



An industry leading employee engagement programme at VINCI

VINCI Construction UK

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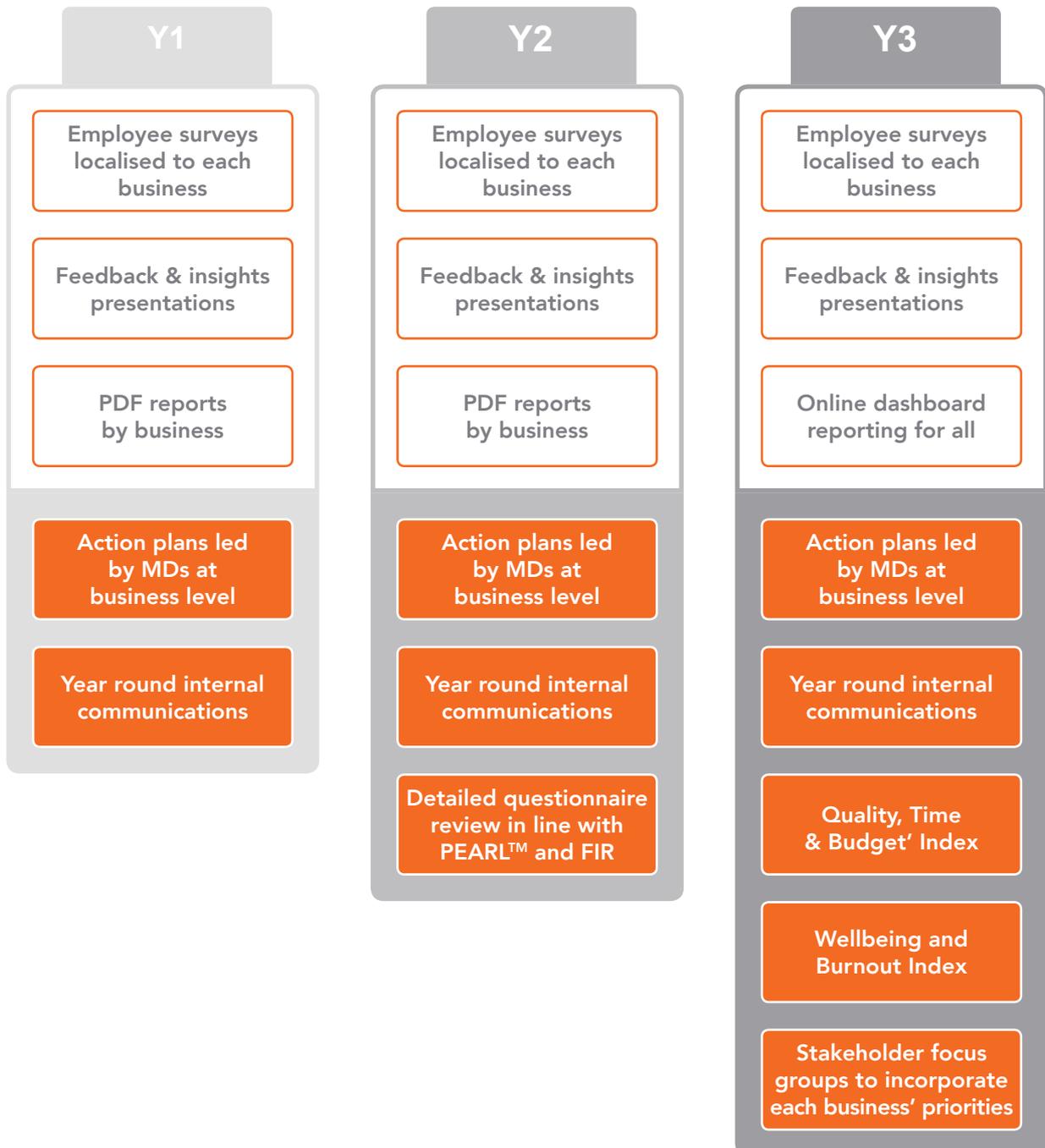
People Insight have been working with VINCI Construction UK (VINCI) on their employee engagement programme for 10 years, and it's a story of ongoing evolution, growth and increasing sophistication.

