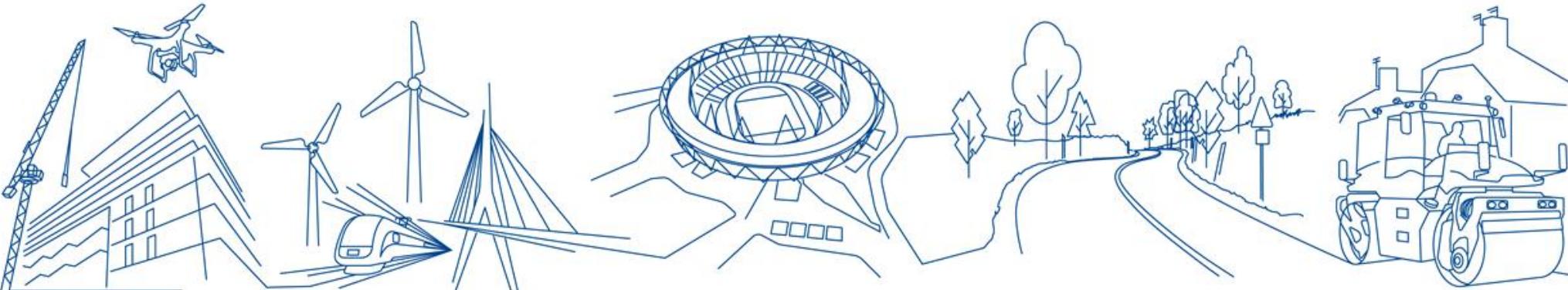


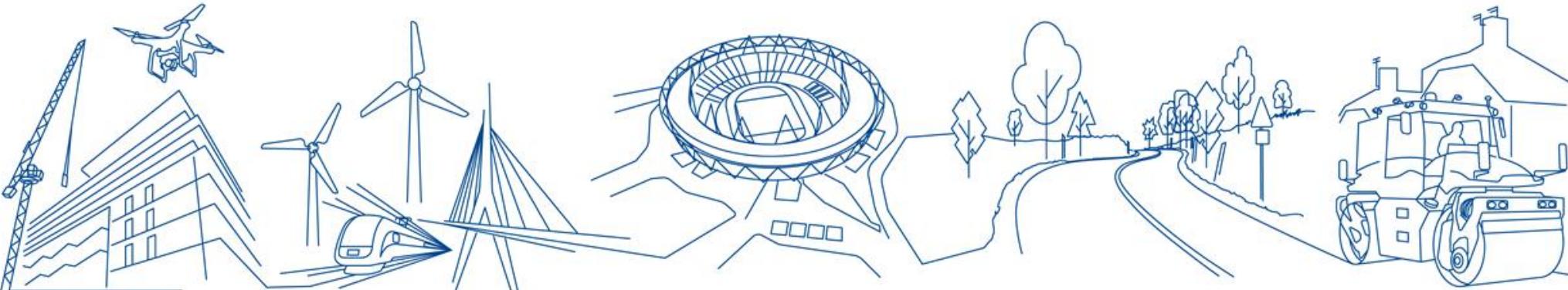
# Leaders Forum

Nottingham, 10<sup>th</sup> April 2025



# Leaders Forum

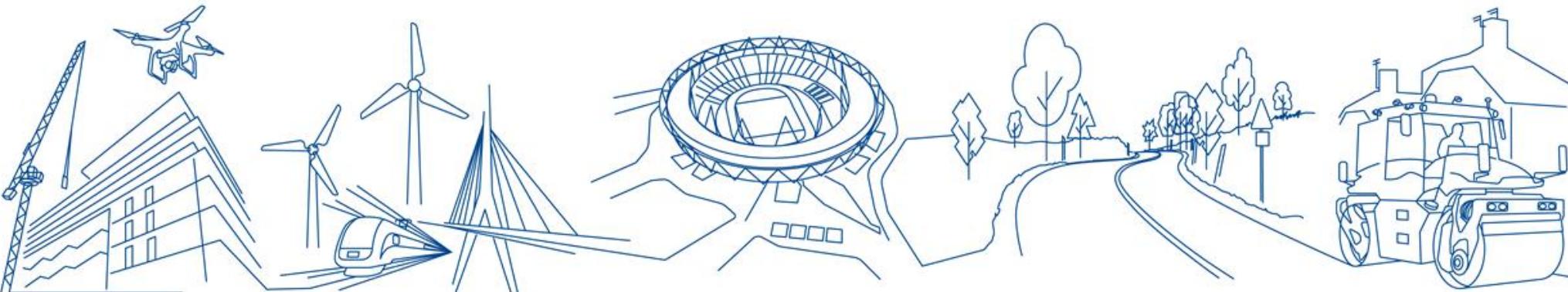
Welcome to Nottingham

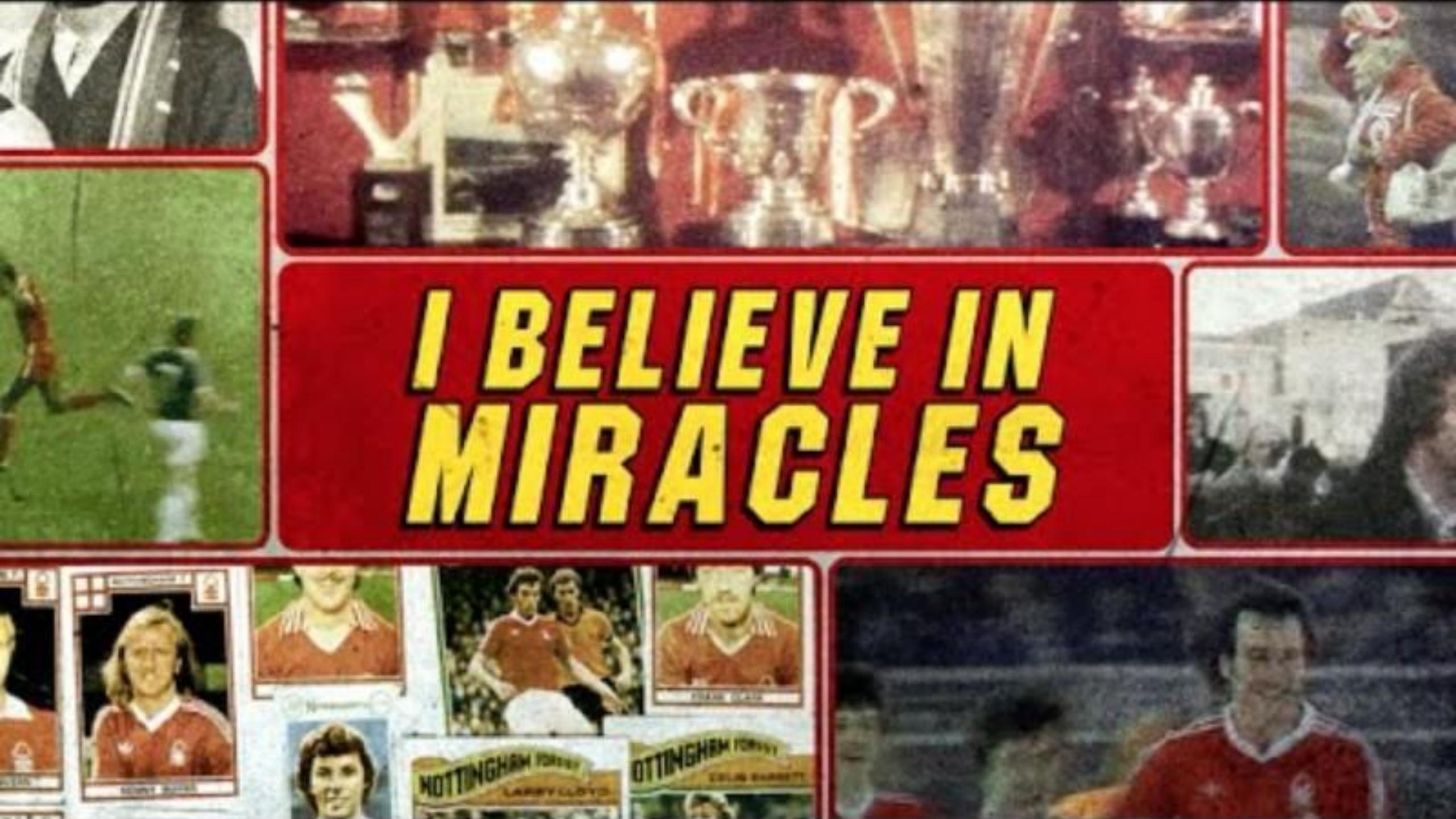




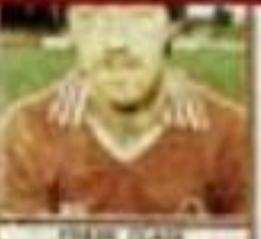
# Leaders Forum

Why are we here?





