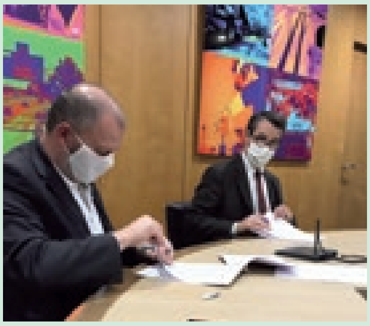
Over the whole of 2020, revenue declined by 11.6% to €4.8 billion.

IN MOTORWAYS, Eurovia continued widening the A61 and refurbishing the A62 between Toulouse and Montauban, and began paving the future western Strasbourg bypass, for VINCI Autoroutes. Its divisions also worked on a number of road improvement and maintenance projects, such as a section of the Route Centre-Europe

DEVELOPMENT
Resurfacing a greenway near Uzès in southern France. The trail allows users to enjoy the Gard's landscape over a 10 km stretch of converted train track.

Atlantique in central-eastern France, the RN184 (part of the Francilienne ring road around the Greater Paris area), the D199 in Chelles (also in the Greater Paris area), the RD951 in Champfleury (Marne), the bypass road around Gap (Hautes-Alpes), the RD1016 in Creil (Oise) and the RD10 in Morbihan (Brittany).

IN URBAN DEVELOPMENT AND ROADWORKS, Eurovia's divisions carried out works in Brest (Finistère), Avignon (Vaucluse), Marseille and Marignane (both in Bouches-du-Rhône) and Baixas (Pyrénées-Orientales); urban regeneration projects in Paris (sports trails in the 11th and 20th arrondissements), Lille (on the site of the former Fives Cail factory in northern France), Saint-Dizier (Haute-Marne), Bruz (Ille-et-Vilaine), Châtel-Guyon (Puy-de-Dôme), Erstein (Bas-Rhin) and Arcachon (Gironde); and projects involving bicycle paths and greenways in the administrative departments of the Gard (between Uzès and Remoulins), the Marne (V52), the Orne (converting a disused railway track into a trail between Alençon and Couterne) and the Pyrénées-Orientales (Alénya to Saint-Cyprien).



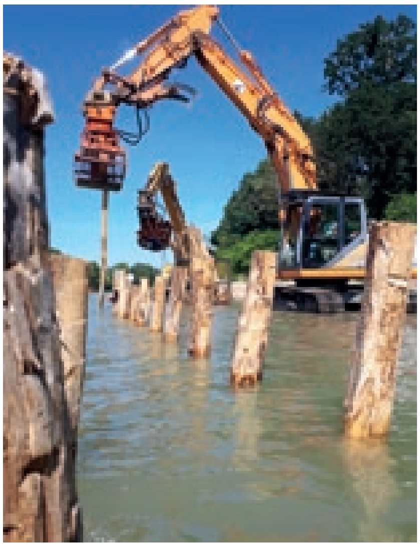
A NEW SOCIAL JOINT VENTURE

At the end of 2020, with the support of the Fondation VINCI pour la Cité, Eurovia and Id'ees, an organisation that fosters social integration through employment, founded Tridev, a social joint venture that specialises in the upkeep of green spaces and deconstruction of buildings. In 2021, Tridev will employ 15 to 20 people across Eurovia's sites and projects. This is the fifth such social joint venture set up within VINCI since 2018.

IN URBAN MOBILITY, Eurovia continued work on major light rail lines in the Greater Paris area (completion of tramway line T3 in Paris; T9 between Porte de Choisy in Paris and Orly-Ville to the south; T10 in the Hauts-de-Seine) as well as in other cities (Bordeaux, Saint-Étienne). It also completed the right-of-way bus lanes in the greater Amiens area (Somme).

IN RAIL WORKS, activity was particularly brisk in the Greater Paris area. ETF continued to work closely with SNCF Réseau, the French rail infrastructure manager, on the programme to upgrade Transilien and RER network lines. To avoid interrupting train traffic, work is carried out at night using a suite rapide system designed for work in densely populated areas. It comprises two factory trains that can fully renovate 400 metres of track in a single overnight shift. In addition, as part

LIGHT RAIL
Eurovia took part over 16 months in an intensive programme of work to extend Line 3 of the Saint-Étienne (central-eastern France) light rail system.



LGV EST HIGH-SPEED RAIL LINE
Track repairs following a slope failure during France's first lockdown.

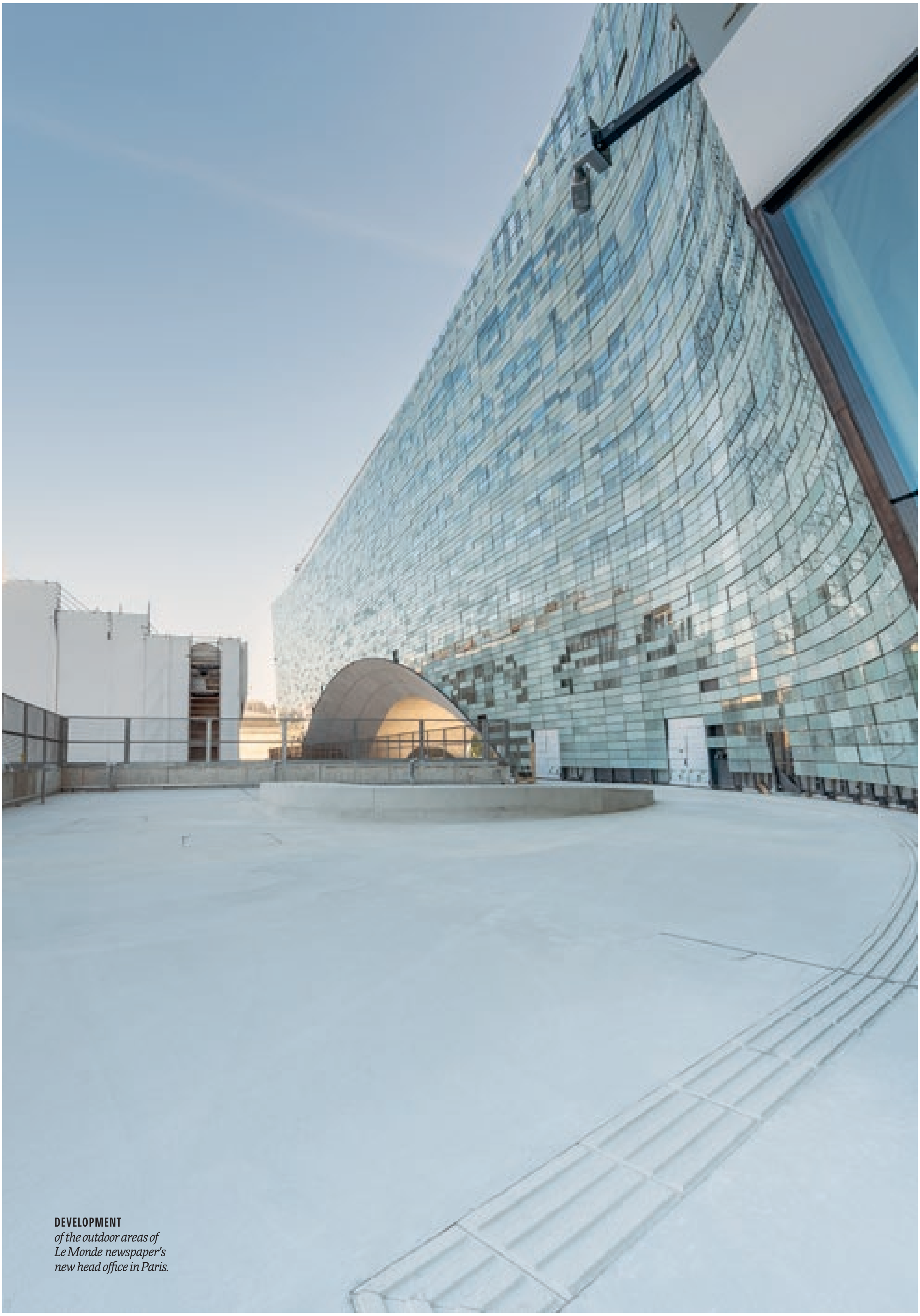
ECOLOGICAL ENGINEERING
Shoreline restoration of the lake by Île Charlemagne, near Orléans, approximately 100 km south of Paris.

of the Grand Paris Express programme, ETF was awarded the contract to lay 14.4 km of underground track along the southern extension of metro Line 14, due to be commissioned in time for the 2024 Olympic Games. Leading a consortium with VINCI Energies, the company also won a contract for rail works and equipment for the western section of the future Line 15 South (laying 16.5 km of underground track).

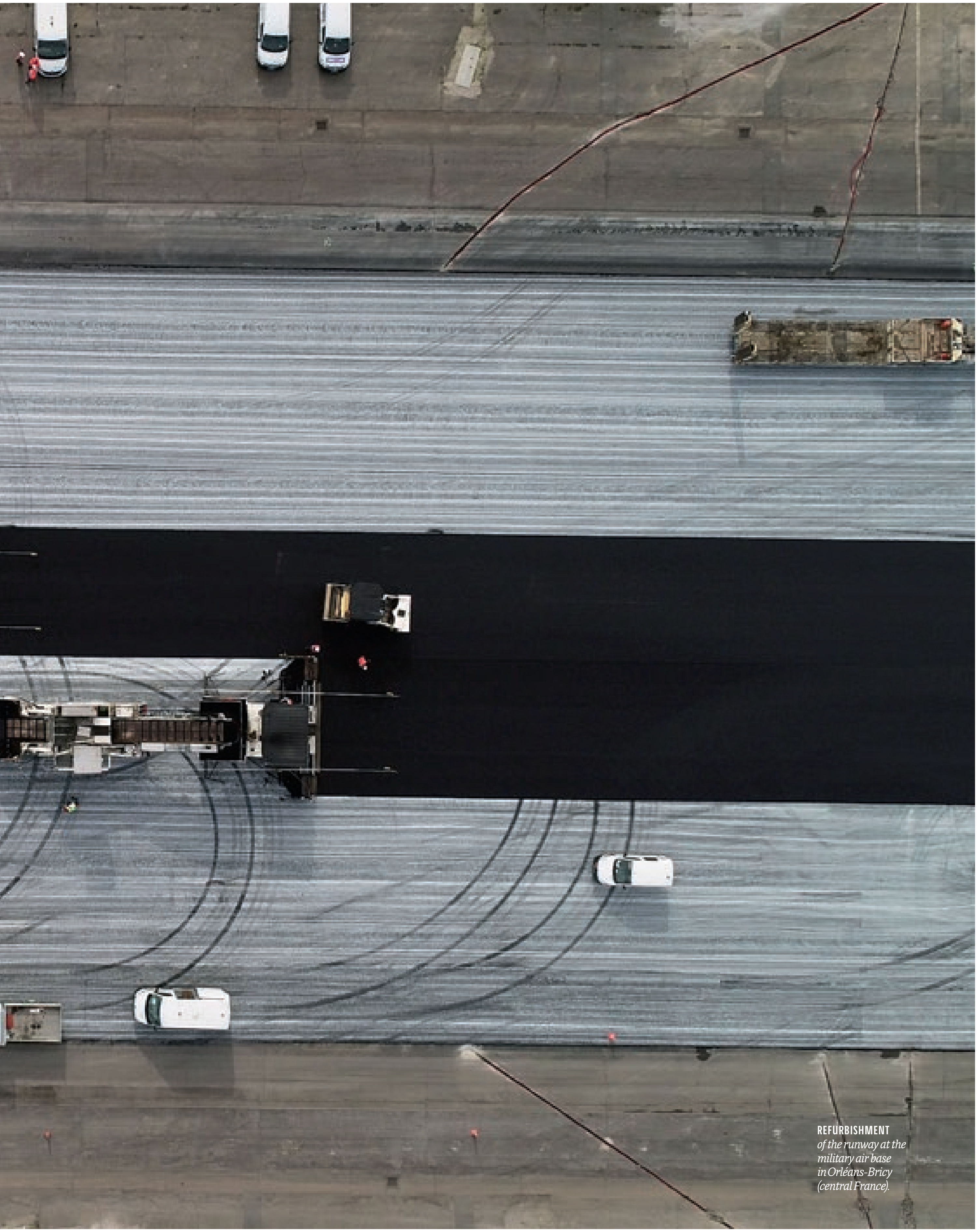
ETF also provided a large number of routine maintenance services across the French railway network. As a recognised partner of railway operators, this Eurovia subsidiary set up Feroway, a company that supplies safety systems for rail works and employs 450 specialised professionals.

IN THE AIRPORT SECTOR, Eurovia completed the runway upgrade works for VINCI Airports at the Toulon Hyères and Rennes Bretagne airports in southern and western France respectively. Its teams also carried out work at the Toulouse-Blagnac (Haute-Garonne) and Tarbes-Lourdes-Pyrénées (Hautes-Pyrénées) airports, and on the military bases of Évreux-Fauville in Normandy and Orléans-Bricy in central France.

HARD SURFACE AND DEVELOPMENT WORKS for private customers included the future Siemens Gamesa factory in Le Havre that will manufacture offshore wind turbines, the new logistics hubs for transport company Jacky Perrenot in southern France and supermarket chain Lidl in western France, and the outdoor areas of *Le Monde* daily newspaper's new head office in Paris.



DEVELOPMENT
of the outdoor areas of Le Monde newspaper's new head office in Paris.



REFURBISHMENT
of the runway at the military air base in Orléans-Bricy (central France).

PURIFYING THE WATER OF AN ABANDONED OPEN-PIT MINE

Eurovia completed the turnkey construction of a biotechnological system to treat the water at the former Kohinoor open-pit mine in the Ústí nad Labem region of the Czech Republic.
The project included an aeration building, six decantation lines, a stabilisation pond and a purification pond. This biological method harnesses the capacity of constructed wetlands to treat mining process water. It requires virtually no human intervention and is as efficient as active purification methods, without compromising on the principles of ecological revitalisation.

LASTLY, EUROVIA'S EXPERTISE IN ECOLOGICAL ENGINEERING was put to work for VINCI Concessions along the SEA high-speed rail line (wetland development), on the lake by Île Charlemagne near Orléans (landscaping and hydro-ecological restoration), on the Canner river in Moselle (ecological continuity structure), and on the former Argentat gravel pits in Corrèze, which have been converted into a departmental biodiversity reserve.

GERMANY

Eurovia posted a slight decline in revenue (1.1% to €0.9 billion) and Ebit margin. Activity was spread over a large number of transport infrastructure and urban development projects, in a market driven by steady demand for infrastructure upgrades.

IN MOTORWAYS, the company continued working on the major A7-2 upgrade project, involving a 60 km stretch in Lower Saxony, under a public-private partnership won by VINCI Highways. The project includes widening the motorway to a three-lane dual carriageway over half of its length. Eurovia also completed maintenance and repair work on the A44, which links the state of Hesse with the Belgian border via Düsseldorf, where it intersects with the B7.

IN RAIL WORKS, Eurovia erected noise barriers along the line between the city of Bremen and the port of Bremerhaven. The business line also won two major contracts, one to refurbish the Bonn-Beuel train station and the other to replace 8 km of track and build 3.3 km of new track on the line connecting Leverkusen-Rheindorf to Langenfeld-Berghausen in North Rhine-Westphalia.

As part of its environmental policy, Eurovia commissioned a next-generation asphalt plant in Lentföhrden (Schleswig-Holstein) which emits 20% less CO_2 and incorporates 20% more recycled materials in the mix than a traditional facility. Additionally, at the Mühlberg quarry in Brandenburg, one of the largest gravel pits in Europe, Eurovia initiated a long-term land restoration programme under which materials extraction will continue, in parallel with biodiversity regeneration, the aim being to achieve full naturalisation by 2030.

Lastly, at the end of the year, Eurovia and partner company ElectReon launched a pilot project for an inductive charging road – the first of its kind in Germany *(see page 6)*.

UNITED KINGDOM

Business activity grew 6.3% at constant exchange rates, to €0.7 billion, mostly generated by long-term maintenance contracts. Eurovia UK subsidiary Ringway manages nearly 55,000 km of roads for local authorities. The main highlight of the year came when it was awarded a minimum eight-year contract by Transport for London for the maintenance and improvement of Central London's road network (187 km of streets, 16,000 light points and 5,000 pieces of street furniture) and the deployment of electric vehicle and electric bicycle fleets.

In terms of works, Eurovia forged ahead with its contract with Highways England to renovate road networks in seven counties in the east of the country and signed two new framework contracts to surface roads for Hertfordshire County Council. These contracts contribute to strengthening Eurovia's vertical integration model, since the company is also maintaining the county's highway network under a service contract which runs until 2024.

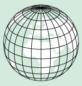
CZECH REPUBLIC AND SLOVAKIA

Business continued to grow (10.9% to €0.7 billion), notably buoyed by transport infrastructure modernisation projects financed by European Union Structural Funds.

This momentum was especially visible in motorways. Eurovia carried out widening and upgrade works on four sections (totalling 41 km) of the D1 – the Czech Republic's main motorway – between Prague and Brno, and continued or began building new sections of the D11 (16 km), D35 (14.5 km) and D55 (8.4 km), as well as a new interchange (I35) in the north of the country. At the end of the year, the consortium led by VINCI Highways was designated as preferred bidder for the Czech Republic's first motorway public-private partnership. This contract covers the construction of a new road (D4) designed to improve the connection between rural South Bohemia and Prague, and includes 32 km of new motorway and the conversion of 17 km of existing road into a two-lane dual carriageway. Eurovia will design and build the infrastructure.

Included in the deal is a commitment to rework and reuse up to 1.9 million cu. metres of excavated material, and to recycle up to 60% of the total volume of planed asphalt.

Rail works likewise recorded brisk growth in both countries, mainly thanks to a substantial contract to renovate the train station and railway junction at Pardubice, east of Prague. Eurovia also carried out ecological redevelopment work, including a water purification system on the site of the former Kohinoor open-pit mine in the north of the Czech Republic.



AUTONOMOUS ELECTRIC DELIVERIES

Eurovia took part in developing Kar-go, an electric robot engineered by startup Academy of Robotics, which completed its first delivery of medical supplies to a care home on the outskirts of London. Its artificial intelligence system uses data from the cameras that monitor the road network operated and maintained by Eurovia in the city. There is potential for the vehicle to be used to automate delivery of supplies to and from worksites, and to help assess the condition of roads thanks to the data it collects as it travels.

POLAND

Eurovia continued to apply its selective order-taking policy, notably as regards major projects, which resulted in a 10.6% drop in revenue, to €0.2 billion, at constant exchange rates. Routine work remained stable.

The main projects included upgrading a 7 km section of national highway 28, building bypasses around Gliwice (Upper Silesia) and Podłęże (Lesser Poland), rolling out an intelligent transport system in Tychy (Upper Silesia) which will include traffic, pollution and noise monitoring equipment as well as dynamic parking signs, and revamping the water supply network in the historic quarter of Jaworzno (Upper Silesia). Eurovia was also awarded the contract for a new tramway line in the city of Sosnowiec in southern Poland, including an overpass and a multimodal hub, and continued work on the tramway project in the port city of Szczecin, in Western Pomerania.

BALTIC STATES

Eurovia saw its revenue increase by 22.1% to €0.2 billion. In recent years, the business line has expanded in this region through acquisitions. Growth in activity was particularly strong in Lithuania, where the company renovated several motorway sections (12 km on the A12, 8 km on the A13), a road serving a national park in the east of the country, and a section of the rail line running between the port of Kalipėda and Belarus via Vilnius. The main projects in the two other Baltic countries included renovating the A9, P96 and P4 roads in Latvia; and in Estonia, extending Pärnu airport, building a 23 km motorway section between Tallinn and Tartu in the south-east, and refurbishing the centre of twin towns Valga and Valka on the border with Latvia. Eurovia also expanded its road maintenance activity in Estonia.

SPAIN

In a country hard hit by the global health crisis, Eurovia's business activity shrank 10.5% to €0.1 billion. As part of the efforts to combat the pandemic, the company carried out operations to disinfect public areas in a number of cities in the regions of Castilla-La Mancha and Murcia. It also began construction of a 10 km ring road around the city of Murcia.

AMERICAS

UNITED STATES

Eurovia is the VINCI business line with the largest operation in the United States, and its 2020 revenue in the country stood at €1.1 billion, up 0.9% at constant exchange rates. The company completed the introduction of a unified organisational structure following the acquisition of Lane Construction's industrial and roadworks division at the end of 2018. Eurovia USA now covers 10 states on the East Coast and in the American South, and its business activities involve both roadworks and materials production, with some 50 asphalt plants and a network of quarries in the Northeast producing over a million tonnes of aggregate per year.

Eurovia continued widening the I-85 interstate highway in South Carolina. In North Carolina, it continued construction of express lanes over a distance of 26 km along I-485 (encircling Charlotte) and construction of a new 12.8 km section of the NC 540 Highway (Triangle Expressway Southeast Extension) around the greater Raleigh area. In Florida, it continued widening a 10 km section of State Road 417, a toll motorway that forms the eastern beltway around Orlando. Also in Florida, Eurovia teams renovated the runways at Lakeland Linder International and Orlando Sanford International airports and carried out large-scale projects involving earthworks, construction and roadworks for the Universal Studios theme parks.

CANADA

Operating in the western and eastern parts of the country, Eurovia saw its revenue fall by 4.9% to €0.6 billion at constant exchange rates.

IN QUEBEC, activity slowed down in the Montreal area and held steady at a good level in the rest of the province.

IN ONTARIO, in a joint venture with US company Kiewit and VINCI Construction, Eurovia continued working on the O-Train light rail extension project in Ottawa. The contract covers construction of 27.5 km of rail infrastructure and 12 km of motorway widening works.

IN ALBERTA, following handover at the end of 2019 of the Regina Bypass in the neighbouring province of Saskatchewan, Eurovia subsidiary Carmacks, in a consortium including VINCI Construction, won a contract to design and build the southern segment of the West Calgary Ring Road. Work is set to begin in 2021 and will span 5 km of road infrastructure including four interchanges, seven bridges and a tunnel for pedestrians.

IN BRITISH COLUMBIA, Eurovia was busy on a number of urban development projects in Burnaby and Chilliwack, and in 2021 will begin widening a motorway in Abbotsford and building an overpass as part of a project aimed at improving road and rail traffic with the United States.

CHILE

Despite a strict nationwide lockdown, business levels were up 9.8% at constant exchange rates, reaching €0.2 billion. Bitumix continued extension work on the main avenue in the city of Antofagasta, in the Atacama Desert, and was awarded the multi-year maintenance contract for the roads providing access to the industrial facilities at El Teniente, one of the world's largest mines.

ETF has also been involved for several years in the extension and maintenance of the Santiago metro, as well as in the modernisation of the country's railway network.

UNITED STATES
Eurovia designed and built the Triangle Expressway Southeast Extension, a section of the NC 540 Highway around Raleigh, North Carolina's capital and second-largest city.

REHABILITATION OF A MAJOR INFRASTRUCTURE ASSET IN MONTREAL

Eurovia, in a consortium with VINCI Construction and Canadian company Pomerleau, was awarded the contract for the rehabilitation of the Louis-Hippolyte La Fontaine tunnel – the longest underwater structure in Canada – and its access roads.
The contract includes the financing for the project. The tunnel was opened in 1967 and spans 1.5 km beneath the Saint Lawrence River. It is a strategic transport corridor for the Montreal urban area, linking the eastern part of the Island of Montreal to the city of Longueuil, and is used daily by 120,000 vehicles.
The rehabilitation project will improve tunnel safety, optimise traffic flow, and promote carpooling and public transport.

OUTLOOK

The order book at the end of the year suggests that revenue in 2021 will be comparable to 2020. Eurovia could benefit, in most of the countries where it has operations, from the recovery plans introduced by governments in response to the crisis. These measures may start to produce positive effects for Eurovia in the near term as a large proportion of the company's revenue is generated by activities that are eligible for public investments.

Eurovia will strive to continue to improve operational performance and maintain a high level of earnings. To achieve this, it will draw on the agile, market-driven organisation which has lent it the resilience it needed to weather the current crisis and downturns in the past.

In France, after a doubly exceptional year in 2020 due to the public health and electoral context, local authorities and their elected representatives are expected to step up much-needed investments in the modernisation and maintenance of infrastructure and urban facilities. The demand for sustainable transport will generate a growing number of projects to adapt roads and public spaces across all regions. In the Greater Paris area, activity should also be supported by the major railway projects under way or recently won as part of the Grand Paris programme.

Eurovia will benefit from similarly strong trends in other European countries and in the Americas, taking advantage of its operations spanning a wide variety of markets across mobility infrastructure and urban amenities.

In line with the Group's commitments, Eurovia will accelerate the environmental transformation of its business activities, products and services, by developing processes aimed at reducing the carbon footprint of roadworks operations, systematically incorporating circular economy principles in its materials production activities, and broadening its expertise in the protection of natural habitats and ecological engineering. This will significantly reduce the direct environmental impact of its operations while contributing to the ecological transition of the sector as a whole.

VINCI CONSTRUCTION

VINCI Construction, a global player and European leader in its sector, employs more than 70,000 people and comprises 800 companies operating on five continents.
It designs and builds structures and infrastructure that address the issues of population growth, urban development and the ecological transition.
VINCI Construction marshals its expertise, innovative drive and team engagement to support its customers in a changing world.

LINK EXPRESSWAY
In the Philippines, the bridge will connect Cebu City to Cordova; Freyssinet is in charge of supplying and assembling the stay cables supporting the 390 metre main span.

CZECH REPUBLIC
In October 2020, Průmstav handed over a luxury building in central Prague, comprising retail space, 248 apartments and three underground levels offering 137 parking spaces.

VISITING
the e-déf Eole-La Défense project with participants from the newly launched "Rêv'Elles moi les métiers du BTP" programme, an equal- opportunity scheme that gives a group of 150 schoolgirls from priority neighbourhoods around Paris a chance to find out more about careers in building and civil engineering.

RESTORING
hydraulic continuity by building a fish pass on the river near La Jaille-Yvon (western France) enabling various fish species to swim upstream.

VINCI Construction experienced only a limited decline in revenue and generated slightly positive recurring operating income amid the unprecedented health crisis and persistent difficulties in the oil and gas industry, which led the company to reorganise its specialist subsidiary serving that market.

After a marked increase in 2019, VINCI Construction's revenue declined by 7.9% on a like-for-like basis. All its teams moved swiftly to implement local authorities' health guidelines in each country and at each type of worksite, and this helped to contain the slump in business activity despite the uncharted situation at the time. The new measures are an extension of familiar safety obligations and, as such, have had a relatively limited impact on progress and productivity at worksites.

The health crisis hit French subsidiaries particularly hard. After a good start to the year, almost all work was put on hold for over a month as of 17 March, when a countrywide lockdown began. The only exceptions were tasks carried out on behalf of mission-critical operators and emergency and maintenance work for local public services (water, sewerage, etc.). Besides impacting production, the crisis has intensified several underlying trends in the French market, particularly in the office building sector, namely stricter environmental requirements and higher construction costs, shrinking investments in business property and stiffer competition. The priority for VINCI Construction France in this context has been to maintain profitability by being increasingly selective when choosing the tenders it takes part in and making greater use of its existing production capacity. Outside France, business held firm in many countries, albeit at differing levels depending on the geographical area.

The pandemic has also compounded Entrepose's difficulties in its long-standing oil and gas infrastructure market, which has been plagued for several years by chronic underinvestment. As a result, the subsidiary has been restructured and now targets the gas infrastructure, CO_2 capture and waste recovery markets. All its activities have been integrated into the Major Projects Division and henceforth benefit from the division's project management capacity.

CONSTRUCTION *by Taylor Woodrow of a recycling complex in North London, also comprising a knowledge-sharing centre open to the public to raise local awareness about the circular economy.*

L'ARCHIPEL, *the Group's future head office in Nanterre, will bring together nearly 4,000 VINCI employees in 2021.*

Thanks to its wide range of geographies and expertise, and its strong local roots, VINCI Construction's order intake remained brisk, rising 14% over the year. A series of major contracts in France, the United Kingdom, Senegal, Canada, Australia and New Zealand, in addition to numerous smaller deals, confirmed its ability to carry out projects involving substantial resources and multiple areas of expertise, in synergy with the Group's other business lines.

Lastly, VINCI Construction has stepped up its ecological transition by intensifying efforts in two key areas:
– reducing the direct impact of its operations;
– developing environmentally conscious products and services that combine its expertise with that of other partners in its ecosystem – including Leonard, the Group's innovation and foresight platform.

The division launched Exegy, its range of low-carbon concretes *(see box, page 112)*, as well as solutions for thermal insulation of buildings and hydrogen production and storage. At the same time, it continued to develop emerging brands Equo Vivo (ecological engineering), Urbalia (urban biodiversity consultancy), ActivSkeen (building-integrated photovoltaics), Waste Marketplace (digital solution for managing worksite waste) and Resallience (improving resilience and adapting projects to climate change).

NETWORK OF LOCAL SUBSIDIARIES

VINCI CONSTRUCTION FRANCE

VINCI Construction France's business was severely impacted by the global pandemic. The first lockdown, imposed by the authorities starting on 17 March, brought most worksites and their supply chains to a complete standstill lasting several weeks. As a result, VINCI Construction France recorded a 16.8% fall in revenue to close to €4.9 billion. The contraction was noticeable in all regions, including the Greater Paris area.

Order intake dropped by 8% even though the company was awarded large projects, including The Link, Total's new head office in La Défense (two high-rises, 228 and 165 metres tall, connected by walkways); works package 1 of Line 18 of the Grand Paris Express, which will link up Paris-Orly Airport and Massy-Palaiseau (both south of Paris); the surgery unit of the university hospital in Rennes (Brittany); and the Siemens Gamesa offshore wind turbine manufacturing plant in Le Havre (Normandy).

IN THE BUILDING SEGMENT, which accounts for almost two-thirds of revenue, business slowed by 19.5%. In addition to the effects of the health crisis, the decline reflected completion of several major operations, including the Condorcet campus in Aubervilliers, north of Paris; the Saint-Gobain and Trinity towers in La Défense, west of Paris; and the La Samaritaine complex in Paris.

Significant office building projects handed over in and around Paris include the Maison des Avocats in the Clichy-Batignolles development zone in northern Paris, the KupkA-A building in Puteaux west of Paris and Altarea's new head office in central Paris. The company continued refurbishment of the Emblem, Litwin, Aurore and Altiplano buildings in La Défense, and began restructuring operations in Paris on several office buildings (Illumine, Liberty) and co-working facilities (notably for WeWork), as well as refurbishment work for health insurer MGEN's head office.

Elsewhere in France, the main projects started, in progress or handed over were the To-Lyon tower, for VINCI Immobilier, within the Lyon Part-Dieu multimodal transport hub in Lyon (Rhône); the Office 90° development near Aix-en-Provence (Bouches-du-Rhône); the Arenas building in Metz (Moselle); the Signal building in the Inovallée technology park in Meylan (Isere); the Landing and Take Off buildings for Icade in Blagnac (Haute-Garonne); Orange's regional head office in Nantes (Loire-Atlantique); Caisse des Dépôts et Consignations' new regional base in Bordeaux (Gironde); Crédit Agricole's startup accelerator in Châteauroux (Indre); and the We Hub business park in Petit-Couronne, which forms part of the extension of the Rouen Madrillet Innovation cluster in Normandy.

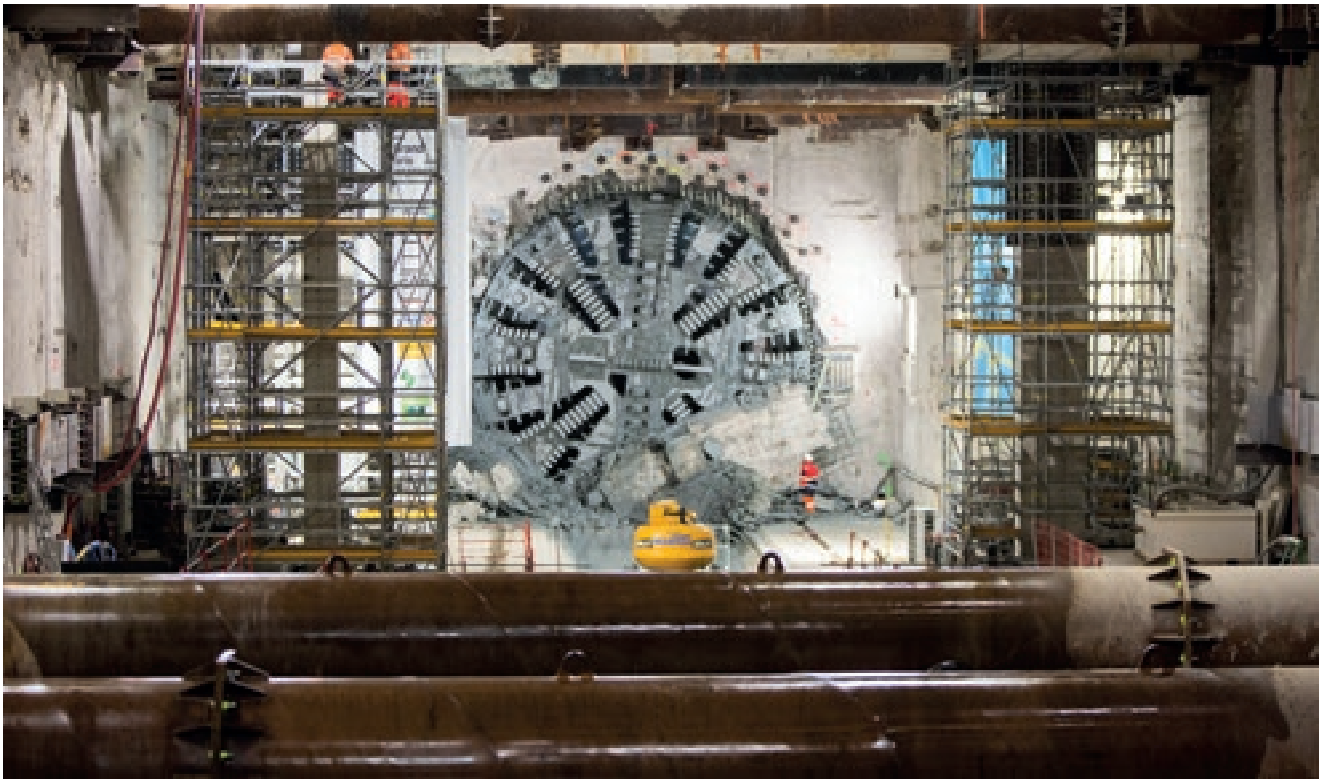
In other building market segments, the main projects started, under way or handed over were the following:

Healthcare: the university hospitals of Périgueux (Dordogne), Nîmes (Gard) and Reims (Marne), the Hôpital des Enfants at the Bordeaux university hospital, the new Princess Grace Hospital in Monaco, pharmaceutical company Servier's Research & Development Institute in Saclay (Essonne), and new hospital facilities in Colmar (Haut-Rhin), Bourg-en-Bresse (Ain), Abbeville (Somme) and Villeurbanne (near Lyon).

Education and research: two lycées in Palaiseau (south-west of Paris) and Pierrefitte-sur-Seine (north of Paris), several projects on the Carreire campus at the university of Bordeaux, the Campus Métropolitain in Dijon (Burgundy), the Cité Numérique and the École de Management de Normandie in Le Havre, and the École Supérieure de Physique et de Chimie Industrielles de la Ville de Paris.

Arts and culture: the new Musée de la Résistance Nationale in Champigny-sur-Marne (Val-de-Marne), the Greater Nancy's Zénith performance venue in Maxéville (Meurthe-et-Moselle), the Paris Sewer Museum, the Scène de Bayssan performance venue in Béziers (Hérault), the new cultural complex in Laval (Mayenne) and the Museum of Biodiversity and the Environment in Orléans (Loiret).

Retail: the new Ikea shop in Nice (Alpes-Maritimes), the Nike flagship store on the Champs-Élysées in Paris, the Lillenium shopping centre in Lille (Nord) and the new Halles covered market in Dax (Landes).



WORK ON SECTION T3C *of Line 15 South of the Grand Paris Express. Tunnel-boring machine Amandine finished excavating the 3.4 km stretch between Arcueil-Cachan and Villejuif-Louis Aragon stations.*

Sports and recreation: the Roland-Garros stadium in Paris, the UCPA Sport Station in the Grand Reims area, the Aqualud aquatic complex in Bergerac (Dordogne), the Aquastade du Val d'Essonne in Mennecy, the Jean-Lucien-Vazeille sports and cultural complex in Vélizy-Villacoublay (Yvelines), and the municipal swimming pool in Roquebrune-Cap-Martin and the Jacqueline-de-Romilly gymnasium in Cannes (both in Alpes-Maritimes).

Hotels and luxury residences: delivery of the Club Med La Palmyre Atlantique resort near Royan (Charente-Maritime), the Les Carrats complex in Port-Leucate (Aude), the Hélianthal by Thalazur hotel in Saint-Jean-de-Luz (Pyrénées-Atlantiques), the Maison Albar Hotels Le Vendome in Paris, and Les Terrasses de Léa and 26 Carré Or in Monaco; restructuring of the JW Marriott hotel in Cannes and the Nuée Bleue development in Strasbourg (Bas-Rhin); ongoing construction of the Courtyard and Residence Inn by Marriott hotels in Roissy-en-France (Val-d'Oise), the Vista La Cigale in Roquebrune-Cap-Martin, the Lily of the Valley in La Croix-Valmer (Var), and the Testimonio II and 45G complexes in Monaco.

In the residential sector, VINCI Construction France worked on a large number of projects throughout the country and across all market segments: student residences (Ivry-sur-Seine, Palaiseau and Annecy), senior residences (Marseille, Saint-Gratien, Argenteuil and Herblay-sur-Seine), nursing homes (Bar-le-Duc, Bracon and Villebon-sur-Yvette) and social housing (Nantes, Marseille, Colombes, Argenteuil, Saint-Maur-des-Fossés and Champigny-sur-Marne).

THE CIVIL ENGINEERING SEGMENT (17% of revenue) receded by 12.3% as public works projects were less affected by the new health and safety measures than were building projects. In the Greater Paris area, VINCI Construction France continued to work in synergy with other divisions of the business line on the construction of the new station beneath the CNIT convention centre in La Défense, and its adjacent tunnels (e-déf Eole-La Défense project), as well as on several other major projects for the future Grand Paris Express: on Line 15 South, section T3C between the Fort d'Issy-Vanves-Clamart and Villejuif-Louis Aragon stations and section T2D (Noisy-Champs station and forward station), on Line 14 South, the GC02 contract (4.6 km tunnel and new Kremlin-Bicêtre Hôpital station), on Line 18, start of deep foundation and civil engineering work.

The other main civil engineering projects were:

– in transport infrastructure, modernisation of metro Line 4 in Paris; work on the Schloesing tunnel in Marseille, for VINCI Highways; for VINCI Autoroutes, construction of the western Strasbourg bypass; upgrade of the A480 in Grenoble;
– in engineering structures, construction or renovation of bridges in Kingersheim, Vitry-sur-Seine, Boulogne-Billancourt (Île Seguin), Saint-Malo and La-Teste-de-Buch;
– in the nuclear sector, the ITER project at Cadarache and the Epure project at the Alternative Energies and Atomic Energy Commission (CEA) Valduc site;
– in industrial civil engineering, the geothermal cogeneration unit in Reichstett (Bas-Rhin), and buildings for Airbus in Toulouse and for L'Oréal in Caudry and Orléans.

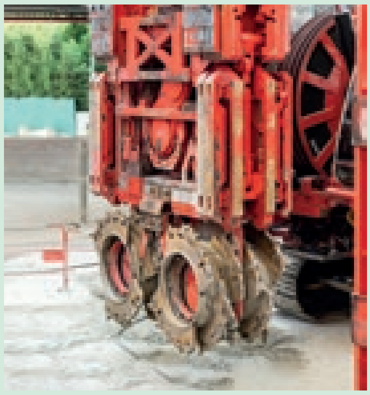
THE UTILITY NETWORKS ACTIVITY (9% of revenue), which primarily involves the water cycle, was spread across a wide variety of projects: drinking water distribution networks (Paris, greater Lille and Rouen, the Aqua Domitia project in Mèze), sewerage networks (notably in Seine-et-Marne, Val-de-Marne and Charente-Maritime), drinking water production or wastewater treatment plants (Achères, Villard-de-Lans, Charleville-Mézières, Mont-de-Marsan, Pamfou, Machault and Valence), and utility diversions in connection with the construction of tramway lines (T1 and T13 in the Greater Paris area). The company has also built heating networks coupled with waste-to-energy facilities in Pau and with geothermal facilities in Valenton.

THE SPECIALIST SUBSIDIARIES (8% of revenue) provided expertise for VINCI Construction France and continued to broaden their range of solutions and services for specific customers. Their main projects included:
– in special foundations (Botte Fondations), the Docks de Saint-Ouen development zone; initial work on Bordeaux's Brazza district, and the restoration and reinforcement of Montbrison's ramparts;
– in marine and river works (VINCI Construction Maritime et Fluvial), the ports of Honfleur, Banyuls-sur-Mer, Brest and La Cotinière in Saint-Pierre-d'Oléron, the secondary lock at Le Coudray-Montceaux and the upgrade of the dams on the Aisne and Meuse rivers;
– in timber construction (Arbonis), the WoodWork project in Saint-Denis, the New project in Asnières-sur-Seine, the Martell cognac cellars in Rouillac and a contribution to the energy-efficiency retrofit of two residences in Vaulx-en-Velin;
– in metal building frames (Steeleom), connection of the Terminal 1 satellite buildings at Paris-Charles de Gaulle Airport and l'archipel, VINCI's future head office in Nanterre;
– in asbestos removal (Enoya) and deconstruction (Neom), the Carré Vert in Levallois-Perret and the Emblem tower in La Défense, as well as asbestos removal from first-generation nuclear-powered ballistic missile submarines in Cherbourg;
– in historic landmark restoration, the Hôtel de la Marine palace and the French Natural History Museum in Paris, the Opéra Grand Avignon and the set of buildings housing the Merveille attraction in Mont-Saint-Michel Abbey.

THE PROPERTY DEVELOPMENT SEGMENT (3% of revenue), operated by the Adim network, creates value prior to projects by getting works entities to collaborate on defining the best business strategy with the teams in charge of financial structuring. The main projects won or developed are as follows:
– mixed-use, multifunctional and intergenerational urban programmes: Harteloire in Brest; Treed It in Champs-sur-Marne; Halle J1, a former shipping terminal in the port of Marseille; works package A in the Aubette-Martainville development zone in Rouen;
– office buildings: Les Vergers in Cergy and Le Forum in Lille;
– hotels and youth hostels: Les Clarines hotel in Les Deux Alpes and The People Hostel in Marseille;
– new-build construction programmes (Jardin des Sens in Vaucresson, Alexandrin residence in Darnétal).
In this segment, VINCI Construction France continued to develop its Primméa range of affordable high-quality housing designed for and with first-time homebuyers. The company handed over four new residences in Nancy, Evreux, Montpellier and Petit-Quevilly and started eight new development programmes.

In addition, the Novelige subsidiary, which specialises in business property projects, completed construction of the new Force 13 logistics complex in Port-Saint-Louis-du-Rhône and continued work on an industrial and office project for the Elydan group in Saint-Étienne-de-Saint-Geoirs.

MADAGASCAR
Sogea-Satom is taking part in the construction of the Farahantsana hydrœlectric dam on the Ikopa River, 30 km to the north-west of the capital, Antananarivo.



ZERO-EMISSION ELECTRIC CONSTRUCTION MACHINERY

On the Testimonio II site in Monaco, Soletanche SAM Monaco (Soletanche Freyssinet) commissioned the first compact electric Hydrofraise® with grippers. This innovation eliminates all CO_2 emissions and saves close to 5,000 litres of fuel oil per week of work.
At the worksite of the École Supérieure de Physique et de Chimie Industrielles de la Ville de Paris, in the city's 5th arrondissement, Botte Fondations (VINCI Construction France) tested an all-electric, rechargeable, low-noise drilling rig – a first in France for foundation piles.

VINCI CONSTRUCTION INTERNATIONAL NETWORK

Revenue dropped 7.6% to €3.3 billion in this division, which brings together the VINCI Construction subsidiaries that work as general contractors in overseas France, the rest of Europe, Africa and Oceania and cover all construction segments.

OVERSEAS FRANCE
Volume dipped by 10.4% to €0.5 billion, as numerous worksites were brought to a standstill and new projects were put on hold due to the global health crisis and, as regards New Caledonia, political uncertainty surrounding the referendums on self-determination. In Guadeloupe, Martinique and Reunion Island, VINCI Construction Dom-Tom has merged several of its subsidiaries with the aim of enhancing their competitiveness and the visibility of their offerings, and developing synergies among them.

Following are the main highlights of the year:
– in Martinique, work began on the extension of the airport serving Fort-de-France;
– on Reunion Island, construction continued on the causeways and viaduct of the New Coastal Highway, a waste treatment centre was handed over, and the contract was secured for the future La Montagne cable car in Saint-Denis, which will help to reduce congestion in the city;
– in Mayotte, work on the drinking water distribution system continued;
– in New Caledonia, construction work began on the Dumbéa bridge and on the Wé Paalo hydroelectric power station, which will enhance the territory's energy self-sufficiency;
– in French Guiana, a number of housing projects were undertaken for the Caisse des Dépôts group.

In addition, in Haiti, VINCI Construction handed over a new container terminal in Port-au-Prince.

CENTRAL EUROPE
Revenue grew by a slim 2.6% at constant exchange rates, to €0.5 billion, in markets where local subsidiaries take on projects based on a resilient general contracting model.
In Poland, volume held steady at a high level for Warbud, with activity spread across office buildings, functional structures and mobility infrastructure. The largest projects of the year were: in Warsaw, the Varso, Mennica Legacy and Skyliner towers, the Museum of Modern Art, the capital's south ring road and an urban regeneration project for the former Fabryka Norblina industrial site; in Poznań, a children's hospital; in Powidz, a Nato military base; and the Toruń courthouse.
In the Czech Republic and Slovakia, revenue increased, with sustained activity in construction and motorway engineering structures. The year's main projects included the Rodbo residential complex in Prague, engineering structures on the D35 motorway and the new Troja footbridge over the Vltava River in Prague.

UNITED KINGDOM
VINCI Construction UK's revenue sank by 7.8% at constant exchange rates (€0.8 billion), particularly in the building segment. The company's building subsidiaries have a long-standing association with the hospital sector and worked on numerous emergency projects in response to the Covid-19 outbreak. As early as the month of April, they completed construction of three specialised units in England and two in Wales, and carried out work at hospitals in Preston, Blackburn, Doncaster and Huddersfield. Other projects included residential buildings (Manchester, Birmingham), student residences (London), schools (Wales) and retail complexes (New Covent Garden Market in London, Marketfield Way in Redhill).

Even though civil engineering activity slowed due to delays on certain projects, VINCI Construction UK was awarded two works packages on the HS2 high-speed line project, complementing the contract won in 2019 for the future Old Oak Common station in north-west London. Taylor Woodrow continued its rail infrastructure projects in London (Whitechapel, Amersham, Osterley and Harrow on the Hill stations for Transport for London; White Hart Lane station) and Norwich (Crown Point Depot), as well as roadworks on the M20 and M4 motorways.

The facilities management activity grew by 3% as a result of existing contract renewals and extensions (with social housing authorities, Ministry of Justice, Royal Mail, British Museum, Marshall Aerospace and London Metropolitan Police Service) and contracts with new customers (Welsh Government, East Midlands Railway, Transport for London). These contracts offset the sharp decline in business from shopping centres and office buildings, a direct consequence of the health crisis.

WORKING WITH CHARITIES IN POLAND

In 2020, the Warbud Foundation, named after VINCI Construction's Polish subsidiary, jointly funded the renovation of a centre for blind children in Warsaw. The facility provides unparalleled care to 250 patients suffering from visual impairment and other complex developmental disorders.

AFRICA
Sogea-Satom posted a 5.8% decline in revenue to €0.8 billion, as progress on construction projects was affected by local travel restrictions, disruptions to international supply chains, and the geopolitical situation in the Sahel and a number of nations. Despite this difficult context, however, business remained buoyant in West Africa, thanks in particular to a wide array of sources of project financing, and held up well in Central Africa and Morocco. In roadworks, which account for about half of Sogea-Satom's revenue, the main projects were the Léna–Tibati and Olama–Bingambo highways in Cameroon, the Baoro-Bouaren highway in the Central African Republic, the Kati–Didiéni highway in Mali, and the Zinder–Mai Bagari highway in Niger. The Nouakchott–Rosso highway in Mauritania, the Bouaké-Ferkessédougou highway in Côte d'Ivoire and the south-east portion of the

Ouagadougou ring road in Burkina Faso were handed over. In Benin, upgrade work began on the Dassa–Savé–Parakou highway (210 km), the country's busiest road. In Kenya, Sogea-Satom is to work with the Major Projects Division to build the future Nairobi–Nakuru–Mau Summit highway under a VINCI Concessions public-private partnership contract.

In water works, Sogea-Satom handed over the drinking water supply lines between Keur Momar Sarr and Dakar in Senegal, continued construction of the Katosi water treatment plant in Uganda, and won a contract in Tanzania with VINCI Construction Grands Projets for the construction of hydraulic infrastructure (intake, pipes, treatment plant) designed to supply drinking water to 400,000 people in Mwanza Region.

In the building segment, the company refurbished the Tazi Palace (Tangiers) and Royal Mansour (Casablanca) hotels, and completed construction of buildings for Mohammed VI University in Morocco. In Côte d'Ivoire, work continued on the Yamoussoukro stadium.

OCEANIA

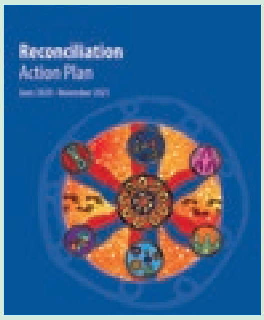
Revenue for VINCI Construction's two subsidiaries in this region shrank 11.5% to €0.7 billion.

In New Zealand, HEB Construction was involved in major road construction and upgrade projects. Work commenced on the Manawatū Gorge road; and the engineering structures on Transmission Gully, a 27 km motorway north of Wellington, were completed; the Huntly Bypass was handed over; the Northern Corridor widening work and maintenance of Auckland's motorway network continued. In ports, waterfront renewal works are in progress in Auckland ahead of the America's Cup, as well as in Lyttelton and Napier. HEB Construction is also active in water infrastructure (construction of a reservoir in Omāroro, upgrade of Queenstown's wastewater network) and urban development projects (Rotorua Lakefront, Ngā Puna Wai Sports Hub in Christchurch).

In Australia, Seymour Whyte continued work on major road projects (notably the Bruce Highway Upgrade, Princes Highway and M4 Smart Motorway) and won two new motorway renovation contracts, one for a new section of the Pacific Highway, the main transport route along the central east coast, and the other for Barton Highway, a major freight route between New South Wales, Canberra and Victoria. In addition, it was awarded the Sydney Gateway contract at the end of 2020, as part of a consortium with a local partner. Freyssinet, another VINCI Construction subsidiary, will also play a part in this large project.

In water works, activity focused on the Upper Yarra Reservoir Dam upgrade in Victoria and construction of a 9 km drinking water pipeline, in cooperation with Spiecapag, in the Central Coast region of New South Wales.

DENMARK
Work begins on the Fehmarnbelt Fixed Link, the world's longest immersed road and rail tunnel (17.6 km) between Denmark and Germany.



RESPECTFUL PARTNERSHIPS WITH AUSTRALIA'S ABORIGINAL COMMUNITIES

In June 2020, Seymour Whyte launched a Reconciliation Action Plan, Reflect, through which VINCI Construction's Australian subsidiary undertakes to respect Australian Aboriginal and Torres Strait Islander people, considered as the traditional custodians of the land. The plan expresses the company's commitment to positive partnerships with indigenous local communities in order to promote viable opportunities for them.

MAJOR PROJECTS DIVISION

The Major Projects Division saw revenue grow 10.9% to €1.8 billion, buoyed by the ramp-up of several significant deals it won recently and by its geographical diversification, which mitigated the adverse impact of the pandemic. It also once again recorded all-time-high order intake in France and abroad.

At the end of the year, as part of the restructuring of Entrepose, subsidiaries Spiecapag (onshore pipelines), Entrepose Contracting (onshore energy infrastructure, LNG tanks), Geocean (offshore and coastal structures), Geostock (underground hydrocarbon storage) and VINCI Environnement (waste treatment and energy from waste) joined the Major Projects Division, thereby expanding its range of solutions and services.

VINCI CONSTRUCTION GRANDS PROJETS

Revenue rose by 16.7% to €1.1 billion. The company delivered major operations in Qatar (Red Line South in Doha and Lusail Light Rail Transit) and the United Kingdom (M6 Smart Motorway). It continued construction work on lines 3 of the Cairo metro and 4 of the Copenhagen metro, lines 15 South and 14 South and the Eole station of the Grand Paris Express, the Dutch RijnlandRoute tunnel and a 225,000 cu. metre LNG tank in British Columbia (Canada); and renovation and extension works at the airports in Belgrade and Santiago de Chile for VINCI Airports.

Working with Dodin Campenon Bernard, VINCI Construction Grands Projets commenced construction of the I-64 motorway between Hampton and Norfolk, Virginia (5.3 km of viaducts over the sea and new tunnels, widening of 14.5 km of existing roads) and the extension of the Confederation Line in Ottawa in Canada (27.5 km of light rail infrastructure) as part of a joint venture with the local Eurovia subsidiary and other partners. The company is also building the City Rail Link in Auckland (New Zealand) (3.45 km, including 3.2 km of tunnels; three new stations, two of which are underground); in Morocco, it is partnering with VINCI Construction Terrassement to build the Abdelmoumen pumped-storage power plant, which is a component of the country's renewable energies integration plan.

In water works, a number of major projects started up in Cambodia (Bakheng water treatment plant on the outskirts of Phnom Penh) and Vietnam (water treatment plant in Ho Chi Minh City), and the Thames Tideway project in the United Kingdom also ramped up *(see box, opposite)*.
Significant contracts were won in 2020:
– In New Zealand, works packages 5 (connection to the existing network) and 7 (rail systems) of Auckland's City Rail Link programme.
– With VINCI Construction Terrassement and VINCI Construction UK in the United Kingdom, contracts N1 and N2 of the future HS2 high-speed line between London and the north of England. The works include more than 200 engineering structures over 90 km near Birmingham.
– In France, with Dodin Campenon Bernard, two works packages on Line 18 of the Grand Paris Express: first, construction of three stations and digging of 12 km of tunnels on the section linking Paris-Orly Airport to Massy-Palaiseau; second, construction of a 6.7 km viaduct. The two companies will also carry out preparatory work on the Avrieux shafts for the TELT, the future Lyon–Turin rail line (construction of four 500-metre ventilation shafts, associated galleries and seven caverns).
– In Senegal, with VINCI Construction Terrassement, construction of the Sambangalou dam, which aims to generate renewable energy, improve irrigation and supply drinking water to neighbouring regions.

VINCI CONSTRUCTION TERRASSEMENT

The company's revenue rose 7.1% to €0.5 billion. In addition to projects carried out with other entities in the division, VINCI Construction Terrassement extended its international reach with the West Calgary Ring Road project undertaken in conjunction with Eurovia's Canadian subsidiary, and the Ruiru II dam (Kenya) with Sogea-Satom. In France, in addition to participation in some large-scale projects carried out by the Group, such as the western Strasbourg bypass, business was spread across a number of projects, including: rehabilitation of over 100 km of railway between La Rochelle (Charente-Maritime) and La Roche-sur-Yon (Vendée); asbestos removal, soil decontamination and earthworks at a former GDF site near Paris for developer Citallios; renovation of the port of Banyuls-sur-Mer; ecological restoration of Le Crenu river (Haute-Saône) and creation of a fish pass on the river near La Jaille-Yvon (Maine-et-Loire). In addition, the company strengthened its foothold in Franche-Comté by acquiring Climent TP.

DODIN CAMPENON BERNARD

Dodin Campenon Bernard, which specialises in large civil engineering structures, generated revenue of €0.2 billion (down 6.4% from the previous year). In France, its teams mainly worked on underground projects for the Grand Paris programme, and on the western Strasbourg bypass, the ITER project and the new bridge over the Saint-Denis river on Reunion Island. They also completed works package 3 of the Paris metro Line 14 extension (Clichy-Saint-Ouen station) and the Romanche-Gavet power plant (Isère), EDF's largest hydroelectric project in France. Six new contracts brought the order book to its highest-ever level at the end of the year: in France, lines 18-1 and 18-2 of the Grand Paris Express, Avrieux ventilation shafts for the TELT, Tunnel des Cliets and ITER TB18; and, in Canada, renovation of the Louis-Hippolyte La Fontaine tunnel in Montreal.

MAJOR WATER WORKS IN LONDON

The Thames Tideway programme consists of building a system to transfer and store wastewater and stormwater by diverting them away from the centre of London and into treatment plants to prevent effluents into the River Thames. When the project is completed, the English capital will have a sewerage system meeting the highest standards. The consortium led by VINCI Construction (VINCI Construction Grands Projets and Bachy Soletanche Ltd) is taking on the works package that will connect Chambers Wharf and the Abbey Mills Pumping Station where the Lee Tunnel starts in East London. Teams are at work on two tunnel sections (a main 5.5 km tunnel and a connecting 4.6 km tunnel), five large-diameter shafts (17 to 25 metres), hydraulic works in the Thames river, connecting structures to link up with the existing water collection system, and M&E installations.

SPECIALIST ACTIVITIES

SOLETANCHE FREYSSINET

Revenue was €3.2 billion, down 2.3%. The effects of the health crisis in areas where projects were disrupted (Europe and Asia) were offset by ongoing activity throughout the year in North America and Oceania. At year-end, backlog reached a record level, confirming the momentum of the specialist activities sector around the world and the good match between Soletanche Freyssinet's expertise and market demand.

Deep foundations and ground technologies

SOLETANCHE BACHY kept its revenue stable, notably thanks to brisk business during the second half of the year and the contribution of major projects such as the City Rail Link in Auckland.

The main projects completed or under way were: in France, the Grand Paris Express and construction of berths in the ports of Le Havre in Normandy and Port-la-Nouvelle in southern France; in Poland, the foundations of C21 Bródno metro station in Warsaw; in Hong Kong, infrastructure works in the West Kowloon district and foundations for future Terminal 3 of the international airport; in the United States, a stormwater storage facility south of Minneapolis (as general contractor), and over 5 km of tunnel connecting to a wastewater treatment plant by San Francisco Bay. In Latin America, Soletanche Bachy worked on the Ituango dam in Colombia and laid the foundations for the Dos Bocas refinery in the state of Tabasco in Mexico.

MENARD also kept its revenue steady. Activity remained strong in Europe and North America, and more generally in the ground improvement business. Key projects included: in Belgium, the lengthening of the runway at Brussels South Charleroi Airport; in Mexico, the future tanks for the Dos Bocas refinery; in Australia, the North Queensland Cowboys rugby team's training centre; in Egypt, the Bahr Al-Baqar wastewater treatment plant. The soil remediation business (Remea) suffered as a number of major projects were not renewed and several worksites in France were put on hold due to the pandemic. The site investigation activity (ConeTec) was affected by the ramp-down of oil projects in Canada.

Structures

TERRE ARMÉE upped its revenue by 30%. Business was particularly brisk in the rail sector and in the United States. The company was involved in numerous transport infrastructure projects which included the Merchants Bridge West Approach in Missouri and the SR 347 bridge over the Union Pacific Railroad. In Canada, the company continued work on Montreal's Réseau Express Métropolitain (REM), the city's new public transit system. The company's expertise in reinforced backfill and soil-structure interaction was also applied in the Netherlands, on the Rotterdam container port project; in southern Australia, on a structure on the new Mordialloc Freeway; and in Mexico, on the construction of an amusement park.

FREYSSINET recorded a 15% decline in revenue, due to falling activity in the Middle East and Spanish-speaking countries, as well as in major projects and in the waterproofing business. Some of the company's main projects included the new Etihad Rail network in Saudi Arabia, the Çanakkale motorway viaduct in Turkey, the Thù Thiêm 2 cable-stayed bridge in Vietnam and others in South Korea and the Philippines, and the Westgate Freeway in Melbourne. Freyssinet applied its structure reinforcement and repair expertise on the Sahasinaka viaduct in Madagascar, the El Zacatal and Papaloapan bridges in Mexico, the Normandy bridge in France and the Kariba dam in Zambia.

Nuclear

NUVIA, which saw a 10% decline in revenue, put all its teams on deck to ensure the continued operation of nuclear power plants during lockdown. In France, the company won multi-year maintenance and assistance contracts for the Nogent-sur-Seine (Aube) and Cruas-Meysse (Ardèche) power plants. Its teams completed the installation of the bearings supporting the tokamak structure of the ITER project, and took part in shutdown operations in preparation for the refuelling of reactor 3 at the Dampierre-en-Burly power plant (Loiret) and in dismantling the Tonnant submarine for Naval Group. In the United Kingdom, Nuvia was awarded a four-year waste management and site decommissioning contract by the Nuclear Decommissioning Authority.

Expertise and digital solutions for construction and infrastructure

SIXENSE posted a 5% increase in revenue. It continued to expand its innovative digital solutions and services most notably via Beyond, its infrastructure life-cycle platform. Its proven expertise in structural and geotechnical monitoring and in engineering of existing structures was brought to bear in several projects in France (dams on the Rhône and Isère rivers, La Saulcette cliff, Roya valley, Normandy bridge) and abroad (bridge over the Danube in Komárom, Hungary; Thames Tideway construction site in London; Cairo International Stadium in Egypt). In addition, Sixense has acquired Swiss company Helimap, which specialises in LiDAR and photogrammetric data acquisition and processing.

PROMOTING THE USE OF LOW-CARBON CONCRETE

VINCI Construction launched its Exegy low-carbon concrete label in September 2020. Comprising three categories of concrete (low-carbon, very-low-carbon and ultra-low-carbon), Exegy sets new industry standards by introducing formulations that reduce CO_2 emissions by up to 70% compared with traditional concretes and exhibit strength and resistance properties which are equivalent – if not even superior – for a cost that is the same or only slightly higher for the most advanced type. Building on its leadership, VINCI Construction is committed to leveraging Exegy to significantly develop the use of low-carbon concretes in structures of all kinds. The business line has undertaken to use 90% low-carbon concrete in its projects by 2030.

ENTREPOSE

Revenue dropped by 19.9% to €0.5 billion. The subsidiary was reorganised and absorbed into the Major Projects Division at the end of the year.

OUTLOOK

VINCI Construction's order book, up 24% year on year, reached an all-time record of €24 billion at the end of 2020. In 2021, while growth will ultimately depend on how and when the health and economic situations improve, the business line will focus on significantly improving its results, particularly in France, by applying selective order-taking to bid on the projects that create the most value.

VINCI Construction will seek to maintain a balance between major projects that leverage its design-build model and its ability to carry out complex operations, as illustrated by the many sizeable contracts it won in 2020, and, on the other hand, smaller-scale projects that strengthen its regional roots. These two pillars contribute to effective synergies within the business line as well as with the Group's other entities.

VINCI Construction France expects a slowdown in the office building market in the medium term, but should reap the benefits of robust activity in the Greater Paris area thanks to the major building projects under way or recently won (including The Link in La Défense) and the Grand Paris rail projects.

Business levels for local subsidiary networks outside France are expected to vary from one region to another, declining in Africa, remaining stable in Central Europe and the United Kingdom, and expanding in Oceania.

Following record order intake in 2019 and 2020, the Major Projects Division is expected to post strong growth; 2021 will see work commencing on several significant projects won recently. The division will also gain from the contribution of the energy infrastructure and waste-to-energy activities previously carried out by Entrepose.

Slight growth is expected in Soletanche Freyssinet's specialist activities, which are employed on a wide variety of projects.

In accordance with the Group's commitments, VINCI Construction will accelerate its efforts to reduce the environmental footprint of its activities and develop more environmentally conscious products and services for its customers.

VINCI IMMOBILIER

After a record year in 2019, activity and sales were hit deeply by the health and economic crisis in both the residential and business property segments and in serviced residences. In these unprecedented circumstances, 2020 consolidated revenue shrank 10% to €1.2 billion and Group share of order intake fell 30% to €1.3 billion.

IN LYON
The Oasis Parc project, located in a 100-year-old park, comprises 690 residential units, including 150 social housing units and two senior and student residences.

IN FRANCE

RESIDENTIAL PROPERTY

France's springtime lockdown and abrupt economic slowdown had a direct impact on housing sales. Additionally, as the electoral waiting game compounded the consequences of the health crisis, building permits were deferred and new project starts were delayed as a result. However, the decline over the full year was limited to 16%, with 6,120 units reserved thanks to a sharp recovery in individual sales from the summer; substantial block sales, mostly to public operators CDC Habitat and Action Logement; and resilient sales of serviced residence units.

Work started on 5,951 units (down 11%), mostly in the last quarter, and included 1,119 serviced residence units. The largest projects are in Saint-Denis (Universeine, 662 units at the future athletes' village), Meudon (106 units) and Meaux (100 units) in the Greater Paris area; Montpellier in south-east France (99 units); Combloux in the French Alps (122 units); Clermont-Ferrand in central France (105 units); Cenon (191 units) and Toulouse (131 units) in south-west France; and Le Havre in north-west France (190 student residence units).

Forty-five projects were handed over during the year. They are principally located in Lyon (Oasis Parc, first instalment, 324 units) and neighbouring Décines-Charpieu (112 units) in central-eastern France; Villejuif (315 units), Noisy-le-Sec (195 units), Bagnolet (180 units) and Gif-sur-Yvette (164 units) in the Greater Paris area; Marseille in south-east France (Euromed, 166 units); Lille in northern France (Euralille and Boulevard Victor-Hugo, 304 units in total); Nancy in eastern France (117 units); and Orléans in central-northern France (116 units).

After acquiring a 49.9% stake at the beginning of 2019, VINCI Immobilier completed its acquisition of all Urbat Promotion's capital in January 2021. Urbat Promotion, which operates in the south of France and will bolster VINCI Immobilier's presence there, generated €144 million in revenue and started building 1,125 housing units in 2020.

BUSINESS PROPERTY

Economic uncertainty impacted investor decisions and caused several transactions to be postponed. In 2020, Group share in sales covered by notarised deeds plummeted 65% to €256 million after an exceptional performance in 2019. They principally concerned the last instalments of the To-Lyon tower – where construction started in 2019 as soon as the first off-plan sales were signed – and VINCI's future head office in Nanterre, outside Paris.

TRANSFORMING THE CITY FOR PARIS 2024

VINCI Immobilier is actively involved in transforming the city of Saint-Denis, just north of Paris. In 2020, as part of the Universeine development project, it handed over @Work, a seven-floor, 6,610 sq. metre office building that is certified BREEAM Very Good and reflects VINCI Immobilier's OpenWork policy of emphasis on user well-being and building performance.
As part of the same development project, following agreements signed with Solideo, VINCI Immobilier has applied for a building permit to construct a complex that will house 5,840 athletes. It will be developed on 6.4 hectares of industrial wasteland and after the Games will be converted into 57,000 sq. metres of office space, 4,000 sq. metres of shops and other premises, and 64,000 sq. metres of housing, including 7,700 sq. metres of student residences.

Other project starts based on off-plan sales, preliminary study contracts and off-plan leases mostly concerned the Nuée Bleue hotel in Strasbourg, north-east France; the Cubiik (2,800 sq. metres) and Le Stadium (6,800 sq. metres) buildings in Lyon; and the Îlot Saint-Germain urban requalification project in Paris.

VINCI Immobilier also handed over two office buildings in Paris – Freedom (17,500 sq. metres on nine floors) at Porte Maillot and Illumine (7,380 sq. metres of coworking space) located in the 13th arrondissement – as well as the @Work office complex in Saint–Denis north of the capital.

SERVICED RESIDENCES

Although rental activity slowed during the lockdown periods, the 14% rise in the number of reserved units confirms investor interest – both private and institutional – in this type of asset. Ovelia continued to expand with 14 retirement homes in operation including two it recently opened in Orléans and Nancy, 15 under construction and 10 in the financial structuring phase. Student Factory opened a new residence in Lille, and has two under construction and seven being financially structured. VINCI Immobilier stands out from the competition in these two segments by offering residences on a human scale with a large number of upmarket services and a high level of security. VINCI Immobilier is also preparing a new range of coliving serviced residences for active young city dwellers under the Bikube brand.

INTERNATIONAL

In Poland, VINCI Immobilier Polska, a joint property development company set up with VINCI Construction International Network, started building two initial housing projects in the centre and on the outskirts of Warsaw, representing a total of 106 units. Several other projects in the Polish capital and regions are in the development phase.

In Monaco, VINCI Immobilier is working with a local partner to co-develop the Testimonio II and Testimonio II bis projects, with a combined total of 335 housing units for the Principality, 59 private luxury apartments and 1,200 parking spaces. Work started on 194 units in 2020.

OUTLOOK

If the health and economic situation continues to improve, business should recover in 2021, without, however, reaching the high levels recorded in 2019.
In these conditions, VINCI Immobilier will continue to anticipate sector trends, in particular office users' evolving needs, while aiming to control its margins. In residential property, VINCI Immobilier can count on a large pipeline of housing project starts, and especially of new serviced senior and student residences and coliving housing.

General and financial elements

Report of the Board of Directors

A. Report on the financial statements for the year

1. Consolidated financial statements

The health crisis resulting from the Covid-19 pandemic severely impacted VINCI's financial performance in 2020.

When France introduced its first lockdown on 17 March 2020, almost all of the Group's activities came to a halt. Subsequently, business levels in our Contracting business and to a lesser extent at VINCI Autoroutes recovered to near-normal levels, but VINCI Airports remained badly affected by the global decline in air traffic.

In 2020 as a whole, the decline in Contracting revenue was limited by a good second half, both in France and internationally.
However, VINCI Autoroutes saw its traffic levels fall by around 20%. Although heavy vehicle traffic was resilient, light vehicle traffic was affected by the lockdowns introduced in France and elsewhere in Europe in the spring and towards the end of the year.
At VINCI Airports, passenger numbers slumped by 70% in 2020 after travel restrictions came into force all around the world. With new waves of infection taking hold, airport passenger numbers have remained very low since the beginning of 2021 and visibility for the coming quarters is limited.

In these unprecedented circumstances, and although the deterioration was less severe in the second half, VINCI's results in 2020 were significantly weaker than in the previous year. However, exceptional cash inflows from customers and a firm grip on both operating expenses and capital expenditure meant that cash flow remained impressively high in 2020, close to the record level achieved in 2019.

In addition, the increase in order intake and the resulting growth in the order book are pleasing. We won a series of major contracts both in France (a new works package for the Grand Paris Express project; The Link, Total's future headquarters in La Défense; preparatory work on Avrieux shafts for the Lyon–Turin rail line) and abroad (two works packages for the HS2 rail project and a new train station in the United Kingdom, rehabilitation work on the Louis-Hippolyte La Fontaine tunnel in Montreal and the southern segment of the West Calgary Ring Road in Canada, motorway construction and upgrade contracts in Australia, rail contracts in New Zealand). VINCI Energies kept up the pace in pursuing its acquisitions policy, buying around 20 companies, the largest of which was in Canada, marking a new milestone in the development of its North American business, and another in Germany in the offshore wind sector. Finally, the synergies that VINCI has long been developing between its Construction and Concession businesses resulted in two motorway PPP contracts, one in the Czech Republic and the other in Kenya, both of which represent firsts in those countries.

Looking beyond the difficulties we encountered, 2020 confirmed VINCI's solid foundations, based on our very broad array of expertise and geographical locations. It also showed the agility and adaptability shown by our companies, which have strong roots in their communities, and the effectiveness of our decentralised managerial model based on responsibility at the local level, close to our operations on the ground and our clients.

More than ever, VINCI's culture is centred around people and an entrepreneurial mindset. In the face of the Covid-19 crisis, the full extent of the commitment shown by VINCI staff members was revealed: to give just a few examples, it allowed us to build temporary hospitals in the space of a few days, use the Group's infrastructure for medical transport and offer hot meals to hauliers in motorway service areas. Through our corporate foundations in France and abroad, VINCI also took action to show solidarity with the most vulnerable groups and those dealing with the crisis on the front line.

From our current position in early 2021, it remains very unclear how the pandemic will unfold, and unfortunately a worsening in the public health situation cannot be ruled out. However, VINCI has strengths that will enable us to maintain our course and rebound rapidly when the crisis has been overcome. Our long-term business model is particularly well suited to the current challenges facing society – ecological transition, energy efficiency, new mobility and communication requirements – which represent promising markets for the Group's companies.

Xavier Huillard
Chairman and Chief Executive Officer

Key figures

(in € millions)	2020	2019	2020/2019 change
Revenue (*)	**43,234**	**48,053**	**–10.0%**
Revenue generated in France (*)	22,912	26,307	–12.9%
% of revenue (*)	*53.0%*	*54.7%*	
Revenue generated outside France (*)	20,322	21,746	–6.5%
% of revenue (*)	*47.0%*	*45.3%*	
Operating income from ordinary activities	2,859	5,734	–50.2%
% of revenue (*)	*6.6%*	*11.9%*	
Recurring operating income	2,511	5,704	–56.0%
Operating income	2,459	5,664	–56.6%
Net income attributable to owners of the parent	**1,242**	**3,260**	**–61.9%**
% of revenue (*)	*2.9%*	*6.8%*	
Diluted earnings per share *(in €)*	2.20	5.82	–62.1%
Dividend per share *(in €)*	2.04 (**)	2.04	0.0%
Cash flows from operations before tax and financing costs	5,919	8,497	–30.3%
% of revenue (*)	*13.7%*	*17.7%*	
Operating investments (net of disposals)	(994)	(1,249)	–20.4%
Operating cash flow	**5,075**	**5,266**	**–3.6%**
Growth investments in concessions and PPPs	(1,085)	(1,065)	+1.9%
Free cash flow	**3,990**	**4,201**	**–5.0%**
Equity including non-controlling interests	23,024	23,042	
Net financial debt	(17,989)	(21,654)	–16.9%

(*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
(**) Dividend proposed to the Shareholders' General Meeting of 8 April 2021.
PPP: Public-private partnership.

VINCI's consolidated revenue amounted to €43.2 billion in 2020, down 10.0% on an actual basis compared with 2019. Like-for-like, revenue was down 11.1%.

Consolidated Ebitda totalled €5.9 billion (€8.5 billion in 2019), equal to 13.7% of revenue, compared with 17.7% in 2019.

Operating income from ordinary activities (Ebit) amounted to €2.9 billion, half the level seen in 2019 (€5.7 billion). It equalled 6.6% of revenue compared with 11.9% in 2019.

Recurring operating income amounted to €2.5 billion. As well as the impact of share-based payments (IFRS 2), this includes the negative contribution of companies accounted for under the equity method, particularly in the airports sector, whereas the impact was positive in 2019.

Consolidated net income attributable to owners of the parent was €1.2 billion in 2020 (€3.3 billion in 2019) and earnings per share, after taking dilutive instruments into account, amounted to €2.20 (€5.82 in 2019).

Free cash flow remained at a very high level, totalling €4.0 billion (€4.2 billion in 2019). The decline in Ebitda was to a large extent offset by a very substantial improvement in the working capital requirement and current provisions, and by a reduction in operating investments.

Dividend payments and share buy-backs carried out in 2020, net of capital increases, represented a total outflow of €0.4 billion (€1.7 billion in 2019).

Net financial debt at 31 December 2020 was €18.0 billion, sharply down by around €3.7 billion relative to end-2019.
VINCI worked hard to bolster its liquidity given the exceptional circumstances of the Covid-19 crisis. At 31 December 2020, liquidity amounted to €19.2 billion (€15.8 billion at 31 December 2019), comprising €10 billion of managed net cash (€6.8 billion), €8.0 billion of unused confirmed bank credit facilities (€8.3 billion) and €1.2 billion of commercial paper in issue (€0.8 billion).
The Group carried out several bond issues and refinancing transactions totalling more than €2.3 billion. Debt repayments during the year amounted to €2.1 billion.

Order intake in the Contracting business (VINCI Energies, Eurovia and VINCI Construction) amounted to €43.5 billion, up 4% compared with 2019. Order intake outside France rose 14% and accounted for 57% of the total, offsetting the 6% decline in France.

The order book amounted to €42.4 billion at 31 December 2020, a year-end record and an increase of 16% over 12 months. It totalled €16.9 billion (up 9%) in France and €25.5 billion (up 22%) outside France. Orders outside France accounted for 60% of the total as opposed to 57% at the end of 2019. The order book increased in all business lines, and represented almost 14 months of average business activity in the Contracting business at the end of 2020 (11 months at end-2019).

1.1 Highlights of the period

1.1.1 Covid-19 impact

The consequences of the Covid-19 crisis on the 2020 financial statements were estimated by comparing actual performance with the last budget estimates established before the pandemic. It is estimated that revenue was adversely affected by €5.9 billion, recurring operating income by €3.7 billion and consolidated net income attributable to owners of the parent by €2.4 billion. The impact includes the effect of lower-than-normal business levels and additional costs generated by the pandemic, along with non-recurring items recognised during the period.

1.1.2 Main changes in scope

Contracting

In 2020, VINCI Energies acquired some 20 companies, representing full-year revenue of around €400 million. The main acquisitions were: Transelec Common Inc. in Canada, a Quebec-based provider of energy and telecoms network infrastructure services; Danske Sprinkler Teknik, a Danish specialist in fire protection; EWE Offshore Services & Solutions, a German company specialising in the development of projects for offshore wind farms as well as solutions for their operations and maintenance; Planus Informática e Tecnologia, a Brazilian provider of IT solutions; Novabase GTE, a Portuguese specialist in data processing and business applications; and Sanitherm, specialising in heating, ventilation and air-conditioning (HVAC) installation works in western France.

VINCI Construction Terrassement acquired the Climent Travaux Publics (CTP) group, based in eastern France.

Concessions

On 15 December 2020, Xavier Huillard, Chairman and Chief Executive Officer of VINCI, tendered VINCI's resignation from ADP's Board of Directors, on which he was VINCI's permanent representative. This meant that VINCI no longer had significant influence over Groupe ADP. Accordingly, from that date, ADP left VINCI's scope of consolidation, whereas VINCI's stake in ADP had previously been accounted for under the equity method.

This operation is described in Note B.1.2 to the consolidated financial statements, "Changes in the consolidation scope".

1.1.3 Highlights in the Concessions business

VINCI Autoroutes

VINCI Autoroutes maintained a high level of investment in order to complete its construction programme, and construction schedules were affected by the Covid-19 crisis owing to the sudden shutdown of operations in March at the time of the first lockdown. Arcos, the company holding the concession for the A355 motorway bypassing Strasbourg to the west, continued to work on the largest motorway project currently taking place in France. By the end of 2020, all earthworks and engineering structures had been completed and this new 24 km section of motorway is scheduled to come into service at the end of 2021.

VINCI Airports

In the United States, VINCI Airports renewed its contracts to operate Hollywood Burbank Airport in California (10-year extension) and Hartsfield-Jackson Airport in Atlanta (for a minimum of five years).

VINCI Highways

VINCI Highways renewed its contract to provide services for the 91 Express Lanes, a 29 km toll road within a motorway located in Orange and Riverside counties, near Los Angeles in California (seven-year extension).

1.1.4 Highlights in the Contracting business

The Group's order intake in 2020 amounted to €43.5 billion, an increase of 4%. The 14% increase outside France offset the 6% decline in France.
At VINCI Energies, order intake rose 2%, buoyed by the business line's infrastructure and ICT (information and communication technology) activities outside France. At Eurovia, order intake fell 7% year on year, since the post-electoral situation in France was not conducive to local authorities starting new projects. However, the trend improved in the fourth quarter. At VINCI Construction, order intake rose 14% in 2020 due to major contract wins both in France and abroad.

Among the contracts won by the Group in 2020, the most significant are those listed below:

VINCI Energies

- a public-private partnership (PPP) contract to upgrade and operate the Bürgerforum (citizens forum) in the town of Velbert, Germany;
- contracts to build and upgrade high-voltage lines in the region of Salzburg (Austria) and to build a new high-voltage line between Lower Saxony and Northern Hesse (Germany);
- a contract, as part of a consortium, to install the electrical architecture for Lines 16 and 17 of the Grand Paris Express;
- several data center projects in Singapore and Malaysia.

Eurovia

- an equipment and works contract covering tracks and overhead contact lines for the west sector of Line 15 South of the Grand Paris Express, as part of a consortium with VINCI Energies;
- a contract to upgrade the Louis-Hippolyte La Fontaine tunnel in Montreal, Canada, as part of a consortium with Dodin Campenon Bernard;
- two rail works contracts awarded by Deutsche Bahn in North Rhine-Westphalia in Germany.

VINCI Construction

- the contract for civil engineering works packages N1 and N2 on the HS2 rail project near Birmingham in the United Kingdom, as part of a consortium with Balfour Beatty;
- the contract to build Old Oak Common train station in London;
- the contract to build The Link, an office building that will house Total's future headquarters in Paris-La Défense;
- construction contracts for works package 1 in relation to Line 18 of the Grand Paris Express, which will link Orly Airport with Massy-Palaiseau, and the viaduct that will link this line with the future CEA Saint-Aubin overhead station;
- preparatory work on Avrieux shafts for the Lyon–Turin rail line;
- contracts to build and upgrade the Sydney Gateway, Bruce Highway and Barton Highway, along with a section of the M1 (Pacific Motorway) in Queensland, Australia;
- two additional contracts for the City Rail Link rail line in Auckland, New Zealand.

1.1.5 Financing operations

New corporate financing

In 2020, in the exceptional context of the Covid-19 crisis, the Group (rated A– by Standard & Poor's with stable outlook and A3 by Moody's with stable outlook) completed several refinancing transactions:

- In November 2020, VINCI carried out its inaugural issue of green bonds, placing €500 million of eight-year zero-coupon notes (representing a slightly negative yield for investors). The issue enabled the Group to diversify its funding sources by accessing a new set of bond investors focused on ESG (environmental, social and governance) criteria.
- In May, Cofiroute issued €950 million of 11-year bonds paying a coupon of 1.0%.
- In April, London Gatwick Airport obtained a 12-month £300 million credit facility with two six-month extension options. In addition, since November and for a one-year period, London Gatwick Airport has had access to funding from the Covid Corporate Financing Facility set up by the UK government in a total amount of £300 million, of which it had drawn £175 million at 31 December 2020.

In 2020, therefore, the Group secured €2.3 billion of new financing with an average maturity of 7.4 years at the time of issue and an average interest rate of 1.03% after converting some of that debt from fixed to floating rate.

Debt repayments

In 2020, the Group repaid a total of €2.1 billion of debt, including €750 billion of bonds issued by VINCI SA in 2012 and paying a coupon of 3.4%, and €650 million of bonds issued by ASF in 2010 and paying a coupon of 4.1%.

Together, these transactions extended the average maturity of VINCI's debt while reducing its cost.
At 31 December 2020, the Group's gross long-term financial debt totalled almost €28.0 billion. Its average maturity was 7.7 years (8.1 years at 31 December 2019).

London Gatwick Airport

In August 2020, after publishing its results for the first half of 2020, London Gatwick Airport, a 50.01%-owned subsidiary of VINCI Airports, entered discussions with its lenders regarding expected developments regarding its financial covenants. Given the exceptional circumstances affecting air travel, a large majority of lenders accepted the company's request that they temporarily waive compliance with those financial covenants.

The credit ratings applied to the Class A debt of Gatwick Funding Limited, which raises funding for London Gatwick Airport, are as follows:

- In July 2020, Standard & Poor's confirmed its BBB investment-grade rating, but placed it on CreditWatch with negative implications, having previously had a negative outlook.
- In April 2020, Fitch Ratings confirmed its BBB+ rating, but revised its outlook from stable to negative.
- In November 2020, Moody's adopted an investment-grade rating of Baa2 with negative outlook (as opposed to Baa1 previously).

1.2 Revenue

Consolidated revenue totalled €43.2 billion in 2020, down 10.0% relative to 2019. After stripping out the impact of changes in the consolidation scope (+1.9%) – mainly outside France – and of changes in exchange rates (–0.8%), revenue was down 11.1% like-for-like.

Concessions revenue totalled €5.8 billion, down 31.7% on an actual basis (down 33.5% like-for-like).

Contracting revenue amounted to €36.9 billion, representing a limited decline of 5.2% (down 5.9% like-for-like).

In France, revenue totalled €22.9 billion, down 12.9% on an actual basis and 13.3% on a constant structure basis, including organic declines of 19.9% in Concessions, 11.2% in Contracting and 9.7% at VINCI Immobilier.

Outside France, revenue was €20.3 billion, down 6.5% on an actual basis and 8.4% like-for-like. During the period, 47.0% of total Group revenue came from outside France (52.6% in Contracting and 16.6% in Concessions). There was a positive effect from changes in scope (+3.6%) and a negative effect from currency movements (–1.7%). At constant scope and exchange rates, revenue fell 64% in Concessions but remained nearly stable in Contracting (down 0.6%).

Revenue by business line

(in € millions)	2020	2019	2020/2019 change Value	Actual	Like-for-like
Concessions	5,839	8,544	(2,705)	–31.7%	–33.5%
VINCI Autoroutes	4,613	5,593	(980)	–17.5%	–17.5%
VINCI Airports	990	2,631	(1,641)	–62.4%	–65.5%
Other concessions	235	319	(84)	–26.2%	–24.0%
Contracting	36,878	38,884	(2,007)	–5.2%	–5.9%
VINCI Energies	13,661	13,749	(88)	–0.6%	–4.2%
Eurovia	9,575	10,209	(634)	–6.2%	–5.5%
VINCI Construction	13,641	14,926	(1,285)	–8.6%	–7.9%
VINCI Immobilier	1,189	1,320	(131)	–9.9%	–9.9%
Intragroup eliminations	*(672)*	*(695)*	*23*		
Revenue (*)	**43,234**	**48,053**	**(4,819)**	**–10.0%**	**–11.1%**
Concession subsidiaries' works revenue	*864*	*1,038*	*(174)*	*–16.8%*	*–14.9%*
Intragroup eliminations	*(168)*	*(338)*	*171*		
Concession subsidiaries' revenue derived from works carried out by non-Group companies	**696**	**699**	**(3)**	**–0.5%**	**+2.9%**
Total revenue	**43,930**	**48,753**	**(4,822)**	**–9.9%**	**–10.9%**

(*) Excluding concession subsidiaries' revenue from works done by non-Group companies.

CONCESSIONS: €5,839 million (down 31.7% on an actual basis; down 33.5% like-for-like)

VINCI Autoroutes: revenue fell 17.5% to €4,613 million, due to lower traffic levels resulting from the various travel restrictions introduced in France and Europe. After falling sharply following the first lockdown, traffic on VINCI Autoroutes' intercity networks recovered close to 2019 levels during the summer. Traffic levels then fell again as a result of the new restrictions put in place in France and Europe from the end of October. It should also be noted that traffic levels in December 2019 had been boosted by disruption to France's rail network caused by SNCF strike action.
In 2020 as a whole, VINCI Autoroutes saw traffic fall 21.4% across all vehicle types. Heavy vehicle traffic held up well (down 6.5%), due to resilient economic activity and growth in e-commerce. However, light vehicle traffic suffered from repeated travel restrictions, and was down 23.8%.

VINCI Airports: revenue fell to €990 million (down 62.4% on an actual basis and down 65.5% like-for-like), because of the very steep decline in airline activity around the world following travel restrictions adopted in most countries to combat the spread of Covid-19. Passenger numbers across the VINCI Airports network were down sharply for most of 2020, as they were for the aviation sector worldwide, because of the Covid-19 pandemic from March onwards. They were close to zero in the second quarter. After starting to recover in June, the trend worsened again in September and then stabilised at a very low level in the fourth quarter after new lockdown measures were adopted in Europe.
Overall, passenger numbers across the VINCI Airports network fell 70.0% year on year to 77 million, compared with 255 million in 2019. The decline was more pronounced in Europe and Asia (around 72%), where public health measures were particularly strict, than in the Americas (around 61%). Passenger numbers rebounded rapidly in countries that lifted restrictions, such as the Dominican Republic, showing that there is still a great appetite for travel. The trend also started to improve in the summer at Salvador Bahia Airport in Brazil, and at Orlando Sanford International Airport in the United States. Osaka Itami Airport and Kobe Airport in Japan also saw a limited upturn in domestic passenger numbers in the fourth quarter.

Other concessions: revenue totalled €235 million, down 26% relative to 2019 because of the Covid-19 crisis, due to lockdowns and traffic restrictions affecting VINCI Highways in Peru and Greece, and event cancellations and capacity limits at VINCI Stadium.

CONTRACTING: €36,878 million (down 5.2% on an actual basis; down 5.9% like-for-like)

In France, revenue declined 10.6% to €17,481 million (down 11.2% on a constant structure basis). After a strong start to the year, business levels were very low in both building and public works during the first lockdown, i.e. for almost two months. They gradually recovered from late April and were almost back to normal from June onwards.

Outside France, revenue amounted to €19,397 million, almost unchanged compared with 2019 (up 0.4% actual; down 0.6% like-for-like). Currency movements had a negative impact of 1.8% and acquisitions had a positive impact of 2.7%. Revenue outside France equalled 52.6% of total Contracting revenue compared with 49.7% in 2019. Unlike in France and despite the Covid-19 crisis, VINCI was able to maintain business levels at close to full capacity in most of the other countries in which it operates, although there was some variation between regions depending on local measures adopted by the authorities.

VINCI Energies: €13,661 million (down 0.6% actual; down 4.2% like-for-like)
In France, revenue fell 4.8% on an actual basis to €5,860 million (down 5.8% like-for-like). Many companies remained busy even at the height of the Covid-19 crisis as they provide essential services in areas such as healthcare, energy, telecoms and certain industrial sectors. After recovering strongly after the first lockdown, business levels held firm in the second half, close to levels seen in 2019.

Outside France, revenue amounted to €7,802 million, accounting for 57% of the VINCI Energies total (55% in 2019). Revenue rose 2.8% on an actual basis, buoyed by acquisitions completed in 2019 and 2020 (mainly in Europe and Canada), which contributed around €500 million to 2020 revenue. Revenue fell 2.9% like-for-like, due to declines in most European countries, with the exception of Switzerland; in other regions, the steepest declines were observed in the Middle East and South America, while the Asia-Oceania region recorded growth.

Eurovia: €9,575 million (down 6.2% actual; down 5.5% like-for-like)
In France, revenue came in at €4,836 million, down 11.6% on an actual basis (down 11.9% on a constant structure basis). Eurovia was affected by the near-total shutdown of worksites in the first lockdown and by the unhelpful electoral situation, which resulted in hesitancy regarding investment before and after municipal elections. However, the trend started to improve in the third quarter, and this was confirmed in the fourth.

Outside France (49% of the total), revenue totalled €4,740 million, up 2.1% like-for-like and stable on an actual basis. Eurovia was able to maintain business activity throughout 2020 in most of its countries. At constant exchange rates, revenue rose in the United States – which now accounts for 11% of Eurovia's revenue – as well as in the United Kingdom, the Czech Republic and Chile. Revenue fell in Germany, Canada, Poland and Slovakia.

VINCI Construction: €13,641 million (down 8.6% actual; down 7.9% like-for-like)
In France (50% of the total), revenue amounted to €6,785 million, down 14.4% on an actual basis and down 14.9% on a constant structure basis because of worksite shutdowns during the first lockdown. Work resumed more quickly on public works sites than on building sites, which were more affected by social distancing rules.

Outside France, revenue amounted to €6,856 million, stable like-for-like and down slightly on an actual basis (–2.1%). Business conditions varied fairly widely between business lines and geographical zones, depending on local public health decisions taken by the authorities. Revenue fell at VINCI Construction International Network's subsidiaries in Africa, the United Kingdom and Oceania, while subsidiaries in Central Europe saw growth. The oil and gas sector was particularly badly affected by the sharp drop in oil prices. However, business levels were supported by the ramp-up of several recently won contracts in the major projects division.

VINCI Immobilier: €1,189 million (down 9.9% both actual and like-for-like)
VINCI Immobilier saw a fall in revenue, with the Covid-19 crisis affecting the signing of property sales agreements as well as activity in the managed residences business, while impeding progress on both residential and commercial developments. Revenue, including the Group's share of joint developments and its stake in Urbat, fell 11% to €1.4 billion in 2020 (down 11% in residential property and down 14% in commercial property).
The first lockdown in mid-March caused projects to shut down and severely disrupted the marketing of current developments. New development projects were also affected by the postponement of municipal elections and the resulting delays in granting planning permission.
In 2020 as a whole, the number of homes reserved in France – including at the Urbat Promotion subsidiary – fell 16% to 6,120 following an upturn in the fourth quarter. That upturn was driven by a significant recovery in individual home sales, block sales of homes to public sector entities (CDCH, Action Logement) and firm sales of homes in managed residences.

Revenue by geographical area

				2020/2019 change		
(in € millions)	2020	% of total	2019	Value	Actual	At constant exchange rates
France	**22,912**	**53.0%**	**26,307**	**(3,396)**	**–12.9%**	**–12.9%**
Germany	3,213	7.4%	3,140	73	+2.3%	+2.3%
United Kingdom	2,589	6.0%	3,002	(413)	–13.7%	–12.6%
Central and Eastern Europe	2,214	5.1%	2,219	(5)	–0.2%	+2.3%
Rest of Europe	4,261	9.9%	4,745	(484)	–10.2%	–10.6%
Europe excluding France	**12,277**	**28.4%**	**13,106**	**(829)**	**–6.3%**	**–5.8%**
Americas	4,310	10.0%	4,431	(121)	–2.7%	+2.4%
Of which United States	*2,268*	*5.2%*	*2,197*	*71*	*+3.2%*	*+5.8%*
Africa	1,386	3.2%	1,603	(216)	–13.5%	–11.8%
Russia, Asia-Pacific and Middle East	2,350	5.4%	2,607	(257)	–9.9%	–7.7%
International excluding Europe	**8,046**	**18.6%**	**8,640**	**(594)**	**–6.9%**	**–3.4%**
Total International	**20,322**	**47.0%**	**21,746**	**(1,423)**	**–6.5%**	**–4.9%**
Revenue	**43,234**	**100.0%**	**48,053**	**(4,819)**	**–10.0%**	**–9.3%**

1.3 Operating income from ordinary activities/operating income

Operating income from ordinary activities (Ebit) came in at €2,859 million, around half the 2019 figure (€5,734 million). It equalled 6.6% of revenue compared with 11.9% in 2019.

Operating income from ordinary activities/operating income

(in € millions)	2020	% of revenue (*)	2019	% of revenue (*)	2020/2019 change Value	%
Concessions	1,586	27.2%	3,989	46.7%	(2,402)	–60.2%
VINCI Autoroutes	1,981	42.9%	2,967	53.0%	(985)	–33.2%
VINCI Airports	(369)	(37.3%)	1,016	38.6%	(1,385)	–136.3%
Other concessions	(26)	-	6	-	(32)	-
Contracting	1,244	3.4%	1,654	4.3%	(410)	–24.8%
VINCI Energies	773	5.7%	827	6.0%	(54)	–6.5%
Eurovia	335	3.5%	430	4.2%	(96)	–22.2%
VINCI Construction	136	1.0%	396	2.7%	(260)	–65.7%
VINCI Immobilier	23	2.0%	80	6.0%	(57)	–70.8%
Holding companies	5	-	12	-	(7)	-
Operating income from ordinary activities (Ebit)	**2,859**	**6.6%**	**5,734**	**11.9%**	**(2,876)**	**–50.2%**
Share-based payments (IFRS 2)	(239)	-	(291)	-	51	-
Profit/(loss) of companies accounted for under the equity method	(146)	-	212	-	(358)	-
Other recurring operating items	38	-	48	-	(10)	-
Recurring operating income	**2,511**	**5.8%**	**5,704**	**11.9%**	**(3,193)**	**–56.0%**
Non-recurring operating items	(52)	-	(40)	-	(12)	-
Operating income	**2,459**	**5.7%**	**5,664**	**11.8%**	**(3,205)**	**–56.6%**

NB: Operating income from ordinary activities is defined as operating income before the effects of share-based payments (IFRS 2), the income or loss of companies accounted for under the equity method and other recurring and non-recurring operating items.
(*) Excluding concession subsidiaries' revenue from works done by non-Group companies.

In **Concessions**, Ebit fell 60% to €1,586 million, equal to 27.2% of Concessions revenue.

At VINCI Autoroutes, Ebit amounted to €1,981 million, down 33% relative to the 2019 figure of €2,967 million. Ebit margin fell from 53.0% to 42.9% in 2020. This was due to lower revenue and despite a firm grip on operating expenses, most of which are fixed.

VINCI Airports made a loss of €369 million at the Ebit level in 2020, despite drastic cost-cutting measures introduced rapidly at the start of the pandemic. After a review of the potential consequences of the Covid-19 crisis, impairment was recognised in relation to some VINCI Airports customers and capacity investments. Its Ebit margin fell from 38.6% in 2019 to –37.3% in 2020.

Earnings at the Group's other concession subsidiaries were also badly affected by the decline in revenue, because their costs are mostly fixed. They made a loss of €26 million at the Ebit level, compared with a profit of €6 million in 2019.

In the **Contracting** business, Ebit was €1,244 million, down almost 25% relative to 2019 (€1,654 million) and equal to 3.4% of revenue, a limited decline compared with the 2019 figure of 4.3%. Contracting entities suffered from lower-than-normal business activity after the first lockdown was introduced, particularly in France. However, their experience in dealing with past crises enabled them to show resilience and agility in adapting to the situation.

VINCI Energies limited the decrease in its Ebit to 6.5%, with a figure of €773 million as opposed to €827 million in 2019. Its Ebit margin was 5.7%, only 30 basis points less than in 2019 (6.0%), reflecting the very strong resilience and adaptability of all its divisions, both in France and abroad.

At Eurovia, Ebit fell almost 22% from €430 million in 2019 to €335 million in 2020. Its Ebit margin fell by only 70 basis points, from 4.2% in 2019 to 3.5% in 2020. Operating margins held up well overall in France, Germany and the Czech Republic. Businesses in Poland and in rail works, which had generated losses in previous years, returned to breakeven. Margins remained good in the United Kingdom and Chile, and increased in the United States and Canada.

At VINCI Construction, Ebit was €136 million (€396 million in 2019). VINCI Construction's operating margin was 1.0% (2.7% in 2019), affected by losses on several building projects in France, mainly caused by lower-than-normal business levels and lower productivity as a result of the health crisis. At Entrepose, which specialises in the oil and gas industries, difficulties prompted a major restructuring of its business.

VINCI Immobilier: Ebit totalled €23 million, with Ebit margin of 2.0% (€80 million and 6.0% in 2019). Recurring operating income, including the contribution from equity-accounted companies, was €35 million (€100 million in 2019).

At Group level, recurring operating income totalled €2,511 million, down 56% relative to the 2019 figure of €5,704 million. This factors in:
- share-based payment expense, which reflects the benefits granted to employees under the Group savings plans and performance share plans, amounting to €239 million (€291 million in 2019);
- other recurring operating items, producing an expense of €108 million versus income of €260 million in 2019. These items include a total negative contribution of €146 million from companies accounted for under the equity method, particularly in the airports sector, whereas their impact was positive in 2019 (€212 million).

Recurring operating income by business line

(in € millions)	2020	% of revenue (*)	2019	% of revenue (*)	2020/2019 change Value	%
Concessions	1,459	25.0%	4,146	48.5%	(2,687)	-64.8%
VINCI Autoroutes	1,968	42.7%	2,948	52.7%	(980)	-33.2%
VINCI Airports	(597)	(60.3%)	1,187	45.1%	(1,783)	-150.3%
Other concessions	87	-	11	-	76	-
Contracting	1,035	2.8%	1,461	3.8%	(426)	-29.1%
VINCI Energies	688	5.0%	729	5.3%	(41)	-5.7%
Eurovia	290	3.0%	394	3.9%	(105)	-26.5%
VINCI Construction	58	0.4%	337	2.3%	(280)	-82.9%
VINCI Immobilier	35	3.0%	100	7.6%	(65)	-64.8%
Holding companies	(18)	-	(3)	-	(15)	-
Recurring operating income	**2,511**	**5.8%**	**5,704**	**11.9%**	**(3,193)**	**-56.0%**

(*) Excluding concession subsidiaries' revenue from works done by non-Group companies.

Non-recurring operating items produced a net expense of €52 million in 2020, as opposed to €40 million in 2019, and comprised:
- a €167 million positive effect from changes in the consolidation scope, mainly reflecting the change in consolidation method for Groupe ADP;
- goodwill impairment losses of €95 million (compared with €22 million of losses in 2019), mainly concerning VINCI Energies in North America and goodwill at certain Entrepose subsidiaries after its reorganisation;
- restructuring costs (mainly at VINCI Construction and VINCI Airports).

After taking account of both recurring and non-recurring items, operating income was €2,459 million in 2020 (€5,664 million in 2019).

