



# Yearbook 2019



02

## 02 VINCI Energies around the world



16

## 16 A worldwide ambition

- Interview with the Chairman
- Performance
- Executive committee
- Organisational structure



26

## 26 A world of transformations

- An ecosystem innovation model
- Infrastructure
- Industry
- Building Solutions
- ICT



46

## 46 A world of commitments

- Ethics
- Health and Safety
- Human resources
- Environment
- Solidarity
- Fondation VINCI

In a world undergoing constant change, VINCI Energies focuses on connections, performance, energy efficiency and data to fast-track the rollout of new technologies and support two major changes: digital transformation and the energy transition.

Keeping pace with market change, VINCI Energies integrates customised solutions to help its customers roll out technologies that serve a useful purpose and care for the planet, from design to implementation, operation and maintenance.

VINCI Energies' 1,800 agile and innovative business units build on their strong regional roots to boost the reliability, safety, sustainability and efficiency of buildings, factories, energy, transport and communication infrastructure, and information systems.

### ➔ TO OUR READERS

This document was written and designed prior to the Covid-19 pandemic. While the information regarding performance in 2019 remains relevant, the forecasts for 2020 as well as other forward-looking statements contained within the report do not reflect the change in circumstances that has since taken place.





# VINCI Energies around the world

**Every day, on five continents,** our 82,500 employees create value for their customers. This results in more efficient, more sustainable energy and transport infrastructure; higher performance in industry and buildings; and digital solutions that are more innovative and better tailored to needs.





## 📍 SINGAPORE

### Pole position in data centers

← Wah Loon Engineering, the leading provider of electrical and mechanical engineering solutions in Singapore, won two data center contracts. The first, awarded by one of the world's largest data centre suppliers, involves electrical installation works in an eight-storey building. The second covers development of a data center built by Wah Loon for AWS (Amazon Web Services).

## 📍 INDONESIA

### Helping to expand the electricity grid

→ Omexom Indonesia is working on the construction of a metal clad 500 kV substation funded by AFD (Agence Française de Développement). As part of a consortium in which it is the lead company, Omexom Indonesia is to design and build the entire substation. The scope covers civil engineering, electrical installations and protection systems, PLCs and telecommunication systems.



## 📍 AUSTRALIA

### Top-tier electricity distributor partner

← Electricity distributors CitiPower, Powercor and United Energy have awarded a contract to Omexom Australia covering inspection of 220,000 poles every year, with an additional inspection at mid-contract in the area at high risk of wildfires. In addition to this four-year inspection services contract, Omexom Australia has been awarded an electrical construction and maintenance services contract for the CitiPower and Powercor grids in the state of Victoria.

## 📍 NEW ZEALAND

### Committed to promoting smart lighting

→ In Auckland, network operator Auckland Transport plans to modernise its lighting system and generate savings. Electrix New Zealand will help it do that. The business unit won the four-year Auckland Streetlight – North contract, which notably includes a LED upgrade programme and maintenance works.



## 📍 NEW ZEALAND

### Transpower awards a further contract to Electrix

← Electrix, which holds a Transpower network maintenance contract, won a one-year extension. Its teams will be responsible for renewing existing transmission lines and substations throughout the country.



### 📍 BRAZIL

## Sustainable solutions for people without electricity

↓ To provide access to electricity in remote regions, the Brazilian government launched the Luz Para Todos (light for all) programme and encourages the expanded use of renewable energy sources. OMEXOM Generation & Distribution is installing mini power plants (photovoltaic solar and battery) on islands near the Tucuruí Dam in the Amazon Basin to help achieve this goal. The 1,407 units installed have a combined capacity of 1.8 MW. The batteries store part of the energy generated during the day for use after dark and provide two and a half days of supply in the event of a production shortfall.



### 📍 UNITED STATES

## PrimeLine engineers natural gas networks

← PrimeLine signed a new contract with energy supplier Orange & Rockland Utilities to replace natural gas pipelines in Rockland County, New York. PrimeLine will replace the existing steel pipes with polyethylene pipes to boost security of supply and reduce network permeability and obsolescence.



### 📍 GREATER PARIS AREA

## A technical challenge related to the performance of the Hekla tower

↑ The 220 metre Hekla tower under construction in La Défense for Hines and AG Real Estate, designed by Jean Nouvel, will be handed over in 2022. In conjunction with VINCI Construction France, a VINCI Energies joint venture is handling the MEP package (electricity, building protection, smart building, plumbing, heating, ventilation, climate control, smoke extraction and fire safety). The technical installations are designed to enable the building to receive the highest French and international environmental certifications.





## 📍 EASTERN FRANCE

### Actemium involved in Mercedes production in Hambach

↑ To develop the Hambach plant, the first plant set to produce Mercedes cars in France, automaker Daimler awarded several contracts to Actemium Guebwiller Handling Systems. The work notably involves the construction of a 460 metre connecting bridge and a high-rack warehouse, with automated car body handling. The integrated expertise of Actemium Guebwiller Handling Systems in combination with additional expertise provided by Actemium network business units were the decisive factor in winning the Daimler contract.



## 📍 GREATER PARIS AREA

### Traction power works package won for a Grand Paris line

← The scope of the Grand Paris Line 15 South contract awarded to Mobility Special Project Rails and SDEL Transports Grands Projets covers traction equipment design, supply, installation, testing and commissioning services. The works segment, which will be entirely carried out underground, covers 35 kilometres between the Noisy Champs and Pont de Sevres stations. Commissioning is set for 2025.



## 📍 PACA

// We will innovate to help Marignane navigate its energy transition. //

**Christophe Lièvre**, Citeos Ingénierie Méditerranée Business Unit Manager, and **Jean-Marc Maxence**, Citeos Marseille Business Unit Manager

"The municipality of Marignane awarded a contract to us to replace the 4,300 light points in its public lighting system with 100% LED equipment. The goal is to achieve a 70% energy saving over 10 years. As part of this comprehensive contract, we will also take on other tasks such as reducing light pollution. To support the municipality, we are aiming to combine smart lighting, remote management of installations, implementation of demonstrators (motion detectors, smart parking, etc.) and strong outreach to citizens."

## 📍 BRITTANY

### 1,000 electric vehicle charging stations

→ To offer users a consistent, pooled service across the region, the Finistère, Côtes-d'Armor and Ille-et-Vilaine departmental energy authorities selected the Citeos business units in Quimper, Dinan and Rennes to manage electric vehicle charging stations. In a separate development, Easy Charge, a joint company with VINCI Autoroutes, is helping to roll out fast charging stations in the Ionity and Eon networks.







## 📍 MOROCCO

### "Hypervision" for an industry giant

← Actemium Chimie is managing a digital transformation project at the Jorf Lasfar industrial site for OCP SA, a world leader in the production of fertiliser and phosphoric acid. The OCP JORF control tower project is focused on building a decision support tool that will integrate all data from production units in real time to support production programme supervision, trouble-shooting and coordination, notably between the various operating and sales entities.



## 📍 SENEGAL

// We are helping Senegal expand its electricity grid. //

**Wassel Bouaouda,**  
Project Director

→ "The Pôles 2020 project, for which VINCI Energies is the main company, is strategically important for Senegal's national electricity supplier Senelec. It covers construction of high-voltage lines and substations, electrification of 200 villages, reinforcement of the regional load control centre and construction of a data center in Dakar. VINCI Energies faces a number of challenges: the installations must meet international standards and some – such as a full-digital substation – are being built in Africa for the first time. But the main goal is to train local teams and transfer Omexom's and Axians' expertise to them."



## 📍 CÔTE D'IVOIRE

### Rejuvenation of two iconic high-rises in Abidjan

↑ It took more than a year of works to refurbish Towers A and B at the Abidjan administrative complex. Within the 70 metre high buildings designed to house administrations and ministries, Cegelec and VINCI Energies Côte d'Ivoire jointly implemented the climate control equipment and the plumbing and smoke extraction systems and installed the remote management system governing the technical facilities including alarms, meters and operating parameter control and adjustment systems. The data will notably be used to initiate preventive maintenance work.





📍 **NORWAY**

## The capital moves to smart lighting

← In Oslo, the renovation, operation and maintenance of 70,000 light points – half of them managed remotely – are the focus of the performance contract awarded by the city to Omexom Oslo Lighting. The project consists in repairing streetlights, lighting dark areas and expanding infrastructure lighting.



