



OUR SUSTAINABLE BUSINESS 2020



Welcome

Throughout this report our activities are referenced to the **United Nations Sustainable Development Goals (SDGs)** to demonstrate how our activities contribute to each of them.

2020 was the year of the COVID-19 pandemic. Our teams, clients, communities and suppliers were all impacted differently, however, through collaboration and strong engagement we supported each other, leading to another successful year despite the challenges. In our annual engagement survey 84% of our employees responded favourably to the way VINCI managed and supported them in the pandemic.

In March 2020 many of our people moved to remote working and learning (76% of employees undertook formal training online in 2020). During 2020 a total of 545 of our employees were placed on furlough whilst the majority of our colleagues continued to work on sites with new Health & Safety measures put in place to protect our people and contractors. We recruited 690 people and promoted around 6% of our colleagues. We saw a significant decrease in our voluntary staff turnover from 12.2% to 9.70%. During the first lockdown our Building division responded to the government's call to help increase the NHS capacity by delivering 4 Nightingale/

Rainbow temporary hospitals and 2 COVID acceleration schemes within a month, with our Facilities Management teams providing ongoing FM Services to one of these temporary hospitals. A total of nearly 20 million hours were worked on our sites in 2020.

During 2020 we streamlined our approach to advancing FIR and we will undertake Leaders in Diversity re-assessment in 2021. We were successful in meeting our objective to improve engagement survey results in areas such as 'My workplace is inclusive, people are treated fairly, equally and with respect' seeing a 2% increase from 80% in 2019.

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. 10 charities sponsored by us across the country received grants totalling £51,530. During the first lockdown, the Foundation also donated a further £89,795 of a special COVID-19 funding to VINCI Construction UK supported charities.

In 2020 we were assessed against the ISO20400 Sustainable Procurement guidance standard, scoring a 1.8 out of 5 which means we are at the improving/embedding stage of aligning to the framework and we aim to become 'industry leading'

within 3 years.

In January 2020 VINCI Group announced our Environmental Ambition, a public commitment to minimise our impact on the planet across our operations including the reduction of our CO2e emissions by 40% by 2030. The Group organised our first VINCI Environment Day: Stand Up for the Environment and launched a global VINCI Environment Awards competition (winners to be announced in 2021) to leverage tested eco-solutions across the Group. Building on our Environmental Ambition, our divisions developed a number of initiatives such as New Biodiversity Guidance (VINCI Facilities) and the use of HVO fuel, a new environmentally friendly alternative to traditional diesel, in site generators (the Building division) and as well as continued our industry leading approach to managing environmental risks within Civil Engineering (Taylor Woodrow), the Single Use Plastic Reduction Commitment and our MyPledge campaign (VINCI Facilities). Plastic cups were removed from water dispensers at our Head Office and we stopped selling 500 ml fizzy drink in plastic bottles in our restaurant. We promoted and trialled new products on our construction sites, such as an electric telehandler.

CHRIS HAMER
Managing Director
Building

JULIAN GATWARD
Managing Director
Taylor Woodrow

TONY RAIKES
Managing Director
VINCI Facilities

RUSSELL MATTHEWS
Managing Director
VINCI Technology Centre UK





HEALTH & SAFETY

(1/2)

Health & Safety | In our hands

Our first duty remains to ensure the occupational health and safety of our employees, contractors, temporary employees and others affected by our work. We aim to reduce and, where possible, eliminate harm and injury from our worksites, corporate sites and during work-related travel.

The management system we use to ensure we achieve the right outcomes in Health & Safety complies with the requirements of ISO 45001, the recognised international standard. This emphasises the importance of visible and active leadership in setting the right context; we never allow production to outweigh the health and safety of our people.

2020 was the year of the COVID19 pandemic and this national health emergency had implications for many of our projects and contracts. In making our workplaces COVID19-secure, we were able to continue to deliver for our customers throughout the pandemic. The closer focus upon the safe planning of work that was necessary to ensure workplaces were COVID19-Secure also contributed to improved injury rates across the business.

During 2020 and despite the pandemic, a total of nearly 20 million hours were worked by our people and contractors with 36 people suffering a lost time injury. This translates into an annual frequency rate over a rolling 12-month period of 0.16 injuries per 100,000 worked hours; the lowest figure we've recorded since 2014.

We recognise that improvements in Health & Safety outcomes are fragile, so we are continuing to improve our risk control arrangements and guard against complacency. This



Since 2018, over 200 Leaders and Senior Managers have completed their 'Essential behaviours for Leaders' training as part of our THINK AGAIN programme.

is why we encourage everyone to speak-up when they encounter an unsafe situation and to intervene to help their colleagues work safely. This is a powerful tool to help us prevent harm from occurring and in 2020 we saw another increase (12%) in recorded close calls and positive interventions.