1.4 Net income

Consolidated net income attributable to owners of the parent was €1,242 million in 2020, down 61.9% compared with 2019 (€3,260 million). Earnings per share (after taking account of dilutive instruments) amounted to €2.20 (€5.82 in 2019).

Net income attributable to owners of the parent, by business line

(in € millions)	2020	2019	2020/2019 change Value	%
Concessions	740	2,255	(1,516)	-67.2%
VINCI Autoroutes	1,242	1,705	(463)	-27.1%
VINCI Airports	(523)	577	(1,100)	-190.6%
Other concessions	20	(27)	47	-
Contracting	469	792	(324)	-40.9%
VINCI Energies	378	409	(30)	-7.4%
Eurovia	180	207	(27)	-13.0%
VINCI Construction	(90)	177	(267)	-151.0%
VINCI Immobilier	22	65	(43)	-65.7%
Holding companies	11	148	(136)	-
Net income attributable to owners of the parent	**1,242**	**3,260**	**(2,018)**	**-61.9%**

The cost of net financial debt was €589 million in 2020 (€551 million in 2019). The fall in the cost of the Group's gross long-term euro-denominated debt, following refinancing operations in 2019 and 2020 at lower rates than those of the debts repaid, did not fully offset the effect of integrating recent acquisitions, particularly that of London Gatwick Airport by VINCI Airports. In 2020, the average interest rate on long-term gross financial debt was 2.3% (2.4% in 2019).

Other financial income and expense resulted in a net expense of €47 million compared with €71 million in 2019, and included:
- the cost of discounting retirement benefit obligations and provisions for the obligation to maintain the condition of concession intangible assets, in an amount of €30 million (€80 million in 2019);
- a €40 million gain relating to capitalised borrowing costs on current concession investments, nearly stable relative to 2019 (gain of €41 million);
- IFRS 16 lease expenses amounting to €42 million (€40 million in 2019);
- a foreign exchange loss totalling €15 million, compared with a gain of €8 million in 2019.

Income tax expense for the year was €807 million (€1,634 million in 2019). The decrease reflected lower earnings in France and abroad because of the Covid-19 pandemic. The tax expense also includes the negative impact of the UK government's decision to cancel the planned decrease in the income tax rate from 19% to 17%, which led to a reassessment of deferred tax liabilities arising from the valuation difference on the company that owns London Gatwick Airport, producing an expense of €100 million. Also worth noting is the recognition of income following the positive outcome of a former tax dispute concerning Cofiroute. In the context of the Covid-19 pandemic, a detailed review of deferred tax assets led to the recognition of impairment in some countries. Taking all of these elements into account, the effective tax rate was 41.0% as opposed to 33.8% in 2019.

Losses attributable to non-controlling interests amounted to €226 million (earnings of €148 million in 2019) and related mainly to shares that the Group does not own in London Gatwick Airport, Cambodia Airports, Aéroports de Lyon, and certain Eurovia and VINCI Energies subsidiaries.

1.5 Cash flow

(in € millions)	2020	2019	2020/2019 change Value	%
Cash flow from operations before tax and financing costs (Ebitda)	**5,919**	**8,497**	**(2,578)**	**-30.3%**
% of revenue	13.7%	17.7%		
Changes in operating working capital requirement and current provisions	2,330	428	1,901	
Income taxes paid	(1,054)	(1,547)	493	
Net interest paid	(590)	(458)	(132)	
Dividends received from companies accounted for under the equity method	71	170	(99)	
Cash flow from operating activities	**6,675**	**7,090**	**(414)**	**-5.8%**
Net operating investments	(994)	(1,249)	255	-20.4%
Repayments of lease liabilities and financial expense on lease contracts	(607)	(575)	(32)	+5.5%
Operating cash flow	**5,075**	**5,266**	**(191)**	**-3.6%**
Growth investments in concessions	(1,085)	(1,065)	(20)	+1.9%
Free cash flow	**3,990**	**4,201**	**(211)**	**-5.0%**
of which Concessions	*988*	*2,774*	*(1,786)*	
of which Contracting	*2,524*	*1,443*	*1,081*	
of which VINCI Immobilier and holding companies	*477*	*(16)*	*493*	
Net financial investments (*)	(285)	(8,245)	7,960	
Other	(85)	(90)	5	
Free cash flow after growth financing	3,619	(4,134)	7,753	
Capital increases and reductions	648	933	(285)	
Transactions on treasury shares	(336)	(903)	567	
Dividends paid	(721)	(1,772)	1,051	
Subtotal capital transactions	(409)	(1,742)	1,333	
Net cash flow during the period	**3,211**	**(5,876)**	**9,086**	
Other changes	454	(224)	678	
Change in net financial debt	3,665	(6,100)	9,764	
Net financial debt	**(17,989)**	**(21,654)**	**3,665**	

(*) Including net financial debt of companies acquired or sold.

1.5.1 Cash flow from operations before tax and financing costs (Ebitda)

Ebitda totalled €5,919 million in 2020, down 30% compared with 2019 (€8,497 million). Ebitda margin was 13.7%, as opposed to 17.7% in 2019. Performance in the various business lines reflects the impact of the Covid-19 crisis and lower business levels during lockdowns.

Ebitda in the **Concessions** business fell almost 40% to €3,491 million (€5,796 million in 2019). It equalled 59.8% of revenue (67.8% in 2019) and 59% of total Group Ebitda (68% in 2019).
VINCI Autoroutes' Ebitda decreased 23% to €3,231 million (€4,178 million in 2019) and Ebitda margin was 70.0% (74.7% in 2019).
VINCI Airports' Ebitda came in at €146 million (€1,466 million in 2019), with Ebitda margin falling to 14.7% (55.7% in 2019).

Ebitda in the **Contracting** business amounted to €2,188 million, equal to 5.9% of revenue and 37% of total Ebitda (compared with €2,446 million and 6.3% in 2019).

Cash flow from operations before tax and financing costs (Ebitda) by business line

(in € millions)	2020	% of revenue (*)	2019	% of revenue (*)	2020/2019 change Value	%
Concessions	3,491	59.8%	5,796	67.8%	(2,306)	–39.8%
VINCI Autoroutes	3,231	70.0%	4,178	74.7%	(947)	–22.7%
VINCI Airports	146	14.7%	1,466	55.7%	(1,320)	–90.1%
Other concessions	114	-	152	-	(39)	-
Contracting	2,188	5.9%	2,446	6.3%	(258)	–10.6%
VINCI Energies	1,057	7.7%	1,065	7.7%	(8)	–0.8%
Eurovia	659	6.9%	694	6.8%	(35)	–5.0%
VINCI Construction	472	3.5%	688	4.6%	(216)	–31.4%
VINCI Immobilier	42	3.6%	93	7.1%	(51)	–54.4%
Holding companies	198	-	161	-	37	-
Total	**5,919**	**13.7%**	**8,497**	**17.7%**	**(2,578)**	**–30.3%**

(*) Excluding concession subsidiaries' revenue from works done by non-Group companies.

1.5.2 Other cash flows

The net change in the operating working capital requirement and current provisions produced an inflow of more than €2.3 billion in 2020 as opposed to €428 million in 2019. This outstanding performance was largely due to the three Contracting business lines (€2.0 billion), which achieved very strong cash inflows from customers, particularly at the end of the year. To a lesser extent, it also reflects an increase in current provisions.

Tax payments totalled €1,054 million in 2020, a decrease of €493 million (€1,547 million in 2019), and included a rebate of €122 million relating to the positive outcome of a former tax dispute at Cofiroute.

Net interest paid rose €132 million to €590 million in 2020 (€458 million in 2019), due to London Gatwick Airport being integrated for a full year.

Cash flow from operating activities was €6,675 million, with the decline limited to 5.8% or €415 million compared with 2019 (€7,090 million).

After accounting for operating investments net of disposals of €994 million, down 20% relative to 2019 (€1,249 million) and repayments of lease liabilities for €607 million (€575 million in 2019), operating cash flow was €5,075 million, a slight decline of 3.6% or €191 million compared with the 2019 figure of €5,266 million.

Growth investments in concessions and public-private partnerships totalled €1,085 million, almost unchanged relative to 2019, when they amounted to €1,065 million. The 2020 figure includes €731 million invested by VINCI Autoroutes in France (€775 million in 2019) as part of stimulus plans and the project to build the western Strasbourg bypass, and €310 million invested by VINCI Airports, mainly in Cambodia, Portugal and Serbia (€248 million in 2019).

Free cash flow before financial investments amounted to €3,990 million (€4,201 million in 2019). The Concessions business generated €988 million (including an inflow of €1,674 million at VINCI Autoroutes and an outflow of €732 million at VINCI Airports) compared with €2,774 million in 2019, while Contracting generated €2,524 million (€1,443 million in 2019) and VINCI Immobilier generated €212 million (outflow of €165 million in 2019).

Financial investments, including the net debt of acquired companies, net of disposals and other investment flows, totalled almost €0.4 billion, mainly concerning acquisitions by the Contracting business in Europe and North America and particularly by VINCI Energies (€0.2 billion).
In 2019, financial investments amounted to more than €8.3 billion. They mainly consisted of the acquisition of a 50.01% stake in London Gatwick airport, representing a total amount of €7.7 billion on the acquisition date.

Dividends paid in 2020 totalled €721 million (€1,772 million in 2019). This includes €694 million paid by VINCI SA, comprising the final dividend in respect of 2019. Shareholders were offered the option of receiving the final dividend in cash (€1.25 per share) or in new shares at the price of €78.71 per share. More than 60% of the total dividend was paid in new shares, resulting in a capital increase of €422 million. The remainder includes dividends paid to non-controlling shareholders by subsidiaries not wholly owned by the Group.

VINCI SA's capital increases totalled €669 million in 2020, including €422 million through the payment of the dividend in shares (5.4 million shares created), and €247 million relating to Group savings plans (2.9 million shares).
In the first quarter of 2020, VINCI purchased 3.5 million shares in the market for a total investment of €335 million, at an average price of €96.09 per share. Given the uncertainty arising from the Covid-19 pandemic, share buybacks were suspended in March 2020 and the share buyback plan approved in the Shareholders' General Meeting of 18 June 2020 has not been implemented to date.
Together, transactions involving VINCI's capital generated a cash inflow of €312 million in 2020 as opposed to €30 million in 2019.

As a result of these cash flows, together with the positive impact of exchange rate movements, net financial debt fell sharply in 2020, by almost €3.7 billion, taking the total to €18.0 billion at 31 December 2020.

1.6 Balance sheet and net financial debt

Consolidated non-current assets amounted to €55.1 billion at 31 December 2020 (€57.0 billion at 31 December 2019), including €40.9 billion in the Concessions business (€43 billion at 31 December 2019) and €13.3 billion in the Contracting business (€13 billion at 31 December 2019).

After taking account of a net working capital surplus (attributable mainly to the Contracting business) of €8.8 billion, up €1.9 billion year on year, capital employed was €46.3 billion at 31 December 2020 (€50.0 billion at end-2019).
Capital employed in the Concessions business was €39.3 billion, making up 85% of the Group total (82% at 31 December 2019) and breaking down as follows: €20.4 billion at VINCI Autoroutes and €16.1 billion at VINCI Airports. VINCI Energies accounted for 9.0% of capital employed at 31 December 2020 as opposed to 10% at 31 December 2019.

The Group's consolidated equity was €23.0 billion at 31 December 2020, stable compared with 31 December 2019. It includes €2.2 billion relating to non-controlling interests, including €1.5 billion for London Gatwick Airport (€2.0 billion at 31 December 2019).
The number of shares, including treasury shares, was 588,519,218 at 31 December 2020 (605,237,689 at 31 December 2019). After 25 million shares were cancelled in December 2020, treasury shares amounted to 4.5% of the total capital at 31 December 2020 (8.3% at 31 December 2019).

Consolidated net financial debt was close to €18.0 billion at 31 December 2020 (€21.7 billion at 31 December 2019). That figure reflects long-term gross financial debt of almost €28.0 billion (€28.4 billion at 31 December 2019) and managed net cash of almost €10.0 billion (€6.8 billion at 31 December 2019).
For the Concessions business, including its holding companies, net financial debt stood at close to €32.7 billion, down €1.2 billion relative to 31 December 2019 (€34.0 billion). The Contracting business showed a net financial surplus of nearly €2.0 billion as opposed to net debt of €0.2 billion at 31 December 2019. Holding companies and other activities showed a net financial surplus of €12.8 billion, up €0.3 billion relative to 31 December 2019. Of that surplus, €12.8 billion consisted of the net balance of loans granted to Group subsidiaries and subsidiaries' investments in holding companies.
The ratio of net financial debt to equity was 0.8 at 31 December 2020 (0.9 at 31 December 2019). The net financial debt-to-Ebitda ratio stood at 3.0 at the end of 2020 (2.5 at 31 December 2019).

Group liquidity amounted to €19.2 billion at 31 December 2020 (€15.8 billion at 31 December 2019). The liquidity figure comprised almost €10 billion of managed net cash and two confirmed bank credit facilities: an unused €8.0 billion facility at VINCI SA, the expiry of which has been extended until 2025 for the most part (€7.7 billion), and a £300 million facility at London Gatwick Airport, due to expire in June 2025 and fully used at 31 December 2020. VINCI also has a commercial paper programme, of which it was using €1.0 billion at 31 December 2020. Finally, since November 2020 and for a one-year period, London Gatwick Airport has had access to the Covid Corporate Financing Facility set up by the UK government, in an amount of £300 million of which it had drawn £175 million at 31 December 2020.

Net financial surplus (debt)

(in € millions)	31/12/2020	of which external financial surplus (debt)	Net financial debt/Ebitda	31/12/2019	of which external financial surplus (debt)	Net financial debt/Ebitda	2020/2019 change
Concessions	(32,718)	(20,409)	9.4x	(33,952)	(19,901)	5.9x	1,234
VINCI Autoroutes	(18,318)	(14,484)	5.7x	(19,964)	(14,275)	4.8x	1,646
VINCI Airports	(11,053)	(5,264)	75.8x	(10,530)	(4,829)	7.2x	(523)
Other concessions	(3,347)	(661)		(3,458)	(797)		111
Contracting	1,955	2,165		(168)	1,729		2,123
VINCI Energies	(256)	405		(1,186)	354		930
Eurovia	939	274		100	105		839
VINCI Construction	1,272	1,485		918	1,270		354
VINCI Immobilier and holding companies	12,774	255		12,466	(3,482)		308
Total	**(17,989)**	**(17,989)**	**3.0x**	**(21,654)**	**(21,654)**	**2.5x**	**3,665**

1.7 Return on capital

Definitions

- Return on equity (ROE) is net income for the current period attributable to owners of the parent, divided by equity excluding non-controlling interests at the previous year end.
- Net operating profit after tax (NOPAT) is recurring operating income less financial expense relating to lease liabilities and theoretical tax based on the effective rate for the period.
- Return on capital employed (ROCE) is net operating income after tax, excluding non-recurring items, divided by the average capital employed at the opening and closing balance sheet dates for the financial year in question. Following the adoption of IFRS 16 "Leases" on 1 January 2019, right-of-use assets relating to assets leased by the Group (€1.9 billion at 31 December 2020 on the asset side of the balance sheet) and the corresponding liabilities (€1.9 billion at 31 December 2020) are included within capital employed.

Return on equity (ROE)

The Group's ROE was 6.1% in 2020, compared with 17.0% in 2019.

(in € millions)	2020	2019
Equity excluding non-controlling interests at previous year end	20,438	19,185
Net income attributable to owners of the parent for the year	1,242	3,260
ROE	**6.1%**	**17.0%**

Return on capital employed (ROCE)

ROCE was 3.3% in 2020, compared with 9.0% in 2019.

(in € millions)	2020	2019
Capital employed at previous year end (*)	48,196	38,270
Capital employed at this year end (*)	44,350	48,196
Average capital employed	**46,273**	**43,233**
Recurring operating income (**)	2,469	5,664
Theoretical tax (***)	(927)	(1,791)
Net operating income after tax	**1,542**	**3,873**
ROCE	**3.3%**	**9.0%**

(*) Including lease liabilities.
(**) Including financial expenses on leases.
(***) Based on the effective rate for the period.

Performance at VINCI Airports in 2020 was hit particularly hard by the Covid-19 crisis. Excluding VINCI Airports, ROE and ROCE would have reached 10.4% and 7.2%, respectively.

2. Parent company financial statements

VINCI's parent company financial statements show revenue of €15 million for 2020, compared with €20 million in 2019, consisting mainly of services invoiced by the holding company to subsidiaries.

The parent company's net income was €235 million in 2020, compared with €2,263 million in 2019. Dividends received from Group subsidiaries amounted to €30 million (€2,069 million in 2019).

Expenses referred to in Article 39.4 of the French Tax Code amounted to €81,411 in 2020.

Note G to the parent company financial statements (page 372), contains the disclosures relating to suppliers' payment terms required by France's LME Act on modernising the country's economy and Article L.441-6-1 of the French Commercial Code.

3. Dividends

At its meeting of 4 February 2021, VINCI's Board of Directors decided to propose a 2020 dividend of €2.04 per share to the Shareholders' General Meeting on 8 April 2021, to be paid entirely in cash.
The dividend will be paid on 22 April 2021 (ex-dividend date: 20 April 2021).

Year			**2017**			**2018**			**2019**
Type	Interim	Final	Total	Interim	Final	Total	Interim	Final	Total
Amount per share	€0.69	€1.76	€2.45	€0.75	€1.92	€2.67	€0.79	€1.25	€2.04
Number of qualifying shares	556,515,560	553,373,249		555,586,616	554,464,831		556,865,474	554,379,328	
Aggregate amount paid *(in € millions)*	384	974		417	1,065		440	693	

NB: Dividends paid to natural persons in respect of 2017, 2018 and 2019 qualify for a 40% tax allowance.

B. Post-balance sheet events, trends and outlook

1. Material post-balance sheet events

Completion of Urbat Promotion acquisition
In January 2021, VINCI Immobilier acquired 50.1% of the shares of Urbat Promotion, a property developer specialising in residential programmes in the south of France, thus raising its stake in the entity to 100%.

Appointment of Pierre Anjolras as Chairman of VINCI Construction
Xavier Huillard, VINCI's Chairman and Chief Executive Officer, appointed Pierre Anjolras as Chairman of VINCI Construction on 12 January 2021. Mr Anjolras is a member of VINCI's Executive Committee and will retain his other roles within the VINCI Group, including that of Chairman of Eurovia.

From 1 February 2021, VINCI Construction and Eurovia will be placed under the leadership of Mr Anjolras. This new organisation will enable VINCI to optimise these two companies' operating methods and to develop synergies between them by integrating them within a single management unit.

2. Information on trends

2.1 Outcome in 2020

When publishing its quarterly results in October 2020, VINCI clarified trends seen during the year. This information was updated on 13 November 2020 in the following terms:

To tackle the second wave of the Covid-19 pandemic, many countries in Europe have again imposed a range of restrictions (including lockdowns, curfews, restrictions on gatherings and closures of public spaces).

In France, on 28 October 2020, the government announced a national lockdown would come into effect on 30 October 2020 and remain in place until 1 December at the earliest.

These new restrictions will have an impact on certain Group operations over the final months of 2020, in particular on motorway traffic in France. It is difficult to reliably quantify the impact due to a great number of unknowns related to the way in which the health and economic situation may change, especially regarding the duration of the lockdown in France.

Traffic on VINCI Autoroutes' interurban networks, which had bounced back close to 2019 levels during the summer, has recorded a 19.9% drop over the first ten months of the year to end-October (with light vehicles down 21.7% and heavy vehicles down 8.1%) compared with the same period the previous year. Robust economic activity enabled resilient traffic of heavy vehicles.

After France went into its second lockdown and the related travel restrictions came into force, traffic fell 48% in the week between 2 and 8 November (with light vehicles down 57% and heavy vehicles down 3%).

Consequently, the Group revised its forecast for motorway traffic in 2020. While it previously expected to suffer a contraction of between 15% and 20% over the year, it now anticipates a decrease of somewhere between 20% and 25%.

As soon as restrictions are lifted, traffic is expected to return to normative levels quickly, as was the case at the end of the first lockdown in June 2020.

Other indications regarding the outlook that were presented as part of the quarterly information at 30 September 2020, published on 20 October, are maintained:
– for VINCI Airports, although traffic at European airports has been affected by the new restrictions put in place by many countries, a slight improvement in traffic trends at airports in the Americas and in domestic traffic in Japan has been observed;
– furthermore, our contracting businesses have maintained operations at a level close to full capacity, in spite of the new lockdown.

These trends are broadly confirmed, although it should be noted that the decrease in motorway traffic is at the lower end of the stated forecast range.

2.2 Order book of the Contracting business

At 31 December 2020, the total order book in the Contracting business (VINCI Energies, Eurovia and VINCI Construction) stood at €42.4 billion, a year-end record and up 16% year on year (€36.5 billion at 31 December 2019). It represents almost 14 months of average Contracting business activity (versus 11 months at the end of 2019), and almost 60% of the order book is to be completed in 2021. Orders amounted to €16.9 billion in France (up 9%) and €25.5 billion outside France (up 22%), representing 60% of the total (57% in 2019).

VINCI Energies' order book amounted to €9.9 billion, up 9% year on year (up 8% in France and up 11% outside France). This represents 8.7 months of VINCI Energies' average business activity.

Eurovia's order book amounted to €8.4 billion, up 5% year on year (up 10% in France and up 2% outside France). It represents 10.5 months of Eurovia's average business activity.

VINCI Construction's order book totalled €24.1 billion at 31 December 2020, up 24% over the year (up 9% in France and up 36% outside France). It represents more than 21 months of VINCI Construction's average business activity.

Order book

(in € billions)	31/12/2020	of which France	of which outside France	31/12/2019	of which France	of which outside France
VINCI Energies	9.9	4.5	5.4	9.1	4.2	4.9
Eurovia	8.4	3.1	5.3	8.0	2.8	5.1
VINCI Construction	24.1	9.2	14.9	19.4	8.5	10.9
Contracting	**42.4**	**16.9**	**25.5**	**36.5**	**15.5**	**20.9**
VINCI Immobilier	**1.1**	**1.1**	**-**	**1.1**	**1.1**	**-**

2.3 Trends in 2021

In Contracting, barring exceptional events, VINCI is aiming to increase revenue very close to the 2019 level, and to improve operating margins in its three Contracting business lines to levels similar to those seen in 2019, or even slightly higher in the case of VINCI Construction. That recovery remains dependent on the stabilisation of the economic and public health situation.

In Concessions, visibility still remains very limited, and business levels depend on developments in the Covid-19 situation and the resulting restrictions. It is therefore not possible at this stage to offer reliable forecasts regarding VINCI Autoroutes traffic levels or VINCI Airports passenger numbers for the next few quarters.

However, at VINCI Autoroutes, where traffic levels remain affected by travel restrictions, a relatively rapid return to normal is expected once those measures are lifted, as was seen in summer 2020.

Given these uncertainties and the importance of the Concessions business for the Group's performance, VINCI cannot reasonably provide consolidated earnings forecasts for 2021. In any event, earnings will not recover to 2019 levels in 2021.

C. Report on corporate governance

VINCI's Report on corporate governance is prepared in accordance with the provisions of the last paragraph of Article L.225-37 of the French Commercial Code. This report was approved by the Board of Directors (hereinafter the "Board") of VINCI SA (hereinafter "VINCI" or the "Company") at its meeting of 4 February 2021. It was written by the Group's Legal Department following discussions with all of the individuals mentioned, in particular the executive officer and the Board members, as well as representatives of the Company's functional departments with access to elements of information necessary for its preparation.

1. Rules of corporate governance

1.1 Corporate governance code applied by the Company

The Board has opted to refer to the recommendations of the Afep-Medef Corporate Governance Code (hereinafter the "Afep-Medef code"), which may be consulted in full on the Medef website (www.medef.com).
In accordance with the rule of "comply or explain", below are the criteria or recommendations of this code that have been set aside by the Company:

Recommendation set aside	Explanation
Article 26.2 of the Afep-Medef code recommends that, for the purposes of preparing the section of the report on corporate governance presenting the remuneration received by company officers, and more particularly "the ratios used to measure the pay gaps between the company's executive company officers and its employees, companies with few or no employees in relation to their group's total workforce in France must take into account a more significant proportion of the payroll or workforce in France of the companies over which they have exclusive control within the meaning of Article L.233-16 II of the Commercial Code."	In paragraph 4.1.3.2 below, the VINCI Group presents a table showing the pay gaps between the Chairman and Chief Executive Officer and both the average remuneration and median remuneration of VINCI SA employees. Due to the VINCI Group's highly decentralised organisation, the Company does not have access to the information that would be required to take into account a more significant scope.

1.2 Internal rules

The Board has adopted internal rules, which cover the organisational and operating procedures of the Board and its committees, the respective responsibilities and powers of the Board, the Chairman and Chief Executive Officer, the Vice-Chairman and the Lead Director, as well as the rights and obligations of Board members, and in particular their right to information, their access to executives and the rules relating to the management of possible conflicts of interest. The Board of Director's internal rules are updated on a regular basis. The last such update entered into effect on 1 November 2018. The internal rules may be accessed in their entirety on the Company's website (www.vinci.com).

2. Organisation of VINCI's corporate governance

2.1 General organisation

The general approach to VINCI's corporate governance is structured around the ongoing interactions between the Group's Executive Management and its Board of Directors, either in the course of the latter's ordinary and extraordinary meetings or in connection with the activities of its specialised committees. By and large, the activities of these committees are steered by their respective chairmen, although their work on certain matters, such as those relating to strategy or the effectiveness of corporate governance, is conducted under the supervision of the Vice-Chairman and the Lead Director.

Activities pertaining to operations are spearheaded by the business lines, which report on them to Xavier Huillard, VINCI's Chief Executive Officer, who also serves as Chairman of the Board.

The relevance of this organisational approach is a regular topic of discussion at Board meetings and during external assessments of the Board, carried out with the assistance of independent consultants every three years. It ensures that Directors are kept properly informed and allows for the efficient preparation of the decisions they are asked to consider as part of the Board's procedures.

The operations of a group as decentralised as VINCI involve multiple decisions every day that must be taken at the proper level of the organisation, thereby reserving the involvement of the Board for decisions falling within its area of competence and particularly those relating to financial policy, strategy, image and reputation, and sustainable development, including its workforce-related, social and environmental aspects.

The Board of Directors confirms that the system in place is well suited to the Group's circumstances. It has proven effective as much in periods of growth as during the period of instability caused by the Covid-19 crisis. Due to the considerable decentralisation of the Group's activities, this unprecedented crisis demanded a high degree of responsiveness on the ground, along with the ability to manage multifaceted and complex situations, both in France and abroad, with consistency and resilience, all while instilling confidence in the Group's continued success among its 217,731 employees and all its other stakeholders.

VINCI's model based on the autonomy of managers, responsibility and cross-cutting values thus showed itself to be particularly effective. The strong cohesion between the approach adopted by the Board of Directors and its implementation on the ground, aided by the short and efficient chain of command under the leadership of the Chairman and Chief Executive Officer, largely contributed to this success.

The division of responsibilities between the Company's governance bodies and top management, as set forth in the Board's internal rules, is as follows:

Board of Directors	Chairman and Chief Executive Officer	Vice-Chairman	Lead Director
• Appointment or renewal of the terms of office of the Chairman and Chief Executive Officer, the Vice-Chairman, the Lead Director and any other executive company officers • Prior approval of strategic choices • Prior approval of strategic investments and material transactions relating to exposures in amounts greater than €200 million • Prior approval of all transactions referred to the Strategy and CSR Committee • Prior approval of all transactions outside the Company's announced strategy	• Organisation and supervision of the work of the Board • Implementation of decisions taken • Operational management of the Group	• Chairmanship of the Strategy and CSR Committee (review of investments in excess of €50 million and supervision of the Group's social and environmental policy) • Representation assignments at the request of the Chairman and Chief Executive Officer • Additional insight provided to the Board on the Group's operations • Regular contact with the Group's principal executives • Participation in meetings with shareholders or proxy advisers at the request of the Chairman and Chief Executive Officer	• Chairmanship of the Appointments and Corporate Governance Committee • Management of any conflicts of interest • Point of contact for Board members, shareholders and proxy advisers at the request of the Chairman and Chief Executive Officer • Organisation of meetings of the Board in the absence of the executive company officers

2.2 Chairman and Chief Executive Officer

Xavier Huillard has served as both Chairman of the Board and Chief Executive Officer since 6 May 2010. The Board reappointed him to these positions at its meeting of 17 April 2018, held immediately following the Shareholders' General Meeting during which the shareholders voted to renew his term of office as Director. He has the duties and responsibilities conferred by law.

He regularly presents the Group's performance, outlook and strategy to the financial community, in particular through roadshows. Mr Huillard chairs both the Executive Committee and the Management and Coordination Committee. He also chairs the Risk Committee, with powers to delegate this function.

2.3 Organisation of VINCI's Executive Management and corporate management structures

Mr Huillard has formed the **Executive Committee** comprising the Group's main operational and functional executives, which had 11 members at 4 February 2021. The information required under Article L.22-10-10 2° of the French Commercial Code on the means by which the Company aims to achieve gender balance within its governance bodies is provided in paragraph 1.5.2 of chapter E, "Workforce-related, social and environmental information", page 201.

Pierre Coppey, Richard Francioli and Christian Labeyrie are Executive Vice-Presidents.

The **Executive Committee** approves and monitors the implementation of the Group's cross-cutting policies, particularly in the areas of risk management, finance, human resources, safety, IT and insurance. It provides for frequent and regular exchanges on matters of importance relating to the Group's activities. The Executive Committee met 22 times in 2020.

The **Management and Coordination Committee** is composed of the members of the Executive Committee, together with the key operational and functional executives of the Group's main companies, and had 27 members at 4 February 2021. Its purpose is to ensure broad consultation on VINCI's strategy, the challenges it faces and its development as well as on cross-cutting policies within the Group. The Management and Coordination Committee met four times in 2020.

2.4 Vice-Chairman

On 1 November 2018, the Board reappointed Yves-Thibault de Silguy as Vice-Chairman. In this position, he has the duties and responsibilities laid down in the Board's internal rules, which are reiterated in paragraph 2.1 above.

The Vice-Chairman chairs the Strategy and CSR Committee. He is also a member of the Appointments and Corporate Governance Committee.

He has drawn up a report on the performance of his duties in 2020 (see page 282).

2.5 Lead Director

On 1 November 2018, the Board named Yannick Assouad, an independent Director of VINCI, to the position of Lead Director it had created on 6 May 2010.

The purpose of this position is to have a Board member able to serve as a point of contact distinct from the Chairman and Chief Executive Officer and who also has the personal powers necessary to guarantee the Board's responsiveness in all circumstances.

The Lead Director has the duties and responsibilities laid down in the Board's internal rules, which are reiterated in paragraph 2.1 above.

The Lead Director chairs the Appointments and Corporate Governance Committee and may request the addition of any item to the agenda of a Board meeting or ask the Chairman to call a Board meeting.

She has drawn up a report on the performance of her duties in 2020 (see page 283).

3. Board of Directors

3.1 Composition of the Board of Directors

At 31 December 2020, the Board of Directors had the following 16 members:

Name	Age (*)	Gender	Number of years of service (*)	Number of shares held	Nationality(ies)	Independence (reason not considered as independent)	Date of first appointment	Term of office ends
Xavier Huillard **Chairman**	66	M	14	391,835	French	Not independent (executive company officer)	09/01/2006	2022 SGM
Yves-Thibault de Silguy **Vice-Chairman**	72	M	20	45,660	French	Not independent (more than 12 years of service)	11/09/2000	2022 SGM
Yannick Assouad **Lead Director**	61	F	7	1,000	French	Independent	16/04/2013	2021 SGM
Benoit Bazin	52	M	0 (**)	1,000	French	Independent	18/06/2020	2024 SGM
Robert Castaigne	74	M	13	1,038	French	Not independent (more than 12 years of service)	27/03/2007	2023 SGM
Uwe Chlebos	62	M	6	206	German	Not independent (Director representing employees)	15/04/2014	2022
Graziella Gavezotti	69	F	6	1,000	Italian	Independent	16/04/2013	2021 SGM
Caroline Grégoire Sainte Marie	63	F	1	1,016	French	Independent	17/04/2019	2023 SGM
Miloud Hakimi	62	M	6	808	French and Algerian	Not independent (Director representing employees)	15/04/2014	2022
Marie-Christine Lombard	62	F	6	1,000	French	Independent	15/04/2014	2022 SGM
René Medori	63	M	2	1,000	French and British	Independent	17/04/2018	2022 SGM
Dominique Muller Joly-Pottuz	58	F	1	957	French	Not independent (Director representing employee shareholders)	17/04/2019	2023 SGM
Ana Paula Pessoa	53	F	5	1,000	Brazilian	Independent	14/04/2015	2023 SGM
Michael Pragnell	74	M	11	1,044	British	Independent	14/05/2009	2021 SGM
Pascale Sourisse	58	F	13	1,000	French	Not independent (more than 12 years of service)	27/03/2007	2023 SGM
Qatar Holding LLC Permanent representative: Abdullah Hamad Al Attiyah	36	M	5 2	22,375,000	Qatari Qatari	Independent Independent	14/04/2015 06/12/2018	2022 SGM

(*) Age on 31 December 2020.
(**) Appointed as Director by the shareholders at the Shareholders' General Meeting of 18 June 2020.
SGM: Shareholders' General Meeting.

As a general rule, the members of the Board of Directors are appointed individually by vote of the shareholders at the annual Shareholders' General Meeting as proposed by the Board, itself referring to the opinion of the Appointments and Corporate Governance Committee. However, the two Directors representing employees, namely Uwe Chlebos and Miloud Hakimi, were designated respectively by the trade union having the highest number of members within the VINCI Group and the European Works Council, in accordance with the provisions of Article 11.3 of the Articles of Association.

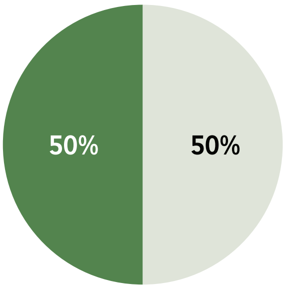
Each Board member, other than the Directors representing employees and the Director representing employee shareholders, must hold a minimum of 1,000 VINCI shares in registered form.

The key features of the Board's composition at 31 December 2020 are summarised below (*):

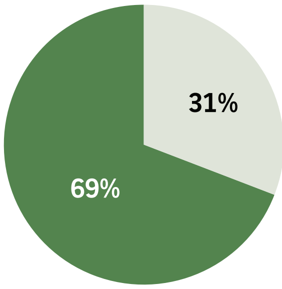
Average age
62

Average tenure
8 years

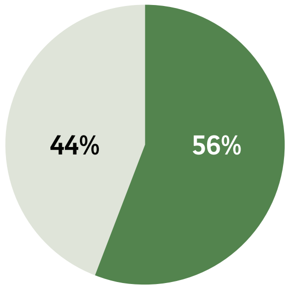
Gender parity



Independence



Internationalisation



(*) In accordance with the provisions of the Afep-Medef code and the French Commercial Code.

The members of the Board have experience and expertise in the following areas:

Name	PROFESSIONAL EXPERIENCE				INDUSTRY SECTOR EXPERTISE					
	Executive management	Financial management	Technical or functional management	Public administration	Construction, property development	Aerospace and aviation	Telecoms, energy	Transport	Digital	Manufacturing, services
Xavier Huillard	☑		☑		☑	☑	☑	☑		
Yves-Thibault de Silguy				☑						☑
Yannick Assouad	☑		☑			☑			☑	
Benoit Bazin	☑	☑	☑		☑					
Robert Castaigne		☑	☑				☑			☑
Uwe Chlebos							☑			
Graziella Gavezotti	☑									☑
Caroline Grégoire Sainte Marie		☑			☑					
Miloud Hakimi							☑			
Marie-Christine Lombard	☑	☑						☑		☑
René Medori	☑	☑			☑		☑			
Dominique Muller Joly-Pottuz			☑		☑					
Ana Paula Pessoa		☑							☑	☑
Michael Pragnell	☑									☑
Pascale Sourisse	☑		☑			☑	☑		☑	
Qatar Holding LLC – Abdullah Hamad Al Attiyah	☑		☑		☑		☑			

In 2020, the Board held 12 meetings (seven ordinary meetings and five extraordinary meetings). Ordinary meetings of the Board are scheduled over a year in advance, whereas extraordinary meetings are often convened at very short notice, which can sometimes prove difficult to reconcile with the professional constraints of certain Directors. Nevertheless, it is worth noting that extraordinary meetings of the Board are usually called to examine proposed acquisitions or major long-term contracts which, prior to being submitted to a formal Board meeting, have been the focus of one or more review sessions held by the Strategy and CSR Committee, thus allowing Directors to learn about these opportunities, express an opinion and give voting instructions to the Director they have appointed as proxy to vote on their behalf at a formal Board meeting. All Directors are invited to take part in the meetings of the Strategy and CSR Committee and receive the related documentation, which may also be viewed using a tablet or computer via the application set up for this purpose by the Board. In 2020, Board meetings were held in person and using video and audio conferencing methods due to the Covid-19 health crisis.

The table below provides details on individual attendance rates for all Directors at Board meetings as well as the meetings of its committees.

	Board of Directors		Audit Committee		Strategy and CSR Committee		Remuneration Committee		Appointments and Corporate Governance Committee	
	Total	Of which, ordinary meetings								
Number of meetings in 2020	**12**	**7**		**5**		**5**		**3**		**4**
Xavier Huillard	12/12	7/7								
Yves-Thibault de Silguy	12/12	7/7			C	5/5			M	4/4
Yannick Assouad	12/12	7/7	M	5/5					C	4/4
Benoit Bazin	5/5	4/4					M (*)	1/1	M (*)	2/2
Robert Castaigne	12/12	7/7	M	5/5					M	4/4
Uwe Chlebos	11/12	7/7			M	5/5				
Graziella Gavezotti	11/12	6/7	M	5/5						
Caroline Grégoire Sainte Marie	12/12	7/7			M (*)	2/2	M (**)	2/2		
Miloud Hakimi	12/12	7/7					M	3/3		
Marie-Christine Lombard	10/12	7/7					C	3/3	M	4/4
René Medori	12/12	7/7	C	5/5						
Dominique Muller Joly-Pottuz	12/12	7/7			M	5/5				
Ana Paula Pessoa	12/12	7/7			M	5/5				
Michael Pragnell	10/12	7/7					M	3/3		
Pascale Sourisse	11/12	7/7			M	3/5	M	3/3		
Abdullah Hamad Al Attiyah (permanent representative of Qatar Holding LLC)	12/12	7/7			M	4/5				
Director whose term of office ended in 2020										
Jean-Pierre Lamoure	6/7	3/3							M (**)	1/2
Total	**96%**	**99%**		**100%**		**91%**		**100%**		**95%**

(*) From 18 June 2020.
(**) Until 18 June 2020.
C: Chairman; M: Member.

At the 2020 Shareholders' General Meeting, the shareholders voted to appoint Benoit Bazin as Director, replacing Jean-Pierre Lamoure, whose term of office was to end at the close of this same meeting.

At the Shareholders' General Meeting of 8 April 2021, resolutions will be put to the vote to renew the terms of office of Yannick Assouad and Graziella Gavezotti as Directors. It is also worth noting that the term of office of Michael Pragnell as Director will end at the close of this same meeting.

The table below highlights the changes in the Board's composition having occurred in 2020 and those that will occur in coming years:

	Situation at 1 January 2020	Renewal of term of office / Appointment at the 2020 Shareholders' General Meeting	Situation at 31 December 2020	Term of office ends			
				2021 Shareholders' General Meeting	2022 SGM	2023 SGM	2024 SGM
Xavier Huillard	X		X		X		
Yves-Thibault de Silguy	X		X		X		
Yannick Assouad	X		X	X			
Benoit Bazin		X	X				X
Robert Castaigne	X		X			X	
Uwe Chlebos	X		X		X		
Graziella Gavezotti	X		X	X			
Caroline Grégoire Sainte Marie	X		X			X	
Miloud Hakimi	X		X		X		
Jean-Pierre Lamoure	X						
Marie-Christine Lombard	X		X		X		
René Medori	X		X		X		
Dominique Muller Joly-Pottuz	X		X			X	
Ana Paula Pessoa	X		X			X	
Michael Pragnell	X		X	X			
Pascale Sourisse	X		X			X	
Qatar Holding LLC	X		X		X		
Abdullah Hamad Al Attiyah (permanent representative of Qatar Holding LLC)	X		X				

The Board of Directors pays very particular attention to the selection of its members. The Board's composition must offer the best possible diversity and reflect, as much as possible, experiences in the various geographic regions where the Group operates, covering a range of technical and complementary skills and expertise, and include members fully familiar with the Group's activities.
On this basis, the Appointments and Corporate Governance Committee submits its proposals to the Board for the selection, possibly with the assistance of an outside recruitment firm, of candidates contributing to the renewal of the Board's composition, bearing in mind the following criteria in particular:
– professional experience;
– knowledge of the Group or its industry sectors;
– skills, particularly in management, acquired within large international companies, whether based in France or abroad;
– financial and accounting expertise;
– skills in the areas of CSR, R&D and digital transformation;
– sufficient availability.
The Board of Directors and the Appointments and Corporate Governance Committee regularly evaluate the composition of the Board and its committees as well as the various skills and experiences each of their members bring to their positions. Approaches and guidelines are also identified in order to guarantee the best balance possible by aiming to ensure a complementary set of profiles from the perspective of international experience, skills and backgrounds.

As recommended by the Afep-Medef code, the Board regularly reviews its composition so as to ensure balance, particularly in terms of diversity (gender representation, age, nationalities, international profiles, expertise). The results of this policy are summarised in the table below:

Diversity objective	Observations	At 31 December 2020		At the close of the Shareholders' General Meeting of 8 April 2021	
Number of Directors		16		15	
At least 50% of Directors deemed independent in accordance with Article 9.3 of the Afep-Medef code	The Directors representing employees and employee shareholders are not taken into account (see paragraph 3.3.2, page 146)	9/13(*)	69%	8/12(*)	67%
Improved gender balance (number of women on the Board)	The two Directors representing employees are not taken into account	7/14(*)	50%	7/13(*)	54%
International reach (number of Directors who are foreign nationals or have dual nationality)		7/16(*)	44%	6/15(*)	40%
Directors representing – employees – employee shareholders		 2 1		 2 1	

(*) Number of Directors taken into account.

The term of office of Directors is four years. The Company's Articles of Association provide that no one may be appointed or reappointed as a Director after reaching the age of 75. In addition, no more than one-third of the Directors in office at the close of the financial year for which shareholders are asked to approve the financial statements may be over 70.

The average age of Directors in office was 62 at 31 December 2020, at which time three of them were over 70 and none of them were over 75.

When new Directors take office, they receive legal and financial information on the Company and its group of companies, which is frequently updated. They also take part in meetings with the Group's principal executives. In addition, to improve their knowledge of the Group, Directors regularly receive presentations on Group companies or on cross-cutting policies during Board meetings, in particular with regard to corporate social responsibility, and take part in visits to the Group's worksites and other business premises. Via a dedicated website, they are given access to all information necessary to perform their duties.

The Directors representing employees and the Director representing employee shareholders may dedicate a maximum of 15 hours to preparing for each meeting of the Board or of any Board committee of which they are members. They are entitled to receive appropriate training, in accordance with applicable legal provisions.

3.2 Company officers' appointments and other positions held

The following tables detail the appointments and other positions held by:
- the Chairman and Chief Executive Officer;
- the Vice-Chairman and the Lead Director;
- the 13 other members of the Board of Directors;
- the Director whose term of office ended in 2020.

3.2.1 Executive Management

<table>
<tr><td rowspan="8">Xavier Huillard

Chairman and Chief Executive Officer, VINCI

Age (*): 66

Nationality: French

Number of VINCI shares held: 391,835

First appointment: 2006

Term of office ends: 2022 Shareholders' General Meeting

Business address:
VINCI
1 cours Ferdinand de Lesseps
92500 Rueil Malmaison
France</td><th>Appointments and other positions held at 31/12/2020</th><th>Appointments and other positions that have expired during the last five financial years</th></tr>
<tr><th colspan="2">Within the VINCI Group</th></tr>
<tr><td>• Chairman and Chief Executive Officer of VINCI
• Chairman of VINCI Concessions SAS
• Chairman of the Supervisory Board of VINCI Deutschland GmbH
• Permanent representative of VINCI on the Boards of Directors of VINCI Energies and La Fabrique de la Cité
• Permanent representative of Snel on the Board of Directors of ASF and of VINCI Autoroutes on the Board of Directors of Cofiroute
• Chairman of the Fondation VINCI pour la Cité
• Director of Kansai Airports</td><td>None.</td></tr>
<tr><th colspan="2">Outside the VINCI Group in listed companies</th></tr>
<tr><td>• Director of Air Liquide, Chairman of its Remuneration Committee and member of its Appointments and Governance Committee</td><td>• Permanent representative of VINCI on the Board of Directors of Aéroports de Paris and member of its Compensation, Appointments and Governance Committee</td></tr>
<tr><th colspan="2">In unlisted companies or other structures outside the VINCI Group</th></tr>
<tr><td>• Member of the Institut de l'Entreprise
• Director of the non-profit organisation Aurore</td><td>• Chairman of the Institut de l'Entreprise
• Vice-Chairman of the non-profit organisation Aurore</td></tr>
<tr><td colspan="2">Background
Xavier Huillard is a graduate of the École Polytechnique and the École Nationale des Ponts et Chaussées (now known as the École des Ponts ParisTech). He has spent most of his working life in the construction industry in France and abroad. Mr Huillard joined Sogea in December 1996 as Deputy Chief Executive Officer in charge of international activities and specific projects, and then became its Chairman and Chief Executive Officer in 1998. He was appointed Deputy General Manager of VINCI in March 1998 and was Chairman of VINCI Construction from 2000 to 2002. He was appointed Co-Chief Operating Officer of VINCI and was Chairman and Chief Executive Officer of VINCI Energies from 2002 to 2004, then Chairman of VINCI Energies from 2004 to 2005. Mr Huillard became Director and Chief Executive Officer of VINCI in 2006 and was appointed Chairman of the Board of Directors and Chief Executive Officer of VINCI on 6 May 2010. He served as Chairman of the Institut de l'Entreprise from January 2011 until January 2017. He was appointed Chairman of VINCI Concessions SAS on 20 June 2016.</td></tr>
</table>

(*) Age on 31 December 2020.

3.2.2 The Vice-Chairman and the Lead Director

Yves-Thibault de Silguy

Vice-Chairman of the Board of Directors, VINCI

Chairman of the Strategy and CSR Committee and member of the Appointments and Corporate Governance Committee

Age (*): 72

Nationality: French

Number of VINCI shares held: 45,696

First appointment: 2000

Term of office ends: 2022 Shareholders' General Meeting

Business address:
VINCI
1 cours Ferdinand de Lesseps
92500 Rueil Malmaison
France

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Within the VINCI Group	
• Permanent representative of VINCI on the Board of Directors of ASF	None.
Outside the VINCI Group in listed companies	
• Director of LVMH, Chairman of both its Performance Audit Committee and its Ethics and Sustainable Development Committee, and member of its Nominations and Compensation Committee • Member of the Supervisory Board of VTB Bank (Russia – listed on the London Stock Exchange), Chairman of its Audit Committee and member of its Human Resources Committee	• Director of Solvay (Belgium), Chairman of its Nomination Committee and member of both its Compensation Committee and its Finance Committee
In unlisted companies or other structures outside the VINCI Group	
• Chairman of the Supervisory Board of Sofisport • Managing Director of YTSeuropaconsultants • Vice-Chairman of Medef International (the international branch of the French employers' organisation) and Chairman of the France-Iran committee of Medef International	• Trustee of the IASC Foundation • Member of the Conseil des Affaires Étrangères (Foreign Affairs Council) • Member of the Boards of Directors of the Fondation Monoprix and the Fondation du Collège de France • Managing Partner of Ysilop Consulting SARL • Member of the Supervisory Board of VTB Bank France

Background

Yves-Thibault de Silguy has a degree in law from the Université de Rennes, a master's degree in public law, and is a graduate of the Institut d'Études Politiques de Paris, public service section, and the École Nationale d'Administration. From 1976 to 1981, he worked at the French Ministry of Foreign Affairs and for the European Commission from 1981 to 1985. He then worked at the French Embassy in Washington as a Counsellor (economic affairs) from 1985 to 1986.
From 1986 to 1988, Mr de Silguy was an adviser in the Prime Minister's office with responsibility for European affairs and international economic and financial affairs. From 1988 to 1993, he headed the international affairs department of the Usinor Sacilor Group, before being named its Director for International Affairs.
From 1993 to 1995, he was Secretary-General of the Interdepartmental Committee for Questions of Economic Cooperation in Europe and, at the same time, adviser for European affairs and vice-sherpa in the Prime Minister's office, assisting in the preparation of summits of the industrialised nations. From 1995 to 1999, Mr de Silguy was European Commissioner responsible for economic, monetary and financial affairs. From 2000 to 2005, he was Chairman of Medef's European Policy Committee.
In January 2000, he became a member of the Executive Board of Suez Lyonnaise des Eaux, then served as Chief Executive Officer of Suez from 2001 to 2003. He was then Executive Vice-President of Suez from 2003 until June 2006. Mr de Silguy was appointed Chairman of the Board of Directors of VINCI on 1 June 2006 and resigned from all his appointments at Suez.
On 6 May 2010, he was appointed Vice-Chairman of VINCI and Lead Director of the Board. Since October 2018, he has been Vice-Chairman of VINCI.

Yannick Assouad (**)

Executive Vice-President, Avionics, Thales

Lead Director of the Board of Directors, VINCI

Chairman of the Appointments and Corporate Governance Committee and member of the Audit Committee

Age (*): 61

Nationality: French

Number of VINCI shares held: 1,000

First appointment: 2013

Term of office ends: 2021 Shareholders' General Meeting
Renewal of term of office proposed at the 2021 Shareholders' General Meeting

Business address:
Thales
75-77 avenue Marcel Dassault
33700 Mérignac
France

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Outside the VINCI Group in listed companies	
• Director of Arkema	• Member of the Executive Board of Zodiac Aerospace • Chief Executive Officer and member of the Board of Latécoère
In unlisted companies or other structures outside the VINCI Group	
• Member of the Board of Directors of ENAC (École Nationale de l'Aviation Civile) • Member of the Executive Committee of Gifas (Groupement des Industries Françaises Aéronautiques et Spatiales) • Chairman and Director of various companies within Thales' Avionics division	• Chairman and Director of various companies within Zodiac Aerospace's Aircraft Systems segment, and subsequently within its Cabin segment • Director of the Institut de Recherche Technologique Saint Exupéry

Background

Yannick Assouad is a graduate of the Institut National des Sciences Appliquées de Lyon and the Illinois Institute of Technology. She joined Thomson CSF in 1986, where she was head of the thermal and mechanical analysis group until 1998. From 1998 to 2003, Mrs Assouad served first as Technical Director and then as Chief Executive Officer of Honeywell Aerospace, before being appointed Chairman of Honeywell SECAN.
In 2003, she joined Zodiac Aerospace, initially as Chief Executive Officer of Intertechnique Services, a post she held until 2008. Appointed to Zodiac Aerospace's Executive Committee that same year, Mrs Assouad was selected to create the group's Services business segment, which she headed until 2010, when she was appointed Chief Executive Officer of its Aircraft Systems segment.
In May 2015, she became the first Chief Executive Officer of Zodiac Cabin, a newly created segment of Zodiac Aerospace. In November 2015, she was named to the Executive Board of Zodiac Aerospace. From November 2016 to March 2020, she served as Chief Executive Officer of Latécoère.
In July 2020, Thales appointed her as Executive Vice-President, Avionics.

(*) Age on 31 December 2020.
(**) Director considered independent by the Board.

3.2.3 Other members of the Board of Directors

Benoit Bazin (**)

Chief Operating Officer, Saint-Gobain

Member of both the Remuneration Committee and the Appointments and Corporate Governance Committee

Age (*): 52

Nationality: French

Number of VINCI shares held: 1,000

First appointment: 2020 Shareholders' General Meeting

Term of office ends: 2024 Shareholders' General Meeting

Business address:
Saint-Gobain
12 place de l'Iris
92400 Courbevoie
France

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Outside the VINCI Group in listed companies	
• Chief Operating Officer of Saint-Gobain	• Director of Essilor International and Chairman of its Audit Committee
In unlisted companies or other structures outside the VINCI Group	
• President of Saint-Gobain's Construction Products Sector • Director of Saint-Gobain Corporation • Member of the Board of Directors of the Saint-Gobain Initiatives Foundation • Chairman of the Board of Directors of ProQuartet-CEMC • Member of the Board of Directors of the Cité de l'Architecture et du Patrimoine	• Chairman of the Supervisory Board of Saint-Gobain Weber • Chairman and Chief Executive Officer of CertainTeed LLC • Chief Executive Officer of Saint-Gobain Northern Europe, CTKC Corporation, Partidis and Saint-Gobain Southern Europe, Middle East and Africa • Chairman of the Boards of Directors of Saint-Gobain Isover, Saint-Gobain Pam, Saint-Gobain Distribution Nordic and Projeo • Director of Saint-Gobain Building Distribution Limited, Norandex Building Materials Distribution Inc. and Jewson Limited • Chairman of the Supervisory Boards of Lapeyre and Point P SAS • Commissioner of Saint-Gobain Distribution Netherlands BV • Member of the Supervisory Board of Saint-Gobain Building Distribution Deutschland

Background

Benoit Bazin is a graduate of the École Polytechnique and the École des Ponts ParisTech, with a degree in economics from the Institut d'Études Politiques de Paris. He also holds a Master of Science from the Massachusetts Institute of Technology. He began his career with the French Ministry for the Economy and Finance in 1995 as rapporteur to the Interministerial Committee on Industrial Restructuring, before moving to the Treasury Department, where he was responsible for French government investments in the aeronautics, electronics and defence industries.
Mr Bazin joined Saint-Gobain in 1999 as Corporate Planning Director for the Abrasives business, before being named Vice-President, Corporate Planning for Compagnie de Saint-Gobain in September of the following year. In 2002, he was appointed President of the North America and Worldwide Bonded Abrasives divisions of the Abrasives business. He was named Chief Financial Officer of Compagnie de Saint-Gobain in 2005. From 2009 until the end of 2015, Mr Bazin was President of the company's Building Distribution sector and he has been a Senior Vice-President of Compagnie de Saint-Gobain since 2010. Since January 2016, he has served as President of the Construction Products sector. Mr Bazin was appointed Chief Operating Officer of Saint-Gobain on 1 January 2019. He was a Director of Essilor International from May 2009 to March 2017.

Robert Castaigne

Former Chief Financial Officer and former member of the Executive Committee, Total

Member of both the Audit Committee and the Appointments and Corporate Governance Committee

Age (*): 74

Nationality: French

Number of VINCI shares held: 1,038

First appointment: 2007

Term of office ends: 2023 Shareholders' General Meeting

Business addresss:
Total
6 rue Lincoln
75008 Paris
France

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Outside the VINCI Group in listed companies	
• Director of Novatek (Russia) and member of both its Audit Committee and its Appointments and Remuneration Committee	• Director and Chairman of the Audit Committee of Sanofi (until May 2018) • Director of Société Générale and member of both its Audit and Internal Control Committee and its Nomination and Corporate Governance Committee (until May 2018)

Background

Robert Castaigne is a graduate of the École Centrale de Lille and the École Nationale Supérieure du Pétrole et des Moteurs. He also holds a doctorate in economics from Université Paris 1 Panthéon-Sorbonne. He joined Total as an engineer on 1 January 1972 and went on to serve as Chief Financial Officer of Total and as a member of its Executive Committee from June 1994 to May 2008.

Uwe Chlebos

Insulation installer, G+H Isolierung GmbH

Director representing employees

Member of the Strategy and CSR Committee

Age (*): 62

Nationality: German

Number of VINCI shares held: 206

First designation: 2014

Term of office ends: 2022

Business address:
G+H Isolierung GmbH
Auf den Holln 47
44894 Bochum
Germany

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Within the VINCI Group	
• Member of the Supervisory Board of VINCI Deutschland GmbH	• Vice-Chairman of the Supervisory Board of VINCI Energies Deutschland GmbH
In unlisted companies or other structures outside the VINCI Group	
• Member of the Industrial Union of Construction, Agriculture and Environment (Germany)	None.

Background

Uwe Chlebos joined G+H Isolierung GmbH (VINCI Energies, Germany) in 1972 as an insulation installer. In 1994, he was elected Chairman of the G+H Isolierung GmbH Works Council.
Mr Chlebos was named to G+H Isolierung's Economic and Labour Relations Committee in 1996 and became a member of the Executive Committee of the company's General Works Council in 1998 before being appointed the latter's Chairman in 2006. Since 2003, he has been a member of the Supervisory Board of VINCI Deutschland.
From 2001 to 2006, he was initially Chairman of the Works Council of VINCI Construction Deutschland before being named Chairman of the equivalent body for VINCI Energies Deutschland.
From 2010 to 2013, he was Vice-Chairman of the Supervisory Board of VINCI Energies Deutschland. Since 2010, he has been a member of the Supervisory Board of VINCI Deutschland.

(*) Age on 31 December 2020.
(**) Director considered independent by the Board.

Graziella Gavezotti (**)

Director, Edenred SA

Member of the Audit Committee

Age (*): 69

Nationality: Italian

Number of VINCI shares held: 1,000

First appointment: 2013 Shareholders' General Meeting

Term of office ends: 2021 Shareholders' General Meeting
Renewal of term of office proposed at the 2021 Shareholders' General Meeting

Business address:
Edenred
via G.B. Pirelli 18
20124 Milan
Italy

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Outside the VINCI Group in listed companies	
• Project leader and Director of Edenred SA	None.
In unlisted companies or other structures outside the VINCI Group	
• Chairman of the Board of Directors of Edenred Italia Fin SRL and Voucher Services SA (Greece) • Director of Edenred Maroc, Edenred SAL (Lebanon) and Edenred Ödeme Hizmetleril A.Ş. (Turkey)	• Chairman of E-Lunch (Italy, until November 2016) • Chairman of the Board of Directors of Edenred Italia SRL (until May 2020) • Chief Operating Officer, Southern Europe and Africa of Edenred (until February 2020) • Chairman of Edenred España SA (until June 2020) • Vice-Chairman of the Board of Edenred Portugal SA (until June 2020)

Background

Graziella Gavezotti is a graduate of the Università di Comunicazione e Lingue (IULM) and the University of Rijeka. Prior to joining Edenred Italia, she worked for Jacques Borel International, Gemeaz and Accor Services Italia. Until May 2012, she was Chairman and Chief Executive Officer of Edenred Italia. In July 2012 she was named Chief Operating Officer of Edenred for Southern Europe (Italy, Spain, Portugal, Turkey, Greece, Morocco and Lebanon) while continuing to serve as Chairman of the Board of Directors of Edenred Italia. She is also a member of Edenred SA's Executive Committee and its Board of Directors.

Caroline Grégoire Sainte Marie (**)

Company director

Member of the Strategy and CSR Committee

Age (*): 63

Nationality: French

Number of VINCI shares held: 1,016

First appointment: 2019 Shareholders' General Meeting

Term of office ends: 2023 Shareholders' General Meeting

Business address:
36 avenue Duquesne
75007 Paris
France

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Outside the VINCI Group in listed companies	
• Independent Director of Elkem (Norway) and member of its Remuneration Committee • Independent Director of Fnac Darty and member of its Corporate, Environmental and Social Responsibility Committee	• Non-voting Director of Safran and member of its Audit Committee • Independent Director of Eramet and member of its Strategy Committee • Independent Director of FLSmidth & Co (Denmark) and member of both its Audit Committee and its Technology Committee (2012-2019) • Vice-Chairman of the Supervisory Board of Wienerberger (Austria) and Chairman of its Innovation and Sustainable Development Committee
In unlisted companies or other structures outside the VINCI Group	
• Independent Director of Groupama, Chairman of its Compensation and Appointments Committee and member of its Audit and Risks Committee	None.

Background

A graduate of the Institut d'Études Politiques de Paris, Caroline Grégoire Sainte Marie also has a degree in commercial law from Université Paris 1 Panthéon-Sorbonne. She began her career with Xerox France in 1981 as a financial controller. In 1984, she joined the Hoechst pharmaceuticals group, holding various financial positions at Roussel Uclaf SA, before being appointed Chief Financial Officer in 1994 of Albert Roussel Pharma GmbH, where she also served on the Executive Board. In 1996, she joined Volkswagen France, before moving to the Lafarge group in 1997 as Chief Financial Officer of Lafarge Speciality Products (LMS). She was named Senior Vice-President, Mergers and Acquisitions in the group's Cement division in 2000, where she notably led the financial strategy for the takeover of Blue Circle. In 2004, she became Managing Director of Lafarge Cement for Germany and the Czech Republic. She was appointed Chairman and Chief Executive Officer of Tarmac for France and Belgium in 2007, before being named Chairman and Chief Executive Officer of Frans Bonhomme in 2009. She was a Director of Eramet from 2012 to 2016 and of Safran from 2011 to 2015. Mrs Grégoire Sainte Marie has served mainly as a company director since 2011. Apart from her position at VINCI, she is currently on the boards of Groupama, Fnac Darty, China National Bluestar and Elkem. In addition, as an investor, she is a Director of Calyos (Belgium). She is also a founding partner of DefInnov, a collaborative innovation platform in the defence and security field, as well as Senior Advisor at HIG European Capital Partners.

Miloud Hakimi

Project manager, ViE SAS

Director representing employees
Member of the Remuneration Committee

Age (*): 62

Nationalities: French and Algerian

Number of VINCI shares held: 808

First designation: 2014

Term of office ends: 2022

Business address:
VINCI
1 cours Ferdinand de Lesseps
92500 Rueil Malmaison
France

Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
In unlisted companies or other structures outside the VINCI Group	
• Director of Cadase (Toulon)	None.

Background

Trained as an electrical technician, Miloud Hakimi joined Degreane (VINCI Energies) in 1976 as a fitter. In 1989, after completing a BTS, he became a sales technician before achieving certification to serve as an electrical safety trainer (NF C18-510 standard) beginning in 2002. He has been a project manager at ViE SAS since 2014.

(*) Age on 31 December 2020.
(**) Director considered independent by the Board.

<table>
<tr><td rowspan="5">Marie-Christine Lombard (**)

Chairman of the Executive Board, Geodis SA

Chairman of the Remuneration Committee and member of the Appointments and Corporate Governance Committee

Age (*): 62

Nationality: French

Number of VINCI shares held: 1,000

First appointment: 2014

Term of office ends: 2022 Shareholders’ General Meeting

Business address:
Geodis
26 quai Charles Pasqua
92300 Levallois Perret
France</td><td>Appointments and other positions held at 31/12/2020</td><td>Appointments and other positions that have expired during the last five financial years</td></tr>
<tr><td colspan="2">In unlisted companies or other structures outside the VINCI Group</td></tr>
<tr><td>• Chairman of the Executive Board of Geodis SA
• Director of TLF</td><td>• Member of the Supervisory Board of Groupe Keolis
• Member of the Executive Committee of the Fondation Emlyon Entrepreneurs pour le Monde
• Member of the Managing Committee of TLF
• Member of the Supervisory Board of BPCE and member of both its Audit Committee and its Risk Committee
• Member of the Management Board of BMV
• Member of the Board of Directors of the École Polytechnique</td></tr>
<tr><td colspan="2">Background</td></tr>
<tr><td colspan="2">A graduate of the Essec business school, Marie-Christine Lombard held various positions in the banking sector early in her career, notably with Chemical Bank and Paribas, based successively in New York, Paris and Lyon. She subsequently moved to the express services sector, joining the French company Jet Services as Chief Financial Officer in 1993, before being appointed Chief Executive Officer in 1997, a position she held until TNT acquired the company in 1999. Mrs Lombard then became Chairman of TNT Express France, which she soon made one of TNT’s most successful business units. In 2004, she was named Managing Director of TNT’s Express division. In 2011, Mrs Lombard was appointed Chief Executive Officer of TNT Express. In October 2012, she joined Geodis, first as Chief Executive Officer, before being named Chairman of the Executive Board in December 2013. She was also a member of the Supervisory Board of BPCE and a member of the Board of Directors of the École Polytechnique until 2018.</td></tr>
<tr><td rowspan="7">René Medori (**)

Non-executive Chairman, Petrofac Ltd

Chairman of the Audit Committee

Age (*): 63

Nationalities: French and British

Number of VINCI shares held: 1,000

First appointment: 2018

Term of office ends: 2022 Shareholders’ General Meeting

Business address:
Petrofac Ltd
117 Jermyn Street
St James’s
London SW1Y 6HH
UK</td><td>Appointments and other positions held at 31/12/2020</td><td>Appointments and other positions that have expired during the last five financial years</td></tr>
<tr><td colspan="2">Outside the VINCI Group in listed companies</td></tr>
<tr><td>• Non-executive Chairman of Petrofac Ltd.
• Director of Newmont Mining Corporation</td><td>• Director of Anglo American Platinum Ltd
• Senior Independent Director of Petrofac Ltd and Chairman of its Audit Committee
• Director of Anglo American plc
• Director of Cobham plc, Chairman of its Audit Committee and member of its Board Risk Committee</td></tr>
<tr><td colspan="2">In unlisted companies or other structures outside the VINCI Group</td></tr>
<tr><td>• Chairman of Puma Energy</td><td>• Permanent representative of Anglo American plc on the Board of Directors of De Beers</td></tr>
<tr><td colspan="2">Background</td></tr>
<tr><td colspan="2">René Medori has a doctorate in management and a DEA (diploma of advanced studies) in organisational science from Université Paris Dauphine. He also completed the Financial Management Program at the Stanford Graduate School of Business. After a four-year stint, beginning in 1982, as a consultant with Andersen Worldwide SC, he worked for Schlumberger from 1986 to 1987 as a financial controller in the Gas Meter division.
In 1988, he joined BOC, where he held several positions in the United Kingdom, the United States and France, including that of Group Finance Director. He was also a member of BOC’s Board of Directors from 2000 to 2005. From 2005 to 2017, he was Chief Financial Officer and a member of the Board of Directors of Anglo American plc.</td></tr>
<tr><td rowspan="5">Dominique Muller Joly-Pottuz

Head of Insurance, VINCI Construction France

Director representing employee shareholders

Member of the Strategy and CSR Committee

Age (*): 58

Nationality: French

Number of VINCI shares held: 957

First appointment: 2019 Shareholders’ General Meeting

Term of office ends: 2023 Shareholders’ General Meeting

Business address:
VINCI Construction France
61 avenue Jules Quentin
92730 Nanterre Cedex
France</td><td>Appointments and other positions held at 31/12/2020</td><td>Appointments and other positions that have expired during the last five financial years</td></tr>
<tr><td colspan="2">In unlisted companies or other structures of the VINCI Group</td></tr>
<tr><td>• Chairman of the Supervisory Board of the Castor company mutual fund
• Secretary of the Social and Economic Committee of VINCI Construction France</td><td>None.</td></tr>
<tr><td colspan="2">Background</td></tr>
<tr><td colspan="2">After completing a master’s degree in private law, with a specialisation in international legal affairs, Dominique Muller Joly-Pottuz joined the VINCI Group in April 1991. She served as head of construction claims at Ascop (Compagnie Générale des Eaux’s captive brokerage firm) until 2000, and then as head of claims and coverage at VINCI Assurances until October 2006. Since that date, she has been head of insurance at VINCI Construction France.</td></tr>
</table>

(*) Age on 31 December 2020.
(**) Director considered independent by the Board.

Ana Paula Pessoa [**]	Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Chairman and Chief Strategy Officer, Kunumi AI **Member of the Strategy and CSR Committee** Age [*]: 53 Nationality: Brazilian Number of VINCI shares held: 1,000 First appointment: 2015 Shareholders' General Meeting Term of office ends: 2023 Shareholders' General Meeting Business address: Rua General Tasso Fragoso 33 Bl 5/401 Lagoa Rio de Janeiro 22470-170 Brazil	**Outside the VINCI Group in listed companies**	
	• Independent Director of News Corporation (United States) and member of its Audit Committee • Independent Director of Credit Suisse Group AG and member of its Audit Committee, its Innovation and Technology Committee and its Conduct and Financial Crime Control Committee • Independent Director of Suzano Pulp and Paper (Brazil) and Chairman of its Audit Committee	• Independent Director of Aegea Saneamento SA (Brazil) and member of its Finance and Investment Committee
	In unlisted companies or other structures outside the VINCI Group	
	• Chairman and Chief Strategy Officer of Kunumi AI (Brazil) • Member of the Global Advisory Council to the President of Stanford University • Emeritus Advisory Board member of The Nature Conservancy Brazil • Member of the Audit Committee of the Roberto Marinho Foundation • Member of the Board of the Stanford University Brazil Association (SUBA) • Member of the Advisory Board of the Instituto Atlántico de Gobierno (Spain)	• Chairman of the Board of Directors of Neemu Internet SA • Member of the Consulting Board of the Rio de Janeiro City Council
	Background	
	Ana Paula Pessoa graduated from Stanford University with a BA in economics and international relations and an MA in economic development. She worked for the United Nations Development Programme (UNDP) in New York and in Benin from 1988 to 1990. Mrs Pessoa returned to Brazil in 1993 and joined Globo Organizations where she stayed for 18 years, occupying several positions in telecommunications, cable and satellite TV, print media, radio and newspapers. From 2001 to 2011, she was Chief Financial Officer and Innovation Director of Infoglobo, the largest newspaper group in South America. In 2011, Mrs Pessoa founded BlackKey Investments and invested in Neemu Internet, a leader in search and recommendation technology for e-commerce. In 2012, she opened the Brazil office of Brunswick Group, a strategic communications company, where she was managing partner for over three years. Mrs Pessoa was Chief Financial Officer of the Organising Committee for the Rio 2016 Olympic and Paralympic Games from September 2015 to March 2017. Currently, she is Chairman of Kunumi AI, a leading artificial intelligence company, where she also serves as Chief Strategy Officer.	

Michael Pragnell CBE [**]	Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Former founding Chief Executive Officer, Chairman of the Executive Committee and Director of the Board, Syngenta AG **Member of the Remuneration Committee** Age [*]: 74 Nationality: British Number of VINCI shares held: 1,044 First appointment: 2009 Term of office ends: 2021 Shareholders' General Meeting Business address: VINCI 1 cours Ferdinand de Lesseps 92500 Rueil Malmaison France	**In unlisted companies or other structures outside the VINCI Group**	
	None.	• Member of the Board of Directors of Insead • Chairman of the Council of Trustees of Cancer Research UK
	Background	
	Michael Pragnell is a graduate of Oxford and Insead. Following a period in the international department of the First National Bank of Chicago in New York, Mr Pragnell held a series of positions in the Courtaulds group from 1975 until 1995: Chief Executive Officer of National Plastics (1985-1986), Chief Executive Officer of International Paint plc (1986-1992) and Chief Financial Officer (1992-1994) of Courtaulds plc, where he was appointed to the Board of Directors in 1990. From 1995 to 2000, he was Chief Executive Officer of Zeneca Agrochemicals and a member of the Executive Committee of Zeneca plc (now known as AstraZeneca plc), and was appointed to its Board of Directors in 1997. From 2000 to 2007, Mr Pragnell was the founding Chief Executive Officer and Chairman of the Executive Committee of Syngenta AG, where he was also a member of the Board of Directors from its creation. Other positions held include being a member of the Board of Directors of David S. Smith (now DS Smith) plc from 1996 to 1999 and of Advanta BV (Netherlands). He was Chairman of CropLife International from 2002 to 2005 and served as Chairman of the Council of Trustees of Cancer Research UK from 2010 to 2016. Mr Pragnell was awarded a CBE in the UK's 2017 New Year's Honours List.	

Pascale Sourisse	Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Senior Executive Vice-President, International Development, Thales **Member of both the Remuneration Committee and the Strategy and CSR Committee** Age [*]: 58 Nationality: French Number of VINCI shares held: 1,000 First appointment: 2007 Shareholders' General Meeting Term of office ends: 2023 Shareholders' General Meeting Business address: Thales Tour Carpe Diem 31 place des Corolles Esplanade Nord 92400 Courbevoie France	**Outside the VINCI Group in listed companies**	
	• Senior Executive Vice-President, International Development of Thales and member of its Executive Committee • Director of Renault and Chairman of its Audit, Risks and Compliance Committee	• Director of Areva SA, member of its Audit and Ethics Committee and Chairman of its End-of-Cycle Obligations Monitoring Committee
	In unlisted companies or other structures outside the VINCI Group	
	• Chairman and Director of Thales International SAS • Chairman of Thales Europe SAS • Permanent representative of Thales on the Board of Directors of ODAS and member of its Remuneration Committee • Director of Renault SAS • Fellow of the French National Academy of Technologies • Member of the Board of Directors of the École Polytechnique • Member of the Board of Directors of the Thales Solidarity charitable fund • Member of the Founders Committee of the École Polytechnique Foundation's Board of Directors	• Member of the Governing Board of the French National Research Agency (ANR) • Chairman of the Advisory Board of Télécom ParisTech • Member of the Governing Board of the French National Frequencies Agency (ANFR)
	Background	
	Pascale Sourisse is a graduate of the École Polytechnique and Télécom ParisTech. She worked as an engineer at Compagnie Générale des Eaux from 1984 to 1985, as an engineer in the telecommunications division of Jeumont-Schneider from 1985 to 1986, and as head of the enterprise network division at France Telecom from 1987 to 1990. From 1990 to 1994, Mrs Sourisse worked in the French Ministry for Industry as assistant deputy manager, then deputy manager of the Consumer Electronics and Audiovisual Communication department. She then joined the Alcatel Group, where she held the positions of Director, Planning and Strategy from 1995 to 1997, Chairman and Chief Executive Officer of Skybridge from 1997 to 2001, and Chief Executive Officer and then President and Chief Executive Officer of Alcatel Space from 2001 to 2005. She was President of Alcatel Alenia Space (now Thales Alenia Space) from 2005 to 2008. Since April 2007, she has been a member of the Executive Committee of Thales. From May 2008 until early 2010, Mrs Sourisse was Chief Executive Officer of Thales' Land & Joint Systems Division. In early 2010, she was named Chief Executive Officer, then Senior Vice-President for Defence & Security C4I Systems at Thales. Since early 2013, she has served as Senior Vice-President for International Development at Thales.	

(*) Age on 31 December 2020.
(**) Director considered independent by the Board.

Qatar Holding LLC (**)	Appointments and other positions held at 31/12/2020	Appointments and other positions that have expired during the last five financial years
Permanent representative: Abdullah Hamad Al Attiyah **Member of the Strategy and CSR Committee** Age (*): 36 Nationality: Qatari Number of VINCI shares held (directly or indirectly) by Qatar Holding LLC: 22,375,000 First appointment: 2015 (co-optation) Term of office ends: 2022 Shareholders' General Meeting Business address: Qatar Holding LLC Ooredoo Tower, 8th Floor Diplomatic Area Street West Bay P.O. Box 23224 Doha Qatar	**Outside the VINCI Group in listed companies**	
	• Board member (Vice-Chairman) of Barwa Real Estate (listed on the Qatar Stock Exchange) representing Qatari Diar Real Estate Investment Company • Board member of Mazaya Real Estate Development (listed on the Qatar Stock Exchange) representing Qatar Investment Authority	None.
	In unlisted companies or other structures outside the VINCI Group	
	• Chief Executive Officer and Director of Qatari Diar Real Estate Investment Company • Chairman of several companies wholly owned by Qatari Diar Real Estate Investment Company, including the following: - Qatari Diar Finance - Qatar Resorts Company - Labregah Real Estate - Qatar Real Estate Partners • Vice-Chairman of Qatar Primary Materials Company • Director of a number of limited liability companies owned directly or indirectly by Qatari Diar Real Estate Investment Company	• Director of Qatari Diar
	Background	
	Qatar Holding LLC is a company based in Doha, Qatar, founded in April 2006 and wholly owned by the Qatar Investment Authority ("QIA"), for which it represents the main direct investment subsidiary. QIA was founded in 2005 by Emiri Decision, as a governmental entity of the State of Qatar to develop, invest and manage the reserve funds of the State of Qatar and other assets assigned to it. QIA's objective is to preserve and grow the value of its invested assets for the benefit of future generations. The Chairman of the Board of Directors of the Qatar Investment Authority is His Excellency Sheikh Mohammed bin Abdulrahman bin Jassim Al Thani, Deputy Prime Minister and Minister of Foreign Affairs of the State of Qatar. Its Chief Executive Officer is Mansoor bin Ebrahim Al Mahmoud. On 11 February 2015, Qatar Holding LLC acquired the 31,499,000 VINCI shares initially held (directly or indirectly) by the Qatari Diar Real Estate Investment Company ("Qatari Diar"), which is wholly owned by QIA, and acquired the balance of 1,000 shares from Qatari Diar on 15 April 2015. Following the sale of 7,875,000 shares in 2015 and 1,250,000 shares in 2017, Qatar Holding LLC held 22,375,000 VINCI shares at 31 December 2017. On 6 December 2018, Qatar Holding LLC named Abdullah Hamad Al Attiyah as its permanent representative to VINCI's Board of Directors, replacing Nasser Hassan Faraj Al Ansari. Abdullah Hamad Al Attiyah holds an MSc in Chemical Engineering from the University of Nottingham (United Kingdom) and a BEng in Mechanical Engineering from Cardiff University (United Kingdom). Mr Al Attiyah has extensive professional experience in Qatar, working in a number of industry sectors and for several government agencies. He began his career with Qatar Petroleum as an operations engineer, before joining RasGas in 2011 as a senior project engineer. In 2012, RasGas made him its Onshore Development and Planning Manager. Mr Al Attiyah took on a new position in 2014 as Acting Executive Director of the Program Management Office of Qatar's Supreme Committee for Delivery and Legacy. In 2015, he was named Director of the Technical Office at the country's Public Works Authority (Ashghal) and subsequently served as the authority's Assistant President. Appointed Vice-Chairman of Qatar Primary Materials Company in 2018, he was named by its Board of Directors as Acting Chief Executive Officer in May 2018. During this same period, Mr Al Attiyah was appointed as a Director of Qatari Diar Real Estate Investment Company in January 2017, before being named the company's Chief Executive Officer in July 2018, while retaining his position as a Board member.	

(*) Age on 31 December 2020.
(**) Director considered independent by the Board.

3.2.4 Director whose term of office ended in 2020

Jean-Pierre Lamoure	Appointments and other positions held at 18/06/2020	Appointments and other positions that have expired during the last five financial years
Chairman of the Supervisory Board, Atlantic SFDT Age (*): 70 Nationality: French Number of VINCI shares held: 1,027 (*) Business address: Atlantic 58 avenue du Général Leclerc 92340 Bourg la Reine France	**Within the VINCI Group**	
	• Honorary Chairman of Soletanche Freyssinet	• Director of VINCI and member of its Appointments and Corporate Governance Committee
	Background	
	Jean-Pierre Lamoure is a graduate of the École Polytechnique and holds the rank of Master Engineer in the Corps des Mines. He held several different posts at the French Ministry of Industry between 1975 and 1981. From 1981 to 1983, he was Head of Management Control and Planning in the insulation division of Saint-Gobain. In 1983 he joined the Soletanche group as Chief Executive Officer, a position he held from 1983 to 1987, and served as Chairman of the Executive Board of Soletanche Entreprise from 1987 to 1989. He was then appointed Chairman and Chief Executive Officer of Soletanche SA in 1989, a position he held until 2008, while serving concurrently in this same position from 1997 at Soletanche Bachy, both companies having become subsidiaries of VINCI Construction in 2007. He was Chairman of the Board of Soletanche Freyssinet from 2008 to 2012. At Forasol-Foramer, a Soletanche subsidiary, he served as Vice-Chairman from 1983 to 1988, then as Chairman and Chief Executive Officer from 1988 to 1994 and as Chairman of the Supervisory Board from 1994 to 1997. Mr Lamoure has also been Chairman of the Supervisory Board of Atlantic SFDT since 1998. In addition, he was Vice-Chairman of the French National Federation of Public Works (FNTP) from 1998 until 2007, and served as its Secretary from 2007 to 2012. Between 1995 and 1999 and between 2004 and 2009, he was also Chairman of that federation's Technology and Innovation Commission.	

(*) At 18 June 2020.

3.3 Independence of Board members

3.3.1 Personal situation of company officers and conflicts of interest

Summary of related internal rules

The internal rules of the Board of Directors stipulate that all Directors must inform the Board of any conflict of interest, including a future or potential situation, in which they find or may find themselves and in this case promptly contact the Lead Director to define and implement measures to prevent such conflict. These measures might consist in refraining from attending part or all of any Board or Board committee meeting during which a sensitive subject in this regard is to be discussed. Directors must abstain from voting on any matter involving a conflict of interest for them and from taking part in the related discussions. The Lead Director may intervene at any time in response to any real or potential conflicts of interest that may come to his or her attention and proceed with investigations in order to further identify, avoid or manage them.

In addition, the Board's internal rules specify that no Director of VINCI may hold a position at any of VINCI's competitors and that all Directors must keep the Board informed of any positions held in other companies, including positions on the board committees of these French and foreign companies.

Implementation

At the time of writing of this document and on the basis of the statements made by each Director:

- no Director of VINCI has declared a conflict of interest in respect of any decisions taken by the Board in 2020 and all of the Directors considered independent by the Board have stated that they did not have any conflict of interest in 2020 between their personal or professional activities and their role as Director of the Company;
- there are no family links between any of VINCI's company officers;
- none of VINCI's company officers has been found guilty of fraud in the last five years;
- none of these individuals has been involved as a company officer in a bankruptcy, sequestration of assets or liquidation during the last five years and none has been incriminated or officially punished by a statutory or regulatory authority. None has been disqualified by a court from serving as a member of a Board of Directors or company management or supervisory body of a securities issuer, nor from being involved in the management or conduct of the affairs of a securities issuer in the last five years.

3.3.2 Independence evaluation

At its meeting of 4 February 2021, after having heard the report of the Appointments and Corporate Governance Committee, the Board conducted an evaluation of the independence of current Directors, as recommended by the Afep-Medef code and in accordance with the criteria of that code.

In line with the recommendations of the Afep-Medef code, the criteria to be taken into account by the Board are as follows:

Article of the Afep-Medef code	Criteria
9.5.1	Not having been an employee or executive company officer of the company, nor an employee, executive company officer or director of any entity consolidated by the company, nor an employee, executive company officer or director of the company's parent company or of any other entity consolidated by this parent company at any time over the last five years
9.5.2	Not having been an executive company officer of an entity in which the company serves, either directly or indirectly, as director or in which an employee designated as such or an executive company officer of the company currently serves or has served at any time over the last five years as director
9.5.3	Not being a customer, supplier, investment banker, merchant banker or consultant that is material for the company or its group, or for which the company or its group represents a significant part of its business
9.5.4	Having no close family ties with a company officer
9.5.5	Not having acted as statutory auditor for the company at any time over the last five years
9.5.6	Not having served as a director of the company for more than 12 years
9.6	Not being eligible to receive variable remuneration tied to performance in cash or securities from the company or its group if serving as a non-executive company officer
9.7	Not being a representative of a shareholder holding more than 10% of the company's share capital or voting rights

In evaluating the independence of its members with respect to the criteria of Article 9.5.3, the Board took into account the material or non-material nature of the business relationships being examined, the particular circumstances of each Director at the company in question in view of these relationships and the amount of sales or purchases involved, in absolute as well as relative terms.

The table below provides information on the determinations reached by the Board regarding the independence of each of its members:

Xavier Huillard	Mr Huillard is Chairman and Chief Executive Officer of VINCI.	Not independent
Yves-Thibault de Silguy	Mr de Silguy is Vice-Chairman of VINCI. He has served as Director for more than 12 years.	Not independent
Yannick Assouad	Mrs Assouad is Lead Director of VINCI. She has had executive management responsibilities at the Thales group since July 2020. She previously had executive management responsibilities at the Latécoère group. Certain VINCI subsidiaries have business relationships with the Thales group. However, these relationships arise in the normal course of business and account for only a non-material proportion of business for each of the companies concerned. Furthermore, VINCI's Board of Directors is not involved in any way in these relationships.	Independent
Benoit Bazin	Mr Bazin is Chief Operating Officer of Saint-Gobain. Certain VINCI subsidiaries have business relationships with the Saint-Gobain group. However, these relationships arise in the normal course of business and account for only a non-material proportion of business for each of the companies concerned. Furthermore, VINCI's Board of Directors is not involved in any way in these relationships.	Independent
Robert Castaigne	Until May 2008, Mr Castaigne was Chief Financial Officer and a member of the Executive Committee of the Total group. Certain VINCI subsidiaries have business relationships with the Total group. However, these relationships arise in the normal course of business and account for a non-material proportion of business for each of the companies concerned. Furthermore, VINCI's Board of Directors is not involved in any way in these relationships. Mr Castaigne has served as Director for more than 12 years.	Not independent
Uwe Chlebos	Mr Chlebos is a Director representing employees.	Not independent
Graziella Gavezotti	Mrs Gavezotti is a Director of Edenred SA. She previously had executive management responsibilities for Southern Europe at Edenred. Certain VINCI subsidiaries have business relationships with the Edenred group. However, these relationships arise in the normal course of business and account for only a non-material proportion of business for each of the companies concerned. Furthermore, VINCI's Board of Directors is not involved in any way in these relationships.	Independent
Caroline Grégoire Sainte Marie	Mrs Grégoire Sainte Marie is a company director and serves in this capacity at companies that may have business relationships with entities of the VINCI Group. However, these relationships arise in the normal course of business and account for only a non-material proportion of business for each of the companies concerned. Furthermore, VINCI's Board of Directors is not involved in any way in these relationships.	Independent
Miloud Hakimi	Mr Hakimi is a Director representing employees.	Not independent
Marie-Christine Lombard	Mrs Lombard has served as Chairman of the Executive Board of Geodis since December 2013. Certain VINCI subsidiaries have business relationships with the Geodis group. However, these relationships arise in the normal course of business and account for only a non-material proportion of business for each of the companies concerned. Furthermore, VINCI's Board of Directors is not involved in any way in these relationships.	Independent
René Medori	Mr Medori is Non-executive Chairman of Petrofac Ltd. This entity does not have business relationships with the VINCI Group.	Independent
Dominique Muller Joly-Pottuz	Mrs Muller Joly-Pottuz is a Director representing employee shareholders, who hold units of the Castor company mutual fund that is mainly invested in VINCI shares.	Not independent
Ana Paula Pessoa	Mrs Pessoa is Chairman and Chief Strategy Officer of Kunumi AI. This entity does not have business relationships with the VINCI Group.	Independent
Michael Pragnell	Mr Pragnell was Chairman of Cancer Research UK from 2007 to 2016, after having served in senior management positions at Syngenta AG until 2007. Neither of these entities has business relationships with the VINCI Group.	Independent
Pascale Sourisse	Mrs Sourisse has executive management responsibilities at the Thales group. Certain VINCI subsidiaries have business relationships with the Thales group. However, these relationships arise in the normal course of business and account for only a non-material proportion of business for each of the companies concerned. Furthermore, VINCI's Board of Directors is not involved in any way in these relationships. Mrs Sourisse has served as Director for more than 12 years.	Not independent
Qatar Holding LLC and Abdullah Hamad Al Attiyah	Qatar Holding LLC, a company controlled by Qatar Investment Authority (QIA), directly and indirectly holds a 3.8% stake in VINCI. It should be noted that this shareholding had been acquired originally by Qatari Diar Real Estate Investment Company (QD), also controlled by QIA, when the Cegelec group was sold to VINCI. At the time of the sale, it was agreed that QD, which then had a 5.3% stake, would be represented on the Board as long as it held at least 5% of the shares. QD sold its stake to Qatar Holding LLC in February 2015. As a result of the disposal of a block of shares in October 2015, Qatar Holding LLC's stake was reduced to 3.9%. It should also be noted that QD and VINCI Construction Grands Projets (a wholly owned subsidiary of VINCI) are partners in the jointly owned QDVC. QD owns 51% of the capital of QDVC and VINCI Construction Grands Projets has a minority stake of 49% in this company, which it accounts for under the equity method. Given that both Qatar Holding LLC and QD are owned by a sovereign wealth fund, the Board has decided that the former should be considered independent. On 6 December 2018, Qatar Holding LLC appointed Abdullah Hamad Al Attiyah as its permanent representative to VINCI's Board of Directors. The Board has reviewed the situation of Mr Al Attiyah, who serves as QD's Chief Executive Officer, and has concluded that he qualifies as independent.	Independent

The results of the Board's evaluation of each of its members with regard to the independence criteria of the Afep-Medef code are as follows:

	9.5.1	9.5.2	9.5.3	9.5.4	9.5.5	9.5.6	9.6	9.7	Board's evaluation
Xavier Huillard	×	×	✓	✓	✓	×	✓	✓	Not independent
Yves-Thibault de Silguy	✓	✓	✓	✓	✓	×	✓	✓	Not independent
Yannick Assouad	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Benoit Bazin	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Robert Castaigne	✓	✓	✓	✓	✓	×	✓	✓	Not independent
Uwe Chlebos	×	✓	✓	✓	✓	✓	✓	✓	Not independent – Director representing employees
Graziella Gavezotti	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Caroline Grégoire Sainte Marie	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Miloud Hakimi	×	✓	✓	✓	✓	✓	✓	✓	Not independent – Director representing employees
Marie-Christine Lombard	✓	✓	✓	✓	✓	✓	✓	✓	Independent
René Medori	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Dominique Muller Joly-Pottuz	×	✓	✓	✓	✓	✓	✓	✓	Not independent – Director representing employee shareholders
Ana Paula Pessoa	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Michael Pragnell	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Pascale Sourisse	✓	✓	✓	✓	✓	×	✓	✓	Not independent
Abdullah Hamad Al Attiyah, Qatar Holding LLC	✓	✓	✓	✓	✓	✓	✓	✓	Independent

✓: *Condition satisfied.*
×: *Condition not satisfied.*

Based on these results, the Board concluded that nine of its 13 members, or 69% of its Directors, should be considered independent, bearing in mind that, in accordance with the Afep-Medef code, the Director representing employee shareholders and the two Directors representing employees were not taken into account in this evaluation.

Following the Shareholders' General Meeting of 8 April 2021, given that Michael Pragnell's term of office as Director will end at the close of this Meeting, eight Directors out of 12 will be qualified as independent, thus 67% of Board members, bearing in mind that, in accordance with the Afep-Medef code, the Director representing employee shareholders and the two Directors representing employees are not taken into account in this evaluation.

3.3.3 Procedure for the assessment of agreements entered into in the ordinary course of business and on an arm's length basis

At its meeting of 4 February 2020 and in accordance with the provisions of Article L.22-10-12 of the French Commercial Code, the Board put in place a procedure for the assessment of agreements entered into in the ordinary course of business and on an arm's length basis. This procedure requires the identification of any agreements that might be considered as regulated agreements because they do not meet these two conditions, their submission to the Legal Department for analysis prior to being signed, an assessment of the contractual terms of the aforementioned agreements carried out by the Legal Department with the assistance of the Finance Department, a summary table prepared by the Legal Department of agreements entered into in the ordinary course of business and on an arm's length basis, the reexamination of these agreements at regular intervals to determine whether they continue to meet these two conditions, and a presentation given at least once a year to the Audit Committee covering the implementation of the procedure.

3.4 Conditions of preparation and organisation of the work of the Board

3.4.1 Functioning and work of the Board in 2020

The Board met 12 times in 2020 (for seven ordinary meetings and five extraordinary meetings) and the average attendance rates were 96% for all meetings and 99% for ordinary meetings. Attendance rates for each Director at the Board meetings held in 2020 are shown in paragraph 3.1 above, page 137.

All documents needed by Directors to perform their duties are made available both in hard copy and in electronic form, the latter via a specific application allowing Directors to view the documents on a tablet or computer.

Directors may attend Board meetings either in person or remotely, namely using video or audio conferencing methods. During the health emergency period relating to the Covid-19 pandemic, Board meetings were held remotely for the most part.

The Board discussed all matters of importance relating to the Group's activities. The Executive Vice-President and Chief Financial Officer attends Board meetings. The General Counsel acts as Board Secretary.

Main areas of oversight	Board activities during financial year 2020
Review of the financial statements and day-to-day management	• Reviewed and approved the consolidated and parent company financial statements for the year ended 31 December 2019 as well as the consolidated and parent company financial statements for the six months ended 30 June 2020, reviewed the related press releases, took note of the reports of the Statutory Auditors relating to these financial statements, and reviewed the 2020 budget updates and the 2021 budget • Approved the terms of the various reports to shareholders, including the Report of the Board of Directors (which contained the Report on corporate governance), prepared and convened the Shareholders' General Meeting of 9 April 2020, voted not to add the two draft resolutions put forward by TCI to the agenda of the Shareholders' General Meeting of 9 April 2020, voted to postpone this meeting and convene the Shareholders' General Meeting of 18 June 2020 at the head office behind closed doors, approved its agenda and the resolutions submitted for shareholder approval, and elected the officers of this meeting • Took note of the work done by the Audit Committee • Regularly reviewed the Group's business activities, ongoing developments, financial situation and indebtedness • Decided on the payment of the dividend in respect of 2019, with an option for the payment of the final dividend in new shares, and was informed of the unit price of these new shares • Reviewed changes in the share capital and the share buy-back programme • Approved the arrangement of a new syndicated credit facility • Received information on the refinancing of existing loans following a legal reorganisation in the motorway sector • Decided to reduce the share capital by cancelling 25 million treasury shares • Approved the renewal of the Chairman and Chief Executive Officer's powers regarding guarantees and collateral as well as the implementation of the share buy-back programme • Renewed the delegation of authority to the Chairman and Chief Executive Officer to issue bonds and was informed of the use of this delegation • Received information in conjunction with the preparation of the half-year and annual financial statements identifying financial difficulties experienced by companies in order to prevent insolvency • Reviewed the report on payments to government authorities made by VINCI subsidiaries with respect to their mining and quarrying activities
Corporate governance	• Took note of the work done by the Appointments and Corporate Governance Committee • Evaluated the independence of the Board's members with regard to the criteria of the Afep-Medef code and submitted the appointment of a Director for shareholder approval at the Shareholders' General Meeting • Confirmed the continued application of the system of governance in which the roles of Chairman of the Board and Chief Executive Officer are combined, with Mr Huillard serving in both of these positions • Changed the composition of the Board committees
Remuneration	• Took note of the work done by the Remuneration Committee • Approved the adjustments made to the structure of Mr Huillard's remuneration • Set Mr Huillard's variable remuneration for financial year 2019 • Reviewed and approved the "Company officers' remuneration and interests" section of the 2019 universal registration document • Received information on reductions in the short-term variable component of the Chairman and Chief Executive Officer's remuneration to be paid in 2020 in respect of 2019 and in the fixed component of his remuneration at his request • Decided to set up a performance share plan for the Group's employees who reside in France, for awards granted under the Sixteenth resolution passed at the Shareholders' General Meeting of 17 April 2018, as well as two long-term incentive plans, one for the Chairman and Chief Executive Officer and the other for the Group's employees who reside outside France • Approved the percentage of vested shares under the performance share and long-term incentive plans set up on 20 April 2017 • Decided not to reduce remuneration paid to Board members due to their remote participation in the Board meeting of 30 July 2020 and during the health emergency period beginning in October 2020
Employee savings plans	• Set the subscription price of shares to be issued under the French employee savings plan for the periods from 1 May to 31 August 2020, from 1 September to 31 December 2020 and from 1 January to 30 April 2021 • Reviewed a proposal for a new international employee share ownership plan for 2021 and granted delegations of authority to set the subscription price as well as the definitive start and end dates for the subscription period in each country concerned • Was informed of the decisions taken by the Chairman and Chief Executive Officer concerning the extension of the subscription period for Castor 2020-1 and the cancellation of Castor 2020-2 • Reaffirmed, subsequent to the Shareholders' General Meeting, the decisions previously taken by the Board relating to the Castor France and Castor International 2020 company mutual funds • Reviewed the results of the employee share ownership programme offered in 2020 to employees of VINCI's foreign subsidiaries in connection with the Group savings plan outside France
Strategy and CSR	• Took note of the work done by the Strategy and CSR Committee • Reviewed several airport concession opportunities • Reviewed and approved a proposed acquisition in the energy services sector
Other	• Responded to questions submitted in writing by shareholders prior to the Shareholders' General Meeting of 18 June 2020 • Received information on upward crossings of shareholding thresholds by TCI • Approved the continued eligibility of one of the Group's senior executives for performance share awards • Received information on the schedule of meetings for the Board and its committees in 2021 and 2022

All of the Board's ordinary meetings held in person provided the opportunity for discussions between the Directors and the members of the Executive Committee.

A Board meeting in the absence of the executive company officer was held on 4 February 2020, in particular to evaluate his performance and discuss governance.

3.4.2 Board committees

The Board has established four specialised committees:

- the Audit Committee;
- the Strategy and CSR Committee;
- the Appointments and Corporate Governance Committee; and
- the Remuneration Committee.

The role of the committees is to analyse issues and provide support for decision-making processes in several areas. The responsibilities and modus operandi of the committees are governed by the Board's internal rules. Each committee has consultative powers and acts under the authority of the Board, of which it is an extension and to which it is accountable. Minutes of each committee meeting are drawn up and circulated to the members of the Board.

Each committee may enlist the services of outside consultants to perform technical analyses concerning matters within their remit, at the Company's expense and after sending notification of this decision to the Chairman and Chief Executive Officer. Each committee is also entitled to invite any experts or other knowledgeable parties to attend its meetings and offer their insights, as necessary.

During the Shareholders' General Meeting held to approve the financial statements, each of the Board committees presented a report on its activities in 2019.

Audit Committee

Number of Directors	Membership at 31 December 2020	Proportion of independent Directors	Number of meetings held in 2020	Average attendance rate in 2020
4	– René Medori (Chairman) – Yannick Assouad – Robert Castaigne – Graziella Gavezotti	75%	5	100%

Composition

In accordance with the Board's internal rules, the Audit Committee comprises at least three Directors designated by the Board. The Executive Vice-President and Chief Financial Officer and the Statutory Auditors attend Audit Committee meetings. Since 17 April 2019, the membership of this committee has been as follows: René Medori (Chairman), Yannick Assouad, Robert Castaigne and Graziella Gavezotti.

The Board considers all of the Audit Committee members to be independent Directors, with the exception of Mr Castaigne. By virtue of their professional experience and/or qualifications, the members of this committee have the financial, accounting and auditing expertise necessary to serve thereon, as detailed in the curriculum vitae set out in paragraph 3.2, pages 139 to 145.

The Executive Vice-President and Chief Financial Officer acts as secretary to the Audit Committee.

Responsibilities

The Audit Committee helps the Board monitor the accuracy and fair presentation of VINCI's parent company and consolidated financial statements, and the quality of the information provided. In particular, its duties are to monitor:

- the process of compiling financial information (i) by examining the Group's annual and half-year parent company and consolidated financial statements before they are presented to the Board, verifying the quality of the information given to the shareholders; (ii) by ensuring that the accounting policies and methods are appropriate and consistently applied, warning of any deviation from these rules; (iii) by reviewing the scope of consolidation and, where applicable, the reasons why certain companies would not be included; and (iv) by carefully reviewing significant transactions in the course of which a conflict of interest might have arisen, subsequently formulating recommendations to ensure the integrity of such transactions;
- the effectiveness of internal control and risk management systems (i) by verifying the existence of these systems, their proper deployment and the successful implementation of corrective measures in the event of any material weakness or significant deficiency in internal control and (ii) by reviewing the Group's financial position and major risk factors on a regular basis, examining material risks and off-balance sheet commitments and evaluating the importance of any failures or weaknesses of which it is made aware, bringing them to the attention of the Board where applicable;
- the statutory audit of the parent company and consolidated financial statements and the independence of the Statutory Auditors by (i) tracking the assignments carried out by the Statutory Auditors, including the review of their work programmes, audit conclusions and recommendations, as well as the follow-up actions taken; (ii) verifying compliance by the Statutory Auditors with their legal obligation to be independent; (iii) approving the supply of services mentioned in Article L.822-11-2 of the French Commercial Code; and (iv) evaluating proposals for the appointment of the Company's Statutory Auditors or the renewal of their terms of office as well as their remuneration and issuing a recommendation on this matter;
- the Group's policy in respect of insurance;
- the setting up of procedures regarding business ethics and competition, while ensuring that a system is in place able to verify that they are being enforced;
- the entry into or continuation in force of any agreement concluded between the Company and any of its executive or non-executive company officers.

To carry out its remit, the Board's internal rules specify that the Audit Committee may seek external advice, the cost of which is borne by the Company.

