

Communiqué



Build on trust

The newsletter of VINCI Construction UK



2020 ROUND-UP

VINCI FOUNDATION | EMPLOYEE SURVEY | DIRECTORS ROUND-UP

ISSUE 63 | vinciconstruction.co.uk | vincifacilities.com | taylorwoodrow.com | technology-centre.co.uk

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GILLES GODARD

Chief Executive Officer

Gilles reflects on the year at VINCI Construction UK, our people's resilience during the pandemic and our new branding and environmental initiatives.

Thriving in adversity

As often happens, change comes from an unexpected direction. 2020 was full of promises. At *VINCI Construction UK*, we had confirmed our recovery and we entered the year with strong fundamentals and great confidence.

Now our lives, both on a personal and professional level, have been hugely disrupted. We have entered the second lockdown of the year and we are all worried another one might come next year. We all know friends and family who have been affected by the virus and 72 of our staff have been ill. Some have suffered greatly and we are thankful that all are still with us now.

Traveling on a regular basis between England where I live with my wife and daughter and France where my son goes to school, I witnessed first hand the great impact this crisis is having on our lives. Each and every one of you has our full support in these times in facing the challenges arising in your lives due to these events.

Construction is a hands on business, grounded in the reality of our workers on our sites and maintenance facilities. We have to rely on each other to deliver the projects our clients have trusted us with. This fosters values of commitment, solidarity and friendship which have enabled us as a group to adapt and face the situation. Back in March, Jean-Philippe Loiseau led the effort to adapt on a daily basis our Site Operating Procedures, leading the industry and avoiding what would have been a dramatic interruption of our operations. Chris Hamer's teams immediately rose to the challenge of building the Nightingale Hospitals in record time. Tony Raikes' staff increased their efforts for the NHS whilst adapting to the closure of commercial facilities. During the lockdown, Julian Gatward and *VINCI Construction Grands Projets* signed the biggest civil engineering contract in our history on HS2. Russell Matthews' teams were remarkable in their agility and have strengthened their position with their clients. During this time we have secured new work orders, such as the notable New Victoria giving us visibility for the coming year. Let me give you all a big hand for these fantastic achievements!

Despite the spanners being thrown at us this year we have stayed on course and carried on the groundwork on three important topics.

First is the excellent approach to **working safely** throughout this pandemic. The UK businesses have for so many years led the way for *VINCI* in your mature approach to safety and your performance is so often the best we can see around the world. In the face of COVID this has again come to the fore where you firmly believed you could keep working healthily as well as safely. You have shown your great tenacity, agility and adaptability along with some real grit to give our people a safe environment to work in whilst we all kept going. This spirit has shown it can also deliver improvements in our safety performance and it will be great to see this survive in our business.

The second one is the deployment of the **'Build on trust'** brand. *VINCI Construction* is reinvigorating through it the fundamental value which cements our relationships with our co-workers, with our management and our teams, with clients and with the communities where we work. TRUST is the glue which allows us to operate as a decentralised company, where the most important person is on the ground, dealing with the realities of our sites, of the client, of our suppliers and of the environment. 'Build on trust' is a very simple and elegant way to communicate who we are. Rolling out the brand will help us to leverage the power of *VINCI* to continue to be a strong, reliable and robust business.

Third is our collective commitment to change gear on the environmental front. As a construction business, we are at the heart of a great contribution to climate change which means that we can have a meaningful and very positive impact. We can all see the great progress we have made so far through our direct actions and we are now putting our minds to continue on that route. We will continue to tackle the reduction of the carbon which is incorporated in our buildings and structures: concrete, steel and energy. The launch of the **Environment Awards** is a great opportunity to showcase what we have done and to stimulate our thoughts on new solutions. I am counting on all of you to put *VINCI Construction UK* on the podium next year!

As a closing remark I want to reflect on the lessons learned this year. As a group of talented and committed people, *VINCI Construction UK* has demonstrated a level of resilience and agility which has surprised each one of us and which gives us a reason to hope. I will not tell you that the virus will disappear next year. I don't know that and it won't change our focus. What does matter is that we have the strength and the ability to overcome it and to continue operating with mutual trust and passion.



On-site safety during the pandemic

BUSINESS ROUND-UP

BUILDING

Building division delivers some exceptional projects

The unexpected challenges of the pandemic have not only broken down barriers but have also been the catalyst to new ways of working and innovative ideas. Building division has delivered some incredible projects this year in supporting the NHS including the Nightingale North West Hospital in Manchester, temporary Rainbow Hospitals in Deeside and Bangor, The Christie along with Preston UCLAN and Preston Hospital.