📍 **NETHERLANDS**

## Streamlining production for a leading food processor

↑ At its Hooerveen site, DVNutrition V.O.F. (DNV) annually produces 10,000 tonnes of whey protein, a byproduct of the cheese industry that is one of the best natural sources of protein. To streamline its organisation, the European leader asked business units Actemium Veendam, Axians Zaltbommel and Bostec to scrutinise its production data. The project is designed to improve the production process, particularly with respect to scheduling, and to provide a more detailed picture of the consequences of decisions regarding processes.



📍 **SWEDEN**

// We play a strong role in the country's energy transition. //



**Emmanuel Dunat**, Managing Director of VINCI Energies Sweden East

↑ "VINCI Energies has just won three contracts covering construction and modernisation of four 400 kV substations within the Swedish electricity grid. The works, part of the long-term investment programme of transmission system operator Svenska Kraftnät, are designed to strengthen the Swedish power grid and support long-term energy distribution. The contracts reflect Omexom's technical expertise and ability to meet transmission capacity, accessibility and reliability requirements."



📍 **BELGIUM**

## Broad mobilisation to produce vaccines

← In Puurs, where the Pfizer Group is building a new production zone for its Prevenar 13 vaccine, Actemium Leuven was awarded a contract to engineer, build and implement clean distribution systems to bring ultra-clean gas and liquids to the production area, as well as black distribution systems to remove liquids, industrial steam, rainwater, etc. Actemium Leuven is handling the mechanical systems and Actemium Herentals the electrical systems and process automation. Actemium Digital Factory Ghent will also be working on the project to supply the bottle washing, filling and inspection robot and handling system. At the same site, Hooyberghs HVAC worked on 11 air handling units (grades C and D).





📍 POLAND

## Fibre optic connections for over 10,000 households

← The Tauron energy group awarded a contract to Axians DIW Katowice covering design and rollout of 600 km of optical fibre in the Katowice and Tychy regions. Over a two-and-a-half-year period, the teams will design the network and connect nearly 70 schools and more than 10,000 households.

📍 DENMARK

## Boosting fire safety expertise

→ Dansk Sprinkler Teknik, based in Odense, joined VINCI Energies. The company designs, installs and maintains fire alarm solutions and automatic sprinkler systems. It is a market leader in Denmark, Norway and Sweden. Its integration will enable the group to expand its activities in Scandinavia and will boost its positions in fire protection solutions.



📍 AUSTRIA

## Cegelec supports the transformation of the Vienna metro

← With the extension of Line U2 and the construction of Line U5, the Austrian capital is extending and modernising its metro system. Cegelec City Solutions Vienna is involved in the ambitious project. The business unit will handle wiring, electrical installations and lightning protection in nine new stations. The work will be carried out on a staggered schedule between now and 2026.



📍 GERMANY

## A broader range of high-performance services

→ With the acquisition of the Converse Energy Projects GmbH company, VINCI Energies broadened its Actemium brand's portfolio of complex low and medium voltage industrial solutions in Germany. Converse and its 300 employees bring a full range of services and consultancy in the fields of design, installation, commissioning, optimisation and renewal of electricity distribution and management systems.



📍 SWITZERLAND

## A boost for the development of Industry 4.0

← In Arlesheim, near Basel, the Uptown Basel AG company is building an Industry 4.0 expertise centre. It awarded a contract to Etavis, which specialises in building technologies, to help set up the new centre. The scope includes high and low voltage installations, home automation systems and implementation of a building control interconnection and automation system.







# A worldwide ambition

**The VINCI Energies business model** emphasises entrepreneurship and resource pooling. It enables us to expand at a fast pace in our markets around the world while continuing to integrate new expertise.



### // Our organic and external growth continued apace in 2019. //

**ARNAUD GRISON,**  
CHAIRMAN AND CHIEF EXECUTIVE OFFICER,  
VINCI ENERGIES

#### **How would you describe VINCI Energies' activity in 2019?**

As in previous years, we achieved excellent results. Revenue rose 9.1% from €12.6 to €13.75 billion. Performance increased at an even faster rate, with operating income up 11.3%. We continued to apply our external growth policy, with small and medium acquisitions in France and elsewhere reflecting our drive to reinforce and expand the existing network. To support the policy, we have of course paid close attention to integrating the teams joining us – our ability to integrate new teams is the key to our success. In 2019, we also undertook a major renewal of our Executive Committee by gradually bringing in new teams. The change took place smoothly, showing the strength of our business model. In an important move, our top management now includes more international executives and more women. In general, the need to boost the proportion of women in our workforce is increasingly felt in all our countries and across all our activities. Our goal is for our business units to be modern, open to diversity, and attuned to the society in which they operate – in short, set for long-term success.



#### **What are your other priority commitments?**

Protecting our employees, partners and subcontractors on our worksites is a core commitment. The number of injuries has declined, but two of our employees tragically died as a result of workplace accidents. These appalling events clearly show that we must never flag in our efforts to instil the safety culture. We now plan to move beyond risk perception and analysis of potentially severe events and seek ways to reinforce the safety approach taken by each business unit, and build a genuine safety culture.

At all levels of our organisational structure, there is a strong belief that we must serve as a leader and a source of inspiration in the field of environmental protection. This means scaling up our efforts and setting new goals. In all our business lines, we operate as an integrator and help roll out technologies that enable our customers to more efficiently handle the energy transition. Our network brands will help keep us at the cutting edge of possible solutions. As part of the major collective endeavour initiated across the entire VINCI Group, we have also undertaken to proactively reduce our environmental footprint, with particular attention to cutting our CO<sub>2</sub> emissions, reducing our water consumption, improving our waste management, and increasing our use of circular

economy solutions. Our goal is to be pragmatic and open, and to opt for the solutions that are most effective and best suited to the context of each of our countries.

Lastly, living up to our ethics and compliance commitments is clearly one of our priorities. In addition to team awareness raising, risk mapping and third-party assessments are carried out in all our business units and closely tracked.

Lastly, we will be paying close attention to our human resources – providing personalised career paths, transmitting our values and know-how and showcasing the attractiveness of our business units by highlighting our compelling projects.

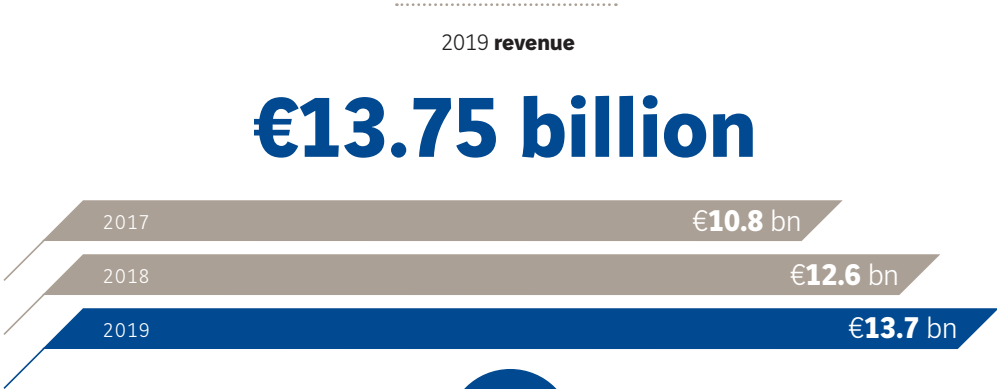
#### **And by way of conclusion?**

Our collective intelligence is focused on designing virtuous solutions that serve a useful purpose and care for the planet, and on anticipating future requirements and trends. Our resilience reflects our diverse and agile business units operating at the heart of the energy transition and digital transformation and with local roots in a large number of countries; our strong managerial model; and our sturdy networks.

