### **MAJOR PROJECTS DIVISION**

2025 ESSENTIALS

## Building the future, innovating together











## **Our entities**

The Major Projects Division is part of VINCI Construction and structured around three complementary pillars: Major Projects, Specialty Networks and Proximity Networks.

The division's four companies build on the shared foundation of their unique scope of expertise and ability to design and carry out the most complex projects.

- **10 > VINCI Construction Grands Projets**
- 11 > Dodin Campenon Bernard
- 12 > VINCI Construction GeoInfrastruture
- 13 > Spiecapag



Our teams working on the southern stretch of the Line 15 West project on the Grand Paris Express (Nanterre La Folie station).

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- **04** > Celebrating innovation to stay one step ahead
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#### **OUR GUIDING PRINCIPLES**

- **14** > Governing safety: the zero accident target
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# Patrick Kadri

Managing Director of VINCI Construction in charge of the Major Projects Division and CEO of VINCI Construction Grands Projets



How did the division fare in 2024? 2024 was another year that demonstrated the dynamism of the Major Projects Division. Revenue, generated in over 50 countries across five continents, remained at a very high level. We delivered 15 or so major projects in line with client expectations, started work on 10 new projects and continued to progress to schedule elsewhere around the world. We also bolstered our order book, signing around 10 new major projects that will help to further raise the profile of the division.

#### Nevertheless, conditions were tough last year. How did you manage to achieve such performance?

Yes, 2024 was complex, that's undeniable, as crisis after crisis arose, with the effects combining and accelerating, in a world of constant turbulence. In these conditions, the

02 2025 ESSENTIALS

vitality of the Major Projects Division was underpinned first and foremost by our solid fundamentals, our strong, shared values and the remarkable resilience our people demonstrate, both individually and collectively, when faced with a challenge. This resilience comes from the lessons we have learned from our experience and the extensive feedback drawn from our operations around the world.

### // An increasing proportion

of our projects involve low-carbon mobility, renewable energy production, the water cycle and climate resilience, as well as flood protection.

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#### Are dozens of successful projects throughout the world enough to tackle the challenges we face today and into the future?

No, of course not. Whatever success we've had in the past, no matter how we've managed to constantly expand the scale of our operations and the complexity of our projects, as well as deal with increasingly stringent contractual obligations, the challenges we face today and into the future will require us to be ever-more selective in the choice of projects, partners, and countries in which we operate, as well as continue to set ourselves apart through innovation and our ability to transform.

## Are innovation and transformation of techniques essential?

Yes, they are absolutely essential if we are to stay at the top of our game. New technology and artificial intelligence in particular present huge opportunities for progress. But it's not enough. Innovation and transformation need to permeate everything we do, from managing our teams to organising our projects, from new professions emerging from the environmental transition to new uses for the infrastructure we design and build, as well as the consideration of our employees' desire to do something meaningful. And I am proud of the energy shown by our people, as reflected in their extraordinary contributions to the last VINCI Innovation Awards.

**So, how are you approaching 2025?** With vigilance, but also confidence and serenity.

## Our common ground

Heirs to the great builders of the past and completely committed in today's world, the men and women of the Major Projects Division use their passion and expertise to support their clients and communities in designing and building the major infrastructure of tomorrow. The Division's common ground unites, brings together and guides its employees in the performance of their duties throughout the world.

## **Our commitments**

- $\rightarrow$  Our men and women at the centre of our attention
- $\rightarrow$  Safety, our shared culture
- Environmental transformation, our momentum for accelerated change
- $\rightarrow$  Our commitment to positive impact on society
- $\rightarrow$  Practices that respect our ethical principles

## **Our areas of excellence**

- $\rightarrow$  Risk management culture
- $\rightarrow$  Technical expertise and innovation
- $\rightarrow$  International diverse and mixed teams
- $\rightarrow$  Synergies
- $\rightarrow$  Project-oriented organisation
- $\rightarrow$  Controlling production

#### MANAGEMENT TEAM at 1 March 2025

Patrick KADRI

Managing Director of VINCI Construction in charge o f the Major Projects Division and CEO of VINCI Construction Grands Projets

Patrick BÉCHAUX Director of Human Resources

Sébastien BLIAUT Entrepose, Central and Northern Europe Operational Director

**Pierre BOURGEOIS** Asian, Building and Hydraulic Works Operational Director

Arnaud BREL Director of Quality, Safety, Environment and Information Sustems

Éric CHAMBRAUD Chief Strategy Director

Yoann COZETTE Chief Financial Officer

**Benoît DENIZOT** Chairman of VINCI Construction GeoInfrastructure

Bruno GUY DE CHAMISSO Managing Director of Spiecapag

Gonzalo JASPE Legal Director Florence LAIZIER Managing Director of

Managing Director of Dodin Campenon Bernard

Lionel RAVIX France, Mediterranean Europe and United Kingdom Operational Director

Anne-Sophie ROYER Director of Communications

**Philippe TAVERNIER** *Qatar, Middle East, Africa and Latin America Operational Director* 

Jean-Luc TORIS Director of Engineering and Technical Resources

### CELEBRATING INNOVATION TO STAY ONE STEP AHEAD

At the final ceremony of the Innovation Awards in April 2024, the Major Projects Division chose to highlight nine exemplary projects out of the 414 submissions made by its employees, showcasing its commitment to operational excellence, safety and sustainability. These initiatives transform the way we manage resources, reduce environmental impact and enhance social integration, conveying our pioneering vision for the industry.

