

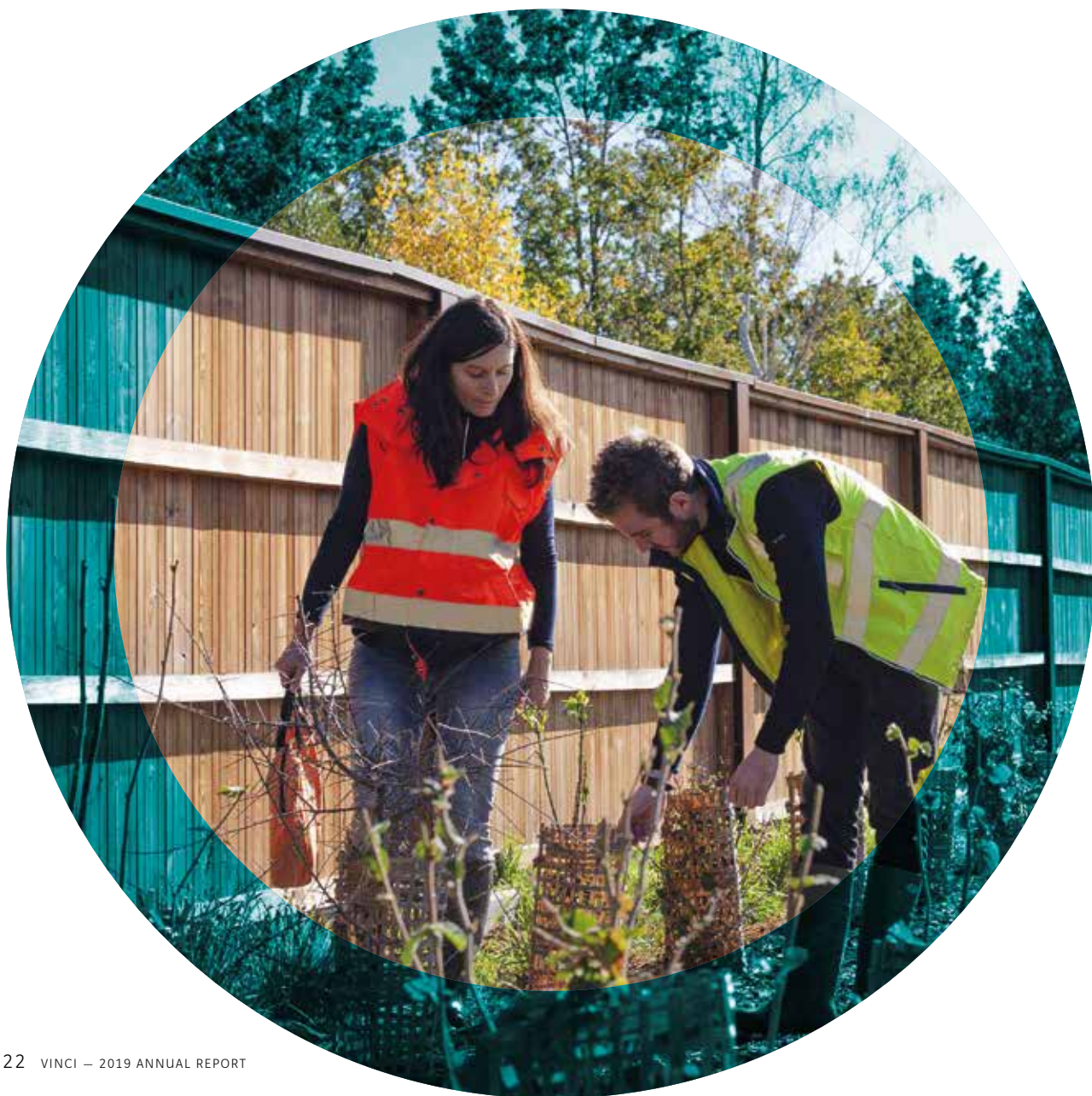
a force
for
good.

VINCI 

EXTRACT FROM THE
2019 ANNUAL REPORT

Aiming for all-round performance

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



VINCI Manifesto and its sustainable development commitments

As a global company and leader in its sector, VINCI must lead by example in all of its businesses. This is reflected in its aim for all-round performance. Because its projects serve the public interest, VINCI strongly emphasises listening and dialogue with its stakeholders in all its businesses. In response to the major challenges facing the world today, VINCI aims to be a force for good by contributing to the development of attractive cities, efficient transport infrastructure and modern work spaces without compromising the environment. This vision of all-round performance is outlined in the VINCI Manifesto, which sets out the values shared by all employees and lays down the Group's sustainable development commitments to all its stakeholders. Published in some 30 languages, the Manifesto forms a bond between all of VINCI's businesses and aims to coordinate how its operational entities and their teams act in all parts of the world.

Decentralised implementation

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

Specific governance

At the highest level, the Board of Directors' Strategy and CSR Committee is responsible for social and environmental issues, and the Board of Directors ensures these issues are integrated into the Group's strategy (see page 154). The Human Resources Department and its Social Responsibility Department are in charge of social and workforce-related policy, the Environment Department is responsible for

TRENDS AND ISSUES IMPACTING VINCI'S BUSINESSES

Main trends	Analysis and issues
Population growth and social changes in urban areas	In 2030, 60% of the world's population will be living in cities, mostly in developing countries. Citizens increasingly want to be involved in development projects.
Globalisation and economic transformation	The rapid rise in innovative companies and the functionality and sharing economy are changing work methods and making way for the arrival of new digital players. Rapid transformations, economic tensions and strong competition with highly variable labour costs can disrupt long-term economic models.
Climate change and the environment	According to international benchmark scenarios, climate change risks having a profound effect on today's lifestyles. There is also growing pressure on natural resources and the environment, at times beyond their capacity to regenerate or adapt.
Digital transition	Data mining, the development of artificial intelligence and new technologies bring new solutions for development projects.
New uses	Societies seek out individual and collective well-being with the belief that urban development must also contribute to health and quality of life.

environmental policy, and the Ethics and Vigilance Department for ethics policy under the authority of the Chairman and CEO. The Human Rights, Environment and Ethics and Vigilance committees meet regularly with the representatives of the business lines to promote the dissemination of best practices and stimulate collective intelligence around these topics.

Integration of sustainable development issues

VINCI closely tracks and analyses the key trends liable to impact its businesses in the short, medium and long term. The main trends addressed in recent years have been population growth and social changes in urban areas, globalisation and economic transformation, climate change and the environment, the digital transition and new uses. These shifts may involve risks, but also provide opportunities, in particular for the development of eco-efficient solutions. They are central to the work of VINCI's entities focused on forward-looking issues (see page 16). The executive bodies and business lines also ensure they include these

issues in their discussions and the policies they implement. In 2019, awareness of the climate emergency and the environment became more acute at the highest level of the Group. This led to the definition of new environmental goals for 2030 involving all VINCI entities. The main environmental, social, societal and ethical ambitions are briefly addressed in the following pages. The policies and action plans for each area are detailed in the non-financial performance statement (see page 192) and the duty of vigilance plan (see page 237).

Recasting the Group's environmental ambition

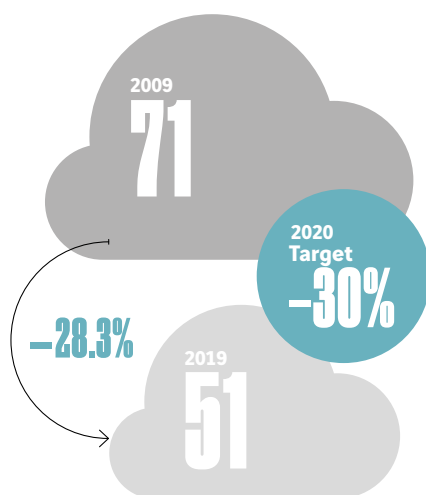
Offering customers solutions with environmental value while managing and reducing the impact of the Group's businesses on the climate, resources and natural environments.

Higher ambition and deeper commitments

● In its Manifesto, VINCI committed to reducing the carbon intensity of its activities by 30% between 2009 and 2020 and to helping its customers improve their environmental performance. As this commitment is coming to a close and on track to being met, in 2019 VINCI, driven by its Executive Committee, launched a programme to set new goals under its environmental ambition that will involve all business lines and require strong engagement from all employees.

● Aware of its responsibility as a major concessions and construction group, and of the need to respond to the climate and environmental urgency, VINCI is committed to developing solutions by 2030 that will contribute to improving the living environment and mobility while managing and reducing the direct impact of its businesses. This goal covers three areas: climate change, the circular economy and the natural environment.

CHANGE IN THE GROUP'S CARBON INTENSITY (tCO₂eq/€m in revenue)



Align direct emissions with a 2°C trajectory

● In response to the many reports about the deterioration of the climate published by the scientific community – in particular special reports by the United Nations' Intergovernmental Panel on Climate Change –, VINCI is committed to taking concrete action to reduce its direct greenhouse gas emissions (Scopes 1 and 2) in line with the 2°C scenario established in the Paris Climate Agreement. As a consequence, the Group aims to reduce its direct emissions by 40% by 2030 (against its historic scope as at 2018).

● Achieving this goal relies on the implementation of action plans drawn up with the business lines and incorporated into their multi-year strategic plans, as these plans include an assessment of the investments needed. The Group is also working on quantifying the indirect impact of its businesses and identifying what action to take with regard to its stakeholders to reduce its footprint across the entire value chain: both upstream with suppliers and downstream with infrastructure customers and users. VINCI is also continuing its research and development efforts and forward-looking analysis to find solutions to achieve carbon neutrality by 2050.

● Lastly, in order to adapt to the consequences of climate change, a working group reflecting all components of VINCI's businesses has been created at the Leonard innovation platform. This group addresses the subject of resilience so that this aspect can increasingly be included in projects, structures and the solutions implemented.

Circular economy to conserve resources

● Given the growing scarcity of natural resources – some of which are essential for its businesses to operate –, VINCI has clearly expressed its commitment to working at sector level to prevent the consumption and limit the loss of these resources. Action plans have been drawn up targeting three levels. The first is to

limit the extraction of virgin materials in favour of recycled materials. For example, Eurovia has undertaken to double its offer of recycled materials by 2030. Second, to encourage the use of construction techniques and materials that economise on natural resources by, in particular, developing recycled and low-carbon concrete solutions. And the third is to improve waste sorting and recovery.

Protect natural environments

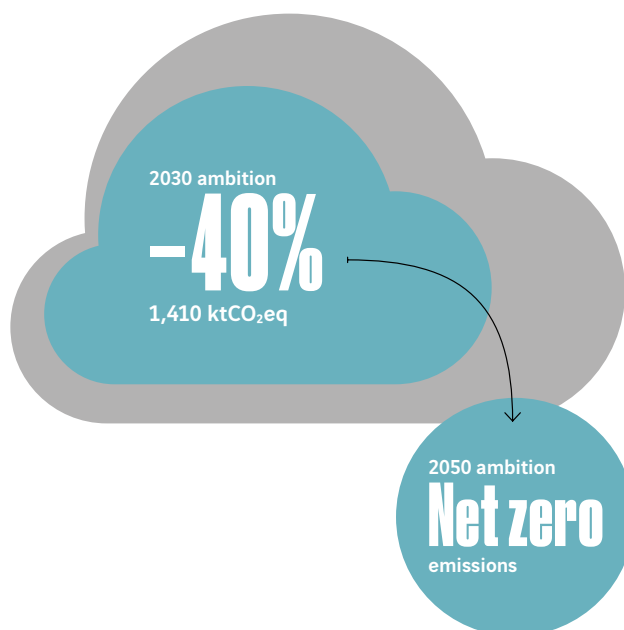
● In its Manifesto, VINCI undertakes to actively protect biodiversity and extends that commitment to natural environments in response to issues involving local nuisances and water conservation. Three levels of action have been identified: assess and avoid environmental nuisances and incidents in the Group's businesses, both through environmental management systems and local nuisance prevention programmes; reduce water consumption, especially in areas of water stress; and establish a zero net loss approach to biodiversity, notably by applying the "avoid-reduce-offset" principle to construction projects, and finding alternative solutions to the use of phytosanitary products in operating infrastructure.

Develop environmentally valuable offers and solutions

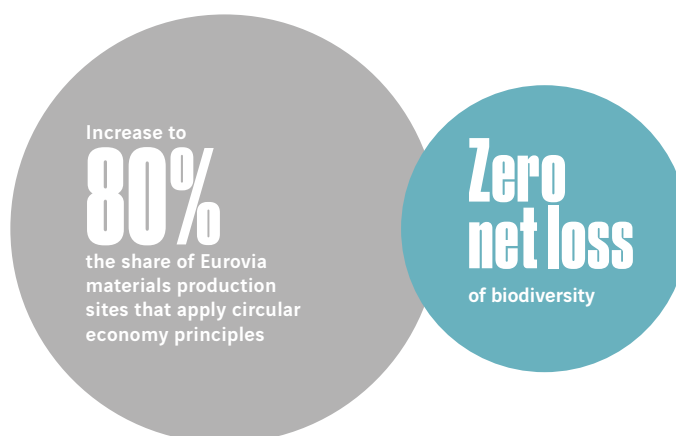
● In addition to reducing their environmental impact, Group companies are developing solutions to help their customers reduce their own footprint. These include VINCI Autoroutes' low-carbon motorway project to accelerate the development of carbon-free mobility over long distances; Eurovia's Granulat+ programme to increase the percentage of recycled materials used; the use of low-carbon concrete at VINCI Construction sites; the energy performance contracts offered by VINCI Energies; and VINCI Airports' systematic proposal to regulatory authorities of modulated airport tax charges based on environmental performance. As part of its new environmental ambition, VINCI will step up the development of offers combining economic and environmental value by integrating this concept as the focus of the work led by its innovation centres.

CLIMATE CHANGE AMBITION

Reduce direct greenhouse gas emissions



CIRCULAR ECONOMY AND NATURAL ENVIRONMENT GOALS



● Externally, VINCI contributes to improving knowledge and disseminating best practices in its industry through the VINCI-ParisTech lab recherche environnement. The Group also engages its partners and suppliers in stepping up the development of environmental solutions to meet the challenges of climate change, the circular economy and protection of natural environments.

Employee and customer awareness

● To support its new environmental ambition, VINCI will upscale its employee training and awareness actions in 2020 to encourage employees' personal and collective engagement. VINCI companies will also create awareness initiatives for their customers, such as the campaigns led annually by VINCI Autoroutes to encourage users to sort their waste at motorway rest areas and more generally to adopt more eco-responsible behaviour.

Encouraging inclusive growth

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

A strong socioeconomic footprint

VINCI companies are firmly rooted in their regions. They contribute to the growth of economic activity, employment and tax take, thereby aiding inclusive growth. An in-depth study was conducted in 2019 in France^(*) to precisely measure this footprint. It shows that VINCI contributes 1.5% of the country's gross domestic product (GDP) through its direct and indirect impact across the entire value chain: one VINCI job supports an additional 4.2 jobs in France. The Group is also one of the top five taxpayers in France.

Diversity and integration

As part of its Manifesto commitments, VINCI seeks to promote equal opportunity and prevent all forms of discrimination in its businesses. To ensure the concrete application of this policy, the Group has created a network of diversity representatives totalling some 300 employees in France and internationally who, in addition to their day-to-day responsibilities, contribute to awareness actions in this area.

The promotion of diversity, especially at the management level, is also a priority. The number of women managers was 19.9% in 2018

(*) Utopies study, 31 December 2018. See page 210.

VINCI'S CONTRIBUTION TO FRANCE'S GDP IN 2018^(*)



NUMBER OF JOBS SUPPORTED BY THE GROUP IN FRANCE IN 2018^(*)



and 20.3% in 2019 at the Group level, with 23.1% in France. Under the initiative of the Executive Committee, internal promotion procedures have evolved to double the number of women members on management and executive committees of VINCI business lines and divisions. The Group is also engaged in actions targeting current and future female students to encourage them to pursue engineering professions in VINCI's areas of business, as part of its partnership with the organisation Elles Bougent.

There were 4,097 disabled employees at the end of 2019. In France the Trajeo'h programme has supported 829 people into a new professional path either within or outside the Group. In addition to redeploying and hiring employees with disabilities, Group companies subcontracted work to the sheltered sector for total revenue of €6 million in 2019.

VINCI also seeks to hire the long-term unemployed, in particular through its ViE social integration structure, which manages around three million integration hours annually in France, and specific units for major projects, such as the Grand Paris Express. The Liva joint venture created by VINCI and Ares (Association for economic and social integration) has developed its integration business around construction site logistics, for example the renovation of Roland Garros stadium in Paris.

Actions to promote integration have been extended since end-2018 with the Give Me Five programme in France. With the support of the French Ministry of National Education, VINCI has committed to bringing in 5,000 middle school students from underprivileged areas by the end of 2020 for five-day discovery internships in Group companies to encourage them to think about their future careers. This programme also includes internships, ranging from professional certificate level through to master's degrees, reserved for young people from these neighbourhoods, coupled with an integration programme to help long-time unemployed youth into sustainable employment through six-month fixed-term contracts.

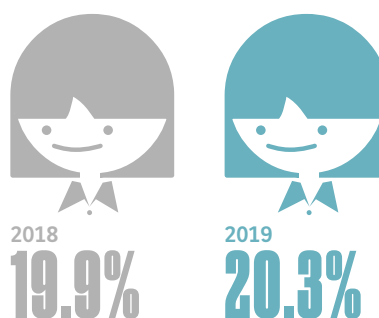


Attractive long-term careers

● The commitment to promoting inclusive performance is also expressed through the VINCI employer brand promise: “You will enjoy working with us”. The Group aims to provide those who join its ranks with a range of opportunities to express the full diversity of their human qualities in a managerial environment attuned to the new generations’ expectations, while at the same time supporting its businesses’ internationalisation and digital transformation.

● As the Group’s performance is closely tied to its employees’ expertise, VINCI makes sure it provides them with every opportunity for a rich, varied and long-term career. In 2019, employees had access to 4.4 million hours of training. In a context of increasing business internationalisation and the development of synergy between businesses, access to training, upskilling and skills sharing is made easier with the use of digital technologies. An e-learning platform includes all the training content available in Group companies. To support long-term employability, an artificial intelligence tool was trialled in 2019 at three VINCI Autoroutes regional divisions. The system develops professional

CHANGE IN THE PERCENTAGE OF WOMEN MANAGERS



INTEGRATION HOURS MANAGED BY THE VINCI INSERTION EMPLOI (ViE) SOCIAL COMPANY

2019
Almost 3 million

NUMBER OF MIDDLE SCHOOL STUDENTS IN THE GIVE ME FIVE INTEGRATION PROGRAMME

End-2020 target
5,000



guidelines that translate a position into skills, thereby opening up new career opportunities for employees within the company. It is currently being rolled out throughout the Group.

Redistribution systems

● VINCI is attentive to sharing the benefits of its performance with its employees, and does so through employee savings and employee profit-sharing and incentive plans. The employee share ownership plan together with an employer contribution scheme encouraging more modest savings was extended to include four new countries in 2019. At the end of 2019, more than 140,000 current and former employees in France and internationally collectively owned nearly 9% of VINCI’s share capital, making them the largest shareholder in the Group.

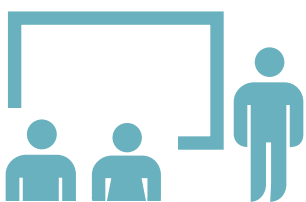
Respect for human rights

● Consistent with its commitments, VINCI considers it has a responsibility to prevent breaches of human rights and a role to play in raising employment and working standards in the countries where it operates. This approach is steered by a Human Rights Committee comprising Group human resources managers from the business lines and divisions.

● Five areas of human rights vigilance have been identified: recruitment practices and labour migration; working conditions; accommodation conditions; subcontractor and temporary employment agency practices; and relations with local communities. For each of these areas, guidelines have been included in VINCI’s Guide on Human Rights. Distributed widely throughout the Group (available on its website), and translated into 22 languages, this reference document applies to all VINCI companies, businesses and locations. Additional tools are available to raise employee awareness and identify risks aligned with real operational conditions. Around 50 subsidiaries have undergone a specific assessment.

● VINCI also conducts field operations in conjunction with recognised entities. In Qatar, the subsidiary QDVC is working with the International Labour Organisation on a pilot project to develop a migration

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE



2019
20 hours

NUMBER OF CURRENT AND FORMER EMPLOYEES IN EMPLOYEE SAVINGS PLANS



2019
Over 140,000

AMOUNT OF AID PAID BY GROUP FOUNDATIONS TO COMBAT EXCLUSION AND SUPPORT INTEGRATION

2019
€5.6 million

NUMBER OF EMPLOYEES COVERED BY HUMAN RIGHTS ASSESSMENTS IN THE SUBSIDIARIES



2019
12,500



corridor, free of hiring costs, for workers from Bangladesh. The Qatari subsidiary has now held its second election for migrant worker representatives. In line with a framework agreement signed in 2017 with the international BWI union concerning workers' rights on its construction sites, an audit was conducted in 2019 to verify the application of all aspects of this agreement. The audit report signalled positive results and suggested areas for improvement. It pointed out the precursor nature of the actions introduced in Qatar and the best practices implemented in consultation with numerous stakeholders.

● VINCI also focuses on ensuring there are no breaches of human rights throughout its supply chain by adopting responsible subcontractor management practices. In France, VINCI Construction is conducting several pilot projects in this area and has contracted an independent organisation to audit the labour-related aspects of its major construction sites in the Greater Paris area. This is a first in the construction sector. The aim is to extend this approach to other Group businesses and sites.

● VINCI is one of the six founding members of the Building Responsibly collaborative initiative which promotes workers' rights in the construction industry.

Civic engagement

● Employees' civic engagement, driven by support from the Group, is a key aspect of VINCI's identity. The Fondation VINCI pour la Cité supports non-profit projects presented by employees who want to use their expertise to help combat exclusion. The Parcours Citoyen (citizen leadership) programme provides employees with other ways of engaging with the community, such as working with the long-term unemployed or refugees.

● In 2019, the Group's network of 13 foundations around the world supported 477 projects sponsored by almost 950 employees. Civic initiatives undertaken by the Group's business lines, divisions and companies are further examples of VINCI's engagement.

Guaranteeing safety

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



Promoting a safety culture

Due to the nature of its business activities, guaranteeing optimum health and safety for its employees is an absolute priority for VINCI. Achieving zero accidents remains VINCI's main goal in this area. Central to the Manifesto and reaffirmed in the 2017 statement on occupational health and safety, the Group focuses on creating a true safety culture from the highest executive levels down to managers and site teams. This goal applies to all individuals – employees, temporary staff or subcontractors – working on a VINCI worksite or operating site, as well as customers of managed infrastructure.

The Group's health and safety policy is overarching and aims to anticipate and prevent all occupational risks, covering hygiene, safety and health conditions along with quality of life in the workplace and psychosocial risks. It also refers to the redeployment of employees who have suffered a workplace accident or occupational illness.

Governance

At the Group level and under the Executive Committee's authority, this policy is managed by the health and safety coordination team, which brings together the heads of health and safety networks in all the business lines. It aims to foster the sharing of best practices and devise new ways of making progress. The accident prevention Pivot Clubs and internal collaborative platforms help disseminate and monitor health and safety measures for the community of health and safety coordinators and experts.

In the field, the accident prevention approach is managed by a network of over 2,000 health and safety employees and involves numerous actions, such as 15-minute safety sessions that bring together all individuals involved at a worksite, analysis of near misses and accidents, training for worksites employing multiple nationalities, drug and alcohol abuse prevention and road safety awareness. The Group companies implement strict procedures and numerous systems to ensure their employees' safety.

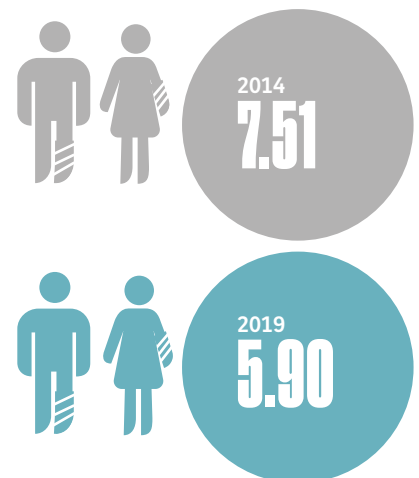
VINCI's health and safety policy is implemented under the direct responsibility of managers, who are in charge of disseminating safety culture day to day. They regularly receive training in prevention and undergo assessments to gauge their safety practices and performance. Employee representatives also play a key role in risk prevention, as health and safety issues are an integral part of the dialogue between management and employees.

Subcontracting and customer awareness

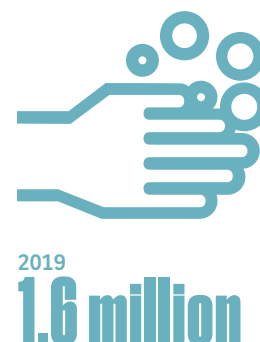
When VINCI companies act as the programme manager or general contractor, safety is a defining criterion when selecting partners. Accident prevention is a prerequisite included in relations with subcontractors, especially by sharing guidelines and best practices that often go beyond regulatory requirements.

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

LOST-TIME WORKPLACE ACCIDENT FREQUENCY RATE



NUMBER OF HOURS TRAINING ON HEALTH AND SAFETY



Respecting ethical principles

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



Ethics and compliance

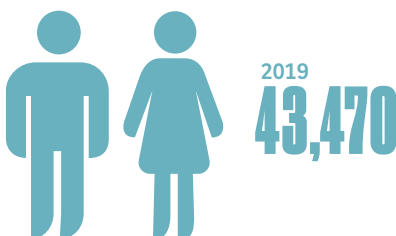
● VINCI has evolved around strong values that mould its culture and guide its actions. Ethics is at the heart of all VINCI's business relations with its stakeholders. The Group expects the highest standards of conduct from each of its employees based on a sense of honesty, loyalty, respect for dignity and individual rights. This commitment is reflected at the highest level in the Group.

Throughout the internal road show that led him to meet nearly 8,000 employees in 2018 and 2019, the Chairman and CEO, Xavier Huillard, systematically reaffirmed VINCI's ambitions for all-round performance and compliance.

● The Code of Ethics and Conduct lays down all the principles of business ethics that apply in all circumstances, in all countries where the Group operates and to all companies and their employees. It is used in tandem with the Anti-corruption Code of Conduct which details the rules concerning the prevention of all acts of corruption, notably identifying risks in business processes and defining conduct to be avoided.

These two documents are available in 30 languages on the Group intranet and website. They can therefore be accessed by almost 100% of employees in the official language of their country and are included in the new employee welcome kit. The Group's 25,000 key managers have undertaken to comply with them and ensure they are applied within the scope of their responsibility.

EMPLOYEE TRAINING IN PREVENTION AND ANTI-CORRUPTION DETECTION



Training and information

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

Partners and subcontractors

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

VINCI Integrity

● After a favourable response from the European Works Council, the Group's whistleblowing system was extended on 1 January 2019 to include

an online whistleblowing platform called VINCI Integrity. Available in five languages on the Group intranet and website, this secure system enables employees and stakeholders to report any inappropriate behaviour in the areas of human rights, business ethics, environmental risk prevention and health and safety. It guarantees full traceability and anonymity.

Governance

● The Ethics and Vigilance Department reports to the Chairman and CEO. Working closely with the business line departments, corporate functions and the Group's Ethics and Vigilance Committee, and relying on both internal expertise (Legal, Audit and Human Resources departments, Ethics and Compliance Club, GDPR steering committee and Human Rights steering committee) and external expertise, it coordinates the implementation of the prevention system.

● Created in 2018, the Ethics and Vigilance Committee has seven members, five of whom are also members of the VINCI Executive Committee. It is responsible for implementing and updating compliance systems covered by the Code of Ethics and Conduct, notably concerning the detection and prevention of acts of corruption and preventing serious breaches of human rights and basic freedoms, and the health and safety of people and the environment, attributable to the Group's businesses. It oversees changes to the Code of Ethics and Conduct and the Anti-corruption Code of Conduct.

E. Workforce-related, social and environmental information

VINCI develops and builds structures in the public interest and for long-term use. These structures have a major impact on the regions where they are located and the quality of life of their residents. The Group's activities, by their nature, must therefore strive to deliver strong overall performance, not only in technical, economic and financial terms, but also with respect to social and environmental outcomes. For this reason, VINCI addresses the related issues in all its business lines.

VINCI's sustainable development policy complies with two complementary principles. The first is to reduce the environmental impact of projects and ensure that the socio-economic benefits of the Group's activities on local populations and regions are long-lasting. The second is to work with the stakeholders in the Group's businesses to come up with the most efficient solutions serving the public interest in an economy of scarcity.

The Group has been shaping its stakeholder approach since 2012, laying down its sustainable development values and commitments in the "Together" Manifesto. Available in 31 languages, the Manifesto lays down a set of shared guidelines to be applied in all of VINCI's businesses, with the aim of aligning the actions of its operating entities and teams around the world.

VINCI's sustainable development policy is collective and proactive. The aim is to give each business unit the opportunity to highlight its actions to enhance social and environmental performance, and to identify its strategic priorities. These priorities are then set out in an action plan.

To respond to the current climate emergency and fulfil the Group's leadership role, in 2019 VINCI reviewed its environmental goals and ultimately redefined its target to reduce its greenhouse gas emissions within its direct scope (Scopes 1 and 2). The Group pledges to reduce the direct impact of its business activities, setting a first milestone for 2030 to scale back its emissions by 40% from 2018 levels.

The human side of VINCI's businesses was also strengthened during the year through flagship initiatives like the Give Me Five programme and other measures to respect, protect and promote human rights.

This policy is also discussed on pages 22 to 30 of this Annual Report. Additional, regularly updated information is available on the Group's website at www.vinci.com, in particular examples of the innovative approaches implemented by the Group's companies, arranged by category and type of challenge.

This chapter contains VINCI's non-financial performance statement published in line with Articles L.225-102-1 and R.225-104 to R.225-105-2 of the decree passed in July 2017, which transposed Directive 2014/95/EU of 22 October 2014, known as the Non-Financial Reporting Directive, into French law.

The non-financial performance statement includes the following information:

- the Group's business model, as described in the "Direction and strategy" chapter of the Annual Report, page 15;
- the description of the Group's main overall performance commitments, presented in the "Sustainable development" chapter of the Annual Report, pages 22 to 30;
- the description of the main non-financial risks, presented in chapter D, "Risk factors and management procedures" of the Report of the Board of Directors, pages 178 to 190;
- the description of the programmes and action plans implemented by VINCI to address its social and environmental issues, and the results of these programmes, including key performance indicators, presented in this chapter of the Report of the Board of Directors.

Material CSR issues were identified by the Environment Department and the Social Responsibility Department, in collaboration with the Audit and Internal Control Department. Environmental issues were also identified through a materiality assessment as well as interviews conducted in 2018 with about 40 internal and external stakeholders. These issues, their actions and their key performance indicators, are presented in the summary table on the following page.

Summary table – Non-financial performance statement

Issue	VINCI's response	Action plans	Key performance indicators	Coverage in chapter E
Health, safety and security of employees, temporary staff and subcontractors	<ul style="list-style-type: none"> - Zero accidents objective at all levels - Create a Group-wide safety awareness culture 	<ul style="list-style-type: none"> - Network of occupational health and safety specialists in business lines - Health and safety training - Mapping of the Group's major risks - Reporting procedure and analysis of near misses, severe accidents and fatal accidents 	<ul style="list-style-type: none"> - Percentage of companies with no lost-time workplace accidents - Lost-time workplace accident frequency rate (employees and temporary staff) - Lost-time severity rate (employees) 	1.2 Pages 195-198
Employability and skills development	<ul style="list-style-type: none"> - Promote sustainable employability by developing skills and sharing the benefits of performance 	<ul style="list-style-type: none"> - Employer brand campaign and improvement of new employee orientation process - Innovative upskilling tools - Development of complementary training programmes between the Group and business lines - Ambitious employee share ownership plan and other employee benefits 	<ul style="list-style-type: none"> - Percentage of permanent jobs in new hires - Average number of training hours per employee - Percentage represented by all employee benefits in the Group's added value - Percentage of employees covered by the Castor Fund programme 	1.3 Pages 198-203
Labour relations	<ul style="list-style-type: none"> - Ensure continuity in labour relations via a decentralised organisation to better reflect the needs of each business line - Foster innovation in labour relations and new forms of dialogue 	<ul style="list-style-type: none"> - Online platform for the European Works Council (EWC) - Innovative training for the Executive Management Council (EMC) and EWC members - CSR Committee for the EWC - Consultation Committee for the EMC - Collective agreements 	<ul style="list-style-type: none"> - Percentage of collective agreements outside France - Number of employees worldwide serving as employee representatives 	1.4 Pages 203-204
Inclusion and diversity	<ul style="list-style-type: none"> - Overarching inclusion objective: prevent all forms of discrimination and promote equality - Develop a diversity culture - Promote gender equality - Support people with disabilities 	<ul style="list-style-type: none"> - Network of diversity coordinators - Training to develop inclusive management - Self-assessment tool on discrimination - Accreditation for certain Group companies - Targets relating to the proportion of women in management and senior leadership roles - Work to support the inclusion of people with disabilities 	<ul style="list-style-type: none"> - Number of companies with diversity accreditation - Gender equality index in France - Percentage of women managers - Percentage of female senior executives (management and executive committees) - Percentage of managers and non-managers with disabilities 	1.5 Pages 204-206
The Group's socio-economic footprint in regions	<ul style="list-style-type: none"> - Involvement and development in regions, work to improve acceptability of Group projects - Uphold social cohesion in regions through professional integration - Relations with civil society 	<ul style="list-style-type: none"> - Measurement of the socio-economic footprint of businesses in France and for a number of major projects - Creation of VINCI Insertion Emploi (ViE), launch of the Give Me Five programme and other actions to promote integration - Dialogue, consultation and exchange with stakeholders, regional leaders, customers and users 	<ul style="list-style-type: none"> - Number of jobs supported in France and contribution to GDP - Number of people participating in ViE integration programmes - Number of integration hours under ViE programmes - Total amount paid by Group foundations to prevent exclusion and promote integration 	2.1 Pages 209-216
Relations with suppliers and subcontractors	<ul style="list-style-type: none"> - Develop a responsible purchasing initiative - Support the development of suppliers and subcontractors - Take social and environmental criteria into account in Group purchasing 	<ul style="list-style-type: none"> - Strengthened governance of responsible purchasing - Publication of a practical guide on responsible purchasing - Supplier self-assessment questionnaire and CSR improvement plans 	<ul style="list-style-type: none"> - Percentage of purchases incorporating responsible purchasing criteria - Percentage represented by SMEs among the Group's approved suppliers 	2.2 Pages 216-218
Respect for human rights	<ul style="list-style-type: none"> - Commitment to respect the rights of people and local communities that could be impacted by VINCI projects 	<ul style="list-style-type: none"> - Analysis and mapping of human rights risks associated with business activities - Publication of VINCI's Guide on Human Rights - Launch of an e-learning module - Prevention and evaluation programmes 	<ul style="list-style-type: none"> - Percentage of staff who have received VINCI's Guide on Human Rights - Number of human rights assessments 	2.3 Pages 218-219

Summary table – Non-financial performance statement (cont.)

Issue	VINCI's response	Action plans	Key performance indicators	Coverage in chapter E
Business ethics	<ul style="list-style-type: none"> - Group-wide training approach coordinated at the highest level of the organisation - Code of Ethics and Conduct, Anti-corruption Code of Conduct, Guide on Human Rights, and statement on occupational health and safety - Programme to teach new concepts and drive exemplary management 	<ul style="list-style-type: none"> - Ethics and Compliance Club - GDPR Representatives Club - Ethics e-learning and classroom training - Dissemination of framework documents (Code of Ethics and Conduct, Anti-corruption Code of Conduct, etc.) - Whistleblowing procedure, VINCI Integrity system - Third-party assessment process through a questionnaire and quality audit 	<ul style="list-style-type: none"> - Number of employees trained on ethics 	2.4 Pages 219-221
Climate change	<ul style="list-style-type: none"> - Reduce direct greenhouse gas emissions by 40% - Act throughout the value chain by reducing Scope 3 carbon emissions - Integrate climate resilience in practices and solutions 	<ul style="list-style-type: none"> - Integration of eco-design throughout the project life cycle - Transition to more electric vehicles in the fleet and upgrade of machinery and heavy goods vehicles - Self-consumption of electricity via renewable energy generation - Signing of power purchase agreements (PPAs) and purchases of guarantees of origin - Replacement of remote sites hooked up to the power grid with more energy-efficient remote sites - No-stop electronic toll lanes - Use of plant-based fuel at coating plants - Development of expertise in energy performance 	<ul style="list-style-type: none"> - Carbon intensity in tCO₂eq/€m of revenue - Tonnes of CO₂ equivalent saved by electronic toll lanes - Energy intensity in MWh/€m of revenue - Total fuel consumption - Greenhouse gas emissions (Scopes 1, 2 and 3 in tCO₂eq) - Monitoring of energy consumption - Amount of electricity from renewable energy sources (in MWh) 	3.2 Pages 225-230
Circular economy	<ul style="list-style-type: none"> - Limit extraction of virgin materials in favour of recycled materials - Promote construction techniques and materials that economise on natural resources - Improve waste sorting and recovery 	<ul style="list-style-type: none"> - Use of recycled materials and limitation of the extraction of virgin materials - Purchase of reused or reconditioned materials - Use of low-carbon concrete and biosourced materials - Development of innovative techniques and materials that economise on natural resources - Waste recycling platforms for construction worksites at Eurovia - Development of circular economy solutions - Stakeholder relations and collaboration with professional organisations on the environmental impacts of raw materials 	<ul style="list-style-type: none"> - Consumption of asphalt mixes to maintain VINCI Autoroutes motorways (in tonnes) - Amount of recycled mix to maintain VINCI Autoroutes motorways (in tonnes) - Breakdown between hazardous and non-hazardous waste - Percentage recovery of hazardous and non-hazardous waste - Percentage of asphalt mix made with reclaimed asphalt pavement at Eurovia - Number of worksite waste recycling platforms at Eurovia - Percentage of recycled materials production in total aggregate production at Eurovia 	3.3 Pages 230-233
Natural environment	<ul style="list-style-type: none"> - Assess and avoid noise pollution and environmental incidents in the Group's business activities - Reduce water consumption, especially in areas of water stress - Initiate a programme to achieve a zero net loss of biodiversity 	<ul style="list-style-type: none"> - Reduction of noise and light pollution - Prevention of water pollution - Reduction of water consumption in areas of water stress - Prevention of the loss of natural land - Limitation of the fragmentation of natural habitats and maintenance of ecological connectivity - Restoration of the ecological balance of wetlands and waterways - Control and removal of invasive non-native species and conservation of local plant life 	<ul style="list-style-type: none"> - Number of partnerships in effect - Percentage of motorways in France with systems to protect against accidental pollution - Consumption of water purchased and water from boreholes in cu. metres - Percentage reduction in the use of phytosanitary products at VINCI Autoroutes - Number of crossings for small and large wildlife and fenced sections in km installed along VINCI Autoroutes motorways - Percentage of quarries that have created a local committee for consultation and monitoring - Percentage of quarries that have formed partnerships with local naturalists - Number of data on flora and fauna sent to the national inventory of natural heritage (INPN) by Eurovia quarries 	3.4 Pages 233-237

VINCI's duty of vigilance plan, developed to meet the requirements of Law no. 2017-399 of 27 March 2017 on the duty of vigilance of parent companies and subcontracting companies, is presented in this chapter on pages 237 to 258.

