



VINCI – Aim for an all-round performance

ESG presentation

MARCH 2025

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The VINCI Group

FY 2024 highlights



Record-high free cash flow

Growth in revenue and earnings



VINCI Autoroutes: stable traffic overall despite farmers' blockades in H1



VINCI Airports: pax numbers up – Covid now behind us



VINCI Highways: strengthening of its international footprint



VINCI Energies: revenue and operating margin increase



Cobra IS: revenue and operating margin up



VINCI Construction: slight revenue growth and further improvement of operating margin



Increasing share of international, now accounting for more than 50% of the Group's net income



Major M&A development, primarily in concessions



2025 outlook: further increase expected in revenue and earnings excluding the impact of a higher corporate taxation in France



Dividend proposed for 2024: €4.75 per share

VINCI 2024 key figures (1/2)

€71.6 bn

Group revenue
(incl. holdings)

>120

countries where
VINCI operates

>4,000

Est. number of
business units

285,000

Est. number of
employees

>350,000

Est. number
of contracts

€58 bn

market cap. at
31 December 2024

Concessions

Energy

Construction

Real estate

€ 6.6 bn

5,400

€5.1 bn

15,100

€20.4 bn

102,600

€7.1 bn

42,400

€31.8 bn

117,400

€1.1 bn

1,300

Revenue
Number of
employees

VINCI Autoroutes

VINCI Concessions*

VINCI Energies

Cobra IS

VINCI Construction

VINCI Immobilier



* Mainly VINCI Airports, VINCI Highways, VINCI Railways and VINCI Stadium

FY 2024 Group key figures (2/2)

Data in € million (unless otherwise specified)

	Revenue	Ebit	Ebitda*	Free cash flow
Δ FY 2024/FY 2023	71,623 +4% (+3% lfl)	8,997 +8%	12,689 +6%	6,808 +€179 m
	Net income	Diluted net income/share (€)	Dividend proposed (€)	Net financial debt
Δ FY 2024/FY 2023 (excl. TEITLD)**	4,863 +3% 5,147 ** +9%	8.43 +3%	4.75 +6%	(20,415) increase of 4,289 vs 31 Dec. 2023

* Cash flow from operations before tax and financing costs

** excluding TEITLD, i.e. the new tax on long-distance transport infrastructure in France (in 2024, negative P&L impact of €284 m)

Strong FCF generation and high level of cash conversion

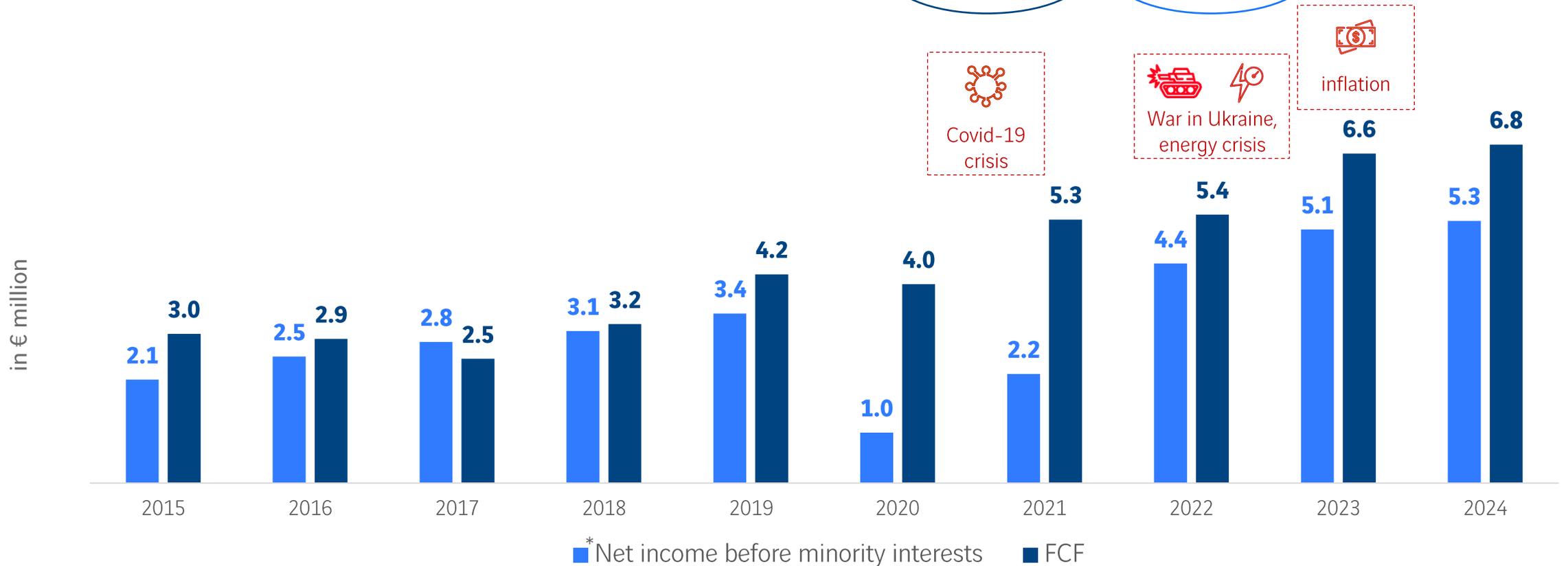
Free cash flow generation 2015 to 2024: €44.0 bn total

FCF
10-year CAGR

+12%

Net income*
10-year CAGR

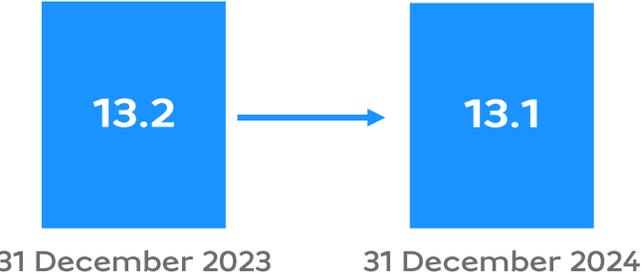
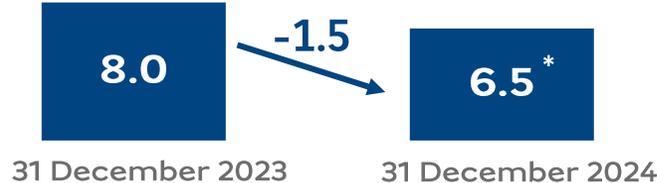
+8%



Sound financial situation

High level of liquidity

Data in € billion



- Net cash managed
- Unused confirmed bank credit facility

Solid credit rating

S&P Global Ratings



A- Outlook stable
Confirmed for VINCI in July 2024

MOODY'S



A3 Outlook stable
Confirmed for VINCI in June 2024



FY 2025 guidance

CONCESSIONS



VINCI Autoroutes: traffic levels slightly higher than those of 2024

VINCI Airports:

- Further YoY growth in passenger numbers, but probably more limited than in 2024 (+8.5% vs 2023)

ENERGY



VINCI Energies:

- Revenue growth comparable to 2024
- Operating margin at least equal to that of 2024 (7.2%)

Cobra IS:

- Revenue of at least €7.5 bn
- While comforting its high operating margin (7.8% in 2024)

Renewable energy portfolio: total capacity - in operation or under construction - of around 5 GW at year-end (around +1.5 GW vs 2024 year-end)

CONSTRUCTION



VINCI Construction:

- Revenue - including FM Conway - close to its 2024 level
- Further improvement in its operating margin (4.1% in 2024)

-
- **Barring any exceptional event, the Group would expect its total revenue and earnings to rise again in 2025, before factoring in the increase in corporate tax rates in France ***

* France's 2025 budget provides for a one-off increase in the corporate tax rate. As an initial estimate, the impact of this measure on VINCI's 2025 net income is an additional charge estimated at around €400 million, which would be paid in 2025.

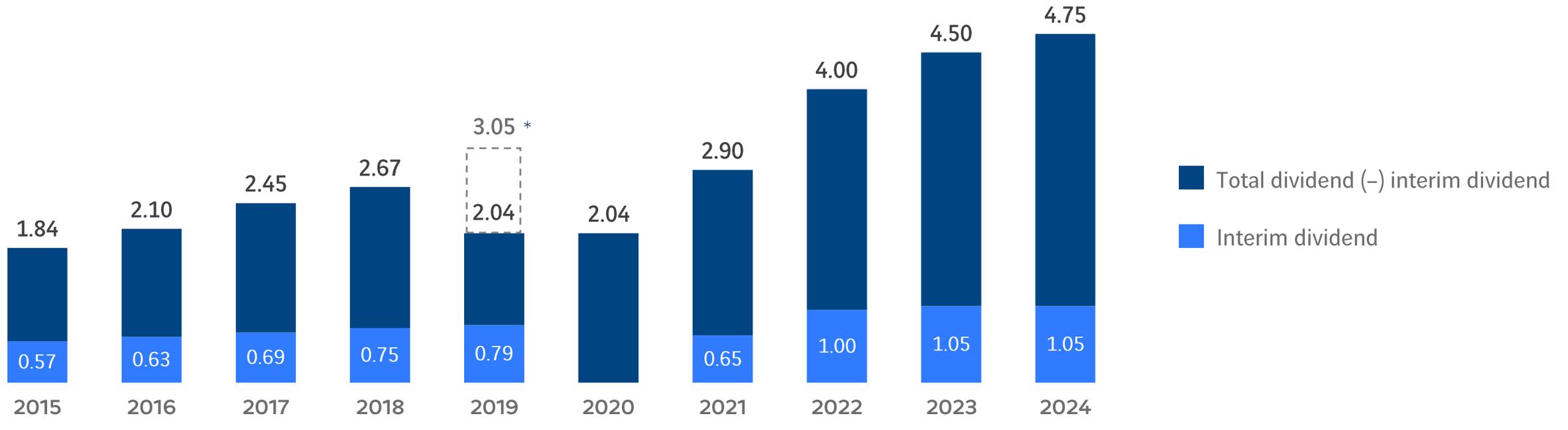
Dividend

2024 dividend per share
(all-cash)

