

Responsible recruitment: a strategic lever to optimize HR performance Case Study: VINCI Group

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Abstract :

The aim of this article is to explore the impact of responsible recruitment on HR performance by analyzing VINCI's practices through its annual social reports. Based on a descriptive method, we highlight the actions taken by the company in terms of diversity, inclusion, and ethics, while the analytical method evaluates how these practices contribute to skills development, employee engagement, and organizational sustainability. The results demonstrate that responsible recruitment goes beyond ethical considerations to become a strategic lever that enhances both the company's competitiveness and social transformation.

Keywords: Responsible Recruitment; HR Performance; Organizational Sustainability.

Jel Classification Codes: M140; L21.

Introduction:

In a context marked by growing societal expectations and complex economic challenges, companies are increasingly compelled to adopt responsible practices including in recruitment. Today, Corporate Social Responsibility (CSR) has become an essential approach, integrating social, ethical, and environmental concerns into the core of organizational strategies².

Recruitment, as a key stage of human resource management, thus becomes a strategic lever for optimizing team performance and enhancing business competitiveness³; Integrating CSR principles into the recruitment process also

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² B. Christensen, *Too Good to Be True: Alcan's Kemano Completion Project*, British Columbia: Talon books, 1995.

³ Frédéric Bonté and Y. Besseyre des Horts, *Méthode de recrutement*, Paris: Vuibert, 2004.

enables companies to ensure they attract talents capable of adapting to complex and uncertain environments, as evidenced during the COVID-19 crisis¹.

In an increasingly volatile world, qualities such as resilience and collaboration are essential assets for strengthening competitiveness and ensuring business sustainability. Responsible recruitment goes beyond traditional practices, extending past the mere assessment of technical skills. It involves selecting candidates who, in addition to their qualifications, share the company's values and align with its organizational culture².

However, this recruitment process is not limited to a technical operation; it involves a vital human and ethical dimension. As highlighted in the literature on ethics in recruitment, the recruiter must not rely solely on objective criteria or assessment tools. Ethical recruitment implies respecting the principles of dignity and equal opportunity, ensuring that all individuals regardless of background have access to the same opportunities³. Thus, compliance with labor laws and collective agreements, in line with ethical principles and modern behavioral standards, is fundamental to ensure a fair and transparent recruitment process.

Responsible recruitment, therefore, goes beyond ethical obligations to become a major strategic tool. It allows companies to meet current social and environmental challenges. Through this approach, companies position themselves as agents of change, integrating sustainability and social engagement into their growth strategies. Recruitment thus becomes a key lever in building a more ethical, inclusive, and sustainable professional future⁴.

In this regard, our research question can be formulated as follows: **How can CSR influence HR performance through responsible recruitment in VINCI Group?**

To address this question, we have defined the following research hypotheses:

H0: VINCI has responsible recruitment mechanisms integrated into its CSR approach that do not impact HR performance.

H1: VINCI has responsible recruitment mechanisms integrated into its CSR approach that positively impact HR performance.

In this study, two major research methods were employed to analyze responsible recruitment and its impact on HR performance using VINCI Group's annual reports: the descriptive method and the analytical method.

Descriptive method: This method involves observing and accurately describing the responsible recruitment practices implemented by the group, based on the information provided in its reports. It allows for an overview of actions taken to promote ethics, diversity, and inclusion.

Analytical method: This approach critically evaluates these practices, analyzing their contribution to HR objectives, especially regarding skill enhancement, employee engagement, and alignment with sustainability values.

1- Literature Review on the Concepts of Responsible Recruitment and HR Performance:

1 X. Y. Leung, Jie, et al., "Attracting Generation Z Talents to the Hospitality Industry through COVID CSR Practices," *International Journal of Contemporary Hospitality Management* 34, no. 6 (2022): 1587–1606.

2 Anne Bérubé, *Recrutement et sélection du personnel*, Montréal, Canada: Chenelière, 2007.

3 Louis-simon FAURE; *le recrutement éthique*, paris: dunod, 2014.

4 Jordan Holmes and A. M. Allen, "When Your Reputation Precedes You: Strategic Recruitment for Enhancing Diversity," *Policing: An International Journal* 47, no. 5 (2024): 770–785.

This literature review explores the concept of responsible recruitment, emphasizing fairness, transparency, and diversity within the selection process. It then discusses HR performance, analyzing practices aimed at maximizing employee efficiency and well-being.

1-1 Responsible Recruitment:

An organization's success depends heavily on the quality of its human capital, particularly on the recruitment process, which is a core function of HRM¹.

Recruitment includes all activities aimed at identifying and informing potential candidates, both internal and external, about a vacancy, encouraging them to apply². Montgomery (2006) describes it as the art of aligning candidate competencies and aspirations with the requirements and benefits of a specific position. Recruitment encompasses decisions and actions to anticipate and fill roles needed to meet organizational demands in the medium term, aligned with workforce planning and strategic HR goals³.

