



Yearbook

2023



When Joanna started thinking about her career, she knew she wanted to do something manual. A four-week internship gave her an insight into Omexom's activities. That's when something clicked into place for her. After earning a vocational diploma in metallurgy, she decided to train as an electronics technician for industrial engineering. She is currently doing an apprenticeship at Omexom in Dortmund, Germany.

CONTENTS

<p>02 In pictures</p>	
	<p>16 Our performance and organisational structure</p>
<p>28 Our business lines</p>	
	<p>48 Our social commitments</p>

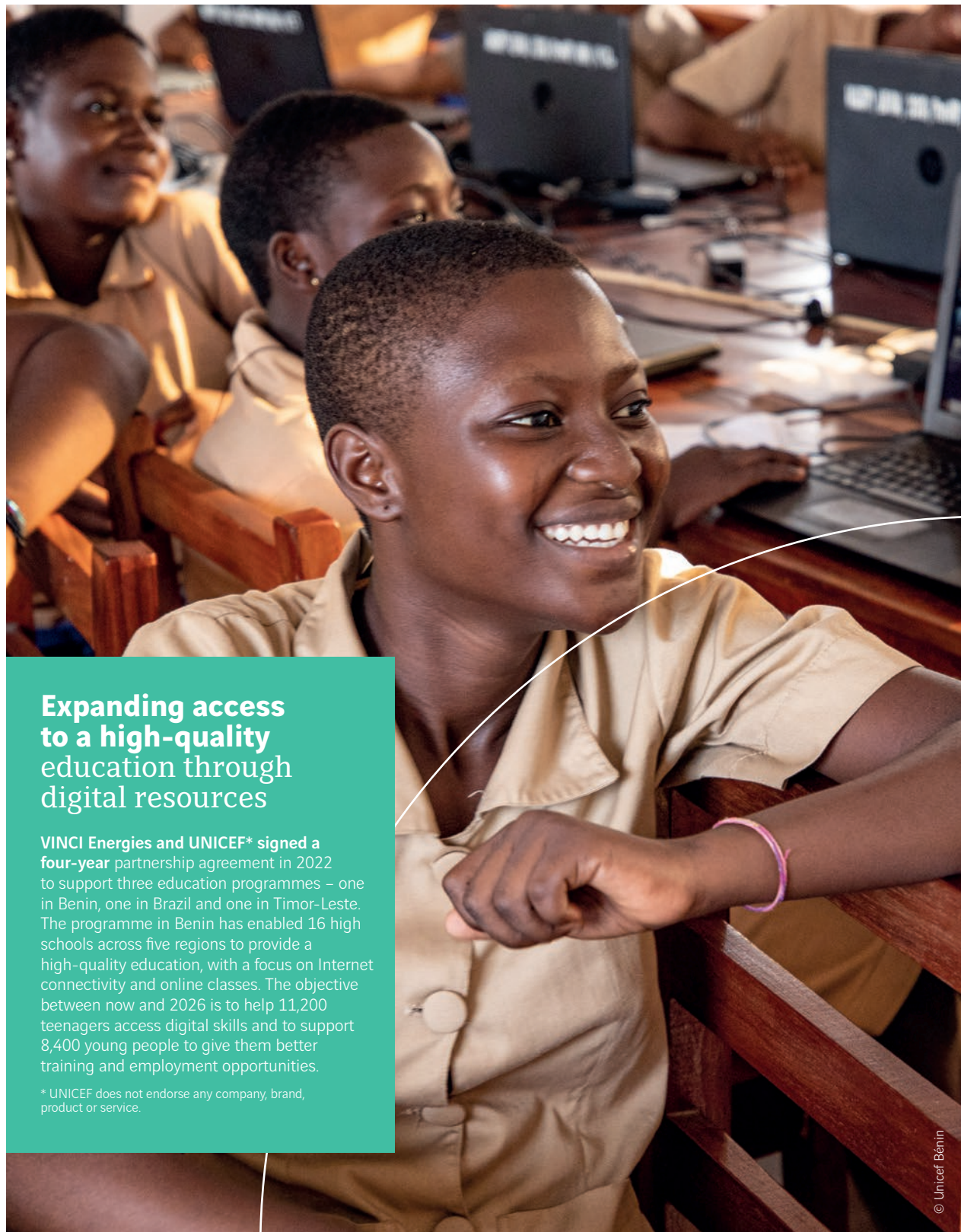
PROFILE

In a world undergoing constant change, VINCI Energies contributes to the environmental transition by helping bring about major trends in the digital landscape and energy sector. VINCI Energies teams roll out technologies and integrate customised multi-technical solutions, from design to implementation, operation and maintenance. With their strong local roots and agile and innovative structure, VINCI Energies' 2,000 business units have positioned themselves at the heart of the energy choices of their customers, boosting the reliability, efficiency and sustainability of their infrastructure and processes. VINCI Energies strives for global performance, caring for the planet, useful to people and committed to local communities.



**IN
PICTURES**

Rural electrification project in Guinea-Bissau.



Expanding access to a high-quality education through digital resources

VINCI Energies and UNICEF* signed a four-year partnership agreement in 2022 to support three education programmes – one in Benin, one in Brazil and one in Timor-Leste. The programme in Benin has enabled 16 high schools across five regions to provide a high-quality education, with a focus on Internet connectivity and online classes. The objective between now and 2026 is to help 11,200 teenagers access digital skills and to support 8,400 young people to give them better training and employment opportunities.

* UNICEF does not endorse any company, brand, product or service.

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Supporting a project that helps save lives

VINCI Energies has been part of the Initiatives-Cœur adventure since 2017, when it began sponsoring the Initiatives-Cœur boat and Mécénat Chirurgie Cardiaque – a charity that helps children with heart defects get the surgery they need. Sam Davies and co-skipper Jack Bouttell flew the flag for this worthy cause in November 2023, when they sailed to an impressive fifth-place finish in the 30th edition of the Transat Jacques Vabre. The “1 click = 1 heart” drive, led by VINCI Energies and its partners throughout the race, raised enough money to fund operations for 20 children.



Unlocking new opportunities in Norway

The acquisition of Otera AS and its subsidiaries brings VINCI Energies closer to becoming one of the leading energy and transport infrastructure service providers in Norway. Now employing 1,100 people in the country, VINCI Energies has acquired a valuable asset to strengthen its offering and, in turn, help accelerate Norway's energy transition.



Working alongside scientists

In Portugal, Axians is the technological partner for "Biosphere reserves: sustainable territories, resilient communities" project. This complex assignment – involving two universities, the Man and the Biosphere (MAB) committee and UNESCO – has seen Axians teams creating a pioneering digital platform. Not only does this platform support the visibility of highly valued sites with unique cultural and natural heritage, but it also provides access to key information on their long-term management.

