



RISING STARS

DEFENCE FM | HR UPDATE | DIGITAL ENGINEERING

CONTENTS

2. BRUNO / SNAPSHOT

There's a buzz in the business and we're doing well, but to keep improving we need to invest in our people. Plus a glimpse of a great opportunity in defence FM.

3. BUSINESS ROUND-UP

All the latest news from across the business, including new contracts and handovers plus a report on our smart motorway projects.

5. PEOPLE ROUND-UP

Changing the gender equation, spreading the word about social value, and more examples of how our people make a difference.

7. HR UPDATE

Therese Stevenson reports on the many ways HR is improving its service and making life easier for everyone.

8. FROM THE HEADS

Gary Carvell, Steve Prior, Sally Martin and Darren Rose report from the worlds of HSEQ, insurance, pensions and IT.

9. TECHNICAL EXCELLENCE

VINCI is leading a research project to develop a game-changing digital toolbox based on blockchain technology.

10. VINCI WORLD

Jo Mercer explains why our apprenticeship schemes are vital in nurturing the talent that will drive our business in the future.

CREDITS

EDITOR:

Andrew Brown, PR consultant
andrew@frankandbrown.com

DESIGN:

VINCI Construction UK, Graphic Design

PRINTERS:

Haslam Printers Limited

ACKNOWLEDGEMENTS:

This time thanks goes to Paul Joel and Andy Kenyon plus our cover rising stars Rebekah Lee, Theodora Richer, Nathaniel Williams, Vainavi Patel, Aaron Robertson, Jennifer Szegedi, Harrison Reeve, Charlie Chandler, Hannah Clarke as well as Milena Davies, Jo Mercer and Nicola Trevett.



BRUNO

Chairman and Chief Executive
VINCI Construction UK Ltd

You are the future

We need to invest in our people, because the trainees, graduates and apprentices of today are the leaders of tomorrow.

I have been visiting many of our sites, offices and customers recently and there is a real buzz around the business. It gives me great confidence in our future. It's not just because, as we discussed in the last edition of Communiqué, we've had a great start to the year. It's because we have a strong culture, a dedicated team and a conviction about how we do things.

Of course, making a profit is great, but doing the job right is far more important. Quality is the key to everything we do – from site work to back office administration. So, learning those core skills is the foundation of our success. Which is why I always enjoy meeting the trainees, graduates and apprentices within our teams – because these people represent our future. Any successful team always has to look forward, continually looking to improve and prepare for the next challenge. That's what our Academy is about, and Jo Mercer's article on page 10 explains how one aspect of it, the apprenticeship programme, works to support VINCI Construction UK going forward.

People are the main theme of this edition of Communiqué. It might be a cliché to say we are a people business, but what is definitely true is that the organisation must support our people – because if we don't have good people systems, our teams can't deliver on their promises to clients and each other. So, please take time to read the HR update on page 7 and check the links via The Way We Work and VINFO for further information.

Our future relies on our people, but it also requires us to embrace new ideas. I am fascinated by the concept of reducing costs by 25% using ideas such as blockchain (see page 9). Who knew? Our FM team continues to push on with digital ideas, and it's this new form of working that we must pursue as we train and develop our people. These are interesting times. Embrace them.

SNAPSHOT

Stand by for action

VINCI Facilities is targeting the MoD Regional Prime contracts



VINCI Facilities has secured one of the six primary FM service provider places on the Future Defence Infrastructure Services (FDIS) framework for hard services. This procurement includes £2.9 billion worth of contracts for the maintenance and refurbishment of tri-service facilities for the MoD throughout the UK, which are being procured as part of the Crown Commercial Service's (CCS) Workplace Services Facilities Management Marketplace framework. Drawing on experience supporting the USAAF and various other Group projects on behalf of the MoD, the VINCI team is targeting these Regional Prime contracts due for tender in September.

BUSINESS ROUND-UP

HEALTHCARE

Work begins on specialist Birmingham hospital

Building Division has started work on a new £100 million specialist hospital facility in Birmingham. It will provide acute care to private patients in the region as well as extra capacity and access to specialist facilities for NHS patients.

