

Diversity Reporting in Spotlight



Panelists



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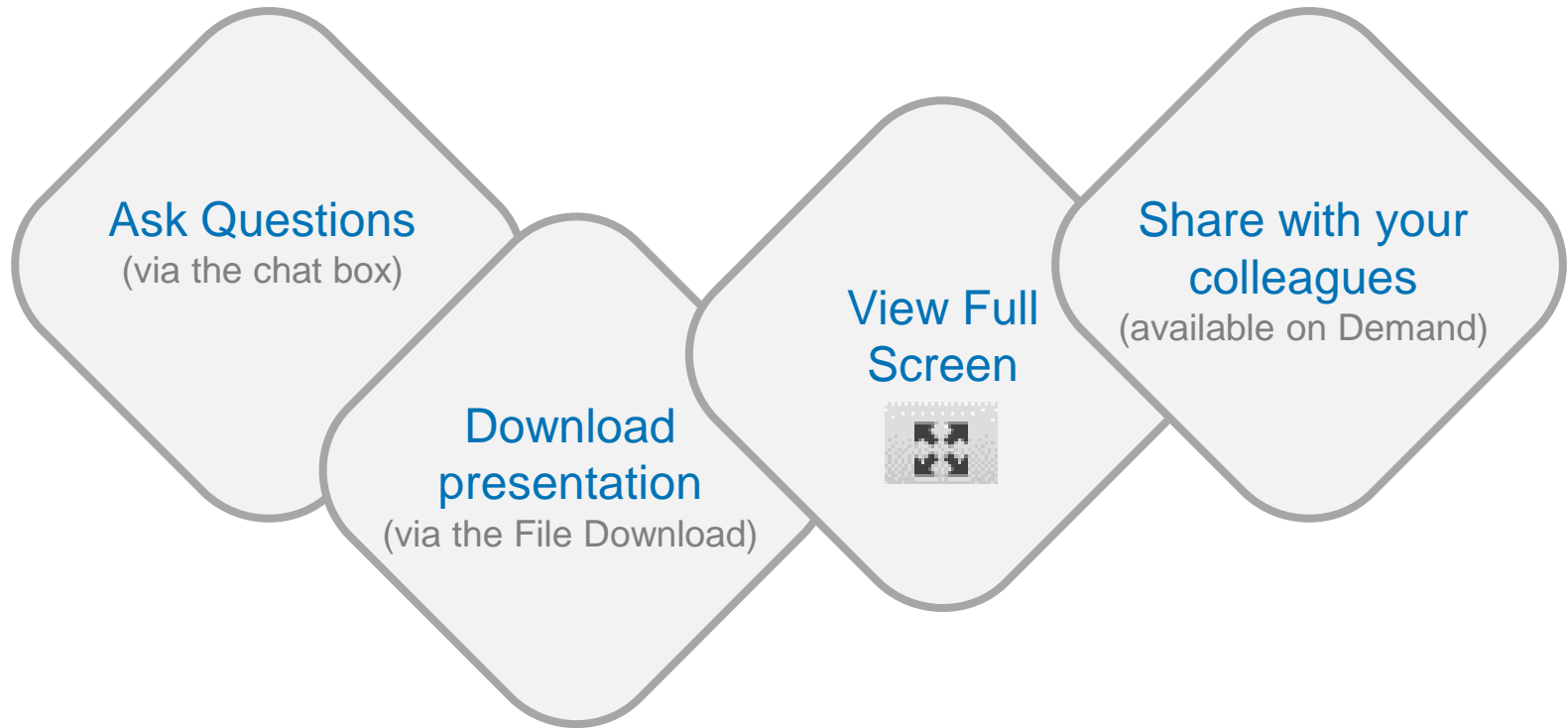


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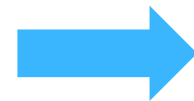
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Background



- Complements the Sustainability Practices Report which analyzes **trends in corporate sustainability reporting**
- Based on ESG data compiled by **Bloomberg** and drawn from **publicly available sources** such as sustainability and annual reports
- **8 diversity reporting metrics** examined for the 250 largest public companies (by revenue) domiciled in the **11 largest economies** in **Europe**
- In total, data analyzed for almost **2,400 companies**
- Report complemented by **online dashboard**



- Minorities in management
- Minorities in the workforce
- Disabled employees
- Employee age
- Gender pay gap breakout
- Women in management
- Women in the workforce
- Women on the board



Drivers of Diversity Reporting

Stakeholder Interest

(e.g., increased investor interest, D&I matters to Gen Z etc.)