// To serve as a leader and a source of inspiration in the field of environmental protection, we must scale up our efforts and set new goals. //



Strong revenue growth

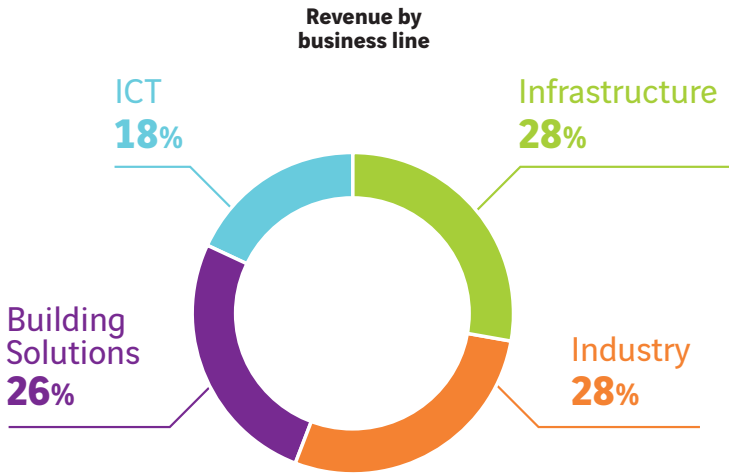


Operating income from ordinary activities

**€827 m**  
(6% of revenue)

Net income 2019

**€409 m**  
(3% of revenue)

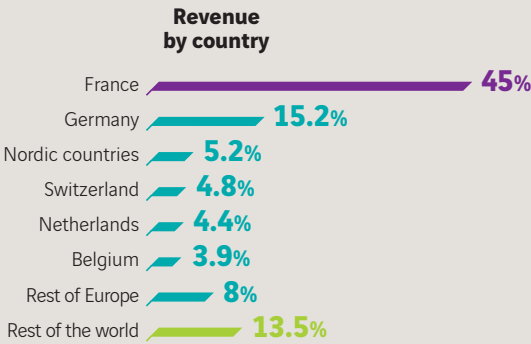
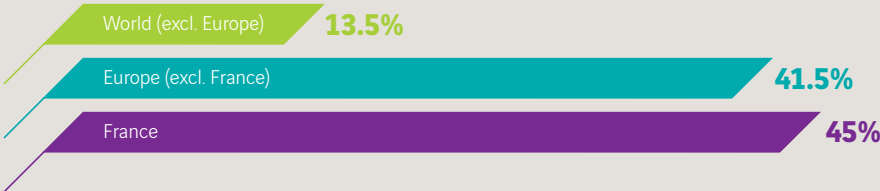


**82,500**  
employees  
in 2019

**1,800**  
business units  
in 2019

**56**  
countries

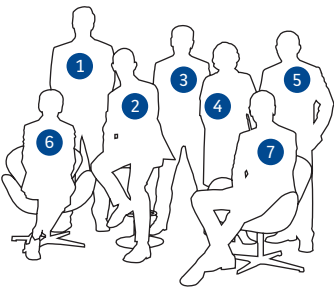
More than half of revenue generated outside France in 2019



**EUROPE:** AUSTRIA / BELGIUM / BULGARIA / CZECH REPUBLIC / DENMARK / FINLAND / FRANCE / GERMANY / GREECE / HUNGARY / IRELAND / ITALY / LIECHTENSTEIN / LUXEMBOURG / MONACO / NETHERLANDS / NORWAY / POLAND / PORTUGAL / ROMANIA / SLOVAKIA / SPAIN / SWEDEN / SWITZERLAND / UNITED KINGDOM

**OUTSIDE EUROPE:** ALGERIA / ANGOLA / ARGENTINA / AUSTRALIA / BAHRAIN / BRAZIL / CAMEROON / CANADA / CHINA / COLOMBIA / CÔTE D'IVOIRE / DEMOCRATIC REPUBLIC OF THE CONGO / GUINEA / INDIA / INDONESIA / KAZAKHSTAN / MALAYSIA / MAURETANIA / MEXICO / MOROCCO / MOZAMBIQUE / NEW ZEALAND / NIGERIA / QATAR / REPUBLIC OF THE CONGO / RUSSIA / SAUDI ARABIA / SENEGAL / SINGAPORE / UNITED ARAB EMIRATES / UNITED STATES





- 1

**Lars Nordin**  
Deputy General Manager  
and Chief Financial Officer  
of VINCI Energies
- 2

**Arnaud Grison**  
Chairman and CEO  
of VINCI Energies
- 3

**Hervé Adam**  
Deputy General Manager  
and General Manager  
of VINCI Energies France
- 4

**Véronique  
Matignon-Ménard**  
VP of Human Resources  
of VINCI Energies
- 5

**Julio de Almeida**  
General Manager of  
VINCI Energies Europe West
- 6

**Corinne Lanièce**  
General Counsel  
of VINCI Energies
- 7

**Reinhard Schlemmer**  
General Manager of  
VINCI Energies Europe East



### Our business lines

The VINCI Energies organisational structure builds on decentralised business units with local roots and is focused on entrepreneurship, networking across its full range of expertise, and working with its customers day-to-day to create value. VINCI Energies' 1,800 business units are structured in four business lines and brought together within major brands that operate worldwide and brands with a more regional identity, in which they interact to develop common solutions and services.

#### Infrastructure



#### **Delivering** on the promise of the energy transition in energy and transport infrastructure

→ VINCI Energies helps electricity producers, transmission and distribution system operators, and local and regional authorities fulfill the promise of the energy transition.

Our goals, going forward, are to foster access to electricity, ensure secure supply and develop sustainable energy. VINCI Energies business units notably offer innovative solutions in the fields of energy from renewable sources, urban natural gas networks, electricity storage, low-carbon mobility and energy and transport infrastructure management.

The Infrastructure activity accounts for 28% of VINCI Energies' revenue.

Omexom is the VINCI Energies brand dedicated to energy infrastructure. ■

#### Industry



#### **Helping** to continuously improve industrial performance

→ VINCI Energies works with its industrial customers to make their industrial plant and equipment more productive and their processes more efficient and to reduce their energy consumption.

The business units making up its dedicated Actemium brand deliver solutions and services in each of the market segments in which they operate. They design, roll out and maintain customised, integrated solutions and services for manufacturing plants as well as sustainable multi-technical services across the entire industrial life cycle, including electrical engineering, energy efficiency, robotics, predictive maintenance, traceability, site supervision platforms and cybersecurity.

The Industry activity accounts for 28% of VINCI Energies' revenue.

Actemium is the VINCI Energies brand dedicated to industry. ■

#### Building Solutions



#### **Making** buildings smarter and more sustainable

→ The Building Solutions network operates across the building life cycle, bringing together engineering and works, as well as multi-technical maintenance and end-user services as part of Facility Management. The business units deliver design, installation, operation and renovation services for all types of buildings to create and maintain sites that are more sustainable, efficient, comfortable, safe and scalable.

Building Solutions expertise covers the full range of systems and technical equipment that bring the building to life: electricity, climate control, ventilation, heating, plumbing, fire safety, video surveillance, access control and technical supervision. Operation and maintenance ensure long-term durability and optimise the life cycle, with predictive maintenance, energy efficiency, multi-site hypervision, IoT and connected buildings rounding out the expertise.

The activity of the Building Solutions network accounts for 26% of VINCI Energies' revenue.

Facility management is provided under the VINCI Facilities brand.

Works are carried out under local brands. ■

#### ICT



#### **Operating** at the heart of digital transformation

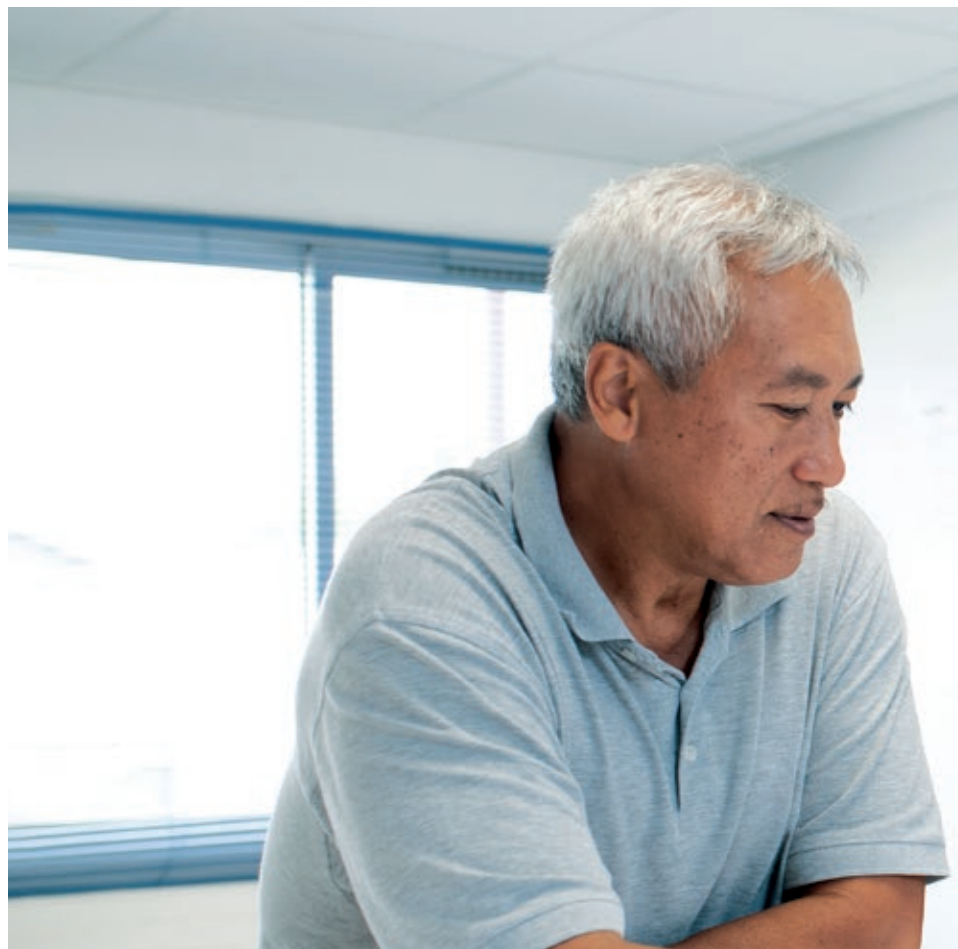
→ VINCI Energies business units operate at the heart of the digital transformation to help businesses and organisations meet the challenges of transformation and to deliver customised, open, innovative, scalable and sustainable solutions to support their customers.