**I BELIEVE IN  
MIRACLES**



NOTTINGHAM FOREST  
LARRY LLOYD

NOTTINGHAM FOREST  
COLIN BRADLEY

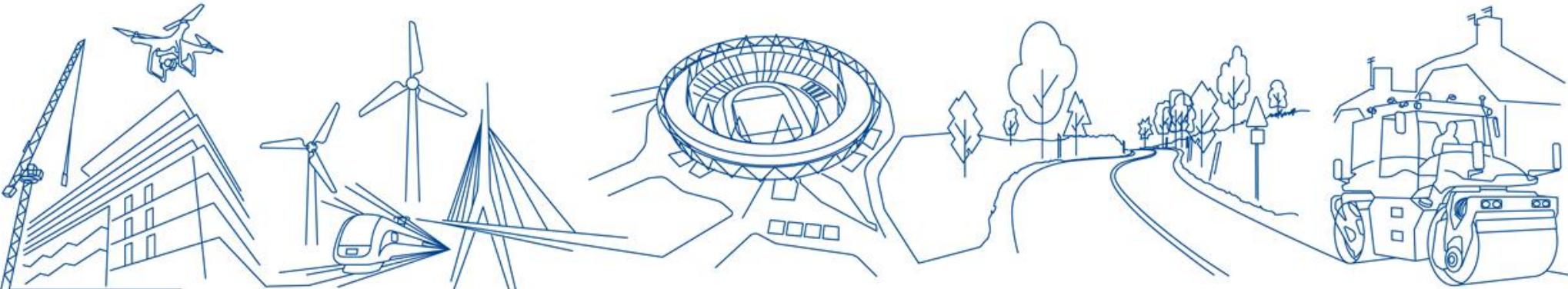


**I BELIEVE IN  
MIRACLES**



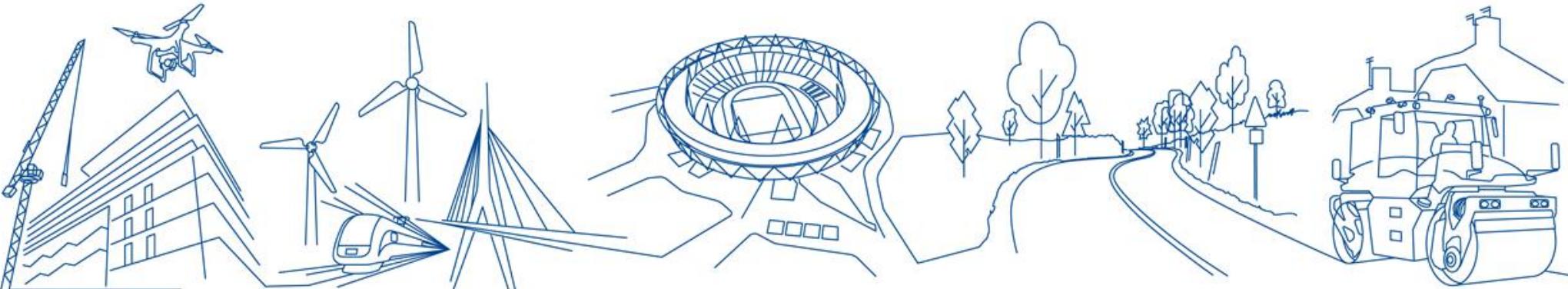
# Leaders Forum

## Housekeeping



# Leaders Forum

Slido: # **LFAPR25**  
Phones on silent

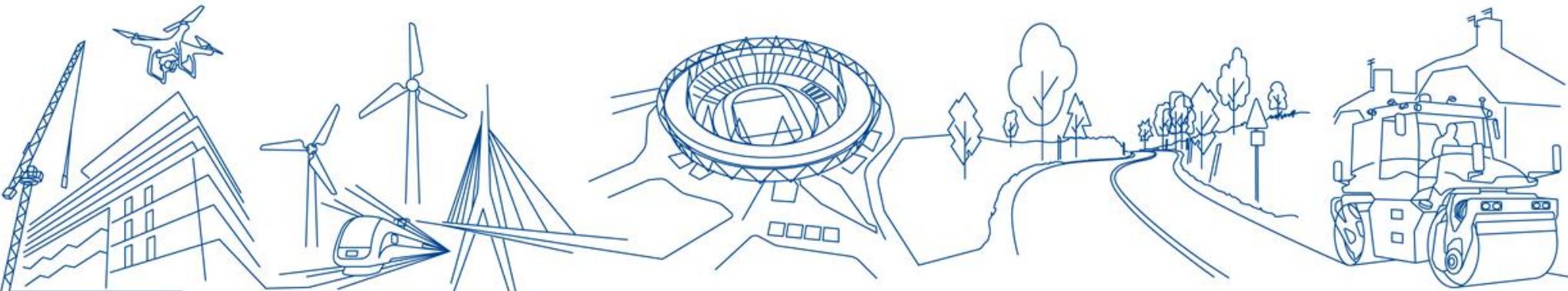




# Leaders Forum

## Health, Safety, Wellbeing & Environment

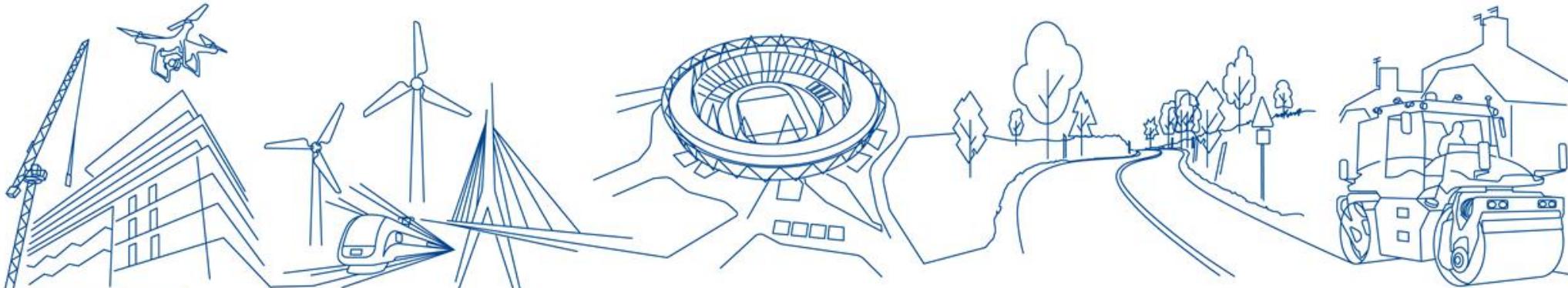
Dave Campbell





# Leaders Forum

## Safety Moment



# This is Peter

Checks the paperwork

Same level of supervision applied to all his sites

Has a routine of site visits

No issues or concerns have been raised through appraisals

Worked for over a decade

Supervises Subcontractors

Construction Company

Does Peter work in your business? Now is the time to check...

# And then everything changes

No records of site visits

No records of inspections or instructions

Document checks very superficial at best

Unsafe behaviour happening with no corrective actions or outcomes

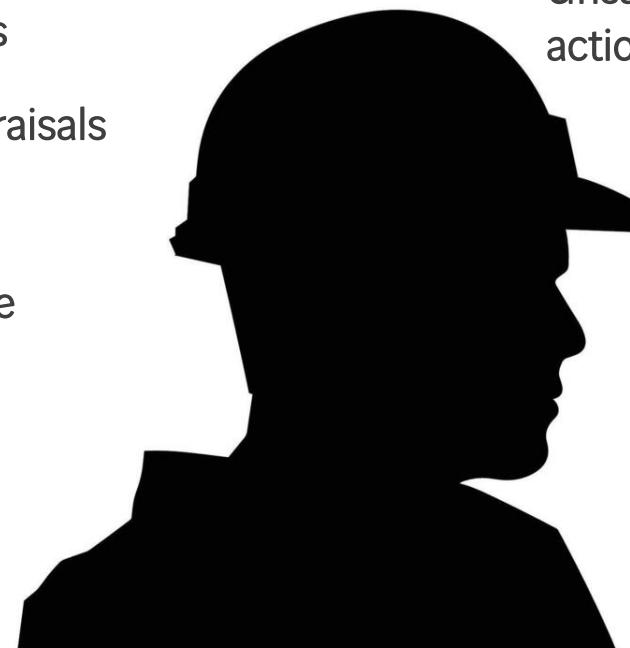
Over reliance on subcontractor

Poor relationship with line manager

Pressure from stakeholders

Unchallenged complacent

Known to be the weak link.



## Transformation Challenge

- Pilot Course completed 18<sup>th</sup> & 19<sup>th</sup> March
- Delegates Business Unit Managers and above
- Self assessment questionnaire MUST be carried out
- Feedback given on day two
  
- Work with delegates to identify areas for improvement
- Aligns with the Common Language
- To be rolled out across VINCI Construction



Assessment and Development Program

# THE CONTENT OF THE SAFETY DNA BY VC PROGRAM

*Example report*

**PREPARED FOR:** Joe Sample  
**DATE:** January 1, 2024

Dear Joe,

Here is your confidential SafetyDNA report. By understanding and leveraging it, you will greatly improve your personal safety at work, at home, or wherever you may find yourself.

**YOUR CONTROL SCORE INDICATES:**

- You understand there is a direct relationship between your past actions and events in your life.
- You accept responsibility for both your successes and failures.
- You maintain strong control over your emotions, not letting them get the best of you even when you are stressed.

**YOUR AWARENESS SCORE INDICATES:**

- Your ability to perceive details in your environment and remember them when needed is impressive.
- You see much more than the average person, and can recall details more quickly.
- You are highly aware, even when you are busy or multitasking.

**YOUR RULES SCORE INDICATES:**

- You feel that blindly following any rule is not a good idea.
- It is important for you to understand the intent behind the safety rule so you can decide for yourself how following it keeps you safer.
- You interpret rules based on how others follow them.

**YOUR CAUTION SCORE INDICATES:**

- You tend to be cautious, and quickly assess if a risk is reasonable.
- You get enjoyment from risks you know you can control, such as playing a sport or fishing.
- Your ability to keep your composure when performing higher risk activities reduces your risk of injury.

**What each factor means:**

<b>CONTROL</b> The extent you believe you control future consequences through your present actions.	<b>AWARENESS</b> How much you see and remember in your surroundings, especially when you're busy doing multiple tasks.
<b>RULES</b> The degree you follow versus bend rules, especially ones you don't like.	<b>CAUTION</b> The level of discomfort you feel with risk-taking.

**Legend:**  
■ Low Risk  
■ Medium Risk  
■ High Risk

**SafetyDNA Assessment and Development Program**

**PREPARED FOR:** Joe Sample  
**DATE:** January 1, 2024

**SafetyDNA for Leaders**

**YOUR LEADERSHIP STYLE: RELATER**

**STRENGTHS**  
FOSTS EMPLOYEE MORALE AND BUILDS STRONG PERSONAL RELATIONSHIPS; QUITE LIKEABLE.

**POTENTIAL BLIND SPOTS**  
LESS LIKELY TO SET CLEAR OBJECTIVES AND CONSEQUENCES; STRUGGLES WITH PERFORMANCE DISCUSSIONS.