Regulatory Pull

(e.g., non-financial reporting, specific performance and disclosure requirements – board diversity, gender pay gap etc.)

Trend likely to continue



State of Diversity Reporting in Europe

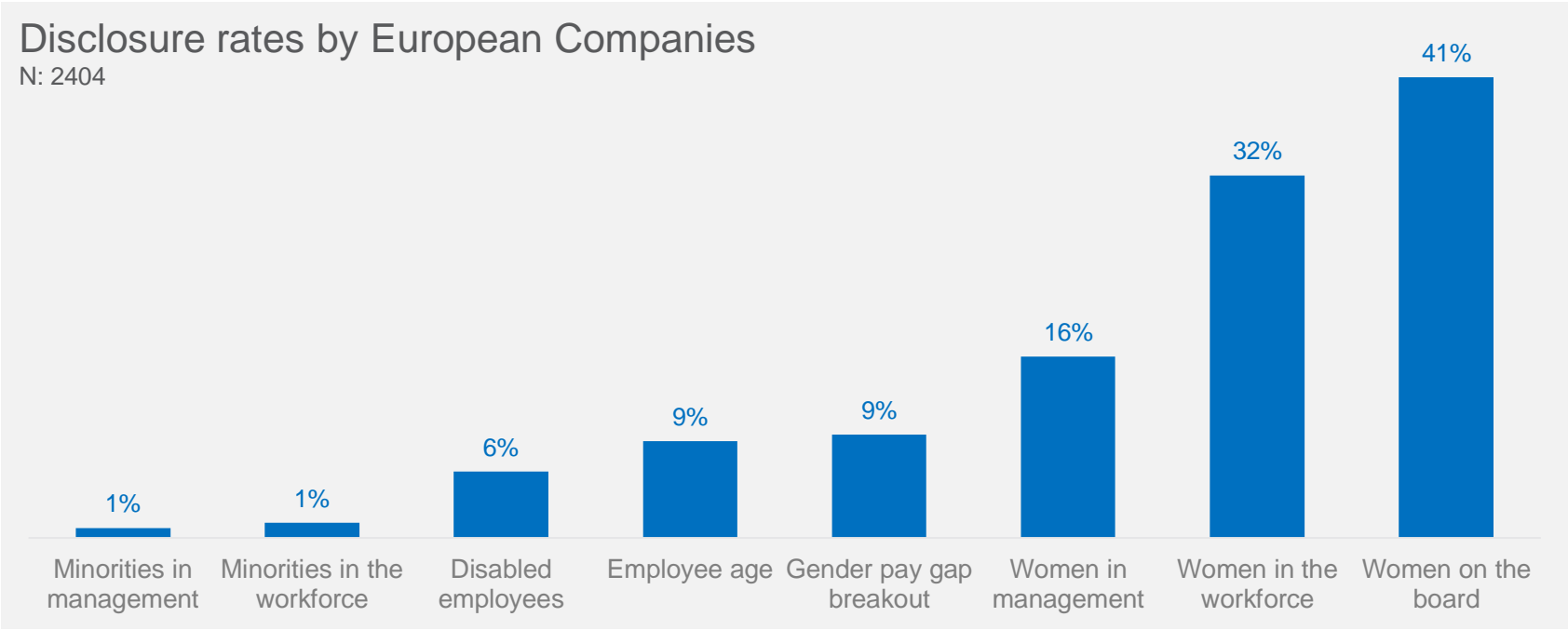
Current level of diversity disclosure lack sufficient breadth and depth

Companies can expect increased pressure to disclose information related to gender equity, such as board diversity and the gender pay gap

It remains to be seen how D&I executives will tap into data analytics to better understand and measure the outcomes of their D&I strategies