From installing infrastructure to managing data, VINCI Energies technology teams deliver a broad range of expertise covering the entire data life cycle: collection, transmission, storage, processing, analysis, sharing and protection.

The ICT activity accounts for 18% of VINCI Energies' revenue.

Axians is the VINCI Energies brand dedicated to information and communication technology. ■





# A world of transformations

**In its four business lines,** VINCI Energies delivers local service, provided by business units that are in direct touch with the issues faced by their customers, and the expertise of leading global brands. This gives us agility and enables us to offer new solutions and services combining expertise, knowledge of our customers and innovative ecosystems.





# An ecosystem innovation model

Against a backdrop of global warming, urbanisation and new forms of mobility, cities and regions need to sustainably transform themselves if they are to remain liveable. To this end, VINCI Energies uses an ecosystem innovation model to anticipate its customers' energy transition and digital transformation needs.

## Innovating with our stakeholders in the field

VINCI Energies teams, in constant touch with and attentive to their customers, deliver cutting-edge advice and roll out new technology. In each of their geographical areas, they work with the full range of their stakeholders – customers, startups, suppliers, universities, and public and private sector partners – to identify the trends that will impact their activities and design innovative, sustainable solutions.

## Building on the strength of our network to step up innovation

Our Innovation and Development Department and the innovation departments of four of our brands (Actemium, Axians, Omexom and VINCI Facilities) help our 1,800 business units share their experience throughout VINCI Energies. To accelerate the implementation of innovations, business units also have the benefit of four tools:

- **Inerbiz, a managerial and financial investment fund for startups** → 9 startups supported → €4.9 million invested
- **Energize, an intrapreneurship programme** → 24 projects supported → €1.7 million invested
- **Hermes, a collective innovation platform** → 1,200 users - 400 startups and 100 projects identified
- **Factory Connect, our network of iconic innovation spaces (France, Germany and Brazil)**



## The Factory Connect network expands with L'Atelier in Brazil

← VINCI Energies in Brazil inaugurated a new space dedicated to innovation at its offices in Belo Horizonte in February 2019. The space is designed to foster meetings between the participants in its innovation ecosystem to focus on three themes: the smart city, the industry of the future and smart grids. To do this, it organises inspirational events (Innodays, Innovation Challenge, Digital Week and Digital Talent Meetup). L'Atelier has a living lab to promote its solutions, combined with a brainstorming space to create new solutions in response to requests. Ultimately, VINCI Energies aspires to become a key partner of Brazilian startups working in its fields of activity, with the goal of offering its customers increasingly innovative solutions and services.



## Vivatech: co-creating a new range of solutions and services with startup Wavescan

← VINCI Energies was represented at VivaTechnology in 2019 by its Human Beyond Digital lab, with 11 challenges submitted to startups around the world. A look back at a year-long partnership with Wavescan, a Singapore startup that won the Improving Building Inspection challenge by creating an innovative solution to scan buildings.



Erik Lenten,  
CTO, Axians

/// The Wavescan solution not only makes it possible to more easily identify construction errors and cracks in walls, but also provides a comprehensive overview of the building's condition to support precise upkeep prediction and planning. The concept of using electromagnetic waves to inspect building interiors is very promising. The technology has now been developed beyond the pilot phase. As a systems integrator, Axians can provide added value for this solution by storing data and analysing it to ensure its quality. We also have a broader perspective. We believe that partnerships with startups offer an outstanding way to accelerate innovation. ///



Ana Figueiroa,  
Project Manager,  
VINCI Energies  
in Brazil

Over **80**  
customer  
and partner visits

**8**  
demonstrators

**5**  
iconic events

/// L'Atelier kick-started a new momentum at VINCI Energies in Brazil. Our goal is to bring together our customers, business units and partners to focus on common issues ranging from design to implementation. L'Atelier is a vibrant space in which we can build new solutions and new business models. In a nutshell, L'Atelier focuses on development and connection. We didn't build it from scratch. Omexom's Polygon demonstrator in the Czech Republic and Citeos Digital Solutions in France were a great help to us in creating our own demonstrator in Brazil. We also approached Augmensys (supported by Inerbiz, the VINCI Energies managerial and financial investment fund) and are developing an application for industry using its augmented reality solution and our electrical panels. ///



# Delivering on the promise of the energy transition in energy and transport infrastructure

**VINCI Energies helps electricity producers, transmission and distribution system operators and local and regional authorities fulfill the promise of the energy transition. Our goals, going forward, are to foster access to electricity, ensure secure supply and develop sustainable energy.**

VINCI Energies business units notably offer innovative solutions in the fields of energy from renewable sources, urban natural gas networks, electricity storage, low-carbon mobility and energy and transport infrastructure management.



## The HVDC Cross-Channel Interconnector

A high voltage direct current (HVDC) subsea cable is being laid between France and the United Kingdom to accommodate growing demand for interconnection among the various European power grids in order to improve their overall stability and expand trading capacity. Omexom Major Projects won the turnkey contract to build the AC/DC converter station in northern France. The business unit will handle the electrotechnical part of the project and delegate civil engineering works to VINCI Construction France.



Innovation

## Induction charging, a way to democratise the electric vehicle

Limited driving range, the high cost of the onboard battery and uncertain availability of charging stations are holding back widespread introduction of electric cars. These obstacles could be eliminated if the car could be charged while it is in motion. To explore the range of potential charging systems, Leonard, VINCI's forward-looking innovation platform, is coordinating the New Charging Technologies working group, which pools the expertise of Eurovia, VINCI Autoroutes and VINCI Energies, among others. The most promising option looked at is induction recharging, which consists in embedding loops in the roadway surface. The loops carry a current that generates an electromagnetic field, which is captured and transmitted to the car via a loop attached to the underside of the vehicle. The system's advantages are low cost of maintenance, absence of visual pollution, and interoperability between vehicles. The project's developers will perform experiments on a test track and then move to trials on longer stretches of roadway with cars travelling at 130 km/h. The idea is to ultimately install the system on motorways.

**2 MW/KM**  
is the power requirement of motorway equipment.





Under a 12-year comprehensive performance contract, Citeos is helping the city of Montluçon in the Auvergne Rhône-Alpes region to achieve its smart lighting and light pollution reduction goals. Overall, 80% of the 9,500 high-pressure sodium light points will be replaced with LED light bulbs, which consume less energy and are dimmable.

## In Germany, VINCI Energies completed two major power transmission projects

→ VINCI Energies Deutschland won two contracts in Germany. Omexom Freileitungsbau Nord/Ost managed, despite difficulties due to the nature of the subsoil, to build and deliver on time a section of 380 kV line that will transmit wind power produced in Schleswig-Holstein and Denmark to the south of the country. Meanwhile, Omexom Rohrleitungsbau Süd connected Germany's largest solar thermal power plant (5,500 MWh, 3,700 tonnes of CO<sub>2</sub> avoided annually) to the grid.



### 1,088

solar collectors are in service over a surface area of nearly 15,000 sq. metres.



## Burying power lines to secure supply in Sweden

← In an extension of their long-standing working relationship in Sweden, VINCI Energies and supplier E.ON signed a framework agreement covering reinforcement of the country's power grid to make it more resistant to rough weather. The work will notably involve burying power lines, with Omexom bringing its expertise to the replacement of overhead with underground lines.

## Refurbishing the power grid in the Oslo region

→ Omexom Oslo Distribution Grid was selected to refurbish the high-voltage grid operated by the Hafslund Nett AS company between Skedsmo and Sørums in the Oslo region. One of the project's objectives is to stabilise power supply at the Berger terminal, one of Norway's largest freight terminals.