Activities in 2020

In its meetings, the main subjects addressed by the Audit Committee were:

- the process of compiling accounting and financial information: review of the Group's parent company and consolidated financial statements prepared during the year, presentation of budgets and budget updates, the Group's cash positions and financial debt, its financial strategy and ongoing or completed financial transactions;
- the effectiveness of the Group's internal control and risk management systems: analysis of the results of the annual 2020 self-assessment; presentation of the system in use at VINCI Construction Grands Projets; update on the rollout of systems required by the Sapin 2 law; update on London Gatwick Airport's financial position and the outlook for VINCI Airports; presentation of contractual management relating to the health crisis; post-mortem review of difficult contracts in Concessions, Contracting and the property development business; presentation of the "Risk factors and management procedures" chapter of the Report of the Board of Directors; review of ongoing disputes and litigation; presentation of the Group's risk mapping exercise, including both social and environmental risks, and updated information on these risks; presentation of the 2020 audit programme and its updates; review of off-balance sheet commitments at 31 December 2019 and 30 June 2020;
- the statutory auditing of the parent company and consolidated financial statements and the independence of the Statutory Auditors: discussions with the Statutory Auditors and review of their conclusions, adherence to legal and regulatory obligations concerning accounting and financial information, approval of services other than statutory audit assignments, presentation of the external audit approach.

For the purposes of this work, the following executives were interviewed: the Executive Vice-President and Chief Financial Officer; the Deputy Financial Director, whose responsibilities include treasury, financing and tax matters; the Senior Vice-President for Corporate Controlling and Accounting; the Chief Audit Officer; the General Counsel; and the Statutory Auditors. During their presentation, the Statutory Auditors emphasised the important points relating to their assignment and the accounting options chosen.

Strategy and CSR Committee

Number of Directors	Membership at 31 December 2020	Proportion of independent Directors	Number of meetings held in 2020	Average attendance rate in 2020
7	– Yves-Thibault de Silguy (Chairman) – Abdullah Hamad Al Attiyah (permanent representative of Qatar Holding LLC) – Uwe Chlebos (Director representing employees) – Caroline Grégoire Sainte Marie – Dominique Muller Joly-Pottuz (Director representing employee shareholders) – Ana Paula Pessoa – Pascale Sourisse	60% (excluding the Directors representing employees and employee shareholders)	5	– For Directors who were permanent members of this committee: 91% – For all Directors, including those who were not permanent members of this committee: 82%

Composition
In accordance with the Board's internal rules, the Strategy and CSR Committee comprises at least three Directors designated by the Board. Until 18 June 2020, it had six Directors as permanent members: Yves-Thibault de Silguy (Chairman), Uwe Chlebos, Dominique Muller Joly-Pottuz, Ana Paula Pessoa, Pascale Sourisse and the permanent representative of Qatar Holding LLC. Since 18 June 2020, this committee has had seven Directors as permanent members: Yves-Thibault de Silguy (Chairman), Uwe Chlebos, Dominique Muller Joly-Pottuz, Caroline Grégoire Sainte Marie, Ana Paula Pessoa, Pascale Sourisse and the permanent representative of Qatar Holding LLC. Abdullah Hamad Al Attiyah has been the permanent representative of Qatar Holding LLC since 6 December 2018. All Board members who wish to do so may attend the Strategy and CSR Committee's meetings, with voting rights. Before each meeting, a dossier on the items to be discussed is sent to all Directors.
VINCI's Chairman and Chief Executive Officer, Executive Vice-President and Chief Financial Officer, and Vice-President for Business Development attend the meetings of the Strategy and CSR Committee. The Board Secretary acts as secretary to this committee.

Responsibilities
The Strategy and CSR Committee helps the Board review the Group's overall strategy. In advance of their presentation to the Board, it examines multi-year contracts implying an investment on the part of the Group, strategic investments and all transactions, including acquisitions and disposals, with the potential to have a material impact on the Group's scope of consolidation, business activities, risk profile, earnings or balance sheet or on the Company's stock market valuation. It also monitors all corporate social responsibility issues.
In particular its duties are to:
- prepare the Board's discussions on the Group's strategy;
- express an opinion, for the benefit of the Executive Management, on proposed acquisitions or disposals of shareholdings of a value exceeding €50 million that do not come under the Board's direct terms of reference;
- give its opinion to the Executive Management on plans for significant changes to the Group's legal or operational structure;
- prepare a document each year to be submitted to the VINCI Works Council on the strategic choices made by the Group and their consequences;
- ensure that matters relating to corporate social responsibility are taken into account in the Group's strategy and its implementation;
- ensure that whistleblowing systems have been put in place within the Group and are functioning well;
- review the report required under Article L.225-102-1 of the French Commercial Code in relation to corporate social responsibility;
- examine the VINCI Group's sustainability commitments with respect to the issues faced in its business activities and in achieving its objectives.

In addition, this committee is kept informed by the Executive Management of progress made on proposed multi-year contracts involving a total investment by the VINCI Group in equity and debt of more than €100 million.

Activities in 2020
In its meetings, the Strategy and CSR Committee addressed the following subjects in particular:
- one acquisition project in Contracting;
- five proposed multi-year contracts for infrastructure projects;
- two airport concession opportunities;
- the Group's environmental policy;
- the Group's human rights policy.

Remuneration Committee

Number of Directors	Membership at 31 December 2020	Proportion of independent Directors	Number of meetings held in 2020	Average attendance rate in 2020
5	– Marie-Christine Lombard (Chairman) – Benoit Bazin – Miloud Hakimi (Director representing employees) – Michael Pragnell – Pascale Sourisse	75% (excluding the Director representing employees)	3	100%

Composition
In accordance with the Board's internal rules, the Remuneration Committee comprises at least three Directors designated by the Board. Until 18 June 2020, its members were Marie-Christine Lombard (Chairman), Caroline Grégoire Sainte Marie, Miloud Hakimi, Michael Pragnell and Pascale Sourisse. Since that date, it has had as members Marie-Christine Lombard (Chairman), Benoit Bazin, Miloud Hakimi, Michael Pragnell and Pascale Sourisse. With the exception of Mr Hakimi, one of the two Directors representing employees, and of Mrs Sourisse, all of this committee's members are considered independent by the Board.

The Vice-President responsible for Human Resources attends the meetings of this committee. The Chairman and Chief Executive Officer also attends these meetings except when the committee examines questions relating personally to him. The Board Secretary acts as secretary to this committee.

Responsibilities

The Remuneration Committee's duties are to:

- make recommendations to the Board concerning remuneration, pension and insurance plans, benefits in kind and miscellaneous pecuniary rights, including any performance share awards or share subscription or share purchase options granted to the executive company officers as well as employee members of the Board, where applicable;
- submit a draft of resolutions to the Board intended to be put to a non-binding vote at the annual Shareholders' General Meeting relating to the remuneration of executive company officers;
- propose to the Board the setting up of long-term incentive plans for executives and employees, involving grants of performance share awards or of subscription or purchase options on the Company's shares, as well as the general and specific terms and conditions applying to these grants;
- express an opinion on the Executive Management's proposals regarding the number of beneficiaries;
- propose to the Board an aggregate amount of remuneration payable to its members and the manner of its allocation.

In addition, the Remuneration Committee is informed of the remuneration policy applicable to the principal executives who are not company officers.

Activities in 2020

In its meetings, the Remuneration Committee addressed the following subjects in particular:

- assessment of the performance of VINCI's Executive Management, carried out jointly with the Appointments and Corporate Governance Committee;
- joint determination with the Appointments and Corporate Governance Committee of the criteria applicable for the evaluation of the Chairman and Chief Executive Officer's managerial performance in 2020;
- determination of the variable component of Mr Huillard's remuneration for financial year 2019;
- proposal of ESG targets for 2020 entering into the determination of the variable component of Mr Huillard's remuneration;
- noting of the fulfilment of performance conditions for the long-term incentive and performance share plans set up on 20 April 2017 and determination of the proportion of the awards able to vest;
- examination of draft ordinary resolutions to be submitted for shareholder approval at the 2020 annual Shareholders' General Meeting relating to the Group savings plan;
- validation of the "Company officers' remuneration and interests" section of the Universal Registration Document;
- examination of draft resolutions relating to the remuneration policy for company officers and the Chairman and Chief Executive Officer in respect of 2020 and the remuneration paid in 2019 to company officers and the executive company officer;
- review of a proposal for a qualified performance share plan to be put in place in 2020 for employees and executives other than the Chairman and Chief Executive Officer who are French residents;
- review of two proposed long-term incentive plans to be put in place in 2020 for the executive company officer and for employees and executives other than the Chairman and Chief Executive Officer who are not French residents;
- discussions on the performance conditions applicable to the performance share and long-term incentive plans to be put in place in 2021;
- update on the employee share ownership policy in France and around the world;
- impact of the health crisis on the performance indicators used for determining remuneration.

Appointments and Corporate Governance Committee

Number of Directors	Membership at 31 December 2020	Proportion of independent Directors	Number of meetings held in 2020	Average attendance rate in 2020
5	– Yannick Assouad (Chairman) – Benoit Bazin – Robert Castaigne – Marie-Christine Lombard – Yves-Thibault de Silguy	60%	4	95%

Composition

In accordance with the Board's internal rules, the Appointments and Corporate Governance Committee comprises at least three Directors designated by the Board. Until 18 June 2020, it had as members Yannick Assouad (Chairman), Robert Castaigne, Jean-Pierre Lamoure, Marie-Christine Lombard and Yves-Thibault de Silguy. Since that date, its membership has been as follows: Yannick Assouad (Chairman), Benoit Bazin, Robert Castaigne, Marie-Christine Lombard and Yves-Thibault de Silguy. The Board recognises three of these five members as independent Directors.

The Chairman and Chief Executive Officer attends this committee's meetings except when it performs its assessment of the Executive Management. The Board Secretary acts as secretary to this committee.

Responsibilities

With respect to appointments, the Appointments and Corporate Governance Committee:

- examines all candidacies for appointments to the Board and expresses an opinion and/or recommendation to the Board on those candidacies;
- prepares, in a timely manner, recommendations and opinions on the appointment of executive company officers and succession plans;
- examines, on a consultative basis, the Executive Management's proposals relating to the appointment and dismissal of the Group's principal executives;
- is informed of the Executive Management's policy for managing the Group's senior executives and, in this regard, examines the procedures for succession plans;
- expresses an opinion on the membership of committees and makes proposals for the appointment and renewal of the Chairman of the Audit Committee.

With respect to corporate governance, the Appointments and Corporate Governance Committee:
- verifies adherence to the rules of corporate governance and ensures that the recommendations of the Afep-Medef code are being followed, while also making sure that any departures from this code are justified, particularly in the chapter of the Universal Registration Document dedicated to corporate governance;
- supervises the process for the assessment of the work of the Board;
- prepares the Board's discussions on the assessment of the Company's Executive Management in consultation with the Remuneration Committee;
- reviews the independence of serving Board members each year.

Activities in 2020

Among the items of business handled in its meetings, the Appointments and Corporate Governance Committee:
- performed the assessment of VINCI's Executive Management with regard to the managerial criteria adopted for 2019;
- carried out this assessment of VINCI's Executive Management together with the Remuneration Committee;
- jointly determined with the Remuneration Committee the criteria applicable for the evaluation of the Chairman and Chief Executive Officer's managerial performance in 2020;
- proposed that the Board submit a resolution for the appointment of a new Director to the Shareholders' General Meeting of 9 April 2020, which was postponed to 18 June 2020;
- evaluated each Board member with regard to the independence criteria of the Afep-Medef code and made proposals to the Board;
- reviewed chapter C of the Report of the Board of Directors, "Report on corporate governance", included in the Universal Registration Document;
- reviewed the decision on the separation of the roles of Chairman and Chief Executive Officer as well as the functioning of the Board;
- proposed changes in the composition of the Board's committees;
- received a report on the Executive Review procedures carried out in 2020;
- considered Directors' terms of office ending in 2021;
- broached the subject of a succession plan for the executive company officer;
- reviewed a managerial reorganisation proposal for an entity in the construction sector;
- considered succession plans relating to Executive Committee members;
- reviewed the recommendations of the French High Committee on Corporate Governance and the Autorité des Marchés Financiers relating to corporate governance.

3.5 Assessment of the composition and functioning of the Board

The Board's internal rules require that the agenda of one of its meetings each year include a discussion on the functioning of the Board with the aim of improving its effectiveness. In addition, a formal assessment of the Board must be carried out once every three years, with the assistance of an outside consultant or firm of consultants.

In practical terms, these requirements entail the following:
- an informal meeting of Directors, without the executive company officer being present, organised each year by the Lead Director. The purpose of these meetings – the most recent of which was held on 4 February 2021 – is to prepare the formal meeting of the Board during which it will vote on various aspects of its internal functioning and evaluate the performance of VINCI's Executive Management;
- a formal assessment process carried out at regular intervals with the assistance of an independent consultancy, selected through a bidding process and then validated by the Appointments and Corporate Governance Committee. The most recent formal assessment was carried out in the second half of 2019. As part of this process, the consultants sent a questionnaire to all Board members allowing them to express their opinions on the conditions for the preparation, organisation and holding of Board meetings. Following this, they conducted interviews with each Director, during which a number of subjects were raised, from overall governance issues to a point-by-point discussion of the items in the questionnaire, along with other topics, including whether the Directors feel they have access to adequate information to perform their duties and their assessment of the individual contributions of Board members. The consultants presented the results of their assessment first to the Appointments and Corporate Governance Committee and then to a formal meeting of the Board.

This process resulted in the following observations:

Topic	Strengths	Areas for improvement	Action taken
Strategy and value creation	Open dialogue with the management teams on the strategies of the various divisions and the challenges they face. High standards met by the strategy seminar and effectiveness of the system whereby the Strategy and CSR Committee's meetings are open to all Directors. Good integration of corporate social responsibility issues into the Group's strategy.	Need to better explain the usefulness and contributions of a group such as VINCI as a partner in the public interest working with many stakeholders.	VINCI has taken numerous initiatives to this end, including its "Faire œuvre utile" (A force for good) campaign throughout France.
Members and composition of the Board	Experienced members with complementary areas of expertise. High level of individual and collective commitment.	Need to anticipate the renewal of the Board in the medium term, given that some experienced members are likely to step down from the Board in coming years.	The Appointments and Corporate Governance Committee pays very particular attention to this issue and has adopted a rigorous selection procedure to address it.
Management of the Board's activities	Very good preparation and coordination of work. The Board is included in all important decisions and the Directors are free to express their views. Efficient governance strengthened by the Chairman's personal qualities. The new Lead Director is considered as well suited to the requirements of her position. The transition was carried out under good conditions.	Interest in providing regular feedback to Directors on the perception of their individual contributions.	The Vice-Chairman and Lead Director meet each Director on a regular basis.
Structures and processes	Succession plans for the Chief Executive Officer, and the various possible scenarios, is a topic being examined by the Lead Director and to which the Board is giving due attention. Satisfaction with the functioning of all committees.	Broad discussion to be pursued as soon as this is found to be efficient on the succession plans for senior executives as well as Board members in the short to medium term.	The Appointments and Corporate Governance Committee receives full information from the Chairman and Chief Executive Officer about the succession plans for the Executive Committee members and the Board is notified of these plans.

4. Company officers' remuneration and interests

4.1 Remuneration policy for company officers

4.1.1 Remuneration policy for Board members

4.1.1.1 Overall structure of the remuneration package

The members of the Company's Board of Directors receive remuneration for their involvement in the work of the Board and its committees. The maximum amount for the total remuneration paid to all Board members was set at €1,600,000 by resolution of the shareholders at the Shareholders' General Meeting of 17 April 2019. This limit applies to the remuneration paid to Board members for one calendar year, regardless of the date of payment. It does not include remuneration paid to executive company officers serving on the Board, who receive remuneration only as provided by the policy mentioned in paragraph 4.1.2 below.

The guidelines for the allocation of remuneration paid to Board members, as adopted by the Board following proposals from the Remuneration Committee, are as follows:

• At the outset, Board members receive **annual fixed remuneration consisting of:**
– basic remuneration equal to €25,000 for each Board member;
– with additional remuneration of:
- €70,000 for the Vice-Chairman;
- €30,000 for the Lead Director;
- €20,000 for Board committee chairmen;
- €10,000 for Audit Committee members;
- €5,500 for Remuneration Committee members;
- €5,500 for Appointments and Corporate Governance Committee members;
- €4,000 for Strategy and CSR Committee members.

• Board members also receive **annual variable remuneration equal to:**
– €3,500 for each Board meeting at which they are physically present. This remuneration is halved to €1,750 per meeting if they take part via video or audio conferencing. If more than one Board meeting is held on the same day, this remuneration is paid only once, with the exception of the two meetings held before and after the Shareholders' General Meeting, when Board members receive two payments, their amounts depending on the manner of participation in these meetings.
– €1,500 for each committee meeting at which they are physically present, with this amount halved, to €750, for participation via video or audio conferencing. This amount is paid to any Board member participating on a voluntary basis in a meeting of the Strategy and CSR Committee. If a committee holds more than one meeting on the same day, this amount is paid only once.
– Provided they are physically present at these meetings, additional amounts are paid as follows:
- €1,000 per meeting for Board members who reside elsewhere in Europe;
- €2,000 per meeting for Board members who reside outside Europe.

If the Board or any of its committees holds more than one meeting on the same day, this amount is paid only once.

• In light of the Covid-19 pandemic, which has made holding in-person meetings either difficult or impossible, the Board adapted the rules laid out above. It was decided that the variable remuneration received by Board members would not be halved if they took part in the Board meeting of 30 July 2020 via audio or video conferencing and that this rule would also apply to all meetings of the Board and its committees to be held from 22 October 2020 and until the Covid-19 public health emergency is lifted.

Board members are entitled to the reimbursement of expenses they have incurred in the exercise of their duties and, in particular, any travel and accommodation costs connected with attending meetings of the Board and its committees.

The Vice-Chairman has the use of a company car.

4.1.1.2 Items of remuneration subject to shareholder approval in accordance with Article L.22-10-8 II of the French Commercial Code

At the Shareholders' General Meeting of 8 April 2021, in accordance with the provisions of Article L.22-10-8 II of the French Commercial Code, shareholders will be asked to vote on the remuneration policy for Board members, as presented above.

4.1.2 Remuneration policy for executive company officers, and specifically for Xavier Huillard, Chairman and Chief Executive Officer

4.1.2.1 Overall structure of the remuneration package

Executive company officers receive a remuneration package consisting of a **short-term fixed component**, a **short-term variable component** and a **long-term component.** Each of these components is discussed below.

GENERAL REMUNERATION POLICY FOR EXECUTIVE COMPANY OFFICERS							POLICY APPLICABLE TO XAVIER HUILLARD	
Item of annual remuneration	**Type of payment**	**Maximum amount**	**Upper limit**	**Performance conditions**	**Performance indicators**	**Weight given to indicator in the corresponding bonus**	**Upper limit as an absolute value**	**Application of policy for 2021**
Short-term fixed component (§ 4.1.2.2)	Paid in cash in the current calendar year in 12 monthly instalments	Set by the Board	Not applicable	No	Not applicable	Not applicable	€1,200,000	€1,200,000
Short-term variable component (§ 4.1.2.3)	Paid in cash in the calendar year following its approval at the Shareholders' General Meeting	Ranging from nil to the upper limit of the short-term variable component	Up to 160% of the fixed component, determined by the Board	Yes				**Breakdown of upper limit**
					Earnings per share attributable to owners of the parent	50% to 60% Limit corresponding to one-third for each indicator	€1,920,000 (160% of the fixed component, as determined by the Board)	60%
					Recurring operating income			
					Operating cash flow			
					Managerial performance indicators	15% to 20%		15%
					ESG performance indicators	25% to 30%		25%
					Total short-term variable component	**100%**		**100%**
Long-term variable component (§ 4.1.2.4)	Award of VINCI shares or units that vest after three years, subject to continued service	Number of shares or units set by the Board	100% of the upper limit for short-term remuneration (fixed and variable)	Yes				**Weighting for 2021**
					Economic criteria	50% to 65%	Number of shares set by the Board, corresponding to a maximum fair value (under IFRS) of €3,120,000	50%
					Financial criteria	15% to 25%		25%
					ESG criteria	15% to 25%		25%
					Total long-term variable component	**100%**		**100%**

4.1.2.2 Short-term fixed component

The amount of the short-term fixed component applying to an executive company officer is set by the Board at the time of appointment.

The short-term fixed component of Mr Huillard's remuneration has been set at €1,200,000 per year for his entire term of office as Chairman and Chief Executive Officer, i.e. for the 2018-2022 period. It is paid in 12 monthly instalments.

4.1.2.3 Short-term variable component

The criteria for determining the short-term variable component aim to take account of the Group's all-round performance. To this end, they include three distinct elements reflecting economic and financial, managerial, and environmental, social and governance (ESG) factors, which together contribute to VINCI's all-round performance. The rationale for choosing indicators is given below. The amount of the short-term variable component is equal to the sum of the bonuses thus determined, after applying these criteria.

	Type of performance indicator	Indicator	Relevance of indicators and how they are used
ALL-ROUND PERFORMANCE	Economic and financial performance indicators	Earnings per share	These three indicators offer insight into the quality of the Group's economic and financial management from different complementary angles. The Group's **economic and financial performance** is evaluated using the indicators shown opposite, measured at 31 December each year. The method consists in determining and recording the movement in each of these indicators between 31 December in the prior year and 31 December in the year just ended. A bonus is associated with each performance indicator, the amount of which depends on the percentage of movement recorded in the corresponding indicator. The bonus amount has a lower limit of €0 (for a decline of no more than 10 percentage points) and an upper limit of one-third of the amount corresponding to the upper limit for the overall bonus tied to the economic and financial performance indicators (for an increase of at least 10 percentage points), in accordance with a remuneration schedule set by the Board.
		Recurring operating income	
		Operating cash flow	
	Managerial performance indicators	Business growth outside France	This indicator aims to track progress achieved in meeting the Board's strategic objective of diversifying the Group's geographic exposure.
		Management and dialogue with stakeholders	This indicator aims to allow the Board to set diverse ESG priorities, depending on the areas it feels merit particular attention.
	ESG performance indicators	Workforce, society and safety	This indicator aims in particular to track: • the effectiveness of policies implemented within the Group to prevent workplace accidents; • the sharing of the benefits of performance, in particular through employee share ownership plans outside France; • progress made by the Group in terms of feminisation at the highest executive levels and the employability of people with disabilities.
		Environment	This indicator aims to track VINCI's implementation of an ambitious strategy to conserve natural resources and its success at ensuring continuous improvement, notably in relation to greenhouse gas emissions, the preservation of natural environments and the circular economy. It involves internal criteria, but also external criteria, such as the CDP Carbon score received by VINCI.
		Governance	This indicator aims to track succession plan implementation.

At the start of the current year, the Board sets goals, applying a weighting coefficient to those considered as priorities. The Board reserves the option to adjust these indicators when such a move is, in its view, justified by the circumstances, provided that the reasons for these changes are outlined at the Shareholders' General Meeting in which shareholders are asked to vote on resolutions relating to the short- and long-term variable components of remuneration for the individual concerned. The Board reaches its decisions in conjunction with its examination of the financial statements for the prior year, after reviewing the recommendations of the Remuneration Committee and after having given Board members the opportunity to pursue discussions without any executive company officers being present.

4.1.2.4 Long-term variable component

The remuneration of executive company officers includes a long-term portion intended to align the interests of the beneficiaries with those of shareholders and investors, taking a multi-year perspective.

To this end, the Board carries out an analysis each year to determine the appropriate structure of the award for this component. It may be comprised of physical or synthetic VINCI shares and may be granted either under a plan set up in accordance with ordinary law or under any other plan permitted by law. Since 2014, all awards to VINCI's executive company officers have been granted in accordance with ordinary law and satisfied using existing VINCI shares (and are therefore not pursuant to Article L.225-197 of the French Commercial Code).

The fair value measurement for these awards (under IFRS 2) is capped, at the time they are decided by the Board, at 100% of the upper limit of short-term fixed and variable remuneration. The vesting of these awards is subject to continued service and performance conditions. The Board reserves the right to maintain eligibility in other cases, depending on its assessment of the circumstances. Performance conditions are evaluated over a period of three years. This performance evaluation may lead to a decrease in the number of shares delivered or eliminate the award entirely.

For any plan set up in 2021, the performance conditions will be as follows:

Type of performance condition		Percentage of the award
Economic criterion	**Value creation**	50%
Financial criteria	**Management of debt** and of the Group's ability to generate cash flows in line with its level of debt	12.5%
	Evaluation of the **stock market performance** of the VINCI share compared with that of a composite industry index comprised of companies representing the full range of VINCI's business activities	12.5%
ESG criteria	**Environment:** CDP scores (Climate Change category) received by VINCI in the B band or higher each year	15%
	Measurement of the Group's **safety** performance, based on the frequency rate of workplace accidents with at least 24 hours of lost time per million hours worked for VINCI employees worldwide	5%
	Measurement of the **increase in the percentage of women** hired or promoted to management positions across the Group	5%

The Board may amend these performance conditions either in the event of a strategic decision that changes the scope of the Group's business activities or under exceptional circumstances.

As Mr Huillard has not entered into an employment contract with the Group, the condition of continued service is evaluated with regard to the appointments he holds at VINCI SA, namely as Chairman, Chief Executive Officer and Director, the terms of office of which are limited by law.

In the event that Mr Huillard leaves the Group, the guidelines for the vesting of the long-term variable component of his remuneration are as follows:

Reason for departure	Impact on awards not yet vested
Resignation from positions as Chairman, Chief Executive Officer and Director	Automatic forfeiture of awards
Death, disability, retirement	Eligibility maintained
Dismissal by the Board	Partial eligibility maintained, on a pro rata basis for the period of service rendered
Non-renewal of term of office as Director at its expiry in 2022	Eligibility maintained

4.1.2.5 Pension and insurance plans

The remuneration policy for executive company officers includes eligibility for the insurance plan set up by VINCI for its employees as well as a specific pension plan. Given the closure of the defined benefit pension plan set up in 2010 to new members in 2019, the Board reserves the right, as necessary, to put in place a substitute plan in the event that an executive company officer is not eligible for coverage under the aforementioned plan.

Given that the Board has officially confirmed his senior executive status, Mr Huillard is eligible to participate in the defined contribution pension plans and insurance plans set up by VINCI for its employees.

He is also eligible to participate in the supplementary defined benefit pension plan (known in France as an "Article 39" plan) set up in 2010 by VINCI for senior executives of VINCI SA and its subsidiary VINCI Management. This plan, whose application was approved by shareholders at the Shareholders' General Meeting of 17 April 2018, is described in paragraph 4.2.3, page 162. It was closed to new members in July 2019 pursuant to Order 2019-697 of 3 July 2019, but its beneficiaries are not required to forfeit any benefits obtained at the closing date.

Under this plan, Mr Huillard will receive a supplementary pension, the amount of which is capped at eight times the annual French social security ceiling (i.e. €329,088 at 1 January 2021).

It should be noted that the benefits under these plans were taken into account in determining Mr Huillard's overall remuneration.

4.1.2.6 Severance pay

In the Eleventh resolution passed at the Shareholders' General Meeting of 17 April 2018, shareholders approved a commitment to provide Mr Huillard with severance pay in the event that the Board simultaneously terminates both of his appointments as Chairman of the Board and Chief Executive Officer prior to the normal expiry of his term of office as Director, except in the case of gross negligence or retirement. This commitment is capped at 24 months of his fixed and variable remuneration, in line with the recommendations of the Afep-Medef code.

The amount of severance pay would be determined by the Board with regard to the Group's economic performance, measured by applying the same indicators as those used for the calculation of the economic part of his variable remuneration (earnings per share, recurring operating income, operating cash flow).

Severance pay could reach the equivalent of 24 months of his remuneration if the average rate of achievement of the quantitative targets used to calculate the variable part of his remuneration over the two years preceding the termination of his appointments were above 100% of the objective and nil if the average rate were less than or equal to 85% of the objective. Between these two percentage levels, the amount of severance pay would be determined by linear interpolation.
The amount of severance pay would be halved if the termination occurs during the fourth year of Mr Huillard's term of office.

4.1.2.7 Benefits in kind

Executive company officers have the use of a company car.

4.1.2.8 Overview of the remuneration policy

On the basis of the above structure, this remuneration policy has the following features:

It is balanced.	It achieves a balance between: • short- and long-term components, which ensures it is aligned with shareholder interests; • economic and financial performance and the implementation of sustainable development policies.
It is capped.	Each of its elements has an upper limit: • the fixed component is stable for the entire term of office; • the short-term variable component is capped in relation to the fixed component and each of its elements is also capped; • the long-term variable component is capped (fair value under IFRS 2) when it is initially granted.
It is subject, for the most part, to demanding performance conditions.	Future performance is assessed in relation to past performance, and therefore on a concrete basis.
It is in the interests of the Company.	Its amount is moderate, given the VINCI Group's size and complexity. The performance conditions selected by the Board encourage Executive Management to consider not only short-term, but also long-term, and even very long-term, objectives.
It helps ensure the continuity of the Company and is in keeping with its business strategy.	The VINCI Group has a business model based on a complementary set of activities conducted over both short and long time frames. These businesses can only prosper over the long term if they are geographically diversified and respect stakeholders and the environment where they are pursued. The remuneration system aptly reflects these imperatives.

4.1.2.9 Items of remuneration subject to shareholder approval in accordance with Article L.22-10-8 II of the French Commercial Code

At the Shareholders' General Meeting of 8 April 2021, in accordance with Article L.22-10-8 II of the French Commercial Code, shareholders will be asked to vote on the remuneration policy for executive company officers, and in particular that applicable to Xavier Huillard, Chairman and Chief Executive Officer, as presented above.

4.1.3 Comparative information

4.1.3.1 External benchmarking exercise

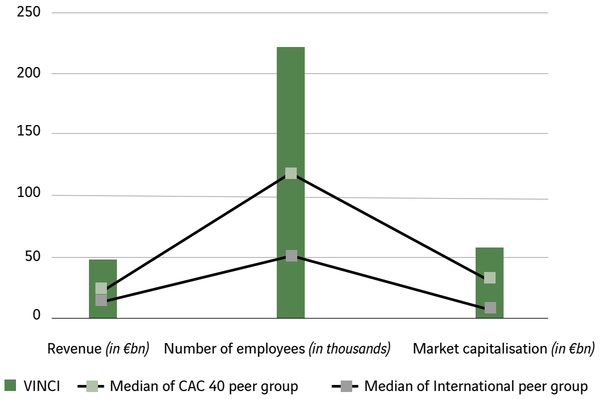
At the request of the Remuneration Committee, a benchmarking exercise relating to the components of the Chairman and Chief Executive Officer's remuneration package is conducted by an independent firm and updated on a regular basis. The aim of this exercise is to ensure that the remuneration of the Group's top executive remains coherent and in line with the market. The most recent update was based on the latest publicly available information relating to the 2019 financial year.

For the purposes of this exercise, the Remuneration Committee selected two representative peer groups, the first comprised of 17 French industrial companies that are members of the CAC 40 (the "CAC 40 peer group"), and the second comprised of 11 European companies with operations in the construction sector or infrastructure concessions (the "International peer group").

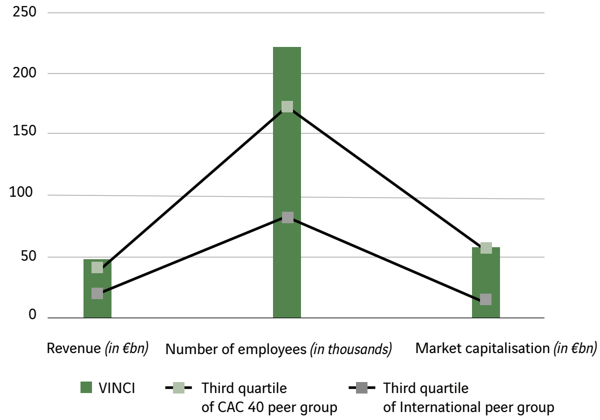
These two peer groups are as follows:

CAC 40 peer group	Air Liquide, Alstom, Bouygues, Saint-Gobain, Danone, Engie, EssilorLuxottica, Legrand, L'Oréal, Michelin, Pernod Ricard, PSA, Renault, Safran, Schneider Electric, Total, Veolia Environnement
International peer group	Aéroports de Paris, Bouygues, Eiffage, ACS, AENA, Atlantia, Ferrovial, Fraport, Hochtief, Strabag, Skanska

VINCI vs. median
of peer groups in 2019



VINCI vs. third quartile
of peer groups in 2019

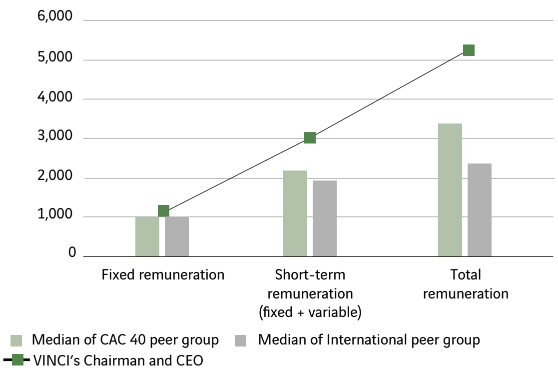


Source: Mercer.

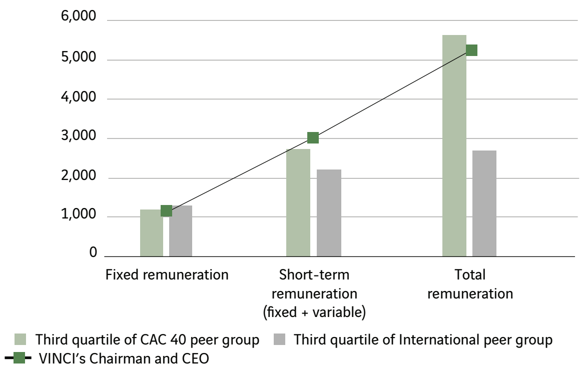
According to the results of the benchmarking exercise for 2019, the total remuneration received by VINCI's Chairman and Chief Executive Officer was:

- above the **median** for both peer groups;
- in line with the **third quartile** of both peer groups with respect to fixed remuneration and short-term remuneration and in line with the third quartile of the CAC 40 peer group with respect to total remuneration.

VINCI's Chairman and CEO
vs. median of peer groups in 2019



VINCI's Chairman and CEO
vs. third quartile of peer groups in 2019



Source: Mercer (in € thousands).

4.1.3.2 Internal comparison

In accordance with the sixth paragraph of Article L.22-10-9 I of the French Commercial Code, it is noted that the ratio between the Chairman and Chief Executive Officer's total annual remuneration (fixed, variable and long-term components) and

- the average full-time equivalent remuneration (1) for 2020 of VINCI SA's employees, not including company officers, employed from 1 January to 31 December (Ratio A) is equal to 43.2;
- the median full-time equivalent remuneration (1) for 2020 of VINCI SA's employees, not including company officers, employed from 1 January to 31 December (Ratio B) is equal to 69.4.

The indicators mentioned in Article L.22-10-9 recorded the movements shown in the table below (2):

	Remuneration paid in 2017	Remuneration paid in 2018	Remuneration paid in 2019	Remuneration paid in 2020	Remuneration due in respect of 2020
Change from the prior year in the Chairman and Chief Executive Officer's remuneration	+10.7% (3)	+9.4% (3)	+8.8% (3)	+0.5% (3)	–16.9% (4)
Change from the prior year in net income attributable to owners of the parent	+15.2% (5)	+9.0% (5)	+9.3%	–61.9%	–61.9%
Change from the prior year in the average remuneration (1) of the Company's employees	0.0%	–0.2%	+5.0%	–4.1%	n/a
Annual change in Ratio A	+10.7%	+9.6%	+3.7%	+4.6%	n/a
Annual change in Ratio B	+9.8%	+2.4%	+5.1%	–6.0%	n/a

(1) Remuneration amount including fixed and variable components, the employer contribution, long-term incentive payments, the fair value of performance share awards and benefits in kind.
(2) Some information is not available for the 2016 financial year.
(3) Remuneration amount including the fixed component paid in year Y, the short-term variable component in respect of year Y–1 paid in year Y, the IFRS 2 fair value of the share award granted in year Y as the long-term component of remuneration, benefits in kind and remuneration as a Board member paid in year Y.
(4) Remuneration amount including the fixed component paid in year Y, the short-term variable component in respect of year Y paid in year Y+1, the IFRS 2 fair value of the share award granted in year Y as the long-term component of remuneration, benefits in kind and remuneration as a Board member paid in year Y.
(5) After adjustment for non-recurring tax effects.

4.2 Remuneration paid in 2020 or due in respect of this same year to company officers

4.2.1 Decisions relating to the Chairman and Chief Executive Officer's remuneration

4.2.1.1 Short-term variable remuneration due in respect of 2020 to the Chairman and Chief Executive Officer

At its meeting of 4 February 2021, the Board, acting on a proposal from the Remuneration Committee and, for the managerial and ESG parts, on a proposal prepared jointly by this committee and the Appointments and Corporate Governance Committee, approved as shown below the variable remuneration payable to Mr Huillard in respect of 2020.

Economic part

The following movements were recorded for the indicators relating to economic performance in 2020:

Indicator	2019	2020	2020/2019 change	2020 bonus *(in €)*	Upper limit applicable in 2020	Percentage of maximum bonus received
Earnings per share attributable to owners of the parent *(in €)*	5.82	2.20	–62.1%	0	384,000	0%
Recurring operating income *(in € millions)*	5,704	2,511	–56.0%	0	384,000	0%
Operating cash flow *(in € millions)*	5,266	5,075	-3.6%	152,858	384,000	39.8%
Total economic part *(in €)*	**1,141,903**	**152,858**	**–86.6%**	**152,858**	**1,152,000**	**13.3%**

(*) Excluding non-current taxes paid.

Part based on managerial and ESG performance

At its meeting of 4 February 2021, the Board approved the recommendations of the Remuneration Committee and the Appointments and Corporate Governance Committee, which had examined managerial and ESG performance in detail.

The Board took into account the following elements:

Indicator	Performance relative to prior year	Factors taken into account
Managerial performance	100%	• Change in the percentage of revenue generated outside France • Feminisation at the highest executive levels within the Group • Change in the employment rate for people with disabilities in France • Percentage of employees outside France eligible for the Castor International company mutual fund • Safety
ESG performance	100%	• Maintenance of the CDP Carbon score • Action plan for the environment • Dissemination of the Anti-corruption Code of Conduct and the Code of Ethics and Conduct • Work conducted on the succession plan with the Appointments and Corporate Governance Committee and the Lead Director

These achievements led the Board to set the performance-based remuneration for these criteria as follows:

Indicator *(in €)*	2019	Performance relative to prior year 2020	2020 bonus *(in €)*	Upper limit applicable in 2020	Percentage of maximum bonus received
Managerial performance	260,000	100%	288,000	288,000	100%
ESG performance	384,000	100%	480,000	480,000	100%
Variable remuneration based on managerial and ESG performance	**644,000**		**768,000**	**768,000**	**100%**

Total short-term variable remuneration for 2020

Indicator *(in €)*	2019	2020 bonus *(in €)*	2020/2019 change	Upper limit applicable in 2020	Percentage of maximum bonus received
Total economic part	1,141,903	152,858	–86.6%	1,152,000	13.3%
Part based on managerial and ESG performance	644,000	768,000	+19.2%	768,000	100.0%
Total variable remuneration	**1,785,903**	**920,858**	**–48.4%**	**1,920,000**	**48.0%**

4.2.1.2 Long-term component of the Chairman and Chief Executive Officer's remuneration

At its meeting of 18 June 2020, the Board decided to grant a conditional award to Mr Huillard, corresponding to a maximum of 29,440 existing VINCI shares. At that time, the fair value of this award (under IFRS 2) was €2,150,592. All or some of the shares in question will vest at the end of a three-year period on 18 June 2023, subject to continued service as well as performance conditions that will be evaluated at 31 December 2022 as described in paragraph 5.3.2, page 166.

4.2.1.3 Vested awards under the long-term incentive plans set up on 20 April 2017 and 17 April 2018

Plan set up on 20 April 2017

At its meeting of 4 February 2020, the Board noted that the performance conditions under the long-term incentive plan set up on 20 April 2017 had been met at 99.694% (see paragraph 5.3.1, page 166). Accordingly, the Board decided that 29,908 of the 30,000 shares initially included in the award granted to Mr Huillard would vest at 20 April 2020.

Plan set up on 17 April 2018

At its meeting of 4 February 2021, the Board noted that the performance conditions under the long-term incentive plan set up on 17 April 2018 had been met at 88.28% (see paragraph 5.3.1, page 166). Accordingly, the Board decided that 28,250 of the 32,000 shares initially included in the award granted to Mr Huillard would vest at 17 April 2021.

Long-term incentive plans for which Mr Huillard is eligible

The awards granted under the plans set up on 20 April 2017 and 17 April 2018 involve shares granted in accordance with ordinary law, as mentioned in paragraph 4.1.2.4. The vesting of these awards was subject to the same performance conditions as those applying to grants of share awards under the performance share plans set up by the Company for the Group's employees, which are described in paragraph 5.3.1, page 166.

Mr Huillard is eligible to be granted conditional awards under the following long-term incentive plans remaining in force at 31 December 2020:

	Number of shares	Fair value at the grant date *(in €)*	Percentage of the year's total remuneration	Vesting date
Plan set up on 17 April 2018	32,000	2,051,840	45% (*)	17/04/2021
Plan set up on 17 April 2019	32,000	2,394,880	44%	17/04/2022
Plan set up on 18 June 2020	29,440	2,150,592	51% (*)	18/06/2023

(*) Percentages take into account the voluntary reductions in remuneration requested by Mr Huillard in respect of 2018 and 2020.

In accordance with the provisions of Article 25.3.3 of the Afep-Medef code, Mr Huillard made a formal commitment not to engage in any hedging transactions in respect of his own risks with regard to the shares granted under the long-term incentive plans for which he is eligible, and agreed to respect this commitment until the end of the three-year holding period for the shares.

4.2.1.4 Pension and insurance plans

At 31 December 2020, Mr Huillard met all eligibility requirements to claim his pension under the defined benefit plan set up in March 2010 by the Company for its senior executives, namely having reached the legal retirement age, having completed at least 10 years' service as specified by the plan and having ended his professional career within the Group as stipulated by the Board in March 2010 for company officers not holding employment contracts.

The pension benefits Mr Huillard would be entitled to receive at 31 December 2020 are subject to a payment limit equal to eight times the annual French social security ceiling, as provided for all beneficiaries under this plan.

With respect to the defined benefit pension plan mentioned in paragraph 4.1.2.5, page 157, and as required by Decree 2016-182 of 23 February 2016, the following points should be noted:

Estimated amount of future pension payments at 31 December 2020	Company's obligation at 31 December 2020 (*)
€329,088 per year, equivalent to 11% of the short-term fixed and variable remuneration received by Mr Huillard in 2020. (**)	VINCI's obligation in respect of the supplementary pension plan for Mr Huillard mentioned in paragraph 4.1.2.5, page 157 amounted to €9,111,389, including tax and social charges. The Group has opted for taxation on the contributions paid.

(*) Retirement benefit obligations are also described in the Notes to the consolidated financial statements on page 343.
(**) Before waiver.

4.2.1.5 Employment contract, specific pension plans, severance pay and non-competition clause

Executive officer	Employment contract	Supplementary pension plan	Allowances or benefits that could be due as a result of the cessation of duties or a change in duties	Allowances for non-competition clause
Xavier Huillard, Chairman and Chief Executive Officer (*)	No	Yes	Yes (**)	No

(*) Term of office renewed: 17 April 2018; term of office ends: 2022 Shareholders' General Meeting.
(**) Mr Huillard is eligible for severance pay in the event that the Company terminates his appointment as Chairman and Chief Executive Officer prior to the normal expiry of his term of office as Director, as described in paragraph 4.1.2.6, page 157.

4.2.2 Chairman and Chief Executive Officer's remuneration

4.2.2.1 Summary of remuneration awarded and share awards granted *(in €)*

Xavier Huillard	2020	2019
Remuneration awarded in respect of the year (*)	2,076,054	2,915,554
Value of awards under the long-term incentive plan set up on 18 June 2020	2,150,592	n/a
Value of awards under the long-term incentive plan set up on 17 April 2019	n/a	2,394,880
Total	**4,226,646**	**5,310,434**

(*) Figures take into account the voluntary reductions in remuneration requested by Mr Huillard.

4.2.2.2 Summary of remuneration *(in €)*

	2020		2019	
Xavier Huillard	**Amount due for the year as decided by the Board**	**Amount paid during the year by the Company**	**Amount due for the year as decided by the Board**	**Amount paid during the year by the Company**
Gross fixed remuneration (1)	**1,200,000**	**1,200,000**	**1,200,000**	**1,200,000**
Of which:			–	–
- Payment to Mr Huillard		*1,150,000*		
- Payment to the Fondation VINCI pour la Cité		*50,000 (5)*		
Total gross short-term variable remuneration	**920,858**	**–**	**1,785,903**	**–**
Of which:				
- Gross short-term variable remuneration	*907,188*	*1,697,740*	*1,772,153*	*1,377,632*
- Remuneration as a Board member (2)	*13,670*	*13,670*	*13,750*	*13,750*
- Payment to the Fondation VINCI pour la Cité		*74,413 (5)*		*300,000 (4)*
Benefits in kind (3)	**5,196**	**5,196**	**4,064**	**4,064**
Total	**2,126,054**	**2,991,019**	**2,989,967**	**2,895,446**
Total paid to Mr Huillard		**2,866,606**		**2,595,446**
Total paid to the Fondation VINCI pour la Cité		**124,413**		**300,000**

(1) See paragraph 4.1.2.2, page 155.
(2) In 2019 and 2020, Mr Huillard received remuneration as a Board member from a foreign subsidiary of VINCI. These amounts are considered as included in the total remuneration for the year as decided by the Board, acting on a proposal from the Remuneration Committee. Consequently, they are deducted from the amount of the total gross short-term variable remuneration payable to him in respect of the year during which this remuneration as a Board member was paid. Mr Huillard does not receive remuneration as a Board member from VINCI SA.
(3) Mr Huillard had the use of a company car in 2019 and 2020.
(4) In 2019, Mr Huillard waived a portion of his short-term variable remuneration for 2018, requesting that this amount be paid by the Company to the Fondation VINCI pour la Cité.
(5) In the context of the Covid-19 crisis, Mr Huillard waived a portion of his remuneration equivalent to 25% of its fixed component for 2020 and its variable short-term component in respect of 2019, on a pro rata basis for the months of April and May in 2020, requesting that this amount be paid by the Company to the Fondation VINCI pour la Cité.

4.2.2.3 Items of remuneration paid in 2020 or due in respect of this same year to the executive company officer, subject to approval at the Shareholders' General Meeting of 8 April 2021

At the Shareholders' General Meeting of 8 April 2021, in accordance with Article L.22-10-34 II of the French Commercial Code, shareholders will be asked to vote on a draft resolution relating to the items of remuneration paid in 2020 or granted in respect of this same year to Mr Huillard, Chairman and Chief Executive Officer.

Xavier Huillard

Item of remuneration	Amount	Observations
Fixed remuneration	€1,200,000	Annual gross fixed remuneration in respect of the 2020 financial year set at €1,200,000 by the Board at its meetings of 7 February and 17 April 2018 for the 2018-2022 period.
Variable remuneration	€920,858	Gross variable remuneration in respect of the 2020 financial year, as approved by the Board at its meeting of 4 February 2021, as explained in paragraph 4.2.1.1, which is payable in 2021.
Annual deferred variable remuneration	n/a	Not applicable.
Multi-year variable remuneration	n/a	Not applicable.
Long-term incentive plan set up in 2020	€2,150,592	At its meeting of 18 June 2020, the Board granted Mr Huillard an award of 29,440 VINCI shares, which will vest on 18 June 2023, subject to the performance conditions described in paragraph 5.3.2, page 166, which include internal as well as external criteria.
Remuneration as a Board member	€13,670	Mr Huillard does not receive remuneration as a Board member from VINCI SA, but he has received remuneration as a Board member from a foreign subsidiary, the amount of which will be deducted from the variable portion of his remuneration.
Exceptional remuneration	n/a	Not applicable.
Benefits in kind	€5,196	Mr Huillard has the use of a company car.

Commitments requiring the approval of shareholders at the Shareholders' General Meeting

	Amount	Observations
Severance pay	No payment	Mr Huillard is eligible for severance pay in the event that the Company terminates his appointment before its normal expiry in 2022. This commitment is halved if the termination occurs during the last year of the term of office. Severance pay is subject to performance conditions. The related commitment was authorised by the Board at its meeting of 7 February 2018 and approved at the Shareholders' General Meeting of 17 April 2018 (Eleventh resolution).
Non-competition payment	n/a	Mr Huillard is not eligible for any non-competition payment.
Supplementary pension plan	No payment	Mr Huillard is eligible for coverage under the supplementary defined benefit pension plan (known in France as an "Article 39" plan) set up at the Company and which has been closed to new members since July 2019, under the same conditions as those applicable to the category of employees to which he is deemed to belong for the determination of employee benefits and other ancillary items of remuneration. Mr Huillard is also eligible for coverage under the mandatory defined contribution pension plan set up by the Company for its executives and other management-level personnel. The related commitment was authorised by the Board at its meeting of 7 February 2018 and approved at the Shareholders' General Meeting of 17 April 2018 (Tenth resolution).

4.2.3 Supplementary pension plan set up for senior executives

VINCI SA and its subsidiary VINCI Management have set up a defined benefit pension plan for their senior executives, with the aim of guaranteeing them a supplementary annual pension. The table below presents the main features of this plan, which is now closed to new members in application of new regulatory provisions:

Type of disclosure required by Decree 2016-182 of 23 February 2016	Information
Name of the obligation	Defined benefit pension plan set up on 1 January 2010 and closed to new members from 4 July 2019
Applicable legal provisions	Article 39 of the French Tax Code
Eligibility requirements for beneficiaries	At least 10 years' service within the Group
Beneficiaries	Employees of VINCI or VINCI Management having the status of senior executive ("cadre dirigeant") as defined by Article L.3111-2 of the French Labour Code
Conditions for receiving pension payments	– Career within the Group has ended – At least 10 years' service within the Group – No further payments are due under the mandatory and supplementary pension plans – Aged 67 or older, with the option to receive early benefits, at a reduced level, from the age of 62
Method for determining the remuneration reference amount	Monthly average of the gross fixed and variable remuneration received over the last 36 months of activity multiplied by 12
Vesting formula	The beneficiary's gross pension is determined using the following formula: Gross pension = 20% R1 + 25% R2 + 30% R3 + 35% R4 + 40% R5, where: R1 = remuneration reference amount between 0 and 8 times the annual French social security ceiling; R2 = remuneration reference amount between 8 and 12 times this ceiling; R3 = remuneration reference amount between 12 and 16 times this ceiling; R4 = remuneration reference amount between 16 and 20 times this ceiling; R5 = remuneration reference amount greater than 20 times this ceiling (all ranges in the formula are inclusive). The remuneration reference amount taken into account for the calculation of the pension will be equal to the gross average monthly remuneration (fixed component + bonuses), including paid leave, received by the beneficiary over the last 36 months multiplied by 12. The limit for this gross pension is 8 times the annual French social security ceiling.
Pension payment limit	The pension payment limit is 8 times the annual French social security ceiling, equivalent to €329,088 at 1 January 2021.
Funding of benefits	The Group uses an insurance contract to externalise its pension plan, to which VINCI and VINCI Management make contributions.

4.2.4 Remuneration due and/or paid to non-executive company officers in 2020

The total amount of remuneration paid in 2020 by the Company to non-executive company officers as Board members (for the second half of 2019 and the first half of 2020) was €1,302,382. Some Board members also received remuneration in 2020 from companies controlled by VINCI.

The total amount of remuneration payable by VINCI to non-executive company officers as Board members in respect of the 2020 financial year is €1,249,632.

The table below summarises the remuneration received by non-executive company officers of VINCI as Board members, as well as the other remuneration they received, in 2019 and 2020.

Remuneration paid to non-executive company officers *(in €)*

	Amount due in respect of 2020		Amount paid in 2020		Amount due in respect of 2019		Amount paid in 2019	
	By VINCI (5)	By companies consolidated by VINCI	By VINCI	By companies consolidated by VINCI	By VINCI	By companies consolidated by VINCI	By VINCI	By companies consolidated by VINCI
Directors in office								
Yves-Thibault de Silguy (1)	164,750	–	166,250	–	170,000	–	181,334	–
Yannick Assouad	132,250	–	133,250	–	131,250	–	109,333	–
Abdullah Hamad Al Attiyah (2)	62,000	–	74,000	–	81,750	–	48,673	–
Benoit Bazin	41,686	–	2,936	–	–	–	–	–
Robert Castaigne	91,500		91,500	–	90,222		97,472	
Uwe Chlebos (3)	62,500	10,000	69,000	10,000	69,500	10,160	62,750	10,160
Graziella Gavezotti	73,250	–	78,500	–	77,750	–	76,750	–
Caroline Grégoire Sainte Marie	66,951	–	73,951	–	49,934	–	13,184	–
Miloud Hakimi (3) (4)	71,750	–	74,000	–	71,750	–	65,000	–
Marie-Christine Lombard	88,750	–	91,000	–	82,556	–	68,056	–
René Medori	99,500	–	104,000	–	112,528	–	98,778	–
Dominique Muller Joly-Pottuz (3)	68,000	–	69,500	–	50,380	–	15,880	–
Ana Paula Pessoa	63,500	–	75,000	–	88,250	–	80,250	–
Michael Pragnell	65,500	–	65,500	–	77,000	–	78,500	–
Pascale Sourisse	68,250	–	72,250	–	86,505	–	93,255	–
Former Directors								
Nasser Hassan Faraj Al Ansari (2)	–	–	–	–	–	–	19,827	–
Jean-Pierre Lamoure	29,495	–	61,745	–	72,500	–	73,500	–
Josiane Marquez (3)	–	–	–	–	20,620	–	50,120	–
Total amount of remuneration as Board members and other remuneration	**1,249,632**	**10,000**	**1,302,382**	**10,000**	**1,332,495**	**10,160**	**1,232,662**	**10,160**

NB: Amounts are before taxes and withholdings in accordance with applicable legislation.
(1) Mr de Silguy's remuneration in his capacity as Vice-Chairman is described in paragraph 4.1.1, page 154. It should be noted that Mr de Silguy is entitled to receive a non-externalised pension benefit, under which he received gross payments totalling €395,297 in 2019 and €397,270 in 2020. These amounts are not included in the table above. VINCI's commitment under this pension totalled €7,769,578 at 31 December 2020. In his capacity as Vice-Chairman of the Board, Mr de Silguy also has the use of a company car.
(2) Mr Al Attiyah currently serves as the permanent representative of Qatar Holding LLC, having succeeded Mr Al Ansari in this position effective 6 December 2018.
(3) The salaries received by Mrs Muller Joly-Pottuz, the Director representing employee shareholders, and by Mrs Marquez, who formerly served in this position, as well as those received by Mr Chlebos and Mr Hakimi, the Directors representing employees, are not included in the table above.
(4) Since 17 April 2018, Mr Hakimi has waived his remuneration as a Board member, requesting that it be paid to the CFDT.
(5) As a result of the adaptation of the rules for the remuneration of Board members in light of the Covid-19 pandemic, the payment of a portion of the variable component to Board members is subject to the approval by shareholders at the Shareholders' General Meeting of 8 April 2021 of the remuneration policy for the Company's Board members detailed in paragraph 4.1.1.1. above.

4.3 VINCI shares held by company officers

4.3.1 Shares held by Board members

In accordance with the Company's Articles of Association, each Board member (other than the Director representing employee shareholders and the Directors representing employees) must hold a minimum of 1,000 VINCI shares which, on the basis of the share price at 31 December 2020 (€81.36), amounts to a minimum of €81,360 invested in VINCI shares.
The number of shares held by each of the Board members, as declared to the Company, is included in the information presented in paragraph 3.2, pages 139 to 145.

4.3.2 Share transactions by company officers, executives and persons referred to in Article L.621-18-2 of the French Monetary and Financial Code

The Group's directors, officers and executives subject to spontaneous declaration of their share transactions carried out the following transactions in 2020:

(in number of shares)	Acquisitions (*)	Disposals (**)
Pierre Coppey, Executive Vice-President and Chairman of VINCI Autoroutes	–	26,000
Richard Francioli, Executive Vice-President in charge of Contracting	–	9,000
Xavier Huillard, Chairman and Chief Executive Officer	–	29,908
Christian Labeyrie, Executive Vice-President and Chief Financial Officer	–	32,107
Benoit Bazin, Director	1,000	
Dominique Muller Joly-Pottuz, Director	–	897

(*) Excluding grants of performance share awards and excluding subscriptions for units in company savings funds invested in VINCI shares.
(**) Excluding donations and disposals of units in company savings funds invested in VINCI shares.

5. Performance shares and long-term incentive plans

5.1 Policy on the granting of awards

For several years, the Board has pursued a policy aimed at ensuring the long-term commitment of its executives, company officers and senior managers by providing deferred benefits tied to the Group's performance.

To this end, the Company sets up long-term incentive plans each year for its employees, which involve the granting of performance share awards. Under these plans, shares only vest at the end of a three-year period, subject to continued employment within the Group, and the number of shares vested is tied to performance conditions, involving both internal and external criteria, applicable for all beneficiaries.

VINCI's executive company officer is not eligible for these plans due to the conditions laid down by Article L.22-10-60 of the French Commercial Code, but has been eligible to receive share awards under specific long-term incentive plans set up as part of the remuneration policy applicable to him, which is described in paragraph 4.1.2.4, page 156. These awards are governed by ordinary law and subject to performance conditions determined by the Board in accordance with the remuneration policy.

It should be noted that the Company has not set up any share subscription option plans since 2013 and there are no longer any option plans remaining in force.

5.2 Performance share plans

5.2.1 Existing performance share plans

The main features of the performance share plans set up pursuant to Article L.225-197 of the French Commercial Code and still in force at 1 January 2021 are as follows:

Record of performance share awards

Plan	Date		Initial number		Shares in awards initially granted to		Definitive number	Vesting period		At 31/12/2020	
	Shareholders' General Meeting	Board meeting	Beneficiaries	Performance shares	Company officers [1]	Top 10 employee beneficiaries [2]	Determined at the end of the vesting period	Start of vesting period	End of vesting period	Number of remaining shares	Number of remaining beneficiaries
VINCI 2018 / 2016 SGM	19/04/2016	17/04/2018	41	297,800	-	129,500	Unknown [3]	17/04/2018	17/04/2021	297,800	41
VINCI 2018 / 2018 SGM	17/04/2018	17/04/2018	2,946	2,042,591	-	36,550	Unknown [3]	17/04/2018	17/04/2021	1,925,939	2,769
VINCI 2019 / 2016 SGM	19/04/2016	17/04/2019	36	264,100	-	125,000	Unknown [3]	17/04/2019	17/04/2022	264,100	36
VINCI 2019 / 2018 SGM	17/04/2018	17/04/2019	3,276	2,176,722	-	40,000	Unknown [3]	17/04/2019	17/04/2022	2,120,382	3,189
VINCI 2020	17/04/2018	09/04/2020	2,493	1,752,864	-	113,040	Unknown [3]	09/04/2020	09/04/2023	1,740,609	2,467

(1) Company officers serving at the time the award was granted.
(2) Not company officers.
(3) Subject to performance conditions.

Number of performance shares in awards granted to the executive company officer pursuant to Article L.225-197 of the French Commercial Code

None.

Vesting of shares under the plan set up by the Board of Directors on 20 April 2017

On 20 April 2017, the Board set up a performance share plan to grant awards satisfied using a total of 2,315,655 existing VINCI shares to 2,568 senior executives or employees of the VINCI Group, with the understanding that Mr Huillard, Chairman and Chief Executive Officer, would not be eligible to receive these awards. These awards were initially granted on 20 April 2017 and the three-year vesting period ended on 20 April 2020. The vesting of shares was subject to continued employment within the VINCI Group as well as performance conditions, comprising an internal economic criterion for 80% of the award and an external economic criterion for 20% of the award.

The Board noted at its meeting of 4 February 2020 that:
- with respect to the internal criterion, VINCI's average ROCE from 2017 to 2019 was 9.20% and its average WACC over the same three years was 5.13%. The ROCE/WACC ratio was thus 1.79. As it was greater than 1.10, 100% of the shares subject to this criterion (accounting for 80% of the total award) were able to vest;
- with respect to the external criterion, the average total shareholder return (TSR) for the VINCI share from 2017 to 2019 was 21.31% and the average TSR for the CAC 40 index over the same three years was 11.62%. The difference between the TSR for the VINCI share and the TSR for the CAC 40 index thus equated to a 9.69 percentage point increase. As it was lower than 10 percentage points, according to the rule of linear interpolation, 98.47% of the shares subject to this criterion (accounting for 20% of the total award) were able to vest.

Overall, 99.694% of the performance shares in the plan set up on 20 April 2017 were able to vest.

Vesting of shares under the plan set up by the Board of Directors on 17 April 2018

On 17 April 2018, the Board set up two performance share plans, the first to grant awards satisfied using a total of 2,042,591 existing VINCI shares to 2,946 senior executives or employees of the VINCI Group and the second to grant awards satisfied using a total of 297,800 existing VINCI shares to 41 senior executives or employees of the VINCI Group, with the understanding that Mr Huillard, Chairman and Chief Executive Officer, would not be eligible to receive these awards. These awards, which were initially granted on 17 April 2018, will vest at the end of a three-year period, thus on 17 April 2021. The vesting of shares is subject to continued employment within the VINCI Group as well as performance conditions, comprising an internal criterion for 80% of the award and an external criterion for 20% of the award.

The Board noted at its meeting of 4 February 2021 that:

- with respect to the internal criterion, VINCI's average ROCE from 2018 to 2020 was 7.21% and its average WACC over the same three years was 5.05%. The ROCE/WACC ratio was thus 1.43. As it was greater than 1.10, 100% of the shares subject to this criterion (accounting for 80% of the total award) were able to vest;
- with respect to the external criterion, the average TSR for the VINCI share from 2018 to 2020 was 4.06% and the average TSR for the CAC 40 index over the same three years was 5.7%. The difference between the TSR for the VINCI share and the TSR for the CAC 40 index thus equated to a 1.72 percentage point decrease. As it was lower than 10 percentage points, according to the rule of linear interpolation, 41.40% of the shares subject to this criterion (accounting for 20% of the total award) are able to vest.

Overall, 88.28% of the performance shares in the plan set up on 17 April 2018 are able to vest.

Adaptation of performance conditions applying to the plans set up on or after 1 January 2019

Given the uncertainties surrounding the Covid-19 pandemic and in order to maintain the interest of these plans as a means to foster loyalty, the Board decided at its meeting of 4 February 2021 to eliminate VINCI Airports from the ROCE calculation when determining Group performance in line with the internal criterion, from the second quarter of 2020, and until such time as passenger numbers at the facilities operated by VINCI Airports return to the level seen in 2019. Activity in this sector has contracted dramatically, due to the travel restrictions introduced by governments around the world in response to the Covid-19 pandemic, and there is a lack of visibility as to how long this situation will last. The aforementioned adaptation was decided in order to maintain the usefulness of these plans in encouraging motivation and loyalty among their beneficiaries.

It should be noted that this adaptation will not apply to the long-term incentive plans set up for the executive company officer (Xavier Huillard) in 2019 and 2020. The performance conditions of the plans for which he is eligible remain as they are described in paragraph 5.4.2, page 174 of the 2019 universal registration document (for the plan set up on 17 April 2019) and in paragraph 5.2.2 below (for the plan set up on 18 June 2020).

5.2.2 Performance share plans set up by the Board at its meeting of 9 April 2020

At its meeting of 9 April 2020, the Board decided to use the delegation of authority given by the shareholders at the Shareholders' General Meeting of 17 April 2018 to set up a performance share plan to grant awards satisfied using existing VINCI shares pursuant to Article L.225-197 of the French Commercial Code, with effect from 9 April 2020.

This plan provides for the granting of awards involving a total of 1,752,864 existing shares to 2,493 beneficiaries. The members of the Executive Committee, with the exception of Mr Huillard, thus a total of 11 persons, are eligible to receive 121,040 shares, thus about 6.9% of the shares in the awards. The executive company officer is not eligible to receive performance shares under this plan. The plan calls for the vesting of shares at the end of a three-year period, which runs from 9 April 2020 to 9 April 2023. The vesting of shares is subject to continued employment within the VINCI Group as well as performance conditions, comprising an internal economic criterion for 65% of the award, an external economic criterion for 20% of the award and an external environmental criterion for 15% of the award.

The internal economic criterion relates to the measurement of net value creation, which is determined on the basis of the ratio of the return on capital employed (ROCE), calculated as an average over three years (2020, 2021 and 2022), to the weighted average cost of capital (WACC), also calculated as an average over the same three years, as noted by the Board at 31 December 2022. The proportion of shares vested in line with this internal economic criterion will depend on this ratio. It will be 100% if the ratio is greater than or equal to 1.10 and 0% if it is less than or equal to 1, with linear interpolation between these two limits.

The external economic criterion relates to the measurement of the VINCI share's performance in comparison with that of the CAC 40 index. This performance is determined on the basis of the difference, whether positive or negative, noted at 31 December 2022, between the total shareholder return (TSR) achieved by a VINCI shareholder over the period from 1 January 2020 to 31 December 2022 and the TSR that a shareholder invested in the CAC 40 index would have achieved over the same period, in both cases with dividends reinvested. The proportion of shares vested in line with this external economic criterion will depend on this difference. It will be 100% if the difference is greater than or equal to 5 percentage points, 50% if it is 0 percentage points (with linear interpolation between the two limits of this range) and 0% if it is less than 0 percentage points.

The external environmental criterion reflects the effectiveness of the Group's environmental actions and initiatives. It is measured on the basis of the Climate Change score received each year by VINCI from CDP Worldwide in respect of the years 2020, 2021 and 2022. The proportion of shares vested in line with this external environmental criterion will depend on the scores obtained during the period. It will be 100% if VINCI receives three annual scores in the B band or higher, 66% if VINCI receives two annual scores in the band or higher, 33% if VINCI receives one annual score in the B band or higher and 0% if VINCI does not receive any annual scores in the B band or higher. It will be the responsibility of the Board to record the proportion of shares that will vest in line with the internal and external criteria described above.

5.3 Long-term incentive plans

5.3.1 Existing long-term incentive plans

The main features of the long-term incentive plans set up in accordance with ordinary law and still in force at 1 January 2021 are shown in the table below. These plans apply mainly to executive company officers not eligible to receive performance shares under plans pursuant to Article L.225-197 of the French Commercial Code and to employees who reside outside France. The awards are to be satisfied using VINCI shares in accordance with ordinary law.

Record of awards under long-term incentive plans

Plan	Date		Initial number		Shares in awards initially granted to		Definitive number	Vesting period		At 31/12/2020	
	Shareholders' General Meeting	Board meeting	Bene-ficiaries	Shares in awards subject to performance conditions	Company officers (1)	Top 10 employee benefi-ciaries (2)	Determined at the end of the vesting period	Start of vesting period	End of vesting period	Number of remaining shares	Number of remaining beneficiaries
VINCI 2018	17/04/2018 (3)	17/04/2018	1	32,000	1	None	Unknown (4)	17/04/2018	17/04/2021	32,000	1
VINCI 2019	17/04/2019 (3)	17/04/2019	1	32,000	1	None	Unknown (4)	17/04/2019	17/04/2022	32,000	1
VINCI 2020-1	17/04/2019 (3)	09/04/2020	1,068	598,368	-	33,840	Unknown (4)	09/04/2020	09/04/2023	592,268	1,058
VINCI 2020-2	18/06/2020 (3)	18/06/2020	1	29,440	1	None	Unknown (4)	18/06/2020	18/06/2020	29,440	1

(1) Company officers serving at the time the award was granted.
(2) Not company officers.
(3) Delegation of authority relating to the setting up of a share buy-back programme.
(4) Subject to performance conditions.

Vesting of shares under the plan set up by the Board of Directors on 20 April 2017

On 20 April 2017, the Board set up a long-term incentive plan to grant awards satisfied using existing VINCI shares, initially involving an award of 30,000 existing VINCI shares to Mr Huillard, Chairman and Chief Executive Officer. The Board decided that this award would vest provided Mr Huillard remained with the Group and if the Board noted that certain performance conditions were met. The vesting of shares was subject to performance conditions, comprising an internal criterion for 80% of the award and an external criterion for 20% of the award. At its meeting of 4 February 2020, the Board noted that the performance conditions had been partially met and that 99.694% of the shares were able to vest as a result. These conditions are described in paragraph 5.2.1 above.

Vesting of shares under the plan set up by the Board of Directors on 17 April 2018

On 17 April 2018, the Board set up a long-term incentive plan to grant awards satisfied using existing VINCI shares, initially involving an award of 32,000 existing VINCI shares to Mr Huillard, Chairman and Chief Executive Officer. The Board decided that this award would vest provided Mr Huillard remained with the Group and if the Board noted that certain performance conditions were met. The vesting of shares was subject to performance conditions, comprising an internal criterion for 80% of the award and an external criterion for 20% of the award. At its meeting of 4 February 2021, the Board noted that the performance conditions had been partially met and that 88.28% of the shares were able to vest as a result. These conditions are described in paragraph 5.2.1 above.

5.3.2 Establishment of two new long-term incentive plans

Long-term incentive plan for Group employees who reside outside France set up by the Board on 9 April 2020

At its meeting of 9 April 2020, the Board decided to set up a long-term incentive plan for Group employees who reside outside France that involves the granting, in accordance with ordinary law, of awards satisfied using existing VINCI shares that vest at the end of a three-year period, provided that the Board has noted that continued service and performance conditions are met. The performance conditions are described below.

This plan, which entered into effect on 9 April 2020, calls for the granting of awards satisfied using 598,368 existing VINCI shares to 1,068 beneficiaries. The members of the Executive Committee are not eligible to receive awards under this plan. The plan stipulates that the shares will vest at the end of a three-year period, thus on 9 April 2023.

Long-term incentive plan for the Chairman and Chief Executive Officer set up by the Board on 18 June 2020

At its meeting of 18 June 2020, the Board decided to set up a long-term incentive plan for the Chairman and Chief Executive Officer that involves the granting, in accordance with ordinary law, of awards satisfied using existing VINCI shares that vest at the end of a three-year period, provided that the Board has noted that continued service and performance conditions are met.

The continued service condition for Mr Huillard, given that he does not have an employment contract, is described in paragraph 4.1.2.4, page 156. The performance conditiion is described below.

This plan, which entered into effect on 18 June 2020, calls for the granting of an award of 29,440 existing shares in the Company to Mr Huillard. The plan stipulates that the shares will vest at the end of a three-year period, thus on 18 June 2023.

Performance conditions for both plans

The vesting of shares under the plans mentioned above is subject to performance conditions, comprising an internal economic criterion for 65% of the award, an external economic criterion for 20% of the award and an external environmental criterion for 15% of the award. These awards are subject to the same performance conditions as those applying to the performance share plan set up by the Board on 9 April 2020 and described in paragraph 5.2.2 above.

It will be the responsibility of the Board to record the proportion of shares that will vest in line with the internal and external criteria described above.

5.3.3 Holding requirements applicable to the share awards under the long-term incentive plans to VINCI's executive company officers

At its meeting of 7 February 2017, the Board decided, in accordance with Article 23 of the Afep-Medef code, that the Company's executive company officers would be required to hold a number of registered VINCI shares equal to the higher of:

- 20,000 VINCI shares;
- a number of shares corresponding, in value, to the individual's current fixed remuneration for one year.

Any executive company officer not already in possession of this number of shares when taking office will need to ensure that 30% of the shares arising from the exercise of options or from grants of awards consisting of Company shares will not be transferred or sold until this holding requirement for shares is met.

6. Summary table of delegations of authority to increase the share capital and other authorisations given to the Board of Directors

6.1 Authorisations in force

The authorisations currently in force are as follows:

	Date of Shareholders' General Meeting	Date of expiry	Maximum amount of issue (nominal value)
Share buy-backs (1)	18/06/20 (Sixth resolution)	17/12/21	€2,000 million 10% of the share capital
Capital reductions by cancellation of treasury shares	18/06/20 (Eleventh resolution)	17/08/22	10% of the share capital over a period of 24 months
Capital increases through capitalisation of reserves, profits and share premiums (1)	17/04/19 (Nineteenth resolution)	16/06/21	(2)
Issues, maintaining the shareholders' preferential subscription rights, of all shares and securities giving access to the share capital of the Company and/or its subsidiaries (1)	17/04/19 (Twentieth resolution)	16/06/21	€300 million (shares) (3) €5,000 million (debt securities) (4)
Issues of debt securities giving access to equity securities to be issued by the Company and/or its subsidiaries, while cancelling the shareholders' preferential subscription rights, through a public offer (1) (a)	17/04/19 (Twenty-first resolution)	16/06/21	€150 million (shares) (3) (5) (8) €3,000 million (debt securities) (4) (6)
Issues of debt securities giving access to equity securities to be issued by the Company and/or its subsidiaries, while cancelling the shareholders' preferential subscription rights, through a private placement (1) (b)	17/04/19 (Twenty-second resolution)	16/06/21	€150 million (shares) (3) (5) (8) €3,000 million (debt securities) (4) (6)
Increase of the amount of an issue if it is oversubscribed	17/04/19 (Twenty-third resolution)	16/06/21	15% of the initial issue (3) (4)
Issues of all shares and securities giving access to the share capital to use as consideration for contributions in kind made to the Company in the form of shares or securities giving access to the share capital (1)	17/04/19 (Twenty-fourth resolution)	16/06/21	10% of the share capital (8)
Capital increases reserved for employees of VINCI and its subsidiaries under Group savings plans (c)	18/06/20 (Twelfth resolution)	17/08/22	1.5% of the share capital (7)
Capital increases reserved for a specific category of beneficiaries in order to offer employees of certain subsidiaries outside France benefits comparable to those offered to employees who subscribe directly or indirectly via a company mutual fund under a savings plan (d)	18/06/20 (Thirteenth resolution)	17/12/21	1.5% of the share capital (7)
Authorisation to grant performance share awards satisfied using existing shares	18/06/20 (Fourteenth resolution)	17/08/23	1% of the share capital (9) Other conditions (10)

(1) Except during a public offer period.
(2) Total amount of reserves, profits or share premiums arising on issue that may be capitalised.
(3) The cumulative nominal amount of share capital increases that may be undertaken by virtue of the Twentieth, Twenty-first, Twenty-second and Twenty-third resolutions passed at the Shareholders' General Meeting of 17 April 2019 may not exceed €300 million.
(4) The cumulative nominal amount of debt securities that may be issued by virtue of the Twentieth, Twenty-first and Twenty-second resolutions passed at the Shareholders' General Meeting of 17 April 2019 may not exceed €5,000 million.
(5) The cumulative nominal amount of share capital increases that may be undertaken by virtue of the Twenty-first and Twenty-second resolutions passed at the Shareholders' General Meeting of 17 April 2019 may not exceed €150 million.
(6) The cumulative nominal amount of debt securities that may be issued by virtue of the Twenty-first and Twenty-second resolutions passed at the Shareholders' General Meeting of 17 April 2019 may not exceed €3,000 million.
(7) The total number of shares that may be issued under the Twelfth and Thirteenth resolutions passed at the Shareholders' General Meeting of 18 June 2020 may not exceed 1.5% of the shares representing the share capital when the Board of Directors takes its decision.
(8) The cumulative nominal amount of share capital increases that may be undertaken by virtue of the Twenty-first, Twenty-second and Twenty-fourth resolutions passed at the Shareholders' General Meeting of 17 April 2019 may not exceed 10% of the shares representing the share capital when the Board of Directors takes its decision.
(9) The total number of performance shares in awards that may be granted under the Fourteenth resolution passed at the Shareholders' General Meeting of 18 June 2020 may not exceed 1% of the shares representing the share capital when the Board of Directors takes its decision.
(10) Shares only vest at the end of a minimum period of three years from the grant date, provided the beneficiaries are still Group employees or company officers on the vesting date. The vesting of performance share is subject to performance conditions, involving both internal and external criteria.

Price determination procedures:
(a) The issue price of bonds convertible into and/or exchangeable for new shares will be set such that, on the basis of the conversion or exchange rate, the issue price of shares that may be created by conversion or exchange will at least be equal to the amount provided for by legal and regulatory provisions in force at the issue date, which at this writing corresponds to the weighted average price of the VINCI share over the three trading days preceding the date on which the issue price of the bond convertible into and/or exchangeable for new shares is determined, less a maximum discount of 5%, after adjustment for any difference in the dates of attachment of dividend or coupon rights.
(b) The issue price of debt securities giving access to equity securities to be issued by the Company will be set such that, on the basis of the conversion or exchange rate, the issue price of shares that may be created by conversion, exchange or any other means will at least be equal to the weighted average price of the VINCI share over the three trading days preceding the date on which the issue price of debt securities is determined, less a maximum discount of 5%, after adjustment for any difference in the dates of attachment of dividend or coupon rights.
(c) The subscription price of newly issued shares may not be more than 5% below the average opening price of the VINCI share over the 20 trading days preceding the date of the decision by the Board of Directors setting the start date of the subscription period.
(d) The reference share price used to determine the subscription price of newly issued shares may not be more than 5% below the average price of the VINCI share over the 20 trading days preceding the opening of the subscription period or preceding the date of the decision by the Board of Directors setting the start date of the subscription period.

6.2 Authorisations presented for shareholder approval at the Shareholders' General Meeting of 8 April 2021

The authorisations submitted for approval at the Shareholders' General Meeting of 8 April 2021 are as follows:

	Date of Shareholders' General Meeting	Date of expiry	Maximum amount of issue (nominal value)
Share buy-backs	08/04/21 (Sixth resolution)	07/10/22	€2,000 million 10% of the share capital
Capital reductions by cancellation of treasury shares	08/04/21 (Twelfth resolution)	07/06/23	10% of the share capital over a period of 24 months
Capital increases through capitalisation of reserves, profits and share premiums (1)	08/04/21 (Thirteenth resolution)	07/06/23	(2)
Issues, maintaining the shareholders' preferential subscription rights, of all shares and securities giving access to the share capital of the Company and/or its subsidiaries (1)	08/04/21 (Fourteenth resolution)	07/06/23	€300 million (shares) €5,000 million (debt securities) (3) (4)
Issues of debt securities giving access to equity securities to be issued by the Company and/or its subsidiaries, while cancelling the shareholders' preferential subscription rights, through a public offer (1) (a)	08/04/21 (Fifteenth resolution)	07/06/23	€150 million (shares) €3,000 million (debt securities) (3) (4) (5) (6) (8)
Issues of debt securities giving access to equity securities to be issued by the Company and/or its subsidiaries, while cancelling the shareholders' preferential subscription rights, through a private placement (1) (a)	08/04/21 (Sixteenth resolution)	07/06/23	€150 million (shares) €3,000 million (debt securities) (3) (4) (5) (6) (8)
Increase of the amount of an issue if it is oversubscribed	08/04/21 (Seventeenth resolution)	07/06/23	15% of the initial issue (3) (4)
Issues of all shares and securities giving access to the share capital to use as consideration for contributions in kind made to the Company in the form of shares or securities giving access to the share capital (1)	08/04/21 (Eighteenth resolution)	07/06/23	10% of the share capital (8)
Capital increases reserved for employees of VINCI and its subsidiaries under Group savings plans (b)	08/04/21 (Nineteenth resolution)	07/06/23	1.5% of the share capital (2)
Capital increases reserved for a specific category of beneficiaries in order to offer employees of certain subsidiaries outside France benefits comparable to those offered to employees who subscribe directly or indirectly via a company mutual fund under a savings plan (c)	08/04/21 (Twentieth resolution)	07/10/22	1.5% of the share capital (2)
Authorisation to grant performance share awards satisfied using existing shares	08/04/21 (Twenty-first resolution)	07/06/24	1% of the share capital Other conditions (3) (4)

(1) Except during a public offer period.
(2) Total amount of reserves, profits or share premiums arising on issue that may be capitalised.
(3) The cumulative nominal amount of share capital increases that may be undertaken by virtue of the Fourteenth, Fifteenth, Sixteenth and Seventeenth resolutions passed at the Shareholders' General Meeting of 8 April 2021 may not exceed €300 million.
(4) The cumulative nominal amount of debt securities that may be issued by virtue of the Fourteenth, Fifteenth and Sixteenth resolutions passed at the Shareholders' General Meeting of 8 April 2021 may not exceed €5,000 million.
(5) The cumulative nominal amount of share capital increases that may be undertaken by virtue of the Fifteenth and Sixteenth resolutions passed at the Shareholders' General Meeting of 8 April 2021 may not exceed €150 million.
(6) The cumulative nominal amount of debt securities that may be issued by virtue of the Fifteenth and Sixteenth resolutions passed at the Shareholders' General Meeting of 8 April 2021 may not exceed €3,000 million.
(7) The total number of shares that may be issued under the Nineteenth and Twentieth resolutions passed at the Shareholders' General Meeting of 8 April 2021 may not exceed 1.5% of the shares representing the share capital when the Board of Directors takes its decision.
(8) The cumulative nominal amount of share capital increases that may be undertaken by virtue of the Fifteenth, Sixteenth and Eighteenth resolutions passed at the Shareholders' General Meeting of 8 April 2021 may not exceed 10% of the shares representing the share capital when the Board of Directors takes its decision.
(9) The total number of performance shares in awards that may be granted under the Twenty-first resolution passed at the Shareholders' General Meeting of 8 April 2021 may not exceed 1% of the shares representing the share capital when the Board of Directors takes its decision.
(10) Shares only vest at the end of a minimum period of three years from the grant date, provided the beneficiaries are still Group employees or company officers on the vesting date. The vesting of performance shares is subject to performance conditions, taking economic, financial, workforce-related, social and environmental considerations into account.

Price determination procedures:
(a) The issue price of debt securities giving access to equity securities to be issued by the Company will be set such that the issue price of shares that may be created by conversion, exchange or any other means will at least be equal to the amount provided for by legal and regulatory provisions in force at the issue date, which at this writing corresponds to the weighted average price of the VINCI share over the three trading days preceding the launch of the public offer, less a maximum discount of 10%, after adjustment for any difference in the dates of attachment of dividend or coupon rights.
(b) The subscription price of newly issued shares may not be more than 5% below the average price of the VINCI share over the 20 trading days preceding the date of the decision by the Board of Directors setting the start date of the subscription period.
(c) The subscription price of newly issued shares may not be more than 5% below the average price of the VINCI share over the 20 trading days preceding the start date of the subscription period or the date of the decision by the Board of Directors, or by the party or body to which its authority in this regard has been delegated, setting the start date of the subscription period.

7. Matters that could be relevant in the event of a public offer

In application of Article L.22-10-11 of the French Commercial Code, matters that could be relevant in the event of a public offer are as follows:

a) Structure of the Company's share capital	F. General information, paragraph 3.3, "Changes in the breakdown of share capital and voting rights during the last three years", page 276
b) Restrictions in the Articles of Association on the exercise of voting rights and the transfer of shares or clauses of agreements brought to the Company's knowledge in application of Article L.233-11	F. General information, section 1, "Provisions on statutory shareholding thresholds (excerpt from Article 10a of the Articles of Association)", page 273
c) Direct or indirect investments in the Company's share capital of which it has knowledge by virtue of Articles L.233-7 and L.233-12	F. General information, paragraph 3.3, "Crossing of shareholding thresholds", page 276
d) The list of holders of any shares granting special control rights and description thereof	F. General information, paragraph 3.3, "Pledging of registered shares", page 277
e) Control arrangements provided if there is an employee shareholding system in place, whenever rights to control are not exercised by the employees	F. General information, paragraph 3.3, "Employee shareholders", 276
f) Any agreements between shareholders of which the Company has knowledge and that could entail restrictions on the transfer of shares and the exercise of voting rights	F. General information, paragraph 3.3, "Shareholder agreements / concerted actions", page 277
g) The rules applicable to the appointment and replacement of members of the Board of Directors and to amendments of the Articles of Association	C. Report on corporate governance, pages 133 to 169, and provisions of law and the Articles of Association
h) The powers of the Board of Directors, in particular for the issue or buy-back of shares	Table of delegations of authority to increase the share capital, paragraph 6.1, page 276, and F. General information, paragraph 3.2, "Potential capital"
i) Agreements entered into by the Company that are amended or cease in the event of a change of control of the Company, unless this disclosure would seriously undermine its interests, except when such disclosure is a legal obligation	Note 25.3 to the consolidated financial statements, page 333
j) Agreements providing for compensation payable to members of the Board of Directors or employees if they resign or are dismissed without valid grounds or if their employment is terminated due to a public tender or exchange offer	C. Report on corporate governance, pages 133 to 169.

8. Formalities for participation of shareholders in the Shareholders' General Meeting

The formalities for shareholders to participate in the Shareholders' General Meeting are described in Article 17 of the Articles of Association and reproduced below:

Article 17 – Shareholders' General Meetings
Shareholders' General Meetings are called and take place in accordance with the legislation and regulations in force.

The meetings are held either at the registered office or at another location specified in the notice of meeting.

All shareholders may, regardless of the number of shares they own, participate in meetings personally or by proxy, on producing evidence of their identity and shareholding in the form of either:
- a registration of the shares in their own name; or
- a record of the shares in a bearer securities account with an authorised intermediary, confirmed by the intermediary in the form of a share ownership certificate, which can be communicated by electronic means, if necessary.

These formalities must be completed no later than midnight (Paris time) on the second business day before the meeting. Shareholders wishing to attend the meeting in person but who have not received their admission card by midnight (Paris time) of the second business day before the meeting will be issued a share ownership certificate, which they will need to present in order to attend and vote at the meeting. However, the Board of Directors may shorten or remove this time period provided that any such decision applies to all shareholders.

If the Board of Directors so decides when the Shareholders' General Meeting is called, individual shareholders may take part in the meeting by video conference or vote by any telecommunication or electronic means including via the internet, in accordance with the applicable regulations in force at the time such means are used. Any such decision must be communicated in the notice of meeting and the invitation to the meeting.

Postal votes may be cast, subject to the terms and conditions defined by law and regulations. Shareholders may transmit proxy forms and postal votes for every Shareholders' General Meeting, under the conditions set out by law and regulations, either in paper form or, if the Board of Directors so authorises, by electronic means, including over the internet. Those shareholders who, within the required time period, use the electronic voting form on the website made available by the meeting centraliser, are counted as attending or represented shareholders. Shareholders may complete and sign the electronic voting form directly on the centralising bank's website by any process determined by the Board of Directors that meets the conditions set forth in the first sentence of the second paragraph of Article 1316-4 of the French Civil Code and Articles R.225-77, subsection 2, and R.225-79 of the French Commercial Code and, more generally, the provisions of law and regulations in force. This process may include the use of a personal identifier and password.

Proxy forms received and votes cast prior to the Shareholders' General Meeting by electronic means, together with the acknowledgement of receipt provided, shall be considered as irrevocable acts enforceable with regard to all parties involved, it being specified that in the event of a sale of shares that takes place before the second business day prior to the meeting at midnight (Paris time), the Company shall invalidate or amend, as necessary, any proxy form or vote cast prior to such date and time.

Shareholders' General Meetings are chaired by the Chairman of the Board of Directors or, in his or her absence, by the Vice-Chairman of the Board of Directors, if a Vice-Chairman has been designated, or by a member of the Board of Directors specifically appointed by the Board to that effect. Failing that, shareholders elect their own Chairman.

The minutes of the Shareholders' General Meetings are drawn up and copies thereof are certified and delivered in compliance with regulations in force.

D. Risk factors and management procedures

Managing the Group's activities includes taking into account the principal risks detailed in the table below. The level of criticality of each of these risks (high, intermediate or moderate) was determined on the basis of its probability of occurrence, the anticipated extent of its adverse impact at Group level and in consideration of risk management procedures already in place so as to show the net impact.

This chapter includes a specific description of the impact of the Covid-19 pandemic, which is also summarised in the table below.

Type of risk	Description	Criticality	Impacted by Covid-19	Trend
Operational	2.1.1 Contracting business			↗
	• Before the contract is signed	High		
	• After the contract is signed	Intermediate	Yes	
	2.1.1 Concessions business			
	• Design phase	Intermediate		
	• Construction phase	Intermediate		
	• Operating phase	High	Yes	
	2.1.1 Property development business	Intermediate	Yes	
	2.1.2 Acquisition and disposal of companies	Intermediate		
Legal	2.2.1 Contractual relationships	High		→
	2.2.2 Legal and regulatory compliance	Intermediate		
Cyber	2.3.1 Cyberattacks	High	Yes	↗
	2.3.2 Fraud	Intermediate	Yes	
Workforce-related and social	2.4.1 Human rights	High	Yes	↗
	2.4.2 Health, safety and security of employees and subcontractors	High		
	2.4.3 Attracting and retaining talent	Moderate		
Environmental	2.5.1 Climate change and increasing scarcity of resources	High		↗
	2.5.2 Environmental quality and presence of contaminants	Intermediate		
Ethics	2.6 Business ethics risks	Moderate		→
Financial and economic	2.7.1 Changes in the economic and tax environment	High	Yes	↗
	2.7.2 Financial risks	Intermediate	Yes	

1. Impact of Covid-19

Early in 2020, a major public health crisis began to take hold across the world. To limit the spread of the virus, many countries put in place restrictive measures: quarantines, bans on social gatherings, closures of certain businesses and venues to the public, travel restrictions or bans, lockdowns affecting large segments of populations, curfews, etc. These measures were then adapted as the pandemic progressed.

VINCI's activities were significantly impacted. Against this background, the Group implemented measures to adjust the level of its activities as well as its operating expenses, re-evaluate the phasing of investments and strengthen its financial liquidity.

The pandemic affected the following risk factors:

Operational risks

- Contracting business: construction phase (after the signing of the contract)

During the first wave of the health crisis, the Group's activity levels in the building and civil engineering sectors were very low in France for nearly two months beginning in mid-March 2020, as lockdowns and administrative and logistical constraints were imposed. In many other countries, on the contrary, activity remained at near-normal levels, although there, too, the situation evolved as measures were implemented by local public health authorities. The situation gradually improved beginning in the second half of April, including in France, thanks to the efforts made by teams to adapt to these new circumstances as well as the health and safety measures put in place. As a result, activity returned to a near-normal level across all VINCI business lines during the second quarter of 2020.
The high level of idle capacity at the height of the crisis, which meant that fixed costs could not be covered during that period, together with the additional costs generated by the infection prevention and control measures put in place at worksites, impacted the operating profitability of the contracting entities. However, some of these additional costs were able to be covered by customers.
In addition, partial support measures introduced by a number of governments, in particular by French authorities, offset a portion of payroll costs.

- Concessions business: operating phase

Traffic levels on VINCI's motorway networks were impacted by the travel restrictions. In France, VINCI Autoroutes suffered a sharp contraction due to the lockdown imposed in the country on 17 March 2020. It then quickly recovered in two stages when those measures were lifted – partially on 11 May, then fully on 2 June. Over the summer, traffic levels were close to those seen during the same period in 2019. When a new national lockdown was imposed in November 2020, traffic levels once again declined significantly, before recovering at the very end of the year.

Air travel, the first sector to be affected (as early as February 2020 in Asia), was also one of the those hit hardest by the pandemic and the restrictive measures put in place worldwide (quarantines, lockdowns, border closures, commercial flight bans). Passenger numbers were still very low at the end of 2020. How quickly business recovers will depend on factors such as when travel restrictions are lifted, the effectiveness and swiftness of the vaccine campaigns, and the extent of the economic downturn.

In this context, the earnings of the Group's concession subsidiaries took a direct hit from the decline in revenue they suffered, as their costs are mostly fixed.

- Property

Property operations in France suffered from the pandemic's impact on worksites, as described above for the Contracting business, and also from the difficulty in obtaining the construction permits necessary to launch operations.

Cyber risks and fraud

The widespread adoption of remote working since the start of the health crisis has increased cyber risks. The increase in the number of remote connections is a source of vulnerability to malicious actors. Nevertheless, by strengthening its IT security measures, the Group has been able to protect its information systems.

Workforce-related and social risks

The unprecedented situation caused by the pandemic prompted VINCI to be more vigilant about health and safety risks for its employees, partners, subcontractors, customers and other stakeholders. The Group worked alongside professional organisations to determine, together with the public authorities, the conditions under which its projects could gradually resume, while protecting the health and safety of everyone on its worksites, which is VINCI's top priority. The measures implemented to reduce these risks are presented in chapter E, "Workforce-related, social and environmental information", in paragraphs 1.1.2 (pages 190 to 193), 4.3.2 (pages 247 to 248), 4.3.3 (pages 248 to 252) and 4.4.3 (pages 256 to 260).

Financial and economic risks

The health crisis and the resulting economic crisis have had an unfavourable impact on the financial situation of some of Group's subsidiaries. Their credit ratings are in danger of being lowered, because this type of exceptional event carries a temporary risk of non-compliance with the covenants of their financing agreements. This has already been the case for London Gatwick Airport, which nevertheless obtained a waiver of its financial covenants in September 2020. This topic is described in greater detail in Note J.25.3 to the consolidated financial statements, page 333.
In addition, in this uncertain context, VINCI is paying particular attention to the impairment tests performed on assets to ensure that their recoverable amount remains higher than their carrying amount.

2. Risk factors

The risks that may affect VINCI's performance are identified, assessed and handled at the different organisational levels (holding company, business line, subsidiary), within the framework of VINCI's decentralised organisation.
Group companies might be subject to risks related to the environmental and social conditions in the areas where they operate. As VINCI is a major participant in the economy, any risk that materialises could tarnish the entire Group's image.

2.1 Operational risks

Depending on its business, each Group company is exposed to specific operational risks, which are prevented, controlled and managed differently.
One of the key elements of VINCI's risk management system is the existence of risk committees at each level of the organisation, and in particular at the holding company level. These committees examine, at the preliminary phase, all proposals that involve commitments or investments by the business lines exceeding certain thresholds. These thresholds are defined in the general guidelines provided to the various managers of the Group's entities. The operating procedure for these committees and their composition are described in paragraph 3.4.3, pages 180 to 181.

2.1.1 Business risks

CONTRACTING

The Group's Contracting business lines serve a large number of public and private entities in 100 or so countries and operate under fixed-term contracts covering periods of a few weeks to several years.
Performance under these contracts includes a design phase followed by a construction phase, which ends with the handover of the finished project.

Risk identification	Risk management procedures
Before the contract is signed – Poor evaluation of the country, customer or project – Errors in design and cost estimates – Errors in interpreting contract clauses – Overestimation of available internal resources – Poor evaluation of subcontracting costs *Possible consequences:* – Organisational, technical, contractual, administrative or regulatory difficulties affecting performance under the contract that could impact lead times, costs, cash flow or quality	– Prior analysis as part of a project selection meeting – Presentation to the Risk Committee before a bid is submitted (see paragraph 3.4.3, pages 180 to 181), with risk scorecards – Negotiation with the customer for a balanced sharing of risk – Assessment of the proper size of the teams in charge – Taking into account of feedback from previous projects during the design phase
After the contract is signed – Insufficient preparation time – Errors in the selection of equipment and methods – Insufficient or poorly adapted human resources or supplies – Difficult relationship with the customer – Unexpected events and obstacles – Changes imposed by the customer during construction – Poor contract management – Cost inflation – Default of partners (co-contractors, suppliers, subcontractors) or customers – Customer disagreement on invoicing and the final breakdown of expenses *Possible consequences:* – Organisational, technical, contractual, administrative or regulatory difficulties affecting performance under the contract that could impact lead times, costs, cash flow or quality – Damage caused to third parties – Damage to the Group's reputation	– Organisation of worksite preparation – Specific risk management systems tailored to the business line (Codex at VINCI Energies, Kheops at Eurovia, Orchestra at VINCI Construction) – Application of price adjustment formulas – Transfer of risk to subcontractors and suppliers – Prior selection of robust solutions or equipment to deal with uncertainties – Discussions with the customer, amicable settlement committees and legal action if necessary – Payment guarantees, contract clauses – Insurance policies (see paragraph 3.5, pages 182 to 183)

CONCESSIONS

The risks of a concession contract, whose duration can vary from a few years to several decades, are carefully evaluated before bid submission during the design phase, which is generally much longer than it is in the Contracting business.

The main risks on the operation of concession assets relate to changes in traffic or passenger numbers, the level of toll charges and collection, as well as the operating, maintenance and repair costs set in the concession contract. Traffic levels on motorway concessions are correlated to economic activity and are generally affected by changing fuel prices. Toll increases are determined by set formulas, the main aim of which is to offset the risk of inflation. For airport concessions, passenger numbers may be impacted by a variety of events, including natural events or harsh weather conditions as well as terrorist attacks or threats. Rates are set in accordance with the regulation applicable to the contract, which may or may not make reference to a return on invested capital. In addition, social incidents such as those experienced in late 2018 and early 2019 can hamper concession operation and lead to acts of vandalism. A health crisis such as Covid-19 can also have a very significant impact on traffic levels and passenger numbers due to travel restrictions.

For all concession infrastructure under operation, provisions are taken to cover the cost of renovating installations – particularly motorway road surfaces and airport runways – as well as the cost of building maintenance, based on maintenance expense plans (see Note H.19 to the consolidated financial statements, page 312).

Risk identification	Risk management procedures
Design phase – Erroneous business plan – Poor estimate of required investment – Difficulties in finalising the financial structure – Constraints relating to the applicable regulation – Lack of robustness of the contractual environment – Poor estimate of environmental impact – Legal or tax uncertainties *Possible consequences:* – Cost overruns and delays – Late delivery, project deterioration – Unprofitable project – Challenges to contract by the concession grantor – Damage to the Group's reputation	– Presentation to the Risk Committee before a bid is submitted – Transaction structured as a special purpose vehicle (SPV): to limit the Group's commitments and the amount it invests in the SPV, share capital and control may be shared with one or more partners. In this case, a majority of the financing is comprised of debt with no recourse or only limited recourse to shareholders. – Some risks may remain with the concession-granting authority, in particular in relation to making land available. – Recourse to the expertise of the Group's Contracting business – Involvement of lenders from the preliminary phase – Use of outside consultants
Construction phase – Poor choice of contractor and other companies – Difficulties or unexpected events during construction – Disturbances caused by project opponents *Possible consequences:* – Cost overruns and delays – Penalties – Late delivery, project deterioration – Unprofitable project	– Special attention paid to the preparation phase, management of relations with stakeholders Implementation of best practices in line with the Cooperate initiative – Fixed-price construction contracts based on a back-to-back principle
Operating phase – Lower-than-expected traffic levels or passenger numbers – Difficulties in concession management with the concession-granting authority, regulatory authorities and/or end users – Legislative or tax changes – International sanction(s) against a partner or a country in which the Group operates – Damage to the infrastructure – Significant deterioration in financial markets – Climate change, extreme climate events *Possible consequences:* – Unprofitable project – Difficulty in refinancing the project at favourable terms – Unilateral decision by the concession-granting authority to challenge the terms of the contract – Financial difficulties at airlines – Infrastructure unavailability that could cause loss of revenue and contractual penalties – Damage to the Group's reputation	– In-depth review of the wording of the initial contract and the periodic economic regulation contracts – Quality of service to end users – Strict application of surveillance and maintenance procedures. In France, for example, this relates to the review and implementation of the rules laid down in the set of official documents comprising the technical instructions for the monitoring and maintenance of civil engineering structures (known by its French acronym ITSEOA). – Analysis of airline credit risk

PROPERTY

The Group's property development activities are exposed to numerous administrative, technical, commercial, tax and economic uncertainties as well as to the potential business failure of partners or subcontractors (builders). The Group's property operations are carried out essentially in France by VINCI Immobilier. Some VINCI Construction subsidiaries may also participate in property transactions or property development programmes, with a limited assumption of risk. Any commitments exceeding defined thresholds must be authorised in advance by the VINCI Risk Committee. The Group's policy is to undertake a new project only after it has reached a minimum pre-sale rate.

Risk identification	Risk management procedures
– Cyclical business – Risk of obtaining permits; recourse to third parties – Poor project and programme definition (number and size of residential units, quality category) – Poor choice of partner and subcontractor companies – Deterioration in the financial condition of investors and buyers – Less favourable lending terms – Defects in workmanship *Possible consequences:* – Overvaluation of land – Construction permit not obtained – Programme not in line with market preferences – Buyers cannot obtain bank financing – Lack of demand – Insufficient occupancy (offices, residential) – Risk of unsold properties – Cost overruns, delays or abandonment of certain projects – Damage to the Group's reputation	– Presentation to the Risk Committee prior to acquisition of the land and/or launch of property development operations – Separation into three areas of expertise: residential, business property, property services – Conditions precedent in land purchase contracts (obtaining building permit, pre-sale percentage, etc.) – Limiting transactions with no reservations; minimum pre-sale threshold required – Strengthening controls for assigning and tracking construction work – Developing a strategy to ensure that no reservations are raised at the handover for quality programmes

2.1.2 Acquisition and disposal of companies

Risk identification	Risk management procedures
The Group's growth has long been based on a proactive acquisition policy, focusing on companies of all sizes, in all its business lines. *Risks related to these acquisitions:* – Reliability of the financial information provided and the business plan drawn up by the sellers – Corporate governance continuity – Potential hidden disputes – Corporate culture compatibility – Damage to the Group's reputation – Compliance issues	– Proposed acquisitions and disposals are submitted to the VINCI Investment Committee for approval. The largest projects are also submitted to the Strategy and CSR Committee of the Board of Directors (see chapter C, "Report on corporate governance", paragraph 3.4.2, page 151) and in some cases to VINCI's Board of Directors (see chapter C, "Report on corporate governance", paragraph 2, page 134). – VINCI's external growth policy is to: – target companies with which synergies can be created due to their expertise, their market positioning or their geographic location; – generally, take a majority interest in the share capital of target companies in order to limit risks associated with their integration and to be able to quickly apply the Group's management principles; – seek out corporate culture compatibility in order to facilitate the integration of new acquisitions into the Group; – create value for VINCI shareholders.