**PROCESS** ↑  
**PEOPLE** →

**PEOPLE FOCUS**

- You generally recognize interpersonal factors and read people correctly, which helps you have positive interactions with others.
- Your positive demeanor and motivational skills enable you to motivate others to work safely.
- You tend to help team members identify ways they can develop new skills and improve their performance.
- You generally provide effective feedback to others regarding safety behaviors.

**PROCESS FOCUS**

- While you typically role model safe behavior, you may not always take full ownership for safety-related issues on your team.
- Although you manage your team members' performance, they would likely benefit from clearer expectations or increased accountability.
- Your planning may lack sufficient detail for more complex projects or activities, which could cause confusion or lead to unproductive activities.
- At times, you can be skeptical about safety-related changes or be slow to accept them.

**SafetyDNA by VINCI Construction**

**Sample, Joe**

**YOUR SAFETY LEADER BEHAVIORS**

**LAYS OUT A VISION**

Positive Attitude	<div style="width: 100%;">[Progress Bar]</div>
Motivates Others	<div style="width: 80%;">[Progress Bar]</div>
Influencing Skills	<div style="width: 90%;">[Progress Bar]</div>

**OVERALL**

**NOTES:**

**EMBRACES CHANGE**

Adaptability	<div style="width: 90%;">[Progress Bar]</div>
Manages Change	<div style="width: 80%;">[Progress Bar]</div>
Openness to Ideas	<div style="width: 90%;">[Progress Bar]</div>

**OVERALL**

**NOTES:**

**ACTS AS A COACH**

Coaching	<div style="width: 80%;">[Progress Bar]</div>
Provides Feedback	<div style="width: 90%;">[Progress Bar]</div>
Social Awareness	<div style="width: 80%;">[Progress Bar]</div>

**OVERALL**

**NOTES:**

**Demonstrates Credibility**

Accountability	<div style="width: 90%;">[Progress Bar]</div>
Initiative	<div style="width: 90%;">[Progress Bar]</div>
Planning/Organizing	<div style="width: 80%;">[Progress Bar]</div>
Performance Management	<div style="width: 80%;">[Progress Bar]</div>

**OVERALL**

**NOTES:**

**TEAM RISK EXPOSURE**

The graphic below represents the potential exposure to your team during high risk situations based on your overall safety leader profile. Your location on the scale is based on a combination of your Safety Profile, Leader Style and Safety Leader Behavior results.