## 138 km of high voltage transmission lines to be built in northern Brazil

← Against a backdrop of strong demand for interconnection of the various Brazilian grids to improve the stability of the power system, Omexom Transmission Major Projects is carrying out a large-scale project for distributor Energisa. The goal is, among other things, to build 138 lines connecting the Xinguara, Integradora Sossego and Serra Pelada substations, all located in the northern state of Pará.





# Helping to continuously improve industrial performance

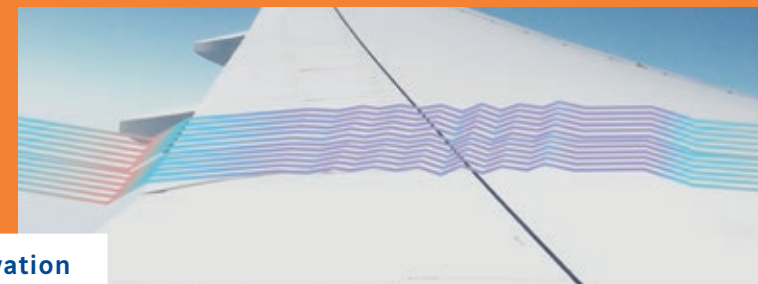
**VINCI Energies works with its industrial customers to make their industrial plant and equipment more productive and their processes more efficient and to reduce their energy consumption.**

The business units making up the Actemium brand deliver solutions and services in each of the market segments in which they operate. They design, roll out and maintain customised, integrated solutions and services for manufacturing plants and deliver sustainable multi-technical services across the entire industrial life cycle, including electrical engineering, energy efficiency, robotics, predictive maintenance, traceability, site supervision platforms and cybersecurity.



## Actemium Berlin signs a contract in Sweden

Sumitomo SHI FW Energi AB, a world leader in combustion and steam generation, is designing, supplying and assembling a circulating fluidised bed (CFB) steam generator for the Mälarenergi cogeneration plant in Västerås. CFB is an emerging technology that burns coal while achieving low pollutant emissions by absorbing up to 95% of combustion gas pollutants before they are released into the atmosphere. For this project, Actemium Berlin is installing instrumentation and treating and implementing electrical balance of plant. For the on-site part of the project in Sweden, Actemium Berlin is working with the Actemium Stora Höga business unit.



Innovation

## Ensuring better air flow control to reduce aircraft fuel consumption

The Clean Sky 2 research programme, co-funded by the European Commission, is designed to promote environmentally-friendly air transport. The HLFC (Hybrid Laminar Flow Control) 4.0 project, with which Actemium Spain is associated, was selected as part of this programme. The project introduces minute perforations in the upper surface of aircraft wings. By suctioning air flow, the solution is designed to improve aircraft stability while reducing energy consumption

**The HLFC solution reduces fuel consumption by up to**

**10%**

and atmospheric pollution. Alongside its partners Adática and Aernnova, Actemium is working to design the equipment and production system that will be used to more precisely integrate the HLFC components within the wing structure. The main objective is to avoid stresses and strains that could result in deformations during the assembly process.

// The HLFC project leverages most of the iconic Industry 4.0 technologies. IoT is employed to collect and transmit data to local platforms and the cloud. Big Data analysis and artificial intelligence help reduce risks. Augmented reality systems will guide the operator during installation and adjustment. And lastly, we will use a web-based monitoring system and data processing and predictive maintenance systems. //



**Steve Bullock,**  
Innovation Manager,  
Actemium Madrid



## Helping Ford build an electric battery assembly facility

→ At its plant in Valencia, Spain, automotive manufacturer Ford has awarded a contract to Actemium ASAS to implement a pilot electric battery assembly facility. The technically complex project notably includes the integration of state-of-the-art automatically guided vehicles to transport heavy loads. The project is to be carried out to a tight schedule. The system designed, manufactured and installed by Actemium ASAS paves the way for production of future electric and hybrid vehicles developed by Ford.



// The boom in satellite constellations is a promising market.

**Bernard Assié,**  
Director of Space Projects

↑ "VINCI Energies business units are working alongside space sector companies in French Guiana, for which they provide expertise in high-pressure fluids, cryogenics and ELV systems. In 2019, work on the Ariane 6 launch site was in full swing. At the end of the year, the Cegelec Space contract covering fluid system maintenance and operation for the Ariane 5 and Soyuz launchers was extended for a period of three years. The likely ramp-up of satellite constellations (Starlink, Kuiper, OneWeb, etc.) could provide opportunities in the coming period."

## Batobus moves to hybrid electric

← Sodexo Sports et Loisirs has made a commitment, together with VINCI Energies and its subsidiary Barillec Marine, to step up the energy transition of its Batobus river shuttle fleet. Between 2020 and 2024, six Batobus boats will be equipped with hybrid electric technology in an investment equal to 25% of the fleet replacement value. VINCI Energies succeeded in meeting a very exacting specification including operation 15 hours a day at 300 kW without re-charging, and powering the boats over a part of each journey by battery alone.

# 100%

electric operation over part of the journey within the historic city centre of Paris.



Actemium Balikpapan is carrying out two projects for oil and gas company Pertamina Hulu Mahakam in Indonesia. The first consists in designing and manufacturing wellhead control panels. The second involves electrical improvements at offshore and onshore sites within the various blocks of the production sector.



# Making buildings smarter and more sustainable

**The Building Solutions network operates across the building life cycle, bringing together engineering and works, as well as multi-technical maintenance and end-user services as part of Facility Management.**

The business units deliver design, installation, operation and renovation services for all types of buildings to create and maintain sites that are more sustainable, efficient, comfortable, safe and scalable.

Building Solutions expertise covers the full range of systems and technical equipment that bring the building to life: electricity, climate control, ventilation, heating, plumbing, fire safety, video surveillance, access control and technical supervision. Operation and maintenance ensure long-term durability and optimise the life cycle, with predictive maintenance, energy efficiency, multi-site hypervision, IoT and connected buildings rounding out the expertise.



## Facility management for the Arribat Center

The Arribat Center in the heart of the Agdal neighbourhood in Rabat, Morocco is a complex made up of offices, shops, a multiplex, a hotel, a conference centre and a car park, forming a vibrant gathering place for local residents. The Exprom and Vigiprom teams provide facility management for the complex, including multi-technical maintenance, fire safety and security services.



Innovation

## First integrated platform to support energy renovation projects

Final energy consumption to be cut by at least 40% by 2030 (compared to 2010), then 60% by 2050: in France, the owners of office buildings with a floor area of more than 1,000 sq. metres will need to rapidly bring them into compliance with legislation. The Helios Exchange platform, which won the VINCI Energies challenge at the 2019 edition of VivaTech, offers remote, integrated management of all links in the energy renovation chain to meet this goal. Based on a library of statistical data, the tool works out average indicators for the building. The simulation is then fine-tuned to take on board data from its operation: temperature, thermal characteristics, cooling / heating / ventilation system, etc. This provides a reliable basis on which to propose a list of energy performance actions (from LED lighting to structural renovations). For each action, Helios carries out an economic analysis and calculates the energy performance gain.



**Pierre Trevet,**  
CEO of Helios Exchange

// We developed this decision support tool to create an agile method that reduces uncertainty as the owner develops his project. Our simulation tools are designed to create a model that is calibrated in a few hours rather than the several weeks required by the other dynamic thermal simulation tools. //



### Attentive care for schools serving US Armed Forces families

↑ The scope of the preventive maintenance contract awarded by the US Department of Defense to SKE Technical Services GmbH covers 41 buildings – 37 schools and four administrative office buildings – in Germany and Belgium. The works to be carried out include maintenance and repair of electrical and mechanical systems, heating, ventilation and air conditioning systems, lifts and fire protection systems and, of course playground upkeep.

## 360,000 sq. metre

surface area covered by the contract.

### Three contracts for the hospital complex in French Polynesia

↓ VINCI Facilities Polynésie has won the five-year multi-technical maintenance contract for the hospital complex in Tahiti, French Polynesia. The company also won a contract in 2019 to replace a 1,500 kW cooling unit, a move expected to cut electricity consumption by more than 10%. The Energy Ministry in French Polynesia also selected Cegelec Polynésie Building Solutions to carry out the process works package (chilled water production) of the hospital's SWAC (Sea Water Air Conditioning) system, which uses sea water as a cold source for the climate control systems.



## TWINOPS

In November 2019, VINCI Facilities officially launched its range of digital services for buildings called TwinOps. TwinOps is based on 3D modelling of the digital twin connected to building data and creates an efficient ecosystem with which to manage and operate the building and smart services for end users.



# Operating at the heart of digital transformation

**VINCI Energies business units operate at the heart of digital transformation** to help businesses and organisations meet the challenges of transformation and to deliver customised, open, innovative, scalable and sustainable solutions to support their customers.