More broadly, the recruitment process involves all efforts to attract talent, including posting job offers across various channels such as newspapers, digital platforms, and social media⁴; Although theoretically limited to receiving applications, it often includes an initial screening phase to eliminate unsuitable profiles, thereby optimizing the match between company needs and candidate skills. Today's candidates increasingly value company ethics and purpose when considering job opportunities. They prefer organizations that adopt fair and responsible practices and prioritize employee development. This heightened interest in ethics intensified since the 2020 health crisis highlights the importance of these factors in corporate management and leadership training. In this context, responsible recruitment becomes a key lever to meet expectations and enhance corporate credibility.

Grounded in principles such as equal opportunity and respect for individuals, responsible recruitment ensures a non-discriminatory process, where candidate competencies take precedence over personal characteristics like origin, gender, or address. Transparency particularly regarding selection criteria, expectations, and job offer conditions plays a critical role⁵.

By adopting ethical and transparent recruitment practices, companies build trust with candidates and strengthen their employer brand. For example, openly communicating salary ranges in job postings reflects a shift toward fairer, more inclusive hiring practices⁶. Thus, aligning recruitment with ethical standards not only meets candidate expectations but also positions the company as a responsible and attractive employer.

1 R. David and S.-E. Rusu, "Marginal Thinking Knowledge and Communication," *Postmodern Openings*, Editura Lumen, Department of Economics, July 2020, 256–266.

2 H. Garner Moyer, "Sélection et sélectivité en GRH," *Humanisme & Entreprise*, no. 304 (2011): 75–72.

3 D. L. Montgomery, "Physiological Profile of Professional Hockey Players—A Longitudinal Comparison," *Applied Physiology, Nutrition, and Metabolism* 31, no. 3 (2006): 181–185.

4 S. Madia, "Best Practices for Using Social Media as a Recruitment Strategy," *Strategic HR Review* 10, no. 6 (2011): 19–24.

5 FAURE; op. cit.p15.

6 Stéphanie Lecerf, *Comment recruter sans discriminer ?*; Paris: À compétence égale, 2012.

1-1-1 Integrating CSR into Recruitment:

Adopting a socially responsible approach to business management is not merely an ethical obligation but a deep commitment to society, the environment, and employees¹; Socially responsible management gives work greater meaning by embedding employees' efforts within a socio-economic context rather than a purely financial logic. Highlighting the environmental and societal dimensions of their roles fosters engagement especially among young graduates, who increasingly seek purpose over professional comfort.

However, offering meaningful work is not enough to retain talent. It is equally important to improve their quality of work life. This can include revising compensation, optimizing ergonomic workspaces, and implementing initiatives that promote work-life balance and reduce stress. Such CSR-driven actions serve as both a motivational and retention tool for current staff and a strategic advantage for attracting new talent. Prospective employees now seek a sense of purpose beyond a mere job. By embedding socially responsible principles into its practices, a company positions itself as an engaged and attractive employer, aligned with the expectations of both present and future workers².

1-1-2 Requirements for Responsible Recruitment:

Companies must meet clear requirements that are essential to ensuring responsible recruitment practices³; These requirements, outlined below, help overcome challenges and ensure alignment with ethical, sustainable, and inclusive standards⁴:

-Awareness and Training: Educating and training teams, including managers, on the benefits and principles of ethical recruitment is fundamental. Dedicated programs on ethics, diversity, inclusion, and social responsibility foster understanding and support across the organization.

-Integration into Corporate Values: Ethical principles must be embedded in the organizational culture. This involves aligning them with the company's mission, promoting ethical behavior, and fostering a socially responsible environment.

-Monitoring through Social Metrics: To measure their impact, companies can define specific social performance indicators, such as diversity metrics, retention rates, and contributions to social or environmental initiatives.

-Development of Strategic Partnerships: Collaborating with local organizations and specialized partners can enhance the company's social impact. These alliances facilitate implementation and provide additional support for achieving set objectives.

1 Groupe Menway, "Recrutement éthique et responsabilité sociale : développer une stratégie RH avec des pratiques d'embauche durables," 2023, accessed November 17, 2024, <https://groupemenway.com/recrutement-ethique-et-responsabilite-sociale-developper-strategie-rh-avec-pratiques-dembauche-durables/>.

2 Younes Bemrah, "L'impact d'une démarche RSE dans vos recrutements," blog.flatchr.io, February 6, 2024, accessed November 17, 2024, <https://blog.flatchr.io/impact-d%C3%A9marche-rse-recrutement>.

3 FAURE; op. cit.p30.

4 Groupe Menway, "Recrutement éthique et responsabilité sociale : développer une stratégie RH avec des pratiques d'embauche durables," 2023, accessed November 17, 2024, <https://groupemenway.com/recrutement-ethique-et-responsabilite-sociale-developper-strategie-rh-avec-pratiques-dembauche-durables/>.

