

ON TOP OF THE WORLD



Bruno Dupety succeeded in planting VINCI's flag on top of the world's highest peak on Monday 21 May. Judging by the expression on his face in the photograph, it was well worth it. He described the arrival as 'magical, with an outstanding view over the mountains'.

Bruno reached the summit of Everest at 5.30am following two days of arduous climbing in freezing weather. Overall, he and his British-led team were blessed with good weather conditions and on reaching the peak, they enjoyed 40 minutes of almost no wind at all that allowed them to take in the breathtaking view.

He began his ascent from Camp Two at 6,400 metres on the morning of 19 May. Having slept overnight at Camp Three, his roped party headed to Camp Four (8,000 metres) the next day. After several hours' rest, Bruno began the push to the summit at 9pm, climbing through the night. He summed up the experience as 'difficult', 'strenuous' and 'cold' – a challenge, but one that was achieved through real teamwork.

While the group of climbers varied in background, age, fitness level and motivation, they all shared the same goal and worked well together with the excellent support of their Sherpa. Everyone reached the summit, inspired by each other and their mentor, British climber Victor Saunders – who has climbed Everest six times.

Bruno said: 'Throughout the expedition, the whole experience was about collaboration. We encouraged



Bruno flies the flag on the summit

ourselves, sharing the same spirit and state of mind. We might not have climbed at the same pace, but the emphasis was on the team and we looked after each other to make sure all of us could achieve the summit. The support of our Sherpa was fantastic and the advice and direction from Victor was inspiring. It was a magical feeling. Amazing. And I feel good.'

TECHNOLOGY CENTRE GOES NUCLEAR

Everyone knows VINCI Technology Centre offers world-leading laboratory testing, knowledge and expertise relevant to every aspect of construction. But few are probably aware of the work they do for the safety-critical nuclear industry. The team's knowledge of risk and compliance, their matchless understanding of how structures work, and expertise in materials science has ensured a respected place at the heart of the nuclear industry.

This was recently underlined when it was confirmed that they have been awarded a framework agreement by EDF Energy Nuclear Generation (EDF NGL) to provide specialist support on seven out of its eight operating nuclear power stations in the UK. The framework is initially for five years with an option to extend a further five years, and is potentially worth up to £25 million.

Dr Russell Matthews, Managing Director of the Technology Centre, said: 'This win follows a comprehensive service improvement programme which moved our satisfaction scores from good to excellent. The deal with EDF proves again we are at the top of our game and working in a sector that many people across VCUK won't know much about. But we won't be resting on our laurels; we will continue with our programme to improve efficiency and introduce innovation while keeping safety at the heart of everything we do.'

The work will involve providing specialist support services to pre-stressed concrete pressure vessels (PCPVs), which is critical to ensuring the

safety case for continued operation of the stations. The VINCI team will measure the load in the tensions, removing some for further inspection. The team aims to be the specialist partner of choice for tendon surveillance for EDF all the way through to end of life and decommissioning.

The framework was awarded following a competitive tender, with EDF noting VINCI's great track record of safety. We've achieved 28,000+ days on nuclear sites and a further 50,000 days on all sites without a reportable accident. The team has never delayed a 'return to service' following an outage and has introduced many innovative approaches to its work.

So far so impressive. But how many of us know that the Centre's association with the nuclear power industry actually stretches back decades? Taylor Woodrow were the civil engineers on the project to build Calder Hall at Sellafield in 1955/56. Calder Hall – which closed in 2003 – had the distinction of being the world's first commercial nuclear power station. Since then the team has been involved in many of the country's nuclear power stations. More recently the specialist materials team were involved in complex concrete mix design for the Sizewell B Dry Fuel Store on the Suffolk coast – the UK's only pressurised water reactor.

VINCI Technology have built up a formidable body of expertise in several aspects of nuclear power and maintenance. In addition to corrosion and condition surveying, large-scale construction trials and mock-ups, and complex concrete mixes, they are known for expertise in the safety-critical drop testing of flasks used for carrying nuclear waste. A recent example being an 18-tonne box dropped from 5 metres.



The Centre is building on this expertise and track record to expand their presence in the nuclear industry. VINCI opened an office in Cumbria in 2016 to target new work from Sellafield operations and associated works. If the government continues to pursue its ambitious programme of new-build nuclear reactors, the prospects are bright. Energy companies are currently planning to build up to 19GW of new nuclear power capacity in the UK, with the first new reactors expected to be operational in the mid-2020s.