From installing infrastructure to managing data, VINCI Energies technology teams deliver a broad range of expertise covering the entire data life cycle: collection, transmission, storage, processing, analysis, sharing and protection.



## Performance and efficiency for Gustave Roussy

Gustave Roussy, Europe's leading cancer centre, awarded a further contract to Axians to optimise its data and set up a platform to virtualise and save it. Project rollout was facilitated by the choice of innovative technology solutions that combine volume, performance and data security.



Innovation

## With its MSB platform, Axians simplifies IoT management

Specialising in services for the metalworking industry, the Sandvik company manufactures tubes requiring high-quality production monitoring, provided by sensors that measure a variety of parameters such as temperature and vibrations.

The data thus collected is transmitted continuously to the cloud and then redirected in the form of information to the machines processing the tubes. To help Sandvik manage this system, Axians IoT Operation rolled out its MiroServiceBus.com (MSB) platform. The cloud-integrated solution is presented as a comprehensive range of IoT peripheral management functionalities. It has the requisite flexibility to manage a large number of sensors that process information of different types. In addition, it supports the main commercial IoT data concentrators, so that the customer is not forced to depend on a single provider. MSB's outstanding compatibility with existing and recently commissioned equipment is a major advantage in the IoT market, which is growing by leaps and bounds.



// One of MSB's main advantages is its cross-cutting and communicating approach, which breaks down silos.

**Jan Hellgren,**  
Director of IoT strategy,  
Axians.



## Axians sets sail with the leading cruise ship builder

← Virgin Voyages by Fincantieri, the world's largest cruise ship builder, awarded a contract to Axians SAIV to implement the digital communication network for three new ships. The scope includes video surveillance, telephony, wireless wifi and central equipment of the computer room. Axians SAIV will also assemble the passive data infrastructure (racks, copper and fibre cables) and active equipment (switches).



/// Our challenge is to improve the customer experience for a major luxury brand.

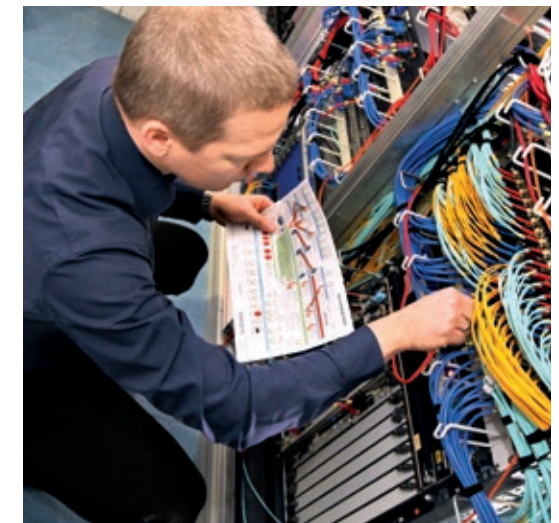
**Diego Palma,**  
Project Manager, Axians Italy

↓ "At the request of a French brand, Axians Italy designed a radio frequency identification system (RFID) to be installed in 200 boutiques and 36 countries. In addition to accelerating product inventory, the solution will facilitate product location and thus reduce wait time for consumers. The project also includes a logistics management platform that will give the customer a better overview of shop management. As a single contact point, Axians is in charge of rolling out the overall project. After launching four pilot boutiques in 2019, we are aiming for 40 shops worldwide in 2020."



## Deutsche Telekom partner, across the board

→ The longstanding working relationship between VINCI Energies and network operator Deutsche Telekom generated new projects in 2019. Axians Germany implemented several, including radio networks for a variety of urban infrastructure projects and FTTX network antennas to extend broadband throughout Germany. In the latter project, the OFM Group, which specialises in telecommunications infrastructure and joined VINCI Energies in 2019, oversaw more than 6,300 home fibre optic connections in several municipalities. Ducting and trenching was used to reduce costs while optimising worksite schedules.



## 8 times faster

With the method used by OFM, optical fibre can be installed eight times faster than with the conventional method.





## A world of commitments

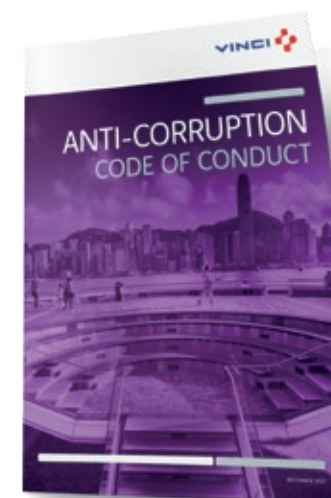
**VINCI Energies builds on two major values:** responsibility and solidarity. At VINCI Energies, they underpin our teams' action in such fields as ethics, environmental protection, health and safety and knowledge sharing, with special attention to human resources.

# Compliance with ethical principles

For VINCI Energies, the commitment to responsibility, compliance, and respect for dignity and individual rights is framed and constantly strengthened to ensure that all employees uphold our standards of integrity and transparency and set an example of probity and fairness. Ethics and compliance are the cornerstone of our managerial model and entrepreneurial approach. They are an integral part of all our processes, from risk mapping to third party assessments, including bid review procedures, acquisition audits and in-house whistleblowing systems. The annual internal audit campaign monitors proper implementation. Ethics and compliance are also covered by a special management training module designed for directors and business unit managers.

## The VINCI Group's guidelines underpin our ethics

To be on the cutting edge of compliance with constantly tightened national and international standards, VINCI Energies acts in accordance with the VINCI Group's guidelines. The Code of Ethics and Conduct is one of these. It sets out the principles of business ethics that must guide the conduct of all business units and employees under all circumstances and in all countries. It is backed by an Anti-corruption Code of Conduct designed to be more operational (*see next page*). In addition, the Manifesto published in 2012 spells out eight broad principles governing VINCI's compliance and sustainable development commitments to its stakeholders.

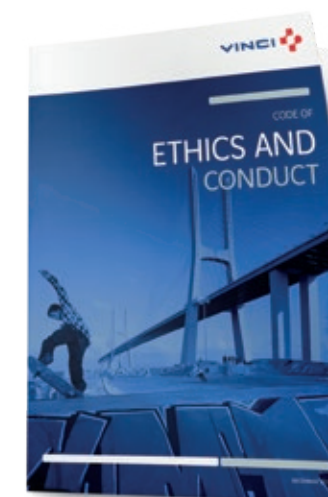


## Anti-corruption Code of Conduct

← Corruption distorts competition to the detriment of consumers and companies and has a damaging impact on the economy, sustainable development and efficient international and domestic trade. The fight against corruption is one of the VINCI Group's primary principles. The Anti-corruption Code of Conduct is designed to help employees understand and apply the anti-corruption rules set out in the Group's Code of Ethics and Conduct. It pays special attention to preventing corrupt practices by identifying risks in business processes and spells out the main types of conduct to be proscribed. Like the Code of Ethics and Conduct, the Anti-corruption Code of Conduct is available in 30 languages.

## The Code of Ethics and Conduct

→ Issued by the Group in 2010, the Code of Ethics and Conduct was updated in 2017, notably to bring it into line with the French transparency, anti-corruption and economic modernisation law (the "Sapin 2" law) of December 2016. Available in 30 languages, it is included in the set of orientation documents given to each newly-hired employee..



The ComEth application helps VINCI Energies managers track transmission and acceptance by their employees to the Code of Ethics and Conduct and the Anti-corruption Code of Conduct. It also helps them track the rollout of the anti-corruption training module (e-learning, available in eight languages).





# Our Health and Safety Manifesto

/// We refuse to consider that workplace accidents and occupational illnesses are unavoidable. We strongly believe that every accident can be prevented and that we all have a role to play. This ambitious policy is set out in our SAFETY Excellence programme. We are united by our commitment to ensuring health and safety for everyone at VINCI Energies: this is one of our core corporate values. It is our responsibility to protect our teams, our colleagues, our business partners and our subcontractors. ///

Arnaud Grison, Chairman and Chief Executive Officer, VINCI Energies

## Vision

### ➤ A SHARED AMBITION

All VINCI Energies business units around the world, irrespective of their area of activity or operating location, take the same approach to accident prevention and to the improvement of workplace conditions by closely associating their management and their teams in achieving the shared goals of “Zero Accidents” and “Zero Occupational Illnesses”. This ambition is set out in our SAFETY Excellence programme.

### ➤ A REQUIREMENT DEEPLY LINKED TO OUR OVERALL PERFORMANCE

Occupational health and safety is an integral part of our overall performance and, as such, figures among the commitments made by the VINCI Group in its Manifesto. Accident prevention, productivity, efficiency and collective intelligence go hand in hand in the quest for operational excellence. This vision means that we must place accident prevention at the heart of our operations, across all our business units — in their projects, on worksites, and in the services they deliver. Working safely is a sign of our professionalism.