€4.75
per share

22 April 2025 Ex-date

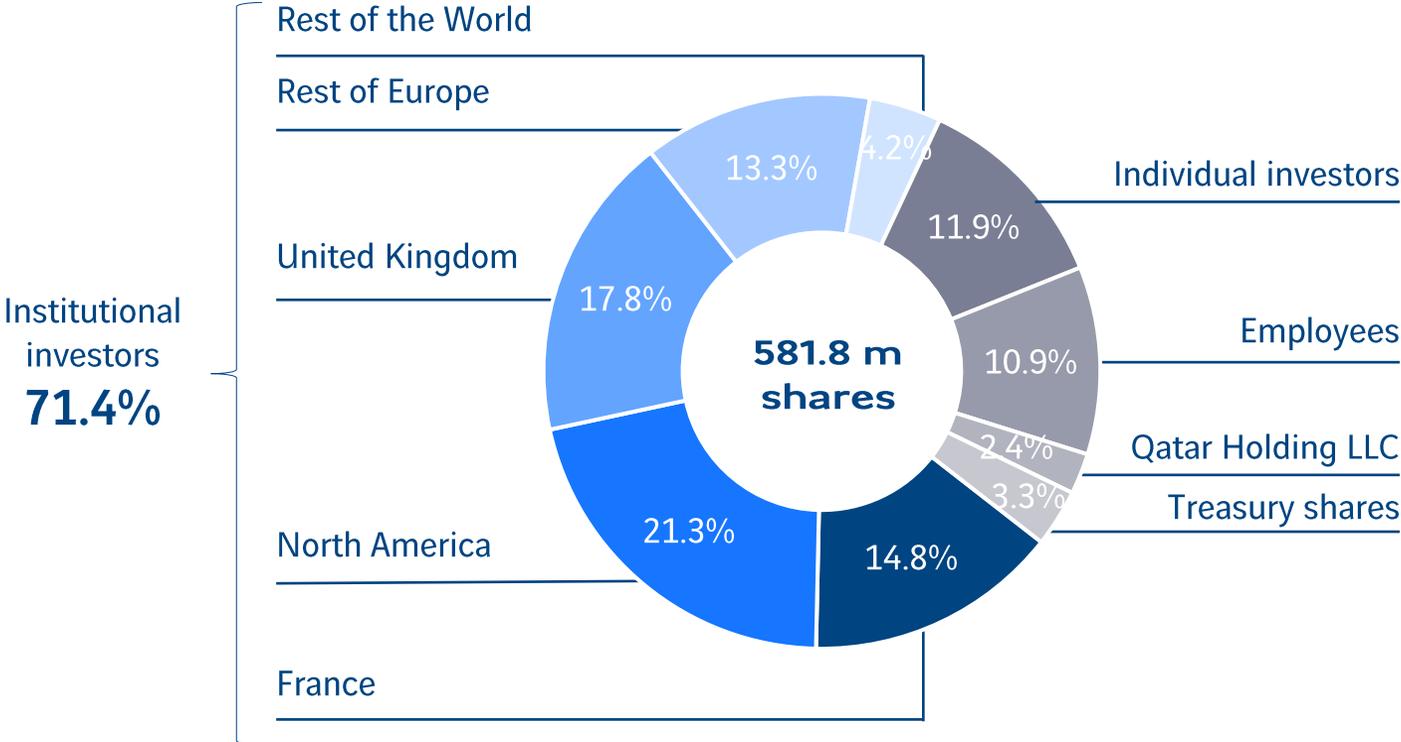
24 April 2025 Payment date



Dividend per share since 2015 (in €)

* The 2019 dividend initially proposed in February 2020 was €3.05 per share: it was finally cut to €2.04 per share in Spring 2020 due to the Covid-19 pandemic

Shareholder base at 31 December 2024



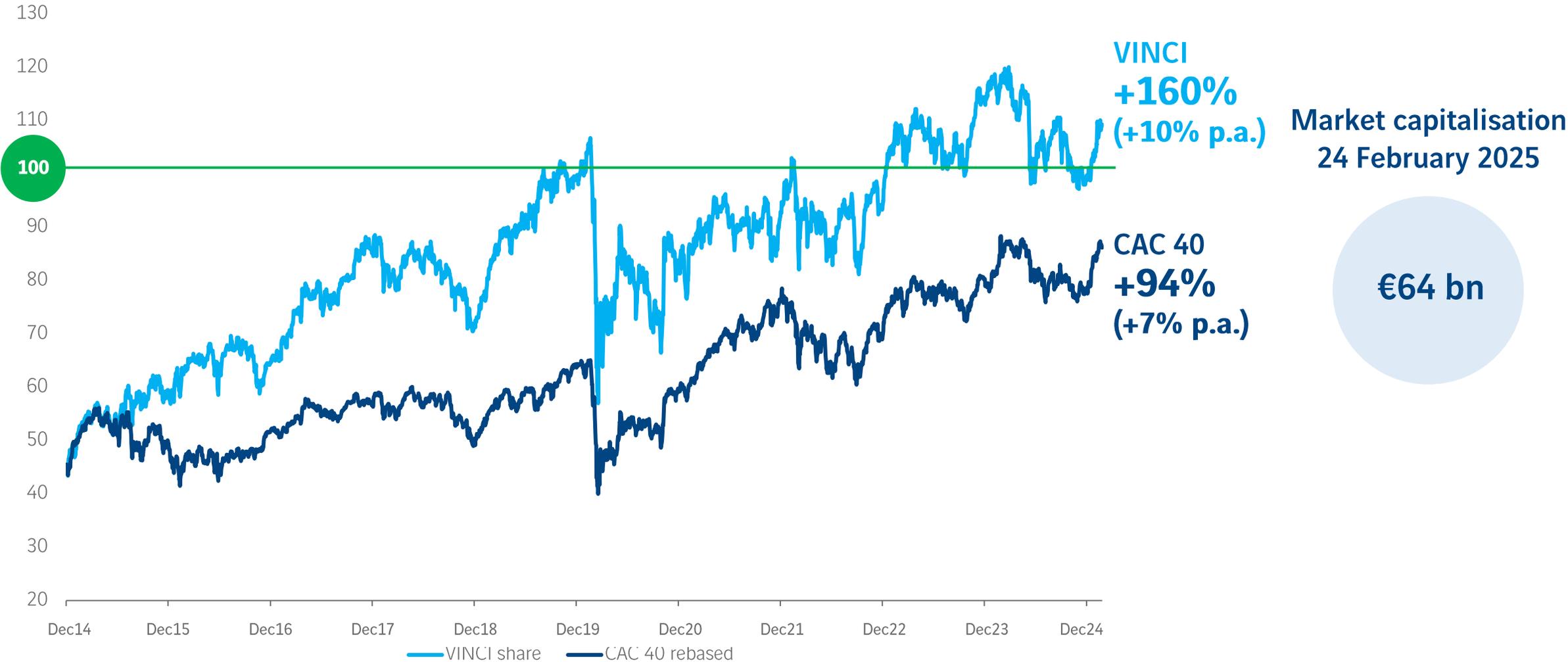
Shareholding structure*

- Almost **1,000** institutional investors
- **Over 170,000** Group employees and former employees are shareholders, including over **41,000** outside France

CAC 40 index outperformed over the last 10 years

Share price evolution from December 2014 to 24 February 2025

24 February 2025



VINCI's DNA

- ✓ Decentralised management
- ✓ The men and women at the heart of actions and organisations
- ✓ A local and global approach, rooted in all territories
- ✓ An all-round performance



R E A L
S U C C E S S
I S T H E
S U C C E S S
Y O U S H A R E



Together!
**Design and
build**



Together!
**Comply
with ethical
principles**



Together!
**Accelerate
the environmental
transition**

Aiming for an all-round performance

A sustainable economic project is impossible without an ambitious social, workforce-related and environmental commitment.



Together!
**Promote
sustainable
careers**



Together!
**Share
the benefits
of our
performance**



Together!
**Engage
in civic
projects**



Together!
**Strive for
zero
accidents**



Together!
**Foster
equality and
diversity**

2024 Corporate governance

Summary of corporate governance

Defines the Company's strategic choices and ensures that they are properly implemented



Board of Directors (13 members)



Xavier Huillard, Chairman and Chief Executive Officer

Maintains the balance of power



Yannick Assouad, Lead Independent Director

Four specialised committees that report to the Board of Directors



Audit Committee

René Medori
Yannick Assouad
Caroline Grégoire Sainte Marie
Claude Laruelle

Appointments and Corporate Governance Committee

Yannick Assouad
Benoit Bazin
Claude Laruelle
Marie-Christine Lombard
Dominique Muller

Strategy and CSR Committee

Benoit Bazin
Carlos F. Aguilar
Annette Messemer
Dominique Muller
Alain Saïd

Remuneration Committee

Marie-Christine Lombard
Graziella Gavezotti
René Medori
Roberto Migliardi

Meetings open to all directors

An active and diversified Board of Directors

8



Meetings

7 ordinary meetings and one extraordinary meeting

96.3%



Attendance rate

50%



Female members*

31%



Foreign or dual national members

90%



Independent members*

Composition of the Board at 31 December 2024

13 directors, including:

- 2 representing employees
- 1 representing employee shareholders

6 directors who are foreign nationals or have dual nationality

7 men and **6** women

9 independent directors

Average tenure: **6.7** years

Average age: **64.4**

Strategy and CSR Committee in 2024

Nine meetings in 2024
90% attendance
88.5% attendance for all directors, including those who are not permanent members of this committee



Benoit Bazin
(Chairman)



Carlos F. Aguilar



Annette
Messemer



Dominique Muller,
Director representing
employee
shareholders



Alain Saïd
Director
representing
employees

Composition	Main responsibilities	Activities in 2024
<p>Independent Chairman: Benoit Bazin</p> <p>5 permanent members (3 independent members, 1 employees representative and 1 representing employee shareholders)</p> <p>Meetings open to all directors</p>	<ul style="list-style-type: none"> ✓ Formulation of an opinion to Executive Management on proposed acquisitions or disposals of a value exceeding €50 million euros ✓ Ensure that CSR matters are taken into account in the Group's strategy and implementation ✓ Ensure that whistle-blowing systems have been put in place ✓ Examine VINCI's sustainability commitments with respect to the issues faced in its business activities 	<ul style="list-style-type: none"> ✓ Examining acquisition projects ✓ Update on the implementation of "corporate citizenship" initiatives and of ethics and vigilance actions ✓ Update on the implementation of the environmental ambition ✓ Consideration of regulations and sustainability issues

Appointments and Corporate Governance Committee in 2024

Eight meetings in 2024
100% attendance



Yannick Assouad*
(Chair)