2.2 Legal risks

2.2.1 Contractual relationships

As a general rule, the Group's contracts are subject to the laws of the countries in which the projects are executed, supplemented where possible by the arbitration clause of the International Chamber of Commerce, in particular for countries where the legal system might not offer sufficient protection.

As mentioned above in paragraph 2.1, "Operational risks" (see page 171), disputes may arise during the performance of said contracts.

Detailed information on the principal disputes and arbitrations in which the Group is involved can be found in Note M to the consolidated financial statements, page 351. These disputes are examined on the date the financial statements are approved and, if necessary, provisions are constituted to cover the estimated risks.

Risk identification	Risk management procedures
– Different interpretations of new items arising during the performance of the contract – Change in the contracting authority's governance – New jurisprudence – Misinterpretation of contractual clauses	The Group's policy is to limit its risk during the proposal phase by seeking to negotiate terms with contracting authorities that: – pass onto the customer the extra costs and/or additional time stemming from changes implemented at the customer's request after the contract is signed; – halt construction in the event of non-payment; – exclude indirect damages; – exclude or limit liability relating to existing pollution; – limit its contractual responsibility for the total project to a reasonable percentage of the contract amount; – cap delay and performance penalties at an acceptable percentage of the contract amount; – stipulate contractual provisions allowing for adjustments (price and time schedule) to account for legal, tax or regulatory changes; – obtain protection via a force majeure clause (against political risk, a unilateral decision of the customer or concession-granting authority, economic upheaval, poor weather conditions) or for early contract termination; – obtain an international arbitration clause; – keep an eye on the activation of insurance cover.

2.2.2 Legal and regulatory compliance

Given the diversity of their activities and geographical locations, the Group's companies operate within specific legal and regulatory environments that vary depending on the place where the service is provided and on the sector involved. Laws in effect in some countries may have an extraterritorial scope that could apply to the Group's companies.

In particular, Group companies must comply with rules relating to:

- the terms of agreement and performance of public and private sector contracts and orders;
- laws governing construction activities and in particular the applicable technical rules governing the delivery of services, supplies and works;
- environmental law, commercial law, labour law, competition law, and financial and securities law;
- personal data protection;
- duty of vigilance and accident prevention (especially the Sapin 2 and duty of vigilance laws in France).

Risk identification	Risk management procedures
With respect to concessions, aside from the legislative, regulatory and tax policy changes that are always possible during such long-term contracts, the Group is dependent on public authorities that may, as is the case in France, have the right to unilaterally alter the terms and conditions of public service, PPP or concession contracts during their execution phase or even terminate the contract itself, subject to compensation. In the performance of their activities, Group companies could be held civilly or criminally liable and thus suffer the financial or administrative consequences thereof. Similarly, Group executives and employees may be held criminally liable. A large share of the risks of non-compliance is therefore likely to lie primarily with senior executives and with employees to whom responsibility has been delegated, but may also lie with legal entities. The consequences may be financial (fines) or criminal penalties (conviction and/or being banned from operating).	The main measures relating to legal and regulatory controls are presented in paragraphs 2.3, "Respect for human rights", page 213, and 2.4, "Business ethics", page 214, of chapter E, "Workforce-related, social and environmental information". The financial risks relating to the potential invoking of the third-party liability of Group companies are covered within certain limits by the insurance policies described in paragraph 2.5, "Insurance cover against risks", page 182 to 183.

2.3 Cyber risks

Protecting VINCI's informational capital is of major strategic importance, for reasons of competitiveness, trust in the company and data protection. As the Group steps up the digital transformation of its businesses and professional practices, it also continues to strengthen the resources it employs to ensure the security of its information systems and thereby preserve its operating performance.

2.3.1 Cyberattacks

New collaborative practices have made it possible to work together in a more fluid and efficient manner. But in today's hyper-connected world, those same technologies have become a source of vulnerability, because they are both essential to the Group's operational efficiency and exposed to cyberattacks. These attacks can be very diverse and have become increasingly sophisticated.

Major international groups are frequently subject to sometimes massive cyberattacks as well as fraud attempts. This trend picked up considerable speed in 2020, in particular during the widespread lockdowns. These large-scale attacks aim to compromise data integrity or information quality.

Risk identification	Risk management procedures
– Cyberattacks: attacks on information systems – Data leak: loss or disclosure of data – Cyber spying: eavesdropping or theft of confidential data *Possible consequences:* – Damage to the Group's reputation – Financial loss – Information system unavailability – Non-compliance	In 2020, VINCI stepped up the rollout of its overall IT security policy, which defines the roles and responsibilities of all participating individuals: – Several information system security directives were issued, which specify the mandatory security rules for each subsystem. These rules derive from industry best practices, such as the ISO/IEC 27001 standard (information security management) and the guidelines of the French national agency for information system security (www.ssi.gouv.fr). – A member of the Group's Executive Committee was appointed cyber security coordinator; the CIO and the Group's head of IT security periodically present the cybersecurity measures in place to the Executive Committee. – CyberSecPlan 2020, the multi-year strategic transformation plan, was rolled out; it will be renewed in partnership with the heads of IT security and the business line representatives. – A workstation security uniformisation standard was launched and user authentication mechanisms were strengthened. – VINCI-Cert, the computer emergency response team, was strengthened; this team's role is to identify threats to information systems and those systems' vulnerabilities, as well as to bring its expertise to bear in the event of a cyberattack. – The Group also continued its efforts to raise awareness among all information system users. – It carried out intrusion tests on all critical infrastructure.

2.3.2 Fraud

Risk identification	Risk management procedures
Fraud: intentional act by an employee or a third party aimed at embezzling Group assets The systems of a group as decentralised and diversified as VINCI are exposed to the risk of both internal and external fraud, especially as regards payment systems. Attempts at fraud generally target the individuals involved in external payment processes. *Possible consequences:* – Financial loss – Damage to the Group's reputation	External fraud prevention involves several Finance Department, Security Department and Information Systems Department units. The core system includes reporting via an online platform or email to a dedicated address, enabling central services to react immediately and facilitating analysis of fraud attempts. Specific information and recommendations are distributed to CFOs and anti-fraud coordinators. In 2020, as soon as the first lockdown was imposed, the fundamental rules of IT security with regard to remote working were communicated to them. The Group's Finance Department, in conjunction with the Security Department and the Information Systems Department, has developed a set of fraud prevention measures available on the Group's intranet. These include instructions specifying correct conduct in the event of suspicion, guidelines concerning means of payment, and awareness-raising measures to be taken in regard to the key personnel faced with this kind of situation. Internal fraud prevention is based on the Code of Ethics and Conduct as well as on specific training or awareness initiatives. It is described in chapter E, "Workforce-related, social and environmental information", page 214.

2.4 Workforce-related and social risks

The Group's workforce-related and social risks are set out in full in section 4 of chapter E, "Workforce-related, social and environmental information", which reports on the duty of vigilance plan (pages 244 to 269). The information provided in this section includes both the effects of VINCI's activities on workforce-related and social issues and, vice versa, the impact of those issues on the Group's risks.

Group companies are subject to risks related to the working conditions of their employees. They must also deal with the significant impact they have on the stakeholders and residents of the territories in which they are active. These workforce-related and social risks are taken into account at every stage of the project and are analysed far upstream so as to identify local issues and the expectations of stakeholders, including employees and their representatives. Appropriate measures are implemented as a result of this analysis. Similar analyses are carried out regularly throughout the life of each project.

2.4.1 Human rights

VINCI companies have strong roots in the regions where they operate; these areas have very different labour standards. The companies must also meet international standards of human rights: the Global Compact, which VINCI signed in 2003, the UN Guiding Principles on Business and Human Rights and the eight fundamental ILO conventions.
Group companies ensure that they uphold human rights in their operations and place great importance on their employees' working conditions and those of their subcontractors. They remain exposed to allegations brought or controversies raised by human rights organisations, local communities and residents, international organisations or financial institutions. These can affect the Group's image.

Risk identification	Risk management procedures
– Risks inherent to the nature of the construction business: labour-intensive, cyclical character and multiplicity of participants in the value chain (subcontractors, temporary staff) – Lack of personnel training and/or clear guidelines, non-compliance with Group rules *Possible consequences:* – Deterioration in relationships with stakeholders – Legal proceedings and potential conflicts with employee representative bodies, human rights organisations and other NGOs – Lack of credit with investors and international organisations – Damage to the Group's reputation	– Developing and disseminating VINCI's Guide on Human Rights (www.vinci.com/vinci.nsf/en/item/guide-on-human-rights.htm), identifying Group-level risks and the related guidelines in favour of human rights – Identifying potential sources of project controversy and risks incurred in the region – Implementing the appropriate legal, management and coordination tools (clauses for subcontractors, election of employee representatives, dialogue with local communities, etc.) – Evaluating human rights in subsidiaries – Implementing training and raising awareness among managers and their team members – Taking part in sectoral and collaborative human rights initiatives

2.4.2 Health, safety and security of employees and subcontractors

Health and safety
Employees of VINCI companies and subcontracting companies are required to work on the often complex projects and operations that the Group carries out. This can threaten their health, safety, hygiene and the quality of their life at work. The health and safety coordinators of the Group's business lines have identified several major risks.
In case of accident or near miss, the affected company's business can be slowed considerably, and appropriate corrective measures must be implemented before it can be restarted.

Security
Given the large number of countries where the Group operates, some activities may be affected by various forms of social and political instability (terrorism, armed conflict, embargo, seizure of bank accounts or equipment, etc.), as well as malicious acts such as vandalism and theft on construction sites, or criminal acts such as physical attacks or kidnapping.

Risk identification	Risk management procedures
Health and safety Given the complexity and increasing constraints imposed on worksites, the major identified risks are related to: – moving objects (equipment, vehicles); – falling objects; – working at height; – electrical equipment; – handheld mechanical tools; – traffic risks; – health crises (epidemics or pandemics). *Possible consequences:* – Deterioration in health and safety conditions for employees and subcontractors – Longer lead times due to work stoppages and business operating losses – Damage to the Group's reputation	– Analysing risks as far upstream as possible and at the start of operations – Supplying appropriate personal protective equipment – Implementing prevention and operating procedures deriving from the evaluation of risks (markers, guardrails, stairways, etc.) – Performing dedicated audits and obtaining certifications (OHSAS, ISO 45001) – Organising training and awareness-raising events – Implementing reporting tools, in particular digital tools – Creating partnerships with outside organisations such as France's Institute for an Industrial Safety Culture (ICSI) – Including dedicated clauses in contracts with subcontractors – Implementing remote working solutions for employees whose physical presence is not required – Adhering to public health guidelines implemented by local authorities, such as the guide put out by the French Professional Agency for Risk Prevention in Building and Civil Engineering (OPPBTP)
Security The local geopolitical context is linked to the economic, social and political issues present in the region, influencing the security conditions of employees and subcontractors. *Possible consequences:* – Deterioration in security conditions for employees – Threat to business continuity with potential contractual consequences	– Constant surveillance of geopolitical and security-related issues and dissemination of information about evolving risks to Group companies and projects – Providing drivers in high-risk areas – Specific recommendations for protection of people and property – Awareness programmes for travelling employees and expatriates – Audits and special protection plans – Crisis management measures – Dialogue with customers about terms of partial or full shutdown of activity

2.4.3 Attracting and retaining talent

It is essential for the Group to be able to attract and retain talent. Worksite activity changes very quickly, and companies that have specialised skills and expertise have a competitive advantage in responding to calls for tender.

Risk identification	Risk management procedures
– Unattractive Group businesses; little awareness of the employer brand associated with Group companies – Lack of inducement and professional advancement *Possible consequences:* – Difficulty in retaining qualified employees trained in the Group's specific business lines – Difficulty in responding to project needs – Project delays or cancellations – Damage to the Group's reputation in the event of deficient work quality due to a lack of proper skills	– Improvement of the skills of Group employees according to a human capital development cycle (training and development objectives in the annual performance review) – Implementing a training programme for every employee – Creating programmes that foster internal job mobility – Forging local partnerships with economic, social, institutional, academic and non-profit entities – Developing the skills of locally recruited employees, especially those hired under programmes to help people integrate the workforce – Promoting diversity among employees by combating discrimination in Group companies – Employee profit-sharing (Group level) – Encouraging community outreach among Group employees

2.5 Environmental risks

Group companies might be subject to risks related to the environmental conditions in the projects and regions where they operate, in particular risks related to climate change and the potential contamination of natural environments.

These risks are analysed during the tendering phase with respect to the human, technical, financial and legal issues they represent. Solutions are devised and scaled with the development teams so as to take environmental risks into account as far upstream as possible. VINCI analyses the environmental protection needs of the region concerned. If necessary, VINCI supplements this analysis through consultation with local stakeholders and regularly re-evaluates the risks depending on how business activities evolve. VINCI then implements the technical and organisational solutions it can to reduce these risks to a minimum. Environmental risks are also evaluated with the insurance companies so as to adapt contracts to the projects' residual risks.

How these risks are taken into consideration changes over the course of a project's life, including during the infrastructure's operation phase. The cost of reconstruction following major weather events may be partly covered by insurance companies. Environmental risks go beyond economic aspects and extend to VINCI's image and reputation, as operations can suffer long-term consequences if a risk event occurs. Taking a longer-term view, regulatory changes, as well as the development of the market and certain technologies, can constitute ecological transition risk factors.

The environmental risks related to the Group's activities and their potential consequences on the environment are detailed at greater length in the non-financial performance statement, presented in chapter E, "Workforce-related, social and environmental information", pages 216 to 243.

2.5.1 Climate change and increasing scarcity of resources

Climate change has made extreme climate events more frequent and more severe, making environmental risks more significant for the Group's activities. These risks include:

- "storms", a general term that includes weather events causing high winds and precipitation (rain, snow and hail);
- wide variations in temperature (heat or cold waves);
- flooding, from rivers overflowing their banks, run-off from heavy precipitation, or rising sea levels, which can cause landslides and exacerbate erosion;
- rockslides or other ground movements, such as the expansion and contraction of clay, which can affect buildings and infrastructure.

At the same time that the natural climate balance is changing, certain raw materials (minerals, rare metals, fossil fuels) are becoming more scarce, and regions subject to water stress are expanding. The Group's activities depend on the availability of these resources. Their increasing scarcity has a direct impact on the Group's ability to obtain the materials it needs for its projects and concessions.

Risk identification	Risk management procedures
– Increasing scarcity of resources, expansion of areas of water stress – Extreme weather events *Possible consequences:* – Damage to installations and equipment – Deterioration in health and safety conditions for employees – Financial impact resulting from increased expenses necessary to maintain or repair damaged infrastructure and equipment, operating losses and construction delays – Financial impact resulting from possible increases in the cost of certain materials – Impact on the Group's image and reputation in the event of deficient quality of service, such as substandard work or missed delivery deadlines – Loss of business, or of projects' financial profitability, as a result of regulatory or market changes	– Prior identification of the risks affecting the specific area and implementation of technical facilities to mitigate extreme weather events (cofferdams, pumps, retention basins, cooling equipment, etc.) – Establishing a business continuity plan (BCP) for certain concession assets (e.g. airports) – Emergency procedures, in cooperation with local actors, to respond to extreme climate events (inclement weather work stoppages for employees, equipment removal, etc.) and cooperation with local officials to implement appropriate emergency and work resumption measures – Managing unplanned events with the appropriate insurance company departments – Implementing ecologically designed solutions to reduce the use of certain raw materials and to reuse or recycle construction materials after demolition in a circular economy approach – Identifying project sites in areas of water stress so as to adapt construction and operation methods – Reducing water consumption and development of solutions to reuse water at certain sites – Adapting processes and technology watch

2.5.2 Environmental quality and presence of contaminants

The risk of working on a deteriorated or polluted parcel of land is substantial in the urban environment, where past industrial installations may have had a negative impact on soil quality and functions or other aspects of the natural environment. If it is impossible to determine who caused the deterioration, the developer is often responsible for site remediation so as to ensure the durability of the new buildings and infrastructure. Filling in old quarries, decontaminating soil and treating waste are activities that entail significant cost and extend the lead times of certain worksites and development projects. In addition, before recycling or treating materials, it is necessary to check that there are no contaminants, including invasive plant species.

Risk identification	Risk management procedures
Risk of working on a deteriorated or polluted parcel of land *Possible consequences:* – Financial impact resulting from increased expenses necessary to remediate sites and from construction delays – Deterioration in health and safety conditions for employees – Impact on the Group's image and reputation in the event of deficient quality of service, such as substandard work or missed delivery deadlines	– Identifying polluted and degraded land and estimating treatment costs – Managing unplanned events with the appropriate insurance company departments – Protecting employees working on land exposed to risks – Implementing techniques and procedures to decontaminate and reprocess polluted or degraded components

2.6 Business ethics risks

Group companies work autonomously in an international environment with a multitude of stakeholders who participate in or are impacted by the Group's operations: project managers and their representatives, concession-granting authorities, regulatory authorities, contractors, architects, design offices, joint contractors, subcontractors, suppliers (including local suppliers of concrete, aggregates and water, etc.), service providers (inspectors, transporters, freight forwarders, charterers, insurers, bankers, etc.), local residents, communities, users, etc.

Moreover, the Group's international expansion, in particular through acquisitions, accentuates the risk of exposure to internal or external fraud, to infringements of the Group's ethical principles or of regulations, in particular with regard to corruption. If such infringements were committed, VINCI would be subject to fines, exclusion from public contracts, remedial action or contract termination. Such infringements would also tarnish the Group's image, erode the trust of investors, customers and partners, tarnish its reputation, and reduce its ability to respond to calls for tender.

Risk identification	Risk management procedures
– Infringement of the Group's ethical principles – Infringement of anti-corruption regulations – Infringement of competition rules *Possible consequences:* – Fines – Exclusion from public contracts – Remedial action or contract termination – Damage to the Group's image or reputation – Difficulty in responding to calls for tender – Erosion in the trust of investors, customers or partners	– Strong commitment of management at the highest level – Broad distribution of two reference documents within the Group: • the Code of Ethics and Conduct, which sets out the rules and the conduct incumbent upon all of the Group's companies and employees; • the Anti-corruption Code of Conduct, detailing the Group's rules for preventing corruption. – Structured corporate governance: the seven-member Ethics and Vigilance Committee (of whom five are members of the Executive Committee) supervises the deployment of compliance procedures covered by the Code of Ethics and Conduct as well as all subsequent updates to these procedures, in particular with regard to the following areas: • 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; • ensuring procedures are deployed in the business lines through a network of ethics coordinators: ▸ the Ethics and Compliance Club, which includes the Ethics and Vigilance Director, the Chief Audit Officer, as well as several representatives of the business lines and divisions, keeps close tabs on ethics-related legislation and promotes best practices; ▸ the GDPR Coordinators Club, which supports the business lines and ensures the Group complies with Regulation (EU) 2016/679 on data protection (GDPR). – Training programmes and information sessions to aid in the detection and prevention of corruption – Multicriteria evaluation of third parties (customers, suppliers, subcontractors, service providers) through questionnaires, due diligence and quality audits – Whistleblowing system: the VINCI Integrity online platform for reporting serious infringements of the Group's rules and commitments VINCI's internal system for managing ethical risks is described in paragraph 2.4, "Business ethics", of chapter E, "Workforce-related, social and environmental information", page 219.

2.7 Financial and economic risks

2.7.1 Changes in the economic and tax environment

Risk identification	Risk management procedures
Political uncertainty, changes in commodity prices and slowing economic growth could lead to a worsening of conditions on markets where VINCI operates. This could weaken demand and heighten competition. In addition, harsher tax provisions in countries exposed to rising government debt levels are putting further pressure on the profit margins of Group companies. Given the uncertainty about the future course of tax provisions, their impact cannot always be incorporated into proposals made to customers, or into external growth transactions.	– Diversification of the Group's business lines – Geographical diversification of the Group's activities

2.7.2 Financial risks

Risk identification	Risk management procedures
– Risk of credit rating downgrades VINCI enjoys investment grade ratings granted by two rating agencies, Standard & Poor's and Moody's. These ratings give the Group access to the financial markets at favourable terms and enable it to secure long-term resources to meet its investment needs. Credit ratings may be downgraded by the agencies as a result of events materially affecting VINCI's financial condition, a significant change in its business profile, or a change in the agencies' methodologies. The Group's financing terms could become dearer as a result and its access to the financial markets more difficult. – Counterparty risk stemming from contracts and financial instruments contracted with banks and other financial institutions, should the debtor be unable to honour all or part of its commitment. – Risk of a breach of the financial covenants included in certain financing agreements, which could trigger early repayment clauses.	– Monitoring procedure for financial ratios (both actual and projected) tracked by the agencies and contributing to the determination of the rating. Regular dialogue with agency analysts and tracking of any agency methodology changes that might have an impact on the Group's rating. When the Group is considering a major acquisition, it performs financial projections to simulate the acquisition's impact on its financial structure. For the most significant acquisitions, these simulations are presented to the rating agencies so as to obtain their preliminary opinion on the potential impact of proposed transactions on the Group's rating. – The Group has a reporting system for tracking financial covenants. If necessary, the Group negotiates with lenders to prevent a potential event of default triggered by non-compliance with covenants. – The management of financial risks is detailed in Note J.27 to the consolidated financial statements, page 335.

3. Risk management principles and participants

3.1 Reference framework, definitions and scope of risk management and internal control

In July 2010, the Autorité des Marchés Financiers (AMF, the French securities regulator), published a reference framework concerning risk management and internal control systems ("Cadre de référence sur les dispositifs de gestion des risques et de contrôle interne"). The VINCI Group uses this document as the basis for its own framework.
The risk management and internal control systems play complementary roles in monitoring VINCI's activities. They aim to identify and analyse the principal risks to which the Group's subsidiaries are exposed and help to:
- preserve the value, assets and reputation of the Group;
- secure decision-making procedures and other internal processes;
- ensure that initiatives are in line with the Group's values;
- foster a shared view of the principal risks among employees.

These systems, however well conceived and implemented, cannot provide an absolute guarantee that the Group will achieve its objectives.

In addition to setting up a specific system for the VINCI holding company, the Group also ensures that appropriate risk management and internal control systems function in its subsidiaries.
The scope of risk management and internal control includes fully consolidated subsidiaries.

3.2 Environment and organisation

3.2.1 Principles of action and conduct

The businesses in which VINCI operates require the personnel involved to be geographically close to customers in order to ensure the prompt delivery of solutions that are suited to their needs. To enable the manager of each business unit – of which there are around 3,200 in total in the Group – to take the required operational decisions rapidly, each business line has put in place an organisational structure suited to its activities.

In this context, the Group has delegated authority to operational and functional staff at all levels of the organisation. Delegation of authority and responsibility to these staff is carried out in compliance with the general guidelines (see paragraph 3.4.2, page 180) and the following VINCI principles of action and conduct:
- compliance with the rules common to the whole Group in respect of commitments, risk-taking (see paragraph 3.4.3, pages 180 to 181), acceptance of contracts (see same paragraph), and reporting of financial, accounting and management information (see paragraph 3.4.6, page 181);
- transparency and loyalty of managers towards their management superiors and towards the central functional departments of the business lines and the holding company. An integral part of operational managers' duties is to take decisions on matters falling within their area of responsibility, within the framework of the general guidelines they have received and accepted. Nevertheless, any significant difficulties encountered must be handled with the assistance, as necessary, of their management superiors and/or the functional departments of the business lines or the VINCI holding company;
- compliance with the laws and regulations in force in the countries where the Group operates;
- a culture of financial performance.

3.2.2 Organisational structures involved in risk management and internal control

VINCI's **Board of Directors** is responsible for validating the Group's strategic choices, ensuring that these choices are properly implemented and that the company functions properly. It carries out the controls and verifications that it believes are timely and appropriate. It considers all major matters concerning the Group's business. In its annual management report, the Board sets out the principal risks and uncertainties the Group faces.

The Board has adopted a set of internal rules that is regularly updated and has four specialised committees: the Audit Committee, the Strategy and Corporate Social Responsibility (CSR) Committee, the Remuneration Committee, and the Appointments and Corporate Governance Committee. The tasks delegated to the Audit Committee and the principal activities carried out in 2020 in this regard are presented in chapter C, "Report on corporate governance", page 150. They take into account the recommendations of the Afep-Medef code.

The **Executive Committee,** composed of 12 members at 31 December 2020, is in charge of implementing the Group's strategy, and of defining and monitoring the application of its risk management, finance, human resources, safety, information systems and insurance policies.

The holding company's functional departments ensure that the Group's rules and procedures as well as the decisions of VINCI's Executive Management are correctly enforced. Furthermore, these departments advise business lines on technical matters without interfering with operational decisions, which are the responsibility of the business lines under the Group's decentralised structure. The holding company had a staff of 326 at 31 December 2020.

To support the implementation and rollout of compliance programmes in the business lines and to ensure fair business practices, an **Ethics and Vigilance Department,** reporting to the Group's Executive Management, was created in January 2018, and an **Ethics and Vigilance Committee** was created in March 2018. This seven-member committee includes five Executive Committee members and ensures that the compliance procedures covered by the Code of Ethics and Conduct are deployed and updated as necessary, in particular with regard to:

- combating corruption;
- preventing serious violations of human rights and fundamental freedoms, harm to human health and safety, or damage to the environment in the context of the Group's activities.

The committee met four times in 2020 and reports annually on its activity to the Board of Directors' Strategy and CSR Committee. The Group's duty of vigilance plan is presented in section 4 of chapter E, "Workforce-related, social and environmental information", pages 244 to 269.

A **VINCI Information Systems Security Committee** was created at the end of 2018. The committee's role is to:

- validate the VINCI information systems security strategy and allocate the resources and funding necessary to implement it;
- be aware of incidents and manage major information system security crises;
- examine the key performance indicators of information system security.

The Information Systems Security Committee is composed of VINCI's Executive Vice-President and CFO, the Group's Chief Information Officer, the Chief Information Security Officer, the Chief Audit Officer, and VINCI's Chief Security Officer. It meets twice a year and reports on its activity to the Audit Committee of the Board of Directors.

The **Audit Department's** role covers the following areas:

- risk management: based on guidelines from the Group's Executive Management, it heads up the deployment and implementation of a structured system that makes it possible to identify, analyse and handle the principal risks. In this framework, the Audit Department provides methodological support to the subsidiaries' operational and functional departments. It organises and ensures the follow-up for the meetings of the VINCI Risk Committee, which reviews and authorises tenders exceeding certain thresholds set by the Group's Executive Management or presenting particular technical or financial risks;
- internal control: in addition to drafting and disseminating the general internal control procedures set by the holding company, the Audit Department organises an annual self-assessment survey of internal control, described in paragraph 3.4.7, page 181;
- participation in running the fraud prevention system in collaboration with the Security, Information Systems, Treasury and Financing departments;
- auditing: the department carries out its own assignments in the field, alongside or in support of the work performed by the business lines as well as assignments related to the internal whistleblowing procedure. In 2020, because of travel restrictions, 11 audit assignments were completed out of the 32 initially scheduled. These audits did not reveal any problems that might have a significant impact on the business or financial statements of the Group. The work of the holding company mainly consisted of coordinating the rollout of:
  - compliance oversight in the Group;
  - cybersecurity policies;
  - the social and environmental policy;
  - the policy to bring data processing into compliance with the EU's General Data Protection Regulation (GDPR).

Activities in 2020 are summarised in the table below:

Area	Description	Activities in 2020
Risk management	– Risk mapping of the 12 business lines and divisions, (*) and of the holding company – Risk committees	– Annual review of the Group's risk maps – 284 risk committee meetings
Internal control	Self-assessment survey	563 entities questioned, representing 86% of revenue
Fraud prevention	Register of fraud attempts	– 2,178 reports – 2 recommendations
Audit	Support for business line audits	11 joint audits between business lines and the holding company

(*) VINCI Autoroutes, VINCI Airports, VINCI Concessions, VINCI Energies, Eurovia, VINCI Construction France, VINCI Construction International Network, VINCI Construction UK, Soletanche Freyssinet, Entrepose, VINCI Construction Grands Projets, VINCI Immobilier.

The **Insurance Department** proposes and implements the Group's insurance strategy, as validated by the Executive Management (see paragraph 3.5, pages 182 to 183).

The **business lines** carry out their activities based on the principles of action and conduct described in paragraph 3.2.1, page 178. The operational teams in each business line are monitored at several levels: operational management, support functions (management control, quality, safety, information systems) and periodic internal audits.
Various committees bring together the people involved in decision-making, in particular the VINCI Risk Committee (see paragraph 3.4.3, page 180, for information on how it functions), the business line risk committees, and the treasury committees (see Note J.26 to the consolidated financial statements, page 333).

3.3 Risk management

The policy set by VINCI's Executive Committee aims to comply with legal requirements and to ensure that risks are monitored in as uniform a manner as possible. Risk monitoring is integrated into the reporting process (for accounting and financial, health and safety, social and environmental data) and into the schedules set by the existing procedures related to commitments and periodic monitoring of operations as described in paragraph 3.4 below. Through this approach, the Executive Management is informed on risks that have materialised, their consequences and related action plans. Risk maps have been created for the Group's 12 main business lines and divisions as well as for the holding company, thereby encompassing all of VINCI's activities, in line with the methodology of the white paper under the title "Mise en œuvre du cadre de référence actualisé de l'AMF" (Implementing the AMF reference framework). These maps are reviewed annually. The review involves:
- listing the main sources of identifiable risk, either internal or external, that represent obstacles to the achievement of the Group's objectives and which can be financial risks, risks to people or reputation risks;
- assessing risk severity on a qualitative scale, taking into account the potential impact, likelihood and degree of control of the various events constituting risks;
- implementing proper handling of these risks.

Risk scorecards are created for each business line, based on the principal entities' risk maps. They are used to present and assess, in a uniform manner, events that might affect projects examined by the Risk Committee.

3.4 Internal control

The main procedures described below are common to all companies in the Group. They are complemented by specific procedures within each business line, in particular for the monitoring of projects and the preparation of financial and accounting information.

3.4.1 Compliance with laws and regulations

The Legal Department of the holding company is responsible for:
- maintaining a legislative watch related to the various applicable rules;
- monitoring major acquisition projects and disputes;
- informing affected employees about rules pertaining to securities transactions.

The main measures relating to legal and regulatory controls are presented in paragraphs 2.3, "Respect for human rights", and 2.4, "Business ethics", of chapter E, "Workforce-related, social and environmental information", pages 213 to 216.

3.4.2 Application of the guidelines and instructions of the Executive Management

The Chairman of VINCI Autoroutes, the Chief Executive Officer of VINCI Concessions, the chairmen of the companies heading business lines in the Contracting business (VINCI Energies, Eurovia and VINCI Construction), and the Chairman of VINCI Immobilier exercise the powers given to them by law. Under the Group's internal organisation, they are also required to comply with the general guidelines issued for them by VINCI's Chairman and Chief Executive Officer and which were updated in January 2019.
These apply to the following areas:
- adherence to the VINCI Manifesto and the guidelines that explain it, which are accessible on the Group's website;
- commitments;
- reporting to the holding company of accounting and financial information, and information relating to human resources, safety, environment, human rights, disputes and litigation, insurance policies and claims, etc.

These general guidelines include compliance with the Group's procedures regarding bidding or investments. These procedures define the thresholds above which specific authorisation must be obtained from the appropriate committees, namely the Risk Committee or the Board of Directors' Strategy and CSR Committee, or where prior notification must be given to the Chairman and Chief Executive Officer of VINCI and/or to the VINCI functional departments involved.
These guidelines are cascaded through the organisation by the heads of the business lines to their operational and functional staff for the provisions concerning them, as well as to managers serving as company officers in the companies in their business line.

3.4.3 Procedures related to commitments and the VINCI Risk Committee

The role of the VINCI Risk Committee is to assess, ahead of the commitment phase:
- acquisitions and disposals of businesses;
- the terms and conditions of tenders for construction works which, by virtue of their scale, complexity, specific financing characteristics, location or technical characteristics, entail specific risks, especially those of a technical, legal or financial nature;
- property development transactions;
- public-private partnerships (PPPs), concessions or any other long-term commitments.

The monetary thresholds for vetting by the VINCI Risk Committee before a bid is submitted are defined in the general guidelines. Thresholds below those necessitating a review by the Risk Committee require that an information sheet be sent to VINCI's Executive Management.

The VINCI Risk Committee has the following members:
- the Chairman and Chief Executive Officer of VINCI or a delegated executive vice-president for the largest projects;
- the Chairman (or Chief Executive Officer) of the business line involved;
- the Executive Vice-President and Chief Financial Officer of VINCI for property development projects, concession projects and acquisitions;
- the Chief Audit Officer;
- the operational representatives of the entity presenting the project.

3.4.4 Procedures related to monitoring of operations

The business lines each have an operations monitoring system that is tailored to the specific nature of their activities and that enables them to monitor the progress of projects and contracts as well as human resources (HR) indicators. These systems are compatible with those used to prepare and process financial and accounting information as described below, as the holding company performs a consolidation for the principal indicators.
Monthly dashboard reports on business, new orders, the order book, key operating indicators and the Group's net financial debt are prepared on the basis of information provided by the business lines.
The senior managers of the business lines and divisions prepare a monthly report on key events.
The budget procedure is common to all Group business lines. It is built around five key dates in the year: the initial budget for year Y at the end of year Y–1, followed by four quarterly updates over the course of year Y. The business lines also participate in regular monitoring of VINCI's social and environmental responsibility commitments as indicated in the "Sustainable development" chapter, page 24, and in HR monitoring, with a particular emphasis on the safety of people working at each of the Group's sites.

3.4.5 Business continuity plans

In Concessions, business continuity plans have been put in place for each element of infrastructure under concession (airports, motorways, stadiums, tunnels). They call for measures to be implemented and for the organisation to be adapted to various crisis scenarios, including public health crises.
The Group's other subsidiaries have also developed business continuity plans, notably to ensure operational effectiveness when faced with a health crisis or following an extreme weather event.

3.4.6 Procedures related to financial and accounting information

The Budgets and Consolidation Department, reporting to the Finance Department, is responsible for the integrity and reliability of VINCI's financial information (parent company and consolidated financial statements), which is disseminated inside and outside the Group.
To ensure the statements are produced, the department is specifically in charge of:
- preparing, approving and analysing VINCI's half-year and annual parent company and consolidated financial statements, as well as quarterly information, forecasts and the monthly dashboard reports;
- identifying, consolidating, monitoring and controlling the off-balance sheet commitments of the Group's subsidiaries;
- establishing, disseminating and monitoring the Group's accounting procedures and checking their compliance with the accounting standards in force;
- coordinating the Group's financial information system, which includes the consolidation process and unifies VINCI's various reporting systems.

The Budgets and Consolidation Department establishes the timetable and closure instructions for the preparation of the Group's consolidated financial statements and communicates them to the business lines. The Group's accounting rules and methods are available on VINCI's corporate intranet. At each accounts closing, business lines transmit to the Budgets and Consolidation Department an analysis of the consolidated data submitted.

The Statutory Auditors present their observations, if any, on the consolidated financial statements to the Audit Committee before they are presented to the Board of Directors.
Before signing their reports, the Statutory Auditors request representation letters from VINCI's Executive Management and senior management of the business lines.

3.4.7 Annual self-assessment of internal control

The Group's Audit Department conducts an annual self-assessment survey of internal control. In 2020, 563 legal entities, representing 86% of the Group's consolidated business activity, participated in the survey. The recurring aspects of the survey relate to the internal control environment, financial and accounting information, the environment, human rights, compliance and IT security. This year, the dominant theme was insurance cover. The survey was conducted using specialised software that also enables entities to manage their action plans. A summary of the survey, prepared by the holding company's Audit Department, was presented to the Audit Committee in December 2020.

3.4.8 Annual internal control reports

Each year, the business lines must provide the Group's Audit Department with an internal control report covering their scope. These reports must contain the following information: the reference framework, the internal control environment, the people and entities involved in risk management and internal control, the activities and audits carried out during the year and those planned for the following year.

3.4.9 Feedback

Each year, the Group's Audit Department selects a project in each business line that experienced specific difficulties and asks that business line to draw up a report providing feedback. This report must describe the project, explain the difficulties encountered and what went wrong. It must also suggest improvements to the internal control system. The Chief Audit Officer presents a summary of these reports to the Group's Audit Department.

3.5 Insurance cover against risks

3.5.1 Overall policy

VINCI's general insurance policy places a strong emphasis on prevention and risk protection. Given the Group's decentralised organisation, this policy is defined at several levels of responsibility.
VINCI's Executive Management, based on recommendations from the Insurance Department, lays down the general guidelines and in particular the standards applicable to all subsidiaries.

Within this framework, and after identifying and analysing the risks relating to their activities, the business line or division managers define the optimum trade-off between the level and extent of the guarantees available in the market and the cost level (premiums and uninsured losses) enabling business units to remain competitive. With a view to prevention and cost optimisation, policyholder deductibles are defined on an individual subsidiary basis. Self-insurance budgets have been set up for liability insurance, motor vehicle insurance, and property and casualty insurance in certain business lines.

In addition to subsidiaries' own specific cover, VINCI also takes out cover on behalf of all its subsidiaries, in particular regarding the fields detailed below:
- supplementary liability cover in addition to the first levels of cover arranged by subsidiaries;
- liability protection for company officers;
- liability cover for environmental damage;
- protection against fraud risks;
- protection against cyber risks.

VINCI has its own brokerage firm, VINCI Assurances, in charge of consolidating insurance policies and harmonising cover within the Group. VINCI Assurances acts as a broker for most of the French subsidiaries and bears no financial risk as an insurer.

3.5.2 Loss prevention and claims exposure

Loss prevention arrangements are systematically adopted on construction sites as well as operating sites. This policy, which places importance on training, forms part of the VINCI companies' approach to quality assurance and the prevention of workplace accidents.
The Group's liability claims exposure is characterised, on the basis of available statistics and without prejudging any actual liability in the specific cases involved, by a small number of incidents involving more than €1 million, a few medium-sized incidents, ranging from €100,000 to €1 million, and a high number of small incidents (several thousand) of less than €100,000 each. To a large extent, this last category is borne directly by subsidiaries as policyholder deductibles or under self-insurance cover.

3.5.3 Insurance in concessions and service activities

Property and business interruption insurance

Operating infrastructure under concession involves potential Group damage exposure to assets under its responsibility, whether accidental or not, that could result in an obligation to rebuild (including the related costs), and to financial consequences resulting from the interruption of operations and debt service requirements to financing providers. Business interruption insurance is intended to allow concession operators to restore an income stream interrupted or reduced by an accidental event affecting the normal operation of an asset, thus enabling the operator to meet any financial commitments towards lenders and cover ordinary operating overheads during the reconstruction period.
As a general rule, bridges and tunnels are insured for accidental destruction. Resulting operating losses are also guaranteed, less the deductible, which varies from one contract to another and is expressed as a fixed amount or as a number of days of interruption. Linear infrastructure (motorways and rail lines), the complete destruction of which is deemed highly unlikely, is not systematically covered for business interruption losses, since the total and prolonged shutdown of their operations is not taken into consideration. Deductibles are determined on a case-by-case basis to ensure that the concession's earnings are not materially affected by an accidental interruption in traffic.

Liability insurance

Concession assets operated by VINCI subsidiaries in France or elsewhere are also covered by specific liability insurance arrangements, which are coordinated with the complementary cover at Group level. These arrangements are specifically designed to meet local legal requirements and those specified in concession agreements. Concession operations in which VINCI is a minority shareholder do not generally benefit from the Group's complementary liability insurance taken out on behalf of all entities.

Responsibility linked to airport activity is covered by specific airport operator liability insurance programmes:
- the programme set up by the Union des Aéroports Français (UAF) for the French airports managed by VINCI Airports;
- a VINCI programme for airports under concession in Portugal, Cambodia, the Dominican Republic, Brazil and Serbia;
- specific programmes for all other countries.

3.5.4 Insurance in contracting activities

Liability insurance

Subsidiaries are exposed to their liability for bodily, physical or consequential damage caused to third parties, including customers or project managers.

The liability insurance taken out by the Group comprises the primary coverage put in place at the subsidiary level, intended to cover ordinary losses, and additional coverage taken out by VINCI for the benefit of all subsidiaries.

In addition to this basic cover, specific insurance is taken out as a result of legal or contractual requirements or management decisions, particularly in areas such as:
- 10-year liability in France;
- motor vehicle liability insurance.

Property and casualty insurance
Contractor's All Risks (CAR) insurance is generally taken out for major construction sites. In particular, this covers physical damage arising from accidents or natural events up to the full value of the project.
Office buildings and fixed production facilities are covered for a contractual rebuilding value. Site plant and equipment are covered case by case and depending on the economic advantage of insuring them, based on value, type and age.
Vehicles, which are mostly pooled within fleets by subsidiary, are generally insured only against third parties.

3.6 Work to be done in 2021 and beyond

VINCI endeavours to constantly improve the way risks are managed and internal control is carried out in the Group. To do this, the Group's Audit Department is in charge of the community of business line internal controllers, in coordination with the Ethics and Vigilance, Information Systems and CSR departments.

E. Workforce-related, social and environmental information

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

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

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

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

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

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

This chapter contains VINCI's non-financial performance statement published in line with Articles L.225-102-1 and R.225-104 to R.225-105-2 of the decree passed in July 2017, which transposed Directive 2014/95/EU of 22 October 2014, known as the Non-Financial Reporting Directive, into French law.
The non-financial performance statement includes the following information:
- the Group's business model, as described in the "Direction and strategy" chapter of the Universal Registration Document, pages 14 to 15;
- the description of the Group's main all-round performance commitments, presented in the "Sustainable development" chapter of the Universal Registration Document, pages 24 to 33;
- the description of the main non-financial risks, presented in chapter D, "Risk factors and management procedures" of the Report of the Board of Directors, pages 170 to 183;
- the description of the programmes and action plans implemented by VINCI to address its social and environmental issues, and the results of these programmes, including key performance indicators, presented in this chapter.

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

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

Summary table – Non-financial performance statement

Issue	VINCI's response	Action plan	Key performance indicators	Materiality(*) Contracting	Materiality(*) Concessions	Coverage in chapter E
Health, safety and security of employees, temporary staff and subcontractors	- Zero accident objective at all levels - Promote a Group-wide safety awareness culture - Specific prevention programmes to manage the health crisis	- Network of occupational health and safety specialists in business lines - Health and safety training - Mapping of the Group's major risks - Reporting procedure and analysis of near misses, severe accidents and fatal accidents	- Objective to strive for zero accidents - Percentage of companies with no lost-time workplace accidents - Lost-time workplace accident frequency rate (employees and temporary staff) - Lost-time severity rate (employees)	■■■	■■■	1.2 Pages 190-193
Employability and skills development	- Promote sustainable employability by developing skills and sharing the benefits of performance	- Employer brand campaign and improvement of new employee orientation process - Innovative upskilling tools - Development of complementary training programmes between the Group and business lines - Ambitious employee share ownership plan and other employee benefits	- Percentage of permanent employment contracts among new hires - Average number of training hours per employee - Percentage represented by all employee benefits in the Group's added value - Percentage of employees holding units in the Castor company mutual fund	■■■	■■■	1.3 Pages 194-198
Social dialogue	- Ensure continuity in social dialogue via a decentralised organisation to better reflect the needs of each business line - Advance social innovation within the Group and create new forms of dialogue	- Online platform for the European Works Council (EWC) - Innovative training for the Group Works Council (GWC) and EWC members - CSR Committee for the EWC - Consultation Committee for the GWC - Collective agreements	- Percentage of staff represented by employee representatives - Percentage of Group employees covered by collective agreements outside France - Number of employees worldwide serving as employee representatives	■■	■■	1.4 Pages 198-200
Inclusion and diversity	- Overarching inclusion objective: prevent all forms of discrimination and promote equality - Develop a diversity culture - Promote gender equality - Support people with disabilities	- Network of diversity coordinators - Training to develop inclusive management - Self-assessment tool on discrimination - Accreditation for certain Group companies - Targets relating to the proportion of women in management and senior leadership roles - Work on the inclusion of people with disabilities	- Targets: increase the percentage of women hired or promoted to management positions to 28% and the percentage of women members on the Group's management committees to about 17% - Number of companies with diversity accreditation - Gender equality index in France - Percentage of women managers - Percentage of female senior executives (management and executive committees) - Percentage of managers and non-managers with disabilities	■■	■■	1.5 Pages 200-203
The Group's socio-economic footprint in regions	- Strong local roots and contributions to regional development, work to improve acceptability of Group projects - Maintain social cohesion in regions through professional integration - Relations with civil society	- Measurement of the socio-economic footprint of businesses in France and for a number of major projects - Further development of VINCI Insertion Emploi (ViE) and of the Give Me Five programme and other actions to promote integration - Employee engagement and support for initiatives via the Group's foundations - Dialogue, consultation and exchange with stakeholders, regional leaders, customers and users	- Number of jobs supported in France and contribution to GDP - Number of people on ViE integration programmes - Number of integration hours under ViE programmes - Number of social joint ventures - Total amount paid by Group foundations to prevent exclusion and promote integration - Exceptional amount paid to the Fondation VINCI pour la Cité during the Covid-19 crisis	■■	■■	2.1 Pages 203-210
Relations with suppliers and subcontractors	- Develop a responsible purchasing approach - Support the development of suppliers and subcontractors - Take social and environmental criteria into account in the Group's purchases	- Strengthened governance of responsible purchasing - Publication of a practical guide on responsible purchasing - Development and delivery of tools and training - Supplier self-assessment questionnaire and CSR improvement plans - Strengthened vigilance and management of social risks in subcontracting	- Percentage of purchases made locally - Percentage of purchases incorporating responsible purchasing criteria - Percentage represented by SMEs among the Group's approved suppliers - Number of people aware of the responsible purchasing initiative	■■	■■	2.2 Pages 210-213
Human rights	- Commitment to respect the rights of people and local communities that could be impacted by VINCI projects and to prevent serious human rights violations	- Analysis and mapping of human rights risks associated with business activities - Publication of VINCI's Guide on Human Rights - Training and e-learning modules - Prevention and evaluation programmes - Continuation of pilot projects on ethical recruitment practices - Implementation of a basic social protection system for all Group employees	- Percentage of staff who have received VINCI's Guide on Human Rights - Percentage of Group employees covered by human rights assessments in high-priority countries - Number of entities and countries covered by human rights assessments - Target to cover 100% of the workforce in high-priority countries by human rights assessments	■■■	■■■	2.3 Pages 213

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

Issue	VINCI's response	Action plan	Key performance indicators	Materiality (*) Contracting	 Concessions	Coverage in chapter E
Business ethics	- Group-wide training approach coordinated at the highest level of the organisation - Code of Ethics and Conduct, Anti-corruption Code of Conduct, Guide on Human Rights, and statement on occupational health and safety - Programme to teach new concepts and drive exemplary management	- Ethics and Compliance Club - GDPR Representatives Club - Ethics e-learning and classroom training - Dissemination of framework documents (Code of Ethics and Conduct, Anti-corruption Code of Conduct, etc.) - Whistleblowing procedure, VINCI Integrity platform - Third-party assessment process through a questionnaire and quality audit	- Number of employees trained on ethics	■■■	■■■	2.4 Pages 214-216
Climate change	- Reduce greenhouse gas emissions by 40% - Act throughout the value chain by working to reduce indirect greenhouse gas emissions - Adapt structures and businesses to improve their resilience to climate change	- Integration of eco-design throughout the project life cycle - Transformation of light vehicle fleet - Modernisation of site machinery and heavy vehicle fleet - Use of renewable energy via electricity self-consumption, signing of power purchase agreements (PPAs) and purchases of guarantees of origin - Reduction of emissions caused by the use of materials in projects - Act on the energy performance of structures - Encourage low-carbon mobility and carbon-free energy solutions	- Greenhouse gas emissions (Scopes 1, 2 and 3 in tCO_2eq) - Number of EV charging stations installed on the French motorway network - Energy intensity in MWh/€m of revenue - Monitoring of energy consumption - Amount of electricity from renewable energy sources (in MWh)	■■■	■■■	3.2 Pages 221-230
Circular economy	- Promote the use of construction materials and techniques that use natural resources reasonably - Improve waste sorting for systematic recycling and reuse – Increase the availability of recycled materials in order to reduce the extraction and use of virgin materials	- Use of recycled materials and limitation of the extraction of virgin materials - Use of reused or reconditioned materials - Use of low-carbon concrete and biosourced materials - Improve waste recycling and recovery - Development of techniques and materials that economise on natural resources - Waste recycling platforms for construction worksites at Eurovia - Development of circular economy solutions - Stakeholder relations and collaboration with professional organisations on the environmental impacts of raw materials	- Amount of recycled mix to maintain VINCI Autoroutes motorways - Breakdown between hazardous and non-hazardous waste - Percentage recovery of hazardous and non-hazardous waste in the Concessions business - Percentage of asphalt mix made with reclaimed asphalt pavement at Eurovia - Number of worksite waste recycling platforms at Eurovia - Percentage of recycled materials production in total aggregate production at Eurovia	■■■	■■	3.3 Pages 230-235
Natural environments	- Prevent environmental nuisances and incidents by systematically implementing an environmental management plan at all Group businesses - Optimise water consumption, especially in areas of water stress - Aim to achieve no net loss of biodiversity	- Develop partnerships with organisations, research centres and design offices in areas relating to biodiversity preservation - Reduction of noise and light pollution - Prevention of water pollution - Optimisation of water consumption in areas of water stress - Prevention of the loss of natural land - Limitation of the fragmentation of natural habitats and maintenance of ecological connectivity - Restoration of the ecological balance of wetlands and waterways - Control and removal of invasive non-native species and conservation of local plant life	- Number of partnerships in effect - Percentage of motorways in France with systems to protect against accidental pollution - Consumption of water purchased and water from boreholes in cubic metres - Percentage reduction in the use of phytosanitary products in the Concessions business - Number of crossings for small and large wildlife and length in kilometres of fenced sections installed along VINCI Autoroutes motorways - Percentage of quarries that have created a local committee for consultation and monitoring - Percentage of quarries that have formed partnerships with local naturalists	■■	■■■	3.4 Pages 235-243

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

1. Workforce-related performance

1.1 Employees, drivers of the Group's performance

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

1.1.1 Workforce

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

At 31 December 2020

217,731 employees worldwide

16.1% Women

83.9% Men

8% Concessions

92% Contracting

In nearly **120** countries

46.3%	29.5%	11.7%	6.9%	5.6%
France	Europe excl. France	Americas	Africa	Rest of the world

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

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

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

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

Workforce at 31 December 2020 by age

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

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

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

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

1.1.2 Types of employment contract, and changes

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

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

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

(1) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.
(2) Unlimited-term contracts for France.
(3) Contract type specific to France.
(4) Fixed-term contracts for France.

1.1.3 Organisation of work

Hours worked

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

Absenteeism

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

Days of absenteeism by cause, with change (*)

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

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

Protecting jobs

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

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

1.1.4 Recruitment and departures

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

Recruitment

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

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

Reasons for departure

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

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

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

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

(1) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.
(2) Excluding changes in consolidation scope.
(3) Expiry of fixed-term, site or work-study contract, or retirement.
(4) Includes termination during trial period, furloughs, mutually agreed contract termination for France, and others.

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

1.2.1 Health and safety policy and prevention measures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.
(**) Lost-time workplace accident frequency rate = (number of lost-time workplace accidents × 1,000,000)/number of hours worked.
(***) Workplace accident severity rate = (number of days lost due to workplace accidents × 1,000)/number of hours worked.

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

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

(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.
(**) Occupational illness frequency rate = (number of recognised occupational illnesses × 1,000,000)/hours worked.
(***) Occupational illness severity rate = (number of days lost through occupational illness × 1,000)/hours worked.

Group performance in terms of health and safety

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

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

1.2.2 Employee security

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

The Group's Security Department is responsible for assessing, preventing and supporting the management of these risks, which cover risks of large-scale natural and health disasters, by recommending necessary measures, including:
- ongoing monitoring of the geopolitical, social and security context, security risk mapping of all countries worldwide, and communication of information about situations for prevention purposes to company and project management staff;
- security risk assessment from the start of the bidding process to ensure that security issues are taken into account as early as possible;
- specific recommendations for the protection of individuals and property (hosting, accommodation and transport conditions adapted to the local context, site access protection, etc.);
- training and awareness programmes on preventing risks for travelling and expatriate employees;
- audits and special protection plans based on the local context;
- discussions with customers on the conditions of partial or total discontinuation of activities;
- monitoring systems and processes for travelling and expatriate employees to manage crisis periods;
- management of operations in periods of protection depending on the circumstances (lockdown, evacuation, repatriation).

1.3 Employability and skills development

1.3.1 General employer appeal, employability and skills development policy

Coordinating a decentralised group efficiently requires managers with an entrepreneurial mindset: managers who are independent and accountable, who can make decisions that respond to the specific needs of their on-the-ground reality. Sustainable employability and employee upskilling represent key drivers to help VINCI prepare for the future and meet the many technical, digital and managerial challenges it faces.
To boost the loyalty of its employees and its appeal as an employer, VINCI launched a Group employer brand campaign in 2018, working with the business lines. Through this campaign, "You will enjoy working with us", VINCI expresses its values and the advantages of its management model.

VINCI is ranked in the
Top 10
most attractive employers
and is
No. 1
in the construction industry (*)

(*) 2020 Universum survey of engineering students in France

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

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

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

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

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

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

Group performance in terms of employability

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

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

1.3.2 Skills development and training

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

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

16
hours of training on average per employee

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

Group performance in terms of training

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

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

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

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

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

- **VINCI Academy actions**

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

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

A virtual version of the training pilot programme on diversity issues, which aims to cultivate a more inclusive management approach within the Group, was created with virtual classes to maintain its launch planned for December 2020. This training is featured alongside online modules on diversity and disability.
VINCI is also developing other innovative training methods to offer employees learning formats that are better adapted to their needs. For example, the Group is experimenting with robotics, virtual and augmented reality, and the structured and didactic form of work-based training known in France as *action de formation en situation de travail* (Afest) at some business lines before rolling them out more widely.

- **Training actions implemented by business lines**

Business lines also launch their own training actions.

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

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

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

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

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

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

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

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

Remuneration

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

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

Group performance in terms of remuneration

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

Remuneration and employer social contributions worldwide (*)

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

(*) Data checked by the Statutory Auditors, see page 278 of this Universal Registration Document.
(**) Given the existence of individuals within the workforce whose gender identity or expression is neither female nor male, this information is not provided for reasons of confidentiality. However, the data on the line referring to the average VINCI salary is calculated in relation to the total number of employees, all genders combined.

Long-term incentive plans

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

Employee share ownership

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

In France, for example, the maximum annual employer contribution breaks down as follows:
- 200% up to €500;
- 100% from €501 to €2,000;
- 50% from €2,001 to €4,000.

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

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

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

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

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

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

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

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

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

Group performance in terms of sharing the benefits of performance

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

1.4 Social dialogue

1.4.1 General policy regarding social dialogue

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

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

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

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

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

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

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

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

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

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

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

1.4.2 Measures taken to promote social dialogue, and their results

- **Social dialogue in the context of the health crisis**

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

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

As a driver of growth and progress, social innovation within an organisation like the VINCI Group builds new forms of dialogue that promote discussion and transparency. The Group and the European Works Council worked together on implementing a platform for EWC members with two key objectives:
– Update the existing online discussion platform reserved for European Works Council members
– Create an interface to showcase the role and responsibilities of the European Works Council and its members for all Group employees

This tool is currently being implemented and will facilitate exchanges between council members as well as the sharing of information about their work with the employees of VINCI's European subsidiaries.

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

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

- **Collective agreements signed in 2020**

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

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

1,264
collective agreements signed in 2020

Group performance in terms of social dialogue

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

1.5 Inclusion and diversity

1.5.1 General inclusion and diversity policy

- **Making uniqueness and differences added values at VINCI**

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

- **Creating a strong diversity culture**

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

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

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

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

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

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

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

16
companies have been awarded a label

Group performance in terms of inclusion and of diversity

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

1.5.2 Measures to promote gender equality

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

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

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

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

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

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

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

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

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

79/100
Average score for companies eligible to report the gender equality index

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

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

Group performance in promoting gender equality

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

Women employees by business line, with change (*)

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

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

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

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

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

826
VINCI employees supported by Trajeo'h in France

This goal to keep people with disabilities employed is primarily driven by VINCI employees active in the Trajeo'h programme, a structure made up of eight organisations that cover all of metropolitan France. Trajeo'h advisers coordinate the aspirations and commitments of people with disabilities, their operational managers and their human resources departments to facilitate the implementation of specific solutions adapted to each situation, such as adaptation of workstations, redeployment within the Group, career guidance or redeployment outside the Group. Yearly health committee meetings bring together representatives from human resources, occupational medicine and Trajeo'h to detect potential situations of disability as early as possible. Their role is to help incapacitated VINCI employees remain in employment and generally support Group companies in France in the area of disability. The eight organisations took on 826 of the requests received from VINCI employees in 2020, down slightly from 2019. Since 2014, the year that Trajeo'h covered all of mainland France, nearly 5,000 people with disabilities have benefited from the programme. In 2020, 30,316 Group employees in France were involved in initiatives organised by Trajeo'h at the regional level to raise awareness about disability. These actions focused on the different types of disabilities: visible versus invisible, physical versus mental, stable versus progressive, and permanent versus temporary.

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

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

Group performance in promoting the integration of people with disabilities

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

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

	2020						2019		2020/2019
	Managers	As a % of managers in the workforce	Non-managers	As a % of non-managers in the workforce	Total	As a % of the total workforce	Total	As a % of the total workforce	Change
Concessions	**42**	**1.4%**	**511**	**3.5%**	**553**	**3.1%**	**550**	**2.6%**	**+0.5%**
VINCI Autoroutes	34	3.1%	448	9.3%	482	8.1%	471	7.7%	+2.3%
VINCI Airports	6	0.4%	53	0.6%	59	0.6%	66	0.5%	–10.6%
Other concessions	2	0.4%	10	0.9%	12	0.7%	13	0.8%	–7.7%
Contracting	**433**	**1.1%**	**3,115**	**2.0%**	**3,548**	**1.8%**	**3,525**	**1.8%**	**+0.7%**
VINCI Energies	234	1.4%	1,491	2.2%	1,725	2.1%	1,700	2.1%	+1.5%
Eurovia	43	0.7%	780	2.0%	823	1.9%	760	1.7%	+8.3%
VINCI Construction	156	0.9%	844	1.6%	1,000	1.4%	1,065	1.5%	–6.1%
VINCI Immobilier and holding cos.	**5**	**0.6%**	**13**	**2.5%**	**18**	**1.3%**	**22**	**1.6%**	**–18.2%**
Total	**480**	**1.1%**	**3,639**	**2.1%**	**4,119**	**1.9%**	**4,097**	**1.8%**	**+0.5%**

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

2. Social performance

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

2.1.1 Measuring VINCI's socio-economic footprint

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

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

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

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

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

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

- **Professional integration of the long-term unemployed in France**

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

Activity of VINCI Insertion Emploi (ViE), with change

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

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

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

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

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

- **Commitment to supporting integration for young people**

The Give Me Five programme was launched at the end of 2018 to help tackle social inequalities. Created, funded and coordinated by VINCI, this programme targeting young people from priority neighbourhoods is being put in place in 10 regions across France. It is structured around five initiatives, each associated with a key area for action:
– **Guidance:** Working closely with the French Ministry of National Education, VINCI is committed to welcoming up to 5,000 middle school students from priority education networks (REP) and reinforced priority education networks (REP+) for placements to discover the business world. At the start of 2020, the Give Me Five programme's discovery placements were carried out from January to mid-March with the Versailles, Aix-Marseille, Metz-Nancy, Lille, Toulouse and Strasbourg education authorities, making it possible to welcome 1,050 middle school students from 34 different schools. To comply with the health guidelines in force, the placements initially scheduled for mid-March to June 2020, as well as those for the 2020-2021 school year, will include online sessions under new conditions, set up in partnership with the French national education system.

– **Individual support:** The closure of schools in France from mid-March revealed the inequalities facing families in terms of access to digital technology. To help set up online learning for middle school students who had benefited from Give Me Five discovery placements, a major operation was launched in April 2020 to donate equipment, partnering with the education authorities in Lille, Lyon and Créteil to support 31 middle schools: liaising with the local education office, 500 tablets, 300 computers and 300 4G dongles were donated and delivered to these schools for the families identified by their head teachers. Since the start of the 2020 school year, an approach to provide personalised support for middle school students (guidance, academic support, etc.) has been rolled out in three pilot regions – Île-de-France, Lille and Lyon – in partnership with the non-profit organisations Viens voir mon taf, Institut Télémaque, Crée ton avenir and Unis Cités. By the end of December 2020, 575 students from seven middle schools had already benefited from this initiative in the Lille area.
– **Integration:** Working closely with Mozaik RH, a sourcing consultancy specialised in diversity and inclusion, VINCI is committed to reserving 20% of all its internships (gap year, graduates and summer jobs) for students from priority neighbourhoods, from those enrolled in high school vocational courses to those pursuing master's programmes. In 2020, all of the recruitment days from the integration section were held online, with five events organised for master's students from Créteil, Versailles, Lille, Lyon, Toulouse and Nantes. In-person sessions will resume as soon as conditions allow.
– **Employability:** Working closely with France's National Agency for Adult Professional Training (AFPA) and local stakeholders from the social and solidarity economy, ViE is putting in place an employability programme to help secure a return to stable employment for young people living in priority neighbourhoods. Based on the social engineering model, this approach, under the name "Stratégie territoriale pour l'emploi" (Territorial strategy for employment) and known by its French acronym Step, enables 10 young people to benefit from a six-month contract, combining three months of training with a three-month immersive experience in a VINCI company. When required, further support may be arranged over six months to achieve the goal of a return to stable employment. In 2020, two new Step programmes were launched in Toulouse and in the Essonne administrative department near Paris. Trialling arrangements to facilitate a return to work for those not covered by the Pôle Emploi national employment agencies, mainly young people who have limited or no qualifications or have dropped out of school, is the focus of the "100% inclusion" initiative, which is part of the third pillar of the French Ministry of Labour's Skills Investment Plan (PIC). The Ministry recognised the Give Me Five programme's Step initiative with an award in 2020 for its work in this area.
– **Apprenticeships:** This fifth component of the Give Me Five programme will be rolled out from the 2021-2022 school year.

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

• Social joint ventures

To support professional integration in France, VINCI's business lines and the Fondation VINCI pour la Cité have set up various social joint ventures (collaboration between a business and a non-profit).
In November 2020, Eurovia and the Id'ees group, a key player in France for integration through employment, announced that they had set up Tridev, a social enterprise working in this area specialised in green space maintenance and building deconstruction. From January 2021, Tridev will offer opportunities for long-term job seekers, young people who have dropped out of school or members of older generations struggling with career changes to regain their independence and dignity through work. Eurovia will help start up this activity, which aims to employ 15 to 20 people from its first year, by inviting Tridev to work at its sites (green spaces) or on its projects. This initiative is being overseen by the Fondation VINCI pour la Cité.
In 2020, the social joint ventures Tim, co-founded by VINCI Energies France and the Vitamine T group, specialised in facilities management, and Baseo, specialised in services for worksite facilities, co-founded by VINCI Construction France and the Id'ees group, launched their operational activities. Baseo recruited 14 employees, with 12 on integration programmes, and developed its operations in 2020 particularly through civil engineering projects in the Greater Paris area. Tim started up its operations in November 2020, recruiting six employees, with four on integration contracts.

These three companies follow the first two social joint ventures created within the Group since 2018:
– Liva, co-founded by VINCI Construction France and the Ares group, specialised in construction site logistics (110 employees, including 90 on integration programmes);
– Inva, co-founded by VINCI Autoroutes and the La Varappe group, specialised in service area facilities maintenance and multiservices activities (30 employees, including 15 on integration programmes).

• Social entrepreneurship and local development outside France

Through the Group's activities

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

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

In Africa, Sogea-Satom (VINCI Construction), which systematically uses local resources, located as close as possible to its activities, for work at its sites, once again demonstrated its long-standing commitment to the training of local managers: in 2020, 80% of its managers and 98% of its staff were African. The year also saw further growth for the Africa Pro Campus, created in Morocco in 2015 to expand training opportunities for its employees in Africa and reinforce the company's shared culture. This campus manages training for around 20 subsidiaries in 19 countries. In 2020, training was significantly affected by the health crisis, with 6,051 hours provided for 480 participants (compared with 18,314 hours of training for 1,067 participants in 2019).
VINCI Construction Grands Projets (VINCI Construction) continued rolling out its Skill Up programme, which aims to develop the knowledge and skills of operational and supervisory staff (manual workers, team leaders and site managers) around the world by setting up training centres tailored to the requirements of each project. These centres are designed to serve local teams employed on the projects. With courses delivered to over 360 participants (employees, subcontractors and partners), they help to improve their employability upon completion of work at the sites. All of the training programmes are covered by a final assessment, with a certificate for participants. Some employees may then be taken on by subcontractors. In addition, a permanent training centre was set up for the project to build the third phase of Line 3 of the Cairo metro. Since it was created, in January 2018, 10,320 people have been trained, with 88,812 hours of training provided. In 2020, due to the Covid-19 pandemic, 3,892 people were trained, with 33,971 hours of training, on subjects such as QSE, installation, lifting, machines and equipment. In Qatar, activities were scaled back following the completion of the major NOH2 motorway and Doha metro projects. Despite the Covid-19 pandemic, the QDVC Training Academy delivered 5,750 hours of training to 630 workers. In 2020, the training centres focused on developing their planned training programmes for 2021 on the following projects: HS2 in the UK, Latacunga in Ecuador, Sambagalou in Senegal and the Bogotá–Girardot motorway extension in Colombia.

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

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

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

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

Two of the key projects funded in 2020 were:
– a project to equip the Tengandogo university hospital centre (CHU-T) in Burkina Faso, with around €50,000 of funding, half covered by Sogea-Satom Burkina. This vital project involved acquiring intensive care equipment for the CHU-T, which is responsible for treating Covid-19 patients in the country. The funding helped further strengthen its capacity to cope with the pandemic;
– the provision of equipment to produce masks and alcohol-based hand sanitiser locally to five structures (businesses, groups and non-profits).

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

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

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

• **Employee engagement supporting social integration and solidarity**

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

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

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

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

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

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

(*) Including the Cité Solidaire programme.

• **Covid-19 solidarity initiative**

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

€10m
Exceptional funding contributed to VINCI's network of foundations in 2020 during the Covid-19 crisis

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

5,000+
connections to the VINCI Solidarity platform

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

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

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

- **General policy relating to dialogue with stakeholders**

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

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

- **General policy relating to dialogue with customers and end users**

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

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

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

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

300
meetings have been held with stakeholders for the western Strasbourg bypass project since 2016

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

- **Initiatives to promote strong and lasting relationships with customers and users**

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

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

Attentiveness and satisfaction

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

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

To meet the growing demand for new homes and facilitate home ownership for the broadest possible segment of the population, VINCI Construction France has stepped up the development of its Primméa offering, with the commitment to provide high-quality and well-located affordable new homes throughout the country, selling at 20% below the market price, on average. Primméa is developed with the support of a collaborative platform, through which it is able to regularly obtain feedback from a representative panel of first-time homebuyers. In addition, Primméa involves consultation processes with local authorities, driven by the shared desire to complete each property development within a reasonable time frame, keeping costs under control and ensuring a good fit with its surroundings, particularly from an architectural and aesthetic standpoint. In 2020, Primméa homes were delivered in Montpellier, Nancy, Évreux and Le Petit-Quevilly. Since this range was launched, 10 residences have been delivered in France and 635 people have been able to buy their first homes.

Safety

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

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

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

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

Accident figures for the VINCI Autoroutes network under concession

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

2.2 Relations with suppliers and subcontractors

2.2.1 Group-wide approach to promote responsible purchasing

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

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

Percentage of revenue allocated to purchases

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

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

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

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

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

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

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

The Group has strong local roots in the countries where it operates thanks to its direct activities, as well as its purchases. Its extensive use of local suppliers and subcontractors is in line with the Group's commitment to supporting sustainable socio-economic development across its regions. These deep and enduring local roots are one of the pillars of VINCI's responsible purchasing approach. The Group is also committed to promoting balanced relationships with its suppliers and subcontractors over the long term, thanks in particular to constructive and continuous dialogue with these stakeholders.
The study conducted by the sustainable development consultancy Utopies© in 2019 on the socio-economic impacts of VINCI's activities in France found that direct Tier 1 suppliers make up the bulk of the supply chain for both of its core businesses, Contracting and Concessions. For instance, in France, 57% of VINCI's suppliers are Tier 1 for all categories of purchases combined, with this figure rising to 82% for suppliers in the construction sector.

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

65%
of the Group's approved suppliers are SMEs

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

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

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

• **Approach to identify purchasing-related risks**

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

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

83%
of contracts in 2019 involved the completion of a responsible purchasing questionnaire during the tender process

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

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

Key indicators for the Group's responsible purchasing performance

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

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

• **Responsible subcontracting approach**

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

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

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

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

VINCI Immobilier also rolled out a similar approach in 2020.

2.3 Respect for human rights

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

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

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

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

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

VINCI's Guide on Human Rights

5	17
core issues	themes

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

To support its policy and raise the bar for the protection of human rights across its value chain, VINCI actively participates in various collaborative initiatives, including Building Responsibly, a global business initiative co-founded by the Group that serves the engineering and construction industry, Entreprises pour les droits de l'homme (EDH, Businesses for Human Rights), and the Leadership Group for Responsible Recruitment. These collaborative initiatives and tools are described in detail in section 4, "Duty of vigilance with regard to human rights", page 253.
VINCI's commitment to human rights is reflected in specific actions that are closely aligned with its operations and tailored to the level of risk. In Qatar for instance, where VINCI is present through Qatari Diar VINCI Construction (QDVC), employment and working conditions have been monitored more closely, particularly for employees of temporary employment agencies and subcontractors. Further details on the actions taken can be found in section 4.4, "Duty of vigilance with regard to human rights", page 253.

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

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

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

2.4 Business ethics

2.4.1 General approach to business ethics

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

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

Two reference guides constitute the framework for the Group's recommendations and requirements in this area:
– the Code of Ethics and Conduct, which sets out the rules of conduct for all Group companies and employees;
– the Anti-corruption Code of Conduct, which lays down the rules for the prevention of acts of corruption, notably by identifying the corruption risks in business processes and illustrating the behaviours and practices to be avoided.

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

- **Structured governance framework**

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

Set up in March 2018, the Ethics and Vigilance Committee has seven members, five of whom also serve on the Executive Committee. It ensures that the compliance procedures covered by the Code of Ethics and Conduct are implemented and amended as necessary, particularly with regard to:
– preventing corruption;
– preventing serious violations of human rights and fundamental freedoms, harm to human health and safety, or damage to the environment resulting from Group activities.

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

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

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

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

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

2.4.2 Measures to promote business ethics

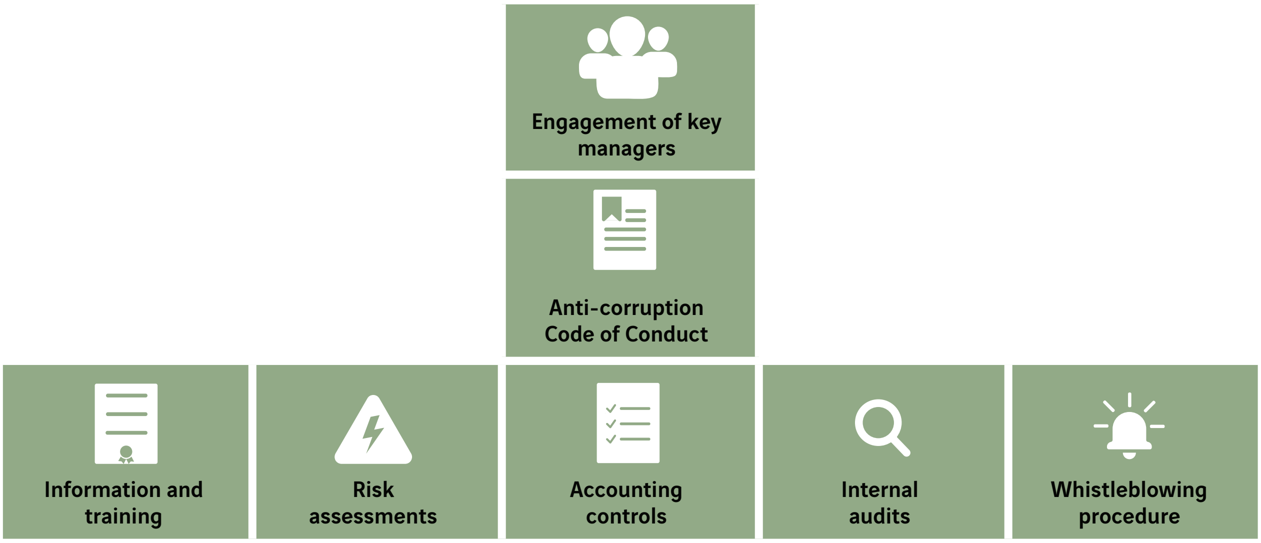
- **Training and information**

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

21,994
staff trained on ethics
in 2020

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

VINCI's anti-corruption arrangements



- **Whistleblowing procedure**

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

- **Risk assessments**

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

- **Accounting controls and audits**

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

2.4.3 Tax measures put in place

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

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

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

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

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

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

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

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

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

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

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

3. Environmental performance

3.1 New environmental ambition

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

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

Climate	Circular economy	Natural environments
● Follow a trajectory to help limit global warming to 2°C, involving a 40% reduction in direct greenhouse gas emissions (Scopes 1 and 2) by 2030 compared with 2018 levels ● Take action across the entire value chain of VINCI's activities by supporting the reduction of indirect carbon emissions ● Adapt structures and activities to improve their climate resilience	● Promote the use of construction techniques and materials that consume less natural resources ● Improve sorting to systematically recycle and recover waste ● Increase the availability of recycled materials in order to reduce the extraction and use of virgin materials	● Avoid environmental nuisances and incidents by implementing an environmental management plan at all business lines ● Optimise water consumption, especially in areas of water stress ● Aim to achieve no net loss of biodiversity

3.1.1 Embedding environmental responsibility in day-to-day operations

3.1.1.1 Internal governance

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

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

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

3.1.1.2 Turning risk management into opportunity

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

- **Environmental management**

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

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

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

Environmental assessment and certification

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

Together with this local management approach geared towards meeting individual site requirements, some Group companies have also created their own environmental labels. In 2010, VINCI Construction France created its Attitude Environnement label with three goals: ensuring that the environment is effectively taken into account at worksites, challenging the teams on the ground and providing a guarantee for customers. This label was updated in 2020 to reflect the latest regulatory requirements and the Group's environmental commitments. This work was carried out with three other VINCI Construction entities – Dodin Campenon Bernard, VINCI Construction Grands Projets and VINCI Construction Terrassement – in order to provide a common frame of reference, especially for consortium-based projects. Worksites are audited by an Attitude Environnement correspondent who is not part of the worksite project itself, with a focus on 42 environmental requirements. VINCI Construction Terrassement created its own Eco-responsible Worksite label in 2014 to recognise measures implemented at sites to protect the environment and promote biodiversity in the surrounding area. This label distinguishes worksites that roll out a minimum of five ambitious initiatives supporting the environment or biodiversity, going well beyond regulatory compliance. It is based on a full-day audit of the worksite, staff and local management. In 2020, seven VINCI Construction Terrassement worksites received the label. Created in 2016, Eurovia's Environmental Excellence label recognises the initiatives taken at worksites to protect the environment, while highlighting the value of employee engagement in these shared efforts. The label is awarded to projects based on 47 assessment criteria reviewed in an internal audit. These criteria are grouped into five environmental impact categories, and are supplemented with additional comments on specific issues. To obtain the label, each worksite must not only comply with a set of basic requirements that applies to all projects, but also identify one or more specific issues in the project that reflect how it demonstrates this excellence. In 2020, eight worksites received this label, including a site in Quebec, marking its international deployment. The measures introduced by another label recipient, the worksite at Colombes, near Paris, for the T1 tram line, located in an urban setting on a major thoroughfare, include a green wave to improve the flow of traffic, a pedestrian management plan and noise-reducing tarps. At the same time, significant actions in curbing waste were rolled out, such as the reuse of urban furniture.

- **Preventing environmental incidents**

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

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

3.1.1.3 Environmental reporting coverage and scope

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

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

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

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

Environmental reporting coverage, excluding acquisitions in 2020

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

3.1.2 Employee training and awareness

3.1.2.1 Employee awareness initiatives

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

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

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

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

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

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

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

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

Environmental training and awareness, with change

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

3.1.3 Dialogue with stakeholders

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

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

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

3.1.4 Environmental solutions

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

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

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

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

3.2 Acting for the climate

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

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

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

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

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

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

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

3.2.1 VINCI 2030 Ambition

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

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

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

2030 Ambition
40% reduction
in absolute GHG emissions
from 2018 levels

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

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

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

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

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

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

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

3.2.2 Measures to address and adapt to climate change

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

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

3.2.2.1 Reducing the Group's direct emissions scope

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

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

- **Environmental performance of site machinery and heavy vehicles**

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

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

- **VINCI employee mobility**

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

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

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

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

- **Optimising energy for industrial activities and buildings**

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

All of the Group's entities are committed to reducing energy consumption levels for their buildings (fixed and mobile sites). For fixed sites (operational buildings and offices), this involves carrying out energy audits, then implementing action plans. In 2020, VINCI Energies France conducted an energy audit of its 600 buildings and facilities to identify their energy footprint and incorporate an improvement plan as part of shared strategic projects in each company when needed. VINCI Autoroutes is installing LED lighting at all of its sites (rest areas, interchanges, standard sections, toll platforms and maintenance centres), and is adopting eco-design practices when renewing its service areas. VINCI Concessions is also putting in place a range of initiatives to reduce its energy consumption, including LED relamping, the renewal of heating, ventilation and air-conditioning (HVAC) equipment with the most efficient systems, optimisation of temperature, lighting and ventilation guidelines for tunnels, and the deployment of ISO 50001-certified energy management systems. For example, in 2020, on the R1 (PR1BINA) motorway and the Banská Bystrica bypass in Slovakia, VINCI Concessions replaced more than 280 lamps with LED bulbs (high-pressure sodium bulbs), reducing the annual carbon footprint by 35.7 tonnes of CO_2 equivalent.

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

• **Decarbonising the energy used**

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

3.2.2.2 Reducing the Group's indirect emissions scope

VINCI entities are committed to reducing the indirect impacts of their activities, by taking specific measures and implementing innovative solutions and dedicated offers. Several tools are also available to the operational teams in order to better understand the impacts associated with their activities and propose relevant solutions for their customers: these solutions include the E+C– (positive-energy and low-carbon) calculator, making it possible to assess compatibility with this label's criteria for construction activity projects at VINCI Construction France, the Scope 3 calculator for Building Solutions activities at VINCI Energies and the Group-wide carbon assessment tool e-CO_2NCERNED.

• **Reducing upstream impacts**

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

VINCI Construction:
90%
of concrete used
to be low carbon by 2030

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

Several VINCI Construction entities are already using low-carbon concrete for their projects. For instance, Soletanche Bachy's materials laboratory has developed a low-carbon binder, replacing the cement-bentonite slurry usually deployed, for Nicholson and Soletanche Bachy International to build the sealing wall for the Arbuckle Reservoir in Wharton, Texas. This new process will make it possible to reduce the emissions linked to building this wall by 75% (i.e. 44,000 tonnes of CO_2 equivalent). For the Grand Paris Express Line 15 South worksite, Dodin Campenon Bernard used a CEM III class concrete, containing 36% to 80% blast furnace slag, for all of the structures built (diaphragm walls, barrettes, piles, civil engineering, sub-track filler concrete). Low-carbon concrete represented 98% of all the concrete used on this project, making it possible to reduce emissions by 58% compared with conventional concrete (i.e. 21,571 tonnes of CO_2 equivalent).

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

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

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

• Reducing downstream impacts

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

Low-carbon mobility

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

To support the transition to less carbon-intensive motorways, VINCI Autoroutes is taking various actions targeting a significant decarbonisation of each kilometre travelled through solutions linked to reducing emissions (electric vehicles, hydrogen vehicles, etc.), transforming practices and coordinating means of transport (development of intermodality and appropriate infrastructure). As part of its environmental strategy, VINCI Autoroutes is committed to equipping all service areas across its network with charging stations for electric vehicles by 2030, with half to be high-power units. To date, 211 charging points (183 stations) have been installed across the network, covering 24% of the service areas. VINCI Autoroutes is also committed to developing carpooling and public transport on motorways. A programme is underway to develop carpool parking facilities at motorway entrances and exits: 37 of these car parks, providing 2,997 spaces in total, were in service at end-2020. For instance, the 255-space multimodal hub in Longvilliers was brought into service in 2020, delivering annual savings of close to 200 tonnes of CO_2 equivalent, representing 1 tonne per user. This corresponds to a 45% reduction in emissions per user, highlighting the relevance of this type of solution, especially when there previously were no other alternatives to using single-passenger vehicles. Lastly, VINCI Autoroutes is testing out free-flow technologies at toll plazas (two trials underway at Tours Nord and Tonnay-Charente) and is moving forward with research to quantify the emissions saved with free-flow toll collection across its network. Equipping multi-lane toll plazas with free-flow technology (30 km/h speed limit) can reduce emissions by up to 40% on average per vehicle. VINCI Highways is also conducting tests with full free-flow toll collection technologies and services, without any barriers or obstacles, making it possible to reduce CO_2 emissions by 43% per vehicle.

VINCI Airports has adopted a global environmental policy since 2015, and one of its priorities is to reduce the energy consumption and carbon footprint of its activities. To reduce the impacts relating to air traffic, which is the primary source of indirect emissions for VINCI Airports, a system to adjust landing fees based on aircraft emissions was introduced in 2020. It extended the existing environmental adjustments for noise and NOx to also cover aircraft CO_2 emissions with a view to accelerating fleet renewal. This system is based on the CO_2 emissions of each aircraft during its landing and take-off (LTO) cycle depending on its engine configuration. Based on the level of CO_2 emissions, landing fees are subject to either a discount or a surcharge. At several airports operated by VINCI Airports in France, the mechanism approved at Economic Advisory Committee (CoCoEco) meetings is already in operation. VINCI Airports is the world's first airport operator to launch such a system. VINCI Airports is also actively involved in various projects promoting the production and use of alternative energy solutions for aviation, such as sustainable aviation fuels and hydrogen in either gas or liquid form. Linking up with key industry operators, VINCI Airports responded to several calls for expression of interest and important projects of common European interest (IPCEIs) in this area in 2020. Lastly, VINCI Airports is helping to reduce emissions related to user transport to and from its facilities by setting up charging stations for electric vehicles at airport car parks (more than 120 stations available at end-2020).

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

Living environment and infrastructure energy transition

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

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

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

Through its role as an integrator, VINCI Energies is helping drive the deployment of technologies to support its customers in moving forward with their energy transition and reducing their carbon footprint. In terms of energy efficiency, VINCI Energies companies are working with their industrial customers to further strengthen the energy efficiency of their facilities. For instance, they have developed expertise in setting up energy performance contracts (EPCs), through actions such as optimising public lighting, monitoring energy consumption for buildings or energy efficiency for industrial processes, as well as designing and installing smart grids. In 2020, VINCI Energies was awarded or re-awarded 10 EPCs, for a total of 117 currently in effect. In France, companies from the Building Solutions network are supporting their customers to carry out energy efficiency work funded through energy savings certificates. In 2020, VINCI Energies delivered total energy savings representing around 49,600 tonnes of CO_2 equivalent for customers, up 15.7% from 2019. Lastly, VINCI Energies is supporting electricity producers and transmission and distribution grid managers to complete their energy transition and reduce their carbon footprint. For example, VINCI Energies UK (Omexom Power Solutions) partnered with the US firm Smart Wires in 2020 for the wide-scale deployment of its power flow control technology for the operator National Grid Electricity Transmission. This has made it possible to reduce the carbon footprint of the UK's very high voltage (VHV) transmission network by maximising capacity on existing infrastructure and better absorbing irregular flows from renewable energy sources. In Portugal, Sotécnica Açores has enabled various customers to replace their HVAC systems while incorporating innovative technologies in the detailed design phase, helping optimise energy consumption for these systems, while significantly reducing their Scope 3 emissions.

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

3.2.2.3 Resilience of projects and structures

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

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

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

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

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

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

3.2.3 Monitoring performance

3.2.3.1 External recognition

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

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

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

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

3.2.3.2 Energy consumption

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

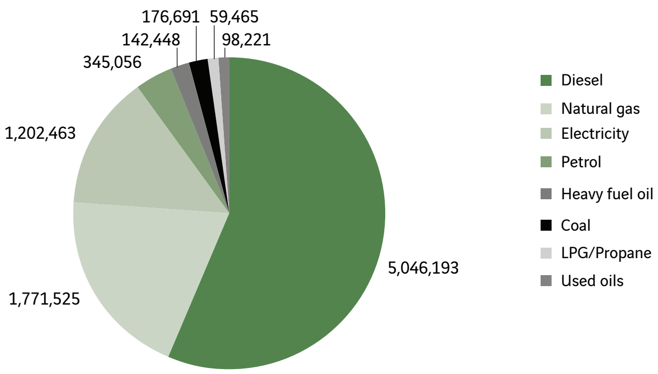
Total energy consumption by business line, with change

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

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

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

Total energy consumption (MWh)



3.2.3.3 Use of renewable energy

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

17%
of electricity used was from renewable sources in 2020

Change in renewable energy consumption

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

3.2.3.4 Greenhouse gas emissions

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

In 2020, emissions calculated using the market-based approach totalled 2.2 million tonnes of CO_2 equivalent, a 3.8% decrease compared with 2019. After restating the greenhouse gas emissions produced by acquisitions and disposals on a like-for-like basis, the Group's emissions fell significantly by 10.2% between 2019 and 2020. This decrease results from lower energy consumption in 2020 and carbon-based energy gradually being replaced with lower-carbon energy sources (increase in electricity consumption from renewable energy sources and drop in coal and heavy fuel oil consumption). The pandemic also impacted all Group's businesses and their consumption in 2020.

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

	Actual values (location-based Scope 1 and 2 emissions)	**Actual values (location-based Scope 1 and 2 emissions)**	**2020/2019 change**	**Actual values (market-based Scope 1 and 2 emissions)**	**Actual values (market-based Scope 1 and 2 emissions)**
(in tonnes of CO_2 equivalent)	**2020**	**2019**		**2020**	**2019**
Concessions	**150,331**	**188,132**	**–20.09%**	**124,635**	**158,440**
VINCI Autoroutes	24,663	27,639	–10.77%	21,369	27,639
VINCI Airports	120,890	155,469	–22.24%	99,056	125,801
Other concessions	4,778	5,024	–4.90%	4,210	5,000
Contracting	**2,080,539**	**2,135,796**	**–2.59%**	**2,078,154**	**2,131,616**
VINCI Energies	294,729	294,830	–0.03%	292,658	291,998
Eurovia	1,189,957	1,124,910	+5.78%	1,189,957	1,124,910
VINCI Construction	595,853	716,057	–16.79%	595,539	714,709
VINCI Immobilier	**1,479**	**1,438**	**+2.85%**	**1,479**	**1,434**
Total	**2,232,349** ☑	**2,325,367** ☑	**–4.01%** ☑	**2,204,268**	**2,291,490**

Data extrapolated to cover 100% of VINCI's revenue – excluding acquisitions in 2020.
☑ *Data checked to a level of reasonable assurance.*

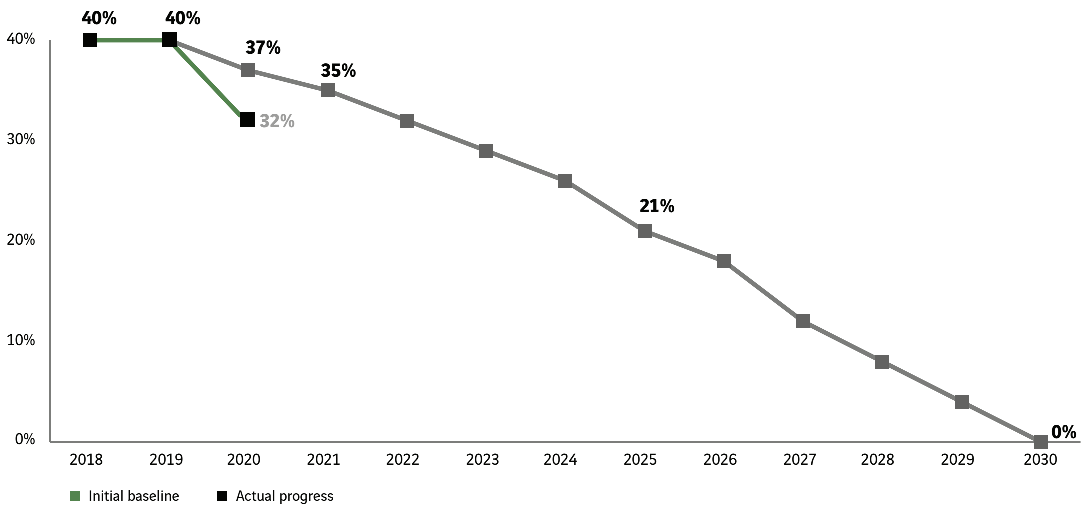
In 2020, VINCI built its own methodology in collaboration with an external consulting firm to monitor its progress towards meeting its commitment to reduce the Group's direct emissions by 40% between 2018 and 2030. Using this methodology, the Group will measure its progress each year in relation to its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

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

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

In 2020, VINCI business lines acquired 57 entities, which emitted 147,031 tonnes of CO_2 equivalent in 2020, and disposed of 6 entities representing total revenue of less than €20 million, whose emissions could not be measured. The chart below shows that VINCI had 32% remaining on its trajectory at the end of 2020 to reach its 2030 emissions target. On top of reduction efforts made by its entities, this achievement is due to the unprecedented circumstances in 2020, which impacted all Group businesses.

Monitoring VINCI's emissions reduction trajectory – Progress in 2020



• **Scope 3**

Development of quantification methods in 2020

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

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

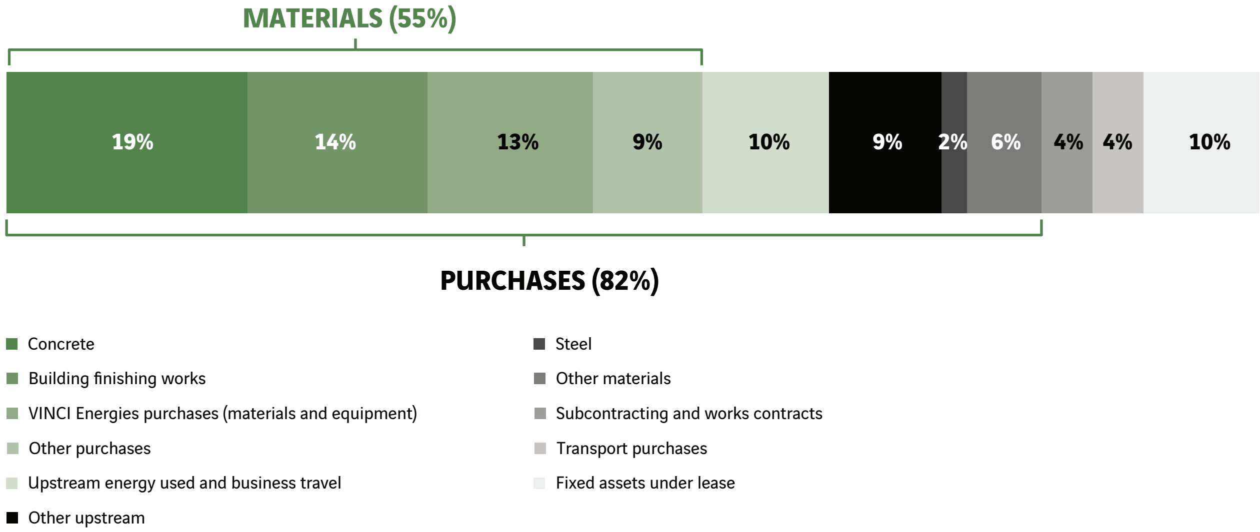
Emissions calculated by business lines using this methodology and consolidated by the Environment Department make it possible to assess the extent of indirect impacts at Group level. Due to the Group's wide range of business activities and the difficulty in obtaining some data, more than half of the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

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

Overview of VINCI Scope 3 in 2019

In 2019, VINCI's indirect emissions (Scope 3) totalled approximately 40 million tonnes of CO_2 equivalent. One-third of these emissions are produced by upstream operations and two-thirds by downstream operations. Two categories account for nearly 90% of emissions: purchases and the use of built, operated and maintained infrastructure.

About 82% of upstream emissions, totalling around 15 million tonnes of CO_2 equivalent, come from purchases, primarily construction materials (concrete, steel, bitumen, etc.).



Downstream, emissions connected with air and motorway traffic volumes in the Concessions business amount to 18 million tonnes of CO_2 equivalent, of which 15.9 million tonnes due to traffic on VINCI Autoroutes motorways, 1.6 million tonnes associated with the landing and take-off (LTO) cycle at VINCI Airports, and 0.4 million tonnes for road traffic on networks operated by consolidated VINCI Concessions companies. These emissions have been monitored annually for several years and were updated for 2020 (see the table below). It should be noted that in 2020, as part of the work to improve the quantification process, VINCI Concessions significantly enlarged its coverage of Scope 3 emissions compared with previous years. The figure now encompasses 98% of VINCI Airports revenue and emissions produced by traffic on the VINCI Highways network in 2019 have been included for the first time. These emissions amount to 443,763 tonnes of CO_2 equivalent, and were calculated by a specialised consulting firm for the following scope: Lima Expresa (Peru), Granvia (Slovakia), Jamaican Infrastructure Operator (Jamaica) and Gefyra (Greece). This work has allowed the Group to better quantify indirect emissions from infrastructure use and identify reduction measures.

CO_2 emissions (Scopes 1, 2 and 3 downstream) of VINCI Concessions companies, customers and end users

	VINCI Autoroutes	VINCI Autoroutes	VINCI Airports	VINCI Airports
(in tonnes of CO_2 equivalent)	2020	2019 (*)	2020	2019
ISO Scope 1 and 2 emissions	24,663 ☑	27,639 ☑	127,472	158,283
User/third-party emissions (Scope 3)	11,308,416 ☑	12,665,533 ☑	2,588,246 (**)	2,156,244 (***)

(*) Emissions for the environmental reporting period, i.e. from 1 October in year Y–1 to 30 September in year Y. User emissions uniquely generated by fuel combustion of vehicles on motorways.
(**) Year Y–1 emissions taken into account in the Airport Carbon Accreditation (ACA) of year Y. Emissions covering all downstream Scope 3 emissions of the ACA scope required by the GHG Protocol, for the entire consolidated scope.
(***) Year Y–1 emissions taken into account in the Airport Carbon Accreditation (ACA) of year Y. Emissions covering only the LTO cycle, with the exception of the ANA airports, London Gatwick Airport and Lyon-Saint Exupéry Airport, for which all downstream Scope 3 emissions of the ACA scope are included.
☑ Data checked to a level of reasonable assurance.

Other downstream emissions, estimated at about 7.5 million tonnes of CO_2 equivalent, mainly include emissions associated with the use of equipment installed by VINCI Energies and the use of completed buildings. However, this scope is assessed according to less accurate methods and will be reviewed in the future to achieve more complete, robust data.

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

3.3 Optimising resources thanks to the circular economy

Consumption of resources in the global economy continues to grow and is not about to stop. The United Nations' Intergovernmental Panel on Climate Change estimates that consumption could double between 2015 and 2050. That means twice as much consumption of fossil fuels, biomass, minerals and metals. By infinitely increasing our use of natural resources in a finite world, we will end up exceeding the Earth's biocapacity. This brings us to an impasse. An ecological impasse. And this predicament is aggravated because with exponential consumption comes greater waste production, and therefore higher CO_2 emissions.

The linear economy, based on a "produce / use / throw away" model, does not engage with the issues of the ecological transition and can no longer be the answer. Fundamentally, the raw material requirements of economic activities contribute to climate change and the deterioration of ecosystems, due to the scarcity of certain resources, impacts of extraction on natural environments, soil erosion, the lack of recycling solutions for certain types of waste, energy consumption, CO_2 emissions, etc. Moving towards a circular economy requires rethinking processes and current ways of doing things, sourcing practices, consumption of raw materials, production processes and techniques, and waste management.

3.3.1 VINCI 2030 Ambition

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

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

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

Over the next few years, VINCI's environmental ambition will involve stepping up these actions that form the basis of a circular model, across all activities, with a response at three levels:
- promoting construction techniques and materials that economise on natural resources, by taking a responsible sourcing approach;
- improving waste sorting and recovery;
- increasing the availability of recycled materials in order to reduce the extraction and use of virgin materials.

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

3.3.2 Circular economy actions

3.3.2.1 Responsible sourcing

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

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

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

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

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

In the Contracting business, efforts to minimise the use of virgin materials are implemented directly by divisions and focus on reusing, reconditioning and recycling materials, as well as local sourcing strategies to create closed recycling loops. VINCI Construction Terrassement works more systematically with geotechnicians to optimise the reuse of materials directly on worksites. As a sign of how highly integrated its activities are into the circular economy, 2.9 million tonnes of materials were reused in 2020 at VINCI Construction Terrassement worksites. For example, at the Turdine site, where a dam is being built with filler materials to prevent flooding, excess worksite materials were recovered for reuse. Materials can also be reused within the same project, such as using excavated soil as backfill to avoid extracting new materials or using non-structural works materials. On the worksite for the Europa office buildings in Levallois-Perret near Paris, intensive reuse measures prevented 17 tonnes of materials from being sent to landfills, and a significant amount of materials were channelled back into use. Among other actions, 400 sq. metres of pavers on pedestals and 234 sq. metres of false ceilings were reused directly on site. In New Zealand, several VINCI Construction entities (HEB and Menard) worked together to reuse crushed concrete from buildings that were demolished in the aftermath of the Kaikoura earthquake in 2016. The recycled concrete was used in ground fortification works in CentrePort Wellington to increase the land's resilience in the event of a future geological event. Additionally, some Group businesses have integrated vertically to produce their own materials such as aggregates and asphalt mix, effectively creating local circular economy loops.

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

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

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

3.3.2.2 Improving waste sorting and recovery

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

Given their extensive international operations, VINCI's Concessions businesses must find alternatives to landfills for treating waste. That is why VINCI Concessions has set a target of zero waste to landfill by 2030, by focusing on the following actions:
- reducing waste at the source;
- implementing more efficient sorting and collection solutions;
- identifying local waste recycling networks;
- increasing the share of materials recovery compared to energy recovery.

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

Hazardous and non-hazardous waste

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

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

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

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

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

54%
of waste recycled
at VINCI's Concessions
businesses in 2020

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

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

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

As a founding member of Circolab, VINCI Construction France continues to work with this organisation, focused on educating stakeholders about waste recovery. Circolab aims to promote reuse in the property industry, encourage synergies, foster stakeholder engagement and tighten regulations. In 2020, the organisation continued working towards its goal of providing all actors in the industry with guidelines and standards to facilitate reuse in construction. Additionally, VINCI Construction's property development subsidiary Adim joined the Booster du Réemploi initiative in 2020 to boost reuse in the industry (https://bit.ly/3qRV2Gw). With the quantitative target of reducing the carbon impact of the construction industry by 20% to 30% through reuse, the campaign has a threefold mission:
– help and support public and private project managers and designers to recommend reuse by facilitating dialogue with stakeholders and innovation research partners;
– team up with public and private project managers in a collective movement;
– make demand visible via a platform to boost the supply of reused materials, and measure the resulting environmental benefits.

3.3.2.3 Materials recycling

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

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

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

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

Waste recycling and recovery at Eurovia, with change

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

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

14%
recycled aggregate mix produced in 2020 out of Eurovia's total production

3.3.3 Circular economy solutions

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

- **Promoting responsible sourcing and deploying sustainable materials**

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

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

- **Developing the strong local roots of recycled materials solutions**

Industrial and territorial ecology applies to several Group businesses. Launched in 2011, Eurovia's Granulat+ brand applies circular economy principles to the use of materials. Eurovia has become a circular economy leader in France for construction materials, with more than 130 Granulat+ sites and 8 million tonnes of materials recycled every year. To strengthen its industrial and commercial processes, on 6 February 2020 Eurovia acquired a recycling platform in Fréjus in south-east France that handles 100,000 tonnes of materials per year. Through its Granulat+ programme, Eurovia offers, everywhere in France:
- the largest network of recovery-sorting-recycling facilities for treating mineral waste from the construction and manufacturing industries;
- the widest range of quality aggregates made with recycled materials;
- soil rehabilitation solutions as part of the development of its quarries;
- a broad range of services, including logistics to optimise two-way freight and therefore the carbon footprint of shipping.

