GUIDELINES

OCCUPATIONAL HEALTH AND SAFETY

EXEMPLARITY

TRANSPARENCY

DIALOGUE

SAFE EVERY DAY

SEPTEMBER 2026

VINCI MANIFESTO COMMITMENT NO. 5: "TOGETHER! STRIVE FOR ZERO ACCIDENTS"

Joint declaration by Pierre Anjolras, Chief Executive Officer of VINCI, and the European Works Council.

At VINCI, Health & Safety is our priority.

The commitment to strive for zero accidents is central to the VINCI Manifesto because we believe that all accidents are avoidable.

We pursue this goal through a shared culture built around three pillars:

- **Exemplarity**: every day, let's set clear rules and ensure that they are followed to work safely.
- **Transparency**: every day, let's report and analyse high-risk situations to prevent them in the future.
- **Dialogue**: every day, let's choose open, sincere and constructive dialogue to protect one another more effectively.

This declaration, drawn up with the Group's European Works Council, stems from our commitment to achieve zero accidents.

It is aligned with the principles underpinning VINCI's decentralised organisational model and is intended to provide a common framework for the core measures, improvement initiatives and areas for further consideration in relation to protecting health and preventing occupational risks within Group companies.

This declaration builds on the commitment signed in 2017, and affirms our shared belief that a strong commitment to safety contributes to all-round performance and that progress depends on involving all our employees and their representatives in promoting a shared safety culture.

Nanterre, 17 September 2026.

Pierre Anjolras,
Chief Executive Officer of VINCI

Alexandra Charton,
Secretary of the European Works Council

EVERYONE INVOLVED, EVERYONE TAKING ACTION

Occupational health and safety is of concern to all employees and all employees must be involved.

Health and safety are the cornerstones of operational excellence

Every manager must guarantee the health and safety of the employees for whom he or she is responsible, within a clearly defined framework. The Health & Safety network has the expertise to help managers with the steps to be taken.

Managers must lead by example, particularly by maintaining a consistently visible presence on site.

All employees, regardless of their position in the organisation, must take care of their own health and safety as well as that of everyone within their sphere of activity, including other employees, subcontractor staff, suppliers, customers, public authorities and local residents.

Operating procedures and safety rules must be clearly defined, understood and followed. Equipment and tools must be used as intended, and personal protective equipment must be worn correctly.

The zero accidents target provides a common point of reference, initially focused on eliminating serious and fatal accidents. It applies to all VINCI employees as well as temporary and external staff, who must work under the same safety conditions on every site. As an extension of this commitment, Group companies must work alongside their subcontractors as they develop their own risk prevention practices and procedures.

Employees who identify a situation posing an imminent threat to health and safety must report it immediately and openly. Every employee must stop any operation they believe poses a risk to them personally, and may suspend any operation that poses a risk to other people or to property. Employees must not be reprimanded for taking these initiatives in good faith.

All possible means of mobilising people's skills, motivation and creative potential to improve health and safety and the working environment must be encouraged and exploited so as to promote a shared culture within the Group and as regards outside companies.

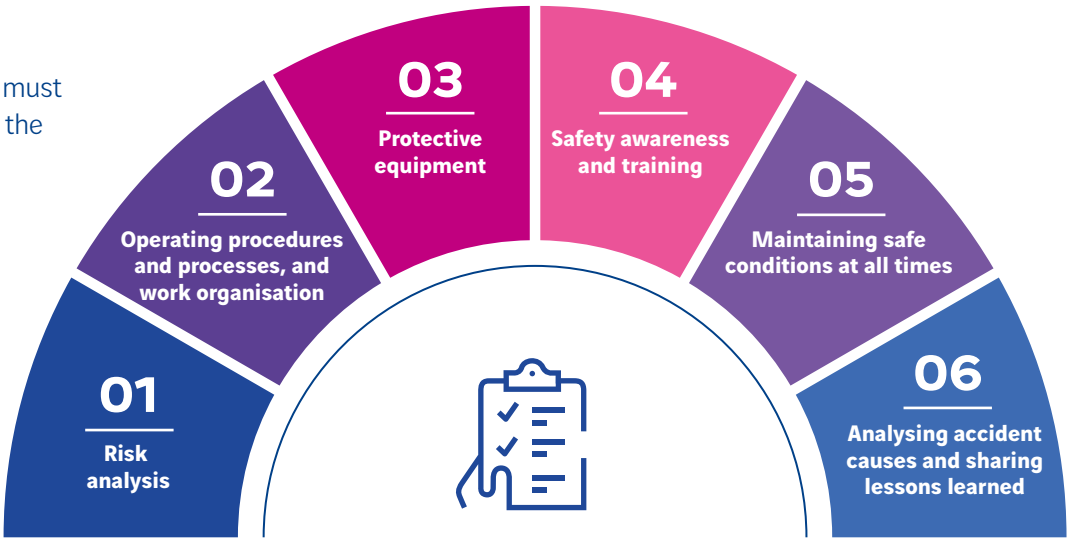
Involving staff representatives and engaging with them

The staff representatives of each entity are key stakeholders and must be informed in a transparent way about actions taken to improve working conditions and to prevent accidents and incidents at work and occupational risks. They must also be encouraged to make their own proposals regarding such actions.