Benoit Bazin



Claude Laruelle



Marie-Christine
Lombard



Dominique Muller,
Director representing
employee
shareholders

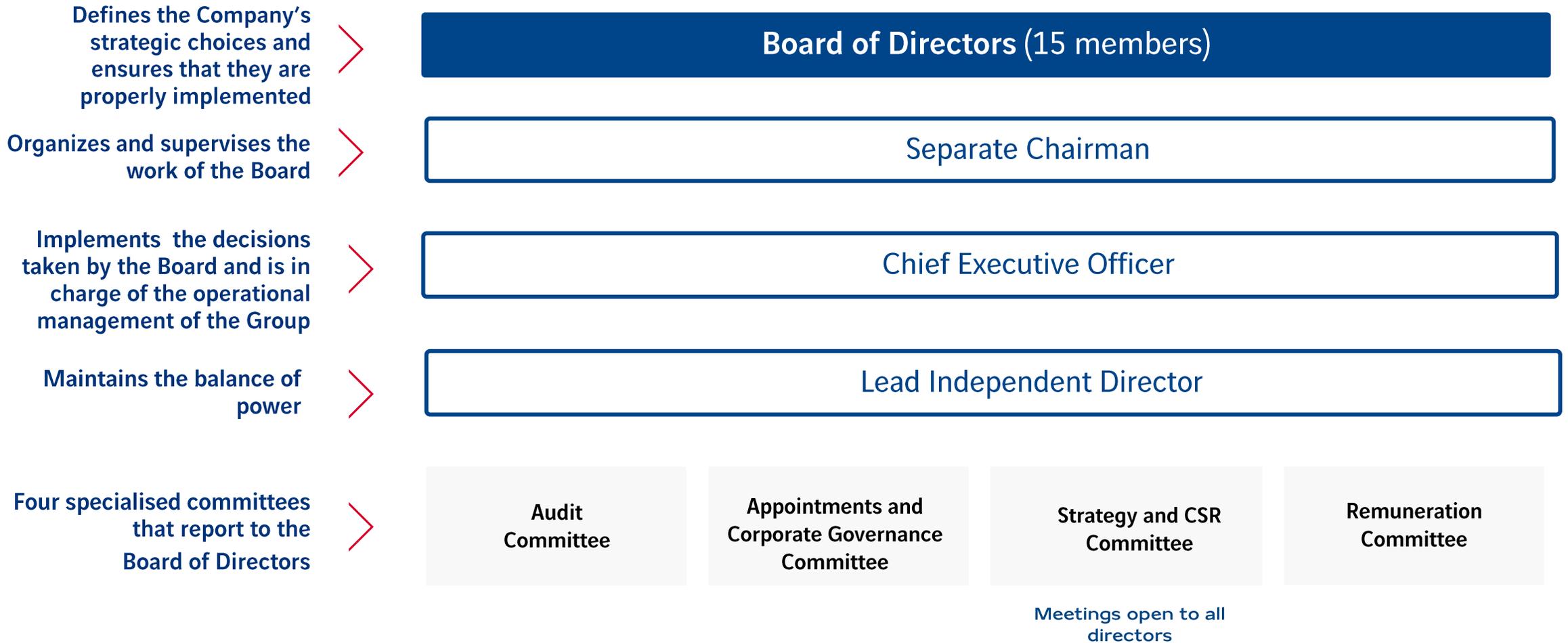
Composition	Main responsibilities	Activities in 2024
<p>Independent Chair: Yannick Assouad</p> <p>5 members (4 independent members and 1 representing employee shareholders)</p>	<ul style="list-style-type: none"> ✓ Make proposals on the selection of Directors ✓ Make recommendations for the appointment of executive company officers and succession plans ✓ Monitor the evaluation process of the Board of Directors 	<ul style="list-style-type: none"> ✓ Recommendation to the Board on the name of the future CEO ✓ Preparation of the evaluation of the Chairman and CEO – Evaluation of the independence of Board members ✓ Proposals to appoint 3 new directors ✓ Succession plans

* Reappointment will be proposed at the 2025 Shareholders' General Meeting

Renewal of one director's term and appointment of three new Directors at the AGM (17 April 2025)

	Position(s)	Board's evaluation	Year of first appointment
Yannick Assouad French nationality	<ul style="list-style-type: none"> Executive Vice-President, Avionics, Thales Lead independent Director of VINCI Chair of the Appointments and Corporate Governance Committee and member of the Audit Committee of VINCI 	Non independent as of 17 April 2025	2013
Pierre Anjolras French nationality	<ul style="list-style-type: none"> Chief Operational Officer of VINCI 	Non independent	2025
Karla Bertocco Trindade Brazilian nationality	<ul style="list-style-type: none"> Chairman of the Board of Directors, Sabesp 	Independent	2025
Maria Victoria Zingoni Spanish and Argentinian nationalities	<ul style="list-style-type: none"> Chief Executive Officer, Power, GE Vernova 	Independent	2025

Organization of corporate governance following the separation of functions after the AGM



Main characteristics of the Board's membership after the AGM if the resolutions are voted

50%

Female members*

33%

Foreign or dual national members

75%

Independent members*

Composition of the Board after the AGM

15 directors, including:

- 2 representing employees
- 1 representing employee shareholders

9 independent directors

8 men and **7** women

6 directors who are foreign nationals or have dual nationality

Average tenure: **6.1** years

Audit Committee in 2024

Five meetings in 2024
100% attendance



René Medori
(Chair)



Yannick Assouad*



Caroline Grégoire
Saint Marie



Claude Laruelle

Composition	Main responsibilities	Activities in 2024
Independent Chair: René Medori	<ul style="list-style-type: none"> ✓ Monitor the process of compiling financial information ✓ Monitor the effectiveness of internal control and risk management systems 	<ul style="list-style-type: none"> ✓ Examination of the budget and accounts ✓ Review of risk management, prevention and control systems ✓ Collaboration with the auditors
4 independent members	<ul style="list-style-type: none"> ✓ Evaluation of 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 in this matter 	<ul style="list-style-type: none"> ✓ Consideration of regulations and sustainability issues

Auditors

Title		Year of first appointment	Year of renewal	Term of office ends
PricewaterhouseCoopers Audit	Financial statements	• 2019	• 2025	• 2031
Ernst & Young Audit	Financial statements	• 2025	• -	• 2031
Ernst & Young Audit	Sustainability information	• 2025	• -	• 2031

Remuneration Committee in 2024

Three meetings in 2024
100% attendance



Marie-Christine Lombard
(Chair)



Graziella Gavezotti



René Medori



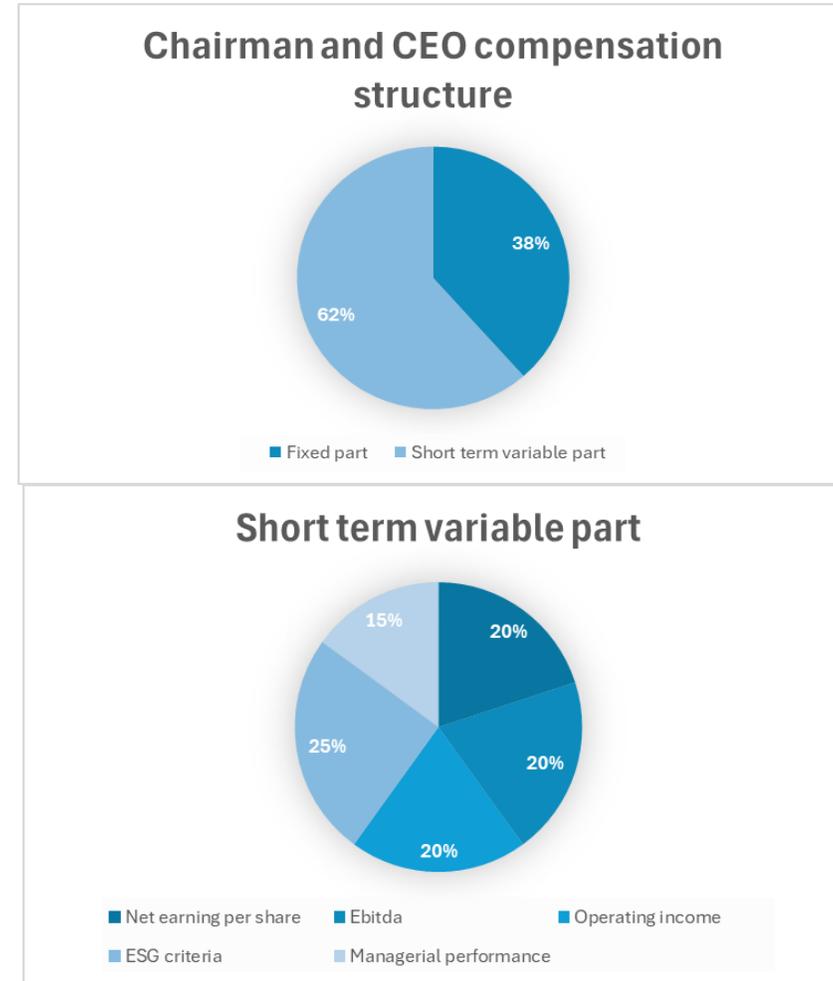
Roberto Migliardi
(Director representing employees)

Composition	Main responsibilities	Activities in 2024
<p>Independent Chair: Marie-Christine Lombard</p> <p>4 members (3 independent members and 1 employees representative)</p>	<ul style="list-style-type: none"> ✓ Compensation of the Chairman and Chief Executive Officer ✓ Monitoring of employee shareholding ✓ Retention and motivation plans for executives and managers 	<ul style="list-style-type: none"> ✓ Reviewing the executive company officers' compensation policies ✓ Setting the CEO's variable compensation in respect of FY 2024 ✓ Monitoring employee shareholding ✓ Implementing long-term incentive plans and monitoring performance on vested long-term incentive plans

Remuneration policy for the Chairman and Chief Executive Officer from 1 January 2025 until separation of functions

Structure of the Chairman and Chief Executive Officer's capped remuneration:

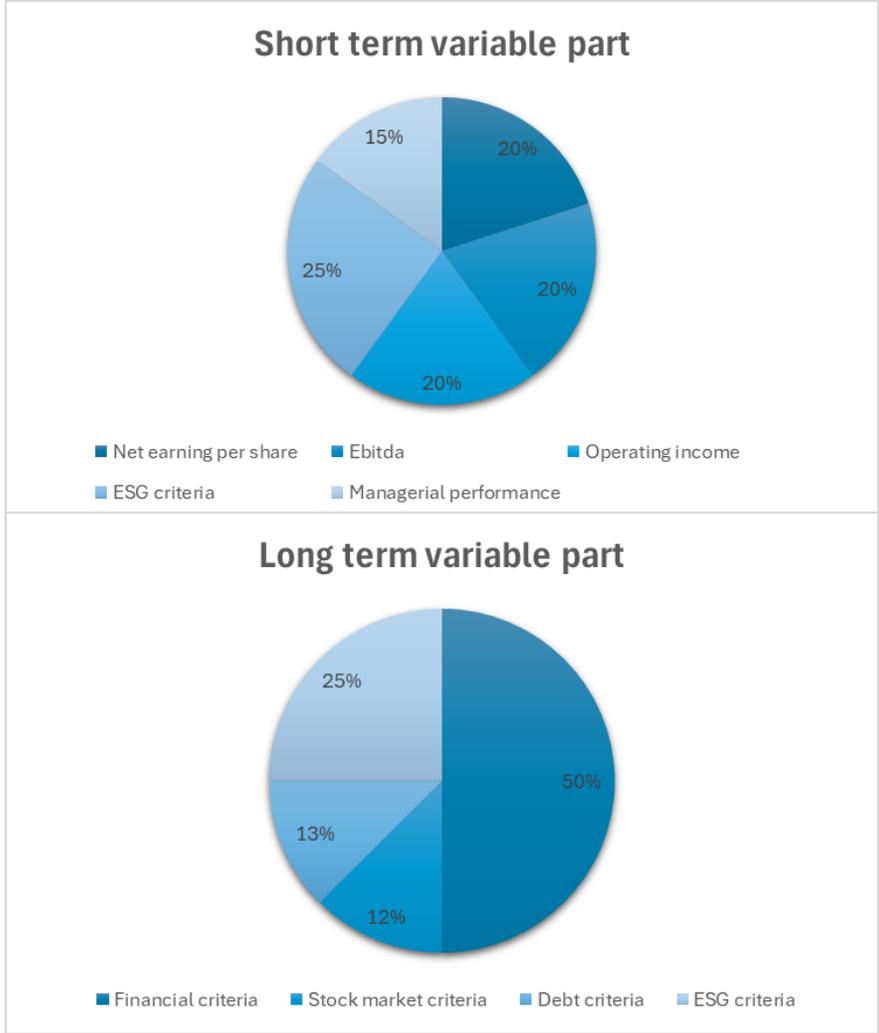
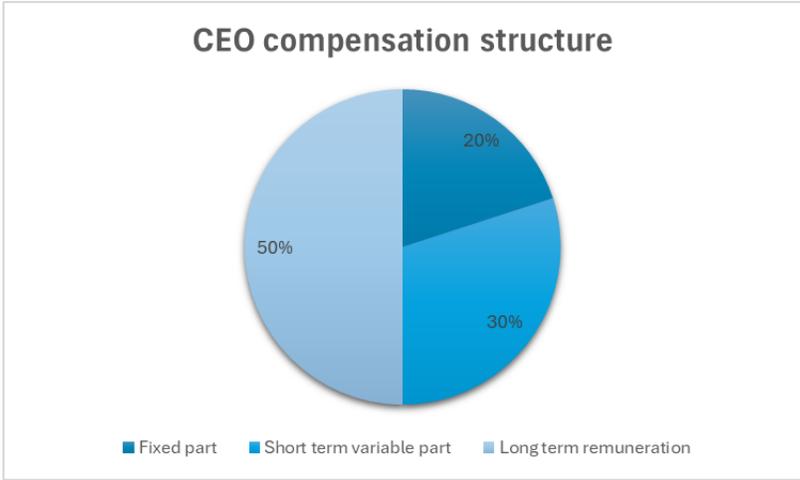
- **Short-term fixed component:** €1,300,000
- **Short-term variable component:** 160% maximum of the fixed compensation i.e. €2,080,000 on an annual basis
- **No long-term variable component**



Remuneration policy for the Chief Executive Officer following the separation of functions

Structure of the Chief Executive Officer’s capped remuneration:

- **Short-term fixed component:** €1,300,000
- **Short-term variable component:** 150% maximum of the fixed compensation i.e. €1,950,000 on an annual basis
- **Long-term variable component:** number of shares corresponding to an IFRS 2 fair value capped at 100% of the total of fixed remuneration plus the upper limit of the short-term variable component



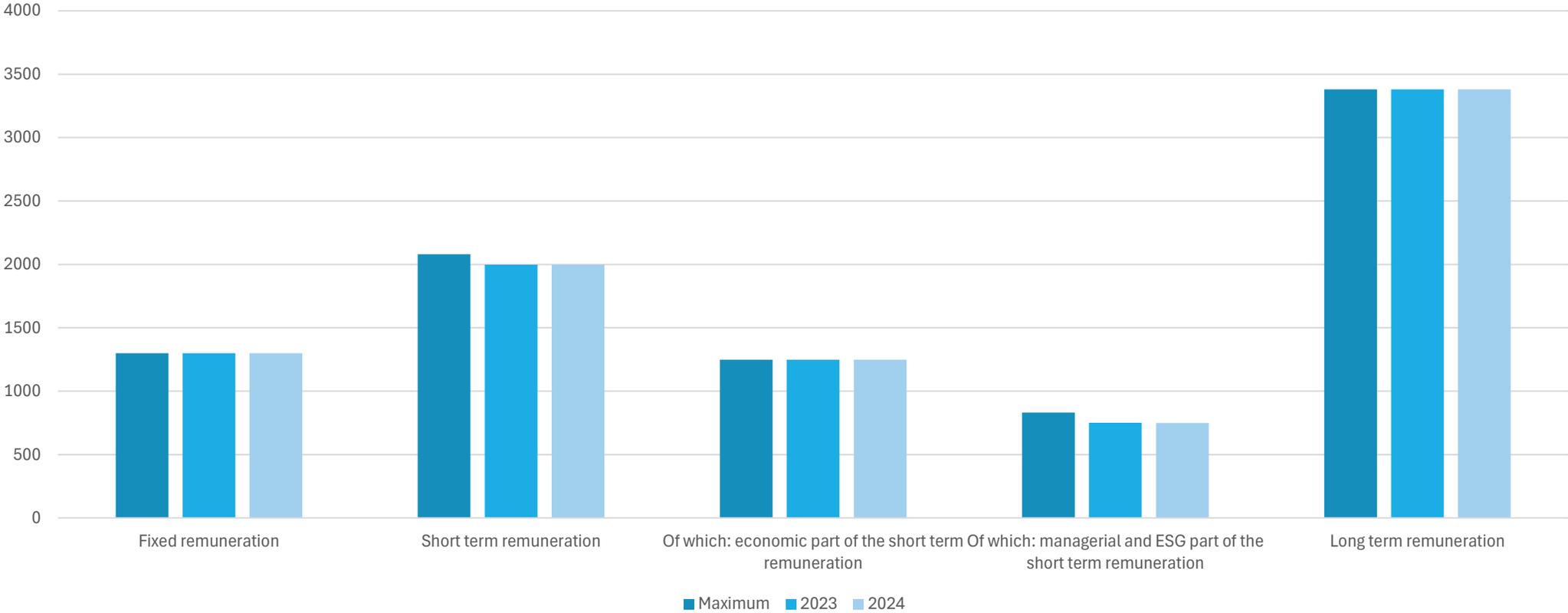
Remuneration policy for the Chairman of the Board of Directors as of the separation of functions

Structure of the Chairman's remuneration:

- **Short-term fixed component: €900,000**
- **No short-term variable component**
- **No long-term variable component**

Remuneration of Xavier Huillard, Chairman and Chief Executive Officer, for 2024

Chairman and CEO compensation



In thousands of euros

Shareholders' General Meeting: Calendar



2024 Environmental Performance

VINCI's ESG ratings in 2024



	2024	2023	2022
CDP Climate	B	A-	A
CDP Water Security	B	B	B
CDP Forest	B-	C	C



Disclosure score: 89%
(vs industrials average: 55%)



4 airports achieved Net Zero emissions for Scopes 1 and 2

EU Taxonomy – 2024 performance

41%

of eligible revenue

22%

of aligned revenue

Most contributing sectors to the eligibility and alignment of VINCI's activities in 2024

In bn€	Eligible Revenue	Aligned Revenue
Transmission and distribution of electricity (4.9)	5.8	4.1
Infrastructure for rail transport (6.14)	5.0	3.9
Activities related to the energy performance of buildings (7.3 – 9.3)	1.8	1.7
Construction and renovation of buildings (7.1 – 7.2)	8.7	1.7
Electricity generation from wind power and solar PV (4.1 – 4.3)	1.8	1.7

43%

of eligible Capex*

22%

of aligned Capex*





Forging a sustainable world



Act for the climate



Optimise resources thanks to circular economy



Preserve natural environments

VINCI's environmental ambition and 2024 performance



Act for the climate



Optimise resources thanks to circular economy



Preserve natural environments

2030 AMBITION

-40%

GHG emissions vs 2018 (scope 1 & 2)

-20%

GHG emissions vs 2019 (scope 3)

90%

low carbon concrete used by VINCI Construction



SCIENCE BASED TARGETS

2024 PERFORMANCE

2.2 mt

Scopes 1 & 2 emissions in 2024

-21%

GHG emissions in 2024 vs 2018 (scopes 1 & 2, adjusted for the impact of acquisitions)

40% of electricity consumption from renewable sources in 2024

48 mt

Scope 3 emissions in 2024

29% low carbon concrete

used by VINCI Construction in 2024 (**60%** in France)

2030 AMBITION

20 mt

recycled materials produced by VINCI Construction

45%

reclaimed asphalt mix from VINCI Autoroutes reused on its own worksites

Zero waste

to landfill for all airports

80%

reclaimed inert waste at VINCI Energies

2024 PERFORMANCE

16 mt of recycled materials out of VINCI Construction total annual production in 2024

48% reclaimed asphalt mix from VINCI Autoroutes reused on its own worksites in 2024

15 sites (over 59 in total) with zero waste to landfill at VINCI Airports in 2024

75% reclaimed inert waste at VINCI Energies in 2024

2030 AMBITION

Towards zero net loss of biodiversity

act4nature international

commitments

Zero net loss of natural land for VINCI Immobilier in France

2024 PERFORMANCE

57 sites

(over 59 in total) using zero phytosanitary products for VINCI Airports

-71%

phytosanitary products used by the concessions activities in 2024 vs 2018

Only **15%**

land take for VINCI Immobilier operations in France in 2024

€8.1 bn

revenues from environmentally accredited projects in 2024

Actions to reduce direct emissions

-21% 

greenhouse gas emissions in 2024 vs 2018
(scopes 1 & 2, adjusted from the impact of acquisitions)

Scopes 1 & 2 (2.2 MtCO₂eq)