The 138-bed facility is being built on the Queen Elizabeth Hospital Birmingham campus, for a partnership between HCA Healthcare UK (HCA UK) and University Hospitals Birmingham NHS Foundation Trust (UHB). The hospital's advanced features include a radiotherapy unit, state-of-the-art operating theatres, as well as the latest technology to provide complex surgical and medical procedures and treatments for cancer, cardiology, neurology, hepatobiliary, urology, orthopaedics and stem cell transplantation. Construction is expected to be complete in 2022.



Michael Roadnight, Regional Director, commented: "This state-of-the-art specialist hospital will provide first-class healthcare provision for patients in the region. We are delighted to have commenced construction works on this exciting project, which has provided the opportunity for VINCI Construction UK to add real value from our vast experience in the healthcare sector."

FACILITIES

VINCI Facilities celebrates its 10th anniversary

The VINCI Facilities brand was created and approved by Xavier Huillard in 2009. During the past 10 years, the team has become known for its passion, quality and high levels of customer focus. As a result, the business has grown sustainably and profitably.

We have worked continuously for a number of clients over the entire period, including Sandwell Metropolitan Council, DixonsCarphone, the Royal Parks, St Helens and Whiston Hospitals and the Royal Mail, among many others. VINCI Facilities' achievements have been created through the hard work and



ingenuity of its teams, underpinned by our sectorised business model and our customer-focused approach.

We are delighted to be celebrating the successes of the last 10 years with all our teams throughout the summer, and look forward to a bright future.

SOCIAL VALUE

Back to work on Fallowfield campus

Building Division is working with Manchester recruitment specialists, Search, on helping some of the city's long-term unemployed to get back into work by finding them roles on the University of Manchester Fallowfield project. So far over 60 operatives have been assisted.

Search's involvement has gone beyond simply sending candidates for interview by VINCI. They are also actively supporting candidates with getting their CSCS cards (which qualify them to work on site), and working with the university's employment and training initiative The Works to improve candidates' employability by providing an insight into the skills needed for a career in construction. They even supply successful candidates with PPE and meet them on site on their first day to ensure they are fully supported and prepared for their induction with VINCI.

It's an excellent example of how committed, creative partnerships can achieve real and lasting benefits for a local community.

BUILDING

Devonshire Park's welcome handover

The Welcome Building at the Devonshire Park project was handed over by Building Division to a happy client on 31 May. The full works saw construction of new high-quality double-height conference halls and reception facilities, refurbishment of the Grade II listed 1960s Congress Theatre, reinstatement of the Grade II listed 1870s Winter Garden, and associated works. The project contained significant logistical challenges as parts of the building and site remained in full business use during the works.

Jason Griffiths, Regional Director, said: "VINCI Construction UK is privileged to have extensively refurbished the Congress Theatre in Eastbourne. We are delighted that the end product will give so much pleasure back to the local community for years to come."

BUSINESS ROUND-UP

IN BRIEF

Rugby win

Building Division has won the £23.4 million contract for the new-build Moto motorway services area at J1 of the M6, Rugby. The scheme includes parking and circulation facilities, amenities (including restaurants and retail units), petrol station and Costa drive-through. Works are due to complete in 2020.

Early to market

New Covent Garden Market's Security Lodge was handed over on 29 May, 10 days early. The NCGM project is a joint venture between VINCI's Building Division and St Modwen which will see the delivery of over 46,450 sq m of new state-of-the-art market facilities across a 37-acre site, housing 200 market businesses employing around 2,500 people.

Old Oak award

Taylor Woodrow's Old Oak Common project has received a London Transport award for contribution to sustainable transport. It's the latest recognition of the project's innovative hybrid renewable energy system, developed in collaboration with GI Energy and NG Bailey, which has set a new benchmark in delivering renewable energy projects.

Bay watch

Building Division has completed the next phase of student accommodation on the beachfront Swansea University Bay Campus site. As part of the ongoing development, the on-campus residential building will provide 411 en-suite bedrooms for students of The College, Swansea University.

Go digital

Our new Digital Community Centre in Denton is an interactive space where our teams can collaborate with each other and our digital team using the latest innovations and technology offerings. It is open to our customers and supply chain. The DCC can also be used to host digital workshops for clients and demonstrate our digital offerings.

INFRASTRUCTURE



Smart motorway projects move up a gear

Two major motorway schemes are building momentum as the Balfour Beatty VINCI Joint Venture teams work on the improvements that will ease congestion and make journeys more reliable.