This case study explores why their journey is so impressive:

1. It's an agile, responsive approach
2. There's a listening strategy with ongoing dialogue, action and internal communication
3. It helps measure achievement of business objectives
4. It is bespoke to each business division whose leaders own it with passion
5. There's a deep analysis of demographics to support FIR initiatives (Fairness, Inclusion and Respect)



The evolution of VINCI's employee engagement programme



Why is VINCI's approach to employee engagement industry leading?

1. It is agile and responsive

VINCI's employee survey is far from static. The team learn from each iteration; adapting questions, demographics and communications relevant to priority issues.

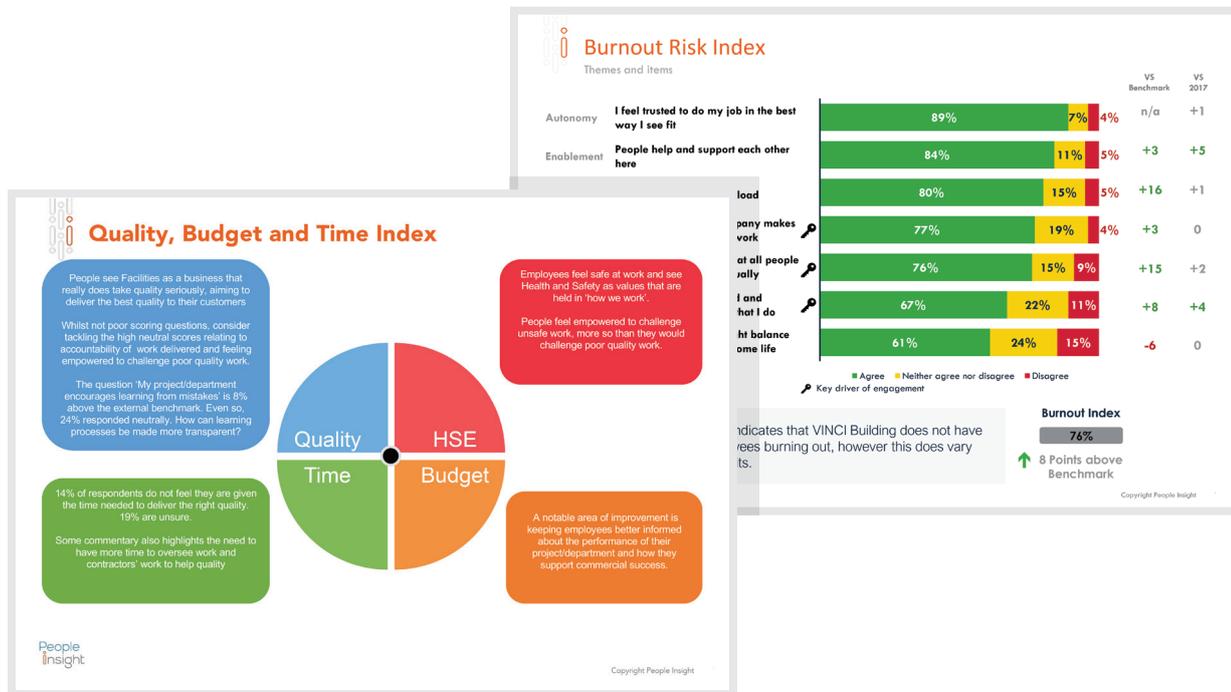
In advance of the employee survey, People Insight holds stakeholder interviews with the managing director of each division to ensure the survey is shaped to address their priorities. This means that each business has their own key issues index to report against.

"We adapt our approach based on what the results tell us."

Therese Stevenson

More recently the Burnout Risk Index has been added to the survey, to explore wellbeing more thoroughly across the business. This measure identifies where people may feel over stretched and where burnout could be a potential risk, so that action can be taken.

"This was a proactive move", said Therese, "by undertaking this analysis we are able to head off problems before they occur. Fortunately, the data indicates we don't have a significant problem, but we continue to track this in every team."



Examples of indices added to the VINCI employee survey & reported back in detail



2. There's an integrated listening strategy with ongoing dialogue and action supported with internal communications

Input from employee surveys and employee consultation committees (ECCs) is responded to in earnest. Listening and responding is a continuous dialogue at the organisation level, whilst at the division level, MDs are constantly listening and adjusting through their ongoing field visits and team meetings.