>50%

worksite machines equipped with the E-track energy consumption monitoring system



21%

of vehicles converted to electric power in France by the end of 2023



70 kWh/t

energy performance targets for asphalt production



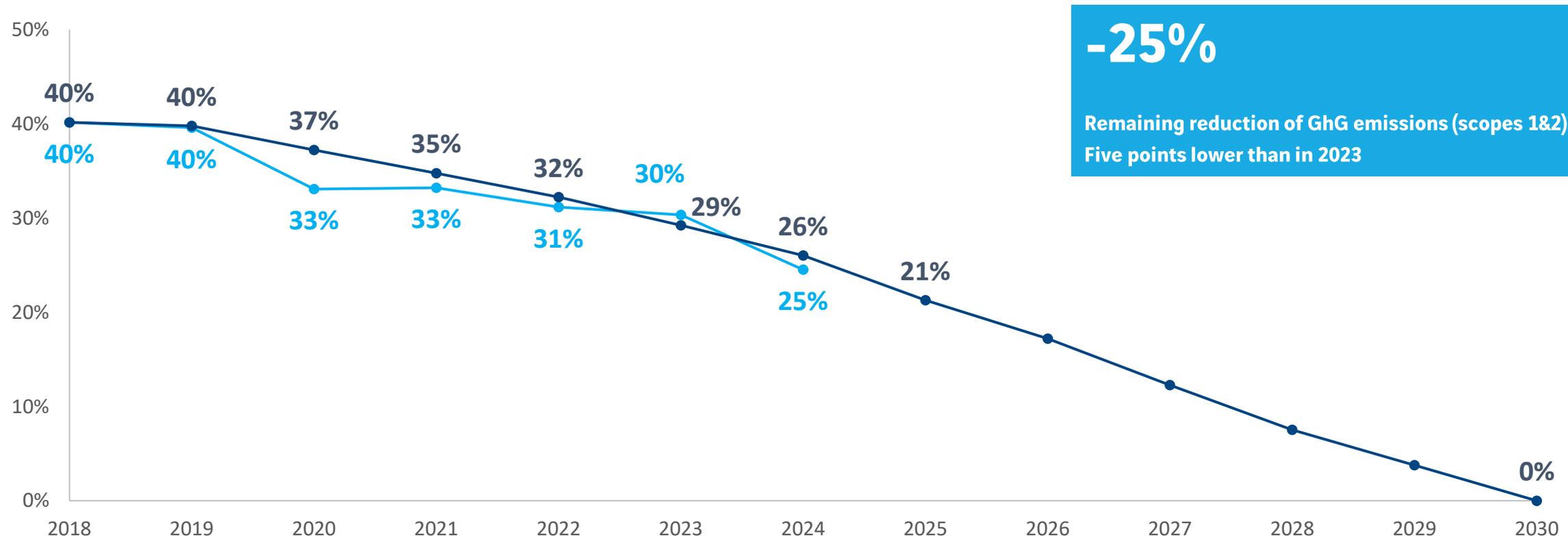
40%

of electricity consumed in 2024 from renewable sources

VINCI's emissions reduction trajectory

Scope 1&2 GHG emissions, as of 31.12.2024

Data in absolute value and adjusted to the impact of acquisitions





Scope 3 reduction actions

Scope 3 (~48 MtCO₂eq)



MATERIALS

- ✓ Target: 90% of low carbon concrete by 2030 (VINCI Construction)
- ✓ Recycled steel
- ✓ Bio sourced materials

TRANSPORT & SUB-CONTRACTING

- ✓ Logistic optimization
- ✓ Low carbon mobility

CONCESSIONS TRAFFIC

- ✓ Low Carbon Highways
- ✓ Tariff modulations according to environmental performance (VINCI Airports)
- ✓ Sustainable Aviation Fuels

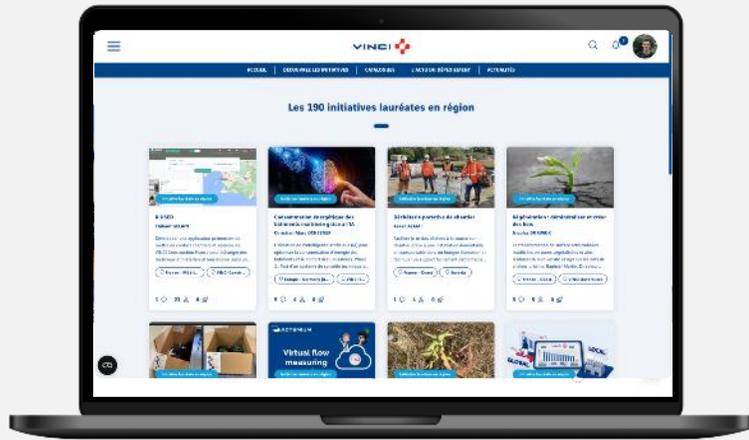
USES OF EQUIPMENTS & BUILDINGS

- ✓ Eco-design
- ✓ Energy efficiency
- ✓ Renewable energy

All committed!



THE ENVIRONMENT AWARDS 2024



environment.vinci.com



VINCI Environment Day – September 22nd

1 000
Candidate initiatives

165
Awarded solutions

800
Relays trained in the regions

TRAININGS



59 000
Employees who have taken the environmental ambition e-learning

+450
Motivated and committed pioneers in the ecowork community

Supporting energy transition

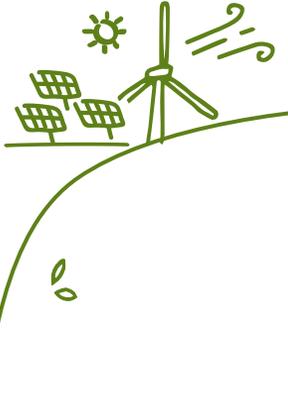
VINCI's business lines are adapting their expertise and developing solutions in renewable energy - solar and wind in particular - to make a full contribution to the energy transition and to improve the energy mix of tomorrow.



Wave Platform,
Driving energy
efficiency



The application contributes to improving the energy and service performance of buildings.



Power Road® : what if the road heated the city?



A swimming pool heated thanks to Power Road® (Feurs, Auvergne-Rhône-Alpes)



REVE, self-consumption buildings

Solarvia, transforming abandoned motorways into photovoltaic parks



1 GWp
of development
capacities until 2030

56
sites under development,
with 36 ground-mounted
parks and 20 photovoltaic
shaded areas

SunMind, foster access to solar technologies



Development of a photovoltaic plant at Faro airport (Portugal), operated by VINCI Airports.

Adapting the city and territories

In response to the ecological emergency, VINCI provides concrete solutions to accelerate the transformation of living environments, infrastructures and mobility.



Exegy®,
making low-carbon
concrete widespread



Too Electric,
accelerating
electric mobility

Resallience, adaptation engineering



Diagnosis of resilience performance:
mapping the risks associated with
climate change

Revalo®,
urban cool
islands



Basses promenades (Reims, Grand-Est)





Optimise resources thanks to circular economy

Low carbon motorway maintenance



Maximising the recycling and reuse of asphalt off-cuts (between 70% and 100%), while optimizing greenhouse gas emissions

The perpetual quarrier



Preserve natural environments

Renaturation of the motorway domain

28,000 ha of green space



Reusing water from air conditioning systems

CompenSEA, Monitoring compensatory measures



Upgrading brownfields

To reduce land artificialisation, VINCI Immobilier is stepping up its urban recycling projects by rehabilitating and depolluting brownfield sites



Universeine (Saint-Denis, Île-de-France)

Waste Marketplace, simplifying construction waste management



Waste Marketplace

2024 Social Performance

VINCI's social performance in 2024

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders

4
Together!
Engage in civic projects

4,000

long-term unemployed people supported in 2024 on integration programmes

10,000

high-school students to be welcomed on the orientation section of Give Me Five programme

€6.5m

of funding provided to non-profits by the Group's foundations (€70 m since 2002)

5
Together!
Strive for zero accidents

74%

of companies without lost-time occupational accidents

0.41

workplace accident severity rate

5.8

lost-time workplace accident frequency rate

2,300,000

training hours in health and safety

6
Together!
Foster equality and diversity

23.6%

female managers in 2024 (vs 18.5% in 2016)

20.5%

of women sitting on the management committees of Group companies in 2024 (vs 8.6% in 2018)

Objectives

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions

7
Together!
Promote sustainable careers

5,897,755

hours of training provided in 2024

92%

permanent job contracts

12,119

young people under 25 years old recruited

92, 322

people recruited worldwide

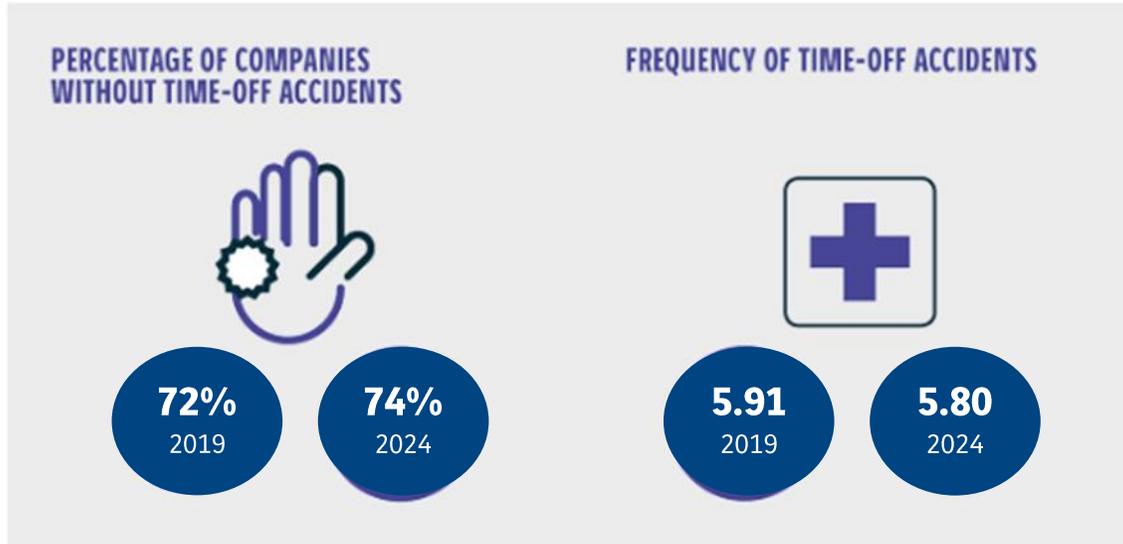
8
Together!
Share the benefits of our performance

More than **87%** of all employees can subscribe to an employee share ownership programme