At 32 miles, the M4 J3-12 smart motorway scheme is the longest smart motorway project in England to date. The M4 is the main strategic route between London, the west of England and Wales, and the works include building an additional lane and using technology to manage traffic flow. Eleven replacement overbridges and 38 emergency refuges are among the infrastructure to be constructed as part of the works.

The Balfour Beatty VINCI Joint Venture team has moved into a new office and super-compound near J10, which has reduced the need for large local compounds to facilitate the works. This year sees a step-up in the project as the team moves forward with bridges and structural work. Preparations are also being made for phase two of the construction between J8-9 at Maidenhead and J3 at Hayes as the team works towards completion in spring 2022.

The M6 J2-4 carries up to 120,000 vehicles per day and suffers badly from congestion, particularly during peak hours. The team will be adding an extra lane in both directions and introducing new CCTV cameras, electronic information signs and signals on gantries. These will show the variable mandatory speed limits and manage traffic flow and incidents.

HEALTHCARE

HRH The Duke of York opens Chase Farm Hospital

The Duke of York, patron of the Royal Free London, which runs the new Chase Farm Hospital constructed by Building Division, officially opened the facility on 23 May. It is one of the most digitally advanced hospitals in the country and opened to patients last year.



PEOPLE ROUND-UP

Changing the gender equation

With females making up 46% of the UK workforce but only 12% of the construction industry, it's clear that things have to change. A collaborative panel event was recently held by Women in Taylor Woodrow to discuss the barriers holding back women in construction.

Victoria Hughes of VINCI Facilities and Taylor Woodrow's Lizzie Featherstone joined Vivienne Morris of Transport for London, Dean Greave of Women in Science and Engineering and Alison Norrish of Arup on the panel. The debate, which was attended by over 100 people (with a 60:40 gender split), identified several clear themes.

These included the value of senior role models, the need to call out bad behaviour, the problem of unconscious bias, why flexible working should be available to everyone, and the importance of fostering an inclusive culture that celebrates difference.

As we know, collaboration sparks innovation and imaginative thinking, and it's hoped that events like this will encourage the incremental changes that will ultimately achieve a better balance.

Construction Manager Cheryl Watt would make an excellent role model. She started work in the construction industry in 1983 as an apprentice joiner working for her father's company. She returned to college in 2001, gained an ONC and HNC in building studies and became a trainee site manager. She joined VINCI Construction UK



in 2008, working on numerous projects including St Helens and Whiston Hospitals, The Harbour Mental Health Unit and Burnley Hospital. She is currently working at Warrington Time Square.

Cheryl has actively contributed to many community projects during her time at VINCI. She and the Warrington Time Square team recently raised £1,500 for The Christie Cancer Fund on behalf of Chris Parker. (Chris, who has worked for Sound Interior, has been through chemotherapy twice.)

Abbey Reid presents on social value at Czech Republic conference

Abbey Reid, Communications and Stakeholder Manager at Taylor Woodrow's M4 J3-12 Smart Motorway project, was recently invited to present at a conference on responsible procurement in the construction sector. The conference was held by the Czech Ministry of Labour and Social Affairs at the Ministry of Transport in Prague.

Abbey was representing Taylor Woodrow and the UK construction market to give participants a view of practice outside the Czech Republic. Over 100 attendees, ranging from large contractors to the State Secretary, heard her describe Taylor Woodrow's experience in delivering social value within contracts, drawing on an example of the Engineering Education Scheme delivered on Crossrail West stations.

Later she led a seminar looking at further examples and providing detail on the tendering process (STrIDe), collaborative relationships and incentivised processes (such as the Collaborative Delivery Framework with Highways England - M20 J10a), and value added engineering in terms of sustainable improvements (Old Oak Common).

Abbey says: "It was fascinating to understand the different perspectives on social value and it gave me a real appreciation of what we are doing already in



the UK. Whilst we have a long way to go as an industry it is worth recognising how far we have also come and to keep momentum in moving forwards.

The conference was an excellent opportunity to reflect and also showed that change is most successful when done collaboratively throughout all levels of the supply chain, including the client."