As part of our engagement with our workforce, we joined our colleagues across VINCI Construction worldwide by celebrating International Safety Week with our own event; Take a Break for Health & Safety where the theme was Major Risks. This provided us with an excellent opportunity for discussions across the business aimed at ensuring we work together to manage the key risks in our business. The COVID19 pandemic meant that in 2020 we weren't able to re-run our biennial safety climate survey so we will aim to do this in 2021, lockdown permitting.

Our efforts in reducing harm were recognised once again by the Royal Society for the prevention of Accidents who awarded our VINCI Facilities business with the prestigious President's Award for 10 years of excellence in Health & Safety.



ALL INJURY RATE

0.92

DOWN 28%



LOST TIME INJURY RATE

0.16

DOWN 33%



RIDDOR FREQUENCY RATE

0.07

DOWN 41%



CLOSE CALLS & POSITIVE INTERVENTIONS

13,416

UP 12%



HEALTH & SAFETY

(2/2)

Health & Safety

In our hands

CASE STUDY

CCS Success for Taylor Woodrow and Building Division

The Considerate Constructors Scheme awards recognise the highest performing construction sites across the UK and Ireland. In 2020 VINCI Construction UK picked up three awards for Taylor Woodrow and two for our Building Division:

- Gold award to M6 junction 2-4 Smart Motorway team for showcasing an exceptional approach to considerate practice through fantastic external appearances and brilliant work with the local community.
- Silver award to M4 junction 3-12 Smart Motorway, Crossrail C512 Whitechapel Station, New Covent Garden Market - A1B1 and Security Lodge project and Devonshire Park.



The projects demonstrated a fantastic level of consideration towards the public, their workforce and the environment through adhering to the Scheme's Code of Considerate Practice.

CASE STUDY

HSEQ Excellence Award, York Guildhall

Building division's team members working on our York Guildhall site were presented with a HSEQ Excellence Award for helping a member of the public in distress. When they arrived at the scene, they found a female in the water by the bank, being supported with a life ring, which a passer-by had located. Andy, Matt and Michael proceeded to help the casualty by supporting her securely until the Fire and Rescue boat arrived a few minutes later and recovered her to their boat. The Station Head from York Fire Station visited them at Queens Staith the following day and thanked them



CASE STUDY

Social Distancing 4D Model

Balfour Beatty VINCI Joint Venture has demolished, rebuilt or widened 12 bridges on the M4 across 20 weekend closures. All works were completed injury and accident free with the use of a 4D model to plan and carry out works in accordance with our high Health and Safety Standards. Much of the programme was completed under COVID restrictions, and so the model was used to identify where and when 'pinch points' would occur with respect to social distancing; enabling the team to decide on the controls to be put in place to mitigate risk. The 4D model was also used to disseminate the safe operating procedures. A great use of technology to help our people stay safe!





(1/2)

Wellbeing

Care, kindness and compassion

As the COVID pandemic brought new challenges to our employees, the focus of our newly recruited Group Health and Wellbeing Manager was to prioritise our people's wellbeing around care, kindness and compassion by supporting and listening, recognising that it is completely normal for our people to have anxieties about their work, families and loved ones and themselves. Many of our workforce were working extra hard on our projects, helping to keep our frontline services going with a percentage of our colleagues working from home, many for the first time.

We reinforced the kindness and compassion message during World Mental Health Day where we invited nutritional wellbeing experts to deliver 'Foods to Boost Your Mood', establishing the link between nutrition and energy. Additionally, four company Mental Health First Aiders delivered 'Supporting our Mental Health through challenging times' sessions via webinar.

'The Line Managers Care Toolkit', our mental health line manager training programme was reviewed to help managers to spot the signs of mental health, provide the confidence to have early conversations and know where to signpost through to for additional support as well as encourage our managers to lead by example and demonstrate healthy behaviours. The programme will run across the business throughout 2021.



Responding to additional COVID-19 related risks, we promoted flu awareness and encouraged booking in free flu jabs via the NHS to eligible colleagues and offered funded flu jabs for all other employees.

We carried out Targeted Interventions for those most in need within the VINCI Facilities division by launching a pilot of Thrive Mental Wellbeing in both our FM and Building Solutions business lines.

To ensure that our homeworkers were properly supported and had the appropriate equipment, we introduced a new Display Screen Equipment Training Module and Risk Assessment.

Our Mental Health First Aider Programme for our network of trained Mental Health First Aiders across the business and Wellbeing Champions we have in some areas will be fully reviewed and updated in 2021 to ensure that the business has sufficient coverage and that they are fully supported in their role, whilst having the opportunity to normalise their feelings and emotions whilst supporting our people through COVID and beyond.

In 2020 the company annual engagement survey included a new question on health and wellbeing measures. 'Understanding the steps the Company has taken/is taking to ensure my health and wellbeing at work' scored a high 86% response (taken from 2874 responses).