-Transparency in External Communication: Clear, honest communication about the company's social and ethical commitments builds trust with candidates, clients, and the public. This can be achieved via the website, recruitment campaigns, or social media.

-Continuous Adaptability: In a constantly evolving environment, companies must regularly adjust their responsible recruitment strategies. Listening to social expectations and feedback is crucial for continuous improvement.

By applying these strategies, organizations can overcome the challenges associated with responsible recruitment while contributing positively to society and the environment. This comprehensive and proactive approach positions businesses as responsible and committed actors in a rapidly changing world.

1-2 Human Resource Performance:

In a context where companies are constantly seeking to strengthen their competitiveness and overall performance, the role of Human Resources (HR) emerges as a key strategic lever. Among its various functions, responsible recruitment stands out by integrating principles of ethics, equity, and sustainability. This approach goes beyond merely addressing immediate skill needs it contributes to building an inclusive, innovative, and committed organization that aligns with both societal and environmental expectations. By placing human capital at the heart of their strategy, modern organizations are equipping themselves to meet the complex challenges of the future.

1-2-1 Definition of HR Performance:

Human resource performance is a central issue for organizations, as it determines their ability to effectively mobilize talent in pursuit of strategic objectives. This concept is multidimensional and is often defined in diverse ways, but generally refers to the contribution of HR practices to the achievement of organizational goals, while simultaneously enhancing human potential.

According to¹, HR performance is achieved when implemented practices enable employees to contribute effectively to the success of the organization. This definition emphasizes the interaction between HR practices and employee involvement, positioning them at the core of collective success². Similarly, Marion Chardon propose an integrated approach, highlighting key components such as employee mobilization, morale, performance, and development thus underlining the importance of employee well-being and engagement³.

Moreover, Yves Crozet and Bernard Martory adopt a pragmatic perspective by breaking down HR performance into two interdependent dimensions: effectiveness and efficiency. **Effectiveness** measures the extent to which objectives are achieved, while **efficiency** assesses the alignment between the resources used and the results obtained. This distinction highlights the importance of optimal HR management,

1 Audrey Trepe and Alexandre Peretti, *L'évaluation de la performance de la fonction RH*, mémoire d'expertise Paris: Université Paris-Dauphine, 2010.

2 Latif and Faridi, "La performance RH : précision terminologique et problématique de mesure," *Revue d'Études et Management et Finance d'Organisation*, no. 8, 2017 : 3–15.

3 Marion Chardon et al., *Diagnostic de la performance de l'entreprise : Concepts et méthodes*, Paris: Dunod, 2012.

where resources are strategically utilized to maximize the impact of implemented initiatives¹.

These varied perspectives illustrate the richness of the HR performance concept, which extends beyond quantitative metrics to include qualitative dimensions related to engagement, development, and strategic alignment of employees. Understanding and integrating these dimensions is essential for organizations aiming to optimize HR management and strengthen their competitiveness in an ever-evolving environment.

1.2.2 Key Indicators of HR Performance:

Peter Drucker well-known adage, “You can’t manage what you can’t measure,” underscores the critical importance of measurement in managing and evaluating performance. This principle reveals that performance whether in research or managerial practice cannot truly exist without rigorous and objective evaluation. Over the years, performance measurement has become a central concern for researchers, executives, and decision-makers, reflecting its pivotal role in driving organizational success².

Measuring performance involves assigning a quantitative or numerical value to an abstract concept in order to facilitate its evaluation and interpretation. According to Philippe, a performance indicator can be defined as information that enables an individual or collective actor to guide an action towards achieving a goal or to assess the results obtained. These indicators serve a strategic function by informing decisions and aligning efforts with organizational priorities.

However, the lack of consensus on the definition of performance measurement poses a significant challenge. Faced with the complexity of the concept, researchers have identified a wide array of criteria and indicators to assess performance, reflecting the diversity of contexts and goals³. Boudreau and Ramstad (2006) propose a classification of HR performance indicators into three main categories⁴. These categories allow for a coherent organization and interpretation of data, while providing a multidimensional view of performance⁵.

1 Yves Crozet and Bernard Martory, *Gestion des ressources humaines : pilotage social et performances* ; Paris: Dunod, 2016.

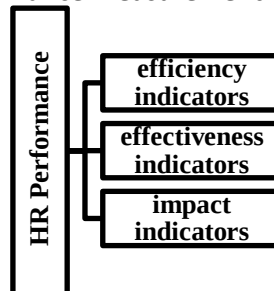
2 J. Dumay, “Measuring for Managing? An IC Practice Case Study,” *Journal of Intellectual Capital* 12, no. 3 (2011): 344–355

3 Philippe Lorino, “Balanced Scorecard revisité : dynamique stratégique et pilotage de performance. Exemple d’une entreprise énergétique,” in *Actes du 22ème Congrès de l’AFC*, France, 2001, CD-ROM.