1. Workforce-related performance

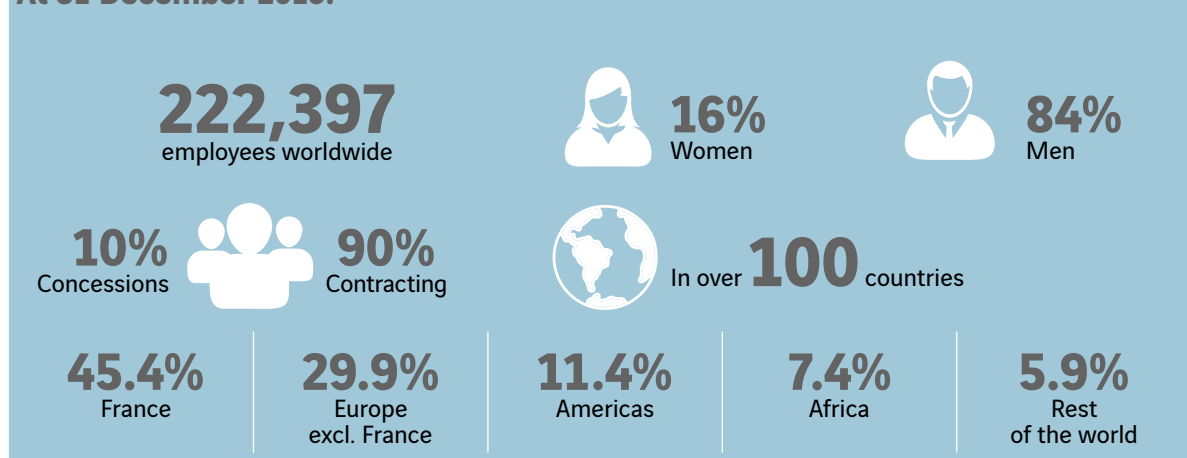
1.1 VINCI's employees, drivers of the Group's performance

VINCI's economic development policy is based on a complementary set of short- and long-term business activities performed through a decentralised organisation. The Group's employees are vital to the success of its business model. Its operating methods therefore prioritise people over systems and are based on the view that sustained business success requires an ambitious approach to human resources.

1.1.1 Workforce

Operating in more than a hundred countries in 2019, VINCI increased its workforce by 5% to 222,397 employees from its total headcount in 2018 (211,233 employees). This increase reflects business growth and the acquisition and integration of new companies within the Group. Staff employed by European entities as a percentage of the total workforce came to 75% in 2019. Staff employed outside Europe stood at 25%, similar to 2018.

At 31 December 2019:



At 31 December 2019, VINCI's workforce consisted of 43,127 managers (19% of the workforce) and 179,270 non-managers (81% of the workforce). Since 2014, the percentage of managers has remained stable at 19%. Over the same period, the percentage of female staff rose from 14.2% to 16% of total staff (15.4% in 2018). Out of all female staff, 20.3% are managers (see paragraph 1.5, "Inclusion and diversity", page 204, on the objectives and actions concerning the role of women in the Group).

Workforce at 31 December 2019 by category, gender and business line, with change

	2019									2018	2019/2018
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Managers	1,061	1,586	457	16,158	5,669	17,370	826	43,127	19.4%	40,172	+7.4%
Men	665	1,047	311	13,420	4,807	13,662	446	34,358	79.7%	32,164	+6.8%
Women	396	539	146	2,738	862	3,708	380	8,769	20.3%	8,008	+9.5%
Non-managers	5,034	12,081	1,123	66,102	39,637	54,775	518	179,270	80.6%	171,061	+4.8%
Men	2,922	8,122	603	57,797	35,264	47,493	150	152,351	85.0%	146,508	+4.0%
Women	2,112	3,959	520	8,305	4,373	7,282	368	26,919	15.0%	24,553	+9.6%
Total	6,095	13,667	1,580	82,260	45,306	72,145	1,344	222,397	100.0%	211,233	+5.3%
Men	3,587	9,169	914	71,217	40,071	61,155	596	186,709	84.0%	178,672	+4.5%
Women	2,508	4,498	666	11,043	5,235	10,990	748	35,688	16.0%	32,561	+9.6%

1.1.2 Types of employment contract, and changes

At end-2019, 191,746 staff were employed under permanent job contracts and 30,651 under non-permanent contracts (primarily fixed-term contracts in France). The Group's business lines make use of temporary staff to adjust labour needs to the pace of their business activities. In 2019, 14,979 temporary staff (full-time equivalent) worked for VINCI in France, a rise of 4.7% from 2018, in line with the Group's business growth. Permanent jobs accounted for 95% of employment in France. VINCI promotes the integration of young people on work-study programmes, allowing them to link the theoretical knowledge acquired during courses delivered by training centres with practical on-the-job experience. It signed the "Charter in favour of training through work-study programmes" with France's Ministry for Apprenticeship and Professional Training in 2011. On average over the year, 5,677 young people received training under work-study programmes within the Group in 2019 (5,029 in 2018).

Workforce at 31 December 2019 by type of employment contract and business line, with change

	2019									2018	2019/2018
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Permanent job contracts ^(*)	5,913	11,704	1,250	74,407	41,947	54,170	1,193	190,584	86%	181,359	+5%
Site contracts ^(**)	-	-	-	224	127	811	-	1,162	0%	1,133	+3%
Non-permanent job contracts ^(***)	100	1,920	300	4,279	1,913	15,721	63	24,296	11%	22,992	+6%
Work-study programmes	82	43	30	3,350	1,319	1,443	88	6,355	3%	5,749	+11%
Total	6,095	13,667	1,580	82,260	45,306	72,145	1,344	222,397	100%	211,233	+5%
Temporary staff (full-time equivalent)	4	850	14	9,037	4,349	14,184	33	28,471	13%	27,561	+3%

(*) Unlimited-term contracts for France.

(**) Contract type specific to France.

(***) Fixed-term contracts for France.

1.1.3 Recruitment and departures

Employee turnover of approximately 28% in 2019, which is in line with that of the sector, is explained by the expiry of worksite contracts, in particular outside France. This reflects a Group recruitment policy adapted to new worksites.

Recruitment

Worldwide, the proportion of permanent employment contracts (permanent job contracts, unlimited-term contracts, site contracts) among new hires rose from 53.6% in 2018 to 54.6% in 2019. VINCI again pursued its recruitment policy in 2019. In particular, 6,030 young people were hired, accounting for more than 18% of all new hires in permanent jobs. VINCI hired 62,064 people worldwide in 2018, including 33,858 in permanent jobs (11,371 in France).

VINCI promotes local employment and career progression within the Group. Intragroup staff transfers totalled 2,448 in 2019, (2,298 in 2018), of which 93% within a business line and 7% to another business line.

Reasons for departure

Contracting business operations take place at temporary worksites over a relatively short period. They typically employ a large number of people whose contracts expire once the project is completed or who seek employment with another local company to avoid having to move. In the Concessions business, particularly in the motorways business line, the seasonal variations in activity also explain the number of departures, which are included under the line item "expired contracts".

Departures by reason and by business line, with change ^(*)

	2019									2018	2019/2018
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Expired contracts ^(*)	780	1,404	120	3,355	3,327	13,710	174	22,870	42%	22,241	+3%
Resignations	49	697	173	6,156	2,844	5,575	77	15,571	29%	13,406	+16%
Redundancies	-	27	2	318	334	1,222	-	1,903	4%	1,258	+51%
Dismissals	35	238	41	2,148	1,692	3,082	17	7,253	13%	5,848	+24%
Other reasons ^(**)	104	263	57	2,724	1,030	2,435	89	6,702	12%	6,235	+7%
Total	968	2,629	393	14,701	9,227	26,024	357	54,299	100%	48,988	+11%

^(*) Excluding changes in consolidation scope.

^(**) Expiry of fixed-term, site or work-study contract, or retirement.

^(***) Includes termination during trial period and mutually agreed contract termination for France.

1.1.4 A Group committed to promoting social and professional integration

Given the diversity of regions and businesses in which the Group operates, VINCI is highly attentive to the social and professional integration issues that it encounters on the ground day to day, and to the increasing focus given to these issues by local authorities in their bidding processes. Several years ago, the Group thus created a dedicated entity, VINCI Insertion Emploi (ViE), which supports the long-term unemployed and aims to make integration a source of added value for all stakeholders (see paragraph 2.1.2, "Measures put in place by VINCI to maintain social cohesion in communities and develop employment", page 210).

Group performance in terms of social and professional integration

- Number of hours worked by employees on integration programmes managed by VINCI Insertion Emploi (ViE): 1,033,253 in 2019 (804,678 in 2018)
- Number of full-time equivalents managed by ViE: 2,375 in 2019 (2,107 in 2018)

1.2 Health, safety and security of employees, temporary staff and subcontractors

1.2.1 General health and safety policy

Due to the nature of its business activities, guaranteeing optimal safety for its employees is a key issue for VINCI. Achieving zero accidents remains VINCI's priority in this area. Reiterated in VINCI's Manifesto, the goal applies to all individuals – employees, temporary staff or subcontractors – working on a VINCI worksite or site under operation (see paragraph 4.3, "Duty of vigilance with regard to health and safety", page 240).

To reach this goal, VINCI's health and safety policy relies on managers to be directly accountable for bringing all employees on board in supporting a safety culture. The Group does this by giving special focus to training its managers. This policy is implemented on the ground by a community of more than 2,500 health and safety coordinators and managers.

VINCI's health and safety policy includes diverse initiatives, such as 15-minute safety sessions that bring together all individuals involved at a worksite, analysis of near misses and accidents, training for worksites employing multiple nationalities (over a million hours of training on health and safety are provided every year), drug and alcohol abuse programmes, and road safety awareness. The business lines define and implement initiatives and measures adapted to their activities.

At Group level, the health and safety coordination system ensures the implementation of VINCI's H&S policy. This worldwide system brings together the heads of health and safety networks in all the business lines. It aims to foster the sharing of best practices, improve the reliability of H&S indicators, and devise new ways of making progress, in keeping with each business activity's specific situation. Working closely on the ground, accident prevention Pivot Clubs and internal collaborative platforms help disseminate and monitor health and safety measures for the community of H&S coordinators and managers.

Employee representatives also play a key role in health and safety. Occupational health and safety is a priority focus in each stage of relations between Group companies and employee representative bodies. The statement on occupational health and safety, defined in collaboration with the Group's H&S coordination team, was signed by the Chairman and Chief Executive Officer and the Secretary of the European Works Council in 2017. It sets out guidelines for applying VINCI's health and safety policy, stressing the importance of the zero accidents objective, and the essential and fundamental steps to be taken: risk analysis; wearing of protective equipment; application of procedures, operating methods and work arrangements; and safety awareness. The document also provides measures for progress and initiatives within Group companies to explore ways of improving health protection and the prevention of occupational risks. This statement upholds the shared belief that progress can only take place with the support of all employees and their representatives by promoting a culture of workplace safety. The employee representatives of each entity are kept informed of these issues in a transparent manner. They are also expected to contribute ideas for actions that could improve working conditions and occupational risk and accident prevention. At Group level, every Group Works Council and European Works Council meeting opens with an update on health and safety issues. Dialogue on these issues between employees, their representatives and management is pursued at the local level across all business activities, as shown with the partnership between the French Professional Agency for Risk Prevention in Building and Civil Engineering (OPPBTP) and Eurovia to design a one-week training programme for employee representatives in France.

In 2019, VINCI progressed further in promoting a safety culture for all employees, disseminating safety guidelines, identifying major risks, as well as reporting and analysing both accidents and near misses. The DEEP tool continued to be developed within VINCI to identify and classify direct causes (unsafe acts and conditions), indirect causes (human and organisational factors) and root causes (management and systemic deficiencies) of workplace accidents and near misses with high potential severity. This tool reinforces the actions taken to control these risks and implement new measures. The purpose is not merely to reduce the number of accidents, but to develop a daily prevention and safety culture as well. Taking further steps in this area, VINCI joined the Institute for an Industrial Safety Culture (ICSI) in 2018 and the Foundation for Industrial Safety Culture (FonCSI) in 2019 to take part in a research programme on ensuring safety in the future and how to fund it. Safety events are held regularly every year worldwide in all VINCI business lines.

72%

of Group companies had no lost-time workplace accidents in 2019

VINCI companies that operate infrastructure implement policies aiming to achieve zero accidents or limit the consequences of accidents that occur at customer sites or are caused by customers. For example, the VINCI Autoroutes Foundation for Responsible Driving conducts studies and raises large-scale public awareness about the risks of driving under the influence of alcohol or when affected by inattention due to drowsiness, fatigue or distraction. VINCI Airports and VINCI Autoroutes also develop risk prevention policies for other companies involved in operating their infrastructure. Lastly, VINCI companies establish partnerships with leading national health and safety organisations (e.g. OPPBTP in France) and actively contribute to adapting these policies to their respective core business and industry, including the French National Federation of Public Works (FNTP) and the Association of French Motorway Companies (ASFA).

Group performance in terms of health and safety

- Lost-time workplace accident frequency rate, worldwide:
 - VINCI employees^(*): 5.90 in 2019 (6.10 in 2018 and 7.51 in 2014)
 - Temporary staff: 16.24 in 2019 (15.03 in 2018 and 23.02 in 2014)
- Lost-time workplace accident severity rate (VINCI employees)^(*): 0.38 in 2019 (0.42 in 2018 and 0.49 in 2014)
- Percentage of Group companies with no lost-time workplace accidents in 2019: 72% (72% in 2018 and 69% in 2014)
- Number of training hours in health and safety: 1,595,107 in 2019, 36% of training hours (1,480,115 and 39% respectively in 2018)

Definitions

Lost-time workplace accident frequency rate = (number of lost-time workplace accidents × 1,000,000)/number of hours worked.

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

^(*) These indicators were verified with a reasonable level of assurance.

1.2.2 Health and safety of VINCI employees

The main goal of the Group's health and safety policy is to anticipate and prevent risks to the health and safety of VINCI employees. Training, awareness and employee support campaigns are among the various measures taken to promote health and safety.

The Group's approach to health and safety policy also consists in ensuring the quality of hygiene, health, safety and quality of life in the workplace, and ensuring the redeployment of employees who have suffered a workplace accident or illness. For example, VINCI established Trajeo'h in 2008. This organisation aims to better integrate people with disabilities into the company and facilitate the redeployment of incapacitated staff as well as the recruitment of workers with disabilities.

With respect to occupational health actions, the Group's initiatives, campaigns and reports focus mainly on substance abuse, workstation ergonomics and musculoskeletal disorders. A number of measures have been taken to upgrade equipment and tools and to implement flexible work arrangements, especially at worksites, to reduce workers' exposure to risks of musculoskeletal disorders. Health studies are conducted at Eurovia when new chemicals are introduced. Managers at VINCI Energies are educated about psychosocial risks. The latest technological enhancements are surveyed, and numerous innovations are being developed to reduce arduous work and physical efforts for employees: exoskeletons at Eurovia and VINCI Construction, machines for laying and removing traffic cones at VINCI Autoroutes, and baggage handling equipment at VINCI Airports.

The use of employee surveys and discussion workshops is expanding in order to measure employees' knowledge about safety and improve the policies and actions implemented. In 2019, Eurovia conducted a worldwide survey, enabling more than 30,000 employees to express their views on the extent to which a safety culture has been adopted at their divisions and to discuss these issues with their managers.

Lastly, online tools have been developed to improve the communication of information (reporting risk situations, near misses and accidents, e.g. at VINCI Energies with the Safety Up application) and numerous e-learning modules are available for the continuous training of employees.

These large-scale efforts have paid off, as safety performance indicators have improved significantly.

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

	Frequency rate ^(*)		Severity rate ^(**)	
	2019	2018	2019	2018
Concessions	7.45	11.31	0.37	0.55
VINCI Autoroutes	4.26	4.45	0.61	0.66
VINCI Airports	8.35	14.61	0.31	0.57
Other concessions	9.42	15.79	0.14	0.15
Contracting	5.73	5.75	0.39	0.41
VINCI Energies	4.42	4.79	0.28	0.29
Eurovia	7.50	7.15	0.58	0.59
VINCI Construction	6.04	5.92	0.39	0.44
Group	5.90	6.10	0.38	0.42

^(*) Lost-time workplace accident frequency rate = (number of lost-time workplace accidents × 1,000,000)/number of hours worked.

^(**) Lost-time workplace accident severity rate = (number of days lost due to workplace accidents × 1,000)/number of hours worked.

In 2019, occupational illnesses recognised in the Group were responsible for 63,245 days lost out of a total of 52 million days worked.

Number of days lost through recognised occupational illnesses and the severity and frequency rates, with change

	Group			Of which France		
	2019	2018	2019/2018 change	2018	2018	2019/2018 change
Days lost through recognised occupational illness	63,245	62,149	+1.8%	62,853	61,789	+1.7%
Recognised occupational illness frequency rate ^(*)	0.81	0.80	+1.3%	1.97	1.87	+5.3%
Recognised occupational illness severity rate ^(**)	0.16	0.17	-5.9%	0.41	0.42	-2.4%

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

^(**) Occupational illness severity rate = (number of days lost through occupational illness × 1,000)/hours worked.

1.2.3 Health and safety of temporary staff

Under the terms of the Group's framework agreement in France with its partners, temporary employment agencies are required to play their part in meeting the aims of the Group's health and safety policy, and in particular its zero accidents objective.

The most recent list of approved temporary employment agencies (TEAs) in France came into effect on 1 January 2016, with a four-year validity period. These firms are listed in the Group's framework agreement primarily based on occupational health and safety criteria. The contracts with listed TEAs were renewed in 2019. During the negotiations, all companies were asked to complete an ethics and vigilance questionnaire including a section on human rights. An improvement plan on service quality and safety was tailored to each TEA and added to the negotiation process. This enhanced improvement plan was drawn up based on past results. It contains specific additional measures to improve the safety of temporary staff and indicators to monitor safety performance. For example, these measures may include surveys of temporary staff; feedback reports on prevention, awareness and training actions led by the company; or improved records of staff safety documents (Carte BTP – a professional identification card for construction site workers, Pasi – a safety passport for temporary workers, etc.). Based on the outcome of these negotiations, the framework agreements with these companies will be renewed for three years.

The gap between the workplace accident frequency rates of VINCI employees and temporary staff reflects differences in the jobs performed, in safety awareness, and in technical know-how and experience. Reports on workplace accidents involving temporary staff enable VINCI companies to take concrete action to prevent them from recurring, such as the safety passport for temporary workers developed by VINCI Construction. The frequency rate for temporary staff workplace accidents reached 16.24 in 2019. The use of temporary staff increased in line with the Group's workforce. Worldwide, the number of temporary staff rose from 27,561 in 2018 to 28,471 in 2019 (full-time equivalent).

Lost-time workplace accident frequency of temporary staff worldwide and by business line, with change^(*)

	2019	2018	2019/2018 change
Concessions	20.44	29.68	-31.1%
Contracting	16.13	14.81	+8.9%
Total	16.24	15.03	+8.1%

(*) Temporary staff lost-time workplace accident frequency rate = (number of lost-time workplace accidents involving temporary staff × 1,000,000)/number of hours worked by temporary staff.

1.2.4 Health and safety of subcontractors

Subcontracting accounted for €9.1 billion in 2019, around 19% of Group revenue. In VINCI's business activities, subcontracting is multi-faceted and practised at different levels, and some VINCI companies also act as subcontractors. Under such complex circumstances, many VINCI companies have signed agreements with their subcontractors, including a specific evaluation of their performance with regard to the health and safety plan. VINCI's Subcontractor Relations Guidelines underscore the Group's determination to ensure that the employees of its partner companies work under the same safety conditions as those of its own staff. The guidelines are primarily disseminated by the regional Pivot Clubs where the regional managers of the Group's businesses meet regularly and exchange ideas. In fact, some divisions have introduced policies limiting levels of subcontractors. Other actions taken by VINCI to enhance the health and safety performance of its subcontractors are presented in section 4, "Duty of vigilance plan", page 237.

1.2.5 Security of personnel

Given the large number of countries where the Group operates, some businesses may be affected by various forms of social or political unrest (acts of terrorism, armed conflicts, riots, strikes, etc.), by malicious acts and petty offences (worksite vandalism, theft), or even by serious crimes (assault, kidnapping). The local geopolitical and social context as well as the local security conditions can change rapidly and unexpectedly. This is one of the main factors causing security conditions to worsen for the Group's employees and subcontractors.

The Group's Security Department is responsible for assessing, preventing and supporting the management of these risks by recommending necessary measures, including:

- ongoing monitoring of the geopolitical, social and security context, security risk mapping of all countries worldwide, and communication of information to company and project management staff;
- security risk assessment from the start of the bidding process;
- specific recommendations for the protection of individuals and property (hosting, accommodation and transportation conditions adapted to the local context, site access protection, etc.);
- security training and information programmes;
- awareness programmes for travelling and expatriate employees;
- monitoring tools for travelling and expatriate employees;
- audits and special protection plans based on the local context;
- application of crisis management measures;
- discussions with customers on the conditions of partial or total discontinuation of activities.

1.3 Employability and skills development**1.3.1 General employability and skills development policy**

Coordinating a decentralised group efficiently requires managers with an entrepreneurial mindset: managers who are independent and accountable, who can respond directly to customer needs at the local level, and who can make a wide range of decisions. Group employees are also encouraged to take initiative beyond their purely technical and operational expertise, to help the organisation move forward. Sustainable employability and employee upskilling represent key drivers to help VINCI prepare for the future and meet the many challenges that lie ahead. In addition to those involving the digital transformation and its impact on the ways the Group's businesses are carried out, the challenges faced specifically by managers include addressing international business expansion and the expectations of new generations (being useful in an organisation that promotes the importance of the freedom to act, diversity, ethics).

To enhance its visibility for new talent and to boost the loyalty of its employees, VINCI launched a Group employer brand campaign in 2018, working with the business lines. This campaign is designed to reinforce actions taken in the Group's countries of operation. Through the promise of this campaign, "You will enjoy working with us", VINCI boldly expresses the advantages of its management model and its values. The campaign aims to meet the following objectives:

- prepare for the long term with its future employees by enhancing its appeal and image in the eyes of younger generations, particularly engineering and business school students in France and around the world;
- foster employee loyalty, especially that of recent hires, by reminding them of the multiple career prospects and opportunities to express their strengths above and beyond their current position and company division.

VINCI is ranked in the
Top 10
most attractive employers
and is
No. 1
in the construction industry^(*)

(*) 2019 Universum survey of engineering students in France.

Following on from this campaign, VINCI proactively develops its ties with higher education institutions on social media and in job forums to build meaningful relationships with future talent. For example, the VINCI Camp events were designed in partnership with the Foundation of the National Institutes of Applied Sciences (Insa) for students from the six Insa engineering schools. The talks and workshops at these events presented the “VINCI Way” and encouraged these future engineers to embrace a humanistic approach towards a more sustainable world. Alongside these efforts, VINCI uses innovative internal tools to facilitate recruitment processes, such as Trust[in], an online recruitment agency that creates pools of potential recruits through professional social media platforms, and Agiléo, which promotes the recruitment, redeployment or mobility of the Group’s employees with disabilities.

The Group also focuses on the successful and efficient integration of the nearly 34,000 new hires every year. New onboarding programmes have thus been introduced, such as the “Get on Board” module open to all employees and available via the Group’s online learning platform. These programmes are strengthened by induction events organised by the business lines as well as Group-wide “Welcome to VINCI” orientation days.

To support its growth, in particular outside France, since 2010 the Group has applied employee development plans adapted to its forward-looking management of jobs and skills. VINCI believes in the importance of developing employee skills and creating opportunities, thus motivating employees to be proactive in shaping their career, while taking into account the Group’s decentralised structure. The VINCI Jobs tool was designed to optimise the job application experience with VINCI companies, aggregating all the Group’s systems and managing the hiring and internal mobility process end to end. Salary reviews, annual appraisals and people reviews are now also used across the Group, mainly via the VINCI Talent Information System (Vitalis).

On top of the many career opportunities within the Group, Leonard, VINCI’s forward-thinking entrepreneurial innovation platform, offers an intrapreneur programme that supports Group employees in developing new products or services. Launched in 2017, Leonard has already guided four groups of intrapreneurs through the programme’s incubation and acceleration phases. Eight new companies and innovative projects have been created, including the Trust[in] agency.

As part of the digitisation and transformation of its businesses, VINCI focuses on skills transfers and steers the future development of its businesses by engineering sustainable career paths. Each business line is associated with technical, relational and organisational expertise. A matching process aligns employee abilities and skills with business activities to offer career opportunities adapted to the Group’s employees by taking advantage of their specific skills. This project is in an experimental phase within three VINCI Autoroutes scopes.

All of VINCI’s initiatives taken to support its present and future employees are in keeping with the overarching objective of maintaining social cohesion within the regions where the Group operates. These initiatives are strengthened by the professional integration programmes implemented within and outside the Group (see paragraph 2.1.2, “Measures put in place by VINCI to maintain social cohesion in communities and develop employment”, page 210).

Group performance in terms of employability and skills development

- VINCI is ranked among the Top 25 most attractive employers in France (LinkedIn France 2019 Top Companies ranking)
- Percentage of permanent jobs^(*) in new hires: 54.6% in 2019 (53.6% in 2018)

(*) Permanent job contracts, site contracts.

1.3.2 Skills development and training

The development and continuous enhancement of skills increase the value of human resources across the Group and drive performance, while promoting individuals’ employability and career development. Training and skills acquisition are essential ways to guarantee that the fundamentals of the Group’s culture are shared and that knowledge and expertise are passed on between employees, at all VINCI companies and in all countries where the Group operates. These programmes help VINCI meet its customers’ needs, be the best partner to them, and maintain a high level of operational performance among staff. They are also designed to promote the integration and career advancement of every employee by offering an individualised approach, with technical training and meetings devoted to personal and professional development.

Training is being revolutionised by the digital transformation and fast-changing ways of carrying out business activities. Through its flexibility, digital technology is powering new ways of learning and updating skills. VINCI works to prevent a digital divide by making these new technologies widely available to its employees.

Skills development is driven by the need of each business activity to improve productivity and adapt to the transformation of techniques and technologies. With the trend towards ever more complex and comprehensive engineering structures, new training needs arise as business lines work more closely together and content is adapted to the Group's international growth.

The "learning company" of today's digital age is a concept that VINCI hopes to cultivate, essentially in giving managers an active role in developing the skills of their teams.

20 hours
of training on average per
employee

Group performance in terms of training

- 4,422,865 hours of training provided in 2019 (3,816,306 in 2018)
- Average number of training hours per employee: 20 (including 23 for managers; 20 for non-managers)
- 160,536 employees trained, i.e. 73% of the workforce in 2019 (69% in 2018)
- Percentage of training courses given at internal training centres^(*): 25% (23% in 2018)

^(*) VINCI Academy, Parcours ASF, Parcours Cofiroute, Parcours Escota, VINCI Airports Academy, VINCI Energies Academy, Eurovia Academy, Cesame, Centre Eugène-Freyssinet, Centre Sogea-Satom, VINCI Construction Grands Projets.

Breakdown of training hours by subject, with change

	2019						2018	2019/2018	
	Managers	Non-managers	Men	Women	Total	%	Of which France	Total	Change
Admin and support	139,890	194,326	217,898	116,318	334,216	7.6	186,228	308,390	+8.4%
Diversity	4,720	25,946	23,557	7,109	30,666	0.7	6,315	23,014	+33.2%
Environment	10,195	31,860	30,995	11,060	42,055	1.0	17,796	36,967	+13.8%
Ethics and vigilance	21,583	26,114	34,487	13,210	47,697	1.1	19,138	12,312	0.0%
Health and safety	209,692	1,385,415	1,463,473	131,634	1,595,107	36.1	806,756	1,480,115	+7.8%
Languages	67,406	80,136	96,521	51,021	147,542	3.3	45,106	140,216	+5.2%
Management	178,423	133,713	255,579	56,557	312,136	7.1	178,044	271,538	+15.0%
Technical	313,174	1,519,041	1,592,620	239,595	1,832,215	41.4	780,705	1,474,475	+24.3%
Other	27,929	53,302	57,141	24,090	81,231	1.8	40,708	69,279	+17.3%
Total	973,012	3,449,853	3,772,271	650,594	4,422,865	100.0	2,080,796	3,816,306	+15.9%
Hours of training per employee	23	20	20	19	20	–	21	19	+5.3%

Data checked by the Statutory Auditors, see page 266 of the 2019 Annual Report.

● VINCI Academy actions

VINCI Academy designs and rolls out cross-business training courses for VINCI executives and high-potential managers, and for the Group's central functions, in association with leading institutions (London Business School, HEC, Sciences Po, etc.) and with the business lines, which are responsible for developing their own training courses, through dedicated structures, to meet their specific business needs. Exchanges between VINCI Academy and the business lines, as well as actions to ensure the overall consistency of the programme within the Group, are organised by the six business line ambassadors or in the context of training Pivot Club meetings. At Group level, VINCI Academy targets operational staff, executives and future executives, as well as staff within central functions (HR, finance, legal). Its training actions reinforce those led directly by business line academies. In all, over 4,000,000 hours of training were provided across the Group in 2019 for 160,536 employees (73% of the workforce).

Up!, VINCI's online learning solution launched in 2016, is designed to serve as a comprehensive knowledge base for disseminating the Group's approaches and expertise. The tool includes required modules for certain staff members, such as anti-corruption training for all individuals who have signed the Code of Ethics and Conduct, and courses to help employees take a more proactive role in their training. Its rollout continued at business units throughout 2019, featuring an e-learning course on human rights and another on inclusion and diversity. A classroom training pilot programme on diversity issues, which aims to cultivate a more inclusive management approach within the Group, is being tested.

Thanks to digital technology, it is now possible to provide distance learning that can reach as far as worksites on the other side of the world if necessary. For example, an SPOC, or small private online course, on temporary structures took place one hour a week for five weeks, producing highly conclusive results. A strong community of employees around the world was created, giving rise to a discussion space for the 180 trainees, who all received a training certificate at the end of the course.

● Training actions implemented by business lines

Business lines also initiate training actions and develop innovative learning tools.

For example, VINCI Autoroutes launched a digital learning development programme to expand its range of training courses. This programme meets the goal of providing its companies' employees with ongoing training opportunities through new self-study formats, which they can use outside the workplace. Training content covers a wide range of topics designed for employees from all business lines and departments, including construction, human resources, prevention, viability, IT, tolls, services, legal issues, sustainable development, customer management, and traffic information and safety.

The VINCI Energies Academy is also upgrading its learning methods with digital tools and modular workspaces to promote interactivity, collaboration and creativity. Based on sharing and interaction, this training approach emphasises collective learning capacity while enabling trainees to take a proactive role in the learning process. One of VINCI Energies's key training courses was redesigned and now offers a new format in which participants, organised into workshops, can share their work in real time using interactive screens.

VINCI Airports has created an advanced management training course in the form of a business game, which aims to improve the understanding of VINCI's best practices in financial management, cost management and investments, using performance indicators adapted to the business line. Participants work in teams to manage the operations of an airport over five years and, through this new simulation learning format, develop their ability to learn collectively based on real-life situations.

Innovation is a key focus of the training programme at Eurovia, which has launched several training courses on this topic in France since 2018 to support the company's development plan. The programme features a seminar for division managers called "The Keys to Innovation", to help them explore innovation and the startup ecosystem while introducing the fundamentals of design thinking.

VINCI Construction is rolling out its "Ville sous la ville" (City under the City) training course for the Grand Paris projects. The course aims to create, strengthen and foster a culture of underground works and foundations. It is mainly offered to civil works engineers, methods engineers and design/civil works coordinators. More than 200 employees have already taken the course. Its four independent modules, each lasting two to three days, are fully adapted to the Grand Paris programme. Participants can therefore more easily understand the various activities and their interactions in production.

VINCI is also developing other innovative training methods to offer employees learning formats that are better adapted to their needs. Virtual classroom training is being developed and is planned for the medium term, in particular at VINCI Energies. For example, the Group is experimenting with virtual and augmented reality, the structured and didactic form of work-based training known in France as *formation en situation de travail* (Fest), robotics and artificial intelligence at some business lines before rolling them out more widely. Virtual classroom training is being developed and is planned for the medium term, in particular at VINCI Energies. This format would bring back the "physical" presence of the instructor while saving time and meeting remote learning needs.

1.3.3 Remuneration and sharing the benefits of the Group's performance

The Group's commitment to sharing the benefits of its performance with employees is another important way that it fosters sustainable employability. A tenet of the VINCI Manifesto, this approach is a key driver in attracting talent and building employee loyalty.

VINCI's remuneration policy gives considerable autonomy to Group companies while establishing common principles for sharing the benefits of company growth and rewarding individual performance. Focused in particular on developing employee share ownership through collective share ownership and long-term incentive plans, VINCI's approach encompasses both individual and collective remuneration (profit-sharing, incentive plans, insurance and retirement plans, adapted to the conditions and legislation in each country where the Group operates).

Remuneration

All employees, regardless of position, are rewarded in accordance with their responsibilities and performance. The Group's main human resources directors meet on a monthly basis to share best practices and set forth guidelines relating to remuneration and employer social contributions, which vary depending on the labour laws of each country and are different for the manager and non-manager categories. Gender and occupational pay gaps are analysed each year at Group level and at business lines to ensure equal pay for the same job and the same potential for development (see paragraph 1.5.2, "Measures to promote gender equality", page 205).

Through profit-sharing,
incentive plans and
employer contributions,
the Group paid out about

€460 million
to its employees

Group performance in terms of remuneration

- Payroll expenses: €10,775 million in 2019, i.e. 23% of revenue (€9,987 million, i.e. 23% of revenue in 2018)
- Average annual salary within the Group: €38k in 2019 (€37k in 2018)
- Average annual salary of non-managers within the Group: €31k (€30k in 2018)
- Average annual salary of managers within the Group: €63k (€65k in 2018)

Remuneration and employer social contributions worldwide

(in € thousands)	Total		Managers		Non-managers	
	2019	2018	2019	2018	2019	2018
Average VINCI salary	38	37	63	65	31	30
Men	38	37	66	68	32	30
Women	34	33	51	50	28	27
Employer social contributions	31%	33%	36%	38%	28%	31%

Long-term incentive plans

For several years, VINCI has set up a long-term incentive plan, in the form of performance shares that vest after three years provided the beneficiary has remained with the Group. Every year, nearly 10% of the Group's managers benefit from the plan (see the Report on corporate governance, paragraph 5.3.1, "Existing performance share plans", page 172). The performance conditions for these plans include the evaluation of VINCI's performance compared with that of the CAC 40 as well as internal performance criteria. Whether these conditions have been met is determined at the Shareholders' General Meeting. An environmental criterion was added to these conditions in 2019 based on the Group's CDP Carbon score. This plan thus contributed to attracting and enhancing the loyalty of nearly 4,200 of the Group's key or high-potential managers, by involving them directly in the Group's performance and strategy.

Employee share ownership

Developing employee share ownership is one of VINCI's main commitments. In 1995, the Group set up an ambitious employee savings plans in France and abroad, the Castor Fund. From its inception, these plans have included an advantageous employer contribution policy designed to encourage savings by employees within the lowest pay bracket, thus enabling a broad range of employees to share in VINCI's performance. This attractive system put in place by the Group applies an employer contribution rate that varies depending on the country.

For example in France the maximum annual employer contribution breaks down as follows:

- 200% up to €500;
- 100% from €501 to €2,000;
- 50% from €1,001 to €4,000.

The employer's maximum annual contribution per employee thus amounts to €3,500. The total employer's contribution for the Castor Fund was nearly €237 million for France in 2019.

In December 2019, VINCI paid out an exceptional flat employer contribution of €400 to each Group employee in France, totalling €40 million. As a result of this operation, all Group employees in France are shareholders.

Initially implemented for French employees, the employee savings plan was rolled out internationally beginning in 2012 for employees of subsidiaries in which VINCI owns more than a 50% stake. Adjustments were added to comply with regulations in each country concerned, while guaranteeing equal access to the plan, irrespective of the employee's professional situation. The plan was extended to four additional countries in 2019 (making a total of 35 countries), and five new countries will be covered in 2020.

The Castor Fund achieves multiple goals. Apart from being a remuneration tool, it is a means of sharing the benefits of growth, while helping to attract talent, enhance the Group's appeal and foster employee loyalty. It is also a vector of VINCI's corporate culture worldwide, meeting with success both in France and internationally.

90%

of Group employees are covered by the Castor Fund programme (88% in 2018)

The importance that the Group attaches to employee share ownership is also reflected in the number and frequency of share offerings. Across the world, 90% of all employees are given the opportunity to subscribe to an employee share ownership programme at least once a year, whereas such programmes are rarely offered by other companies on an annual basis.

Profit-sharing, incentive plans

In addition to this employee share ownership programme, other employee benefits are offered, mainly in France, such as profit-sharing and incentive plans, and a supplementary pension plan. At the end of 2019, 96.5% of employees in France benefited from incentive plans and/or profit-sharing agreements (97% in 2018). VINCI distributed higher amounts in France under profit-sharing and incentive plans than in the previous year (a total of €169.7 million in 2019, up from €163.4 million shared from the Group's growth in 2018). This means that a large majority of Group employees in France benefit directly from the performance of their local employer.

Retirement plans

In France, the Group's collective retirement savings plan, Perco Archimède, enhances the range of savings plans offered by VINCI. This plan was established to allow employees to offset reduced income from mandatory pension plans and to save for retirement under more attractive terms than they could obtain individually, with employer matching contributions of 100% for up to €400. They are able to receive a lump-sum payment or annuity upon retirement, can choose to manage their investment themselves or opt for guided management and may select from a wide range of investment vehicles in accordance with their particular savings or investment profile. Employer contributions to the Group's collective retirement savings plan totalled €5.4 million in 2019 for France, up 14% from the €4.8 million contributed in 2018.

In 2013, VINCI established a fixed-contribution supplementary pension plan in France for executives and other management-level personnel. Called Reverso, this plan complements Perco Archimède. Financed 50/50 by the employee and the company, it is available to all Group subsidiaries in France and combines the technical, financial, social and tax advantages of a company pension plan with those of an individual plan. At end-2019, Reverso covered 688 companies that requested to sign up to the plan, amounting to 27,500 employee subscribers. VINCI's contribution to the plan totalled €10 million in 2019.

Group performance in terms of sharing the benefits of performance

- Coverage of the Castor Fund worldwide: 35 countries in 2019^(*) (31 countries in 2018)
- Total employer's contribution for the Castor Fund in France: €237 million in 2019 (over €185 million in 2018)
- Employer's contribution for the Castor Fund worldwide: €59 million
- Number of employees worldwide having invested in the company: 125,000 employees in 2019 (105,000 in 2018)
- Percentage of employee share ownership in VINCI's share capital: 8.8% in 2019 (9.1% in 2018), making employees the largest shareholder in the Group
- Total amount paid by the Group to employee share ownership, incentive, profit-sharing and collective retirement plans in France: €470 million in 2019 (€413 million in 2018)

^(*) Australia, Austria, Bahrain, Belgium, Brazil, Cambodia, Canada, Chile, Czech Republic, Dominican Republic, Finland, Germany, Greece, Hong Kong, Indonesia, Italy, Luxembourg, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Norway, Peru, Poland, Portugal, Romania, Singapore, Slovakia, Spain, Sweden, Switzerland, United Arab Emirates, United Kingdom, United States.

1.4 Relations between management and labour

1.4.1 General policy regarding dialogue between management and labour

The Group has always operated using a decentralised organisational and management approach, including for labour relations. One of VINCI's priorities in its dialogue between management and labour is to develop close relations that are relevant and adapted to each business, giving labour representatives a real role to play at each business unit. In order to encourage dialogue that is sensitive to the realities of the economic and labour context in which each business line operates, labour representatives and the Group have opted for the implementation of employee representative bodies at business lines. This employee representation system is well suited to VINCI's decentralised organisation, and is set out in the agreement to promote dialogue between management and labour within the Group. Three of these business line bodies had been set up by the end of 2019.

Although management and labour actively engage in dialogue locally at VINCI subsidiaries, dialogue also takes place at Group level through two bodies, the Group Works Council and the European Works Council:

- The **Group Works Council**, which covers French companies (45% of the Group's workforce), is comprised of 30 representatives, 17 alternate representatives and 5 trade union representatives, all from different business lines. Two plenary meetings are held each year, and the officers meet every two months. These meetings offer the opportunity to engage in transparent dialogue and discuss many issues, such as workforce-related information, the Group's financial position, its future outlook as well as Group events and news. Trade unions are provided with financial resources to fulfil the duties assigned to representatives from the business units. Financial assistance is also paid every year to the trade unions represented on the Group Works Council. This amount was revised upwards to €230,000 in 2019, from €220,000 in 2018, a 5% increase.
- The **European Works Council** takes up discussions at the European level^(*) that originally initiated within the various local or national organisations. The council's mandate, renewed in 2018 under an agreement signed by 15 out of 16 organisations, makes provisions for 29 full members and 29 alternate members from 15 countries in which VINCI operates. The European Works Council, which meets at least once a year, has the unique role of information and dialogue with employee representatives at the European level. Its primary purpose is to improve the rights of workers to information and consultation. It is an essential element in the policy to promote dialogue between management and labour across all the Group's European subsidiaries. To ensure that European Works Council members are properly informed and trained on corporate social responsibility (CSR) issues and to involve them in implementing CSR measures taken by the Group, a CSR commission was created in 2018. This commission met four times in 2018 and twice in 2019 to introduce, explore and debate social and environmental issues for the Group.