**HIGHER** ← **LOWER**

# Safety DNA Pilot Course



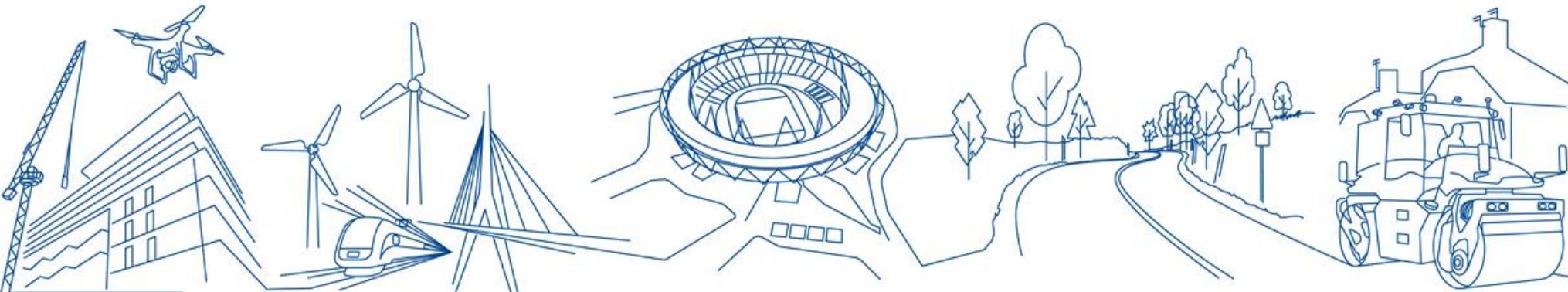




# Leaders Forum

## Environmental KPI

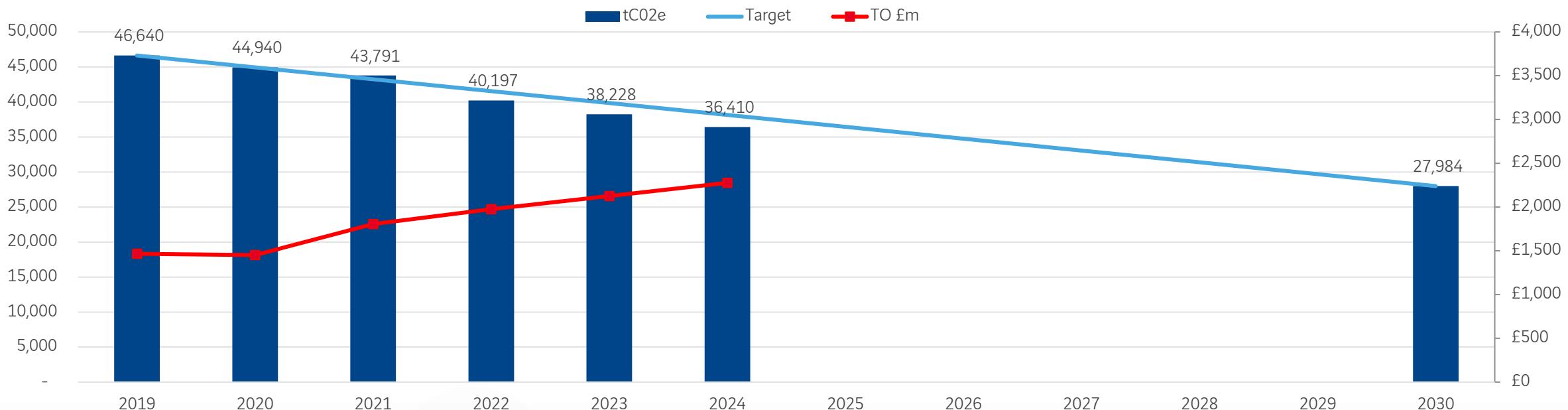
Dave Campbell





36,410 t<sub>eq</sub> CO<sub>2</sub>

Total Scope 1 & 2 for UK Division of VC



MACHINES  
**41.7%**



CARS & TRUCKS  
**25.1%**



ASPHALT INDUSTRIES  
**32.5%**

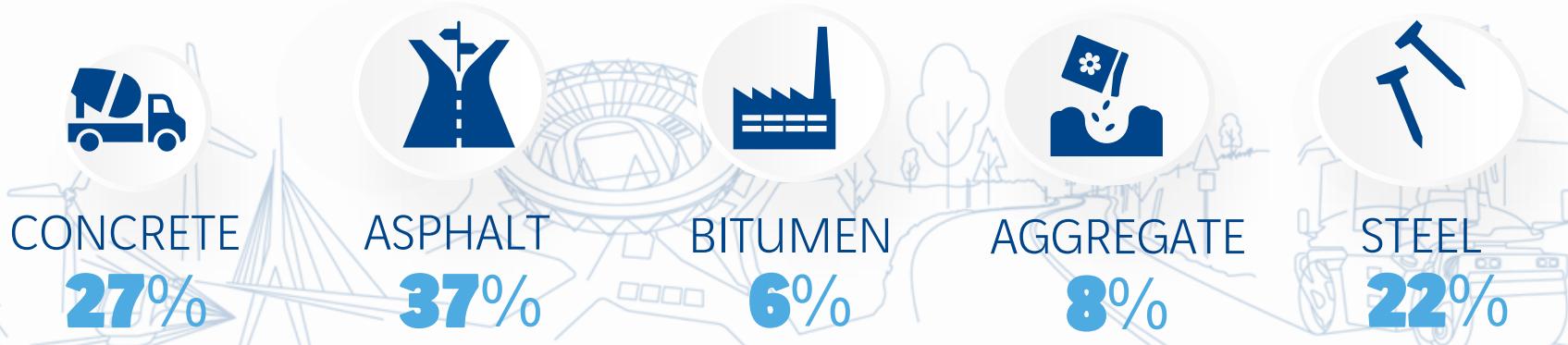
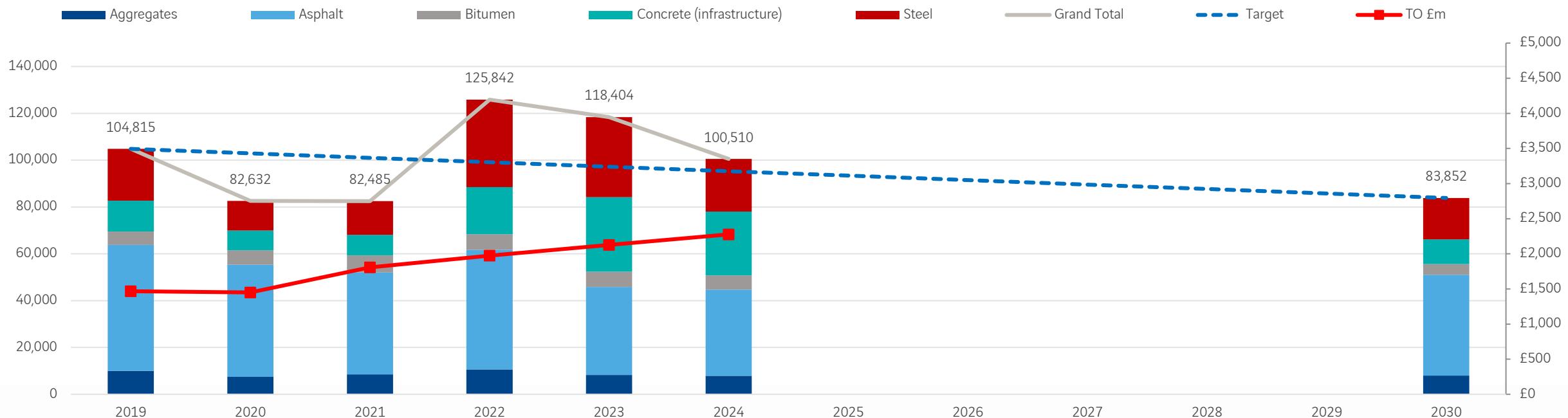


BUILDINGS & SITES FACILITIES  
**0.7%**



100,510 t<sub>eq</sub> CO<sub>22</sub>

### Scope 3 Emission for Key Materials - UK Division of VINCI Construction



## **Comparing - Scope 1 & 2 (compare your Delegation/BU/Site across the years)**

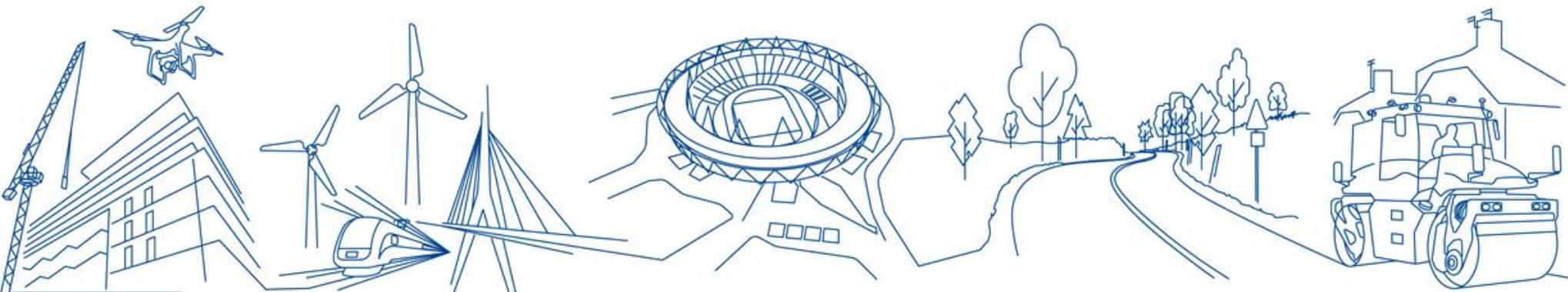




# Leaders Forum

## Health & Wellbeing

Dave Campbell



# International Safety Day(s) 19<sup>th</sup> – 23<sup>rd</sup> May

..... what can we do to make a difference ?