Improving the reliability of the interconnection between France and Spain

A consortium composed of Hitachi Energy, VINCI Energies and VINCI Construction was awarded a contract to design and build two converter stations. Located in France and Spain, these two stations will be linked by a 400 km cable – with a 300 km submarine section – enabling the exchange of energy between the two countries as well as the secure integration of a growing number of renewable energy sources into the power grids.

Winning a comprehensive energy performance contract

Seven sites including six school complexes chosen among the most energy-intensive properties in the French town of Rueil-Malmaison; a total surface area of 35,000 m², and a 38% energy saving by the end of the contract – these figures sum up the comprehensive energy performance contract awarded to OzaiQ, the lead company in a consortium of business units from the VINCI Energies Building Solutions network. The contract covers the design and delivery of energy retrofit measures (for building envelopes and systems) as well as operation and maintenance services over a 10-year period. Added to this is a programme to raise awareness among occupants and students.



Supporting a large-scale wind farm project

The first wind farm in Quebec's North Shore region is currently under construction. This facility will have the capacity to generate over 200 MW of clean and renewable power from 2024 and create significant economic spin-offs for local communities. The contract was awarded to Construction Énergie Renouvelable (CER), a consortium including VINCI Energies subsidiary TCI+.



Playing a central role in the Grand Paris Express

As part of work on the Grand Paris Express, Axians is responsible for building the telecoms networks for metro lines 15, 16, 17 and 18 as well as along the extension of the RER E (Eole). Additionally, several VINCI Energies business units will be responsible, on various projects, for the high- and low-voltage distribution, the heating, ventilation and air conditioning (HVAC), the multi-service network or the fire safety system packages.



Improving the water conveyance system in Morocco

Morocco, a dam-equipped country, took another step forward in its efforts to combat drought, undertaking a project to transport water between the Sebou and Bou Regreg river basins in collaboration with VINCI Energies. As a result, highly technical installations enable water to be transported from the dams in northern Morocco to Casablanca or Rabat, securing water access for 11 million people.

Taking part in an urban regeneration programme

Several VINCI Energies business units are working on a vast urban transformation programme spanning around 100,000 m² near Gare d'Austerlitz in Paris, France, for property development company Kaufman & Broad. The mixed-use development will bring together all the city's functions (including offices, four-star hotels, support functions for the station, shops, accommodation and public car parks) as well as large public and green spaces.



Promoting sustainable access to electricity

Featuring 500 km of high-voltage and very high-voltage lines, over 1,200 km of distribution networks, and 12 transformer substations that need to be built or upgraded, the project entrusted to VINCI Energies by the Beninese authorities is the largest ever to be undertaken by the Group in Africa. It forms part of a national programme that seeks to ensure universal and reliable access to electricity for thousands of homes. To meet the labour needs identified, several hundred technicians received training at the Omexom Institute in Cotonou. The focus was on passing on the skills needed to boost local employment.



Using anaerobic digestion to decarbonise industry

Anaerobic digestion converts agri-food and agricultural waste into biomethane – a renewable energy source that is easy to store and distribute. With the acquisition of Méthalac and Biogaz Services, Actemium has expanded its offerings in France and across Europe. It now provides anaerobic digestion unit design and construction services (with 10 projects underway) and maintenance and operational support services (for over 60 units in operation).



OUR PERFORMANCE AND ORGANISATIONAL STRUCTURE

Lamp post refurbishment
in Paris, France.



INTERVIEW

with **Arnaud Grison, Chairman and Chief Executive Officer of VINCI Energies**

“Preservation, modernity, discipline”

How would you sum up 2023 for VINCI Energies?

Well, 2023 was yet another exceptional year! VINCI Energies generated €19.3 billion in revenue, which was up 15%. We continue to take advantage of growth opportunities, as demonstrated by our strong organic growth of 11% as well as our acquisitions. In 2023, we completed 34 external growth transactions, expected to deliver 430 m€ in additional revenue. This has expanded and strengthened our network of 2,000 human size business units, which are all market segmented and client oriented. VINCI Energies is increasing its international footprint, employing 97,000 people across 61 countries worldwide and generating 58% of its revenue outside France, including 13% outside Europe. We keep the size of our projects under control, focusing primarily on local flow business. These results are even more remarkable given that, like in previous years, we faced a particularly complex global landscape, marked by the persistence of worrying external factors, such as the energy crisis, heightened



The strong performance delivered by VINCI Energies confirms the relevance of a model that has been driving our success for 50 years.

geopolitical tensions, shortages of materials, tense supply chains and inflation.

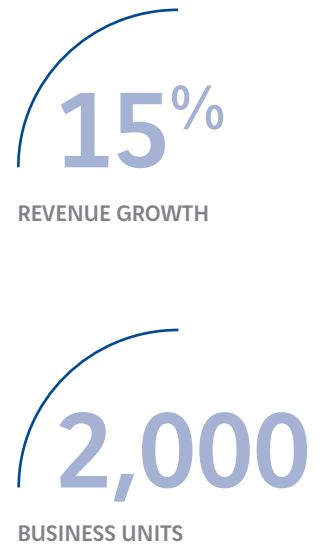
To what do you attribute this success?

We are well positioned: we operate in high-growth markets driven by the environmental transformation, responding to the key challenges of the energy transition and the digital transformation. Our clients in the private and public sectors need to upgrade their infrastructure and processes to meet the well established imperatives of preservation

to preserve and pass on. A model that is characterised by a decentralised organisational structure, underpinned by a network of human size business units that have built up advanced expertise in their fields to cover all the needs expressed by our clients – regardless of their size or location. An organisational structure that also draws its strength and power from the networking of our business units with the support of our brands. In short, we think we have the right model – one that enables us to work with the right people in the right places.

Very strong financial results aside, what are the major challenges facing VINCI Energies now and in the future?

We need to manage our growth and prepare for the future. Our organisation into business units sharing the same culture has been the recipe for 50 years of success. Therefore, growth management relates first and foremost to the ability to preserve our model and share and transmit our core values – trust, entrepreneurial spirit, solidarity, autonomy, and responsabilité. However, we also need to prepare for the future, engage in succession planning and invest in modernity. Modernity in our business units, with attractive and evolving organisations, employing more women. We firmly believe in the value



of diversity and are committed to strengthening it. Our internal diversity networks, for instance, have grown considerably in recent years. In each of our business lines, we want to offer women a working environment that enables them to thrive. Modernity in our offerings, through the development of green and digital solutions that weren't around five years ago, as well as the anticipation of needs that don't exist yet. Modernity in our commitments, in line with the environmental and social responsibility requirements that are

Our integrator role is in itself a wonderful lever for taking action at the forefront of decarbonisation and simplicity.

resonating with our employees' own commitments. Our business units have an abundance of initiatives and projects related to environmental protection and social inclusion. Our employees are generous. We must share and promote all this local momentum to enrich the entire network. On a more global scale, VINCI Energies demonstrates its commitment through two key multi-year partnerships – one with Mécénat Chirurgie Cardiaque and one with UNICEF.