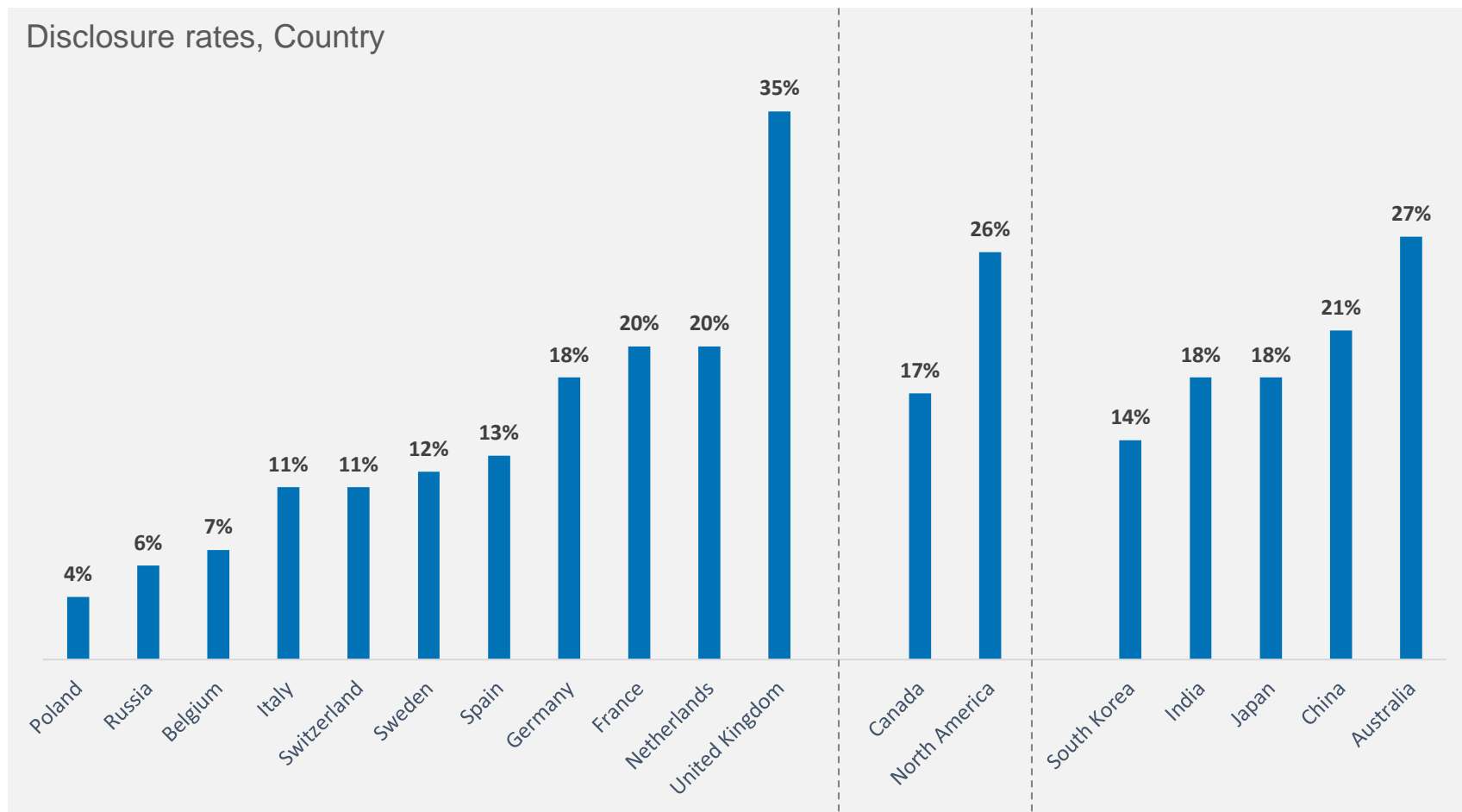
Diversity metrics are not yet as commonly reported, and companies typically disclose on a narrow span of metrics



Source: The Conference Board/Bloomberg, 2019.



There is considerable variation in D&I reporting practices across European countries