The division has been innovative with virtual site handovers including The Cross Passage at NCGM and continue to embrace digital and environmental initiatives. The superb luxury spa Buxton Crescent Hotel which includes 81-bedrooms occupying the Crescent was also successfully handed over along with the multi-million-pound redevelopment of one of the largest independent schools in the UK, King's School, delivering state-of-the-art facilities for students. The mixed use development at Warrington Town Centre, Tameside Interchange and the redevelopment of Barton Square earlier in the year were delivered to exceptionally high standards. Morberly &



Spreytonway and East Park student accommodation have also been successfully handed over to another happy client as has St Peter's MSCP. Current live projects, including The Guildhall, UCL, HCA, Perry Barr and Oxford Street are progressing well with the teams doing a fantastic job in adapting to current Government legislation.

Building division has been appointed to deliver the construction of a two-storey building to house a new cancer centre and works have started on two multi-storey car parks for Sandwell and City Hospitals. Teams are currently on site to deliver the 50,000sqft mid tech advanced manufacturing facilities, as Harlow Science Parks expands, along with the long awaited Northgate scheme.

FACILITIES

Business continuity

From castles to cancer wards to railways *VINCI Facilities* has successfully mobilised contracts throughout 2020 worth up to £100M a year. The Clatterbridge Cancer Centre NHS Foundation Trust in Liverpool was mobilised in February 2020 prior to the hospital opening in June 2020 during the first wave of the COVID-19 pandemic.

The *VINCI Facilities* team is providing hard FM services to a new specialist cancer treatment centre with 110 inpatient beds, five linear accelerators and bespoke day care facilities for the treatment of both solid tumour and blood cancers. For Cadw, the Welsh Government's historic monument service, the FM team will be doing cleaning, hard and soft landscaping and external works including all mechanical and



electrical maintenance across its 130-Monument estate throughout Wales. *VINCI Facilities* is also delivering total FM for the East Midlands Railway - which is testimony to the group's strong transport reputation as well as the work of FM for TfL. Work will include hard and soft FM services such as M&E and planned and reactive fabric maintenance across 90 stations and offices from Derby, Leicester and Nottingham and Lincoln to Cleethorpes, Sheffield and Loughborough.

TAYLOR WOODROW

2020 Milestones

The *Taylor Woodrow* team has continued to deliver an outstanding contribution towards UK infrastructure in 2020. Starting with our HS2 Main Works Civils and Old Oak Common Station projects, both teams have begun work on the ground which is an exciting milestone both for us and for the future of low carbon travel.

Our highways teams have delivered both the M20 Junction 10A and the M6 J2-4 Smart Motorway into use and achieved an exceptionally challenging programme of works on the M4 J3-12 Smart Motorway; with structures being demolished, rebuilt and extended along the length of the project. Our Crossrail C512 Whitechapel team has delivered the station's operations room into service and completed a busy regime of fifteen weekend railway possessions since May in order to meet deadlines for completing



various elements of the project. At Norwich Crown Point Depot, the team has delivered Roads 13, 14, 15 and the depot's heating system ahead of schedule and are busy planning for the delivery of an extended scope of works. We were awarded the EcoPark South project for client North London Waste Authority and named as First Placed Framework Contractor for infrastructure delivery at the £6BN Meridian Water development and are starting to progress these projects towards their start on site.

BUSINESS ROUND-UP

IN BRIEF

£50M Marketfield Way scheme

Building division started work on the £50M Marketfield Way scheme, including a nine-screen cinema, shops and restaurants, an underground car park and 150 one- and two-bedroom homes. The project will benefit the local economy with much needed employment and training and skills opportunities for local people.

Clatterbridge Cancer Centre

VINCI Facilities is delivering cancer hospital FM in Liverpool worth £5M. The project at Clatterbridge Cancer Centre NHS Foundation Trust was mobilised in February 2020 prior to the hospital opening in June 2020 and will deliver hard and soft FM services over a 5-year contract.

EcoPark South

Taylor Woodrow was awarded the contract to deliver a flagship Resource Recovery Facility in North London, with capacity to manage 135,000 tonnes of recyclable material every year. EcoPark South also includes the first ever public Reuse and Recycling Centre and a knowledge-sharing hub around the importance of the circular economy.