FUNDAMENTAL ACTIONS

These actions underpin our safety culture in all circumstances and must always be applied in accordance with local regulations.

These actions must be taken at all the Group's sites.



01. Risk analysis

Effective occupational health and safety management requires risk analysis as early as possible, and analysis updates as the project advances.

02. Operating procedures and processes, and work organisation

Operating procedures and methods include measures based on risk assessment findings, from the design phase. The Group's entities organise work so as to protect their employees' health and safety. Everyone involved in an operation is informed of all relevant procedures and methods when the operation is launched (through inductions and briefings), before starting a task, and whenever operations already under way change in any way.

03. Protective equipment

Suitable collective protective measures must be put in place at every site and for every operation. Collective measures must always take precedence over personal protective equipment.

Each entity must additionally provide its employees, free of charge, with personal protective equipment suited to the tasks they perform. The equipment must also meet any applicable national requirements and effectively protect the employees' health and safety.

04. Safety awareness and training

Each entity is responsible for raising awareness among everyone involved, by informing them about the risks associated with their operations and the necessary measures to reduce or eliminate those risks, in order to provide an appropriate level of protection.

Employees are trained in occupational health and safety during working hours. Training includes instructions and explanations linked specifically to their role or duties.

Specific attention is given to ensuring that everyone on site understands the safety instructions.

05. Maintaining safe conditions at all times

Safe operating conditions must be maintained at all times, and adapted whenever and wherever necessary. If those conditions are not met, any task in progress must be stopped.

06. Analysing accident causes and sharing lessons learned

Every accident or near miss with the potential to cause serious harm must be thoroughly and methodically investigated within the company, and the findings must be shared with employee representatives. Employees must be encouraged to identify hazardous situations and near misses, in order to help reduce accidents and embed safety in everyday working practices.

All fatal accidents are systematically reviewed by Executive Management, and review findings are circulated throughout the Group's Health & Safety network. The Group's employee representative bodies are also informed.

OCCUPATIONAL HEALTH AND CONTINUOUS IMPROVEMENT

Developing an occupational health policy

All entities are committed to continuously improving working conditions, particularly through working arrangements that limit occupational strain and protect mental and physical health. Improving quality of life at work and preventing psychosocial risks are integral to this policy.

Leveraging foresight and technology to prevent risks

VINCI companies work at every level to anticipate risks through forward-looking analysis, and to identify and roll out innovative solutions that protect the health and safety of everyone involved in their operations.

Monitoring results and circulating information

Real and enduring progress can only be achieved by measuring results using relevant indicators, then presenting results in ways that encourage conversations about opportunities to improve health and safety metrics.

This declaration highlights the importance of ensuring that information flows effectively and that best practices and lessons learned are shared. These exchanges must take place at every level in the organisation and as part of social dialogue.

IMPLEMENTATION OF THE DECLARATION

Occupational health and safety: let's do it together!

In accordance with the Group's decentralised model and in order to tailor the steps taken as closely as possible to each local situation, each business line sets and implements its own commitments regarding health and safety with a view to driving continuous improvement.

Management is responsible for the practical implementation of measures to promote health and safety among the employees within its area of responsibility.

In accordance with the current VINCI European Works Council agreement, information about fatal occupational accidents and health and safety indicators is sent to the Select Committee on a quarterly basis.

This declaration is translated into numerous languages to ensure widespread circulation throughout the Group.

SAFE EVERY DAY

At VINCI, Health & Safety is our priority.
We refuse to accept fatalism. We do not give up.
We are collectively convinced that it is possible to achieve zero accidents.

EXEMPLARITY

Every day, let's set clear rules and ensure that they are followed to work safely.

- Let's define the safety rules and put in place routines that ensure they are applied systematically and on a daily basis, to prevent risks.
- Let's stop work whenever the conditions are not safe, either for ourselves or for others. The "STOP reflex" saves lives.
- Let's foster a just culture, based on recognition and accountability, so that everyone can report dangerous situations without fear.

TRANSPARENCY

Every day, let's report and analyse high-risk situations to prevent them in the future.

- Let's report every hazard and every near-miss so that we can learn from high-risk situations.
- Let's analyse and share the causes and lessons learnt from every hazardous situation so that we can improve together and prevent it from happening again.
- Let's have the courage to speak up whenever a task cannot be carried out safely, for our own sake and for the sake of others.

DIALOGUE

Every day, let's choose open, sincere and constructive dialogue to protect one another more effectively.

- Let's spend time together on the ground, at all levels of the organisation, to listen, discuss, understand and bridge the gap between theory and reality.
- Let's encourage open, sincere and constructive dialogue so that we can make progress together.
- Let's maintain an ongoing dialogue with all stakeholders, including employee representatives, to find sustainable solutions.

REAL SUCCESS IS THE SUCCESS YOU SHARE

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