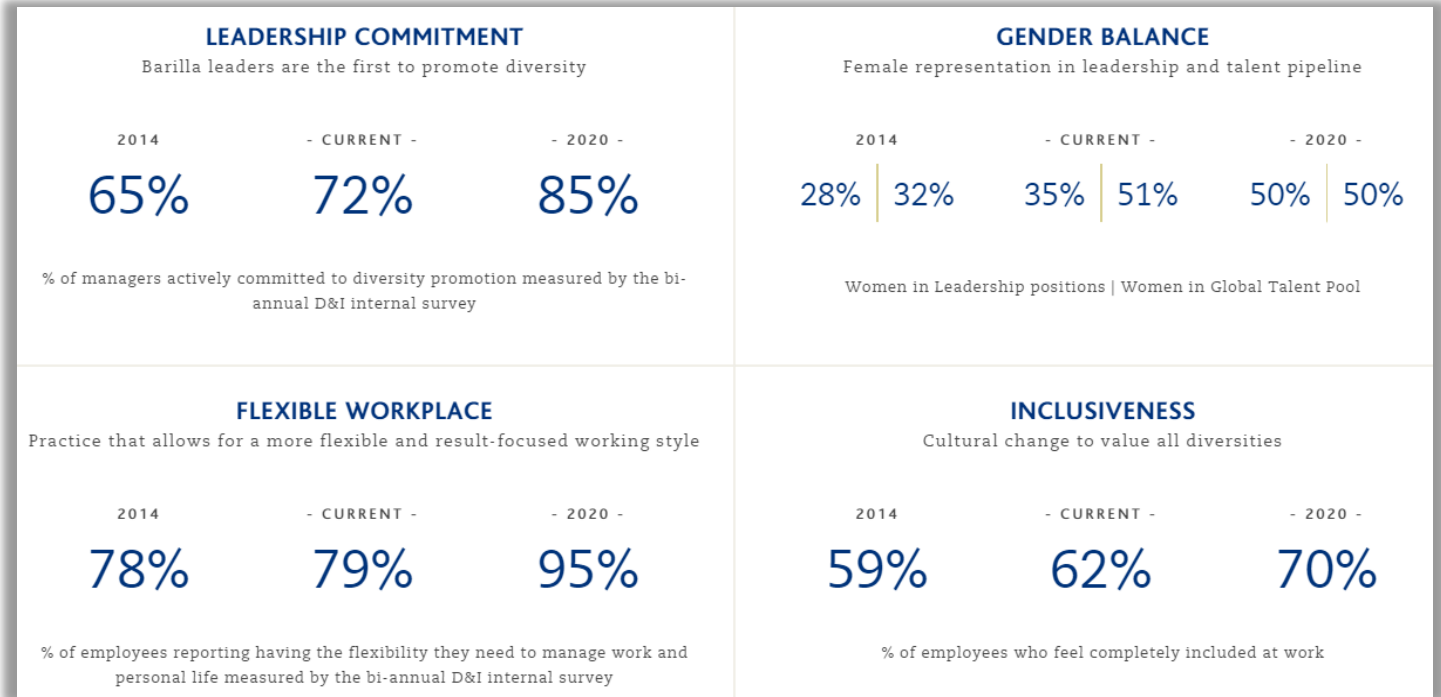


Source: The Conference Board/Bloomberg, 2019.



Barilla

Publicly available data on leadership commitment, gender balance, flexible workplace, and inclusiveness, comparing 2014 and 2019



Source: <https://www.barillagroup.com/en/diversity-inclusion>



Inclusion & Diversity Commitments and Actions



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All-round performance

employees worldwide serving as employee representatives, of which 84% in France

Inclusion and diversity

Commitment:

VINCI has a proactive policy to promote equal opportunity, based on audits carried out in about 100 Group companies. This policy is aimed at preventing all forms of discrimination and fostering inclusion in recruitment and working relationships, in particular for women and people with disabilities, while averting exclusion on account of a person's origin. VINCI has embedded inclusion and diversity in its training path for the Group's operational managers and equipped its companies with a platform to assess the risks of discrimination relating to their practices. This platform covers the nine key aspects of careers.

Measures and action:

An in-house inclusion and diversity network

VINCI's Inclusion and Diversity Department coordinates a network of more than 300 diversity champions who meet twice a year and work with the Group's business lines and companies to carry out awareness raising and training programmes. VINCI also addresses this issue by taking part in the work of bodies such as the French Association of Diversity Managers.

Promoting gender equality

VINCI is aiming for 25% women managers by 2020. Among other measures, the Group has partnered with Elles bougent, a non-profit focused on encouraging more female students to consider careers in engineering or other technical fields, and is relying on its in-house network of women ambassadors who are reaching out to female students in higher education.

Fostering employment of people with disabilities

VINCI's steps to promote employment and work integration of people living with disabilities focus on three areas: redeployment of employees unable to continue in their current jobs, hiring of people with disabilities and use of companies that employ a majority of disabled workers. VINCI set up the Trajeo'h Association to help the Group's French companies retain incapacitated employees and recruit disabled workers.

