

THE GENDER PAY REPORT 2019 GAP



Given the disruption that COVID 19 has brought to our nation, the Government chose to relax the requirements in place that require organisations to publish their 2019 Gender Pay Data, however, given the importance of this topic, VINCI has decided to publish our data and accompanying narrative to highlight the progress being made and more importantly to ensure we continue with the momentum across our business. This is the third year VINCI has published its UK gender pay gap statistics. The following figures and commentary are based upon payroll data from April 2019.

In 2019, we have continued to build on the progress made in the previous two years. Our pay gap has continued to narrow as we continue to implement our gender pay action plan. Whilst these results are welcomed, we acknowledge that there is still much more work to be done and our journey continues.

At VINCI, we believe that gender diversity is just one of many goals we are aiming for in our Fairness, Inclusion and Respect strategy and we're working hard to make sure we have a well-rounded plan in place.

We are a responsible business, creating a thriving workplace, where our people are supported to achieve their ambitions and fulfill their true potential. We strive to have an inclusive work environment, where all individuals are treated fairly and respectfully, with equity of access to opportunities and resources and where everyone can achieve their potential and contribute fully to the business success.

We are not afraid to challenge our preconceptions of how we work and our established ways of thinking. We see this as critical in enabling us to understand what our customers want and expect from us, and to better represent the communities we serve.

In the past twelve months work has taken place to close the gender pay gap and continue to create an inclusive culture which values differences, enabling our people to be themselves, participate fully and reach their full potential, but there is still work to be done.

We are also realistic about the challenges we face and the historical composition of the industries we operate in. We are committed to overcoming this through understanding the root causes of issues, finding solutions that are both practical and beneficial to employees and by being transparent.

THE GENDER PAY closing it together GAP

Across **3,434** of relevant employees the gender balance is



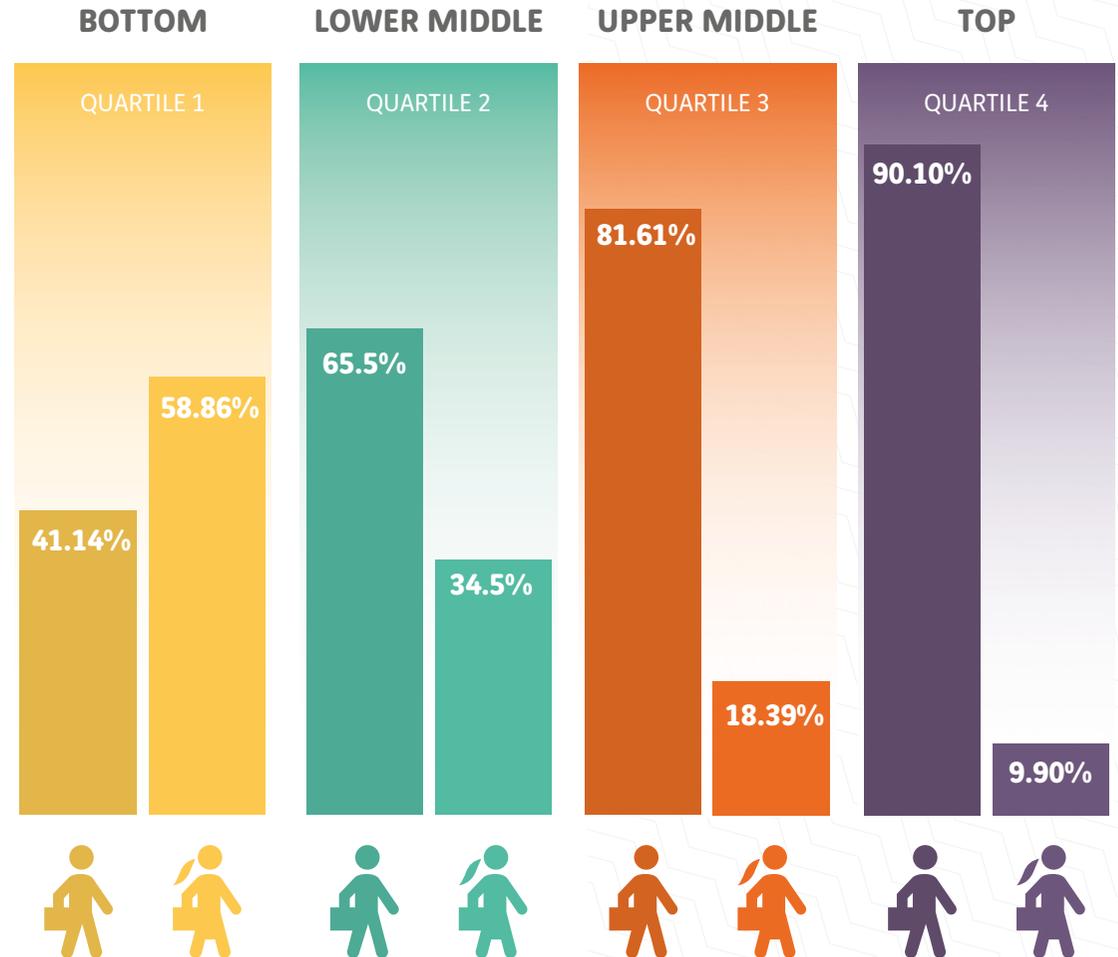
How have these numbers changed since the 2018 statistics?