Jonathan Rushton wins young designer competition

Jonathan Rushton, Engineering Manager for Taylor Woodrow, has won a prestigious young designer competition. The British Group of the International Association for Bridge and Structural Engineering (IABSE) called for engineers and architects under the age of 35 to produce a paper that showcased their innovative work or research. Jonathan's winning paper focused on the integration between permanent and temporary works, as demonstrated by the design and method used to jack two boxes into place underneath the London Overground track at White Hart Lane station.

Jonathan was among eight finalists who were selected to present their papers at the Group's annual Future of Design conference, where he was announced as a judges' winner.

The box-jacking works used to install two pedestrian underpasses were a technical triumph for Taylor Woodrow, significantly reducing the required closure of the line into a single weekend possession. As Engineering Manager, Jonathan led on the technical element of integrating the design of the permanent and temporary works, including the engineering solution for the jacked boxes.

PEOPLE ROUND-UP

IN BRIEF

Plastic promise

July sees the launch of MyPledge, a platform where VINCI Facilities employees can pledge to reduce their use of single-use plastic. This can be done by undertaking to take a simple action, such as using a reusable water bottle or coffee cup or avoiding use of clingfilm. The scheme aims to encourage good practice and raise awareness of the issue.

Digital breakfast

Building Solutions recently held a digital breakfast briefing for 22 clients and consultants from the Cambridge, Suffolk and Norfolk areas. The objective was to network with clients and influencers in the region and build relationships. The event included a presentation on whole-life digital solutions and a digital mission room demonstration.

In the frame

Rob Byrnes has joined the Building Division as Head of Frameworks. Rob has a background in commercial and framework roles, which will help to expand and develop our existing frameworks as well as promote new ones.

Beach clean-up in Lincolnshire

The VINCI Facilities team working on the Lincolnshire County Council project have taken part in two beach cleans as part of the Stand Out Make a Difference initiative. Working with Lincolnshire Wildlife Trust, Lincolnshire County Council, Kier and colleagues from wider VINCI, they took their litter pickers and hessian sacks to clear a stretch of Lincolnshire coastline.

Over two days, the teams collected 31.5kg of rubbish from the beach at Chapel St Leonards. A large proportion of the waste collected included small pieces of plastic and polystyrene, sweet wrappers, crisp packets and cans, as well as wood, felt-tip pens, glass and even the odd flip-flop.

White Hart Lane team engages with sixth form students



Taylor Woodrow's White Hart Lane upgrade continues to generate interest from the local community and industry recognition (see page 5 for Jonathan Rushton's win)

The White Hart Lane station upgrade project ran a series of workshops for international work experience week at Haringey Sixth Form College in March. Led by Bukky Olose, Senior Environmental Advisor, a group of representatives spoke to the students to promote the construction industry and what we do in Taylor Woodrow.

Juliette Leze (M&E Engineer), Nathan Holland (QS apprentice), James Childs (Section Engineer) and Bukky presented to approximately 150 science and media and business students in five one-hour sessions throughout the day. Each session included a presentation on construction, the various roles and routes into the industry, and a team-building activity (the most exciting part of the day for the students).

The activity involved small groups designing and building a model boat out of tin foil sheets and load testing them with marbles. The best group managed to load 110 marbles into their boat before it sank, which was amazing compared to some other groups who managed only four marbles. The idea for the exercise came from a Crossrail workshop published on the 'inspiring the next generation' section on the ICE website.

This was not the project's first initiative with the college. Reaching out to the students is one of many ways the team engages with the local community.

Calling all footballers...

...here's your chance to shine. The VINCI Construction UK Fives football tournament is set for the evening of Thursday 26 September at the Powerleague football centre in Watford. The main tournament is in a Champions League-style format, and each team is guaranteed at least three games and 45 minutes of football. There are separate competitions for veterans (over 40s) and women-only teams.

Interested? Teams of seven should contact **Naz Malik** at vinci.fives.football@vinciconstruction.co.uk to register their details. Anyone interested in joining a team for the veterans and women-only tournaments should also contact Naz.



IT'S ALL ABOUT YOU

Therese Stevenson, HR Director, reports on new developments that are improving HR's service and making everyone's lives easier.

In a busy year HR has made good progress towards our objectives and business plan. I would like to share some of our recent successes and new initiatives.

HR Handbook update

We've improved the employee handbook, which is now available on The Way We Work. We've removed the appendices and improved the signposting to policies, procedures, guidance and further information where necessary. The handbook is the backbone to our people policies and procedures, and forms part of the HR continuous improvement plan for 2019.