## Principles and actions

### ➤ A CULTURE OF RISK PERCEPTION

The aim of SAFETY Excellence is to develop a culture of risk perception among all VINCI Energies employees. This culture is based on work procedures and instructions, individual behaviour and the proper management of contingencies and unexpected incidents on site by daring to stop, step back and think whenever necessary. “Look, warn, share” means being aware of risks, avoiding injury and engaging in dialogue. It is about learning, being careful and sharing this culture with all of our employees. These collective efforts to ensure individuals take care of themselves and their colleagues contribute to an atmosphere of respect and reliability and are true examples of our Group’s core values.

### ➤ AWARENESS AND TRAINING

Several initiatives are contributing to the development of a risk perception culture. For example, when teams arrive on site, there is a systematic safety induction to make everyone aware of the risks they may encounter. Safety briefings are held before each construction phase or new operation begins, and management conducts safety visits in order to discuss risk perception and ensure that procedures and instructions are adequate and understood. A number of training modules specifically dedicated to occupational health and safety, covering all of our business lines and areas of expertise, are offered to our employees via VINCI Energies Academies around the world. Regular communication is also shared within our business units providing information and discussions about accidents, dangerous situations and lessons learned.

### SAFETY WEEK

Every year, VINCI Energies holds an International Safety Week involving all business units. The event focuses on collective involvement and team cohesiveness, bringing employees together to participate in workshops that encourage communication and dialogue. It is also an opportunity to highlight best practices and share feedback.

## Implementation

### ➤ INCENTIVE FRAMEWORK AND BUSINESS UNIT SPECIFIC IMPLEMENTATION

SAFETY Excellence combines strong commitment from VINCI Energies executive management with a decentralised deployment, firmly rooted in operational realities. SAFETY Excellence is implemented and adapted to each individual business unit. Each unit draws up an action plan suited to its situation and the risks associated with its business activities, setting out commitments in practical terms and devoting the necessary resources. The managerial organisation of VINCI Energies encourages the active involvement of all employees, in association with employee representatives.

### ➤ MANAGERS INDIVIDUAL ACCOUNTABILITY

Responsibility is given to our Business Unit Managers who are empowered to act in developing and implementing risk prevention measures. Their actions are recognised and valued. Career progression, including a dedicated risk prevention training, is contingent on a strong track record in this area. Managerial commitment is therefore the key element we use to share our risk prevention culture among our teams, with the support of our network of safety experts.



In Portugal, “Life is a Gift” raises awareness of the connection between health and safety in the workplace

↑ The three-year “Life is a Gift” campaign was rolled out in Portugal to boost understanding of the link between physical and emotional health, disseminate a healthier, safer lifestyle and encourage people to see how their attitude impacts their own daily life and that of their colleagues. In a move to connect health and safety and focus on the value of life, employees across all business units assessed their own status with respect to such things as stress and sleep hygiene.

A healthy competition to consolidate the safety culture

→ In the 2018–2019 period, the TTE (energy transmission and transformation) division held a challenge to boost safety momentum within the teams and ensure that everyone takes an active part in organising accident prevention. Employees were encouraged to enter four successive contests to help their business unit win. The contests, which employed a wide variety of trendy materials such as deepfake videos, comic-strip risk analysis, and mini video games, were a highlight of the challenge. The enthusiasm is reflected in the participation rate, with nearly 100 employees out of a total 1,500 taking part in the last contest.



Health and Safety indicators

FREQUENCY RATE	SEVERITY RATE	% OF BUSINESS UNITS WITH ZERO ACCIDENT* <small>* with lost time.</small>
2010 10.34	2010 0.72	2010 64%
2019 4.41	2019 0.28	2019 80%



// Look, warn, share: we want these habits to become widespread. //

**Adilso Neves,**  
Foreman, Omexom Transmission Major Projects Brésil

↑ “During Safety Week, I was working on a power line construction project for Energisa. Every day, before starting work, we gathered the employees to focus on a specific theme. The idea was to illustrate each theme with situations encountered on the ground, in order to have more impact on people’s behaviour. Since there is a lot of turnover in the teams, such awareness-raising emphasising safety is crucial, especially for people who come from companies where safety is not a strong focus. Safety Week was a great help. Since then, the 15-minute safety session programme has become a key event. I pay a lot of attention to it because I have seen how important it is for management to be more actively involved in promoting safety goals.”



### // Recruitment and induction are key drivers of our expansion. //

**VÉRONIQUE MATIGNON-MÉNARD,**  
VP OF HUMAN RESOURCES

#### **In what way are human resources a key success driver at VINCI Energies?**

In service industries like ours, the quality of our projects is inherently dependent on the commitment and professionalism of the women and men who make up our teams. Our organisational model based on management empowerment is a key part of our identity. It depends, in turn, on the ability of our employees to put our corporate culture into practice and to take our values – trust, entrepreneurship, solidarity, empowerment and responsibility – on board.

#### **What were the main areas of attention for the company in 2019?**

Against a backdrop of strong pressure on all our business activities, recruitment was a major focus of attention. Our main goal is to boost our appeal to all profiles. Our strategy is two-pronged – partnerships with engineering schools and apprenticeships. Induction is also a crucial issue, given that we recruited 21,000 people in 2019, including 3,800 employees who were integrated following acquisitions. Each of them brings his or her expertise and methods and takes our fundamentals, especially with respect to safety, on board.

#### **What major success stands out in 2019?**

I would mention the “Employee Shareholding” programme, a VINCI Group initiative, for which a very large number of our employees signed up, in France and abroad. It is an excellent illustration of the trust and sense of belonging that form the bond between our teams and the Group.

#### **What are your priorities for coming years?**

We plan to further expand our apprenticeship programmes, to help young people and the teams that welcome them. Skills development through training is another very important focus. Lastly, we must continue to work on our gender balance. All our activities are accessible to women and we don’t want to deprive ourselves of talent, female or male.



### Over 200 internships provide immersion in network business units

→ At Young Talents Day, students were offered an opportunity to explore VINCI Energies and win their dream internship. Before the event, which was held on 16 November 2019, applicants could post their CV and a video via an interactive system. Those selected were invited to La Factory, the dedicated VINCI Energies innovation space.

The event included meetings with operational personnel, browsing via a digital escape game, mini presentations and HR workshops – and of course an opportunity to explore the more than 200 internships on offer in France and other countries.



### Win-win partnership with the Arts et Métiers engineering school

↓ The École Nationale Supérieure d’Arts et Métiers aspires to become France’s major engineering school focused on the industry of the future. Meanwhile, VINCI Energies seeks engineers receptive to new ideas to put the energy transition into practice. They form a natural fit and have come together to sign a three-year national sponsorship agreement in 2018. They have already taken action, including chairing an educational presentation and debate, helping students to build a career plan and offering senior-year VINCI Energies internships to future engineers.





## Human resources



// We give young talent an opportunity to round out their training. //

**Rida Lyahyaoui,**  
HR, Communication and Academy Director, VINCI Energies Afrique de l'Ouest

↓ "In its drive to expand in Africa, VINCI Energies wants to use local resources to the greatest extent possible. Given the scale of our requirements and the relatively limited number of post-secondary graduates, we have opted to welcome the most promising talent during their training. We have therefore forged partnerships with the top schools in Morocco, Senegal, Côte d'Ivoire and the Republic of Guinea. Working with a major international group boosts the image of these schools. The countries also benefit – we carry out key projects and it is important for young engineers to be involved in them."



**13,300**  
permanent contracts  
signed in 2019.

**2,400**  
young people under the  
age of 26 recruited under  
permanent contract in 2019.

**€122**  
million invested  
in training in 2019.

## A new milestone in promoting inclusion



charta der vielfalt

**SIGNED**

→ In Germany, VINCI Energies undertook to defend equal rights and workplace diversity when it signed the Diversity Charter, joining 3,400 businesses and institutions with a combined total of 13.3 million employees. When the commitments made by signatories are fulfilled, these employees will have a working environment devoid of prejudice. They will also be promoted independently of their gender, sexual orientation and identity, nationality, ethnic origin, religion or beliefs, disability, and age.

**3,400**

German companies and institutions,  
including VINCI Energies,  
have signed the Diversity Charter.