4 J. W. Ramstad, “Talentship and HR Measurement and Analysis: From ROI to Strategic Organizational Change,” *Human Resource Planning* 29, no. 1 (2006): 25–32.

5 Latif and Faridi, Art, cit, p6.

Figure01: HR Performance Measurement Indicators.



Source : adapted from Boudreau and Ramstad (2006).

-Efficiency Indicators: These indicators assess the amount of resources mobilized to achieve the objectives defined by the HR strategy. They focus primarily on cost and productivity analyses related to HR activities. By providing managers with clear data on HR-related expenditures and the duration of initiatives, these indicators help optimize resource management and improve the effectiveness of implemented policies. Common efficiency indicators include absenteeism rates, number of workplace accidents, and mortality data recorded within the organization.

-Effectiveness Indicators: This category includes easily measurable indicators frequently used by HR professionals. They are intended to assess the extent to which predefined HR objectives have been achieved by comparing actual outcomes with the planned actions. These tools also evaluate whether implemented practices meet expectations and yield positive effects for employees. Key effectiveness indicators include employee satisfaction, engagement, mobilization, and turnover rates.

-Impact Indicators: Impact indicators measure the influence of HR practices on the overall performance of the organization. They highlight the tangible results of HR initiatives and their contribution to achieving long-term competitive advantage. By evaluating the strategic outcomes of HR actions, these indicators provide a long-term perspective on organizational benefits.

While the measurement of HR performance is essential for guiding and optimizing organizational practices, it remains a complex and debated topic. It requires thoughtful consideration of the tools, indicators, and methods best suited to the specific context, while always remaining aligned with strategic objectives.

2-Case Study: VINCI Group

2-1 group Overview: VINCI is a French group founded in 1899, specializing in concessions, construction, and energy. It operates in nearly 120 countries worldwide, including Algeria. The group stands out for its commitment to responsible recruitment practices. With a diverse workforce representing over 50 nationalities particularly from India, Bangladesh, Nepal, and the Philippines¹; VINCI actively promotes sustainable employment and the professional development of its employees. This commitment is reflected in the implementation

¹ VINCI, *VINCI, leader mondial des concessions, de l'énergie et de la construction*, 2024, accessed March 15, 2024, <https://www.vinci.com>.

of tailored training programs and career development opportunities that foster employees' skills, creativity, and initiative¹.

VINCI's commitment as a responsible employer is embodied in its diversity and inclusion policy, which focuses on combating discrimination and promoting equal opportunity. The group regards differences as strengths, and has launched various initiatives to enhance the representation of women and to include individuals from diverse social, cultural, and geographical backgrounds. Since 2004, VINCI has introduced measures such as the Diversity/Equality label², self-assessment tools, and specialized training to identify risks of exclusion and strengthen inclusive practices. In 2023, women accounted for 23.1% of managerial positions, and the group continues to pursue gender parity and inclusion, with notable results such as national and international certifications and awards³.

VINCI's approach to respecting human rights and labor standards is grounded in international norms and conventions⁴.

This approach ensures inclusive recruitment processes that respect fundamental rights, promote diversity, and provide opportunities for individuals from all backgrounds. In 2022, several VINCI entities were recognized for their inclusive efforts, receiving both national certifications and international distinctions.

2-2 HR Performance in VINCI Group:

VINCI's economic strategy is based on the synergy of its business lines, combining short-term and long-term activities within a decentralized organizational structure. This strategy primarily relies on the strength of its human capital, placing employees at the core of the organization and positioning human resources management as a key driver in achieving strategic objectives.⁵.

1 VINCI, *Charte éthique et comportements*, 2017, accessed March 15, 2024, <https://www.vinci.com/publi/manifeste/eth-2017-12>.

2 VINCI, "VINCI obtient le label diversité," VINCI, May 14, 2010, accessed March 15, 2024, <https://www.vinci.com/newsroom/actualites/vinci-obtient-le-label-diversite>.

3 VINCI, *Document d'enregistrement universel 2022*, accessed March 15, 2024, <https://www.vinci.com/publi/vinci/a11y/2022/deu-vinci/article/210/>.

4 VINCI, *VINCI's Guide on Human Rights*, April 20, 2017, accessed March 15, 2024, https://www.vinci.com/publi/manifeste/vinci-guide_on_human_rights-en.pdf.

5 VINCI, *VINCI, leader mondial des concessions, de l'énergie et de la construction*, 2024, accessed March 15, 2024, <https://www.vinci.com>.