VINCI Technology Centre stops the leak

For three years a client tried to identify water leaks on a prestigious project in London affecting every part of the building with the potential repair cost of tens of thousands of pounds. VINCI Technology Centre's Building Pathology team located all the ingress points and the major source of ingress within 3 days.

VINCI TECHNOLOGY CENTRE UK

Let's hear it for the site team



It's been an interesting year, to say the least, and it's not over yet.

Most people know the VINCI Technology Centre for their larger projects, drop tests for the nuclear industry, full scale mock-ups, façade testing, etc.

We mustn't forget the site testing team. The division has around 20 people in the field carrying out weathertightness, structural, acoustic and air tightness testing. This often involves long days and very demanding clients. Since our work is often carried out to support practical completion, the pressure is on.

The site crew are backed up by the support team who manage well over 1,000 bookings per annum and issue thousands of test certificates.

These efforts are well appreciated by the VINCI Technology Centre UK customers, we regularly receive unsolicited compliments and achieve feedback scores between 95% - 100%.

It's been challenging this year, for obvious reasons, but the team continue to delight our clients.

CENTRAL SERVICES

More eco-friendly fleet

Since the launch of the Fleet Policy (August 2020), the Fleet team have been helping to meet the Group's objective of reducing carbon emissions by starting to decarbonise our vehicle fleet. To date, over 65 employees have switched to a full electric car and we should reach a hundred cars in Q1 2021. Electric vehicles in each grade have also been complemented by self charging mild hybrids and cleaner diesel and petrol vehicles which meet the new reduced CO₂ emission bands and the stricter WLTP measurement criteria. To make the switch to EV's as easy as possible for our employees, the Fleet team have been providing new step by step guides. The home charging guide put together by Wendy Howarth to help employees obtain a charging point for their homes has been well received.



We are also focusing on our commercial fleet of vehicles, primarily for our FM business where fleet contributes to ~95% of their carbon emissions. We supplied 17 mild hybrid vans to Facilities, these reduce lifetime CO₂ emissions by 11.45% and lifetime fuel costs by 10.56% and our first EV van to facilities (pictured).

PEOPLE ROUND-UP

Get involved in the VINCI Environmental Programme

In January this year the VINCI Group published our Environmental Ambition, the public commitment to act for the climate, optimise resources through the circular economy and preserve natural environments, as well as reduce our CO₂ emissions by 40% by 2030.

We are all part of the solution and all VINCI employees are encouraged to share your tried and tested individual or group initiatives focused on reducing carbon emissions, circular economy and preserving nature in the **VINCI Environment Awards**.

Please **register on environment.VINCI.com today** to submit your initiative by 28th February 2021 to help the planet and for a chance to win one of the 9 UK regional prizes of £2,000 each or even the Grand prize of £4,000. There will also be divisional and company prizes so you can win twice or three times with one submission!

Even if don't have a project you could submit, you can be part of the Awards programme by voting for your favourite entries submitted by our VINCI colleagues. To be able to vote, please register on the platform as soon as possible. If you encounter any technical issues, please follow the login instructions on Environment Awards page on VINFO (<http://vinfo.VINCI.plc.uk/programmes/Pages/VINCI-Environment-Awards.aspx>).

You can learn about our impact on the planet and how to make things better with our excellent **Environmental Awareness e-Learning module** on VINFO (www.VINCIElearninguk.net/Environmental/EN01_01.aspx).



Interview: Helen Knight, Group Health & Wellbeing Manager



Hello Helen, the Group Health & Wellbeing Manager is a new position at our company. What was the background to its creation?

The business wanted to give both Physical and Mental Health as much focus as we do to Safety.

What does your role include?

I work across the different BU's supporting the Managing Directors, Regional, Divisional and Project Directors. I liaise with the Heads of HSEQ, HR Managers and Comms Leads to deliver our Wellbeing Strategy.

A big part of my focus has been to explore how we can best **support** our people's health and wellbeing through these unusually challenging times. People have been experiencing different levels of anxiety and fatigue around health concerns for themselves and/or loved ones, or from working extra hard on our projects keeping our front-line services going. As part of our mental health focus this year, we are raising awareness of the importance of practicing **Kindness and Compassion** and recognising that it's ok not to be ok. I am developing the Wellbeing Champion network, reviewing our Mental Health First Aider programme and our Wellbeing Strategy.

