



PRESS RELEASE  
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## VINCI MEASURES ITS DIVERSITY

- **A uniquely transparent approach in France**
- **Improvement in 2008 in all four categories audited**

In the VINCI Manifesto signed by Xavier Huillard in 2006, the Group committed to promoting diversity and equal opportunities and to publishing the findings of an independent audit each year.

In 2007, these commitments led to the introduction of an annual audit, in collaboration with Vigeo, Europe's leading agency for measuring companies' social responsibility performance, and the publication of the results. Through this uniquely transparent approach in France, the entire Group is demonstrating its determination to achieve continuous improvement in its human resource management policy through open dialogue with all its internal and external stakeholders.

The 2008 edition focused on the practices in four categories of 40 previously unaudited subsidiaries, representing all the Group's business lines: **gender equality, professional integration of people with disabilities, equal opportunities for people of immigrant background and the employment of people aged 55 or over**. The audit was extended to cover **11 countries** (France, United Kingdom, Germany, Belgium, Spain, Greece, Luxembourg, Netherlands, Poland, Slovakia and Switzerland), i.e. five more than in 2007. As part of the process, almost 800 people (manual workers, office employees, managers, etc.) were interviewed.

The results showed an **improvement in all four categories audited, with a particularly strong rating obtained for the policy of managing employees aged 55 or over**.

Based on this deeper insight into its weaknesses and best practices, VINCI can strengthen and increase its actions with a view to placing each individual at the centre of the Group's system and success by guaranteeing equal opportunities and treatment.

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## AUDIT RESULTS

### **The diversity audit, a tool for measuring the management of equal opportunities**

Practices were assessed by analysing four major components of equality and diversity within the Group: **gender equality, professional integration of people with disabilities, equal opportunities for people of immigrant background and the employment of people aged 55 or over.**

This was carried out in three stages: analysis (investigation and assessment) of subsidiaries' practices, synthesis of these findings at business line level, and then overall assessment of the Group's practices.

Vigeo assessed the policies implemented, their deployment and the results in the above four categories on a scale of 1 (high risk of discrimination) to 4 (advanced commitment to promoting equality and preventing discrimination).

#### **Vigeo's rating grid:**

<b>Level 1:</b> Risk of discrimination No evidence of commitment: high risk of discrimination	1
<b>Level 2:</b> Action initiated Commitment and partial managerial appropriation evident; low assurance of control of discrimination risks	2
<b>Level 3:</b> Conclusive evidence Conclusive evidence of commitment to equal opportunities and the prevention of discrimination; managerial factors under control; reasonable assurance that discrimination risk is under control	3
<b>Level 4:</b> Advanced commitment Commitment in an advanced state, comprehensive and innovative action taken: the company is a leader in terms of promoting equal opportunities and preventing discrimination	4

Each score is accompanied by a trend indicator showing the change over the past two or three years:

↗ Improving      → Steady      ↘ Deteriorating

For each category, the audit also identifies subsidiaries' best practices that could be disseminated throughout the Group.

## Gender equality: first tangible results but bases need to be consolidated

2 ↗

The recruitment of women to do skilled and semi-skilled jobs on construction sites is a reality in several of the companies audited and there is an increasing number of women in supervisory positions. However, greater efforts are needed in terms of thinking about job accessibility, analysing salary differences and measures taken to ensure a work/home balance. Although the Group's performance in gender equality is not as good as in other areas, the progress here is the most visible.

*Example of best practice: Bourdarios, which obtained a score of 4, introduced a gender mix policy through an experimental project known as "When women build life", which aims to recruit eight female formworkers and 12 women to work in finishings. The company analysed and reduced the physical difficulties associated with three jobs in order to increase the number of women doing them. In addition, women recruited to work on construction sites are given physical training by the former coach of the Stade Toulousain rugby team.*

## People with disabilities: evidence of a real effort but the disability employment rate remains low

2 + ↗

Efforts made by subsidiaries to manage obstacles to employing people with disabilities and reducing the physical strain required to do some jobs have had positive results: the number of people with disabilities employed by VINCI in France increased 23%, with several subsidiaries nearing or exceeding a 6% disability employment rate. Despite these efforts, the Group's disability employment rate as a whole remains low.

*Examples of best practice: VINCI Park La Défense-SEPADEF and Adecco conducted a joint analysis of jobs and their compatibility with disabilities. As a result, Adecco can now propose temporary staff with disabilities in response to SEPADEF job vacancies.*

*Cofiroute, in its diversity agreement, launched a three-year recruitment programme for people with disabilities. In 2011, 15% of all planned new hires under unlimited-term contracts will be people with disabilities.*

## People of immigrant background: greater openness but promotion policy needs structuring

2 + ↗

The 2008 audit reveals an improvement in the two key areas of raising local managers' awareness and the objectivity of HR processes, which enable recruitment teams to focus on candidates' skills. However, in most of the subsidiaries audited, management sometimes finds it difficult to formalise precise commitments to ensure diversity at all hierarchical levels.

*Examples of best practice: several Group entities (such as Eurovia and VINCI Construction France) offer literacy and French language training. A lack of French language skills can be a significant obstacle to career development and understanding safety procedures.*

*VINCI's commitment to employing people of immigrant background was confirmed in February 2009 when it signed the first framework agreement with the Ministry of Immigration in favour of employing first generation immigrants. This agreement aims to promote access to direct employment by VINCI subsidiaries of non-French citizens who sign the country's welcome and integration contract. Such*

*employees will also be given access to French language classes. It is therefore a major part of the Group's equality and diversity policy.*

### **People aged 55 or over: well advanced policy**

3 ↗

VINCI achieved its best performance in this category, with 75% of entities receiving a score of 3 or 4 (out of 4) for their management of employees aged 55 or over. This is due in particular to the Group's widespread practice of taking full advantage of experience, team solidarity as regards sharing tasks and making jobs less arduous. The main areas of improvement were the introduction of special management of the second part of employees' careers and the promotion of health in the workplace, over and beyond safety aspects.

*Example of best practice: several Group companies (**EMCC, Bourdarios, Eurovia**) are setting up training for mentors and internal trainers with a view to structuring the transmission of expertise. The buddy system of mixing experienced and less experienced employees when forming construction site teams is encouraged in several Group subsidiaries.*

**Identifying strengths and focusing on areas for improvement:**

The results of the 2008 audit show conclusive evidence of commitment in the area of employees aged 55 or over, with a positive trend in all four categories. This confirms the momentum in the actions taken within VINCI. The results also highlight areas for improvement, in particular in terms of manager and employee awareness, traceability of HR decisions, analysis of performance indicators and the involvement of trade unions and employee representatives.

**Now that the strengths and areas for improvement have been identified, it's time to take action.**

For 2009, the focus is on internalisation. To increase the number of measures taken and make them all part of a long-term effort, the diversity audits have been entrusted, in part, to about 10 Group employees, specially trained by Vigeo in diversity issues. During the first half of 2009, 20 audits were carried out in pairs, led by Vigeo experts and assisted by internal auditors. The latter will then take control and operate independently.

VINCI's human resource management department has also started following up the diversity audits: by the end of the year, all subsidiaries audited in 2007 will have been met to measure progress made. Resources will shortly be made available to all Group companies, including a diversity audit database and a "bible" of equal opportunities agreements. In addition, a manual of over 200 best practices in diversity, most of which identified during the 2007 and 2008 Vigeo audits, is currently being prepared for distribution to subsidiaries with a view to stimulating ideas.