2-2-1 Workforce composition:

Table 01: Workforce Distribution by Geographical Area and Business Segment

	2023							2022	2023/2022		
	VINCI Autoroutes	VINCI Airports	Autres concessions	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier et holdings	Total	%	Total	Évolution
France	5 513	921	601	41 609	249	54 030	1 700	104 623	37,5 %	102 319	2,3 %
Espagne	-	-	-	2 034	21 804	962	-	24 800	8,9 %	25 008	(0,8 %)
Allemagne	-	-	87	14 485	101	4 717	9	19 399	6,9 %	17 944	8,1 %
Royaume-Uni	-	2 731	3	1 235	29	8 949	-	12 947	4,6 %	12 122	6,8 %
Europe centrale et orientale	-	1 772	54	5 417	33	8 243	-	15 519	5,6 %	13 844	12,1 %
Autres pays d'Europe	-	2 886	122	18 267	1 975	2 253	7	25 510	9,1 %	22 726	12,3 %
Amérique du Nord	-	795	612	4 304	226	8 989	-	14 926	5,3 %	14 289	4,5 %
Amérique centrale et du Sud	-	2 196	885	3 487	14 322	12 012	-	32 902	11,8 %	32 945	(0,1 %)
Afrique	-	327	-	2 385	889	10 726	-	14 327	5,1 %	15 011	(4,6 %)
Asie et Moyen-Orient	-	946	8	2 041	897	4 682	-	8 574	3,1 %	10 164	(15,6 %)
Océanie	-	-	-	1 650	269	3 821	-	5 740	2,1 %	5 282	8,7 %
Total	5 513	12 574	2 372	96 914	40 794	119 383	1 716	279 266	100 %	271 648	2,8 %

(*) Données vérifiées par les commissaires aux comptes, voir détails page 302 du document d'enregistrement universel 2023.

Source: VINCI Group Annual Social Report (2023)

In 2023, VINCI strengthened its workforce, increasing from 271,648 employees in 2022 to 279,266, due to its ongoing expansion and responsible recruitment practices. Operating in over 120 countries, the Group emphasizes inclusion, equal opportunity, and sustainable employability to attract and retain a diverse talent pool. This approach contributes to both performance and long-term business sustainability. As of December 31, 2023, 72.6% of employees were based in Europe, compared to 27.4% outside the continent.

2-2-2 Representation of Women in Managerial Roles and Executive Committees:

Table 02: Workforce Breakdown by Category, Gender, and Business Segment

	2023							2022	2023/2022		
	VINCI Autoroutes	VINCI Airports	Autres concessions	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier et holdings	Total	%	Total	Évolution
Managers	1 158	1 840	607	19 689	4 905	25 477	1 052	54 728	19,6 %	48 663	12,5 %
Hommes	703	1 216	414	15 499	3 679	20 075	505	42 091	76,9 %	37 873	11,1 %
Femmes	455	624	193	4 190	1 226	5 401	547	12 636	23,1 %	10 789	17,1 %
Autres	-	-	-	-	-	1	-	1	0,0 %	1	-
Non-managers	4 355	10 734	1 765	77 225	35 889	93 906	664	224 538	80,4 %	222 985	0,7 %
Hommes	2 591	7 256	921	66 114	31 766	81 331	186	190 165	84,7 %	189 660	0,3 %
Femmes	1 764	3 478	830	11 111	4 123	12 572	478	34 356	15,3 %	33 315	3,1 %
Autres	-	-	14	-	-	3	-	17	0,0 %	10	70,0 %
Total	5 513	12 574	2 372	96 914	40 794	119 383	1 716	279 266	100,0 %	271 648	2,8 %
Hommes	3 294	8 472	1 335	81 613	35 445	101 406	691	232 256	83,2 %	227 533	2,1 %
Femmes	2 219	4 102	1 023	15 301	5 349	17 973	1 025	46 992	16,8 %	44 104	6,5 %
Autres	-	-	14	-	-	4	-	18	0,0 %	11	63,6 %

(*) Données vérifiées par les commissaires aux comptes, voir détails page 302 du document d'enregistrement universel 2023.

Source: VINCI Group Annual Social Report (2023)

In December 31, 2023, VINCI had a total of 54,728 managers, representing 19.6% of the workforce, and 224,538 non-managers, accounting for 80.4%. The proportion of women in the overall workforce remained stable at 16.8% over the year. However, the share of women among managers increased from 22.2% in 2022 to 23.1% in 2023. This progress reflects the impact of diversity and inclusion initiatives. Nevertheless, the limited increase and the stable percentage of women in the total workforce highlight the constraints of current efforts.