Filming for a Mental Health film has taken place with participants from all 5 delegations involved

- Film from VINCI Construction
- Baton of Hope - Mental Health /Suicide Prevention/2025 Tour
- Diabetes Survey
- Mates in Mind



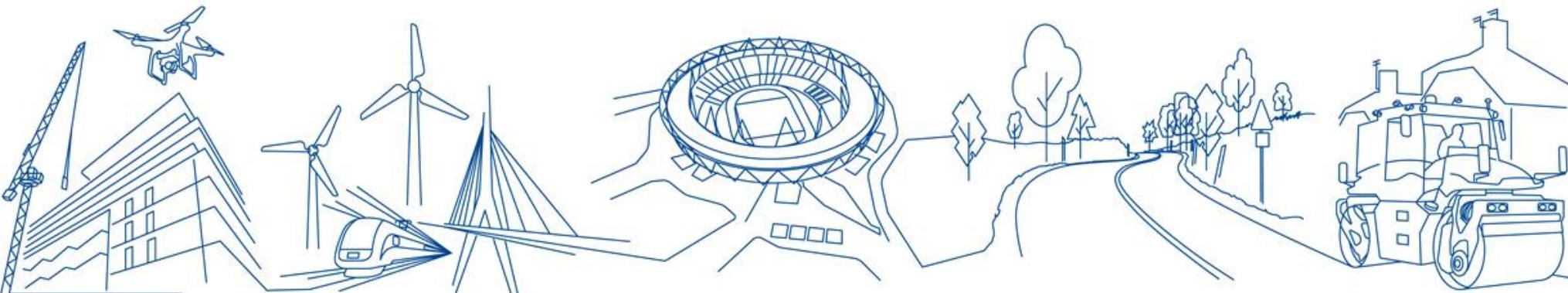
The poster for VINCI Construction UK's Safety Days, held from 19-23 May. The title "SAFETY DAY(S)" is at the top. The background is yellow and features several stylized illustrations of construction workers in hard hats and safety vests. Large, hand-drawn-style text in the center says "It's OK not to be OK". Below this, there are two large circles, one with a smiley face and one with a sad face. At the bottom, there is a call to action: "Speaking out when things aren't going well and taking care of your mental health avoids risks to yourself and others. Speak to your manager. Speak to your team." Logos for "SAFETY FIRST!" and "#TRANSPARENCY #EXEMPLARITY #DIALOGUE" are also present.