#### **INNOVATION** –



#### SIMPLIFYING PILE CROPPING FOR GREATER SUSTAINABILITY FRANCE

PRODUCTIVITY

On the project to build the viaduct for Line 18 of the Grand Paris Express, an **innovative solution using couplers and wooden discs** made it possible to optimise the pile cropping phase. This system is safer, cuts costs and enhances productivity by shortening work cycles. With zero non-compliance and all waste able to be recycled, this innovation epitomises simplicity, efficiency, and environmental friendliness.



#### MANAGEMENT AND HR

#### TRANSFORMING LIVES AND OPENING THE WAY TO EQUALITY COLOMBIA

**The Semillero Rosa programme,** implemented on the Bogotá–Girardot highway project, epitomises our commitment to gender equality. Developed to provide opportunities to women from local communities, it trained 130 women in a variety of jobs, including earthworks machinery operation, mechanics and site management. Semillero Rosa does far more than simply offer professional training, as it paves the way for future generations by bolstering inclusion in the construction industry.



#### AUTOMATION TO SAFEGUARD OUR PEOPLE DENMARK-GERMANY

On the Fehmarnbelt Fixed Link, an immersed tunnel between Denmark and Germany, **a prototype innovation was used to automate high-risk operations when installing and removing doors.** By drastically reducing the need for people to be near heavy loads, the system automates complex tasks and improves working conditions. This major step forward can be applied to other large-scale projects.



#### ENGINEERING AND TECHNOLOGIES

#### HARNESSING INNOVATION TO BOOST PERFORMANCE AND SUSTAINABILITY FRANCE

Linaster exemplifies the innovative spirit that runs through the Major **Projects Division,** with its unique solution to centralise, analyse and process production data. Fully developed in-house, the tool integrates GPS, onboard sensors, weather, geotechnical and topographical data to optimise project management. Through an easy-to-use interface and advanced features. Linaster offers an accurate and automated overview of performance, including quantity tracking and productivity analysis. Designed to be rapidly deployed on projects, it makes it easy to share expertise and make decisions collaboratively.



#### **ENVIRONMENT**

#### STRUCTURAL AND SUSTAINABLE INNOVATION FOR THE GRAND PARIS EXPRESS FRANCE

**Developed in close collaboration with the client,** the aerial section of the Line 18 of the Grand Paris Express is a major sustainable innovation. Using an **inverted T deck**, this unusual and elegant design ensures the structure seamlessly integrates within its surroundings while offering discreet and effective weight-bearing capacities. This approach made it possible to reduce the volume of materials used, including 15% less concrete, 20% less passive reinforcements and 25% less post-tensioning, saving a total 6,200 tonnes of  $CO_2$  to build the 6 km viaduct. Tested and approved, this competitive solution can be applied to other urban, metro and pedestrian walkway projects.



#### INNOVATION



#### **JUDGE'S PICK**

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#### INCLUSION AND TRANSMISSION – INNOVATIVE PROGRAMMES TO BOOST LOCAL INTEGRATION CANADA - NEW ZELAND

**The Major Projects Division lives up to its social commitment with two inclusive initiatives.** In Canada, through a project with First Nation communities, training to use machinery led to 95% of participants being hired, transforming not only their professional future, but also the future of their families. Cultural rituals, such as the Pipe Ceremony performed to honour water, further strengthened these unique ties. Diversity and inclusion are also powerful ways to drive transformation. In New Zealand, a programme designed to help struggling young people trained 44 participants through mentoring, pastoral care and practical training. It resulted in their successful integration, stronger synergy and a lasting impact in these communities and on the teams.



#### **SPECIAL AWARD**

#### STEERING SAFETY WITH PRECISION AND DIGITALISATION PANAMA

Developed as part of the Atlantic bridge in Panama, **Condor is an innovative digital solution that combines smart sensors, a humanmachine interface, an app and a Cloud platform.** The system makes it possible to closely control equipment in real time, ensuring safety and efficiency. By anticipating risks and optimising performance, Condor redefines standards in managing complex machinery (such as segment installation, the use of cable stay towers and sequencing bolts on caissons), while guaranteeing maximum safety on worksites.





## MARKETING AND BUSINESS DEVELOPMENT THE DIGITAL REVOLUTION BOOSTING SUSTAINABLE RESOURCE MANAGEMENT

#### SMART USERS revolutionises resource management with a versatile wireless communication network. This system serves to measure and optimise the consumption of water, electricity and heat using affordable and accessible technology. Initially deployed at Rennes airport, it takes control

technology. Initially deployed at Rennes airport, it takes control back from telecoms operators and opens the infrastructure to new partners, such as local authorities. It is a promising innovation that will help to further rationalise energy use.