The Group's commitment to dialogue between management and labour is enshrined in its Manifesto. VINCI's general policy reflects its fundamental principles:

- recognising the role played by trade unions in the Group and the right of employees to belong to a union;
- achieving a constant balance between union involvement and close links with professional activities;
- facilitating communication and meetings between trade union representatives and employee representative bodies;
- ensuring that employee and trade union representatives are properly informed and trained by involving them in the Group's major initiatives (e.g. in the areas of health, safety, sustainable development, gender equality, and employing people with disabilities).

On 7 February 2019, the agreement to promote dialogue between management and labour, renegotiated by the Group Works Council, brought further support for these principles by creating a basic set of actions designed to support and encourage this dialogue within VINCI companies in France. The main changes involve the recommendations set forth by labour representatives and by the Group following the effective application of labour legislation. For instance, companies and organisations with over 50 employees are recommended to set up a health, safety, and working conditions committee (CSSCT), while the current legal minimum is set at 300 employees. Furthermore, companies of any size are recommended to hold a regular economic and social committee meeting every month, and to check the organisation's progress on prevention, health and safety indicators at every meeting.

^(*) European Economic Area and Switzerland, representing 74% of the Group's workforce at 31 December 2019.

In 2019, employee absences due to strikes totalled 7,517 days, of which 4,857 in France, out of a total of 52 million days worked in the year (compared with 5,161 days and 2,682 days respectively, out of 48 million days worked in 2018). Salary demands, mainly stemming from national actions, were the main cause of the strikes.

1.4.2 Measures taken to promote dialogue between management and labour, and their results

• Social innovation at VINCI: inventing new forms of dialogue and exchange

As a driver of growth and progress, social innovation builds new forms of dialogue that promote discussion and transparency. The Group is setting up an online discussion platform, based on the one currently reserved for the members of the European Works Council, which will be extended for wider use. This tool will facilitate exchanges between council members as well as the sharing of information about their work with the employees of VINCI's European subsidiaries. A design thinking workshop between council members was held in 2019 to discuss ways to improve the platform and raise the council's visibility among VINCI employees.

Three-day training sessions are available every year for the European Works Council. Training topics in 2019 included collective intelligence, the council's role and communication, different forms of dialogue between management and labour, and cultural differences. The Group also tested a "hybrid" meeting format to discuss the VINCI Manifesto. The 2019 meeting focused on the duty of vigilance and its implementation within the Group.

In France, the Group Works Council set up a special consultation committee in 2019 to discuss VINCI's upcoming move to its new headquarters, called l'archipel. Made up of employee representatives from business units, the committee deals with issues affecting all entities concerned by the move. Several committee members participated in a design thinking workshop to plan the media centre at l'archipel.

• Collective agreements signed in 2019

The collective agreements negotiated and signed by VINCI companies are a concrete example of the Group's decentralised approach to human resources management, which takes account of the realities on the ground and aims to improve working conditions, health and safety, and the organisation of working hours. In 2019, more than 36% of the agreements related to employee remuneration. Among the other collective agreements, many involved flexible work arrangements, with 118 agreements signed in 2019. The number of agreements relating to union rights rose from 93 in 2018 to 223 in 2019.

In countries that have not ratified the International Labour Organisation's conventions on trade union rights, VINCI companies are working to give employees the means of expressing themselves, for example in Qatar (see paragraph 4.4, "Duty of vigilance with regard to human rights", page 245).

1,540

collective agreements signed in 2019

Group performance in terms of relations between management and labour

- Number of employees worldwide serving as employee representatives: 9,023 of which 84% in France (versus 8,274 and 84% respectively in 2018)
- Percentage of collective agreements outside France in 2019: 12% (19% in 2018)

1.5 Inclusion and diversity

1.5.1 General policy to promote inclusion and diversity

• Making uniqueness and differences added values at VINCI

A key point in the VINCI Manifesto, the Group's corporate culture relating to diversity is derived from a policy of broad inclusion. As such, preventing any form of discrimination and promoting equality are its top two priorities. As part of this commitment, VINCI endeavours to increase the proportion of women in the Group and improve access to career opportunities for people of all social, ethnic, educational and geographical backgrounds. The Group firmly believes in promoting the diversity of profiles and ensuring that all staff can follow an adapted career path.

• Creating a strong diversity culture

Several governing bodies have been formed to build a sustainable culture of diversity throughout the Group. VINCI's Diversity Department was set up in 2004 and tasked with two main responsibilities. In collaboration with the human resources departments at each business line, the first was to design integrated tools that could be used by all subsidiaries, and the second was to raise the awareness of all business lines about the shared values of inclusion and respect for differences. The Inclusion and Diversity Department has also been working with the regional human resources Pivot Clubs since 2008 to structure the means of action implemented and share best practices identified within the Group.

In 2011, a network of 300 inclusion and diversity coordinators was created to support the Inclusion and Diversity Department in its endeavours and ensure that its strategy is applied locally. Since then, it has led awareness initiatives and encouraged the development of effective tools to support inclusion within each business line and region. The coordinators are trained on specific issues and regularly pool know-how during inclusion and diversity days or via their collaborative platform. Together, they aim to develop policies and initiatives that can be rolled out across the Group. Two coordinator meetings were held in 2019. Overseeing the entire network, the Inclusion and Diversity Department helps it structure its influence and gain recognition for its contribution to inclusion within the Group. Outside experts, influential figures and internal initiators of best practices are invited to speak at network meetings. Coordinators identify and define inclusion issues within their scope. Solutions are then planned, and their application supported by the network. For example, in 2019 the management of Grenoble Alpes Isère Airport (VINCI Airports) received a white paper on diversity prepared by the network of coordinators. The coordinators studied the airport's diversity actions during an on-site learning expedition and wrote the white paper to formulate additional proposals.

To encourage inclusive management at all levels of the organisation, the Group continues to identify discrimination risks through two key initiatives: the Diversity label and the "VINCI fights discrimination – what about you?" digital platform.

The **Diversity label** is awarded by an outside organisation (Afnor Certification, in France). The certification process examines action plans focused on preventing discrimination, promoting inclusion and diversity, and respecting equality. This valuable tool enables the Group to identify risks of discrimination and promote its best practices in human resources management. At end-2019, 13 companies were certified, representing 9.3% of the workforce in France. In the United Kingdom, two companies, i.e. 52.6% of the workforce, received awards for their diversity performance from the National Centre for Diversity. The Group is currently working to roll out the Diversity label to other countries.

The **self-assessment tool** "VINCI fights discrimination – what about you?" is an application developed by VINCI's Human Resources Department to measure how well a company, business line or department fares when tested for discrimination. The platform is divided into nine modules covering nine facets of professional life: recruitment, induction and integration, managing jobs and skills, training, remuneration, departures and sanctions, dialogue between management and labour, quality of life in the workplace, and diversity policy. These facets are broken down into 150 situations in which discrimination could potentially arise. All Group employees can access the platform via a dedicated website and answer the self-assessment questionnaire to determine the likelihood of each situation. The results are used to measure the entity's resilience to discrimination and suggest any priority actions that need to be implemented. The French version has been available since 2016, and a universal version for all countries is being developed with the support of the regional human resources Pivot Clubs and the Inclusion and Diversity Department.

Diversity is an integral part of dialogue between management and labour. Seventy-nine collective agreements (up 21.5%) were signed on inclusion and diversity in 2019.

Group performance in terms of inclusion and of diversity

- Percentage of people who completed the self-assessment on the "VINCI fights discrimination – what about you?" platform in 2019: 69% (74.8% in 2018 and 60.7% in 2017)
- Percentage of logins to the "Diversity policy – advanced" module out of all modules on the platform in 2019: 3.6% (3.5% in 2018 and 2.8% in 2017)

1.5.2 Measures to promote gender equality

Gender equality is one of the major components of the Group's inclusion and diversity policy. This policy permeates every aspect of an employee's career path, aiming to promote equality in employment, training, career development and pay increases. The Group has set two key targets for 2021 to drive this policy:

- Women holding at least 25% of management positions
- Double the number of women members on management and executive committees of the Group's business lines and divisions

This issue is endorsed at the highest level of the Group's organisation and discussed regularly at Executive Committee meetings. A document listing measures to be taken to help more women move into higher management roles has been drawn up by the Executive Committee. This document is intended to establish the Group's course of action and provide business lines and subsidiaries with steps to follow. Several initiatives were identified:

- perform people reviews at each business line for women occupying managerial positions in operational as well as central functions;
- for each vacant managerial position, especially in operations, systematically include at least one female applicant in the shortlist of candidates;
- simultaneously stress efforts to recruit women, especially outside France, and step up their training in management to help them reach executive positions more quickly.

VINCI's seven companies with over 1,000 employees disclosed their gender equality index in March 2019, and its 81 companies with between 251 and 999 employees did so in September 2019. Their positive results reflect measures already taken by the Group, with room for improvement remaining for companies with the lowest scores. The Group is continuing its efforts and plans to make further progress by gradually adapting the index outside France at all its companies operating internationally.

**From 75
to 94/100**
2018 Gender equality index
France (Results for VINCI's
businesses with more than
1,000 employees)

VINCI is also active in fighting stereotypes, for example through its campaign launched in 2018 in partnership with Elles Bougent. This non-profit organisation works to encourage women into the engineering professions. At 31 December 2019, 662 VINCI employees were registered to participate as company representatives in events for high school students to raise their awareness about working in technical fields.

Group performance in promoting gender equality

- Percentage of women managers in 2019: 20.3% (19.9% in 2018 and 19.3% in 2017)
- Percentage of women non-managers in 2019: 15% (14.4% in 2018 and 11% in 2017)
- Percentage of women managers on management and executive committees of the Group's business lines and divisions in 2019: 11.2% (8.6% in 2018)
- Percentage of women in the Group's total staff: 16% (15.4% in 2018 and 14.8% in 2017)

1.5.3 Measures to promote the employment and social integration of people with disabilities

VINCI's general accident prevention policy aims to ensure that everything possible is done to minimise workplace accidents and their consequences in terms of incapacity. Measures to promote the employment and social integration of people with disabilities have three main strands: the redeployment of incapacitated staff, the recruitment of people with disabilities, and the use of social enterprises (EA) and sheltered workshops (ESAT) that specifically employ people with disabilities.

This initiative is primarily driven by VINCI employees active in the Trajeo'h programme, a structure made up of eight organisations that cover all of metropolitan France. Programme members act as liaisons between people with disabilities, operational managers and human resources departments to facilitate the implementation of specific solutions adapted to each situation, such as adaptation of workstations, redeployment within the Group, career guidance or redeployment outside the Group. Yearly health committee meetings bring together representatives from human resources, occupational medicine and Trajeo'h to detect potential situations of disability as early as possible. Their role is to help incapacitated VINCI employees remain in employment and generally support Group companies in France in the area of disability. The eight organisations took on 829 of the requests received from VINCI employees in 2019, down slightly from 2018. However, redeployment within the Group was up 16%.

829

Group employees supported
by Trajeo'h in France

Employees involved in the Trajeo'h organisations are provided with specific training on different types of disability to prepare them to better support people with disabilities: on-the-job impact of diabetes, cancer, multiple sclerosis, dyslexia, dyspraxia and dysphasia. The Group's Inclusion and Diversity Department plans regular coordination meetings for the eight organisations and oversees the entire Trajeo'h programme. VINCI is currently studying the prospect of expanding this programme internationally.

Group performance in promoting the integration of people with disabilities

- Percentage of managers with disabilities in 2019: 1.1% (1.1% in 2018 and 1.2% in 2017)
- Percentage of non-managers with disabilities in 2019: 2.0% (2.1% in 2018 and 2.2% in 2017)
- Number of employees with disabilities in 2019: 4,097 (3,982 in 2018 and 3,901 in 2017)
- Number of people supported by Trajeo'h: 829 (840 in 2018 and 744 in 2017)
- Number of people who remained in employment through Trajeo'h: 195 (215 in 2018 and 186 in 2017)

1.6 Additional detailed workforce-related information

1.6.1 Workforce

Workforce at 31 December 2019 by geographical area and by business line, with change

	2019									2018	2019/2018
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
France	6,095	1,084	535	36,350	23,930	31,727	1,328	101,049	45.4%	98,928	+2%
United Kingdom	-	3,217	-	922	2,968	5,319	-	12,426	5.6%	9,091	+37%
Germany	-	-	29	11,699	3,770	327	9	15,834	7.1%	15,183	+4%
Benelux	-	-	-	5,878	543	201	4	6,626	3.0%	5,785	+15%
Central and Eastern Europe	-	2,162	44	3,421	5,247	3,977	-	14,851	6.7%	14,374	+3%
Rest of Europe	-	3,639	106	11,200	451	1,317	3	16,716	7.5%	15,788	+6%
Europe excl. France	-	9,018	179	33,120	12,979	11,141	16	66,453	29.9%	60,221	+10%
Americas	-	1,744	773	6,680	8,397	7,715	-	25,309	11.4%	23,258	+9%
Africa	-	-	-	2,305	-	14,218	-	16,523	7.4%	15,013	+10%
Rest of the world	-	1,821	93	3,805	-	7,344	-	13,063	5.9%	13,813	-5%
Total	6,095	13,667	1,580	82,260	45,306	72,145	1,344	222,397	100%	211,233	+5%

Workforce at 31 December 2019 by age and business line, with change

	2019								2018	2019/2018	
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Under 25	111	1,248	182	9,301	4,139	6,685	158	21,824	10%	20,170	+8%
26-35	440	3,719	595	20,967	10,094	21,694	424	57,933	26%	54,858	+6%
36-50	2,516	5,758	621	30,601	17,014	28,074	506	85,090	38%	82,243	+3%
Over 50	3,028	2,942	182	21,391	14,059	15,692	256	57,550	26%	53,962	+7%
Total	6,095	13,667	1,580	82,260	45,306	72,145	1,344	222,397	100%	211,233	+5%

Workforce reduction and employment protection plans, redeployment efforts, rehiring and support measures

When the economic environment is challenging, and as VINCI's business activities cannot be relocated, senior management and human resources managers work together to ensure economic and social solidarity through job mobility and redeployment plans, which are facilitated by the Group's extensive presence. VINCI Insertion Emploi (ViE), the Group entity focused on social integration through work, leveraged its expertise in 2019 to support businesses that needed to reduce their workforce and help their employees develop a long-term career path. Also, when VINCI makes an acquisition, it strives to retain staff whenever possible, since they are the guardians of valuable skills and expertise, while benefiting from Group synergies to share resources and operate in networks. Some Group companies occasionally implement redundancy plans or redeploy employees. On the major sites, Group companies manage large-scale redundancy and staff redeployment moves. VINCI's Human Resources Department and local HR managers conduct monthly reviews of sites that are experiencing business or employment difficulties in and outside France, and define suitable employment policies with them.

1.6.2 Absenteeism

Employees were absent from work 3.7 million days out of 52 million calendar days in 2019. Absenteeism represented almost 7% of working days (8% in 2018). The percentage of non-occupational illnesses in absenteeism has been stable at about 60% for more than a decade (60.5% in 2019, 58% in 2018). The percentage of workplace accidents stood at 4% of total days of absenteeism (4.1% in 2018).

Days of absenteeism by cause and by business line, with change

	2019							2018	2019/2018		
(in number of calendar days)	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	%	Total	Change
Non-occupational illness	106,560	127,991	6,289	918,155	553,538	552,692	12,219	2,277,444	60.5%	2,128,404	+7.0%
Workplace accident	4,994	7,186	376	37,255	43,245	56,139	408	149,603	4.0%	150,840	-0.8%
Commuting accident	674	2,148	13	9,329	9,085	10,358	161	31,768	0.9%	29,928	+6.1%
Recognised occupational illness	1,133	288	-	13,449	22,503	25,872	-	63,245	1.7%	62,149	+1.8%
Maternity/paternity leave	3,930	39,097	4,920	133,276	64,702	96,107	7,443	349,475	9.3%	323,917	+7.9%
Short-term work	-	-	-	6,977	5,171	21,416	-	33,564	1.0%	38,805	-13.5%
Weather events	-	2	-	15,285	109,985	45,226	-	170,498	4.5%	247,530	-31.1%
Other cause	13,985	26,230	1,432	199,578	174,660	270,007	5,125	691,017	18.3%	703,309	-1.7%
Total	131,276	202,942	13,030	1,333,304	982,889	1,077,817	25,356	3,766,614	100.0%	3,684,882	+2.2%

1.6.3 Organisation of working hours

Organisation of working hours, with change

	2019			2018	2019/2018
	Managers	Non-managers	Total	Total	Change
Total hours worked	71,084,392	317,950,292	389,034,684	359,680,812	8%
Of which overtime	454,344	23,172,184	23,626,528	19,721,927	20%
Number of part-time employees	1,314	6,117	7,431	6,530	14%

1.6.4 Training

Activity of internal training centres: number of training hours

Internal training centre	Number of classroom training hours in 2019	Number of classroom trainees in 2019	Number of e-learning training hours in 2019	Number of e-learning trainees in 2019	Total number of hours
VINCI Academy ^(*)	7,557	576	11,159	NS	18,716
Concessions	145,030	19,673	32,888	18,781	177,918
Parcours VINCI Autoroutes	142,444	19,378	11,453	12,488	153,897
VINCI Airports Academy	2,586	295	21,435	6,293	24,021
Contracting	54,006	31,239	28,026	904,666	-
VINCI Energies Academy	873,427	54,006	31,239	28,026	904,666
Eurovia Academy	117,000	4,470	3,275	NS	120,275
VINCI Construction	547,263	38,168	14,530	6,706	561,793
	1,026,014	74,255	75,286	46,807	1,101,300

(*) VINCI Academy covers all VINCI Group business lines in France and abroad.

1.6.5 Mobility

Worldwide intragroup transfers

	2019								Percentage of 2019 staff
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	Eurovia	VINCI Construction	VINCI Immobilier and holding cos.	Total	
Transfers within a business line	12	12	3	1,198	344	710	6	2,285	93%
Transfers to another business line	3	6	10	44	35	53	12	163	7%
Total	15	18	13	1,242	379	763	18	2,448	100%

1.6.6 Diversity

Women employees by business line, with change

	2019						2018	2019/2018
	Number of women managers	As a % of managers in the workforce	Number of women non-managers	As a % of non-managers in the workforce	Total women employees	As a % of the total workforce	Total	Change
Concessions	1,081	34.8%	6,591	36.1%	7,672	35.9%	6,379	+20%
VINCI Autoroutes	396	37.3%	2,112	42.0%	2,508	41.1%	2,556	-2%
VINCI Airports	539	34.0%	3,959	32.8%	4,498	32.9%	3,202	+40%
Other concessions	146	31.9%	520	46.3%	666	42.2%	621	+7%
Contracting	7,308	18.6%	19,960	12.4%	27,268	13.7%	25,524	+7%
VINCI Energies	2,738	16.9%	8,305	12.6%	11,043	13.4%	10,119	+9%
Eurovia	862	15.2%	4,373	11.0%	5,235	11.6%	4,948	6%
VINCI Construction	3,708	21.3%	7,282	13.3%	10,990	15.2%	10,457	5%
VINCI Immobilier and holding cos.	380	46.0%	368	71.0%	748	55.7%	658	14%
Total	8,769	20.3%	26,919	15.0%	35,688	16.0%	32,561	10%

Measures to promote the employment and social integration of people with disabilities

In 2019, €6.1 million of revenue was awarded to companies in Europe with workforces primarily comprised of employees with disabilities.

In some countries, legislation requires companies to employ a certain percentage of staff with disabilities (certain sectors are excluded from this requirement). Companies that do not meet the requirement must pay a compensatory levy. This levy amounted to €5.6 million in 2019.

Proportion of employees with disabilities by business line, with change

	2019					2018		2019/2018	
	Managers	As a % of managers in the workforce	Non-managers	As a % of non-managers in the workforce	Total	As a % of the total workforce	Total	As a % of the total workforce	Change
Concessions	49	1.6%	501	2.7%	550	2.6%	519	2.9%	+6.0%
VINCI Autoroutes	34	3.2%	437	8.7%	471	7.7%	466	7.6%	+1.1%
VINCI Airports	11	0.7%	55	0.5%	66	0.5%	45	0.4%	+46.7%
Other concessions	4	0.9%	9	0.8%	13	0.8%	8	0.5%	+62.5%
Contracting	421	1.1%	3,104	1.9%	3,525	1.2%	3,443	1.8%	+2.4%
VINCI Energies	218	1.3%	1,482	2.2%	1,700	2.1%	1,658	2.1%	+2.5%
Eurovia	33	0.6%	727	1.8%	760	1.7%	721	1.7%	+5.4%
VINCI Construction	170	1.0%	895	1.6%	1,065	1.5%	1,064	1.5%	+0.1%
VINCI Immobilier and holding cos.	5	0.6%	17	3.3%	22	1.6%	20	1.6%	+10.0%
Total	475	1.1%	3,622	2.0%	4,097	1.8%	3,982	1.9%	+2.9%

1.6.7 Relations between management and labour

Collective agreements by category, with change

	2019	Portion of total agreements	2018	2019/2018 change
Flexible work arrangements	118	7.7%	138	-14.5%
Economic and social database	7	0.5%	4	+75.0%
Equality and diversity	79	5.1%	65	+21.5%
Union rights	223	14.5%	93	+139.8%
Economic and Social Committee procedures	308	20.0%	32	+862.5%
Training	11	0.7%	16	-31.3%
Job and skill management systems	9	0.6%	21	-57.1%
Mandatory negotiations (topic, frequency, etc.)	14	0.9%	7	+100.0%
Collective performance	2	0.1%	-	0.0%
Health and safety	29	1.9%	31	-6.5%
Welfare protection	46	3.0%	35	+31.4%
Quality of life	54	3.5%	68	-20.6%
Remuneration and benefits	569	36.9%	592	-3.9%
Pensions	13	0.8%	16	-18.8%
Collective mutual termination	2	0.1%	-	0.0%
Other	56	3.6%	73	-23.3%
Total	1,540	100.0%	1,190	+29.4%

2. Social performance

2.1 The Group's socio-economic contribution to local communities and regions

2.1.1 Measuring VINCI's socio-economic footprint

VINCI is made up of a network of local companies that have long-established roots in the regions where they operate. Thanks to these local roots, as well as the autonomy and opportunities for initiative made possible by the Group's decentralised management model, VINCI companies play an important part in the life of surrounding communities.

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

Aside from economic contributions in the form of revenue generated and tax payments made by companies at local level, the Group's activities promote the growth and attractiveness of regions through the construction or upgrading of infrastructure. Furthermore, at a time when the requirements of customers – especially those of public sector or quasi-public sector customers, which generated €15.8 billion in revenue for VINCI in 2019 (more than 33% of total revenue) – are increasingly focusing on the environmental and social impacts of projects, Group companies are constantly working to provide innovative solutions, particularly in terms of energy performance, the design of urban eco-districts, promoting sustainable cities, as well as mobility and end-user services. As regional actors, they are key contributors to development, stimulating local and regional economies and spurring entrepreneurship on a daily basis.

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

In line with this initiative, VINCI once again worked with the consulting firm Utopies® in 2019 to analyse the socio-economic footprint of all its activities in France. The approach used is attuned not only to the Group's vision and ambitions, but also addresses its responsibility to society: on the one hand, it helps identify the contributions of all VINCI companies to the French economy, covering around 15 industry sectors; on the other hand, it makes clear the importance of the Group's strong roots in local and regional economies and across its supply chain. This footprint study facilitates dialogue with local and regional stakeholders, public authorities, customers and other key actors, while encouraging discussions on ways to further strengthen VINCI's positive impacts for communities and its employees.

535,700

jobs are supported by VINCI,
representing **2%** of all jobs in France

According to the study, VINCI's activities support a total of 535,700 jobs in France (full-time equivalents). This figure includes the 93,800 direct employees of Group companies in France, as well as "indirect" impacts relating to the supply chain and "induced" impacts linked to the wages and taxes paid by VINCI companies and all their suppliers, which support household consumption and government spending (441,900 indirect and induced jobs). In France, these represent 2% of all jobs nationwide. The Group's activities therefore have a multiplying effect: each VINCI employee supports an additional 4.2 jobs in the French economy. This effect can be seen across various sectors, from the construction industry (26%) to transport and logistics (8%), along with education and health (21%). The study also determines the level of GDP generated within the French economy by these jobs. VINCI's activities in France contribute around €35 billion to GDP, representing 1.5% of national GDP^(*), while for every €1 of value added by VINCI, €1.8 of additional wealth is generated in France.

This study also shows that the Group is present throughout France and on a relatively balanced basis in relation to the major economic trends for each region. The Group has a significant nationwide presence and contributes to economic development in all regions of France: in each one, it supports 1.3% to 3.1% of jobs and generates 1% to 2.1% of GDP. Lastly, the study shows that VINCI's supply chain primarily comprises Tier 1 suppliers. For instance, 82% of suppliers in the construction sector, the Group's core business, are in this tier.

In addition to this study, other approaches to track socio-economic metrics have been rolled out across the Group. For example, LISEA, the concession company for the South Europe Atlantic high-speed rail line (SEA HSL) connecting Tours and Bordeaux, set up a monitoring unit in 2012 in partnership with the concession grantor, SNCF Réseau, designed to record socio-economic data for a period of 10 years from the opening of the line to traffic. Its core mandate is to analyse the challenges and opportunities brought by the arrival of the high-speed rail line as they relate to geographical mobility, the local economy and regional development. Working alongside the concession company and grantor, this monitoring unit brings together French government agencies, regional and local authorities, chambers of commerce, universities and all other stakeholders legitimately considered as experts in the chosen research fields. In February 2019, a meeting attended by key sector representatives (elected officials, operators, researchers, business leaders, economic development stakeholders and beneficiaries, etc.) presented the initial findings from the monitoring unit's analyses to provide specific insights into the impact of this high-speed service for the Nouvelle Aquitaine region^(**).

Impact analyses have also been carried out for international sites and projects, including the airports in Cambodia and Portugal, as well as the concessions for the Bogotá-Girardot motorway in Colombia and the Lima ring road in Peru. Still with the objective of measuring the scope of interactions with economic operators and stakeholders, these studies give VINCI companies a broader view of their business model and the impacts of their projects on the regions, as well as possible opportunities to maximise their impact.

2.1.2 Measures put in place by VINCI to maintain social cohesion in communities and develop employment

• Professional integration of the long-term unemployed in France

In France, public procurement contracts include social integration clauses requiring the recruitment of long-term job seekers. The French construction industry accounts for 70% of these clauses, corresponding to 2 million work hours per year for VINCI companies. To support the Group's companies and their subcontractors in implementing effective integration policies, VINCI Insertion Emploi (ViE), a social enterprise focused on integration and the only structure of its kind in France, was created in 2011. ViE's decentralised structure, sensitive to local realities, ensures that it is able to effectively respond to local needs in three key areas: integration, employability and social innovation helping people return to stable employment.

^(*) Utopies Local Footprint® research findings based on 2018 data.

^(**) <https://www.lisea.fr/observatoire-socio-economique-de-la-lgv-sea/>

Activity of the ViE social enterprise, and change

	2019 (*)	2018	2017	2019/2018 change
Number of people benefiting from social integration measures	2,375	2,107	1,941	+12.7%
Number of hours of integration employment	1,033,253	804,678	777,238	+28.4%
Number of hours of training	31,072	20,999	22,852	+48.0%

(*) Data provided reflects information at 30 November 2019.

In 2019, around 31,000 hours of training were provided, in addition to 8,000 hours for the Group's 15-minute safety sessions, an increase of 48% compared with 2018. To help build the skills of those benefiting from its social integration programmes, ViE is committed to extending their periods of employment with Group companies. Accordingly, 25% of the people taken on under social integration clauses were offered an additional contract once their first project was completed (21% in 2018, 18% in 2017, 14% in 2016). Over the year, 60% of the 2,375 people benefiting from these integration measures were subsequently hired by the Group or one of its subcontractors, thanks to the effective and ongoing support provided to teams. The increase in the number of hours of integration employment in 2019 was due to the start of work on some of the projects with which ViE was associated, including those of the Grand Paris programme, as well as the opening of two new ViE offices for the Grand Est and Auvergne Rhône Alpes regions.

Currently, ViE receives no public funding and is continuing to test solutions to improve employability, while exploring the ways in which it can promote social innovation and the most effective forms of assistance it can provide.

VINCI Construction, in partnership with Ares (a group of French companies active in economic and social reintegration) and the Fondation VINCI pour la Cité, created Liva, a social joint venture, in 2018. Today, this structure has 45 employees, including 32 on integration programmes. In 2019, four new initiatives for social enterprises to support integration were launched based on the same model, in partnership with three other leading French organisations active in social reintegration:

- İnova, co-founded by VINCI Autoroutes and La Varappe, specialised in motorway operations
- Tim, co-founded by VINCI Energies France and Vitamine T, specialised in facilities management
- Baseo, co-founded by VINCI Construction France and Id'ees, specialised in services for living facilities at project sites
- Tridev, co-founded by Eurovia and Id'ees, specialised in building cleaning operations and green space maintenance

• A commitment to supporting integration for young people

For the last six years, ViE has been developing an innovative approach to mapping transferable skills and competencies in support of social and solidarity economy (SSE) organisations as well as individuals targeted by integration measures who face significant challenges in entering the workforce.

This pioneering approach is being tested as part of a vast programme rolled out to support employment and integration. Called Give Me Five, this programme was launched at the end of 2018 to help tackle social inequalities. Created, funded and coordinated by VINCI, in partnership with local educational institutions, this programme targeting young people from priority neighbourhoods is being put in place in 10 regions across France. It is structured around five initiatives, each associated with a key area for action, including the following:

–Guidance: Working closely with the French Ministry of National Education, VINCI is committed to welcoming up to 5,000 high-school students from priority education networks (REP) and reinforced priority education networks (REP+) for placements to discover the business world.

–Integration: Working closely with Mozaik RH, a sourcing consultancy specialised in diversity and inclusion, VINCI is committed to reserving 20% of all its internships (gap year, graduates and summer jobs) for students from priority neighbourhoods, from those enrolled in high-school vocational courses to those pursuing master's programmes.

–Employability: Working closely with France's National Agency for Adult Professional Training (AFPA) and local stakeholders from the social and solidarity economy, VINCI is putting in place a bespoke employability programme to help secure a return to stable employment for young long-term job seekers living in priority neighbourhoods. Based on the social engineering model, this approach, under the name "Stratégie territoriale pour l'emploi" (Territorial strategy for employment) and known by its French acronym Step, enables 10 young people to benefit from a six-month contract, combining three months of training with a three-month immersive experience in a VINCI company. When required, further support may be arranged over six months to achieve the goal of a return to stable employment. In 2019, four Step programmes were launched in Marseille, Nice, Stains and Nantes.

5,000

high-school students welcomed on work placements in France by end-2020 under the Give Me Five programme

These first three initiatives are currently being rolled out and will be further enhanced with an approach to provide personalised support for students (assistance with educational and career plans, academic support, etc.) and an apprenticeship-based programme.

Recruiting around 6,000 young people each year, VINCI companies maintain long-term partnerships with educational institutions and academic circles. These partnerships involve a wide variety of initiatives: sponsoring of graduating classes, support for specific degrees, site visits, recruitment fairs, sporting events, internships, etc. The general policy in this area is to further develop VINCI's employer brand to underpin the recruitment strategies of Group companies. In France and other countries, Group companies forge many local partnerships with apprenticeship centres, universities and other institutions of higher learning. Most of the partnerships in France are led by the human resources Pivot Clubs, which have strong local roots and bring together HR managers from across the Group. These human resources professionals and operational staff organise a range of actions for students at every stage in their studies to improve their knowledge of the Group and its businesses, but also to assist them in shaping their career plans and help with their personal

development. For example, in September 2019, VINCI set up a five-year partnership with Fondation Insa, which groups together six engineering schools in France, to support the development and promotion of a model for humanistic engineers: socially responsible engineers who are open to the world, able to take action to address complex issues and focused on serving the public interest. VINCI also supports the educational community through the allocation of the apprenticeship tax, which is coordinated both at Group level and by entities building relations with educational institutions in their local areas.

Several Group entities are also applying this proactive approach to promote employment and integration at local level. The dedicated unit for the Grand Paris Express projects has set up a training programme for drafting technicians in partnership with the Greater Paris GEIQ (one of several regional employers' groups formed throughout France to promote social integration through work and qualifications) and the Compagnons du Tour de France (a French organisation of trade professionals and artisans dating back to the Middle Ages), following which a number of individuals have been hired on permanent contracts. In 2019, the GEIQ supported 53 long-term job seekers through work-based training programmes at several VINCI companies specialised in various areas, including mining-timbering, demolition, pipe systems or project supervision, with the aim of developing their skills and supporting their return to employment.

• Social entrepreneurship and local development outside France

Through the Group's activities

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

As they are highly labour intensive, VINCI's Contracting activities have substantial direct, indirect and induced impacts on regional employment. For employment at its worksites, the Group encourages the use of local resources, contributing to training initiatives in the various regions. Furthermore, practices in the Group's business sectors and the relatively short duration of projects encourage professional and geographical mobility. Accordingly, training efforts of VINCI companies address the needs and issues raised by these skills transfers. The mobility of VINCI employees thus benefits the entire industry and promotes regional development.

In Africa, Sogea-Satom (VINCI Construction), which uses local resources whenever possible for the work carried out on its sites, once again demonstrated its long-standing commitment to the training of local managers. The year also saw further growth for the Africa Pro Campus, created in Morocco in 2015 to expand training opportunities for its employees in Africa and reinforce the company's shared culture. In 2019, the Africa Pro Campus moved to Abidjan in Côte d'Ivoire. Over the year, 44,620 hours of training were delivered, a significant increase compared with 2018 (25,039 hours).

VINCI Construction Grands Projets (VINCI Construction) continued the rollout of its Skill Up programme, which aims to develop the knowledge and skills of operational and supervisory staff (manual workers, team leaders and site managers) around the world by setting up training centres tailored to the requirements of each project. These centres are designed to serve local teams employed on the projects. In 2019, new Skill Up training centres were set up in five countries: the Dominican Republic, Malaysia, Morocco, the Netherlands and Cambodia. With courses delivered to over 360 project participants (employees, subcontractors and partners) during the year, this training has also helped to improve their employability upon completion of work at the sites. The courses covered various subjects, such as slinging, scaffolding installation, concrete pouring, the use of concrete pumps, the operation of machinery and the use of tunnel boring machines. Given its scale and time frame, as well as its considerable training requirements in the initial period, the project to build the third phase of Line 3 of the Cairo metro was selected to set up a permanent training centre for the duration of the work at the Abu Rawash site. Its activity was ramped up in 2019, with the centre providing 32,485 hours of training to 4,252 trainees (compared with 14,857 hours and 1,278 trainees in 2018). On the other hand, activities are being scaled back in Qatar with the completion of the major NOH2 and Doha metro projects. Nevertheless, the QDVC Training Academy delivered 37,865 hours of training to 2,153 workers.

Building on this approach, with the ambition to support local skills development, several of the Group's subsidiaries are setting up their own networks of relations with educational institutions in the regions where they operate. Given its increasingly acute recruitment needs, along with the unique challenges due to the presence of its subsidiaries in sub-Saharan Africa, VINCI Energies has entered into new agreements with several schools and universities in Guinea, Senegal and Morocco. The Group's energy division also held its popular Young Talents Day recruitment event in Paris again in November 2019, an opportunity for final-year students from engineering, business, management and computer science schools to meet with company staff to discuss their interests and learn more about its business activities, with several hundred internships on offer, in France and other countries. This event had been held in both Paris and Casablanca in 2018. VINCI Construction maintains close ties with the academic community and is continuing to move forward with its policy for local integration in Asia-Oceania and Latin America (further strengthening its links with universities in Vietnam, Singapore, Hong Kong, Malaysia, Australia, Mexico, Colombia and Chile), as well as West Africa and Mauritius, where Sogea-Satom has set up partnerships with five higher education institutions. Each year, dozens of graduates from these top universities and schools join the Group's companies.

Through the Group's support for initiatives

Wherever they operate, Group companies support solidarity and development initiatives. Tailored to address local challenges, these initiatives vary depending on the region and its socio-economic circumstances. They are also tied to the nature of the work carried out by Group companies (large-scale projects completed in short time frames or recurring work), as well as to the presence or not of Group companies over the long term, etc.

Since it was launched 12 years ago, Initiatives Sogea-Satom pour l'Afrique (Issa) has supported social entrepreneurship projects to improve access to essential services through both financial assistance and skills-based sponsorship by employees. It involves local projects initiated in various areas (education, health, energy, local crafts, food production self-sufficiency, etc.) with a special focus on female project initiators. To date, Issa has supported 256 projects for a total of more than €4.3 million in 22 countries, involving the participation of 230 employees. In 2019, Issa supported 32 new economic and social initiatives in 15 countries.

Activities of Issa (Initiatives Sogea-Satom pour l'Afrique) in 2019

	Number of projects supported		Total	Number of countries involved	Total amount paid (in € thousands)
	Access to essential services	Social entrepreneurship			
2019	18	14	32	15	649
2018	11	18	29	13	512
2017	4	21	25	8	480

Issa's new initiatives in 2019 included funding a project to fit out a vehicle with laboratory equipment for HIV/AIDS, hepatitis and tuberculosis screening and monitoring in Bouar, in the Central African Republic. Thanks to this new mobile unit, the Saint Michel de Bouar health centre will be able to provide care for patients living in villages within a range of around 120 km. In Burundi's Ruyigi province, 25 girls who have dropped out of school and/or been victims of violence due to their gender will benefit from a seamstress training programme each year. This training aims to help these girls become more self-sufficient by supporting them to set up an activity to generate income. In Brazzaville, the capital of the Republic of Congo, Issa is funding work to build hangers and acquire equipment (composters, shredders, tanks, etc.) to set up six units to produce organic inputs, working with the NGO Eссор. This project is being led by an association of small-scale growers from Brazzaville's greenbelt area who are looking to improve their activity through agro-ecological techniques.

The widespread commitment by Sogea-Satom (VINCI Construction) to the fight against HIV/AIDS, malaria and cholera is demonstrated by initiatives at all of the company's sub-Saharan agencies, including the organisation of information meetings and awareness campaigns targeting employees as well as local residents. These meetings are led by project supervisors together with the company's occupational health and safety specialists, who may be assisted by local associations, NGOs or doctors. They often take the form of 15-minute health sessions, modelled on the Group's similar sessions focusing on safety concerns, and are sometimes complemented by more in-depth presentations and exchanges.

In Cambodia, VINCI Airports is a long-standing partner and shareholder of Artisans Angkor, an organisation created to perpetuate and encourage the development of Khmer traditional crafts while offering career opportunities to underprivileged communities in the Siem Reap region.

• Employee engagement supporting social integration and solidarity

VINCI encourages civic engagement on the part of its employees and companies, mainly through its corporate foundations and endowment funds. Local projects that support social and professional integration for underprivileged people are a key focus. In order to facilitate civic engagement on public interest issues by all Group employees around the world, 13 structures or programmes have been created since 2002. In 2019, VINCI Airports and VINCI Energies launched the VINCI para a Cidadania programme in Portugal and supported 15 Portuguese non-profits, sponsored by 15 VINCI staff in the country. The selected organisations are working to support access to employment, solidarity-focused mobility, integration through housing and social operations in priority neighbourhoods.

In 2019, Group companies provided close to €5.6 million of funding for these foundations, which supported around 480 projects promoting social, professional and economic integration for the most vulnerable people, with nearly 950 employee volunteers across the Group acting as sponsors.

To ramp up its actions, the Fondation VINCI pour la Cité has built up a network of ambassadors since 2017. More than 50 employee volunteers have put themselves forward to support project initiators, promote employee engagement and improve follow-up on the actions carried out, ensuring that they are closely aligned with local needs. Thanks to these efforts, the number of projects carried out and employees involved has doubled in two years.