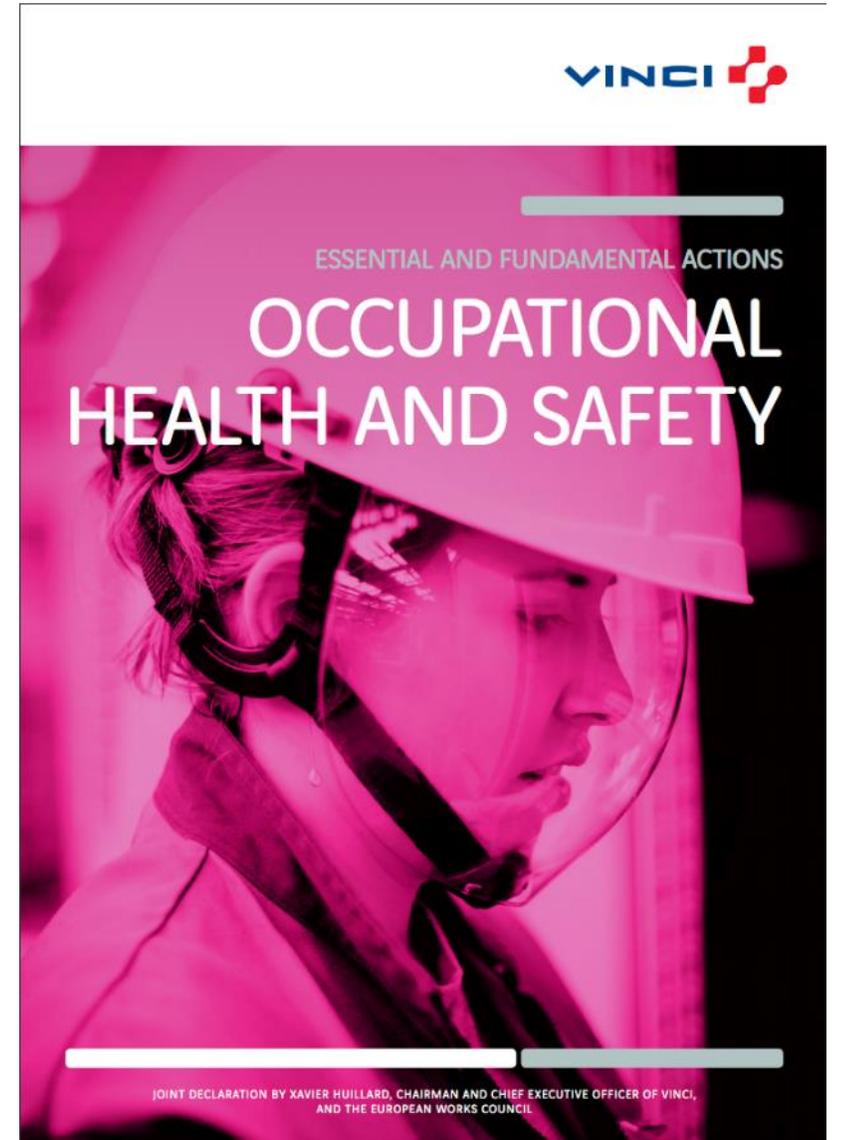
€533m

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

Zero accidents on worksites



- ✓ An in-house network of 2,850 health and safety specialists
- ✓ Trainings and best practices :
 - ✓ 39% of training hours on health & safety
 - ✓ 2.3 million hours of training in health & safety
- ✓ Subcontracting and customer awareness



Equality and diversity (1/2)

Percentage of women in managerial positions

17.7%
in 2014

23.6%
in 2024

Targets by 2030:

- Increase the percentage of women in management positions and the percentage of women members of the Group's management committees to 30%
- An in-house diversity network of more than 600 active members
- Fostering the employment of people with disabilities and purchases done with disability-friendly enterprises



Equality and diversity (2/2)

1. Guidance



- More than 850 VINCI sponsors and relays
- Actions carried out in 30 countries

2. Recruitment



- Targeted actions with students, especially from INSA since 2018
- Clauses in recruitment mandates relating to mixed shortlists
- Young Talents and Fresh Graduates programmes

3. Development



- A Connect'HER banner to accompany all initiatives
- Training courses dedicated to inclusive management
- Dedicated People Reviews
- Coaching and mentoring programmes
- An action plan to combat ordinary sexism

Give Me Five Programme

Launched in 2018, the Give Me Five programme aims to tackle social inequalities, targeting young people from priority neighbourhoods or people far away from the job market.

It is structured around five initiatives:



1 GUIDANCE

Offer week internships for middle-school students to discover the enterprise world

**More than 10,000
students in 2023-2024**

2 INDIVIDUAL SUPPORT

Guide, empower and professionally support middle-school students in collaboration with associations, academic rectorates and partners

3 APPRENTICESHIPS

Strengthen 14-25 years old's skills through training and working contracts

4 INTEGRATION

Facilitate the access to internships for young people in priority neighbourhood areas

5 EMPLOYABILITY

Increase the employability of people far away from the job market



Encouraging teams' professional fulfilment

21 hours
of training on
average per
employee

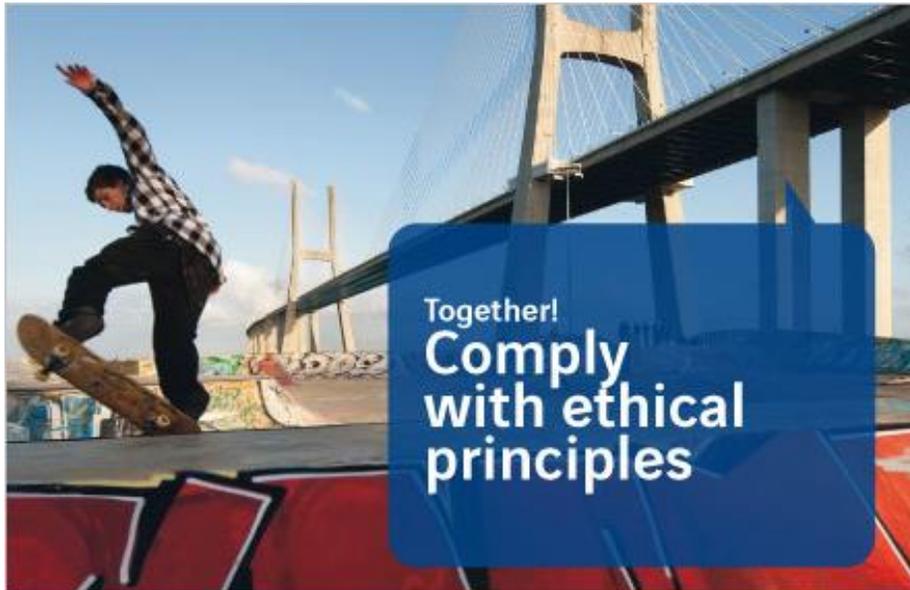
Encouraging employee training
through online and offline courses

€533 M
paid out to French
employees through
employer contributions,
profit-sharing, incentive
and retirement
saving plans

Sharing the benefits of performance
(10.9 % of VINCI's capital is detained by
employees)



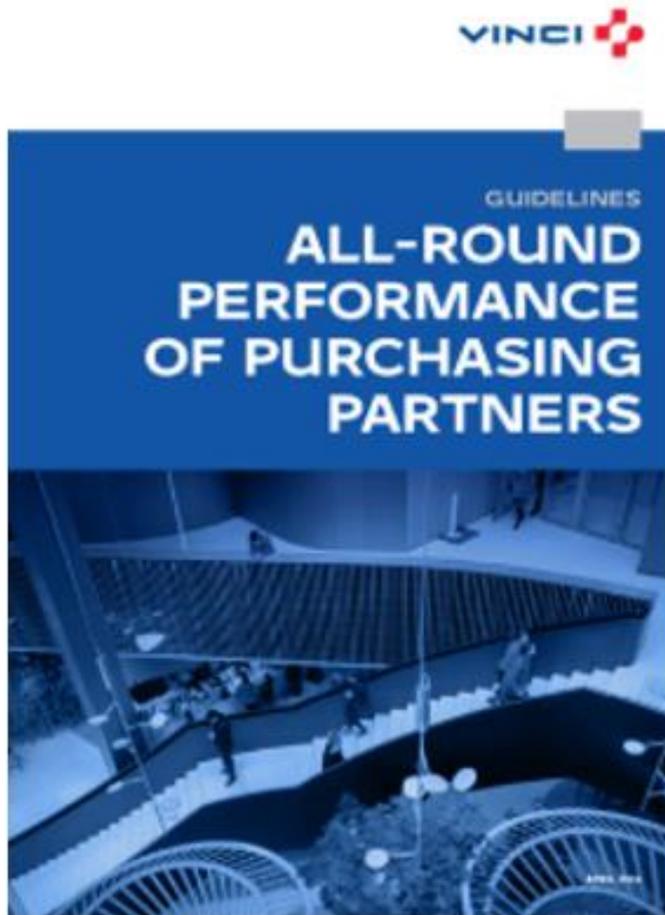
Ethics and Human Rights



Documents available in ~30 languages and for 99% of employees

Responsible procurement

Two new framework documents



In line with the Group's commitments and values, VINCI expects each of its purchasing partners to respect and ensure respect within its own supply chain for the principles and values set out in our Global Performance Charter for Purchasing Partners.

VINCI's whistleblowing platform



English

<https://www.vinci-integrity.com>

Accessible to :

- Group's employees
- External or occasional employees
- Other stakeholders in projects run by Group entities

 To ensure that reports remain strictly confidential, VINCI has introduced this platform, featuring a high level of security. For further information [click here](#).

Welcome to VINCI Integrity

As part of the Group's whistleblowing system, VINCI Integrity enables you to report serious violations concerning human rights, the environment, business ethics or health and safety of which you are personally aware in the working environment.

The reports are handled under the strictest conditions of confidentiality by [the Group Ethics and Vigilance Department](#).



Submit a report



Track my report

The procedure

[What are the areas concerned?](#)

[What happens after I submit a report?](#)

[How soon will I receive a reply after submitting my report?](#)

[How can I be sure that my report will remain confidential?](#)

[What happens if the report turns out to be unfounded?](#)

[What is the "Track my report" button used for?](#)

[What should I do if I lose my report references?](#)

Anti-corruption Code of Conduct

Code of Ethics and Conduct

Guide on Human Rights

Occupational health and safety

Environmental guide

VINCI's guide on human rights



THE GUIDE:

- identifies VINCI's **salient issues** (5 areas divided into 17 themes) and **associated guidelines** for each theme;
- has a **universal dimension** within the group;
- applies to all our companies regardless of their business and the country where they are established;
- constitutes a **progressive approach**.

DEDICATED E-LEARNING AVAILABLE TO ALL EMPLOYEES IN NINE LANGUAGES

HUMAN RIGHTS

The 5 key points to remember

01 Our activities, just like those of any other company, can have an impact on human rights which may be positive or negative. This must be identified beforehand and any risks of infringement must be prevented.

It is vital to **open up a dialogue** and to **bring together relevant stakeholders** to be able to analyse the situation and identify suitable solutions. With regard to a concession, the quality of relationships with stakeholders is decisive from the construction phase onwards and the project must be sustainably anchored in the region.