#### FIRST PRIZE

#### A WORLD FIRST: ULTRA-LOW-CARBON SEGMENTS FOR SUSTAINABLE TUNNELS FRANCE

To tackle the climate emergency, the Major Projects Division is taking action with its goal to use 90% ultra-low-carbon concrete by **2030.** This challenge was achieved by turning to a world-first innovation – segments that use binder (ground clinker) to completely substitute conventional cement, developed by VINCI Construction after 18 months of research. Tested on three definitive rings and around 20 temporary segments on the underground section of the Line 18 of the Grand Paris Express, this solution reduced the carbon footprint of the 10 km tunnel by 16,000 tonnes. Over the 200 km of the entire Grand Paris Express project, this would represent savings of 320,000 tonnes of carbon, equivalent to the annual emissions of 35,000 people. This technical and environmental achievement marks the advent of a new age in sustainable construction.



# **Nearly 50 countries**

We build exceptional structures and highly technical projects all around the world, operating in four main areas: transport infrastructure, buildings and functional structures, energy, hydraulics and the environment.

AMERICAS 21.2% €783.5 M



**51** nationalities within our workforce



of revenue generated outside France

International presence

## **VINCI Construction Grands Projets**

#### **INNOVATING FOR COMMUNITIES THROUGHOUT THE WORLD**

Driven by an ambition to create the major infrastructure of tomorrow, we design and build highly technical civil engineering structures across the world in a sustainable, exemplary manner to ensure they boost long-term development in regions and communities. By leveraging our diverse, engaged international teams, our innovation culture and our technical expertise, we successfully tackle the challenges of today and tomorrow, especially in energy, hydraulics and the environment, buildings and transport.

contracts, including the extension to

which integrates stringent social and

the Red Line on the Chicago metro,

environmental innovations.



#### **2024 HIGHLIGHTS**

Starting with the inauguration of the 3B stretch of the Cairo metro, after more than five years' work, we were involved in many iconic projects all around the world throughout 2024. In the US, the first tunnel under the Chesapeake Bay was drilled for the Hampton Roads Bridge-Tunnel. In Europe, the Fehmarnbelt Fixed Link reached a new technical milestone, with the first special element successfully poured and moved. We also bolstered our leading position by signing new large-scale



#### DENMARK-GERMANY FEHMARNBELT FIXED LINK: THE WORLD'S LONGEST IMMERSED TUNNEL

The 18 km Fehmarnbelt Fixed Link connecting Denmark and Germany is an incredible technical and environmental achievement. It is the world's longest immersed tunnel and will reduce travel and transport times in northern Europe. In October 2024, the Femern Link Contractors consortium (led by VINCI Construction Grands Projets) cleared a key milestone with the casting and transfer to an immersion basin of the first of the tunnel's 10 special elements. Weighing 24,000 tonnes each, these structures will house the technical equipment and a parking area. They will be interspersed along the tunnel at 1.75 km intervals, and custom-designed gantries will be used to float them to their site then sink them into position. This monumental structure, made up of 89 elements each 217 m lona. presented unprecedented technical and organisational challenges.



## **Dodin Campenon Bernard**

#### **PURSUING EXCELLENCE ON COMPLEX PROJECTS**

For the past 160 years, Dodin Campenon Bernard has leveraged its technical expertise to design, steer and build complex civil engineering projects, underground works and engineering structures, in France and all over the world. As a medium-sized company, it mobilises its teams, from its workers to senior management, to carry out carefully controlled, profitable and sustainable projects.

#### 2024 HIGHLIGHTS

In 2024, Dodin Campenon Bernard continued to structure its operations around major projects and solid momentum. The year saw the completion of major projects, such as the Line 18 of the Grand Paris Express, the CDG Express and the E-EEC La Hague extension project for compacted metal waste, while also continuing work on largescale operations in synergy with other Group entities, including the Larivot bridge and power station in French Guiana, the Louis-Hippolyte La Fontaine tunnel in Montreal, the extension to the Confederation Line in Ottawa, the Hampton Roads Bridge-Tunnel Virginia and the Lyon-Turin tunnel, with the work package 2 for the main tunnel and Avrieux shafts. Moreover, our teams started work on new ambitious projects, such as the construction of the Georges Besse II plant in Orano and the Anne de Bretagne bridge in Nantes. 2024 also saw the continued deployment of our 2030 strategic plan to achieve controlled, profitable growth.



KEY FIGURES E209 M IN REVENUE 532 EMPLOYEES E798 M ORDER BOOK 12 PROJECTS



#### CANADA RENOVATION OF AN IMMERSED TUNNEL IN MONTREAL

Major renovation work is being carried out on the Louis-Hippolyte La Fontaine tunnel in Montreal, the longest immersed tunnel in Canada spanning 1.5 km across the Saint-Laurent river. This largescale project seeks to upgrade the infrastructure of the tunnel and access roads, enhance user safety and thereby ensure the long-term future of this strategic route, used by over 120,000 vehicles each day.