With employer branding becoming a greater focus for all companies, what is your strategy in this respect?

Addressing this question has become a strategic imperative since the Covid-19 pandemic. Everywhere we operate, we are dealing with very tight labour markets. At VINCI Energies, our competence is around installation and maintenance, and the skills of our employees are key. They are our greatest asset. We have long been committed to high-quality social dialogue within each of our business units. We strive to offer our employees working environments and conditions that meet their expectations, giving them the opportunity to work in hands-on professions and pursue careers where they can continue to acquire skills and be exposed to a variety of experiences. Contributing to energy, digital and environmental

transformation efforts is an amazing opportunity for people who aspire to do meaningful work. Even beyond the careers we have to offer, our organisational structure also appears to act as a powerful lever for attracting talent, with our human size business units where our values are brought to life daily.

How is VINCI Energies responding to urgent and critical climate and environmental challenges?

I would like to point out, first, that we pledged to reduce our direct emissions by 40% between 2018 and 2030. This proactive commitment aside, the nature of our offering places us at the very heart of environmental issues: our business lines focus on supporting our clients in their energy choices and providing them with the most efficient solutions, installations, and equipment to accelerate their emission reduction strategies.

34

EXTERNAL GROWTH
TRANSACTIONS

As an integrator, our role is also to make our suppliers aware of their responsibilities. It is a wonderful lever for acting at the forefront of decarbonisation. What's more, this position has proven to be most effective in mobilising our teams, who want to be involved in the major global challenge that is the energy and environmental transition. It is a virtuous circle, one where each of our business units is aware of its role and is actively taking part in this challenge. This is at the heart of our environmental purpose.

This transition is also an incredible source of innovation.

One of VINCI Energies' core values is trust – and trust cannot exist without ethics or compliance.

We unlock, within each business unit, the full potential of our experts' creativity and imagination to provide our clients with tailored solutions; we work as part of a network to promote collective intelligence and sharing; and we watch out for trends and on-going transformations to build multi-technical solutions that are circular, economical and resource efficient. All this innovation-oriented work in our day-to-day activities is at the heart of our approach. At VINCI Energies, we have always engaged in practical innovation, responding to the needs of our clients.

What is your policy on employee safety?

Workplace safety is essentially a matter of culture. Sadly, two of our employees died on our worksites in 2023. Our strategy is underpinned by the firm belief that all accidents like these can be avoided. We need to learn lessons and managerial insights from these dramatic accidents, and to ensure they are not forgotten. While we are proud of our culture, which is the result of 50 years of experience, we are aware that we need to better integrate safety into our managerial culture, to ensure everyone can then foster it in each of our business units. We want to build safe working communities on each worksite, and it requires a vision and a strategy in each of our business unit. It is a long-term endeavour, which we are undertaking with humility and determination.

Risk management is becoming a categorical imperative for organisations and their ecosystems. What is done to ensure ethics and compliance rules are adhered to?

I am fully mobilised on this topic, with perseverance and intransigence. We methodically and rigorously apply a set of procedures to anticipate risks and detect and address potential issues. This requires a sustained effort in terms of training, awareness raising and information sharing to ensure each employee is aware of the specific requirements for ethics, vigilance, and respect for human rights. It also requires scrupulous assessment of the risks of our third-parties, supplier and clients. I would like to praise the commitment of our management teams and the mobilisation of each business unit, aware of the crucial importance of ensuring compliance with these rules. One of VINCI Energies' core values is trust – and trust cannot exist without ethics or compliance. It's key to our managerial model, our entrepreneurial approach, and our robust model.

KEY FIGURES

REVENUE IN 2023

€19.3bn

OPERATING INCOME FROM ORDINARY ACTIVITIES IN 2023

€1,356m
7% of revenue

NET INCOME IN 2023

€830m
4.3% of revenue



SOLIDARITY

165
CHILDREN OPERATED ON WITH THE HELP OF MÉCÉNAT CHIRURGIE CARDIAQUE SINCE 2017

20,000
PUPILS BENEFITTING FROM THE 3 PROGRAMMES CARRIED OUT WITH UNICEF*

* UNICEF does not endorse any company, brand, product or service.



ENVIRONMENT

27%
OF ELECTRICITY DEMAND MET BY RENEWABLE SOURCES

48%
OF OUR BUSINESS UNITS AWARDED ISO 14001 CERTIFICATION

37%
OF REVENUE ALIGNED WITH THE EU TAXONOMY



97,000
EMPLOYEES



2,000
BUSINESS UNITS



230,000
PROJECTS



€70 K
AVERAGE PROJECT VALUE



34
EXTERNAL GROWTH TRANSACTIONS

REVENUE BY BUSINESS LINE

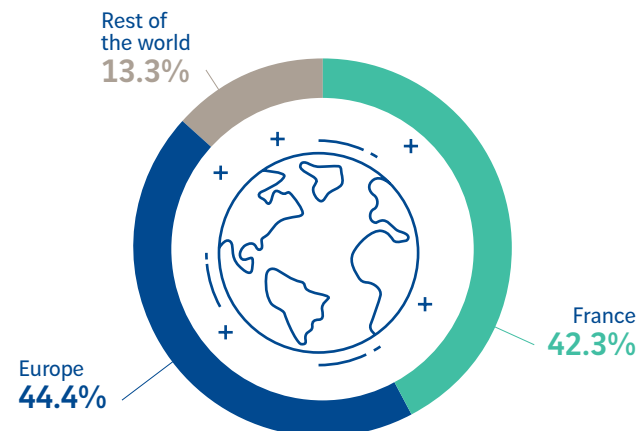
30%
Infrastructure

28%
Building Solutions

23%
Industry

19%
ICT

BREAKDOWN OF REVENUE



61

COUNTRIES



IN EUROPE

Austria / Belgium / Bulgaria / Czech Republic / Denmark / Finland / France / Germany / Greece / Hungary / Ireland / Italy / Liechtenstein / Luxembourg / Monaco / Norway / Poland / Portugal / Romania / Slovakia / Spain / Sweden / Switzerland / The Netherlands / United Kingdom

OUTSIDE EUROPE

Albania / Algeria / Angola / Australia / Bahrain / Benin / Brazil / Cameroon / Canada / China / Colombia / Croatia / Democratic Republic of Congo / Guinea / India / Indonesia / Ivory Coast / Kazakhstan / Kosovo / Macedonia / Malaysia / Mauritania / Mexico / Montenegro / Morocco / Mozambique / New Zealand / Nigeria / Qatar / Republic of Congo / Saudi Arabia / Senegal / Serbia / Singapore / United Arab Emirates / United States

EXECUTIVE Committee

The members of the Executive Committee are responsible for managing VINCI Energies and champion its convictions and values. Twice a year, the Executive Committee brings together all the managing directors of its managerial divisions, as well as its main functional executives. Each of the four brands – Actemium, Axians, Omexom and VINCI Energies Building Solutions – is managed by a strategic committee and a steering committee.