The foundation's Cité Solidaire (Solidarity in the Community) programme, which targets very small non-profits working in disadvantaged urban areas, saw a fresh burst of activity, with eight new initiatives in Bordeaux, Clermont Ferrand, Brest, Dieppe, Lens, Nancy and the Yvelines administrative department in France, as well as Duisburg in Germany. Since its launch in 2010, this exemplary programme has been put in place at 39 sites and has funded 331 initiatives to strengthen social ties.

Actions of Group foundations in 2019 to combat exclusion and foster integration

	Number of projects supported	Number of employee sponsors	Amount distributed to foundations (in € thousands)
France	353	801	4,232
of which <i>Parcours Citoyen et Ambassadeurs</i> programme	90	419	-
of which <i>Cité Solidaire</i> programme	41	126	706
of which <i>Sillon Solidaire</i> programme	13	13	150
of which <i>Chantiers et Territoires Solidaires</i> programme	15	-	282
Germany	22	28	300
of which <i>Cité Solidaire</i> programme	9	12	113
Belgium	15	14	265
Spain	6	6	75
Greece	2	2	30
Netherlands	5	9	86
Portugal	15	16	251
Czech Republic	9	13	27
United Kingdom and Ireland	37	39	277
of which <i>Isle of Wight Foundation</i>	7	7	94
Slovakia	13	13	47
Total	477	941	5,590

In terms of sports solidarity sponsorship initiatives, VINCI is supporting the Paris Football Club Academy and the club's training centre over five years (2015–2020) for a total of €5 million. Beyond the financial assistance provided, VINCI serves as a genuine partner for the club's players, helping them to plan their careers once they leave the world of high-level competitive sports. This educational and social partnership aims to promote the professional integration and vocational training of the club's young players. Specific modules and workshops (business immersion opportunities, workshops on preparing CVs, job interview simulations, etc.) are included in the training courses for players. VINCI employees are key actors in this partnership by mentoring players.

2.1.3 Relations with civil society stakeholders and procedures for dialogue with them (including customers, users and local residents)

• General policy relating to dialogue with stakeholders

Owing to their position in the value chain, VINCI companies are continuously engaged in dialogue and consultation with all project stakeholders. While public authorities or private customers have responsibility for deciding on transport and energy infrastructure and on facilities to improve the living environment, including where they are to be located, in practice VINCI companies serve as a liaison with local communities, residents living near the structures they build, non-profit organisations and users. To better identify stakeholder needs and propose solutions that will be satisfactory for all concerned, VINCI has developed an easy-to-use mapping tool called Reflex. In 2019, a new version was put online for all the Group's entities. This collaborative platform, developed specifically for major projects, rounds out and helps bring a fresh perspective to the more traditional consultation processes, such as public meetings, site visits, etc.

The Group's approach in this area is enshrined in the "Together" Manifesto, which encourages Group companies to strengthen openness and dialogue with stakeholders as an opportunity and a means to create value with a positive impact.

In line with this approach, VINCI regularly consults with its stakeholders in the field of social innovation and human rights through six collaborative initiatives in which the Group participates: Leadership Group for Responsible Recruitment, Building Responsibly, Global Deal, Global Compact, Entreprises pour les droits de l'homme (EDH, Businesses for Human Rights) and Business for Inclusive Growth (B4IG). VINCI's active involvement in these initiatives and the resulting meetings and exchanges enable it to promote joint actions and partnerships, but also to co-build its approach with a very wide range of stakeholders (governments, businesses, trade unions, non-profits, universities, international institutions, etc.). This multi-stakeholder sharing is essential in order to take on board expectations and jointly develop approaches and actions that meet the challenges brought about by changes in society. In 2019, VINCI joined the Business for Inclusive Growth (B4IG) coalition, a global initiative managed by the OECD and made up of around 30 multinationals. This coalition's ambition is to put in place a new business model to tackle inequalities through commitments to more inclusive growth. Its core pillars include a pledge by members to fight inequalities, an incubator for inclusive business models and an inclusive growth financing forum to promote innovative financing mechanisms between private, public and philanthropic actors. The other initiatives are presented in section 4, "Duty of vigilance plan", page 237.

• General policy relating to dialogue with customers and end users

The majority of VINCI's customers are public authorities or companies. With these customers, the objective embraced by VINCI companies involved in long-term partnerships – for motorways, airports, stadiums and other infrastructure – is to build relationships founded on trust over time, particularly through the services they offer. Except in the case of the Concessions business, the public-private partnerships of the Contracting business or the services provided by VINCI Facilities (VINCI Energies), private individuals are only rarely direct customers. Nevertheless, close working relationships with them are vital, right from the initial design phase, owing to the potential impact of projects on nearby residents. Also, the resulting exchanges can provide important insights into the acceptance of planned structures by communities.

Group companies implement a range of measures and actions to promote dialogue, consultation and exchanges with project stakeholders and other key local and regional actors, including elected officials, associations representing users of infrastructure and facilities, as well as people living or working nearby.

Since the opening of the South Europe Atlantic high-speed rail line to traffic and fully mindful of the impact on the local noise environment, LISEA, the concession company operating the line, has continued to honour its commitments, and thus extended its acoustic measurement campaign into 2019. This campaign's objective is to evaluate the adequacy of the procedures put in place under real traffic conditions. LISEA is thus engaged in direct and ongoing consultation with local and regional stakeholders, making sure that transparency remains central to its process. Actions include listening and responding to residents' questions and concerns, and engaging with mayors to identify measuring positions. Eighty local consultation meetings have been organised with mayors and residents' associations in the areas concerned to identify measuring positions. A total of 300 measurements have been performed by Cerema, a French centre for research on risks, environment, mobility, planning and development, with public meetings held to present the findings. The French Ministry of Transport recommended financing a dedicated fund, which would receive additional contributions from state and regional authorities. This fund will make it possible to respond to residents' concerns through relevant technical solutions, complementing those already in place, such as embankments, facade insulation measures and higher barriers.

1,500
people were met as part of
consultations for the LISEA
project

Through its quarrying and roadwork activities, Eurovia builds strong and lasting relationships with local stakeholders – residents, local government authorities, non-profit organisations and government agencies – using approaches such as information meetings, local committees for consultation and monitoring (CLCS), open days, and partnerships with non-profits and NGOs at local level. For the coating plants, a specific and more formal approach is implemented to forge these relationships, involving the use of a dedicated tool for presenting their activities, in order to facilitate communication between the company and its stakeholders.

• Initiatives to promote strong and lasting relationships with customers and users

Alongside their ambition to build and maintain strong and lasting relationships with their stakeholders, Group companies also seek to anticipate the needs and expectations of both their customers and the end users of the infrastructure and facilities they design, build or operate. They do so by developing innovative solutions, in particular to promote the well-being and safety of end users, gauge their satisfaction, remain attentive to their concerns and provide them with better information.

Attentiveness and satisfaction

Based on an idea that emerged from customers' suggestions, ANA (VINCI Airports) has developed a solution for managing passenger flows, in partnership with Thales Portugal, that monitors the dynamics of occupation within a space and the movement of people through it in real time. At the Lisbon airport, the implementation of this solution helped ANA and the airport's partners improve the management of passenger flows and reduce waiting times by 20%, raising passenger satisfaction levels. At Lyon – Saint Exupéry Airport, in association with the French government agencies concerned, an alternative solution to the destruction of items confiscated during passenger checks has been developed. Called See You Later, this paying service is the only one of its kind in France, offering the option for passengers to ask for confiscated items to be mailed to their home address. This airport has also developed a new automated parking system, introducing the world's first outdoor valet parking robots. Four autonomous robots are used to manage vehicles in a car park, with parking spaces booked online and customers benefiting from the same vehicle drop-off and pick-up point. In addition to revolutionising car park management and facilitating the overall passenger experience, this system also results in genuine space savings because it operates several queues at once.

VINCI Autoroutes aims to build constructive relationships with its customers, remaining attentive to their usage patterns and needs, in particular through the development of specific communications materials. VINCI Autoroutes has continued to set up Twitter feeds to deliver real-time and local information on traffic conditions, travel times or even weather alerts. This approach aims to improve responsiveness and help drivers anticipate and make better decisions in the event of an incident. The Twitter feeds round out the range of VINCI Autoroutes services: dedicated website, VINCI Autoroutes app, Radio VINCI Autoroutes and customer service number (3605).

Contactless toll payment is now possible at a growing number of sites across the VINCI Autoroutes network. Quick and secure, this payment method is another new practical service offered by the company and gets users through toll plazas faster. Alongside the development of electronic toll payment, it is part of the move to paperless transactions and reflects VINCI Autoroutes' ambition to constantly adapt its services to new usage patterns and the expectations of motorway users.

As part of its efforts to strengthen its range of everyday mobility services, VINCI Autoroutes has also continued moving forward with its actions to encourage carpooling. At the end of 2017, the motorway section crossing Lyon on the A6 and A7 was downgraded. After taking back the management of these 16 km of motorways, Métropole de Lyon, the local authority for the Lyon metropolitan area, decided to conduct experiments to encourage more sustainable mobility behaviours. On behalf of Métropole de Lyon, the technology research institute System X will be running a three-year pilot project to promote carpooling. It will be testing the implementation of reserved lanes in the downgraded section in partnership with several transport operators, including VINCI Autoroutes. Vehicles with at least two passengers, green vehicles (displaying the Crit'Air sticker), taxis, private hire vehicles or express buses would be able to use these reserved lanes and enjoy faster access to the city centre. This project could be supplemented with car parks reserved for carpooling and transport hubs strategically positioned at points leading up to the section including the reserved lanes. Teams from VINCI Autoroutes are taking part in forward-looking studies on carpooling, dynamic traffic regulation and lane enforcement.

To meet the growing demand for new homes and facilitate home ownership for the broadest possible segment of the population, VINCI Construction France has ramped up the development of its Primméa offering, with the commitment to provide high-quality and well-located affordable new homes throughout the country, selling at 20% below the market price, on average. Focused on residents, Primméa is developed with the support of a collaborative platform, through which it is able to regularly obtain feedback from a representative panel of first-time homebuyers across France, which is then used to adapt the offer. In addition, Primméa involves consultation processes with local authorities, driven by the shared desire to complete each property development within a reasonable time frame, keeping costs under control and ensuring a good fit with its surroundings, particularly from an architectural and aesthetic standpoint. Since the launch of Primméa, 400 households have been able to buy their first homes.

VINCI Immobilier has introduced new tools to enhance the value in use of its products. To make the purchasing process for a property more fluid and intuitive, the customer experience is now entirely paperless, from virtual tours to electronic signatures. An extranet site allows customers to follow progress being made on the construction of their development and their purchase offer. Thanks to a 3D modelling system, they can visualise and stroll through their future homes as if they were actually inside them, and can also personalise them by changing their flooring options and decorative elements. Student Factory, another recent initiative, is a service that designs, develops and operates student residences in France, providing a solution to meet the growing demand for student housing, applying an innovative concept. Student Factory residences offer co-working spaces and a lounge, as well as a range of services to meet the expectations of the “digital native” generation. The customer experience, from choosing an apartment to signing a contract, is entirely paperless, while an online community organises life within the residence. Since this concept was launched in 2018, five residences have opened, with a total capacity of 740 rooms, which are all already occupied.

Safety

In addition to continuously working to improve the quality of service provided for its customers and conducting regular satisfaction surveys, VINCI ensures a particularly strong focus on road safety in the Group's mobility-related activities. VINCI employees drive tens of thousands of vehicles and site machines. They are all exposed to road risks, as are the hundreds of millions of people using motorways, roads and other infrastructure operated under concession contracts every year, as well as the airports operated by VINCI Airports (nearly 250 million passengers in 2019). Regular awareness and information campaigns are organised, and specific training is provided for those who are most exposed. For example, in 2019, VINCI Autoroutes launched six road safety campaigns in Russia to address critical safety issues (the main causes of fatal accidents on Russian roads) by distributing leaflets, setting up media communications, putting up posters with safety messages and organising customer activities, including a Customer Safety Day and workshops in schools.

In France, the VINCI Autoroutes Foundation for Responsible Driving continued rolling out its training programmes on responsible driving in several Group entities that are particularly exposed to road risks, as well as with external companies. The Foundation focuses in particular on preventing risks relating to driver inattention and drowsiness. Through its research programme, the Foundation funds several scientific studies and investigations looking at road user behaviours. It also plays a leading role in making information on these two areas of concern available to drivers and the general public.

In April 2019, the VINCI Autoroutes Foundation published the findings of its sixth European survey on responsible driving. This extensive survey, covering over 12,000 people in 11 European countries, assesses the behaviour and beliefs of European drivers. It monitors changes in risky behaviour and the development of good practices to ensure better targeting of prevention messages in each country. In November 2019, the Foundation presented the findings from two studies: in Athens, a groundbreaking survey conducted with Ipsos on parents at the wheel, and in Marrakesh, the first survey on responsible driving in Morocco.

Following on from its work to encourage people to drive more responsibly, the Foundation has also launched a major awareness campaign to warn people about the issue of rubbish thrown out of vehicle windows on motorways and the consequences of this uncivilised behaviour in terms of pollution, fires and risks for the motorway staff who have to collect this waste.

Across the entire VINCI Autoroutes network, many awareness actions concerning road safety and the safety of personnel working on motorways were conducted over the course of the year, directed at different categories of road users.

Accident figures for the VINCI Autoroutes network under concession

	2019	2018
VINCI Autoroutes motorway networks (in km)	4,412	4,412
Traffic (in billions of km travelled)	53	51
Number of accidents per billion km travelled	239	248
Number of fatal accidents per billion km travelled	1.5	1.5
Number of deaths per billion km travelled	1.7	1.8

2.2 Relations with suppliers and subcontractors

2.2.1 A Group-wide approach to promote responsible purchasing

For several years, the proportion of purchases has remained stable, representing 55% of the Group's revenue at end-2019 (57% at end-2018). They include €10.4 billion for materials (€9.8 billion in 2018), €5.4 billion for external services (€5.5 billion in 2018) and €9.1 billion for subcontracting (€8.2 billion in 2018).

In 2019, VINCI continued building on its responsible purchasing approach, aiming to measure and take into account workforce-related, social and environmental factors when selecting its partners. Responsible purchasing is seen as a real source of performance and innovation for the Group, and contributes to building strong customer-supplier relationships for the long term. It further strengthens VINCI's ability to act as an economically responsible operator.

Percentage of revenue allocated to purchases

(in € billions)	2019	2018	2019/2018 change
Total amount of purchases	26.3	24.7	+6.5%
Percentage of revenue allocated to purchases	55%	57%	-3.8%
of which purchases consumed	10.4	9.8	+6.1%
of which purchases of external services	5.4	5.5	-1.8%
of which subcontracting (excluding concession operating companies' construction costs)	9.1	8.2	+11.0%

To accelerate this approach, the Group further strengthened its governance at the start of 2019, through several bodies at different levels within the Group.

- A **Purchasing Correspondents Committee** was set up in February 2019. It is made up of VINCI's Executive Vice-President in charge of Contracting, who is also an Executive Committee member, as the Group Purchasing Correspondent, alongside six purchasing correspondents from the various business lines. These correspondents represent the senior management teams from each division. This committee's members also include VINCI's Human Resources Director and its General Counsel, who are both Executive Committee members, as well as the Ethics and Vigilance Director and the Group Purchasing Coordination Director. The committee meets twice a year to define a purchasing governance framework at the highest level of the organisation and approve a global road map for purchasing within the Group, including a global performance approach and covering both financial and non-financial aspects.

- The **Inter-Business Line Purchasing Committee**, whose membership was expanded at the start of 2019, is the operational branch of the Purchasing Correspondents Committee. Made up of purchasing directors and managers from each of VINCI's business lines and divisions, it meets around six times a year and is responsible for taking the necessary operational decisions to implement the road map and develop synergies between business lines for Group purchases, while aiming for all-round performance.

In addition, dedicated correspondents are in place to support Group companies and operations:

- a **Group Purchasing Coordination unit**, which reports to the Group Purchasing Correspondent. This unit works on an operational level with the purchasing departments in the business lines and subsidiaries through an extensive network, and puts in place framework agreements for approved suppliers, liaising with their local internal users;
- **Purchasing Pivot Clubs** in the regions or the main countries where the Group operates, linked to the senior executive Pivot Clubs, whose role is to help improve purchasing synergies and to promote and implement the Group purchasing policy at local level.

The criteria for responsible purchasing and the various actions to take these criteria into account are set out in a responsible purchasing guide, drawn up and distributed during the year by the Inter-Business Line Purchasing Committee to regional purchasing correspondents and published on the Group's intranet. An e-learning course to better understand this guide is currently being developed and will be rolled out in 2020.

2.2.2 Sustainable and long-lasting relationships with local suppliers and subcontractors

The Group has strong local roots in the countries where it operates thanks to its direct activities, as well as its purchases. Its extensive use of local suppliers and subcontractors is in line with the Group's commitment to supporting sustainable socio-economic development across its regions. These deep and enduring local roots are one of the pillars of VINCI's responsible purchasing approach. The Group is also committed to promoting balanced relationships with its suppliers and subcontractors over the long term, thanks in particular to constructive and continuous dialogue with these stakeholders.

The study conducted by the sustainable development consultancy Utopies© in 2019 on the socio-economic impacts of VINCI's activities in France found that direct Tier 1 suppliers make up the bulk of the supply chain for both of its core businesses, Contracting and Concessions. For instance, in France, 57% of VINCI's suppliers are Tier 1, with this figure rising to 82% for suppliers in the construction sector. Due to its decentralisation, its diverse activities and the geographical areas in which the Group operates, this approach makes it possible to take into consideration the specific features and situations seen locally, while ensuring the responsiveness needed to implement operations by working closely alongside its partners.

At central level, and in each of its projects, VINCI also promotes a partnership-based approach with its suppliers and develops close relationships with small and medium-sized enterprises (SMEs). Concerning the key categories of purchases for Group companies' activities, such as temporary employment agencies or construction equipment hire firms, the Group's strategy is based on approving as many local and regional partners as possible in order to build a strong nationwide network, while embracing its responsibility to society by engaging with stakeholders in the various regions. In addition, by building a network of industry operators in each region, VINCI contributes to regional economic development, which in turn contributes to the Group's success. In its selection and bidding processes, the Group prefers suppliers with strong roots in their regions. Currently, 67% of the Group's approved suppliers in France are SMEs with a nationwide footprint, and this is true for the Group's network of local companies as well.

67%

of the Group's approved
suppliers are SMEs

VINCI is also committed to taking into account and working with social integration structures, social enterprises, sheltered workshops and other organisations that specifically employ people with disabilities. For instance, in 2019, 45% of VINCI's approved temporary employment agencies were companies with a nationwide presence whose mission includes promoting integration through temporary jobs.

Lastly, this commitment to balanced, constructive and long-lasting relationships with suppliers and subcontractors is also reflected in the economic dependence indicator set up in 2019 to ensure that suppliers are not put at risk by VINCI accounting for too high a percentage of their revenues. This indicator is reviewed each year.

2.2.3 Taking social and environmental criteria into account in the Group's purchases

• Approach to identify purchasing-related risks

In terms of the principles making it possible to define responsible purchases, VINCI considers that respect for human rights and international labour standards within its supply chain is essential and it tends to look for innovative solutions that support the environment, climate and energy transition. To this end, in 2019 the Group continued its work on integrating environmental and social criteria when selecting products and suppliers and when drafting framework agreements and specifications at Group level. These criteria take into account the environmental impact of products and services, the workforce-related arrangements for producing or providing them, and the social commitments made by suppliers. They are assessed using specific criteria for each purchasing category, depending on the issues faced by the sector in question.

The Purchasing Coordination unit conducts supplier assessments that factor in social and environmental performance, and the Group's buyers have an individual target for including these criteria in each contract they negotiate. Depending on the results of these assessments, suppliers or subcontractors may be excluded from the tender process or may be given a progress plan and action plan aimed at improving their environmental and/or social and/or safety performance levels. Audits or checks are carried out to verify the implementation of these plans. Some of these actions are described in section 4, "Duty of vigilance plan", page 237.

80%

of contracts in 2019
involved the completion of
a responsible purchasing
questionnaire during the
tender process

Collaboration between the Group's Purchasing Coordination unit and the head office ethics, human rights and social and environmental responsibility teams was further strengthened in 2019, ensuring that these aspects are integrated more effectively into the Group's tenders.

Lastly, an ethics and duty of vigilance questionnaire for suppliers and subcontractors was created in 2019 by the Group's Purchasing Coordination unit, working closely with the various functions concerned by the topics covered. This additional questionnaire has been distributed to suppliers working with the Group under framework agreements.

Key indicators for the Group's responsible purchasing performance

	Total at 31/12/2019
Contracts including one or more clauses on workforce-related, social or environmental issues	99%
Contracts having involved the completion of a responsible purchasing questionnaire during the tender process	80%
Contracts including a progress plan for responsible purchasing	50%
Number of on-site responsible purchasing audits conducted over the last five years	690

• Responsible subcontracting approach

The Group's priority is to retain and expand in-house expertise. However, the many public procurement contracts won by the Group, together with its growing presence in general contracting for projects demanding highly technical and specialised skill sets, may require the use of a certain percentage of subcontractors. VINCI makes every effort to ensure that its subcontractors comply with the regulations in force in the countries where Group companies operate.

VINCI's Subcontractor Relations Guidelines, rolled out in 2014, set out the Group's commitments in terms of subcontracting: safety conditions of subcontractors' employees that are comparable to those of the Group's personnel, respectful business relationships, fair bidding processes, transparency in business dealings, cooperation with local companies and compliance with VINCI's core values.

In order to further strengthen its vigilance and control over workforce-related risks in subcontracting, VINCI launched various pilot projects in 2018 to assess the practices in place and identify areas for progress. Moreover, recruitment agencies are subject to specific vigilance measures (see section 4, "Duty of vigilance plan", page 237).

2.3 Respect for human rights

VINCI's human rights approach and actions are presented in the discussion of the Group's duty of vigilance plan (see section 4, "Duty of vigilance plan", page 237 and paragraph 4.4, "Duty of vigilance with regard to human rights", page 245).

VINCI joined the UN Global Compact in 2003 and is committed to supporting and promoting respect for human rights within its sphere of influence, and to ensuring that Group companies are not complicit in human rights abuses. To define its strategy, VINCI refers to the principles of the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the eight fundamental conventions of the International Labour Organisation and the OECD's Guidelines for Multinational Enterprises. Within this framework, VINCI has updated its analysis of the human rights risks associated with its business activities. The key issues identified were grouped into five categories, themselves divided into 17 themes, covering the entire life cycle of projects (from responses to calls for tenders to entry into service and operations). These five categories are: a) recruitment practices and migrant workers, b) working conditions, c) conditions of accommodation, d) practices relating to human rights within the value chain, and e) relations with local communities.

A Group-wide reference guide has been published: VINCI's Guide on Human Rights. It provides an overview of the issues identified and their implications for the Group's companies. The guide also presents a shared set of guidelines, indicating the specific approaches to be adopted with respect to each of these 17 themes. This guide applies to all Group employees and is available in around 20 languages. It was presented to the European Works Council and approved in April 2017 by VINCI's Executive Committee.

VINCI's Guide on Human Rights

5

main issues

17

themes

This approach and its implementation are being led by a dedicated committee, set up in 2015, which brings together human resources directors from all the Group's business lines and divisions and meets on a quarterly basis. Each of its members is responsible for the rollout of the approach for their scope, taking into account the specific features of their activities and sites. A dedicated team in the Group Human Resources Department supports the business lines and divisions, develops mapping and assessment tools, and monitors emerging developments in various fields.

A range of tools is being developed to support the operational implementation of this approach and assist the teams with the application of these guidelines. They include training modules, country-level risk maps and a performance assessment tool. To date, risk maps have been drawn up for 19 countries with support from an external provider and 57 subsidiaries have been assessed in 23 countries, covering a total of over 12,500 employees. Depending on the assessment's findings, an action plan is prepared and put in place as part of a continuous improvement approach.

In support of its policy and to raise the bar for the protection of human rights along its value chain, VINCI actively participates in various collaborative initiatives, including Building Responsibly, a global business initiative co-founded by the Group that serves the engineering and construction industry, and the Leadership Group for Responsible Recruitment. These collaborative initiatives and tools are described in detail in paragraph 4.4, "Duty of vigilance with regard to human rights", page 245.

VINCI's commitment to human rights is reflected in specific actions that are closely aligned with and tailored to its operations. In Qatar, where VINCI is present through its joint venture Qatari Diar VINCI Construction (QDVC), employment and working conditions have been monitored more closely, leading to a number of measures, often pioneering new progress in the country, from implementing risk prevention tools for recruitment to organising elections for migrant worker representatives and providing them with training, signing a framework agreement with an international trade union, conducting audits of subcontractors looking at accommodation and working conditions, as well as other initiatives in association with a number of stakeholders focused on promoting workers' rights in this country. Further details on the actions taken, particularly in Qatar, can be found in paragraph 4.4, "Duty of vigilance with regard to human rights", page 245.

2.4 Business ethics

2.4.1 General approach to business ethics

• An integrated, cross-business approach, supported at the highest level within the Group

Ethics – the second commitment of the VINCI Manifesto – are central to all professional relationships between VINCI and its stakeholders. This commitment, led at the highest level, is integrated across all the Group's business lines using a cross-business approach. VINCI has embraced a global acculturation approach engaging everyone to adopt collective and individual behaviours that are aligned with this commitment.

Two reference guides constitute the framework for the Group's recommendations and requirements in this area:

- the Code of Ethics and Conduct, which sets out the rules of conduct for all Group companies and employees;
- the Anti-corruption Code of Conduct, which lays down the rules for the prevention of acts of corruption, notably by identifying the corruption risks in business processes and illustrating the behaviours and practices to be avoided.

These two documents have been translated into 30 languages. They are available on the Group's website and its intranet, and are included in the welcome pack for new employees. The Group's principal managers are formally committed to respecting them and ensuring that they are applied.

• Structured governance framework

Working closely with all the Group's functions, the Ethics and Vigilance Department supports the implementation of the Group's compliance arrangements and specifically its corruption prevention procedures.

Set up in March 2018, the Ethics and Vigilance Committee has seven members, five of whom also serve on the Executive Committee. It ensures that the compliance procedures covered by the Code of Ethics and Conduct are implemented and amended as necessary, particularly with regard to:

- preventing corruption;
- preventing serious violations of human rights and fundamental freedoms, harm to human health and safety, or damage to the environment resulting from Group activities.

This committee supervises changes to the Code of Ethics and Conduct and the Anti-corruption Code of Conduct and met five times in 2019.

• Business line implementation led by a network of ethics coordinators and officers

The strategic governance framework put in place by the Group is based around a network of coordinators and officers that makes it easier to implement relevant action plans in the business lines.

The Ethics and Compliance Club, which brings together the Group's General Counsel and the legal heads of the Group's business lines, the Internal Control Director and the Ethics and Vigilance Director, monitors emerging regulatory developments and shares best practices, particularly in terms of training tools or third-party assessment processes. This club helps prevent unethical business practices. It met six times in 2019.

Alongside this, the GDPR Representatives Club, which was created in early 2018 and brings together representatives appointed by each of the Group's business lines, provides support to the business lines to ensure the widespread adoption and application of effective personal data protection processes, notably in accordance with Regulation (EU) 2016/679, known as the General Data Protection Regulation (GDPR). This club, coordinated by the Ethics and Vigilance Department, supports the sharing of tools and best practices.

For example, it helped select a shared tool to supplement the arrangements in place to ensure GDPR compliance. In addition, the club rolled out a mini-series of six GDPR awareness e-learning modules, gradually translated into the Group's core languages, to familiarise employees with the new rules in force and their rights and obligations with respect to the protection of personal data. It met six times in 2019.

2.4.2 Business ethics measures put in place

During his 2018–2019 roadshow, Xavier Huillard met with nearly 8,000 employees, systematically reminding them about the Group's ambitions in terms of overall performance and compliance.

Training and information

Training and information are key factors for implementing the Group's business ethics policy. To enable all of the Group's employees to effectively contribute to preventing and detecting corruption, depending on their duties and responsibilities, training programmes are developed and rolled out at each of the Group's organisational levels. These programmes ensure that employees understand the related domestic and even international legal regimes, and are fully aware of the issues involved and what is expected of them. The corruption scenarios identified and the associated risks are clearly presented, along with the procedures to be carried out to limit these risks, the best ways to respond to inappropriate demands, the procedures for reporting suspicions concerning corrupt conduct, as well as the disciplinary actions that may be taken or the criminal penalties that may apply to individuals for any infringement of rules or regulations. As exemplary managerial behaviour is essential to effectively spearhead ethical practices within its subsidiaries, the Group's conduct guidelines are covered in all the management training programmes.

43,470
staff trained on ethics
in 2019

The Ethics and Vigilance Department regularly gives presentations for manager events (conferences) and cross-business network meetings, such as human resources, communications, tax expert, buyer, insurance or financial seminars, as well as the Pivot Clubs.

VINCI's anti-corruption arrangements



Whistleblowing procedure

The Group's whistleblowing arrangements, available on the Group's intranet, have been further enhanced since 1 January 2019, with the launch of the VINCI Integrity online whistleblowing platform, after receiving the go-ahead from the European Works Council. This platform makes it possible to collect whistleblowing reports concerning serious infringements of the Group's rules and commitments set out in the reference guides on human rights, health and safety, business ethics and the environment.

All employees therefore have access to several channels for reporting their concerns. They can refer matters to their managers, they can use their business unit's local whistleblowing procedure, when one exists, or they can contact the Group's Ethics Officer directly. The VINCI Integrity platform is also available to external stakeholders on the Group's website.

Risk assessments

The assessment of business ethics-related risks is an integral part of the policy for managing risks that might affect the Group's global performance or image. It is incorporated into both the project analysis process (Risk Committee) and the external growth process (Investment Committee). Key suppliers and subcontractors are assessed before the Group starts doing business with them and/or during the contractual relationship thanks to various measures, including multidisciplinary questionnaires.

Accounting controls and audits

The accounting processes put in place help prevent corruption. The internal audit plans and self-assessment processes include a series of questions aimed at ensuring the effectiveness of the arrangements for preventing corruption.

Visibility and promotion of the ethics policy

Since 2019, 100% of management training programmes have included an ethics module.

2.4.3 Tax measures put in place

VINCI's highly decentralised organisation is structured around business lines and operating subsidiaries, rather than by country or geographic region. The Group's substantial expense relating to taxes, fees and other compulsory payments represents a significant portion of its contribution to the economies of the countries where it operates. The Group meets its tax obligations, in full compliance with applicable local and international laws and in line with VINCI's intangible and universal commitments.

In accordance with VINCI's Code of Ethics and Conduct, as well as its general guidelines, strict compliance with applicable laws and regulations is a core principle for the Group, one that must be followed in all circumstances by every employee and every business unit in the countries where they operate.

Due to the specific features of VINCI's business model and its activities, which are primarily local, the Group's entities tend to favour local suppliers for their purchases of goods and services. For this reason, cross-border transactions between its various companies are limited and not material. The invoicing principles applied follow the OECD Transfer Pricing Guidelines. These guidelines incorporate the recommendations resulting from the OECD/G20 Base Erosion and Profit Shifting (BEPS) Project, and in particular Actions 8-10 "Aligning Transfer Pricing Outcomes with Value Creation", supplementing the Group's adherence to the arm's length principle.

Given the autonomy granted to the Group's subsidiaries, the main tax risks that may arise in connection with their activities relate to the diversity, scale and/or complexity of operations. These risks may be either financial or reputational.

- Financial risks:

- Tax compliance and related risks: late filing of returns, inaccurate tax returns, failure to submit claims and options on time, or any other tax compliance failure whatever the reason may be (human error, system error, etc.);

- Operational tax risks: technical or factual inaccuracies, lack of in-depth tax analysis, unanticipated changes in tax legislation, misinterpretation of complex or unclear tax rules;

- Reputational risks: these risks are triggered by financial risks that may affect the Group's relations with various parties, such as the tax authorities.

Tax issues, like all other financial information, are reviewed on a regular basis by the CFOs of all Group entities, particularly during calls for tenders, at each budget phase, in connection with the preparation of annual and half-year financial statements, and whenever required. Each CFO reports directly to the entity's chairman, to the members of its Board of Directors or other competent supervisory body, as well as to the CFO at the next hierarchical level.

As expressly indicated in the Group's general guidelines, the CFOs must ensure that financial data is presented in accordance with the standards, principles and procedures in force. Financial data, which includes tax data, is reported, managed and verified using reliable accounting systems that are regularly monitored to ensure that they are functioning efficiently and audited. The employees who use them are provided with training.

For any tax issue, the CFOs can request assistance from in-house experts, at each division's main holding companies, in the business lines and at VINCI SA level, and/or from outside consultants, depending on the issue's complexity and materiality. Any outside consultant providing assistance must pledge to abide by the values expressed by VINCI and particularly those set out in its Code of Ethics and Conduct.

VINCI takes the tax consequences of its operating activities and/or its investments into account and may make use of the options provided by local regulations to alleviate its tax or administrative burden. Nevertheless, in all cases, the Group's fundamental principle is to reject the use of aggressive tax planning or other artificial structures designed in particular to avoid paying taxes, as well as any participation in other arrangements mainly for tax purposes that would offer no real commercial advantage. Similarly, whenever VINCI maintains a presence in a country considered as a tax haven, it is uniquely as a result of its operating activities. If a tax risk is identified, proportionate solutions are designed and implemented, in collaboration with the relevant tax and financial teams, in order to minimise this risk. These analyses and solutions are regularly updated in line with changes in projects and the Group's organisation, as well as legal and regulatory developments. Whenever necessary, they are discussed and reviewed with auditors and/or the competent tax authorities.

One of the Group's key expectations of its subsidiaries is that they build and maintain good, transparent and constructive relations with the tax authorities in each of the countries where they operate. In line with this commitment to transparency and cooperation, VINCI SA, with all its consolidated subsidiaries, has signed up to the tax partnership system in France since April 2019.

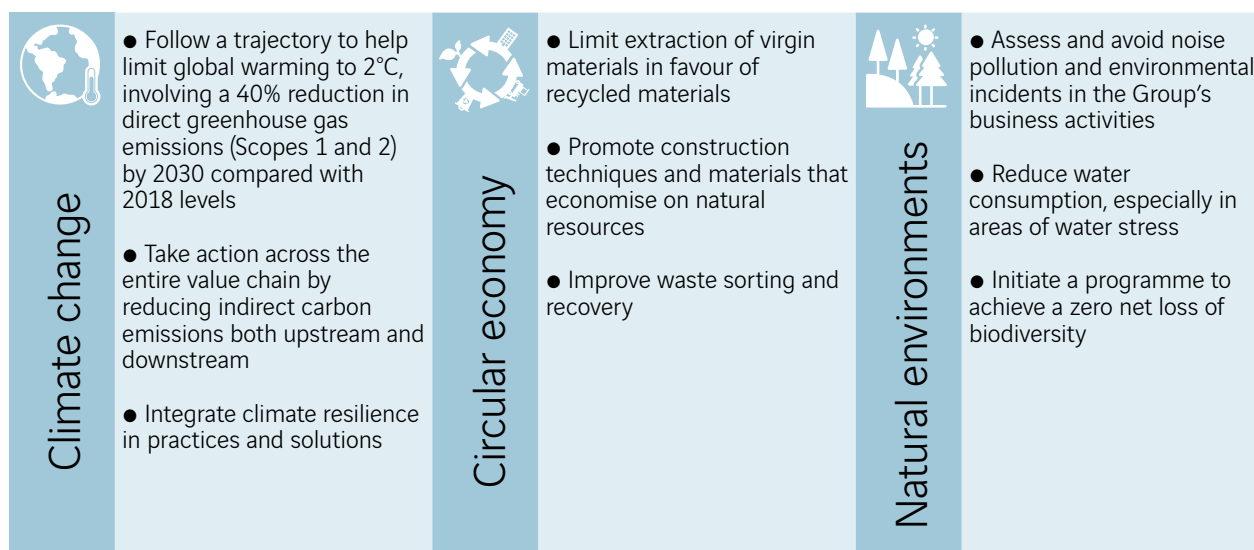
3. Environmental performance

3.1 A new environmental ambition

On track to meet the commitment set out in its Manifesto to reduce its carbon intensity 30% below 2009 levels by 2020, VINCI has marked out a new, ambitious trajectory toward 2030.

This shared ambition for the environment is the result of a large-scale collective project under way for the past several months at VINCI, garnering support from all Group business lines and divisions. The entities reviewed all the initiatives in each area of their business that could potentially reduce their environmental footprint. The design of the Group's approach to achieving its new environmental targets, which has involved the participation of representatives from the various business lines, also includes an economic assessment. This assessment is used to define action plans, which are currently being adapted for integration into the strategic plans of Group companies.

All VINCI businesses have thus come together to lower their environmental footprint significantly over the next few years, by reducing their carbon footprint, their impact due to the use of natural resources, and any potential harm to natural environments. As well as scaling back its own impacts, the Group also aims to develop solutions that generate green value, by supporting customers, suppliers and partners in their environmental efforts.



3.1.1 Embedding environmental responsibility in day-to-day operations

3.1.1.1 Internal governance

VINCI's new environmental ambition is founded on the commitments embraced by the Group's Executive Committee and taken up by each business line, the empowerment of all operational staff within Group companies, as well as open dialogue with national, European and international public authorities and environmental protection organisations.

The operational departments coordinate and ensure the application of VINCI's updated environmental goals in all aspects of day-to-day work. They rely on a worldwide network of over 500 correspondents who are in charge of managing environmental risks, developing initiatives to protect the environment and supporting all efforts to deliver on the new ambition.

The Group's Environment Committee, overseen by VINCI SA with representatives from each business line, coordinates the Group's environmental actions. This committee brings a response to global environmental issues by defining the components of VINCI's environmental ambition and by leading cross-business projects, while ensuring that Group companies take adequate steps to adapt the measures introduced in line with the new goals to their local context. Meanwhile, several working groups have also been set up, comprising operational experts from each business line, such as the Biodiversity Task Force and the Circular Economy group, along with special focus groups created to implement climate change action plans.

3.1.1.2 Turning risk management into opportunity

Incorporating environmental issues into the Group's businesses first requires a strong grounding in risk management, regulations, environmental impacts and incident prevention. But it also involves a more proactive approach, anticipating issues relating to the urgent imperative to protect the environment, one that can also create environmental, social and economic value in the medium and long term.

• Environmental management

Apart from the main components of the Group's new environmental ambition and compliance with regulations, to better understand the local context and attitudes about the environment, VINCI companies develop and maintain environmental management systems and continuous improvement processes.

VINCI continuously works to improve practices at Group companies to avoid, or reduce as much as possible, the impact of its business activities on the environment. This commitment, supported at the highest level of the Group's organisation, is adapted and monitored in line with the Group's decentralised management structure to meet each company's specific needs and take appropriate measures. VINCI encourages its subsidiaries to obtain environmental certification such as ISO 14001 to improve the effectiveness of their environmental management system.

For example, VINCI Autoroutes has had all its in-service motorways ISO 14001 certified. Meanwhile, VINCI Airports plans to have all of its airports ISO 14001 certified by 2020. In 2019, 18 airports obtained the certification, accounting for 63% of the division's revenue. In Contracting, the proportion of revenue generated by certified entities remained stable at VINCI Energies and VINCI Construction.

Group activities covered by ISO 14001 environmental certification

(as a percentage)	ISO 14001			Indicator	Geographical scope
	2019	2018	2017		
VINCI Autoroutes					France
Motorways in service	100	100	100	Kilometres	France
Motorways under construction	-	-	-	Kilometres	France
VINCI Airports	63	52	52	Percentage of revenue	World
Other concessions	19	7	24	Percentage of revenue	World
VINCI Energies	48	47	44	Percentage of revenue	World
Eurovia					World
Production from quarries owned	50	50	60	Tonnes	World
Production from coating plants owned	60	58	48	Tonnes	World
Production from binder plants owned	68	77	67	Tonnes	World
Revenue from the works activity	27	30	27	Percentage of revenue	World
VINCI Construction	80	79	83	Percentage of revenue	World

Together with this local management approach geared towards meeting individual site requirements, some Group companies have also created their own environmental labels. Created in 2016, Eurovia's Environmental Excellence label recognises the initiatives taken at worksites to protect the environment, while highlighting the value of employee engagement in these shared efforts. The label is awarded to projects that meet all of the 47 assessment criteria reviewed in an internal audit. These criteria are grouped into five environmental impact categories, and are supplemented with additional comments on specific issues. To obtain the label, each worksite must not only comply with a set of basic requirements that applies to all projects, but also identify one or more specific issues in the project that reflect how it demonstrates this excellence.