As part of the drive to raise awareness of the services offered they recently attended the Nuclear Institute 11th International Conference on the Transport, Storage and Disposal of Radioactive Waste at RIBA in London. This was an excellent opportunity to demonstrate the unique nuclear flask drop testing capability and expertise in concrete. VINCI Technology Centre also exhibited at the 3rd World Nuclear Exhibition in Paris at the end of June – a major event in the industry with 800 exhibitors and a global audience.

HSEQ

GETTING IT RIGHT



Gary Carvell, Group HSEQ Director, reports on the latest developments in health, safety and quality across the company

I recently completed my first full year at VINCI, which has prompted me to reflect on what we've done, what we've achieved and what we still need to do.

Perhaps the most exciting development is the way we are changing HSEQ management to fit with our decentralised business model. Our divisions will take more responsibility for the management of health and safety, environmental and quality risk as we move away from the 'one size fits all' approach. This will make it easier for those in control of work to own the management of risk in a way that suits the specific legal, client or sector needs they encounter.

At the same time we're embedding The Way We Work (TWWW) across the business, which has played a major part in our ability to transition to the new ISO standards for quality and environmental management as well as retain our health and safety certification.

In our high-hazard industry, the need to manage risks is particularly vital and we all need to play our part. Building on the success of Step-Up, we're working on a new framework to clarify our individual and collective responsibilities and how we're expected to behave.

In April, the senior management team met to discuss how we can work together to improve quality outcomes for ourselves and our customers. In a nutshell, we need to ensure every stage of the project process – bid, build and handover – is geared to delivering what we promised, at the time we promised it, for the agreed price (and expected profit).

Since then the VINCI Quality Forum (led by me) has developed a new framework called Right First Time. Being defect free is not enough – the result has to be, well, right first time.

It's been busy and it's going to get busier – but it's all progress that will make us a better, stronger business.

FINANCE

UNLOCKING OUR POTENTIAL



Chris Brennan, Finance Director, reports on the 2018 VINCI Finance Convention, where finance personnel from around the world were advised to go home and prepare for digitisation

In June I spent two days in Lisbon with 340 VINCI finance personnel, attending the 2018 VINCI Finance Convention. On the first day it was good to see the video message from Xavier Huillard, Chairman and CEO of VINCI SA. It included a look at some of the magnificent projects going on around the world, and is available to view on the VINCI SA intranet.

Highlights of the event included a presentation delivered by Yann Grolimund, CFO of VINCI Construction, addressing our key 2018 targets: securing new orders, stabilising revenue and improving EBIT (earnings before interest tax) to 3%.

Among the various mini-conferences, I was struck by the one that looked at cyber security and critical systems. It showed that even though we at VCUK have not experienced any successful hacking attempts, we cannot rest on our laurels as hackers are constantly finding new and sophisticated ways to attack. If you haven't already done so, please complete the mandatory VCUK e-learning module on IT security.

Perhaps the strongest message was the potential of digitisation to improve the way we do business. Digitisation is the process of developing our people, processes and products through the use of digital technology and innovation so that we can do things differently, challenge the status quo and reinvent ourselves.

I have still to formalise an overall strategy on digitisation for finance, but it will include eliminating paper documents (we currently receive less than 40% of our invoices electronically), and creating consistency of data and reporting across divisions. Meanwhile I would like to see finance teams across the UK thinking about current processes and ways of working, challenging them when they believe efficiencies can be found.

As the conference made clear, digitisation has the potential to create game-changing capabilities, services and products, and realise the value locked within our data and operations. It's up to all of us to seize the opportunities to make that happen.

IT

WE'RE HERE TO HELP



Ben Paddick, IT Director, explodes a few myths about IT and explains exactly what his team of anoraks – sorry, service-driven professionals – has to offer in today's digital world

A lot of people get the wrong idea about IT. That we're all sandal-wearing geeks quoting three-letter acronyms at each other. The fact is, the IT department is a hardworking team of friendly professionals focused on providing the best service and support they can. And within VCUK we have some ambitious plans.

These days we take a service-driven attitude. For example, we've incorporated two employees from Business Excellence into the Site Mobilisation team. The idea is to make sure we see things from the point of view of our customers, so that the level of service required to establish and operate IT on site is right first time, every time.

With so much going on it can be easy to lose focus, so we've refreshed the way we plan and run the department. We run our important processes within modern digital systems, and we use the data they create to measure and improve. It's a continuous cycle. We're proud of these achievements and love to share our experience with others across the business. Most recently we've shared our knowledge of modern service management methodology with key departments like HR and HSEQ.