Right to Work app

In June we launched the Right to Work app to speed the process of adding new starters to the system. Employees will no longer be required to post their original documentation to us. This will be particularly useful when welcoming large numbers of TUPE staff to the business. If you believe you or a colleague should have this app, please contact us via the contact form on the self-service portal.

Recruitment resources

Recruitment and selection is a hugely important process, and with this in mind we have reviewed our Recruitment Guide for Managers. This provides detailed guidance on our internal processes and outlines best practice for all managers responsible for recruitment.

In addition we've introduced a new resource for inclusive recruitment. The Inclusive Top Tips guide advises on sourcing, selecting and recruiting the best person for the job in a fair, inclusive and efficient way.

Finally, we're reviewing our recruiting managers' training needs to offer either a refresher or full training session, especially for those new to a recruiting role. Contact your HR manager for further details.

HR self-service

Following the successful launch and ongoing rollout of our self-service, we've added two new forms under People - My Employment: self-certification sickness and change of name. We've also launched People - My Training and Development, where you can contact the Academy team and initiate the training and development process.

The self-service portal offers a better and more direct way of making contact with HR. Watch out for additional admin, Academy and manager processes over the coming months.

Accreditations

Following a positive assessor's report, I'm delighted to say that we've been reaccredited to the Leaders in Diversity standard. Thank you to everyone who took part in the survey and phone interviews.

According to the report, "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."

We're reviewing the report and creating a plan for the next 12-18 months. This will not only reflect recommendations made by the National Centre for Diversity, but will address areas such as flexible working and ethnicity.

We've held Investors in People accreditations for several years, and this year sees several divisions up for reaccreditation. Building led the way in March and have been reaccredited at the standard award level. Good luck to VINCI Facilities, who are keen to retain their silver award accreditation when they are assessed in July.

On the topic of fairness, inclusion and respect, I'm pleased to say that 20 applications (including eight from Building) have been received this year by the VINCI Foundation, which supports initiatives that promote social cohesion and fight exclusion and isolation. Results will be announced in September.

Fairness, Inclusion and Respect

We recently published our FIR Best Practice report, looking at the work being done to create an inclusive culture across the business. Increasing our knowledge about good practice is an easy way to apply ideas to how we behave and interact every day.

Pivot Club

Finally, VINCI UK companies have held the first fully attended HR Pivot Club at Astral House, where attendees took the opportunity to share knowledge and best practice. We're looking at ways to work more collaboratively - watch this space for updates.



FROM THE HEADS

HSEQ



GARY CARVELL
Group HSEQ Director

There's a lot happening, but it's all making us a healthier, safer, better and more environmentally responsible business.

The journey continues

Since the last edition of *Communiqué*, we've completed the Think Again briefings for our senior managers and we're making excellent progress in training managers and supervisors. New e-learning and induction modules are in hand and will be hosted on the dedicated Think Again pages in VINFO with new videos, which will help to spread the message.

Even though our lost time injury (LTI) rates are all lower than they were two years ago, we must stay focused. Complacency is the real threat we face every day. Developing our approach to mental health remains a priority, and we're working on new tools, including an e-learning module, to help us improve our personal wellbeing and help others do the same.

Turning to quality, we're key players in an industry-wide programme called GIRI (Get It Right) which aligns perfectly with our own Right First Time campaign. We've already developed an innovative training programme for supervisors, and we're now working on a new, more productive way of measuring quality. We already report defect rates and customer satisfaction, but we can go further and measure quality issues in the same way we do with accident rates. This will help us to spot trends and track our improvement.

We've all noticed a significant increase in media coverage of environmental problems that affect us all, such as climate change, air pollution and the scourge of plastic waste. To help us rise to the challenge we've created our own campaign, Respect & Protect, which will focus on the key elements of energy, ecology, waste and water. Did you know that most of our carbon footprint comes out of an exhaust pipe, either from cars, vans or generators? Red diesel in particular is the single most significant contributor to global carbon emissions.

Watch VINFO for further updates on all these exciting developments.

Gary.Carvell@vinci.plc.uk

INSURANCE



STEVE PRIOR
Insurance Director

Volatility in the insurance market is making life difficult for construction companies and our supply chain partners.