• Preventing environmental incidents

Among the ways that environmental matters are incorporated into the Group's businesses, each entity prepares and updates environmental incident prevention plans in response to its specific environmental risks. VINCI's duty of vigilance plan, in accordance with regulations (Law no. 2017-399 of 27 March 2017 on the duty of vigilance of parent companies and subcontracting companies), is presented in section 4, "Duty of vigilance plan", page 237.

In 2019, VINCI or its subcontractors were involved in three major environmental incidents (one in 2018). A major incident is defined as one that creates extensive pollution requiring clean-up by external specialists and has consequences stretching beyond the entity's responsibility. The term pollution covers any harm to all aspects of the environment: air, water or land quality, biodiversity, and so forth. One of these three environmental incidents occurred in Peru, where oil was spilled along a 2 km stretch of the motorway network (for which Lamsac holds the concession). Measures were taken in line with local regulations. The second incident was a soil pollution event involving Eurovia's operations in Poland. All available means were taken to repair the damage caused. Lastly, in early 2019, an accidental spillage of materials (limited amount of grey water containing sand and traces of deactivated cement) into the Seine occurred at a concrete mixing plant in Nanterre, outside Paris. The plant supplies concrete to the worksites of the e-déf Eole-La Défense project, where several VINCI Construction divisions are working. The worksite's managers took measures to restore the site and offset the impact.

3.1.1.3 Employee awareness initiatives

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

In 2019, these actions represented a total of 42,055 hours, a 14% increase compared with 2018. Training on environmental issues is increasingly incorporated into existing courses (works, studies, operations, etc.). For example, modules on the environment are included in the annual training programme for new engineers, site managers and Eurovia division managers. Awareness is proactively promoted at worksites among employees, temporary staff and subcontractors with weekly 15-minute environment sessions. This initiative has been rolled out across all activities in the Contracting business in France.

Environmental training and awareness, with change

	Number of hours of training		Change
	2019	2018	2019/2018
Concessions	14,078	7,491	+88%
VINCI Autoroutes	8,771	6,331	+39%
VINCI Airports	5,104	766	+566%
Other concessions	203	394	-48%
Contracting	27,956	29,476	-5%
VINCI Energies	5,405	6,733	-20%
Eurovia	6,276	5,060	+24%
VINCI Construction	16,275	17,683	-8%
VINCI Immobilier	21	-	0%
Total	42,055	36,967	+14%

In 2019, to promote the effectiveness of environmental actions on the ground, the Group's business lines devoted specific attention to the introduction of training and awareness modules tailored to their activities. At Eurovia, an e-learning module on the environment was created. VINCI Facilities, VINCI Energies' facilities management brand, has set up a training programme on energy performance for technicians and business line managers. In Concessions, the training programme for new hires at VINCI Airports includes an environmental awareness module in the form of a virtual tour of an airport, to help them understand the environmental issues involved at this type of site. Specific modules have also been designed for key managers.

VINCI's environmental ambition also involves the rollout of these training courses on a larger scale over the next few years.

3.1.1.4 Environmental reporting coverage and scope

To monitor VINCI's environmental performance, the environmental reporting system uses the same software as the Group's financial and workforce-related reporting systems and is based on the standards of the Global Reporting Initiative's Sustainability Reporting Guidelines, which have been adapted to the Group's activities (see the cross-reference table on pages 373 and 374). Covering nearly all of the Group's companies, the system uses around 60 quantitative indicators for measuring performance against key environmental parameters, such as greenhouse gas emissions, consumption of resources, circular economy initiatives, certification, and environmental incidents. Environmental reporting is prepared using updated methodological guidebooks and procedures that are available on the Group's intranet. In addition to this central reporting system, each business line uses its own management indicators. The note about the reporting methods used by VINCI, on pages 258 to 260, covers the key points.

The data presented in this report is consolidated using the same method as VINCI's financial data. Some entities, such as Qatari Diar VINCI Construction (QDVC), which is 49%-owned by VINCI Construction Grands Projets, are still accounted for under the equity method.

VINCI has submitted its environmental information for review by its Statutory Auditors since 2002. Environmental data is presented in compliance with Article 225 of France's Grenelle II Environment Act and additional provisions set forth mainly in application of the law on the energy transition for green growth (Article 173) and the law on combating food waste. It also meets the requirements of Order no. 2017-1180 of 19 July 2017 and Decree no. 2017-1265 of 9 August 2017, which transposed the European directive on disclosure of non-financial information by certain large undertakings and groups into French law.

At the end of 2019, environmental reporting covered 96% of total revenue generated.

Environmental reporting coverage, excluding acquisitions in 2019

(as a percentage of revenue)	2019	2018	2017
Concessions	100	100	99
VINCI Autoroutes	100	100	100
VINCI Airports	100	100	100
Other concessions	100	100	89
Contracting	-	-	-
VINCI Energies	100	100	100
Eurovia	100	100	100
VINCI Construction	88	88	90
VINCI Immobilier	100	100	100
Total	96	96	97

3.1.2 Dialogue with stakeholders

VINCI's environmental ambition involves a large number of stakeholders, with key initiatives to better identify their needs and bring them the right answers, but also in line with the Group's aim to make a difference across its industry sectors. Externally, VINCI thus contributes to improving knowledge and spreading best practices in its industries. The Group also rallies its partners and suppliers to play a part in accelerating the development of environmental solutions that meet the challenges of climate change, the circular economy and the protection of natural environments.

Several Group entities have forged partnerships with the Bird Protection League (LPO) in France. For example, VINCI Autoroutes promotes collaborative and sustainable management of biodiversity, in particular through its strong partnership with this organisation since 2014, in order to protect ecosystems near its motorway network during the construction and operation of motorway sections. VINCI Autoroutes will be funding a number of environmental protection initiatives carried out by LPO France and its network. In addition, VINCI was a partner of the LPO's U2B programme focusing on urban planning and biodiversity for the 2016-2019 period. This programme's main focus is the preservation and rehabilitation of ecological continuity in urban settings. The long-standing partnership between the Unité Mixte de Service (UMS) Patrimoine Naturel, also known as PatriNat (a collaborative research and education entity focusing on natural heritage) and Eurovia is an emblematic example of this policy to educate and maintain continuous dialogue with external stakeholders with the aim of reducing the environmental footprint of projects. This partnership was renewed in 2019 for four years.

Along with their institutional partnerships, VINCI companies provide solutions for dialogue with stakeholders. They strengthen communication with local residents near worksites, through information meetings, improved signage, worksite visits and new communication channels. For example, Eurovia developed a website, www.infochantier.fr, in 2019 to communicate more easily with people living near many of its worksites in France this year. This continuous improvement in dialogue with different stakeholders is also shown by the update to the Reflex tool in 2019 (see paragraph 2.1.3 in this chapter, page 214).

3.1.3 Environmental solutions

VINCI aims to deliver on its environmental ambition not only to address its direct impact, but also to bring its suppliers, subcontractors, partners and customers on board to reduce their environmental impact and create green value. Examples of solutions are provided in the following sections for each area of action. These solutions integrate eco-design into Group companies' existing operations and also involve new service offerings that benefit the environment.

Demonstrating ways of integrating environmental issues into Group projects, VINCI companies continue to gain expertise about environmental certifications and labels for their projects. In 2019, the volume of business represented by projects having earned internal or external certifications or labels amounted to €3.7 billion. Since 2010, 3,253 projects have been awarded certifications and labels, for a total volume of €32.9 billion. VINCI Construction and VINCI Immobilier companies delivered 284 certified projects in 2019, involving both new and refurbished buildings. All of VINCI Immobilier's residential properties meet NF Habitat HQE® standards, while most of its office buildings are HQE® and/or BREEAM® certified. VINCI Construction France encourages all initiatives to meet low-carbon construction standards for the structures, facilities and infrastructure that it designs and builds. The Pulse project north of Paris, delivered in January 2019, was built in a mix of wood and concrete. The teams from VINCI Construction France helped bring this office building complex into line with strict environmental and circular economy standards, earning it both HQE® Excellent and BREEAM® Very Good certifications. The project made reuse a priority, covering 95% of the building's surface area, i.e. nearly 22,000 sq. metres, in false flooring made with materials recovered from other worksites.

€3.7 billion
in projects awarded
environmental certifications
and labels in 2019

3.2 Climate change

3.2.1 Climate change goals

• Leading by example for the Group's direct greenhouse gas emissions

Since 2007, VINCI has maintained a proactive approach to reducing and monitoring its greenhouse gas (GHG) emissions. With the "Promote green growth together" commitment in its Manifesto, VINCI pledged to achieve a 30% reduction in its direct GHG emissions, expressed as carbon intensity in relation to revenue, by 2020 compared with the base year of 2009 (71.1 tonnes of CO₂ equivalent). The Group was on track to meet the target as the new decade approached, reporting a 28.3% decline in 2019 (51.0 tonnes of CO₂ equivalent). This performance is due to a combination of factors, including efforts to improve the energy efficiency of Group companies, increasing use of electricity from renewable energy sources, improved fleet of vehicles and machines, as well as changes in VINCI's business mix in favour of Concessions activities, which consume less energy than Contracting operations.

The common goal set by the Paris Climate Agreement is to limit the rise in global average temperature to less than 2°C by the end of the century. Following this trajectory, VINCI aims to reach the target of carbon neutrality (i.e. net zero emissions) by 2050 in its direct scope of business activities. As such, the Group is engaged in a proactive approach to achieve a 40% reduction in Scope 1 and 2 GHG emissions by 2030 compared with 2018 levels (see page 228). That comes out to a decrease of 940,000 tonnes of CO₂ equivalent relative to the scope of business activities in 2018. As an absolute value, this target will be updated in line with any significant changes to the Group's scope, such as acquisitions.

Ambition for 2020
30% reduction
in carbon intensity
from 2009 levels

Ambition for 2030
40% reduction
in absolute GHG emissions
from 2018 levels

In 2019, after carefully analysing the steps to be taken, the Group's business lines realised that a reduction of at least 30% by 2030 is achievable by applying a set of identified, budgeted actions, which include economic measures. These actions mainly involve worksite vehicles and machines, materials production sites, buildings and remote sites. But the more ambitious reduction target of 40% over the same period requires further technological advances that are still under development, therefore leaving a degree of uncertainty as to their completion.

• Acting to reduce the impact of the Group's indirect "core business" scope

VINCI has chosen to act on a business scope, equivalent to Scope 3 emissions, which comes directly under the sphere of influence of its businesses, where its companies can make an impact. These actions are applied both upstream in the value chain with suppliers and downstream for customers and infrastructure users.

Business lines draw on various resources to monitor Scope 3 emissions, especially in Concessions. A methodological tool has been developed to estimate indirect emissions from VINCI's entities involved in buildings businesses, covering materials used and energy used during construction and operation phases.

• Integrating climate resilience in practices and solutions

To adapt to the consequences of climate change, VINCI companies integrate the notion of resilience into their projects to protect the structures built and solutions implemented for customers. That is why anticipating long-term effects is a key approach in VINCI's climate change strategy.

A forward-thinking working group from the Leonard innovation platform, representing all the VINCI units concerned, together with the startup Resalliance, also launched by Leonard, are working on developing the resilience of certain projects and regions to climate change worldwide.

3.2.2 Measures to address and adapt to climate change

VINCI companies have been implementing ambitious policies to combat climate change for many years. Every year, these policies are reviewed by an independent organisation, CDP (formerly the Carbon Disclosure Project). VINCI was again included in the Carbon Disclosure Leadership Index (CDLI) France in 2019, achieving a score of A- for the second year in a row. This project, which is conducted on behalf of 529 investors representing \$96 trillion in assets under management, assesses how large companies are responding to climate change.

CDP scores

A-

in both 2018 and 2019

3.2.2.1 Cross-business action plans

• Climate-aware initiatives put in place during the year

2019 was devoted to identifying actions likely to improve the Group's environmental performance. This approach mobilised all of VINCI's operational entities and identified the factors of progress and necessary transformative investments.

Group companies are currently defining action plans adapted to their business activities, with measures such as:

- accelerated replacement of light and utility vehicle fleets by electric or less carbon-intensive vehicles;
- upgrade of site machinery and heavy goods vehicles, promotion of eco-driving practices and installation of continuous fuel consumption tracking sensors;
- diagnostic studies on the Group's buildings and remote sites with a view to introducing energy efficiency actions, such as renovation, LED relamping and temperature regulation;
- replacement of heavy fuel oil and coal by natural gas or renewable-source gas in asphalt-mixing plants, and replacement of the fossil energy used in binder storage facilities by electricity;
- installation of photovoltaic power plants for electricity self-consumption in airports;
- consumption of electricity from renewable energy sources under power purchase agreements, or PPAs (direct contracts to buy renewable electricity), and purchases of guarantees of origin.

In addition to these measures, Group companies also implement actions specific to their businesses:

- Since 2016, Eurovia has developed and implemented its "Environment and green growth" strategy, based on achieving high energy efficiency for each business segment in order to meet the Group's emissions reduction target for 2020. Solutions have also been developed to reduce emissions, such as the plant-based fuel Dertal G. This fuel is derived by distilling pine resin and can replace the fuel oil used at production facilities to dry asphalt mixes. The use of Dertal G is also in line with circular economy principles. In 2019, Eurovia produced 200,000 tonnes of asphalt mix with Dertal G fuel.
- VINCI Construction has set a target to replace its remote sites hooked up to the power grid with more energy-efficient ones by 2030 (gradual transition from "traditional" category A and B sites to next-generation category C sites in wood).
- In 2010, VINCI Autoroutes introduced no-stop electronic toll lanes, which enable users to reduce their fuel consumption and, in turn, the CO₂ emissions from motorway traffic.

3.2.2.2 Energy consumption and greenhouse gas emissions

• Energy consumption

Group companies pay close attention to their energy consumption, the absolute value of which stood at 8,701,849 MWh in 2019. In relative terms, Group energy intensity totalled 189 MWh per million euros of revenue for the reporting period (by extrapolating the results for consumption to total revenue), compared with 190 MWh in 2018 and 201 MWh in 2017.

Total energy consumption, with change

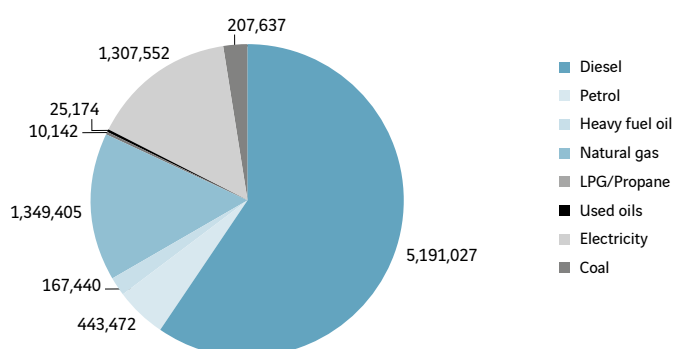
Consumption by business line (MWh)	Fossil fuels ^(*)	Electricity	Renewable energy	Total energy consumption in 2019	Consumption by business line (%)	Total energy consumption in 2018
Concessions	282,685	528,090	142,863	810,774	9.3%	600,259
VINCI Autoroutes	92,934	121,956	155	214,891	2.5%	226,072
VINCI Airports	178,399	387,128	142,429	565,527	6.5%	330,379
Other concessions	11,352	19,006	279	30,357	0.3%	43,807
Contracting	7,105,920	775,044	19,073	7,880,964	90.6%	7,677,091
VINCI Energies	1,113,916	103,618	12,470	1,217,535	14.0%	935,264
Eurovia	3,796,045	358,612	-	4,154,657	47.7%	3,930,776
VINCI Construction	2,195,959	312,813	6,603	2,508,772	28.8%	2,811,051
VINCI Immobilier and holding cos.	5,691	4,419	107	10,110	0.1%	4,692
Total	7,394,297	1,307,552	162,043	8,701,849	100.0%	8,282,042

(*) Fossil fuels: coal, diesel, petrol, heavy fuel oil, natural gas, LPG/propane, used oils.

Due to the industrial nature of its business, Eurovia accounts for a large proportion of the Group's total energy consumption. It was the first VINCI business line to set up an ambitious energy and CO₂ reduction plan, including improvements to the energy efficiency of coating plants, quarry equipment and worksite machines. The Eurovia business line also develops products and services that reduce energy consumption, such as the Tempera® warm mix process that enables energy savings of between 20% and 40%.

VINCI Concessions aims to achieve a 51% reduction in direct CO₂ emissions by 2030 compared with 2018 levels. It has defined an action plan on indirect emissions to encourage airlines and passengers to reduce their own CO₂ emissions. In June 2019, VINCI Airports rallied all its European airports in signing up to the commitment to achieve net zero carbon emissions by 2050, a programme launched by Airports Council International Europe (ACI Europe). VINCI Airports is also stepping up its energy efficiency initiatives and low-carbon electricity strategy at all its airports in operation. In 2019, VINCI Airports continued its LED relamping campaign in terminals and on runways, including plane hangars, at the airports in Rennes, Dinard, Chambéry, Grenoble, Toulon and Clermont Ferrand.

Total energy consumption (MWh)



VINCI's leading source of CO₂ emissions is fuel consumption, especially diesel, due to the fleet of vehicles and worksite machines. Group entities have taken several steps to reduce this impact. In 2019, VINCI Autoroutes had 198 electric vehicles out of 1,314 vehicles in its fleet, or 15%. VINCI Autoroutes also had 209 charging stations on its network, including 90 ultra-fast charging stations and 107 fast charging stations. Soletanche Bachy has developed an eco-fuel kit for VINCI employees that spells out what they need to know and the possible measures to reduce the fuel consumption of worksite machines and company vehicles. The kit offers recommendations in several areas relating to worksites (generator size, start & stop systems, equipment replacement, fuel measurement, solar power at work-sites, and more) as well as company cars (eco-driving, connected solutions, mobility plan, etc.), explaining the advantages of each action.

VINCI Autoroutes also provides its customers with tools and services to help them reduce their fuel consumption, such as no-stop electronic toll lanes and carpool parking facilities located near toll plazas. In 2019, 34 car parks providing over 2,700 parking spaces were reserved for carpooling, up from 31 car parks with 2,545 spaces in 2018.

• Use of renewable energy

For a number of years, VINCI companies have been substantially increasing their purchases of electricity generated from renewable energy sources. In 2019, these purchases, at both fixed sites and worksites, totalled 162,042 MWh compared with 98,338 MWh in 2018. VINCI used 4,268 MWh of electricity generated by solar energy facilities at its sites, 9,795 MWh under PPAs and 147,980 MWh through purchases of guarantees of origin.

65% increase
in use of renewable energy
between 2018 and 2019

At the end of 2019, VINCI Airports began building a solar photovoltaic system for self-consumption with nominal power of 4.2 MWp (megawatt-peak) at the Salvador airport in Brazil. This facility adds to the solar PV systems totalling 4.7 MWp in power to supply the airports in the Dominican Republic. Additionally, VINCI Airports signed contracts with low-carbon electricity suppliers providing guarantees of origin (London Gatwick Airport, the Lyon airports and the Santiago airport in Chile) and solar PPAs (Belfast International Airport). In 2019, the electricity consumed from solar PV systems for self-consumption (either directly generated or under a PPA) and with guarantees of origin represented more than 35% of all the electricity consumed for the consolidated scope of VINCI Airports.

Eurovia also increasingly uses renewable energy. A solar power plant opened on the site of a former quarry in Corsica in October 2019. The facility is equipped with 25,000 sq. metres of solar panels offering nearly 7.5 MWh in storage capacity.

• Greenhouse gas emissions

The methodology used to determine the greenhouse gas (GHG) emissions of VINCI's businesses is based on the Group's environmental reporting data and measures ISO 14064 Scope 1 and 2 emissions. Scope 1 includes direct emissions from the use of fossil fuels (fixed sites, worksites and company vehicles), as well as non-energy emissions (Eurovia's lime plants). Scope 2 includes indirect emissions produced to make energy (mainly electricity) purchased and used at fixed sites and for projects. VINCI's CO₂ emissions in 2019 amounted to about 2.3 million tonnes based on the new methodology and updated emission factors. The Group's emissions are calculated using factors included in the Base Carbone® database administered by Ademe. The most recent factors used by VINCI date from 2016.

2,338,928
tCO₂eq emitted in 2019
(Scopes 1 and 2)

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

	Actual values (emissions updated based on new emission factors)	Actual values (emissions updated based on new emission factors)	2019/2018 change
<i>(in tonnes of CO₂ equivalent)</i>	2019	2018	
Concessions	191,105	122,330	56.2%
VINCI Autoroutes	27,645	29,422	-6.0%
VINCI Airports	158,283	87,056	+81.8%
Other concessions	5,177	5,852	-11.5%
Contracting	2,146,384	2,075,651	+3.4%
VINCI Energies	294,827	226,614	+30.1%
Eurovia	1,130,745	1,070,465	+5.6%
VINCI Construction	720,812	778,572	-7.4%
VINCI Immobilier and holding cos.	1,439	769	+87.1%
Total	2,338,928 <input checked="" type="checkbox"/>	2,198,750 <input checked="" type="checkbox"/>	+6.4%

Data extrapolated to cover 100% of VINCI's revenue - excluding acquisitions in 2019.

☒ Data checked to a level of reasonable assurance.

The Group's direct GHG emissions (Scopes 1 and 2) rose compared with 2018 using the methodology that applies the same emission factors from one year to the next to monitor the reduction target. This increase in emissions is due to the inclusion of new entities in the reporting scope. VINCI's carbon intensity stood at 51.0 tonnes of CO₂ equivalent per million euros of revenue in 2019, representing a 28.3% decrease since 2009 (71.1 tonnes of CO₂ equivalent). This means that the Group is on its way to meeting its 30% emissions reduction target by 2020 (50 tonnes of CO₂ equivalent) (see the table "Progress on meeting the reduction target" below). In 2019, VINCI's emissions from electricity consumption (Scope 2) totalled 297,915 tonnes of CO₂ equivalent using the location-based calculation method and 262,681 tonnes of CO₂ equivalent using the market-based method (see "Note on the methods used in workforce-related, social and environmental reporting", page 258, for definitions of the location-based and market-based methods).

To broaden its range of low-CO₂ solutions, VINCI continues to develop specific tools and carry out studies to better quantify and control GHG emissions resulting from its business (ISO Scopes 1, 2 and 3). In 2016, the Group began a study to create a methodology for measuring the Scope 3 emissions of its buildings business in all countries where it operates. The work carried out was applied to better quantifying Scope 3, especially through the use of a purpose-designed reporting tool for VINCI's buildings business. VINCI's long-term plan is to come up with new methodologies for assessing Scope 3 that account for the diversity of the Group's businesses. In addition to meeting the requirements of Article 173 of the French law on the energy transition for green growth, VINCI is looking for ways to better understand its carbon impact throughout the value chain and contribute to the objectives of the Paris Agreement signed in 2015.

Progress on meeting the reduction target

	2019	2018	2009
Total greenhouse gas emissions (tCO ₂ eq)	2,451,784	2,309,546	2,154,560
Carbon intensity (tonnes of CO ₂ equivalent per million euros of revenue)	51.0	53.1	71.1

VINCI's carbon intensity, expressed in tonnes of CO₂ equivalent per million euros of revenue, decreased 4% between 2018 and 2019 and 28.3% since 2009 (see "Note on the methods used in workforce-related, social and environmental reporting", page 258).

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

(in tonnes of CO ₂ equivalent)	VINCI Autoroutes		VINCI Airports ^(*)	VINCI Airports ^(**)
	2019	2018	ACA 2019	ACA 2018
ISO Scope 1 and 2 emissions	27,645 ^(***) <input checked="" type="checkbox"/>	29,422 ^(***) <input checked="" type="checkbox"/>	97,897	59,703
User/third-party emissions (Scope 3)	12,665,533 <input checked="" type="checkbox"/>	13,906,030 <input checked="" type="checkbox"/>	1,813,025	1,008,782 ^(**)

^(*) Scope includes ANA airports, Lyon – Saint Exupéry Airport and London Gatwick Airport, year Y-1 emissions taken into account in the Airport Carbon Accreditation (ACA) of year Y.

^(**) Scope includes only ANA airports and Lyon – Saint Exupéry Airport, 2017 emissions taken into account in the Airport Carbon Accreditation of year Y.

^(***) Emissions based on the new methodology using Ademe's 2016 emission factors.

☒ Data checked to a level of reasonable assurance.

Since 2014, the GHG emissions produced by VINCI Autoroutes companies have been verified by a third party with a reasonable level of assurance, providing the highest level of transparency a company can achieve. The no-stop 30 km/hour electronic toll lanes lowered CO₂ emissions by 64,366 tonnes of CO₂ equivalent over the year (emissions updated based on new emission factors).

VINCI Airports operates 36 of the 293 airports with Airport Carbon Accreditation (ACA) certification in the world, including two Level 3 (Optimisation) airports, which reflects stakeholder engagement in carbon footprint reduction, and the calculation and verification of their carbon footprint for the three scopes (Kansai International and Osaka Itami airports). Lyon – Saint Exupéry Airport renewed its Level 3+ (Neutrality) certification. London Gatwick Airport also achieved Level 3+ in 2019. VINCI Airports has set a target to have all of its airports certified through this international Airport Carbon Accreditation programme launched by Airports Council International Europe (ACI Europe). In 2019, VINCI Airports calculated all emissions from the aircraft LTO (Landing and Takeoff) cycle for its ACA scope (excluding Brazil), which accounts for around 60% of Scope 3 emissions. LTO emissions totalled 1,514,565 tonnes of CO₂ equivalent in 2018 (emissions calculated over the same period as for environmental reporting).

Using its own internally developed tool, VINCI also measures the Scope 3 emissions of its buildings business for nearly all of its development and construction projects for residential and office buildings. This Excel tool was designed in 2016 with the independent consultancy Carbone 4 specialised in low-carbon strategy and climate change adaptation, and is also part of the Group's efforts to meet the requirements of Article 173 of the law on the energy transition for green growth. In 2019, VINCI's indirect emissions from its building projects totalled 1,447,365 tonnes of CO₂ equivalent (scope covering VINCI Construction France, VINCI Construction Dom Tom, VINCI Construction Europe Centrale and VINCI Immobilier).

3.2.2.3 Adapting to climate change

VINCI has adopted France's plan for adapting to climate change and takes a forward-looking approach. The Group plans in advance for any necessary changes to cities and buildings, by incorporating eco-design into its projects, an approach that studies the structure's whole life cycle. VINCI plays a central role in making new and existing structures more resistant to extreme weather events, ensuring long-term durability and providing innovative construction solutions. The Group carries out extensive research, both internally and through its scientific partnerships, in areas such as adapting neighbourhoods to heat waves, handling urban heat spots and flood prevention.

In November 2019, the annual seminar of lab recherche environnement (formerly the Eco-design of Buildings and Infrastructure Chair) was held in Marseille, taking as its theme the resilience of cities and infrastructure to climate change. At this day-long event, researchers connected with lab recherche environnement (from Mines ParisTech, École des Ponts ParisTech and AgroParisTech) and VINCI operational staff presented their work and projects on energy and the circular economy, nature in the city, and infrastructure.

Launched as part of the Leonard intrapreneurial programme, the startup Resalliance is a design office that provides consulting, modelling and business strategy services to adapt projects and regions to climate change. In 2019, VINCI Concessions, with the help of Resalliance, organised an event to raise awareness about the risks of climate change for the environment and sustainable development teams, along with programme management leaders from VINCI Airports. VINCI Airports implemented projects to raise levees along a 400-metre stretch and a secondary protection wall along 1,300 metres, relocate control rooms, and install flood barriers and airtight gates at Kansai International Airport in Japan to protect against extreme weather events in the region.

VINCI companies are developing expertise in technical improvements, notably to strengthen sea walls, based on scientific scenarios predicting a 50 cm rise in sea levels by 2050, according to the Intergovernmental Panel on Climate Change (IPCC).

In light of their growing frequency, extreme weather events are managed at each stage of a project. VINCI companies are often called on following extreme weather events to restore the normal operation of transport and energy infrastructure.

3.2.3 Solutions to combat climate change

Levers for reducing GHG emissions are mainly to be found in how structures are used by customers and end users: operations account for over 50% of lifetime emissions for a rail line, 90% for a building and over 95% for a motorway. VINCI is involved in national and international working groups (Association Bilan Carbone and Encord) to define industry standards for quantifying Scope 3 emissions.

• Integrating environmental management into solutions and operations

Reducing the CO₂ emissions of VINCI structures is part of an eco-design approach that takes into account the construction, operation and end-of-life phases to compare and select the most appropriate technologies during the design phase. The approach uses life cycle analysis (LCA) tools that measure CO₂ emissions and other indicators such as water consumption, depletion of natural resources and impacts on human health. These tools allow the Group to ensure that CO₂ reductions do not generate other consequences at any point in the life cycle of its structures. LCA tools are developed within the framework of lab recherche environnement, and are used in numerous subsidiaries. The CO₂NCERNED methodology conceived by VINCI to measure a project's carbon footprint is deployed across all Group business lines to compare construction options with "traditional" solutions. The CO₂NCERNED carbon assessment tool calculates the

GHG emissions of a worksite – construction, operation and use – covering six emissions categories: supply chain, freight transport, internal energy, depreciation, travel and waste. The assessment is based on an Excel spreadsheet developed with the strategy and environmental consultancy I Care & Consult and is Bilan Carbone® certified by the Association Bilan Carbone. This certification is valid until 2021. CO₂NCERNED has already been used for projects in responding to calls for tender (the New Coastal Highway on Reunion Island, Vena Bridge in south-eastern France, etc.) to add environmental variants to the basic project solution.

VINCI is developing new systems for both housing and offices, drawing on the expertise of VINCI Construction to minimise energy losses through the building shell and on that of VINCI Energies to install innovative equipment such as all-air heating using the Green Floor process.

VINCI Construction France is taking an active role in co-developing the new building regulations set to pass in 2020 that will take into account all of a residential or commercial building's impacts throughout its life cycle using the Énergie Positive & Réduction Carbone, or E+C-, label. This new label covers the entire life cycle of a building, from material manufacturing through to deconstruction, over a theoretical life span of 50 years. In addition to calculating the carbon impact, energy consumption at each of these stages will be tracked. Every player will have to determine the best possible balance between energy performance and greenhouse gas emissions reduction. Test projects led as part of this experiment include the Origine & Nouvelle Vague mixed-use urban development in Nanterre near Paris, the housing worksite on Rue Obert in Wambrechies in northern France, the La Canopée residence in Nantes to the west, and the Bastide Bondoux office buildings in Chaponost in the east of the country.

• Developing service offers

Omexom, the VINCI Energies brand specialised in electrical power generation, transmission, transformation and distribution, takes part in developing renewable energy, contributing to the installation of more than 20% of the wind power in France and 56% of that in Morocco. In 2019, Omexom continued to expand its international operations. For example in Brazil's Amazon region, the company installed mini power plants (solar panels and batteries) with a generation capacity of 1.8 MW to supply electricity to communities in remote rural areas. Omexom also installed and commissioned eight solar power plants, for total nominal capacity of 25 MWp, to provide remote regions in Senegal with electricity.

VINCI Energies companies have developed significant expertise in supporting local government authorities with the implementation of energy performance contracts (EPCs) for cities, through actions such as optimising public lighting, monitoring building energy consumption and installing smart grids. In 2019, VINCI Energies won 17 new EPCs, for a total of 129 currently in effect.

VINCI Energies' activities in facilities management are using their expertise in areas such as energy diagnostics and audits, monitoring and optimisation work to develop EPC solutions for their customers offered through a dedicated energy monitoring structure called Hub Energy and GreenAffair, a VINCI Energies sustainable development consulting and engineering company.

VINCI Construction shows building occupants how they can consume less energy through its Oxygen® solution, an eco-commitment that guarantees energy performance and assistance. To date, about 100 design-build and property development projects have been awarded the label. VINCI Construction France and the facilities management companies of VINCI Energies continued to develop the solution in 2019, focusing on indoor air quality. VINCI Construction is also developing technical solutions to industrialise construction and optimise the installation of onshore and offshore wind farms.

Within the framework of lab recherche environnement, Mines ParisTech has developed an energy and environmental performance simulation tool, NovaEquer, to be used on a neighbourhood-wide scale. The startup Kocliko, which grew out of a lab recherche environnement project, has created a platform that uses dynamic energy simulation and artificial intelligence to assess a building's energy consumption more accurately based on user behaviour or weather averages. The system then measures and checks performance once the building is completed or renovated.

Eurovia continues to work on the development of Power Road®, an innovative solution that captures solar energy, stores it in geothermal probes and releases it to de-ice the road network or heat nearby buildings.

3.3 Circular economy

3.3.1 Supporting the circular economy

Sustainable resource and waste management is a fundamental component of VINCI's environmental ambition. Focusing on Ademe's three key areas of action (supply from economic stakeholders, consumer demand and behaviour, and waste management) and seven pillars, VINCI's businesses aim to incorporate circular economy principles into each step in the value chain through three main concepts: eco-design, a systemic and regional approach, and inclusive and collaborative methods.

Over the next few years, the environmental ambition will involve further development of these concepts across all activities with a response at three levels:

- promoting construction techniques and materials that economise on natural resources, by taking a responsible sourcing approach;
- improving waste sorting and recovery;
- limiting extraction of virgin materials in favour of recycled materials.

At VINCI business lines, circular economy issues are addressed through local actions and initiatives. To support this, a circular economy community of experts from VINCI divisions was formed to share best practices, monitor regulatory compliance and foster the adoption of common, cross-business practices.

3.3.2 Circular economy actions

3.3.2.1 Responsible sourcing

For VINCI, raw materials sourcing is a central issue in implementing a circular economy approach. In the Concessions business, most raw materials consumption is monitored and consolidated, for example the consumption of asphalt mix to maintain motorways in France. In 2019, VINCI Autoroutes used 420,540 tonnes of recycled mix out of a total of 1,726,867 tonnes for motorway maintenance. Furthermore, a total of 22,633 tonnes of de-icing salt was used, as against 42,032 tonnes in 2018. The larger volume in the previous year was due to harsher weather conditions in the first quarter of 2018 and the resulting enhanced preventive measures to guarantee user safety. To promote continuous dialogue throughout the value chain, in 2019 VINCI Airports prepared a set of environmental clauses (e.g. on single-use plastics) to include in contracts with the third parties that serve its airports. The clauses are specifically adapted to each business.

In the Contracting business, raw materials purchasing is decentralised, with purchases generally not consolidated at Group level. Efforts to manage raw materials consumption include purchasing reused, reconditioned and recycled materials that have equivalent performance to new materials, and sourcing local products.

In 2019, the different VINCI entities concerned came together to study circular economy issues, with the aim of developing Group-wide tools or initiatives that can facilitate the operational implementation of the circular economy model throughout the project life cycle. The Group continues to focus on the need to plan how to integrate reused or recycled materials in projects and to recycle the types of waste produced by construction activities. An intrapreneurial initiative was launched via the Leonard platform to promote reuse in VINCI's activities. VINCI Construction France set up a partnership with the firm Karibati to collect feedback on worksites that use biosourced materials.

Using low- and very low-carbon concrete also helps reduce environmental impacts. The subsidiaries of VINCI Construction France have developed techniques to produce concrete that reduces greenhouse gas (GHG) emissions by 40% compared with the commonly used CEM II. In partnership with the supplier Ecocem, an alkali activated slag concrete currently under testing was used in posts at the worksite for l'archipel, VINCI's future headquarters in Nanterre, near Paris. A subsidiary of VINCI Construction France was part of the first experiment to use hempcrete (a biocomposite made with hemp hurds, the wooden fibres from the plant's stalk, combined with water and lime) at a worksite for the Lucie Aubrac middle school project in Montévrain in the Greater Paris area.

A growing number of worksites have also begun reusing materials, especially for large-scale refurbishments. VINCI Construction France companies are able to rally their expertise to overcome the barriers to reusing materials. For example, in an office building restructuring project in Levallois Perret in the Greater Paris area, VINCI Construction France has developed a reuse programme to salvage nine types of deconstruction materials, both on site (e.g. for false flooring and ceilings) and off site.

3.3.2.2 Improving waste sorting and recovery

Together with responsible sourcing, Group subsidiaries work on producing less waste at the source, sorting waste and recovering waste. Waste management is important to both Contracting entities – which deal mainly with construction site waste – and Concessions entities, which have to dispose of their users' waste at airports, motorways, etc. The Group's subsidiaries implement waste management plans at their worksites in accordance with local waste management procedures and systems. VINCI makes an annual count of the amounts of waste it generates and recovers.

Hazardous and non-hazardous waste

(in tonnes)	2019					2018				
	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction (*)	VINCI Autoroutes	VINCI Airports	Other concessions	VINCI Energies	VINCI Construction (**)
Non-hazardous waste produced (customers + operations)	20,925	37,093	11,844	462,886	1,040,380	22,885	30,630	19,702	452,995	1,201,212
Hazardous waste produced (customers + operations)	665	1,053	92	4,986	38,385	897	748	21	4,514	30,250

(*) Scope includes VINCI Construction UK and VINCI Construction Grands Projets.

(**) Scope is limited to VINCI Construction UK and 42% of the revenue of VINCI Construction Grands Projets.

Waste is monitored at all Concessions businesses, as well as at some of the Contracting businesses. At VINCI Airports, the increase in 2019 is due to the inclusion of new airports in the reporting scope.

Waste from VINCI Autoroutes' operations, once sorted, is delivered to external recovery and treatment facilities; 79% of VINCI Autoroutes waste was recovered in 2019 as in 2018. As for waste produced by users, all of the rest areas on the network are equipped with sorting bins. The staff at VINCI Autoroutes emphasise awareness and guidance campaigns to fight littering and encourage users to sort their waste, especially through summertime activities and events along motorways.

64%
of waste recovered by
VINCI's Concessions
businesses in 2019

In June 2018, stadium operators Consortium Stade de France, MMArena in Le Mans, Allianz Riviera in Nice and Matmut Atlantique in Bordeaux signed the Eco-responsible Commitments Charter of Major Sports Facility Operators and Host Venues, co-written with the French Ministry of Sports and WWF. The charter is comprised of 15 commitments to meet by 2020, including one on waste management. Signatories pledged to cut their waste 15% by 2020, to increase waste reuse, recycling and recovery by 40%, and to treat 60% of food waste using biowaste methods.

With its extensive international operations, VINCI Concessions must find alternatives to landfills for treating waste. That is why VINCI Concessions has set a target of zero waste to landfill by 2030, by focusing on the following actions:

- reducing waste at the source;
- improving waste sorting to recover waste more efficiently, with priority on materials recovery over energy recovery;
- building on-site sorting facilities when not available locally;
- installing on-site treatment systems (incinerators, autoclaves) when no other solution is available locally.

Concerning this last point, a collaboration agreement was signed with Dominicana Limpia in March 2019 to recover 160 tonnes of recyclable waste produced by Las Américas Airport in the Dominican Republic. The sorting centre opened in October. This partnership is supported by programmes to raise the awareness of airport users, passengers, employees and subcontractors about waste reduction and sorting. A sorting centre was installed at the Salvador airport in Brazil to meet the target of zero waste to landfill by 2020. As part of a programme to prevent waste dumping, several awareness actions were led in Peru along the motorway under concession, especially on plastics recycling.