We live in a digital world, but data is only part of the story. We strongly believe in switching off and having proper conversations. Meeting and speaking to people in person is the real key to success – it's also good for you and is an important part of wellbeing and mental health. Meeting with other VINCI employees enables us to learn more about their challenges and concerns, and helps us to explain where IT can help.

We're always looking for new opportunities to meet people. Please let us know if you have an idea or a question. For example, the General Data Protection Regulation (GDPR) is still a much-misunderstood issue, and we can help cut through the confusion and give practical advice.

HR

AT YOUR SERVICE



Joanne Mercer, Head of Organisational Development, explains the benefits of the new Hornbill self-service portal, and how recruiting more apprentices (of any age) can help the company save money

We're always looking at ways to improve our service to employees. To this end we're adopting the Hornbill self-service portal, which IT have been successfully using for over a year. Benefits to employees include instant notification that a request has been logged; the ability to check progress without having to call or email HR; knowing who is dealing with your request; the ability to access the forms from any internet-enabled device; and the opportunity to provide feedback to the HR team.

We will be introducing processes slowly into the system, starting with 'Change of address' and 'Change of bank details'. Also we've added a 'contact the HR team' function which is now the preferred method of contacting us rather than using the global HR email address. We'll be adding more processes over the next few months – look out for them under the new service in Hornbill called 'People – My Employment'.

The first year of paying the apprenticeship levy has just passed. The levy is an employment tax introduced by the government in April 2017. It's payable by all employers with an annual wage bill of over £3 million and is levied at 0.5% of salary costs. Businesses can offset the cost of apprenticeship schemes against their levy bill.

In the first year we paid £605,000 in levy but only managed to offset £179,000, leaving us with a net payment of £426,000. We need to increase the number of new entrants on apprenticeships and turn existing training programmes into apprenticeship schemes, helping us to reduce the £426,000 gap. Note that apprentices do not have to be youngsters just starting out – all ages are eligible. If you're interested, please contact a member of the Academy team for more information.

Finally, the annual engagement survey will be open between 3 September and 21 September – don't miss your opportunity to have your say and help shape the future of our business.

BUILDING ON SOLID FOUNDATIONS

The Building Division is forging ahead with some great projects. One of the most exciting is the £74 million contract for student accommodation at the University of Manchester, where the team has broken ground at Fallowfield. It will provide 1,122 student rooms in flats with associated amenities and landscaping and is due to complete in January 2020.

VINCI's 10-year relationship with the University Partnerships Programme (UPP) is paying off with more repeat work, creating an impressive portfolio of new student accommodation. We are currently on site at the £97 million University of Hull scheme and have also been awarded a £28 million project in Exeter for the design and build of more residential accommodation and ancillary facilities. A total of 383 student rooms are to be provided over two sites.

Elsewhere, the division has secured a second contract with Transport for Greater Manchester worth £13 million, to design and build the new

Tameside Interchange on the site of the bus station in Ashton-under-Lyne. We will be redeveloping the site into a modern transport interchange, making it easier for people to transfer between buses and trams.

In the health sector, Integrated Health Projects (IHP) has been appointed under the ProCure22 framework for several schemes: a £17 million reconfiguration and refurbishment for Lancashire Teaching Hospitals NHS Foundation Trust; a £40 million design and build of a linear accelerator bunker to improve radiotherapy provisions for University Hospitals of North Midlands NHS Trust; a £24 million construction of a 40-bed learning disability mental health unit for Mersey Care NHS Foundation Trust; the £29 million emergency department reconfiguration for Brighton and Sussex County Hospital, and a £35 million development for Lincolnshire Partnership NHS Foundation Trust.



NGS MACMILLAN UNIT WINS PRESTIGIOUS AWARDS



Building Division's new NGS Macmillan Unit at Chesterfield Royal Hospital has won the prestigious RIBA East Midlands Building of the Year award for 2018. It also won Project Architect of the Year for The Manser Practice, while the Trust secured East Midlands Client of the Year.

The building's eye-catching Corian cladding 'creates a building of great elegance and reinforces the

sense of quality', said the judges. 'The contrast of the white Corian panels with the carefully selected planting scheme is a truly uplifting place to be, for patients, visitors and staff alike. The project team have steered this building at every turn through a process of careful reflection to ensure the best possible outcomes for patient experience and wellbeing.'