## VINCI Construction GeoInfrastructure

#### **BUILDING RESILIENT INFRASTRUCTURE**

All around the world, VINCI Construction GeoInfrastructure designs and builds large-scale infrastructure projects that bolster climate resilience and facilitate mobility. Its ability to conduct earthworks and associated structures, its expertise in design, geotechnics, topography, environment and inclusion of stakeholders ensure it maintains comprehensive control of its projects.

#### 2024 HIGHLIGHTS

2024 was a successful year, which saw the delivery of the Abdelmoumen pumped storage hydroelectric plant (PSHP) in Morocco and significant progress on large-scale projects. The High Speed 2 (HS2) project in the UK reached another milestone, having completed over 50% of earthworks since the start of the project. In North America, the Springbank off-stream reservoir in Canada, which help bolster climate resilience in the region, were

completed. The Elbow River Side Channels environmental offset project near Calgary, the first Equo Vivo\* project outside France, was completed this summer. Moreover, we inaugurated the Agrinature ecological demonstrator near our technical centre in Morangis (France). which concentrates VINCI Construction's expertise in environmental engineering and biodiversity restoration, showcasing our commitment to protecting the environment

\* VINCI Construction's environmental engineering brand.



## **KEY FIGURES** €855 M **IN REVENUE** 736 EMPLOYEES €563 M **ORDER BOOK** 13 PROJECTS



### **CANADA**

#### **SPRINGBANK OFF-STREAM RESERVOIR: AN INNOVATIVE FLOOD PROTECTION PROJECT**

The Springbank off-stream reservoir protects the Calgary area from flooding by reducing the flow of water in the river Elbow when snow from the Rocky mountains melts by diverting a portion of the river to a 70 million cu. metre reservoir. equivalent to 30.000 Olumpic-sized swimming pools. The project comprises a series of massive hydraulic structures, a 4 km canal and a dam built using materials from the site and designed using 3D modelling. The project integrates significant environmental measures, such as stabilising the banks and creating habitats for fish, and 25% of work contracted to local companies from the First Nations, Canada's indigenous peoples.

## Spiecapag

#### SUPPLYING THE WORLD WITH ENERGY

Spiecapaq has 100 years' experience in the construction of onshore pipelines and associated infrastructure. Building on this core expertise in oil and gas, Spiecapag channels its knowhow to facilitate the energy transition to supply the world with low-carbon energy (hydrogen, electricity, CO<sub>2</sub> capture and water supply). In France and around the world, operating on even the most complex terrains and remote areas, we pledge to conduct our projects in a way that takes account of the surrounding environment, including biodiversity, communities and infrastructure.



#### **2024 HIGHLIGHTS**

Throughout 2024, we continued work on the Black Sea Shore gas pipeline in Romania and the Jansz HDD project in Australia. The year also saw the start of the underground electricity interconnection project between France and Spain (Inelfe). We also continued to pursue our diversification strategy, signing projects such as the SuedOstLink working on power lines in Germany and the H2 network in Belgium. Spiecapag was also selected for the high voltage transmission line connecting Tasmania to the Australian continent. The project includes a



255 km submarine cable and seeks to facilitate the transmission of renewable energy between the two regions, thereby helping to make energy more sustainable and reliable.

#### AUSTRALIA **INNOVATION AND ADAPTABILITY ON THE KURRI KURRI PROJECT**

The Kurri Kurri project in Australia epitomises the innovation and adaptabilitu of Spiecapaa. It includes the construction of a 21 km high-pressure gas transmission pipeline (14 inches in diameter), a 24 km storage pipeline (42 inches in diameter) in a unique loop configuration, as well as related infrastructure. This complex suburban project mobilised a team of 350 workers and 450 subcontractors, and successfully minimised its environmental impact with the use of an innovative horizontal directional drilling technique and other trenchless installations. The Kurri Kurri project is essential to maintain energy security in the region.





# Governing safety: the zero accident target

Safety is the central focus on all our projects. It guides and governs everything we do. On our worksites, we take a three-pronged approach to guarantee safety, calling on safety guidelines, accident prevention and in-depth incident analysis to ensure similar situations may be avoided in future. These initiatives, supported through training, guides and specific methodologies, seek to establish stringent safety standards that will enable us to achieve our target of zero serious accidents.



#### ANALYSE

#### ANTICIPATING RISKS THROUGH MORE EFFECTIVE ANALYSIS TO PREVENT ACCIDENTS

To improve risk prevention and avoid serious accidents, we put in place training and guidelines to improve the way we analyse incidents. The aim is to standardise and improve the extent to which we assess accidents across all our sites by carefully identifying the original causes and putting in place suitable corrective action. Special attention is given to potentially serious near misses, where a fatal accident was narrowly avoided. This analysis helps to ground more effective preventive action in everything we do and better adopt our safety standards.