In the Contracting businesses, on top of reducing the amount of waste produced, objectives include on-site waste sorting, traceability, as well as improvements of reuse and reconditioning actions and in the recovery rate for all categories of waste. In France, the Revalo programme was launched by VINCI Construction France and is supported by Ademe and France's Ministry for the Ecological and Inclusive Transition. This programme increases materials recovery while reducing the carbon impact of worksites by optimising waste sorting. In addition, the Optidéchets platform is used to improve waste management and prevention by applying key indicators (sorting rates, cost, average volume, density, etc.) throughout an organisation and provides each worksite with a regulatory registry and a report for its customers. This solution has been implemented at every VINCI Construction France building worksite in the Paris region. The waste recovery rate is 80%, exceeding the French and European regulatory requirement of 70%. As a founding member of Circolab, VINCI Construction France continues to work with this organisation, focused on educating stakeholders about waste recovery. Circolab aims to promote reuse in the property industry, encourage synergies, foster stakeholder engagement and tighten regulations. Its work focuses on defining new indicators and reducing the amount of waste to landfill.

3.3.2.3 Recycling of materials

Recycling materials has been a priority at Eurovia for the past 20 years. This issue has garnered increasing interest from customers in the development of innovative products and processes that use smaller amounts of natural resources and energy. Eurovia now has 150 platforms that recycle most of the waste produced by worksites. Founded in 2018, Mat'ild, a company whose French acronym refers to materials, innovation, logistics and waste, is pursuing its expansion within Eurovia's southern delegation. It operates platforms, such as professional waste centres, and sorting and recovery centres for non-inert and non-hazardous waste from deconstruction sites. This activity is part of Eurovia's circular economy programme. By integrating the collection and transformation of salvageable materials at Eurovia's quarrying sites, these platforms act as recycling centres that serve the local area.

Waste recycling and recovery at Eurovia, with change

	World			France		
	2019	2018	2019/2018 change	2019	2018	2019/2018 change
Percentage of asphalt mix made with reclaimed asphalt pavement	18.7	16.1	+16.1%	14.8	14.8	0.0%
Production of recycled material (in millions of tonnes)	11.0	10.6	+3.8%	7.0	6.9	+1.4%
Total recycled material as a percentage of total aggregate production	13.3	10.4	+27.9%	14.7	11.2	+31.3%

After opening a section of the first fully recycled road, Eurovia moved forward with several experiments conducted on the TRX100% continuous asphalt plant. The processes tested achieved high recycling rates, up to 70% on country road worksites. By raising industry standards on recycling for any type of road infrastructure, Eurovia is fully engaged in meeting the Group's goal to develop recycling solutions for construction materials.

13%

recycled aggregate mix
produced in 2019 out of
Eurovia's total production

3.3.3 Circular economy solutions

Above and beyond applying circular economy principles within their scope, Group companies are also designing more circular economy solutions for customers at every stage: development of biosourced materials, waste reduction and sorting, recovery, and so forth.

Many solutions are being developed to adopt responsible sourcing practices. Arbonis is a subsidiary of VINCI Construction France specialised in the design and construction of timber buildings. In 2019, the company was involved in major operations in France to build schools and logistics platforms, and to perform energy retrofits in housing developments. Arbonis draws on the EnergieSprong approach, a Dutch initiative that coordinates renovation activities to enable home energy retrofits on a large scale. By developing mass production through standards that can be industrialised, therefore reducing costs, this approach sets Arbonis apart on the renovation market. The biosourced, prefabricated materials used meet the criteria of the certifications and labels that appeal to customers, and the retrofit is completed in a short time frame, with a minimum impact on occupants.

Innovative projects developed through Leonard, VINCI's forward-looking innovation platform, include Waste Marketplace, a digital solution for managing worksite waste. Not only can this tool be used to coordinate the disposal of this waste more quickly and efficiently, Waste Marketplace also supports companies in implementing custom solutions to handle special waste through a network of waste treatment specialists and industrial users of secondary raw materials.

Industrial and territorial ecology, one of the circular economy pillars defined by Ademe, the French environment and energy management agency, applies to several Group businesses. Eurovia's Granulat+ programme – recognised since 2013 by France's Ministry of the Environment as a leading initiative in the circular economy – aims to recover all the resources needed to produce aggregates used in construction. Based on the combined efforts of quarry managers, local waste producers and raw materials users, Granulat+ has been rolled out in southern France, the Greater Paris region and Normandy.

At the VivaTech 2019 exhibition, VINCI Airports and VINCI Energies launched a challenge to apply automation and image recognition to waste recycling, in order to improve waste management at airport security checkpoints. The selected winner was the startup Greedy Station, a French company in south-eastern France specialised in recycling solutions. The companies joined forces to develop a smart sorting machine featuring optical sensors and image recognition technology. A pilot project to test the solution is being launched at the Lisbon airport, in partnership with VINCI Energies.

3.4 Natural environments

3.4.1 Protecting natural environments

In addition to its objective of adapting to climate change and supporting the circular economy, the Group pledges to take action to protect natural environments. In this effort, VINCI has identified three areas of response to issues affecting water, biodiversity and local pollution risks:

- assess and avoid noise pollution and environmental incidents in the Group's business activities;
- reduce water consumption, especially in areas of water stress;
- initiate a programme to achieve a zero net loss of biodiversity.

The Biodiversity Task Force, comprised of about 40 ecology experts and environment managers from VINCI's different activities, is responsible for the Group's governance of biodiversity. It is primarily responsible for monitoring the regulatory environment, developing scientific expertise, analysing risks, promoting initiatives and sharing best practices. The task force encourages organisations, engineering and design departments, government authority representatives and companies to transmit information on what they do and the tools they use. The Group has developed a network of more than 500 biodiversity coordinators who work on issues affecting all business lines. In 2018, VINCI joined some 60 French business leaders in the voluntary initiative act4nature, which aims to integrate biodiversity issues into all business strategies and models, and at every level in an organisation. Its commitments cover the improvement and dissemination of knowledge and best practices in biodiversity conservation, employee training and awareness, the development of new solutions and the strengthening of partnerships.

Several Group companies with long-cycle business activities that directly influence natural environments – notably those involved in the concession-construction of transport infrastructure (motorways, airports), earthworks and quarries – have introduced their own specially adapted biodiversity programme.

Based on the principle of avoiding and reducing impacts on natural environments or, in the last resort, offsetting them, measures from these programmes are developed and applied in partnership with the most appropriate stakeholders, depending on the project, location, species and ecosystem. Across all VINCI companies, more than 640 partnership agreements on biodiversity issues with non-profit organisations, research centres and engineering and design firms were signed or in effect in 2019.

3.4.2 Actions to protect natural environments

3.4.2.1 Pollution and incidents

VINCI companies work to avoid or reduce as much as possible the impact of their business activities on the environment. This commitment is adapted to take into account the local context, with appropriate environmental management systems. This policy of preventing impacts is also covered in the Group's duty of vigilance plan (see page 255). Along with water and biodiversity conservation (see the measures set out in paragraphs 3.4.2.2 and 3.4.2.3), Group businesses take steps to reduce noise and light pollution and to improve air quality.

• Air quality

VINCI companies focus on issues concerning both indoor and outdoor air quality. For Contracting companies, this area covers several aspects and requires a range of appropriate measures: limiting greenhouse gas emissions, reduction of nitrogen oxides in road surfaces, protecting indoor air quality in new and existing buildings in operation, etc. In Concessions, especially at VINCI Airports and VINCI Autoroutes, most air emissions are generated by users of cars, trucks, aircraft, etc. The entities concerned continuously implement actions to reduce these emissions (see "Greenhouse gas emissions" in paragraph 3.2.2.2, page 228).

Group companies also encourage reducing emissions from their own vehicles generated during their business activities. For instance, Spiecapag (Entrepose) has introduced an in-vehicle monitoring system (IVMS). Along with improving safety, the IVMS effectively manages fuel use for the project, for an average reduction in fuel consumption of 15%.

• Noise pollution

All VINCI projects are subject to a preliminary noise study to limit the pollution generated by urban construction sites, motorway traffic and so forth. VINCI companies systematically offer technical solutions during the construction phase, including changes to a motorway route, erecting noise barriers and embankments, and using special low-noise road surfacing materials such as Eurovia's Viaphone®. This quiet, fine-graded asphalt concrete substantially reduces road traffic noise, enhancing acoustic comfort. Meanwhile, VINCI Airports takes measures to reduce noise pollution as much as possible for local residents at all of its airports in operation. These measures include a system that continuously monitors noise and flight paths, noise insulation for nearby housing, and studies and action plans to reduce noise. Performance is measured by the monitoring system and is available online, as are flight paths. Initiatives supporting dialogue and consultation have also been taken by LISEA for the South Europe Atlantic high-speed rail line, with numerous meetings between local residents and mayors of municipalities affected by the project.

VINCI entities also work to reduce noise caused by machines used on worksites. Soletanche Bachy (Soletanche Freyssinet) has developed a partnership with Cetim, a French technical centre for mechanical industry, to find ways to reduce noise from using machines and equipment.

Noise levels on motorways in France are monitored regularly for their noise footprint to enable VINCI's motorway concession companies to identify and absorb noise black spots. Homes and other buildings that qualify are protected individually using noise insulation in their facades, or are protected at the noise source by noise barriers or embankments planted with shrubs or trees. Since 2010, 7,754 homes have been protected from noise on VINCI Autoroutes motorways.

• Light pollution

To limit light pollution caused by the operation of infrastructure, opaque screens can be installed along motorways and adapted lighting systems (light directed only towards the ground) set up at worksites and concessions in operation. Citeos (VINCI Energies) has incorporated measures into its contracts for operating public lighting networks. These measures include efficient anti-light pollution equipment, smart lighting systems, automatic shutdown of certain light sources, and consideration for "dark corridors" (reservoirs and corridors suitable for nocturnal species) provided for in lighting plans to reduce the impact on biodiversity.

3.4.2.2 Water and aquatic environments

The Group's water strategy is based on its environmental policy. It calls for including water consumption and pollution prevention in risk analyses, measuring and reducing water consumption resulting from its business activities and products, and protecting aquatic environments and their ecosystems.

VINCI answered the CDP Water Information Request for the eighth time, to be once again among the 2,435 companies worldwide capable of replying to the information request supported by 525 global investors. The Group achieved a score of B- for its performance in 2018, better than that of many other companies in its sector for water management. A marine and inland waterway works Pivot Club identifies expertise and designs new, specific offerings that account for approximately 5% of VINCI Construction's revenue. These offerings are mainly available through VINCI Construction Maritime et Fluvial, which has several dredging, undersea rock excavation and underwater works projects in progress.

Group companies monitor water resources particularly carefully. Subsidiaries have adopted a number of specific initiatives to reduce their consumption. Leak detection programmes have been implemented at VINCI Autoroutes. As part of the Group's new environmental ambition, VINCI Concessions has set a target to cut water consumption per unit of traffic in half. VINCI Construction has introduced a wastewater recycling policy in France. About 100 closed-loop concrete mixer washing stations have significantly reduced water consumption at worksites.

Consumption of water purchased (in cubic metres), with change

	2019	2018	Change
Concessions	3,488,832	2,778,392	+25.6%
VINCI Autoroutes	722,463	811,742	-4.8%
VINCI Airports	2,650,466	1,870,792	+41.7%
Other concessions	65,903	95,858	-31.2%
Contracting	9,546,134	7,839,213	+21.8%
VINCI Energies	442,807	326,170	+35.8%
Eurovia	3,272,993	3,085,122	+6.1%
VINCI Construction	5,830,334	4,427,921	+31.7%
VINCI Immobilier	105,733	4,123	+2,464.5%
Total	13,140,699	10,621,728	+23.7%

In the Contracting business, the marked variation in consumption is explained by the significant differences in the types of project from one year to the next. Consumption rose for the Concessions business, partly due to the inclusion of new airport concessions.

VINCI companies continuously improve their monitoring of water consumption by consolidating the monitoring of consumption of water from boreholes and of water pumped directly from the natural environment. But measuring the consumption of water purchased or taken directly from the environment by drilling or pumping remains complex. Measurements must be combined with a qualitative analysis to assess the actual impact of water use and how it returns to the natural environment. By way of example, earthworks activities use water mainly for hosing down work areas to reduce the amount of dust produced. In Africa, water is often pumped using electric generators installed near villages so that communities can have easy access to water. The water itself undergoes no transformation whatsoever. It either evaporates or runs back to the water table without being polluted. Rainwater is collected at Eurovia sites for use in sprinkler systems. For foundations operations (tunnels, metro lines), the underground water is pumped before returning into the water table, unpolluted, after analysis and treatment if needed. These examples show the complexity of measuring consumption given the diversity of VINCI's businesses.

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

	2019				2018			
	VINCI Autoroutes	VINCI Airports	Other concessions	Total Concessions	VINCI Autoroutes	VINCI Airports	Other concessions	Total Concessions
Water from boreholes and taken directly from the natural environment	301,054	226,135	2,824	530,013	399,454	197,954	3,376	600,784

Conserving water resources also involves protecting wetlands. For example, of all the VINCI motorways in service in France, 79.2% have been equipped with either natural water protection systems or engineering structures that address potential problems to prevent accidental pollution in the surrounding natural environment.

The life cycle analysis tools used by VINCI provide a detailed assessment of the water footprint of specific neighbourhoods, with particular emphasis given to ground permeability, rainwater harvesting and wastewater treatment.

3.4.2.3 Biodiversity conservation

• Conserving biodiversity at concessions

Operators of linear infrastructure concessions are primarily concerned with limiting the fragmentation of natural habitats during construction work, focusing their efforts on the ecological transparency of their infrastructure, the reversibility of barriers and the restoration of sensitive environments and ecological connectivity. This includes installing wildlife crossings, making improvements to hydraulic structures, restoring and enhancing sites of ecological interest, redeveloping slopes, sustainable roadside grass mowing, and so on. Several wildlife crossings opened in 2019 along VINCI Autoroutes motorways. Partnerships were then developed with local organisations to implement environmental monitoring methods for these structures. As they design and operate infrastructure over the long term, concession companies can develop expertise and use their network under concession for field surveys and educational initiatives. For example, government agencies enlisted VINCI Autoroutes and its local partners on the A89 to study several structures along the Allier River, using radio-tracking to measure the effectiveness of the fishways built. These studies are part of conservation efforts to protect the Atlantic salmon, a highly endangered migratory species. VINCI Autoroutes also works to keep users informed about biodiversity conservation at the environmental awareness spaces it sets up at rest areas along summer routes, and invited children from nearby schools to visit wildlife crossing construction sites.

66% reduction
in the consumption of
phytosanitary products at
VINCI Autoroutes since 2008

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

	2019	2018	2017
Crossings for small and large wildlife (in number)	957	956	883
Fenced sections (in km)	8,765	8,730	8,651

VINCI Autoroutes has also taken steps to reduce the impact of the operation phase of motorways on natural environments. For example, the considerable efforts engaged to limit the use of phytosanitary products have led to a 66% decrease in their use since 2008. The target to achieve zero use of phytosanitary products also applies at VINCI Airports, which has turned to alternative solutions such as thermal or mechanical control methods for plant protection. In 2018, VINCI Airports also signed a partnership with France's national beekeepers association (Unaf) to show that, if managed properly, land surrounding airports can provide a particularly favourable habitat for pollinators. These initiatives come under a global aim to protect natural environments and are supplemented with an assessment of biodiversity issues at each airport. These assessments can then be applied to adapt action plans to the local context, addressing wildlife hazards in particular.

For example, a whole region-wide network of partners – government services, environmental organisations, scientific partners, chambers of agriculture, hunting and fishing federations, and so on – is involved in the emblematic South Europe Atlantic high-speed rail line project. They bring together the ecological and local expertise necessary to make sure environmental measures are implemented properly along the entire line. The LISEA environmental observatory monitors all environmental measures throughout the duration of the concession and in every region crossed by the South Europe Atlantic high-speed rail line. This provides an overarching perspective of the steps taken to support the environment and address the impact of the infrastructure.

• Conserving biodiversity in quarries

The main biodiversity issue faced by Eurovia is the production of aggregates, either in connection with the operation of quarry sites or during the site rehabilitation phase. For example, extraction activities are likely to have a lasting impact on the land's biological balance. But new environments can be created during the rehabilitation phase, bringing back new, even protected, species. To assess the effectiveness of measures that are implemented at quarry sites to protect species, initial assessments are now improved by taking inventories while the sites are in operation. Biodiversity is even more carefully taken into account during the rehabilitation of quarries, a phase essential for remediating the site so that it regains its original ecological function.

Eurovia's partnership established in 2012 with PatriNat, a collaborative research and education entity focusing on natural heritage, was renewed in 2019. This partnership has resulted in a methodology used to analyse natural environments and a study on the balance of plant and animal life at each site. Using this approach, Eurovia sites can be mapped based on their natural environment and species living there. Measures can then be determined to conserve and provide a favourable environment for new plant and animal species. Based on an Ecological Quality Indicator (IQE) designed by France's Natural History Museum (MNHN), the method has been tested on about 30 sites since the partnership was founded.

Eurovia's biodiversity indicators specific to quarries

	2019	2018	2017
Quarries that have set up a CLCS ^(*)	40%	44%	39%
Quarries that have formed partnerships with local naturalists	18%	18%	35%
Number of data on flora and fauna sent to the INPN ^(**) by Eurovia quarries	13,214	12,867	12,120

(*) Local committee for consultation and monitoring.

(**) Inventaire National du Patrimoine Naturel (national inventory of natural heritage).

• Combating the loss of land and maintaining habitats

Combating the loss of natural and agricultural land and maintaining an attractive habitat for the species living there are factors taken into consideration before project implementation and throughout the operating life of infrastructure. More detailed study goes into projects with a significant or long-term impact on the land, such as linear infrastructure or Eurovia's quarries. Aware of the impact of their businesses, VINCI entities may go a step further than complying with measures required by regulations on ecological compensation. Some Group companies specialise in ecological engineering, including Eurovia's subsidiaries Cognac TP, GC3E and Sethy, as well as Equo Vivo, the new brand developed by VINCI Construction Terrassement. These subsidiaries take measures to restore the ecological balance of land and environments affected by construction works, such as planting native species, combating invasive non-native species, and restoring wetlands and waterways with diminished ecological functions.

VINCI Immobilier has developed expertise in establishing partnerships with land remediation experts, which is useful in development projects that require a global environmental approach due to their size or type of land. In early 2019, the company acquired a portfolio of industrial sites from Engie, in partnership with Brownfields. Once these sites have been restored, VINCI Immobilier and Brownfields will develop property programmes, mainly involving residential properties. Taking a global approach to property development helps limit energy consumption, encourages non-motorised mobility, promotes social integration and creates new living spaces.

In 2018, VINCI extended its partnership with the Institute for Sustainable Development and International Relations (IDDRI). Research focused on the loss of natural land, more specifically through the construction of business and retail parks.

3.4.3 Solutions for protecting natural environments

In addition to reducing the impact of their activities on biodiversity and natural environments, Group companies develop protection solutions to address a broad range of issues and at varying scales.

• Reducing pollution

To improve air quality when treating road surfaces, Eurovia has developed NOxer®, an innovative air pollution treatment process that removes nitrogen oxides. The process removes between 15% and 25% of total air pollution and eliminates up to 75% of nitrogen oxides for local residents. The solution has been adapted and combined with noise barriers to abate noise pollution as well.

VINCI companies also develop solutions to measure and control urban air quality for government organisations. For example, the VINCI Energies company Citeos develops its solutions under global energy performance contracts, such as in Marignane in the south of France. The company will develop a plan to reduce light pollution in the city, by 30% in inhabited areas, by creating a lighting environment that respects biodiversity. With the remote management of each light point and the use of LED lighting, the target of 70% energy savings is achievable within 10 years.

• Protecting water resources

Some subsidiaries have created specific products and services to conserve fresh water resources. VINCI Construction Terrassement has thus developed Aqua-eco, a new technology able to reduce by up to 40% the amount of water used for hosing down civil engineering project worksites. VINCI Construction Grands Projets has set up Water Management International, a structure designed to manage and optimise drinking water systems outside France. Research on urban rainwater management carried out as part of the activities of VINCI and ParisTech's lab recherche environnement came up with several solutions that could be applied to urban agriculture and the creation of green roofs. As a result, 65% of rainwater runoff can be collected in planters installed on roofs.

• Biodiversity conservation

Expertise in ecological engineering is growing at VINCI entities. Extract, a subsidiary of VINCI Construction France, is the French leader in the treatment of sediment. Its polluted site and soil remediation activities are primarily carried out at its recovery facility near Paris, which can treat up to about 250,000 tonnes of materials per year. Its operations align perfectly with the circular economy and improved use of land.

With the Equo Vivo brand, VINCI Construction Terrassement brings together its technical expertise, know-how and experience in environmental improvement projects to better serve its customers. Equo Vivo services cover three areas: ecological connectivity, renaturing of aquatic environments and wetlands (streams, marshes, ponds, etc.), and plant-based engineering.

Along with the growing development of market solutions and tools, the Group is involved in many partnerships to promote biodiversity. The LISEA Biodiversity Foundation, set up at the end of 2012 with a budget of €5 million for the period 2012-2020, helps to finance local projects submitted by non-profit organisations, companies or research centres located in any of the six French administrative departments crossed by the Tours-Bordeaux rail line: Indre et Loire, Vienne, Deux Sevres, Charente, Charente Maritime and Gironde.

Since 2014, VINCI has been part of the Strategic Guidance Council at the Foundation for Research on Biodiversity (FRB), whose members (non-profit organisations, research centres, government services, businesses, etc.) work to support dialogue and exchange on best practices to address biodiversity issues.

As part of the research activities of lab recherche environnement, students at AgroParisTech have developed a number of tools and solutions designed to conserve biodiversity in the urban environment. For example, Biodi(V)strict® is a diagnostic and decision-making tool used to measure the biodiversity potential of an urban or peri-urban development project. Also, Urbalia, created in 2017, is the culmination of a unique partnership initiated by AgroParisTech and VINCI in connection with lab recherche environnement to promote biodiversity and urban agriculture. Urbalia supports property professionals in creating spaces that strengthen biodiversity and integrate local agriculture. These spaces are not only more resilient to climate change, but also provide a better setting for people to live in, along with numerous services (urban cooling, rainwater management, local production, and health and well-being areas). Having earned the BiodiverCity® label and Effinature certification, in 2019 Urbalia assisted the Agro Paris-Saclay Campus project in Palaiseau outside Paris as well as a 32-unit housing programme in Montreuil to the east of the capital in obtaining widely recognised certifications.

4. Duty of vigilance plan

This section of the annual report aims to satisfy the requirements of French law no. 2017-399 on the duty of vigilance of parent companies and subcontracting companies to identify risks and prevent severe impacts on human rights and fundamental freedoms, on people's health and safety and on the environment, resulting from the activities of the company, those of its subsidiaries or those of the subcontractors or suppliers with whom they have an established business relationship.

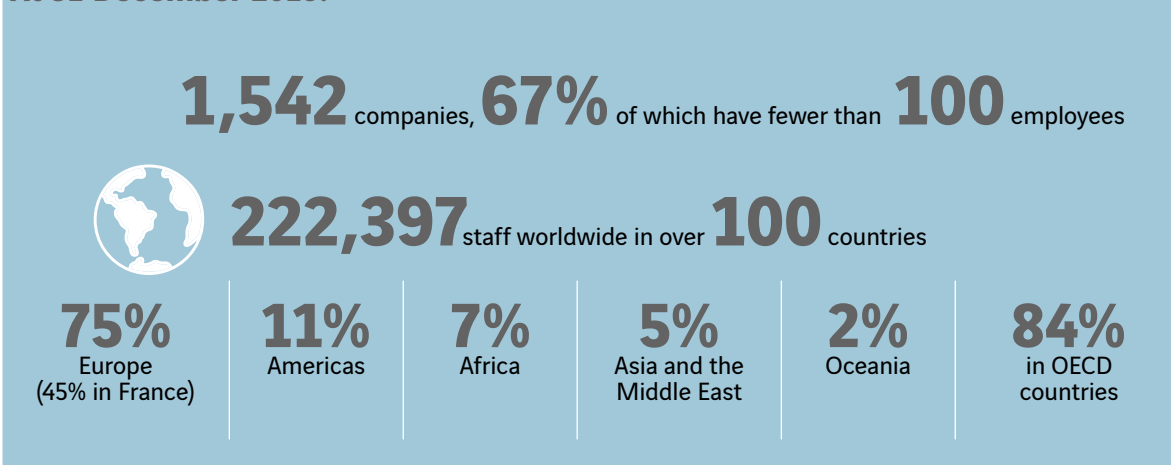
4.1 The Group's organisation, business activities and value chain

The objective of VINCI's activities is all-round performance, which in addition to economic and financial performance includes attaining social and environmental goals. This is the only possible vision for a regional contributor whose activities and constructions are designed for the long term and have a major impact on local communities. Improving the local living environment is a goal shared by all Group companies, which strive to:

- contribute to projects in the public interest that benefit local populations;
- proactively offer innovative solutions that best meet customers' needs;
- work collaboratively by engaging all stakeholders in a shared project.

Due to the very nature and diversity of its businesses and activities, VINCI is first and foremost a multi-local Group. Regardless of whether its companies develop construction projects or infrastructure concessions, they establish local operations, produce locally with mainly local management, partners and staff, for local use in local conditions. VINCI is made up of a network of companies, often small or medium-sized, that have long-established roots in their operating regions and that strive to contribute positively to their development. Conscious of its commitments to regional development, the Group works to stimulate local entrepreneurship.

At 31 December 2019:



Group entities frequently undertake project-based work. This means that they provide services over variable periods of time (ranging from a few weeks to a few years), for projects of varying sizes and natures. They work with a variety of partners and subcontractors for varying periods of time, involving fluctuating numbers of workers, in changing geographical areas. They are sometimes the subcontracting company and sometimes a subcontractor for customers with diverse sets of requirements and priorities with regard to environmental, employment and social issues. Consequently, each project has its own ecosystem, so any action must be targeted and address operational issues.

Another feature of the construction and concessions businesses is the fact that operations are often highly integrated, meaning that an essential portion of the supply chain operates on VINCI sites. Subcontractors of all levels work alongside the Group's teams at its worksites or sites under operation. The subcontractor supply chain is therefore closely monitored and subject to a shared set of rules. The same applies to workers recruited through temporary employment agencies. Both subcontracting and temporary labour are essential to the Group's business activities, whether in construction or concessions, and account for a significantly high volume of purchases. Accordingly, these two components of the value chain have been included in VINCI's duty of vigilance plan as priority areas for improvement. The Group's other purchases (the main categories of which include materials, such as concrete and bitumen, and purchased or leased worksite equipment) are also, by nature, mainly local and often part of a short supply chain. Gradually, these purchases will also be incorporated into the Group's duty of vigilance plan. In support of this, purchasing governance was reinforced in 2019 (see paragraph 2.2, "Relations with suppliers and subcontractors", page 216).

35%

of purchases are subcontracting purchases

Whatever the business activities, projects or worksites of VINCI companies, and regardless of whether their customers are public (such as public or local authorities or government-owned companies) or private (such as property developers or other private-sector companies), VINCI's companies invariably serve customers who order the design or construction of infrastructure or who delegate its management, maintenance and operation. VINCI companies perform their work under contract and report continuously on their activity to their customers and, in some cases, to the inspection bodies and regulators in charge of project monitoring and inspection. In an intensely competitive industry, VINCI companies not only meet the requirements set by customers, but also strive to spread best practices and promote innovation, including in social and environmental matters, while complying with applicable laws and the Group's commitments. Contracts with public authorities increasingly include social and environmental obligations that are reported on and verified on a regular basis. Lastly, Group companies operate within a specific value chain involving a large number of players (architects, design firms, engineers, regulators, inspectors, investors, lenders, partners, government and local authorities, etc.) in addition to its customers. As a result, Group companies do not necessarily act as contracting authorities and are not always in a position to choose which service providers, techniques and supplies are employed.

33%

of customers are public sector organisations

VINCI takes all of these parameters into account in designing and implementing vigilance measures that are relevant and effective with regard to its organisational model, value chain and the specific challenges of each sector.

4.2 Duty of vigilance governance

VINCI's duty of vigilance plan encompasses all entities controlled by VINCI as defined in article 233-3 of the French Commercial Code. It builds on the sustainable development commitments in the Group's Manifesto, the Code of Ethics and Conduct and, more broadly, Group policies that help prevent risks to people and the environment by promoting the implementation of vigilance measures in the three areas covered by the duty of vigilance law.

Vigilance measures and their implementation in each of these areas – people's health and safety, human rights and the environment – are supervised by distinct governance structures.

• Health and safety governance

The Group's health and safety policy, reinforced by a joint declaration of essential actions concerning occupational health and safety (www.vinci.com/vinci.nsf/en/item/essential-and-fundamental-actions-concerning-occupational-health-and-safety.htm), is supervised by the Health and Safety Coordination unit, overseen by the VINCI Executive Committee. Signed by the Chairman and CEO of VINCI and the Secretary of the European Works Council, the declaration sets a reference framework for the Group by identifying essential and fundamental occupational health and safety actions.

The Coordination unit is made up of the health and safety directors of the Group's business lines, so that a strong safety culture can be spread and shared by all VINCI companies. Its mission is to build this shared culture, mainly by facilitating best practice sharing and the exchange of feedback, assessing existing procedures, enhancing the reliability of indicators and by suggesting new paths of improvement adapted to each activity. Accident prevention Pivot Clubs and internal collaboration platforms help disseminate and monitor measures throughout the community of health and safety officers, coordinators and experts. These measures are also carried out by a network of more than 2,500 employees working in health and safety roles throughout the Group.

In 2019, one meeting of all the Health and Safety Pivot Club coordinators was held and the Coordination unit met three times. During the unit's meetings, briefings on any significant accidents or events in each business line were given, and human resources needs in health and safety were discussed. The Coordination unit also continued to map major risks and build a skills inventory in health and safety.

The health and safety policy is presented to the Board of Directors' Strategy and CSR Committee each year. In early 2020, each business line presented its health and safety policy and the 2019 results to VINCI's Executive Committee. Health and safety holds a central place in the Group's labour-management dialogue and leads the agenda at every Group Works Council or European Works Council meeting.

• Human rights governance

The Group's human rights risk prevention policy is communicated in VINCI's Guide on Human Rights, which forms the backbone of its work in this area (www.vinci.com/vinci.nsf/en/item/guide-on-Human-rights.htm). The Group has set up an organisation and procedures to coordinate and monitor measures and thereby ensure that its commitments and principles are being cascaded to VINCI entities, their projects and their worksites.

At VINCI, human rights issues are championed at the Group's highest level. In 2019, the Chairman and CEO confirmed the Group's commitment to raise the bar on respect for human rights and embed them in its corporate culture by signing the French version of the CEO Guide to Human Rights, published by the World Business Council for Sustainable Development (WBCSD), along with nine other French top executives.

The human rights policy is coordinated by the Human Resources Department and its director, who is a member of VINCI's Executive Committee, and promoted throughout the Group by a human rights steering committee, comprised of the human resources directors of all business lines and divisions. As VINCI's management is highly decentralised, this committee created in 2015 facilitates decision-making, discussions and collaboration among the Group's business lines and divisions. Members keep their respective management committees informed and are in charge of disseminating and rolling out measures in their respective business lines and divisions. At every meeting, the steering committee assesses the progress made regarding the human rights component of the duty of vigilance plan. The committee meets on a quarterly basis. The teams working on the operational side to ensure the respect of human rights are therefore primarily the Group's human resources professionals, as well as its operational managers, who occupy key roles in the Group's organisation.

Day to day, the human rights policy is coordinated by the Corporate Social Responsibility Department, reporting to the Human Resources Department, which provides support to business lines and divisions in integrating and disseminating Group measures, develops and enhances mapping and assessment tools, conducts assessments, builds awareness among management committees and employees, and communicates with Purchasing, Internal Control, Ethics and Vigilance and other departments. The team is in frequent contact with external stakeholders involved in human rights to address identified issues, answer questions and provide further information about the measures taken in the Group.

In October 2019, the human rights component of the duty of vigilance plan was discussed by the 25 members of the European Works Council and their deputies (see paragraph 4.4, "Duty of vigilance with regard to human rights"). Furthermore, the Group Human Resources Director presents the human rights policy implementation to the Board of Directors' Strategy and CSR Committee each year.

• Environmental governance

Management of VINCI's environmental issues is built on the commitments made by its Executive Committee and expressed in the Group's new environmental ambition. The related goals are supported and coordinated at the Group's highest echelon by the Environment Department.

The Group's Environment Department organises the environmental component of the Group's duty of vigilance plan, based on the shared environmental goals of VINCI's business lines and entities in three areas: climate change, the circular economy and natural environments. The Environment Department leads the environmental committees, whose members are the environmental managers and directors of the Group's business lines, and the environmental network of more than 500 correspondents.

Duty of vigilance measures relating to the environment are cascaded to each entity and followed up locally, in accordance with the Group's decentralised structure, so that the action taken is adapted to local realities. Group initiatives are based on the measures and processes that VINCI companies have already implemented for many years to avoid or reduce the environmental impact of their activity in the countries in which they operate. In this manner, the Group's entities define their own risk prevention procedures for their activities. More specifically, they build environmental policies that align with the Group's new environmental ambition, implement environmental management systems and develop internal environmental standards and labels.

In subsidiaries, chief executives and senior management are in charge of ensuring regulatory compliance and the implementation of risk prevention procedures for their operational scope. They are assisted by the network of environmental correspondents, who provide environmental expertise.

The environmental component of the duty of vigilance plan was presented to the European Works Council and discussed by its members in November 2019.

• Overall duty of vigilance governance

The Ethics and Vigilance Department provides support in implementing the Group's compliance procedures, in particular with regard to the Code of Ethics and Conduct. The department, which reports to the Group's Executive Management, was created on 1 January 2018 (see paragraph 2.4, "Business ethics").

Implementation of the duty of vigilance plan is regularly reviewed by the Ethics and Vigilance Committee, formed in March 2018. This seven-member committee includes five Executive Committee members and ensures that the compliance procedures covered by the Code of Ethics and Conduct are diffused and amended as necessary. These include procedures relating to the fight against corruption and the prevention of severe impacts on human rights and fundamental freedoms, on people's health and safety and on the environment, resulting from the Group's activities. The committee meets at least once every quarter and met six times in 2019. It reports annually on its activity to the Board of Directors' Strategy and CSR Committee.

4.3 Duty of vigilance with regard to health and safety

As its activities carry inherent risks, VINCI has made health and safety at work a priority. The Group's health and safety policy aims to anticipate and prevent these risks, including psychosocial risks, to ensure hygiene, health, safety and quality of life in the workplace, and to ensure the redeployment of employees who have suffered a workplace accident or illness. The Group also aims to achieve zero accidents, which applies to employees, temporary workers and external staff at VINCI worksites or sites operated by VINCI. This goal is one of the commitments published in VINCI's Manifesto in 2012. Due to continually changing jobs, tools, techniques, processes and new technologies, constant vigilance is needed. Therefore, VINCI not only applies rules and procedures, but also calls for the continuous development of a prevention and safety culture for all that addresses all types of risk to people's health and safety and is shared at all levels of the organisation.

4.3.1 Mapping of the Group's major risks

• Identification and ranking of VINCI's main issues

In VINCI's sectors, taking a targeted approach, based on the business activity and country, has always been fundamental in identifying and preventing risks to people's health and safety. Each business line and division has its own risk map specific to its business activities and operational environments. At the operational level, each Group site must conduct a health and safety risk analysis ahead of any work situation, taking into account the geographical context, the characteristics of the work being considered and its technical specificities. These multiple levels of analysis are essential to developing initiatives and responses tailored to the operational issues of each project, activity and country.

In addition, with the assistance of the Institut pour une Culture de Sécurité Industrielle (ICSI), a mapping of major risks at Group level was conducted in 2018. ICSI interviewed the health and safety directors of VINCI business lines and divisions over several months to highlight the major risks inherent to their respective businesses and analyse the documents used to manage these risks and related Group processes. The map revealed the most common major risks shared by the Group's activities. A milestone review is currently under way, with the support of ICSI.

• VINCI's main issues

This work resulted in the identification of six main risk categories and various types of potentially major events, which range from events affecting the entire Group to events specific to the activities of particular business lines and divisions. The Health and Safety Coordination unit identifies major risks by combining an assessment of the likelihood of an event (actual or potential) and the severity of its outcome (actual or potential). A major risk is therefore the risk that a major event occurs and has severe consequences for a subject (employee, temporary worker, subcontractor or third party). Severity level is determined based on situations and events that have actually occurred as well as those for which the potential severity was high, meaning that in slightly different circumstances, the consequences could have been major.

These main categories of risks to people's health and safety are:

Main risk categories	Types of potentially major event
Risks relating to moving masses	Collision with moving equipment or materials
	Collision with worksite machines or vehicles
	Collision with third-party vehicles
Risks relating to falling objects or loads	Blows from falling objects or materials
	Blows from the collapse of a construction
	Crushing from the fall of a suspended load
Risks relating to working at height	Falling from heights
Risks relating to energised or pressure equipment	Electrocution
	Projection of high-pressure fluids
	Projection of pressure machinery parts
Risks relating to handheld mechanical tools	Cuts and punctures from sharp handheld mechanical tools
Risks relating to road traffic	Road accidents

4.3.2 Measures to assess the situation of subsidiaries, subcontractors and suppliers

Business lines and divisions develop their own prevention policies that are adapted to their activity, geographical area and operational environment. These policies establish rules that should enable all foreseeable situations to be planned for, but also rely on the ability of individuals and teams to use their experience and training to manage unexpected events. The policies are implemented with varying degrees of decentralisation, so that any situation that arises can be handled as effectively as possible. The established procedures make no distinction between employees of Group companies and temporary or subcontractor staff: all active personnel at any given site work in the same conditions. Annual action plans and specific audit schedules support these policies, which are monitored by line management superiors and the network of health and safety officers. Every business line and division in the Group therefore has a risk prevention policy, an associated action plan, a schedule of audits and a dedicated team of specialists. Safety inspections and audits carried out by safety officers, whether of VINCI's entities and employees or of worksites operated by external companies (whether or not they belong to the Group), are an essential part of this policy.

The Group is also expanding the practice of cross-auditing by health and safety representatives in its various companies. For example, VINCI Autoroutes' internal control programme includes cross-audits among the business line's three companies (ASF, Cofiroute and Escota), conducted by a member of the prevention team in each company. Twelve internal audits, each carried out by regional management and based on a shared set of internal guidelines, are also conducted annually. Using a standard set of criteria, various issues are given a score reflecting their level of management and maturity, and strengths and areas for improvement are identified. Audited issues include

prevention policy and its organisation and coordination; training programmes and initiatives; preparation and organisation of work; management of materials, equipment and products; management of accidental events; medical monitoring of employees; and the management of works and services entrusted to external companies. Each audit concludes with a detailed report of observations made and a plan for corrective actions to be monitored by the relevant regional management.

VINCI Construction's divisions have rolled out robust health and safety systems. VINCI Construction Grands Projets has a dedicated audit team within its Quality, Safety, Environment and Information Systems Department (DQSE-I). Rules have been established that require each project to be audited by VINCI Construction Grands Projets headquarters every two years and also require a dedicated QSE management system and corresponding audit schedule to be set up for every project as soon as it is created. Each year, the VINCI Construction Grands Projets management committee sets the annual audit schedule to be implemented and monitored by the audit team. A notification is sent prior to each audit, along with a detailed, tailored audit plan. Audits are based on applicable standards (ISO 9001, ISO 14001, ISO 45001, etc.) and guidelines applied by VINCI, VINCI Construction and VINCI Construction Grands Projets, as well as special requirements (a safety plan, process map, contract, partner requirements, local standards, etc.) identified from the start due to the project's particularities. ISO 9001, a core standard for audits, covers all aspects relating to the management, selection, monitoring and assessment of subcontractors. It should be noted that audits cover the entire site and, particularly with regard to health and safety, all site personnel (including subcontractors and other staff) without distinction. Upon completion of an audit, observations are shared with project heads and the audit report is sent to all levels of project management, including the general management of VINCI Construction Grands Projets. Once the audit report is received, the entity suggests actions to remedy any issues. Project managers and the audit team share responsibility for monitoring the action plan: in general, the project's QSE manager informs the auditor when measures are implemented and provides evidence of achievements. Periodic progress reports on achievements and trends are also made. The audit team keeps track of all these measures and supporting documents in a regularly updated dashboard. In 2019, 29 audits were performed, including internal audits at headquarters, amounting to 58 audit days. At 31 December 2019, more than 85% of the corrective actions taken in 2018 had been completed.