Arnaud Grison
Chairman and
Chief Executive Officer
of VINCI Energies



Corinne Lanièce
General Secretary
of VINCI Energies



Christian Glade
General Manager
of VINCI Energies France
Infra & ICT



Nathalie Boijoux
Chief Financial Officer
of VINCI Energies



Julio de Almeida
General Manager
of VINCI Energies
International & Systems



Sophie Deis-Beauquesne
General Counsel
of VINCI Energies*



Reinhard Schlemmer
General Manager
of VINCI Energies
Europe East



Jos Boers
General Manager
of VINCI Energies
Europe North West



Éric Plumey
General Manager
of VINCI Energies France
Building Solutions & Industrie



Véronique Maignon
VP of Human Resources
of VINCI Energies

* As of 1 April 2024.

OUR BUSINESS lines

The VINCI Energies organisational structure builds on decentralised business units with local roots and is focused on entrepreneurship, networking across its full range of expertise, and working with its clients day-to-day to create value. VINCI Energies' 2,000 business units are structured in four business lines and brought together within major brands that operate worldwide and brands with a more regional identity, in which they interact to develop common solutions and services.

INFRASTRUCTURE

- The Infrastructure activity accounts for 30% of VINCI Energies' revenue.
- Omexom is the VINCI Energies brand dedicated to energy infrastructure.

OMEXOM

Achieving the energy transition in energy and transport infrastructure

Faced with a changing energy landscape, VINCI Energies and its clients play a part in making the energy transition a success. Its business units harness Omexom's electricity and gas expertise to create sources of low-carbon energy, develop energy infrastructure, promote optimised energy usage and implement innovative, collaborative solutions. We carry out projects for energy producers, energy transmission and distribution network operators, local and regional authorities and users everywhere. We help protect the environment by using low-carbon processes and recycled materials to continuously enhance our services.

INDUSTRY

- The Industry activity accounts for 23% of VINCI Energies' revenue.
- Actemium is the VINCI Energies brand dedicated to industry.

ACTEMIUM

Helping to continuously improve industrial performance

VINCI Energies works with its industrial clients to make their industrial facilities more productive and their processes more efficient and to reduce their energy consumption. The business units making up its dedicated Actemium brand deliver solutions and services in each of the market segments in which they operate. They design, roll out and maintain customised, integrated solutions and services for manufacturing plants as well as sustainable multi-technical services across the entire industrial life cycle, including electrical engineering, energy efficiency, robotics, predictive maintenance, traceability, site supervision platforms and cybersecurity.

BUILDING SOLUTIONS

- This business line accounts for 28% of VINCI Energies' revenue.
- Engineering and works services are provided under local brands, while maintenance and facility management services are provided primarily under the VINCI Facilities brand.

VINCI ENERGIES BUILDING SOLUTIONS

Bringing life to buildings while making them more sustainable, inviting and efficient

The Building Solutions network operates across the building life cycle, bringing together engineering and works, as well as multi-technical maintenance and end-user services as part of facility management. The business units deliver design, installation, operation and renovation services for all types of buildings to create and maintain sites that are more sustainable, efficient, comfortable, safe and adaptive. Their technical expertise covers all the systems and equipment that bring life to buildings, spanning areas such as electrical engineering, smart building, heating, ventilation and air conditioning, plumbing, fire safety, security, and general contracting. During the operation and maintenance phase, they focus on ensuring long-term service quality and life-cycle optimisation, which can involve low-carbon and energy performance contracts.

ICT

- The ICT activity accounts for 19% of VINCI Energies' revenue.
- Axians is the VINCI Energies brand dedicated to information and communication technology.

axians

Operating at the heart of digital transformation

VINCI Energies business units operate at the heart of digital transformation to help businesses and organisations meet the challenges of transformation and to deliver customised, open, innovative, scalable and sustainable solutions to support their clients. From installing infrastructure to managing data, VINCI Energies technology teams deliver a broad range of expertise covering the entire data life cycle: collection, transmission, storage, processing, analysis, sharing and protection.



OUR BUSINESS LINES

Work at a factory
in Macaé, Brazil.

ACCELERATING THE ENVIRONMENTAL transition for our clients

VINCI Energies' solutions for the environment improve its clients' environmental footprints in line with at least one of the three priorities underpinning VINCI's environmental ambition: acting for the climate, optimising resources and preserving natural environments. Their benefits are measurable and quantifiable against a baseline. They do not negatively impact other aspects of our environmental commitment.

A genuine impact through concrete and measurable actions

VINCI Energies is committed, first and foremost, to determining the exact impact of its activities on the environment, particularly in terms of greenhouse gas (GHG) emissions. To this end, several carbon calculation tools have been created to evaluate each of its activities and support clients in their impact reduction efforts.

Bespoke, practical solutions

VINCI Energies' business units have positioned themselves at the heart of their clients' energy choices, infrastructure and processes. Their long-term focus on the energy transition and the digital transformation enables them to offer each of their clients bespoke solutions that will help them achieve their decarbonisation goals.

Trajectory and action plans

In accordance with the Group's trajectory, each business unit has embraced a responsible approach that reflects its own road map, with a view to acting for the climate, optimising resources and preserving natural environments.



Promoting reuse of materials and recycling of waste

Measuring and improving energy performance

Optimising processes and decarbonising manufacturing

Harnessing digital transformation to bring about a more sustainable and frugal society

Minimising the impact of mobility

Making buildings more sustainable, liveable and performant

Reducing the impact of infrastructures on biodiversity

Providing solutions to the environmental challenges of IT and telecoms

Developing and future-proofing energy infrastructures

Contribute to driving progress in energy generation

Norway

“Norway has played a pioneering role in the development of sustainable, electric mobility oriented transport infrastructure. Government incentives pushed electric vehicles’ share of new car sales up to 87% in 2023. Our business units took advantage of this opportunity by building a solid foundation of expertise in charging points. The offering was then extended to more technical vehicles, such as buses, lorries and even ferries.”