- **Improving sorting and recovery of any type of waste**

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

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

3.4 Preserving natural environments

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

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

3.4.1 VINCI 2030 Ambition

To preserve natural environments while deploying efforts to minimise the impact of its business activities as much as possible, VINCI provides its skills and know-how on environmental protection. VINCI is now accelerating the rollout across the Group of its ecological expertise, initially applied to large-scale infrastructure projects, to ensure that its businesses can give more consideration to natural environments in all their operations and for projects of any size. As access to quality water is becoming an increasingly crucial issue worldwide, engineering and R&D teams are researching new solutions and inventing the processes of the future – in both water treatment and infrastructure – to address needs at the local level. Governance, the sharing of best practices, and partnerships with ecological institutions and organisations are being improved to move towards this same objective. VINCI also works on developing comprehensive ecological engineering solutions in response to growing demand from private and public owners or operators, along with alternative versions that are better for natural environments as part of some projects. Meanwhile, the Group is in the midst of changing its internal processes to integrate environmental considerations at the earliest stage possible (in relation to purchases and by developing more water-efficient construction methods, for example).

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

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

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

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

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

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

Commitments from each division

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

3.4.2 Actions to preserve natural environments

3.4.2.1 Partnerships

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

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

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

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

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

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

3.4.2.2 Pollution and incidents

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

- **Air quality**

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

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

• **Noise pollution**

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

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

• **Light pollution**

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

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

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

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

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

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

3.4.2.3 Water and aquatic environments

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

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

• **Monitoring water consumption**

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

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

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

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

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

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

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

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

• **Reducing water consumption**

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

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

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

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

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

3.4.2.4 Biodiversity preservation

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

Preserving biodiversity at concessions

Operators of linear infrastructure concessions are primarily concerned with limiting the fragmentation of natural habitats during construction work, focusing their efforts on the ecological transparency of their infrastructure, the reversibility of barriers, and the restoration of sensitive environments and ecological connectivity. This includes building and restoring wildlife crossings, making improvements to hydraulic structures, restoring and enhancing sites of ecological interest, seeding and replanting slopes, sustainable roadside grass mowing, and so on. As part of the project under way to build the western Strasbourg bypass, 130 structures are planned to allow wildlife to cross the infrastructure once in operation, for an average of one structure every 200 metres. These crossings will prevent habitat fragmentation. Many of the crossings will be traditional structures, such as the three green bridges, two viaducts and the cut-and-cover tunnel. But others will be more innovative, including the two overpasses designed specifically for the European hamster, equipped with anti-predator systems, and the nine "bioducts" (crossings for small wildlife in the ledge along the gutter of road restoration works). A video describing some of the mitigation measures is available on the project website: https://bit.ly/2XR6vJQ.

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

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

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

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

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

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

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

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

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

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

- **Preserving biodiversity in quarries**

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

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

Eurovia's biodiversity indicators specific to quarries

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

(*) Commission locale de concertation et de suivi *(local committee for consultation and monitoring).*
(**) Inventaire National du Patrimoine Naturel (national inventory of natural heritage).

- **Preserving biodiversity on worksites**

In Contracting, companies identify priority measures and offer solutions adapted to the worksite (avoiding sensitive areas, adjusting the works timetable, etc.) from the response stage in applying for calls for tender. If considered useful, more efficient alternatives can also be put forward to customers. In one case, the Occitanie region in south-west France awarded a consortium led by Soletanche Bachy France the contract to build a heavy quay, perform the necessary dredging works, and create platforms in a project to build and integrate infrastructure within a new harbour. For this project, the customer chose Soletanche Bachy France's alternative proposal to build the quay with a diaphragm wall because of the many environmental benefits offered by the solution: no vibrations, lower noise levels, no potential pollution from concrete, and an environment that promotes the development of marine life. During the construction phase, the priority was to prevent any water pollution in the waterway and avoid affecting protected plant and animal species. As a result, additional measures were taken such as the installation of a permanent pollution containment dam, daily water quality monitoring, and initiatives to raise worksite employee awareness.
In another instance, as part of the Soletanche Freyssinet project to build a third runway for Hong Kong Airport, a number of solutions, some of them quite unusual, were implemented to protect sea life. Protective curtains were installed around the machines and barges to prevent the release of sediment and reduce the impact on the quality of seawater. A dolphin exclusion zone (DEZ) was also defined to protect the Chinese white dolphin, whose habitat is near the worksite areas. Using a specialised surveillance system, a trained worker was responsible for making sure that no dolphins were present in the DEZ. If a dolphin entered the zone, worksite activities were halted. Sogea-Satom initiated the Green and Sustainable Road programme in 2020. Each step in the programme covers issues relating to natural environments with the implementation of adapted avoidance and mitigation measures. An ecology expert was added to the QSE team to teach employees and improve operating methods at sensitive production sites (project near Lake Victoria, project through wetlands, etc.).

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

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

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

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

3.4.3 Compensation initiatives

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

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

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

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

3.4.4 Solutions for preserving natural environments used by customers

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

- **Reducing pollution**

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

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

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

- **Protecting water resources**

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

- **Biodiversity preservation**

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

Equo Vivo, the ecological engineering brand developed by VINCI Construction Terrassement, works more specifically on limiting the spread of invasive non-native species, improving the dynamics of waterways, rebuilding wetlands and restoring ecological connectivity. Three flagship "blue belt" projects were completed in 2020. The first is the levelling of a weir in Roquebrune-sur-Argens in south-east France. This not only restored ecological connectivity for fish and sediment, but also improved water quality by reducing the deposits in the eroded area downstream of the weir. The other two involved a fishway built in Aspiran in southern France and a river bypass developed in La Jaille-Yvon in the west of the country. To combat the spread of invasive non-native species, Equo Vivo has launched research into planting strategies in partnership with lab recherche environnement and AgroParisTech.
VINCI Construction Maritime et Fluvial (VCMF) also restored ecological connectivity on several projects in 2020. For example, on the Risle river in Pont-Audemer, ecological balance was restored by creating conditions to facilitate fish migration and by integrating flood control systems. Also, on behalf of the Port of Rouen, a mixed bank was developed to improve the environmental quality and ecological functions of the Seine river, its banks and its hydraulic structures between the municipalities of Poses and Tancarville. The company also contributes to large-scale environmental projects, such as the Marineff project in Cherbourg in northern France to enhance coastal ecosystems along the English Channel and develop biomimetic marine infrastructure that improves the ecological status of coastal waters.
Eurovia also has extensive expertise in ecological engineering, which it applies to highly specialised projects to guarantee their long-term efficiency. For example, Cognac TP and Sethy engage in many ecological engineering projects to implement ecological measures, some of which to support compensatory mitigation, on large infrastructure, including motorways and high-speed rail lines. In 2020, Cognac TP was involved in implementing compensatory solutions on 13 sites, which included creating and restoring the function of wetlands as replacement ponds to enhance attractiveness along the South Europe Atlantic high-speed rail line.

- **Developing nature in the city**

Urbalia, created in 2017, is the culmination of a partnership initiated by AgroParisTech and VINCI in connection with lab recherche environnement to promote biodiversity and urban agriculture. The product of this collaboration is Biodi(V)strict®, a diagnostics and decision-making tool used to measure the biodiversity potential of an urban or peri-urban development project.
To round out its range of solutions to promote biodiversity alongside Equo Vivo, Urbalia, which came under VINCI Construction Terrassement in 2020, supports property professionals in creating spaces that strengthen biodiversity and integrate local agriculture. These spaces are not only more resilient to climate change, but also provide a better setting for people to live in, along with numerous services (urban cooling, rainwater management, local production, and health and well-being areas). As an assessor of the BiodiverCity® label and Effinature certification, in 2020 Urbalia assisted the Madrillet development zone project in Rouen in northern France as well as a 32-unit housing programme in Montreuil to the east of the capital in obtaining widely recognised certifications. Urbalia also assessed the ecological quality of buildings owned by a social housing operator in order to recommend actions for improvement.

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

4. Duty of vigilance plan

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

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

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

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

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

At 31 December 2020

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

270,555 worksites and projects in 2020

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

75.8%	**11.7%**	**6.9%**	**3.6%**	**2%**	**85%**
Europe (46.3% in France)	Americas	Africa	Asia and the Middle East	Oceania	in OECD countries

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

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

35%
of purchases are subcontracting purchases

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

4.2 Duty of vigilance governance

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

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

- **Health and safety governance**

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

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

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

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

- **Human rights governance**

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

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

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

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

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

- **Environmental governance**

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

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

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

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

- **Overall duty of vigilance governance**

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

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

- **European Works Council involvement**

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

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

4.3 Duty of vigilance with regard to health and safety

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

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

4.3.1 Mapping of the Group's major risks

- **Identification and ranking of VINCI's main health and safety issues**

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

- **VINCI's main issues**

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

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

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

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

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

Audit procedures relating to health and safety at Group entities may also involve obtaining certifications, creating a need for external audits. Accordingly, VINCI Autoroutes has begun the ISO 45001 certification process for occupational health and safety. Cofiroute obtained certification in April 2019, and ASF and Escota expect to meet requirements for certification in the first half of 2021. For these certifications, some 20 audits (internal audits, practice audits and certification surveillance audits) were conducted in 2020, using a shared internal checklist designed to ensure ISO standards are met. These audits, whether they are conducted by internal or external auditors, serve to assess the quality and maturity level of a range of health and safety management issues and identify strengths, improvement areas and any non-conformities. In the wake of the audits, operational reviews are performed in regions and a management review is conducted centrally. At this time, any corrective action is decided upon and any new objectives are set. Audits typically cover the following areas: company policy; management engagement at all levels; employee participation; training and awareness initiatives; preparation and organisation of work; management of materials, equipment and products; risk prevention for external companies; regulatory compliance and the management of accidental events.

Health or safety certifications at VINCI in 2020

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

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

Health and safety audit procedures in VINCI business lines

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

4.3.3 Tailored actions to mitigate risks or prevent serious impacts

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

a. Actions developed and implemented at Group level

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

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

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

01	02	03	04
Risk analysis	Protective equipment	Operating procedures and processes and work organisation	Safety awareness and training

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

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

1,598
meetings of health, safety and working conditions committees across the Group in 2020 (vs 1,542 in 2019)

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

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

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

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

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

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

- **Involvement of employees and employee representative bodies**

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

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

- **Continuous, tailored awareness and training initiatives for all**

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

38%
of training hours in 2020
devoted to health and safety

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

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

- **Organisation of international health and safety events**

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

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

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

- **Risk prevention for subcontractors and temporary employment agencies**

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

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

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

23%
of temporary employment agencies did not meet the Group's ESG criteria during the latest approval process

- **Health and safety measures taken to manage the health crisis**

Since the start of the health crisis and all throughout the year, managers and their team members in health and safety roles have been extensively mobilised in the planning and implementation of preventive measures to ensure the continuity of operations and a safe environment for employees and other stakeholders (users, customers, external staff, etc.). One feature of VINCI's businesses is that many jobs cannot be carried out by working from home. Another is that even during a lockdown, Group subsidiaries must sometimes continue to provide certain essential services (operating motorways and airports, performing energy maintenance, keeping up essential worksites, and so forth.).
VINCI's health and safety staff worked to:
– analyse work environments, job descriptions and the individual situations of workers with higher risks of exposure;
– adapt work instructions to incorporate new operating procedures, reflecting the situation and the organisation of work in agencies and at worksites and sites under operation;
– reorganise work environments and provide suitable personal and collective protective equipment;
– train and raise awareness of employees: staff informed employees of the protective measures to prevent virus transmission and the new rules to integrate and apply, while also communicating abundantly on conventional risks, to avoid a situation where coronavirus prevention causes people to neglect other important safety measures;
– set up psychological support services and train managers in psychosocial risk prevention;
– expand the number of "Covid officers" to assist managers, employees and outside partners in setting up protective measures at worksites and sites under operation and report information from the field and any required adaptations;
– set up governance structures to monitor the situation day to day and coordinate initiatives.

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

4.3.4 Alert mechanisms and processing of reports

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

An application called "Move Safe" was launched in May 2019 for all VINCI Autoroutes entities. It enables any employee to electronically report any information about a dangerous situation or near miss. Employees make more than 3,000 reports each year and thereby contribute all together to raising safety levels in the company. The application was recently updated to enable employees to also report incidents relating to the environment, quality and diversity. In addition, local risk prevention groups are set up every quarter in regional divisions. Their members are employees from all business activities, and as such can discuss occupational health and safety issues with full knowledge of the local context.
At VINCI Energies, the Safety Up application, which is available in 10 languages and has been downloaded by more than 16,000 employees, can be used to report hazardous situations as well as share best practices and news flashes. The application was designed as an awareness-raising tool and is co-managed centrally and by companies, with the close involvement of managers, to encourage local communication and use within companies. In 2020, new features were added to the application, including 15-minute safety sessions. It is the most frequently downloaded application for use "in the field" at VINCI Energies. A webinar to present the new features was held in November 2020.

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

4.3.5 Monitoring of measures implemented and assessment of their effectiveness

- **Health and safety monitoring indicators**

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

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

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

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

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

- **Specific monitoring for potentially serious incidents and alert procedure for fatal accidents**

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

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

4.4 Duty of vigilance with regard to human rights

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

4.4.1 Mapping of the Group's major risks

- **Identification of VINCI's salient issues**

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

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

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

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

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

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

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

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

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

Country-specific analysis of human rights risks

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

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

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

• Assessing the situation of subsidiaries

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

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

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

• Audits of subsidiaries by third parties

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

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

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

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

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

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

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

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

4.4.3 Tailored actions to mitigate risks or prevent serious impacts

a. Actions implemented at Group level
VINCI issues guidelines to provide a shared framework for all of its business lines and employees.

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

Excerpt from the VINCI's Guide on Human Rights

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

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

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

93%
of entities in VINCI's internal control survey have communicated to their employees on VINCI's Guide on Human Rights

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

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

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

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

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

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

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

- **Active participation in collaborative initiatives**

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

Main collaborative initiatives in which VINCI participates

- **Building Responsibly,** of which VINCI is a founding member. Building Responsibly brings together engineering and construction firms in order to develop common approaches and standards, share best practices, tools and experiences, and engage stakeholders and all actors in the value chain to find concrete and collective solutions to the challenges faced by the sector. In 2020, the coalition welcomed new members and reorganised its governance. VINCI was elected as a member of its steering committee. During the year, Building Responsibly's main focuses were the management of risks associated with the pandemic and the publication of case studies illustrating how members implement the coalition's principles. The coalition's members also developed practical tools such as a pre-qualification questionnaire to assess the human rights performance of worksite personnel. It will continue to encourage more companies in the sector to join the initiative. A meeting with stakeholders is scheduled for early 2021.

- **Leadership Group for Responsible Recruitment,** which welcomed VINCI to its steering committee in June 2017. This collaborative initiative between leading companies and expert organisations strives to promote responsible recruitment practices and combat forced labour. In 2020, for the first time, it asked its members to report on how they implement the Employer Pays Principle in their operations. An outside third party was commissioned to analyse the data collected.

- **Entreprises pour les droits de l'Homme / Businesses for Human Rights,** of which VINCI is an executive board member. This association of 19 leading French companies is a forum for discussion, initiatives and proposals by these businesses to improve the integration of human rights into business policies and practices. In the past two years and in tandem with organisations such as the Responsible Business Alliance, the Consumer Goods Forum and the ILO, it has encouraged greater efforts by French businesses to combat forced labour. Companies such as VINCI discuss the challenges they encounter and the preventive measures they have taken. Three new companies joined Businesses for Human Rights in 2020.

b. Actions adapted to local contexts

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

- **Preventing social risks in subcontracting in France**

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

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

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

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

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

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

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

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

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

• **Preventing human rights risks in Qatar**

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

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

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

Preventing risks relating to recruitment practices

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

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

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

A sample of workers recruited before and after the pilot project were interviewed prior to migrating to Qatar, and again 10-12 months after arriving and working in Qatar. Although the pandemic caused a slight delay in the finalisation of the study, the results will be published in early 2021. The publication will study the following impacts in particular:
– the risk of the workers' paying recruitment fees and related costs;
– working conditions and workers' ability to protect their own interests;
– workers' perceptions of their migration experience.

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

Reinforcing employee representation

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

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

Preventing psychosocial risks

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

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

4.4.4 Alert mechanisms and processing of reports

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

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

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

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

4.4.5 Monitoring of the implementation and effectiveness of measures

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

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

Human rights assessments in the Group (*)

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

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

4.5 Duty of vigilance with regard to the environment

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

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

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

4.5.1 Mapping of the Group's major risks

a. Identification of VINCI's material issues

The Group identifies the material environmental risks for its activities using risk mapping. For this task, it collaborates with an outside provider to ensure that the mapping is thorough and that the methodology is valid. The initial risk map, developed in 2017, was revised in 2019 and will continue to be updated every two years. Based on an analysis of VINCI's main business lines, the risk map assesses the environmental risks that could result from the activities of the Group's companies. To measure the vulnerability of these activities to the physical risks associated with extreme weather events looking ahead to 2050, the Group used data from the RCP 4.5 scenario in the IPCC's Fifth Assessment Report. Since 2017, risk mapping has been carried out in collaboration with the environmental managers of VINCI companies in the following manner:
– all the environmental risks that could arise all along the value chain of VINCI's activities were identified, based on a materiality assessment, industry knowledge and complementary bibliographical research. Approximately 15 inherent environmental risks were thus revealed;
– the business lines' environmental managers rated these risks against three criteria: severity, probability of occurrence and degree of control (based on existing governance, processes and tools to manage the risks);
– the ratings made it possible to group together inherent and residual environmental risks at Group and business-line levels.

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

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

b. VINCI's material issues

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

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

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

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

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

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

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

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

a. Assessing the situation of subsidiaries and subcontractors

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

- **Environmental certification**

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

ISO 14001 certifications at VINCI in 2020

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

- **Third-party controls**

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

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

- **Internal controls**

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

At Group level, environmental issues are a core part of VINCI's risk assessment criteria, which were reinforced in 2020 (see paragraph 2.4.3, "Procedures related to commitments and the VINCI Risk Committee", page 215).
When certain worksites present a high risk of environmental impact, in particular with regard to local biodiversity, environmental managers partner with ecologists (specialised design offices, research institutions or non-profit organisations) to increase monitoring. VINCI Construction Terrassement has rolled out an initiative called Actons la 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	- Inspection of measures to protect wildlife around motorways and supervision and monitoring agreements with many local and national organisations, such as the Bird Protection League (LPO) - Inspection of work performed by specialised providers (including environmental performance) - Publicly-released assessments of socio-economic and environmental impacts, called "LOTI audits", established by the French domestic transport planning law (Law 82-1153 of 30 December 1982), for new transport connections
VINCI Airports	- Environmental due diligence by specialised firms for projects under development in order to analyse and manage environmental risks at the earliest possible stage of a project
VINCI Energies	- Risk assessments and a health, safety and environment regulatory watch, centralised on an internal tool designed for VINCI Energies companies - Use of Preventeo by VINCI Energies companies in France to obtain consolidated compliance results and translate non-conformities into measures for inclusion in action plans
Eurovia	- Assessment of environmental risks for activities being acquired or for investments in quarries or production plants - Regular internal audits as part of the "The Way We Work" quality initiative to ensure that entities have incorporated environmental action plans into their strategic business plans - Regulatory compliance audits (127 in France in 2020) - Environmental acceptability audit developed specifically for production plants in 2019 and 2020 - Regulatory watch developed using a tool specific to Eurovia's businesses
VINCI Construction	- Internal audits of worksites applying for the Attitude Environnement label (VINCI Construction France) - Internal assessment of environmental risks for each project, using a questionnaire based on local regulations and ISO 14001 (VINCI Construction Terrassement) - 45 internal compliance audits in 2020, using a set of 100 items to assess worksite performance (VINCI Construction Terrassement) - Audits of subsidiaries and subcontractors, with the requirement for subcontractors to provide an environmental risk analysis and environmental protection plan - Assessments of subcontractors, suppliers and partners after completion of their work, using a dedicated internal tool (Dodin Campenon Bernard) - Annual environmental audit (incorporated into the integrated management system) for all divisions, which are all ISO 14001 certified, and monthly HSE (health, safety and environment) inspections by management for each project (Sogea-Satom)
VINCI Immobilier	- Quality audits carried out systematically at all residential property worksites, for example in compliance with VINCI Immobilier's charter for clean worksites

b. Assessing the situation of suppliers

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

For local purchases, special attention is paid to materials suppliers, in particular by asking them to provide information on their environmental footprint, such as CO_2 emissions or the use of bio-based materials, during the selection process. Increasingly, preference is given to suppliers that integrate environmental protection in their practices, and suppliers' practices are regularly audited in this respect, particularly when contracts are up for renewal. At VINCI Construction France, environmental data modelling tools for construction materials have been developed in collaboration with engineers from the École des Ponts ParisTech to assess the exact environmental footprint, especially the greenhouse gas emissions, of the concrete used in its projects. The aim is to be able to generate data that its teams can use for their life cycle analysis calculations.

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

Business line	Examples of supplier assessment
VINCI Autoroutes	- Due diligence during consultations - Supplier audits including sustainability criteria - Supplier assessments during performance, using dedicated internal tools, and sharing of results at meetings - Collaboration with suppliers on environmental issues (such as products used for road maintenance) - Initial and follow-up assessments of selected suppliers in the Cofiroute network (questions incorporating environmental issues). - Assessment of environmental suppliers (providing programme management assistance) in 2020
VINCI Airports	- Environmental clauses to be included in contracts with third parties
VINCI Energies	- Assessment criteria for electrical and telecommunications equipment suppliers, mainly regarding their carbon footprint, updated in 2020, and calculation of emissions from purchases (upstream and downstream Scope 3 emissions) - Assessment of VINCI Energies suppliers, using the Actradis platform
Eurovia	- New questionnaires for specific purchasing categories developed in 2020 to assess suppliers' environmental and other commitments. The questionnaires were sent to all suppliers having participated in a tender in 2020, to distinguish the best environmental performers. Improvement action plans were developed jointly with suppliers. Fifty suppliers, representing a purchasing volume of €250 million, received support in this form in 2020, in connection with framework agreements managed by Eurovia's head office.
VINCI Construction	- Assessment of suppliers, subcontractors and partners upon completion of their service using a dedicated internal tool that includes an environmental evaluation (VINCI Construction Terrassement and Dodin Campenon Bernard). In 2020, 218 environmental assessments were performed at VINCI Construction Terrassement out of a total of 317 suppliers, subcontractors and partners. - Environmental criteria included in annual assessments of subcontractors and suppliers (Sogea-Satom)

4.5.3 Tailored actions to mitigate risks or prevent serious impacts

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

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

Issue	Objectives and actions
Climate change	- Follow a trajectory to help limit global warming to 2°C, involving a 40% reduction in direct greenhouse gas emissions (Scopes 1 and 2) by 2030 compared with 2018 levels - Reduce indirect emissions by taking action across the entire value chain for the Group's business lines - Adapt structures and activities to improve their climate resilience
Resources and the circular economy	- Promote the use of construction techniques and materials that consume less natural resources - Improve sorting to systematically recycle and recover waste - Increase the availability of recycled materials in order to reduce the extraction and use of virgin materials
Natural environments	- Avoid environmental nuisances and incidents by implementing an environmental management plan in all businesses - Optimise water consumption, especially in areas of water stress - Aim to achieve no net loss of biodiversity

• **Environmental management and incident prevention**

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

In the Concessions business, VINCI Concessions is working to enhance risk prevention by expanding ISO 14001 certification across airports and other concessions, which requires:
– a regulatory watch and compliance assessment process;
– an assessment of significant environmental aspects and impacts during normal operations and in the event of an incident;
– preventive systems to reduce risks (containment pallets under hazardous products, for example);
– clear procedures and training to ensure that workers are informed and fully prepared to respond effectively in the event of an incident;
– drills to practise responding to emergency situations.

VINCI Autoroutes also set up a procedure to manage pollution incidents on motorways or other sites, which is continuously improved based on feedback from incidents and emergency drills. Different players work together to implement the procedure:
- a network of operators at traffic control centres, who share information about the situation and coordinate a response;
- an on-call chain of people in command, who make decisions while the incident is being managed;
- the operational staff at the site, who directly handle the incident.

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

Furthermore, business lines conduct awareness-raising and training initiatives (see paragraph 3.1.2, "Employee training and awareness", page 219). Regular 15-minute environmental sessions at worksites build awareness among employees and subcontractors alike. In 2020, 52,891 training hours were devoted to environmental issues, a 26% increase over 2019. A new e-learning module on the environment was created in 2020 and made available to all employees to help them:
- understand the Group's environmental ambition;
- be aware of the environmental issues affecting the Group's business activities;
- identify how they can each contribute to VINCI's ambition, no matter what their role in the Group.

- **Mitigating and adapting to climate change**

Climate change is already a reality: global temperatures have risen by more than 1°C compared with pre-industrial levels, leading to increasingly frequent and intense extreme weather events each year, with major economic and social consequences. According to the climate models published by the Intergovernmental Panel on Climate Change (RCP scenarios 6.0 and 8.5), current production and consumption practices could see temperatures rise by around 3.5°C to 5°C by the end of this century, resulting in major and irreversible shifts that could affect all aspects of society.
In response to the many reports about environmental degradation published by the scientific community – in particular, special reports by the IPCC – VINCI has committed to taking concrete action. In 2019, the Group set the goal to reduce its direct greenhouse gas emissions (Scopes 1 and 2) by 40% by 2030 compared with 2018 levels. This trajectory is aligned with a global warming limited to well below 2°C, in accordance with the Paris Climate Agreement. The Group is also taking steps to reduce its indirect emissions throughout its businesses' value chains, by developing green solutions or using low-carbon materials.

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

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

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

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

- **Raw material conservation and waste reduction, recycling and reuse**

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

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

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

• **Preserving natural environments**

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

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

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

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

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

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

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

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

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

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

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

100%
of framework contracts signed by Purchasing Coordination included one or several environmental criteria in 2020

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

4.5.4 Group alert mechanisms and processing of reports

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

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

- **Eole incident**

In 2019, an incident involving the unintentional spillage of materials into the river Seine occurred at the concrete mixing plant in Nanterre, which supplies the sites for the e-déf Eole-La Défense project. The management of the site immediately took the necessary steps to stop it.

On 11 March 2020, through a pre-trial guilty plea procedure, the court of Nanterre sentenced a subsidiary of VINCI Construction (Dodin Campenon Bernard) to a €90,000 fine, which includes a suspended amount of €40,000, for the accidental spillage of grey water containing sand and traces of cement into the river Seine. The court did not recognise any "intent to spill into the Seine". The VINCI Group has fully assumed its responsibility for this unintentional, abnormal and exceptional incident. It took action to offset damage and support restoration as of the end of 2019. These measures, duly attested by a bailiff, were applied to a total surface area of 310 square metres, although the impacted surface area was only 25 square metres. On 16 December 2020, the organisations having filed a civil action abandoned their case, which was noted by the judge. As a result, the case before the Nanterre court is definitively closed.

4.5.5 Monitoring of the implementation and effectiveness of measures

VINCI's Environment Department, together with the Internal Control, Ethics and Vigilance, CSR, and Purchasing departments, supervises the work to monitor and assess the effectiveness of environmental risk management measures. This follow-up is performed on a continuous basis, through the coordination of internal committees focusing on each of the Group's material environmental issues (the Environment Committee, the Biodiversity Task Force, and the Circular Economy Task Force). Monitoring and assessment are also carried out by the Group's network of environmental correspondents. Among other tasks, these correspondents respond to the annual environmental reporting questionnaire, which contains about 60 quantitative indicators based on Global Reporting Initiative standards (a common set of indicators to assess companies' sustainable development policies). The reporting process is an excellent resource for managing and following up on action taken to reduce the environmental risks relating to VINCI's activities. It also incorporates some data on the subcontractors of VINCI companies.

The monitoring and assessment of environmental risk management measures supports the Group's new environmental ambition, which aims to strengthen the commitments made by Group companies and sets targets for reducing the environmental footprint of their activity. These goals are regularly reviewed by VINCI's Executive Committee and Board of Directors.

99%
of Group revenue is covered by environmental reporting

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

• **A procedure available to all stakeholders**
The Group has set up a unique whistleblowing system, called VINCI Integrity, that can be used by any concerned person to report any serious irregularities relating to the work context, and of which they have personal knowledge. The persons covered by the whistleblowing procedure are:
– employees of companies in the VINCI Group;
– external or temporary employees of companies in the VINCI Group (such as temporary staff or employees of subcontractors, suppliers, service providers, etc.);
– persons who are stakeholders in a project, for subjects relating to duty of vigilance in the environmental and social domains.

• **A procedure addressing all areas of concern**
Whistleblowing in the work context may involve the following areas:
– behaviour or a situation that infringes VINCI's Code of Ethics and Conduct or its Anti-corruption Code of Conduct;
– behaviour or a situation that infringes VINCI's Guide on Human Rights or is a serious violation of human rights and fundamental freedoms;
– behaviour or a situation that infringes VINCI's "fundamental and essential workplace health and safety initiatives" or will have a severe impact on people's health and safety;
– behaviour or a situation that infringes VINCI's environmental commitments or will have a severe impact on the environment.

• **A multimodal procedure**
Multiple, complementary channels are available for processing reports. Whatever the means used, all exchanges are kept strictly confidential.
Initially, employees inform their direct or indirect supervisor, or an officer designated for this purpose within the entity to which they belong. They may then use their entity's specific whistleblowing system, if it has one. Employees can also contact the Group's Ethics Officer directly or use VINCI Integrity, the Group's intranet whistleblowing system. VINCI guarantees that none of its employees will be penalised or dismissed, and that no disciplinary action will be taken against the employee, whether directly or indirectly, for having reported or given evidence, in good faith, under the whistleblowing procedure, concerning acts of which the employee obtained personal knowledge during the course of his or her duties. This remains the case even if the allegation made is determined to be false after investigation. Similarly, the identity of the accused person is treated with the utmost confidentiality.
External stakeholders can access VINCI Integrity from the Group's website.
These mechanisms ensure a reliable, highly secure method of reporting with end-to-end traceability.

5. Note on the methods used in workforce-related, social and environmental reporting

VINCI's workforce-related, social and environmental reporting framework complies with Articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code, as well as Order 2017-1180 and Decree 2017-1265. It uses the Global Reporting Initiative (GRI) standards as a basis for organising, analysing and prioritising risks and for assessing workforce-related, social and environmental impacts – see the cross-reference table on page 382.

5.1 Methodological procedures

VINCI's procedures are specified in the following materials:

• for workforce-related indicators:
– a guidebook in four languages (French, English, German and Spanish) containing workforce-related indicator definitions;
– a methodological guide to VINCI's workforce data reporting system, including a reporting tool users' manual in four languages (French, English, German and Spanish);
– a guide to consistency checks in two languages (French and English);
– an audit guide helping entities to prepare for audits and make good use of their results (available in French, English, German and Spanish);

• for environmental indicators:
– a methodological guide to VINCI's environmental reporting system, including a guide to the definition of common indicators, which entities can use to set up their environmental reporting procedures. This guide is available in three languages (French, English and Spanish);
– a reporting tool users' manual in two languages (French and English);
– an audit guide helping entities to prepare for audits and make good use of their results (available in French and English).

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

The Group's efforts to accelerate its workforce-related and environmental reporting process in 2010 resulted in:
• new methods for earlier preparation of workforce indicators, applicable to all entities since 2011;
• the shifting of the reference period for environmental reporting by one quarter (the reference period for year Y is now from 1 October Y–1 to 30 September Y). This change has applied to all entities since 2010.

5.2 Scope

The reporting scope is intended to be representative of all VINCI's business activities:
- workforce-related reporting has covered all worldwide revenue since 2002.

One company acquired in 2020, with fewer than 50 employees, did not report fully on the number of hours worked. The company accounts for 0.02% of the Group's total workforce;
- environmental reporting covered 99% of worldwide revenue in 2020.

Excluded from environmental reporting in 2020 are entities whose environmental impacts are not material and which do not have an environmental correspondent. These exclusions must not exceed 5% of the environmental impact of each entity.

However, for certain specific environmental indicators, the reporting coverage of the indicators published may be more limited. Reporting on waste generated is now reliable for a scope covering 55% of the Group's activities (VINCI Autoroutes, VINCI Energies, VINCI Construction UK, VINCI Construction Grands Projets, VINCI Construction Terrassement, Dodin Campenon Bernard, VINCI Construction International Network Central Europe, VINCI Construction International Network Overseas France, VINCI Airports, VINCI Highways, VINCI Railways and VINCI Immobilier). Reporting on waste recovered covers 36% of the Group's activities (VINCI Autoroutes, VINCI Airports, VINCI Highways, VINCI Railways, VINCI Energies France and VINCI Energies Europe East). Reporting on raw materials covers the activities of VINCI Autoroutes (11%). Reporting on the consumption of water from boreholes covers 15% of the Group's activities (VINCI's Concessions business). In 2020, HEB (VINCI Construction) was excluded from the reporting on purchased water consumption. VINCI is continuing its efforts to expand and improve the reliability of the reporting of these indicators for all the business activities where they are of relevance.

Since 2011, the consolidation rules used for these scopes have been the same as for financial consolidation.
These consolidation rules apply to all reporting indicators, except the "number of environmental incidents" indicator, in which all incidents count for 1.

In the event of a change in scope:
- workforce-related reporting: changes in scope in year Y are taken into account in the same year;
- environmental reporting: changes in scope in year Y are taken into account in year Y+1.

Changes (involving revenue higher than €50 million) in the workforce-related reporting scope in 2020 (acquisitions in 2020):
- VINCI Energies Europe East: Actemium Energy Projects (Germany);

Changes (involving revenue higher than €50 million) in the environmental reporting scope in 2020 (acquisitions in 2019):
- VINCI Energies Europe West: De Bosman Bedrijven BV (Netherlands);
- Eurovia: Eurovia Atlantic Coast LLC (United States).

Furthermore, virtually all concessions are now covered by the environmental reporting system, following the reporting procedure that applies financial consolidation rules.

5.3 Indicator selection

Indicators are selected on the basis of the social and environmental impact of the Group's activities and the risks associated with those activities.

There are four levels of core social indicators:
- those specified in Articles R.225-104 and R.225-105 of the French Commercial Code;
- the GRI standards;
- those included in the workforce-related information, as required by French law; and
- specific indicators reflecting VINCI's human resources policy.

The complementary nature of these four levels of indicators makes it possible to measure the results of the Group's human resources policy and social commitments.

The core environmental indicators are made up of five types:
- resource consumption (energy/CO_2 and water);
- waste management and recycling;
- certifications and projects having received other types of label;
- preservation of natural environments;
- environmental incidents and provisions for environmental risks.

These five types of indicator were taken from the following sources:
- Articles R.225-104 and R.225-105 of the French Commercial Code;
- GRI standards.

Each business line continues to use its own additional indicators, which are based on its specific environmental challenges.

5.4 Methodological explanations and limitations

The methodologies used for some workforce-related and environmental indicators may be subject to limitations due to:
- differences between French and international definitions (which VINCI continually works on to harmonise);
- differences in labour and social laws in some countries;
- changes in indicator definitions that could affect their comparability;
- changes in business scope from one year to the next;
- the difficulty of collecting data from a subcontractor or joint venture with external partners;
- the procedures for collecting and entering this information.

Due to the presence of subcontractors at many sites, the question of whether to include their activities in the environmental reporting has been raised. Currently, their data is included whenever VINCI is directly responsible for it (i.e. services or resources provided by VINCI). In the event that VINCI companies operate as subcontractors, as may be the case for VINCI Energies, and do not have access to the data or their consumption is not material, then their water and electricity consumption data is not included.

The methodological guide to VINCI's environmental reporting system allows for environmental data to be calculated based on spending and average unit prices for the base period, if source data is not available. This method is used in particular for VINCI Construction France worksites, VINCI Construction Terrassement worksites, Soletanche Freyssinet worksites in France and for Eurovia. In France, average unit prices come from national framework agreements and Eaufrance internet portal, which is a public information service on water and aquatic environments (for water consumption).

Reporting of water consumption currently covers all water purchased. Water volume withdrawn directly from natural environments is recorded for concession businesses and now included in consolidated reporting. VINCI is continuing its efforts to expand and improve the reliability of this reporting item over a broader scope. Reporting on the use of phytosanitary products covers the scope of VINCI Autoroutes and VINCI Concessions.

The number of certified projects is limited to VINCI Construction and VINCI Immobilier. A project with several certifications will be counted several times. Only projects handed over during the year are taken into account.

Total energy consumption (excluding energy from heating networks, which is not material and therefore not included) is expressed in megawatt hours (MWh) higher calorific value (HCV). The conversion factors used are 0.0104 MWh/litre, 12.027 MWh/tonne and 4.839 MWh/tonne for motor fuel, heavy fuel oil and coal (lignite), respectively, and were taken from the Ademe Base Carbone® database. For greenhouse gas emissions, Ademe's conversion factors were also used and taken from the Base Carbone® database for 2016 (the 2012 database is also used to track the Group's emissions-reduction commitments).

In 2020, the location-based and market-based methods were used to calculate the greenhouse gas emissions produced by the consumption of electricity by Group entities (Scope 2). The location-based method takes into account the average electricity mix of the grid for each country where the electricity is consumed, applying an emission factor of zero to renewable energy use for self-consumption and Power Purchase Agreements. The market-based method calculates the emissions from the electricity actually purchased, applying an emission factor of zero for the consumption of electricity from renewable sources (including guaranteed sources).

To calculate Scope 3 emissions for 2019, the recommendations published by Greenhouse Gas Protocol (GHG Protocol) in its Technical Guidance for Calculating Scope 3 Emissions (version 1.0) were followed. Of the 15 categories of emissions identified by GHG Protocol, 11 were considered to be relevant to the Group (four downstream categories were excluded: downstream transportation and distribution, processing of sold products, downstream leased assets, and franchises). For some business activities, additional categories were excluded from reporting due to their lack of relevance to the business activity being assessed. For example, VINCI Construction did not take into account the downstream emissions of built infrastructures that do not directly consume energy, and Eurovia did not measure downstream emissions. Where appropriate, some business lines applied other, more detailed industry-specific standards. This was the case for VINCI Airports, which followed the recommendations of the Airport Carbon Accreditation; VINCI Immobilier, which applied the standard to be introduced with the new French environmental regulation for new constructions, RE2020, and VINCI Autoroutes, which used the tools provided by the Association of French Motorway Companies (Asfa).

To calculate the indicator for greenhouse gas emissions by motorway users, using Asfa's tool, VINCI Autoroutes included all the kilometres in its network, whether toll or free roads, travelled by users during the financial year. The velocity profile per vehicle class used was the default 130 km/h profile pre-configured in the tool. Traffic was assumed to be 100% fluid; the effect of inclines or radars was not included in the calculation. The influence zone of toll collection was assumed to be 0.1 km. The entire network was also assumed to be an intercity network.

The quantification work undertaken by the Group was hampered by difficulties in applying the existing guidelines to VINCI's business activities and by complexities due to the breadth and diversity of its business mix. To overcome these obstacles, VINCI supplemented the GHG Protocol's guidance with its own guidelines on specific aspects of the methodology, to be applied across the Group. These made certain adjustments to account for specific situations. For example, for VINCI's works activity, the depreciation rule for machinery was adapted to reflect the reality on the ground and the available data. Additional work will be undertaken at a later stage to refine certain rules, such as those for joint ventures.

Whenever possible, Group entities used actual data to calculate the emissions associated with their business activities. However, due to the complexity and diversity of these activities, some entities chose to apply ratios for a given business or to extrapolate from a representative sample of data to obtain an initial order of magnitude. For example, VINCI Energies worked out a $kgCO_2eq$/€ ratio for each of its purchasing categories, drawing data from the 9,157 environmental and health product declarations (FDES) and Product Environment Profiles (PEP) that were available in 2020. A specialised outside firm then checked the ratios. Some entities also analysed the environmental impacts of a sample of projects in a business activity, and then extrapolated the results to the whole scope. VINCI Construction Grands Projets, for one, extrapolated the carbon emissions data of 32 projects, as evaluated by its internal tool, GES'tim. Based on the general orders of magnitude obtained using these methods, entities can then choose to focus on reducing certain categories of emissions and use a more precise method to measure them. Overall, 50% of Scope 3 emissions were based on actual data, 18% on estimates or extrapolations and 32% on ratios. The overall uncertainty of the resulting Scope 3 data is estimated to be between 20% and 30%.

In choosing emission factors (EF), the same rules are applied across the Group. Where several EF are available for the same category of emissions, entities are to give preference to the EF that is the most specific (for example, obtained from Type III environmental declarations, such as the FDES environmental and health data sheets or Product Environment Profiles, or provided by the supplier, a professional organisation or an industry trade union), the most reliable (having been calculated or audited by an expert and/or drawn from industry-specific or institutional guidelines), and the most recent (since EFs are updated on a regular basis). Where such emission factors are not available, default EFs in a database produced by VINCI are used. These are "average" EFs based on the main, widely recognised databases.

If the desired EF cannot be found in the VINCI database, specific EFs are sourced from other documentation, mainly Ecoinvent or Base Carbone®, a database managed by the French environment and energy management agency, Ademe.

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

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.

The figures in this Universal Registration Document are based on data known at the end of the financial year. They may, however, be adjusted the following year if a significant anomaly is observed and provided that the adjustment is substantiated in detail. None of the figures published in the 2019 universal registration document were adjusted in 2020.

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 Delegation for Sustainable Development. Comparisons are made with the previous year's data and any material discrepancies are analysed in detail.

5.6 External controls

From 2002 to 2013, VINCI asked its Statutory Auditors to give their opinion on the quality of the procedures used to report social and environmental information. Since 2014, a Statutory Auditor has been appointed as the independent third-party body in charge of verifying the completeness and fair presentation of information published in the "Workforce-related, social and environmental information" chapter and, since 2018, of information in the non-financial performance statement. The nature of the auditing work carried out and the findings are presented on pages 278 to 281.

F. General information about the Company and its share capital

1. Corporate identity

Corporate name: VINCI.
Registered office: 1 cours Ferdinand de Lesseps, 92500 Rueil Malmaison, France.
Telephone: +33 1 47 16 35 00; Fax: +33 1 47 16 33 60.
Type of company: French public limited company ("Société Anonyme") with a Board of Directors.
Applicable legislation: French.
Date of formation: 1 July 1908.
Legal term of existence: The legal term of existence was set on 21 December 1979 at 99 years. The date of expiry is thus 21 December 2078, unless the term of existence is extended once again or the Company is liquidated at an earlier date.
Financial year: From 1 January to 31 December.
Registration number: RCS 552 037 806 Nanterre – Siret no.: 552 037 806 00585 – Code NAF: 7010Z.
Places where legal documents can be consulted: Legal documents relating to VINCI are available at its registered office, at the Clerk's Office of the Nanterre Commercial Court and on the Company's website (www.vinci.com).

Business purpose (Article 2 of the Articles of Association)

"The Company has the following purpose:
- the undertaking of any public and private works, in any form, and in particular the operation of the business originally conveyed by the Sainrapt et Brice company and the continuation of the activities carried on by that business, a specialist in all kinds of underground work, foundations, hydraulics and reinforced cement;
- and generally, all industrial, commercial and financial operations and operations relating to movables and immovables that are directly or indirectly connected with the purposes specified above.

"The Company shall be entitled to carry out the said operations in France, in the French overseas departments and territories, and abroad, either alone, or under a joint venture, or in negotiation in any form whatsoever, either directly, or by way of transfer, rental or subcontracting, or by way of brokerage and commission.
"In addition, it shall be entitled to carry out any type of exploitation, either by itself or by any other means without any exception, create any companies both private and commercial, make any conveyances to existing companies, merge or form an alliance with them, subscribe to, purchase and resell any securities and business interest, acquire any partnerships and make any loans, credits and advances."

Statutory appropriation of income (excerpt from Article 19 of the Articles of Association)

"From the profit, reduced by the prior losses if any, one deducts at least 5% to constitute the reserve fund prescribed by law. The said deduction ceases to be mandatory when the reserve fund has reached an amount equal to one-tenth of the share capital. It resumes if the reserve falls to a level below the said one-tenth.
"The distributable profit consists of the profit for the financial year reduced by the prior losses as well as by the amounts to be entered in the reserves pursuant to the law or the Articles of Association, and increased by the retained earnings.
"At the Shareholders' General Meeting, resolutions are voted on to deduct the following from this distributable profit, in succession:
- the amounts recognised as useful by the Board of Directors to constitute or supplement any ordinary or extraordinary reserves, or for carryover to the following financial year;
- the amount necessary in order to pay an initial dividend to the shareholders of 5% of the amounts in which their shares are paid up and unredeemed, but if the profit for a financial year does not allow such payment, the shareholders shall not be entitled to demand it from the profits recorded in later years.

"The available balance, after the said deductions, is divided among all of the shares in proportion to the amount of capital that they represent.
"On the basis of a proposal made by the Board of Directors, the shareholders may decide at the Shareholders' General Meeting to pay out amounts deducted from the reserves available. In this case, the decision must explicitly indicate the reserve headings from which the deductions are made. Excluding the case of a capital reduction, no distribution may be made to the shareholders when the shareholders' equity is, or will become following such distribution, less than the amount of capital increased by the reserves that the law or the Articles of Association preclude from distribution.
"The procedures regarding payment of dividends voted at the Shareholders' General Meeting are laid down at that meeting, or failing this, by the Board of Directors. The dividends must be paid within a maximum of nine months following the end of the financial year, in the absence of an extension of the said period by a court decision.
"At the Meeting, the shareholders have the option of granting, with respect to all or part of the dividends or of the interim dividends paid out, an option between payment in cash and payment in shares to each shareholder."

Shareholders' General Meetings (Article 17 and excerpt from Article 8 of the Articles of Association)

Article 17 of the Articles of Association is set out in section 8 of chapter C, "Report on corporate governance", page 169.
Excerpt from Article 8 of the Articles of Association:
"Each share gives a right to only one vote at the Shareholders' General Meetings, regardless of the duration or form of share ownership. The double voting rights provided for under Article 7 of Law 2014-384 of 29 March 2014 are hereby expressly excluded. In addition, each share gives a right to a portion, proportional to the number and nominal value of the existing shares, of business assets, profits or any liquidation surplus."

Provisions on statutory shareholding thresholds (excerpt from Article 10a of the Articles of Association)

"In addition to the obligations laid down in the first paragraph of Article L.233-7 of the Commercial Code, any natural or legal person, acting alone or in concert, who comes to hold or ceases to hold, whether directly or indirectly, a fraction of the capital, of the voting rights or of the securities providing eventual access to the Company's capital equal to or greater than 1%, or a multiple of that fraction, including beyond the reporting threshold provided for in legislative and regulatory provisions is required to notify the Company, within a period of five trading days starting with the date of crossing of one of the said thresholds or, when a Shareholders' General Meeting has been

convened, no later than midnight (Paris time) of the third business day preceding the meeting, of the total number of shares, of voting rights or of securities offering eventual access to the capital that it possesses alone, directly or indirectly, or else in concert.
"Non-observance of the present obligation may be sanctioned by a loss of voting rights for the shares or rights attached thereto exceeding the unreported fraction, this at any Shareholders' General Meeting held until the expiration of a period of two years following the date of service of the notification provided for above.
"The sanction is applied if it is requested in an application entered in the meeting minutes by one or several shareholders holding at least 5% of the Company's capital."

Shareholder identification (excerpt from Article 10a of the Articles of Association)
"The Company is entitled to request the entity handling the clearing of securities, and under the conditions provided for in the regulations in force, to provide the name, nationality and address of the natural or legal persons holding securities that grant, immediately or eventually, a voting right at its own Shareholders' General Meetings, as well as the quantity of securities held by each of them and, if the case arises, the restrictions that may affect the said securities."

2. Relations between the parent company and its subsidiaries

2.1 Organisation chart (*)

VINCI

CONCESSIONS

- **VINCI Autoroutes**: ASF; Escota; Cofiroute; Arcour; Arcos
- **VINCI Airports**: ANA (Portugal); London Gatwick Airport (United Kingdom); Kansai Airports (Japan); Aéroports de Lyon (France); Other airports (Brazil, Cambodia, Chile, Costa Rica, Dominican Republic, France, Northern Ireland, Serbia, Sweden, United States)
- **Other concessions**: VINCI Highways; VINCI Railways; VINCI Stadium; Other projects

VINCI Immobilier

CONTRACTING

- **VINCI Energies**: VINCI Energies France; VINCI Energies Europe East; VINCI Energies Europe West; VINCI Energies International & Systems
- **Eurovia**: Subsidiaries in France; Subsidiaries in continental Europe; Rail and Specialities subsidiaries; Subsidiaries in the Americas and the UK
- **VINCI Construction**: VINCI Construction France; Soletanche Freyssinet; VINCI Construction International Network; Major Projects Division

(*) Simplified organisation chart of the Group at 31 December 2020.
The ownership ties between VINCI and its main direct subsidiaries are mentioned on page 371.
The various subsidiaries that comprise the Group and VINCI's equity interest (whether direct or indirect) in these entities are presented in the list of consolidated companies found on the Group's website: www.vinci.com.

2.2 Role of the VINCI holding company towards its subsidiaries

The Group's operational activities are managed by its subsidiaries (there were 2,253 consolidated entities at 31 December 2020), which are organised into two core businesses (Concessions and Contracting). The principal business lines are: for Concessions, VINCI Autoroutes and VINCI Airports; and for Contracting, VINCI Energies, Eurovia and VINCI Construction. VINCI Immobilier, which is in charge of property development activities, reports directly to the VINCI holding company.
The VINCI holding company provides leadership, support and supervisory functions for the Group's subsidiaries. In this role, it supplies services and strategic and operational support in the following areas:
- development and implementation of strategy, execution of acquisitions and disposals, and the study and implementation of industrial and commercial synergies within the Group;
- high-level relations with government authorities, political leaders, elected officials, professional organisations, the media, the academic world, financial institutions and large companies, both nationally and internationally;
- provision of expertise in administrative, legal, financial, IT, insurance, purchasing, human resources, communication and sustainable development matters.

VINCI shares with its subsidiaries the benefits associated with the Group's size and reputation, such as access to internationally recognised partners; optimisation of terms for financing, purchases and insurance; easier access to regulatory authorities; and public and institutional relations in France and abroad.

2.3 Movements of funds between the VINCI holding company and its subsidiaries

The main movements of funds between the VINCI holding company and its subsidiaries, other than the dividends that the holding company receives (the total amount of which is provided in Note C.11 to the parent company financial statements, page 369), are as follows:

Assistance to its subsidiaries

VINCI SA receives compensation in exchange for providing assistance to its subsidiaries and allowing them to use its intangible assets. In 2020, this compensation amounted to €131 million.

Centralised cash management

The available cash of the Group's French subsidiaries is invested with VINCI SA through a cash pooling system. In return, the holding company meets their financing needs. The holding company acts on the money and financial markets on its own behalf or on its subsidiaries' behalf, investing cash surpluses and borrowing funds as necessary. As a general rule, this system applies to all French subsidiaries directly or indirectly controlled by VINCI (subject to the terms of shareholders' agreements in force, for subsidiaries not wholly owned by VINCI).
VINCI Finance International, a wholly owned subsidiary of VINCI SA, centralises all the cash flows of the Group's subsidiaries working outside France and carries out the corresponding market transactions.

VINCI and VINCI Finance International may make medium-term loans to the Group's subsidiaries to finance their investments or working capital requirements and may receive funds from subsidiaries for term deposits. At 31 December 2020, medium-term loans represented outstandings for VINCI of €14,095 million and outstandings for VINCI Finance International of €10,369 million.

Regulated agreements

Regulated agreements between VINCI and its subsidiaries are subject to prior authorisation by the Board of Directors. They are described in special reports by the Statutory Auditors, for approval by the shareholders at the Shareholders' General Meeting.

Shareholder agreements

Since the head companies of each business line and VINCI Immobilier are wholly owned by VINCI, they are not subject to any shareholder agreements. However, the formation of companies owned jointly with other parties, by VINCI or by its subsidiaries, may result in agreements with respect to these companies. The main purpose of these agreements is to organise the respective rights of shareholders in the event of the disposal of shares, and if applicable, to set certain operating principles for the corporate governing bodies. This is the case in particular for certain companies created specifically for the needs of securing and managing infrastructure concessions.

3. General information about VINCI's share capital

All changes in share capital or in the rights attached to the shares are subject to general legal provisions. The Articles of Association do not provide for additional conditions (except as regards voting rights and statutory thresholds; see section 1 above, "Corporate identity"). At 31 December 2020, VINCI's share capital amounted to €1,471,298,045, represented by 588,519,218 shares, each with a nominal value of €2.50, fully paid-up and all of the same class. VINCI shares are registered or bearer shares, at the shareholder's choice, and may be traded freely.

3.1 Movements in share capital over five years

	Capital increase/ (reduction) *(in €)*	Share premium arising on contributions or mergers *(in €)*	Number of shares issued or cancelled	Number of shares outstanding	Share capital *(in €)*
Position at 31/12/2015				**588,453,075**	**1,471,132,688**
Group savings plan	14,890,160	312,952,788	5,956,064	594,409,139	1,486,022,848
Share subscription options exercised	7,240,953	105,358,398	2,896,381	597,305,520	1,493,263,800
Cancellation of shares	(20,000,000)		(8,000,000)	589,305,520	1,473,263,800
Position at 31/12/2016				**589,305,520**	**1,473,263,800**
Group savings plan	14,623,400	358,172,600	5,849,360	595,154,880	1,487,887,200
Share subscription options exercised	4,497,640	65,231,102	1,799,056	596,953,936	1,492,384,840
Cancellation of shares	(14,342,470)	(138,935)	(5,736,988)	591,216,948	1,478,042,370
Position at 31/12/2017				**591,216,948**	**1,478,042,370**
Group savings plan	14,511,260	433,848,415	5,804,504	597,021,452	1,492,553,630
Share subscription options exercised	1,236,330	18,933,679	494,532	597,515,984	1,493,789,960
Cancellation of shares	-	-	-	597,515,984	1,493,789,960
Position at 31/12/2018				**597,515,984**	**1,493,789,960**
Group savings plan	18,153,948	523,555,382	7,261,579	604,777,563	1,511,943,908
Share subscription options exercised	1,150,315	16,813,004	460,126	605,237,689	1,513,094,223
Cancellation of shares	-	-	-	605,237,689	1,513,094,223
Position at 31/12/2019				**605,237,689**	**1,513,094,223**
Group savings plan	7,304,553	239,862,638	2,921,821	608,159,510	1,520,398,775
Payment of dividend in shares	13,399,270	408,463,347	5,359,708	613,519,218	1,533,798,045
Cancellation of shares	(62,500,000)	-	(25,000,000)	588,519,218	1,471,298,045
Position at 31/12/2020				**588,519,218**	**1,471,298,045**

3.2 Potential capital

At 31 December 2020, there were no existing financial instruments that could cause the creation of new shares.

3.3 Changes in the breakdown of share capital and voting rights during the last three years

Breakdown of share capital (*)

	December 2020				December 2019				December 2018			
	Number of shares	% capital	Number of net voting rights (**)	% net voting rights (**)	Number of shares	% capital	Number of net voting rights (**)	% net voting rights (**)	Number of shares	% capital	Number of net voting rights (**)	% net voting rights (**)
Treasury shares (***)	**26,457,495**	**4.5%**	**-**	**-**	**50,491,699**	**8.3%**	**-**	**-**	**42,749,600**	**7.2%**	**-**	**-**
Employees (company mutual funds)	**52,537,187**	**8.9%**	**52,537,187**	**9.3%**	**53,359,438**	**8.8%**	**53,359,438**	**9.6%**	**53,736,107**	**9.0%**	**53,736,107**	**9.7%**
Individual shareholders	**43,689,058**	**7.4%**	**43,689,058**	**7.8%**	**41,113,807**	**6.8%**	**41,113,807**	**7.4%**	**46,100,636**	**7.7%**	**46,100,636**	**8.3%**
Qatar Holding LLC	22,375,000	3.8%	22,375,000	4.0%	22,375,000	3.7%	22,375,000	4.0%	22,375,000	3.7%	22,375,000	4.0%
Other institutional investors	443,460,478	75.4%	443,460,478	78.9%	437,897,745	72.4%	437,897,745	78.9%	432,554,641	72.4%	432,554,641	78.0%
Total institutional investors	**465,835,478**	**79.2%**	**465,835,478**	**82.9%**	**460,272,745**	**76.1%**	**460,272,745**	**83.0%**	**454,929,641**	**76.1%**	**454,929,641**	**82.0%**
Total	**588,519,218**	**100%**	**562,061,723**	**100%**	**605,237,689**	**100%**	**554,745,990**	**100%**	**597,515,984**	**100%**	**554,766,384**	**100%**

(*) Estimate at end-December on the basis of registered named shareholders, a schedule of identifiable bearer shares and a shareholding survey conducted with institutional investors.
(**) Voting rights exercisable at a Shareholders' General Meeting.
(***) Treasury shares held by VINCI SA.

To the best of the Company's knowledge, at the end of December 2020, there was no individual or legal entity, whether acting alone, jointly or in concert, which directly or indirectly had control over VINCI's share capital, and there was no shareholder acting alone or in concert which directly or indirectly held more than 5% of the capital or voting rights other than those mentioned in the table above, TCI Fund Management Limited, and the company BlackRock, Inc. (see "Crossing of shareholding thresholds" below).

Employee shareholders

Details of the Group savings plan are given in chapter E, "Workforce-related, social and environmental information", on page 197, and in Notes I.23 and K.30.2 to the consolidated financial statements, pages 326 and 348.
At 31 December 2020, to the best of the Company's knowledge, under the meaning of Article L.225-102 of the French Commercial Code, the number of shares in the Company held directly or indirectly by employees of the Company or related entities under the Group savings plan was 56,184,140. These shares represent 9.5% of the Company's share capital and encompass 52,537,187 shares held through company mutual funds, 886,279 shares held in registered form by salaried company officers and 2,760,674 shares held in registered form by non-executive employees.
At 31 December 2020, 3,098,950 performance shares were held in registered form by employees.

Rights attached to all shares

The rights attached to shares are those defined by laws and regulations and include:
- the right to vote at meetings;
- the right to receive dividends;
- the right to be kept informed about the company and its results;
- the preferential right to subscribe for share issues to be paid for in cash and for issues of securities giving access to the share capital;
- the right to a share of the business assets and liquidation surplus.

There are no double voting rights or different voting rights. The difference between the breakdown of shareholdings and exercisable voting rights at a Shareholders' General Meeting is due to the absence of voting rights attached to treasury shares.

Crossing of shareholding thresholds

VINCI received several declarations in 2020 notifying that the legal thresholds or the 1% thresholds provided for in the Articles of Association had been crossed. The shareholders identified at 31 December 2020 as holding more than 1% of the capital or voting rights and for whom the Company received a declaration in 2020 notifying the crossing of the legal thresholds or the thresholds provided for in the Articles of Association were as follows:
- Amundi, as the managing company for VINCI's Castor company mutual fund, declared on two occasions having crossed above the 8% threshold for capital and, on three occasions, having crossed below that threshold. In its last declaration of the year, made on 27 October 2020, Amundi notified that it had crossed below the 8% threshold for capital and held 49,065,784 shares under the Castor company mutual fund, accounting for 7.99% of VINCI's capital.
- TCI Fund Management Limited declared on several occasions having crossed above a threshold: on 11 March 2020, it crossed above the 3% threshold for capital; on 7 April 2020, above the 4% threshold for capital; and on 7 May 2020, above the 5% threshold for capital. In its latest declaration, made on 8 July 2020, TCI Fund Management Limited notified that it had crossed above the 6% threshold for capital and held 36,566,442 shares (both directly and through equity swaps), accounting for 6.03% of VINCI's capital.
- BlackRock, Inc. declared on six occasions having crossed above the 5% threshold for capital and on five occasions having crossed below that threshold. In its latest declaration, made on 26 October 2020, BlackRock, Inc. notified that it had crossed above the 5% threshold for capital and held 31,547,199 shares, accounting for 5.14% of VINCI's capital.
- Caisse des Dépôts declared that on 2 January 2020 it had crossed above the 2% threshold for capital and held 12,808,862 shares, accounting for 2.11% of VINCI's capital. On 15 June 2020, Caisse des Dépôts declared that it had crossed above the 3% threshold for capital and held 18,867,261 shares, accounting for 3.11% of VINCI's capital. On 2 November 2020, Caisse des Dépôts declared that it had

crossed below the 2% threshold for capital and held 9,851,815 shares, accounting for 1.60% of VINCI's capital. On 11 December 2020, Caisse des Dépôts declared that it held 9,318,955 shares, accounting for 1.51% of VINCI's capital.
- Legal & General Investment Management Ltd declared on 15 May 2020 that it had crossed the 1% threshold for voting rights and held 5,916,707 shares (both directly and through equity swaps), accounting for 0.98% of VINCI's capital.

Pledging of registered shares
At 31 December 2020, to the best of the Company's knowledge, a total of 15,345 shares whose registration is managed by the Company and 565,345 shares whose registration is managed by a financial institution were pledged, accounting for 0.1% of the capital.

Shareholder agreements / concerted actions
None.

3.4 Treasury shares

The disclosures required under Article L.225-211 of the French Commercial Code are made in Note B.3 to the parent company financial statements, page 364.

3.5 VINCI shares and the stock market

The VINCI share is traded on the regulated market of Euronext Paris (Compartment A) and may also be traded through several multilateral trading facilities (MTFs), the main ones being Chi-X, Turquoise and BATS, as well as over the counter (OTC), with trades mainly reported to BATS Chi-X and BOAT.

The VINCI share is included in particular in the CAC 40, Dow Jones Brookfield Global Infrastructure Index, Euronext 100, Stoxx Europe 50, Euro Stoxx 50 and Stoxx Europe 600 Construction & Materials indexes.

VINCI is also included in three of the principal responsible investment indexes:
- Vigeo's Euronext Vigeo Europe 120, composed of the highest-ranking listed companies according to their CSR performance;
- CDP's international CDLI (Carbon Disclosure Leadership Index), listing the companies that provide the most transparent environmental information;
- Euronext ESG 80, which follows the 80 companies with the best environmental, social and governance performance.

Changes in the VINCI share price and trading volumes over the last 18 months
Based on data from Euronext, the only marketplace from which reliable statistics could be retrieved.

		Highest during trading sessions *(in €)*	Lowest during trading sessions *(in €)*	Volume of transactions *(in millions of shares)*	Average daily transaction volume *(in millions of shares)*	Value of transactions *(in € millions)*	Average price *(in €)*
2019	July	95.0	89.6	24.9	1.1	2,285.9	92.0
	August	99.8	88.4	28.9	1.3	2,735.6	94.6
	September	101.7	96.4	23.7	1.1	2,327.2	98.2
	October	101.4	94.4	24.2	1.1	2,363.7	97.9
	November	102.5	98.3	18.8	0.9	1,882.3	100.1
	December	100.0	96.0	20.6	1.0	2,025.1	98.1
2020	January	103.0	97.4	21.3	1.0	2,139.6	100.5
	February	107.4	90.2	30.3	1.5	3,055.3	100.7
	March	96.2	54.8	80.9	3.7	5,889.8	72.8
	April	78.5	63.4	35.4	1.8	2,552.4	72.1
	May	85.4	69.2	27.7	1.4	2,138.2	77.1
	June	91.7	79.7	36.1	1.6	3,084.7	85.4
	July	86.0	72.8	29.8	1.3	2,415.9	81.1
	August	83.5	71.7	22.8	1.1	1,812.8	79.5
	September	83.0	69.8	26.9	1.2	2,042.1	75.8
	October	76.9	64.9	29.0	1.3	2,070.4	71.4
	November	92.1	67.1	33.0	1.6	2,756.7	83.5
	December	89.0	78.9	22.2	1.0	1,878.6	84.7

4. Other information on the Company forming an integral part of the Report of the Board of Directors

The non-financial performance statement (pages 24 to 33 and 184 to 272), "Stock market and shareholder base" chapter (pages 18 to 23), parent company financial statements (pages 358 to 372), consolidated financial statements (pages 284 to 353) and five-year financial summary table (page 372) form an integral part of the Report of the Board of Directors.

Statutory Auditors' reasonable assurance report on selected social and environmental information

For the year ended 31 December 2020

To the Shareholders,

Pursuant to your request and in our capacity as Statutory Auditors of VINCI SA, we performed a review in the aim of providing reasonable assurance on the environmental and social indicators selected by VINCI SA and identified by the sign ☑ in chapter E of the management report of the Board of Directors for financial year 2020 (the "Data"(*)).

Responsibility of the Company

The Data has been prepared under the responsibility of VINCI SA's Executive Management, in accordance with the criteria used by the Company (hereinafter the "Reporting Criteria") for social and environmental reporting data, available on the Company's website or upon request at the Company's headquarters.

Independence and quality control

Our independence is defined by regulatory texts, the profession's Code of Ethics as well as the provisions set forth in Article L.822-11-3 of the French Commercial Code (Code de commerce). Furthermore, we have set up a quality control system that includes the documented policies and procedures designed to ensure compliance with ethical rules, professional standards and the applicable legal texts and regulations.

Responsibility of the Statutory Auditors

Based on our work, our responsibility is to express reasonable assurance on the fact that the Data has been prepared, in all material aspects, in accordance with the Reporting Criteria. The conclusions expressed here below cover only this Data and not all of the information set forth in chapter E of the management report of the Board of Directors.

We have performed the procedures described below in accordance with the professional guidance issued by the national auditing body (Compagnie nationale des commissaires aux comptes) relating to this operation and ISAE 3000(**):

- We have assessed the appropriateness of the Reporting Criteria with respect to its relevance, completeness, reliability, neutrality and clarity, by taking into consideration, when relevant, the sector's best practices.
- We have verified the set-up of a process to collect, compile, process, and check the completeness and consistency of the Data.
- We have interviewed the relevant staff from the Company's Human Resources Department and the Company's Sustainable Development Department at its headquarters in order to analyse the deployment and application of the Reporting Criteria.
- We have set up analytical procedures on the Data and verified, using sampling techniques, the calculations as well as the consolidation of Data.
- We have tested the Data for a representative sample of entities that we selected(***) based on their activity, their contribution to the consolidated Data, their location and a risk analysis. We have conducted interviews to verify the proper application of procedures and conducted substantive tests, using sampling techniques, to verify the calculations performed and reconcile data with supporting evidence. The selected sample covers between 48% and 93% of the consolidated data for the key performance indicators selected.

(*) Environmental indicators: electricity consumption; total energy consumption; Scope 1 and 2 greenhouse gas emissions; motorway users' greenhouse gas emissions.
Social and safety indicators: lost-time work accident frequency rate for VINCI employees; work accident severity rate for VINCI employees.

(**) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

(***) Environmental indicators: ASF; VINCI Airports; VINCI Energies France: CITEOS Sarcelles (France); VINCI Energies International Systems; VINCI Energies Europe East: G+H Kühllager Mannheim (Germany); VINCI Energies Europe West; Eurovia Délégations France: Délégation Centre Ouest (France); Eurovia Europe, Rail and Specialities; Eurovia Americas and UK; VINCI plc; VINCI Construction France: Direction Déléguée Nord Picardie (France); VINCI Construction Grands Projets; Solétanche Freyssinet: Freyssinet Mexico (Mexico) and Boone Dam (USA); Entrepose; VINCI Construction Terrassement; Dodin Campenon Bernard; VINCI Construction International Network Europe; VINCI Construction International Network Africa: Sogea-Satom Madagascar (Madagascar); VINCI Construction International Network Overseas France; VINCI Construction International Network Asia-Oceania; VINCI Immobilier.
Social and safety indicators: ASF: ASF Provence Camargue; Escota; Cofiroute; VINCI Energies International Systems; VINCI Energies Europe East: G+H Kühllager Mannheim (Germany); Eurovia Délégations France: Délégation Centre Ouest (France); Eurovia Americas and UK; VINCI plc; VINCI Construction France; VINCI Construction Grands Projets; VINCI Construction Terrassement; VINCI Construction International Network Africa: Sogea-Satom Madagascar (Madagascar); VINCI Immobilier.

We believe that the sampling methods and sizes of the samples we have used in exercising our professional judgment enable us to express a reasonable assurance. Due to the use of sampling techniques and the other limits inherent to the operations of any information and internal control system, the risk that a material anomaly be identified in the Data cannot be totally eliminated.

We believe that these procedures enable us to express reasonable assurance on the Data.

Conclusion

In our opinion, the information selected by the Company and identified by the sign ☑ in chapter E of the management report of the Board of Directors have been prepared, in all material aspects, in accordance with the Reporting Criteria.

Paris-La Défense, 8 February 2021
One of the Statutory Auditors
French original signed by

Deloitte & Associés

Mansour Belhiba Partner, Audit	Éric Dugelay Partner, Sustainability Services

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

Report of one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial performance statement

For the year ended 31 December 2020

To the Shareholders,

In our capacity as Statutory Auditors of VINCI SA, appointed as independent third party and accredited by Cofrac under number 3-1048 (scope of accreditation available at www.cofrac.fr), we hereby report to you on the consolidated non-financial performance statement for the year ended 31 December 2020 (hereinafter the "Statement"), presented in the management report of the Board of Directors pursuant to the legal and regulatory provisions of Articles L.225-102-1, R.225-105 and R.225-105-1 of the French Commercial Code (Code de commerce).

Responsibility of the Company

The Board of Directors is responsible for preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented with respect to these risks as well as the results of these policies, including key performance indicators. The Statement has been prepared by applying the Company's procedures (hereinafter the "Guidelines"), summarised in the Statement and available on the Company's website or on request from its headquarters.

Independence and quality control

Our independence is defined by the requirements of Article L.822-11-3 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (Code de déontologie). In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

Responsibility of the Statutory Auditor appointed as independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:
- The compliance of the Statement with the requirements of Article R.225-105 of the French Commercial Code.
- The fairness of the information provided pursuant to part 3 of sections I and II of Article R.225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

However, it is not our responsibility to provide any conclusion on the Company's compliance with other applicable legal and regulatory provisions, particularly with regard to the duty of vigilance, anti-corruption and taxation nor on the compliance of products and services with the applicable regulations.

Nature and scope of procedures

We performed our work in accordance with Articles A.225-1 *et seq.* of the French Commercial Code defining the conditions under which the independent third party performs its engagement and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and with ISAE 3000 ("Assurance engagements other than audits or reviews of historical financial information").

We conducted procedures in order to assess the Statement's compliance with regulatory provisions, and the fairness of the Information:
- We familiarised ourselves with the Group's business activity and the description of the principal risks associated.
- We assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement covers each category of information stipulated in section III of Article L.225-102-1 governing social and environmental affairs, as well as paragraph 2 of Article L.22-10-36, with regard to the respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code.
- We verified that the Statement presents the business model and a description of principal risks associated with all the entity's activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks.
- We referred to documentary sources and conducted interviews to

– assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and

– corroborate the qualitative information (measures and outcomes) that we considered to be the most important(*); concerning certain risks, such as employability and skills development, social dialogue and the circular economy, our work was carried out on the consolidating entity, while for others, our work was carried out on the consolidating entity and on a selection of entities.

(*) Qualitative information: solutions for greenhouse gas emissions reduction offered by VINCI to its clients; circular economy solutions offered by VINCI to its clients; general approach to assessing the resilience of projects and infrastructures; environmental mitigation measures; solutions for preserving natural environments offered by VINCI to its clients; approach to assessing Scope 3 greenhouse gas emissions; general approach to preserving jobs; general approach to social dialogue; prevention system in the context of the health crisis management; general approach to responsible purchasing; general approach to supporting local development outside France; general approach to human rights.

- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L.233-16, with the limits specified in the Statement.
- We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information.
- We carried out, for the key performance indicators and other quantitative outcomes(*) that in our judgment were of most significance:
– analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
– substantive tests, on a sampling basis, that consisted in verifying the proper application of definitions and procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities(**) and covered between 21% and 100% of the consolidated data for the key performance indicators and outcomes selected for these tests.
– We assessed the overall consistency of the Statement in relation to our knowledge of the Company.

We believe that the procedures we have performed, based on our professional judgment, are sufficient to provide a basis for a limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work engaged the skills of thirteen people between June 2020 and February 2021.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around thirty interviews with people responsible for preparing the Statement.

Conclusion

Based on our work, nothing has come to our attention that would cause us to believe that the non-financial performance statement does not comply with the applicable regulatory provisions or that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

Paris-La Défense, 8 February 2021
One of the Statutory Auditors
French original signed by

Deloitte & Associés

Mansour Belhiba
Partner, Audit

Éric Dugelay
Partner, Sustainability Services

(*) Environmental indicators: purchased water consumption; consumed water taken directly from the natural environment; phytosanitary products consumption; hazardous waste and non-hazardous waste produced; percentage of waste recycled; percentage of revenue from ISO 14001-certified activities; percentage of ISO 14001-certified revenue (works agencies); ISO 14001-certified tonnage (quarries, coating plants and binder plants owned); kilometres of ISO 14001-certified motorways; percentage of mix manufactured with recycled mix aggregate; number and revenues of projects with green certifications.
Social and safety indicators: end-of-period workforce (split by age, gender, geographical area and socio-professional category); number of temporary employees in full-time equivalent; total recruitment; total departures (of which number of redundancies); total training hours (of which safety training); number of employees trained; occupational illness severity rate; total days of absenteeism; actual hours worked; number of employees with a disability; average salary of VINCI employees; average salary of VINCI women employees.

(**) Environmental indicators: ASF; VINCI Airports; VINCI Energies France: CITEOS Sarcelles (France); VINCI Energies International Systems; VINCI Energies Europe East: G+H Kühllager Mannheim (Germany); VINCI Energies Europe West; Eurovia Délégations France: Délégation Centre Ouest (France); Eurovia Europe, Rail and Specialities; Eurovia Americas and UK; VINCI plc; VINCI Construction France: Direction Déléguée Nord Picardie (France); VINCI Construction Grands Projets; Solétanche Freyssinet: Freyssinet Mexico (Mexico) and Boone Dam (USA); Entrepose; VINCI Construction Terrassement; Dodin Campenon Bernard; VINCI Construction International Network Europe; VINCI Construction International Network Africa: Sogea-Satom Madagascar (Madagascar); VINCI Construction International Network Overseas France; VINCI Construction International Network Asia-Oceania; VINCI Immobilier.
Social and safety indicators: ASF: ASF Provence Camargue; Escota; Cofiroute; VINCI Energies International Systems; VINCI Energies Europe East: G+H Kühllager Mannheim (Germany); Eurovia Délégations France: Délégation Centre Ouest (France); Eurovia Americas and UK; VINCI plc; VINCI Construction France; VINCI Construction Grands Projets; VINCI Construction Terrassement; VINCI Construction International Network Africa: Sogea-Satom Madagascar (Madagascar); VINCI Immobilier.

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Report of the Vice-Chairman of the Board of Directors

Yves-Thibault de Silguy, who serves as Vice-Chairman of the VINCI Board of Directors, hereby reports on the duties that were assigned to him in this capacity during the period from 1 January to 31 December 2020.

This report was prepared by Mr de Silguy in liaison with the Company's Legal Department and was submitted to the VINCI Board of Directors at its meeting of 4 February 2021.

1. Terms of reference for the Vice-Chairman

The terms of reference for the Vice-Chairman of the Board of Directors are described as follows in Article 2.4 of the internal rules of the Board of Directors in the version available on the Company's website, www.vinci.com:

"The main duties of the Vice-Chairman are to:

– assist the Chairman as needed in the exercise of the Chairman's responsibilities, at the latter's request;
– leverage his or her experience and knowledge of the Group to contribute information that the Board requires about the Group's business matters and organisation;
– represent the Group at the request of the Chairman;
– take part in meetings with shareholders or proxy advisers, at the request of the Chairman;
– chair Board meetings in the event the Chairman is unavailable.

"The Vice-Chairman is granted the necessary powers and is provided with the resources required to carry out his or her duties. Specifically, he or she:
– is kept informed by the Chief Executive Officer of material events or situations affecting the Group, notably relating to strategy, significant investment and divestment projects, organisation, financial reporting, major financial transactions, changes to the Company's share capital, and contacts with the Company's main current or potential shareholders;
– chairs the Strategy and CSR Committee;
– has direct access to the members of the Group's Executive Committee and, in coordination with the Chief Executive Officer, may organise any meeting with these executives and any employees designated by them that he or she deems appropriate or useful to the performance of his or her duties. He or she may consult with the managers responsible for internal control, risk and compliance as well as the Statutory Auditors;
– may access any document or information deemed necessary for the performance of his or her duties.

"The Chief Executive Officer facilitates the performance of these duties by providing the required instructions.

"The Vice-Chairman reports to the shareholders on the performance of his or her duties at the Shareholders' General Meeting."

2. Activities of the Vice-Chairman in the performance of the duties assigned to him by the Board of Directors

Over the course of the 2020 financial year, Mr de Silguy:
– took part in more than 200 meetings with the members of the Executive Committee or the Management and Coordination Committee, or with certain employees designated by these members, as well as with the Ethics and Vigilance Director, in order to keep himself informed of the Group's business activities and news, and more generally its operational organisation;
– had frequent contact with the Lead Director and the other members of the Board;
– took part in all of the meetings of the Board, of its Strategy and CSR Committee and its Appointments and Corporate Governance Committee, as well as in the informal meetings organised for the Board;
– represented the Group at various conferences and forums, on corporate governance issues in particular;
– represented the Group at meetings with foreign officials and other prominent foreign citizens and before professional bodies.

All of these activities were carried out despite the constraints imposed by the Covid-19 pandemic, relating to the various lockdowns and the adoption of remote working wherever possible.

Mr de Silguy sent a detailed written report about the performance of his duties to the Chairman of the Audit Committee and to the Chairman of the Appointments and Corporate Governance Committee.

Report of the Lead Director of the Board of Directors

Yannick Assouad, who serves as Lead Director of VINCI, hereby reports on the duties that were assigned to her in this capacity during the period from 1 January to 31 December 2020.

This report was prepared by Mrs Assouad in liaison with the Company's Legal Department and was submitted to the VINCI Board of Directors at its meeting of 4 February 2021.

1. Terms of reference for the Lead Director

The terms of reference for the Lead Director are described as follows in Article 2.5 of the internal rules of the Board of Directors in the version available on the Company's website, www.vinci.com:

"The main duties of the Lead Director are to:
– serve as the point of contact for Board members on questions of corporate governance;
– be contacted by shareholders on questions of corporate governance. He or she maintains a dedicated email address for this purpose. The Lead Director is also informed of comments and suggestions from shareholders about corporate governance, and ensures that their concerns are addressed. When requested by the Chairman, the Lead Director makes himself or herself available to communicate with institutional shareholders and proxy advisers and reports to the Board on these contacts;
– be contacted about any conflict of interest concerning a Board member or decide on his or her own to investigate a conflict of interest, if necessary. He or she contributes to the management of conflicts of interest in accordance with Article 4.6.2 of these rules.

"To carry out his or her duties, the Lead Director has the power to:
– request that any item be included on the agenda of a Board meeting;
– request at any moment that the Chairman call a Board meeting to deliberate on a specific agenda, the Chairman being required to carry out this request;
– chair the Appointments and Corporate Governance Committee;
– organise a meeting of Board members without any executive company officer being present once each year. This meeting is not considered a regular Board meeting, but a report on it is given at a formal Board meeting. The main purpose of this meeting is to enable Board members to speak about questions of corporate governance as well as about the evaluation of the performance of the Executive Management, upon the recommendation of the relevant committees.

"To carry out these duties, the Lead Director can request the assistance of the Board Secretary at any moment.

"The Lead Director reports to the shareholders on the performance of his or her duties at the Shareholders' General Meeting."

2. Activities of the Lead Director in the performance of the duties assigned to her by the Board of Directors

Over the course of the 2020 financial year, Mrs Assouad chaired the Board meeting of 4 February 2020, which the Chairman and Chief Executive Officer did not attend, the aim of which was to evaluate the performance of the Executive Management.

In addition, Mrs Assouad:

– organised and chaired the four meetings of the Appointments and Corporate Governance Committee held during the year;
– had frequent contact with the Vice-Chairman and the other members of the Board;
– supervised the search process for a new Board member;
– took part in a number of meetings with the Chairman and Chief Executive Officer to prepare a succession plan;
– participated in governance roadshows organised for French and foreign investors.

Mrs Assouad will present her report to the shareholders on her activities during the 2020 financial year at the Shareholders' General Meeting of 8 April 2021.

It should be noted that no actual or potential conflicts of interest were brought to her attention during the 2020 financial year.

As a result of her work, Mrs Assouad concluded that the governing bodies functioned normally and satisfactorily in 2020. Consequently, she did not find it necessary to ask the Chairman to call a Board meeting to deliberate on a specific agenda.

Consolidated financial statements at 31 December 2020

Notes to the consolidated financial statements at 31 December 2020

Consolidated income statement for the period

(in € millions)	Notes	2020	2019
Revenue [*]	**1-2**	**43,234**	**48,053**
Concession subsidiaries' revenue derived from works carried out by non-Group companies		696	699
Total revenue		43,930	48,753
Revenue from ancillary activities	4	188	198
Operating expenses	4	(41,260)	(43,216)
Operating income from ordinary activities	**1-4**	**2,859**	**5,734**
Share-based payments (IFRS 2)	30	(239)	(291)
Profit/(loss) of companies accounted for under the equity method	4-10	(146)	212
Other recurring operating items	4	38	48
Recurring operating income	**4**	**2,511**	**5,704**
Non-recurring operating items	4	(52)	(40)
Operating income	**4**	**2,459**	**5,664**
Cost of gross financial debt		(609)	(592)
Financial income from cash investments		21	41
Cost of net financial debt	**5**	**(589)**	**(551)**
Other financial income and expense	6	(47)	(71)
Income tax expense	7	(807)	(1,634)
Net income		**1,015**	**3,408**
Net income attributable to non-controlling interests	23.5	(226)	148
Net income attributable to owners of the parent		**1,242**	**3,260**
Basic earnings per share *(in €)*	8	2.23	5.88
Diluted earnings per share *(in €)*	8	2.20	5.82

(*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

Consolidated comprehensive income statement for the period

(in € millions)	2020	2019
Net income	**1,015**	**3,408**
Changes in fair value of cash flow and net investment hedging instruments [*]	130	(214)
Hedging costs	(22)	(8)
Tax [**]	46	39
Currency translation differences	(795)	215
Share of profit/(loss) of companies accounted for under the equity method, net	(44)	(84)
Other comprehensive income that may be recycled subsequently to net income	**(684)**	**(53)**
Equity instruments	(2)	(1)
Actuarial gains and losses on retirement benefit obligations	143	(313)
Tax	(27)	77
Share of profit/(loss) of companies accounted for under the equity method, net	-	(2)
Other comprehensive income that may not be recycled subsequently to net income	**114**	**(239)**
Total other comprehensive income recognised directly in equity	**(570)**	**(292)**
Comprehensive income	**445**	**3,117**
of which attributable to owners of the parent	*757*	*2,951*
of which attributable to non-controlling interests	*(312)*	*165*

(*) Changes in the fair value of cash flow hedges are recognised in equity for the effective portion. Cumulative gains and losses in equity are taken to profit or loss at the time when the cash flow affects profit or loss.
In 2020, those changes consisted of a negative €165 million impact related to cash flow hedges and a positive €295 million impact related to net investment hedges.
(**) Tax effects relating to changes in the fair value of cash flow hedging financial instruments (effective portion) and hedging costs.

Consolidated balance sheet

Asset

(in € millions)	Notes	31/12/2020	31/12/2019(*)
Non-current assets			
Concession intangible assets	13	25,886	26,869
Goodwill	9	11,619	11,647
Other intangible assets	17	6,846	7,410
Property, plant and equipment	17	9,760	10,189(*)
Investments in companies accounted for under the equity method	10	1,035	1,870
Other non-current financial assets	11-14-18	2,237	1,525
Derivative financial instruments – non-current assets	27	1,250	1,051
Deferred tax assets	7	493	370
Total non-current assets		**59,126**	**60,931**
Current assets			
Inventories and work in progress	19	1,428	1,434
Trade and other receivables	19	12,493	14,523
Other current assets	19	5,719	5,300
Current tax assets		266	166
Other current financial assets		30	53
Derivative financial instruments – current assets	27	201	210
Cash management financial assets	26	137	287
Cash and cash equivalents	26	11,765	8,257
Total current assets		**32,039**	**30,229**
Total assets		**91,165**	**91,159**

(*) Adjusted for the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.

Consolidated balance sheet

Equity and liabilities

(in € millions)	Notes	31/12/2020	31/12/2019(*)
Equity			
Share capital	23.1	1,471	1,513
Share premium	23.1	11,527	10,879
Treasury shares	23.2	(2,111)	(3,083)
Consolidated reserves		10,605	9,252
Currency translation reserves		(723)	(18)
Net income attributable to owners of the parent		1,242	3,260
Amounts recognised directly in equity	23.4	(1,148)	(1,364)
Equity attributable to owners of the parent		**20,863**	**20,438**
Equity attributable to non-controlling interests	23.5	2,161	2,604
Total equity		**23,024**	**23,042**
Non-current liabilities			
Non-current provisions	20	1,140	1,341
Provisions for employee benefits	29	1,733	1,911
Bonds	25	23,136	23,300
Other loans and borrowings	25	3,548	3,075
Derivative financial instruments - non-current liabilities	27	434	473
Non-current lease liabilities	21	1,407	1,358(*)
Other non-current liabilities		669	451
Deferred tax liabilities	7	2,606	2,701
Total non-current liabilities		**34,673**	**34,610**
Current liabilities			
Current provisions	19	4,973	4,741
Trade payables	19	8,876	8,514
Other current liabilities	19	14,668	14,839
Current tax liabilities		221	292
Current lease liabilities	21	501	504(*)
Derivative financial instruments – current liabilities	27	319	399
Current borrowings	25	3,909	4,217
Total current liabilities		**33,468**	**33,507**
Total equity and liabilities		**91,165**	**91,159**

(*) Adjusted for the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.

Consolidated cash flow statement

(in € millions)	Notes	2020	2019
Consolidated net income for the period (including non-controlling interests)		**1,015**	**3,408**
Depreciation and amortisation	4.3	3,171	3,040
Net increase/(decrease) in provisions and impairment		218	90
Share-based payments (IFRS 2) and other restatements		89	64
Gain or loss on disposals		(147)	(67)
Change in fair value of financial instruments		33	(4)
Share of profit/(loss) of companies accounted for under the equity method and dividends received from unconsolidated companies		142	(218)
Cost of net financial debt recognised	5	589	551
Capitalised borrowing costs		(40)	(41)
Financial expense on leases	6	42	40
Current and deferred tax expense recognised	7.1	807	1,634
Cash flows from operations before tax and financing costs	**1**	**5,919**	**8,497**
Changes in operating working capital requirement and current provisions	19.1	2,330	428
Income taxes paid		(1,054)	(1,547)
Net interest paid		(590)	(458)
Dividends received from companies accounted for under the equity method		71	170
Net cash flows (used in)/from operating activities	**I**	**6,675**	**7,090**
Purchases of property, plant and equipment and intangible assets		*(1,117)*	*(1,365)*
Proceeds from sales of property, plant and equipment and intangible assets		*124*	*117*
Operating investments (net of disposals)	1.1	(994)	(1,249)
Investments in concession fixed assets (net of grants received)		*(1,043)*	*(1,031)*
Financial receivables (PPP contracts and others)		*(42)*	*(34)*
Growth investments in concessions and PPPs	1.1	(1,085)	(1,065)
Purchases of shares in subsidiaries and affiliates (consolidated and unconsolidated)		*(302)*	*(3,611)*(*)
Proceeds from sales of shares in subsidiaries and affiliates (consolidated and unconsolidated)		*25*	*43*
Net financial investments		(277)	(3,568)
Other		(85)	(90)
Net cash flows (used in)/from investing activities	**II**	**(2,442)**	**(5,972)**
Share capital increases and decreases and repurchases of other equity instruments		669	560
Transactions on treasury shares	23.2	(336)	(903)
Non-controlling interests in share capital increases and decreases of subsidiaries		(1)	394 (*)
Acquisitions/disposals of non-controlling interests (without acquisition or loss of control)		(20)	(21)
Dividends paid	24	(721) (**)	(1,772)
- to shareholders of VINCI SA		*(694)*	*(1,504)*
- to non-controlling interests	23.5	*(27)*	*(267)*
Proceeds from new long-term borrowings	25.1	2,349	4,626
Repayments of long-term borrowings	25.1	(2,136)	(2,335)
Repayments of lease liabilities and financial expense on leases		(607)	(575)
Change in cash management assets and other current financial debts	25	760	(630)
Net cash flows (used in)/from financing activities	**III**	**(42)**	**(656)**
Other changes	IV	(112)	102
Change in net cash	**I+II+III+IV**	**4,080**	**564**
Net cash and cash equivalents at beginning of period		**7,346**	**6,782**
Net cash and cash equivalents at end of period	**26.1**	**11,426**	**7,346**

(*) Including the acquisition of London Gatwick Airport, completed on 13 May 2019.
(**) Including dividends paid in shares for €422 million.

Change in net financial debt during the period

(in € millions)	Notes	2020	2019
Net financial debt at beginning of period		**(21,654)**	**(15,554)**
Change in net cash		4,080	564
Change in cash management assets and other current financial debts		(760)	630
(Proceeds from)/repayment of loans		(213)	(2,291)
Other changes		558	(5,003)
Of which debts assumed during business combinations(*)		*(43)*	*(4,757)*
Change in net financial debt		**3,665**	**(6,100)**
Net financial debt at end of period	**25**	**(17,989)**	**(21,654)**

(*) Including the acquisition of London Gatwick Airport, completed on 13 May 2019.

Consolidated statement of changes in equity

	Equity attributable to owners of the parent									
(in € millions)	Share capital	Share premium	Treasury shares	Consolidated reserves	Net income	Currency translation reserves	Amounts recognised directly in equity	Total attributable to owners of the parent	Non-controlling interests	Total
Reported balance at 31/12/2018	**1,494**	**10,339**	**(2,323)**	**7,767**	**2,983**	**(213)**	**(861)**	**19,185**	**633**	**19,818**
Impact of changed methods (*)	-	-	-	(2)	-	-	-	(2)	-	(3)
Adjusted balance at 01/01/2019	**1,494**	**10,339**	**(2,323)**	**7,765**	**2,983**	**(213)**	**(861)**	**19,183**	**633**	**19,815**
Net income for the period	-	-	-	-	3,260	-	-	3,260	148	3,408
Other comprehensive income recognised directly in the equity of controlled companies	-	-	-	-	-	181	(404)	(223)	17	(206)
Other comprehensive income recognised directly in the equity of companies accounted for under the equity method	-	-	-	-	-	10	(97)	(86)	-	(86)
Total comprehensive income for the period	**-**	**-**	**-**	**-**	**3,260**	**191**	**(500)**	**2,951**	**165**	**3,116**
Increase in share capital	19	540	-	-	-	-	-	560	394	954
Decrease in share capital	-	-	-	-	-	-	-	-	-	-
Transactions on treasury shares	-	-	(760)	(142)	-	-	-	(903)	-	(903)
Allocation of net income and dividend payments	-	-	-	1,479	(2,983)	-	-	(1,504)	(267)	(1,772)
Share-based payments (IFRS 2)	-	-	-	195	-	-	-	195	-	195
Impact of acquisitions or disposals of non-controlling interests after acquisition of control	-	-	-	(7)	-	(1)	-	(9)	(1)	(10)
Changes in consolidation scope	-	-	-	(7)	-	7	-	-	1,681	1,681
Other	-	-	-	(30)	-	(2)	(3)	(34)	-	(35)
Balance at 31/12/2019	**1,513**	**10,879**	**(3,083)**	**9,252**	**3,260**	**(18)**	**(1,364)**	**20,438**	**2,604**	**23,042**
Net income for the period	-	-	-	-	1,242	-	-	1,242	(226)	1,015
Other comprehensive income recognised directly in the equity of controlled companies	-	-	-	-	-	(682)	242	(441)	(85)	(526)
Other comprehensive income recognised directly in the equity of companies accounted for under the equity method	-	-	-	-	-	(20)	(24)	(44)	-	(44)
Total comprehensive income for the period	**-**	**-**	**-**	**-**	**1,242**	**(702)**	**217**	**757**	**(312)**	**445**
Increase in share capital	21	648	-	-	-	-	-	669	-	669
Decrease in share capital	(63)	-	1,118	(1,055)	-	-	-	-	(1)	(1)
Transactions on treasury shares	-	-	(145)	(190)	-	-	-	(336)	-	(336)
Allocation of net income and dividend payments	-	-	-	2,566	(3,260)	-	-	(694)	(27)	(721)
Share-based payments (IFRS 2)	-	-	-	167	-	-	-	167	-	167
Impact of acquisitions or disposals of non-controlling interests after acquisition of control	-	-	-	(7)	-	-	-	(7)	3	(5)
Changes in consolidation scope	-	-	-	4	-	(3)	(1)	-	(104)	(104)
Other	-	-	-	(132)	-	1	-	(131)	(2)	(133)
Balance at 31/12/2020	**1,471**	**11,527**	**(2,111)**	**10,605**	**1,242**	**(723)**	**(1,148)**	**20,863**	**2,161**	**23,024**

(*) Change in accounting methods related to the first-time adoption of IFRS 16 "Leases".

CONSOLIDATED FINANCIAL STATEMENTS

A. Key events, accounting policies and specific arrangements made in the context of the health crisis

1. Key events

Covid-19 pandemic

Covid-19 was declared a pandemic by the World Health Organization on 11 March 2020. Faced with this unprecedented global health crisis, VINCI's absolute priorities are the safety of its staff, partners, subcontractors, customers and stakeholders, along with the continuity of the public services for which it is responsible.

The Group's business levels and earnings were badly affected by the pandemic, in both Concessions and Contracting.
- Consolidated revenue totalled €43.2 billion in 2020, down 10.0% relative to 2019 and down 11.1% like-for-like.
- Operating income from ordinary activities was sharply lower than in 2019, amounting to €2,859 million. Operating margin on ordinary activities was 6.6% (11.9% in 2019).
- Recurring operating income – including a negative contribution from companies accounted for under the equity method – totalled €2,511 million (€5,704 million in 2019).
- Consolidated net income attributable to owners of the parent was €1,242 million in 2020, compared with €3,260 million in 2019.
- Net financial debt at 31 December 2020 was €18.0 billion, down around €3.7 billion relative to end-2019, due to very strong free cash flow of €4 billion, close to the 2019 figure of €4.2 billion.

The report of the Board of Directors contains information on the operating performance of the Group's various business lines.

The Group has not changed its financial performance indicators. The effects of the pandemic are spread across the income statement and certain elements cannot be isolated, either because they resulted in a decline in revenue or because the Covid-19 impact cannot be determined reliably.

Recurring operating income was affected by the fall in revenue, which resulted in lower-than-normal business activity – particularly in France during the first lockdown – along with reduced productivity because of the introduction of new health standards and containment measures on worksites. Additional costs mainly concern:
- the cost of demobilising, shutting down and remobilising worksites, and measures taken by the Group to ensure the on-site safety of staff members given the health risks;
- fixed personnel costs, partly offset by furlough compensation payments;
- the cost of unused premises and equipment.

These additional expenses incurred in 2020, and more specifically in the second quarter of the year, are not included in the measurement of progress towards completion of construction contracts, and so did not result in the recognition of any revenue.
Some income statement items – such as impairment charges on goodwill and certain material assets, and restructuring costs relating to consolidated subsidiaries – are presented under non-recurring items, as they had already been in the past. However, non-recurring items relating to subsidiaries accounted for under the equity method are presented under recurring operating income.

Financing transactions and liquidity management

The Group took steps to protect and strengthen its financial position in 2020.

At 31 December 2020, VINCI had total liquidity (including commercial paper) of €19.2 billion, comprising:
- managed net cash of €10.0 billion, resulting from excellent control over the operational cash position during the year;
- a confirmed revolving credit facility remaining unused by VINCI, totalling €8.0 billion, due to expire in November 2024, extended in November for one year for €7.7 billion;
- €1.2 billion of commercial paper in issue at 31 December 2020 (€0.8 billion at 31 December 2019).

Given its very high level of liquidity, the Group did not exercise the extension options for its €3.3 billion short-term credit facility arranged with a syndicate of 11 banks between April and May and due to expire in October 2020.

2. Accounting policies

2.1 Basis for preparing the financial statements

Pursuant to Regulation (EC) 1606/2002 of 19 July 2002, VINCI's consolidated financial statements for the period ended 31 December 2020 have been prepared under the International Financial Reporting Standards (IFRS) as endorsed by the European Union at 31 December 2020.(*)

(*) Available at: http://ec.europa.eu/finance/company-reporting/ifrs-financial-statements/index_en.htm

The accounting policies used at 31 December 2020 are the same as those used in preparing the consolidated financial statements at 31 December 2019, except for the standards and/or amendments of standards described below, adopted by the European Union and mandatorily applicable as from 1 January 2020.

The Group's consolidated financial statements are presented in millions of euros, rounded to the nearest million. This may in certain circumstances lead to non-material differences between the sum of the figures and the subtotals that appear in the tables.

The information relating to 2018, presented in the universal registration document filed with the AMF under number D.20-0090 on 2 March 2020 and amended on 17 April 2020 in the context of the Covid-19 pandemic, is deemed to be included herein.

The consolidated financial statements were adopted by the Board of Directors on 4 February 2021 and will be submitted for approval at the Shareholders' General Meeting on 8 April 2021.

As regards the presentation of the financial statements in the annual financial report, the Group decided to apply the single electronic reporting format, as defined in Commission Delegated Regulation (EU) 2019/815 of 17 December 2018, only to financial periods beginning on or after 1 January 2021.

New standards and interpretations applied from 1 January 2020

Standards and interpretations mandatorily applicable from 1 January 2020 had no material impact on VINCI's consolidated financial statements at 31 December 2020. These are mainly:

- Amendments to IFRS 3 "Business Combinations" – "Definition of a Business";
- Amendments to IAS 1 and IAS 8 "Definition of Material";
- Amendments to References to the Conceptual Framework in IFRS Standards;
- Amendments to IFRS 9 and IFRS 7 – "Interest Rate Benchmark Reform – Phase 1".

These amendments allow the Group not to take into account the effects of the interest rate reform, including when assessing the highly probable nature of hedged interest flows, until the transition to new indices becomes effective.

They amend certain provisions relating to hedge accounting. Accordingly, the Group is paying greater attention to arrangements in relation to new financing. IBOR rates continue to serve as benchmarks in the financial markets and are used to value financial instruments due to mature after those rates are expected to be discontinued.

The Group has applied these two amendments early from 1 January 2019;

- IFRS IC interpretation relating to the assessment of non-cancellable periods of leases and the amortisation period of leasehold improvements:

The Group has implemented the decisions taken by the IFRS IC, published on 16 December 2019, concerning the assessment of lease terms for leases renewable by tacit agreement and cancellable leases (with no particular contractual end-date). The IFRS IC confirmed that the non-cancellable period must be determined, taking an economic view as well as assessing the lease's legal characteristics. The leases concerned are mainly property leases.

The IFRC IC also confirmed that the amortisation period for non-removable leasehold improvements must not exceed the lease term.

The Group has applied this interpretation with retroactive effect from 1 January 2019, the date on which IFRS 16 "Leases" was adopted for the first time. The impact of that application is limited and caused the Group to recognise an additional €57 million of right-of-use assets, with a balancing addition in an equivalent amount to lease liabilities;

- Amendment to IFRS 16 "Leases" – "Covid-19-related Rent Concessions", approved by the European Union on 12 October 2020. This amendment has no material impact on VINCI's consolidated financial statements at 31 December 2020.

Standards and interpretations adopted by the IASB but not yet applicable at 31 December 2020

The Group has not applied early the following standards and interpretations that could concern the Group and of which application was not mandatory at 1 January 2020:

- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 – "Interest Rate Benchmark Reform – Phase 2". These amendments will be applicable to accounting periods beginning on or after 1 January 2021. VINCI has set up a working group focusing specifically on this reform, bringing together all stakeholders concerned (Treasury and Financing Department, Budgets and Consolidation Department, Information Systems Department) in order to identify impacts and anticipate any consequences as effectively as possible;
- Amendments to IAS 1 "Presentation of Financial Statements" – "Classification of Liabilities as Current or Non-current";
- Amendments to IAS 37 "Provisions, Contingent Liabilities and Contingent Assets" – "Onerous Contracts – Cost of Fulfilling a Contract";
- Amendments to IAS 16 "Property, Plant and Equipment" – "Proceeds before Intended Use";
- Amendments to IFRS 3 "Business Combinations" – "Reference to the Conceptual Framework";
- Annual Improvements 2018-2020.