2-2-3 Turnover Rate:

Table 03: Number of Departures by Reason and Business Segment

	2023								
	VINCI Autoroutes	VINCI Airports	Autres concessions	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier et holdings	Total	%
Fins normales de contrats ⁽¹⁾	545	271	175	8 465	9 334	15 167	344	34 301	37,1 %
Départs décision collaborateur ⁽⁴⁾	86	559	267	8 850	7 548	11 617	180	29 107	31,5 %
Départs décision employeur ⁽³⁾	94	703	196	4 405	13 739	9 400	146	28 683	31,0 %
Décès	14	12	1	113	21	191	1	353	0,4 %
Total	739	1 545	639	21 833	30 642	36 375	671	92 444	100,0 %

Source: VINCI Group Annual Social Report (2023)

In 2023, VINCI managed departures and new hires to balance flexibility with workforce stability. Most departures 37.1% were due to the natural end of contracts, especially in construction and industrial services, where temporary

projects are common. Voluntary resignations 31.5% and employer-initiated departures 31% also reflected workforce dynamics influenced by restructuring or performance. The overall turnover rate stood at **37%**, reflecting the project-based nature of employment. Nonetheless, VINCI maintained a solid foundation through sustainable recruitment, with 74.5% of new hires on permanent contracts. The Group also focused on youth recruitment, internal mobility, and local employment, reinforcing its commitment to responsible recruitment. These practices allow VINCI to adapt to sector-specific needs while ensuring long-term integration, workforce stability, and optimal talent management.

2-2-4 Absenteeism: Although absenteeism rose by 9% in 2023 compared to 2022, the company continues to tailor practices according to the specific needs of its divisions. A 3.9% decrease in absenteeism outside Cobra IS suggests more targeted workforce management, better aligning roles with employee profiles and potentially reducing incidents and illness.

2-2-5 Occupational Health and Safety:

Table 04: lost-time injury frequency rate and severity rate by business segment

	Taux de fréquence ^(*)		Taux de gravité ^(**)	
	2023	2022	2023	2022
VINCI Autoroutes	5,07	3,40	0,72	0,46
VINCI Airports	6,47	7,31	0,23	0,35
Autres concessions	2,68	2,68	0,12	0,13
VINCI Energies	5,24	5,33	0,29	0,31
Cobra IS	6,32	-	0,29	-
VINCI Construction	5,67	5,95	0,47	0,48
Groupe	5,66	-	0,37	-
Groupe (hors Cobra IS)	-	5,71	-	0,40

(*) Données vérifiées par les commissaires aux comptes, voir détails page 302 du document d'enregistrement universel 2023.

(**) Taux de fréquence : nombre d'accidents de travail avec arrêt x 1 000 000 / heures travaillées.

(***) Taux de gravité : nombre de jours calendaires d'absence suite à des accidents de travail x 1 000 / heures travaillées.

Source: VINCI Group Annual Social Report (2023)

The lost-time injury frequency rate among VINCI Group employees stood at 5.66 in 2023, down from 5.71 in 2022 and 6.10 in 2018. For temporary workers, the rate also declined, reaching 12 in 2023 compared to 13 in 2022 and 15.03 in 2018. The severity rate of workplace accidents among employees decreased to 0.37 in 2023, from 0.40 in 2022 and 0.42 in 2018. Additionally, 74% of the Group's companies reported zero lost-time accidents in 2023, up from 72% in 2022 and 2018. These figures highlight the positive impact of responsible recruitment practices, including the integration of safety criteria into the hiring process, on reducing workplace accidents and enhancing safety performance.

2-2-6 Attractiveness and Employability: VINCI adopts a proactive approach to talent attraction, employability, and skills development. Initiatives include training programs, partnerships with leading academic institutions such as ESTP and HEC, and scholarships for international students. These efforts not only attract top talent but also prepare them for careers within the Group. In 2023, VINCI hired over 92,000 new employees, with a majority (74.5%) on permanent contracts, reflecting its commitment to sustainable recruitment. The Group also ensures successful integration and on going development through tools like Skill Pulse. These

practices enhance long-term employability and employee engagement, supporting business growth and performance.

2.7 Training:

Table 05: Training Hours by Type

	2023						2022	2023/2022
	Managers	Non-managers	Hommes	Femmes	Autres ^(*)	Total	%	Évolution
Administration et supports	140 727	222 693	241 264	122 156	-	363 420	6,0 %	365 989 (0,7 %)
Diversité	12 745	28 072	26 962	13 855	-	40 817	0,7 %	28 631 42,6 %
Environnement	35 725	74 457	81 055	29 127	-	110 182	1,8 %	84 941 29,7 %
Éthique et vigilance	49 610	136 737	141 399	44 948	-	186 347	3,1 %	133 975 39,1 %
Hygiène et sécurité	298 496	2 345 788	2 420 332	223 940	-	2 644 284	44,0 %	2 536 278 4,3 %
Langues	75 428	86 770	97 752	64 446	-	162 198	2,7 %	170 320 (4,8 %)
Management	226 833	138 564	283 471	81 926	-	365 397	6,1 %	349 168 4,6 %
Métier technique	335 236	1 611 956	1 646 397	300 721	-	1 947 192	32,4 %	1 875 418 3,8 %
Autres	41 136	149 264	155 289	35 111	-	190 400	3,2 %	217 563 (12,5 %)
Total	1 215 936	4 794 301	5 093 921	916 230	-	6 010 237	100,0 %	5 762 283 4,3 %
Nombre d'heures de formation par salarié	22	21	22	20	-	22	-	22 -

(*) Données vérifiées par les commissaires aux comptes, voir détails page 302 du document d'enregistrement universel 2023.

