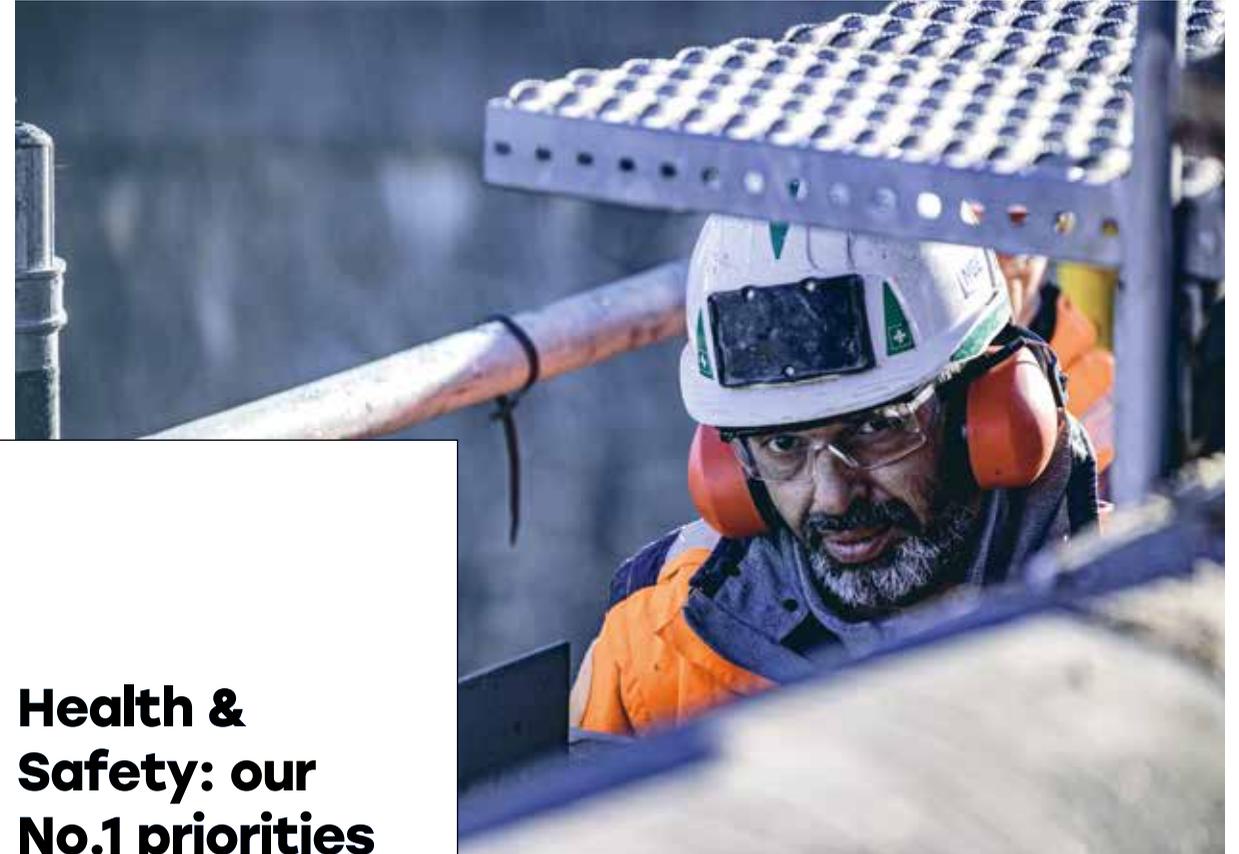
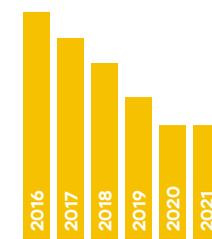




PEOPLE, OUR MOST PRECIOUS ASSET



Health & Safety: our No.1 priorities



In 2021, our occupational accident frequency* rate was

13.52

*the number of lost-time injury accidents per million hours worked

LOCKING IN THE SAFETY CULTURE

Although slightly lower than in 2020, continuing the consistent downward trend of the last decade, the Group is not comfortable with its occupational accident frequency rate.

