

# **DIVERSITY** AS A VALUE

Protecting what matters.

# OUR DEFINING CHARACTERISTICS

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## WITH AROUND 50 GROUP COMPANIES

and about 25,000 employees in Austria and Central and Eastern Europe (CEE), VIG is shaped by the diversity of the various countries, cultures, languages, historical backgrounds, corporate cultures and local markets. VIG sees this diversity as a key value, so its successful business model is based on a multi-brand strategy. This helps to preserve well-established brands that are already firmly rooted in customers' minds. In turn, this strengthens regional identity and the commitment of local employees. There is a sense of trust that local managers and employees have the most extensive expertise in the respective local market. This diversity is a success factor. A wide variety of ideas, approaches and opportunities are potential sources of creative proposals and innovation. In this way, diversity becomes a value, and having a range of different perspectives enables us to enhance our results.

## APPRECIATION AND RESPECT

are core features of our corporate culture and working environment. Fair and even-handed treatment is important when it comes to developing employees as effectively as possible, in view of the different experiences, backgrounds, needs and expectations that our people bring to the Group. Our priority is that people are proud to work for VIG and contribute to the company's success as a result of this sense of identity.

# HOW WE DEFINE DIVERSITY

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We see diversity as a reflection of the similarities and differences that we encounter at VIG, in our markets, at the local group companies, as well as in our partners, customers and employees. At VIG, diversity management involves genuine respect for, an open-minded approach to and conscious efforts to capitalise on our diversity.

Our understanding of diversity is based on VIG's Code of Business Ethics: We do not tolerate discrimination of any kind. We are committed to offering equal opportunities in terms of recruiting and supporting employees, regardless of faith, religion, gender, ideology, ethnicity, nationality, sexual orientation, age, skin colour, disability or marital status.



In order to further strengthen VIG's corporate culture, and continue capitalising effectively on the benefits of the Group's diversity, we have identified the following three focuses on Group level:



## GENDER

Ensuring a balance between male and female employees in all aspects of working life at the Group (career and development opportunities, benefits and income, etc.).

## GENERATIONS

Teams with members of different ages, and taking into account various life stages so that employees can constantly realise their full potential, as well as services tailored to different generations and support at various life stages. Critical factors in this respect are learning from one another, healthy working and fair recruitment.

## INTERNATIONALISM

Group-wide exchange of know-how and local expertise, collaborative learning, use of VIG's internal job market, and ensuring an appropriate mix of different nationalities at VIG Holding.



# OUR ROADMAP FOR THE **FUTURE**

## **ENHANCE DIVERSE GROWTH OPPORTUNITIES**

Our internal and external positioning as an attractive employer and business partner paves the way for profitable growth.

## **DIVERSITY AS A SUCCESS FACTOR**

One of our focuses is strengthening the multi-brand strategy by means of an open and rewarding corporate culture at VIG that embraces different business ideas and perspectives.

## **FLEXIBILITY IN A RAPIDLY CHANGING ENVIRONMENT**

We safeguard our ability to meet future challenges by taking account of changes in our markets, as well as customer needs, digitalisation and developments in society.

# THE STRATEGY BEHIND OUR SUCCESS

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## CLOSE TO OUR CUSTOMERS IN 25 MARKETS

**VIG's success** is based primarily on local management and proximity to customers. This is closely reflected in locally embedded operations and the multi-brand strategy, and in the range of distribution channels. The Group has also made a conscious commitment to established brands that have grown in their respective regional markets, and which are brought together under the VIG umbrella brand. VIG's success as a group can be traced back to the individual strengths of each of these brands and the local expertise of the 50 or so Group companies.

## THE POWER OF DIVERSITY

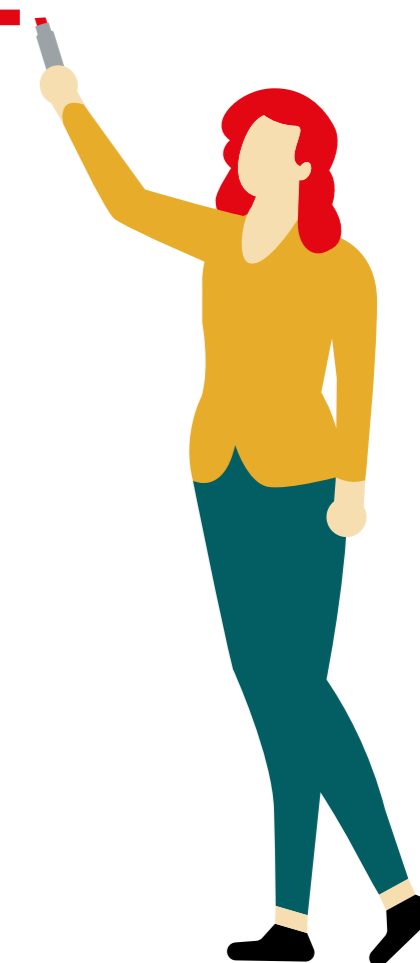
**The diversity of our employees**, and the wide range of abilities and experience they bring with them, opens the door for creative ideas and solutions. A respectful approach to these resources creates the ideal foundations for sharing experience and best practice across the Group. Our extensive experience shows that a diverse workforce is most effective in responding to new challenges in a constantly changing environment.

## AN ATTRACTIVE EMPLOYER

**Satisfied and dedicated employees** also serve as ambassadors for a company, both internally and externally. A sense of personal wellbeing, coupled with respect and attractive personal development opportunities, usually result in increased motivation and improved performance.

## SOCIAL RESPONSIBILITY

**We assume social responsibility** on the basis of our business model and strategic alignment, and are dedicated to promoting social cohesion. Operating in a manner that promotes sustainability and generates added value is one of our guiding principles. Our stakeholders explicitly value diversity and equal opportunities in dealings with employees.



# EXTERNAL INFLUENCES

EMPHASISE THE  
IMPORTANCE OF  
DIVERSITY IN  
ORGANISATIONS

## DEMOGRAPHIC SHIFTS

**Rising life expectancy** and low birth rates are leading to constant changes in Europe's age structure, which in turn has a huge impact on product and labour markets. A lack of skilled workers is also causing challenges for many companies. Workforces comprise employees from different generations who have varying needs and expectations of their workplace.

## INDIVIDUALISATION AND SHIFTING VALUES

**People are increasingly looking to develop on an individual level.** They have differing views of lifestyles and the concept of family, and efforts to strike a balance between professional and personal life influence their work.

## DIGITALISATION DEMANDS FLEXIBILITY

**Developments in products,** as well as in communication, processes and partnerships can have an impact on business models, and demand rapid responses and a high level of flexibility from companies.

## LEGAL FRAMEWORKS

**EU and national legislation** require companies to increase diversity.

# A STRONG COMMITMENT TO

# DIVERSITY

Each of the thrusts of our HR strategy takes diversity into account. This also involves making VIG an attractive employer for the widest possible range of people. Active diversity management promotes a corporate culture that values diversity. Diverse, mixed teams are capable of generating new ideas and contributing to high performance.

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