# Leaders Forum

## Let's talk about mental health

Mike McCarthy, CEO of Baton of Hope UK

Dave Swann, CEO of Gravitas Medical Solutions





# MIKE MCCARTHY

CEO - Baton of Hope UK



# BATON OF HOPE UK



RAISE AWARENESS & HELP PREVENT SUICIDE

- The UK's biggest suicide prevention initiative
- Baton Tour ~~2023~~ 2025
- Workplace Pledge
- Resources

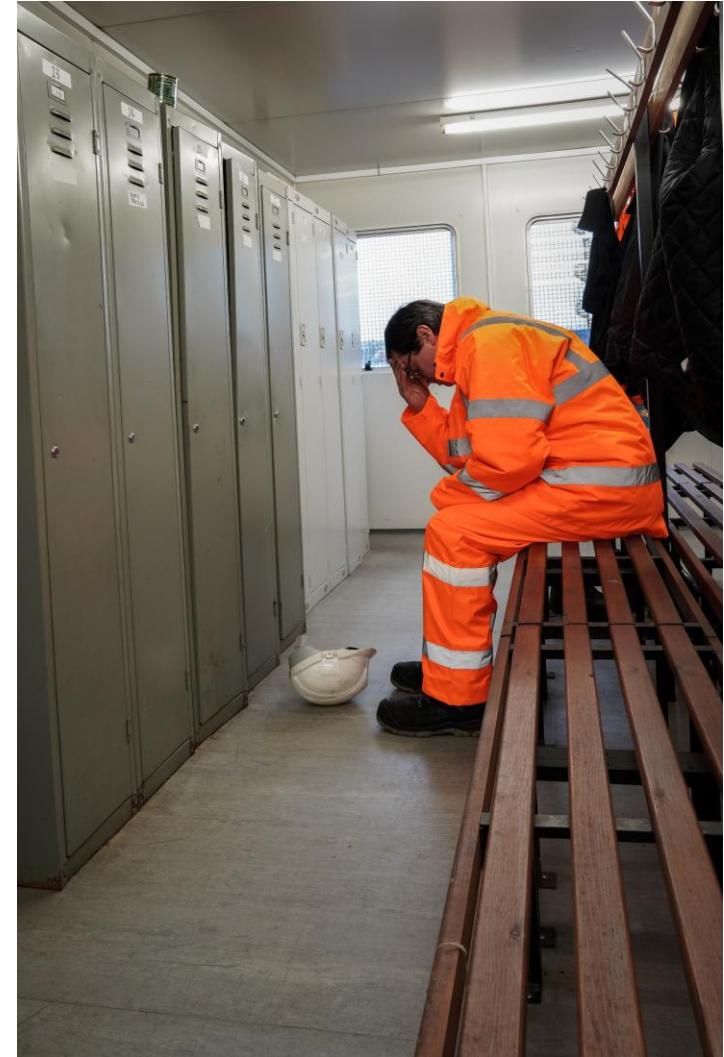


# BATON OF HOPE UK



RAISE AWARENESS & HELP PREVENT SUICIDE

- Construction workers are more than three times more likely, than the general population, to die by suicide
- Of the 6,319 suicides registered in the UK in 2021, **507** were in construction



# BATON OF HOPE - 2025 TOUR

RAISE AWARENESS & HELP PREVENT SUICIDE

- 20 Locations
- Plus A London Finale
- 1000+ Bearers



BATON  
OF  
HOPE

# THE BATON OF HOPE TOUR IS BACK

BLACKPOOL

1st September

NEWRY

3rd September

WEST LOTHIAN

5th September

CUMBRIA

7th September

BRADFORD

9th September

LEEDS

10th September

TAMESIDE

12th September

DERBYSHIRE

13th September

NORTH LINCOLNSHIRE

15th September

NORWICH

17th September

2025

HERTFORDSHIRE

19th September

NORTHAMPTONSHIRE

20th September

KENT AND MEDWAY

22nd September

HASTINGS

23rd September

BASINGSTOKE

25th September

PORTSMOUTH

26th September

JERSEY

28th September

TORBAY

30th September

HEREFORDSHIRE

2nd October

WREXHAM

4th October



LONDON FINALE EVENT

10th October

# WORKPLACE PLEDGE



RAISE AWARENESS & HELP PREVENT SUICIDE

## SILVER LEVEL PACKAGE

### BRONZE LEVEL PACKAGE

### CONGRATULATIONS!

You have signed up towards creating a workplace pledge.

You will receive a certificate giving you the badge.

Access to the Bronze Level Package.



## GOLD LEVEL PACKAGE

### ONLINE TRAINING

Online training of our Suicide awareness and prevention course. 40 minutes.



In addition to all the Bronze and Silver Level benefits, you will receive:

1. A one-to-one online consultation.
2. Three full days of face-to-face training or consultancy delivered by professionals\*
3. Access to the **Gold Level Baton of Hope logo** for internal and external use.

\*All of our face-to-face training is delivered by registered health care professionals with a minimum of a Level 3 training and assessment qualification and a mental health first aid instructor. They also have lived experience with poor mental health and suicide. The majority of our trainers also have counselling or therapy qualifications. We have partnered with an external training provider to facilitate this.

**INITIAL DONATION: £5,000.00**

# BATON OF HOPE RESOURCES



RAISE AWARENESS & HELP PREVENT SUICIDE

**GUIDELINES**

## FIVE TO THRIVE

- 1 CONNECT WITH OTHERS**  
Be nice, ask twice.
- 2 GIVE YOUR SMILE**  
...and time to others.
- 3 TAKE NOTICE**  
Be in the moment.  
Practice mindfulness & gratitude
- 4 KEEP LEARNING**  
...new things - embrace a challenge
- 5 STAY ACTIVE**  
Do a physical activity that you enjoy three times a week.