Impact	Question	Theme	Response favourability	Comparison
	Understand the steps The Company has taken/is taking to ensure my health and wellbeing at work	Response to Covid-19 situation	86% 9% 5%	0

Our learning on the required additional support and two-way communication with our employees throughout COVID-19 will inform the development of our new Wellbeing Policy which will be launched across the business at the beginning of 2021.



PROMOTING FLU AWARENESS



'LINE MANAGERS CARE TOOLKIT' MENTAL HEALTH LINE MANAGER TRAINING PROGRAMME



(2/2)

Wellbeing

Care, kindness and compassion

CASE STUDY

Our Wellbeing Guide

'Our Wellbeing' Guide provided hints, tips and guidance on how to stay healthy and well through COVID-19. It recognised the additional psychological and physiological risks that our people were being exposed to during COVID-19 and included:

- Support for our home workers around structure, balance and encouraging people to take regular breaks, also encouraging our Line Managers to agree more frequent contact with lone workers to help with isolation, for example.
- Nutrition, hydration and warm-up exercises for our people working extra hard on contracts to reduce aches and pains.
- Financial hints and tips.
- Signposting through to our support services, including the Employee Assistance Programme, our Mental Health First Aiders, Wellbeing Champions and external resources like the Money Advice Service and Martin Lewis website.



CASE STUDY

World Mental Health Awareness Week

We developed a programme of activities taking place during the week, which included our HSEQ Director blogging about his Mental Health experience with depression and a communications campaign to encourage others to blog about their experiences from across the business and that it was 'OK not to be OK'. We had around 50 people share their Mental Health related experiences.

- Business psychologist Bernie Graham delivered Kindness and Compassion workshops webinar sessions to our teams and our Joint Ventures partners.
- We provided additional 'Supporting our Supporter' sessions to provide an opportunity for our Mental Health First Aiders to check-in and share their experiences, both for themselves during COVID-19 and also in their role of supporting others with a psychologist.
- We partnered with Mental Health Charity, Mates in Mind, to launch a virtual 100m step challenge, to encourage our people to get together virtually as an exercise delivered via MS Teams during lockdown and give their Mental Health a well needed boost. James Rudoni, the charity's MD, recorded a video to launch the 'Every Step Counts Challenge' and we raised £1500 for them.
- We worked with the Communications Leads across the business and requested the Kindness and Compassion stories with photos and created a montage of the events that took place across our divisions. Key message - to keep the focus on Mental Health going not just for the Mental Health Awareness Week, but day in day out, 365 days a year.





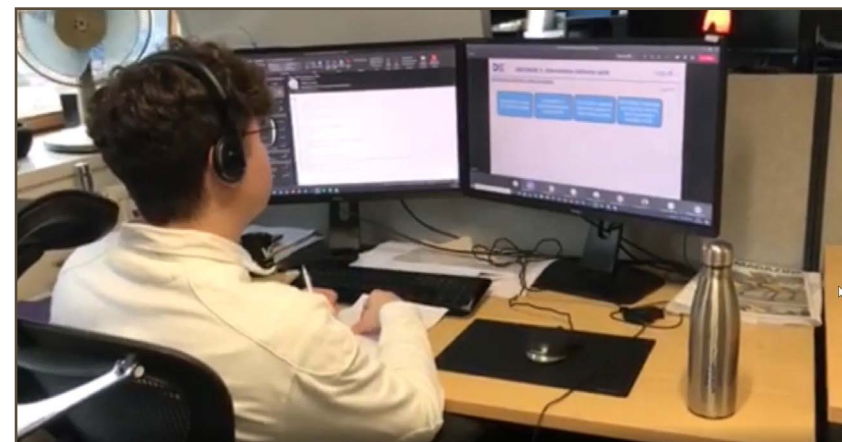
(1/2)

People | Our greatest asset

2020 was a year like no other with the additional challenges that COVID-19 brought. With customers demanding more, targets being stretched and 10% of our workforce having reported symptoms of COVID-19, our people have come under additional high levels of pressure, however, despite these challenges, people across our business have performed exceptionally well throughout the year.

The outbreak of COVID-19 created a short-term temporary reduction in our business's usual workload and turnover which resulted in Furloughing a total 545 of our employees over the course of the pandemic. VINCI chose to enhance the payments being made to Furloughed workers, and our engagement survey results inform us that 84% of our employees responded favourably to the way VINCI has managed and supported our employees over the course of the pandemic. During 2020 we recruited 690 people, with 5.82% of our people being promoted. Our voluntary staff turnover rates significantly decreased from 12.2% to 9.70%.

During 2020 we found alternative ways to continue to offer learning and development opportunities with lots of learning taking place virtually. 76% of employees have undertaken a formal training activity (excluding mandatory e-learning). Spending through the Academy (excluding the Apprenticeship Levy) in 2020 was just over £1 million accounting for some 45,530 formal hours of off-the-job training time. We utilised 110% of payments from the Apprenticeship Levy on a monthly basis and worked to maximise the opportunity the levy creates by introducing programmes aligned with apprenticeship qualifications, such as the VINCI Facilities Management Development Programme.



