

OUR HEALTH AND SAFETY MANIFESTO



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

..... **Arnaud Grison**, Chairman and Chief Executive Officer, VINCI Energies

Vision

A SHARED AMBITION

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

A REQUIREMENT DEEPLY LINKED TO OUR OVERALL PERFORMANCE

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

Principles and actions

➤ A CULTURE OF RISK PERCEPTION

The aim of SAFETY Excellence is to develop a culture of risk perception among all VINCI Energies employees. This culture is based on work procedures and instructions, individual behaviour and the proper management of contingencies and unexpected incidents on site by daring to stop, step back and think whenever necessary. "Look, warn, share" means being aware of risks, avoiding injury and engaging in dialogue. It is about learning, being careful and sharing this culture with all of our employees.

These collective efforts to ensure individuals take care of themselves and their colleagues contribute to an atmosphere of respect and reliability and are true examples of our Group's core values.

➤ AWARENESS AND TRAINING

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

SAFETY WEEK

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

Implementation

➤ INCENTIVE FRAMEWORK AND BUSINESS UNIT SPECIFIC IMPLEMENTATION

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

➤ MANAGERS INDIVIDUAL ACCOUNTABILITY

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