While the gender pay and bonus gaps for VINCI are larger than we would like, we have seen further improvements across most of the metrics in 2019. The gender pay gap shows the difference in average pay between women and men. This is different to equal pay, e.g. women and men receiving the same pay for the same role.

The gender pay gap takes into account all roles at all levels of the organisation, rather than comparing pay received by women and men performing the same roles. We regularly review and analyse our employee pay to ensure men and women are treated equally when performing the same role. We are therefore confident that we do not have equal pay issues.

Positively, there has been a reduction of 3.93% in the mean gender pay gap, demonstrating that our gender pay gap has reduced in 2019. This improvement can in part be attributed to us continuing to increase female representation at our senior levels. Last year, we reported that we had 61 females in our top quartile. This year we have 85 females, representing a 39% improvement. Since reporting on our gender pay gap, we have increased our female representation from 53 Senior Females to 85 as evidenced in the supporting 'pay quartile' analysis.

PAY PER QUARTILE %



Our gender pay and bonus gaps reflect our organisational structure. We have proportionately more women employed in lower skilled roles such as cleaning and clerical roles, where pay is lower, and proportionately more men in our higher skilled roles and senior leadership roles, such as Project Directors, Commercial leads and Engineers. Almost the entire gender pay gap is attributable to this organisational profile. Our part-time roles are typically (not always), lower skilled and lower paid and are proportionately held by women.

Whilst this has a significant impact on our overall median gender pay levels, we are working hard to narrow the gap of the pay differences, this is evidenced by the reduction in the median pay gap in 2019 by a substantial 9.15%, our 2019 data reported a median pay gap of 42.86% compared to 52.01% in 2018. The median male pay rate for 2019 is £18.06 (£19.17 in 2018) compared to the median female pay rate of £10.32 in 2019 (£9.20 in 2018).

The proportion of female employees receiving a bonus has increased by 92% (from 4.93% to 96.93%), with a smaller percentage increase of 45.59% men receiving a bonus (from 13.45% to 59.04%).

The mean gender bonus gap for women has increased by 7.01% (from 78.79% in 2018 to 85.80% in 2019). This can be attributed to the proportionate increase in women receiving a bonus, and women are typically employed in lower skilled, lower paid roles and bonus are typically calculated using salary as a factor.

These calculations are not perfect, because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists. The calculations are an indication of inequalities in areas such as access to work, progression and rewards, essentially who works in which job.

Our median bonus pay gap had decreased by an impressive 29.85% (from 61.82% in 2018 to 31.97% in 2019). This decrease is attributed to an increase in the number of women receiving a bonus.

Gender Pay Gap Report 2019/20

Women's Hourly Rate is:	41.07% Lower (mean)	
	42.86% Lower (median)	
	Men	Women
Top quartiles:	90.10%	9.90%
Upper middle quartile:	81.61%	18.39%
Lower middle quartile:	65.5%	34.5%
Lower quartile:	41.14%	58.86%
Women's bonus pay is:	85.8% Lower (mean)	
	31.97% Lower (median)	
Who received bonus pay:	59.04% Men	
	96.93% Women	



This skills divide is sadly still systemic in the UK workforce, however, we also recognise that we haven't made as much progress as we would like with women being represented in leadership roles, which results in a gender imbalance in senior positions, a trend observed in many UK businesses. Although 2019 did see the number of women employed in our top quartile increase women are underrepresented in three out of the four pay quartiles, although the representation of women has increased in all but the lowest quartile.