UTILISATION OF THE MONTHLY APPRENTICESHIP LEVY

110%



PEOPLE ON TRAINEE SCHEME OR UNDERTAKING AN APPRENTICESHIP

397



ENGAGEMENT SCORE

87%





(2/2)

People | Our greatest asset

CASE STUDY

National Apprenticeship Week

An apprenticeship is formal, on-the-job learning linked to a structured, external qualification. We have been delivering apprenticeships for a number of years with our Academy at the heart of the programme. Apprenticeships help us build the future of our business giving us a broader, more diverse talent pool as well as support the future of our apprentices, providing opportunities to young people who may not necessarily benefit from traditional education pathways, and to upskill our workforce. Apprenticeships also create a great opportunity to build the future skills required across our business. There is no longer an age restriction on apprenticeship funding, they are available to people of all ages and at different career levels. We had 248 employees enrolled in different types of apprenticeships in 2020 (6.6% of our workforce), with more than half using the apprenticeship to upskill.



VINCI was named one of the top 100 Apprenticeship Employers in 2020 in England as announced by the British Government. The announcement is a recognition of the success of our apprenticeship programmes over the last 12 months.

CASE STUDY

Chester Northgate Development Boosts Apprentice Numbers

Eleven apprentices were employed on the Chester Northgate development in 2020 within the first six months of the scheme's construction. The Council, VINCI Construction UK and contractors demonstrated a strong commitment to ensuring the development can offer opportunities for young people to forge a career in the construction industry. Two of VINCI's Apprentices have shared their career route and their experience of working in construction:



Rachel Hughes, undertaking an Apprenticeship as a Design & Build Technician said: *"Being a practical individual, finding an Apprenticeship in the construction industry was always my first choice. With this Apprenticeship I've had a fantastic opportunity to gain valuable onsite experience with the benefits of earning whilst I'm learning and becoming a valued member of the Northgate team."*

Matthew Peterson, Year 2, HND in Construction and the Built Environment, said: *"My Apprenticeship allows me to work in different sectors of the company to experience various fields of construction, meaning I can gain a wider knowledge of how the business works and ensure I choose a path to develop my career further. I also go to college on a block release basis. I am surrounded by many experienced colleagues and constantly benefitting from their support and expertise."*

Leader of Cheshire West and Chester Council, Louise Gittins said: *"We stand united with VINCI Construction UK in our commitment to providing opportunities for young people as a result of the Northgate development; we look forward to seeing further Apprentices benefitting from our long-awaited transformation of Chester city centre."*



(1/2)

Fairness, Inclusion and Respect

The current industry statistics are truly alarming, and the industry workforce simply does not reflect the diversity of the communities that we serve. We are actively committed to advancing FIR among our recruitment, our workforce and our supply chain where everyone is recognised for having their own characteristics, background, experience and abilities. With our customers we consider the diverse nature of the communities when we make decisions to become more effective in attracting, recruiting and retaining a representative workforce.

We have been working with the National Centre for Diversity since 2011, when we became the first large facilities and construction company to achieve Investors in Diversity accreditation in 2013. In 2016 we recognised that we needed to move from awareness to embedding FIR into the way we work. We used the 'Leaders in Diversity' (LiD) framework to evolve a more inclusive culture that leverages the value of diversity, and again became the first large facilities and construction company to achieve this accreditation in 2017. During 2020 we streamlined our approach to advancing FIR, and set up a central FIR sponsor group, to propose focus areas and sponsor delivery groups.

Our mission to raise awareness of FIR and wider adoption of our best practices continues, and we were successful in meeting our objective to improve engagement survey results in areas such as 'My workplace is inclusive, people are treated fairly, equally and with respect' with a 2% increase from 80% in 2019. We will again undertake re-assessment to the LiD standard in 2021.

Success in difference



Gender Pay Gap

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. Transparency, accountability and fairness remain a top priority for us and despite the government removing the requirement for organisations to publish their figures in 2020 (due to COVID 19), we chose to share our 2019 figures, both internally and externally to highlight not only our progress but to continue to encourage us to do more to support females at all levels within our organisation. Work has continued to take place over the past 12 months to close the gender pay gap.

Across our 3434 employees the balance is 70% male to 30% female. The reduction in the median pay gap in 2019 was a substantial 9.15%, our 2019 data reported a median pay gap of 42.86% compared to 52.01% in 2018. The median male pay rate for 2019 is £18.06 (£19.17 in 2018) compared to the median female pay rate of £10.32 in 2019 (£9.20 in 2018). The proportion of female employees receiving a bonus has increased by 92% (from 4.93% to 96.93%), with a smaller percentage increase of 45.59% men receiving a bonus (from 13.45% to 59.04%). The mean gender bonus gap for women has increased by 7.01% (from 78.79% in 2018 to 85.80% in 2019). This can be attributed to the proportionate increase in women receiving a bonus, and women are typically employed in lower skilled, lower paid roles and bonus is typically calculated using salary as a factor.