Stormy weather

Much is happening in the world of insurance, and not all of it is good for us. We are seeing a reduced appetite for construction industry risk, particularly in terms of professional indemnity (PI) and contractors all risks (CAR) protection. Recent high-profile catastrophes, such as the Grenfell Tower fire, have led to increased premiums alongside a reduction in cover availability and breadth. Attritional water damage losses (from flooding, for example) have had a particular impact on insurer profit margins for CAR risks, resulting in higher water-related excess levels on project policies.

Conditions in the PI market are volatile as insurers reconsider their appetite to underwrite PI cover. A number of key players have withdrawn altogether, with the result that policy rates are rising for less coverage and increased self-insured interest. Policy wordings are being tightened alongside the introduction of onerous conditions applicable to cladding and fire safety-related activity.

You may have heard stories of contract chain parties such as subcontractors and architects finding they are unable to comply with PI 'any one claim' contractual obligations. In such instances, we should ascertain whether they are capable of procuring any additional reinstatements of their policy limit or an increased level of aggregate cover.

Latent defects continue to erode hard-earned profit and we must remain focused on quality in accordance with our Defect Free and Right First Time campaigns.

Finally, we are seeing an increase in the number of amendments to the standard forms of contract which have the potential to transfer significant risk to the Group. We need to be vigilant and maintain a robust stance, particularly in view of the diminishing level of protection available to transfer such risks elsewhere.

So let's batten down the hatches and hope to see an improvement in conditions once the storm passes.

Steve.Prior@vinci.plc.uk

PENSIONS



SALLY MARTIN
Pensions and Savings Director

Pensions and Savings is not the most visible department, but we work behind the scenes to assure your financial future.

A safe pair of hands

An in-house pensions department is an invisible service to most people, as many of you won't come into contact with us until you leave or retire. I often liken my job to that of an air traffic controller bringing planes in to land - I make sure everyone is in the right place with the right information, heading in the right direction. You won't even be aware I am doing my job unless I do it really badly.

The Pensions and Savings department in Widnes is a small but efficient team of four pensions professionals. We report directly into four companies: VINCI plc, two Trustee Boards and VINCI SA. Our core responsibilities include advising on pensions strategy, initiating and leading change to ensure the pension schemes meet the needs of the business, and ensuring that VINCI and both Trustee Boards remain legally compliant.

We manage VINCI's participation in 15 pension schemes of varying types. In total, we look after over 8,500 members (including ex-employees and pensioners) in schemes with over £380 million of assets. (Employees are advised to find out the rate at which they are contributing and see if they could switch to a better one.) We also manage the Castor Share Plan, which involves 43 VINCI companies across the UK.

Finally, we are responsible for the provision and administration of VINCI's five life assurance policies. This includes liaising with insurers, trustees and families of bereaved employees to pay the benefits in the way the deceased would have wanted. We urge members of staff to keep their nomination form updated to ensure their life cover would be paid to their preferred beneficiary.

Overall we pride ourselves on offering a professional, efficient service which adds value to the business at minimal cost. Queries and requests should be emailed to pensions@vinci.plc.uk

Sally.Martin@vinci.plc.uk

TECHNICAL EXCELLENCE

IT



DARREN ROSE
IT Service Director

Satisfaction with our services is improving as we continue to transform the IT department into a business-friendly resource.

We're getting there

The annual IT end user survey is one of our key measures of customer service and business engagement. It allows us to reach out to all IT-enabled users to find out if we are still on track. We have been running the survey for four years and have seen a year-on-year improvement. This year we finally broke the 80% satisfaction barrier, with an overall score of 82%. This compares to 72% when we started.

Five years ago the department started out on its journey to become more than just a necessary overhead. Our vision was to become a resource enabling the divisions to meet their objectives and add value to VINCI Construction UK.

Many improvements have been made along the way, but one of our most important initiatives was the introduction of the Business Tools roles. This has created a vital conduit between IT and the business, allowing both sides to understand how the other works. Recruiting more IT staff from the business has also had a positive impact, as they can build on pre-existing relationships to improve people's understanding of the IT function.