I am not a counsellor, but have worked with our Line Managers to help them to signpost our colleagues who are going through challenging times to the professional services available at VINCI: the Employee Assistance Programme or via a referral to Occupational Health for example.

You joined the company as the lockdown was starting in March...

When I joined, our offices were closed and therefore my first few months I was meeting people via Zoom and Teams. Everyone was very welcoming, but many people were in the midst of COVID-19 crisis management and were very short of time to connect.

However, since we came out of the first lockdown, I was able to start to get out onto our projects, and meeting stakeholders to gain insight into the Wellbeing challenges of our people. Many of us are going through lockdown again, but our offices are staying open. It is really important to continue to support the Wellbeing of all of our people who are out there on the front line delivering our services 365 days a year whilst staying COVID secure of course.

Please tell us a bit about yourself.

One of my favourite ways of relaxing is going for long country walks with my high energy working cocker spaniel, called Freddie. I also practice mindfulness and use techniques such as Heartmath, the very simple breathing techniques which have a positive effect on your heart rate and overall physiology helping to reduce any long-term damage to your body. I am really interested in the science behind health and wellbeing and enjoy reading the latest research studies and findings. This led me to study my postgraduate MSc in Workplace Health and Wellbeing.

Family are very important to me. My Mum and Dad moved to Spain when they retired and it was a great excuse to spend our holidays there for many years, enjoying the sunshine and the laid-back lifestyle, although like many of us, I haven't been away now for over a year and I really miss it!

Thanks a lot!

PEOPLE ROUND-UP

IN BRIEF

10 years' anniversary of partnership with DofE

To mark the milestone, we fundraised almost £1,400 through the DofE Virtual Adventure. To date, 73 of our colleagues successfully completed the DofE Gold Award programme with the next cohort scheduled for September 2021 (check VINFO for updates).

Regional Director London and North

Phil Willmott was promoted to Regional Director for London and North for the Building division, replacing Andrew Nicholson, who has decided to retire from the business.

Real living wage

VINCI Facilities has become a Recognised Service Provider with the Living Wage Foundation, a first step on a journey to influence its clients to support the real living wage (RLW) and contribute to our commitments under the People Matter Charter (bit.ly/3f4MgQM). RLW is higher than the national living wage and takes into account the money required for a 'basket' of household goods and services.

£100,000 for charities

The Taylor Woodrow's M4 J3-12 team raised £100,000 with their Big Night In, inspired by a worker wanting to donate a weeks' wages to the NHS to help with the crisis. Funds went to the NHS Charities together COVID appeal, Slough Foodbank, and Daisy's Dream (a local bereavement support charity).

A 1000-mile challenge

Chris Gee and his colleagues at VINCI Technology Centre completed '1000 miles in 31 days' challenge and raised £880 for SUDS UK charity for earlier this year. SUDS UK is dedicated to raising awareness, funding research and bringing together families affected by Sudden Unexplained Death in Childhood.

VINCI Foundation

This year, VINCI UK Foundation continued with the annual programme of awarding much-needed funds to local charities as a way of giving back to the communities we work in and distributed special COVID-19 grants to help tackle the impact of the pandemic on the most vulnerable members of society.

The annual scheme saw ten VINCI Construction UK charities across the country receive grants totalling £51,530. The awarded charities offer invaluable support to their local communities by providing access to employment, integration through housing, inclusive mobility and building better communities in underprivileged neighbourhoods. The successful applications for the funding were hugely helped by our colleagues ('Sponsors') who have been volunteering their time and professional skills to their chosen charity.

The 2020 successful charities and their Sponsors:

VINCI UK
FOUNDATION

BEDFORD CITIZENS HOUSING ASSOCIATION Sponsor: Phil Russell <i>VINCI Facilities</i>	CENTRE FOR ADHD & AUTISM SUPPORT Sponsor: Peter Von Motz <i>Building division</i>	INDEPENDENCE AT HOME Sponsor: Helen Pietruch <i>Building division</i>
NORTH WORCESTERSHIRE BASEMENT PROJECTS Sponsor: Andrew Astley <i>Building division</i>	PLAYSKILL Sponsor: Serina Coles <i>Central Services</i>	SAFETY NET Sponsor: Charlotte Walsh <i>Building division</i>
THE PROUD TRUST Sponsor: Rob Byrnes <i>Building division</i>	WATFORD SHELTERED WORKSHOP LTD Sponsor: Cara Kennelly <i>VINCI Facilities</i>	WAY AHEAD SUPPORT SERVICES Sponsor: Nirmal Singh <i>VINCI Facilities</i>
YOUNG FUTURES		
Claire Ammar <i>Building division</i>	Sponsor: Juliette Lezé <i>Taylor Woodrow</i>	Rola Raad and Charles Louet <i>VINCI Construction Grands Projets</i>