Philippe Guérin,
Country Manager, VINCI Energies Norway



125

comprehensive performance contracts managed by Citeos in France



France

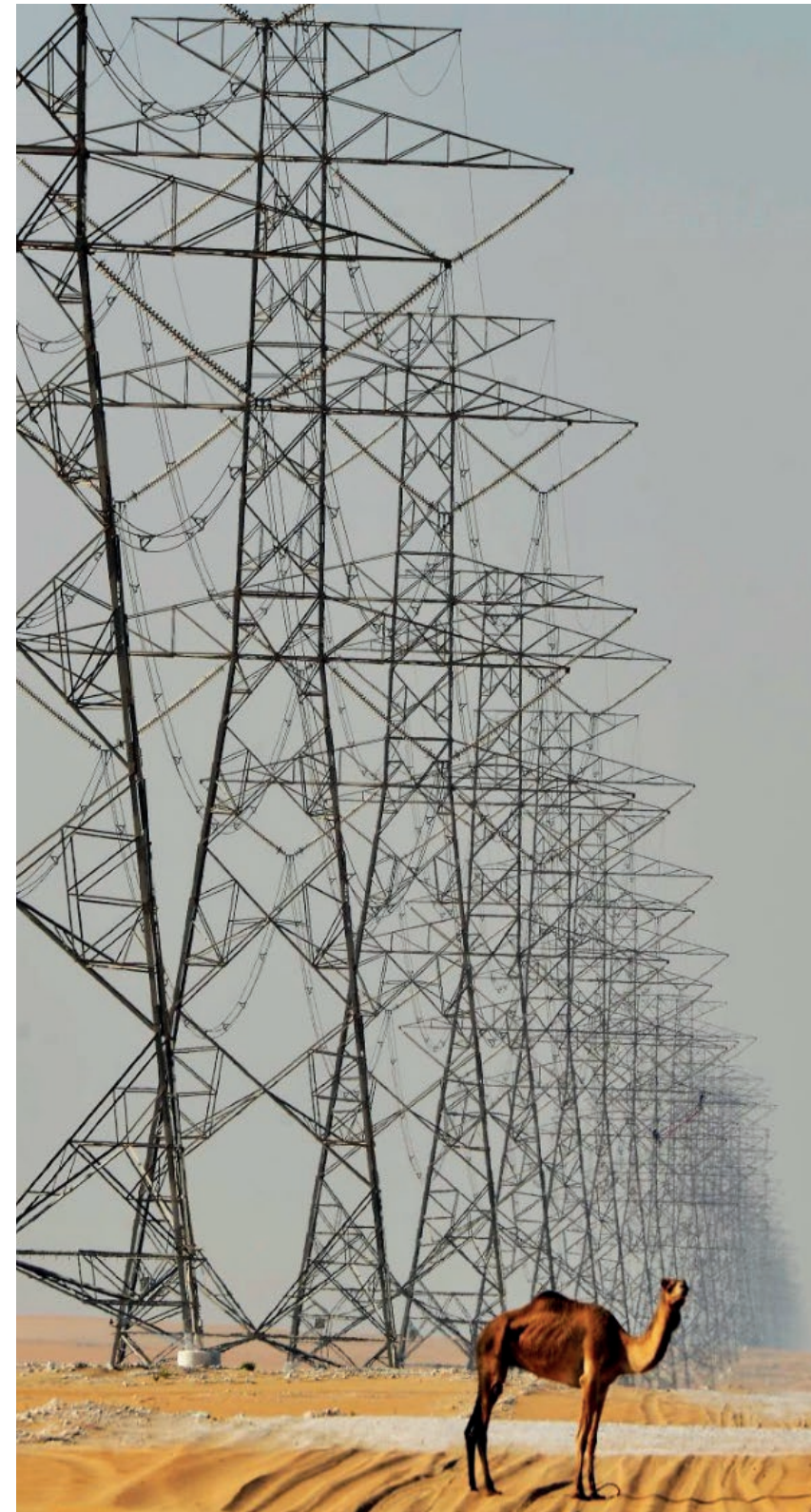
Moving towards energy-efficient and connected lighting

Divonne-les-Bains awarded a 12-year energy performance contract to Citeos. The aim is to achieve a 50% reduction in electricity consumption by replacing the town centre’s existing lights with LEDs with remote management capabilities and installing photovoltaic panels at three sites for self-consumption.

Spain

Building two solar power plants

Operator Q Energy, a major player in the renewable energy sector, has contracted Omexom for the design, engineering and construction of two photovoltaic power plants in Ciudad Real in Spain. A total of 138,000 high-performance modules will be installed on 146 hectares of land. The two plants' output will be equivalent to the consumption of over 44,000 homes.



Persian Gulf states

Connecting the power grids of Iraq and its neighbours

Omexom, a key energy transmission infrastructure player in the Persian Gulf states, has been given a crucial role by the Gulf Cooperation Council Interconnection Authority (GCCIA). As part of the project to interconnect the power grids of Iraq and its neighbours, Omexom will design and commission substations like Al Wafrah (in Kuwait) and Al Fadhili (in Saudi Arabia), automate Al Fao (in Iraq) and help build certain lines linking these facilities.

Germany

“Technological innovation, environmental standards and consumer pressure have prompted industry to move towards more sustainable practices. Actemium is supporting this shift through decentralised approaches offering a flexible and adaptable response to client challenges. Whether they focus on renewables, the circular economy or social responsibility, the projects undertaken could serve as models for global transformations.”

Frank Westphal,
Managing Director of VINCI Energies Deutschland Industry & Infrastructure



France

Contributing to the reindustrialisation of the north of France

The start-up Verkor moved forward with its plans to set up an electric vehicle battery gigafactory in Dunkirk by choosing a consortium includes Actemium for the factory utilities work package. Actemium is responsible for high – and low voltage electricity distribution as well as compressed air production and distribution. Work at the facility began in September 2023 and is expected to take almost two years.



Germany
Delivering a new process control system

Miltitz Aromatics is a company specialised in the production of fragrances, flavours, and fine and speciality chemicals. To improve equipment operation and monitoring and, ultimately, enable process automation, the manufacturer wanted to equip its plant with a new control system with a web-based solution. This project was carried out by Actemium Leipzig.

The Netherlands
Partnering with port authorities

Actemium will be responsible for the design, engineering and construction of electrical power infrastructure at the DFDS terminal at the Port of Rotterdam. Its onshore power supply (OPS) solution aims to enable vessels to shut down their own power generation facilities – often diesel generators – while at berth, thereby helping reduce CO₂ emissions (by around 2,100 tonnes per year), air pollutants and noise pollution from the maritime transport sector.



Brazil
Upgrading water treatment facilities

Actemium has signed a contract to upgrade the raw and treated water pumping stations operated by Sistema Serra Azul, a subsidiary of Copasa – a leader in water supply and treatment in Brazil. The VINCI Energies business unit will be responsible for project execution, the provision of materials, equipment and services, as well as electrical and mechanical assembly and civil engineering work in Juatuba and Betim, both located west of Contagem.



31

OPS (onshore power supply) systems installed by our Actemium teams worldwide

France

“The systems installed in a building can account for as much as 50% of its total carbon footprint from a life-cycle assessment perspective. Our desire to design more efficient solutions has led us in various directions, such as ensuring installations are properly sized, promoting low-carbon supply chain networks, considering the possibility of keeping and optimising existing equipment and, lastly, re-using everything that can be reused – either directly or after reconditioning.”