This is what we've heard; this is what we'll do

As an example, in the HR business plan Therese and her team respond specifically to survey feedback. What's also impressive is that they also underline how they want people to behave and engage – holding everyone accountable for their actions.

- ▶ **You said:** You wanted more regular feedback
- ▶ **We will:** promote 1:1s with managers and hold ½ day manager training on what good 1:1s look like
- ▶ **We expect you to:** engage with 1:1s proactively

- ▶ **You said:** You wanted increased recognition
- ▶ **We will:** launch an improved departmental reward and recognition scheme
- ▶ **We expect you to:** nominate your colleagues, and thank people when they do a good job

Communique - VINCI's business newsletter includes a full-page infographic showing the latest topline survey results and interpretation for the overall organisation with next steps. [See Communique here.](#)

Division newsletters - MD of Building division, Chris Hamer, acknowledges the survey results and discuss how changes will be made in the newsletter to their teams.

Initiatives link back to survey feedback in the **Fairness Inclusion and Respect (FIR) best practice booklet**, such as the establishment of Mental Health First Aiders and Wellbeing Champions.

Each survey cycle, employees are reminded of changes and asked to rate what they've seen:

1. **Survey welcome page** - respondents are reminded of the changes that have occurred since the previous survey
2. There are **qualitative and quantitative questions** through the questionnaire, designed to understand what employees have seen change:
 - a. *I believe action will be taken as a result of this survey*
 - b. *I have seen an improvement in the information about current and future projects since the last survey*
 - c. *I have a clear understanding of progress against objectives from the Action Plan*
 - d. *If any, what positive changes have you seen take place since the last survey?*
 - e. *Please give details of actions we should take to improve.*

ARE WE ENGAGED?

Build on Knowledge **together @ VINCI**
Employee Survey 2018

The employee engagement survey was an opportunity to have your say. How do people really feel about the business and their role within it?

Your comments will influence the shape, development and sustainability of the whole business and help to create a positive workplace for everyone.
 So, it was great that 85 per cent of our people took part in this year's survey.
 Senior leaders have been invited to feedback presentations, and divisional plans will be created and communicated over the coming weeks. On this page we've picked out some highlights showing that we are moving in the right direction. However, there's still much we can improve upon. For example, quality is a key focus for the business, but the survey results indicate that many of you feel you are not given enough time to deliver the level of quality expected.
 Look out for the full published results and your local action plans.

Building 14% increase
senior managers are visible and accessible

Taylor Woodrow feedback and support I get from my manager improved by **10%**

VINCI Facilities' response rate increased by **18%**

Tech Centre **92%** committed to **QUALITY**

FIR **90%** people responded to FIR questions

83% **Overall engagement score for VCUK**

The VCUK employee engagement survey is managed externally by People Insight to guarantee responses are anonymous and analysis is objective. Where we refer to a benchmark, this is based on People Insight data from 300 organisations.

@VCUK_Building Communiqué 7

Best Practice

Valuing individuals
 Inclusive workplaces

2018 VINCI UK

EMPLOYMENT SURVEY

Building Division's metric for staff engagement has risen from 79% in 2015, to a fantastic **91%** this year. These results are unheard of in the construction industry, ranking us way ahead of our peers.

However, what is more important about the survey are the comments that we receive. Given the massive number of responses, we are still sifting through the comments and these form the basis of the actions we need to take to improve the business further and will be included in our business plan for next year.

The Engagement factor is one of the most important factors in the survey and revolves around four questions. Firstly, 'Are you proud to work for VINCI?' and 'Would you recommend them to family and friends?' 'Does working for VINCI make you do the best you can?' And finally 'Do you care about the future of VINCI?'

"As one of the largest construction companies in the UK, the work that VINCI pick is varied and interesting. They have a strong reputation and respect within the industry."

"I believe that this company genuinely tries to deliver the best for its clients."

"Working for a global leader, pride in the VINCI name."

"Security and knowing the future is well managed. Being part of a team who share same values."

"You feel part of a team, and that your work actually matters."

Examples of VINCI's internal communications: division newsletter, infographic in Communiqué and FIR best practice booklet



3. The employee survey programme helps measure achievement of business objectives

Quality is a strategic priority at VINCI. Getting things 'Right First Time' improves productivity, profit and customer satisfaction.