During the first lockdown, the Foundation donated £89,795 of the COVID-19 funding to VINCI Construction UK supported charities. One of them was University Hospitals Birmingham Charity which received a grant of £22,000 for development of staff wellbeing hubs at Good Hope, Heartlands and Solihull hospitals and Queen Elizabeth Hospital Birmingham.

"At the peak of the pandemic, the hubs were so vital to our staff for their physical and mental wellbeing, and as a Charity we wanted to fund continuation of these hubs so that they can continue to be a space for our hardworking staff to relax. Thank you so much on behalf of the people in our community who will benefit greatly from your generosity." said **Laura Power, Fundraising Manager.**





The employee engagement survey was an opportunity to have your say. How do people really feel about the business and their role within it?

Over the years as a result of feedback from our Engagement Survey, we have improved our business in so many ways; our safety record, our profitability, our cash balance and most importantly our engagement score. Our sustained success over the last few years is undoubtedly because of our attention to our strategies, all of which rely heavily on us listening and acting on the views of our people.

More than ever in 2020 the COVID-19 pandemic has tested our business, and this year's Engagement Survey was an important opportunity for us to learn what our people really think about VINCI. It's encouraging to see 82% of respondents agreeing that 'The way the crisis was responded to and managed demonstrated that The Company cares about its People'. On this page we have highlighted some of the improvements across the business. Look out for the published results and local action plans for your division/department.



BUILDING
14%

ABOVE EXTERNAL BENCHMARK
Agree 'The attitudes and behaviours of senior managers at my workplace set a good example'



TAYLOR WOODROW
17%

INCREASE FROM 2019
Agree 'The Company has a plan for the future to ensure continued success'



VINCI FACILITIES
13%

ABOVE EXTERNAL BENCHMARK
Agree 'I'm encouraged to share best practice and lessons learnt'



CENTRAL SERVICES
12%

INCREASE FROM 2019
Agree 'I feel appreciated, valued and recognised for the work that I do'



FIR
80%

Agree 'My workplace is inclusive, people are treated fairly, equally and with respect'



VINCI TECHNOLOGY CENTRE UK
16%

INCREASE FROM 2019
Agree 'I believe action will be taken as a result of this survey'

87%

OVERALL
ENGAGEMENT SCORE
FOR VCUK

INCREASE OF 2%

85%

RESPONSE RATE



The VCUK employee engagement survey is managed externally by People Insight to guarantee responses are anonymous and analysis is objective. Where we refer to a benchmark, this is based on People Insight data from 300 organisations.

CENTRAL SERVICES

HR



THERESE STEVENSON
HR Director

The HR team has been at the center of the rapid response to COVID-19 and in keeping the workforce engaged and productive.

Overcoming lockdown challenges

When the government announced the full lockdown back in March 2020, I remember team members gathering up their belongings so that they could set up a suitable space at home. Some colleagues were a little emotional having never worked remotely before and not knowing when we would be back in our normal working environments, so I have been very proud of the quality, output and the pace at which the HR Department and our business has reacted to the pandemic.

The HR department has been at the center of our business' rapid response to COVID-19 and continues to play a pivotal role in keeping the workforce engaged and productive, which is evidenced by the overall increase in engagement scores across the business. During the first few months of the pandemic priorities for the department were focused on deciphering what was important in the short term whilst continuing to keep up with the busy day job.

I would like to take the opportunity to thank the HR Department for all their hard work.

The outbreak of COVID-19 created a temporary reduction in our businesses' usual workload which resulted in Furloughing 550 of our employees (we chose to enhance the payments being made to Furlough workers). The organising of this kept our HR Managers, Admin team and Payroll team very busy.

Our Academy team worked hard to find alternative ways to continue to offer learning and development opportunities, with lots of learning taking place virtually.

The introduction of new ways of on-boarding of our new starters (including our Graduates and Apprentices) has been well received by hosting live broadcasting of our inductions with minimal technical glitches.