(2/2)

Fairness, Inclusion and Respect

CASE STUDY

National Inclusion Week

At the end of September 2020, we celebrated the National Inclusion Week, an annual campaign run by Inclusive Employers to raise awareness on the importance of inclusion in the workplace. During the week we celebrated everyday inclusion, sharing, learning, promoting and celebrating the good practices happening in our business. This saw a number of people posting blogs, including Neil Mant, our Procurement and Supply Chain Director.



Success in difference

CASE STUDY

Inclusion in the supply chain

In 2018 we signed up to People Matter Charter which sets out 8 commitments that a company is measured against and demonstrates their intent in relation to FIR, skills and training, workforce culture, living wage, due diligence in material procurement, legal labour practices, combating labour exploitation and fair payment. In 2020 we worked with our supply chain to gain their commitment to signing up to the charter. The commitment relating to FIR ensures that a company has set FIR objectives and practices that go beyond the equality act 2010. A number of our supply chain signed up to the charter and it is our intention to work with our labour supply chain to reach 100% compliance.



(1/2)

Social Value | Creating a positive impact

Retaining an important position in our standards of working, VINCI Construction UK has continued to deliver social value in 2020 across all our stakeholders.

Our communities, clients, teams and suppliers were all impacted differently through the pandemic and lockdowns, however through collaboration and strong engagement we supported each other through another successful year. In an unprecedented year stakeholder engagement has been more critical than ever to understand emerging needs and the best methods of support. Our strategies, assessments and networks across the UK have enabled swift responses, and we rose to meet the pandemic-driven needs of our communities through employee fundraising, support and volunteering, both online and in person where safe.

Alignment to ISO20400 Sustainable Procurement has supported a strategic and on-going improvement in our supply chain social value. Further engagement within our supply chain on this and wider sustainability issues will further embed our VINCI Values and drive for social value along the value chain and increase the overall benefit to our stakeholders.

Our Stand Out! Make A Difference (SOMAD) corporate volunteering programme was updated to include a company-wide calendar where employees can share projects and recruit volunteers from across the business, increasing our uptake and reducing the burden on our teams.

VINCI Facilities developed an online tool for social value reporting based on our in-house, digital V-Forms technology which will be launched at the beginning of 2021. Data considering all our stakeholders will be held on one platform streamlining our analysis and further enhancing our ability to deliver meaningful social value.

Throughout 2020 we continued to monitor and improve our social value measurement with reference to expertise from Social Value UK, TOMs, HACT and Social Value Engine sources. Alongside annual data reviews we updated our systems to account for the impacts of the pandemic such as the furlough scheme and utilising the TOMs Covid-19 plug-in to ensure continued accuracy of our calculations.

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. Within the annual scheme, 10 charities sponsored by us across the country received 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. During the first lockdown, the Foundation also donated £89,795 of the COVID-19 funding to VINCI Construction UK supported charities.



SOMAD DAYS ACROSS THE BUSINESS

80



DONATIONS MADE IN 2019

£141,350



SOCIAL VALUE DELIVERED BY VINCI FACILITIES

£109m



COMMUNITY ACTIVITIES IN VCUK BUILDING DIVISION

118

(2/2)

Social Value

Creating a positive impact

CASE STUDY

Building Division Helps at Henbury Millennium Green



Building division's King's School led by Martin Horton team helped to reopen the Henbury Millennium Green to the local community in accordance with COVID-19 regulations. The Green, a popular place for the local families, needed to be professionally fenced off from the children's play area which had to remain closed under Public Health England guidance. Within hours of the Green's Trustees putting a message out online seeking assistance, a whole team of renowned construction professionals volunteered their help. The Trustees said: *"To our delight the Project Manager of VINCI Construction UK Ltd at the new King's School site contacted us to say they could not only provide the fencing but come and erect it for us. True to their word Guy Downes of VINCI Construction UK and his team arrived first thing on Friday morning and in no time the job was done. We are so grateful to VINCI for their support."* King's Director of External relations, Caroline Johnson, said: *"VINCI has been a great partner enabling King's to fulfil our 2020 Vision of a brand new, state-of-the-art school and it's typical of Martin and his team that they should step-up when asked by locals to help. The company has a great sense of social responsibility and I'm delighted that Henbury residents are now able to access the Millennium Green again."*

CASE STUDY

VINCI UK Foundation Grant for Watford Sheltered Workshop

The Watford Sheltered Workshop was one of the successful charities for the VINCI Foundation 2020 donations sponsored by a VINCI Facilities team member.