Olivier Genelot,
Director of VINCI Energies Tertiaire Île-de-France



France

Providing Lens with a new hospital complex

The new hospital complex under construction in Lens epitomises a new generation of urban hospitals that are connected and functional. With a floor space of 82,600 m² over six floors, the facility will have a capacity of 571 beds. The Franco-Belgian consortium made up of Santerne Fluides and Cegelec HVAC Life Sciences & Industry South won the heating, ventilation and air conditioning, smoke extraction and geothermal work package. Cegelec Nord Grands Projets will be responsible for the low-voltage work package, including the building management, access control, video surveillance, medical alarm and fibre-to-the-office (FTTO) systems. The fibre-optic system requires fewer raw materials than a traditional copper cable-based system (900 kg versus 40 tonnes) and brings about a saving of 145 t CO₂eq of greenhouse gases.

Over
15,000
 sites managed
 by our VINCI Facilities teams

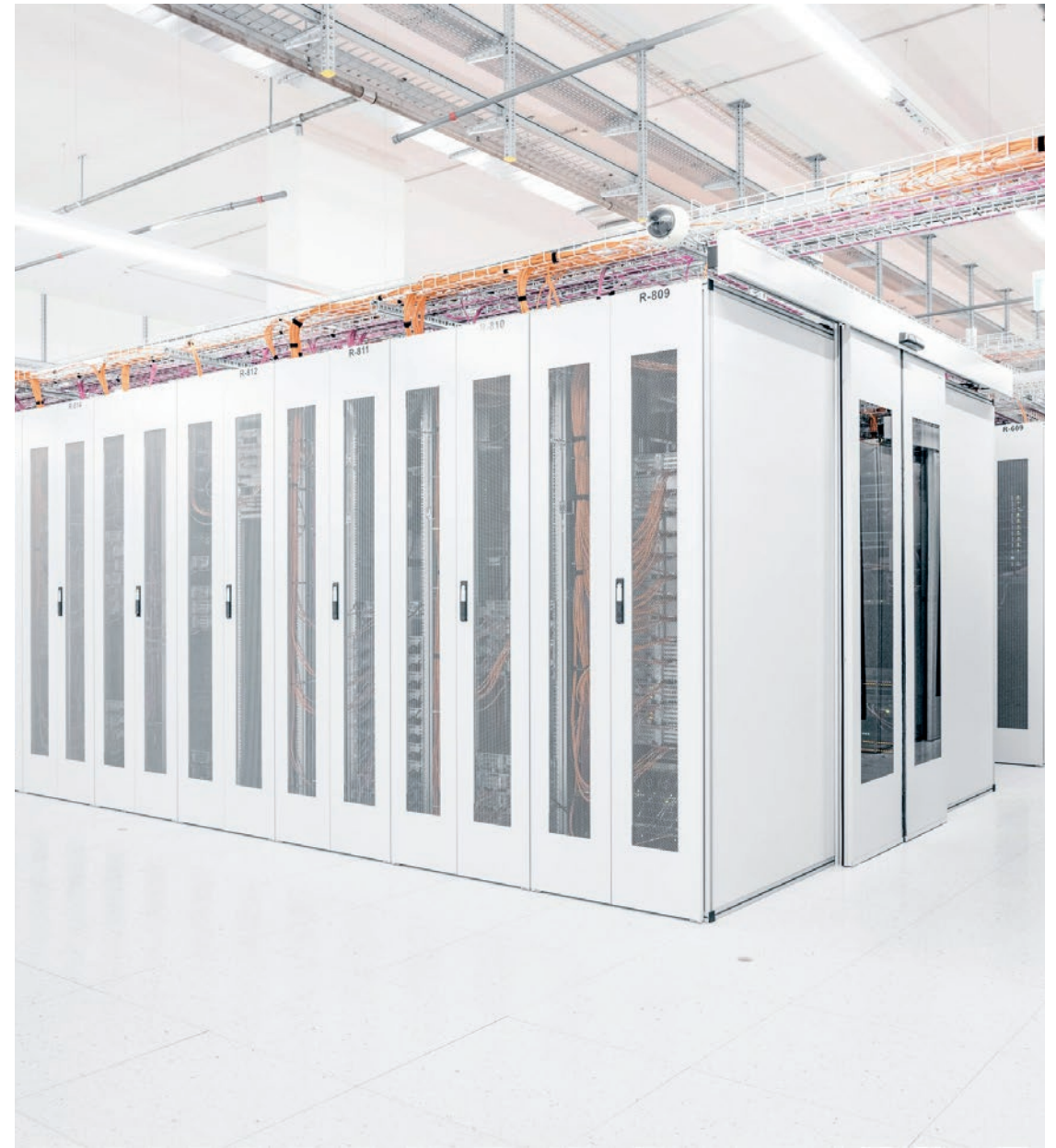
Belgium
**Helping a municipality achieve
 its energy savings target of 2.6 GWh**

The Belgian municipality of Beersel has pledged to tackle climate change by working with VINCI Facilities and Sweco. The goal is to reduce the energy consumption and optimise the energy performance of seven municipal buildings, guarantee employee comfort and ensure the installations comply with legal requirements. VINCI Facilities and Sweco are designing, implementing, monitoring and analysing energy-saving measures for the municipality.



The Netherlands
**Renovating 100,000 m²
 of office space**

The Dutch commercial and investment bank ABN AMRO has announced the launch of a major project to renovate its Amsterdam office building – a 1980s construction that has nine floors with a total area of over 100,000 m². The aim is to create an ultra-modern workspace while achieving the highest environmental and comfort certifications. As part of this project, the teams from Bosman and BAM Bouw & Techniek are in charge of all building systems. They are therefore responsible for installing the heating, ventilation and air conditioning (HVAC) system and solar panels.



Switzerland
**Supporting high-availability
 and energy-efficient data centres**

Green, the leading data centre service provider in Switzerland, develops data centres that offer the perfect combination of technical performance, security and sustainability. In the Zurich Metro Campus project, waste heat generated by servers is fed into a heating network. During construction of the first of the three computing centres, ETAVIS supported this electrotechnically pioneering project. For instance, it was responsible for installing the uninterruptible power supply (UPS) systems – a critical component for maintaining secure and reliable operations.

Portugal

“Artificial intelligence is maturing as a technology. Lots of solutions already exist and others can be deployed rapidly. So the critical factor lies primarily in understanding how to make the most of the data collected. It’s not just a matter of increasing efficiency; it’s also a matter of contributing to the development of businesses as part of a cognitive transformation approach, as Axians strives to do.”