The VINCI Manifesto, Code of Conduct and Ethics and the Anti-Corruption Code serve as a reminder that belonging to the VINCI Group involves more than just strict adherence to applicable laws and regulations.

The codes set out the principles of business ethics that guide our conduct and states VINCI's expectation that we all demonstrate exemplary conduct based on transparency, integrity, fairness and respect.

VINCI Manifesto



Taking Action

FIR Top Tips for recruitment

Gender balanced candidate pools

Leaders in Diversity reaccréditation

Recruitment training including unconscious bias

Refocused strategic delivery of FIR plan

Relaunched Managers' Recruitment Guide

Supported employee networks – e.g. LGBT+, WiTW

Supported industry events – e.g. Women in Engineering

1

2

3

4

5

6

7

8

2

0

1

9

Enhanced Family Leave policy

Continue to work towards equity of opportunity

Flexible working methodology

Inappropriate behaviour/bias awareness

Launch Women in VINCI network

Relaunch FIR training

Understand why ethnicity should be a focus

1

2

3

4

5

6

7

2

0

2

0

Taking Action

2019 Highlights

- ▶ Successfully reaccredited to Leaders in Diversity in March 2019
- ▶ Changed our approach to deliver the strategic Fairness, Inclusions and Respect plan, enabling us as a business to be more focused and more effective
- ▶ Launched Fairness, Inclusion and Respect Top Tips on recruitment
- ▶ Held our recruitment agencies more accountable for supplying a more gender balanced candidate pool
- ▶ Re-launching our Recruitment Guide for Managers
- ▶ Rollout of recruitment training to include unconscious-bias training
- ▶ Encouraged employee-led networks such as LGBT+ and WiTW Changing the Equation event
- ▶ Supported industry specific events such as International Women in Engineering Day 2019

What 2020 will bring

- ▶ Review our recruitment and resourcing methodology which will lead to proactively resourcing a diverse workforce
- ▶ Deliver on the company's targeted Fairness, Inclusion and Respect plan:
 - Review a methodology to support flexible working
 - Understand why ethnicity should be a focus for the business
 - Raise awareness and understanding of inappropriate behaviour/bias to eliminate people being treated differently in a negative way because of their differences
 - Review accreditation and agree future approach
- ▶ Relaunch of the mandatory Fairness, Inclusion and Respect training for all our employees
- ▶ Launch of an enhanced family leave policy
- ▶ Review our behavioural standards to ensure equity of opportunity
- ▶ This year will see the launch of a Women in VINCI network

As a leadership team, we are pleased that elements of our gender pay gap figures continue to move in the right direction, however, we still have much to do to improve gender parity. We need to ensure more opportunities exist for female talent to join VINCI and to have a fulfilled sustainable career with us. At VINCI we know that a diverse team creates a stronger, more dynamic business, which makes us a more attractive and sustainable employer. We want to create an environment where everyone feels like they belong, can be themselves and know their voice will be heard. This is not something that can be easily achieved within a single reporting cycle, but we are committed to long-term sustainable change.

We want to make sure that everyone at VINCI feels supported to grow, develop and thrive. We also firmly believe that this continued focus starts at the top and therefore all of our Management Board have signed this report to demonstrate their shared commitment.



JEAN-PHILIPPE LOISEAU
Chief Operating Officer



CHRIS HAMER
Managing Director Building



TONY RAIKES
Managing Director
VINCI Facilities



JULIAN GATWARD
Managing Director
Taylor Woodrow



RUSSELL MATTHEWS
Managing Director
VINCI Technology Centre UK



GRAHAM LAMBERT
Managing Director
VINCI UK Developments



GARY CARVELL
HSEQ Director



THERESE STEVENSON
Human Resources Director



CHRIS BRENNAN
Finance Director



SIMON FOSTER
General Counsel

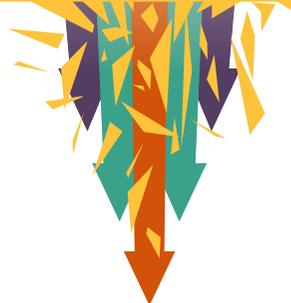
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We're tackling the gap, **top down** by changing people's attitudes through better dialogue, strong leadership and changing our behaviours

..and **bottom up**, through working groups that are owned, managed and controlled by our people working to a shared vision with a clear escalation route to our leaders.



THE GENDER PAY GAP



Therese Stevenson
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