This charity, based close to our central office, supports those with disabilities through employment and training, as well as providing a social space for people to build friendships and learn life skills. This is particularly important as disabled people are more than twice as likely to be unemployed and yet it costs on average £583 more per month to cover life costs for those in this situation. They remained open throughout the pandemic, providing support and structure to their users and services to their clients. The VINCI Foundation grant was used to replace their boiler, a basic but critical amenity. Their Finance Trustee Ronnie Jacob said *"This will make a huge difference for the charity and could not have come at a better time. Thank you, VINCI!"*



CASE STUDY

M4 Smart Motorway Project Social Value



Taylor Woodrow is part of the Balfour Beatty VINCI joint venture making improvements to increase capacity and keep traffic moving smoothly on this strategic route, which carries on average 130,000 vehicles per day. To date, the team has created a staggering £100M+ of social value whilst delivering these improvements across a range of activities including:

- Supporting the local economy by committing to spend £85M with local large organisations and £17M with local small to medium sized enterprises
- Offering employment opportunities which have seen over 61,000 days worked on the project by local people, 47 graduates employed and 10 apprentices
- Fundraising initiatives such as the team's 'Big Night In' which raised £100k for charity. Inspired by a member of the team wanting to donate a weeks' wages to the NHS to help with the pandemic, the team organised the virtual event in 6 weeks from conception to realization and hosted an evening's entertainment featuring a talk from Guinness World Record holder Ed Stafford. Funds were divided between three charities; the NHS Charities together COVID appeal, Slough Foodbank, and Daisy's Dream (a local charity supporting children through bereavement).

(1/1)

Customer Care

Keep exceeding expectations

Despite a very challenging operating environment, 2020 was another excellent year for meeting customer expectations with average customer satisfaction levels in excess of 83% against a target of 84% (retained for 2021) and in VINCI Facilities every customer surveyed said they would recommend us to other organisations.

This has been achieved through close collaboration with all our customers and developing deeper understanding of their businesses and short-term pressures as well as their longer-term needs. The Customer Engagement Toolkit rolled out across 2020 is a practical example of our approach to key account management used to stimulate regular, structured and proactive customer engagement by putting the customer right at the heart of our business. This 'toolkit', using models developed originally by Cranfield University and Renault Nissan Consulting helped us articulate the customer voice and better align our products and services. We also continued to regularly engage with our customers through project-based satisfaction surveys which provided 'real-world' indicators of customer satisfaction including feedback on quality, innovation and value for money. We also undertook our first external 'materiality assessment' to help us understand the sustainability issues that matter most to our customers.

During 2020 VINCI Facilities achieved the milestone of over 100 project case studies describing our approach to working with customers and their projects, including testimonials. This drive to win customer advocacy is central to our vision to be the preferred construction and facilities partner. Towards the tail-end of 2020 we launched our strategy for extending our presence on social media, increasing the accessibility of what we do to our people, our projects and our customers.



CASE STUDY

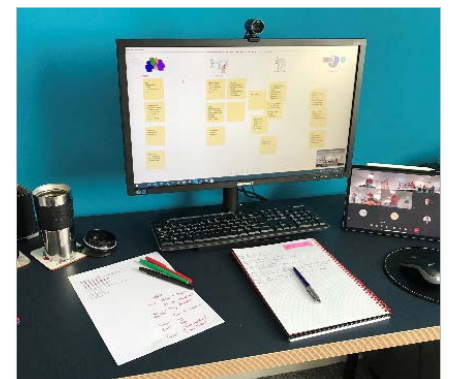
Blue Light Lessons Learned Event

On a customer, Lincolnshire County Council's request we developed and delivered two 'Lessons Learned' events for the successful construction and mobilisation of the Tri Services 'Blue Light' Facility, consisting of Police, Fire and Ambulance Services working operationally out of the same building. This was the first operational tri-service building in the UK to include a Custody Suite. The events were designed in such a way that they were engaging, thought provoking and fun and created an environment where all attendees were prepared to share their thoughts and concerns openly. This led to us uncovering some key lessons from that project which could be applied to other projects including to 'Communicate your Vision' and 'Understand the Project Drivers'. These two things alone were considered critical success factors for any project.

Jennie Clarke, LCC Project Manager said: *"Can I please reiterate my thanks and appreciation for your support and involvement in these events."*

We also conducted a similar 'Service Delivery Lessons Learned' event for our stakeholders at Whiston Hospital, North West with the purpose of articulating some of the team's great work on that contract and implementing those activities and methods into our future works on the contract, as well as identifying where things could have gone better and how.

The format of the successful and engaging session was adjusted to COVID19 restrictions combining the latest in Digital Technology (Teams, Digital Whiteboards, etc.) with traditional facilitation skills and exercises.



(1/2)

Supply Chain & Materials

In 2020 we started new projects and advanced existing work with regards to our supply chain, procurement and materials. Sustainable procurement remained high on the list of our priorities and in 2020 we were assessed against the ISO20400 Sustainable Procurement guidance standard (see Case Study).