A study of the impacts and practical consequences of applying these amendments is under way. However, they do not contain any provisions that are contrary to the Group's current accounting practices.

2.2 Consolidation methods

In accordance with IFRS 10, companies in which the Group holds, whether directly or indirectly, the majority of voting rights in shareholders' general meetings, in the Boards of Directors or in the equivalent management bodies, giving it the power to direct their operational and financial policies, are generally deemed to be controlled and are fully consolidated. To determine control, VINCI carries out an in-depth analysis of governance arrangements in place and of the rights held by other shareholders. Where necessary, an analysis is performed in relation to instruments held by the Group or by third parties (potential voting rights, dilutive instruments, convertible instruments, etc.) that, if exercised, could alter the type of influence exerted by each party.

For some infrastructure project companies operating under concessions or public-private partnership (PPP) contracts and in which VINCI is not the only capital investor, in addition to the analysis of the governance arrangements with each partner, the Group may look at the characteristics of subcontracting contracts to check that they do not confer powers that could lead to a situation of de facto control. This most often concerns construction contracts and contracts to operate/maintain concession assets.

An analysis is performed if a specific event takes place that may affect the level of control exerted by the Group, such as a change in an entity's ownership structure or governance, or the exercise of a dilutive financial instrument.

In accordance with IFRS 11, the joint arrangements in which the Group is involved fall into two categories (joint ventures and joint operations), depending on the nature of the rights and obligations held by each party. Classification is generally determined by the legal form of the project vehicle. The Group has joint control over all of these joint arrangements.

Joint operations: most joint arrangements in the Contracting business are joint operations because of the legal form of the vehicles used. In France, for example, parties generally use *sociétés en participation* (SEPs) to contractualise their joint works activities.

In some situations, where the facts and circumstances show that a company's activities amount to providing production to the parties, it is regarded as a joint operation even where the vehicle's legal form does not establish transparency between the joint operators' assets and those of the joint arrangement. In that situation, the parties have the rights to substantially all of the economic benefits associated with the company's assets, and will settle its liabilities.

Within the VINCI Group, this situation concerns certain coating plants held and used by Eurovia in its road infrastructure construction and renovation activities.

Associates are entities over which the Group exerts significant influence. They are accounted for under the equity method in accordance with IAS 28. Significant influence is presumed where the Group's stake is more than or equal to 20%. However, it may arise where the ownership interest is lower, particularly where the Group is represented on the Board of Directors or any equivalent governance body, and therefore takes part in determining the entity's operational and financial policies and strategy. At 31 December 2020, this applied in particular to the Group's stake in CFE.

Joint ventures: French property development joint arrangements contractualised in the form of *sociétés civiles de construction-vente* (SCCVs) are joint ventures under IFRS 11 and accounted for under the equity method. The same is true of the Group's other joint arrangements to carry out a specific project through an entity with legal personality and where the partners do not take all of the joint venture's production.

The holding company that owns London Gatwick Airport's operations has material non-controlling interests (49.99%): the information required by IFRS 12 regarding non-controlling interests is provided in Note I.23.5, "Non-controlling interests". The Group's consolidation scope does not include any other individually material joint venture or associate. That assessment is based on the impact of those interests on the Group's financial performance, consolidated balance sheet and cash flow. VINCI does not own any interest in structured entities as defined by IFRS 12.

VINCI's consolidated financial statements include the financial statements of all companies with revenue of more than €2 million, and of companies whose revenue is below this figure but whose impact on certain of the Group's balance sheet and income statement indicators is material.

In accordance with Regulation 2016-09 of 2 December 2016, issued by the Autorité des Normes Comptables (ANC, the French accounting standards authority), the list of companies included in the consolidation scope and shares in unconsolidated subsidiaries and affiliates is available on VINCI's website at https://www.vinci.com/vinci.nsf/en/investors-composition-group.htm.

2.3 Use of estimates

The preparation of financial statements under IFRSs requires estimates to be used and assumptions to be made that affect the amounts shown in those financial statements. Given the current health crisis, the Group has carried out an in-depth examination of these assumptions and estimates.

Those estimates are made on a going concern basis in light of the Group's liquidity, order book and the recovery in its business levels. They reflect information available at the time. Estimates may be revised if the circumstances on which they were based alter or if new information becomes available. Actual results may be different from these estimates.

The consolidated financial statements for the period have been prepared with reference to the immediate environment, in particular as regards the estimates given below.

Measurement of revenue from construction and service contracts

For revenue and income or losses on construction and service contracts, the Group applies general revenue recognition rules based on progress towards completion.

Progress towards completion and the revenue to be recognised are determined on the basis of a large number of estimates made by monitoring the work performed. Adjustments may therefore be made to initial estimates throughout contracts and may materially affect future results.

Measurement of the fair value of identifiable assets and liabilities acquired in business combinations

Business combinations are recognised according to IFRS 3 "Business Combinations" and IFRS 10 "Consolidated Financial Statements".

When the Group acquires control over a company, the business combination is measured and recognised using the acquisition method.

Assets and liabilities are therefore measured at fair value on the date of the acquisition except for those that fall within the scope of IAS 12 "Income Taxes" and IAS 19 "Employee Benefits". To measure the fair value of identifiable assets and liabilities, assumptions and estimates must be formulated.

Measurement of leases

The assumptions and estimates made to determine the value of right-of-use assets in respect of leases and the related liabilities relate in particular to discount rates and lease terms.

The Group takes into account all economic facts and circumstances of which it is aware when determining the non-cancellable period of leases and ensures that this period is not shorter than the amortisation period of non-removable leasehold improvements.

Measurement of amortisation calculated using the unit of production method

Amortisation calculated using the unit of production method applies mainly to the concession intangible assets at VINCI Airports and to quarrying rights at Eurovia. This amortisation method is based on the following physical indicators: passenger traffic at VINCI Airports and volumes of aggregates extracted at Eurovia.

Values used in impairment tests

The assumptions and estimates made to determine the recoverable amount of goodwill, intangible assets and property, plant and equipment relate in particular to the assessment of market prospects needed to estimate the cash flow, and the discount rates adopted. Any change in these assumptions could have a material effect on the recoverable amount. The main assumptions used by the Group are described in Note E.9, "Goodwill and goodwill impairment tests" and in Note H.17, "Other intangible assets and property, plant and equipment".

Measurement of provisions

The factors that may cause a material change in the amount of provisions are:

- the estimates made using statistical methods on the basis of expenses incurred in previous years to determine after-sales-service provisions;
- the forecasts of expenditures on major maintenance over several years used as a basis for the provisions for obligations to maintain the condition of concession assets. These forecasts are estimated taking account of indexation clauses included in construction and civil engineering contracts (mainly the TP01, TP02 and TP09 indexes for France);
- the estimates of forecast profit or loss on construction contracts, which serve as a basis for the determination of losses on completion (see Note G.16, "Contracting business and VINCI Immobilier: construction and service contracts" and Note H.19.3, "Breakdown of current provisions");
- the discount rates used.

Measurement at fair value

Fair value is the price that would be received from selling an asset or paid to transfer a liability in a normal transaction. It is recognised on the basis of the asset or liability's main market (or the most advantageous market if there is no main market), i.e. the one that offers the highest volume and activity levels. The fair value of derivative financial instruments includes a "counterparty risk" component for derivatives carried as assets and an "own credit risk" component for derivatives carried as liabilities.

The Group mainly uses fair value in measuring, on a consistent basis, the derivative instruments, cash and cash equivalents, shares in unconsolidated subsidiaries and affiliates, cash management financial assets and identifiable assets and liabilities acquired in business combinations on its balance sheet. The fair value of other financial instruments (particularly debt instruments and assets measured at amortised cost) is stated in Note J.28, "Book and fair value of financial instruments by accounting category".

To determine these fair values, the Group uses the following measurement methods:

- market-based approaches, based on observable market prices or transactions;
- revenue-based approaches, which convert future cash flow into a single present value;
- cost-based approaches, which take into account the asset's physical, technological and economic obsolescence.

The following three-level hierarchy of fair values is used:

- Level 1 – price quoted on an active market. Marketable securities, some shares in unconsolidated subsidiaries and affiliates and listed bond issues are measured in this way;
- Level 2 – internal model using internal measurement techniques with observable factors: these techniques are based on usual mathematical computation methods, which incorporate observable market data (forward prices, yield curves, etc.). The calculation of the fair value of most derivative financial instruments (swaps, caps, floors, etc.) traded over the counter is made on the basis of models commonly used to price such financial instruments.
Every quarter, the internally calculated values of derivative instruments are checked for consistency with those sent to VINCI by the counterparties;
- Level 3 – internal model using non-observable factors: this model applies to customer relationships and contracts acquired through business combinations, as well as to holdings of unlisted shares, which, in the absence of an active market, are measured at their cost of acquisition plus transaction costs.

Measurement of retirement benefit obligations

The Group is involved in defined contribution and defined benefit retirement plans. For defined-benefit plans, obligations are measured using the actuarial projected unit credit method based on assumptions such as the discount rate, future increases in wages and salaries, employee turnover, mortality rates and the rate of increase of health expenses. Those obligations may therefore change if assumptions change, most of which are updated annually. Details of the assumptions used and how they are determined are given in Note K.29, "Provisions for employee benefits". The Group considers that the actuarial assumptions used are appropriate and justified in the current conditions.

Measurement of share-based payment expense

The Group recognises a share-based payment expense relating to performance share plans and Group savings plans offered to employees or some of its employees. This expense is measured on the basis of actuarial calculations using estimated behavioural assumptions based on observation of past behaviour.
The main actuarial assumptions (volatility, return on shares, etc.) adopted by the Group are described for each plan in Note K.30, "Share-based payments".

3. Specific arrangements made in the context of the health crisis

Against the background of the current health crisis and to ensure that the correct accounting treatment is applied to the consequences of the Covid-19 pandemic on the Group's performance indicators and financial position at 31 December 2020, specific instructions were sent to all Group subsidiaries.

3.1 Contract-related expenses and obligations

Revenue relating to construction and service contracts is recognised in accordance with IFRS 15. Progress with construction and service contracts is measured using either the physical progress towards completion method or the cost-to-cost method.

Incurred costs that do not contribute to an entity's progress in satisfying the performance obligation (costs of significant inefficiencies such as the unexpected costs of losses of materials, labour hours expended or other resources consumed) are not included in measuring progress towards completion and do not therefore generate revenue. In the context of the health crisis in 2020, this mainly concerned worksite demobilisation, shutdown and remobilisation costs.

The Group has also reviewed its long-term contract completion forecasts, with the yet-to-come portion now including Covid-19-related additional costs and future disruption costs. Where those additional costs resulted in an onerous contract, a provision to cover the future loss on completion was set aside at 31 December 2020. VINCI has also worked hard to comply with its contractual obligations. At 31 December 2020, it did not identify any material events such as contract terminations, late performance penalties or disputes with clients or suppliers capable of materially affecting the financial statements.

3.2 Goodwill and intangible assets

In accordance with IAS 36 "Impairment of Assets", an entity must assess on each reporting date whether there is any indication that an asset may be impaired. The material decrease in revenue in the Concessions and Contracting businesses in 2020 constitutes an indication that assets may be impaired. Impairment tests were carried out at 31 December 2020 for:
- all of the Group's cash-generating units (CGUs) and intangible assets with indefinite lives;
- intangible assets or property, plant and equipment with definite lives where there is an indication that they may be impaired; based on analysis carried out by the Group, the consequences of the health crisis could cause the recoverable amounts of these assets to fall below their carrying amounts.

Additional information is provided in Note E.9, "Goodwill and goodwill impairment tests" and in Note H.17, "Other intangible assets and property, plant and equipment".

3.3 Trade receivables

Financial difficulties related to the health crisis are creating an increased risk of bankruptcy for certain clients and/or partners. The Group's exposure to credit risk was the subject of specific analysis and an in-depth review of trade receivables, which led to additional impairment being recognised, particularly in relation to airlines but also to amounts receivable from clients operating in countries deemed risky. Additional information is provided in Note H.19.2, "Current operating assets and liabilities".

3.4 Deferred tax assets

The periods for recovering deferred tax assets were also specifically assessed at 31 December 2020.

3.5 Hedge accounting and covenants

The Group has not reviewed its hedging strategies and has maintained its hedge accounting policies as described in the financial statements in Note J.27, "Financial risk management".
The main exposures hedged concern interest rate risk and currency translation risk. At 31 December 2020, the Covid-19 crisis had had little effect on the highly probable nature of the hedged cash flows. Construction and debt drawdown schedules had not been materially affected.
As regards currency translation risk, the net positions of hedged subsidiaries were closely monitored. The change consisted of the partial derecognition of hedges relating to London Gatwick Airport to take account of the reduction in its equity in an equivalent amount.
The principles used to measure financial instruments take into account changes in counterparty credit risk, along with the Group's own credit risk. VINCI's risk management policy already included setting strict limits on the basis of counterparties' ratings, and so the impact of the crisis has been limited.

The Group also paid particular attention to finance agreements that could give rise to risks of it failing to comply with financial ratios in the short and medium term. Additional information is provided in Note J.25.3, "Credit ratings and financial covenants".

B. Changes in consolidation scope

1. Changes in consolidation scope during the period

1.1 Acquisitions and disposals during the period

VINCI did not carry out any material acquisitions of companies in 2020.
The main changes in the period concern the acquisition of some 20 companies by VINCI Energies in France, elsewhere in Europe, Canada and South America. In relation to these companies, VINCI assessed the fair value of the identifiable assets and liabilities acquired in accordance with IFRS 3. The values allocated to identifiable acquired assets and liabilities on the dates when control was acquired in 2020 were not adjusted materially. The allocation of purchase prices resulted in the recognition of goodwill measured at €216 million, including €70 million allocated to the VINCI Energies Germany cash-generating unit (CGU) in respect of Actemium Energy Projects (formerly Converse Energy Projects) and €40 million allocated to the VINCI Energies North America CGU in respect of Transelec Common Inc. in Canada.

Other changes in scope relate mainly to legal restructuring within the Group.

	31/12/2020			31/12/2019		
(number of companies)	**Total**	France	Foreign	**Total**	France	Foreign
Controlled companies	**2,052**	1,106	946	**2,047**	1,106	941
Joint ventures (*)	**162**	102	60	**151**	98	53
Associates (*)	**39**	19	20	**38**	20	18
Total	**2,253**	**1,227**	**1,026**	**2,236**	**1,224**	**1,012**

(*) Entities accounted for under the equity method.

1.2 Loss of significant influence over Groupe ADP

Xavier Huillard, Chairman and Chief Executive Officer of VINCI, tendered VINCI's resignation from ADP's Board of Directors, on which he was VINCI's permanent representative.
VINCI's term of office as Director ended on 15 December 2020, resulting in the loss of its significant influence over Groupe ADP. Accordingly, from that date, Groupe ADP left VINCI's consolidation scope, having previously been accounted for under the equity method in VINCI's financial statements (see Note D.4, "Operating income"). VINCI's shares in ADP are now recognised as financial assets, specifically as equity instruments, and measured at fair value in accordance with IFRS 9. The Group has opted to recognise changes in fair value in "Other financial income and expense".

2. Changes in consolidation scope in previous periods

The main transaction in 2019 was the acquisition by VINCI Airports of a 50.01% stake in the holding company that controls Gatwick Airport Limited on 13 May 2019.
In accordance with IFRS 3, VINCI assessed the fair value of the identifiable assets and liabilities acquired. The allocation of values to the identifiable assets and liabilities acquired on the date when control was taken in 2019 was finalised in the first half of 2020. It resulted in the definitive recognition of €1,443 million of goodwill at 31 December 2020.

Details of this transaction are provided in Note B.1.1, "Changes in consolidation scope" in the 2019 universal registration document.

The other transactions taking place in 2019 included the acquisition of around 30 companies by VINCI Energies and VINCI Immobilier's purchase of a 49.9% stake in Urbat. VINCI also reviewed the value of identifiable assets and liabilities on the dates those companies were acquired. No material adjustment was made in the financial statements for the period.

C. Financial indicators by business line and geographical area

1. Information by operating segment

Based on the Group's organisational structure and internal reporting system, segment information is presented by business line.

The Group consists of two core businesses (Concessions and Contracting) and a business line that reports directly to the holding company, namely VINCI Immobilier. Each business in turn consists of business lines.

Concessions business
- VINCI Autoroutes: motorway concessions in France (ASF, Escota, Cofiroute, Arcour and Arcos).
- VINCI Airports: operation of airports in France and abroad under full ownership, concession contracts and/or delegated management.
- Other concessions: VINCI Highways (motorway and road infrastructure, mainly outside France), VINCI Railways (rail infrastructure) and VINCI Stadium (stadium management).

Contracting business
- VINCI Energies: services to the manufacturing sector, infrastructure, facilities management, and information and communication technology.
- Eurovia: building and maintenance of roads, motorways and railways, urban infrastructure, production of materials (asphalt mixes), quarries, and services.
- VINCI Construction: design and construction of buildings (residential and commercial property) and civil engineering infrastructure, specialised civil engineering, water and pipeline infrastructure, major projects and works for the oil and gas sector.

VINCI Immobilier: property development (residential properties, business properties), operation of managed residences and property services.

1.1 Information by business

The data below is for the Concessions business and each Contracting business line separately and is stated before elimination, at their own level, of transactions with the rest of the Group. Performance indicators that do not appear on the face of the financial statements are defined in Note 3 in this section.
Comments regarding the impact of the Covid-19 crisis on the Group's main operational indicators are included in the report of the Board of Directors.

2020

		Contracting						
(in € millions)	Concessions	VINCI Energies	Eurovia	VINCI Construction	Total	VINCI Immobilier and holding companies	Eliminations	Total
Income statement								
Revenue (*)	**5,839**	**13,661**	**9,575**	**13,641**	**36,878**	**1,189**	**(672)**	**43,234**
Concession subsidiaries' works revenue	864	-	-	-	-	-	(168) (**)	696
Total revenue	6,703	13,661	9,575	13,641	36,878	1,189	(840)	43,930
Operating income from ordinary activities	**1,586**	**773**	**335**	**136**	**1,244**	**29**	**-**	**2,859**
% of revenue (*)	*27.2%*	*5.7%*	*3.5%*	*1.0%*	*3.4%*	*-*	*-*	*6.6%*
Recurring operating income	**1,459**	**688**	**290**	**58**	**1,035**	**17**	-	**2,511**
Operating income	**1,555**	**642**	**291**	**(49)**	**884**	**20**	-	**2,459**
Cash flow statement								
Cash flow from operations before tax and financing costs	**3,491**	**1,057**	**659**	**472**	**2,188**	**240**	-	**5,919**
% of revenue (*)	*59.8%*	*7.7%*	*6.9%*	*3.5%*	*5.9%*	*-*	-	*13.7%*
Depreciation and amortisation	1,828	412	394	492	1,299	43	-	3,171
Operating investments (net of disposals)	(178)	(150)	(242)	(275)	(667)	(148)	-	(994)
Repayment of lease liabilities (***)	(34)	(278)	(102)	(157)	(536)	(36)	-	(607)
Operating cash flow	**2,023**	**1,191**	**904**	**479**	**2,574**	**477**	-	**5,075**
Growth investments in concessions and PPPs	(1,035)	-	-	(50)	(50)	-	-	(1,085)
Free cash flow	**988**	**1,191**	**904**	**429**	**2,524**	**477**	-	**3,990**
Balance sheet								
Capital employed at 31/12/2020	**39,304**	**4,181**	**1,036**	**260**	**5,477**	**1,477**	-	**46,258**
of which investments in companies accounted for under the equity method	*451*	*18*	*123*	*275*	*416*	*168*	-	*1,035*
of which right-of-use assets in respect of leases	*283*	*779*	*324*	*374*	*1,476*	*157*	-	*1,917*
Net financial surplus/(debt)	**(32,718)**	**(256)**	**939**	**1,272**	**1,955**	**12,774**	**-**	**(17,989)**

(*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
(**) Intragroup revenue of the Contracting business derived from works carried out for the Group's concession companies.
(***) Including associated financial expense.
PPP: Public-private partnership.

2019

(in € millions)	Concessions	Contracting: VINCI Energies	Contracting: Eurovia	Contracting: VINCI Construction	Contracting: Total	VINCI Immobilier and holding companies	Eliminations	Total
Income statement								
Revenue [1]	**8,544**	**13,749**	**10,209**	**14,926**	**38,884**	**1,320**	**(695)**	**48,053**
Concession subsidiaries' works revenue	1,038	-	-	-	-	-	(338) [2]	699
Total revenue	9,581	13,749	10,209	14,926	38,884	1,320	(1,033)	48,753
Operating income from ordinary activities	**3,989**	**827**	**430**	**396**	**1,654**	**92**	**-**	**5,734**
% of revenue [1]	*46.7%*	*6.0%*	*4.2%*	*2.7%*	*4.3%*	*-*	*-*	*11.9%*
Recurring operating income	**4,146**	**729**	**394**	**337**	**1,461**	**97**	**-**	**5,704**
Operating income	**4,167**	**723**	**363**	**314**	**1,400**	**97**	**-**	**5,664**
Cash flow statement								
Cash flow from operations before tax and financing costs	**5,796**	**1,065**	**694**	**688**	**2,446**	**254**	**-**	**8,497**
% of revenue [1]	*67.8%*	*7.7%*	*6.8%*	*4.6%*	*6.3%*	*-*	*-*	*17.7%*
Depreciation and amortisation	1,762	387	382	472	1,241	37	-	3,040
Operating investments (net of disposals)	(241)	(144)	(298)	(411)	(853)	(154)	-	(1,249)
Repayment of lease liabilities [3]	(26)	(259)	(101)	(157)	(516)	(32)	-	(575)
Operating cash flow	**3,800**	**781**	**466**	**234**	**1,482**	**(16)**	**-**	**5,266**
Growth investments in concessions and PPPs	(1,026)	2	-	(42)	(39)	-	-	(1,065)
Free cash flow	**2,774**	**784**	**466**	**193**	**1,443**	**(16)**	**-**	**4,201**
Balance sheet								
Capital employed at 31/12/2019 [4]	**41,030**	**4,805**	**1,761**	**912**	**7,478**	**1,550**	**-**	**50,058**
of which investments in companies accounted for under the equity method	*1,273*	*11*	*113*	*280*	*404*	*193*	*-*	*1,870*
of which right-of-use assets in respect of leases [4]	*307*	*739*	*313*	*384*	*1,436*	*136*	*-*	*1,879*
Net financial surplus/(debt)	**(33,952)**	**(1,186)**	**100**	**918**	**(168)**	**12,466**	**-**	**(21,654)**

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
(2) Intragroup revenue of the Contracting business derived from works carried out for the Group's concession companies.
(3) Including associated financial expense.
(4) Adjusted for the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.
PPP: Public-private partnership.

1.2 Information relating to the Concessions business

2020

(in € millions)	Concessions: VINCI Autoroutes	Concessions: VINCI Airports	Concessions: VINCI Highways, VINCI Railways, VINCI Stadium and other	Total
Income statement				
Revenue (*)	**4,613**	**990**	**235**	**5,839**
Concession subsidiaries' works revenue	558	298	8	864
Total revenue	5,171	1,288	243	6,703
Operating income from ordinary activities	**1,981**	**(369)**	**(26)**	**1,586**
% of revenue (*)	*42.9%*	*(37.3%)*	*(11.0%)*	*27.2%*
Recurring operating income	**1,968**	**(597)**	**87**	**1,459**
Operating income	**1,968**	**(498)**	**85**	**1,555**
Cash flow statement				
Cash flow from operations before tax and financing costs	**3,231**	**146**	**114**	**3,491**
% of revenue (*)	*70.0%*	*14.7%*	*48.3%*	*59.8%*
Depreciation and amortisation	1,271	463	95	1,828
Operating investments (net of disposals)	(21)	(138)	(19)	(178)
Repayment of lease liabilities (**)	(6)	(17)	(11)	(34)
Operating cash flow	**2,405**	**(422)**	**40**	**2,023**
Growth investments in concessions and PPPs	(731)	(310)	6	(1,035)
Free cash flow	**1,674**	**(732)**	**46**	**988**
Balance sheet				
Capital employed at 31/12/2020	**20,388**	**16,143**	**2,773**	**39,304**
of which investments in companies accounted for under the equity method	*14*	*256*	*181*	*451*
of which right-of-use assets in respect of leases	*10*	*240*	*33*	*283*
Net financial surplus/(debt)	**(18,318)**	**(11,053)**	**(3,347)**	**(32,718)**

(*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
(**) Including associated financial expense.
PPP: Public-private partnership.

2019

(in € millions)	Concessions			
	VINCI Autoroutes	VINCI Airports	VINCI Highways, VINCI Railways, VINCI Stadium and other	Total
Income statement				
Revenue (*)	**5,593**	**2,631**	**319**	**8,544**
Concession subsidiaries' works revenue	834	198	6	1,038
Total revenue	6,427	2,829	325	9,581
Operating income from ordinary activities	**2,967**	**1,016**	**6**	**3,989**
% of revenue (*)	*53.0%*	*38.6%*	*2.0%*	*46.7%*
Recurring operating income	**2,948**	**1,187**	**11**	**4,146**
Operating income	**2,948**	**1,179**	**41**	**4,167**
Cash flow statement				
Cash flow from operations before tax and financing costs	**4,178**	**1,466**	**152**	**5,796**
% of revenue (*)	*74.7%*	*55.7%*	*47.8%*	*67.8%*
Depreciation and amortisation	1,238	427	97	1,762
Operating investments (net of disposals)	(24)	(205)	(12)	(241)
Repayment of lease liabilities (**)	(5)	(11)	(10)	(26)
Operating cash flow	**2,822**	**899**	**78**	**3,800**
Growth investments in concessions and PPPs	(775)	(248)	(3)	(1,026)
Free cash flow	**2,048**	**651**	**75**	**2,774**
Balance sheet				
Capital employed at 31/12/2019 (***)	**20,774**	**17,153**	**3,104**	**41,030**
of which investments in companies accounted for under the equity method	*14*	*1,082*	*176*	*1,273*
of which right-of-use assets in respect of leases (***)	*10*	*256*	*41*	*307*
Net financial surplus/(debt)	**(19,964)**	**(10,530)**	**(3,458)**	**(33,952)**

(*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
(**) Including associated financial expense.
(***) Adjusted for the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.
PPP: Public-private partnership.

2. Breakdown of revenue by geographical area

Accounting policies

The Group's consolidated revenue corresponds to revenue from the Contracting business lines, the Concessions business and VINCI Immobilier.
IFRS 15 "Revenue from Contracts with Customers" requires a contract as well as the various performance obligations contained in the contract to be identified. The number of performance obligations depends on the types of contracts and activities. Most of the Group's contracts involve only one performance obligation.
Under IFRS 15, recognition of revenue from contracts with customers must reflect:
- the rate at which performance obligations are fulfilled, corresponding to the transfer to a customer of control of a good or service;
- the amount to which the seller expects to be entitled as consideration for its activities.

The way in which transfer of control of a good or service is analysed is crucial, since that transfer determines the recognition of revenue. The transfer of control of a good or service may take place continuously (revenue recognition on a progress towards completion basis) or on a specific date that corresponds to the completion of works.

Revenue from concession contracts consists of:
- tolls for the use of motorway infrastructure operated under concession, revenue from airport service concessions, and ancillary income such as fees from commercial installations, rental of telecommunications infrastructure and advertising space; and
- revenue in respect of the construction of new infrastructure under concession and recognised on a progress towards completion basis.

Consolidated revenue in the Contracting business (VINCI Energies, Eurovia and VINCI Construction) includes the total of the work, goods and services generated by the consolidated subsidiaries pursuing their main activity and the revenue for the construction of infrastructure under concession.
In the French property sector, revenue arising on lots sold is recognised as the property development proceeds, in accordance with IFRS 15 and statutory provisions relating to off-plan sales. In that respect, to measure progress towards completion of works, VINCI Immobilier uses the cost-based method. The cost of land is included in the progress towards completion calculation at the start of each contract.

Revenue from ancillary activities mainly relates to revenue from leases, sales of equipment, materials and merchandise, study work and fees.

The method for recognising revenue under concession contracts is explained in Note F, "Concessions business: PPP contracts, concession contracts and other infrastructure". The method for recognising revenue from construction and service contracts is explained in Note G.16, "Information on construction and service contracts".

(in € millions)	2020	%	2019	%
France	**22,912**	**53.0%**	**26,307**	**54.7%**
Germany	3,213	7.4%	3,140	6.5%
United Kingdom	2,589	6.0%	3,002	6.2%
Central and Eastern Europe (*)	2,214	5.1%	2,219	4.6%
Portugal	435	1.0%	1,011	2.1%
Other European countries	3,825	8.8%	3,734	7.8%
Europe excluding France	**12,277**	**28.4%**	**13,106**	**27.3%**
Europe (**)	**35,188**	**81.4%**	**39,413**	**82.0%**
of which European Union	*34,113*	*78.9%*	*38,292*	*79.7%*
North America	3,364	7.8%	3,166	6.6%
of which United States	*2,268*	*5.2%*	*2,197*	*4.6%*
Central and South America	946	2.2%	1,264	2.6%
Africa	1,386	3.2%	1,603	3.3%
Russia, Asia Pacific and Middle East	2,350	5.4%	2,607	5.4%
International excluding Europe	**8,046**	**18.6%**	**8,640**	**18.0%**
International excluding France	**20,322**	**47.0%**	**21,746**	**45.3%**
Total revenue (***)	**43,234**	**100.0%**	**48,053**	**100.0%**

(*) Albania, Belarus, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Kosovo, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia and Ukraine.
(**) Including the eurozone for €28,887 million (66.8% of total revenue) in 2020 and for €32,727 million (68.1% of total revenue) in 2019.
(***) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

The Covid-19 crisis resulted in a sharp decrease in revenue in 2020 compared with 2019. Revenue generated in France amounted to €22,912 million in 2020, down around 13% compared with 2019.

Revenue generated outside France amounted to €20,322 million in 2020, down 6.5% compared with 2019. It accounted for 47.0% of revenue excluding concession subsidiaries' revenue derived from works carried out by non-Group companies (45.3% in 2019).

3. Reconciliation and presentation of key performance indicators

3.1 Cash flow statement indicators

(in € millions)	2020	2019
Net cash flows (used in)/from operating activities	**6,675**	**7,090**
Operating investments (net of disposals)	(994)	(1,249)
Repayments of lease liabilities and financial expense on leases	(607)	(575)
Operating cash flow	**5,075**	**5,266**
Growth investments in concessions and PPPs	(1,085)	(1,065)
Free cash flow	**3,990**	**4,201**
Purchases of shares in subsidiaries and affiliates (consolidated and unconsolidated)	(302)	(3,611)
Proceeds from sales of shares in subsidiaries and affiliates (consolidated and unconsolidated)	25	43
Net impact of changes in scope including net debt assumed	(7)	(4,677)
Net financial investments	**(285)**	**(8,245)**
Other	(85)	(90)
Total net financial investments	**(370)**	**(8,335)**

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3.2 Capital employed

Reconciliation between capital employed and the balance sheet

(in € millions)	Note	31/12/2020	31/12/2019
Capital employed – Assets		**74,997**	**78,445**
Concession intangible assets	13	25,886	26,869
- Deferred tax on business combination fair value adjustments		(2,555)	(2,708)
Goodwill, gross	9	11,885	11,873
Other intangible assets	17.1	6,846	7,410
Property, plant and equipment	17.2	9,760	10,189 (*)
Investments in companies accounted for under the equity method	10	1,035	1,870
Other non-current financial assets	11-14-18	2,237	1,525
- Collateralised loans and receivables (at more than one year)	25-27	(4)	(4)
Inventories and work in progress	19	1,428	1,434
Trade and other receivables	19	12,493	14,523
Other current assets	19	5,719	5,300
Current tax assets		266	166
Capital employed – Liabilities		**(28,739)**	**(28,387)**
Current provisions	19	(4,973)	(4,741)
Trade payables	19	(8,876)	(8,514)
Other current liabilities	19	(14,668)	(14,839)
Current tax liabilities		(221)	(292)
Total capital employed		**46,258**	**50,058**

(*) Adjusted for the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.

Capital employed by geographical area

(in € millions)	31/12/2020	31/12/2019 (*)
France	25,761	27,216
Germany	142	379
United Kingdom	9,643	10,646
Portugal	2,572	2,544
Other European countries	2,851	2,928
Total Europe excluding France	**15,208**	**16,497**
Total Europe	**40,969**	**43,713**
North America	1,883	2,117
of which United States	*1,428*	*1,712*
Central and South America	2,727	3,329
Africa	(62)	12
Russia, Asia Pacific and Middle East	741	887
Total capital employed	**46,258**	**50,058**

(*) Adjusted for the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.

At 31 December 2020, capital employed in the eurozone was €30.0 billion and made up 65% of the total (€31.6 billion and 63% of the total in 2019).

D. Main income statement items

4. Operating income

Accounting policies

Operating income from ordinary activities measures the operational performance of fully consolidated Group subsidiaries. It excludes share-based payment expense (IFRS 2), other recurring operating items (including the share of profit or loss of companies accounted for under the equity method) and non-recurring operating items.

Recurring operating income is obtained by taking operating income from ordinary activities and adding the IFRS 2 expense associated with share-based payments (Group savings plans and performance share plans), the Group's share of profit or loss of subsidiaries accounted for under the equity method, and other recurring operating income and expense. The latter category includes recurring income and expense relating to companies accounted for under the equity method and to non-consolidated companies (financial income from shareholder loans and advances granted by the Group to some of its subsidiaries, dividends received from non-consolidated companies, etc.). Recurring operating income is intended to present the Group's operational performance excluding the impact of non-recurring transactions and events during the period.

Operating income is calculated by taking recurring operating income and adding non-recurring income and expense, which mainly includes goodwill impairment losses, restructuring charges and income and expense relating to changes in scope (capital gains or losses on disposals of securities and the impact of changes in control).

(in € millions)	2020	2019
Revenue (*)	**43,234**	**48,053**
Concession subsidiaries' revenue derived from works carried out by non-Group companies	696	699
Total revenue	43,930	48,753
Revenue from ancillary activities (**)	188	198
Purchases consumed	(9,681)	(10,382)
External services (***)	(4,726)	(5,384)
Temporary staff	(1,178)	(1,412)
Subcontracting (including concession companies' construction costs)	(9,262)	(9,776)
Taxes and levies	(1,105)	(1,192)
Employment costs	(11,642)	(11,836)
Other operating income and expense	(8)	84
Depreciation and amortisation	(3,171)	(3,040)
Net provision expense	(486)	(279)
Operating expenses	**(41,260)**	**(43,216)**
Operating income from ordinary activities	**2,859**	**5,734**
% of revenue (*)	*6.6%*	*11.9%*
Share-based payments (IFRS 2)	(239)	(291)
Profit/(loss) of companies accounted for under the equity method	(146)	212
Other recurring operating items	38	48
Recurring operating income	**2,511**	**5,704**
Goodwill impairment losses	(95)	(21)
Impact from changes in scope and gain/(loss) on disposals of shares	167	(18)
Other non-recurring operating items	(124)	-
Total non-recurring operating items	*(52)*	*(40)*
Operating income	**2,459**	**5,664**

(*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
(**) Revenue from ancillary activities mainly comprises rental income, sales of equipment, materials and merchandise, study work and fees other than those generated by concession operators.
(***) Including lease payments of €877 million in 2020 and €989 million in 2019 not restated following the application of IFRS 16: low-value leases, short-term leases and variable lease payments.

The decreases in operating income from ordinary activities and recurring operating income in 2020 result from the Covid-19 pandemic.

Operating income from ordinary activities reflects fixed running costs, additional costs arising from the crisis, operational cost-cutting plans introduced by the Group and furlough payments recognised as a reduction in employment costs.
The net provision expense includes impairment charges for certain ongoing investment projects whose continuation is considered uncertain for €76 million as well as impairment on trade receivables in the total amount of €74 million.

Recurring operating income amounted to €2,511 million. As well as the impact of share-based payments (IFRS 2), this includes the negative contribution of companies accounted for under the equity method, particularly in the airports sector, whereas the impact was positive in 2019. Other recurring operating items include financial income from shareholder loans and advances granted by the Group to certain associates.

Non-recurring operating items represented a net expense of €52 million in 2020 and included:
- €95 million of goodwill impairment charges relating in particular to the activities of VINCI Energies in North America (€67 million);
- restructuring costs, mainly at VINCI Airports (€48 million) and VINCI Construction (€47 million);
- a €167 million positive effect from changes in the consolidation scope, mainly reflecting the change in consolidation method for Groupe ADP after VINCI ceased to have a significant influence over it.

In 2019, they produced a net expense of €40 million, including:
- a negative scope effect of €18 million, due to net gains/losses on the sale of the stakes held by the Concession business in TJH (the concession holder of a motorway in Jamaica) and Toll Collect, Eurovia's disposal of its business in Romania and Entrepose's withdrawal from drilling activities, along with earn-out payments and acquisition costs at VINCI Energies, Eurovia and VINCI Airports;
- goodwill impairment losses of €21 million, mainly relating to Eurovia's rail construction business.

4.1 Employment costs

(in € millions)	Note	2020	2019
Wages and other employment-related expense	**I**	**(11,481)**	**(11,632)**
Of which wages and salaries		*(8,679)*	*(8,841)*
Of which employer social contributions		*(2,172)*	*(2,151)*
Of which contributions to defined contribution plans	29.1	*(630)*	*(641)*
Profit-sharing and incentive plans	**II**	**(161)**	**(204)**
Total	**I+II**	**(11,642)**	**(11,836)**

The Group's average headcount was 219,400 on a full-time-equivalent basis in 2020, stable relative to 2019.

	2020	2019
Average number of employees (in full-time equivalent)	**219,400**	**219,267**
Of which managers	*43,913*	*43,109*
Of which other employees	*175,488*	*176,158*

4.2 Other operating income and expense

(in € millions)	2020	2019
Net gains or losses on disposal of intangible assets and property, plant and equipment	39	45
Share in operating income or loss of joint operations	12	16
Other	(59)	23
Total	**(8)**	**84**

4.3 Depreciation and amortisation

Depreciation and amortisation break down as follows:

(in € millions)	2020	2019
Concession intangible assets	(1,330)	(1,329)
Other intangible assets	(65)	(62)
Property, plant and equipment	(1,776)	(1,648)
Depreciation and amortisation	**(3,171)**	**(3,040)**

In 2020, amortisation estimates for VINCI Airports' concession intangible assets were changed (see Note F, "Concessions business: PPP contracts, concession contracts and other infrastructure"). This amortisation is now calculated using the unit of production method (number of passengers) and the impact on amortisation in 2020 was €55 million.

In 2020, depreciation of property, plant and equipment included €582 million relating to right-of-use assets under leases (€548 million in 2019).

5. Cost of net financial debt

Accounting policies

The cost of net financial debt includes:
- the cost of gross financial debt, which includes the interest expense calculated at the effective interest rate, and gains and losses on interest rate derivatives allocated to gross financial debt whether designated as hedges for accounting purposes or not;
- financial income from investments, which comprises the return on investments of cash and cash equivalents measured at fair value through profit and loss;
- recycling of financial hedging costs.

In 2020, the cost of net financial debt amounted to €589 million (€551 million in 2019), an increase of €38 million.
The portion of the cost of net financial debt related to long-term debt remained stable in 2020, as the impact of the London Gatwick Airport acquisition over the full-year period was offset by a lower average interest rate on long-term debt after refinancing took place in 2019 and 2020 at interest rates lower than those of the debt being repaid. In addition, although returns on cash investments were higher over the period, they were negatively affected by the lower interest rates.

The cost of net financial debt can be analysed as follows:

(in € millions)	2020	2019
Financial liabilities at amortised cost	(754)	(754)
Financial assets and liabilities at fair value through profit and loss	20	41
Derivatives designated as hedges: assets and liabilities	137	151
Derivatives at fair value through profit and loss: assets and liabilities	8	11
Total cost of net financial debt	**(589)**	**(551)**

The "Derivatives designated as hedges: assets and liabilities" item breaks down as follows:

(in € millions)	2020	2019
Net interest on derivatives designated as fair value hedges	227	225
Change in value of derivatives designated as fair value hedges	253	459
Change in value of the adjustment to fair value hedged financial debt	(253)	(459)
Ineffective portion of fair value hedges	(2)	(1)
Reserve recycled through profit or loss in respect of cash flow and net investment hedges	(95)	(62)
Ineffective portion of cash flow and net investment hedges	7	(11)
Gains and losses on derivative instruments allocated to net financial debt	**137**	**151**

6. Other financial income and expense

Accounting policies
Other financial income and expense comprises mainly discounting effects, the impact of capitalised borrowing costs, foreign exchange gains and losses relating to financial items and changes in the value of derivatives not allocated to hedging interest rate or exchange rate risk, along with financial expense relating to lease liabilities since the adoption of IFRS 16.

Capitalised borrowing costs relate to infrastructure under concession and are included during the construction period in the value of those assets. They are determined as follows:
- to the extent that funds are borrowed specifically for the purpose of constructing an asset, the borrowing costs eligible for capitalisation on that asset are the actual borrowing costs incurred during the period less any investment income arising from the temporary investment of those borrowings;
- when borrowing is not intended to finance a specific project, the interest eligible for capitalisation on an asset is determined by applying a capitalisation rate to the expenditure on that asset. This capitalisation rate is equal to the weighted average of the costs of borrowing funds for construction work, other than those specifically intended for the construction of given assets.

This does not relate to the construction of concession assets accounted for using the financial asset model (see Note F.14, "PPP financial receivables").

Other financial income and expense break down as follows:

(in € millions)	2020	2019
Effect of discounting to present value	(31)	(80)
Borrowing costs capitalised	40	41
Financial expenses on lease liabilities	(42)	(40)
Foreign exchange gains and losses and other changes in fair value	(15)	8
Total other financial income and expense	**(47)**	**(71)**

The more limited effect of discounting to present value mainly involved provisions for retirement benefit obligations, which amounted to €15 million in 2020 (€30 million in 2019), and obligations to maintain the condition of concession assets, which declined from €26 million in 2019 to €3 million in 2020. Fixed fees at more than one year in relation to Salvador Bahia Airport in Brazil and Belgrade Airport in Serbia totalled €13 million in 2020 (€15 million in 2019).

In 2020, capitalised borrowing costs mainly related to Arcos for €21 million (€16 million in 2019), Belgrade Airport in Serbia and London Gatwick Airport in the United Kingdom for a total of €15 million (€12 million in 2019), and the ASF group for €4 million (€9 million in 2019).

7. Income tax expense

Accounting policies

Income tax is computed in accordance with the tax legislation in force in the countries where the income is taxable.

In accordance with IAS 12, deferred tax is recognised on the temporary differences between the carrying amount and the tax base of assets and liabilities. It is calculated using the latest tax rates enacted or substantively enacted at the accounts closing date. The effects of a change in the tax rate from one period to another are recognised in the income statement in the period in which the change occurs, except where they relate to transactions recognised under other comprehensive income or directly in equity.

Deferred tax relating to share-based payments (IFRS 2) is taken to income to the extent that the deductible amount does not exceed the fair value of plans established according to IFRS 2.

Whenever subsidiaries have distributable reserves, a deferred tax liability is recognised in respect of the probable distributions that will be made in the foreseeable future. Moreover, shareholdings in associates and certain joint ventures give rise to recognition of a deferred tax liability in respect of all the differences between the carrying amount and the tax base of the shares.

Net deferred tax is determined on the basis of the tax position of each entity or group of entities included in the tax group under consideration and is shown under assets or liabilities for its net amount per tax group. Deferred tax is reviewed at each balance sheet date to take account of the impact of changes in tax law and the prospect of recovery. Deferred tax assets are only recognised if their recovery is probable.

Deferred tax assets and liabilities are not discounted.

7.1 Breakdown of net tax expense

(in € millions)	2020	2019
Current tax	(844)	(1,791)
Deferred tax	37	157
of which temporary differences	*(48)*	*115*
of which losses carried forward	*85*	*42*
Total	**(807)**	**(1,634)**

The net tax expense for the period comprises:

- a tax expense recognised by French subsidiaries for €581 million (€1,165 million in 2019), including €585 million at VINCI SA, the lead company in the tax consolidation group that comprises 984 subsidiaries (€1,136 million in 2019);
- a tax expense of €227 million for foreign subsidiaries (€469 million in 2019).

The tax expense for the year was €807 million, compared with €1,634 million in 2019. It included a deferred tax expense of €97 million following the decision on 1 April 2020 to cancel the cut in the corporate income tax rate in the United Kingdom, which means that the rate will remain at 19% as opposed to the previously decided reduction to 17%, as well as tax income resulting from the favourable conclusion of a previous dispute.

7.2 Effective tax rate

The Group's effective tax rate was 41.0% in 2020 compared with 33.8% in 2019.

Excluding non-recurring items:

- in France, based on positive net income generated mainly by VINCI Autoroutes, the effective tax rate was 30%;
- outside France, based on positive net income, the effective tax rate was 32% excluding Gatwick and 17% for Gatwick.

The effective tax rate for 2020 is higher than the theoretical tax rate of 28.92% in force in France, because French subsidiaries with revenue of over €250 million are taxed at 32.02%. The difference between the tax calculated using the standard tax rate in force in France and the amount of tax effectively recognised in the year can be analysed as follows:

(in € millions)	2020	2019
Income before tax and profit/(loss) of companies accounted for under the equity method	1,969	4,831
Theoretical tax rate in France	28.9%	32.0%
Theoretical tax expense expected	**(569)**	**(1,547)**
Impact of taxes due on income taxed at a lower rate in France	-	-
Tax rate differential on foreign income (*)	(144)	70
Impact of tax loss carryforwards and other temporary differences that are not recognised or that have previously been subject to limitation	(54)	3
Goodwill impairment losses	(25)	(7)
Permanent differences and other (**)	(15)	(154)
Tax expense recognised	**(807)**	**(1,634)**
Effective tax rate (***)	**41.0%**	**33.8%**

(*) Including €97 million relating to the recognition of a deferred tax expense by UK subsidiaries at the rate of 19% (compared with 17% in 2019).
(**) Including €69 million of current tax related to the different tax rate applied to French companies with revenue of over €250 million.
(***) Excluding the Group's share of companies accounted for under the equity method.

7.3 Breakdown of deferred tax assets and liabilities

(in € millions)	31/12/2020	Changes			31/12/2019
		Income	Equity	Other	
Deferred tax assets					
Losses carried forward	565	124	(36)	(10)	487
Temporary differences on retirement benefit obligations	397	(3)	(21)	-	421
Temporary differences on provisions	685	76	(10)	(5)	624
Temporary differences on financial instruments	141	(12)	30	-	123
Temporary differences related to leases	365	38	(3)	9	322
Other	684	38	(23)	33	636
Netting of deferred tax assets and liabilities by tax group	(1,891)	-	-	(76)	(1,815)
Total deferred tax assets before impairment	**947**	**262**	**(64)**	**(49)**	**798**
Impairment	(454)	(54)	32	(3)	(428)
Total deferred tax assets after impairment	**493**	**208**	**(32)**	**(53)**	**370**
Deferred tax liabilities					
Remeasurement of assets (*)	(3,552)	(80)	137	42	(3,652)
Temporary differences related to leases	(338)	(30)	2	(8)	(302)
Temporary differences on financial instruments	(22)	2	13	-	(37)
Other	(585)	(62)	5	(2)	(525)
Netting of deferred tax assets and liabilities by tax group	1,891	-	-	76	1,815
Total deferred tax liabilities	**(2,606)**	**(170)**	**158**	**107**	**(2,701)**
Net deferred tax	**(2,113)**	**37**	**126**	**55**	**(2,331)**

(*) Including measurement at fair value of the assets and liabilities of London Gatwick Airport, ASF, Lima Expresa, Aéroports de Lyon and ANA at their dates of first consolidation, i.e. €1,169 million, €840 million, €169 million, €142 million and €110 million respectively at 31 December 2020.

In the context of the Covid-19 crisis, the Group paid particular attention to its ability to use its tax loss carryforwards, depending on specific local circumstances.

Deferred tax assets arising from tax loss carryforwards totalled €565 million at 31 December 2020, with impairment losses recognised in the amount of €341 million. The net balance of deferred tax assets arising from tax loss carryforwards thus comes to €224 million, mainly related to certain countries in which tax losses can generally be carried forward indefinitely, including the United Kingdom, the United States and Germany.

Impairment of deferred tax assets as a whole amounted to €454 million at 31 December 2020 (€428 million at 31 December 2019), including €428 million outside France (€412 million at 31 December 2019).

8. Earnings per share

Accounting policies

Basic earnings per share is the net income for the period after non-controlling interests, divided by the weighted average number of shares outstanding during the period less the weighted average number of treasury shares.

In calculating diluted earnings per share, the weighted average number of shares outstanding is adjusted for the potentially dilutive effect of all equity instruments issued by the company, in particular share subscription options and performance shares. The dilution resulting from the exercise of share subscription options and from performance shares is determined using the method defined in IAS 33. In accordance with this standard, plans of which the stock market price is greater than the average price during the period are excluded from the diluted earnings per share calculation.

In calculating basic and diluted earnings per share, earnings are also adjusted as necessary for changes in income and expenses taken directly to equity resulting from the conversion into shares of all potentially dilutive instruments.

The table below shows the reconciliation between basic and diluted earnings per share:

	2020			2019		
	Average number of shares	Net income *(in € millions)*	Earnings per share *(in €)*	Average number of shares	Net income *(in € millions)*	Earnings per share *(in €)*
Total shares	**608,321,456**			**601,090,748**		
Treasury shares	(50,769,442)			(46,548,305)		
Basic earnings per share	**557,552,014**	**1,242**	**2.23**	**554,542,443**	**3,260**	**5.88**
Subscription options				42,222		
Group savings plan	164,835			328,423		
Performance shares	5,402,691			5,494,713		
Diluted earnings per share	**563,119,540**	**1,242**	**2.20**	**560,407,801**	**3,260**	**5.82**

E. Investments in other companies

9. Goodwill and goodwill impairment tests

Accounting policies

Goodwill is the excess of the cost of a business combination over the Group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities at the date of acquisition, recognised on first consolidation.

Goodwill in fully consolidated subsidiaries is recognised under goodwill in consolidated assets. Goodwill relating to companies accounted for under the equity method is included in the line item "Investments in companies accounted for under the equity method".

Goodwill is not amortised but is tested for impairment at least annually or when there is an indication that an impairment loss has arisen. If a goodwill impairment loss is recognised as a result, the difference between its carrying amount and its recoverable amount is charged irreversibly to operating income in the period.

Negative goodwill is taken to income in the year of acquisition.

Under IFRS 3 (amended), an option is available to measure non-controlling interests on the acquisition date either at fair value (the full goodwill method) or for the portion of the net assets acquired that they represent (the partial goodwill method). The choice can be made for each business combination.

9.1 Main goodwill items

Changes in the period were as follows:

(in € millions)	31/12/2020	31/12/2019
Net at beginning of period	**11,647**	**9,792**
Goodwill recognised during the period	219	1,737
Impairment losses	(95)	(21)
Currency translation differences	(263)	90
Other movements	111	50
Net at end of period	**11,619**	**11,647**

Goodwill recognised in the period mainly concerned acquisitions made by VINCI Energies in Canada and Europe.
The increase in 2019 mainly arose from the recognition of goodwill relating to the acquisition of London Gatwick Airport, allocated to the VINCI Airports CGU. At 31 December 2020, the definitive amount of that goodwill was €1,443 million.

The main items of goodwill at 31 December 2020 were as follows:

	31/12/2020			31/12/2019
(in € millions)	Gross	Impairment losses	Net	Net
VINCI Airports	2,519	-	2,519	2,525
VINCI Energies France	2,454	-	2,454	2,442
ASF group	1,935	-	1,935	1,935
VINCI Energies Germany	790	-	790	707
VINCI Energies North America	631	(62)	568	639
VINCI Energies Benelux	433	-	433	431
VINCI Energies Scandinavia	347	-	347	330
VINCI Energies Switzerland	222	-	222	205
VINCI Highways	216	-	216	256
Eurovia USA	197	-	197	215
Soletanche Bachy	171	-	171	171
VINCI Energies Spain	160	-	160	158
Other	1,812	(204)	1,608	1,633
Total	**11,885**	**(266)**	**11,619**	**11,647**

9.2 Goodwill impairment tests

Accounting policies

In accordance with IAS 36 "Impairment of Assets", the goodwill and other non-financial assets of cash-generating units (CGUs) were tested for impairment losses.

CGUs are identified in line with operational reporting and their recoverable amounts are based on a value in use calculation. Values in use are determined by discounting the forecast operating cash flow before tax (operating income plus depreciation and amortisation plus/minus the change in non-current provisions minus operating investments plus/minus the change in operating working capital requirement) at the rates indicated below.

For concessions, forecast cash flow is determined across the length of contracts by applying a variable discount rate, determined for each period depending on the debt to equity ratio of the entity in question.
In the specific case of VINCI Airports, the CGU includes both concession contracts and owned airports. For the latter, projected cash flows are established over a 30-year period. At the end of that period, a terminal value is determined by capitalising the final year's projected cash flow over an infinite period, and that value is discounted to present value.

For the other CGUs, projected cash flow is generally established for a five-year period on the basis of management forecasts. At the end of that period, a terminal value is determined by capitalising the final year's projected cash flow over an infinite period, and that value is discounted to present value.

Goodwill was tested for impairment losses using the following assumptions:

	Parameters of the model applied to cash flow forecasts				Impairment losses recognised in the period	
			Discount rates			
(in € millions)	Growth rate (years Y+1 to Y+5)	Growth rate (terminal value)	31/12/2020	31/12/2019	2020	2019
VINCI Airports	(*)	(*)	7.1%	7.6%	-	-
VINCI Energies France	2.0%	1.0%	7.0%	7.2%	-	-
ASF group	(*)	(*)	6.4%	6.8%	-	-
VINCI Energies Germany	1.2%	1.0%	6.3%	6.6%	-	-
VINCI Energies North America	4.1%	2.0%	8.3%	8.4%	(67)	-
VINCI Energies Benelux	1.5%	1.0%	6.5%	6.9%	-	-
VINCI Energies Scandinavia	1.5%	1.0%	6.1%	6.1%	-	-
VINCI Highways	(*)	(*)	8.6%	9.8%	-	-
VINCI Energies Switzerland	1.0%	1.0%	5.1%	5.6%	-	-
Eurovia USA	2.1%	1.5%	9.7%	10.0%	-	-
Soletanche Bachy	3.5%	1.5%	8.6%	8.6%	-	-
VINCI Energies Spain	1.5%	1.0%	8.7%	9.7%	-	-
Other	–7% to 19%	1% to 5%	5% to 19%	6% to 13%	(28)	(21)
Total	**-**	**-**	**-**	**-**	**(95)**	**(21)**

(*) For concessions, cash flow projections are determined over the length of concession contracts.
The average revenue growth rate for the ASF group (ASF and Escota), based on the residual periods of contracts, is 2.4%. Those used by VINCI Airports and VINCI Highways are respectively 7.0% and 6.6%.

Given the Covid-19 situation, impairment tests at 31 December 2020 were conducted on the basis of management assumptions for the various business lines and divisions, in accordance with macroeconomic forecasts in their business areas and the regions in which they operate:

- VINCI Airports: assumption that passenger numbers will return to pre-crisis (2019) levels between 2023 and 2026 depending on the airport and type of customer. Return of passenger numbers to their level initially projected for 2030;
- VINCI Highways: assumption that traffic levels will return to pre-crisis levels in 2022;
- ASF group: assumption that traffic levels will rise back in 2022 close to their 2019 level;
- VINCI Energies North America: operating assumptions have been reviewed as a result of the Covid-19 crisis, which had a particularly significant impact on some activities and regions covered by this CGU in the first half of 2020. An impairment loss of €67 million was recognised in 2020, of which €50 million at 30 June 2020.

The vast majority of other CGUs in the Contracting business saw business levels return close to 2019 levels in the second half of 2020.

Sensitivity of the value in use of CGUs to the assumptions made

The following table shows the sensitivity of enterprise value to the assumptions made for the main goodwill items:

Sensitivity to discount and perpetual growth rates and to cash flow

	Sensitivity to rates				Sensitivity to cash flows	
	Discount rate for cash flows		Perpetual growth rate for cash flows		Change in forecast operating cash flows (before tax)	
(in € millions)	+0.5%	–0.5%	+0.5%	–0.5%	+5.0%	–5.0%
VINCI Airports	(2,044)	2,293	(*)	(*)	1,293	(1,293)
VINCI Energies France	(536)	633	517	(438)	357	(357)
ASF group	(750)	787	(*)	(*)	1,215	(1,215)
VINCI Energies Germany	(249)	301	251	(208)	149	(149)
VINCI Energies North America	(60)	70	57	(48)	43	(43)
VINCI Energies Benelux	(111)	133	110	(92)	68	(68)
VINCI Energies Scandinavia	(69)	84	70	(58)	39	(39)
VINCI Highways	(134)	145	(*)	(*)	124	(124)
VINCI Energies Switzerland	(105)	134	116	(91)	50	(50)
Eurovia USA	(32)	37	26	(23)	29	(29)
Soletanche Bachy	(198)	228	180	(156)	151	(151)
VINCI Energies Spain	(17)	20	15	(13)	15	(15)

(*) Forecasts of cash flows are determined over the residual periods of the concession contracts.

These sensitivity calculations show that a change of 50 basis points in the assumptions for discount and perpetual growth rates or a ±5% change in projected operating cash flow would not have a material impact on the results of impairment tests or, therefore, on the Group's consolidated financial statements at 31 December 2020.

Given the uncertainty caused by the Covid-19 crisis in the air transport sector, additional sensitivity tests were carried out for the VINCI Airports CGU at 31 December 2020. A 100 basis point increase in the assumed discount rates would result in a €3.9 billion reduction in value in use. However, in this case, value in use would remain higher than this CGU's net carrying amount at 31 December 2020.

10. Investments in companies accounted for under the equity method: associates and joint ventures

Accounting policies

Investments in companies accounted for under the equity method are initially recognised at the cost of acquisition, including acquisition costs and any goodwill. Their carrying amount is then increased or decreased to recognise the Group's share of the entity's profits or losses after the date of acquisition. Whenever the cumulative losses are greater than the value of the Group's net investment in the equity-accounted company, those losses are not recognised unless the Group has entered into a commitment to recapitalise the company or provide it with funding.

If there is an indication that an impairment loss has arisen, the investment's recoverable amount is tested in a way similar to that described in Note E.9.2, "Goodwill impairment tests". Impairment losses shown by impairment tests are recognised in profit and loss and as a deduction from the carrying amount of the corresponding investments.

In order to present business lines' operational performance in the best way possible, the profit or loss of companies accounted for under the equity method is reported on a specific line for the determination of recurring operating income.

The terms "associates" and "joint ventures" are defined in Note A.2.2, "Consolidation methods".

10.1 Movements during the period

(in € millions)	2020 Associates	2020 Joint ventures	2020 Total	2019 Associates	2019 Joint ventures	2019 Total
Value of shares at beginning of period	**1,199**	**671**	**1,870**	**1,154**	**520**	**1,674**
of which Concessions	*782*	*491*	*1,273*	*745*	*398*	*1,143*
of which Contracting	*415*	*82*	*497*	*408*	*90*	*497*
of which VINCI Immobilier	*2*	*98*	*100*	*2*	*32*	*34*
Increase in share capital of companies accounted for under the equity method	1	8	9	-	33	33
Group share of profit or loss for the period	(50)	(96)	(146)	30	182	212
Group share of other comprehensive income for the period	(2)	(42)	(44)	(15)	(71)	(86)
Dividends paid	(5)	(66)	(71)	(46)	(124)	(170)
Changes in consolidation scope and other	(692)	(2)	(694)	22	41	63
Reclassifications (*)	(24)	136	112	53	91	144
Value of shares at end of period	**428**	**608**	**1,035**	**1,199**	**671**	**1,870**
of which Concessions	*31*	*420*	*451*	*782*	*491*	*1,273*
of which Contracting	*395*	*93*	*488*	*415*	*82*	*497*
of which VINCI Immobilier	*2*	*95*	*96*	*2*	*98*	*100*

(*) Reclassifications of shares in the negative net equity of equity-accounted companies under provisions for financial risks.
NB: The terms "associates" and "joint ventures" are defined in Note A.2, "Consolidation methods".

At 31 December 2020, the Group's interests in companies accounted for under the equity method included, for the Concessions business, the stake in Kansai Airports (€238 million) and, for the Contracting business, the stake in the CFE group (€238 million).
Changes in scope mainly concern VINCI's loss of significant influence over Groupe ADP (see Note B, "Changes in consolidation scope").

Impacts included under "Group share of other comprehensive income for the period" relate mainly to cash flow and interest rate hedging transactions on concession and public-private partnership projects.

10.2 Aggregated financial information

The contribution of equity-accounted companies to the Group's consolidated comprehensive income is as follows:

(in € millions)	2020 Associates	2020 Joint ventures	2020 Total	2019 Associates	2019 Joint ventures	2019 Total
Net income	**(50)**	**(96)**	**(146)**	**30**	**182**	**212**
of which Concessions	*(45)*	*(115)*	*(160)*	*7*	*115*	*121*
of which Contracting	*(5)*	*4*	*(1)*	*24*	*42*	*66*
of which VINCI Immobilier	*-*	*15*	*15*	*-*	*25*	*25*
Other comprehensive income	(2)	(42)	(44)	(15)	(71)	(86)
of which Concessions	*10*	*(46)*	*(36)*	*(10)*	*(67)*	*(77)*
of which Contracting	*(13)*	*4*	*(8)*	*(5)*	*(5)*	*(9)*
Comprehensive income	**(52)**	**(138)**	**(191)**	**15**	**110**	**126**
of which Concessions	*(35)*	*(161)*	*(196)*	*(4)*	*48*	*44*
of which Contracting	*(18)*	*8*	*(10)*	*19*	*37*	*57*
of which VINCI Immobilier	*-*	*15*	*15*	*-*	*25*	*25*

The revenue of companies accounted for under the equity method breaks down as follows (data reflecting the Group's share):

(in € millions)	2020 Associates	2020 Joint ventures	2020 Total	2019 Associates	2019 Joint ventures	2019 Total
Revenue (*)	**1,069**	**1,390**	**2,459**	**1,459**	**2,199**	**3,658**
of which Concessions	*521*	*579*	*1,100*	*848*	*1,229*	*2,078*
of which Contracting	*547*	*554*	*1,101*	*609*	*667*	*1,276*
of which VINCI Immobilier	*1*	*257*	*257*	*1*	*303*	*304*

(*) Excluding works revenue related to concession activities.

In accordance with IAS 28, the Group's recognition of its share of any losses at associates and joint ventures is limited to its liabilities. At 31 December 2020, losses thus unrecognised amounted to €197 million (€175 million at 31 December 2019).

The main features of concession and PPP contracts are given in Note F, "Concessions business: PPP contracts, concession contracts and other infrastructure". The list of companies accounted for under the equity method is available on the Group's website at https://www.vinci.com/vinci.nsf/en/investors-composition-group.htm.

10.3 Controlled subsidiaries' transactions with associates and joint ventures

The financial statements include certain commercial transactions between controlled subsidiaries and associates and joint ventures. The main transactions are as follows:

	31/12/2020			31/12/2019		
(in € millions)	**Associates**	**Joint ventures**	**Total**	**Associates**	**Joint ventures**	**Total**
Revenue	302	305	**606**	363	480	**843**
Trade receivables	46	73	**120**	62	90	**152**
Purchases	4	20	**24**	3	19	**23**
Trade payables	-	2	**2**	1	3	**4**

11. Other non-current financial assets

Accounting policies

At the balance sheet date, shares in unconsolidated subsidiaries and affiliates are measured either at their fair value through profit and loss or through equity, depending on the choice made at initial recognition, as detailed below. The fair value of shares in listed companies is determined on the basis of the stock market price at the relevant balance sheet date. For unlisted shares, if their fair value cannot be determined reliably, they continue to be measured at their initial fair value, of which the best estimate is the cost of acquisition plus transaction costs, adjusted for any increases or decreases in value determined by analysing the change in the proportion of equity.

Whenever further shares in subsidiaries and affiliates are acquired, an analysis of the Group's management intention is carried out to determine whether they will be measured at fair value through profit and loss or through equity.

At 31 December 2020, "Financial assets measured at amortised cost" mainly comprised receivables relating to shareholdings, such as shareholders' advances to subsidiaries managing concessions or PPP projects.

(in € millions)	31/12/2020	31/12/2019
Financial assets measured at amortised cost (*)	1,034	1,160
PPP financial receivables (*)	252	207
Equity instruments	951	158
Other non-current financial assets	**2,237**	**1,525**

(*) Information relating to "PPP financial receivables" is provided in Note F.14 and information relating to "Financial assets measured at amortised cost" is provided in Note H.18.

During the period, the change in equity instruments broke down as follows:

(in € millions)	31/12/2020	31/12/2019
Net at beginning of period	**158**	**101**
Acquisitions during period	19	78
Fair value adjustments	-	-
Impairment losses	(10)	(15)
Changes in consolidation scope	837	(5)
Other movements and currency translation differences	(54)	(2)
Net at end of period	**951**	**158**

The main change in the period was due to shares in ADP being reclassified under equity instruments (see Note B.1, "Changes in consolidation scope during the period"). Since 15 December 2020, those shares have been measured at fair value through profit or loss.

F. Concessions business: PPP contracts, concession contracts and other infrastructure

Accounting policies

Under the terms of IFRIC 12 "Service Concession Arrangements", a concession operator may have two types of activities:

- a construction activity in respect of its obligations to design, build and finance new infrastructure to be constructed on behalf of the grantor;
- an operating and maintenance activity in respect of concession assets.

Revenue from each activity is recognised in accordance with IFRS 15.

In return for its activities, the operator receives remuneration from:

- **users: in this case, the intangible asset model applies.** The operator has a right to receive tolls (or any other form of remuneration) from users (vehicles, airlines, etc.) depending on traffic and passenger levels in consideration for the financing, construction and operation of the infrastructure. The intangible asset model also applies whenever the concession grantor remunerates the concession operator based on the extent of use of the infrastructure by users, but with no guarantees as to the amounts that will be paid to it (under "pass through" or "shadow toll" agreements).

Under this model, the right to receive toll payments (or any other form of remuneration), net of any investment grants received, is recognised in the concession operator's balance sheet under "Concession intangible assets". This right corresponds to the fair value of the asset under concession plus the borrowing costs capitalised during the construction phase. It is amortised over the term of the arrangement in a manner that reflects the pattern in which the economic benefit derived from the concession asset is consumed by the entity, starting from the entry into service of the asset.

Motorway concession companies generally use the straight-line method of amortisation for concession intangible assets.

Rights to operate airports under concession were previously also amortised on a straight-line basis. Because of the material and sustained fall in passenger numbers, the Group took the view that the straight-line method no longer reflected the rate at which the economic benefits produced by concession assets were being consumed, and from 1 July 2020 opted to amortise them using the unit of production method, depending on passenger numbers.

The intangible asset model applies to most infrastructure concessions, in particular the concessions of VINCI Autoroutes in France, the main airports managed by VINCI Airports and certain bridges.

- **the grantor: in this case, the financial asset model applies.** The operator has an unconditional contractual right to receive payments from the concession grantor, irrespective of the amount of use made of the infrastructure.

Under this model, the operator recognises a financial receivable, attracting interest, in its balance sheet, in consideration for the services it provides (design and construction). On the balance sheet, this financial receivable is classified under "Other financial assets". The receivable is settled by means of the grantor's payments received. The income calculated on the basis of the effective interest rate is recognised under revenue from ancillary activities.

In the case of **bifurcated models,** the operator may be remunerated partly by users and partly by the grantor. The part of the investment that is covered by an unconditional contractual right to receive payments from the grantor (in the form of grants or rental) is recognised as a financial receivable up to the amount guaranteed. The unguaranteed balance, of which the amount is dependent on the extent of use of the infrastructure, is recognised under "Concession intangible assets".

VINCI Airports owns certain airports including London Gatwick Airport, which was acquired on 13 May 2019. Its rights to operate these airports are presented in Note H.17.1, "Other intangible assets".

12. Details of the main contracts in the Concessions business

Details of the main contracts in the Concessions business are set out by business line in the table below.

	Country	Concession end date	Model	Consolidation method
VINCI Autoroutes (*)				
ASF group				
ASF 2,730 km of toll motorways	France	2036	Intangible asset	FC
Escota 471 km of toll motorways	France	2032	Intangible asset	FC
Cofiroute				
Intercity network 1,100 km of toll motorways	France	2034	Intangible asset	FC
A86 Duplex 11 km toll tunnel west of Paris	France	2086	Intangible asset	FC
Arcour				
A19 101 km of toll motorways	France	2070	Intangible asset	FC
Arcos				
A355 24 km of toll motorways	France	2070	Intangible asset	FC
VINCI Airports (**)				
Société Concessionnaire Aéroports du Grand Ouest Nantes Atlantique and Saint-Nazaire Montoir airports	France	(***)	Intangible asset	FC
Aéroports de Lyon Lyon-Saint Exupéry and Lyon Bron airports	France	2047	Intangible asset	FC
ANA group 10 airports	Portugal	2063	Intangible asset	FC
Belfast International Airport	United Kingdom	2993	Full ownership	FC
London Gatwick Airport	United Kingdom	n/a	Full ownership	FC
Belgrade Airport Nikola Tesla Airport	Serbia	2043	Intangible asset	FC
Salvador Bahia Airport Deputado Luís Eduardo Magalhães Airport	Brazil	2047	Intangible asset	FC
Cambodia Airports Phnom Penh, Siem Reap and Sihanoukville airports	Cambodia	2040	Intangible asset	FC
Orlando Sanford International Airport	United States	2039	Intangible asset	FC
Aerodom 6 airports	Dominican Republic	2030	Intangible asset	FC
Nuevo Pudahuel Santiago Arturo Merino Benítez Airport	Chile	2035	Intangible asset	EM
Liberia International Airport Daniel Oduber Quirós International Airport	Costa Rica	2030	Bifurcated model: intangible asset and financial asset	EM
Kansai Airports Kansai, Osaka and Kobe airports	Japan	2060	Intangible asset	EM

(*) Remuneration is based on the pricing law as defined in the concession contract, and price increases must be validated by the grantor.
(**) Remuneration comes from both users and from airlines. Air tariffs are generally regulated.
(***) On 17 January 2018, the French prime minister announced his decision not to proceed with plans to build the proposed Notre-Dame-des-Landes airport. That termination on the grounds of public interest was confirmed on 24 October 2019, and the termination is due to take effect on 15 December 2021 at the earliest and no later than the signing date of the new concession contract.
FC: Full consolidation; EM: Equity method.

	Country	Concession end date	Model	Consolidation method
VINCI Highways				
Gefyra Toll bridge between Rion and Antirion	Greece	2039	Intangible asset	FC
Lima Expresa Línea Amarilla: 25 km toll expressway in Lima	Peru	2049	Intangible asset	FC
A4 Hörselberg A-Modell 45 km	Germany	2037	Intangible asset	EM
A5 Malsch-Offenburg A-Modell 60 km to be renovated, including 41.5 km to be widened to 2x3 lanes	Germany	2039	Intangible asset	EM
A7 Göttingen-Bockenen A-Modell 60 km to be renovated, including 29 km to be widened to 2x3 lanes	Germany	2047	Financial asset	EM
A9 Six-lane A-Modell – Via Gateway Thüringen 47 km	Germany	2031	Financial asset	EM
Olympia Odos Toll motorway connecting Elefsina, Corinth and Patras	Greece	2038	Intangible asset	EM
Hounslow Rehabilitation and maintenance of roadways, traffic signs and lighting	United Kingdom	2037	Financial asset	EM
Isle of Wight Rehabilitation and maintenance of roadways, traffic signs and lighting	United Kingdom	2038	Financial asset	EM
Moscow–St Petersburg motorway section 1 First section (43.2 km) of M11 motorway between Moscow and St Petersburg	Russia	2040	Intangible asset	EM
Moscow–St Petersburg motorway sections 7 and 8 Sections 7 and 8 (138 km) of M11 motorway between Moscow and St Petersburg	Russia	2041	Financial asset	EM
Granvia R1 Expressway	Slovakia	2041	Financial asset	EM
Regina Bypass 61 km expressway bypassing Regina	Canada	2049	Financial asset	EM
Vía 40 Express Toll motorway connecting Bogotá and Girardot (141 km including construction of a third lane over 65 km)	Colombia	2042	Intangible asset	EM
Ohio River Bridges East and Crossing Bridge over the Ohio River and access tunnel	United States	2051	Financial asset	EM
VINCI Railways				
LISEA South Europe Atlantic high-speed rail line (302 km) between Tours and Bordeaux	France	2061	Bifurcated model: intangible asset and financial asset	EM
VINCI Stadium				
Consortium Stade de France 80,000-seat stadium at Saint-Denis	France	2025	Intangible asset	FC

FC: Full consolidation; EM: Equity method.

Certain contracts may benefit from investment grants from the grantor. This relates mainly to contracts under the financial asset model and certain contracts with traffic level risk (Arcour (A19), Gefyra, section 1 of the Moscow–St Petersburg motorway, LISEA and Consortium Stade de France).

When the contracts end, the concession infrastructure is returned in principle to the grantor for no consideration. In the event that the contract is terminated or the concession asset is bought out early by the grantor, compensation is generally payable to the concession holders. Its amount is determined in accordance with contractual or statutory provisions.

13. Concession intangible assets

(in € millions)	VINCI Autoroutes	VINCI Airports	Other concessions	Total
Gross				
01/01/2019	**32,927**	**5,251**	**2,365**	**40,542**
Acquisitions during period (*)	859	208	5	1,072
Disposals during period	(1)	(6)	-	(6)
Currency translation differences	-	14	70	83
Changes in scope and other	11	(29)	1	(17)
	33,797	**5,437**	**2,440**	**41,674**
Grants received	(7)	-	-	(7)
31/12/2019	**33,789**	**5,437**	**2,440**	**41,667**
Acquisitions during period (*)	582	260	8	851
Disposals during period	(2)	-	-	(2)
Currency translation differences	-	(213)	(311)	(524)
Changes in scope and other	16	(17)	2	1
	34,386	**5,468**	**2,139**	**41,992**
Grants received	(11)	(5)	(3)	(18)
31/12/2020	**34,375**	**5,463**	**2,136**	**41,974**
Amortisation and impairment losses				
01/01/2019	**(12,548)**	**(612)**	**(264)**	**(13,424)**
Amortisation during period	(1,087)	(170)	(71)	(1,329)
Impairment losses	-	(14)	-	(14)
Disposals during period	-	1	-	1
Currency translation differences	-	(5)	(3)	(8)
Other movements	(14)	(4)	(7)	(24)
31/12/2019	**(13,649)**	**(804)**	**(345)**	**(14,798)**
Amortisation during period	(1,133)	(122) (**)	(74)	(1,330)
Impairment losses	-	(44)	-	(44)
Disposals during period	-	-	-	-
Currency translation differences	-	35	28	63
Other movements	(15)	37	(2)	21
31/12/2020	**(14,797)**	**(898)**	**(393)**	**(16,088)**
Net				
01/01/2019	**20,379**	**4,639**	**2,101**	**27,118**
31/12/2019	**20,141**	**4,633**	**2,095**	**26,869**
31/12/2020	**19,578**	**4,564**	**1,744**	**25,886**

(*) Including capitalised borrowing costs.
(**) See Note D.4.3, "Depreciation and amortisation".

In 2020, acquisitions of concession intangible assets amounted to €851 million. They included investments by the ASF group for €253 million (€419 million in 2019), by Cofiroute for €174 million (€158 million in 2019), by Arcos for €107 million (€243 million in 2019) and by VINCI Airports for €247 million (€190 million in 2019).

Concession intangible assets include assets under construction for €1,697 million at 31 December 2020 (€1,775 million at 31 December 2019). These relate to VINCI Autoroutes subsidiaries for €1,344 million (including Arcos for €570 million, ASF for €328 million, Cofiroute for €310 million and Escota for €134 million) and VINCI Airports for €346 million.

14. PPP financial receivables (controlled companies)

The main PPP contracts operated by Group subsidiaries are presented on the asset side of the consolidated balance sheet for their part at more than one year under "Other non-current financial assets" and concern:

- Caraibus (right-of-way public transport system in Martinique): this contract is recognised under the financial asset model;
- MMArena (Le Mans stadium in France) and Park Azur (business complex for car rental firms at Nice-Côte d'Azur Airport in France): both contracts are recognised under the bifurcated model (intangible asset and financial asset).

Their change during the period and their breakdown by maturity are as follows:

(in € millions)	31/12/2020	31/12/2019
Beginning of period	**207**	**172**
Acquisitions during period	62	49
Acquisitions as part of business combinations	5	-
Redemptions	(20)	(15)
Other movements and currency translation differences	(2)	-
End of period	**252**	**207**
Of which:		
Between 1 and 5 years	*97*	*47*
Over 5 years	*155*	*159*

15. Off-balance sheet commitments in the Concessions business

15.1 Companies controlled by the Group

Contractual investment and renewal obligations

(in € millions)	31/12/2020	31/12/2019
ASF group	804	1,024
Cofiroute	602	762
Belgrade Airport (Serbia)	289	441
ANA group (Portugal)	136	220
Lima Expresa (Peru)	96	127
Cambodia Airports	71	132
Arcos	59	143
Société Concessionnaire Aéroport du Grand Ouest (Scago)	35	35
ADL - Aéroports de Lyon	34	36
London Gatwick Airport (United Kingdom)	26	96
Other	24	44
Total	**2,175**	**3,060**

Contractual investment obligations of motorway concession companies consist mainly of undertakings made under concession contracts, multi-year master contracts as part of the 2015 motorway stimulus plan and the motorway investment plan approved in 2018. In 2020, progress with works by VINCI Autoroutes companies led to a €464 million reduction in their commitments to €1,465 million at 31 December 2020.

The above amounts do not include obligations relating to maintenance expenditure on infrastructure under concession, in respect of which specific provisions based on maintenance plans are set aside (see Note H.19.3, "Breakdown of current provisions").

Where the financial asset or bifurcated model applies, subsidiaries receive a guarantee of payment from the concession grantor in return for their investment commitment.

Collateral security connected with financing

Collateral security (in the form of pledges of shares and mortgages on building land) is generally granted to secure financing arranged within subsidiaries, and breaks down as follows:

(in € millions)	Start date	End date	Amount at 31/12/2020
London Gatwick Airport	2011	2049	2,405
Arcour	2008	2047	593
Arcos	2018	2045	391
Aerodom	2017	2029	358
Lima Expresa	2016	2037	261
ADL - Aéroports de Lyon	2016	2032	225
Belgrade Airport	2018	2035	184
Gefyra	1997	2029	167
Caraibus	2015	2035	62
Other concession companies			120

15.2 Companies accounted for under the equity method

Contractual investment obligations

At 31 December 2020, the Group's share of investment commitments given by these companies amounted to €344 million (€529 million at 31 December 2019). They relate mainly to projects involving infrastructure under construction in the Concessions business, the Vía 40 Express motorway between the cities of Bogotá and Girardot in Colombia (€261 million) and a section of the A7 motorway in Germany (€38 million).

The €186 million decrease in these commitments during the year was due to progress with works carried out on projects, particularly works on Santiago Airport in Chile and on a section of the A7 motorway in Germany.

Collateral security connected with financing

Collateral security has been granted in the form of pledges of shares in companies accounted for under the equity method.
The net carrying amount of the shares pledged at 31 December 2020 was €43 million and included shares in WVB East End Partners (the company holding the concession for the Ohio River Bridges – East End Crossing project in the United States) for €18 million, Synérail (the PPP contract for the GSM-Rail system, under the Global System for Mobile Communications – Railway standard) for €12 million and SMTPC (the holder of the concession for the Prado-Carénage road tunnel in Marseille) for €11 million.

Funding commitments

The Group has made commitments to provide funding (capital and/or subordinated loans) to companies accounted for under the equity method. At 31 December 2020, those commitments amounted to €32 million (€85 million at 31 December 2019). They mainly concern the company holding the concession for Santiago Airport in Chile for €14 million at 31 December 2020 (€39 million at 31 December 2019) and the A7 motorway project in Germany for €13 million.

G. Contracting business and VINCI Immobilier: construction and service contracts

16. Information on construction and service contracts

Accounting policies

Consolidated revenue relating to construction and service contracts is recognised in accordance with IFRS 15.

In view of the Group's main activities, construction and service contracts generally involve only one performance obligation, which is fulfilled as the contract is completed.
However, where a contract includes several distinct performance obligations, the Group allocates the overall price provided for by the contract between the performance obligations in accordance with IFRS 15.
Where the price to which the Group considers itself entitled includes a variable component, that component is recognised where its receipt is regarded as highly probable.

Progress with construction and service contracts is measured using either the physical progress towards completion or cost-to-cost method, depending on the type of activities involved.

Contract amendments, relating in particular to the price and/or scope of the contract, are recognised when approved by the client. If amendments relate to new goods or services regarded as distinct under IFRS 15, and if the contract price increases by an amount reflecting "stand-alone selling prices" of the additional goods or services, those amendments are recognised as a distinct contract.

Where a third party (such as a subcontractor) is involved in the supply of a distinct good or service, the Group must determine whether it obtains control of that good or service before it is transferred to the client. Where control is obtained before transfer to the client, the Group recognises as revenue the gross amount to which it expects to be entitled in exchange for the corresponding good or service. However, where control is not obtained, the Group takes the view that it is not the principal in the transaction and only recognises as revenue the amount corresponding to its remuneration as intermediary.

The Group's trade receivables represent the unconditional right to receive payment when the goods or services to be provided to the customer under the contract have been provided. In accordance with IFRS 15, the opening and closing balances of trade receivables are presented in Note H.19, "Working capital requirement and current provisions".

Contract assets correspond to invoices not yet raised, advances paid to subcontractors or retention payments. They are included in the "Trade and other receivables" item on the asset side of the consolidated balance sheet. In accordance with IFRS 9, contract assets are analysed to assess any risk of non-recovery ("credit risk"). Contract liabilities mainly consist of advances received and prepaid income. They are included in the "Other current liabilities" item on the liabilities side of the consolidated balance sheet.
Where a payment due to the Group is dependent on the transfer of other goods or services and/or the completion of milestones or stages defined in the contract, the Group regards the amount representing that "conditional" right as a contract asset.
Amounts relating to any Group obligation to transfer goods or services for which it has already received a payment, or for which the right to such payment is enforceable, are regarded as contract liabilities under IFRS 15.

If the estimate of the final outcome of a contract indicates a loss, a provision is made for the loss on completion in accordance with IAS 37, regardless of progress towards completion, and based on the best estimates of income, including, if need be, any rights to additional revenue or claims, where it is regarded as highly probable and can be reliably estimated. Provisions for losses on completion are shown under liabilities (see Note H.19.3, "Breakdown of current provisions").

16.1 Financial information on contracts

Contract assets

(in € millions)		31/12/2020	Changes: Business-related changes	Changes: Changes in consolidation scope	Changes: Other changes (*)	31/12/2019
VINCI Energies		2,641	17	57	(41)	2,608
Eurovia		522	(83)	-	(10)	615
VINCI Construction		2,981	(278)	(3)	(55)	3,317
Contracting	I	6,143	(344)	54	(107)	6,540
VINCI Immobilier	II	99	(50)	-	-	149
Contract assets	**I+II**	**6,242**	**(393)**	**54**	**(107)**	**6,689**
Of which advances received		*384*	*12*	*-*	*(7)*	*378*

(*) Including currency translation differences.

Contract assets relate to the portion of performance obligations fulfilled by the Group for which the definitive right to be paid is subject to the completion of other work specified in the relevant contracts. Contract assets turn into receivables as works are accepted by the client, giving rise to the Group's unconditional right to be paid.
Scope effects relate to acquisitions of new companies during the period, particularly at VINCI Energies.

Contract liabilities

(in € millions)		31/12/2020	Changes: Business-related changes	Changes: Changes in consolidation scope	Changes: Other changes (*)	31/12/2019
VINCI Energies		2,912	269	23	(12)	2,632
Eurovia		951	145	(1)	(14)	821
VINCI Construction		2,404	86	-	(30)	2,348
Contracting	I	6,267	501	22	(56)	5,801
VINCI Immobilier	II	309	(313)	-	-	622
Contract liabilities	**I+II**	**6,577**	**188**	**22**	**(56)**	**6,424**
Of which advances received		*1,711*	*106*	*3*	*(18)*	*1,621*

(*) Including currency translation differences.

Those liabilities mainly correspond to advances and payments on account received on orders and other current liabilities, such as prepaid income. The fulfilment of the performance obligations will extinguish these liabilities as the counterpart of revenue recognition.

16.2 Order book

(in € billions)	31/12/2020	Book-to-bill ratio (number of months of average business activity represented by the order book)
VINCI Energies	9.9	9
Eurovia	8.4	11
VINCI Construction	24.1	21
Contracting	**42.4**	**14**
VINCI Immobilier	**1.1**	**n/a**

The order book in the Contracting business represents the volume of business yet to be carried out on projects where the contract is in force (in particular after service orders have been obtained or after conditions precedent have been met) and financed.
At 31 December 2020, the total order book of the Contracting business lines (VINCI Energies, Eurovia and VINCI Construction) stood at €42.4 billion, up 16% year on year (€36.5 billion at 31 December 2019).

VINCI Immobilier's order book corresponds to the revenue, recognised on a progress towards completion basis, that is yet to be generated with respect to property sales confirmed by a notarised deed or with respect to property development contracts on which the works order has been given by the project owner. At 31 December 2020, it amounted to €1.1 billion, stable relative to 31 December 2019.

16.3 Commitments made and received in connection with construction and service contracts

In connection with these contracts, the Group makes and receives guarantees (personal sureties or collateral security).
The amount of the guarantees given below consists mainly of guarantees on works contracts, issued by financial institutions or insurance companies.
Group companies, meanwhile, benefit from guarantees issued by financial institutions at the request of the joint contractors or subcontractors (guarantees received).

(in € millions)	31/12/2020 Guarantees given	31/12/2020 Guarantees received	31/12/2019 Guarantees given	31/12/2019 Guarantees received
Performance guarantees and performance bonds	6,551	842	6,328	994
Retentions	3,589	457	3,673	425
Deferred payments to subcontractors and suppliers	1,600	510	1,543	456
Bid bonds	179	2	215	1
Real security interests	76	3	74	3
Total	**11,995**	**1,814**	**11,832**	**1,880**

Whenever events such as late completion or disputes about the execution of a contract make it likely that an execution risk covered by a guarantee will materialise, a provision is taken in respect of that risk.

In general, any risk of loss in connection with performance of a commitment given by VINCI or its subsidiaries results in a provision being recognised in the Group's financial statements. However, VINCI considers that the off-balance sheet commitments above are unlikely to have a material impact on the Group's financial position or net assets.

VINCI also grants after-sales service warranties covering several years in its normal course of business. These warranties lead to provisions estimated either on a statistical basis having regard to past experience or on an individual basis in the case of any problems identified. These commitments are therefore not included in the above table.

In addition, guarantees related to construction contracts on behalf of companies accounted for under the equity method had been given in a total amount of €270 million at 31 December 2020 (€364 million at 31 December 2019). That decrease arose mainly from progress with the Testimonio II property development project in Monaco.

Joint and several guarantees covering unconsolidated partnerships (SNCs, economic interest groupings, etc.)
Part of VINCI's construction and roadworks business is conducted through unincorporated joint venture partnerships (SEPs). Since the partners in a partnership are legally jointly and severally liable for its debts to third parties, the Group may set up crossed counter guarantees with its partners.

Whenever the Group is aware of a particular risk relating to a joint venture partnership's activity that could lead to an outflow of resources for the Group, a provision is set aside.

The amount shown under off-balance sheet commitments in respect of joint and several guarantees is the Group's share of the liabilities of the partnerships in question less equity and financial debt (loans or current account advances) due to partners. That amount was €53 million at 31 December 2020 (€50 million at 31 December 2019), as opposed to total commitments of €124 million at 31 December 2020 (€123 million at 31 December 2019). Given the quality of its partners, the Group considers that the risk of its guarantee being invoked in respect of these commitments is not material.

H. Other balance sheet items and business-related commitments

17. Other intangible assets and property, plant and equipment

17.1 Other intangible assets

Accounting policies
Other intangible assets are measured at cost less amortisation and any cumulative impairment losses.
They include:
- rights to operate owned airports. Since those rights are analogous to a perpetual licence, in accordance with IAS 38 "Intangible assets" they are not amortised. They are tested for impairment annually or whenever there is an indication that an asset may be impaired;
- quarrying rights, which are amortised as materials are extracted (volumes extracted during the period are compared with the estimated total volume of deposits to be extracted from the quarry over its useful life) in order to reflect the decline in value due to depletion;
- other intangible assets, which are amortised on a straight-line basis over their useful life.

(in € millions)	Patents and licences	Software	Other intangible assets	Total
Gross				
31/12/2019	**253**	**551**	**7,221**	**8,026**
Acquisitions as part of business combinations	-	3	8	11
Other acquisitions during period	3	22	48	73
Disposals during period	(9)	(49)	(2)	(60)
Currency translation differences	(2)	(5)	(370)	(376)
Changes in scope and other	(1)	26	(222)	(197)
31/12/2020	**246**	**549**	**6,683**	**7,478**
Amortisation and impairment losses				
31/12/2019	**(46)**	**(450)**	**(121)**	**(616)**
Amortisation during period	(2)	(50)	(12)	(65)
Impairment losses	-	(1)	(5)	(6)
Reversals of impairment losses	-	1	4	5
Disposals during period	5	45	2	52
Currency translation differences	-	2	2	5
Other movements	1	(7)	(2)	(8)
31/12/2020	**(42)**	**(459)**	**(130)**	**(632)**
Net				
31/12/2019	**208**	**101**	**7,101**	**7,410**
31/12/2020	**203**	**89**	**6,553**	**6,846**

At 31 December 2020, the net value of other intangible assets was €6,846 million (€7,410 million at 31 December 2019). This amount includes the right to operate London Gatwick Airport for €6,151 million. The main change of the year resulted from movements in the sterling exchange rate since 31 December 2019.

Amortisation recognised during the period totalled €65 million (€62 million in 2019).

17.2 Property, plant and equipment

Accounting policies

Items of property, plant and equipment are recorded at their acquisition or production cost net of any investment grants received, less cumulative depreciation and impairment losses. They are not remeasured. They also include concession operating assets not controlled by the grantor but necessary for operation of the concession: buildings intended for operational use, signage and data transmission equipment, vehicles and other equipment.

Depreciation is generally calculated on a straight-line basis over the period of use of the asset. Accelerated depreciation may sometimes be used when it appears more appropriate to the conditions under which the asset is used.
For certain complex assets comprising several components, each component of the asset is depreciated over its own period of use. To reflect the consumption of economic benefits associated with the asset, quarries are depreciated as materials are extracted (volumes extracted during the period are compared with the estimated total volume of deposits to be extracted from the quarry over its useful life).

Investment property is property held to earn rentals or for capital appreciation. It is recorded at its acquisition cost less cumulative depreciation and any impairment losses.

The main periods of use of the various categories of items of property, plant and equipment are as follows:

Constructions:	
- Structure	Between 20 and 50 years
- General technical installations	Between 5 and 20 years
Site equipment and technical installations	Between 3 and 12 years
Vehicles	Between 3 and 5 years
Fixtures and fittings	Between 8 and 10 years
Office furniture and equipment	Between 3 and 10 years

Depreciation commences as from the date when the asset is ready to enter service.

Right-of-use assets under leases are amortised on a straight-line basis over the lease term, and adjusted each time that the lease liability is remeasured.

(in € millions)	Concession operating fixed assets	Land	Constructions and investment property	Plant, equipment and fixtures	Right-of-use assets in respect of leases: Concession operating fixed assets	Property (*)	Movable assets	Total
Gross								
01/01/2019	**4,316**	**1,121**	**1,551**	**7,551**	**13**	**1,046**	**800**	**16,398**
Acquisitions as part of business combinations	-	141	1,676	1,170	-	44	244	3,275
Other acquisitions during period	150	20	600	651	-	1	3	1,425
Disposals during period	(53)	(13)	(65)	(469)	-	-	-	(599)
Currency translation differences	4	15	39	80	-	7	8	152
Changes in scope and other	11	(10)	(335)	173	3	240	264	346
31/12/2019	**4,429**	**1,273**	**3,465**	**9,156**	**16**	**1,338**	**1,319**	**20,997**
Acquisitions as part of business combinations	-	14	6	79	-	15	8	123
Other acquisitions during period	126	16	549	505	-	-	4	1,200
Disposals during period	(24)	(11)	(39)	(433)	-	-	-	(507)
Currency translation differences	(26)	(39)	(113)	(231)	-	(14)	(33)	(457)
Scope effects, changes in leases and other	29	(26)	(255)	195	3	291	139	376
31/12/2020	**4,533**	**1,229**	**3,612**	**9,271**	**19**	**1,630**	**1,437**	**21,731**
Depreciation and impairment losses								
01/01/2019	**(3,012)**	**(349)**	**(653)**	**(5,315)**	**(3)**	**(95)**	**(282)**	**(9,710)**
Depreciation during period	(236)	(23)	(102)	(739)	(5)	(248)	(295)	(1,648)
Impairment losses	-	-	(3)	(7)	-	-	-	(11)
Reversals of impairment losses	-	1	1	5	-	-	-	7
Disposals during period	48	6	22	444	-	-	-	520
Currency translation differences	(2)	(2)	(4)	(42)	-	(1)	(2)	(53)
Other movements	5	(3)	(6)	(47)	3	21	113	86
31/12/2019	**(3,197)**	**(371)**	**(745)**	**(5,702)**	**(5)**	**(324)**	**(466)**	**(10,809)**
Depreciation during period	(222)	(21)	(134)	(817)	(5)	(263)	(314)	(1,776)
Impairment losses	-	(1)	(49)	(35)	-	-	-	(85)
Reversals of impairment losses	-	1	2	8	-	-	-	10
Disposals during period	22	6	17	387	-	-	-	432
Currency translation differences	15	6	10	116	-	5	8	161
Other movements	(51)	(1)	(1)	(46)	1	35	158	95
31/12/2020	**(3,432)**	**(381)**	**(900)**	**(6,088)**	**(9)**	**(547)**	**(613)**	**(11,971)**
Net								
01/01/2019	**1,304**	**772**	**898**	**2,236**	**10**	**951**	**518**	**6,689**
31/12/2019	**1,232**	**903**	**2,720**	**3,455**	**11**	**1,015**	**853**	**10,189**
31/12/2020	**1,101**	**847**	**2,712**	**3,183**	**10**	**1,083**	**823**	**9,760**

(*) Adjusted for the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.

Property, plant and equipment include assets under construction for €1,094 million at 31 December 2020 (€1,023 million at 31 December 2019).

The leases to which the Group is a party mainly concern properties, vehicles and certain equipment required for the construction and maintenance businesses.

In 2019, the "Acquisitions as part of business combinations" item mainly concerned London Gatwick Airport.

At 31 December 2020, the breakdown of property, plant and equipment by business was as follows:

(in € millions)	Concessions	Contracting: VINCI Energies	Eurovia	VINCI Construction	Total	VINCI Immobilier and holding companies	Total
Concession operating fixed assets	1,100	-	-	-	-	-	1,101
Land	136	53	584	73	710	1	847
Constructions and investment property	1,531	163	222	294	680	501	2,712
Plant, equipment and fixtures	1,079	329	868	889	2,086	17	3,183
Right-of-use assets in respect of leases	283	779	324	374	1,476	157	1,917
Total at 31 December 2020	**4,130**	**1,324**	**1,998**	**1,630**	**4,953**	**677**	**9,760**
Total at 31 December 2019	**4,596**	**1,240**	**2,120**	**1,718**	**5,077**	**458**	**10,131**

17.3 Impairment tests on property, plant and equipment and intangible assets

Accounting policies

Impairment tests are performed on property, plant and equipment and intangible assets where evidence of an impairment loss arises. For intangible assets with an indefinite useful life and construction work in progress, a test is performed at least annually or whenever there is an indication that an asset may be impaired.

Assets to be tested for impairment losses are grouped within cash-generating units (CGUs) that correspond to homogeneous groups of assets that generate identifiable cash inflows from their use.
In accordance with IAS 36, the criteria adopted to assess indications that an impairment loss has arisen are either external (e.g. a material change in market conditions) or internal (e.g. a material reduction in revenue), without distinction.

Other intangible assets include €6,151 million corresponding to the right to operate London Gatwick Airport at 31 December 2020. Since that right to operate is analogous to a perpetual licence, it is not amortised but undergoes an impairment test once per year. That test was carried out at 31 December 2020 on the basis of the following assumptions:
- Cash flow projections cover a 30-year period and take into account a gradual recovery from the Covid-19 crisis, with a return of passenger numbers to 2019 levels in 2025 and a return to the levels projected prior to the crisis by 2030. At the end of that period, a terminal value is determined by capitalising the final year's projected cash flow to infinity, and that value is discounted to present value.
- The pre-tax discount rate used is 6.06%.

At 31 December 2020, the recoverable amount of that right to operate, based on the above assumptions, remained higher than its net carrying amount.

Sensitivity calculations show that a increase of 50 basis points in the discount rate or a 5% decrease in projected operating cash flow would reduce value in use by €1.3 billion and €0.7 billion, respectively. In this case, value in use would remain higher than the net carrying amount for the right to operate the airport.

Given the uncertainty relating to the Covid-19 crisis, additional sensitivity tests were carried out at 31 December 2020. A 100 basis point increase in the discount rate would reduce value in use by €2.4 billion. In this case, value in use would still remain higher than the asset's net carrying amount at 31 December 2020.

18. Financial assets measured at amortised cost

Accounting policies

Financial assets measured at amortised cost mainly consist of loans and receivables.
When first recognised, loans and receivables are recognised at their fair value less the directly attributable transaction costs.
From the outset, the Group recognises impairment on its loans and receivables in relation to their risk of non-recovery, in accordance with IFRS 9 "Financial instruments".

At each balance sheet date, these assets are measured at their amortised cost using the effective interest method and the Group analyses credit risk to determine whether further impairment must be recognised.
If credit risk is found to have increased, additional impairment will be recognised in profit and loss, taking into account this risk over the asset's life.

Loans and receivables at amortised cost mainly comprise receivables relating to shareholdings, including shareholders' advances to Concessions or PPP project companies for €775 million (€842 million at 31 December 2019). They are presented on the asset side of the consolidated balance sheet under "Other non-current financial assets" (for the part at more than one year). The part at less than one year of loans and receivables is included under "Other current financial assets" for €12 million at 31 December 2020 (€47 million at 31 December 2019).

Changes in loans and receivables at amortised cost during the period and their breakdown by maturity are as follows:

(in € millions)	2020	2019
Beginning of period	**1,160**	**1,059**
Acquisitions during period	111	146
Acquisitions as part of business combinations	1	21
Impairment losses	(103)	(4)
Disposals during period	(45)	(59)
Other movements and currency translation differences	(90)	(3)
End of period	**1,034**	**1,160**
Of which:		
Between 1 and 5 years	*233*	*534*
Over 5 years	*801*	*626*

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19. Working capital requirement and current provisions

Accounting policies

Trade receivables are current financial assets and are initially measured at their fair value, which is generally their nominal value, barring any discounting effect.
The Group uses the simplified approach as defined in IFRS 9, and therefore records impairment on its trade receivables to correspond with the expected credit loss at maturity.

At each balance sheet date, trade receivables are measured at their amortised cost less any impairment losses in the event of any non-recovery risks. The assessment of that risk takes into account payment delays and guarantees obtained.

Trade payables are current financial liabilities and are initially measured at their fair value, which is generally their nominal value, barring any discounting effect.

Inventories and work in progress are recognised at their cost of acquisition or of production by the entity. At each balance sheet date, they are measured at the lower of cost and net realisable value.

19.1 Change in working capital requirement

				Changes		
(in € millions)		31/12/2020	31/12/2019	Business-related change in the WCR	Changes in consolidation scope	Other changes (*)
Inventories and work in progress (net)		1,428	1,434	6	11	(22)
Trade and other receivables		12,493	14,523	(2,006)	146	(170)
Other current assets		5,719	5,300	452	38	(70)
- Non-operating assets		(24)	(48)	17	-	7
Inventories and operating receivables	**I**	**19,616**	**21,209**	**(1,532)**	**195**	**(256)**
Trade payables		(8,876)	(8,514)	(292)	(61)	(10)
Other current liabilities		(14,668)	(14,839)	(56)	(76)	303
- Non-operating liabilities		429	662	(134)	-	(99)
Trade and other operating payables	**II**	**(23,115)**	**(22,691)**	**(482)**	**(138)**	**195**
Working capital requirement (excluding current provisions)	**I+II**	**(3,499)**	**(1,482)**	**(2,014)**	**58**	**(61)**
Current provisions		**(4,973)**	**(4,741)**	**(316)**	**(40)**	**124**
of which part at less than one year of non-current provisions		*(182)*	*(193)*	*15*	*(5)*	*1*
Working capital requirement (including current provisions)		**(8,473)**	**(6,223)**	**(2,330)**	**18**	**63**

(*) Mainly currency translation differences.