Pedro Afonso,
CEO of VINCI Energies Portugal



France

Conducting BIM studies and deploying fibre for the Grand Paris Express

In France, RATP Connect (RATP Group) subsidiary CONNECT GP – holder of the operator fibre optic operating agreement for the Grand Paris Express – has entrusted Axians with conducting building information modelling (BIM) studies and deploying fibre-optic infrastructure in 68 stations. The project will start with Line 14 South then Line 15 South, followed by all other lines.

Germany Supporting Hüttenberg's long-term commitment

The German town of Hüttenberg turned to Axians Deutschland for help with formalising its environmental programme, focusing on a reduction in the CO₂ emissions and waste generated by administration offices, energy-saving measures and responsible water management. The two partners co-developed an online tool bringing together key figures and data from the different authorities involved in sustainable development. Citizens are given open access to this information.



Poland Deploying a new digital ecosystem for medical services

Supporting the work of medical teams and public administration and automating reporting processes for the Ministry of Health are the objectives of the system deployed by VINCI Energies for Centrum e-Zdrowia, a Polish e-health centre. Every day, over 10 million documents – e-prescriptions, e-references, medical appointment records – are transmitted for processing and aggregation. The project also covers the delivery and maintenance of digital tools designed to streamline the scheduling and provision of medical services.



France Bringing 5G to manufacturing

Axians is actively involved in the GEO-5G project – one of the projects supported by the French government through its 5G acceleration strategy, as part of the France 2030 programme. Its objective is to deploy an innovative system to meet a variety of needs relating to ultra-precise indoor positioning and the control of work tools, robots and objects on industrial production lines. Working as part of a consortium of seven companies, our teams have been tasked with developing the mapping software required to interface the connected tools and the 5G positioning system. They are also responsible for full project integration, equipment monitoring, and the installation of the GEO-5G solution across the test stations at a Stellantis factory.



**OUR
SOCIAL
COMMITMENTS**

Non-profit 13 PK in the Netherlands.

INTERVIEW

with **Véronique Matignon**,
Vice President of Human Resources

From a HR perspective, how would you sum up 2023 for VINCI Energies?

VINCI Energies is an integrator that provides its clients with solutions and services. Its success is largely due to the professionalism and commitment of its teams. Our main challenge therefore lies in attracting talent, nurturing their growth and making them want to stay with us for as long as possible. In that regard, VINCI Energies' HR processes mirrored its strong economic momentum in 2023. Our teams made every effort to support our growth – and it paid off.

Can you give a few examples?

First, there's recruitment. VINCI Energies has 97,000 employees worldwide, employing 7,000 more people than it did in 2022. We hired 18,700 people on permanent contracts in 2023, making 10% more new hires than in 2022. Then there's training. We provide training at the 14 VINCI Energies academies worldwide (with plans to bring this figure up to 17 in 2024) and at our 32 technical institutes, which should double in number over time. We have significantly increased the



number of training courses and enhanced our catalogue's visibility and accessibility, with a special focus on the development of programmes leading to qualifications and certifications. The number of technical training courses increased by 12%, and the average number of hours of training per employee rose from 20.5 in 2022 to 22 in 2023. Lastly, I'd like to mention our efforts to increase the proportion of women in our teams. We're hiring more women, particularly in management and supervisory categories, and extending our women's networks (with around 15 launched worldwide to date).

How is VINCI Energies' HR culture shared and promoted?

In recent years, VINCI Energies' growth has mostly been achieved through acquisitions. We are experiencing strong organic growth, which means we have considerable external recruitment needs. Our business



units, our managers are aware of this issue. We want to support them and fully respond to the growing importance of HR-related topics, which is why we have stepped up mobilisation at all levels of our decentralised organisation.

How do you address employer branding challenges?

If we want to attract people who will work with us for a long time, agree to uphold our values and share our methods, we need to ensure our employer brand is appealing. This is especially important given that we, like all companies, are currently dealing with tight labour markets. In early 2023, we launched a broad communication campaign to highlight VINCI Energies' identity, values, organisational structure, business lines and beliefs.

How do you reach out to young talent in particular?

We hire young people across all job categories (workers, technicians, engineers and managers) and all job families. In 2023, we further strengthened our presence in schools, at school forums and at recruitment fairs. This mobilisation of HR specialists and our managers paid off, as it enabled us to recruit 4,000 young people under 25 (compared with 3,200 in 2022). We also worked on the integration of employees, through initiatives such as our "new arrival days", mentoring programmes and incubator programmes. Supporting the professional integration of young people forms part of our corporate social responsibility.



Our main challenge lies in attracting talent, nurturing their growth and making them want to stay with us for as long as possible.

HUMAN RESOURCES

- 21.5%** OF ALL NEW HIRES AGED UNDER 26
- 14** VINCI ENERGIES ACADEMIES WORLDWIDE
- 32** TRAINING CENTRES WORLDWIDE
- 2.2** MILLION HOURS OF TRAINING
- 819,000** HOURS OF HEALTH AND SAFETY TRAINING



Morocco
Reaching over 200 students with the Young Talent Days in Casablanca

The Young Talent Days event, designed to help the company recruit final-year students as interns, marked its 10-year anniversary in Morocco. Following editions in Senegal, Côte d'Ivoire and Togo, Morocco held the 10th such event in November 2023. More than 200 students were welcomed by VINCI Energies in the West African city of Casablanca, where they took part in interviews with operational and support function teams, workshops focusing on HR, environmental responsibility and responsible conduct, as well as a strategy game all about the environment.



Portugal
Signing a pact to help young workers

Employment vulnerability among young people – even the most qualified – has long been an issue in Portugal. With that in mind, Sotécnica and Axians signed the “More and Better Jobs for Young People” Pact promoted by the José Neves Foundation and the Portuguese government, reinforcing their commitment to training, employment and development opportunities for new generations of workers.

Sweden
Building a more inclusive tech world

IGEday – Introduce a Girl to Engineering day – is a Swedish initiative designed to give girls an insight into tech and engineering careers. In 2023, VINCI Energies invited girls aged 13 to 19 to spend a day learning about engineering jobs, giving them the opportunity to meet employees.



Canada
Celebrating TCI+'s commitment to inclusion

At the annual conference of the ACRGTQ (Quebec’s association of road builders and major works), TCI+ received the “Reconnaissance-mixité” (diversity recognition) award. This honour recognises the Quebec-based VINCI Energies subsidiary’s commitment to the advancement of women.



Stories Safety Week 2023

Safety Week is a key component of VINCI Energies' efforts to establish a strong safety culture, forming part of a series of events and training courses deployed each year.



Working in safe conditions

"My team and I were due to start a cable pulling project beside a motorway. When we got there, we realised that the emergency stopping lane was the only one closed to traffic. The next lane should also have been closed to ensure we could work safely. The client informed us that traffic control devices wouldn't be in place until the following day. We took the time to talk to them about the teams' safety and explained that we wouldn't be working in safe conditions if we proceeded. The work was postponed until the following day."