VINCI's Gender Equality index in 2019

Given the importance VINCI places on increasing the proportion of women in our companies, their management teams and senior management bodies, it considers the male-female equality index as an opportunity to make progress in terms of gender balance and equality, in France and elsewhere. The index scores obtained by the Group subsidiaries concerned in France are published on their websites in compliance with the legal deadlines. As a guideline, the Group's holding company, VINCI SA, scored 79/100 in 2019.

Certification

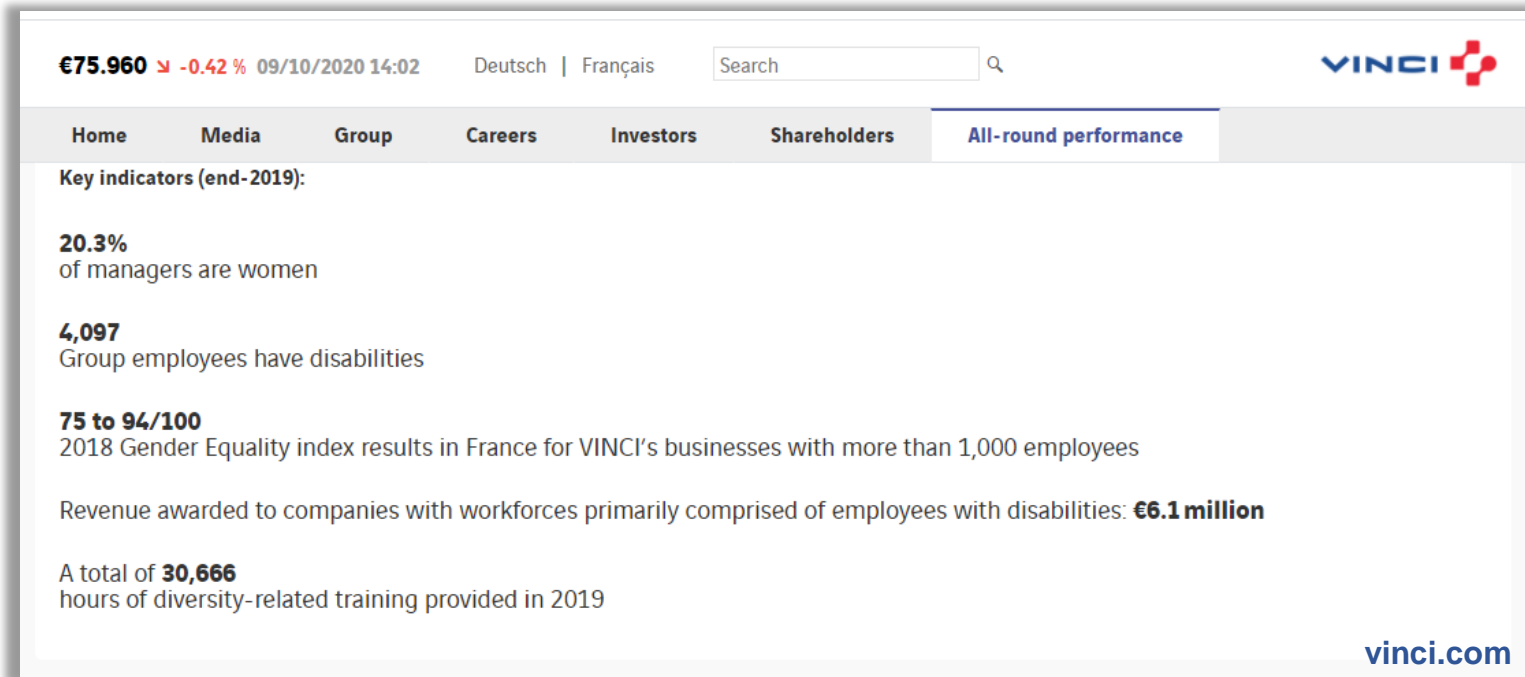
Earning a Diversity label from an independent organisation also supports efforts to foster inclusion and prevent exclusion in companies. In France, about 10% of employees work in Group companies that hold Afnor Certifications' Diversity label (awarded on behalf of the ministry of labour). In the UK, almost 70% of employees work for entities certified by the National Centre for Diversity.