The net change in the operating working capital requirement and current provisions produced an inflow of more than €2.3 billion in 2020 as opposed to €0.4 million in 2019. This improvement was largely down to the three Contracting business lines, which achieved very strong cash inflows from customers, particularly at the end of the year, and to an increase in current provisions.

19.2 Current operating assets and liabilities

Current operating assets and liabilities break down as follows:

			Maturity				
			Within 1 year				
(in € millions)		31/12/2020	1 to 3 months	3 to 6 months	6 to 12 months	Between 1 and 5 years	After 5 years
Inventories and work in progress		1,428	494	71	561	300	2
Trade and other receivables		12,493	9,974	691	1,214	561	53
Other current operating assets		5,696	4,617	360	374	340	4
Inventories and operating receivables	**I**	**19,616**	**15,085**	**1,122**	**2,150**	**1,200**	**59**
Trade payables		(8,876)	(7,669)	(484)	(476)	(236)	(12)
Other current operating liabilities		(14,239)	(11,638)	(758)	(922)	(753)	(168)
Trade and other operating payables	**II**	**(23,115)**	**(19,306)**	**(1,242)**	**(1,398)**	**(989)**	**(179)**
Working capital requirement connected with operations	**I+II**	**(3,499)**	**(4,222)**	**(120)**	**752**	**211**	**(120)**

			Maturity				
			Within 1 year				
(in € millions)		31/12/2019	1 to 3 months	3 to 6 months	6 to 12 months	Between 1 and 5 years	After 5 years
Inventories and work in progress		1,434	590	64	364	412	4
Trade and other receivables		14,523	11,438	808	1,109	1,112	55
Other current operating assets		5,252	4,076	365	481	314	15
Inventories and operating receivables	**I**	**21,209**	**16,104**	**1,237**	**1,955**	**1,838**	**75**
Trade payables		(8,514)	(7,266)	(496)	(433)	(312)	(6)
Other current operating liabilities		(14,177)	(11,150)	(626)	(768)	(1,478)	(155)
Trade and other operating payables	**II**	**(22,691)**	**(18,416)**	**(1,122)**	**(1,201)**	**(1,790)**	**(162)**
Working capital requirement connected with operations	**I+II**	**(1,482)**	**(2,312)**	**115**	**754**	**48**	**(87)**

Breakdown of trade receivables

(in € millions)	31/12/2020	31/12/2019
Trade receivables	6,880	8,306
Allowances against trade receivables	(653)	(612)
Trade receivables, net	**6,227**	**7,694**

In the context of the Covid-19 crisis, the Group adopted closer monitoring of its trade receivables. Impairment of Group trade receivables includes a net charge of €74 million for 2020, relating in particular to industry sectors or countries hit hardest by the pandemic.
At 31 December 2020, trade receivables between six and 12 months past due amounted to €381 million (compared with €435 million at 31 December 2019). Impairment in the amount of €35 million has been recognised in consequence (€64 million at 31 December 2019). Receivables more than one year past due amounted to €449 million (€386 million at 31 December 2019) and impairment of €321 million has been recognised in consequence (€276 million at 31 December 2019).

19.3 Breakdown of current provisions

Accounting policies
Current provisions are directly related to the operating cycle. They are recognised in accordance with IAS 37 and include the part at less than one year of non-current provisions not directly linked to the operating cycle.

These provisions are recognised at their present value. The effect of discounting provisions is recognised under "Other financial income and expense".

Provisions are taken for contractual obligations to maintain the condition of concession assets. They concern the motorway concession companies and cover the expense of major road repairs (surface courses, restructuring of slow lanes, etc.), bridges, tunnels and hydraulic infrastructure. They also include expenses to be incurred by airport concession companies (repairs to runways, traffic lanes and other paved surfaces) and are calculated on the basis of maintenance expense plans spanning several years, which are updated annually. These expenses are reassessed on the basis of appropriate indexes (mainly the TP01, TP02 and TP09 indexes in France). Provisions are also taken whenever signs of defects are encountered on certain infrastructure.

Provisions for after-sales service cover Group entities' commitments under statutory warranties relating to completed projects, in particular the 10-year warranty on building projects in France. They are estimated statistically on the basis of expenses incurred in previous years or individually on the basis of specifically identified events.

Provisions for losses on completion of contracts and for construction project liabilities are set aside mainly when end-of-contract projections, based on the most likely estimated outcome, indicate a loss, or to cover work yet to be carried out in respect of completed projects under completion warranties.

Provisions for disputes connected with operations relate mainly to disputes with customers, subcontractors, joint contractors or suppliers.

Restructuring provisions include the cost of plans and measures for which there is a commitment whenever these have been announced before the period end.

(in € millions)	Opening	Provisions taken	Provisions used	Other reversals	Changes in consolidation scope and miscellaneous	Change in the part at less than one year	Currency translation differences	Closing
01/01/2019	**4,322**	**1,534**	**(1,339)**	**(196)**	**92**	**42**	**(2)**	**4,452**
Obligation to maintain the condition of concession assets	903	182	(110)	(15)	(14)	-	1	946
After-sales service	391	135	(117)	(12)	(4)	-	3	396
Losses on completion and construction project liabilities	1,346	804	(701)	(66)	37	-	8	1,428
Disputes	513	168	(120)	(32)	2	-	1	533
Restructuring costs	31	18	(14)	(6)	(2)	-	-	27
Other current liabilities	1,035	542	(321)	(56)	15	-	3	1,219
Reclassification of the part at less than one year	234	-	-	-	(24)	(17)	-	193
31/12/2019	**4,452**	**1,849**	**(1,384)**	**(186)**	**11**	**(17)**	**17**	**4,741**
Obligation to maintain the condition of concession assets	946	176	(95)	(34)	(1)	-	(6)	987
After-sales service	396	131	(108)	(11)	-	-	(6)	401
Losses on completion and construction project liabilities	1,428	904	(656)	(45)	(58)	-	(14)	1,558
Disputes	533	185	(126)	(30)	(4)	-	(5)	553
Restructuring costs	27	45	(10)	(6)	2	-	-	58
Other current liabilities	1,219	471	(351)	(121)	35	-	(19)	1,235
Reclassification of the part at less than one year	193	-	-	-	5	(15)	(1)	182
31/12/2020	**4,741**	**1,912**	**(1,346)**	**(247)**	**(20)**	**(15)**	**(52)**	**4,973**

At 31 December 2020, contractual obligations to maintain the condition of concession assets mainly comprised €486 million for the ASF group (€453 million at 31 December 2019), €274 million for Cofiroute (€269 million at 31 December 2019), and €196 million for VINCI Airports (€194 million at 31 December 2019) including €93 million for the ANA group (€85 million at 31 December 2019).

Provisions for other current liabilities mainly consist of individual provisions with a value of less than €2 million each.
These include provisions for worksite restoration and removal costs for €194 million (€195 million at 31 December 2019).

20. Non-current provisions

Accounting policies

Non-current provisions are recognised whenever, at the balance sheet date, the Group has a legal or constructive present obligation towards non-Group companies arising from a past event, whenever it is probable that an outflow of resources embodying economic benefits will be required to settle this obligation and whenever a reliable estimate can be made of the amount of the obligation. These provisions are measured at their present value, corresponding to the best estimate of the outflow of resources required to settle the corresponding obligation.

The part at less than one year of provisions not directly linked to the operating cycle is reported under "Current provisions".
The part at less than one year of other employee benefits is reported under "Other current liabilities".

Detail of non-current provisions

(in € millions)	Opening	Provisions taken	Provisions used	Other reversals not used	Changes in consolidation scope and miscellaneous	Change in the part at less than one year	Currency translation differences	Closing
01/01/2019	**1,053**	**169**	**(155)**	**(29)**	**139**	**(42)**	**1**	**1,135**
Financial risks	826	20	(13)	-	145	-	-	978
Other liabilities	544	120	(81)	(58)	30	-	2	557
Reclassification of the part at less than one year	(234)	-	-	-	24	17	-	(193)
31/12/2019	**1,135**	**140**	**(94)**	**(59)**	**199**	**17**	**2**	**1,341**
Financial risks	978	8	(8)	(1)	42	-	-	1,019
Other liabilities	557	82	(49)	(15)	(265)	-	(6)	303
Reclassification of the part at less than one year	(193)	-	-	-	(5)	15	1	(182)
31/12/2020	**1,341**	**90**	**(58)**	**(16)**	**(228)**	**15**	**(5)**	**1,140**

Provisions for financial risks

Provisions for financial risks include the Group's share of the negative net equity of companies accounted for under the equity method. That negative net equity results from the measurement of interest rate derivative instruments (cash flow hedges) at fair value in the financial statements of the companies concerned.

Provisions for other liabilities

Provisions for other liabilities, not directly linked to the operating cycle, include provisions for disputes and arbitration, some of which are described in Note M, "Note on litigation". These amounted to €303 million at 31 December 2020 (€557 million at 31 December 2019), including €155 million at more than one year (€382 million at 31 December 2019).

21. Lease liabilities

Accounting policies

At the start of the lease, the liability is measured on the basis of the present value of payments remaining payable to the lessor, i.e.:
- fixed lease payments, minus any sums received from the lessor as an incentive to enter into the lease;
- variable lease payments that are determined by an index or interest rate, with future payments determined on the basis of the index level or interest rate on the lease start date;
- payments to be made by the lessee under a residual value guarantee;
- the exercise price of an option to buy if the lessee is reasonably certain to exercise that option;
- penalties to be paid if an option to terminate the lease is exercised, if the lease term was determined on the assumption that the lessee would exercise the option.

The liability may be remeasured in the following situations: adjustment of the lease term; adjustment related to the assessment of whether the exercise of an option is reasonably certain or not; a new estimate relating to residual value guarantees; revision of interest rates or indices on which lease payments are based at the time that lease payments are adjusted.

At 31 December 2020, lease liabilities amounted to €1,907 million, including €1,407 million for the part at more than one year and €501 million for the part at less than one year.
They amounted to €1,862 million at 31 December 2019, after taking into account the application of the IFRS IC interpretation published on 16 December 2019 clarifying the assessment of the non-cancellable period of a lease with retroactive effect from 1 January 2019.
The net change of €45 million in 2020 breaks down as follows:
- new lease liabilities: €625 million;
- repayments of lease liabilities: negative amount of €565 million;
- other changes: negative effect of €15 million.

Maturity schedule of non-current lease liabilities

(in € millions)	Non-current lease liabilities	Between 1 and 2 years	Between 2 and 5 years	After 5 years
Lease liabilities related to property assets	**900**	278	329	293
Lease liabilities related to movable assets	**507**	201	140	166
31/12/2020	**1,407**	**479**	**469**	**459**

The residual lease expense recognised on the income statement under "External services" for leases of low value, of short duration or with variable lease payments amounted to €877 million in 2020 (€989 million in 2019).

22. Other contractual obligations of an operational nature and other commitments given and received

22.1 Other contractual obligations of an operational nature

(in € millions)	31/12/2020	31/12/2019
Purchase and capital expenditure obligations (*)	593	538
Obligations related to quarrying rights	116	119

(*) Excluding capital investment obligations related to concession and PPP contracts (see Note F, "Concessions business: PPP contracts, concession contracts and other infrastructure").

Purchase and capital expenditure obligations, excluding those relating to concession contracts, mainly concern Eurovia, VINCI Energies and VINCI Immobilier. The increase in those commitments results mainly from VINCI Immobilier's office property development activities and its commitment to buy the remaining shares in Urbat after it acquired a 49.9% stake in February 2019.

Obligations related to quarry operations include quarrying rights and quarry leases, which mainly concern Eurovia.

22.2 Other commitments made and received

The Group's off-balance sheet commitments are subject to specific reporting at each full-year and half-year closing. They are presented according to the activity to which they relate, in the corresponding notes.

(in € millions)	31/12/2020	31/12/2019
Other commitments made	958	1,119
Other commitments received	412	361

These amounts include various tax and social security-related guarantees as well as personal sureties provided as performance guarantees relating to work done by concession companies, described in Note F.15.1, "Contractual investment and renewal obligations".

The commitments made and received by the Group in connection with concession contracts, construction and service contracts and items connected with unrecognised retirement benefit obligations are shown in the following notes:

- Note F.15, "Off-balance sheet commitments in the Concessions business";
- Note G.16.3, "Commitments made and received in connection with construction and service contracts";
- Note K.29.1, "Provisions for retirement benefit obligations".

I. Equity

23. Information on equity

Capital management policy

VINCI has a share repurchase programme approved in its Shareholders' General Meeting of 17 April 2019 and a new programme approved in the Shareholders' General Meeting of 18 June 2020 for a period of 18 months, with a maximum purchase amount of €2 billion at a maximum share price of €130. In the first quarter of 2020, almost 3.5 million shares were bought at an average price of €96.09, for a total of €335 million.

Treasury shares (see Note I.23.2, "Treasury shares") are allocated to financing external growth transactions and to covering performance share plans and the employer contributions to international employee share ownership plans. They may also be cancelled.

Following the decision taken by the Board of Directors on 17 December 2020, VINCI SA cancelled 25 million shares for €1,118 million.

VINCI's employee savings policy aims to make it easier for Group employees to become shareholders. At 31 December 2020, over 55% of the Group's employees were VINCI shareholders through employee share ownership plans (90% in France). Since those funds own 8.93% of the company's shares, the Group's current and former employees form its largest group of shareholders.

There are no financial covenants that take into account the Group's consolidated equity or the equity of parent company VINCI SA.

23.1 Share capital

At 31 December 2020, the parent company's share capital was represented by 588,519,218 ordinary shares of €2.50 nominal value each.

Changes in the number of shares

	2020	2019
Number of shares at beginning of period	**605,237,689**	**597,515,984**
Increases in share capital	8,281,529	7,721,705
Cancelled treasury shares	(25,000,000)	
Number of shares at end of period	**588,519,218**	**605,237,689**
Number of shares issued and fully paid	588,519,218	605,237,689
Nominal value of one share *(in €)*	2.5	2.5
Treasury shares held directly by VINCI	26,457,495	50,491,699
of which shares allocated to covering performance share plans and employee share ownership plans	*21,779,619*	*21,328,744*

The changes in capital during 2020 and 2019 break down as follows:

	Increases (reductions) in share capital *(in €)*	Share premiums arising on contributions or mergers *(in €)*	Number of shares representing the share capital
01/01/2019	**1,493,789,960**	**10,442,009,956**	**597,515,984**
Group savings plans	18,153,947	523,555,381	7,261,579
Exercise of share subscription options	1,150,315	16,813,004	460,126
31/12/2019	**1,513,094,222**	**10,982,378,341**	**605,237,689**
Group savings plans	7,304,553	239,862,638	2,921,821
Payment of dividend in shares	13,399,270	408,463,347	5,359,708
Cancelled treasury shares	(62,500,000)		(25,000,000)
31/12/2020	**1,471,298,045**	**11,630,704,326**	**588,519,218**

23.2 Treasury shares

Accounting policies
Treasury shares held by the Group are booked as a deduction from equity at their cost of acquisition. Any gains or losses connected with the purchase, sale or cancellation of treasury shares are recognised directly in equity without affecting the income statement.

Changes in treasury shares were as follows:

	2020	2019
Number of shares at beginning of period	**50,491,699**	**42,749,600**
Shares repurchased during the period	3,482,269	10,104,964
Shares granted to employees (2016 performance share plan)	778	(2,009,323)
Shares granted to employees (2017 performance share plan)	(2,139,259)	(900)
Shares granted to employees (2018 performance share plan)	(3,130)	(900)
Shares granted to employees (2019 performance share plan)	(2,930)	(1,050)
Shares granted to employees (2020 performance share plan)	(915)	
Delivery of shares in connection with the Castor International plan	(371,017)	(350,692)
Cancelled treasury shares	(25,000,000)	
Number of shares at end of period	**26,457,495**	**50,491,699**

At 31 December 2020, the total number of treasury shares held was 26,457,495. These were recognised as a deduction from consolidated equity for €2,111 million.
A total of 21,779,619 shares are allocated to covering long-term incentive plans and employee share ownership transactions and 4,677,876 are intended to be used as payment in external growth transactions, sold or cancelled.

23.3 Distributable reserves and statutory reserve

At 31 December 2020, VINCI SA's distributable reserves amounted to €29 billion (€30 billion at 31 December 2019) and its statutory reserve to €151 million (€150 million at 31 December 2019).

23.4 Amounts recognised directly in equity

The main amounts recognised directly in equity are as follows:

		31/12/2020			31/12/2019		
(in € millions)		Attributable to owners of the parent	Attributable to non-controlling interests	Total	Attributable to owners of the parent	Attributable to non-controlling interests	Total
Hedging costs							
Reserve at beginning of period		**(7)**	**-**	**(7)**	**2**	**-**	**2**
Gross reserve before tax effect at balance sheet date	**I**	**(28)**	**-**	**(28)**	**(7)**	**-**	**(7)**
Cash flow hedge and net investment hedges							
Reserve at beginning of period		**(1,002)**	**-**	**(1,002)**	**(663)**	**-**	**(664)**
Changes in fair value of companies accounted for under the equity method		(35)	-	(35)	(121)	-	(121)
Other changes in fair value in the period		35	-	35	(277)	-	(277)
Fair value items recognised in profit or loss		95	-	95	62	-	62
Changes in consolidation scope and miscellaneous		-	-	-	(3)	-	(3)
Gross reserve before tax effect at balance sheet date	**II**	**(906)**	**-**	**(906)**	**(1,002)**	**-**	**(1,002)**
of which gross reserve relating to companies accounted for under the equity method		*(707)*	-	*(707)*	*(671)*	-	*(671)*
Total gross reserve before tax effects (items that may be recycled to income)	**I+II**	**(934)**	**-**	**(934)**	**(1,008)**	**-**	**(1,009)**
Associated tax effect		289	-	289	233	-	233
Reserve net of tax (items that may be recycled to income)	**III**	**(645)**	**-**	**(645)**	**(775)**	**-**	**(776)**
Equity instruments							
Reserve at beginning of period		**-**	**-**	**-**	**1**	**-**	**1**
Gross reserve before tax effect at balance sheet date	**IV**	**(2)**	**-**	**(2)**	**-**	**-**	**-**
Actuarial gains and losses on retirement benefit obligations							
Reserve at beginning of period		**(589)**	**(17)**	**(606)**	**(367)**	**-**	**(367)**
Actuarial gains and losses recognised in the period		111	32	143	(295)	(20)	(315)
Associated tax effect		(22)	(6)	(27)	73	4	77
Changes in consolidation scope and miscellaneous		(1)	-	(1)	-	-	(1)
Reserve net of tax at end of period	**V**	**(500)**	**10**	**(491)**	**(589)**	**(17)**	**(606)**
Total reserve net of tax (items that may not be recycled to income)	**IV+V**	**(502)**	**10**	**(492)**	**(589)**	**(17)**	**(606)**
Total amounts recognised directly in equity	**III+IV+V**	**(1,148)**	**10**	**(1,138)**	**(1,364)**	**(17)**	**(1,381)**

The amounts recorded directly in equity relate to cash flow hedging transactions (negative effect of €1,092 million), net investment hedging transactions (positive effect of €186 million) and actuarial gains and losses on retirement benefit obligations (negative effect of €491 million after tax).
Transactions relating to the hedging of interest rate risk had a negative effect of €1,066 million, comprising:

- a negative effect of €370 million concerning fully consolidated subsidiaries, including VINCI SA (negative effect of €175 million), VINCI Airports (negative effect of €94 million) and VINCI Autoroutes (negative effect of €85 million);
- a negative effect of €696 million relating to companies accounted for under the equity method, including LISEA (negative effect of €451 million).

These transactions are described in Note J.27.1.2, "Cash flow hedges".

23.5 Non-controlling interests

Non-controlling interests amounted to €2,161 million at 31 December 2020 (€2,604 million at 31 December 2019).

At 31 December 2020, the Group owned one subsidiary in which there were material non-controlling interests. This was the holding company indirectly owning a 50.01% stake in London Gatwick Airport. VINCI Airports and Global Infrastructure Partners, acting on behalf of non-controlling shareholders, signed a shareholders' agreement determining control over London Gatwick Airport. That agreement covers matters including the composition of the Board of Directors, the ability to appoint certain key executives, including the Chief Executive Officer (CEO), and a mechanism for approving substantive decisions such as those regarding the business plan and annual budget. In addition, a procedure has been established for resolving any disputes that may arise, which in certain scenarios will allow non-controlling shareholders, after acceptance by VINCI, to sell their shares to VINCI.

Condensed financial information for London Gatwick Airport is presented below. It was prepared in accordance with IFRSs, adjusted where appropriate for fair value remeasurements on the date control was acquired (13 May 2019) and adjustments to harmonise accounting policies with those of the Group. The amounts at 31 December 2020 are presented before eliminations of intercompany accounts and transactions.

(in € millions)	London Gatwick Airport
Revenue	246
Net income	(489)
of which attributable to non-controlling interests	*(245)*
Other comprehensive income	37
Comprehensive income for the period	(452)
of which attributable to non-controlling interests	*(226)*
Non-current assets	9,279
Current assets	473
Non-current liabilities	(5,648)
Current liabilities	(1,024)
Net assets	**3,080**
of which attributable to non-controlling interests	*1,539*
Net operating cash flows	(278)
Net cash flows from investing activities	(133)
Net cash flows from financing activities	728
Other changes	(4)
Change in net cash	**314**

24. Dividends

The distribution of a dividend amounting to €2.04 per share in respect of 2019 was approved in the Shareholders' General Meeting of 18 June 2020.
As an interim dividend of €0.79 was paid in November 2019, the final dividend to be paid was €1.25 per share. Shareholders were offered the option of receiving the final dividend in cash or in new shares at the price of €78.71 per share.
Of a total of 554,379,328 shares with dividend rights, shareholders elected to receive payment in new shares in respect of 336,226,351 existing shares, i.e. over 60% of the total, and in cash in respect of 218,152,977 existing shares.
A total of 5,359,708 new shares were issued, representing 0.88% of the company's capital. They were admitted to trading on Euronext Paris from 16 July 2020 and confer dividend rights from 1 January 2020.
VINCI paid the final dividend in respect of 2019 on 16 July 2020. Following this operation, the Group's consolidated equity increased by €422 million.

A dividend of €2.04 in respect of 2020 (see Note N.33, "Appropriation of 2020 net income") will be submitted for approval at the Shareholders' Ordinary General Meeting to be held on 8 April 2021.

Dividends paid by VINCI SA to its shareholders in respect of 2020 and 2019 break down as follows:

	2020	2019
Dividend per share *(in €)*		
Interim dividend		0.79
Final dividend	2.04	1.25
Net total dividend	**2.04**	**2.04**
Amount of dividend *(in € millions)*		
Interim dividend	-	440
Final dividend	1,153	693
Amount paid in VINCI shares		*420*
Amount paid in cash	*1,153(*)*	*273*
Net total dividend	**1,153**	**1,133**

(*) Estimate based on the number of shares with dividend entitlement at 25 January 2021, i.e. 565,062,746 shares.

J. Financing and financial risk management

25. Net financial debt

Accounting policies

Bonds, other loans and financial debt are recognised at amortised cost using the effective interest method. The effective interest rate is determined after taking account of redemption premiums and issuance expenses. Under this method, the interest expense is measured actuarially and reported under the cost of gross financial debt.

The economic benefit of a loan at a significantly below-market rate of interest, which is the case in particular for project finance granted by public sector organisations, is treated as a government grant and recognised as a reduction of the debt and the related investments, in accordance with IAS 20.

Certain financing contracts provide for early redemption options, for amounts that are always close to the amortised cost of the financial liabilities that are recognised as a result. Consequently, the Group does not recognise any derivative financial instrument separately from the original contracts.

The part at less than one year of borrowings is included in "Current borrowings".

At 31 December 2020, net financial debt, as defined by the Group, stood at almost €18 billion, down €3.7 billion compared with 31 December 2019. It breaks down as follows:

Analysis by accounting heading	*(in € millions)*	Note	31/12/2020 Non-current	31/12/2020 Current(*)	31/12/2020 Total	31/12/2019 Non-current	31/12/2019 Current(*)	31/12/2019 Total
Financial liabilities at amortised cost	Bonds	25.1	(23,136)	(1,707)	(24,842)	(23,300)	(1,795)	(25,094)
	Other bank loans and other financial debt	25.1	(3,548)	(253)	(3,801)	(3,075)	(630)	(3,705)
	Long-term financial debt(**)	**25.1**	**(26,684)**	**(1,959)**	**(28,643)**	**(26,374)**	**(2,425)**	**(28,799)**
	Commercial paper	26.2	-	(1,194)	(1,194)	-	(800)	(800)
	Other current financial liabilities	26.1	-	(375)	(375)	-	(50)	(50)
	Bank overdrafts	26.1	-	(339)	(339)	-	(911)	(911)
	Financial current accounts - liabilities	26.1	-	(42)	(42)	-	(31)	(31)
	I - Gross financial debt		**(26,684)**	**(3,909)**	**(30,593)**	**(26,374)**	**(4,217)**	**(30,591)**
	of which impact of fair value hedges		*(1,144)*	*(7)*	*(1,151)*	*(889)*	*(10)*	*(898)*
	of which effect of recognising London Gatwick's debt at fair value in VINCI's consolidated financial statements		*(453)*	-	*(453)*	*(516)*	-	*(516)*
Financial assets at amortised cost	Collateralised loans and financial receivables		4	-	4	4	-	4
	Financial current accounts - assets	26.1	-	95	95	-	47	47
Financial assets measured at fair value through profit or loss	Cash management financial assets	26.1	-	43	43	-	239	239
	Cash equivalents	26.1	-	5,646	5,646	-	3,083	3,083
	Cash	26.1	-	6,119	6,119	-	5,174	5,174
	II - Financial assets		**4**	**11,903**	**11,906**	**4**	**8,543**	**8,548**
Derivatives	Derivative financial instruments - liabilities	27	(434)	(319)	(753)	(473)	(399)	(872)
	Derivative financial instruments - assets	27	1,250	201	1,450	1,051	210	1,261
	III - Derivative financial instruments		**816**	**(118)**	**698**	**579**	**(189)**	**390**
	Net financial debt (I+II+III)		**(25,864)**	**7,875**	**(17,989)**	**(25,791)**	**4,137**	**(21,654)**
	Net financial debt breaks down by business as follows:							
	Concessions		*(35,595)*	*2,877*	*(32,718)*	*(35,783)*	*1,831*	*(33,952)*
	Contracting		*(3,735)*	*5,690*	*1,955*	*(4,093)*	*3,924*	*(168)*
	Holding companies and VINCI Immobilier		*13,466*	*(693)*	*12,774*	*14,084*	*(1,618)*	*12,466*

(*) The current part includes accrued interest not matured.
(**) Including the part at less than one year.

Change in net financial debt

				"Non-cash" changes						
(in € millions)	Opening	Cash flows	*Ref.*	Changes in consolidation scope	Exchange rate effect	Changes in fair value	Other changes	"Non-cash" total	*Ref.*	Closing
Bonds (non-current)	(23,300)	(1,184)	*(3)*	-	475	(255)	1,128	1,348	*(4)*	(23,136)
Other loans and borrowings (non-current)	(3,075)	(753)	*(3)*	(27)	104	1	201	279	*(4)*	(3,548)
Current borrowings	(4,217)	1,605		(57)	71	2	(1,313)	(1,297)		(3,909)
of which the part at less than one year of long-term debts	*(2,042)*	*1,646*	*(3)*	*(2)*	*27*	*2*	*(1,248)*	*(1,221)*	*(4)*	*(1,617)*
of which current financial debts at inception	*(881)*	*(611)*	*(2)*	*(19)*	*2*	*-*	*(97)*	*(114)*	*(4)*	*(1,606)*
of which accrued interest on bank debts	*(384)*	*-*	*(4)*	*-*	*6*	*-*	*31*	*37*	*(4)*	*(347)*
of which bank overdrafts	*(911)*	*570*	*(1)*	*(36)*	*35*	*-*	*2*	*1*	*(1)*	*(339)*
Collateralised loans and receivables	4	-	*(4)*	-	(1)	-	-	(1)	*(4)*	4
Cash management financial assets	287	(149)		(5)	(1)	-	6	-		137
of which cash management financial assets (excluding accrued interest)	*286*	*(149)*	*(2)*	*(5)*	*(1)*	*-*	*6*	*(1)*	*(4)*	*137*
of which accrued interest on cash management assets	*-*	*-*	*(4)*	*-*	*-*	*-*	*-*	*-*	*(4)*	*1*
Cash and cash equivalents	8,257	3,621	*(1)*	71	(173)	(2)	(9)	(113)	*(1)*	11,765
Derivative financial instruments	390	77		-	173	66	(8)	231		698
of which fair value of derivatives	*265*	*77*	*(3)*	*-*	*173*	*66*	*-*	*239*	*(4)*	*581*
of which accrued interest on derivatives	*125*	*-*	*(4)*	*-*	*-*	*-*	*(8)*	*(8)*	*(4)*	*117*
Net financial debt	**(21,654)**	**3,219**	***(5)***	**(18)**	**648**	**(188)**	**5**	**446**	***(5)***	**(17,989)**

Cash flows for the period (inflow of €3.2 billion) reflect in particular the €3.6 billion increase in cash and cash equivalents, resulting from the improvement in the operational cash position.

The positive exchange rate effect of €648 million arises for the most part from long-term foreign currency debts, mainly denominated in sterling (GBP) and US dollars (USD), both of which depreciated against the euro over the period.

The table below reconciles changes in net financial debt with the cash flow statement.

Reconciliation of net financial debt with financing flows on the cash flow statement:

(in € millions)	*Ref.*	2020
Change in net cash	*(1)*	4,080
Change in cash management assets and other current financial debts	*(2)*	(760)
(Proceeds from)/repayment of loans	*(3)*	(213)
Other changes	*(4)*	558
Change in net financial debt	*(5)*	3,665

25.1 Detail of long-term financial debt by business

The breakdown of net long-term financial debt (including the part at less than one year) by business at 31 December 2020 was as follows:

	31/12/2020				31/12/2019			
(in € millions)	Concessions	Contracting	Holding companies and VINCI Immobilier	Total	Concessions	Contracting	Holding companies and VINCI Immobilier	Total
Bonds	(18,063)	-	(6,779)	(24,842)	(18,054)	-	(7,040)	(25,094)
Other bank loans and other financial debt	(3,410)	(147)	(244)	(3,801)	(3,338)	(112)	(255)	(3,705)
Long-term financial debt	**(21,473)**	**(147)**	**(7,023)**	**(28,643)**	**(21,392)**	**(113)**	**(7,295)**	**(28,799)**

At 31 December 2020, long-term financial debt amounted to €28.6 billion, down €156 million relative to 31 December 2019 (€28.8 billion). The decrease was due mainly to the following transactions:

- VINCI SA redeemed €750 million of bonds issued in 2012 bearing interest at 3.375% in March and issued €500 million of eight-year zero-coupon green bonds in November;
- in April, ASF redeemed €650 million of bonds issued in 2010 with a coupon of 4.125% and repaid €55 million of borrowings from the European Investment Bank during the second quarter of 2020;
- in May, as part of its EMTN programme, Cofiroute issued €950 million of 11-year bonds with a coupon of 1%. The entity also repaid €54 million of borrowings from the European Investment Bank during the period;
- in April, London Gatwick Airport arranged a £300 million 12-month credit facility, with two six-month extensions at the borrower's discretion, which has been fully drawn since April;
- in November, Lima Expresa, which holds the concession for the Lima expressway in Peru, extended the maturity of its bridging loan by 18 months, raising its amount from 1.2 billion to 1.3 billion Peruvian sol;
- ANA, the company holding the concessions for the airports in Portugal, repaid €57 million of its amortising debt with the European Investment Bank.

Details of the Group's main financial debts are given in the tables below:

Concessions

		31/12/2020					31/12/2019		
(in € millions)		Currency	Contractual interest rate	Maturity	Capital remaining due	Carrying amount	of which accrued interest not matured	Capital remaining due	Carrying amount
Bonds	**I**				**16,805**	**18,063**	**290**	**16,789**	**18,054**
ASF group, of which:					**8,630**	**9,273**	**142**	**9,307**	**9,916**
ASF 2007 bond issue		EUR	5.6%	July 2022	1,575	1,682	44	1,575	1,719
ASF 2010 bond issue		EUR	4.1%	April 2020	-	-	-	650	676
ASF 2013 bond issue		EUR	2.9%	January 2023	700	749	19	700	759
ASF 2014 bond issue		EUR	3.0%	January 2024	600	615	17	600	614
ASF 2016 bond issue		EUR	1.0%	May 2026	500	525	3	500	517
ASF 2017 bond issue		EUR	1.1%	April 2026	500	502	4	500	502
ASF 2017 bond issue		EUR	1.3%	January 2027	1,000	1,005	12	1,000	1,004
ASF 2018 bond issue		EUR	1.4%	June 2028	700	764	5	700	746
ASF 2018 bond issue		EUR	1.4%	January 2030	1,000	1,126	13	1,000	1,090
ASF 2019 bond issue		EUR	1.4%	February 2031	1,000	1,101	12	1,000	1,054
Cofiroute, of which:					**4,106**	**4,209**	**45**	**3,157**	**3,233**
2006 bond issue and supplement in 2007		EUR	5.0%	May 2021	1,100	1,139	33	1,100	1,154
2016 bond issue		EUR	0.4%	February 2025	650	654	2	650	652
2016 bond issue		EUR	0.8%	September 2028	650	682	2	650	661
2017 bond issue		EUR	1.1%	October 2027	750	766	2	750	760
2020 bond issue		EUR	1.0%	May 2031	950	962	6	-	-
Arcour					**407**	**404**	**-**	**410**	**407**
Arcour 2017		EUR	2.8%	November 2047	407	404	-	410	407
VINCI Airports, of which:					**3,373**	**3,876**	**103**	**3,573**	**4,140**
Aerodom 2017		USD	6.8%	March 2029	258	254	-	282	277
Gatwick Airport Limited 2011 (*)		GBP	6.1%	March 2026	334	348	17	353	367
Gatwick Airport Limited 2011 (*)		GBP	6.5%	March 2041	334	349	18	353	350
Gatwick Airport Limited 2012 (*)		GBP	5.3%	January 2024	334	349	16	353	368
Gatwick Airport Limited 2012 (*)		GBP	5.8%	January 2037	334	344	18	353	363
Gatwick Airport Limited 2014 (*)		GBP	4.6%	March 2034	389	397	14	411	419
Gatwick Airport Limited 2016 (*)		GBP	2.6%	October 2046	334	330	2	353	349
Gatwick Airport Limited 2017 (*)		GBP	3.1%	September 2039	389	387	3	411	427
Gatwick Airport Limited 2018 (*)		GBP	3.3%	February 2048	334	335	9	353	355
Gatwick Airport Limited 2019 (*)		GBP	2.9%	July 2049	334	330	5	353	349
Other concessions, of which:					**291**	**301**	**-**	**343**	**357**
Lima Expresa 2012		PEN	Inflation-linked	June 2037	211	208	-	246	238
Other bank loans and other financial debt	**II**				**3,463**	**3,409**	**7**	**3,381**	**3,338**
ASF group					**525**	**515**	**-**	**588**	**576**
Cofiroute					**408**	**407**	**3**	**462**	**461**
Arcour					**186**	**169**	**-**	**188**	**170**
Arcos					**296**	**291**	**-**	**219**	**215**
VINCI Airports, of which:					**1,434**	**1,423**	**3**	**1,248**	**1,235**
ADL (Aéroports de Lyon) group including ADLP (*)				-	358	357	1	314	314
Aerodom 2017 (*)		USD	L3M	March 2024	157	153	-	181	176
VINCI Airports Serbia 2018 (*)					325	318	-	288	280
Gatwick Airport Limited 2020 (*)		GBP	L12M	April 2021	334	334	2	-	-
Other concessions, of which:					**614**	**604**	**1**	**676**	**682**
Lima Expresa 2019 (*)		PEN	3.0%	May 2022 (**)	296	289	1	321	331
Long-term financial debt	**I+II**				**20,268**	**21,473**	**297**	**20,170**	**21,392**

(*) Including borrowings subject to covenants at 31 December 2020.
(**) Loan renegotiated in November 2020.

Holding companies

(in € millions)		Currency	Contractual interest rate	Maturity	31/12/2020 Capital remaining due	Carrying amount	of which accrued interest not matured	31/12/2019 Capital remaining due	Carrying amount
Bonds	**I**				**6,247**	**6,779**	**45**	**6,689**	**7,040**
VINCI SA					**6,247**	**6,779**	**45**	**6,689**	**7,040**
of which:									
2012 bond issue		EUR	3.4%	March 2020	-	-	-	750	772
2017 bond issue and supplement (*)		USD	0.4%	February 2022	591	586	1	662	625
2018 bond issue		EUR	1.0%	September 2025	750	786	2	750	778
2018 bond issue and supplement		EUR	1.8%	September 2030	1,100	1,246	5	1,100	1,202
2019 bond issue		GBP	2.3%	March 2027	445	451	8	468	476
2019 bond issue		EUR	1.6%	January 2029	950	1,040	15	950	1,011
2019 bond issue		USD	3.8%	April 2029	815	929	7	887	940
2019 bond issue		GBP	2.8%	September 2034	445	445	4	468	470
2020 green bond issue		EUR	0.0%	November 2028	500	502	-	-	-
Other bank loans and other financial debt	**II**				**244**	**244**	**-**	**267**	**255**
VINCI SA					**244**	**244**	**-**	**267**	**255**
Long-term financial debt	**I+II**				**6,492**	**7,023**	**45**	**6,956**	**7,295**

(*) Corresponding to non-dilutive convertible bonds.

Breakdown of long-term financial debt by currency

At 31 December 2020, 61% of the Group's long-term financial debt was denominated in euros, 25% in sterling and 8% in US dollars. Most foreign-currency debts of companies of which the functional currency is the euro (mainly VINCI and ASF) were hedged at their time of issue and do not generate any exposure to exchange rate risk. Generally, the Group's activities in foreign countries are financed in the local currency.

25.2 Net financial debt maturity schedule

On the basis of interest rates at 31 December 2020, the Group's debt and associated interest payments break down as follows, by maturity date:

(in € millions)		31/12/2020 Carrying amount	Capital and interest payments (*)	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years
Bonds							
Capital		(24,842)	(23,053)	(1,366)	(2,273)	(3,675)	(15,739)
Interest payments		-	(4,917)	(582)	(527)	(1,197)	(2,612)
Other bank loans and other financial debt				-	-	-	-
Capital		(3,801)	(3,855)	(245)	(898)	(1,249)	(1,463)
Interest payments		-	(418)	(70)	(58)	(113)	(176)
Long-term financial debt		**(28,643)**	**(32,242)**	**(2,263)**	**(3,755)**	**(6,234)**	**(19,989)**
Commercial paper		(1,194)	(1,194)	(1,194)	-	-	-
Other current financial liabilities		(375)	(375)	(375)	-	-	-
Bank overdrafts		(339)	(339)	(339)	-	-	-
Financial current accounts - liabilities		(42)	(42)	(42)	-	-	-
Financial debt	**I**	**(30,593)**	**(34,192)**	**(4,213)**	**(3,755)**	**(6,234)**	**(19,989)**
Financial assets	**II**	**11,906 (**)**	**11,906**	**11,906**	**-**	**-**	**-**
Derivative financial instruments - liabilities		(753)	(316)	(49)	(44)	(102)	(121)
Derivative financial instruments - assets		1,450	1,382	240	221	442	480
Derivative financial instruments	**III**	**698**	**1,066**	**191**	**177**	**340**	**359**
Net financial debt	**I+II+III**	**(17,989)**	**-**				

(*) For derivative financial instruments, amounts correspond solely to interest flows.
(**) Including €11.9 billion at less than three months, consisting mainly of €5.6 billion of cash equivalents and €6.1 billion of cash (see Note J.26.1, "Net cash managed").

At 31 December 2020, the average maturity of the Group's long-term financial debt was 7.7 years (8.1 years at 31 December 2019). The average maturity was 7.9 years in Concession subsidiaries, 3.1 years for the Contracting business and 7.2 years for holding companies and VINCI Immobilier.

25.3 Credit ratings and financial covenants

Credit ratings

At 31 December 2020, the Group's credit ratings were as follows:

		Rating		
	Agency	Long term	Outlook	Short term
VINCI SA	Standard & Poor's	A–	Stable	A2
	Moody's	A3	Stable	P1
ASF	Standard & Poor's	A–	Stable	A2
	Moody's	A3	Stable	
Cofiroute	Standard & Poor's	A–	Stable	A2
Gatwick Funding Limited (*)	Standard & Poor's	BBB	Negative	
	Moody's	Baa2	Negative	
	Fitch	BBB+	Negative	

(*) Company that raises funding for London Gatwick Airport.

In 2020, the rating agencies updated their views as follows:

- Standard & Poor's maintained its long-term ratings for VINCI, ASF and Cofiroute, revising its outlook from positive to stable for all three companies.
- With respect to Gatwick Funding Limited:
  - Standard & Poor's cut its long-term rating from BBB+ to BBB and placed the entity on CreditWatch with negative implications (as compared with a negative outlook previously).
  - Moody's cut its long-term rating from Baa1 to Baa2 and downgraded its outlook to negative.
  - Fitch downgraded its outlook to negative.

Financial covenants

Some financing agreements include early repayment clauses applicable in the event of non-compliance with financial ratios.

The Group regularly monitors developments in relation to these financial covenants and, in the context of the Covid-19 crisis, has paid particular attention to finance agreements that could give rise to risks of it failing to comply with financial ratios in the short and medium term. Talks have taken place with lenders to inform them of potential instances of default related to such failures. Group entities that entered into negotiation regarding terms for financing were able to reach agreements. In particular, waivers and amendments were obtained by London Gatwick Airport in September 2020 in relation to its bank and bond debt for a total amount of £3.4 billion. The agreement mainly consisted of:

- an exemption from the requirement to comply, in December 2020 and June 2021, with the two financial ratios (interest coverage ratio and debt ratio) provided for in its financing agreements;
- a change to the method for calculating the debt ratio until June 2023;
- an authorisation to draw on the Bank of England's Covid Corporate Financing Facility, with London Gatwick deemed eligible to receive £300 million.

Other agreements subject to covenants do not involve material amounts (individual amounts below €300 million).

26. Net cash managed and available resources

Accounting policies

Cash and cash equivalents comprise current accounts at banks and short-term liquid investments subject to negligible risks of fluctuations of value. Cash equivalents include money market UCITS and certificates of deposit with maturities not exceeding three months at the origin. Bank overdrafts are not included in cash and are reported under "Current financial liabilities". Changes in the fair value of these instruments are recognised directly in profit or loss.
"Cash management financial assets" comprises investments in money market securities and bonds, and units in UCITS, made with a short-term management objective, that do not satisfy the IAS 7 criteria for recognition as cash. They are measured and recognised at their fair value. Changes in value are recognised in profit or loss.
Purchases and sales of cash management financial assets are recognised at their transaction date.

At 31 December 2020, the Group's available resources amounted to €19.2 billion, including €10.0 billion of net cash managed, €8.0 billion of available, confirmed medium-term bank credit facilities and 1.2 billion of commercial paper issued.
These available resources enable the Group to manage its liquidity risk (see Note J.25.2, "Net financial debt maturity schedule").

26.1 Net cash managed

Net cash managed, which includes in particular cash management financial assets and commercial paper issued, breaks down as follows:

	31/12/2020			
(in € millions)	Concessions	Contracting	Holding companies and VINCI Immobilier	Total
Cash equivalents	**165**	**131**	**5,351**	**5,646**
Marketable securities and mutual funds (UCITS)	-	5	3,780	3,785
Negotiable debt securities with an original maturity of less than 3 months (*)	165	126	1,571	1,862
Cash	**999**	**2,424**	**2,696**	**6,119**
Bank overdrafts	**-**	**(288)**	**(51)**	**(339)**
Net cash and cash equivalents	**1,164**	**2,267**	**7,995**	**11,426**
Cash management financial assets	**9**	**32**	**2**	**43**
Marketable securities and mutual funds (UCITS) (**)	-	-	-	-
Negotiable debt securities and bonds with an original maturity of less than 3 months	8	23	2	32
Negotiable debt securities and bonds with an original maturity of more than 3 months	1	9	-	10
Commercial paper issued	**(194)**	**-**	**(1,000)**	**(1,194)**
Other current financial liabilities	**(345)**	**(29)**	**-**	**(375)**
Balance of cash management current accounts	**4,053**	**3,476**	**(7,475)**	**53**
Net cash managed	**4,687**	**5,746**	**(480)**	**9,953**

(*) Including term deposits, interest earning accounts and certificates of deposit.
(**) Short-term investments in UCITS units that do not meet the criteria to be designated as cash equivalents as defined by IAS 7.

	31/12/2019			
(in € millions)	Concessions	Contracting	Holding companies and VINCI Immobilier	Total
Cash equivalents	**305**	**99**	**2,680**	**3,083**
Marketable securities and mutual funds (UCITS)	-	13	983	996
Negotiable debt securities with an original maturity of less than 3 months (*)	305	86	1,696	2,087
Cash	**845**	**2,527**	**1,801**	**5,174**
Bank overdrafts	**(3)**	**(817)**	**(91)**	**(911)**
Net cash and cash equivalents	**1,146**	**1,809**	**4,390**	**7,346**
Cash management financial assets	**37**	**56**	**146**	**239**
Marketable securities and mutual funds (UCITS) (**)	-	43	145	188
Negotiable debt securities and bonds with an original maturity of less than 3 months	32	1	1	34
Negotiable debt securities and bonds with an original maturity of more than 3 months	5	12	-	17
Commercial paper issued	**-**	**-**	**(800)**	**(800)**
Other current financial liabilities	**(8)**	**(41)**	**-**	**(50)**
Balance of cash management current accounts	**2,425**	**2,156**	**(4,564)**	**16**
Net cash managed	**3,600**	**3,981**	**(829)**	**6,751**

(*) Including term deposits, interest earning accounts and certificates of deposit.
(**) Short-term investments in UCITS units that do not meet the criteria to be designated as cash equivalents as defined by IAS 7.

The investment vehicles used by the Group are money market UCITS, interest earning accounts, term deposits and negotiable debt securities (certificates of deposit generally with a maturity of less than three months). They are measured and recognised at their fair value.

Net cash is managed with limited risk to capital. The performance and the risks associated with these investments of net cash are monitored regularly through a report detailing the yield of the various assets on the basis of their fair value and analysing the associated level of risk.

At 31 December 2020, net cash managed by VINCI SA amounted to €5.6 billion, arising mainly from the cash surpluses transferred upwards from French subsidiaries through a cash pooling system. VINCI Finance International, a wholly owned subsidiary of VINCI that centralises the cash surpluses of foreign subsidiaries, managed investments and cash of €1.4 billion at 31 December 2020. This centralisation enables the management of financial resources to be optimised at Group level and the risks relating to the counterparties and investment vehicles used to be better managed.

Other subsidiaries whose cash is not centralised must comply with the guidelines and instructions issued by VINCI, which define the investment vehicles and the counterparties authorised. The investments amounted to around €3 billion at 31 December 2020, comprising €0.6 billion for the Concessions business and €2.3 billion for the Contracting business.

26.2 Other available resources

Revolving credit facilities

VINCI has a €8 billion confirmed syndicated revolving credit facility. Following the exercise of the second one-year extension option in November 2020, the maturity of the credit facility was extended until 2025; for this last year, its amount will be €7.7 billion. It does not contain any default clause relating to non-compliance with financial ratios. This credit facility was undrawn at 31 December 2020.

The company that owns London Gatwick Airport has a £300 million revolving credit facility, which is due to expire in June 2025. This credit facility was fully drawn at 31 December 2020.

Commercial paper

VINCI has a €5 billion commercial paper programme rated A2 by Standard & Poor's and P1 by Moody's.
At 31 December 2020, €1.0 billion had been issued under that programme.
In November 2020, the company that owns London Gatwick Airport was deemed eligible to draw on the Covid Corporate Financing Facility set up by the UK government over a one-year period. Of the total authorised financing of £300 million, £175 million was drawn at 31 December 2020.

27. Financial risk management

Management rules

VINCI has implemented a system to manage and monitor the financial risks to which it is exposed, principally interest rate risk.
In response to the Covid-19 crisis, the Group has adopted specific procedures to ensure that its risks are properly monitored.

In accordance with the rules laid down by the Group's Finance Department, the responsibility for identifying, measuring and hedging financial risks lies with the operational entity in question. On the other hand, derivative financial instruments are, in general, managed by the Group Finance Department on behalf of the subsidiaries in question.
Treasury committees, in which the Group's Finance Department and the concerned companies participate, analyse the main exposures regularly and decide on management strategies for the entities that have the most material exposure to financial risks (VINCI SA, ASF, Cofiroute, VINCI Finance International).
In order to manage its exposure to market risks, the Group uses derivative financial instruments.

Accounting policies

Most interest rate and foreign currency exchange rate derivatives used by VINCI are designated as hedging instruments. Hedge accounting is applicable if the conditions provided for in IFRS 9 are satisfied:

- at the time of setting up the hedge, there is a formal designation and documentation of the hedging relationship;
- the economic relationship between the hedged item and the hedging instrument must be documented, as must potential sources of ineffectiveness;
- retrospective ineffectiveness must be measured at each accounts closing date.

Changes in fair value from one period to the next are recognised differently depending on whether the instrument is designated for accounting purposes as:

- a fair value hedge of an asset or a liability or of an unrecognised firm commitment;
- a cash flow hedge; or
- a hedge of a net investment in a foreign entity.

The Group applies the permitted or required provisions of IFRS 9 as regards the treatment of hedging costs of all instruments qualifying for hedge accounting.

A fair value hedge enables the exposure to the risk of a change in the fair value of a financial asset, a financial liability or unrecognised firm commitment to be hedged.
Changes in the fair value of the hedging instrument are recognised in the income statement for the period. The change in value of the hedged item attributable to the hedged risk is also recognised symmetrically in the income statement for the period (and adjusts the value of the hedged item). Except for the ineffective part of the hedge, these two revaluations offset each other within the same line items in the income statement.

A cash flow hedge allows exposure to variability in future cash flows associated with an existing asset or liability, or a highly probable forecast transaction, to be hedged.
Changes in the fair value of the hedging instrument are recognised under "Other comprehensive income" (OCI) for the effective portion and in the income statement for the period for the ineffective portion. Gains or losses accumulated under equity (OCI) are taken to profit or loss under the same line item as the hedged item – i.e. under "Operating income and expenses" for cash flows from operations and under "Financial income and expense" otherwise – when the hedged cash flow occurs.
If the hedging relationship is disqualified because it is no longer considered effective, the cumulative gains or losses in respect of the hedging instrument are retained in equity (OCI) and reclassified in the income statement as and when the hedged cash flows occur, with subsequent changes in fair value recorded directly in the income statement. If the future cash flow is no longer expected, the gains and losses previously recognised in equity (OCI) are recognised in the income statement.

A net investment hedge consists of hedging the exchange rate risk relating to the equity of an investment in a consolidated subsidiary outside of the eurozone. Changes in the value of the hedging instrument are recorded in equity under "Currency translation differences" for the effective portion. The portion of the changes in the value of the hedging instrument regarded as ineffective is recognised in the cost of net financial debt. Currency translation differences relating to changes in the value of the hedging instrument are recognised in the income statement when the foreign entity in which the initial investment was made leaves the consolidation scope.

Derivative financial instruments that are not designated as hedging instruments are reported in the balance sheet at fair value and changes in their fair value are recognised in the income statement.

Cross-currency swaps are regarded as interest rate instruments where they are designated as fair-value or cash-flow hedges for accounting purposes, or as foreign exchange instruments in other cases.

Derivative financial instruments

At the balance sheet date, the fair value of derivative financial instruments broke down as follows:

			31/12/2020			31/12/2019		
(in € millions)	**Balance sheet item**	**Note**	**Asset**	**Liability**	**Fair value (*)**	**Asset**	**Liability**	**Fair value (*)**
Derivatives related to net financial debt								
Interest rate derivatives: fair value hedges		25.1.2	1,281	46	1,235	1,051	37	1,014
Interest rate derivatives: cash flow hedges		25.1.2	-	323	(323)	-	227	(227)
Interest rate derivatives not designated as hedges		25.1.3	57	55	3	65	59	6
Interest rate derivatives	Net financial debt		**1,339**	**423**	**915**	**1,116**	**323**	**792**
Foreign currency exchange rate derivatives: fair value hedges		25.2	-	-	-	-	-	-
Foreign currency exchange rate derivatives: cash flow hedges		25.2	1	-	1	-	-	-
Foreign currency exchange rate derivatives: hedges of net foreign investments		25.2	27	12	16	2	111	(108)
Foreign currency exchange rate derivatives not designated as hedges		25.2	12	6	6	8	13	(4)
Foreign currency exchange rate derivatives	Net financial debt		**41**	**18**	**23**	**11**	**124**	**(113)**
Other derivatives	Net financial debt		**71**	**312**	**(241)**	**135**	**424**	**(290)**
Derivatives related to WCR								
Foreign currency exchange rate derivatives: fair value hedges		25.2	9	4	5	5	1	3
Foreign currency exchange rate derivatives: cash flow hedges		25.2	2	2	-	-	3	(3)
Foreign currency exchange rate derivatives not designated as hedges		25.2	-	-	-	-	-	-
Foreign currency exchange rate derivatives	Working capital requirement		**10**	**6**	**5**	**5**	**5**	**-**
Other derivatives	Working capital requirement		**-**	**-**	**-**	**-**	**-**	**-**
Total derivative financial instruments			**1,461**	**759**	**702**	**1,266**	**876**	**390**

(*) Fair value includes interest accrued but not matured of €117 million at 31 December 2020 and €125 million at 31 December 2019.

Other hedging instruments

The asset-related exchange rate risk related to ownership of assets in foreign currencies is generally, where possible, hedged by financial debt denominated in the same currency.

27.1 Interest rate risk

Interest rate risk is managed within the Group, making a distinction between the Concessions business, the Contracting business and holding companies as their respective financial profiles are not the same.

For concession subsidiaries, interest rate risk is managed with two timescales: the long term, aiming to ensure and maintain the concession's economic equilibrium, and the short term, with an objective of limiting the impact of the cost of debt on earnings for the period.

Over the long term, the objective is to ensure that the breakdown between fixed and floating rate debt is adjusted according to the level of debt, with a greater proportion at fixed rate when the level of debt is high.

As regards Contracting business lines and holding companies, they have a structural net operating cash surplus. For these activities, the objective is to ensure that financial assets and financial liabilities are well matched in terms of maturity.

To hedge its interest rate risk, the Group uses derivative financial instruments in the form of options or swaps of which the start may be deferred. These derivatives may be designated as hedges for accounting purposes or not, in accordance with the IFRSs. The Group takes care to ensure that the ineffective portion of hedges is not material.

At 31 December 2020, the Group used the approach permitted by the amendment to IFRS 7 and IFRS 9 "Interest Rate Benchmark Reform – Phase 1", allowing it to not take into account the effects of the interest rate reform, including when assessing the highly probable nature of hedged interest flows, until the transition to new indices becomes effective. As a result, interest rate swaps are still subject to hedge accounting.

To prepare for Phase 2 of the amendment, the Group has set up a dedicated working group that brings together all the stakeholders concerned, in order to anticipate the transition to new interest rates as effectively as possible.

The main indices used by the Group and concerned by the reform are Euribor, Libor USD, Libor GBP and Libor CHF. The Group will enter into talks with its counterparties in the first half of 2021 for the purpose of taking these index changes into account.

The amounts of the hedges affected by the reform are set out in the tables below.

27.1.1 Long-term financial debt before and after interest rate hedging and sensitivity to interest rate risk

Long-term financial debt before and after interest rate hedging

The table below shows the breakdown at 31 December 2020 of long-term debt between fixed rate, capped floating rate or inflation-linked debt, and the part at floating rate before and after taking account of hedging derivative financial instruments:

	Breakdown between fixed and floating rate before hedging										
	Fixed rate			Inflation-linked			Floating rate			Total	
(in € millions)	**Debt**	***Proportion***	**Rate**	**Debt**	***Proportion***	**Rate**	**Debt**	***Proportion***	**Rate**	**Debt**	**Rate**
Concessions	17,624	*87%*	2.86%	291	*1%*	4.43%	2,353	*12%*	1.23%	20,268	2.70%
Contracting	108	*73%*	2.29%	-	-	-	39	*27%*	1.88%	148	2.18%
Holding companies	5,922	*91%*	1.80%	-	-	-	570	*9%*	0.09%	6,492	1.65%
Total at 31/12/2020	**23,655**	***88%***	**2.59%**	**291**	***1%***	**4.43%**	**2,962**	***11%***	**1.02%**	**26,907**	**2.44%**
Total at 31/12/2019	**24,244**	***89%***	**2.83%**	**246**	***1%***	**6.45%**	**2,748**	***10%***	**1.60%**	**27,237**	**2.74%**

	Breakdown between fixed and floating rate after hedging										
	Fixed rate			Inflation-linked			Floating rate			Total	
(in € millions)	**Debt**	***Proportion***	**Rate**	**Debt**	***Proportion***	**Rate**	**Debt**	***Proportion***	**Rate**	**Debt**	**Rate**
Concessions	12,087	*60%*	2.71%	315	*2%*	4.29%	7,866	*39%*	0.46%	20,268	1.86%
Contracting	108	*73%*	2.29%	-	-	-	39	*27%*	1.88%	148	2.18%
Holding companies	3,358	*52%*	2.56%	-	-	-	3,134	*48%*	0.33%	6,492	1.48%
Total at 31/12/2020	**15,553**	***58%***	**2.67%**	**315**	***1%***	**4.29%**	**11,039**	***41%***	**0.43%**	**26,907**	**1.77%**
Total at 31/12/2019	**15,204**	***56%***	**3.07%**	**274**	***1%***	**5.29%**	**11,759**	***43%***	**0.91%**	**27,237**	**2.16%**

Sensitivity to interest rate risk

VINCI is exposed to the risk of fluctuations in interest rates, given:
- the cash flow connected with net floating rate financial debt;
- fixed rate financial instruments, recognised on the balance sheet at fair value through profit and loss;
- derivative financial instruments that are not designated as hedges. These mainly comprise net call option positions on which the maximum loss over the life of the transaction does not exceed the premium paid.

On the other hand, fluctuations in the value of derivatives designated as cash flow hedges are recognised directly in equity and have no effect on profit or loss (for the effective portion).

The analysis below has been prepared assuming that the amount of the financial debt and derivatives at 31 December 2020 remains constant over one year. The consequence of a variation in interest rates of 25 basis points at the balance sheet date would be an increase or decrease of equity and pre-tax income for the amounts shown below. For the purpose of this analysis, the other variables are assumed to remain constant.

	31/12/2020			
	Income		Equity	
(in € millions)	**Impact of sensitivity calculation +25 bps**	**Impact of sensitivity calculation −25 bps**	**Impact of sensitivity calculation +25 bps**	**Impact of sensitivity calculation −25 bps**
Floating rate debt after hedging (accounting basis)	(28)	28	-	-
Floating rate assets after hedging (accounting basis)	25	(25)	-	-
Derivatives not designated as hedges for accounting purposes	8	(8)	-	-
Derivatives designated as cash flow hedges	-	-	120	(120)
Total	**5**	**(5)**	**120**	**(120)**

27.1.2 Description of hedging transactions

Fair value hedges

At the balance sheet date, details of the instruments designated as fair value hedges, which include receive fixed/pay floating interest rate swaps and cross-currency swaps, were as follows:

	Receive fixed/pay floating interest rate swap (incl. cross currency swaps)					
(in € millions)	**Fair value**	**Notional**	**Within 1 year**	**Between 1 and 2 years**	**Between 2 and 5 years**	**After 5 years**
31/12/2020	1,235	14,589	500	1,214	2,055	10,819
31/12/2019	1,014	17,536	1,254	533	2,317	13,433

These transactions relate mainly to the fixed rate bond issues by ASF, VINCI SA and Cofiroute.

Cash flow hedges

The Group is exposed to fluctuations in interest rates on its floating rate debt and may set up receive floating/pay fixed interest rate swaps designated as cash flow hedges to hedge this risk.

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The Group has thus set up interest rate swaps that serve to fix interest payments on floating rate debt. Contractual cash flow relating to swaps is paid symmetrically with the hedged interest payment flows. The amount deferred in equity is recognised in profit or loss in the period in which the interest payment cash flow affects profit or loss.
In January 2020, ASF and Cofiroute set up swaps with a deferred start in the first quarter of 2021 to hedge its bond refinancing until 2022. Those swaps, for a notional amount of €3 billion, serve to fix the interest payments on future issues of debt considered as highly probable. At 31 December 2020, the portfolio of these swaps had a negative fair value of €5 million.

At 31 December 2020, details of the instruments designated as cash flow hedges were as follows:

	31/12/2020					
(in € millions)	Fair value	Notional	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years
Receive floating/pay fixed interest rate swaps (incl. cross currency swaps)	(321)	8,970	3,233	3,000	1,069	1,668
Interest rate options (caps, floors and collars)	(2)	24	-	-	-	24
Total interest rate derivatives designated for accounting purposes as cash flow hedges	**(323)**	**8,994**	**3,233**	**3,000**	**1,069**	**1,693**
Of which hedging of contractual cash flows	*(318)*	*5,994*	*3,233*	*-*	*1,069*	*1,693*
Of which hedging of highly probable cash flows	*(5)*	*3,000*	*-*	*3,000*	*-*	*-*

	31/12/2019					
(in € millions)	Fair value	Notional	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years
Receive floating/pay fixed interest rate swaps	(224)	13,681	2,312	3,252	740	7,377
Interest rate options (caps, floors and collars)	(3)	28	4	4	14	6
Total interest rate derivatives designated for accounting purposes as cash flow hedges	**(227)**	**13,709**	**2,316**	**3,256**	**754**	**7,384**
Of which hedging of contractual cash flows	*(179)*	*13,414*	*2,315*	*3,255*	*747*	*7,097*
Of which hedging of highly probable cash flows	*(48)*	*295*	*-*	*1*	*7*	*287*

The following table shows the periods in which the Group expects the amounts recorded in equity at 31 December 2020 for the instruments designated as cash flow hedges to have an impact on profit or loss:

	31/12/2020				
		Amount recycled in profit or loss			
(in € millions)	Amount recorded in equity of controlled companies	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years
Total interest rate derivatives designated for accounting purposes as cash flow hedges	**(371)**	**(4)**	**(9)**	**(81)**	**(276)**
Of which derivatives for which hedge accounting is applicable	*(312)*	*(3)*	*(5)*	*(68)*	*(236)*
Of which derivatives for which hedge accounting is no longer applicable (unwound positions)	*(58)*	*(1)*	*(3)*	*(13)*	*(40)*

27.1.3 Description of non-hedging transactions

	Interest rate swaps					
(in € millions)	Fair value	Notional	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years
31/12/2020	**3**	425	-	-	350	75
31/12/2019	**6**	425	-	-	350	75

At 31 December 2020, non-hedging derivative instruments related in particular to swaps arranged as anticipatory hedges at Arcour, which no longer met the criteria for hedge accounting.

27.2 Management of foreign currency exchange rate risk

Nature of the Group's risk exposure
Almost 67% of VINCI's revenue is generated in the eurozone. Contracts outside the eurozone are generally carried out in the local currency in respect of local subsidiaries' activities, and usually in euros and dollars in the case of major export projects. The Group's exposure to currency risk is therefore limited.
VINCI's foreign currency risk management policy consists of hedging the transactional risk connected with subsidiaries' commercial or financial flows denominated in currencies other than their functional currency.

The Group's strategy is intended to minimise asset-related exchange-rate risk. Through regular monitoring, hedging levels are adjusted in line with currency exposures relating to net assets owned. A risk analysis is carried out for each new investment to decide whether or not to hedge the exposure, by converting euro-denominated financing into foreign currency or financing directly in foreign currency.

Detail of foreign currency exchange rate derivatives related to net financial debt

Transactions in exchange rate derivatives carried out by the Group, intended in particular to hedge its financial transactions, break down as follows:

	31/12/2020					
(in € millions)	Fair value	Notional	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years
Forward foreign exchange transactions	1	70	70	-	-	-
Cash flow hedges	**1**	**70**	**70**	**-**	**-**	**-**
Currency swaps (incl. cross currency swaps)	16	2,863	586	156	962	1,159
Hedges of net foreign investments	**16**	**2,863**	**586**	**156**	**962**	**1,159**
Currency swaps (incl. cross currency swaps)	5	465	57	142	203	63
Forward foreign exchange transactions	1	192	192	-	-	-
Foreign currency exchange rate derivatives not designated as hedges for accounting purposes	**6**	**657**	**249**	**142**	**203**	**63**
Total foreign currency exchange rate derivatives	**23**	**3,590**	**905**	**298**	**1,165**	**1,222**

	31/12/2019					
(in € millions)	Fair value	Notional	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years
Forward foreign exchange transactions	-	18	18	-	-	-
Cash flow hedges	**-**	**18**	**18**	**-**	**-**	**-**
Currency swaps (incl. cross currency swaps)	(108)	3,039	866	15	630	1,528
Forward foreign exchange transactions	-	59	59	-	-	-
Hedges of net foreign investments	**(108)**	**3,098**	**925**	**15**	**630**	**1,528**
Currency swaps (incl. cross currency swaps)	(4)	433	47	88	298	-
Forward foreign exchange transactions	-	282	282	-	-	-
Foreign currency exchange rate derivatives not designated as hedges for accounting purposes	**(4)**	**714**	**328**	**88**	**298**	**-**
Total foreign currency exchange rate derivatives	**(113)**	**3,830**	**1,271**	**103**	**928**	**1,528**

Detail of hedges qualifying for hedge accounting as part of a net foreign investment hedging relationship

The Group's principal hedges of net foreign investments were as follows at 31 December 2020:

(in € millions)			31/12/2020		
Currency	**GBP (pound sterling)**	**USD (US dollar)**	**JPY (Japanese yen)**	**SGD (Singapore dollar)**	**SEK (Swedish krona)**
Notional amount of derivatives designated as NIH	2,364	87	-	109	92
Nominal amount of debt designated as NIH	890	904	123	-	-

NIH: Net investment hedge.

The Group hedges the net assets of its main subsidiaries in foreign currencies, particularly subsidiaries whose functional currency is the US dollar (USD), pound sterling (GBP), Singapore dollar (SGD) Scandinavian currencies, Japanese yen, Australian dollar or New Zealand dollar. At 31 December 2020, the main net investment hedging positions concerned acquisitions:

- at VINCI Airports – GBP exposure related to London Gatwick Airport and Belfast International Airport, and USD exposure related to Aerodom;
- at Eurovia – USD exposure related to Eurovia Atlantic Coast (formerly Lane Construction's Plants & Paving division);
- at VINCI Energies – USD exposure related to PrimeLine Utility Services.

Analysis of operational foreign currency exchange rate risk

The principal foreign exchange risk exposure was as follows at 31 December 2020:

(in € millions)			31/12/2020		
Currency	**USD (US dollar)**	**GBP (pound sterling)**	**CAD (Canadian dollar)**	**COP (Colombian peso)**	**AED (United Arab Emirates dirham)**
Closing rate	1.227	0.899	1.563	4,195	4.516
Exposure	99	141	36	52	27
Hedging	(25)	(67)	(2)	(27)	(5)
Net position	**74**	**74**	**34**	**25**	**22**

Given a residual exposure on some non-hedged assets, a 10% appreciation of foreign currencies against the euro would have a positive impact on pre-tax earnings of €21 million.

Detail of foreign currency exchange rate derivatives related to operational flows

Transactions in exchange rate derivatives carried out by the Group, intended in particular to hedge its operational flows, break down as follows:

(in € millions)	31/12/2020				
Currency	**PLN (*)/EUR**	**USD/EUR**	**GBP/EUR**	**NZD (**)/EUR**	**KRW (***)/SEK**
Fair value	5	1	1	(1)	(1)
Notional	185	139	66	22	6
Average maturity (months)	6	5	20	13	6
Buy/Sell	Buy/Sell	Buy/Sell	Buy/Sell	Sell	Buy

(*) Polish zloty.
(**) New Zealand dollar.
(***) South Korean won.

27.3 Management of credit and counterparty risk

VINCI is exposed to credit risk in the event of default by its customers and to counterparty risk in respect of its investments of cash (mainly credit balances at banks, negotiable debt securities, term deposits and marketable securities), subscription to derivatives, commitments received (sureties and guarantees received), unused authorised credit facilities, and financial receivables.
The Group has set up procedures to manage and limit credit risk and counterparty risk.

Trade receivables

Approximately a third of consolidated revenue is generated with public sector or quasi-public sector customers. Moreover, VINCI considers that the concentration of credit risk connected with trade receivables is limited because of the large number of customers and the fact that they are geographically dispersed. No customer accounts for more than 10% of VINCI's revenue. In export markets, the risk of non-payment is covered, as far as possible, by appropriate insurance policies (Coface, documentary credits and other insurance). The Covid-19 situation has prompted certain business lines and divisions (in particular VINCI Airports and VINCI Energies) to review their impairment policy regarding trade receivables. Information is presented in Note H.19.2, "Breakdown of trade receivables".

Financial instruments (cash investments and derivatives)

Financial instruments (cash investments and derivatives) are set up with financial institutions that meet the Group's credit rating criteria. The Group has also set up a system of counterparty limits to manage its counterparty risk, along with maximum control ratios of a given instrument. Maximum risk amounts by counterparty are defined taking account of their credit ratings attributed by rating agencies. The limits are regularly monitored and updated on the basis of a consolidated quarterly reporting system.
The Group Finance Department also distributes instructions to subsidiaries laying down the authorised limits by counterparty, the list of authorised UCITS (French subsidiaries) and the selection criteria for money market funds (foreign subsidiaries).

The measurement of the fair value of derivative financial instruments carried by the Group includes a "counterparty risk" component for derivatives carried as assets and a "credit risk" component for derivatives carried as liabilities. Credit risk is measured using standard mathematical models for market participants. At 31 December 2020, adjustments recognised with respect to counterparty risk and own credit risk were not material.

Netting agreements relating to derivative financial instruments

At 31 December 2020 and in accordance with IAS 32, the Group's financial assets and liabilities (including derivative financial instruments) are not netted on the balance sheet, except where the Group has netting agreements. In the event of default by the Group or the financial institutions with which it has contracted, these agreements provide for netting between the fair values of assets and liabilities arising from derivative financial instruments presented in the consolidated balance sheet.
The table below sets out the Group's net exposure arising from these netting agreements:

	31/12/2020			31/12/2019		
(in € millions)	**Fair value of derivatives recognised on the balance sheet (*)**	**Impact of netting**	**Total**	**Fair value of derivatives recognised on the balance sheet (*)**	**Impact of netting**	**Total**
Derivative financial instruments - assets	1,461	(257)	1,204	1,266	(201)	1,065
Derivative financial instruments - liabilities	(759)	257	(502)	(876)	201	(676)
Net derivative instruments	**702**		**702**	**390**		**390**

(*) Gross amounts as stated on the Group's consolidated balance sheet.

27.4 Management of other risks

Equity risk

At 31 December 2020, the Group held 26,457,495 VINCI shares (representing 4.50% of the share capital) acquired at an average price of €79.79. Increases or decreases of the stock market price of these treasury shares have no impact on the Group's consolidated profit or loss or equity.

In addition, the Group has an 8% stake in Groupe ADP. At each balance sheet date, these shares are measured at fair value on the basis of the stock market price. A positive or negative change of 100 basis points in the latter would lead respectively to the recognition of an upward or downward €8 million adjustment in the income statement.

Regarding assets to cover retirement benefit obligations, a breakdown by asset type is given in Note K.29.1, “Provisions for retirement benefit obligations”.

After issues of non-dilutive convertible bonds, VINCI is exposed to the risk of changes in their redemption value, which depends on VINCI’s share price. To protect against an increase in the redemption value caused by a rise in the share price, the Group has taken out options with the same maturity. Together, all of these transactions mean that VINCI is not exposed to any risks in relation to treasury shares.

Inflation risk

Certain Group entities are exposed to inflation risk, particularly London Gatwick Airport, since part of its revenue is linked to local inflation. To protect against a fall in inflation, inflation swaps (receiving fixed or floating rate and paying inflation) have been arranged.

Commodity risks

Most of the Group’s revenue arises either from contracts that include price revision clauses or under short-term contracts. The risks associated with an increase in commodity prices are therefore generally limited.
For major contracts with no price revision clauses, the commodity risks are analysed on a case-by-case basis and managed, depending on the case, by negotiating firm price agreements with suppliers, cash-and-carry deals or hedging derivatives based on commodity indexes.
Eurovia has set up a policy to manage bitumen price risks on part of its exposure through short-maturity hedging derivatives (swaps of less than three months on average). This policy applies to small contracts in France with an average length of less than three months and which do not include price revision clauses.
VINCI uses little unprocessed raw material, other than the aggregates produced and used by Eurovia. In 2020, approximately 33% of Eurovia’s aggregates came from Group quarries.

28. Book and fair value of financial instruments by accounting category

The method of measuring the fair value of financial assets and liabilities has not changed since the 31 December 2019 accounts closing date. The following table shows the carrying amount and fair value of financial assets and liabilities in the balance sheet by accounting category as defined in IFRS 9:

31/12/2020	Accounting categories							Fair value			
Balance sheet headings and classes of instrument	Derivatives at fair value through profit and loss	Derivatives designated as hedges	Financial assets measured at fair value through profit or loss	Financial assets measured at fair value through other comprehensive income	Financial assets at amortised cost	Financial liabilities at amortised cost	Total net book value	Level 1: quoted prices and cash	Level 2: internal model using observable factors	Level 3: internal model using non-observable factors	Fair value of the class
Equity instruments	-	-	943	8	-	-	951	841 (*)	-	110	951
Financial assets at amortised cost and PPP financial receivables	-	-	-	-	1,286	-	1,286	-	1,286	-	1,286
I - Non-current financial assets (**)	**-**	**-**	**943**	**8**	**1,286**	**-**	**2,237**	**841**	**1,286**	**110**	**2,237**
II - Derivative financial instruments - assets	**128**	**1,333**	**-**	**-**	**-**	**-**	**1,461**	**-**	**1,461**	**-**	**1,461**
Cash management financial assets	-	-	43	-	-	-	43	-	43	-	43
Financial current accounts - assets	-	-	-	-	95	-	95	95	-	-	95
Cash equivalents	-	-	5,646	-	-	-	5,646	3,785	1,862 (***)	-	5,646
Cash	-	-	6,119	-	-	-	6,119	6,119	-	-	6,119
III - Current financial assets	**-**	**-**	**11,808**	**-**	**95**	**-**	**11,903**	**9,999**	**1,904**	**-**	**11,903**
Total assets	**128**	**1,333**	**12,751**	**8**	**1,381**	**-**	**15,601**	**10,839**	**4,651**	**110**	**15,601**
Bonds						(24,842)	(24,842)	(24,619)	(1,300)	-	(25,920)
Other bank loans and other financial debt						(3,801)	(3,801)	-	(3,976)	-	(3,976)
IV - Long-term financial debt	**-**	**-**	**-**	**-**	**-**	**(28,643)**	**(28,643)**	**(24,619)**	**(5,277)**	**-**	**(29,896)**
V - Derivative financial instruments - liabilities	**(372)**	**(387)**	**-**	**-**	**-**	**-**	**(759)**	**-**	**(759)**	**-**	**(759)**
Other current financial liabilities						(1,569)	(1,569)	-	(1,569)	-	(1,569)
Financial current accounts - liabilities						(42)	(42)	(42)	-	-	(42)
Bank overdrafts						(339)	(339)	(339)	-	-	(339)
VI - Current financial liabilities	**-**	**-**	**-**	**-**	**-**	**(1,950)**	**(1,950)**	**(381)**	**(1,569)**	**-**	**(1,950)**
Total liabilities	**(372)**	**(387)**	**-**	**-**	**-**	**(30,593)**	**(31,352)**	**(25,000)**	**(7,604)**	**-**	**(32,605)**
Total	**(244)**	**946**	**12,751**	**8**	**1,381**	**(30,593)**	**(15,751)**	**(14,161)**	**(2,953)**	**110**	**(17,004)**

(*) Fair value of ADP shares – see Note E.11, “Other non-current financial assets”.
(**) See Note E.11, “Other non-current financial assets” and Note F.14, “PPP financial receivables (controlled companies)”.
(***) Mainly comprising certificates of deposit, term deposits and interest-bearing accounts.

The table below shows the carrying amount and fair value of financial assets and liabilities as reported at 31 December 2019 by accounting category as defined by IFRS 9:

31/12/2019	**Accounting categories**							**Fair value**			
Balance sheet headings and classes of instrument	Derivatives at fair value through profit and loss	Derivatives designated as hedges	Financial assets measured at fair value through profit or loss	Financial assets measured at fair value through other comprehensive income	Financial assets at amortised cost	Financial liabilities at amortised cost	**Total net book value**	Level 1: quoted prices and cash	Level 2: internal model using observable factors	Level 3: internal model using non-observable factors	**Fair value of the class**
Equity instruments	-	-	152	7	-	-	158	1	-	157	158
Financial assets at amortised cost and PPP financial receivables	-	-	-	-	1,366	-	1,366	-	1,366	-	1,366
I - Non-current financial assets(*)	**-**	**-**	**152**	**7**	**1,366**	**-**	**1,525**	**1**	**1,366**	**157**	**1,525**
II - Derivative financial instruments - assets	**208**	**1,058**	**-**	**-**	**-**	**-**	**1,266**	**-**	**1,266**	**-**	**1,266**
Cash management financial assets	-	-	239	-	-	-	239	188	51	-	239
Financial current accounts - assets	-	-	-	-	47	-	47	47	-	-	47
Cash equivalents			3,083				3,083	996	2,087 (**)	-	3,083
Cash			5,174				5,174	5,174	-	-	5,174
III - Current financial assets	**-**	**-**	**8,496**	**-**	**47**	**-**	**8,543**	**6,405**	**2,138**	**-**	**8,543**
Total assets	**208**	**1,058**	**8,648**	**7**	**1,414**	**-**	**11,334**	**6,406**	**4,771**	**157**	**11,334**
Bonds	-	-	-	-	-	(25,094)	(25,094)	(25,012)	(1,407)	-	(26,419)
Other bank loans and other financial debt	-	-	-	-	-	(3,705)	(3,705)	-	(3,779)	-	(3,779)
IV - Long-term financial debt	**-**	**-**	**-**	**-**	**-**	**(28,799)**	**(28,799)**	**(25,012)**	**(5,186)**	**-**	**(30,198)**
V - Derivative financial instruments - liabilities	**(496)**	**(380)**	**-**	**-**	**-**	**-**	**(876)**	**-**	**(876)**	**-**	**(876)**
Other current financial liabilities	-	-	-	-	-	(850)	(850)	-	(850)	-	(850)
Financial current accounts - liabilities	-	-	-	-	-	(31)	(31)	(31)	-	-	(31)
Bank overdrafts	-	-	-	-	-	(911)	(911)	(911)	-	-	(911)
VI - Current financial liabilities	**-**	**-**	**-**	**-**	**-**	**(1,792)**	**(1,792)**	**(942)**	**(850)**	**-**	**(1,792)**
Total liabilities	**(496)**	**(380)**	**-**	**-**	**-**	**(30,591)**	**(31,468)**	**(25,954)**	**(6,912)**	**-**	**(32,867)**
Total	**(288)**	**678**	**8,648**	**7**	**1,414**	**(30,591)**	**(20,134)**	**(19,548)**	**(2,141)**	**157**	**(21,532)**

(*) See Note E.11, "Other non-current financial assets" and Note F.14, "PPP financial receivables (controlled companies)".
(**) Mainly comprising certificates of deposit, term deposits and interest-bearing accounts.

K. Employee benefits and share-based payments

29. Provisions for employee benefits

At 31 December 2020, the part at more than one year of provisions for employee benefits broke down as follows:

(in € millions)	**Note**	**31/12/2020**	**31/12/2019**
Provisions for retirement benefit obligations	29.1	1,628	1,805
Long-term employee benefits	29.2	105	106
Total provisions for employee benefits		**1,733**	**1,911**

29.1 Provisions for retirement benefit obligations

Accounting policies

Provisions are taken on the liabilities side of the consolidated balance sheet for obligations connected with defined benefit retirement plans for both current and former employees (people who have retired and those with deferred rights). These provisions are determined using the projected unit credit method on the basis of actuarial valuations made at each annual balance sheet date. The actuarial assumptions used to determine the obligations vary depending on the economic conditions of the country or monetary zone in which the plan is operated. Each plan's obligations are recognised separately.

Under IAS 19, for defined benefit plans financed under external management arrangements (i.e. pension funds or insurance policies), the surplus or shortfall of the fair value of the assets compared with the present value of the obligations is recognised as an asset or liability in the consolidated balance sheet. That recognition is subject to asset ceiling rules and minimum funding requirements set out in IFRIC 14.

The expense recognised under operating income or loss in each period comprises the current service cost and the effects of any change, reduction or winding up of the plan. The accretion impact recognised on actuarial liabilities and interest income on plan assets are recognised under other financial income and expenses. Interest income from plan assets is calculated using the discount rate used to calculate obligations with respect to defined benefit plans.

The impacts of remeasuring net liabilities relating to defined benefit pension plans are recorded under other comprehensive income. They comprise:

- actuarial gains and losses on obligations resulting from changes in actuarial assumptions and from experience adjustments (the effects of differences between the actuarial assumptions adopted and that which has actually occurred);
- plan asset outperformance/underperformance (i.e. the difference between the effective return on plan assets and the return calculated using the discount rate applied to the actuarial liability); and
- changes in the asset ceiling effect.

At 31 December 2020, provisions for retirement benefit obligations comprised provisions for lump sums on retirement and provisions with respect to obligations for supplementary retirement benefits.

(in € millions)	31/12/2020	31/12/2019
At more than one year	1,628	1,805
At less than one year (*)	60	55
Total provisions for retirement benefit obligations	**1,687**	**1,860**

(*) The part of provisions for retirement benefit obligations that matures within less than one year is shown under "Other current liabilities".

The VINCI Group's main supplementary retirement benefit obligations relate to defined benefit plans, which have the following characteristics:

- For French subsidiaries, these are contractual lump sums paid on retirement (generally based on a percentage of final salary, depending on the employee's length of service and applicable collective agreements), supplementary defined benefit retirement plans of which some of the Group's employees, retired employees and officers are members, and a specific obligation in respect of the Vice-Chairman of VINCI SA's Board of Directors.

Some plans, of which several Group executives are members, are pre-financed through two insurance policies taken out with Cardif and one policy taken out with Allianz. These policies involve active management with reference to composite indexes, and aim to achieve a good balance between the expected return on investments and the associated risks. Sufficient liquidity, in view of the timescale of plan liabilities, is maintained so that pensions and other one-off payments can be met. These plans are closed to new members.

- To cover the liabilities of VINCI's UK subsidiaries and those of Etavis, VINCI Energies' Swiss subsidiary, plans are funded through independent pension funds.

In the UK, defined benefit plans for certain Group employees and former employees give rise to benefits that are mainly based on final salaries. They also provide benefits in the event of death and disability. These plans are closed to new members.

At 31 December 2020, 6,374 people, including 3,141 retired people, were covered by the plans. The average duration of the plans is 19 years. The investment strategy for plan assets is defined by the trustees representing the pension funds. Contribution schedules and the plan's level of funding are determined by the employer and the trustee, based on three-yearly actuarial valuations. Contribution schedules are intended to cover future service costs and any deficit arising from vested rights.

In Switzerland, plans for the Group's employees and former employees (2,547 people at 31 December 2020, of which over 90% are active) are "cash balance" pension plans that guarantee their members a minimum return on their contributions. They provide benefits in the event of death or disability, along with a pension when members stop working. These plans are open to new members. Their duration is around 18 years.

- For German subsidiaries, there are several internal plans within the Group, including so-called "direct promises" plans. These plans provide members with pensions or death and disability benefits. At 31 December 2020, 9,264 individuals were covered by the plans, including 5,668 retired people, 2,112 people working for Group subsidiaries and 1,484 people who were generally still working but no longer working for the Group. Most of these plans were closed at 31 December 2020. Their average duration is 13 years.

Commitments relating to lump sum payments on retirement for manual construction workers in France, which are met by contributions to an outside multi-employer insurance fund (CNPO), are considered as being under defined contribution plans and are therefore recognised as an expense as and when contributions are payable.

The main retirement benefit obligations covered by provisions recognised in the balance sheet are calculated using the following assumptions:

	Eurozone		United Kingdom		Switzerland	
Assumptions	**31/12/2020**	**31/12/2019**	**31/12/2020**	**31/12/2019**	**31/12/2020**	**31/12/2019**
Discount rate	0.80%	0.60%	1.65% - 1.75%	1.85% - 1.95%	0.05%	0.00%
Inflation rate	1.60%	1.60%	2.00% - 2.25% (*) 2.80% - 2.85% (**)	2.10% - 2.25% (*) 3.10% - 3.25% (**)	1.00%	1.30%
Rate of salary increases	2.10% - 4.00%	1.60% - 4.00%	1.00% - 3.00%	1.00% - 3.25%	1.50%	1.80%
Rate of pension increases	1.25% - 2.00%	0.80% - 1.60%	2.60% - 3.45%	2.10% - 5.00%	n/a	n/a

(*) CPI.
(**) RPI.

Discount rates have been determined by geographical area on the basis of the yields on private sector bonds with a rating of AA and whose maturities correspond to the plans' expected cash flow.
The other local actuarial assumptions (economic and demographic assumptions) are set on the basis of the specific features of each of the countries in question.
Plan assets are valued at their fair value at 31 December 2020. The book value at 31 December 2020 is used for assets invested with insurance companies.
On the basis of the actuarial assumptions referred to above, details of the retirement benefit obligations, provisions recognised in the balance sheet, and the retirement benefit expenses recognised in 2020 are provided below.

Result of actuarial valuations in the period

Breakdown by type of obligation

		31/12/2020			31/12/2019		
(in € millions)		**Lump sums paid on retirement in France**	**Pensions, supplementary pensions and other**	**Total**	**Lump sums paid on retirement in France**	**Pensions, supplementary pensions and other**	**Total**
Actuarial liability from retirement benefit obligations		955	2,867	3,822	965	2,978	3,943
Plan assets at fair value		38	2,102	2,140	43	2,047	2,090
Deficit (or surplus)		**917**	**765**	**1,682**	**922**	**931**	**1,853**
Provision recognised under liabilities on the balance sheet	**I**	**917**	**771**	**1,687**	**922**	**939**	**1,860**
Overfunded plans recognised under assets on the balance sheet	II	-	3	3	-	4	4
Asset ceiling effect (IFRIC 14) (*)	III	-	2	2	-	4	4
Total	**I-II-III**	**917**	**765**	**1,682**	**922**	**931**	**1,853**

(*) Effect of asset ceiling rules and minimum funding requirements.

Overall, at 31 December 2020, the proportion of obligations relating to retired beneficiaries was around 30%.

Breakdown by country

		31/12/2020					
(in € millions)		**France**	**Germany**	**United Kingdom**	**Switzerland**	**Other countries**	**Total**
Actuarial liability from retirement benefit obligations		1,199	461	1,482	504	177	3,822
Plan assets at fair value		136	7	1,361	489	147	2,140
Deficit (or surplus)		**1,063**	**453**	**121**	**15**	**30**	**1,682**
Provision recognised under liabilities on the balance sheet	**I**	**1,063**	**453**	**121**	**15**	**36**	**1,687**
Overfunded plans recognised under assets on the balance sheet	II	-	-	-	-	3	3
Asset ceiling effect (IFRIC 14) (*)	III	-	-	-	-	2	2
Total	**I-II-III**	**1,063**	**453**	**121**	**15**	**30**	**1,682**

(*) Effect of asset ceiling rules and minimum funding requirements.

		31/12/2019					
(in € millions)		**France**	**Germany**	**United Kingdom**	**Switzerland**	**Other countries**	**Total**
Actuarial liability from retirement benefit obligations		1,229	487	1,590	456	181	3,943
Plan assets at fair value		154	7	1,328	449	152	2,090
Deficit (or surplus)		**1,074**	**479**	**262**	**7**	**30**	**1,853**
Provision recognised under liabilities on the balance sheet	**I**	**1,074**	**479**	**262**	**7**	**37**	**1,860**
Overfunded plans recognised under assets on the balance sheet	II	-	-	-	-	4	4
Asset ceiling effect (IFRIC 14) (*)	III	-	-	-	-	4	4
Total	**I-II-III**	**1,074**	**479**	**262**	**7**	**30**	**1,853**

(*) Effect of asset ceiling rules and minimum funding requirements.

Change in actuarial liability and plan assets

(in € millions)		2020	2019
Actuarial liability from retirement benefit obligations			
At beginning of period		**3,943**	**2,803**
of which obligations covered by plan assets		*2,673*	*1,724*
Current service cost		91	69
Actuarial liability discount cost		42	64
Past service cost (plan changes and curtailments)		(6)	(3)
Plan settlements		(4)	-
Actuarial gains and losses recognised in other comprehensive income		(22)	460
of which impact of changes in demographic assumptions		*42*	*(19)*
of which impact of changes in financial assumptions		*(32)*	*472*
of which experience gains and losses		*(32)*	*8*
Benefits paid to beneficiaries		(154)	(129)
Employee contributions		13	12
Business combinations		9	593
Disposals of companies and other assets		1	1
Currency translation differences		(91)	72
At end of period	**I**	**3,822**	**3,943**
of which obligations covered by plan assets		*2,585*	*2,673*
Plan assets			
At beginning of period		**2,090**	**1,362**
Interest income during period		27	37
Actuarial gains and losses recognised in other comprehensive income (*)		120	123
Plan settlements		-	-
Benefits paid to beneficiaries		(88)	(70)
Contributions paid to funds by the employer		55	41
Contributions paid to funds by employees		13	12
Business combinations		-	527
Disposals of companies and other assets		-	(3)
Currency translation differences		(77)	63
At end of period	**II**	**2,140**	**2,090**
Deficit (or surplus)	**I-II**	**1,682**	**1,853**

(*) Experience gains and losses corresponding to the observed difference between the actual return on plan assets and a nominal return based on the discount rate for the actuarial liability.

The amounts in the "Business combinations" rows for 2019 relate to VINCI Airports' acquisition of London Gatwick Airport.

VINCI estimates the payments to be made in 2021 in respect of retirement benefit obligations at €94 million, comprising €58 million of benefits to be paid to retired employees or beneficiaries (benefits not covered by plan assets), and €35 million of contributions to be paid to fund managing bodies.
Pension funds are also likely to pay €89 million of benefits to retired employees or their beneficiaries, without any impact on the Group's cash position.

Change in provisions for retirement benefit obligations during the period

(in € millions)	2020	2019
Provisions for retirement benefit obligations recognised under liabilities on the balance sheet		
At beginning of period	**1,860**	**1,472**
Total charge recognised with respect to retirement benefit obligations	95	94
Actuarial gains and losses recognised in other comprehensive income	(142)	337
Benefits paid to beneficiaries by the employer	(65)	(59)
Contributions paid to funds by the employer	(55)	(41)
Business combinations and disposals of companies	9	71
Asset ceiling effect (IFRIC 14) and overfunded plans	-	(23)
Currency translation differences	(14)	10
At end of period	**1,687**	**1,860**

Breakdown of expenses recognised in respect of defined benefit plans

(in € millions)	2020	2019
Current service cost	(91)	(69)
Actuarial liability discount cost	(42)	(64)
Interest income on plan assets	27	37
Past service cost (plan changes and curtailments)	6	3
Impact of plan settlements and other	5	-
Total	**(95)**	**(94)**

Breakdown of plan assets by country and type of investment

The breakdown of plan assets by type of investment is as follows:

	31/12/2020				
	United Kingdom	Switzerland	France	Other countries	Weighted average
Breakdown of plan assets					
Equities	18%	33%	16%	36%	22%
Bonds	26%	40%	29%	31%	30%
Immobilier	9%	20%	5%	7%	11%
Money market securities	5%	7%	1%	1%	5%
Other investments	43%	0%	50%	25%	32%
Total	100%	100%	100%	100%	100%
Plan assets *(in € millions)*	**1,361**	**489**	**136**	**154**	**2,140**
Plan assets by country *(% of total)*	**64%**	**23%**	**6%**	**7%**	**100%**

	31/12/2019				
	United Kingdom	Switzerland	France	Other countries	Weighted average
Breakdown of plan assets					
Equities	22%	32%	14%	36%	25%
Bonds	25%	42%	28%	33%	29%
Property	10%	20%	4%	7%	11%
Money market securities	2%	7%	1%	2%	3%
Other investments	41%	0%	54%	23%	32%
Total	100%	100%	100%	100%	100%
Plan assets *(in € millions)*	**1,328**	**449**	**154**	**159**	**2,090**
Plan assets by country *(% of total)*	**64%**	**21%**	**7%**	**8%**	**100%**

At 31 December 2020, the amount of plan assets listed on active markets (fair value level 1 as defined by IFRS 13) was €1,797 million (€1,733 million at 31 December 2019). During the period, the actual rate of return on plan assets was 9.5% in the UK, 4.4% in Switzerland and 2.4% in France.

Sensitivity analysis

For all post-employment benefit plans for Group employees (lump sums paid on retirement, pensions and supplementary pensions), a 0.5 point fall in the discount rate would increase the actuarial liability by around 8%.

For all pension and supplementary pension plans in force within the Group, a 0.5 point increase in long-term inflation rates would increase the value of obligations by some 4%.

For pension and supplementary pension plans in Switzerland and the UK, sensitivity to mortality rates is calculated based on a one-year reduction in the age of each beneficiary. Applying this assumption increases the corresponding obligation by around 2%.

Expenses recognised in respect of defined contribution plans

In some countries, and more especially in France and Spain, the Group contributes to basic state pension plans, for which the expense recognised is the amount of the contributions called by the state bodies. These state pension plans are considered as being defined contribution plans.

The amounts taken as an expense in the period in respect of defined contribution plans (other than basic state plans) totalled €630 million in 2020 (€641 million in 2019). These amounts include the contributions paid in France to the external multi-employer fund (CNPO) in respect of obligations in regard to lump sums paid on retirement to construction workers.

29.2 Other employee benefits

Provisions for other employee benefits mainly include long-service bonuses and jubilee bonuses.
At 31 December 2020, they amounted to €119 million, including €14 million for the part at less than one year (€120 million including €14 million for the part at less than one year at 31 December 2019).

Long-service bonuses and jubilee bonuses have been calculated using the following actuarial assumptions:

	31/12/2020	31/12/2019
Discount rate	0.80%	0.60%
Inflation rate	1.60%	1.60%
Rate of salary increases	1.60% - 2.60%	1.60% - 2.60%

30. Share-based payments

Accounting policies
The measurement and recognition methods for share subscription plans, Group savings plans and performance share plans, are defined by IFRS 2 "Share-based Payment". The granting of performance shares and share subscription options and offers to subscribe to Group savings plans in France and abroad represent a benefit granted to their beneficiaries and therefore constitute supplementary remuneration borne by VINCI.
Because such transactions do not give rise to monetary transactions, the benefits granted in this way are recognised as expenses in the period in which the rights are acquired, with a corresponding increase in equity. Benefits are measured by an external actuary on the basis of the fair value, at the grant date, of the equity instruments granted.

Benefits arising from grants of performance shares and Group savings plans are implemented as decided by VINCI's Board of Directors after approval at the Shareholders' General Meeting. Since their measurement is not directly linked to operational activity, it has been deemed appropriate not to include the corresponding expense in operating income from ordinary activities, which is an indicator of business lines' performance, but to report it on a separate line, labelled "Share-based payment expense (IFRS 2)", in recurring operating income.

30.1 Performance shares

Performance shares have been granted to certain Group employees and senior executives. Under the corresponding plans, definitive vesting of the shares is conditional on beneficiaries being employed by the Group at the end of the vesting period and on performance conditions being met.

Information on changes in performance share plans currently in force

	2020	2019
Number of shares granted subject to performance conditions at beginning of period	**6,990,596**	**6,733,994**
Shares granted	2,365,032	2,453,497
Shares acquired by beneficiaries	(2,146,234)	(2,012,173)
Shares cancelled	(174,856)	(184,722)
Number of shares granted subject to performance conditions not vested at end of period	**7,034,538**	**6,990,596**

NB: Including the long-term incentive plan granted to the executive company officer.

Information on the features of the performance share plans currently in force

	Plan set up on 09/04/2020	Plan set up on 17/04/2019	Plan set up on 17/04/2018	Plan set up on 20/04/2017
Original number of beneficiaries	3,529	3,271	2,947	2,537
Vesting date of the shares granted	09/04/2023	17/04/2022	17/04/2021	20/04/2020
Number of shares granted subject to performance conditions originally	**2,365,032**	**2,453,497**	**2,349,324**	**2,325,383**
Shares cancelled	(1,800)	(33,035)	(89,555)	(183,724)
Shares acquired by beneficiaries	(915)	(3,980)	(4,030)	(2,141,659)
Number of shares granted subject to performance conditions at end of period	**2,362,317**	**2,416,482**	**2,255,739**	**-**

NB: Including the 2020 long-term incentive plan granted to the executive company officer on 18 June 2020, with shares due to vest on 18 June 2023.

On 4 February 2020, VINCI's Board of Directors decided that 99.69% of the performance shares initially granted under the 2017 plan (i.e. 2,141,659 shares) would vest for beneficiaries having remained with the Group (i.e. 2,283 employees). That percentage reflects the fact that the external performance criterion was not 100% fulfilled: the difference between VINCI's total shareholder return (TSR) between 2017 and 2019 and that of the CAC 40 over the same period was 9.69%, less than the 10% required for the 20% portion of performance shares to be granted in full; the internal performance criterion (covering 80% of the grant) was 100% fulfilled.

On 9 April 2020, VINCI's Board of Directors decided to set up a new performance share plan. After the end of the employee acceptance period, 2,335,592 performance shares had been granted to 3,528 employees (excluding the executive company officer's plan). They will not vest until a three-year period has elapsed, subject to beneficiaries being employed by the Group until the end of the vesting period, and subject to the fulfilment of the following performance conditions:

- an internal economic criterion (65% weighting) consisting of the ratio at 31 December 2022 of return on capital employed (ROCE) to the average weighted average cost of capital (WACC), with each of those indicators calculated as an average over the previous three years (2020, 2021 and 2022). This ratio must be equal to or greater than 1.1 for all performance shares granted to vest. If the ratio is between 1 and 1.1, the number of performance shares that vest will be reduced in proportion and no shares will vest if the ratio is equal to or less than 1;
- an external economic criterion (20% weighting) consisting of the difference, at 31 December 2022, between:
  – the total return on VINCI shares between 1 January 2020 and 31 December 2022;
  – the total return on the CAC 40 index between 1 January 2020 and 31 December 2022.

  Total shareholder returns include dividends.
  The proportion of shares vesting in relation to this external economic criterion will depend on that difference: the proportion will be 100% if the difference is more than or equal to 5% and 50% if it is 0%, with linear interpolation between 0% and 5%, and nil if the difference is negative;
- an external environmental criterion (15% weighting) measured on the basis of the Climate Change score received by VINCI from CDP Worldwide each year in respect of the 2020, 2021 and 2022 financial years, determined as follows:
  – three annual scores in the B band or higher: 100%;
  – two annual scores in the B band or higher: 66%;
  – one annual score in the B band or higher: 33%;
  – no annual scores in the B band or higher: 0%.

Fair value of the performance share plans

The fair value of the performance shares has been calculated by an external actuary at the respective grant dates of the shares on the basis of the following characteristics and assumptions:

	2020 plan (**)	2019 plan	2018 plan	2017 plan
VINCI share price on date plan was announced *(in €)*	76.50	89.68	81.23	73.99
Fair value of performance share at grant date *(in €)*	61.69	74.84	64.12	61.20
Fair value compared with share price at grant date	80.64%	83.45%	78.94%	82.71%
Original maturity (in years) - vesting period	3 years	3 years	3 years	3 years
Risk-free interest rate (*)	−0.44%	−0.40%	−0.32%	−0.29%

(*) Three-year government bond yield in the eurozone.
(**) Excluding the 2020 long-term incentive plan granted to the executive company officer, for which the fair value per performance share at the grant date (18 June 2020) was €73.05.

An expense of €148 million was recognised in 2020 in respect of performance share plans for which vesting is in progress (April 2020, April 2019 and April 2018 plans and end of the April 2017 plan), compared with €139 million in 2019 (April 2019, April 2018 and April 2017 plans and end of the April 2016 plan).

30.2 Group savings plans

VINCI's Board of Directors defines the conditions for subscribing to Group savings plans in accordance with the authorisations given to it by shareholders at the Shareholders' General Meeting.

