

# THE FIVE KEY ACTIONS

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“SAY WHAT YOU DO AND DO WHAT YOU SAY”

This document is intended for all VINCI Construction project and entity managers. It lists and spells out the five key actions to which each participant in the “Managing with Safety Focus” training programme makes a personal commitment at the end of the session.

“Managing with Safety Focus” is about achieving a level of operational precision in VINCI Construction that goes far beyond the basic matter of security and specifically involves steadfastly applying the actions described in this document.

## ACTION No. 1

### I assess my level of safety culture prior to my annual appraisal.

- Once a year, I log on to the e-learning platform: <http://vinci-construction.campus-elearning.net> (login: e-mail address / password: CAP2020).
- I answer the questionnaire and fill in my action plan.
- I share the result with the person to whom I report directly during my annual appraisal.
- I make sure that the employees I oversee directly have assessed their safety culture prior to their annual appraisal. I analyse their safety level and work with them to identify areas for improvement.



## ACTION No. 2

### I put in place and ensure compliance with the principles of a fair culture across the scope for which I am responsible.

- I recognise the right to make mistakes.
- I dissociate the action (mistake or transgression) and its consequences.
- I encourage the circulation of information and deal with any lapses in an appropriate manner.
- I focus on recognition rather than enforcement or punishment.



More generally, I implement a positive and transparent management style, that takes account of human and organisational factors.

## ACTION No. 3

### I organise “hands on” safety induction for every newly hired company employee.

Shortly after they have joined the Group, and using the ad hoc material, each newly hired employee will be given a safety induction covering in particular:

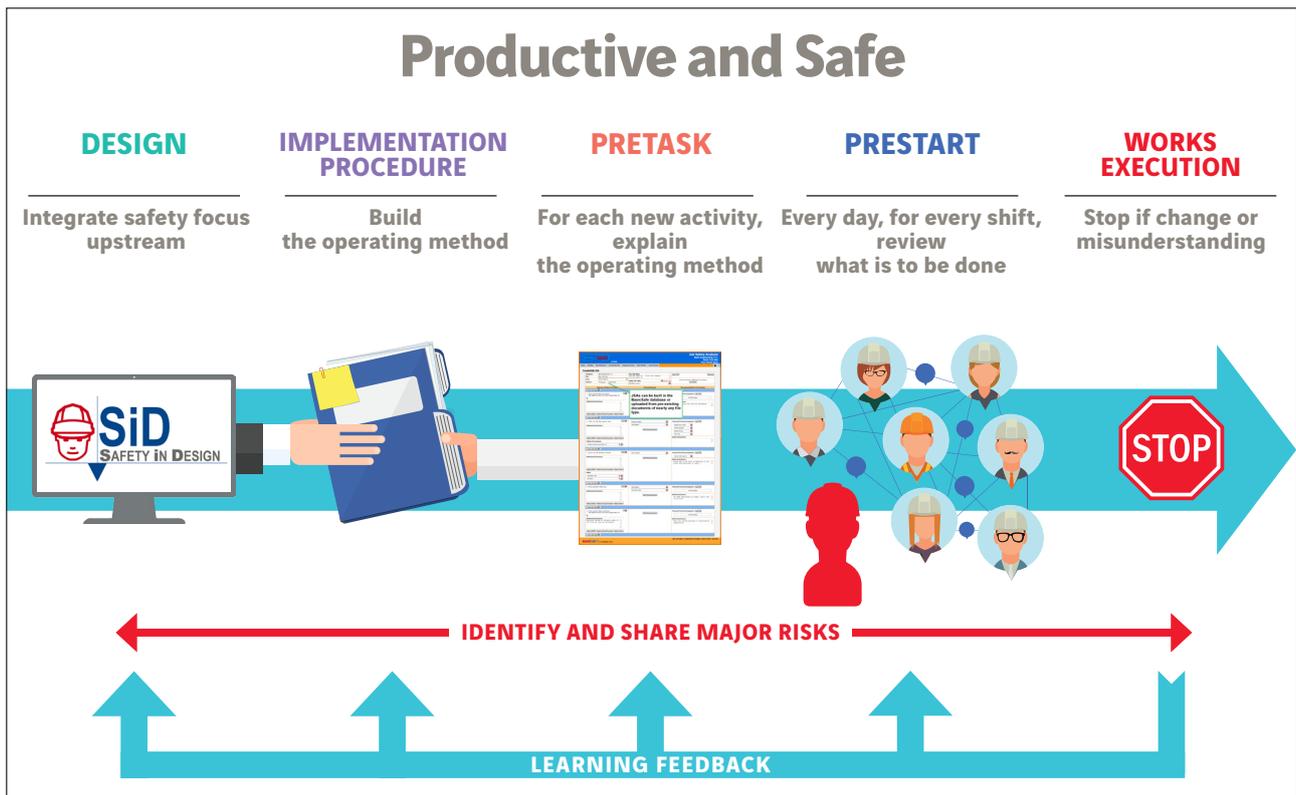
- the safety culture at VINCI Construction and at his or her entity;
- the main applicable safeguarding tools and procedures;
- the level of engagement expected of the employee.

Every newly hired employee, whatever their position, must understand that safety is one of the core values at VINCI Construction and there is no acceptable compromise on the matter.

## ACTION No. 4

**I make sure that every project follows the key stages of “Productive and Safe”.**

- I design our structures or change the design to make them easier to build and maintain by ergonomically improving safety at workstations throughout the lifecycle of the structure.
- I implement simple and realistic processes and/or operational procedures by finding the right balance between safety rules and safety best practice.
- I finalise these processes and procedures with the construction teams and I communicate them during the PreTask meetings in order to ensure they have been properly understood.
- I organise PreStart meetings every day, for every shift, in order to improve productivity and safety by checking that all risks have been dealt with.
- I ensure everyone knows they not only have the right but also the responsibility to stop if anything changes or if the information has not been understood.



**Throughout these key steps, I take note of the major operational risks and check that they are communicated and dealt with.**

The continuous improvement loop is essential to make progress, both at worksite level and company level. At the end of each of these steps, I ensure that the difference between actual and recommended performance is recorded and reported to the appropriate level.

## **ACTION No. 5**

### **I work on the root causes of serious accidents and high potential events.**

- I ask for a detailed analysis of every serious accident and event with potentially serious consequences (dangerous situation, near miss) and I look for the root causes (managerial or organisational).
- I implement corrective actions in relation to the root causes and check that they have the desired effect.
- I schedule a report of these events to the management committee of my entity.

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THESE FIVE KEY ACTIONS MUST BE COMPREHENSIVELY APPLIED by the end of 2019 in each of our entities and on each of our worksites to ensure that we achieve the CAP2020 targets.

They have been decided by the VINCI Construction Management Committee and are in line with our areas for improvement.

Their implementation must be closely measured in both quantitative and qualitative terms. Everyone must:

- ▶ during annual appraisals and safety visits, check that these actions are applied;
- ▶ integrate these actions in the safety audit programme for the entity or the project;
- ▶ communicate internally the percentage progress and the related best practices.

Managerial rigour is required if we are to make progress on safety. The results will be consolidated and regularly scrutinised in the VINCI Construction management committee.

**Jérôme Stubler, Chairman of VINCI Construction**