**WORKSHEET**

## CORE VALUES

- Place a checkmark next to the 20 values that you feel are important to a life well lived. You may add your own core value words too.
- From the 20 values that you have checked, select 20 that you feel are critical to a life well lived and circle them.
- From the 10 values you circled, choose 5 that are the most important to you.

<input type="checkbox"/> Excitement	<input type="checkbox"/> Reputation
<input type="checkbox"/> Spirituality	<input type="checkbox"/> Creativity
<input type="checkbox"/> Independence	<input type="checkbox"/> Decisiveness
<input type="checkbox"/> Competence	<input type="checkbox"/> Loyalty
<input type="checkbox"/> Positivity	<input type="checkbox"/> Challenges
<input type="checkbox"/> Mindfulness	<input type="checkbox"/> Leadership
<input type="checkbox"/> Gratitude	<input type="checkbox"/> Cooperation
<input type="checkbox"/> Empowerment	<input type="checkbox"/> Family
<input type="checkbox"/> Freedom	<input type="checkbox"/> Empowerment
<input type="checkbox"/> Community	<input type="checkbox"/> Change
<input type="checkbox"/> Tradition	<input type="checkbox"/> Tradition
<input type="checkbox"/> Presence	<input type="checkbox"/> Responsibility
<input type="checkbox"/> Relationships	<input type="checkbox"/> Work
<input type="checkbox"/> Empathy	<input type="checkbox"/> Justice
<input type="checkbox"/> Passion	<input type="checkbox"/> Courage
<input type="checkbox"/> Resilience	<input type="checkbox"/> Genuineness
<input type="checkbox"/> Integrity	<input type="checkbox"/> Flexibility

**GUIDELINES**

## HOW YOU DOING?

THRIVING	SURVIVING	STRUGGLING	IN CRISIS
• Enthusiastic • Calm • Achieving goals • Sleeping well • Eating normally • Normal social life	• Concerned • Restless • Irritable • Less happy • Trouble sleeping • Distracted • Isolated	• Anxious • Restless • Tired • Low mood • Poor performance • Restless sleep • Eating changes • Negative thinking	• Very anxious • Depressed • Absenteeism • Exhausted • Very poor sleep • Weight change • Hopeless or suicidal

**Maintain Your Wellbeing**

- Connect with others
- Be physically active
- Learn new skills
- Give time and kindness to others
- Be present in the moment

**Promote Your Wellbeing**

- Actively engage in coping techniques & self-care
- Engage more with family, friends or support groups
- Be reflective. What are your support needs or safety/wellbeing plans?

**Focus On Your Wellbeing**

- Connect with your family, friends, work peers, support services or contact your GP
- Contact your GP and any existing support
- If urgent think 111 or in an emergency dial 999

**Prioritise Your Wellbeing**

- Prioritise asking for help and self compassion
- Consider trying a new coping technique
- We all struggle at times and remember, every life matters

**CHECKLIST**

## END OF DAY

- CHECK IN** on your colleagues
- CELEBRATE** what went well today
- LET GO** of what didn't go well
- PRACTICE** self care after work
- CONNECT** with family & loved ones
- KNOW** you are valued & appreciated
- REACH OUT** for help if needed

How are you?

**BATON OF HOPE**

## A BRIEF GUIDE TO MAKING SUICIDE PREVENTION EVERYONE'S BUSINESS

**NOTICE A CHANGE IN A COLLEAGUE?**

Health in others before they do. It's our job to care to be vigilant.

**SK TWICE**

Well, actually...



# THE WORKPLACE PLEDGE

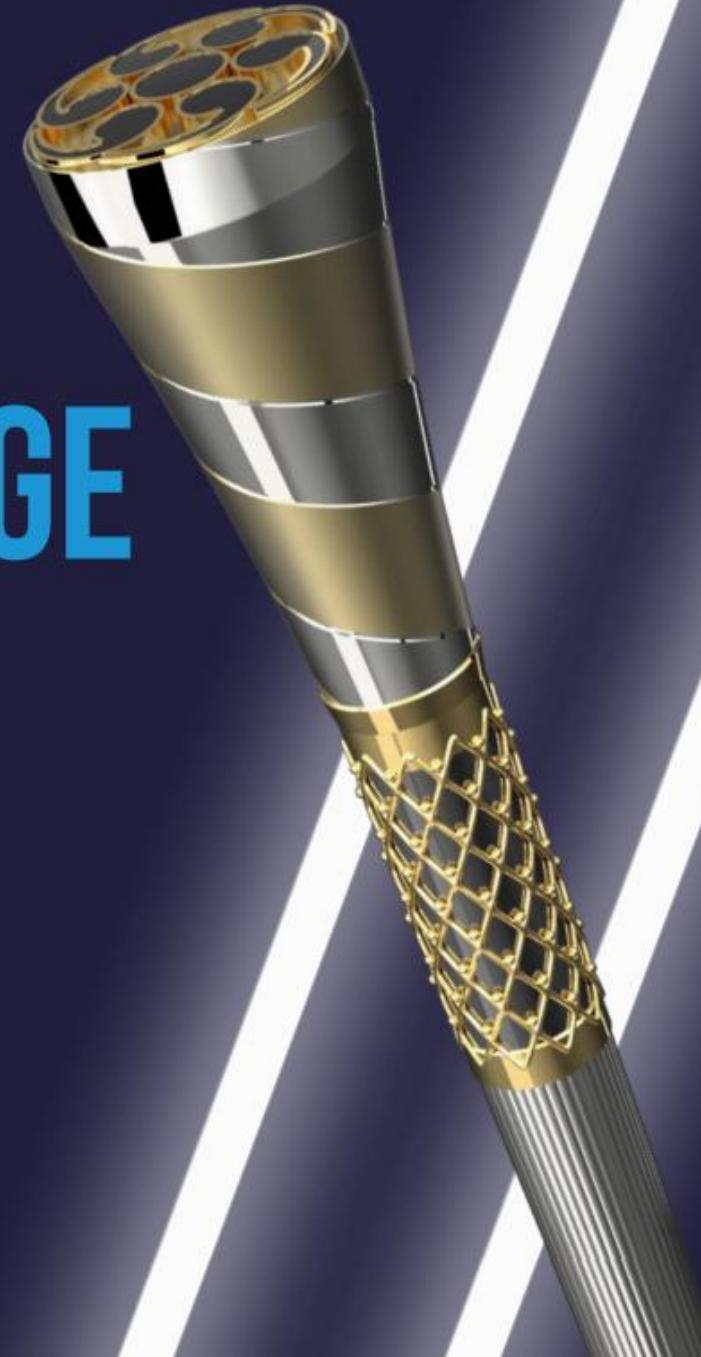
## STANDING UP TO SUICIDE

**SIGN THE PLEDGE**

[batonofhopeuk.org/workplace-pledge](http://batonofhopeuk.org/workplace-pledge)