Group savings plan – France

In France, VINCI issues new shares reserved for employees three times a year at a subscription price that includes a 5% discount against the average stock market price over 20 trading days before the Board of Directors meeting that set the subscription price. Subscribers also benefit from an employer contribution with an annual maximum of €3,500 per person since 1 January 2018, as opposed to a maximum of €2,500 previously. The benefits granted in this way to Group employees are recognised in profit or loss and are valued in accordance with IFRS 2 on the basis of the following assumptions:

- length of subscription period: four months;
- length of lock-up period: five years.

Compared with previous years and due to the Covid-19 crisis, the subscription period of the plan for the first four-month period of 2020 was extended until the end of August. As a result, only two savings plans were proposed to employees in 2020.

The estimated number of shares subscribed to at the end of the subscription period is calculated using a method that apportions individual subscriptions based on historical data observed in relation to the 2017-2019 plans, taking account of the opportunity cost arising from the lock-up period applicable to units in the savings fund.
The opportunity cost arising from the lock-up period is estimated from the point of view of a third party who would use a loan to buy the same number of disposable shares and repay the loan by selling the shares at the end of the lock-up period. The interest rate on that loan is defined as the rate paid by a private individual on an amortising consumer loan as assessed by the Banque de France in the month of assessment. That rate is compared with the risk-free rate on the allotment date.

Group savings plan – France (Tranche)	2020 First four-month period of 2021	Third four-month period of 2020
Subscription price *(in €)*	69.66	79.90
Share price at date of Board of Directors' meeting	71.82	85.64
Estimated number of shares subscribed	1,885,684	459,242
Estimated number of shares issued (subscriptions plus employer contribution)	3,128,584	748,066

Group savings plan – France	2019 First four-month period of 2020 (1 January – 30 April 2020)	Third four-month period of 2019 (1 September – 31 December 2019)	Second four-month period of 2019 (1 May – 31 August 2019)
Anticipated return from VINCI shares	4.31%	4.43%	4.53%
Subscription price *(in €)*	92.83	84.74	71.14
Share price at date of Board of Directors' meeting	96.54	89.58	78.02
Historical volatility of the VINCI share price	18.16%	18.37%	19.88%
Estimated number of shares subscribed	1,342,490	609,281	698,412
Estimated number of shares issued (subscriptions plus employer contribution)	1,908,063	872,096	986,410

In December 2019, VINCI unilaterally made a gross employer contribution of €400 for each employee in France with at least three months' service at 15 December 2019. That contribution was in addition to the existing employer contribution limit of €3,500.

Group savings plan – international

In the first half of 2020, in accordance with authorisations given to the Board of Directors by shareholders at the Shareholders' General Meeting, VINCI initiated new savings plans for the employees of certain foreign subsidiaries. Known as Castor International, the plan covered 39 countries, representing 91% of Group revenue and 84% of the Group's workforce outside France, at 31 December 2020.

The main characteristics of this plan are as follows:
- subscription period: from 18 May to 5 June 2020 for all countries except the United Kingdom (seven successive periods between March and September 2020);
- employer contribution consisting of bonus shares, with delivery deferred for three years where possible, or with immediate delivery but a three-year vesting period;
- no lock-up period beyond the three-year vesting period for bonus shares.

Castor International plan (excluding the UK)	2020	2019	2018	2017
Subscription price *(in €)*	73.41	88.08	84.50	77.67
Closing share price on the last day of the subscription period *(in €)*	90.32	90.28	84.32	78.01
Anticipated dividend pay-out rate	2.51%	2.60%	2.34%	2.32%
Fair value of bonus shares on the last day of the subscription period *(in €)*	83.78	83.60	78.66	72.83

The expense recognised in 2020 for all Group employee savings plans amounted to €92 million (€152 million in 2019), including €39 million in respect of the 2019 unilateral employer contribution.

L. Other notes

31. Related party transactions

The Group's transactions with related parties mainly concern:
- remuneration and similar benefits paid to members of the governing and management bodies;
- transactions with companies over which VINCI exercises significant influence or joint ventures over which VINCI has joint control.

Transactions with related parties are undertaken at market prices.

31.1 Remuneration and similar benefits paid to members of the governing and management bodies

The remuneration of the Group's company officers is determined by the Board of Directors following proposals from the Remuneration Committee.

The table below shows the remuneration and similar benefits, on a full-year basis, granted by VINCI SA and the companies that it controls to persons who, at the balance sheet date are (or, during the period, have been), members of the Group's governing bodies and Executive Committee. The corresponding amounts have been recognised and expensed in 2020 and 2019 as follows:

	Members of governing bodies and the Executive Committee	
(in € thousands)	**2020**	**2019**
Remuneration	13,027	12,567
Employer social contributions	8,404	9,197
Post-employment benefits	2,267	1,240
Termination benefits	1,549	3,483
Share-based payments (*)	10,920	12,185
Remuneration as Board members	1,342	1,266

(*) This amount is determined in accordance with IFRS 2 and as described in Note K.30, "Share-based payments".

The variable portion of remuneration and similar benefits relating to 2020 is an estimate, for which a provision has been taken in the period.

The aggregate amount of retirement benefit obligations (contractual lump sums payable on retirement and supplementary defined benefit plans) in favour of members of the Group's governing bodies and Executive Committee amounted to €88 million at 31 December 2020 (€94 million at 31 December 2019).

31.2 Other related parties

Qatar Holding LLC owned 3.8% of VINCI at 31 December 2020. VINCI Construction Grands Projets (49%) and Qatari Diar Real Estate Investment Company (QD, 51%) jointly own Qatari Diar VINCI Construction (QDVC), which is accounted for under the equity method. This company's corporate object is the development of construction activities in Qatar and international markets. It generated revenue of €167 million in 2020.
Group companies can also carry out work for principals in which QD may have a shareholding.
The Group has normal but non-material business relations with companies in which members of the VINCI Board of Directors are senior executives or directors.
Financial information on companies accounted for under the equity method is given in Note E.10.2, "Aggregated financial information".

32. Statutory Auditors' fees

As recommended by the AMF, this table includes only fully consolidated companies.

	Deloitte 2020				PricewaterhouseCoopers 2020				KPMG 2020 (**)			
(in € millions)	Statutory Auditor (Deloitte & Associés)	Network	Total Deloitte	%	Statutory Auditor (Pricewaterhouse Coopers Audit)	Network	Total PwC	%	Statutory Auditor (KPMG Audit IS)	Network	Total KPMG	%
Certification, half-year limited review of statutory and consolidated financial information												
VINCI SA	0.4	-	0.4	4%	0.4	-	0.4	5%	-	-	-	0%
Fully consolidated subsidiaries	4.8	4.2	9.0	86%	2.3	3.9	6.2	80%	2.5	0.4	2.9	82%
Subtotal	**5.1**	**4.2**	**9.4**	**89%**	**2.7**	**3.9**	**6.6**	**85%**	**2.5**	**0.4**	**2.9**	**82%**
	-	-	-	0%								
Services other than certification of accounts (*)												
VINCI SA	0.5	-	0.5	5%	0.3	-	0.3	4%	-	-	-	1%
Fully consolidated subsidiaries	0.2	0.5	0.6	6%	0.2	0.6	0.8	10%	0.1	0.5	0.6	17%
Subtotal	**0.7**	**0.5**	**1.1**	**11%**	**0.5**	**0.6**	**1.1**	**15%**	**0.1**	**0.5**	**0.6**	**18%**
Total	**5.8**	**4.7**	**10.5**	**100%**	**3.2**	**4.5**	**7.7**	**100%**	**2.6**	**0.9**	**3.5**	**100%**

(*) Services other than certification of accounts include services required by regulations and those provided at the request of controlled entities (contractual audits, comfort letters, audit certificates, agreed procedures, consulting and assignments relating to changes in accounting standards, due diligence procedures for acquisitions, audits of procedures and information systems, and tax services that do not impair auditor independence).
(**) Statutory Auditor for certain Group subsidiaries.

M. Note on litigation

The companies comprising the VINCI Group are sometimes involved in litigation arising from their activities. The related risks are assessed by VINCI and the subsidiaries involved on the basis of their knowledge of the cases, and provisions are taken in consequence as appropriate.

The main legal, administrative or arbitration proceedings that were in progress on or had ended by 31 December 2020 were as follows:

- In relation to the compensation claim commenced by SNCF in March 2011 following the decision handed down on 21 March 2006 by the Conseil de la Concurrence(*) (the French competition authority), which penalised several companies for collusion in relation to civil engineering works at the Magenta and Saint-Lazare Condorcet stations in Paris (EOLE project), the VINCI Group companies reached a settlement with SNCF in March 2016 for the purpose of ending SNCF's claim against them. On 8 March 2016, the Paris Administrative Court noted the reciprocal discontinuance of proceedings and waiver of rights of action between SNCF Mobilités and all VINCI Group companies involved in these proceedings, and dismissed SNCF's claim in respect of the other companies concerned. After SNCF appealed against that decision, the proceedings continued between SNCF and the companies outside the VINCI Group, which had nevertheless had recourse to the Group subsidiaries concerned as guarantors. In a decision on 29 December 2017, the Paris Administrative Appeal Court dismissed SNCF's claim and SNCF appealed against that decision to the Conseil d'Etat, which overturned the dismissal on 22 November 2019 and referred the matter back to the Paris Administrative Appeal Court. In view of the current situation, the VINCI Group considers that this dispute will not have a material effect on its financial situation.

- In a judgment handed down on 17 December 2013, the Paris Regional Court declared time-barred and inadmissible a claim by Région Île-de-France for compensation for the harm it purportedly suffered because of the anti-competitive practices penalised by the Conseil de la Concurrence (*) on 9 May 2007 in relation to the programme to refurbish schools in the Paris region between 1989 and 1996. After that judgment, on 16 November 2015, the *tribunal des conflits* (jurisdiction court) declared the ordinary courts not competent to decide the dispute between the region and various construction companies. More than two years after the jurisdiction court's decision, the region made 88 applications to the Paris Administrative Court relating to 88 school refurbishment contracts, claiming €293 million of damages from 14 companies – including several Group companies – and 11 individuals. In late July 2019, the Paris Administrative Court dismissed the region's claims. The region is appealing against those decisions. The Group takes the view that these proceedings, whose origin dates back more than 20 years and which concerns a claim that was already found to be time-barred in 2013, represent a contingent liability whose impact it is unable to measure.

- In August 2019, after the French government notified its intention to terminate early the concession contract relating to the Notre-Dame-des-Landes, Nantes Atlantique and Saint-Nazaire Montoir airports, Aéroports du Grand Ouest (AGO) twice sought to commence the conciliation procedure provided for in Article 94 of the concession contract. The government refused to comply and, through an order dated 24 October 2019, declared that the concession contract had been terminated for public interest reasons. On 5 December 2019, to safeguard its right to compensation, AGO sent to the government an initial compensation request and, on 6 December 2019, it filed an application to the Nantes Administrative Court to challenge the termination order. In its application, AGO reiterated that it was prepared to commence, as an alternative, a mediation procedure under Article L.213-7 of the French Administrative Justice Code, to try to reach a balanced agreement that would resolve the dispute. AGO has not yet had any response from the French government.

- The Czech Republic's roads and motorways department (RSD) has made several claims against Eurovia CS, a Eurovia subsidiary based in the Czech Republic, as well as other non-Group companies. These claims concern works carried out between 2003 and 2007 in building the D47 motorway. In late 2012, the RSD commenced arbitration and legal proceedings seeking (i) damages for what the RSD alleges was defective work affecting the roads and engineering structures that were built and (ii) the payment of 37 million Czech koruna to take account of the quantity of steel actually used in a bridge. The claim resulted in a judgment ordering Eurovia CS and Strabag to pay 7.4 million Czech koruna plus interest. Regarding the claims relating mainly to defective work, the RSD is currently claiming damages of 3.1 billion Czech koruna, of which Eurovia CS's share would be around 75%. Repairs have been carried out since the start of 2014, costing substantially less than the amount sought by the RSD, and technical assessments are still taking place. In view of the current situation, the Group considers that this dispute will not have a material effect on its financial situation.

- Soletanche Bachy France had submitted a request for arbitration to the International Chamber of Commerce after ACT (Aqaba Container Terminal) terminated a contract for the construction of an extension to a container terminal in the port of Aqaba in Jordan. The company was disputing the grounds for terminating the contract, and was claiming $10 million in damages. ACT contended that it had valid grounds for terminating the contract and that it had incurred additional costs in completing the works, and was counter-claiming $44 million in damages. The arbitration tribunal, in an arbitration award dated 30 August 2017 amended by two awards dated 28 September 2017 and 1 May 2018, dismissed the company's claim and ordered it to pay ACT $38.3 million plus $9.1 million of legal expenses. The company has commenced proceedings to oppose the execution of that decision and against the joint contractors. On 15 December 2020, the Paris Appeal Court confirmed the decision by the Paris Regional Court declaring the arbitration award of 30 August 2017 enforceable. Given the provisions it has set aside, the Group considers, in view of the current situation, that this dispute will not have any material effect on its financial situation.

(*) Now known as the Autorité de la Concurrence.

CONSOLIDATED FINANCIAL STATEMENTS

• On 10 August 2018, the Superintendencia de Industria y Comercio (SIC, the Colombian competition authority) sent a statement of objections to several companies including VINCI Concessions Colombia SAS, Vía 40 SAS and Constructora Conconcreto SAS, and to several natural persons, relating to alleged anticompetitive practices in the competitive tender procedure held in 2015 and 2016 by Colombia's national infrastructure agency ANI with a view to awarding a concession contract for the widening and operation of a road between the cities of Bogotá and Girardot. The concession contract was formed between the ANI and Vía 40 SAS in October 2016. The Group acquired a 50% stake in Vía 40 SAS on 19 December 2016, and it owns a 20% non-controlling stake in Constructora Conconcreto SAS. The companies involved in the procedure disputed the SIC's allegations. After a report was submitted to the authority by the Delegatura para la Protección de la Competencia (Colombia's competition law enforcement body) in early January 2020, the SIC made a decision on 16 June 2020 to discontinue the matter for lack of evidence and not to apply any penalties. Since one of the parties involved in the procedure appealed against the authority's decision, the matter was re-examined and a new decision was made by the SIC on 1 October 2020, definitively confirming the decision of 16 June 2020. The matter is now closed.

• On 6 November 2019, the Metropolitan Municipality of Lima (Peru) commenced arbitration proceedings against Lima Expresa (hereinafter "LimaEx"), the concession holder of the Línea Amarilla motorway, before the International Arbitration Chamber of Paris. The Metropolitan Municipality of Lima's main claim, as concession grantor, relates to the termination of the 12 November 2009 concession contract and to the series of amendments to that contract. On 20 December 2016, the Group acquired 100% of LimaEx through its subsidiary VINCI Highways SAS. LimaEx is contesting the Metropolitan Municipality of Lima's claims based on allegations of bribery prior to the Group's acquisition of LimaEx, and has filed a counterclaim. In addition, as part of three sets of criminal proceedings currently taking place, one against a former official of the Metropolitan Municipality of Lima and two against an ex-mayor of Lima, the public prosecutors have requested that LimaEx's civil liability be invoked. LimaEx is disputing these requests in each set of proceedings. The Group takes the view that these proceedings represent a contingent liability whose impact it is unable to measure.

• On 12 May 2015, VINCI Construction Grands Projets formed a non-incorporated joint venture with Italian company Astaldi. The entity was created for the purpose of carrying out construction works on the new Santiago Airport in Chile under an engineering, procurement and construction contract formed on 18 November 2015 with the concession holder Sociedad Concesionaria Nuevo Pudahuel. VINCI Construction Grands Projets and Astaldi have equal interests in the joint venture. A dispute has arisen between VINCI Construction Grands Projets and Astaldi regarding (i) allegations of mismanagement made by Astaldi against VINCI Construction Grands Projets, which VINCI Construction Grands Projets rejects entirely; and (ii) VINCI Construction Grands Projets' exclusion of Astaldi from the joint venture's governance because of misconduct by Astaldi, which is disputed by Astaldi. Astaldi commenced arbitration proceedings against VINCI Construction Grands Projets on 14 December 2020 before the International Chamber of Commerce. In a letter dated 28 December 2020, Astaldi stated that the amount of its claim was around €150 million. The arbitral tribunal, the seat of which will be in Geneva, has not yet been constituted.

There are no other judicial, administrative or arbitration proceedings, including any proceedings known to the Company, pending or with which it is threatened, that are likely to have, or have had in the last 12 months, a material effect on the financial situation or profitability of the Company and/or Group.

N. Post-balance sheet events

33. Appropriation of 2020 net income

The Board of Directors finalised the consolidated financial statements for the year ended 31 December 2020 on 4 February 2021. These financial statements will only become definitive when approved by the Shareholders' General Meeting to be held on 8 April 2021. A draft resolution will be put to shareholders in that meeting to pay a dividend of €2.04 per share in respect of 2020. That dividend would be paid on 22 April 2021 (ex-date: 20 April 2021).

34. Other post-balance sheet events

Between 31 December 2020 and the date on which the Board of Directors approved the consolidated financial statements (4 February 2021), no other event took place, to the Group's knowledge, that would justify being mentioned under post-balance sheet events.

O. Other consolidation rules and methods

Intragroup transactions

Reciprocal operations and transactions relating to assets, liabilities, income and expenses between companies that are fully consolidated are eliminated in the consolidated financial statements.

Where a fully consolidated Group entity carries out a transaction with a joint venture or associate that is accounted for under the equity method, income and losses resulting from the transaction are only recognised in the Group's consolidated financial statements to the extent of the interest owned by third parties in the joint venture or associate.

Translation of the financial statements of foreign companies and establishments

In most cases, the functional currency of companies and establishments is their local currency.

The financial statements of foreign companies of which the functional currency is different from that used in preparing the Group's consolidated financial statements are translated at the closing rate for balance sheet items and at the average rate for the period for income statement items. Any resulting translation differences are recognised under other comprehensive income. Goodwill relating to foreign entities forms part of the assets acquired and is therefore denominated in the company's functional currency and translated at the exchange rate in force at the balance sheet date.

Foreign currency transactions

Transactions in foreign currency are translated into euros at the exchange rate at the transaction date. Assets and monetary liabilities denominated in foreign currencies are translated at the closing rate. Foreign exchange gains and losses are recognised in income.

Foreign exchange gains and losses arising on loans denominated in foreign currency or on foreign currency exchange rate derivatives qualifying as hedges of net investments in foreign subsidiaries are recorded under currency translation differences in equity.

Business combinations

Under IFRS 3 (amended), the cost of a business combination is the fair value, at the date of exchange, of the assets given, liabilities assumed, and/or equity instruments issued by the acquirer in exchange for control of the acquiree. Contingent price adjustments are included in the cost of the business combination and are measured at fair value at each balance sheet date. From the acquisition date, any subsequent changes to this fair value resulting from events after control was acquired are recognised in profit or loss.

Expenses that are directly attributable to the acquisition, such as professional fees for due diligence and other related fees, are expensed as they are incurred. They are presented in the "Impact of changes in scope and gain/(loss) on disposals of shares" item on the income statement.

Non-controlling interests in the acquiree, where they give their holders present ownership interests in the entity (voting rights, a share of earnings, etc.) and entitle them to a proportionate share of net assets in the event of liquidation, are measured either at their share of the acquiree's net identifiable assets, or at their fair value. This option is applied on a case-by-case basis for each acquisition.

On the date control is acquired, the cost of acquisition is allocated by recognising the identifiable assets acquired and liabilities assumed from the acquiree at their fair value at that date, except for tax assets and liabilities and employee benefits, which are measured according to their reference standard (IAS 12 and IAS 19 respectively) and asset groups classified as held for sale, which are recognised under IFRS 5 at their fair value less costs to sell. The positive difference between the cost of acquisition and the fair value of the identifiable assets and liabilities acquired constitute goodwill. Where applicable, goodwill can include a portion of the fair value of non-controlling interests if the full goodwill method has been selected.

The Group has 12 months from the date of acquisition to finalise the accounting for business combinations.

In the case of a business combination achieved in stages, previously acquired shareholdings in the acquiree are measured at fair value at the date of acquisition of control. Any resulting gain or loss is recognised in profit or loss.

Transactions between shareholders, acquisitions and disposals of non-controlling interests after acquisition of control

In accordance with IFRS 10, acquisitions or disposals of non-controlling interests, with no impact on control, are considered as transactions with the Group's shareholders. The difference between the consideration paid to increase the percentage shareholding in an already-controlled entity and the supplementary share of equity thus acquired is recorded under equity attributable to owners of the parent. Similarly, a decrease in the Group's percentage interest in an entity that continues to be controlled is booked in the accounts as a transaction between shareholders, with no impact on profit or loss. Professional fees and other costs relating to acquisitions and disposals of non-controlling interests that have no impact on control, and any associated tax effects, are recorded under equity. Cash flow related to transactions between shareholders is presented under cash flow (used in)/from financing activities in the consolidated cash flow statement.

Put options granted to non-controlling shareholders

Put options (options to sell) granted to the non-controlling shareholders of certain Group subsidiaries are recognised under other non-current liabilities for the present value of the exercise price of the option and as a corresponding reduction of consolidated equity (non-controlling interest and equity attributable to equity holders of the parent for the surplus, if any).

Report of the Statutory Auditors on the consolidated financial statements

For the year ended 31 December 2020

To VINCI's Shareholders' General Meeting,

1. Opinion

In accordance with our appointment as Statutory Auditors by the shareholders at the Shareholders' General Meeting, we have audited the accompanying consolidated financial statements of VINCI for the year ended 31 December 2020.
In our opinion, the consolidated financial statements give a true and fair view of the financial position, the assets and liabilities, and the results of the Group formed by the persons and entities included in the consolidation, in accordance with the International Financial Reporting Standards as endorsed by the European Union.
The opinion formulated above is consistent with the content of our report to the Audit Committee.

2. Basis of our opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the information that we collected provides a sufficient and appropriate basis for our opinion.
Our responsibilities under those standards are stated in the "Responsibilities of the Statutory Auditors in relation to auditing the consolidated financial statements" section of this report.

Independence

We conducted our audit, in accordance with the independence rules laid out in the French Commercial Code (Code de commerce) and in the code of conduct of the statutory audit profession in France, between 1 January 2020 and the date on which we issued our report, and in particular we did not provide any services forbidden by Article 5, paragraph 1 of Regulation (EU) 537/2014.

3. Justification of our assessments - Key audit matters

The global crisis caused by the Covid-19 pandemic created a particular environment for the preparation and auditing of financial statements for the year. The crisis and the exceptional public health emergency measures had multiple consequences for companies, impacting their business and financing in particular and increasing uncertainty about their future prospects. Some of these measures, such as travel restrictions and remote working, have also affected companies' internal organisation and how audits are conducted.

In this complex and changing environment, as required by Articles L.823-9 and R.823-7 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters, relating to what were, in our professional judgment, the main risks of material misstatement in relation to our audit of the year's consolidated financial statements, and our responses to those risks.

Those assessments were made in the context of our audit of the consolidated financial statements taken as a whole and in the formation of our opinion stated above. We express no opinion on items of the consolidated financial statements taken in isolation.

Recoverable amount of goodwill and intangible assets, along with interests in concession companies accounted for under the equity method

Notes A.2.3, A.3.2, E.9, E.10, F.13, H.17.1 and H.17.3 to the consolidated financial statements

Description of the risk

Goodwill, concession intangible assets and other intangible assets had material net carrying amounts at 31 December 2020, i.e. €11,619 million, €25,886 million and €6,846 million respectively, together equal to 49% of total assets. Those assets may present a risk of impairment losses arising from internal or external factors, such as a deterioration in performance, changes in the economic environment, adverse market conditions, movements in traffic levels and changes in legislation or regulations.
The Group is also exposed to a risk of impairment losses in respect of infrastructure operated by concession companies over which the Group has joint control or significant influence. Interests in those concession companies amounted to €451 million at 31 December 2020.
The Group carries out impairment tests on goodwill, concession intangible assets, other intangible assets and interests in concession companies accounted for under the equity method where there is an indication that an impairment loss has arisen. The recoverable amount is based on a value in use calculation, which is itself based on discounted future cash flow forecasts.
These impairment tests reflected the uncertain macroeconomic outlook caused by the Covid-19 health crisis, and Management's various recovery scenarios.

Determining the recoverable amount of these assets and any impairment losses to be recognised is a key audit matter, given the importance of estimates and the level of judgment required by Management regarding the operational performance and future traffic assumptions, long-term growth rates and discount rates used, and the sensitivity of their measurement to changes in certain assumptions.

Audit work performed

For cash-generating units and intangible assets that are material or present what we regard as a substantial specific risk of impairment losses, we:

- checked the relevance of the approach used to determine the cash-generating units on which the asset impairment tests were carried out;
- familiarised ourselves with the way in which those impairment tests were carried out;
- assessed whether the main assumptions were reasonable in the context of the repercussions of the Covid-19 crisis, particularly regarding changes in operational performance and traffic levels, long-term growth rates and discount rates used, including by examining those rates with our experts and comparing them with our databases.

As regards goodwill, we examined the appropriateness of information provided in the Notes to the consolidated financial statements on the determination of underlying assumptions and sensitivity analyses in view of the appropriate accounting standard.

Recognition of construction contracts

Notes A.2.3, A.3.1, G.16 and H.19.3 to the consolidated financial statements

Description of the risk

VINCI's Contracting business accounts for more than 80% of VINCI's consolidated revenue, and most of the revenue in that business comes from long-term construction contracts.

Construction contract income and expenses are recognised using the stage-of-completion method: the stage of completion and the revenue to be recognised are calculated on the basis of a large number of completion estimates made by monitoring the work performed and taking into account unforeseen circumstances. Adjustments may therefore be made to initial estimates throughout the life of the contracts and may materially affect results.

The Covid-19 health crisis engendered the temporary shutdown of some worksites, a slowing of activity during and following lockdown periods, as well as additional costs. The costs incurred that did not contribute to the entity's progress toward satisfying the performance obligation should not be included in stage-of-completion calculations.

If the estimate of the final outcome of a contract indicates a loss, a provision is made for the loss on completion regardless of the stage of completion, based on the best estimates of income, including, if need be, any rights to additional revenue or claims if these are highly probable and can be reliably estimated.

Determining these completion estimates and the financial impact of any adjustments that may become necessary during the performance of projects and operations is a key audit matter, given the amounts involved and the high level of judgment required on the part of the operational departments of the subsidiaries involved in the determination of these completion estimates.

Audit work performed

We selected projects on the basis of their size, technical complexity and geographical location, and for each selected project, we:

- familiarised ourselves with the procedures and any specific information systems used by the most material subsidiaries involved in recognising revenue and monitoring the corresponding expenditure;
- assessed and tested the design and implementation of key controls adopted in the most material subsidiaries (manual and computerised controls);
- checked that the estimated revenue on completion was consistent with contracts and supplementary agreements signed;
- assessed whether the risks of delays and cost overruns related to the performance of works were properly taken into account, along with estimates of completion costs, and reviewed the contingencies included in the budget and the extent to which disputes were covered;
- checked that the additional (and non-productive) costs engendered by the Covid-19 health crisis have been recognised as expenses for the period and have not been included in the stage-of-completion calculations;
- checked that, if a project is expected to be loss-making on completion, a provision is set aside for the loss on completion including, if need be, any rights to additional revenue or claims if these are highly probable and can be reliably estimated.

Provisions for liabilities and litigation

Notes H.19.3, H.20 and M to the consolidated financial statements

Description of the risk

The Group's companies are sometimes involved in litigation arising from their activities.

Provisions may, as the case may be, be set aside for these liabilities and litigation in accordance with the appropriate accounting standard, and the liabilities and litigation are assessed by VINCI and the subsidiaries concerned based on their knowledge of the matters.

Provisions for litigation (€553 million at 31 December 2020), other current liabilities (€1,235 million at 31 December 2020) and other non-current liabilities (€303 million at 31 December 2020) represented a total amount of €2,091 million at 31 December 2020.

Determining and measuring the recognised provisions for liabilities and litigation is a key audit matter given the amounts involved, the importance of estimates and the level of judgment required by Management in determining those provisions, as regards the likely outcome of the corresponding liabilities and litigation.

Audit work performed

To obtain an understanding of existing liabilities and litigation and the related matters of judgment, we held discussions with the Group's departments, business lines and main subsidiaries. For each of the main liabilities and items of litigation identified, we:

- familiarised ourselves with the procedures used by the Group when ascertaining, documenting and measuring the corresponding provisions;
- corroborated the amount of provisions recognised with the lawyers' replies to our requests for information;
- carried out a critical examination of internal analyses relating to the probability and possible impact of each liability and item of litigation, examining the available information relating to the proceedings (correspondence, claims, judgments, notifications, etc.). In particular, we used our professional judgment to assess the positions adopted by Management, to see where they fell by comparison with risk assessment ranges, and the consistency of those positions over time.

We examined the appropriateness of information provided in the Notes to the consolidated financial statements regarding the main items of litigation identified.

4. Specific verifications

We also verified, in accordance with the professional standards applicable in France and as required by laws and regulations, the information concerning the Group presented in the management report of the Board of Directors.
We have no comments to make as to its fair presentation and its consistency with the consolidated financial statements.
We attest that the consolidated declaration of non-financial performance, required under Article L.225-102-1 of the French Commercial Code, is included in the information relating to the Group provided in the management report of the Board of Directors, it being specified that, in accordance with the provisions of Article L.823-10 of this code, we have not verified the fair presentation and the consistency with the consolidated financial statements of the information provided in this declaration and this information must be subject to a report by an independent third party.

5. Other legal and regulatory verifications or information

Format of consolidated financial statement to be included in the annual financial report

In accordance with section III of Article 222-3 of the General Regulation of the AMF, your Company's Management has informed us of its decision to postpone the application of the single electronic reporting format, as specified in Commission Delegated Regulation (EU) 2019/815 of 17 December 2018, to the financial years starting 1 January 2021. Consequently, this report does not express any conclusions regarding compliance with the required format for consolidated financial statements to be included in the annual financial report referred to in section I of Article L.451-1-2 of the French Monetary and Financial Code.

Appointment of the Statutory Auditors

Deloitte & Associés was appointed as Statutory Auditor of VINCI at the Shareholders' General Meeting of 23 June 1989, taking into account mergers and acquisitions of firms since that date, and PricewaterhouseCoopers Audit was appointed as Statutory Auditor of VINCI at the Shareholders' General Meeting of 17 April 2019.
At 31 December 2020, Deloitte & Associés was in its 32nd year and PricewaterhouseCoopers Audit was in its second year of total uninterrupted engagement.

6. Responsibilities of Management and persons involved in corporate governance in relation to the consolidated financial statements

Management is responsible for preparing consolidated financial statements that present a true and fair view, in accordance with IFRSs as endorsed by the European Union, and for setting up the internal controls it deems necessary for preparing consolidated financial statements that do not contain any material misstatements, whether due to fraud or error.
When preparing the consolidated financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, for presenting in those statements any necessary information relating to its status as a going concern, and for applying the accounting concept of going concern, except where there is a plan to liquidate the Company or discontinue its operations.
The Audit Committee is responsible for monitoring the process of preparing the financial information and for monitoring the effectiveness of internal control and risk management systems, and internal audit systems as the case may be, as regards procedures relating to the preparation and treatment of accounting and financial information.
The consolidated financial statements have been approved by the Board of Directors.

7. Responsibilities of the Statutory Auditors in relation to auditing the consolidated financial statements

Audit objective and procedure

Our responsibility is to prepare a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements, taken as a whole, are free of material misstatement. Reasonable assurance means a high level of assurance, although there is no guarantee that an audit conducted in accordance with professional standards will systematically detect all material misstatements. Misstatements may arise from fraud or error, and are regarded as material when they can reasonably be expected, individually or together, to influence the economic decisions that users of the financial statements take on the basis of those statements.

As stated by Article L.823-10-1 of the French Commercial Code, our audit assignment does not involve guaranteeing the viability of your Company or the quality of its management.

When conducting an audit in accordance with professional standards in France, Statutory Auditors use their professional judgment throughout the audit. In addition:

- they identify and assess the risks that the consolidated financial statements contain material misstatements, whether through fraud or error, define and implement audit procedures to address those risks, and collect information that they regard as sufficient and appropriate as the basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, because fraud may involve collusion, falsification, voluntary omissions, false statements or the circumvention of internal controls;
- they familiarise themselves with the internal controls relevant to the audit, in order to define audit procedures appropriate to the situation in hand, and not in order to express an opinion on the effectiveness of internal control;
- they assess the appropriateness of accounting policies adopted and the reasonableness of accounting estimates made by Management, along with information about those estimates provided in the consolidated financial statements;
- they assess whether Management has applied appropriately the going concern convention and, based on information collected, whether or not there is a material uncertainty arising from events or circumstances likely to call into question the Company's ability to continue as a going concern. That assessment is based on information collected until the date of the auditors' report, although it should be borne in mind that subsequent circumstances or events may call into question the Company's status as a going concern. If the Statutory Auditors conclude that there is a material uncertainty, they draw the attention of those reading their report to information provided in the consolidated financial statements in relation to that uncertainty or, if that information is not provided or is not relevant, they certify the financial statements with reservations or refuse to certify them;
- they assess the overall presentation of the consolidated financial statements and assess whether the consolidated financial statements reflect the underlying operations and events so that they give a true and fair view;
- regarding financial information relating to persons or entities included in the scope of consolidation, they collect the information that they regard as sufficient and appropriate to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for managing, supervising and conducting the audit of the consolidated financial statements and for the opinion expressed on those financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee that includes the extent of audit work and the schedule of work performed, along with the conclusions arising from our work. We also make it aware, as the case may be, of any material internal control weaknesses that we have identified regarding procedures for preparing and treating accounting and financial information.

The information in the report to the Audit Committee includes what we regard as the main risks of material misstatements with respect to the audit of the year's consolidated financial statements, and which are therefore the key audit matters. It is our role to describe those points in the present report.

We also provide the Audit Committee with the declaration provided for by Article 6 of Regulation (EU) 537/2014 confirming our independence, within the meaning of the rules applicable in France, as determined in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the code of conduct of the statutory audit profession in France. As the case may be, we discuss with the Audit Committee any risks to our independence and the safeguard measures applied.

Neuilly-sur-Seine and Paris-La Défense, 8 February 2021
The Statutory Auditors
French original signed by

PricewaterhouseCoopers Audit		Deloitte & Associés	
Bertrand Baloche	Bernard Gainnier	Mansour Belhiba	Amnon Bendavid

This is a free translation into English of the Statutory Auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users.
The Statutory Auditors' report includes information specifically required by European regulations and French law, such as information about the appointment of the Statutory Auditors or verification of the information concerning the Group presented in the management report.
This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Parent company financial statements

Notes to the parent company financial statements

Income statement

(in € millions)	Notes	2020	2019
Revenue		15	20
Reversals of provisions and transfers of expenses		10	8
Other operating income		132	151
Revenue and other income		**157**	**179**
Other purchases and external charges		(88)	(103)
Taxes and levies		(6)	(7)
Wages, salaries and social benefit charges		(53)	(54)
Depreciation and amortisation		(12)	(8)
Provision expense		-	-
Other operating expenses		(1)	(1)
Operating expenses		**(160)**	**(173)**
Share of profit/(loss) of joint operations		-	-
Operating income		**(3)**	**6**
Income from investments in subsidiaries and affiliates		30	2,069
Income from other securities and fixed asset receivables		108	105
Other interest and similar income		367	344
Net income from disposals of marketable securities and treasury shares		1	1
Foreign exchange gains		206	25
Reversals of provisions and transfers of expenses		329	200
Financial income		**1,041**	**2,743**
Expenses related to investments in subsidiaries and affiliates		-	-
Interest paid and similar expenses		(434)	(343)
Net expense on disposal of marketable securities and treasury shares		(3)	(5)
Foreign exchange losses		(65)	(25)
Depreciation, amortisation and provisions		(432)	(252)
Financial expense		**(934)**	**(626)**
Net financial income/(expense)	**8**	**107**	**2,117**
Income from ordinary activities		**105**	**2,123**
Relating to operating transactions		1	1
Relating to capital transactions		1	13
Reversals of provisions and transfers of expenses		-	2
Exceptional income		**2**	**15**
Relating to operating transactions			(2)
Relating to capital transactions		-	(11)
Depreciation, amortisation and provisions		(9)	(2)
Exceptional expense		**(9)**	**(15)**
Net exceptional income/(expense)	**9**	**(7)**	**-**
Income tax expense	**10**	**138**	**140**
Net income for the period		**235**	**2,263**

PARENT COMPANY FINANCIAL STATEMENTS

Balance sheet

Assets

(in € millions)	Notes	31/12/2020	31/12/2019
Intangible assets	1	2	2
Property, plant and equipment	1	14	16
Financial assets	2	35,172	35,485
Treasury shares	3	206	1,282
Deferred expenses	7	41	47
Total non-current assets		**35,435**	**36,833**
Trade receivables and related accounts		419	398
Other receivables		206	139
Treasury shares	3	1,905	1,801
Other marketable securities	6	3,731	1,160
Cash management current accounts of related companies	6	359	855
Cash	6	2,878	2,546
Prepaid expenses	7	356	214
Financial instruments - assets		181	4
Total current assets		**10,035**	**7,118**
Translation differences - assets		261	132
Total assets		**45,731**	**44,083**

Equity and liabilities

(in € millions)	Notes	31/12/2020	31/12/2019
Capital	4	1,471	1,513
Premiums on share issues, mergers, asset contributions	4	11,631	10,982
Statutory reserve		151	150
Other reserves		46	46
Retained earnings		17,541	17,467
Net income for the period		235	2,263
Interim dividends			(439)
Equity	**4**	**31,075**	**31,982**
Other equity			
Provisions	**5**	**464**	**452**
Financial debt	6	13,116	11,087
Other payables		282	140
Deferred income	7	359	227
Financial instruments - liabilities		43	82
Total liabilities		**14,264**	**11,988**
Translation differences - liabilities		392	113
Total equity and liabilities		**45,731**	**44,083**

Cash flow statement

(in € millions)		2020	2019
Operating activities			
Gross operating income		(1)	(6)
Financial and exceptional items		401	2,302
Tax		137	136
Cash flow from operations before tax and financing costs		**537**	**2,432**
Net change in working capital requirement		55	(69)
Total	**I**	**592**	**2,363**
Investing activities			
Operating investments		(2)	(9)
Disposal of non-current assets		2	1
Net operating investments		-	**(8)**
Acquisition of investments and securities		**(181)**	**(2)**
Proceeds from disposal of securities			11
Net financial investments		**(181)**	**9**
Change in other non-current financial assets and treasury shares		(335)	(900)
Total	**II**	**(516)**	**(899)**
Financing activities			
Increases in share capital		247	560
Dividends paid		(273)	(1,504)
of which interim dividends			*(439)*
Total	**III**	**(26)**	**(944)**
Cash flow for the period	**I + II + III**	**50**	**520**
Net financial surplus/(debt) at 1 January		**7,971**	**7,451**
Net financial surplus/(debt) at 31 December		**8,021**	**7,971**

Notes to the parent company financial statements

The financial statements at 31 December 2020 have been prepared in accordance with the general conventions required by France's General Accounting Plan, as resulting from Regulation 2017-03 issued by the Autorité des Normes Comptables (ANC, the French accounting standards authority).
However, in a departure from the French General Accounting Plan and in order to improve the presentation of its financial statements, VINCI reports changes in provisions relating to a given income or expense item on the same line of the income statement as determined by its nature, which may be operating, financial, exceptional or tax.

VINCI's parent company financial statements are are presented in millions of euros, rounded to the nearest million. This may in certain circumstances lead to non-material differences between the sum of the figures and the subtotals that appear in the tables.

A. Key events in the period

1. Financing activities

In April 2020, against the background of the growing coronavirus crisis, VINCI arranged an additional €2.4 billion credit facility with a syndicate of six banking partners. The amount of that facility was increased to €3.3 billion in early May when another five banks joined the syndicate, and its expiry was brought forward to 3 October 2020. The facility was not renewed when it expired.

VINCI exercised its second option to extend the term of its €8 billion long-term credit facility. As a result, it is now due to expire on 7 November 2025 in an amount of €7.7 billion.

In March 2020, VINCI repaid €750 million of bonds issued in March 2012.

In November 2020, VINCI carried out a green bond issue, placing €500 million of zero-coupon notes due to mature in November 2028. The proceeds from the issue will be allocated to projects that have a positive environmental impact.

2. Treasury shares

Under its share buy-back programme, VINCI purchased 3,482,269 shares in the market for €335 million, thus at an average price of €96.09 per share, in the first quarter of 2020. It did not buy back any shares subsequent to these purchases.
On 17 December 2020, VINCI cancelled 25 million treasury shares purchased for €1,118 million in total, thus at an average price of €44.71 per share.

The gross carrying amount of treasury shares thereby fell from €3,083 million at 31 December 2019 to €2,111 million at 31 December 2020, equal to €79.79 per share on average.

At 31 December 2020, VINCI held 26,457,495 of its own shares (i.e. 4.50% of its capital) in treasury. Those shares are either allocated to covering share awards as part of long-term incentive plans and international employee share ownership plans, or intended to be used as payment for acquisitions, sold or cancelled.

3. Payment of the dividend in shares

In the Shareholders' General Meeting of 18 June 2020, VINCI shareholders were given the option of receiving their final 2019 dividend (€1.25 per share) in VINCI shares at a price of €78.71 per share.
That transaction resulted in the creation of 5,359,708 shares and a €422 million increase in the share capital.

4. Subsidiaries and affiliates

In relation to the construction of its new headquarters, VINCI increased the capital of its property investment subsidiaries Hébert-Les Groues and Césaire-Les Groues by €154 million and €26 million, respectively. Those amounts were fully paid up in the first half of 2020.
In the context of the Covid-19 crisis, the Group's subsidiaries did not distribute dividends in 2020, with the exception of VINCI Finance International, which paid dividends in a total amount of €30 million.

B. Notes to the balance sheet

1. Intangible assets and property, plant and equipment

Accounting policies and methods

As a general rule, software, recorded under "Concessions, patents and licences", is amortised over two or three years on a straight-line basis.

Property, plant and equipment is recognised at acquisition cost, including acquisition-related costs. The Company applies Opinion 2004-06, issued by the Conseil National de la Comptabilité (CNC, the French national accounting board), on the definition, recognition and measurement of assets.
Depreciation is calculated on a straight-line basis over an asset's estimated useful life:

Constructions	10 to 40 years
Other property, plant and equipment	3 to 10 years

Property, plant and equipment is used mainly for VINCI SA's operations or those of its subsidiaries.

Gross values

(in € millions)	31/12/2019	Acquisitions	Disposals	31/12/2020
Concessions, patents and licences	12	1	-	13
Total intangible assets	**12**	**1**	**-**	**13**
Land	2	-	-	2
Constructions	15	-	-	15
Other property, plant and equipment and assets under construction	11	1	-	11
Total property, plant and equipment	**28**	**1**	**-**	**28**

Depreciation, amortisation and impairment

(in € millions)	31/12/2019	Expense	Reversals	31/12/2020
Concessions, patents and licences	10	1	-	11
Total intangible assets	**10**	**1**	**-**	**11**
Constructions	4	1	-	5
Other property, plant and equipment	8	1	-	8
Total property, plant and equipment	**12**	**2**	**-**	**13**

2. Financial assets

Accounting policies and methods

Investments in subsidiaries and affiliates are measured at their cost of acquisition. In accordance with Regulation 2004-06, issued by the Comité de la Réglementation Comptable (CRC, the French accounting regulations committee), on the definition and recognition of assets, VINCI includes the associated acquisition expenses in the cost of investments in subsidiaries and affiliates. If this cost is greater than the asset's value in use, an impairment allowance is taken equal to the difference, as an exceptional item.

Value in use is determined on the basis of the portion of the equity represented by the shares. This portion is adjusted if necessary to take account of the cash flow prospects for the companies in question.

Capital gains or losses on disposal of shareholdings are recorded under "Net exceptional income/(expense)".

Gross values

(in € millions)	31/12/2019	Acquisitions	Disposals	Contributions	31/12/2020
Investments in subsidiaries and affiliates	20,891			181	21,072
Receivables connected with investments in subsidiaries and affiliates	14,609	5,185	(5,670)		14,124
Other non-current financial assets	4		(1)		3
Total	**35,505**	**5,185**	**(5,671)**	**181**	**35,199**

Receivables connected with investments in subsidiaries and affiliates are mainly comprised of loans granted by VINCI SA to VINCI Autoroutes and VINCI Airports, as well as to two property investment subsidiaries, Hébert-Les Groues and Césaire-Les Groues.

Impairment allowances

(in € millions)	31/12/2019	Expense	Reversals	31/12/2020
Investments in subsidiaries and affiliates	12	9		20
Receivables connected with investments in subsidiaries and affiliates	4		-	4
Other non-current financial assets	3			3
Total	**19**	**9**	**-**	**27**

3. Treasury shares

Accounting policies and methods

Treasury shares allocated to performance share plans are recognised under "Marketable securities".
In accordance with CRC Regulation 2008-15, a provision is taken as a financial expense during the period in which the beneficiaries' rights vest, whenever an expense becomes probable.

Treasury shares not allocated to plans are recorded under "Other non-current financial assets" at their acquisition cost.
An impairment allowance is recognised as a financial expense if the average stock market price of these shares during the last month of the period is lower than their unit cost.
Shares intended for cancellation are not written down.

Whenever plans are hedged by call options, the premiums paid are recorded under "Marketable securities" when the options hedge performance share plans, or under "Other non-current financial assets" when these options hedge share subscription option plans. In both cases, a provision is recognised whenever an expense becomes probable. Income and expense relating to treasury shares (provisions and gains or losses on disposal) are recognised under "Net financial income/(expense)".

Transactions under the 2019/2020 and 2020/2021 share buy-back programmes:

Gross values

	31/12/2019		Increases: buy-backs		Decreases: disposals and transfers		Reclassifications: transfers between accounts		31/12/2020	
	Unit value in €	Value in €m	Unit value in €	Value in €m	Unit value in €	Value in €m	Unit value in €	Value in €m	Unit value in €	Value in €m
Shares bought back to use in payment or exchange	43.97	1,282			43.97	(1,077)			43.97	206
Shares bought back to be cancelled										
Subtotal non-current financial assets		**1,282**				**(1,077)**				**206**
Shares intended to be transferred to the beneficiaries of performance share and employee share ownership plans	84.44	1,801	96.09	335	75.96	(230)			87.48	1,905
Subtotal current assets		**1,801**		**335**		**(230)**				**1,905**
Total cash transactions on VINCI shares	**61.7**	**3,083**		**335**		**(1,307)**			**79.79**	**2,111**

During 2020:
- VINCI acquired 3,482,269 shares on the market at an average price of €96.09 per share, for a total of €335 million.
- 2,516,473 treasury shares were transferred to beneficiaries of employee share ownership plans, notably in respect of the 2017 Castor International plan and the performance share plan adopted by the Board of Directors on 20 April 2017. These share transfers generated an expense of €189 million, covered by a release for the same amount of provisions previously taken in this respect.

Impairment allowances

A €66 million impairment allowance for treasury shares was recognised at 31 December 2020, based on the average stock market price of VINCI shares in December 2020, i.e. €84.72.

Number of shares

	31/12/2019	Increases: buy-backs	Decreases: disposals and transfers	31/12/2020
Shares bought back to use in payment or exchange	29,162,955		(24,485,079)	4,677,876
Shares bought back to be cancelled	-			-
Subtotal non-current financial assets	**29,162,955**		**(24,485,079)**	**4,677,876**
Shares intended to be transferred to the beneficiaries of performance share and employee share ownership plans	21,328,744	3,482,269	(3,031,394)	21,779,619
Subtotal current assets	**21,328,744**	**3,482,269**	**(3,031,394)**	**21,779,619**
Total cash transactions on VINCI shares	**50,491,699**	**3,482,269**	**(27,516,473)**	**26,457,495**

At 31 December 2020, VINCI held 26,457,495 treasury shares directly (representing 4.50% of the share capital), for a total of €2,111 million or an average of €79.79 per share:

- 21,779,619 shares (€1,905 million) were allocated to covering long-term incentive plans and employee share ownership transactions;
- 4,677,876 shares (€206 million) were intended to be either exchanged as part of acquisition transactions or sold.

4. Equity

(in € millions)	Capital	Share premium	Reserves and retained earnings	Profit or loss	Total
Equity at 31/12/2019	**1,513**	**10,982**	**17,224**	**2,263**	**31,982**
Appropriation of 2019 net income			2,263	(2,263)	-
Dividends paid in respect of 2020	13	409	(693)		(271)
Increases in share capital	7	240			247
Decrease in share capital	(63)		(1,055)		(1,118)
Net income for 2020				235	235
Equity at 31/12/2020	**1,471**	**11,631**	**17,738**	**235**	**31,075**

At 31 December 2020, VINCI's share capital amounted to €1,471 million, represented by 588,519,218 shares with nominal value of €2.50 each, all conferring the same rights.

VINCI has reserves (share premiums, merger and contribution premiums, reserves other than the statutory reserve) of an amount greater than the amount of all the treasury shares it owned directly or indirectly at 31 December 2020.

Dividends paid in 2020 amounted to €693 million, corresponding to the final dividend in respect of 2019 (€1.25 per share); 61% of this amount was paid in VINCI shares.

The share capital increases in 2020, amounting to €669 million, resulted from employee subscriptions to Group savings plans for €247 million, and the partial payment of dividends in shares for €422 million (see section A, "Key events in the period", page 121).

On 17 December 2020, VINCI also cancelled 25 million treasury shares with a purchase price of €1,118 million.

(in € millions)	Number of shares	Capital	Share premiums and other reserves	Total
Employees' subscriptions to Group savings plans	2,921,821	7	240	247
Payment of the dividend in shares	5,359,708	13	408	422
Decrease in share capital	(25,000,000)	(63)	(1,055)	(1,118)
Total	**(16,718,471)**	**(42)**	**(407)**	**(449)**

5. Provisions

Accounting policies and methods

Provisions are recorded in the balance sheet in respect of the Company's obligations to pay supplementary pensions to certain employees or company officers, for the part relating to beneficiaries who are retired. An off-balance sheet commitment is recorded for the portion relating to beneficiaries who have not yet retired.

Retirement benefit obligations (lump sums paid on retirement and supplementary retirement benefit plans) are measured using the prospective actuarial method (the projected unit credit method) on the basis of external assessments made at each period end, for each existing plan.

Other provisions are intended to cover the risks arising from past or present events that are probable at the balance sheet date.
They are estimates as regards their amount and expected period of use.

(in € millions)	31/12/2019	Expense	Reversals		31/12/2020
			Provisions used	No longer needed	
Retirement and other employee benefit obligations	19	-	(5)	-	13
Liabilities in respect of subsidiaries	3	-		-	3
Other provisions	431	231	(215)	-	447
Total	**452**	**231**	**(220)**	**-**	**464**

Provisions for retirement and similar benefit obligations relate solely to beneficiaries who have retired.

Retirement benefit obligations are calculated on the basis of the following actuarial assumptions:

	31/12/2020	31/12/2019
Discount rate	0.8%	0.6%
Inflation rate	1.6%	1.6%
Rate of pension increases	1.6%	0.8% - 1.6%
Rate of salary increases	2.6%	2.6%

Other provisions relate in particular to VINCI's obligation to deliver shares under the performance share plans adopted by the Board of Directors on 17 April 2018, 17 April 2019 and 9 April 2020. Provisions taken in this respect at 31 December 2020, for €172 million, €115 million and €53 million respectively, take account of the estimated probability, at 31 December 2020, that these shares will vest.

6. Net financial (surplus)/debt and derivatives

6.1 Net financial (surplus)/debt

Accounting policies and methods

Marketable securities are recognised at their acquisition cost and an impairment loss is recorded at the period end whenever the cost is higher than the latest net realisable value.

Loans (bonds, bank and intragroup borrowing) are recorded under liabilities at their nominal value. The associated issuance costs are recorded under "Deferred expenses", redemption premiums under assets, and issuance premiums under "Deferred income". These three items are amortised over the length of the loan.
Loans and advances are recognised at nominal value. In the event of a risk of non-recovery, an impairment allowance is recognised.

(in € millions)	2020	2019
Bonds	6,247	6,687
Borrowings from financial institutions	256	277
Accrued interest on bonds	45	67
Long-term financial debt	**6,548**	**7,031**
Borrowings from financial institutions and bank overdrafts	-	-
Other borrowings and financial debt	1,001	800
Cash management current accounts of related companies	5,567	3,256
Short-term financial debt	**6,568**	**4,056**
Total financial debt	**13,116**	**11,087**
Receivables connected to investments in subsidiaries and affiliates and loans	**(14,119)**	**(14,605)**
Marketable securities	(3,774)	(1,128)
Cash management current accounts of related companies	(359)	(855)
Cash	(2,885)	(2,470)
Short-term cash	**(7,018)**	**(4,453)**
Net financial (surplus)/debt	**(8,021)**	**(7,971)**

VINCI's net financial surplus went from €7,971 million at 31 December 2019 to €8,021 million at 31 December 2020.

The decrease in long-term financial debt and receivables connected to investments in subsidiaries and affiliates resulted from refinancing arranged in 2020 (see section A, "Key events in the period", page 362). Financial debt and receivables connected to investments in subsidiaries and affiliates include any related currency translation differences.

The cash management current accounts of related companies, shown under assets and liabilities, represent movements of cash between the holding company and the subsidiaries under the Group's centralised cash management system.

Marketable securities mainly comprise certificates of deposit and money market UCITS with maturities of usually less than three months, whose carrying amount is close to their net asset value.

6.2 Market value of derivatives

Accounting policies and methods
Forward financial instruments and derivative financial instruments are measured at the period end. A provision is recognised in the income statement for any unrealised losses where the instruments are not designated as hedges (isolated open position).
Changes in value are taken to the balance sheet with a balancing entry in suspense accounts.

VINCI uses derivatives to hedge its exposure to market risks in respect of its financial debt and to cover its subsidiaries' hedging needs. At 31 December 2020, the market value of these financial instruments broke down as follows:

(in € millions)	Market value	Notional
Interest rate instruments		
- Interest rate swaps	492	9,867
- Cross-currency swaps	(5)	556
Currency instruments		
- Forward purchases	1	6
- Forward sales	18	2,963
- Cross-currency swaps	14	2,548

7. Other balance sheet items

7.1 Receivables and payables

Accounting policies and methods
Trade receivables are measured at their nominal value. An impairment allowance is recognised if there is a possibility of non-recovery of these receivables.
Receivables and payables denominated in foreign currency are measured at the closing rate. Any gains or losses arising on this translation are recorded in the balance sheet as translation differences. Provisions are taken in respect of any unrealised losses unless specific rules are laid down in the accounting regulations.

Receivables at 31 December 2020

	Gross	Of which	
(in € millions)		Within 1 year	After 1 year
Receivables connected with investments in subsidiaries and affiliates	14,124	495	13,629
Non-current assets	**14,124**	**495**	**13,629**
Trade receivables and related accounts	420	420	
Other receivables	250	250	
Cash management current accounts of related companies	359	359	
Prepaid expenses	356	356	
Current assets	**1,385**	**1,385**	**-**
Total	**15,509**	**1,880**	**13,629**

Payables at 31 December 2020

	Gross	Of which		
(in € millions)		Within 1 year	Between 1 and 5 years	After 5 years
Bonds	6,292	295	1,490	4,507
Amounts owed to financial institutions	256	256		
Borrowings and financial debt	1,000	1,000		
Cash management current accounts of related companies	5,567	5,567		
Financial debt	**13,116**	**7,119**	**1,490**	**4,507**
Trade payables and related accounts	40	40		
Tax, employment and social benefit liabilities	26	26		
Liabilities related to non-current assets and related accounts	2	2		
Other payables	215	215		
Deferred income	359	359		
Other liabilities	**642**	**642**	**-**	**-**
Total	**13,757**	**7,760**	**1,490**	**4,507**

7.2 Accrued income and expense, by balance sheet item

Accrued expenses

(in € millions)	31/12/2020	31/12/2019
Financial debt		
Accrued interest on bonds	45	67
Other payables		
Trade payables and related accounts	30	21
Other tax, employment and social benefit liabilities	16	17
Other liabilities	1	1

Accrued income

(in € millions)	31/12/2020	31/12/2019
Financial assets		
Receivables connected with investments in subsidiaries and affiliates	5	18
Receivables		
Trade receivables and related accounts	404	367
Other	3	4
Cash	35	39

7.3 Deferred expenses

(in € millions)	31/12/2019	New deferrals	Amortisation	31/12/2020
Deferred expenses	47	24	(30)	**41**

The €24 million increase in deferred expenses was due to issuance costs and redemption premiums in respect of new financing arranged during the year (see section A, “Key events in the period”, page 362).

C. Notes to the income statement

8. Net financial income/(expense)

(in € millions)	2020	2019
Income from subsidiaries and affiliates	30	2,069
Net interest income/(expense)	(14)	22
Foreign exchange gains and losses	141	(22)
Provisions and other	(50)	48
Net financial income/(expense)	**107**	**2,117**

Income from investments in subsidiaries and affiliates corresponds to the dividends received from subsidiaries.

The line item “Provisions and other” mainly relates to transactions in treasury shares.

9. Net exceptional income/(expense)

(in € millions)	2020	2019
Gain/(loss) on capital transactions	1	2
- Disposals of property, plant and equipment and intangible assets	-	-
- Disposals/contributions of shares and securities	1	2
Income/(expense) relating to operations	1	(2)
Exceptional provisions	(9)	(1)
Net exceptional income/(expense)	**(7)**	**-**

10. Income tax expense

Accounting policies and methods
Under the group tax regime agreement between VINCI SA and those subsidiaries that are members of the tax group, tax savings made by the tax group connected with the tax losses of some subsidiaries are recognised by the parent company as income for the period.

Provisions for tax taken and reversed are recorded here.

The line item "Income tax expense" records income and expense connected with the group tax regime of which VINCI is the lead company.

There was net tax income of €138 million in 2020, compared with €140 million in 2019.
Tax income in respect of 2020 received from subsidiaries that are members of the tax group amounted to €734 million (€1,250 million in 2019) and the tax expense due by VINCI was €592 million (€1,109 million in 2019).

11. Related companies

11.1 Balance sheet

Balance sheet items at 31 December 2020 in respect of related companies break down as follows:

(in € millions)	
Assets	
Non-current assets	
Investments in subsidiaries and affiliates	21,052
Receivables connected with investments in subsidiaries and affiliates	13,218
Current assets	
Trade receivables and related accounts	414
Other receivables	87
Cash management current accounts of related companies	359
Equity and liabilities	
Borrowings and financial debt	
Other liabilities related to investments in subsidiaries and affiliates	
Cash management current accounts of related companies	5,567
Trade and other operating payables	
Liabilities related to non-current assets and related accounts	-
Trade payables and related accounts	7
Other payables	200

11.2 Income statement

Transactions with related companies recorded in 2020 break down as follows:

(in € millions)	
Financial income	
Cash management current accounts	6
Loans to subsidiaries	108
Dividends (including results of joint ventures)	30
Other	253
Financial expense	
Cash management current accounts	(2)
Other	(33)

12. Off-balance sheet commitments

(in € millions)	31/12/2020	31/12/2019
Sureties and guarantees	258	535
Retirement benefit obligations	37	42
Total	**295**	**577**

The line item "Sureties and guarantees" relates mainly to the guarantees given on behalf of subsidiaries by the parent company in favour of financial institutions or directly to their customers.

Retirement benefit obligations comprise lump sums payable on retirement to the parent company's personnel and supplementary retirement benefits in favour of certain Group employees or company officers in service.

13. Remuneration and employees

Remuneration of executives

Remuneration, including social benefit charges, recognised in respect of members of Group corporate management bodies, for the share borne by VINCI in 2020, breaks down as follows:

(in € thousands)	Members of the Executive Committee	Directors who are not members of the Executive Committee
Remuneration	13,225	-
Remuneration as Board members	-	1,252

Retirement benefit obligations towards members of corporate governing bodies, corresponding to rights vested as at 31 December 2020, break down as follows:

(in € thousands)	Members of the Executive Committee	Directors who are not members of the Executive Committee
Retirement benefit obligations	27,913	7,770

The members of the corporate governing bodies also benefit from performance share plans.

Average numbers employed

The average number of people employed by the Company was 322 (including 261 engineers and managers) in 2020, as opposed to 305 (including 238 engineers and managers) in 2019. In addition, 28 employees on average were seconded to VINCI by subsidiaries or external suppliers in 2020 (including 21 engineers and managers) as opposed to 27 in 2019.

Personal training account (CPF)

In application of CNC Opinion 2004-F relating to the recognition of individual training entitlements, VINCI did not set aside any provisions for these entitlements in the financial statements for the period ended 31 December 2020.
Since 1 January 2015, personal training accounts have been managed by an accredited fund collection agency (OPCA).

D. Post-balance sheet events

14. Appropriation of 2020 income

The Board of Directors finalised the financial statements for the year ended 31 December 2020 on 4 February 2021. These financial statements will only become definitive when approved at the Shareholders' General Meeting to be held on 8 April 2021. A resolution will be put to shareholders in that meeting for the payment of a dividend of €2.04 per share in respect of 2020, representing a total of around €1,153 million on the basis of the number of shares entitling holders to dividends at the date of the meeting of the Board of Directors called to approve the financial statements, i.e. 4 February 2021.

E. Subsidiaries and affiliates at 31 December 2020

The information in the following table reflects only the individual financial statements of the subsidiaries.

(in € millions)	Capital	Reserves and retained earnings before net income appropriation	Share of capital held (%)	Carrying value of shares held		Loans and advances made by VINCI	Sureties and guarantees given by VINCI	Revenue excl. tax in the last financial year	Net income/ (loss) in the last financial year	Dividends received by VINCI
				Gross	Net					
A - Detailed information by entity										
1 - Subsidiaries (at least 50%-owned by VINCI)										
a - French entities										
VINCI Concessions	4,306.9	3,816.0	100%	6,535.9	6,535.9			90.4	51.3	
VINCI Construction	162.8	1,138.7	100%	1,313.3	1,313.3	288.5		21.4	(127.0)	
VINCI Energies	123.1	1,300.6	99.34%	1,041.3	1,041.3			71.2	59.9	
Eurovia	366.4	459.8	100%	1,034.2	1,034.2	0.1		-	(28.6)	
VINCI Immobilier	39.6	132.9	100%	111.4	111.4	148.1		134.1	40.6	
VINCI Colombia	70.0	1.6	100%	70.0	62.0	9.4		-	(8.1)	
VINCI Assurances	-	2.7	99.44%	-	-			13.0	3.0	
Hébert-Les Groues	154.0	(2.3)	100%	154.0	154.0	261.5		-	(0.9)	
Césaire-Les Groues	26.0	(0.1)	100%	26.0	26.0	23.3		-	(0.1)	
b - Foreign entities										
VINCI Deutschland	16.1	20.1	100%	54.2	54.2				168.5	
VINCI Finance International	4,788.7	656.0	100%	4,788.7	4,788.7	4,103.9		-	29.4	30.4
2 - Affiliates (10%- to 50%-owned by VINCI)										
a - French entities										
VINCI Autoroutes	5,237.5	5,230.6	45.91%	5,908.5	5,908.5	6,380.0		12.7	747.5	
b - Foreign entities										
B - Information not broken down by entity										
1 - Subsidiaries not included in paragraph A (at least 50%-owned by VINCI)										
a - French subsidiaries (in aggregate)				31.2	21.9	8.8				
b - Foreign subsidiaries (in aggregate)				2.1	-					
2 - Affiliates not included in paragraph A (10%- to 50%-owned by VINCI)										
a - French companies (in aggregate)				0.4	0.1					
b - Foreign companies (in aggregate)				0.2	-					

NB: The revenue and net income of foreign subsidiaries and affiliates are translated at the closing exchange rates.
Information about affiliates representing less than 1% of VINCI's share capital is aggregated, in accordance with Article R.123-197-2° of the French Commercial Code.

F. Five-year financial summary

	2016	2017	2018	2019	2020
I - Share capital at the end of the period					
a - Share capital *(in € thousands)*	1,473,264	1,478,042	1,493,790	1,513,094	1,471,298
b - Number of ordinary shares in issue (1)	589,305,520	591,216,948	597,515,984	605,237,689	588,519,218
II - Operations and net income for the period *(in € thousands)*					
a - Revenue excluding taxes	13,129	12,102	16,491	17,542	14,941
b - Income before tax, employee profit sharing, amortisation and provisions	4,631,226	327,610	1,246,812	2,173,119	210,878
c - Income tax (2)	(186,628)	(214,558)	(193,370)	(140,157)	(137,359)
d - Income after tax, employee profit sharing, amortisation and provisions	4,744,753	468,877	1,274,680	2,263,108	235,169
e - Earnings for the period distributed	1,163,058	1,357,933	1,481,262	1,132,898	1,152,728 (3)(4)
III - Results per share *(in €)* **(5)**					
a - Income after tax and employee profit sharing and before amortisation and provisions	8.2	0.9	2.4	3.8	0.6
b - Income after tax, employee profit sharing, amortisation and provisions	8.1	0.8	2.1	3.7	0.4
c - Net dividend paid per share	2.10	2.45	2.67	2.04	2.04 (4)
IV - Employees					
a - Average numbers employed during the period	254	267	282	305	322
b - Gross payroll cost for the period *(in € thousands)*	25,887	27,468	28,065	32,348	31,420
c - Social security costs and other social benefit expenses *(in € thousands)*	13,125	16,978	16,994	19,270	19,170

(1) There were no preferential shares in issue in the period under consideration.
(2) Taxes recovered from subsidiaries under tax consolidation arrangements, less VINCI's own tax charge (sign convention = (net income) / net expense).
(3) Calculated on the basis of the number of shares that entitled holders to the interim dividend at 1 January 2020 and/or entitled holders to dividends at the date of approval of the financial statements, i.e. 4 February 2021.
(4) Proposed to the Shareholders' General Meeting of 8 April 2021.
(5) Calculated on the basis of shares outstanding at 31 December.

G. Information on payment periods

In accordance with the Order of 20 March 2017 implementing Article D.441-4 of the French Commercial Code, the tables below show the breakdown of trade payables and trade receivables by maturity at 31 December 2020.

Breakdown of invoices received and due but not paid at the accounts closing date

(in € thousands)	0 days	1 to 30 days	31 to 60 days	61 to 90 days	91 days and above	Total (1 day and above)
A - Number of days overdue						
Number of invoices concerned	64	12	15	7	538	572
Total ex-VAT amount of invoices concerned	417	110	752	12	2,303	3,177
Percentage of total ex-VAT purchases during the period	0.52%	0.14%	0.94%	0.01%	2.86%	3.95%
B - Invoices excluded from paragraph A relating to disputed or unrecognised payables and receivables						
Number of invoices excluded	5					
Total amount of invoices excluded	83					
C - Reference payment periods used (contractual or statutory - Article L.441-6 or Article L.443-1 of the French Commercial Code)						
Payment periods used to calculate late payments	Contractual payment period: 45 days					

Breakdown of invoices raised and due but not paid at the accounts closing date

(in € thousands)	0 days	1 to 30 days	31 to 60 days	61 to 90 days	91 days and above	Total (1 day and above)
A - Number of days overdue						
Number of invoices concerned	87	44	18	8	361	431
Total ex-VAT amount of invoices concerned	8,113	622	5	6	4,116	4,748
Percentage of total ex-VAT purchases during the period	5.44%	0.42%	0.00%	0.00%	2.76%	3.18%
B - Invoices excluded from paragraph A relating to disputed or unrecognised payables and receivables						
Number of invoices excluded	Nil					
Total amount of invoices excluded	Nil					
C - Reference payment periods used (contractual or statutory - Article L.441-6 or Article L.443-1 of the French Commercial Code)						
Payment periods used to calculate late payments	Statutory periods: 45 days after the end of month in which the invoice was raised					

Report of the Statutory Auditors on the parent company financial statements

For the year ended 31 December 2020

To VINCI's Shareholders' General Meeting,

1. Opinion

In accordance with our appointment as Statutory Auditors by the shareholders at the Shareholders' General Meeting, we have audited the accompanying parent company financial statements of VINCI for the year ended 31 December 2020.
In our opinion, the parent company financial statements for the year give a true and fair view of the financial position, the assets and liabilities, and the results of the Company, in accordance with generally accepted accounting principles in France.
The opinion formulated above is consistent with the content of our report to the Audit Committee.

2. Basis of our opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the information that we collected provides a sufficient and appropriate basis for our opinion.
Our responsibilities under those standards are stated in the "Responsibilities of the Statutory Auditors in relation to auditing the parent company financial statements" section of this report.

Independence

We conducted our audit, in accordance with the independence rules laid out in the French Commercial Code (Code de commerce) and in the code of conduct of the statutory audit profession in France, between 1 January 2020 and the date on which we issued our report, and in particular we did not provide any services forbidden by Article 5, paragraph 1 of Regulation (EU) 537/2014.

3. Justification of our assessments - Key audit matters

The global crisis caused by the Covid-19 pandemic created a particular environment for the preparation and auditing of financial statements for the year. The crisis and the exceptional public health emergency measures have had multiple consequences for companies, impacting their business and financing in particular and increasing uncertainty about their future prospects. Some of these measures, such as travel restrictions and remote working, have also affected companies' internal organisation and how audits are conducted.
In this complex and changing environment, as required by Articles L.823-9 and R.823-7 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters, relating to what were, in our professional judgment, the main risks of material misstatement in relation to our audit of the year's parent company financial statements, and our responses to those risks.
Those assessments were made in the context of our audit of the parent company financial statements taken as a whole and in the formation of our opinion stated above. We do not provide a separate opinion on specific items of the parent company financial statements.

Assessment of investments in subsidiaries and affiliates

Note B.2 to the parent company financial statements

Description of the risk

At 31 December 2020, the net carrying amount of investments in subsidiaries and affiliates was €21,072 million, equal to 46% of total assets. They are recognised on the balance sheet at their acquisition cost. Where that cost is greater than the asset's value in use, an impairment allowance is taken equal to the difference, as an exceptional item. Value in use is determined on the basis of the portion of the equity represented by the investments. This portion is adjusted, if necessary, according to the cash flow forecasts of the relevant companies.

Given the extent of the investments in subsidiaries and affiliates on the balance sheet and their sensitivity to changes in the data and assumptions on which Management bases its estimates when determining cash flow forecast adjustments, particularly in the current context of uncertainty surrounding macroeconomic outlooks as a result of the Covid-19 health crisis, we took the view that assessing the value in use of investments in subsidiaries and affiliates was a key audit matter that presented a risk of material misstatement.

Audit work performed
For investments in subsidiaries and affiliates that are material or present a specific risk, we:
- verified, on a test basis, the arithmetic accuracy of the value in use calculations used by the Company and any impairment charges recognised;
- checked that the equity figures used in impairment tests agreed with the financial statements of audited entities and that any adjustments made to equity were based on appropriate documentation;
- checked, on the basis of the information provided to us, that value in use estimates made by management were based on an appropriate justification of the valuation method and figures used.

4. Specific verifications

We also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information provided in the management report of the Board of Directors and in other documents concerning the financial position and parent company financial statements addressed to the shareholders

We are satisfied that the information given in the management report of the Board of Directors and in the documents concerning the financial position and parent company financial statements addressed to the shareholders is fairly stated and agrees with the parent company financial statements.

We attest to the fair presentation and the consistency with the parent company financial statements of the information given with respect to the payment terms referred to in Article D.441-4 of the French Commercial Code.

Information relating to corporate governance

We confirm that the section of the management report of the Board of Directors devoted to corporate governance contains the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code.

As regards the information provided pursuant to the provisions of Article L.22-10-9 of the French Commercial Code on remuneration and benefits paid to and commitments made to the directors and executive officers, we have verified that this information is consistent with the parent company financial statements or the data used to prepare the parent company financial statements, and, where applicable, the information obtained by your Company from companies controlling it or controlled by it. Based on this work, we confirm that this information is accurate and fairly presented.

As regards information relating to items that your Company considered capable of having an impact in the event of a public tender or exchange offer, provided in accordance with Article L.22-10-11 of the French Commercial Code, we have checked that it is consistent with the documents from which it originates and that were sent to us. On the basis of our work, we have no observations to make on that information.

Other information

As required by law, we have satisfied ourselves that information relating to the identity of owners of capital and voting rights has been provided to you in the management report of the Board of Directors.

5. Other verifications or information required under laws and regulations

Format of parent company financial statements to be included in the annual financial report

In accordance with section III of Article 222-3 of the General Regulation of the AMF, your Company's Management informed us of its decision to postpone the application of the single electronic reporting format, as specified in Commission Delegated Regulation (EU) 2019/815 of 17 December 2018, to the financial years starting 1 January 2021. Consequently, this report does not express any conclusions regarding compliance with the required format for parent company financial statements to be included in the annual financial report referred to in section I of Article L.451-1-2 of the French Monetary and Financial Code.

Appointment of the Statutory Auditors

Deloitte & Associés was appointed as Statutory Auditor of VINCI at the Shareholders' General Meeting of 23 June 1989, taking into account mergers and acquisitions of firms since that date, and PricewaterhouseCoopers Audit was appointed as Statutory Auditor of VINCI at the Shareholders' General Meeting of 17 April 2019.

At 31 December 2020, Deloitte & Associés was in its 32nd year and PricewaterhouseCoopers Audit was in its second year of total uninterrupted engagement.

6. Responsibilities of Management and persons involved in corporate governance in relation to the parent company financial statements

Management is responsible for preparing parent company financial statements that present a true and fair view, in accordance with generally accepted accounting principles in France, and for setting up the internal controls it deems necessary for preparing parent company financial statements that do not contain any material misstatements, whether due to fraud or error.

When preparing the parent company financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, for presenting in those statements any necessary information relating to its status as a going concern, and for applying the accounting concept of going concern, except where there is a plan to liquidate the Company or discontinue its operations.
The Audit Committee is responsible for monitoring the process of preparing the financial information and for monitoring the effectiveness of internal control and risk management systems, and internal audit systems as the case may be, as regards procedures relating to the preparation and treatment of accounting and financial information.

The parent company financial statements have been approved by the Board of Directors.

7. Responsibilities of the Statutory Auditors in relation to auditing the parent company financial statements

Audit objective and procedure

Our responsibility is to prepare a report on the parent company financial statements. Our objective is to obtain reasonable assurance about whether the parent company financial statements, taken as a whole, are free of material misstatement. Reasonable assurance means a high level of assurance, although there is no guarantee that an audit conducted in accordance with professional standards will systematically detect all material misstatements. Misstatements may arise from fraud or error, and are regarded as material when they can reasonably be expected, individually or together, to influence the economic decisions that users of the financial statements take on the basis of those statements.
As stated by Article L.823-10-1 of the French Commercial Code, our audit assignment does not involve guaranteeing the viability of your Company or the quality of its management.
When conducting an audit in accordance with professional standards in France, Statutory Auditors use their professional judgment throughout the audit. In addition:

- they identify and assess the risks that the parent company financial statements contain material misstatements, whether through fraud or error, define and implement audit procedures to address those risks, and collect information that they regard as sufficient and appropriate as the basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, because fraud may involve collusion, falsification, voluntary omissions, false statements or the circumvention of internal controls;
- they familiarise themselves with the internal controls relevant to the audit, in order to define audit procedures appropriate to the situation in hand, and not in order to express an opinion on the effectiveness of internal control;
- they assess the appropriateness of accounting policies adopted and the reasonableness of accounting estimates made by Management, along with information about those estimates provided in the parent company financial statements;
- they assess whether Management has applied appropriately the going concern convention and, based on information collected, whether or not there is a material uncertainty arising from events or circumstances likely to call into question the Company's ability to continue as a going concern. That assessment is based on information collected until the date of the auditors' report, although it should be borne in mind that subsequent circumstances or events may call into question the Company's status as a going concern. If the Statutory Auditors conclude that there is a material uncertainty, they draw the attention of those reading their report to information provided in the parent company financial statements in relation to that uncertainty or, if that information is not provided or is not relevant, they certify the financial statements with reservations or refuse to certify them;
- they assess the overall presentation of the parent company financial statements and assess whether the parent company financial statements reflect the underlying operations and events so that they give a true and fair view.

Report to the Audit Committee

We submit a report to the Audit Committee that includes the extent of audit work and the schedule of work performed, along with the conclusions arising from our work. We also make it aware, as the case may be, of any material internal control weaknesses that we have identified regarding procedures for preparing and treating accounting and financial information.

The information in the report to the Audit Committee includes what we regard as the main risks of material misstatements with respect to the audit of the year's parent company financial statements, and which are therefore the key audit matters. It is our role to describe those points in the present report.

We also provide the Audit Committee with the declaration provided for by Article 6 of Regulation (EU) 537/2014 confirming our independence, within the meaning of the rules applicable in France, as determined in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the code of conduct of the statutory audit profession in France. As the case may be, we discuss with the Audit Committee any risks to our independence and the safeguard measures applied.

Neuilly-sur-Seine and Paris-La Défense, 10 February 2021
The Statutory Auditors
French original signed by

PricewaterhouseCoopers Audit		Deloitte & Associés	
Bertrand Baloche	Bernard Gainnier	Mansour Belhiba	Amnon Bendavid

This is a free translation into English of the Statutory Auditors' report on the parent company financial statements issued in French and it is provided solely for the convenience of English-speaking users.
The Statutory Auditors' report includes information specifically required by European regulations and French law, such as information about the appointment of the Statutory Auditors or verification of the information concerning the Group presented in the management report.
This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Special report of the Statutory Auditors on regulated agreements

To the Shareholders,

In our capacity as Statutory Auditors of your Company, we hereby report to you on regulated agreements.

The terms of our engagement require us to communicate to you, based on the information provided to us, the principal terms and conditions of those agreements brought to our attention, or which we may have discovered in the course of our audit, as well as the reasons put forward for their benefit to the Company, without having to express an opinion on their usefulness and appropriateness or identify such other agreements, if any. It is your responsibility, pursuant to Article R.225-31 of the French Commercial Code, to assess the advantages of these agreements for the purpose of approving them.

Our role is also to provide you with the information stipulated in Article R.225-31 of the French Commercial Code relating to the implementation during the past financial year of any agreements previously approved at the Shareholders' General Meeting.

We have carried out the procedures we considered necessary in accordance with the professional guidelines of the Compagnie Nationale des Commissaires aux Comptes (CNCC, the representative body of the statutory audit profession in France) relating to this engagement.

Agreements submitted for approval at the Shareholders' General Meeting

Agreements authorised and executed during the past financial year
We hereby inform you that we have not been advised of any agreements that were authorised and executed during the past financial year and that must be submitted for approval at the Shareholders' General Meeting in application of the provisions of Article L.225-38 of the French Commercial Code.

Agreements previously approved at the Shareholders' General Meeting

Agreements approved during previous financial years that remained in force during the past financial year
We hereby inform you that we have not been advised of any agreements previously approved at the Shareholders' General Meeting that remained in force during the past financial year.

Neuilly-sur-Seine and Paris-La Défense, 8 February 2021
The Statutory Auditors
French original signed by

PricewaterhouseCoopers Audit

Bernard Gainnier Bertrand Baloche

Deloitte & Associés

Mansour Belhiba Amnon Bendavid

Persons responsible for the Universal Registration Document

1. Statement by the person responsible for the Universal Registration Document

"I declare, having taken all due care, that to the best of my knowledge, the information presented in this Universal Registration Document gives a true and fair view and that there are no omissions likely to materially affect the meaning of the said information.

"I confirm that, to the best of my knowledge, the financial statements have been prepared in compliance with the applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and results of the Company and all consolidated entities. I also confirm that the Report of the Board of Directors that starts on page 119 presents a true and fair view of business developments, the results and the financial position of the Company and all consolidated entities, as well as a description of the principal risks and uncertainties that they face."

Xavier Huillard, Chairman and Chief Executive Officer, VINCI

2. Statutory Auditors

PricewaterhouseCoopers Audit
63 rue de Villiers
92200 Neuilly sur Seine
France
(Bertrand Baloche and Bernard Gainnier)

First appointed: 17 April 2019
Current term of office ends at the close of the Shareholders' General Meeting called to approve the financial statements for the year ending 31 December 2024.

Deloitte & Associés
6 place de la Pyramide
92908 Paris La Défense Cedex
France
(Mansour Belhiba and Amnon Bendavid)

First appointed: 23 June 1989
Current term of office ends at the close of the Shareholders' General Meeting called to approve the financial statements for the year ending 31 December 2024.

The Company's Statutory Auditors are registered with the Compagnie Nationale des Commissaires aux Comptes (the official French statutory auditors' representative body) and are subject to the authority of the Haut Conseil du Commissariat aux Comptes (the French public authority charged with the supervision of the statutory audit profession).

3. Persons responsible for financial information

Christian Labeyrie, Executive Vice-President and Chief Financial Officer and member of the Executive Committee (+33 1 47 16 35 23).
Pierre Duprat, Vice-President, Corporate Communications and member of the Executive Committee (+33 1 47 16 44 06).
Jocelyne Vassoille, Vice-President, Human Resources and member of the Executive Committee (+33 1 47 16 37 58).
Patrick Richard, General Counsel, Secretary to the Board of Directors and member of the Executive Committee (+33 1 47 16 31 05).

4. Information incorporated by reference

In application of Regulation (EU) 2017/1129 of the European Parliament and of the Council, the following information referred to in this Universal Registration Document is deemed to have been provided thereby:

- the amendment to the 2019 universal registration document (https://www.vinci.com/publi/vinci/amendement-deu-2019-fr-17-04-2020-en.pdf) filed with the AMF on 17 April 2020 under the number D.20-009-A01, without any impact on the consolidated financial statements or parent company financial statements for financial year 2019;

- the 2019 IFRS consolidated financial statements and the 2019 parent company financial statements prepared in accordance with the rules applicable in France, the associated reports of the Statutory Auditors, and sections 9 and 10 of the cross-reference table shown on pages 272-344, 349-363 and 370-371 respectively of the 2019 universal registration document (https://www.vinci.com/publi/vinci/2019-vinci-annual-report.pdf) filed with the AMF on 2 March 2020 under the number D.20-0090;

- the 2018 IFRS consolidated financial statements and the 2018 parent company financial statements prepared in accordance with the rules applicable in France, the associated reports of the Statutory Auditors, and sections 9 and 10 of the cross-reference table shown on pages 262-336, 341-355 and 362-363 respectively of the 2018 registration document (https://www.vinci.com/publi/vinci/2018-vinci-annual-report.pdf) filed with the AMF on 27 February 2019 under the number D.19-0079.

5. Documents available for public consultation

All the documents defined in Article L.451-1-2 of the French Monetary and Financial Code and Article 221-3 of the General Regulation of the AMF are available on the Company's website (www.vinci.com).
VINCI's Articles of Association may be consulted at the Company's registered office at 1 cours Ferdinand de Lesseps, 92500 Rueil Malmaison, France (+33 1 47 16 31 05) and on the Company's website (www.vinci.com).

Cross-reference table for the Universal Registration Document

The table below lists the items required by Annex 1 to Commission Delegated Regulation (EU) 2019/980 of 14 March 2019 and indicates the page references for the corresponding information within this Universal Registration Document.

Cross-reference table for the annual financial report

To help read this Universal Registration Document, the following cross-reference table identifies the main information in the annual financial report that must be disclosed by listed companies in compliance with Article L.451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the Autorité des Marchés Financiers (AMF, the French securities regulator).

Cross-reference table for workforce-related, social and environmental information

Introduction to the Universal Registration Document	Page in the Universal Registration Document	Non-financial performance statement
Non-financial performance statement	14-15	Description of the Company's business model, or, where applicable, the business model of the group of Companies for which the Company prepares consolidated financial statements
	24-33	Brief description of the main policies applied by the Company or the group of companies and the results of these policies
	170-183	Description of the main risks related to the activities of the Company or group of companies
	184-272	Description of the policies applied by the Company or the group of companies and the results of these policies, including the key performance indicators

Sections of chapter E of the Report of the Board of Directors, "Workforce-related, social and environmental information"	Page in the Universal Registration Document	Non-financial performance statement	Global Reporting Initiative indicator (by code)
Performance sociale			
Employees			
Workforce	187-188	Workforce by gender, age and geographical area	GRI 102-4, GRI 102-7, GRI 102-8, GRI 401-1, GRI 405-1
Types of employment contract, and changes	188	Types of employment contract	GRI 401-1
Organisation of work	188-189	Hours worked and absenteeism	GRI 401-1
Recruitment and departures	189-190	Recruitment and redundancies	GRI 401-1
Health, safety and security of employees, temporary staff and subcontractors			
General health and safety policy	190	Health and safety conditions in the workplace	GRI 102-14
Health and safety of employees	190-191	Health and safety conditions in the workplace Occupational accidents, particularly their frequency and severity, and occupational illnesses	GRI 403
Health and safety of temporary staff and subcontractors	191	Health and safety conditions in the workplace Occupational accidents, particularly their frequency and severity, and occupational illnesses	GRI 403
Employee security	193	Health and safety conditions in the workplace	GRI 102-14
Employability and skills development			
General employability and skills development policy	194	Training policies implemented	GRI 404-2, GRI 404-3
Skills development and training	194-196	Total hours of training	GRI 404-1, GRI 412-2
Remuneration and sharing the benefits of performance	196-198	Remuneration, its changes and employee share ownership	GRI 105-35, GRI 102-36, GRI 102-37, GRI 401-2, GRI 405-2
Social dialogue			
General policy regarding social dialogue	198-199	Organisation of social dialogue, employee notification, negotiation and consultation procedures	GRI 402-1
Measures taken to promote social dialogue, and their results	199-200		
Inclusion and diversity			
General inclusion and diversity policy	200-201	Non-discrimination policy	GRI 405-1
Measures to promote gender equality	201-202	Measures to promote gender equality	
Measures to promote the employment of people with disabilities	202-203	Measures to promote the employment and social integration of people with disabilities	
Social performance			
Socio-economic contribution to regions			
Measuring the Group's socio-economic footprint	203-204	Impact of the Company's business on employment and the local economy	GRI 203-2
Measures put in place to maintain social cohesion in communities and develop employment	204-208	Professional integration of the long-term unemployed in France, support for economic initiatives and actions of foundations	GRI 203-1
General policy relating to dialogue with stakeholders	208	Relations with the Company's stakeholders and methods used to maintain dialogue with them	GRI 102-21, GRI 102-42, GRI 102-43, GRI 102-44
General policy relating to dialogue with customers and end users	208-209		GRI 102-42, GRI 102-43, GRI 102-44, GRI 413-1
Relations with suppliers and subcontractors			
Approach to promote responsible purchasing	210-211	Integration of social and environmental criteria in purchasing	GRI 102-9, GRI 204
Sustainable and long-lasting relationships with local suppliers and subcontractors	211	Encouraging suppliers and subcontractors to promote sustainability principles	GRI 204, GRI 414-1
Taking social and environmental criteria into account in purchases	212-213	Integration of social and environmental criteria in purchasing	GRI 204, GRI 414-1

Sections of chapter E of the Report of the Board of Directors, "Workforce-related, social and environmental information"	Page in the Universal Registration Document	Non-financial performance statement	Global Reporting Initiative indicator (by code)
Respect for human rights			
General approach to human rights	213	Initiatives to promote human rights, particularly those included in the fundamental conventions of the International Labour Organisation (ILO)	GRI 102-13, GRI 406-1, GRI 407, GRI 408-1, GRI 409-1, GRI 411-1, GRI 412, GRI 413-1
Business ethics			
General approach to business ethics	214	Initiatives to prevent corruption	GRI 102-16, GRI 102-17, GRI 205-2
Measures to promote business ethics	214-215	Measures in place to prevent corruption	GRI 205-1, GRI 205-2
Tax measures put in place	215-216	Policies implemented with regard to tax matters	GRI 207-1
Environmental performance			
New environmental ambition			
Internal governance	217	Company organisation to take into account environmental issues and any environmental assessments or certification	GRI 102-18
Turning risk management into opportunity	217-218	Resources devoted to preventing environmental risks and pollution	GRI 102-33, GRI 102-34, GRI 103-3
Environmental reporting coverage and scope	218	Company organisation to take into account environmental issues and any environmental assessments or certification	GRI 102-45, GRI 102-46, GRI 102-47, GRI 102-56
Employee awareness initiatives	219-220	Training policies implemented, particularly in the area of environmental protection	-
Dialogue with stakeholders	220	Partnerships and sponsorship	GRI 102-43
Environmental solutions	220-221	-	-
Acting for the climate			
Ambition to address climate change	221-222	Voluntary medium- and long-term greenhouse gas reduction targets and the resources deployed to achieve them	GRI 305-5
Measures to address and adapt to climate change	222	Measures taken to adapt to the consequences of climate change	-
Cross-business action plans	222-226	-	GRI 305-4
Energy consumption	227-228	Energy consumption, measures to improve energy efficiency and the use of renewable energy	GRI 302-1, GRI 302-3, GRI 302-4, GRI 302-5
Use of renewable energy	228		-
Greenhouse gas emissions	228-230	Significant sources of greenhouse gas emissions produced from the Company's activities, particularly through the use of the goods and services that it produces	GRI 305-1, GRI 305-2, GRI 305-3
Optimising resources thanks to the circular economy			
Ambition to promote the circular economy	230-231	Measures to prevent, recycle, reuse and otherwise recover or process waste	GRI 103-1
Circular economy actions	231-234		
Responsible sourcing	231-232	Raw materials consumption and measures to improve the efficiency of their use	GRI 301-1
Improving waste sorting and recovery	232-234	Measures to prevent, recycle, reuse and otherwise recover or process waste	GRI 306-2
Materials recycling	234		GRI 301-2
Circular economy solutions	234-235	-	-
Preserving natural environments			
Ambition to preserve natural environments	235-236	Measures to preserve or restore biodiversity	GRI 103-1, GRI 304-2
Actions to preserve natural environments	236-242	Measures to prevent, reduce and remediate air, water and soil pollution seriously affecting the environment	
		Consideration of all forms of pollution specific to a given activity, particularly noise and light pollution	
		Land use	
Pollution and incidents	237-238	Consideration of all forms of pollution specific to a given activity, particularly noise and light pollution	-
Water and aquatic environments	238-239	Water consumption and supply	GRI 303-3, GRI 303-5
Biodiversity preservation	240-242	Measures to preserve or restore biodiversity	GRI 304-2, GRI 304-3
Solutions for preserving natural environments	242-244	-	-

TCFD cross-reference table for environmental information

Task Force on Climate-related Financial Disclosures (TCFD) recommendations	Sections of chapter E of the Report of the Board of Directors, "Workforce-related, social and environmental information"	Page in the Universal Registration Document
Governance		
Oversight of climate-related risks and opportunities by the Board of Directors	3.1.1.1 Internal governance	217
Management's role in assessing and managing climate-related risks and opportunities	3.1.1.1 Internal governance	217
Strategy		
Climate-related risks and opportunities identified over the short, medium, and long term	3.2 Acting for the climate 4.5.1 Mapping of the Group's major risks	221-222, 261-263
Impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	Chapter D: 2.5 Environmental risks 3.2 Acting for the climate	176-177 221-222
Resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	3.2 Acting for the climate 4.5.1 Mapping of the Group's major risks	221-222, 261-263
Risk management		
Processes for identifying and assessing climate-related risks	3.2 Acting for the climate	221-230
Processes for managing climate-related risks	Chapter D: Risk factors and management procedures 4.5 Duty of vigilance with regard to the environment	170-183, 261-268
Integration of processes for identifying, assessing, and managing climate-related risks into the organisation's overall risk management	Chapter D: Risk factors and management procedures 4.5 Duty of vigilance with regard to the environment	
Metrics and targets		
Metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	3.2.2 Measures to address and adapt to climate change 3.2.3 Monitoring performance	222-226, 227-230
Greenhouse gas emissions (Scopes 1, 2 and 3) and the related risks	3.2.3 Monitoring performance	227-230
Targets used by the organisation to manage climate-related risks and opportunities and performance by the Company against targets	3.2.1 VINCI 2030 Ambition	222

SASB cross-reference table for workforce-related, social and environmental information

Sustainability Accounting Standards Board (SASB) topic	Sections of chapter E of the Report of the Board of Directors, "Workforce-related, social and environmental information"	Page in the Universal Registration Document
Environmental impacts of project development		
Number of incidents of non-compliance with environmental permits, standards, and regulations	3.1.1.2 Turning risk management into opportunity	217-218
Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	3.1.1.2 Turning risk management into opportunity 4.5.1 Mapping of the Group's major risks 4.5.4 Group alert mechanisms and processing of reports	217-218, 261-263, 268
Structural integrity & safety		
Amount of defect- and safety-related rework expenses for Group projects	1.2 Health, safety and security of employees, temporary staff and subcontractors	190-193
Amount of legal and regulatory fines and settlements associated with defect- and safety-related incidents on Group projects	M. Note on litigation (Notes to the consolidated financial statements)	351-352
Workforce health & safety		
Total recordable injury rate (TRIR) and fatality rate for direct employees and contract employees	1.2 Health, safety and security of employees, temporary staff and subcontractors	190-193
Lifecycle impacts of buildings & infrastructure		
Number of commissioned projects certified to a multi-attribute sustainability standard and active projects seeking such certification	3.1.1.2 Turning risk management into opportunity 3.1.4 Environmental solutions	217-218, 220-221
Description of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	3.1.4 Environmental solutions 3.2.2.2 Reducing the Group's indirect emissions scope	220-221, 224-226
Climate impacts of business mix		
Backlog for hydrocarbon-related projects and renewable energy projects	3.1.1.2 Turning risk management into opportunity 4.5.1 Mapping of the Group's major risks	217-218, 261-263
Amount of backlog cancellations associated with hydrocarbon-related projects	-	-
Amount of backlog cancellations associated with non-energy projects as part of climate change mitigation efforts	-	-
Business ethics		
Number of active projects and backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	2.4 Business ethics 4.4 Duty of vigilance with regard to human rights	214-216, 253-261
Amount of legal and regulatory fines and settlements associated with charges of bribery or corruption and anti-competitive practices	-	-
Description of policies and practices for prevention of corruption and bribery and anti-competitive behaviour in the project bidding processes	2.4 Business ethics 4.4 Duty of vigilance with regard to human rights 4.6 The Group's system for whistleblowing, alerts and the processing of reports	214-216, 253-261, 269

GLOSSARY

Cash flows from operations before tax and financing costs (Ebitda): Ebitda corresponds to recurring operating income adjusted for additions to depreciation and amortisation, changes in non-current provisions and non-current asset impairment, gains and losses on asset disposals. It also includes restructuring charges included in non-recurring operating items.

Concession subsidiaries' revenue from works done by non-Group companies: this indicator relates to construction work done by concession companies as programme manager on behalf of concession grantors. Consideration for that work is recognised as an intangible asset or financial asset depending on the accounting model applied to the concession contract, in accordance with IFRIC 12 "Service Concession Arrangements". It excludes work done by Contracting business lines.

Cost of net financial debt: the cost of net financial debt comprises all financial income and expense relating to net financial debt as defined below. It therefore includes interest expense and income from interest rate derivatives allocated to gross debt, along with financial income from investments and cash equivalents. The reconciliation between this indicator and the income statement is detailed in the notes to the Group's consolidated financial statements.

Ebitda margin, Ebit margin and recurring operating margin: ratios of Ebitda, Ebit, or recurring operating income to revenue excluding concession subsidiaries' revenue from works done by non-Group companies.

Free cash flow: free cash flow is made up of operating cash flow and growth investments in concessions and public-private partnerships (PPPs).

Like-for-like revenue growth: this indicator measures the change in revenue at constant scope and exchange rates.
- Constant scope: the scope effect is neutralised as follows.
  - For revenue in year Y, revenue from companies that joined the Group in year Y is deducted.
  - For revenue in year Y–1, the full-year revenue of companies that joined the Group in year Y–1 is included, and revenue from companies that left the Group in years Y–1 and Y is excluded.
- Constant exchange rates: the currency effect is neutralised by applying exchange rates in year Y to foreign currency revenue in year Y–1.

Net financial surplus/debt: this corresponds to the difference between financial assets and financial debt. If the assets outweigh the liabilities, the balance represents a net financial surplus, and if the liabilities outweigh the assets, the balance represents net financial debt. Financial debt includes bonds and other borrowings and financial debt (including derivatives and other liabilities relating to hedging instruments). Financial assets include cash and cash equivalents and assets relating to derivative instruments.
Until 31 December 2018, financial debt included liabilities consisting of the present value of lease payments remaining due in respect of finance leases as defined by IAS 17 (€166 million at 31 December 2018). On 1 January 2019, IAS 17 was replaced by IFRS 16, which specifies a single method for recognising leases. The Group now recognises a right to use under non-current assets, along with a liability corresponding to the present value of lease payments still to be made. That liability is not included in net financial surplus/debt as defined by the Group, and is presented directly on the balance sheet.

Non-recurring operating items: non-recurring income and expense mainly includes goodwill impairment losses, restructuring charges and income and expense relating to changes in scope (capital gains or losses on disposals of securities and the impact of changes in control).

Operating cash flow: operating cash flow is a measurement of cash flows generated by the Group's ordinary activities. It is made up of Ebitda, the change in operating working capital requirement and current provisions, interest paid, income taxes paid, dividends received from companies accounted for under the equity method, operating investments net of disposals and repayments of lease liabilities and the associated financial expense. Operating cash flow does not include growth investments in concessions and public-private partnerships (PPPs).

Operating income: this indicator is included in the income statement. Operating income is calculated by taking recurring operating income and adding non-recurring income and expense (see below).

Operating income from ordinary activities (Ebit): this indicator is included in the income statement.
Ebit measures the operational performance of fully consolidated Group subsidiaries. It excludes share-based payment expense (IFRS 2), other recurring operating items (including the share of the profit or loss of companies accounted for under the equity method) and non-recurring operating items.

Order book
- In the Contracting business (VINCI Energies, Eurovia, VINCI Construction), the order book represents the volume of business yet to be carried out on projects where the contract is in force (in particular after service orders have been obtained or after conditions precedent have been met) and financed.
- At VINCI Immobilier, the order book corresponds to the revenue, recognised on a progress-towards-completion basis, that is yet to be generated on a given date with respect to property sales confirmed by a notarised deed or with respect to property development contracts on which the works order has been given by the project owner.

Order intake
- In the Contracting business lines (VINCI Energies, Eurovia, VINCI Construction), a new order is recorded when the contract has been not only signed but is also in force (for example, after the service order has been obtained or after conditions precedent have been met) and when the project's financing is in place. The amount recorded in order intake corresponds to the contractual revenue.

- At VINCI Immobilier, order intake corresponds to the value of properties sold off-plan or sold after completion in accordance with a notarised deed, or revenue from property development contracts where the works order has been given by the project owner.

For joint property developments:
  - If VINCI Immobilier has sole control over the development company, it is fully consolidated. In that case, 100% of the contract value is included in order intake.
  - If the development company is jointly controlled, it is accounted for under the equity method and its order intake is not included in the total.

Public-private partnership – concessions and partnership contracts: public-private partnerships are forms of long-term public-sector contracts through which a public authority calls upon a private-sector partner to design, build, finance, operate and maintain a facility or item of public infrastructure and/or manage a service.
In France, a distinction is drawn between concessions (for works or services) and partnership contracts.
Outside France, there are categories of public contracts – known by a variety of names – with characteristics similar to those of the French concession and partnership contracts.
In a concession, the concession holder receives a toll (or other form of remuneration) directly from users of the infrastructure or service, on terms defined in the contract with the public-sector authority that granted the concession. The concession holder therefore bears "traffic level risk" related to the use of the infrastructure.
In a partnership contract, the private partner is paid by the public authority, the amount being tied to performance targets, regardless of the infrastructure's level of usage. The private partner therefore bears no traffic level risk.

Recurring operating income: this indicator is included in the income statement. Recurring operating income is intended to present the Group's operational performance excluding the impact of non-recurring transactions and events during the period. It is obtained by taking operating income from ordinary activities (Ebit) and adding the IFRS 2 expense associated with share-based payments (Group savings plans and performance share plans), the Group's share of the profit or loss of subsidiaries accounted for under the equity method, and other recurring operating income and expense. The latter category includes recurring income and expense relating to companies accounted for under the equity method and to non-consolidated companies (financial income from shareholder loans and advances granted by the Group to some of its subsidiaries, dividends received from non-consolidated companies, etc.).

VINCI Autoroutes motorway traffic: this is the number of kilometres travelled by light and heavy vehicles on the motorway network managed by VINCI Autoroutes during a given period.

VINCI Airports passenger traffic: this is the number of passengers who have travelled on commercial flights from or to a VINCI Airports airport during a given period, an appropriate metric for estimating both aeronautical and non-aeronautical revenue generated by an airport.

AUTORITÉ
DES MARCHÉS FINANCIERS

AMF

This universal registration document was filed on 26 February 2021 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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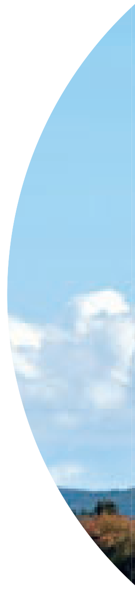

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