As for next steps, this year we will be updating everyone to Windows 10 and moving mobile device management to Intune. This will extend the latest Office 365 functionality to everyone and provide more efficient and collaborative ways of working – particularly while on the move. For some users, this will mean a refresh of their existing hardware. We will also continue to work alongside the Academy and Business Tools teams to improve our learning resources, utilising tools such as videos, V-Learn, lunch and learns, and FAQs.

The comments section of the survey suggests that people are not taking full advantage of everything that is available to them. Look out for more communication about our services through blogs, the business newsletters and Communiqué.

Thank you to everyone who participated in the survey this year.

Darren.Rose@vinci.plc.uk

VINCI leads project to exploit blockchain technology

A new collaborative research initiative aims to develop a toolkit that will deliver much-needed efficiencies for the construction sector.



VINCI Construction UK has partnered with BRE, nPlan, Assentian and Skanska to develop Plasma – a digital planning and supply chain management toolbox that has the potential to deliver 25 per cent cost and time savings for projects. VINCI is leading the consortium as well as providing access to a suitable site for demonstration and testing.

The two-year project, funded by innovation agency UK Research and Innovation, started in March 2018 and seeks to produce a proof of concept version of a toolkit that will improve efficiency for planning and supply chain management. Built on a blockchain platform, it aims to improve construction productivity via better project planning, improved supply chain collaboration, and efficient analysis of supply chain and IoT data.

Blockchain technology allows digital information to be distributed across a network of computers, but prevents it from being copied or altered retrospectively. A blockchain is an expanding collection of records, or blocks, linked together using cryptography. Each block includes the data from the previous block along with a timestamp and transaction data. The data is cryptographically secured so that it's tamper-proof.

Better project planning

The new tool will enable planners to create and quantitatively rehearse project delivery scenarios such as sequences, critical path and logistics. This reduces risk by taking account of context-specific restrictions and supply chain 'pinch points' – for example where increased capacity or automation could improve overall productivity.

Improved supply chain collaboration

Plasma enables supply chain businesses to collect, share and store tamper-resistant data without the need for central control and management. This optimises complex supply chains and facilitates the tracking of elements such as task completion via existing IoT-based data capabilities. It also enables change management and incremental payments to be made via smart contracts.

Analysis of supply chain and IoT data

Task parameters such as cost and time will be quantified in order to create planning scenario optioneering and optimisation. The tool will also enable the development of quantified KPIs specific to construction supply chains, identifying best practice and the range of performance across the sector. KPIs can be linked to and benchmark a range of established performance improvement approaches, as well as innovations such as robotics and automation.

The project represents innovation in its truest form. VINCI is contributing its construction know-how, providing appropriate KPIs as well as the necessary knowledge of planning and supply chains. Scott Bennison, Digital Operations Manager in the Digital Engineering Department, comments: "We are excited to be working together developing this toolkit that we believe will disrupt the industry."

People are our future



Photographer: Andy Kenyon

VINCI is in good shape right now (see Bruno's comments on page 2), and reaping the rewards of a dedication to excellence across the business. Jo Mercer, Head of Organisational Development, explains why our apprenticeships are vital in recruiting and training the talent that will continue to deliver top results.

Skills shortages are still one of the biggest threats to UK business – and we are no exception. Apprenticeships help us by offering a route to harness fresh talent and develop existing employees. They make good business sense. As an investment for the future, apprentices deliver significant returns: they fill skills gaps to drive competitiveness and productivity, enhance the business's reputation, and showcase the value that we place on developing talent.

As part of our talent strategy we have invested in formal training schemes for over 20 years, sponsoring undergraduates through university degree courses and, prior to that, through traditional apprenticeship and technical training programmes. Recently we signed up to the 5% club – an industry commitment to develop the

future workforce ensuring that at least 5% of our employees are on a formal training programme.

In April 2017, the government made its voluntary apprenticeship programme compulsory. We have taken the fullest advantage of the new rules and funding arrangements, with the result that apprentice trainees, upskill apprenticeships and sponsored students now account for 7.5% of our total workforce. Within construction (Building and Taylor Woodrow), that rises to 13.5%.

Most of our current apprentices are involved in construction management, quantity surveying, business and administration, facilities management, electrical installation and maintenance, and digital engineering – but the possibilities are endless.

Interested in upskilling or changing your career?