Having clear and consistent communication continues to be key in maintaining equilibrium when there is so much disruption, change and fear and the teams have done a great job ensuring that our employees felt connected during this time whether employees were self-isolating, on Furlough, working remotely or, of course, our employees who have continued to work tirelessly on our projects.

I am amazed at how adaptable our people have been and continue to be and how their compassion for others is unadulterated, this is definitely a positive we should take and is what makes VINCI a great place to work.

Therese.Stevenson@vinci.plc.uk

FINANCE



CHRIS BRENNAN
Group Finance Director

I'd like to thank the Finance, site and IT teams as everything worked perfectly.

Adapting to ensure continuity of service



Wow where to start with 'The Summary of 2020' for the Finance team. Like most office workers in the UK, we packed up our 'belongings' on the 16th March and headed to our homes to start a new working experience, one that the vast majority of us had never experienced before.

There was some nervousness in the first few days, would our Business Continuity Plans be robust enough to enable us to work? Would IT work? What if the staff in the team processing payments through our bank to suppliers, subcontractors and more importantly our wages and salaries(!) could not function and we ended up with accounts on stop causing disruption to our projects and sites. Our fears were soon gone. When computers were switched on and connected to home broadband they performed exactly the same as they did when working at our desks in the office and could access the same applications and folders.

In the period April to October we managed to process and pay 52,000 invoices (same period in 2019: 55,000) and to process and pay 20,000 subcontract certificates (same period in 2019: 18,000).

This has helped to ensure that our operations continued. We have also continued with our reporting obligations, be that to our French parent with quarterly accounts and forecasts or statutory reporting to HMRC or Companies House all with working remotely the majority of the time. I would like to thank the Finance teams in Watford and Widnes for enabling all of this to happen, a thank you to the site teams for keeping to timetables of submitting information to us and a thank you to IT as everything worked perfectly.

If the last 8 months has been crazy, we are about to embark on another crazy period of year end reporting, with timetables very tight as usual, please keep an eye out on VINFO and through the Finance Leads in your division on what these revised timetables mean to you.

Have a Happy Christmas everyone and a great New Year!

Chris.Brennan@vinciconstruction.co.uk

PLANT & FLEET



ANDREW THOMSETT
Plant & Fleet Director

Plant introduces solar tower lights, hybrid solar/LPG energy, mobile plant telematics and HVO fuel to meet our carbon reduction target.

Trial on a new type of fuel



Over recent years the Plant department has had a key role to play in the carbon reduction target with many new electric and solar products coming to the construction market. These include dumpers, mini excavators and telehandlers. We've already successfully introduced solar tower lights to our sites and these are becoming the hire product of choice.

Next is improved hybrid solar or LPG welfare and improved energy efficient main accommodation for the site teams. The mobile plant we hire will come with the latest clean engine technology and full telematics allowing the site teams to better manage its use to help reduce operating costs and carbon emissions. We have just completed a successful trial with Sunbelt Rentals using a new type of fuel called HVO. HVO fuel is an environmentally friendly alternative to traditional diesel and importantly it eliminates up to 90% of net CO₂ and significantly reduces nitrogen oxide (NO_x), particulate matter (PM) and carbon monoxide (CO) emissions. Our trial used two brand new 40kva generators run continually for 4 hours whilst connected to exactly the same load to ensure a consistent data set.

Initial data is very promising and also highlighted a 5% fuel reduction when using HVO although the supplier claims 10% is possible. Our first electric vehicle charging points have been installed at Astral House with Widnes and other offices and our larger sites to follow. We've also been looking at solar charging canopies to supplement the mains supply to reduce emissions even further and ultimately reduce our supply cost. This is being managed by a small working group with representatives from fleet and the three divisions.

The Fleet department have recently supplied five 4x4 vehicles to HS2 to help with the mobilisation phase before the main construction earthworks start early next year. We are working closely with our colleagues in Balfour Beatty to offer a solution which will encompass a total fleet management offering for the contract.

Andrew.Thomsett@vinciconstruction.co.uk

PROCUREMENT & SUPPLY CHAIN



NEIL MANT
Procurement & Supply Chain Director

Sustainable Procurement, an important part of being an ethical business, has remained high on the list of priorities for 2020.

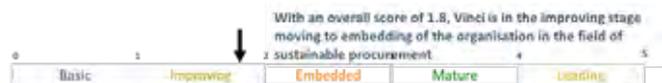
ISO20400 alignment for sustainable procurement

It's been a busy year for the supply chain and procurement team with many new initiatives on the agenda as well as supporting the business supplying much needed materials to our teams and projects throughout the pandemic.