SPACE STUDIOS AWAILS THE DRAGONS

Building Division has successfully handed over the £12.3 million Space Studios in West Gorton, Manchester. The exciting project provides the region with state-of-the-art recording facilities for top-end TV programmes such as Cold Feet and Dragons Den. It has more than 85,000 square feet of production stages, including one that measures an impressive 30,000 square feet – making it one of the largest in the world. The facilities also include production offices, dressing rooms, wardrobe, make up, green room, kitchen, laundry and showers.

The scheme, which was procured via a two-stage process under the North West Construction Hub Framework, has bagged the trophy for the regeneration category at this year's North West RICS Awards.

The judges said: 'Prompted by innovative thought processes, business acumen and a creative eye, the scheme has delivered an employment site with striking,



sympathetic architecture. Internally, the film studios provide a flexible, high-quality, innovative space for the film, digital and creative sector. The destination is an international success story, creating an exemplar for the UK and international film business and bringing significant and much-needed investment, jobs and further growth potential for the locality.'

HIGHWAYS



So far this year Taylor Woodrow has begun work on some great highways projects, proving to Highways England that we have the capability and experience to deliver large-scale schemes.

The M20 Junction 10a project involves building a new junction to help relieve traffic congestion and support future development. Notice to proceed has been received and the team has already demolished a footbridge that will allow traffic to be temporarily rerouted.

The M6 Junction 2-4 smart motorways project is a joint venture with VINCI Construction Grands Projets and Balfour Beatty VINCI (BBV). The notice to proceed was delayed by four weeks, but the team has got off to a flying start by reducing the mobilisation period and bringing the timeline back on track.

The M4 Junction 3-12 smart motorways project, another BBV joint venture, is still awaiting formal notice to proceed.

Finally, the ambitious £1.2 billion M4 Corridor around Newport (CaN) scheme – a joint venture between Taylor Woodrow, Costain and VINCI Construction Grands Projets – is awaiting a decision from the Welsh Government following a year-long public local inquiry.

Looking forward, we've submitted a tender for the Regional Development Programme, a six-year framework for five regions covering schemes worth over £100 million. Predicted annual spend for selected contractors is between £50 million and £100 million.

FACILITIES



VINCI Facilities has been busy. Building Solutions, its specialist building and refurbishment arm, has won a contract with Sanctuary Housing to help them deliver an external works programme to 50 houses. It includes refurbishment and repair works to occupied street properties – replacing roofs, windows, doors, insulation and paths. To ease disruption to residents we've introduced a welfare van providing seating, hot and cold water, the means to heat food and a first aid kit.

Building Solutions has been refurbishing the Mitsubishi Corporation Japanese Galleries within the British Museum – the first project to be awarded on the new four-year Building Work framework with the museum. The scope of works incorporates modifications to the mechanical and electrical services, new lighting, and adaptations and modifications to the showcases, with high-quality bespoke finishes throughout the galleries. The works are due to complete by August.

VINCI Facilities' cleaning expertise has been recognised at this year's Golden Service Awards. We walked away with the award for the Best Cleaned Premises in office areas below 250,000 square feet, for the Welsh Government building in Aberystwyth. Our delivery model is carefully structured to suit the open-plan building and its occupants and complement the building's green credentials. Intrusive work is done in the evening while recycling and housekeeping tasks are carried out during the day.

RAIL

VCUK IS RIGHT ON TRACK

As Transport for London (TfL) is discovering, the collective expertise available across the Group is proving of real value to the rail sector.

When it comes to rail infrastructure, Taylor Woodrow is proving itself on two high-profile projects. The launch of the new Elizabeth line draws ever closer, and Taylor Woodrow is playing a vital role. The line, which is being built by Crossrail, will run from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, stopping at 41 stations (including 10 new ones) and serving around 200 million people each year.

Taylor Woodrow is working on the Old Oak Common Depot project in west London for client Bombardier, redeveloping railway land to provide housing, support and maintenance facilities for the new fleet of Elizabeth Line trains. Howard Smith, Operations Director for TfL Rail and the Elizabeth line, has been quoted as saying: 'As home to the Elizabeth line fleet, Old Oak Common will be vital in helping us maintain our 70 brand-new trains over the years to come.'

The civils team has already completed the Operations, Maintenance and Control (OMC) building, train wash building and associated plantroom. Our contractual obligation is to provide 20% of the depot's power needs from renewables; we equipped the OMC building with an integrated, renewable energy system that has helped us to deliver 38%. The team is currently working on the Stabling Yard sidings – laying track, installing overhead line equipment, erecting lighting columns and building walkways and access platforms for drivers. The project as a whole is due for completion at the end of August 2018.