LEADERSHIP CONFERENCE

The future in our hands...

The most recent leadership conference focused on Right First Time and the leadership behaviours that influence quality and productivity. Workshops were used to consider how leaders' specific actions, interventions and behaviours could inspire the wider business to deliver the quality objectives in each division.

"Our ambition is to create every opportunity to improve the way we work so we can maximise the chances of getting the quality of our projects and services Right First Time. To achieve this, we all need to consider how our behaviour can impact upon the quality of the work we do. Excellent quality won't happen by itself, we need great systems and a collective commitment to make the right choices."

Gary Carvell, Group HSEQ Director.



The latest employee survey explores employees' opinion of whether or not VINCI is delivering on providing good quality to customers, with a 'Quality, Time and Budget' index reported back to each division. The survey gets deeper qualitative feedback to examine the cultural and behavioural aspects of delivering quality.

Said Jo, "we are pleased to see strong scores around the organisation's intention to provide quality, and I'm encouraged to see our culture of learning from mistakes compares well to the external benchmark. We've got some great insight around people feeling empowered to challenge poor work, as we asked those who disagreed what would help them. Thanks to that we now have really clear evidence of what we need to do to make change happen.

Another focus area for us to take forward is people having the time to deliver quality – that's a key part of our current action plans."

Quality, Budget and Time Index

Impact	Question	Responses	Distribution	Benchmark
●	The Company is committed to providing a high quality of service to customers	2,849	88%	+7
●	My project/department encourages learning from mistakes	2,841	75%	+13
●	My manager effectively addresses poor performance and behaviours	2,834	68%	+4

4. The employee survey programme is bespoke to each business division whose leaders own it with passion

Managing Directors lead engagement

Whilst the overall programme is steered by HR, the Managing Directors (MDs) of the four VINCI divisions are proactive in leading engagement.

"I can't think of a reason why I wouldn't prioritise employee engagement – it's through our people that the business succeeds or fails. I have four priorities: employee engagement, safety, profitability and business targets, and the first of these helps deliver the other three."

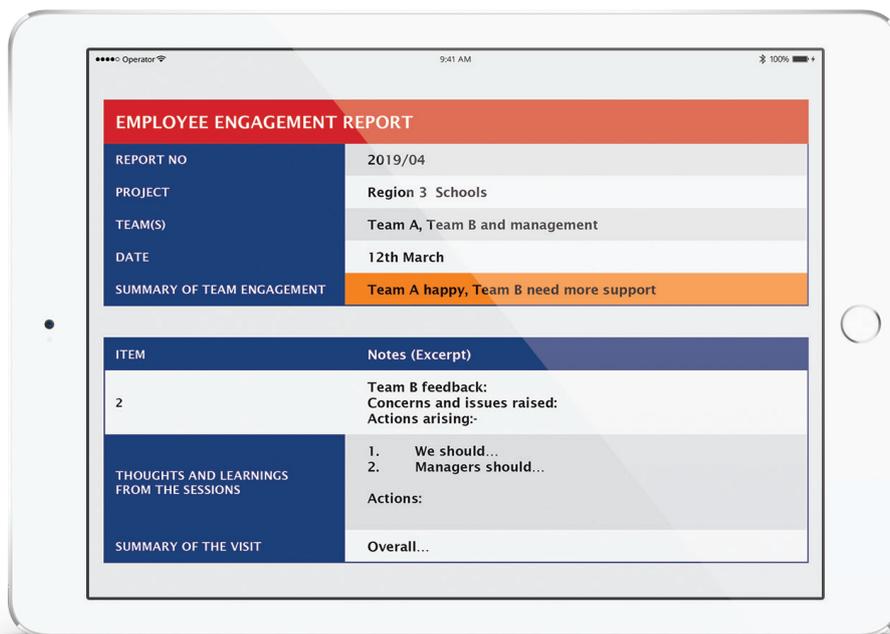
Tony Raikes, MD VINCI Facilities.