85%

of actions completed
following 2018 health and
safety audits by VINCI
Construction Grands Projets

Audit procedures relating to health and safety at Group entities also involve obtaining certifications. The standards in question often require their own audits, which may be conducted by external auditors. Such audits involve every business line and division. Similarly, at their own level, projects, sites under operation and worksites implement risk management systems and, therefore, tools to monitor the management of health and safety risks. These systems draw on the results of the risk analysis performed and regularly updated for every Group site, to address issues specific to the worksite or site under operation. All these different levels of risk monitoring and assessment reinforce and complement each other.

Health and safety audit procedures in VINCI business lines

- Health and safety policy, procedure, internal audit schedules and dedicated department for every VINCI business line
- Health and safety audits conducted on worksites and sites under operation by health and safety officers at different levels of the organisation (more than 2,500 employees in health and safety roles) and by teams from Group departments
- Expanded cross-auditing practices among companies
- Continuous certification process under way in the Group (ISO 45001, MASE, OHSAS 18001, etc.)
- Close involvement of company managers in audit outcomes and improvement actions to be taken
- Inclusion of all site personnel (VINCI employees, temporary workers, subcontractors, etc.) in safety audits on worksites and sites under operation

4.3.3 Tailored actions to mitigate risks or prevent serious impacts

For each site or worksite at which VINCI companies inspect the performance of work, a common set of rules applies to all, with no distinction made between employees, temporary workers or subcontractor staff. Where applicable, the Group entities help the subcontractors and temporary employment agencies they work with to improve their own performance. This assistance is mainly provided at the site under operation or at the worksite.

a. Actions developed and implemented at Group level

• Group-level health and safety policy and guidelines applicable to all

The Group's health and safety policy, which is covered in its Code of Ethics and Conduct and VINCI's Manifesto, was reinforced in 2017 by the signature of a joint declaration by the Chairman and CEO of VINCI and the Secretary of the European Works Council. The statement sets a standard for the Group by identifying essential and fundamental occupational health and safety initiatives. It is currently available in 21 languages and can be accessed by the public on VINCI's website (www.vinci.com/vinci.nsf/en/item/essential-and-fundamental-actions-concerning-occupational-health-and-safety.htm). The declaration is the product of steady, constructive dialogue between management and labour and contributes to a continuous improvement process that should engage all employees to promote a safety culture at VINCI. Its broad dissemination is evidence of its visibility and the level of engagement at the highest echelon of the Group's management. Furthermore, the short-term variable remuneration of VINCI's Chairman and CEO is linked to environmental, social and governance (ESG) criteria, including occupational health and safety indicators.

• Essential and fundamental occupational health and safety actions

The joint statement reiterates the main thrusts of VINCI's health and safety policy, describes the initiatives and measures to be implemented at all the Group's sites and provides for the monitoring of results.

At the operational level, each and every site must conduct a risk analysis at the earliest possible stage ahead of any work situation and, based on the findings of the risk analysis, incorporate preventive measures into operating procedures and methods. Each entity must supply suitable personal protective equipment for each work situation and ensure that each worker fully understands the risks associated with their activity and the measures to take to manage them. Work must also be organised at the site in such a way as to safeguard employees' health and safety.

Employee representatives must be involved in the implementation of initiatives, notably in the prevention of workplace accidents and occupational hazards, and must be consulted for suggestions. Safety awareness and training, to ensure that all workers understand the risks, are essential to promoting occupational health and safety. The training must be provided to employees during their work hours; more specifically, employees must be given instructions and explanations relating to their job or assignment. They must be familiar with operating procedures and safety regulations and comply with them. Materials and tools must be used as intended, and personal protection equipment must be worn correctly.

1,542

meetings of health, safety
and working conditions
committees in 2019

These rules apply to everyone at VINCI, in all activities, in all companies and in all countries where the Group operates.

• Risk prevention for subcontractors and temporary employment agencies

Across the Group, VINCI's Subcontractor Relations Guidelines (www.vinci.com/vinci.nsf/en/item/subcontractor-relations-guidelines.htm) underscore the Group's determination to ensure that the employees of its partner companies work under the same safety conditions as those of its own staff. Disseminated by the regional Pivot Clubs, where the regional managers of the Group's businesses meet regularly and exchange ideas, the guidelines are a tool for Group entities to use in their relations with subcontractors. At VINCI Construction France, a two-day safety training session and assessment is also offered to temporary workers to enable them to obtain a safety passport called Pasi. The passport demonstrates acquisition of the safety fundamentals that temporary workers must understand before they start working at a worksite. Initially created by VINCI Construction France, after it was observed that accidents were more frequent among temporary than permanent staff, the Pasi is now used throughout the industry. The initiative reflects a firm commitment to protect employees and partners alike, in particular by implementing a robust prevention policy. With the Pasi's more widespread use, the training offer has been expanded beyond the Cesame centres of Construction France by providing a shared set of specifications to training providers. As a result, the number and geographic coverage of the safety fundamentals sessions has significantly increased. Many VINCI companies have also signed framework contracts with their subcontractors. The zero accidents objective is the common denominator in these contracts, which include special clauses covering essential measures such as wearing personal protective equipment, reporting workplace accidents and providing ongoing information on any changes in worksite hazards.

In addition, workforce-related and social criteria have been incorporated into the framework contracts signed by the Group with approved temporary employment agencies. These criteria require that the agency demonstrate a strong track record in people's health and safety and a safety culture in the workplace. The latest selection of approved temporary employment agencies in France went into effect on 1 January 2016, for a four-year period. It is compulsory for Group entities to use approved agencies for their temporary recruitments. In 2019, a process was initiated to renew the contracts with the approved agencies. Negotiations began and an action plan to improve quality of service and safety, specific to each company, was added to the procedure. The improvement plans are based on an analysis of the results of the previous phase, especially the health and safety aspects, and contain specific measures to increase the safety of temporary staff, along with indicators to track safety goals. These measures include, for example, surveys of temporary staff, feedback on prevention initiatives, awareness-raising and training events conducted by the company and improved registration of workers' safety documents (ID card, Pasi, etc.). Subject to the outcome of the negotiations, framework contracts with the agencies will be renewed for three years.

47

temporary employment
agencies excluded based on
ESG criteria during the latest
selection process

• Innovation Awards

Every three years, VINCI presents the Innovation Awards. The competition aims to accelerate the spread of local initiatives by its operational employees. The awards distinguish not only technological achievements but also innovations that promote the Group's continuous improvement, notably in the areas of safety, sustainable development and working conditions. One of the award categories recognises innovations for the health and safety of employees, partners and/or customers. For the latest Innovation Awards in 2017, more than 2,000 applications were submitted by more than 5,000 employees, and nearly 150 innovations were distinguished around the world, of which 28% were related to people's health and safety. The selection of judges and the organisation of ceremonies give visibility to the event and show all employees that the topic is an important one for the Group's management. Furthermore, highlighting in-house achievements in occupational health and safety innovation is a reminder to all of the need for constant vigilance, commitment and improvement in this area.

b. Actions adapted by the Group's business lines and divisions

• Guidelines specific to the Group's various activities

Business lines and divisions define guidelines and/or golden rules specific to their activities and take action in their companies, close to the employees who will implement them. Each entity has multiple sources of guidelines – the Group, the business line, the division, the entity itself, and so on. These guidelines reinforce and complement each other to provide a tailored response to the situation of each sector and activity. Audits and prevention measures take into account all these rules and guidelines.

• Negotiation of collective agreements on health and safety issues

Labour-management dialogue takes place at every level of the company. As part of its health and safety policy, VINCI negotiates and enters into specific agreements with trade unions and employee representatives on subjects related to improving staff working conditions, thereby enhancing the overall performance of Group companies. In 2019, 29 health, safety & prevention agreements were signed by Group companies.

• Continuous, tailored awareness and training initiatives for employees and managers

Each activity has its own toolbox of measures that are tailored to its own situation and integrates health and safety awareness into its daily routines, such as pre-start and pre-task briefings and 15-minute safety sessions. Initiatives such as these have been rolled out by most activities and offer daily opportunities to review basic safety rules, explain operating procedures, introduce the work environment and engage employees. Many awareness raising and training sessions focus on issues specific to each activity, such as working at height, driving vehicles or hand injury risks. Innovation is also central to these training efforts, in order to continuously improve their effectiveness and adapt them to changing activities.

In addition to on-site training for employees, most of the Group's activities have developed training programmes for executives to strengthen the safety culture among managers. At VINCI Construction, the "Managing with Safety" programme launched in May 2017 has already reached more than 3,700 managers in the target group of 8,000 managers worldwide. It promotes five essential actions, the first of which is to assess the safety culture of managers prior to their annual performance review. The programme addresses the organisational and human factors in accident prevention. Its aim is to help company executives develop a just culture and improve prevention through a better understanding of root causes. Similar training initiatives were developed in other business lines, such as Eurovia's programme entitled "Managing Health & Safety at Eurovia". Worksite visits take place regularly in all Group entities. In addition, a variety of materials are published and events held to make the management's commitment to safety known and visible to all. Meetings of management include health and safety issues on their agenda.

36%

of training hours in 2019
devoted to health and safety

At Group level, ICSI's Safety Academy training resources were added to the VINCI Up! e-learning platform, which makes specialised training modules available to employees at all times.

• Organisation of international health and safety events

Promoting a shared safety culture in the company and in relations with stakeholders is an important driver for developing everyone's skills, motivation and creative potential. For this reason, international health and safety events are regularly organised by the various business lines and divisions, such as International Safety Week, held each year since 2014 by VINCI Construction for its 70,000 employees, or International Prevention Day. VINCI companies continue to involve more and more temporary staff and subcontractors, as well as customers, in safety training and awareness. These events reflect the management's commitment to each activity. Many VINCI subsidiaries organise in-house competitions to reward health and safety initiatives, such as the HSE Challenge at Entrepose and Soletanche Freyssinet (VINCI Construction) and the Security Challenge by VINCI Concessions.

• Health and safety perception surveys

Surveys of employees' perception of the health and safety culture in their company are becoming more common in various parts of the world. They provide specific, objective evaluations of the effectiveness of health and safety policies and help to encourage dialogue in companies for the development of improvement plans.

30,000

employees answered a
perception survey on the
health and safety environment
at Eurovia

• Health and safety certification initiatives

Group companies are stepping up certification efforts in the area of health and safety. Their aim is to promote the continuous analysis of each procedure through a series of audits and thereby improve their performance. These efforts include OHSAS 18001 certification for the optimisation of occupational health and safety management; LSC-VCA-SCC or Mase-UIC certifications; and certification processes for ISO 45001, the new international standard for occupational health and safety. It calls for periodic in-house audits by trained and specialised employees, as well as external audits conducted by competent bodies. A growing number of companies are gradually starting the process to obtain ISO 45001 certification.

Health and safety certifications at VINCI in 2019

- VINCI Construction: 53% of revenue certified OHSAS 18001 and 16.8% of revenue certified ISO 45001
- VINCI Energies: 50% of revenue certified OHSAS 18001
- Eurovia: 46% of revenue from the works activity certified OHSAS 18001
- VINCI Autoroutes: Cofiroute obtained ISO 45001 in April 2019, ASF began the process with the aim of obtaining certification in 2020 and Escota will begin the process in 2020

4.3.4 Alert mechanisms and processing of reports

The joint declaration signed in 2017 by Xavier Huillard and the European Works Council emphasises that any situation observed by employees that represents an imminent threat to health and safety must be immediately reported to the employer or relevant superior. No employee can be reprimanded for making such a report. Likewise, depending on the operational context, employees can avail themselves of procedures such as exercising the right to refuse work, if they believe the situation presents a serious and imminent danger to their life or health.

Managers are strongly encouraged to raise alerts and report hazards. Business lines and divisions have developed dedicated tools to facilitate, streamline and process these reports. An application called “Move Safe” was launched in May 2019 for all VINCI Autoroutes entities. It enables any employee to electronically report a dangerous situation or near miss. The number of reports doubled through use of the application, compared to paper reporting. VINCI Construction and VINCI Energies have developed similar applications for reporting hazardous situations, called Watch and Safety Up, respectively, and made them available to employees. The Watch application for smartphones is intended for use as an additional prevention tool to enhance the effectiveness of accident prevention policies. It has been observed that when hazardous worksite situations are identified, reported and corrected, the risk of an accident caused by that situation is diminished. Since Watch was launched in August 2015, more than 20,000 situations have been reported due to safety, quality or environmental issues. Among the reported safety issues, 53% were hazardous situations, 15% were near misses and 32% were best practices. For each division, the most frequently occurring situations are analysed to identify corrective actions to be taken. The application was inspired directly by Group company initiatives that received the VINCI Innovation Award. In the interests of transparency and encouraging dialogue, the Health, Safety and Working Conditions Committees were consulted prior to rollout of the application.

4.3.5 Monitoring of the implementation and effectiveness of measures

• Health and safety monitoring indicators

Local processes to identify and manage risks are measured and reviewed on a regular basis and information is communicated to the Group. The outcomes of initiatives are measured by relevant indicators, which are presented to the management committees of the business lines and divisions, providing the opportunity to discuss how to improve them. At VINCI Autoroutes, the management committee examines key indicators every two weeks. At Group level, in addition to presentations to VINCI's Executive Management, presentations are made to the Board of Directors' Strategy and CSR Committee, Remuneration Committee and Appointments and Corporate Governance Committee, in order to evaluate managers' performance, and to the Board of Directors itself.

72%

of Group companies had
no lost-time workplace
accidents in 2019

Safety data on temporary staff and subcontractors is increasingly included in health and safety performance monitoring indicators.

Lost-time workplace accident frequency rate, worldwide:

- VINCI employees^(*): 5.90 in 2019 (6.10 in 2018 and 7.51 in 2014)
- Temporary staff: 16.24 in 2019 (15.03 in 2018 and 23.02 in 2014)
- Lost-time workplace accident severity rate (VINCI employees)^(*): 0.38 in 2019 (0.42 in 2018 and 0.49 in 2014)
- Percentage of Group companies with no lost-time workplace accidents in 2019: 72% (72% in 2018 and 69% in 2014)

Definitions

Lost-time workplace accident frequency rate = (number of lost-time workplace accidents x 1,000,000)/number of hours worked.

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

^(*) These indicators were verified with a reasonable level of assurance.

The gap between the workplace accident frequency rates of VINCI employees and temporary staff reflects differences in the jobs performed, in safety awareness, and in technical know-how and experience. Reports on workplace accidents involving temporary staff enable VINCI companies to take concrete steps to prevent them from recurring.

This data is verified by independent third-party bodies. The close monitoring carried out by the Group and its business lines and divisions may trigger the commissioning of a third-party audit, especially in the event of the decline of a key performance indicator.

• Specific monitoring for potentially severe events and alert procedure for fatal accidents

The health and safety of all employees and workers is an absolute priority for VINCI. Every accident is methodically and thoroughly investigated and analysed, and the findings are shared with the employee representatives. Pursuant to an agreement with the VINCI European Works Council, a quarterly report is submitted to the Council Board on workplace accidents, commuting accidents and occupational illnesses. Business lines and divisions monitor events with potentially severe consequences in a particular manner. Events found to meet this description during their analysis are consolidated, compared and studied from a macroscopic perspective in order to identify underlying risks, root causes and trends. This helps to develop both curative and preventive measures, by making it possible to anticipate the potential occurrence of a severe accident. Severe accidents are presented to management committees once the root cause analysis has been carried out.

When a fatal accident occurs or the victim of an accident has suffered a life-threatening injury, VINCI's management must be informed. This is done in addition to the internal procedures in place for the relevant Group company, business line and division. A written procedure, validated by VINCI's Human Resources Director, is applied by all business lines and the Health and Safety Coordination unit. The procedure provides for the notification within 24 hours of any fatal accident involving a VINCI company, whatever the cause or the type of relationship – direct or indirect, contractual or not – between the victim and the Group. A full report is then made in the presence of, in particular, the Chairman and CEO of VINCI, the Human Resources Director, the head of Health and Safety Coordination and the business line's director and accident prevention director. This procedure applies systematically, whether the victim is a Group employee, a temporary worker, an employee of a subcontractor, joint contractor or leasing company, or a third party. The report includes a detailed description of the circumstances of the accident, an explanation and analysis of the causes and a presentation of the corrective actions that have been taken.

4.4 Duty of vigilance with regard to human rights

For several years, VINCI has made public commitments to support and protect the rights of people and local communities that may be impacted by its projects and activities. Conscious of this commitment made at the highest level of the Group, VINCI continuously develops and strengthens its procedures to assess and prevent human rights risks, while also assisting its entities to engage on the issue and find operational solutions. This is because the Group understands that issues affect people's lives at the local level and considers that solutions must therefore be developed on the ground, close to its operations. Fully aware of the complexity of the challenge, VINCI has also adopted a continuous improvement approach with its stakeholders and peers.

4.4.1 Mapping of the Group's major risks

• Identification of VINCI's main issues

At the end of 2015, VINCI formed a human rights steering committee to step up its work in this area and identify the Group's key issues. Meetings were organised with many employees in France and abroad to build awareness of human rights issues and compare viewpoints. At the same time, opportunities were provided for certain representatives of civil society or other companies outside of VINCI to share their experience. The steering committee also took into account various specialised studies (such as those of the Danish Institute for Human Rights) and guidelines or previous work produced by the Group or its entities (the handbook on fundamental social rights, standards for living conditions, etc.).

Main international standards and conventions underlying VINCI's approach

- Universal Declaration of Human Rights (UDHR)
- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social and Cultural Rights (ICESCR)
- Eight fundamental conventions of the International Labour Organisation (ILO)
- Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises
- United Nations Guiding Principles on Business and Human Rights

Furthermore, the analysis of risks and issues took into account the results of the human rights impact assessment in Qatar, commissioned by VINCI and carried out by an independent third party, Business for Social Responsibility (BSR), at the end of 2015. The methodology used for the assessment was to first identify, in the rights enshrined in the International Bill of Human Rights and the ILO's fundamental conventions, the issues that were relevant to the Group's activities. Based on this first selection, sectoral research was analysed and interviews were held with key VINCI stakeholders, such as the Building and Wood Workers' International (BWI), the ILO, the International Organisation for Migration (IOM), the French National Consultative Commission on Human Rights (CNCDH), the Danish Institute for Human Rights, and NGOs having worked on human rights issues in that region (Amnesty International, Human Rights Watch, Engineers Against Poverty, Business & Human Rights Resource Centre, etc.).

All or some of the members of the steering committee met monthly, sometimes in the presence of third parties who shared their expertise and/or past experience in a given area. In the summer of 2016, the steering committee validated the Group's key issues and corresponding guidelines, which translate into rules applying to all VINCI entities.

• VINCI's main issues

The critical analysis of all of these sources led to the identification of five main issues, broken down into 17 specific themes. They span VINCI activities that can have a significant impact on human rights, including those of employees, subcontractors, temporary staff, local residents and local communities. These five areas cover the entire project life cycle, from the response to the call for tenders to the preparation of sites and construction, until the commissioning and operational phases. This work led to the publication of VINCI's Guide on Human Rights, which is a public document available to all on the VINCI website (www.vinci.com/vinci.nsf/en/item/guide-on-Human-rights.htm). Following the release of this guide, the relevance of the key issues it identifies was confirmed by various Group entities and validated by feedback from operational teams in different countries.

The five main issues and 17 themes are:

Main issues	Description	Themes
1. Labour migration and recruitment practices	In the course of their activities, VINCI companies may recruit migrant workers, whether directly or through temporary employment agencies. The situation of these migrant workers can reflect a range of scenarios, depending on the conditions of their migration (travel, administration, recruitment, accommodation, etc.). Due to varying recruitment practices and national legislation on migration, specific risks of breaching the rights of migrant workers might arise.	1. Recruitment fees and debts 2. Contract substitution 3. Work permit, ID, visa, passport, and exit permit
2. Working conditions	This issue relates to potential breaches of fundamental employment rights that could result from a lack of vigilance concerning working conditions, such as wages and their payment, number of hours worked, paid holidays and employment benefits, and restrictions to freedom of association. Given the nature of the Group's activities, employee health and safety is a separate important issue, which has been specifically addressed by the Group and its various entities for many years now.	4. Wage levels 5. Working hours 6. Paid holidays and other benefits 7. Workers representation 8. Hiring underage workers 9. Discrimination 10. Health and safety 11. Worksite security
3. Living conditions	In some situations, employers may supply accommodation to workers, due to the size, location or mobile nature of the project or worksite. In these cases, employers must ensure that the living conditions provided to workers guarantee their physical security and safety and satisfy their fundamental needs.	12. Labour community standards on accommodation: health, safety and security 13. Freedom of movement, consultation, and grievance mechanism
4. Human rights practices in the value chain	This issue concerns the monitoring of the living and working conditions of subcontractor employees or temporary staff on sites. VINCI considers that the challenges it faces are identical to those faced by its subcontractors, particularly in the area of health and safety.	14. Raise awareness, identify risks and enter into contractual agreements
5. Local communities	Construction and infrastructure operation projects can impact local communities. Customers, concession holders and construction companies all share responsibilities, varying from one project to another, and must work in close collaboration to identify, avoid or mitigate each project's potentially negative impact on local communities.	15. Socio-environmental issues 16. Land-related issues 17. Community dialogue, engagement, and remediation mechanisms

• Country-specific analysis and prioritisation of issues

Although the Group has identified the main issues for all of its activities and defined a common baseline of minimum requirements for each theme, applied to all activities in all countries, it also believes that the national context is fundamental in assessing the relevance of these issues and themes in a given environment and prioritising them. For this reason, VINCI develops human rights risk maps to identify priorities and help local entities to better understand and manage their environment and find the right response to local issues. All 17 themes identified by the Group are analysed for the given country, using the information in reports from public administrations, international organisations, non-governmental organisations (NGOs), academics, trade unions, the media, and so on. The analysis offers a more precise picture of the specific risks inherent to each country and sector of activity as perceived and reported by a set of relevant third parties. It includes information on the legal and institutional framework surrounding the various aspects covered and reiterates the Group's human rights guidelines. The analysis is an important tool that is used in the assessment of each subsidiary's situation and in setting priorities. It is also an essential resource for raising the awareness of Group employees and teams in relation to risks requiring increased vigilance in a given country, including those faced when entering into contractual relationships or partnerships.

This approach is being deployed progressively, and target countries are chosen based on a combination of recognised international indicators established by international organisations, NGOs or trade union organisations^(*) and of internal indicators of the extent of the local presence of VINCI companies (workforce and revenue). Priority is given to countries where VINCI's presence is strong and/or human rights are deemed to be at risk. The ranking is reviewed each year, to take into account project-based activities of VINCI companies, which can increase or decrease their geographical presence or their level of activity. If needed, other countries may be prioritised to better identify potential issues when preparing a response to a call for tenders. An initial analysis is subsequently fine-tuned based on new research, feedback from operational teams and reported alerts.

(*) World Bank Governance Indicators – Rule of Law; Transparency International – Corruption Perceptions Index; United Nations Development Programme (UNDP) – Human Development Index; World Economic Forum – Global Gender Gap Report; US Department of State – Trafficking in Persons Report; International Labour Organisation (ILO) – Eight fundamental conventions; Freedom House – Freedom in the World index; International Trade Union Confederation (ITUC) – Global Rights Index.

Country-specific analysis of human rights risks

- 19 country-specific human rights risk maps developed with the assistance of an external provider, of which 10 completed in 2019 (Peru, Mexico, Thailand, Serbia, the Czech Republic, etc.)
- 23% of the employees covered by these risk maps outside of France
- 14 human rights country fact sheets or analyses produced in 2019 by the CSR Department, including those to support responses to calls for tenders

4.4.2 Measures to assess the situation of subsidiaries, subcontractors and suppliers**• Assessing the situation of subsidiaries**

The Group has also developed a performance assessment tool based on the Group's five main issues and 17 themes, along with the corresponding guidelines. All documents produced are therefore based on the same elements: the country's risk map and the assessment tool. For each of the 17 themes, the tool presents a series of precise questions to determine whether the management systems in place conform to Group guidelines and whether they adequately manage and prevent the risks specifically identified in the country's risk map. This approach offers an in-depth, qualitative analysis of the performance of an entity or a project. Based on its results, entities are then in charge of building a plan of action or improvement and reporting on it to the division's Human Resources Department, which in turn informs the Group through its steering committee representative. As necessary, the Group will specifically monitor major risks. Where applicable, the tool is also used to varying degrees to analyse major projects, whether during the tender process or once the project is under way. Sometimes, on their own initiative, entities will approach the Group for guidance, to ensure that the action they are taking is sufficient to prevent a risk.

With regard to internal control, the Group may initiate unannounced verifications of compliance with the rules set out in its reference documents, as a complement to the controls put in place by business lines and divisions.

• Assessing the situation of subcontractors and suppliers

The Group has provided all entities with a due diligence methodology in five steps: mapping of human rights risks for subcontractors, use of specific criteria during selection procedures, inclusion of specific clauses in contracts, control of these contractual requirements, and the implementation of monitoring procedures. Other verifications and audits are carried out on a case-by-case basis. In Qatar, the subsidiary QDVC set up a robust assessment and monitoring process for subcontractors many years ago, which includes audits of documentation as well as interviews with management and with workers. Over the 2018-2019 period, QDVC conducted 49 audits focusing on human rights and working conditions and 208 audits looking at the living conditions provided by subcontractors and labour suppliers. To further these efforts, the Group is also implementing new pilot projects on methodologies to analyse and prevent social risks in subcontracting. These projects aim to assess social risk management practices already in place, identify improvement areas and construct an operational method to evaluate, prioritise and manage risks (see page 242, "Risk prevention for subcontractors and temporary employment agencies").

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audits of the working and living conditions for QDVC's subcontractors in 2018-2019

For the Group's key categories of purchases such as temporary labour, the Group's Purchasing Coordination unit has set up framework contracts with selected suppliers. Invitations to tender and specifications integrate social and environmental criteria. Depending on the purchasing category, these criteria may include the environmental impact of the suppliers' products and services, the conditions in which they are produced (including health and safety aspects), the suppliers' societal commitments, and so on. Supplier assessment is therefore tailored to the purchasing category and to issues specific to the sector. Based on how they perform against the criteria, some suppliers are eliminated, while for others, a CSR improvement plan is proposed, with the aim to promote collective upskilling. The contracts provide for the possibility of audits, and each year a review is conducted with approved suppliers.

• Audits by third parties

In some cases, audits or other external controls have been set up by the Group and/or its subsidiaries. This is the case in Qatar, where a framework agreement was signed in November 2017 by VINCI, its subsidiary QDVC, and Building and Wood Workers' International (BWI). It provides for an extensive system involving monitoring, reporting, checks, inspections and audits under the aegis of a reference group composed of representatives of the three parties. The agreement covers human rights in the workplace, accommodation, and issues relating to the fair recruitment and the employment rights of workers. It applies to all workers employed by QDVC in Qatar and stipulates a due diligence procedure for subcontractors. An audit was conducted on 8 and 9 January 2019, during which representatives of the three signatories were present, including BWI's auditors and VINCI's trade union representatives. It covered every point in the agreement, and the auditors also had the opportunity to observe the election of Workers' Welfare Committee members at the end of a two-year term. The final audit report was issued jointly and can be accessed by the public on VINCI's website (www.vinci.com/publi/vinci/2019-01-BWI-QDVC-VINCI-Joint-Audit-Report-En.pdf).

In 2018, with regard to its airport activities in Cambodia, VINCI commissioned an audit of psychosocial risks from an independent body, along with new audits of three main temporary employment agency partners. These measures were taken following mediation by the French National Contact Point (NCP) regarding implementation of the OECD Guidelines for Multinational Enterprises. The NCP found that the Group respected the OECD Guidelines in a complex national context and had taken appropriate due diligence measures for its Cambodian subsidiary. In 2019, the application of the NCP's recommendations, finalised in December 2018, as well as those from the independent psychosocial risks audit, were specifically monitored by Cambodia Airports, VINCI Airports and VINCI. Measures implemented in 2019 included increasing the workforce, reinforcing medical follow-up for selected categories of staff and replacing aging equipment to facilitate certain tasks and reduce the associated physical strain. Likewise, audits of the three main temporary employment partners were performed and the results are being monitored by the Cambodia Airports teams. In December 2019, a progress report was made to the NCP on the implementation of its recommendations.

4.4.3 Tailored actions to mitigate risks or prevent serious impacts

a. Actions implemented at Group level

VINCI issues guidelines to provide a shared framework for all of its business lines and employees.

• Guidelines addressing the main issues and applicable across the Group

At the core of its approach is a framework document developed by VINCI and applied across the Group: VINCI's Guide on Human Rights, which was validated by the Group's Executive Committee in April 2017. It contains guidelines for entities to follow when setting up human rights risk prevention practices and measures. The operational nature of the document, which was designed to reflect the complexities of the Group's sectors and activities, confirms VINCI's commitment to root its action in on-the-ground realities. The guide is distributed with an annex describing the main issues in detail, explaining the challenges involved and offering recommendations and best practices to better support employees. Prior to publication, in early 2017, the European Works Council was consulted and approved the Group's initiative.

For each of the 17 themes identified by VINCI, specific guidelines have been developed. They translate each of the human rights issues identified by the Group into operational terms and make practical recommendations for operational teams, all countries and activities combined.

Excerpt from the Group's guidelines

"In the course of the work conducted to identify the Group's main issues, it was revealed that labour migration combined with poor recruitment practices and a restrictive legal environment created a risk with regard to which the Group and its entities must be particularly vigilant. One of the key aspects of this issue, and an identified risk factor, is debt bondage. Accordingly, to provide practical assistance to operational teams on how to prevent this risk, the following guidelines were established:

- no fees are to be charged to candidates at any stage of the selection, recruitment and hiring process;
 - all contracts signed with recruitment agencies must include a "no fees" policy; recruitment agencies must be transparent to end-user companies with regard to their practices, in particular the use of agents or subagents, and their costs and terms of engagement;
 - the company and its recruitment agencies must ensure that candidates are made aware that no fees should be charged at any stage of the recruitment process;
 - confidential channels for reporting complaints about fees must be made available to migrant workers.
- When assessing the situation of subsidiaries, the Group is especially vigilant about this issue."

The development and circulation of these guidelines also reflect VINCI's efforts to anticipate risk factors as early as possible and provide suitable responses to prevent abuses. For each of the 17 themes identified by the Group, guidelines of this sort have been developed.

VINCI's Guide on Human Rights was widely distributed among the Group's operational entities and was presented to the management committees of the Group's business lines and divisions. Continuous efforts are made to build awareness in management committees through similar initiatives. In 2019, the CSR team attended more than 40 meetings of management committees, HR boards and regional and thematic Pivot Clubs to maintain and increase awareness among executives and managers. According to the 2019 survey of VINCI's internal control, 83% of entities, all business lines and divisions combined, had communicated about the Guide and its guidelines to their employees at end-September 2019, an increase of 12 points over the previous year. For the majority of the remaining entities, a plan of action is under way to do the same. To facilitate the adoption and dissemination of the guidelines, the guide, which primarily targets VINCI employees, was translated into 22 languages, thereby covering more than 98% of the Group's workforce, based on the official languages of the countries where the Group operates. External stakeholders can also access the guide on VINCI's website.

83%

of entities in VINCI's internal control survey communicated to employees on VINCI's Guide on Human Rights

As a result of these considerable efforts to raise in-house awareness, certain business lines and divisions have incorporated the guidelines directly into their internal rules or procedures. For example, in 2019, VINCI Construction Grands Projets added a human rights alerts mechanism to its internal procedures manuals for key project processes such as recruitment. Internal standards for living conditions, which are based on the Group's guidelines but adapted to the division's business activities, were also reviewed and validated, as in other Group divisions. The human rights component of the division's tendering manual was significantly reinforced to improve the early understanding and management of risks by teams in charge of preparing responses to calls for tenders.

Lastly, some issues such as wage levels, working hours, paid holidays, workers' representation, discrimination, and hiring underage workers are first assessed through the human resources rules and procedures applied by companies and projects, which thereby form a first level of risk prevention. Likewise, site safety rules enhance risk prevention in the Group's activities as well as at the various levels of subcontracting at the sites that are under Group companies' control.

• Risk management and prevention with regard to temporary employment agencies

In VINCI's sectors, whether contracting or concessions, the major challenges are at the operational level. Accordingly, when it comes to vigilance with regard to human rights risks in the value chain, the subcontractor and temporary employment agency workers on sites are a priority. Because temporary labour is a significant purchase category, the Group's Purchasing Coordination unit set up a framework contract to use with temporary employment agencies. The non-financial criteria used to assess them relate to occupational health and safety, training, diversity, the prevention of illegal and undeclared work, and the existence of a whistleblowing system for employees. The latest selection of approved temporary employment agencies went into effect on 1 January 2016, for a four-year period. It is compulsory for Group entities to use approved agencies for their temporary recruitments. During the selection process, 47 agencies were excluded based on non-financial criteria and 90 were selected after rolling out improvement plans. In 2019, a process was initiated to renew the contracts with the approved agencies. Negotiations began and all companies approached were sent a questionnaire on ethics and duty of vigilance, which also addressed human rights. An action plan to improve quality of service and safety, containing additional measures to increase the safety of temporary staff, specific to each company, was added to the procedure. Subject to the outcome of the negotiations, framework contracts with the agencies will be renewed for three years (see paragraph 4.3, "Duty of vigilance with regard to health and safety").

• Awareness and training initiatives

The Group considers that in matters of human rights, managers play a decisive role. It places emphasis on awareness and training initiatives that target managers and other employees and reflect their on-the-ground realities. The objective is to develop a prevention culture in this area, similar to what has been achieved in safety and security, and to provide operational teams with the means of acting as early as possible. The Group considers it essential to train employees in these issues so that they are able to identify problematic risk situations and understand how to prevent them. As a complement to the face-to-face presentations and training sessions regularly held in France and abroad, an e-learning module to raise awareness of human rights risks was launched in February 2019, culminating a year of collaborative development. It is available to all entities and employees on the Group's e-learning portal. Managers and people in charge of human resources, administration, finance and quality, and health and safety have been identified as priority target groups for this training. The human rights steering committee monitors completion of the e-learning module at regular intervals.

In addition, several of the Group's core, emblematic training programmes now include a human rights module. One example is the Team Grands Projets training programme implemented across the Contracting business lines. The addition of the human rights module was validated after a trial period in 2019. Teams Grand Projets addresses site managers, technical directors, works directors, equipment managers and administrative and financial directors. Its objective is to bolster the skills of people in charge of major projects and help them manage increasingly complex environments using a risk approach. The CAP HR programme, specific to VINCI Construction Grands Projets, is another example. It presents the division's human resources policy to all managers, whatever their project or country of work. The human rights module is now an integral part of the programme.

• European Works Council involvement

The 25 members of the European Works Council (EWC) and their deputies discussed the human rights component of the duty of vigilance plan during the EWC training session held in mid-October 2019. The Group's Human Resources Director, Director of Employment Affairs and the Director of Corporate Social Responsibility attended the event to facilitate discussion about the duty of vigilance plan and initiatives taken by the Group. The general secretary of the Entreprises Pour les Droits de l'Homme / Businesses for Human Rights (EDH) non-profit was also invited to present the duty of vigilance law, the organisation's expectations and the results of its analysis of the duty of vigilance plans published in 2018 and 2019. The Group will pursue this dialogue in 2020.

• Active participation in collaborative initiatives

The issues facing VINCI and its entities are often complex and involve multiple players throughout the value chain. Although VINCI continually enhances its risk prevention and management systems, it does not always have the influence necessary to pursue every possible action, due to its position in the value chain and the cyclical nature of its activities. In addition, the highly decentralised and cyclical nature of the Group's activities can make it difficult, in some contexts, to implement an approval process for partners in the sector. For this reason, as a complement to its in-house efforts, VINCI has joined a number of external networks and initiatives in order to work collaboratively with other stakeholders on tools, methodologies and initiatives to promote the respect of human rights and, in particular, to help develop ethical labour sourcing in certain parts of the world.

Main collaborative initiatives in which VINCI participates

- **Building Responsibly**, of which VINCI is a founding member. Launched in February 2017, Building Responsibly brings together engineering and construction firms in order to develop common approaches and standards, share best practices, tools and experiences, and engage stakeholders and all actors in the value chain to find concrete and collective solutions to the challenges faced by the sector. Following the June 2018 publication of the Workers' Welfare Principles, the result of extensive work by its members and diverse stakeholders (research institutes, NGOs, companies, industry initiatives, the ILO, professional organisations, among others), Building Responsibly developed Guidance Notes to help the industry understand each principle. Its members also pursued discussions with various players (non-profit, professional and institutional organisations) to determine how to incorporate these principles into business relationships. This is an essential step towards effectively addressing challenges while providing a level playing field. Four new firms joined the initiative this year and increased efforts are being made to further recruit industry players.
- **Leadership Group for Responsible Recruitment**, which welcomed VINCI to its steering committee in June 2017. This collaborative initiative between leading companies and expert organisations strives to promote responsible recruitment practices.
- **Entreprises pour les droits de l'Homme** / Businesses for Human Rights, of which VINCI is an executive board member. This association of 16 leading French companies is a forum for discussion, initiatives and proposals by these businesses to promote improved integration of human rights into business policies and practices.
- **Global Compact**

b. Actions adapted to local contexts

This section presents two significant initiatives that were implemented and followed up by the Group and its companies in 2019 to prevent risks or promote human rights. They illustrate the complementary nature of VINCI's approach, which combines general guidelines, promoted and disseminated by the Group, with tailored solutions obtained by adapting the guidelines to local challenges.

• Prevention of social risks in subcontracting in France

The issues faced by VINCI are not limited to regions outside of France: tensions in the building and civil engineering markets and increased competition and labour flows in Europe have led the Group to strengthen its duty of vigilance approach, in particular with regard to social risks along the supply chain in France. In 2018, VINCI launched pilot projects to identify more precisely the risks faced by its personnel, assess the effectiveness of measures in place to manage social risks and to determine areas for improvement.

The civil engineering and building businesses of VINCI Construction France in the Greater Paris area were the first to participate in the pilot projects. Their work was carried out in three phases:

- diagnosis and mapping of social risks in subcontracting based on purchasing category;
- diagnosis of the effectiveness of existing risk prevention measures;
- development of an action plan using the most effective risk reduction levers and including enhanced vigilance measures for the categories with the highest risks.

The awareness and involvement of managers at all levels of the organisation, from head office to worksites (including functional directors, regional directors, business unit heads, works managers, works supervisors, team leaders, etc.) and in the main support functions (such as human resources, legal, purchasing and risk prevention) was ensured. A steering committee was formed at the top management level of VINCI Construction France, headed by the General Secretary, the Human Resources Director, the Technical and Operational Resources Director, and the Purchasing Director. In all, several hundred people contributed their input to the diagnoses to provide the most complete picture, as true as possible to on-the-ground realities.

In addition to these fundamental steps to enhance the effectiveness of prevention initiatives, a process was begun in 2019 to conduct social audits in subcontracting. Since social compliance auditing is a new concept for the industry in France, specific tools and assessment criteria adapted to the building and civil engineering sector had to be developed before implementing the social audits to be conducted by external auditors and monitored by the Group. The audit procedure was therefore adapted to worksites of different types (major project, launch phase, finalisation phase, joint venture, etc.). For these audits, added focus is placed on issues related to employment contracts, payment of wages, fulfilment of employer's obligations and compliance with working time and health and safety requirements. These audits were positively perceived by worksite teams and enabled the collection of feedback to fine-tune prevention initiatives and, if required, update the risk map and the selection of approved partner companies.

The pilot projects will be extended to VINCI Immobilier and VINCI Energies business units, and VINCI Construction France will expand its social risk prevention initiative to include all its activities. The management of VINCI Construction France has given each entity the goal of setting out a responsible subcontracting policy in 2020, based on a set of centrally defined and reaffirmed fundamentals. The policy will be adapted to the realities of the entity's business activity and its region's socio-economic situation and will be updated using the same approach. Training was delivered to a team of four in each regional division (the chief legal officer, the human resources director and the chief purchasing officer, possibly assisted by the quality director) to help the entity achieve its goal. An operational toolkit was developed and made available. It includes fact sheets, presentation materials, and tools for risk mapping and implementing VINCI Construction France's guidelines. The action plans that are developed must include the core measures of VINCI Construction France, such as creating a roles and responsibilities table and assessing the corporate social responsibility performance of subcontractors.