#### INVOLVE INCREASING MANAGERIAL INVOLVEMENT WITH VISIT TRAINING

Designed to more closely involve directors on worksites, the VISIT training programme seeks to go further and deeper than superficial inspections to look into organisational processes and practices that add value. The course enhances understanding of in-house quidelines (health standards, quides and feedback) and develops key skills, including knowledge of basic techniques covering the main topics so people may ask relevant questions, analyse practices and conduct constructive briefings to engage teams in concrete, long-term actions.

#### ACHIEVE INTRODUCING GUIDELINES TO STRUCTURE OUR SAFETY STANDARDS

To achieve its Health, Safety and Environment (HSE) targets, the Major Projects Division has put in place a single set of standards. Every employee is thereby given the tools they need to meet several key challenges: rapid deployment of HSE solutions, faster onboarding of new employees, streamlined communication with clients and partners, integration of recommendations from feedback, definition of non-negotiable principles and more effective assessment of the level of project compliance. To ensure standards in place at the VINCI Group, VINCI Construction and the Major Projects Division are effectively applied, this booklet is managed by a special Steering Committee bringing together representatives from support services, operations and project experts. They are tasked with rigorously and conscientiously evolving and consolidating these standards to suit the changing reality in the field. All teams are encouraged to familiarise themselves with its content, conduct themselves in accordance and enrich the standards to continuously improve HSE performance across all operations across the world.







#### FRANCE

#### THE ANNE DE BRETAGNE BRIDGE: A SYMBOL OF SUSTAINABILITY IN NANTES

The transformation of the Anne de Bretagne bridge in Nantes is an ambitious project to create a unique public urban space. Combining modernity and sustainability, it includes the construction of a new green bridge and the adaptation of the existing structure, integrating infrastructure for pedestrians, bicycles and public transport. The new bridge will create a garden over the Loire river, blending nature and urbanism to harmoniously fit in with the surrounding landscape. The project followed an eco-design approach, using low-carbon concretes and implementing ecologocial initiatives, such as reforestation and sustainable materials management. Scheduled for completion in 2027, the bridge will enhance accessibility, with spacious areas of active transport and integrating other urban initiatives such as the Vélopolitain bike sharing network. The project illustrates our expertise in designing innovative, sustainable and inclusive infrastructure.



#### NEW ZEALAND A NEW START FOR MOBILITY IN AUCKLAND

The City Rail Link (CRL) project, carried out by the Link Alliance consortium, is the most ambitious project ever undertaken in New Zealand. It includes building 3.45 km of railway, 3.2 km of which in a tunnel, three new stations and installing cutting-edge rail systems. Destined to double the capacity of rail transport in Auckland, it will enable 54,000 passengers to reach the city centre every hour, equivalent to two eight-lane motorways. With a strong focus on the environment, recognised by the best sustainability score in the country, and cultural integration inspired by Maori traditions, the project illustrates our expertise in sustainable urban mobility.

54,000 PASSENGERS WILL BE ABLE TO TRAVEL TO THE CITY CENTRE EVERY HOUR

#### MOROCCO

#### THE ABDELMOUMEN PUMPED STORAGE HYDROELECTRIC PLANT EXPANDING GREEN ENERGY

To support the electricity grid in Morocco during periods of peak demand, the Major Projects Division built the Abdelmoumen pumped storage plant 70 km from Agadir. The idea is to store excess renewable energy produced by solar and wind farms. The pumped storage plant operates using two 1.3 million cu. metre reservoirs at altitudes 550 m apart connected by a 3 km waterway. The water is pumped up to the upper reservoir in periods of low demand and is released when demand rises, flowing downhill through two 350 MW pump-turbine units for up to five hours at a time. The system is flexible enough to switch between pumping and turbine

mode as needed, enabling this large-scale energy-storage solution to support the energy transition. The project involved moving 5 million cu. metres of earth, pouring 140,000 cu. metres of concrete, building 23 km of access roads and tackling considerable technical challenges, mobilising 1,600 people at the height of the project, around 1,000 of whom were recruited from the local area. In addition to supporting the expansion of green energy, the project supported regional development through social and environmental initiatives such as reforestation and improving local infrastructure. **1,600** PEOPLE WERE INVOLVED AT THE PROJECT'S PEAK

#### **INTERNATIONAL MARKETS**

#### **MAJOR CONTRACTS FOR SUSTAINABLE** INFRASTRUCTURE



In 2024, the Major Projects Division bolstered its leadership position by signing a number of strategic contracts to build sustainable, resilient infrastructure. In the US, it will oversee the extension of the Chicago metro's Red Line, which seeks to improve mobility for 100,000 people while also taking account of environmental constraints (through the use of low-carbon concrete) and social commitments made to local communities. In Cambodia, the project to extend the Bakheng water processing plant will guarantee 75,000 people will have access to drinking water. The plant will be partially powered by solar energy, drastically reducing its carbon footprint. In Australia, the upgrade work on Canberra station will recycle as much material as possible and will operate exclusively on renewable energy. In France, the extension to the Georges Besse II plant will increase its capacity to enrich uranium by 30% by harnessing low-carbon technology, while a new plant in Corrèze will recover 79,000 tonnes of waste each year to produce electricity and heat. The SuedOstLink undergrounding project in Germany will further the energy transition in Europe by connecting renewable power plants with high-voltage cables.