Sustainable Procurement has remained high on the list of priorities for 2020 and we have delivered a strategy to align our business to ISO20400 which is the guidance standard for sustainable procurement.

Sustainable procurement is an important part of being an ethical and sustainable business, taking social and environmental factors into consideration alongside financial ones when making procurement decisions. This ensures that we can be competitive whilst minimising harm to the environment and mitigating negative impacts on people within the value chain as well as the wider community.

Action Sustainability have now assessed us against the ISO20400 guidance standard assessment which consisted of a very detailed desktop review and interview. We currently score a 1.8 out of 5 which means we are at the improving/embedding stage of aligning to the framework.



We will now start work on formalising our sustainable procurement policy and integrating it into TWWWW, working with the wider business to understand how it will integrate with and complement existing processes. We will also develop a plan to continue to progress against the guidance standard and aim to increase our alignment score 1 point year on year to take us to 'industry leading' within 3 years.

Aligning to the standard is a great way for us to continue to demonstrate our commitment to being a sustainable business not only to our clients but also to our people and the wider market. Sustainable Procurement is hugely important, and we all have a part to play in its successful implementation.

Neil.Mant@vinciconstruction.co.uk

DIRECTORS ROUND-UP

Chris Hamer, Building division



So what a year it's been. From a moderate start to the year, through the manic period of the first shutdown, then a resemblance of normality and now back again into a second shutdown and we haven't even reached the Brexit Barrier yet!

But what an incredible period it has been, and it really has shown me how resilient our teams have been, and how they have measured up to and surpassed the challenges thrown in their path.

From a call with the Department of Health on a Saturday morning in mid-March, we were mobilising the same day and hit the ground running at the GMEX on the Monday morning for the first of the Nightingale Hospitals in Manchester. Within a month we had delivered 4 Nightingales (or Rainbows as they are known in Wales) and 2 COVID acceleration schemes and had turned over in excess of £25M in doing so.

The lengths that the staff involved went to deliver these facilities at break neck speed certainly exceeded my expectations, working every minute of every day to get these makeshift buildings patient ready, to help the NHS fight the pandemic.

And even after completing these projects there was no respite as we endeavoured to pick up the lost time caused by labour and material shortages, to complete 2 student accommodation schemes as well as a very large school in Macclesfield, to ensure that student occupation was achieved on time.

Both the Nightingale projects and the student works were only achieved by 'shipping' people in from other regions to meet the needs – a great sign of the cooperation that exists across the whole division. Another very pleasing aspect of the last few months has been that the pre-construction teams have managed to convert several preferred bidder opportunities into full awards to secure a very healthy future workload for 2021 and beyond. These have included Marketfield Way, Chester Northgate, New Victoria, Ellesmere Port and several health projects under the P22 Framework.

On a personal front, the pandemic has meant that I have spent more time at home and I've had the opportunity to do some re-modelling in our house. But as I've shared before, my DIY licence was removed many years ago and so I'm only allowed to do works in the demolition phase! I'm made to leave any other works to the professionals. And I would like to finish by asking the question 'What have you done today to make you feel proud?' And the answer must be... 'One helluva lot!'

Tony Raikes, VINCI Facilities



VINCI Facilities had a great start to 2020: our best ever across Facilities Management (FM) and Building Solutions (BS) until the coronavirus, inevitably, had an impact. But what COVID-19 has done is amplify exactly what makes our business so robust in the first place – our people, and their focus on the absolute best possible outcomes for their customers and colleagues.

This pandemic also highlighted the vulnerability of the private sector, and so our strategy to operate across two markets, with a broad range of public and private contracts in different sectors, has reduced our exposure to its effects. Indeed, engineers working on Dixons, Debenhams and other retail contracts impacted by the first lockdown volunteered to support our hospital contracts where demand was unprecedented.

In March we successfully implemented our contingency plans. There was no rule book for such an event, and I am proud of the way everyone responded across all our operations, especially our healthcare teams.

One example is how we maintained oxygen supplies at Queen Elizabeth Hospital, Woolwich as demand increased, leading to the risk of the pipework freezing. Our engineering team designed and installed a de-icing station to ensure a constant flow of oxygen to over-stretched, under-specified COVID-19 wards. Every project, of course, has its own stories of how they have gone above and beyond to support our customers, our supply chain and the communities in which we work.