• Prevention of human rights risks in Qatar

VINCI is present in Qatar via its joint venture QDVC. For a number of years, the company has sought to ensure better working and living conditions for its employees and fights against all infringements of fundamental human rights. In 2015, among other steps taken to verify that measures put in place by QDVC were effective, VINCI decided to enlist the services of an independent third party to conduct a human rights impact assessment (HRIA) at the company. In November 2017, following several years of constructive dialogue, VINCI, QDVC and Building and Wood Workers' International (BWI) signed a framework agreement on workers' rights at the ILO's headquarters, during a ceremony attended by its CEO. The agreement, accessible by the public on VINCI's website, covers human rights in the workplace, accommodation, and issues relating to the fair recruitment and the employment rights of workers. It applies to all workers employed by QDVC in Qatar and stipulates a due diligence procedure for subcontractors. The agreement is the first of its kind in Qatar between a union federation and a Qatari company. It provides for an extensive system involving monitoring, reporting, checks, inspections and audits under the aegis of a reference group composed of representatives of the three parties. In January 2019, BWI conducted the first audit, accompanied by French trade union representatives. The joint report, published in March 2019, confirmed QDVC's fair recruitment practices, continued high standards for health and safety on sites and continued measures to protect and respect workers' rights.

January 2019

BWI–VINCI–QDVC joint audit available online

In March 2019, a press visit was held and included a tour of QDVC's worksites and the workers' accommodation. The latest report by Business and Human Rights Resource Centre (BHRRC), an NGO, published in 2019, ranks VINCI/QDVC first in its benchmarking of Gulf companies, based on its transparency regarding recruitment practices, remuneration, living conditions, freedom of movement, health and safety, workers' representation, measures to mitigate risks relating to subcontracting and consultation and grievance mechanisms (www.business-humanrights.org/sites/default/files/BHRRC-Shaky-Ground-Construction-Briefing-v1.1.pdf and www.business-humanrights.org/en/vinci-qdvc-2018).

• Preventing risks relating to recruitment practices

To fight debt bondage, a major factor contributing to the vulnerability of migrant workers in Qatar, QDVC has set up robust processes to monitor recruitment agencies in countries of origin (Bangladesh, India, Nepal, etc.), with specific rules governing the costs covered by QDVC. To monitor the process, QDVC staff have travelled to these countries on several occasions to verify agency compliance with rules, spread the information among applicants that recruitment is free, examine the actual working conditions offered and participate directly in recruitment interviews. In addition, various surveys have been carried out among workers to check that measures have been appropriately implemented and, in particular, to find out if any workers did ultimately pay fees to third parties, despite the efforts deployed. What these surveys have shown over the years is that the measures implemented by QDVC have resulted in a clear reduction of these risks.

QDVC is pursuing its efforts and seeking to spread its ethical recruitment practices to its subcontractors and placement agencies, in particular through a public-private partnership signed in May 2018 with the ILO Project Office in Qatar, as part of a pilot project between the ILO Project Office and the State of Qatar. It is aimed at developing a migration corridor between Qatar and Bangladesh with no recruitment fees for workers. The main components of the project are an initial audit performed in July 2018 by the NGO Vérité, followed by a capacity-building programme for both recruitment and placement agencies in the countries of origin. The programme, which was delivered in 2018 and 2019, brings together QDVC, recruitment and placement agencies in Bangladesh and Qatar, the ILO, Qatar's Ministry of Administrative Development, Labour and Social Affairs (ADLSA), and the Fair Hiring Initiative. In May 2019, an on-site visit was conducted in Dhaka to monitor recruitment, following corrective action taken during the capacity-building programme. An impact study is under way at Tufts University, mainly based on interviews with workers.

QDVC also participated in a study at the New York University Stern Center on the economic benefits of ethical recruitment. Based on the quantitative and qualitative information provided by QDVC, the report published in 2019 concluded that the ethical recruitment of migrant workers could be achieved at a cost of less than 1% of the overall cost of the project and that it contributed to other benefits such as enhanced retention, stronger loyalty to QDVC and higher satisfaction rates among migrant workers.

• Reinforcing employee representation

QDVC took steps early on to provide employee representation and encourage and strengthen labour-management dialogue in the company. A workers' committee was formed as of 2011 and has gradually expanded its powers and scope over the years. It now discusses issues such as working conditions, wages, living conditions and health and safety. In November 2016, QDVC held an election for employee representatives, the first ever in Qatar. The company communicated extensively on the process and the committee leading up to the event. A new workers' committee election took place in January 2019, with an increased participation rate of 84%. Representatives from BWI, French trade unions and VINCI were able to observe the election process during their joint audit, and a video recording of the election was published on the BWI website. In accordance with the terms of the 2017 framework agreement, BWI provided training to the newly elected employee representatives in Doha in 2018, with support from QDVC and VINCI. Training was delivered again in 2019, to the members of the new committee, and extended to some of QDVC's subcontractors' employees. Also in 2019, QDVC formed a committee of representatives of administrative staff, which met for the first time in November.

84%

participation in the election of employee representatives in Qatar

• Improving working conditions

Other measures were introduced or maintained to improve workers' living and working conditions. The workers' accommodation sites managed by QDVC align with standards set by the Qatar Foundation. In partnership with Eutelmed, QDVC also created an innovative psychosocial risk prevention programme that gives employees access to individual or group sessions with a psychologist and an emergency hotline. Confidentiality is ensured. QDVC's employees have been trained to provide psychological first aid in a crisis event and recognise signs of post-traumatic stress disorder (PTSD). With respect to its subcontractors and placement agencies, QDVC has been conducting scheduled audits and occasional assessments for several years. Over the 2018-2019 period, QDVC performed 49 audits focusing on human rights and working conditions and 208 audits looking at living conditions.

4.4.4 Alert mechanisms and processing of reports

Multiple and diverse procedures exist by which employees can report concerns. These grievance procedures include contacting human resources departments, health and safety representatives, line management superiors or employee representative bodies. If confidentiality is a concern, employees can also approach the ethics officers of the Group's business lines and divisions or at Group level. In many countries, employees also have the right to refuse to work in a situation of serious and imminent danger. In addition to these resources, since 2018, VINCI has reinforced its whistleblowing system to take into account recent legislative changes and also created a new Ethics and Vigilance Department, reporting directly to the Executive Management (see paragraph 4.6, "The Group's system for whistleblowing, alerts and the processing of reports", page 257).

Although the Group has a system in place, in light of VINCI's multi-local organisation and the nature of its activities, the implementation of local complaint channels at the project level is also encouraged. The Group's view is that grievance procedures, including those initiated by end users or local residents, are more effective when they are local, since the company, project or worksite is then better positioned to proactively handle reports, identify any weak areas, improve processes and reinforce prevention. A number of Group companies, operating in many different countries, have set up alert mechanisms in addition to hierarchical channels to report behaviours or situations that present a risk, such as a human rights risk. These companies are located in Latin America (Mexico, Colombia, Argentina, Brazil), Australia, North America (Canada and the United States) and Europe (Greece, Albania, Germany, the Netherlands, Sweden, Poland, Spain, the United Kingdom, etc.). The alternative alert mechanisms include a dedicated email address, hotline or IT solution. Some companies, such as LISEA in France and Lamsac in Peru, have a contact point for the public on their websites. Others outsource the processing of reports to an independent body. This is the case for Seymour Whyte in Australia as well as Lamsac.

Local procedures are sometimes adapted to very specific contexts and involve independent bodies. In Qatar, in addition to existing internal systems enabling workers to report concerns, in their own language, to the CSR or QSE officer or to the Workers' Committee, an independent complaint procedure was created at the end of 2017. Employees of QDVC or its subcontractors can approach Building and Wood Workers' International (BWI), which then informs QDVC or VINCI. This independent channel has proven effective, since BWI has already handled complaints from employees, including those of subcontractors.

Although VINCI entities may act as clients, very often they are also the subcontractor or service provider for clients in the public or private sectors. In these situations, Group entities are encouraged to participate in the processes put in place by their clients.

4.4.5 Monitoring of the implementation and effectiveness of measures

To complement the information in this section describing the measures that have been implemented, quantitative data is provided here. The Group's initiatives are reaching a growing number of workers, in more and more countries, and at more levels. Measures are implemented in all subsidiaries operating in the same country in order to facilitate dialogue among the businesses and promote consistency.

Human rights assessments in the Group^(*)

- 57 Group subsidiaries in 23 countries assessed since 2018
- More than 12,500 employees in the Group covered by human rights assessments conducted in 2018 and 2019, amounting to 11% of the Group's workforce outside of France and 23% of its workforce in non-OECD member countries
- 35% of the workforce in high-priority countries (as identified by the Group by comparing recognised international indicators and VINCI's presence) covered by human rights assessments conducted to date

^(*) The 2019 action plan was based on data at 31 December 2018.

Some business lines and divisions have also created indicators to monitor the deployment of human rights initiatives and assess their impact. For example, VINCI Construction Grands Projets developed indicators using the results of project assessments performed by a dedicated officer. The indicators are monitored and presented monthly to the management committee. They measure audits and their follow-up, as well as trends in results and corrective actions. Currently, priority is given to projects located in the countries with the highest risk, according to the VINCI risk map, which takes into account eight international indicators (see paragraph 4.4.1). To date, VINCI Construction Grands Projets has conducted human rights audits on 14 projects or subsidiaries in nine countries. If an action plan is in place, it is regularly monitored with the aim of continuous improvement, and follow-up inspections are made.

Lastly, VINCI's annual internal control survey was revised in 2019 to reinforce the portion devoted to the prevention of human rights risks. The survey aligns with the requirements of the reference framework published by the Autorité des Marchés Financiers (AMF, the French securities regulator), which states that parent companies must ensure that subsidiaries have risk management and internal control systems. Questions about the dissemination of the Group's framework publications and resources and about risk prevention measures when working with subcontractors or temporary employment agencies were developed in more detail. Survey findings are presented to the Group's Board of Directors. In addition to serving as a monitoring tool, they build awareness and help the Group refine and guide its future initiatives.

4.5 Duty of vigilance with regard to the environment

For many years now, VINCI companies have implemented measures and processes to avoid and reduce the environmental impact of their activity in the countries in which they operate. VINCI has introduced a new environmental ambition, which extends the environmental actions of VINCI companies beyond regulatory compliance.

With regard to the environment, measures to identify and prevent risks are closely tied to the operational context of companies, their activities in the region and the vulnerability of the surrounding area. Group-level environmental initiatives are presented in this document and translated into operational steps that reflect these specific characteristics.

VINCI's duty of vigilance approach and measures taken are adapted to Group policy with the aim of continuous improvement. VINCI's decentralised management model encourages companies to make their own commitments, tailored to their activities and geographies.

4.5.1 Mapping of the Group's major risks

a. Identification of VINCI's main issues

Since 2017, the Group has used risk mapping to identify the major environmental issues resulting from its activities. For this task, it collaborates with an outside provider to ensure that the mapping is thorough and the methodology is valid. The map will be updated on a regular basis. Based on a detailed analysis of operational activities, the risk map established in 2018 provides a structured assessment of the environmental risks that could result from the activity of VINCI companies. The environmental managers of VINCI companies collaborated with the initiative in the following manner:

- all the environmental risks that could arise all along the value chain of VINCI's activities were identified, based on a materiality assessment, industry knowledge and complementary bibliographical research. Approximately 15 inherent environmental risks were thus revealed;
- the business lines' environmental managers rated these risks against three criteria: severity, probability of occurrence and degree of control (based on existing governance, processes and tools to manage the risks);
- the ratings made it possible to group together inherent and residual environmental risks at Group and business-line levels.

In 2019, the risk mapping exercise was continued in more detail to identify, among the Group's main businesses sorted into 15 categories, the operational activities and environmental aspects at the origin of the Group's main risks as presented by the risk map. A business-based analysis makes it possible to adapt and round out action plans addressing the specific operational risks identified.

The Group's Environment Department coordinated the work, with the input of the environmental managers and operational directors of the relevant businesses.

Risk mapping is complemented by the identification of other types of risk, such as geographical aspects or the effects relating to joint ventures (by business lines). In addition, environmental issues will continue to be taken into account in purchasing processes in 2020.

b. VINCI's main issues

The major environmental issues on which the activities of VINCI companies may have a significant impact were sorted into three areas for action. They span the entire project life cycle, from the response to the call for tenders to the preparation of sites and construction, through to the operation phase. They also involve subcontractors and suppliers.

Major issues	Description	Main risks
Climate change	Three types of activity contribute to energy consumption and greenhouse gas emissions: - production of raw materials (aggregates, asphalt mix, concrete, etc.) needed to carry out projects; - transport of materials, employees and customers of the concession infrastructure under operation (motorways, airports); - operation and maintenance of the infrastructure and buildings. In addition, because some projects contribute to urbanisation and the loss of natural land, they may also have an influence on the occurrence of extreme weather events (floods, heatwaves, etc.).	- Contribution to climate change - Intensification of extreme weather events
Circular economy	The construction sector consumes significant quantities of raw materials (sand, steel, bitumen, wood, aggregates, etc.). The production, processing and disposal of waste resulting from the Group's activity and that of its suppliers are a source of greenhouse gas emissions, create risks of deterioration of natural environments and constitute a nuisance for local populations.	- Depletion of natural resources - Risks related to waste production, processing and disposal
Natural environments	The construction and concessions activities of VINCI can have short-, medium- and long-term impacts on natural environments, habitats and species. Projects may also pose a nuisance for local residents.	- Water pollution - Noise pollution - Soil pollution - Air pollution - Light pollution - Soil depletion, erosion and loss of natural land - Damage to and destruction of species - Deterioration of natural environments - Depletion of water resources

4.5.2 Procedures for assessing the situation of subsidiaries, subcontractors and suppliers

a. Assessing the situation of subsidiaries and subcontractors

Multiple environmental assessment processes are in place to fulfil regulatory requirements, meet stakeholder expectations and comply with internal company policies.

• Environmental certification

Implementing an effective, ISO 14001-certified environmental management system is the most common environmental assessment process implemented by Group entities. Environmental management systems guarantee a robust level of risk prevention and management with annual external audits. The percentage of the Group's activity covered by ISO 14001 certification stands between 50% and 100% of business line revenue (or other relevant indicator), and coverage is increasing each year (see paragraph 3.1.1.2, "Turning risk management into opportunity", page 222).

• Third-party controls

The activity of the Group and its subcontractors is also reviewed by other external bodies:

- government agencies carry out inspections to ensure compliance with regulations on worksites;
- customers and contracting authorities order design offices to conduct environmental audits of worksites on a regular basis, to monitor compliance with the Group's regulatory and contractual obligations;
- nearby residents and local civil society organisations increasingly scrutinise construction worksites, especially when a consultation process has been established that enables partner organisations to visit the site and verify that the commitments made are being fulfilled;
- financial institutions and international financing providers sometimes take special measures to monitor projects with a high risk of environmental impact;
- more specifically, independent design offices perform audits on worksites to check compliance of waste storage, processing and disposal procedures.

When these audits or monitoring processes reveal nonconformities, the onus is on the companies responsible to explain the shortcomings and promptly correct them.

• Internal controls

VINCI's business activities also undergo internal controls on a regular basis. Group companies measure the environmental footprint of their projects and activities and report on the internal and external resources implemented to protect the environment. Regardless of whether these activities are performed by VINCI or its subcontractors, regular inspections are carried out by the environmental correspondents.

When certain worksites present a high risk of environmental impact, in particular with regard to local biodiversity, environmental managers partner with ecologists (specialised design offices, research institutions or non-profit organisations) to increase monitoring.

Additional analyses and various controls may be carried out at the subsidiary or project level.

Business line	Examples of internal controls
VINCI Autoroutes	<ul style="list-style-type: none"> - Inspection of measures to protect wildlife around motorways and supervision and monitoring agreements with many local and national organisations, such as the Bird Protection League (LPO) - Inspection of work performed by specialised providers (including environmental performance) - Publicly released assessments of socio-economic and environmental impacts, called "LOTI audits", established by the French domestic transport planning law (Law no. 82-1153 of 30 December 1982), for new transport connections
VINCI Airports	<ul style="list-style-type: none"> - Environmental due diligence for projects under development in order to analyse and manage environmental risks at the earliest possible stage of a project
VINCI Energies	<ul style="list-style-type: none"> - Risk assessment and environmental health and safety regulatory watch, centralised on an internal tool designed for VINCI Energies companies
Eurovia	<ul style="list-style-type: none"> - Internal audit of worksites applying for the Environmental Excellence label - Internal quality audits including an environmental component - Regulatory watch developed using a tool specific to Eurovia's businesses
VINCI Construction	<ul style="list-style-type: none"> - Internal audit of worksites applying for the Attitude Environnement label (VINCI Construction France) - Internal assessment of environmental risks for each project using a questionnaire based on local regulations and ISO 14001 (VINCI Construction Terrassement) - Assessment of subcontractors, suppliers and partners after completion of their work using a dedicated internal tool (VINCI Construction Terrassement and Dodin Campenon Bernard)

b. Assessing the situation of suppliers

As indicated in section 2.2.3, "Taking social and environmental criteria into account in the Group's purchases", page 218, a process to evaluate suppliers and subcontractors was defined and disseminated by the Group Purchasing Coordination unit for the following environmental risks: depletion of resources, climate change, loss of biodiversity and pollution. The Responsible Purchasing Committee has provided a sample checklist for risk assessment for each purchasing category. Based on these assessments, a supplier may be excluded from a tender process or an action plan may be proposed, together with measures to verify its implementation. For Group purchases, a questionnaire on responsible purchasing is included in the tender process. In addition, responsible purchasing audits of Group suppliers have been conducted by some companies for the past six years.

For local purchases, special attention is paid to materials suppliers, in particular by asking them to provide information on their environmental footprint (CO₂ emissions, use of bio-based materials, etc.) during the selection process. Increasingly, preference is given to suppliers that integrate environmental protection in their practices, and suppliers' practices are regularly audited in this respect, particularly when contracts are up for renewal. At VINCI Construction France, environmental data modelling tools for construction materials have been developed in collaboration with engineers from the École des Ponts ParisTech to assess the exact environmental footprint, especially the greenhouse gas emissions, of the concrete used in its projects. The aim is to be able to generate data that its teams can use for their life cycle analysis calculations.

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

Business line	Examples of supplier assessment
VINCI Autoroutes	<ul style="list-style-type: none"> – Due diligence during consultations – Assessment of suppliers while the service is being provided, using dedicated internal tools – Auditing of suppliers
VINCI Airports	<ul style="list-style-type: none"> – Preparation of environmental clauses to be included in contracts with third parties
VINCI Energies	<ul style="list-style-type: none"> – Assessment of suppliers using the Ecovadis platform – Assessment of suppliers using a dedicated internal tool at Actemium
Eurovia	<ul style="list-style-type: none"> – Annual assessment of equipment suppliers – Specific criteria developed for suppliers of raw materials (plastics, etc.)
VINCI Construction	<ul style="list-style-type: none"> – Assessment of suppliers, subcontractors and partners upon completion of their service using a dedicated internal tool that includes an environmental evaluation (VINCI Construction Terrassement and Dodin Campeon Bernard): in 2019, 289 environmental assessments were performed for VINCI Construction Terrassement out of a total of 335 suppliers, subcontractors and partners

4.5.3 Tailored actions to mitigate risks or prevent serious impacts

a. Policies and procedures to prevent and mitigate risks in operations

To address the major issues identified for VINCI's business activities, the Group's environmental ambition for 2030 has been translated into key targets and action plans in three areas: climate change, the circular economy and protection of natural environments.

Areas	Objectives and actions
Climate change	<ul style="list-style-type: none"> – Reduce the direct impact of the Group's activities, with a first milestone for 2030 being a 40% reduction of direct greenhouse gas emissions (scope 1 and 2) in absolute terms (like-for-like, excluding acquisitions, but including organic growth) – Strive to diminish the indirect footprint of its activities by reducing Scope 3 emissions within the sphere of influence of its activities – Incorporate the notion of resilience into its practices and solutions to facilitate adaptation to climate change
Circular economy	<ul style="list-style-type: none"> – Reduce the extraction and use of virgin raw materials in favour of recycled materials – Promote the use of construction materials and techniques that use natural resources reasonably – Improve waste sorting, recycling and reuse
Natural environments	<ul style="list-style-type: none"> – Assess and avoid environmental nuisances and incidents in VINCI's business activities – Reduce water consumption, especially in water-stressed regions – Initiate measures to reach the "zero net loss" of biodiversity target

Locally, environmental management systems support risk prevention measures in Group entities (see section 3.1.1.2, "Turning risk management into opportunity", page 222). To complement these systems, the majority of which are ISO 14001 certified, VINCI's business lines, divisions and subsidiaries participate in initiatives and develop labels to prevent risks that are specific to their activity. By 2019, 18 of Eurovia's worksites had obtained its in-house label Environmental Excellence, based on five criteria: protection of soil and water resources, the fight against climate change, waste management, recycling and reuse, biodiversity conservation and responsiveness to local residents' needs.

Business lines also conduct awareness-raising and training initiatives. Awareness is built among employees and subcontractors alike during 15-minute environmental sessions at worksites. In 2019, 42,055 training hours were devoted to environmental issues, a 14% increase over the previous year.

• Mitigating and adapting to climate change

To address climate change, action plans are implemented to reduce the Group's direct greenhouse gas emissions. Some measures are being implemented by all Group companies: gradual increase of electric power for the light vehicle fleet, training in eco-driving practices, modernisation of site machinery and heavy vehicle fleets and the increased use of electricity from renewable sources. Others are being implemented by specific businesses. They include the replacement of heavy fuel oil by natural gas in industrial processes (Eurovia), the use of warm-mix and cold-mix asphalts (Eurovia), regulation of temperature in buildings and terminals (VINCI Energies, VINCI Concessions), testing the use of biogas fuels for some utility vehicles (VINCI Autoroutes), improved energy efficiency of worksite facilities (VINCI Construction), and the production of solar power for self-consumption, with 4.7 MWp already installed in the Dominican Republic (VINCI Airports).

28%
reduction in CO₂ intensity in
2019 compared with 2009

Ensuring the energy efficiency of buildings under construction or renovation is an important objective for the Group. The companies of VINCI Construction are able to meet the requirements of labels and certificates setting the highest standards in the building industry, going beyond compliance with current regulations. They are able to make commitments with regard to the actual energy performance of buildings (through the Oxygen® label, attributed to 80 buildings in France), which is consistent with the energy efficiency guarantee by VINCI Energies applying to the operation phase. Thanks in particular to eco-design software developed in partnership with the Mines ParisTech engineering school, VINCI Construction teams also offer solutions for planning and managing the energy consumption of buildings delivered. These companies therefore predict energy consumption throughout the building's life cycle.

Working proactively to adapt buildings to extreme weather events and developing technical skills and knowledge to reinforce building structures are a core part of solutions to climate change challenges. VINCI has conducted research on issues including flood prevention, adapting neighbourhoods to heatwaves and managing the urban heat island effect. The Resalliance startup is an in-house design office providing consulting, modelling and project management services to help projects and geographies adapt to climate change.

- **Raw material conservation and waste reduction, recycling and reuse**

To support the circular economy, VINCI companies strive to reduce their consumption of raw materials and to limit, sort, recycle and reuse an increasing share of the waste produced by their activities.

The rollout of recycling platforms for materials, especially inert materials, supports the circular economy by allowing for their reuse on worksites of the Group's companies in a more systematic manner. For example, about 10 years ago, Eurovia rolled out its Granulat+ programme, which uses innovative treatments and recovery-sorting-recycling facilities to recover the resources needed to produce aggregates. Quarry sites receive all inert excavation material, earthworks and demolition materials from worksites, thereby participating in a materials recycling programme.

Nearly **19%**
of recycled asphalt mix in
Eurovia's total production in
2019

To meet its goal of sending zero waste to landfills, VINCI Airports has built on-site sorting centres for its airports in Brazil and the Dominican Republic. To support the initiative, a programme was introduced to raise the awareness of users, employees and subcontractors on waste reduction and sorting.

- **Protecting natural environments**

Protecting natural environments is a key concern for VINCI companies. From the earliest design stage of projects, they strive to avoid, reduce and offset the impacts of their activities on species and natural environments. VINCI companies comply with a range of local regulations and requirements of varying complexity. Above and beyond their legal obligations, they undertake risk analyses of their projects and implement measures to manage the identified risks.

Retention ponds are created on the sites of VINCI Autoroutes and Eurovia infrastructure to allow suspended solids in run-off and pumped water to settle and avoid polluting neighbouring watercourses receiving the discharge. The water is only discharged once its quality has been verified through sampling. In all its airports, VINCI Airports systematically installs oil-water separators wherever there is a risk of water contamination.

In addition, to reduce light and sound pollution from the operation of infrastructure, opaque screens are regularly placed along motorways, and adapted lighting systems (light directed only towards the ground) may be installed.

Efforts are also made to limit the use of phytosanitary products for road maintenance to the strict minimum. They are currently reserved for hard-to-access areas or fighting invasive species, and their use has been reduced to one-ninth of the level in 2008.

The VINCI Group leverages internal and external expertise in ecological engineering to offset residual impacts on species. Specific ecological restoration measures are taken as a last resort, after all means of adaptation have been attempted.

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

The additional mapping of environmental issues, sorted by business, that was conducted in 2019 identified which purchasing categories are most associated with environmental risks. These categories include materials and energy purchases, whose early environmental impact is high (depletion of natural resources or a high carbon impact during manufacturing). Other categories also present significant environmental risks, depending on the business.

In 2019, the Group produced and disseminated a practical guide to responsible purchasing. It states that the sourcing of innovative solutions to protect the environment, fight climate change and achieve energy transition is an integral part of the Group's responsible purchasing. Locally, environmental clauses are also included in the supplier contracts signed with some business lines, divisions and subsidiaries. All of the framework agreements signed between VINCI Energies and its European suppliers or subcontractors include environmental clauses. For VINCI Autoroutes, all contracts for the provision of programme management services by ASF include one or more environmental clauses. In addition, all large contracts for works (greater than €500,000) or intellectual services require suppliers to provide a full environmental impact statement. Some VINCI Construction contracts with suppliers contain environmental requirements and recommendations, in particular regarding low-carbon concrete. At VINCI Construction Terrassement, standard subcontracting contracts also contain environmental clauses.

100%
of framework contracts
signed by Purchasing
Coordination included one
or several environmental
criteria in 2019

4.5.4 Group alert mechanisms and processing of reports

The Group has set up an alert system, using a dedicated online platform, to process disclosures about serious damage to the environment. The system is managed by the Ethics and Vigilance Department. At the same time, the Environment Department monitors major environmental incidents as part of the Group's annual reporting. A major incident is defined as one that requires the intervention of an external specialist and whose consequences stretch beyond the entity's responsibility.

At the local level, the Group's subsidiaries, divisions and business lines have their own procedures to notify management if an environmental incident occurs so as to promptly implement corrective actions. For example, the environmental managers of construction companies must make a detailed report of any environmental incident. The report is shared with the top management of the relevant company.

• Eole incident

In 2019, an abnormal and exceptional operating incident involving the unintentional spillage of materials into the river Seine occurred at the concrete mixing plant in Nanterre, which supplies the sites for the e-déf Eole-La Défense project. The management of the site was alerted of the spillage of materials into the Seine and immediately took the necessary steps to stop it.

VINCI Construction conducted a full environmental diagnosis and suggested restoration and offsetting measures for the site. The diagnosis showed that a volume of 2 cubic metres of materials had impacted 25 square metres at the bottom of the quayside. The spillage was of grey water contaminated with sand and traces of deactivated cement.

At the end of 2019, the following restoration and offsetting measures had been implemented:

– Restoration by the removal of 1.75 cubic metres of sand deposited at the bottom of the quayside

– Offsetting by the creation of a lithophilic spawning bed covering 25 square metres upstream of the site.

Other supportive measures are under way, such as treating the site for Japanese knotweed, an invasive species found on the embankment to the right, and creating an aquatic plant-type spawning bed on the right bank of the river at Île Fleurie.

Following the incident, the analysis of risks based on business, carried out for the duty of vigilance plan, was a valuable complement to existing analyses. As a result, action plans could be tailored more specifically to each business.

4.5.5 Monitoring of the implementation and effectiveness of measures

Monitoring of these measures and the assessment of their effectiveness is supervised by VINCI's Environment Department, together with the Internal Control, Ethics and Vigilance, and Purchasing departments. The work is performed on a continuous basis, thanks to the coordination of internal committees focusing on the Group's main environmental issues (the Environment Committee, the Biodiversity Task Force, and the Circular Economy Group). Monitoring and assessment are also carried out by the Group's network of environmental correspondents. Among other tasks, these correspondents respond to the annual environmental reporting questionnaire, which contains about 60 quantitative indicators based on Global Reporting Initiative standards and provides a framework for evaluating corporate sustainable development policy. The annual reporting process is an excellent resource for managing and following up on action taken to reduce the environmental risks relating to VINCI's activities. It also incorporates some data on the subcontractors of VINCI companies.

96%

of Group revenue covered
by environmental reporting
in 2019

This monitoring and assessment work accompanies the Group's new environmental ambition, which aims to strengthen the commitments made by Group companies and sets targets for reducing the environmental footprint of their activity. The goals are regularly reviewed by VINCI's Executive Committee and Board of Directors.

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

• A procedure available to all stakeholders

The Group has set up a unique whistleblowing procedure that can be used by any concerned person to report any serious irregularities relating to the work context, and of which they have personal knowledge. The persons covered by the whistleblowing procedure are:

– employees of companies in the VINCI Group;

– external or temporary employees of companies in the VINCI Group (such as temporary staff or employees of subcontractors, suppliers, service providers, etc.);

– persons who are stakeholders in a project, for subjects relating to duty of vigilance in the environmental and social domains.

• A procedure addressing all areas of concern

Whistleblowing in the work context may involve the following areas:

– behaviour or a situation that infringes VINCI's Code of Ethics and Conduct or its Anti-corruption Code of Conduct;

– behaviour or a situation that infringes VINCI's Guide on Human Rights or is a serious violation of human rights and fundamental freedoms;

– behaviour or a situation that infringes VINCI's "fundamental and essential workplace health and safety initiatives" or will have a severe impact on people's health and safety;

– behaviour or a situation that infringes VINCI's environmental commitments or will have a severe impact on the environment.

• A multimodal procedure

Multiple, complementary channels are available for processing reports. Whatever the means used, all exchanges are kept strictly confidential.

Initially, employees inform their direct or indirect supervisor, or an officer designated for this purpose within the entity to which they belong. They may then use their entity's specific whistleblowing system, if it has one. Employees can also contact the Group's Ethics Officer directly or use VINCI Integrity, the Group's intranet whistleblowing system, set up at the end of 2018 after receiving the go-ahead from the European Works Council. VINCI guarantees that no employee of the Group will be penalised or dismissed, and that no disciplinary action will be taken against the employee, whether directly or indirectly, for having reported or given evidence, in good faith, under the whistleblowing procedure, concerning acts of which the employee obtained personal knowledge during the course of his or her duties. This remains the case even if the allegation made is determined to be false after investigation. Similarly, the identity of the accused person is treated with the utmost confidentiality.

External stakeholders can access VINCI Integrity from the Group's website.

These mechanisms ensure a secure and reliable method of reporting.

5. Note on the methods used in workforce-related, social and environmental reporting

VINCI's workforce-related, social and environmental reporting framework complies with Articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code, as well as French Order no. 2017-1180 and Decree no. 2017-1265 and is based on the Global Reporting Initiative (GRI) standards – see the cross-reference table on page 373.

5.1 Methodological procedures

VINCI's procedures are specified in the following materials:

- for workforce-related indicators:
 - a guidebook in four languages (French, English, German and Spanish) containing workforce-related indicator definitions;
 - a methodological guide to VINCI's workforce data reporting system, including a reporting tool users' manual in four languages (French, English, German and Spanish);
 - a guide to consistency checks in two languages (French and English);
 - an audit guide helping entities to prepare for audits and make good use of their results (available in French, English, German and Spanish);
- for environmental indicators:
 - a methodological guide to VINCI's environmental reporting system, including a guide to the definition of common indicators, which entities can use to set up their environmental reporting procedures. This guide is available in three languages (French, English and Spanish);
 - a reporting tool users' manual in two languages (French and English);
 - an audit guide helping entities to prepare for audits and make good use of their results (available in French and English).

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

The Group's efforts to accelerate its workforce-related and environmental reporting process in 2010 resulted in:

- new methods for earlier preparation of workforce indicators, applicable to all entities since 2011;
- the shifting of the reference period for environmental reporting by one quarter (the reference period for year Y is now from 1 October Y-1 to 30 September Y). This change has applied to all entities since 2010.

5.2 Scope

The reporting scope is intended to be representative of all VINCI's business activities:

- workforce-related reporting has covered all worldwide revenue since 2002. Two companies with fewer than 100 employees acquired in 2019 did not provide full information in some areas. The indicators concerned are training, salaries, safety, number of hours worked, labour-management relations and disability. These companies account for 0.02% of the Group's total workforce;
- environmental reporting covered 96% of Group revenue in 2019. Excluded from environmental reporting in 2019 are entities whose environmental impacts are not material and which do not have an environmental correspondent. These exclusions must not exceed 5% of the environmental impact of each entity.

However, for certain specific environmental indicators, the reporting coverage of the indicators published may be more limited. Reporting on waste generated is now reliable for a scope covering 48% of the Group's activities (VINCI Autoroutes, VINCI Energies, VINCI Construction UK, VINCI Construction Grands Projets, VINCI Airports, VINCI Highways and VINCI Railways). Reporting on waste recovered covers 12% of the Group's activities (VINCI Autoroutes). Reporting on raw materials covers the activities of VINCI Autoroutes. Reporting on the consumption of water from boreholes covers 16% of the Group's activities (VINCI's concession activities). VINCI is continuing its efforts to expand and improve the reliability of the reporting of these indicators for all the business activities where they are of relevance.

Since 2011, the consolidation rules used for these scopes have been the same as for financial consolidation.

These consolidation rules apply to all reporting indicators, except the “number of environmental incidents” indicator, in which all incidents count for 1.

In the event of a change in scope:

- workforce-related reporting: changes in scope in year Y are taken into account in the same year;
- environmental reporting: changes in scope in year Y are taken into account in year Y+1.

Significant new additions to the scope (revenue higher than €50 million) during 2019:

- VINCI Airports: London Gatwick Airport (United Kingdom);
- VINCI Energies Europe West: De Bosman Bedrijven BV (Netherlands);
- Eurovia: Eurovia Atlantic Coast LLC (United States).

Furthermore, since the inclusion of the motorway concessions held by Granvia (Slovakia), Gefyra (Greece), Jamaican Infrastructure Operator (Jamaica), Cofiroute USA (United States) and Lamsac (Peru), virtually all concessions are now covered by the environmental reporting system, following the reporting procedure that applies financial consolidation rules.

5.3 Indicator selection

Indicators are selected on the basis of the social and environmental impact of the Group’s activities and the risks associated with those activities.

There are four levels of core social indicators:

- those specified in Articles R.225-104 and R.225-105 of the French Commercial Code;
- the GRI standards;
- those included in the workforce-related information, as required by French law; and
- specific indicators reflecting VINCI’s human resources policy.

The complementary nature of these four levels of indicators makes it possible to measure the results of the Group’s human resources policy and social commitments.

The core environmental indicators are made up of five types:

- resource consumption (energy and water);
- waste management and recycling;
- certifications and projects having received other types of label;
- protection of natural environments;
- environmental incidents and provisions for environmental risks.

These five types of indicator were taken from the following sources:

- Articles R.225-104 and R.225-105 of the French Commercial Code;
- GRI standards.

Each business line continues to use its own additional indicators, which are based on its specific environmental challenges.

5.4 Methodological explanations and limitations

The methodologies used for some workforce-related and environmental indicators may be subject to limitations due to:

- differences between French and international definitions (which VINCI continually works on to harmonise);
- differences in labour and social laws in some countries;
- changes in indicator definitions that could affect their comparability;
- changes in business scope from one year to the next;
- the difficulty of collecting data from a subcontractor or joint venture with external partners;
- the procedures for collecting and entering this information.

Due to the presence of subcontractors at many sites, the question of whether to include their activities in the environmental reporting has been raised. Currently, their data is included whenever VINCI is directly responsible for it (i.e. services or resources provided by VINCI). In the event that VINCI companies operate as subcontractors, as may be the case for VINCI Energies, and do not have access to the data or their consumption is not material, then their water and electricity consumption data is not included.

The methodological guide to VINCI’s environmental reporting system allows for environmental data to be calculated based on spending and average unit prices for the base period, if source data is not available. This method is used in particular for VINCI Construction France worksites, VINCI Construction Terrassement worksites, Soletanche Freyssinet worksites in France and for Eurovia. In France, average unit prices come from the following sources: Engie’s regulated tariffs (for natural gas consumption), the Ministry for the Ecological and Inclusive Transition (for fuel consumption), the General Commission for Sustainable Development (for electricity consumption), and the Eaufrance internet portal, which is a public information service on water and aquatic environments (for water consumption).

Reporting of water consumption currently covers all water purchased. Water volume withdrawn directly from natural environments is recorded for concession businesses and now included in consolidated reporting. VINCI is continuing its efforts to expand and improve the reliability of this reporting item over a broader scope. Reporting on the use of phytosanitary products covers the scope of VINCI Autoroutes and VINCI Concessions.

The number of certified projects is limited to VINCI Construction and VINCI Immobilier. A project with several certifications will be counted several times. Only projects handed over during the year are taken into account.

Total energy consumption (excluding energy from heating networks, which is not material and therefore not included) is expressed in megawatt hours (MWh) higher calorific value (HCV). The conversion factors used are 0.0104 MWh/litre, 12.027 MWh/tonne and 4.839 MWh/tonne for motor fuel, heavy fuel oil and coal (lignite), respectively, and were taken from the Ademe Base Carbone® database. For greenhouse gas emissions, Ademe's conversion factors were also used and taken from the Base Carbone® database for 2016 (the 2012 database is also used to track the Group's emissions-reduction commitments).

In 2019, the location-based and market-based methods were used to calculate the greenhouse gas emissions produced by the consumption of electricity by Group entities (Scope 2). The location-based method takes into account the average electricity mix of the grid for each country where the electricity is consumed, applying an emission factor of zero to renewable energy use for self-consumption and Power Purchase Agreements. The market-based method calculates the emissions from the electricity actually purchased, applying an emission factor of zero for the consumption of electricity from renewable sources (including guaranteed sources).

The fuel savings resulting from the use of electronic toll collection (ETC) lanes were validated in 2012 by an independent consultant and the data shared with the Association des Sociétés Françaises d'Autoroutes (Asfa, the association of French motorway companies):

- for light vehicles: 0.03 litres of fuel saved per toll use;
- for heavy vehicles: 0.3 litres of fuel saved per toll use.

The amount of CO₂ emissions prevented is calculated based on the assumption that all vehicles use diesel fuel. Only emissions from fuel combustion are taken into account; emissions from other processes (fuel production) are not included in the calculation.

The motorway users greenhouse gas emissions indicator is calculated using a tool developed by Asfa and takes into account all kilometres travelled by users (whether on toll or free roads) in the VINCI Autoroutes network during the financial year. The velocity profile per vehicle class used is the default 130 km/hour profile pre-configured in the tool. Traffic is assumed to be 100% fluid; the effect of inclines or radars is not included in the calculation. The influence zone of toll collection is assumed to be 0.1 km. The entire network is also assumed to be an intercity network.

The figures in the Annual Report are based on data known at the end of the financial year. They may, however, be adjusted the following year if a significant anomaly is observed and provided that the adjustment is substantiated in detail. None of the figures published in the 2018 Annual Report were adjusted in 2019.

In 2019, the method for establishing the number of training hours was modified: all training hours are now accounted for without taking into account a minimal duration.

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

5.5 Consolidation and internal control

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

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

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

5.6 External controls

From 2002 to 2013, VINCI asked its Statutory Auditors to give their opinion on the quality of the procedures used to report social and environmental information. Since 2014, a Statutory Auditor has been appointed as the independent third-party body in charge of verifying the completeness and fair presentation of information published in the "Workforce-related, social and environmental information" chapter and, since 2018, of information in the non-financial performance statement. The nature of the auditing work carried out and the findings are presented on pages 268 to 269.



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