Progress targets

In a context of sustained international expansion, the Group's companies, in all countries where they operate, will step up their efforts to promote local managers and encourage their promotion to positions of responsibility within the Group.

Diversity Reporting

The report also includes VINCI headcount, hence enabling readers of diversity data to do the math



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Key indicators (end-2019):

- 20.3%**
of managers are women
- 4,097**
Group employees have disabilities
- 75 to 94/100**
2018 Gender Equality index results in France for VINCI's businesses with more than 1,000 employees

Revenue awarded to companies with workforces primarily comprised of employees with disabilities: **€6.1 million**

A total of **30,666** hours of diversity-related training provided in 2019

vinci.com

Annual Report

A dedicated folio in the very first part of the over 200-page annual report

SUSTAINABLE DEVELOPMENT

Encouraging inclusive growth

Promoting inclusive performance by being a responsible employer and partnering regional growth.

A strong socioeconomic footprint

VINCI companies are firmly rooted in their regions. They contribute to the growth of economic activity, employment and tax take, thereby aiding inclusive growth. An in-depth study was conducted in 2019 in France¹⁰ to precisely measure this footprint. It shows that VINCI contributes 1.5% of the country's gross domestic product (GDP) through its direct and indirect impact across the entire value chain: one VINCI job supports an additional 4.2 jobs in France. The Group is also one of the top five taxpayers in France.

Diversity and integration

As part of its Manifesto commitments, VINCI seeks to promote equal opportunity and prevent all forms of discrimination in its businesses. To ensure the concrete application of this policy, the Group has created a network of diversity representatives totalling some 300 employees in France and internationally who, in addition to their day-to-day responsibilities, contribute to awareness actions in this area.

The promotion of diversity, especially at the management level, is also a priority. The number of women managers was 19.9% in 2018

VINCI'S CONTRIBUTION TO FRANCE'S GDP IN 2018¹⁰



NUMBER OF JOBS SUPPORTED BY THE GROUP IN FRANCE IN 2018¹⁰



and 20.2% in 2019 at the Group level, with 23.1% in France. Under the initiative of the Executive Committee, internal promotion procedures have evolved to double the number of women members of management and executive committees of VINCI business lines and divisions.

The Group is also engaged in actions targeting current and future female students to encourage them to pursue engineering professions in VINCI's areas of business, as part of its partnership with the organisation *Elles bougent*.

There were 4,057 disabled employees at the end of 2019. In France the Trajeo[®] programme has supported 629 people into a new professional path either within or outside the Group. In addition to redeploying and hiring employees with disabilities, Group companies subcontracted work to the sheltered sector for total revenue of €6 million in 2019.

VINCI also seeks to hire the long-term unemployed, in particular through its VIE social integration structure, which manages around three million integration hours annually in France, and specific units for major projects, such as the Grand Paris Express. The Liva joint venture created by VINCI and Ares (Association for economic and social integration) has developed its integration business around construction site logistics, for example the renovation of Roland Garros stadium in Paris.

Actions to promote integration have been extended since end 2018 with the Give Me Five programme in France. With the support of the French Ministry of National Education, VINCI has committed to bringing in 5,000 middle school students from underprivileged areas by the end of 2020 for the day-discovery internships in Group companies to encourage them to think about their future careers. This programme also includes internships, ranging from professional certificate level through to master's degrees, reserved for young people from these neighbourhoods, coupled with an integration programme to help long-term unemployed youth into sustainable employment through six-month fixed-term contracts.



Attractive long-term careers

The commitment to promoting inclusive performance is also expressed through the VINCI employer brand promise: "You will enjoy working with us". The Group aims to provide those who join its ranks with a range of opportunities to express the full diversity of their human qualities in a managerial environment attuned to the new generations' expectations, while at the same time supporting its business' internationalisation and digital transformation.

As the Group's performance is closely tied to its employees' expertise, VINCI makes sure it provides them with every opportunity for a rich, varied and long-term career. In 2019, employees had access to 4.4 million hours of training. In a context of increasing business internationalisation and the development of synergy between businesses, access to training, upskilling and skills sharing is made easier with the use of digital technologies. An e-learning platform includes all the training content available in Group companies. To support long-term employability, an artificial intelligence tool was trialed in 2019 at three VINCI Autoroutes regional divisions. The system develops professional

guidelines that translate a position into skills, thereby opening up new career opportunities for employees within the company. It is currently being rolled out throughout the Group.