Whilst profitability will be lower than planned, we have performed very well in the circumstances, we won work and mobilised new contracts such as East Midlands Railway, Islington Council, CADW and Clatterbridge. Many of our public sector clients have increased our workload, recognising the exceptional work our teams deliver for our clients. We will finish 2020 strongly and we are in good shape for 2021 as well.

We are not sure of the future, yet I am cautiously optimistic, as we have an exceptional team capable of adapting to whatever external challenges we face. Significant progress has been made in our digital transformation and we have laid the foundations to achieve our environmental ambition in the coming years.

We continue to achieve profitable growth and look to secure major new contracts, such as with the Future Defence Infrastructure Services (FDIS) contract for the MOD, one of the largest FM contracts being tendered anywhere in the world. Thank you.

Julian Gatward, Taylor Woodrow



It is hard to find a word to describe my reflection on 2020 as a whole. It feels wholly wrong to be so positive about a year within which so many people have seen such hardship, but 2020 really has been a great year for *Taylor Woodrow*.

This time last year I might have been full of hope for 2020 and what it may bring but I couldn't be 100% sure that the government would proceed with High Speed 2 and we didn't really have that much awarded work for 2021 and onwards.

Rolling forward to now we have a completely different outlook on our next 7 years and I am sure that this contributes greatly towards the increase in the engagement survey results.

Now as we look towards our horizon we can see £1.5bn of work for us on High Speed 2 split between the Main Works around Birmingham and the new station at Old Oak Common, we can see two projects in the South West for Highways England, two projects in North London at Edmonton, a pipeline for Esso and sub-stations for National Grid in their new Framework and out of all of this £2bn of work only one of them has not been awarded to us yet. That's one hell of a good future for us to be excited about and presents so many opportunities for everyone in *Taylor Woodrow*.

All of our success in winning work as *Taylor Woodrow* rather than in JV this year has brought more opportunities for us to deploy The Way we Work and the key strategies for Carbon and Social Value that we launched this year. We know these are priorities for our clients on the two projects in North London, and our approach to each were reasons behind why we won these projects. Starting our projects on the A358 and the pipeline will also facilitate greater visibility of our own working procedures, and will enable us to hone these to make sure they truly support how we operate on our projects.

It would be lovely to say that we have dealt with Coronavirus and that it is past us but unfortunately that's not the case. What I can say is that I have been utterly delighted by our response to this crisis, as with every other challenge set in front of us we have met it unflinchingly and managed our operations to keep our people healthy and our work safe throughout the year. Every year in *Taylor Woodrow* we rise to meet our challenges which are most often tight deadlines or possessions and this year has been no different, COVID has just added another dimension to this challenge so thank you to every person in our team for marking such hardship with such success.

Russell Matthews, VINCI Technology Centre UK



At the start of the year the outlook for *VINCI Technology Centre* felt very positive and I was looking forward to a good year, but when Lockdown struck in March we were badly impacted.

The message from Government about construction continuing to work wasn't clear and many of our clients stopped work despite not actually being told to do so. Our turnover in April and May was reduced by half and we put 50% of our team on furlough leave. The outlook was bleak.

Since then I'm delighted to say our workload has returned to previous levels and we have got all our people back from furlough. We also were successful in securing an important project for EDF to provide a new tendon stressing platform for the gallery underneath the reactor at Hartlepool Nuclear Power Station (see photo) that was additional to our forecast and replaced almost all the turnover we had lost.

We are finishing the year with a high workload and forecasting a profit of 8.6%, ahead of our original budget for the year.

I believe we've achieved this because of the way everyone has coped with the challenges of COVID and adapted to different ways of working. I'd like to thank all my team for their efforts in very difficult circumstances: continuing to work on sites, in the office, at home on endless TEAMS meetings and for half my team putting up with being on furlough leave. I think everyone responded to the challenge and upped their game.

Despite the impact of COVID and lockdown, and I recognise I'm fortunate in not having any friends or family badly affected, it has brought some positives. I know I'm now having much more and regular contact with my friends than before using Zoom and online quizzes etc. which is a positive for people that like me live on their own.

For me the highlight of the year was in July when our team undertook a virtual run/walk from Lands End to John O'Groats via Leighton Buzzard to raise money for SUDC UK (Sudden and Unexpected Death of a Child), a charity very close to the heart of one of our team.



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