(**) Compte tenu de l'effectif des personnes dont le genre est autre que féminin ou masculin, pour des raisons de confidentialité, les données sont masquées. Cependant, la colonne

« Total des heures par type de formation » est calculée sur le total des salariés, tous genres confondus.

Source: VINCI Group Annual Social Report (2023)

VINCI ensures that each employee develops both technical skills and personal competencies aligned with evolving job demands. In 2023, VINCI delivered 6,010,237 training hours, compared to 5,762,283 hours in 2022 an increase in overall volume. This equates to 22 training hours per employee, a stable figure. A total of 76% of employees (212,391 individuals) received training, up from 74% in 2022. Health and safety represented 44% of all training hours, followed by technical training at 32.4%. Administrative/support and management training represented 6% and 6.1%, respectively. Training in diversity, environment, and ethics increased significantly in 2023 by 42.6%, 29.7%, and 39.1%, respectively reflecting the Group's strategic focus on these areas. Continuous, accessible training through digital tools supports professional development and promotes a shared corporate culture. Managers play a key role in supporting skill development, ensuring recruitment practices align with future business needs.

2.9 Compensation :

Table 06: Compensation and Social Charges

	Total	Groupe (hors Cobra IS)	Managers	Managers (hors Cobra IS)	Non-managers	Non-managers (hors Cobra IS)
(en milliers d'euros)	2023	2022	2023	2022	2023	2022
Salaire moyen VINCI	39	40	67	67	33	33
Hommes	40	41	71	71	33	34
Femmes	37	37	54	55	30	31
Autres	(*)	(*)	(*)	(*)	(*)	(*)
Charges sociales	30 %	30 %	35 %	36 %	27 %	27 %

(*) Données vérifiées par les commissaires aux comptes, voir détails page 302 du document d'enregistrement universel 2023.

(**) Compte tenu de l'effectif des personnes dont le genre est autre que féminin ou masculin, pour des raisons de confidentialité, les données sont masquées. Cependant, la ligne « Salaire moyen VINCI » est calculée sur le total des salariés, tous genres confondus.

Source: VINCI Group Annual Social Report (2023)

In 2023, the average salary at VINCI is €39,000, slightly down from €40,000 in 2022, with notable disparities based on status and gender. Managers earn an average of €67,000, while non-managers receive €33,000. Gender pay gaps remain significant: male managers earn €71,000 compared to €54,000 for female managers, and among non-managers, men earn €33,000 versus €30,000 for women. These inequalities highlight the need for a responsible recruitment policy grounded in equal opportunity, transparency, and diversity to improve social performance. Social contributions account for 30% of overall compensation 35% for managers and 27% for non-managers. By addressing these issues at the recruitment stage, VINCI can enhance HR performance, boost employee satisfaction, and reinforce its CSR commitments.

2-2-10 Employment and Employability of Persons with Disabilities:

Table 07: Distribution of Employees with Disabilities by Business Segment

	2023				2022		2023/2022	
	Managers	En % de l'effectif des managers	Non-managers	En % de l'effectif des non-managers	Total	En % de l'effectif total	Total	En % de l'effectif total
VINCI Autoroutes	45	3,9 %	472	10,8 %	517	9,4 %	493	8,8 %
VINCI Airports	19	1,0 %	74	0,7 %	93	0,7 %	61	0,6 %
Autres concessions	3	0,5 %	11	0,6 %	14	0,6 %	13	0,6 %
VINCI Energies	328	1,7 %	1 754	2,3 %	2 082	2,1 %	1 868	2,1 %
Cobra IS	24	0,5 %	315	0,9 %	339	0,8 %	366	0,8 %
VINCI Construction	215	0,8 %	1 633	1,7 %	1 848	1,5 %	1 832	1,6 %
VINCI Immobilier et holdings	6	0,6 %	22	3,3 %	28	1,6 %	23	1,3 %
Total	640	1,2 %	4281	1,9 %	4921	1,8 %	4656	1,7 %

(*) Données vérifiées par les commissaires aux comptes, voir détails page 302 du document d'enregistrement universel 2023.