We introduced a personal protective equipment (PPE) recycling scheme where old PPE items are collected, recycled and repurposed into new products. We continued to drive the Build UK Common Assessment Standard (CAS) with a view to fully adopting it in the first quarter of 2021. The CAS makes it more cost effective and efficient for our supply chain to prequalify whilst making the process more robust. We fully centralised the qualification (PQ) process ensuring our supply chain's competence is being managed in a consistent way. We also reviewed our contingent labour supply chain to ensure greater compliance in relation to labour standards and to ensure capacity within our supply chain. We set up a reporting process on Brexit and COVID-19 impact to enable us to monitor and support our supply chain as well as manage business risk.

Our VINCI Facilities division worked hard in 2020 to raise the profile of our supply chain and developed and issued a supply chain charter. Following a successful inaugural VINCI Facilities supply chain awards event in 2019, we hosted two 'delivering together' webinars involving more than 200 suppliers in 2020 and delivered virtual Supplier Safety Day and issued a commitments brochure to all our suppliers outlining how we should work together.



Targeting ethical value

2020 was an exciting year for our construction plant, equipment and accommodation team as many new low carbon and environmentally friendly products and initiatives became available to purchase and hire. The construction plant sector embraced new 'cleaner' technology and enjoyed better



reporting that comes from improved telematic data. These new products and improved data management capture reduced energy consumption, fuel usage and carbon emissions for our sites. We promoted and trialled new products on our constructions sites as they came to market, such as a telehandler trialled at the our Crossrail C512 Whitechapel Station project (see photo), to support the target of moving towards a low carbon and sustainable future. These products include the latest electric battery-operated plant and tools, improved solar tower lights, solar / hybrid accommodation and generators and hybrid generators solutions. We completed a successful trial using HVO, a new type of fuel, an environmentally friendly alternative to traditional diesel and importantly eliminating up to 90% of net CO2 and significantly reducing nitrogen oxide (NOx), particulate matter (PM) and carbon monoxide (CO) emissions. Our trial used two brand new 40kva generators running continually for 4 hours whilst connected to exactly the same load to ensure a consistent data set.



REGISTERED

76%



55%



SME % IN 2020

92%



COMPLETED PERFORMANCE ASSESSMENTS

76%



PRIORITY SUPPLIER IMPROVEMENT IN SCSS SCORE

+2%

(2/2)

Supply Chain & Materials

Targeting ethical value

CASE STUDY

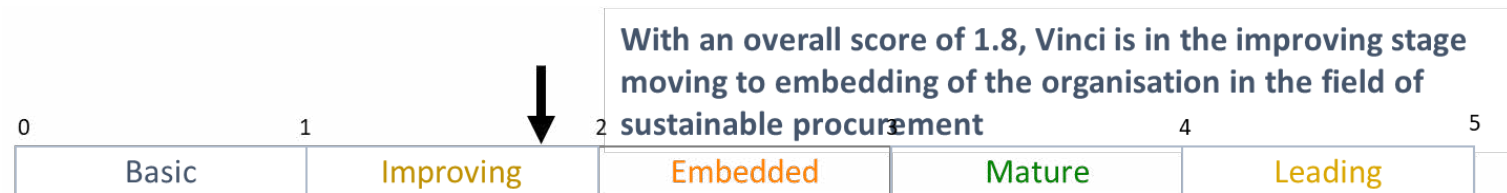
ISO20400

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.

In 2020 Action Sustainability assessed us against the ISO 20400 guidance standard assessment which consisted of a very detailed desktop review and interview. We scored a 1.8 out of 5 which means we are at the improving/embedding stage of aligning to the framework.

In 2021 we will work on formalising our sustainable procurement policy and integrating it into our business management system, working across 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 demonstrates our consistent commitment to being a sustainable business not only to our clients but also to our people and the wider market.



CASE STUDY

Adler and Allan Shell Project

VINCI Facilities continued to work with Adler and Allan, our Framework partner since 2018, supplying a combination of Fuel, Energy and Environmental Services supporting some of our largest and most complex projects.

The Shell project required strict environmental targets to be achieved which was challenging to deliver, especially during the COVID-19 pandemic. Adler and Allan provided excellent performance when presented with a challenge on a Shell site where a foul pump station located next to the Costa Coffee Drive Thru was struggling to keep up with the amount of liquids and foreign objects being discharged to it. The situation was made worse by the high-water table causing an ingress of groundwater to the wet well. One of the pumps was not in use as it was burnt out due to the constant stop start, the one remaining pump was working but had no backup.

An alternative arrangement was trialled and implemented. Adler and Allen introduced a temporary 'overpump' system which completely eliminates the need for around the clock tankering. The system which was deployed within 4 hours consisted of a 6" trailer mounted pump which can be set to manual or automatic. The plug and play float switches can be set specifically to the wet wells needs and comes equipped with all the relevant inlet and outlet hoses coupled using the quick release Bauer fittings. The inlet pipework is set in the wet well or inlet chamber, and the outlet pipework is connected to the rising main drain down connection located in the adjacent pit. The pump is also contained within a super silenced enclosure which helps if sited near populated areas.