#### **FRENCH GUIANA**

#### **A BIO-ENERGY POWER STATION** FOR A SUSTAINABLE TRANSITION

On behalf of EDF PEI, we are building the bio-energy power station to supplement energy supply in French Guiana. The project seeks to replace the Dégrad-des-Cannes power station with a modern facility powered by biofuel from sustainable sources, in line with energy transition targets. Scheduled for commissioning at end-2026, the plant will operate on liquid biomass and will use innovative technology to minimise its environmental footprint while also meeting the growing needs of the region.





**TO SAFEGUARD ENERGY** We are building strategic reservoirs of liquid natural gas (LNG) in Europe and all around the world. In the United Kingdom, we are building

a 190,000 cu. metre reservoir on the Isle of Grain in Kent, increasing gas storage capacity in the country, where the LNG terminal will become the largest in Europe. In the Netherlands, as part of the GATE project, three 180,000 cu. metre reservoirs were built at the port of Rotterdam and a fourth is currently under construction, helping to secure gas

supply to northern Europe. In British Columbia in Canada, a 225,000 cu. metre reservoir, the largest ever built by VINCI, was completed in 2024. These structures involved complex calculations and modelling, illustrating the Group's expertise in designing and building energy infrastructure.



## Innovating for a more sustainable future

In 2024, the Major Projects Division actively continued its efforts to bring about the environmental transition, focusing on three strategic areas – acting for the climate, optimising resources thanks to the circular economy, and preserving natural environments. These priorities fall within a comprehensive plan for overall performance while also mobilising teams around concrete, innovative initiatives. This transition provides considerable opportunities for development.

#### DECARBONISING

#### PICKING UP THE PACE IN DECARBONISATION AND ENERGY EFFICIENCY

The division focuses on decarbonising machinery, which accounts for a large proportion of CO<sub>2</sub> emissions. Solutions such as electrifying machinery and introducing biofuels are deployed in alignment with the specific constraints of each worksite. These initiatives use a cutting-edge monitoring tool, which guarantees accurate tracking. By adopting lowcarbon practices, we will be able to achieve our CO<sub>2</sub> impact reduction targets.

#### RECYCLING ENCOURAGING AN EFFECTIVE CIRCULAR ECONOMY

The circular economy lies at the heart of our projects, transforming environmental challenges into sustainable opportunities. By leveraging innovation and the engagement of our teams, we integrate solutions that offer a second lease of life to materials. Initiatives such as recycling chalk backfill, reusing excavated materials, and repurposing infrastructure make it possible to reduce our carbon footprint, preserve natural resources and optimise worksite performance.

#### PRESERVING PROMOTING INNOVATIVE AND SUSTAINABLE SOLUTIONS FOR BIODIVERSITY AND WATER MANAGEMENT

At every stage of our projects, we integrate concrete solutions to protect biodiversity and effectively manage water resources. The water extracted as part of underground work is treated and reused, and may for example help operate tunnel boring machines. Moreover, initiatives such as bio-engineering deployed in Colombia use vegetation to stabilise the talus and thereby reduce the environmental impact of our projects.







#### UNITED KINGDOM **ACCELERATING RAIL MOBILITY WITH HS2**

In partnership with Balfour Beatty, the Major Projects Division is playing a key role in building the high-speed rail line HS2, one of the most ambitious infrastructure projects in the United Kingdom. The new line will, in its first stage, connect London and Birmingham, reducing pressure on the existing rail network and offering high-frequency services able to transport up to 300,000 passengers each day. Spanning 90 km, the work includes 51 viaducts, 7.5 km of bi-tube tunnels, 35 km of excavated material and 33 km of backfill material, mobilising 32 million cu. metres of materials. The use of differentiating techniques, such as treating materials in-situ and using precast concrete on viaducts, helped to halve carbon emissions and minimise the environmental impact. At the same time, a nature corridor has been created to protect biodiversity. With initiatives such as eco-driving and the use of low-carbon materials, HS2 is a model of sustainability and a major asset for mobility.







#### COLOMBIA

#### **TRANSFORMING MOBILITY**

On behalf of VINCI Highways, we are working on the design-build project to extend and modernise the Bogotá-Girardot highway, one of the most frequently used roads in Colombia, with over 15 million vehicles travelling along it each year. The project involves building a third lane spanning 65 km, three 2 km bi-directional tunnels, and renovating 141 km of road, including 24 km of urban roads. It presented significant technical challenges, such as stabilising the tall talus and renovating the Mariano Ospina Pérez suspension bridge. Innovative from an environmental standpoint, the project integrates bio-engineering techniques to stabilise the talus and minimise the environmental impact while also boosting biodiversity. Scheduled for completion in 2025, this strategic project will improve connectivity between Bogotá and the ports on the Pacific coast as well as boost sustainability and growth in Colombia.