Each MD leads engagement in a style that suits their division and tackles specific priorities. Not only does this demonstrate to staff that leaders care about the impact of the changes they make and want to hear their opinion, but it provides metrics to report the impact of changes made. Says Tony,

"The survey results help me focus on the bottom performing teams and understand why we haven't got it right. My priority this year is consistency in the way we manage our people, and ensuring my team are clear what good looks like so we can all improve."

Back to the floor

In between surveys MDs spend time on field visits and 'back to the floor' days. They hear what peoples' most current issues are and whether post survey action impact is felt the front line. Tony Raikes delivers an engagement report to his team post-visit, so managers know this is on his agenda, showing he is sincere about seeing it through.





The employee survey itself is personalised to each division

As VINCI's divisions operate as decentralised businesses, with different histories and identities, it's important that these differences are reflected in the survey user experience.

The question set has an index specific to each business. The survey looks different, depending on whether you join from Facilities, Building or Group, and your welcome message is from your MD – yet all are united under the **together@VINCI** banner.

"I think the survey is a positive initiative and believe that the areas for improvement that come out of the recommendations will be acted upon in most cases. VINCI is a good employer and is employee focused."

Anonymous survey respondent.





5. There's a deep analysis of demographics to support FIR (Fairness, Inclusion and Respect) initiatives

FIR started in earnest in response to the 2010 Equality Act and is now very much part of the identity of VINCI. It is led from the global VINCI group through the code of ethics and [Manifesto](#). It is championed by the managing directors. FIR runs as a coherent thread through values and behaviours, internal communications, recruitment, training, events and activities with the community and supply chain. VINCI were one of the first construction companies to achieve 'Investors in Diversity' then the more challenging 'Leaders in Diversity' accreditation from the National Centre for Diversity.

"VINCI's commitment to FIR has always been outstanding and the organisation was an early adopter of the standard in 2011. The range of initiatives have continued to develop, and a culture shift is slowly happening. There are some existing strategies underway, particularly around recruitment diversity and supply chain diversity."

Latest National Centre for Diversity report on VINCI.

FIR is monitored through the employee survey. Questions such as 'Within VINCI we recognise, accept and value the diversity of all our employees' are tracked, looking for areas of strength and where improvements can be made. The survey collects open text comments from participants on any FIR issues for action.

VINCI have always asked for voluntary identification of broad range of protected characteristics, (e.g. ethnicity, sexual orientation, ability, gender identity) and it's a tribute to their ongoing work that 90% of staff now respond, which suggests they trust in the anonymity and how the data will be used. However, as in other organisations, employees who chose the 'prefer not to say' response were 15% less engaged. VINCI have a number of initiatives to address this, including 1:1 guidance to help create an environment for effective conversations based on trust, openness and respect.



The impact of the employee engagement programme at VINCI

As the above shows, employee engagement has become embedded at VINCI. Engagement at 6% above benchmark, and participation at 85% is incredible given the diversity of the workforce. Employees participate, know that action will be taken, and see the impact of their inputs.

Item	VINCI change since 2015	Division	Vs. external benchmark
I believe action will be taken as a result of this survey	+7 points	Building	+8 points
		Taylor Woodrow	+9 points
		Facilities	+1 points
		Technology	+2 points
		Group	+9 points

The impact of engagement on metrics such as absence rates is strong, having achieved an industry leading 2.5 days/year absence per employee vs industry average of 6.6 days. Additionally, voluntary staff turnover has dropped from 13.3% to 12.2%.

What's next for VINCI?

Said Therese, "We continuously look to improve employee engagement across the organisation. There's a number of next steps we've discussed with People Insight, such as broadening our focus to the full employee experience from before candidates join, to after they exit."

"We've learned a great deal over recent years about running an effective employee engagement programme," says Jo.

"The world of work today is rapidly changing, and employees not only have a voice but expect to influence change. That's why we listen, act and communicate as an ongoing cycle. We've found better ways to listen through surveys, focus groups, field visits and more.

Our focus on action and ongoing adjustments, importantly championed by our Managing Directors and communicated through established channels has helped us embed important changes in the way we do things.

We hope this enables us to be an employer of choice, as our vision is for a career at VINCI as something for people to aspire to. Importantly, the changes enable us to be more productive, deliver better quality and improved customer services. **Ultimately success is the success you share!**"

We'd love to talk

If you are interested in how our employee engagement programmes could help your organisation, contact us at:

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