Source: VINCI Group Annual Social Report (2023)

In 2023, VINCI supported 1,119 employees with disabilities through the Trajeo'h initiative, bringing the total number of beneficiaries since 2014 to 8,120. The Give Me Five program enabled over 400 students in specialized Ulis classes to explore career opportunities, strengthening the Group's commitment to youth with disabilities. The launch of Habileo'h further optimized the recruitment process, improving integration for candidates with disabilities. The number of employees with disabilities at VINCI increased by 265 in 2023, reaching 4,921 compared to 4,656 in 2022, representing 1.2% of managers and 1.9% of non-managers. These figures demonstrate the direct impact of responsible recruitment practices on professional inclusion and overall Group performance

3. Comparison Between HR Performance Indicators and VINCI's Indicators:

VINCI applies most standard HR performance indicators, though some may be labelled differently, with particular emphasis on societal concerns such as diversity, inclusion, and disability as part of its CSR strategy. The Group also places high value on qualitative indicators, including internal survey results and training commitments. While some classic indicators, such as recruitment cost and time-to-hire, are not explicitly mentioned in external communications, they are likely monitored internally. A distinctive feature of VINCI is its use of indicators related to gender equality, social inclusion (e.g., employment integration rates for disadvantaged individuals), and occupational risk prevention (VINCI, 2024).

Table 08: Comparative Analysis of HR Performance Indicators and the Metrics Used by the VINCI Group in 2023

No.	HR Performance Indicator	Managerial Definition	Measurement Formula	VINCI Application
1	Employee Turnover Rate	Measures workforce renewal and organizational stability	$(\text{Number of departures} \div \text{Total workforce}) \times 100$	VINCI maintained a 37% turnover rate, balancing workforce flexibility with long-term stability.
2	Absenteeism Rate	Assesses employee availability and work environment quality	$(\text{Hours of absence} \div \text{Total theoretical hours}) \times 100$	Overall absenteeism rate reached 9%, reflecting better alignment between employee profiles and job roles.
3	Training Rate	Indicates investment in skill development and employability	$(\text{Training hours} \div \text{Total workforce})$	An average of 22 training hours per employee in 2022, reflecting VINCI's commitment to continuous development.
4	Internal Mobility Rate	Measures internal talent development and career path management	$(\text{Internally filled positions} \div \text{Total filled positions}) \times 100$	Used as an indicator of functional mobility and talent pipeline management.
5	Employee Satisfaction Rate	Gauges employee engagement and organizational climate	Results from internal surveys (social barometer, quality of work life)	VINCI regularly conducts internal surveys on quality of work life.
6	Gender Parity Index	Assesses gender balance, especially in managerial positions	$(\text{Number of women} \div \text{Total workforce}) \times 100$	Monitored through the percentage of women in management and the

No.	HR Performance Indicator	Managerial Definition	Measurement Formula	VINCI Application
				professional equality index.
7	Average Time to Hire	Evaluates the efficiency and responsiveness of the recruitment process	Days between job posting and employee start date	Not explicitly reported by VINCI but likely tracked internally.
8	Internal Promotion Rate	Measures talent recognition and internal career advancement	$(\text{Number of internal promotions} \div \text{Total workforce}) \times 100$	Closely linked to the internal mobility rate.
9	Diversity and Inclusion Index	Reflects representation of varied profiles (gender, age, background, etc.)	Distribution based on sociodemographic criteria	Includes metrics such as female representation and employment of people with disabilities.
10	Talent Retention Rate	Assesses the organization's ability to retain high-potential employees	$(\text{Number of retained talents} \div \text{Total number of talents}) \times 100$	Supported by talent development and retention programs.
11	Average Recruitment Cost	Assesses the cost-efficiency of the recruitment process	$\text{Total recruitment budget} \div \text{Number of hires}$	Not specifically disclosed but included in overall HR cost structure.

Source: Developed by the authors based on VINCI's data.

Conclusion:

Responsible recruitment, grounded in the principles of Corporate Social Responsibility (CSR), represents a major strategic lever for enhancing human resource performance and promoting social progress. The hypothesis H1(alternative hypothesis) was aligned with this analytical framework: VINCI has implemented structured responsible recruitment mechanisms that positively impact HR performance, by attracting high-quality talent, fostering a transparent and fair work environment, reducing turnover, and strengthening organizational stability. Programs such as Trajeo'h and Habileo'h illustrate this dynamic, promoting inclusion and talent retention two key pillars of sustainable HR performance. In other words, responsible recruitment goes beyond ethical compliance and becomes a strategic lever that aligns economic, human, and social objectives, as suggested by hypothesis H1. It contributes to the company's competitiveness and long-term sustainability.

In times of organizational transformation or crisis as demonstrated during the COVID-19 pandemic responsible recruitment practices are particularly effective in attracting resilient and value-driven talents. By positioning themselves as socially and environmentally responsible employers, companies increase their attractiveness and enhance their market competitiveness.

Thus, responsible recruitment serves as a key engine of organizational sustainability and social transformation. By fostering inclusive and motivating work environments, companies not only secure their own performance but also contribute positively to society, reinforcing their role as essential stakeholders in an economy increasingly focused on ethics and long-term impact.

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