#### GERMANY

#### THE B247 IN GERMANY, **A SAFER, SMARTER ROAD**

The B247 is the first federal road in Germany to have been built and operated as part of a PPP. The contract includes the financing, design, construction and operation of 24 km of road in Thuringia for a 30-year period. Led by VINCI Concessions in partnership with Eurovia Deutschland, the new road will improve mobility between Mühlhausen and Bad Langensalza, while reducing the number of heavy-duty vehicles in the towns crossed. The work includes 31 standard engineering structures, eight interchanges, 10 reservoirs and a number of innovative technical solutions to reinforce compressible soils. Over 10,000 controlled modulus columns (CMC), 400,000 m of vertical drains and dynamic compaction techniques were applied to ensure the long-term stability of the infrastructure. Working as part of a consortium with Eurovia Deutschland, which worked on the asphalt and large engineering structures, the Major Projects Division carried out the earthworks, drainage and 13 standard engineering structures (lower passages). The asphalt work began in late 2024. The main section is scheduled to be commissioned by the end of 2025. This road will increase safety, improve the quality of life for local communities and facilitate access to the motorway network in the region.

15.6 km THE LENGTH OF THE **NEW METRO LINE** 

#### FRANCE

#### **INTERCONNECTED MOBILITY ON THE GRAND** PARIS EXPRESS

A consortium bringing together VINCI Construction and VINCI Energies among others is building the southern section of the Line 15 West of the Grand Paris Express running between Pont de Sèvres and La Défense. This iconic project involves designing and building 14 km of tunnel, five stations (Saint-Cloud, Rueil – Suresnes Mont-Valérien, Nanterre La Boule, Nanterre La Folie, and La Défense), 17 service structures and tail tracks. Committed to reducing its carbon footprint, the IntenCités15 consortium uses low- and very-low-carbon concretes. This section is scheduled for commissioning by end-2031, offering sustainable mobility and better connecting the Greater Paris region. The line, which is part of the largest urban transport programme under way in Europe today, will link densely populated areas in the western crescent around Paris to the city's train, metr-and tram lines. VINCI's business units on this project are also working with the Chantiers et Territoires Solidaires endowment fund on initiatives around access to employment and community-building in the areas alongside the new line.

14 km **OF TUNNEL** 

**TORONTO CITY CENTRE** 

CANADA



Harnessing our expertise in sustainable mobility in North America, we are overseeing the construction of a key section of the Ontario Line in Toronto, a strategic urban mobility project. The contract covers the design, financing and construction of a 6 km bi-tube tunnel and seven stations, six of which are underground. Scheduled for completion in 2030, this new 15.6 km metro line will connect Exhibition Place to Flemingdon Park, crossing the dense city centre. The work includes the use of earth pressure balance machines (EPBs) and sequential excavation methods to minimise the environmental impact and preserve assets. With an estimated 388,000 passengers each day, the Ontario Line will reduce congestion, journey times and emissions, while also improving access to jobs and transportation for the 227,000 people living in the city.



# **Protecting rights**

In all circumstances and all countries around the world, the Group's commitment to ethics, compliance, and human rights is reflected in the way it coordinates its policies and tools, and pursues the same standards of excellence throughout the division. As such, our strategy blends a constant focus on risk managment, prevention, anti-corruption, compliance with competition law and protection of human rights. Our code of ethics and conduct sets out the rules and conduct incumbent upon all of the Group's companies and teams, all throughout the world. To support them, we provide all teams with a comprehensive training programme.



#### **RAISING AWARENESS**

#### MANAGING HUMAN RIGHTS, A PLATFORM OF TOOLS ACCESSIBLE TO ALL

The division bolsters its commitment to upholding human rights through a special website, which can be accessed by all the teams. The Managing Human Rights platform centralises the Group's pledges as well as a range of educational tools, including guides, tutorials and e-learning modules. It also gives people the opportunity to conduct a self-assessment using an interactive audit tool. Designed to raise awareness and provide support, it helps teams better appropriate the challenges relating to human rights.

#### TRAINING TRAINING IN BUSINESS ETHICS AND COMPLIANCE WITH COMPETITION LAW

To raise awareness and train all our employees, we have developed a range of training modules. With respect to business ethics, we conduct a training programme on anti-corruption and influence peddling in business, each month in English and French across all entities. The programme is coordinated at division level. We have also put in place training courses on thirdparty assessment. When it comes to compliance with competition law, in addition to rolling out the VINCI e-learning module on the subject, which forms part of the digital onboarding pathway followed by all new recruits, we have developed a course on competition law for employees most exposed to this risk. These newly developed modules focus on the critical considerations relating to financial sanctions and reputation risk.