Virginie d'Orazio,
telecommunications technician, Axians Fibre Sud-Ouest (France)

Raise awareness among all site personnel

"On a client's worksite, we took advantage of an electrical cabinet connection and commissioning operation to conduct a safety briefing with everybody present on-site. In collaboration with our QSE team, we drew up a document to raise awareness among all site personnel – electricians and non-electricians alike. A short MCQ was prepared to make the exercise more fun and encourage discussion. Several nationalities were represented among the site personnel, so information on the voltage in the cabinets was provided in several languages in another document. At the end of the discussion, this document was stuck onto each electrical panel to remind everyone of the safety measures they needed to follow."

Luis Fernandez,
Santerne Île-de-France (France)



France Improving an employee's day-to-day life with an exosuit

David Lauret, a warehouse worker for Citeos on Reunion Island, discovered a solution in 2021 that could help him as a person with a disability: an exosuit. HR and QPE representatives contacted the occupational health team and AGEFIPH about arranging for him to try out this soft wearable device, which uses springs and actuators, not electricity. He tried one out and was impressed. Citeos then ordered one from a local business, receiving the delivery in early 2023. Easy to put on and take off thanks to its velcro fasteners and magnets, this relatively light device has enabled David to adapt his job and continue to enjoy good working conditions.



Germany Preventing musculoskeletal disorder risks

Being able to lift heavy objects effortlessly while maintaining proper posture is a dream come true for VINCI Energies' logistics teams based in Sarstedt, near Hanover. These employees can now use two exoskeletons commissioned by Fire Protection Solutions, in partnership with German Bionic – the leading European manufacturer of smart power suits.



Étape du Tour
Supporting the VINCI Energies
“Coureurs du Cœur”

VINCI Energies has been supporting Mécénat Chirurgie Cardiaque – a charity that brings children with heart defects to France for surgery – since 2017. As part of this partnership, 53 employees – all “Coureurs du Cœur” team members – took part in the Étape du Tour event, raising enough money to fund vital heart surgery for four children.

Transat Jacques Vabre
Saving the lives of children
with Mécénat Chirurgie Cardiaque

Gaella is one of the 20 children whose lives were saved in 2023 thanks to the “1 click = 1 heart” drive held on Initiatives-Cœur’s social media pages during the Transat Jacques Vabre. Born in June 2022 in Rwanda, she had an abnormal connection between the two lower chambers of her heart, which meant she would become out of breath and tired quickly with activity. Welcomed by a volunteer host family, she underwent surgery at Nantes hospital in France thanks to Mécénat Chirurgie Cardiaque. She returned to her parents in Rwanda in better health a few weeks later.

21

children operated on with the help of Mécénat Chirurgie Cardiaque and the money raised by our business units and employees



Story

Partner of UNICEF* through an education programme in Brazil

Aurélio Álvaro Gonçalves, teacher of sixth- to ninth-year Taurepang (an indigenous language) at the Tuxaua Antônio Horácio indigenous state school in Pacaraima, Roraima

“The project has further enhanced the learning experience for our students, prompting them to look up and understand new content. From a teacher’s perspective, it has also enabled innovative teaching and learning practices. As a teacher, I’ve learnt new working methods and how to go about increasing awareness of our projects online. Since the arrival of technology in our school and our community, one of our objectives has been to record and document our projects and raise awareness of them, as not everyone knows how indigenous peoples live.”



© UNICEF Brazil_Kelyson Souza

La Parisienne
Supporting UNICEF* programmes

Over 400 VINCI Energies employees from various European countries took part in La Parisienne – an annual women-only race held in Paris – on 10 September 2023. For each kilometre they ran, VINCI Energies donated €2 to the education programmes it supports through its partnership with UNICEF.



* UNICEF does not endorse any company, brand, product or service.

Marocco

Showing solidarity to those affected by the earthquake

Following the earthquake in Morocco in September 2023, VINCI Energies teams assisted impacted communities in different ways. In total, 35 employees got involved in charitable initiatives. For instance, at a base set up in the village of Ouirgane, employees ensured the camp and the mobile medical units had a power supply, distributed lighting equipment, lent generators and vehicles, and handed out donated items (tents, mattresses, covers and clothing).



Indonesia

Renovating a public school

Located in the Indonesian province of East Kalimantan, the SDN 003 Muara Jawa public primary school was in need of restoration but lacked the necessary financial resources. The team at Actemium Balikpapan, which has a logistics base near the school, wanted to take care of the work. It will provide school supplies to the pupils once the work is complete. By carrying out this project, Actemium Balikpapan is directly contributing to improving the well being of the local community.



Germany

Supporting a palliative care centre

Located in the German city of Düsseldorf, Rainbow Land is a place that provides care and support to children with life-limiting illnesses and their families. Actemium Energy Projects Rhein / Ruhr and Actemium Service Düsseldorf wanted to support the project – by donating money and by commissioning a technician to ensure key electrical devices (night lights, televisions, lighting installations in the relaxation rooms, etc.) were in proper working order before the facility opened.



Story

Sponsor and ambassador for Fondation VINCI pour la Cité

Edouard Mandin, manages Citeos business units in Toulon and Bandol

Edouard Mandin manages Citeos business units in Toulon and Bandol in the Provence-Alpes-Côte d'Azur region (France). A few years ago, he contacted the Fondation VINCI in search of projects to support, as he wanted to spark a discussion within Citeos: "We feel duty-bound to create value not only in economic terms but also for the betterment of society, to help our community thrive." Edouard heard about Association Familiale Laique Transition and decided to link in with the Fondation VINCI to fund a kitchen in an disadvantaged area in Toulon. He has been involved with the non-profit ever since.



The Netherlands

Harnessing the power of horses to help vulnerable children

What can be done to help grieving, bullied or autistic children find their place while also learning how to listen to their emotions and better regulate them? In the Netherlands, the 13 PK foundation offers a response based on activities with horses. These animals are very sensitive to body language, making them ideal partners for vulnerable children. Impressed with the results obtained, two employees – one from Actemium and one from VINCI Energies – became project sponsors. A new website has been developed, providing an enthusiastic account of the history and work of the 13 PK foundation.



The United Kingdom

Helping homeless people

Located in the UK city of Birmingham, St Anne’s Hostel provides accommodation, food and support for homeless men aged 25 and over. One of the most important aspects of its service is its unique approach of allowing residents to keep their dogs on-site. The VINCI UK Foundation donated £4,000 to St Anne’s Hostel to help it replace 18 central heating boilers in its accommodation, which will improve resident comfort and lower electricity bills. Additionally, St Anne’s Hostel will receive support from an Actemium UK HR manager, who will offer labour law advice.



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