Last year, TfL entrusted Taylor Woodrow with the long-overdue upgrade of White Hart Lane station to increase capacity ready for the opening of the new Tottenham stadium. The £18 million contract

covers such improvements as a new ticket hall, new lifts, new station forecourt and improved access. That's what the public will see. Less glamorous is the essential work that has to be done on track infrastructure. The upgrade team reached their first major milestone in May when they completed the overhead line equipment (OLE) gantry changeover works. This took place over a 50-hour weekend track possession and involved the installation of three new gantries and equipment, transfer of wiring, and removal of two existing OLE gantries.

MAJOR ACHIEVEMENT

This was a major achievement for the project as it removes one of the existing gantries from a key location on site, allowing temporary works to progress to construct two pedestrian underpasses beneath the railway. It was conducted efficiently and without any health and safety or environmental incidents, so well done to the White Hart Lane project team.

An interesting footnote to the White Hart Lane progress report is our team's participation in a trial of two mobile solar-powered tower lights for compound lighting and possession works. The Pro light, which features directional LED floodlights and foldable solar panels, has been designed to work through the dark winter months using the latest LED technology and lithium batteries. Plant Manager Andrew Thomsett has agreed a hire rate with the supplier, Prolectric, that is cost neutral to the site (the solar light will cost no more than a standard VT hybrid tower light plus the cost of the fuel).

However, it's not just the civils that have useful skills to offer. VINCI Facilities has secured an initial 12-month contract with Arriva Rail London (ARL) to deliver FM services across the London Overground network. The facilities team began mobilising in late April and the works went live in early May. The contract includes cleaning, fault



rectification and planned maintenance activities, and it picks up from where Carillion, the previous supplier, left off following its collapse. The scope of the TFM package, worth £7.5 million, covers 81 stations across the London Overground network, and includes possession management and trackside FM delivery works.

SMOOTH TRANSITION

Will Rogers, Arriva Rail London MD, was impressed with the team's smooth takeover after the demise of Carillion. Almost 120 people who worked with Carillion and its liquidator have begun working with us. 'The seamless transition to VINCI Facilities was glitch

free and went unnoticed,' said Rogers. 'This is a testament to the close teamwork between our FM and procurement teams, the VINCI mobilisation team, managers and staff at Carillion and its liquidator. Right across the board everyone at every level has done a great job. We're looking forward to working with VINCI Facilities and delivering a great train service to Londoners.'

The new work with ARL builds on VINCI Facilities' experience with TfL (Arriva Rail London operates the London Overground on behalf of TfL), its track record in rail and proven trackside abilities. This was further confirmed during the mobilisation period, during which the facilities team formed strong partnerships.

CHARLOTTE RUNS FOR AFRICA

Charlotte Osterman, Senior Sustainability Advisor at VINCI Facilities, has recently run and won a marathon race in Uganda. But this was no ordinary marathon.

The Uganda Marathon is an eight-day experience during which people volunteer on community projects, help to raise funds for local charities, and make friends from different cultures. It culminates with a race when participants run with the people they have worked alongside, cheered on by the locals. It's a joyous event.

Charlotte, a keen advocate of SOMAD (Stand Up and Make a Difference), and two friends decided the Uganda Marathon sounded like an intriguing alternative to a conventional holiday. 'It's not about the race,' she said. 'It's about the fundraising, volunteering and cultural exchange that come with it. You get to experience a new country with its people and cultures, while helping out and hopefully having a more positive impact than you would on a normal vacation.'

In the course of her stay she visited a remote community centre called the Suubi Centre. 'The children greeted us with a song and introduction before we rolled up our sleeves to paint the school's walls.' She visited a women's craft group who export their crafts and a goat farm where the profits are invested back into the centre. Her fundraising efforts will go towards expanding the school to take more children.

'Our fundraising page is still up and you can read more about the Uganda Marathon and why we did it,' she says. 'We wanted to Stand Out and Make a Difference.'

<https://mydonate.bt.com/fundraisers/ugandamarathonamc>



WHY WE MUST ALL DO BETTER

In June, Rory Murphy, Commercial Director at VINCI Facilities, attended the RICS Strategic Facilities Management Conference. The event addressed a particularly thorny question: is FM an inherently risky business? The question actually applies to the whole of VCUK, because there is risk in pretty much everything we do (read Gary Carvell on page 2). But the dangers are not always physical.