#### PREVENTING

#### ROOTING RISK PREVENTION AND ANTI-CORRUPTION IN THE CORPORATE CULTURE

As explained in the anti-corruption code of conduct, corruption seriously harms the economy, sustainable development and efficiency of national and international trade by skewing competition to the detriment of consumers and businesses. To actively prevent corruption, each employee within the division is encouraged to take on board the information set out in the anti-corruption code of conduct and take part in any focused training initiatives. As such, to mark International Anti-Corruption Day on 9 December 2024, awareness raising initiatives were put in place for all teams, supported by management. The aim was to raise awareness, reiterate our rules of business conduct, and direct people to our guidelines and training available.





#### FRANCE-ITALY

#### **A LANDMARK TUNNEL CONNECTING EUROPE**

The Lyon-Turin rail line, the border section of which is scheduled to be delivered in 2032, will increase competitiveness and represent a major step forward in sustainable transport in Europe. In partnership with the Italian constructor Webuild, the consortium, led by our division, will carry out the operational worksites 6 and 7. The project involves digging a 46 km tunnel between Saint-Martin-Ia-Porte and Modane, 25 km using a tunnel boring machine and 21 km using the conventional method, as well as creating 71 safety tunnels and several technical galleries. In addition, our teams are also conducting the preparatory work on the Avrieux shafts, which includes four 500 m deep ventilation shafts. This infrastructure falls within the Mediterranean corridor of trans-European transport and seeks to reduce road traffic in the Alps. Ultimately, the line will remove 1 million heavy-goods vehicles from the roads each year and reduce annual  $CO_2$  emissions by 1 million tonnes. This logistically complex project includes 95,000 precast elements, which mainly involve the segments, and 11 million tonnes of excavated materials evacuated by 55 km of transport bands, involving 2,000 people over a nine-year period.

#### VIETNAM A WASTEWATER TREATMENT PLANT FOR 1 MILLION PEOPLE

Alongside our partner Acciona Aqua, we are building the first phase of the Nhiêu Lôc-Thi Nghè wastewater treatment plant in Hô Chi Minh City in Vietnam. The project includes the design, construction, operation and maintenance of the structure over a five-year period. Boasting peak treatment capacity of 34,000 cu. metres/ hour, the plant will integrate cutting-edge technology, such as a pumped storage plant, biological treatment, disinfection, sludge management and treatment of odours. Planned to serve over 1 million local residents. it will play a key role in the city's second environmental plan. The work will mobilise up to 800 local workers and include the civil engineering of a Moving Bed Biofilm Reactor,



clarification basins, 20 m tall digestors, a 30 m deep complex pumping shaft, the sludge treatment building and a structure connecting the city's network to the collector transporting wastewater to the plant. With over 2.5 million hours without an accident, the project reflects our commitment in terms of safety and sustainability.



**5,000 MWV** ELECTRICAL EXCHANGE CAPACITY BETWEEN FRANCE AND SPAIN

#### FRANCE-SPAIN ELECTRICAL INTERCONNECTIONS IN EUROPE

On behalf of our client Inelfe, we are involved in the Bay of Biscay project, a major initiative for the energy transition. This strategic project aims to strengthen the electrical interconnections between France and Spain. It will double the electrical exchange capacity between the two countries to reach 5,000 MW, primarily using submarine cables. For the land portion, the Major Projects Division is responsible for the crossings under the Garonne and Dordogne rivers, including a total of six horizontal directional drilling zones, each spanning 1.4 km. The work includes installing steel ducts and high density polyethylene sheaths requiring tailored technical solutions to adapt to the complex geological reality. In addition to stabilising the digging areas, the project also requires careful management of soldered joints and the challenges of unforeseen sludge resurgences. At the same time, directional drilling work is being carried out in Spain, including landfalls under cliffs 100 m above sea level. The project reflects our commitment to developing sustainable and innovative infrastructure while also supporting the energy transition in Europe.



#### **UNITED STATES**

#### HAMPTON ROADS BRIDGE-TUNNEL: A GROUNDBREAKING PROJECT IN VIRGINIA

Our commitment to building large-scale infrastructure to meet both mobility needs and environmental considerations is reflected in particular in the ambitious project to upgrade and expand the Hampton Roads Bridge-Tunnel (HRBT) in Virginia, USA. The project is the largest in the history of the state and includes the construction of two 2.4 km underwater tunnels, dug using variable density tunnel boring machine with a diametre of a 13.56 m, making them the largest ever built by VINCI. The project also involves widening 14.5 km of road and building sea viaducts while maintaining traffic on this vital route used by over 100,000 vehicles each day. Presenting technical challenges such as managing clay soils and tunelling under the Chesapeake Bay, the work combined innovation and expertise. Scheduled for completion in 2027, the infrastructure will alleviate congestion on this key route and improve mobility in the region.



Communications Department, 1973 boulevard de La Défense, 92000 Nanterre, France.

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Design and production: WAT - agencewat.com - 2501\_05982.

Impression: Imprim Express.

This publication was printed using 100% recycled paper sourced from sustainably managed forests.

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