(1/2)

Environment | Reducing our impact

In January 2020 VINCI Group defined our Environmental Ambition, a public commitment to minimise our planetary impact across all of our operations through acting for the climate, optimising resources through the circular economy and preserving the natural environment; it also includes a target to reduce our CO2e emissions by 40% by 2030. On 22 September the Group organised the first VINCI Environment Day: Stand Up for the Environment (SU4E) focused on raising awareness to reducing our impacts on the environment through focussed presentations and discussions and launched a global VINCI Environment Awards competition (winners to be announced in 2021) to leverage tested eco-solutions across the Group.

Building on our Environmental Ambition, on World Environment Day VINCI Facilities launched New Biodiversity Guidance to our teams on how to help preserve local biodiversity at work and at home. We produced an Environmental Jargon Buster with commonly used acronyms and phases for our internal and external stakeholders and rolled out Environmental Toolbox Talks. We developed a Donation Disclaimer for our teams to alleviate liability concerns when donating used furniture and developed a PPE recycling process. July marked Plastic Free July and the first anniversary the Single Use Plastic Reduction Commitment and our MyPledge campaign with 369 pledges received.



Plastic cups were removed from water dispensers at our Head Office eliminating the use of around 300,000 single use plastic cups and saving approximately 5,400 kg CO₂ each year. We also stopped selling 500 ml fizzy drinks in plastic bottles and now only sell canned drinks to see a reduction of 10,000 plastic bottles sold every year from the restaurant.

In Taylor Woodrow, we continued our industry leading approach to managing environmental risks within Civil Engineering. Our team of environmental professionals on all our projects have enabled us to not only control the risks to the environment, but be proactive and identify opportunities to improve many aspects of environmental performance, for example in minimising nuisance, and in creating positive habitats for biodiversity. We have progressed our use of digital engineering to assist with environmental management, for example in identifying resource efficiencies in the design of earthworks, and this is an approach that we will progress further in future years to maximise benefit. 2021 will see us launch our Strategy and detailed action plan to bringing the VINCI Environmental Ambition to life and exceed its requirements.



TOTAL CO₂ EMISSIONS
6,739 tCO₂e



SCOPE 1: INCLUDES ALL FUELS USED IN VINCI CONSTRUCTION UK OWNED OR OPERATED VEHICLES

87%



SCOPE 2: GRID ELECTRICITY

8%



SCOPE 3: FUELS USED IN PRIVATELY OWNED VEHICLES

6%

(2/2)

Environment

Reducing our impact

CASE STUDY

Electric Vehicles

Since the launch of our Fleet Policy in August 2020, the fleet team have been decarbonising our vehicle fleet as one of the ways of reaching the VINCI Group’s environmental objective to reduce carbon emissions. Over 24 employees switched to a full electric car in 2020 and we aim to deliver 100 cars by summer 2021. Electric vehicles in each grade of the car allowance scheme 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 for each grade. To make the switch to EV’s as easy as possible for our employees, Wendy Howarth and others in the Fleet team provided well received step-by-step guides assisting our colleagues in making the right choice for their working life and driving behaviours. Our focus was also on our commercial fleet primarily for our Facilities Management business where fleet contributes to ~95% of their carbon emissions with new EV vans and mild hybrid versions van procurement considered and based on journey distances, payload requirements and charging facilities all of which impact on the final vehicle choice. For 2021 we have ordered 10 Vauxhall Vivaro electric vans to be deployed around the Facilities business, in order to further promote the commercial fleet electrification.



As more car choices come to market, our available models for employees will also improve.

<p>17 mild hybrid vans delivered to Facilities:</p>	<p>lifetime CO2 emissions reduction by 11.45%</p>	<p>and lifetime fuel costs by 10.56%</p>
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CASE STUDY

Long Itchington Wood Bats

The Balfour Beatty VINCI Joint Venture is managing work on one of HS2’s largest construction sites in the Midlands; where in 2021 a 2,000 tonne tunnel boring machine will dig a 1 mile twin bore tunnel under Long Itchington Wood in order to preserve this section of ancient woodland in Warwickshire whilst constructing the high speed line. The ancient woodland is known to provide roosts to many species of bat and so our Environment Team undertook a full impact assessment and arranged for acoustic barriers to be placed on fencing near the woodland edge to reduce issues with disturbance. Acoustic monitoring was installed to check noise levels in the audible range during works activities, both night and day, and as bats sense noise at different frequencies to humans, the team also devised a method to monitor noise in these high frequencies and researched ultrasonic impacts on bats to ensure they were not disturbed. The impact assessment undertaken and mitigatory measures implemented meant that works could proceed at the location without impacting on the bats. The team is currently seeking innovation funds to further develop the method, taking measurements for a representative range of works equipment and activities to develop a standardised method for ultra-high frequency noise monitoring which can be applied to any project.





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