// In Brazil, the Omexom Institute helps disseminate the safety culture. //

**Breno Costa,**  
Business Unit Manager, Omexom Transmission Major Projects

↑ "The Omexom Institute was set up in November 2018 as a space for learning and sharing that covers the full range of energy infrastructure business activities, with special attention to safety. The Institute's purpose is to provide customers with long-term support by bringing together Omexom's expertise and setting it out in writing. In the past year, 100 employees received training, which enabled them to pass our safety culture on in the field. And the endeavour will continue, with new training sessions planned in 2020. This is part of our constant quest for safety excellence."



// Our business activities support environmental progress. //

**CORINNE LANIÈRE,**  
GENERAL COUNSEL, VINCI ENERGIES

**Could you describe VINCI Energies' environmental commitments?**

By the very nature of its activities, VINCI Energies is a major player in the ecological transition. Its activities are therefore quite naturally in line with the guidelines set out by Xavier Huillard, Chairman and Chief Executive Officer of the VINCI Group, which include a drastic cut in CO<sub>2</sub> emissions and water consumption, conservation of biodiversity and promotion of the circular economy with particular attention to waste recycling.

**What are the main ways in which VINCI Energies is reducing its carbon footprint?**

Each of our business units sets its own objectives and selects the measures best suited to its scope. A number of entities have already made strong commitments. VINCI Energies France, for example, plans to cut its CO<sub>2</sub> emissions by about 40% by 2030. But beyond our own scope, we are above all helping to drive progress through the work we do for customers. Our energy performance contracts in infrastructure and building solutions, in which we undertake to reduce consumption, and consequently emissions, over the long term, are a case in point.

**What is your outlook for the coming period?**

We see that our customers are increasingly focusing on "low-carbon" goals and embarking on a CO<sub>2</sub> reduction effort. Our business units offer solutions and services that meet these expectations. For example, we develop carbon audit tools for buildings that can be used for technical facilities, operation or new construction. VINCI Energies also offers Energy Performance Contracts (EPCs) that include a commitment to reduce energy consumption. For example, in Guadeloupe, we introduced several EPCs in one year that achieved an estimated CO<sub>2</sub> emission reduction of 11,000 tonnes per year. As an integrator, VINCI Energies now has a major environmental role to play by helping transform the way we build, operate and produce.



A cleaner vehicle fleet

← In the Netherlands, VINCI Energies launched an on-line carbon reduction programme for its vehicle fleet, with the goal of cutting its greenhouse gas emissions by 40% by 2030. From late 2019, whenever a business unit plans to replace a vehicle, it has an obligation to carry out a comparative analysis between internal combustion vehicles and their hybrid or electric equivalents. At the end of 2019, 20% of new cars were electric. Meanwhile, a Challenge is being held in each business unit. It will run until 2021 and is designed to raise employee awareness of the need to adopt safer and more ecological driving practices.



// The business unit's approach must be reflected in business practices. //

**Hélène Labour,**  
Director of the Building Solutions Institute

↓ "To promote our energy performance work, the Building Solutions Institute has developed a dedicated training programme. It includes an "energy efficiency solutions and services" module that describes the goals of the French office building decree and promotes activities such as energy performance contracts and energy savings certificates. In addition, there is a three-module course focused on action to be taken in heating and air conditioning. It is designed to support people in charge of site management. Overall, 153 employees were trained in 2019 and further modules are being developed."



## Ever-expanding commitment to saving sick children

Year after year, VINCI Energies expands its partnership with the Mécénat Chirurgie Cardiaque Enfants du Monde association and the Initiatives-Cœur sailboat. The goal is to enable children with congenital heart defects to be operated on in France if they cannot be cared for in their country of origin. In 2019, a variety of initiatives were taken to promote this cause. Some were initiated by VINCI Energies, which galvanised its teams in a variety of company-wide challenges, including a mask competition during the Transat Jacques Vabre race and promotion of the KM for Change app to convert into donations the kilometres covered by its employees who run. Fundraising was also initiated by employees and business units. Thanks to this growing engagement, more than €350,000 were raised for Mécénat Chirurgie Cardiaque, making it possible to save 29 children. Students in partner schools are also enlisted in the cause. For example, the students at the ESTP engineering school introduced their own fundraising project and collected the amount needed to operate on one child.

// **The first collection at the VINCI Energies Nuclear division took place during the 2019 convention. In a single evening, we raised more than €12,000 – enough to save a child! When the donations collected at in-house events and the Internet jackpot are added, we collected enough to fund five operations. Elany, who came from Côte d'Ivoire and was three years old, was operated on in Lyon in October. Four further children from Côte d'Ivoire, Senegal and Madagascar will in turn be cared for in the spring of 2020.** //

**Sophy Marchand,**  
Communication Manager,  
Nuclear division, VINCI Energies



## In Senegal, social performance across the board

← Since early 2018, VINCI Energies has been carrying out the Pôle 2020 project, which is designed to expand and strengthen the electricity transmission and distribution grid in Senegal and to make it more reliable. As part of this project, the company decided to be a force for good in the communities, with a focus on education, the environment, and safety. The main activities undertaken include support for local employment via an induction and training programme for recent graduates; supply of equipment for nine schools; organisation of a tree-planting campaign; and promotion of SAFETY Excellence to change behaviour with respect to risks.



// **It is very gratifying to help children who need support.** //

**Alan Higgs,**  
Communications Officer, Electrix New Zealand

→ “Because our children are our future, Electrix reaches out to build relationships with local schools as part of its CSR programme. We have focused on two schools with a high proportion of students from underprivileged communities: Panama Road and Onepoto Primary. In addition to financial support, our teams work with the children and spend time with them. In 2019, for example, 16 employees accompanied a visit to the Auckland maritime museum. It was a fantastic outing for everyone! At Christmas, many of us purchased, wrapped and distributed toys, giving a total of 342 gifts.”





## Repair Cafés to avoid replacing everyday objects

→ Repair Cafés are collaborative workshops where volunteers share their expertise with people who bring in objects (small appliances, bicycles, clothing, etc.) needing to be repaired. In a move to generate social cohesion and protect the environment, VINCI Foundation Netherlands has made start-up kits available to VINCI employees and retirees to enable them to easily open a Repair Café near their homes. Ron Verduin, a former Actemium employee, has already started one in the town of Heesch.



## Tim: facility management as a springboard for work integration

← With the help of the Fondation VINCI pour la Cité, VINCI Energies and Vitamine T – a major social enterprise player in France – set up Tim, a work integration company specialising in facility management. Their purpose in setting up the social joint venture is to help its beneficiaries back into employment, working as multiservice agents, hospitality officers, etc. Vitamine T will provide all of them with social support and customised professional coaching.

**£200,000**

were donated by the VINCI Foundation UK to support 30 local charities in the United Kingdom and the Republic of Ireland. The main focus was on access to training, jobs, housing and healthcare for vulnerable people.



## Support for a social programme to benefit blind and partly sighted people

↑ In Frankfurt, Germany, an advisory centre helps blind and partly sighted people select tools to help them master their environment, improve their autonomy and secure their jobs. The centre is the beneficiary of a project designed to improve its equipment, which the Fondation VINCI supported with €15,000 in funding in 2019. In addition, the communication specialists at the Industrietechnik division support the blind and partly sighted association in Hesse, particularly in the field of public relations.



This document is published by the VINCI Energies Communication Department.

**Photo credits:** Actemium, Adobe Stock, Alamy stock, Autre Image, Axians GA Netztechnik, Axians Italia – BU Cruise, Envato Elements, Jonathan Cacchia, Régis Clouzet (Agence Lumière), CNES/ESA/Sentinel/2019, Thibault Desplats, Steve Elliott Imaging, Etavis Kriegel & Schaffner, Getty Images, Jani Hannuksela, Axel Heise, Caroline Jackson, Kaja Kapitaniak, Sybille Knauss, Michel Labelle, Valter Maino, Antoine Monié, 2019 Nereu Jr, Omexom, One Shot Photo, 2018 Laurent Pascal, Arnaud Pilpre, Pulse Fiction, Reputation Squad, Wim Roefs, JP Salle, Sandvik-Microsoft, Jørgen Thauke, The Pulses, Twenty20, VINCI Energies Côte d'Ivoire, VINCI Energies Maroc, VINCI Energies all rights reserved, Martin Waalboet, Jean-Philippe Yuam Photography, Johannes Zinner. **Design and layout:** **VAT** - wearetogether.fr - 1911\_00632.

This document helps protect the environment. It is printed on paper produced from controlled and responsibly harvested resources.



280 rue du 8 mai 1945  
CS 50072  
78368 Montesson Cedex  
France

Tel.: +33 (0) 1 30 86 70 00  
Fax: +33 (0) 1 30 86 70 10



[www.vinci-energies.com](http://www.vinci-energies.com)