02

03 The company's activities but also its clients, etc.).

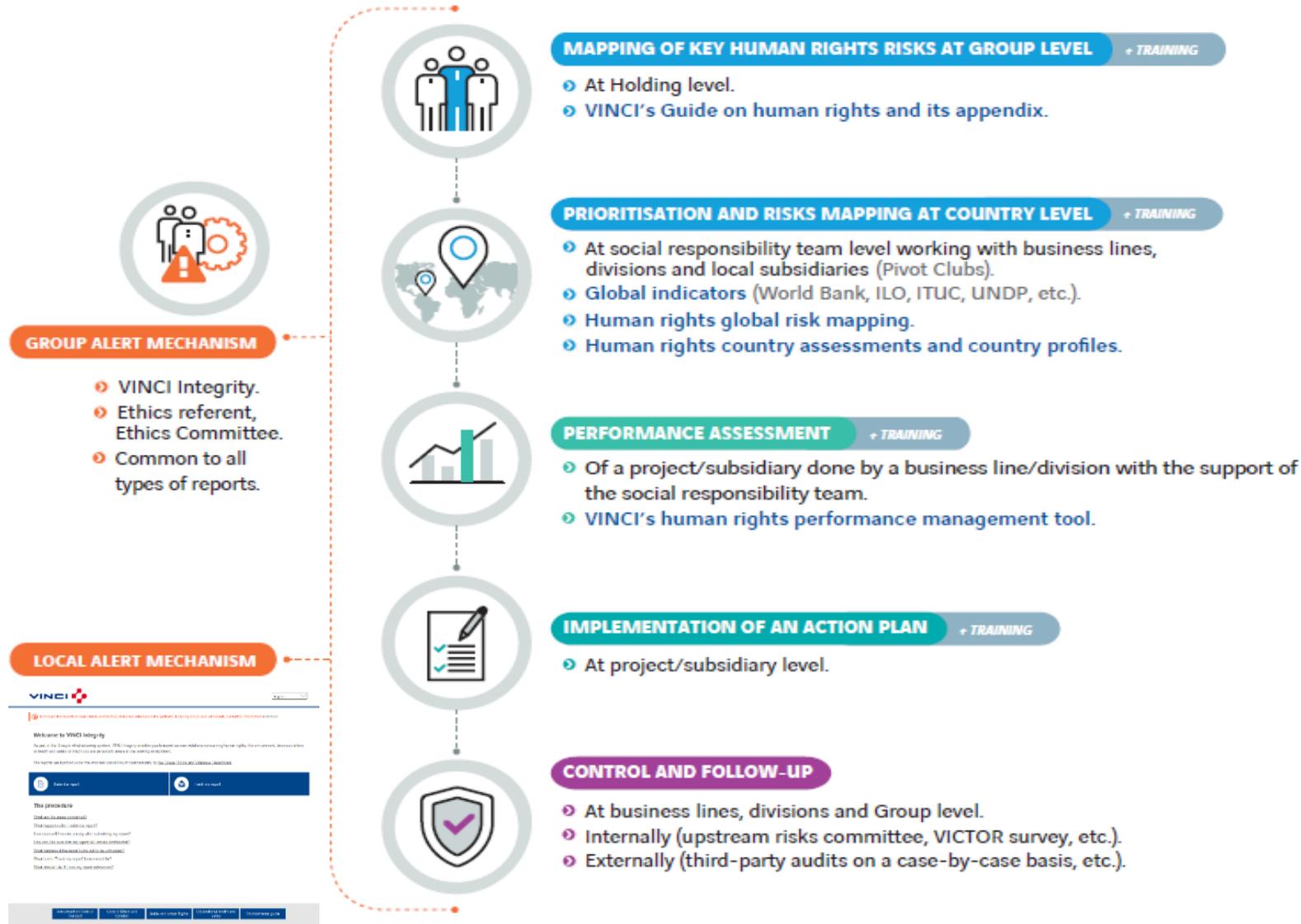
On occasion, stakeholders may be outside our contractual framework. It is important to take a proactive role in seeking out the responsible party.

05 An infringement of human rights, made by one of our subsidiaries or by a business partner...

CHAPTER 2 / THE MEETING

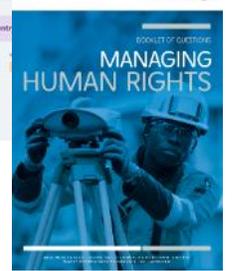
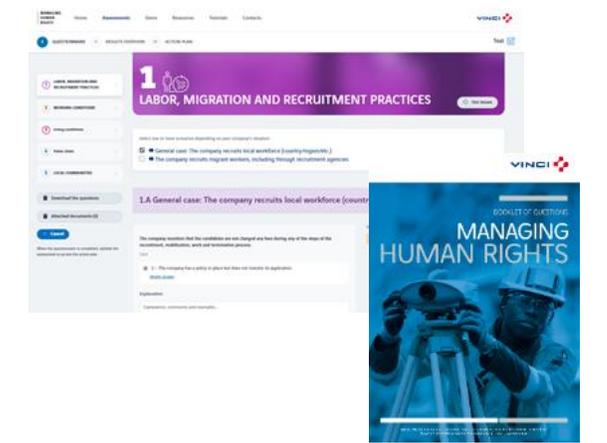
> More than 45,000 employees in 110 countries at end of 2024

Deployment of the approach

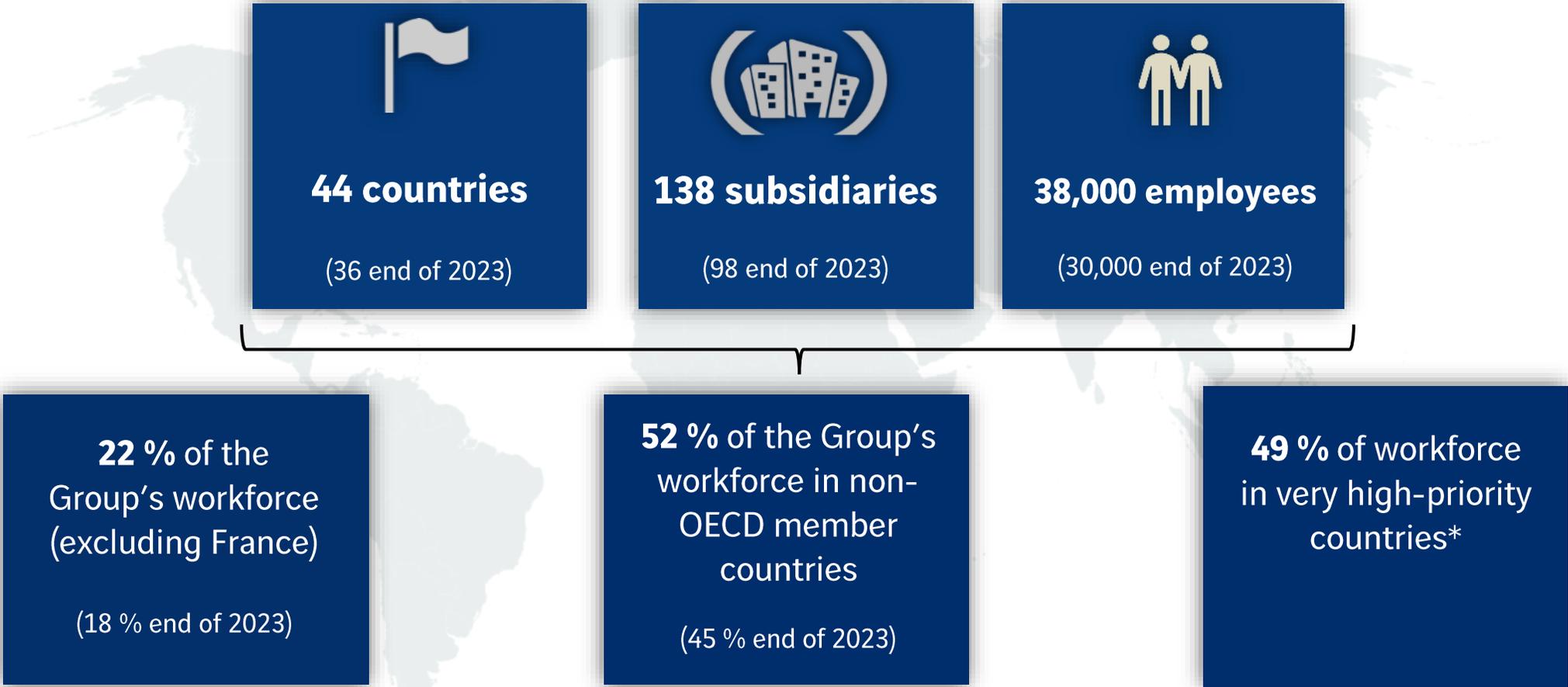


Country Risk-Assessment Overview (1/2)

Country	Human Rights	Environment	Social	Corruption
Algeria	Low	Low	Low	Low
Argentina	Low	Low	Low	Low
Australia	Low	Low	Low	Low
Austria	Low	Low	Low	Low
Bahrain	Low	Low	Low	Low
Belgium	Low	Low	Low	Low
Brazil	Low	Low	Low	Low
Canada	Low	Low	Low	Low
Chile	Low	Low	Low	Low
China	Low	Low	Low	Low
Colombia	Low	Low	Low	Low
Costa Rica	Low	Low	Low	Low
Czechia	Low	Low	Low	Low
Denmark	Low	Low	Low	Low
Egypt	Low	Low	Low	Low
France	Low	Low	Low	Low
Germany	Low	Low	Low	Low
Greece	Low	Low	Low	Low
India	Low	Low	Low	Low
Indonesia	Low	Low	Low	Low
Italy	Low	Low	Low	Low
Japan	Low	Low	Low	Low
Korea	Low	Low	Low	Low
Lebanon	Low	Low	Low	Low
Malaysia	Low	Low	Low	Low
Mexico	Low	Low	Low	Low
Netherlands	Low	Low	Low	Low
Norway	Low	Low	Low	Low
Poland	Low	Low	Low	Low
Portugal	Low	Low	Low	Low
Qatar	Low	Low	Low	Low
Romania	Low	Low	Low	Low
Russia	Low	Low	Low	Low
Saudi Arabia	Low	Low	Low	Low
Spain	Low	Low	Low	Low
Sweden	Low	Low	Low	Low
Switzerland	Low	Low	Low	Low
Taiwan	Low	Low	Low	Low
Tanzania	Low	Low	Low	Low
Turkey	Low	Low	Low	Low
Ukraine	Low	Low	Low	Low
United Kingdom	Low	Low	Low	Low
USA	Low	Low	Low	Low
Vietnam	Low	Low	Low	Low



Human rights assessments at end of 2024



* According to VINCI's Global human rights risk mapping 2024, which is based on VINCI's social data at 31.12.2023

Collaborative initiatives

Entreprises pour les droits de l'Homme

Building Responsibly

Leadership Group for responsible recruitment

Global Compact

WBCSD - World Business Council for Sustainable Development

Global Deal

Global Business Network for Social Protection Floors (French platform)

Founding member of BUILDING RESPONSIBLY



Group of leading engineering and construction companies working together to raise the bar in promoting the rights and welfare of workers across the industry and to facilitate the dissemination of workers' welfare standards throughout the value chain (subcontractors, customers, partners, etc.)