Redistribution systems

VINCI is attentive to sharing the benefits of its performance with its employees, and does so through employee savings and employee profit sharing and incentive plans. The employee share ownership plan together with an employer contribution scheme encouraging more modest savings was extended to include four new countries in 2019. At the end of 2019, more than 140,000 current and former employees in France and internationally collectively owned nearly 9% of VINCI's share capital, making them the largest shareholder in the Group.

Respect for human rights

Consistent with its commitments, VINCI considers it has a responsibility to prevent breaches of human rights and a role to play in raising employment and working standards in the countries where it operates. This approach is steered by a Human Rights Committee comprising Group human resources managers from the business lines and divisions.

Five areas of human rights vigilance have been identified: recruitment practices and labour migration, working conditions, accommodation conditions, subcontractor and temporary employment agency practices, and relations with local communities. For each of these areas, guidelines have been included in VINCI's Guide on Human Rights, distributed widely throughout the Group (available on its website), and translated into 22 languages; this reference document applies to all VINCI companies, businesses and locations. Additional tools are available to raise employee awareness and identify risks aligned with real operational conditions. Around 50 subsidiaries have undergone a specific assessment.

VINCI also conducts field operations in conjunction with recognised entities. In Qatar, the subsidiary QJVC is working with the International Labour Organisation on a pilot project to develop a migration

CHANGE IN THE PERCENTAGE OF WOMEN MANAGERS



INTEGRATION HOURS MANAGED BY THE VINCI INSERTION EMPLOY (VIE) SOCIAL COMPANY



NUMBER OF MIDDLE SCHOOL STUDENTS IN THE GIVE ME FIVE INTEGRATION PROGRAMME



SUSTAINABLE DEVELOPMENT



AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE



NUMBER OF CURRENT AND FORMER EMPLOYEES IN EMPLOYEE SAVINGS PLANS



AMOUNT OF AID PAID BY GROUP FOUNDATIONS TO COMBAT EXCLUSION AND SUPPORT INTEGRATION



NUMBER OF EMPLOYEES COVERED BY HUMAN RIGHTS ASSESSMENTS IN THE SUBSIDIARIES



corridor, free of hiring costs, for workers from Bangladesh. The Qatar subsidiary has now held its second election for migrant worker representatives. In line with a framework agreement signed in 2017 with the international IBI union concerning workers' rights on its construction sites, an audit was conducted in 2019 to verify the application of all aspects of this agreement. The audit report signalled positive results and suggested areas for improvement. It pointed out the precursor nature of the actions introduced in Qatar and the best practices implemented in consultation with numerous stakeholders.

VINCI also focuses on ensuring there are no breaches of human rights throughout its supply chain by adopting responsible subcontractor management practices. In France, VINCI Construction is conducting several pilot projects in this area and has contracted an independent organisation to audit the labour-related aspects of its major construction sites in the Greater Paris area. This is a first in the construction sector. The aim is to extend this approach to other Group businesses and sites.

VINCI is one of the six founding members of the Building Responsibility collaborative initiative which promotes workers' rights in the construction industry.

Civic engagement

Employees' civic engagement, driven by support from the Group, is a key aspect of VINCI's identity. The Fondation VINCI pour la Cité supports non-profit projects presented by employees who want to use their expertise to help combat exclusion. The Parcours Citoyen (Citizen Leadership) programme provides employees with other ways of engaging with the community, such as working with the long-term unemployed or refugees.

In 2019, the Group's network of 13 foundations around the world supported 477 projects sponsored by almost 950 employees. Civic initiatives undertaken by the Group's business lines, divisions and companies are further examples of VINCI's engagement.

Tips to improve D&I reporting practices...

1

Secure executive leadership and board commitment to report on diversity externally

2

Broaden the conversation around D&I by reporting on progress and inclusion

3

Review the effectiveness of current efforts and encourage employees to provide demographic data

4

Ensure that there is consistency between data being reported both internally and externally

5

Include reporting on D&I in the company annual report or as part of sustainability reporting



Transparency is
important but companies
also need to use
information to drive
change and improve
performance



Upcoming webcasts

Business & Society: Sustainable and Inclusive World

Thursday, 19 November

04:00 PM CET (Brussels) | 10:00 AM ET (New York)

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