The event looked not just at performance risk but also the dangers inherent in procurement and poor risk transfer, as well as the need to protect brand and social reputation by running a responsible and ethical business. The culture in the UK for pursuing corporate growth almost to the exclusion of true profitability, and the ill-judged behaviours and cultures that this can drive, was a hot topic. 'The pressure for continual growth encourages actions that are questionable at best,' says Rory.

The RICS conference agreed that organisations and their leaders must behave better – act more ethically and with a far greater perception of their responsibilities within the public sector. 'What we do impacts end users, the public and all our teams,' he notes. 'If we fail to understand and ultimately manage risk, or a scheme fails, we need to recognise that it affects all our stakeholders. The good news is that VINCI already has a strong set of values and principles, underpinned by our Code of Ethics. This guides our decision making and reinforces our culture of sharing our success; with our employees, our clients, our shareholders and the community at large.'

WOMEN IN CONSTRUCTION

VCUK supports the idea of encouraging more women in the construction industry – not just to help close the skills gap, but because inclusive, gender-balanced teams could be more productive in a sector that tends to be transactional and aggressive.

Taylor Woodrow is actively championing the issue. On 8 June it held a women in construction breakfast seminar – a cross-industry event discussing how to help women progress to senior roles. Lizzie Featherstone, chair of the Women in Taylor Woodrow (WiTW) group, highlighted the importance of having a structure, a plan, and getting senior management buy-in. The group's achievements to date include getting female PPE into the VCUK catalogue as standard.

WiTW recently organised 'lunch and learn' sessions in support of International Women In Engineering Day (INWED) – a global campaign focused on raising awareness of female career opportunities in the industry.

CHARITY ABSEIL



Mike Ward and Becky Thomas of BBV threw themselves off a roof in May in support of the M6 J2-4 project's chosen charity, the Midlands Air Ambulance. Fortunately they were attached to ropes, so the abseil ended well, raising hundreds of pounds for a service that is funded entirely by the public. So many project members volunteered, the intrepid duo had their names drawn from an envelope.

NHS DAY OF ACTION

VINCI Facilities once again played an active role in support of NHS Sustainability Day, in March, partnering with the local authority's healthy living team at St Helens and Whiston hospitals to promote exercise, healthy eating, recycling and energy efficiency.

VINCI Facilities has supported the NHS Sustainability Day for the last five years, engaging the local community, patients and staff in healthy activities. This year we stationed two 'smoothie bikes' in the main entrance atrium of Whiston Hospital, where participants had to pedal to power a blender making their own healthy fruit smoothie (served, naturally, in a biodegradable corn starch cup). We also distributed our sustainability newsletter and put on a sustainability quiz for visitors.

Each month St Helens and Whiston hospitals recycle hundreds of AA batteries that are still 50-70% charged. We're going to provide some of these to local schools to encourage the children to recycle.

GREEN DONATION



When design changes on the Maurice Wilkes Building project in Cambridge made 900 plants redundant, the team donated them to East Anglia's Children's Hospices (EACH) in nearby Milton. 'The families and children who visit the hospice love the gardens,' said an EACH spokesman, adding that the plants 'will certainly keep our volunteer gardeners busy'. Members of the VCUK/Land Structures team are pictured at the handover.



MOVING FORWARD AS A TEAM

by Bruno Dupety, Chairman and Chief Executive
VINCI PLC and VINCI Construction UK Ltd

During my time away ascending Everest, the business has continued to do well. That is because everyone is working as a team, just as they did on my climb. Sometimes the scale of VINCI, in the UK and globally, means we do not always realise how we affect each other. But the opportunities for teamwork and synergies are always there – if we look for them. An obvious example is HS2, which features Taylor Woodrow, VINCI Grands Projets and VINCI Construction Terrassement – but there might be possibilities for sharing ideas and information between our civils

and facilities teams to help work on the London Overground.

How we behave is critical to our business and values. Doing the right thing, not just talking about it, is what underpins success. We need to concentrate on our quality – giving a better service, reducing waste, respecting each other. Please familiarise yourselves with our Right First Time 'brand' as well as initiatives around mental wellbeing and inclusivity.

Clients take technical expertise as a given, so, what marks us out is how we act. How we communicate, the quality of

our ideas and processes, and the value we add is what sets us apart. That is why the synergies we possess are so important, and why we must focus on our behaviours.

Working as a team, united by a common set of behaviours, is what will take VCUK forward and help us deliver the projects and ideas outlined in this edition of Communiqué. Look out for more examples in the autumn, results of the engagement survey and an update on our digital programme, and news from across the VCUK family.