[Building Responsibly \(building-responsibly.org\)](http://building-responsibly.org)

BR | BUILDING RESPONSIBLY

Worker Welfare Principles

Building Responsibly developed these Principles to serve as the global standard on worker welfare for the engineering and construction industry. They address key areas of worker vulnerability to raise standards and level the playing field so that competitiveness is not at the expense of the worker. Given differing local and national requirements and external guidelines, these Principles establish a common, global baseline for the treatment of workers in the engineering and construction industry. By collectively committing to and promoting these Principles, we can foster a business environment that advances the safety, security, and welfare of all people—especially those working in the construction sector.

Building Responsibly members are committed to acting ethically and with integrity in all their business dealings with respect to worker welfare by supporting and adopting the following Principles:

- 1 Workers Are Treated with Dignity, Respect, and Fairness**
Workers, irrespective of their nationality, gender, ethnicity, social and legal status, race, religion, or other protected status, are treated with dignity, respect, and fairness, and are not subject to harassment, discrimination, abuse, or inhuman or degrading treatment.
- 2 Workers Are Free from Forced, Trafficked, and Child Labor**
Workers are not subject to forced, coerced, trafficked, bonded, child, or involuntary labor of any form.
- 3 Recruitment Practices Are Ethical, Legal, Voluntary, and Free from Discrimination**
Workers shall be recruited through ethical and legal means whereby all recruitment shall be free from discrimination and all forms of involuntary labor, slavery, and trafficking. Companies should commit to responsible recruitment in their operations and prohibit the payment of fees by the worker. Conditions of employment shall be transparent and agreed upon in writing prior to commencing work in a language that is understood by the worker.
- 4 Freedom to Change Employment Is Respected**
Workers are free to refuse their contract; cancel and change their employment; and, where appropriate, return home travel at the end of their employment contract should be provided.
- 5 Working Conditions Are Safe and Healthy**
Workers have a safe and healthy work environment, subject to a robust health and safety management system that is compliant with all governing health and safety laws and regulations and is aligned with applicable international standards and industry best-practice. This includes access to safe and clean transportation and welfare amenities on project sites; and the promotion of transparent and external reporting regarding health and safety incidents.
- 6 Living Conditions Are Safe, Clean, and Habitable**
Workers, when provided with accommodation, have living conditions that are safe, clean, hygienic, and habitable, where consideration is given to their physical and mental health and well-being.
- 7 Access to Documentation and Mobility Is Unrestricted**
Workers have access to passports and personal documentation at all times. Workers shall have freedom of movement outside normal working hours, unless there are legitimate safety or security issues that might threaten the health, safety, or well-being of the worker.
- 8 Wage and Benefit Agreements Are Respected**
Workers are paid their agreed wages regularly and on time. Workers will receive all benefits to which they are entitled in accordance with contractual arrangements.
- 9 Worker Representation Is Respected**
Workers have the right to freedom of association. In countries where the right to freedom of association is restricted under law, companies should recognize the right of workers to develop alternative means for independent and free association and to communicate and promote their rights and welfare.
- 10 Grievance Mechanisms and Access to Remedy Are Readily Available**
Workers have, and are aware of, the means to report grievances or any activity that is inconsistent with these Principles without fear of retaliation, retribution, or dismissal, and to have them addressed in a prompt, fair, and consistent manner.

SOCIO-ECONOMIC FOOTPRINT OF VINCI'S ACTIVITIES IN FRANCE BY UTOPIES ©



462 000 JOBS

SUPPORTED IN FRANCE,
I.E.

1,6%
OF NATIONAL JOBS



€ 16 BILLION OF PURCHASES

FROM FRENCH SUPPLIERS AND

€4,9 BILLION
OF TAXES AND SOCIAL CHARGES
IN FRANCE



€35,7 BILLION

OF GDP CONTRIBUTION,
I.E.

1,5%
OF NATIONAL GDP

95%

OF PURCHASES MADE IN FRANCE
FOR FRENCH ACTIVITIES

48%

OF PURCHASES MADE WITH SMES
/VSES

DIFFUSION, COMMUNICATION & ADOPTION OF THE STUDY

Syntheses for each business line and territory

Dedicated platform on the Group's intranet and website

VINCI

L'EMPREINTE SOCIO-ÉCONOMIQUE DE VINCI EN FRANCE

La mission de VINCI est de concevoir, financer, construire et gérer des infrastructures et des Équipements qui contribuent à l'amélioration de la vie quotidienne et à la mobilité de chacun.

Acteur majeur de la transformation des villes et des territoires, VINCI mesure l'impact de ses activités en France avec l'ensemble des acteurs économiques.

L'étude réalisée par le cabinet L'UTOPES permet d'identifier la contribution des entreprises du Groupe dans l'économie française, d'avoir une vision plus large de notre modèle économique et de quantifier les richesses que nous contribuons à produire et à distribuer sur les territoires où nous sommes présents.

Les retombées socio-économiques des activités de VINCI en France :

462 000 EMPLOIS SOUTENUS EN FRANCE, SOIT 1,6% DES EMPLOIS NATIONAUX	16 Mds€ D'ACHATS auprès de fournisseurs français et 4,9 Mds€ DE FISCALITÉS ET CHARGES SOCIALES VERSÉES EN FRANCE	35,7 Mds€ DE CONTRIBUTION AU PIB, SOIT 1,5% DU PIB NATIONAL
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1 M€ DÉPENSÉS (ACHATS, SALAIRES, TAXES) PAR VINCI PERMETTENT DE SOUTENIR 18,5 emplois

AU TOTAL EN FRANCE

462 000 EMPLOIS SOUTENUS
35,7 Mds€ DE CONTRIBUTION AU PIB

3 types d'impacts quantifiés dans l'étude :

DIRECTS 95 700 EMPLOIS 15 Mds€ DE PIB Correspondant aux collaborateurs et à la valeur ajoutée du Groupe.	INDIRECTS 152 100 EMPLOIS 9 Mds€ DE PIB Correspondant aux retombées de l'activité du Groupe tout au long de la chaîne de fournisseurs et sous-traitants.
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EFFET MULTIPLICATEUR EMPLOIS

Pour 1 salarié de VINCI, 3,8 emplois supplémentaires sont soutenus dans l'économie locale.

x 4,8 EMPLOIS

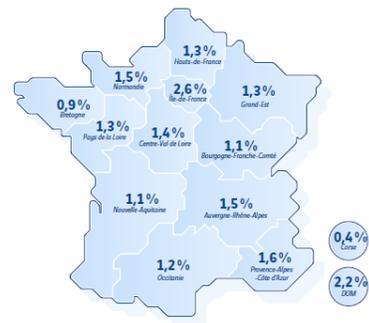
INDUITS

80 000 EMPLOIS 4 Mds€ DE PIB Correspondant aux retombées de l'activité de VINCI et de sa chaîne de fournisseurs, grâce au cumul de la fiscalité collective, impactant ainsi les dépenses des administrations publiques.	134 200 EMPLOIS 8 Mds€ DE PIB Correspondant aux retombées de l'activité de VINCI et de sa chaîne de fournisseurs, grâce au cumul des salaires versés, impactant ainsi la consommation des ménages.
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L'effet multiplicateur emplois est le ratio du nombre d'emplois soutenus sur le nombre d'emplois directs. Il est le reflet du modèle d'affaire de VINCI.

Le PIB mesure la richesse nationale. Il est déterminé par la somme des valeurs ajoutées des entreprises françaises. Par ses activités directes, indirectes et induites, VINCI contribue à la richesse nationale.

Part des emplois soutenus par VINCI par rapport au total des emplois de chaque région :



Achats effectués par VINCI auprès de :

16 Mds€ D'ACHATS AUPRÈS DE FOURNISSEURS FRANÇAIS	7,7 Mds€ D'ACHATS AUPRÈS DES TPE/PME (Sur les 16,0 Mds€ d'achats analysés)	47 M€ D'ACHATS AUPRÈS DE L'ESS SUR (Sur les 16,0 Mds€ d'achats analysés)
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SOCIO-ECONOMIC FOOTPRINTS AT VINCI

As a major actor in the development of cities and regions, VINCI recognized the need to measure its socio-economic impacts. This socio-economic footprint enables the Group to:

- Identify and measure the economic flow of all the business lines in terms of purchases

EXAMPLES OF FACTSHEETS

Examples of socio-economic footprint studies carried out:

- It is possible to conduct a similar study for your own project, business line or country, for further information [send us an email](#).

DO YOU NEED HELP?

- National Group PDF - 25 Mo
- National VINCI Construction PDF - 1 Mo
- Regional VINCI Construction Île-de-France PDF - 1 Mo
- Camdena Airports PDF - 1 Mo

Methodology

How is calculated the footprint?
Three main indicators are used and modelled, sector by sector, territory by territory to measure the socio-economic contribution of VINCI:

- expenditures (mainly purchased) made by the Group with its suppliers,
- salaries paid to employees and
- taxation

For more information, please check the FAQ

Uses

This approach can contribute to a strategy to maximize VINCI's anchoring and contribution to territorial development. Data can be used to strengthen local branches within a territory, to participate in the development of local skills and to facilitate networking between local SMEs and VINCI. It can be part of a **territorial dialogue** with public authorities, elected representatives, federations, etc. Finally, it enables the company to promote itself to its employees and to strengthen its **employee brand**. The **CO2e footprint tool** is available in 220 countries worldwide, for 380 business sectors and at different geographical scales (cities, countries, regions, countries). The tool can also **quantify environmental impacts** throughout the supply chain (greenhouse gas emissions, water footprint, material footprint).

If you are interested to undertake a socio-economic footprint, do not hesitate to **contact us** for more information on data collection, the calculation model and the launch process of such a study.

Website: [Empreinte socio-économique - Publications - Développement durable \[VINCI\]](#)

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R E A L
S U C C E S S
I S T H E
S U C C E S S
Y O U S H A R E