The government's original apprenticeship programme capped support for apprentices at the age of 24. As part of the 2017 changes, the age restriction has been lifted – and the right to apply for an apprenticeship was extended to existing employees. That means any employee can apply for an apprenticeship if they are interested and it supports their development within the company.

Apprenticeships are an excellent way to kickstart your career in any field at VINCI, as you can study, gain experience and earn an income all at the same time. They are also a great way to upskill in your existing career.

Find out more at:

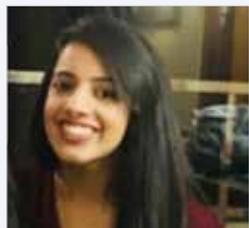
- institute-for-apprenticeships.org/apprenticeship-standards
- findapprenticeshiptraining.sfa.bis.gov.uk/Apprenticeship/Search
- gov.uk/government/publications/a-guide-to-apprenticeships

If the course you wish to study is available via an apprenticeship route, submit a training request through the Employee Self Service portal.




Upskilling:
CHARLIE CHANDLER
 Senior site manager,
 VINCI Facilities - Building Solutions

Charlie joined VINCI in 2011 and works mainly on government and commercial projects within client-occupied premises. Since joining VINCI he has completed a BTEC HNC in construction, a CIOB construction management programme, and is currently studying for a BA (Hons) degree in professional practice of construction management while in full-time employment. Charlie says: *"I feel it's important to have undergone this sequence of training and study alongside practical working and management skills because upskilling in this way will take me towards becoming a well-grounded, competent and experienced team leader who can help mentor the next generation of managers."*



Technical apprenticeship:
KRISHMA KAPOOR
 Technician trainee, Building Division

Krishma joined Taylor Woodrow from school as a BTEC Level 3 apprentice and is currently graduating from her Level 5 HND in construction and built environment. She has worked on several projects during her apprenticeship, most recently the smart motorway M4 J3-12, and aims to become a project director. Her next move is to complete a top-up BSc in construction management. *"Apprenticeships are important as they allow school leavers to work first hand and gain valuable experience in diverse industries,"* she says. *"Not only do you gain a respected qualification but you are also paid to learn, which teaches you about the real world and to become more independent."*



Technical apprenticeship:
ANYA GRAINER
 Technician trainee, Taylor Woodrow

Anya joined the Taylor Woodrow technical apprenticeship programme at the age of 16. A block release course enabled her to study for a Level 3 construction qualification while gaining valuable work experience. She is currently finishing her Level 5 HND in construction and built environment and has a place at Coventry University to complete a degree apprenticeship in civil engineering. Throughout she has had the opportunity to work on schemes such as the M6 J2-4 smart motorway. *"The apprenticeship allowed me to gain valuable hands-on experience which I don't believe the university route would have offered me,"* she says. *"I have become a competent engineer and have developed life skills as part of my training."*



Digital apprentice:
JENNIFER SZEGEDI
 BIM team, Taylor Woodrow

Jennifer, who started as a document controller at Taylor Woodrow, began her Level 3 apprenticeship in digital engineering last November and is currently working as part of the BIM team. Her apprenticeship is a blend of distance learning and block release, and she has already been introduced to digital tools including AutoCAD, Revit and Tekla. Her goal is to successfully complete her apprenticeship and become an information manager. She comments: *"Learning while I am working is a great opportunity to gain experience and qualifications at the same time. I have always been a motivated individual and I truly believe if you set your heart to a goal, you will reach it."*



An atmospheric glimpse of the subterranean activity underpinning a major transport infrastructure project. Little did the passengers know what was going on beneath their feet...

This eerie cavernous scene looks more like the opening of a horror film, just before the monsters burst from the walls, than the site of a modern transport interchange. But it is, in fact, the final tunnelling phase of the Victoria Station Upgrade project, a partnership between Taylor Woodrow and BAM Nuttall tasked with providing additional capacity to the station. All of the primary lining shotcrete works are complete in this shaft with the secondary lining works yet to start. The portal on the top left sits directly behind the District and Circle lines eastbound platform, while the lower portal becomes the staircase link between the existing interchange concourse and the Underground. The shaft created step-free access between the District and Circle lines eastbound platform, circulation area and the Victoria line concourse.

This major undertaking is now coming to an end, having delivered new and expanded ticket halls, nine escalators, eight lifts and 300 metres of passenger tunnels, all while keeping the station open for 300,000 daily users.