The situation is better internationally, where the frequency rate is only half the Group-wide average. NGE is responding to this situation by stepping up its efforts to continue and accelerate the adoption of its safety culture, and to lock in the vital rules throughout the Group.

In delivering its primary goal of developing a universally adopted safety culture, our Health & Safety strategy focuses primarily on the provision of training for temporary and subcontractor personnel. Our ambition is to continue promoting the close involvement of management and boosting collective awareness of health and safety issues.

PRIORITISING TEMPORARY PERSONNEL

Given that the occupational accident rate among temporary personnel remains stubbornly higher than that for our own employees, NGE has introduced the 'Temporary Personnel Safety' action plan in conjunction with a number of Temporary Employment Agencies, and is limiting the use it makes of this type of employee. Temporary personnel now receive an updated level of induction, with some also completing PASI (Temporary Safety Passport) training before starting work.

LOCKING IN THE VITAL RULES

NGE has implemented these rules at multiple levels, including safety briefings and the First 5 Minutes system of pre-shift briefings. Regular checks and inspections are conducted on all our worksites to ensure that these crucial briefings take place. NGE relies on its local managers to provide the cornerstones of its safety culture by ensuring that worksites are properly prepared, and that particular attention is paid to regular worksite inspections by management. The frequency of these inspections is monitored by a monthly indicator, with results reported directly to the Executive Management Team. As part of this process of raising awareness of health and safety issues, every Group entity in all operating countries holds its own annual Safety Day.

MEASURING ACCIDENT PREVENTION

In addition to the use of accident trend indicators, NGE also uses a range of metrics to analyse the progress of its accident prevention initiatives. These measure the progress made by the 15 Occupational Health & Safety Plan actions rolled out each year. Prevention also means dealing effectively



The Prime Contractor Zero Accident Awards

On 27 October 2021, Vinci Autoroutes awarded its Prime Contractor Zero Accident award to the Agilis/Eurovia consortium. This award recognises the commitment and high standards of the teams working on this 5-month project to protect the supporting structures of the footbridge at the Lançon-Provence services on the A7 motorway.



with unexpected events. The exceptional work done by the Group's 195 accident risk prevention officers and the vigilance shown by all employees meant that Group activities were largely protected from the effects of the Covid-19 pandemic.

€3.5 m

invested in Personal Protective Equipment in 2021

PPE

A full range of PPE designed specifically for women is now available

10

The occupational accident frequency rate target for 2022

Each entity organises its own Safety Day. At the Gerland stadium in Lyon, teams from the Auvergne-Rhône-Saône region attended 9 workshops on quality, safety and environmental issues.



Attracting and recruiting



Leaving from Marseille on the 2021 Job-Tour

REACHING OUT TO YOUNG PEOPLE

As a result either of misunderstanding or prejudice the construction and civil engineering industry does not spontaneously attract younger people as an attractive career option. So to make contact with this generation, NGE runs targeted communication campaigns, and reaches out to jobseekers or those otherwise secluded from the world of work. Following on from the initiative run in Arles during 2021, the Group continues to invest in providing basic training for young people from priority urban communities. As a result, the scheme will soon be rolled out in the Aquitaine, Hauts-de-France and Brittany regions. In 2021, NGE formed a partnership with the French Voluntary Military Service (SMV) scheme, under the terms of which 30 young people will receive training in the Group's Plate Forme training centre over the next three years. The scheme will also be further extended in 2022. To boost its recruitment, NGE is running Job-Tours using a mobile showroom showcasing innovation. Its first stop was on campus at the ESTP specialist public contracting college in September 2021.

SPARKING INTEREST BY OPENING WORKSITES TO THE PUBLIC

NGE strives to attract young people by giving them a real feel for the careers it offers. The Grand Paris Express infrastructure project, to which the Group is a major contributor, was used to showcase the range of career opportunities open to young people in the

Ile-de-France region via the 'Let's work together to build our jobs' campaign and open days hosted last autumn by the Société du Grand Paris infrastructure development agency. The Group also took part in the 19th edition of 'The Construction Industry Behind the Scenes' initiative.

SUCCEEDING IN THE HUGE CHALLENGE POSED BY RECRUITMENT

NGE has set itself the ambitious target of recruiting 4,000 new people every year. Despite fierce competition in labour markets and the persistent shortage of qualified workers, the target was partially met in 2021 with 3,140 new recruits, the majority of which were operations personnel. Because they are often a springboard for helping young people to enter the world of work, NGE cooperates closely with local employment agencies to ensure that young people who have not previously identified construction and civil engineering as a promising career opportunity for them are enthused to join the teams at NGE.

CONSTRUCTION X COMIC STRIP: AN UNPRECEDENTED ALLIANCE

NGE has innovatively used the medium of the graphic novel to reveal the exciting reality of what happens on a real-life project worksite. The book went on sale in bookshops all over France on 19 January 2022, supported by a pop-up exhibition in Marseille's Saint-Charles rail station.



IN 2021, the NGE in-house training centre trained:

5,300

trainees, and delivered

127,500

hours of training

INTENSIFIED TRAINING FOR TOMORROW'S EXPERTS

NGE opened its Plate Forme Apprenticeship Training Centre (ATC) in 2019, giving the Group a unique facility for passing on its working methods and culture in the form of qualification-based courses recognised and approved by the French Ministry of Education. NGE has 4 training centres, including one in Morocco, which acts as its bridgehead for sub-Saharan Africa. Despite the restrictions imposed as a result of Covid-19, the range of training opportunities on offer has continued to grow. NGE has demonstrated its expertise in educational engineering through its development and delivery of professional qualification-based training via its ATC, which runs programmes for formworkers, urban infrastructure block layers and pipelayers. A fourth qualification for site

managers, who play a pivotal role operationally, is now in preparation, following its formal approval by the Regional Directorate for the Economy, Employment, Labour and Solidarity. A total of 5,300 employees received training in 2021: 30 of them graduated with a professional qualification, and the pass rate of 95% ensured that many of them were recruited to join the teams of NGE. The dynamic energy generated by Plate Forme is also accelerating at the building construction training centre at Mernel in Brittany, where a new professional qualification course for formworkers will be introduced with a building construction option in 2022.

RAIL INDUSTRY TRAINING TAKES OFF

The combination of the French government's announcement of an upgrade programme for the country's branch lines, and the installation of track points and crossovers for the Grand Paris Express project means that qualified rail industry operators are going to be in very short supply. NGE is accelerating its own training programme and focusing it on its branch in the Aisne region, which specialises in rail contracting. Here, trainees have the opportunity to learn and perfect their skills on full-scale, real-life track layouts. The Group is intensifying its range of in-service training opportunities, with particular emphasis on rail safety, signalling, electrical protection and track laying.

Plate Forme has an ongoing commitment to identifying new projects for NGE, and following its validation of its train driver training programme by the *Etablissement Public de la Sécurité Ferroviaire* (the French rail safety agency) will welcome the first trainees to this programme in 2022 at new premises in Chelles, home to the headquarters of the Group's rail subsidiary. ■



Integrating and training



Living and working together

72%

The share of equity capital held by NGE employees and managers (up 3 percentage points on 2020 following the equity investment made by Montefiore Investment in 2021).

68%

of respondents to the Quality of Life at Work survey agreed with the statement "All in all, NGE is a really good company to work for".

TAKING CARE OF OUR PEOPLE AND THEIR QUALITY OF LIFE AT WORK

The 3rd Quality of Life at Work survey carried out by pollsters Great Place to Work collected the views of around 6,000 employees who responded to the questionnaire (65% increase in respondents since the previous survey). 68% of respondents agreed with the statement "All in all, NGE is a really good company to work for", reflecting a 3 percentage point increase on the previous survey.

GENDER DIVERSITY

Aware that it still operates in a very male-dominated environment, NGE is committed to breaking down all cultural barriers. Equally aware that its performance also depends on women, the Group has signed a patronage partnership with SouterReines, a non-profit organisation

that works to promote the feminisation of construction industry teams. The goal of the new partnership is to promote construction industry careers to young women. A Group-wide day of discussion and awareness-raising around the issues of leadership and gender diversity was also offered to Group employees during the year. One of the findings to emerge from the Quality of Life at Work survey is that general perceptions of the company and professional fulfilment do not vary on the basis of gender. ■



Publication of the NGE Parenting Guide is helping all employees with children to reconcile their role as parents with their professional lives.