↗ @BATONOFHOPEUK



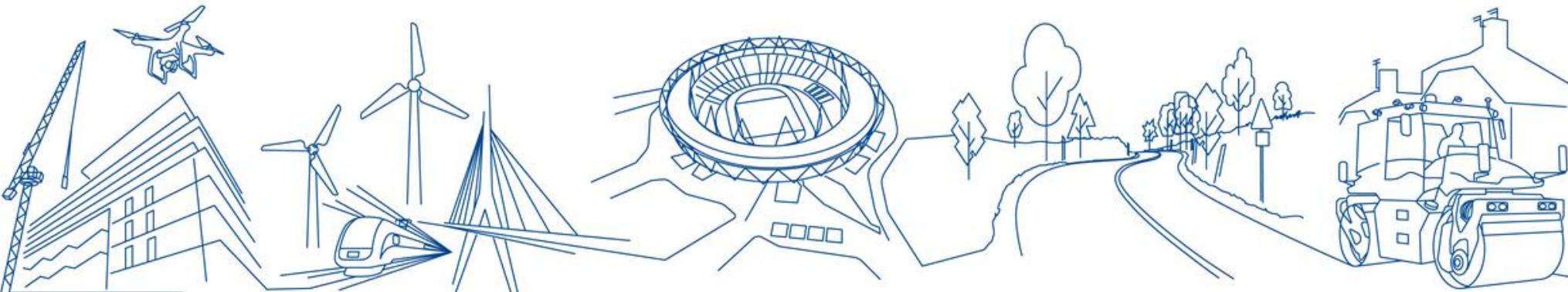


UK

# Leaders Forum

## Finance

Xavier Lansade

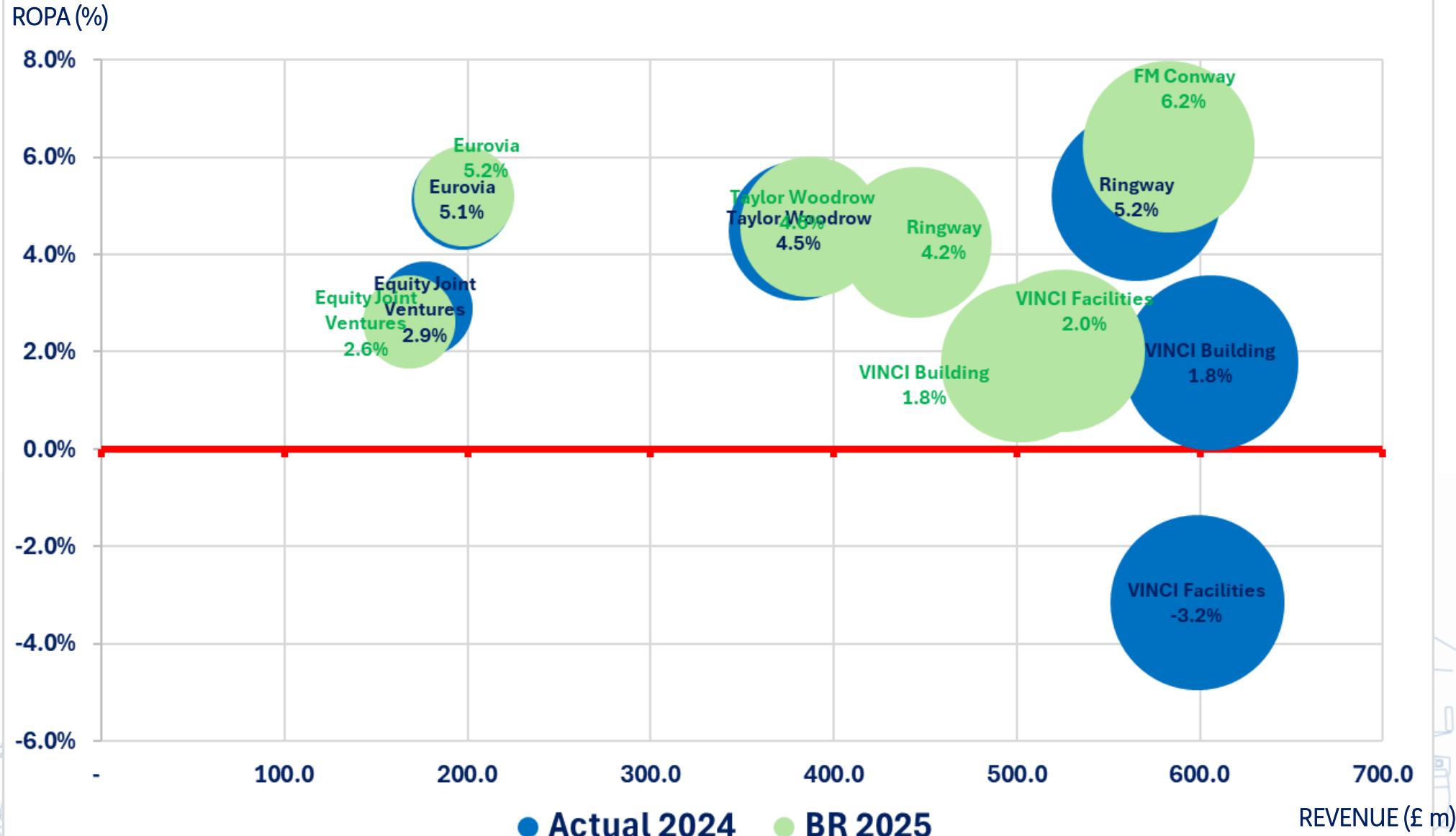


# Key Figures

in million GBP	BR 2025	2024	2023	2022
		Actual		
<b>Revenue</b>	<b>2,589.7</b>	<b>2,276.6</b>	<b>2,125.6</b>	<b>1,974.3</b>
Δ Y/Y-1 actual basis (%)	13.8%	7.1%	7.7%	
<b>ROPA</b>	<b>95.2</b>	<b>47.3</b>	<b>-13.8</b>	<b>0.1</b>
% of revenue	3.7%	2.1%	-0.6%	0.0%
<b>Net income</b>	<b>72.8</b>	<b>52.3</b>	<b>-6.8</b>	<b>-5.2</b>
% of revenue	2.8%	2.3%	-0.3%	-0.3%
<b>Free Cash-Flow</b>	<b>4.9</b>	<b>32.7</b>	<b>175.0</b>	<b>21.9</b>
<b>Net Cash/ (Net Financial Debt) at 31/12</b>	<b>149.0</b>	<b>568.4</b>	<b>535.8</b>	<b>364.2</b>
<b>Backlog at year-end</b>	<b>3,355</b>	<b>3,415</b>	<b>2,780</b>	<b>2,707</b>

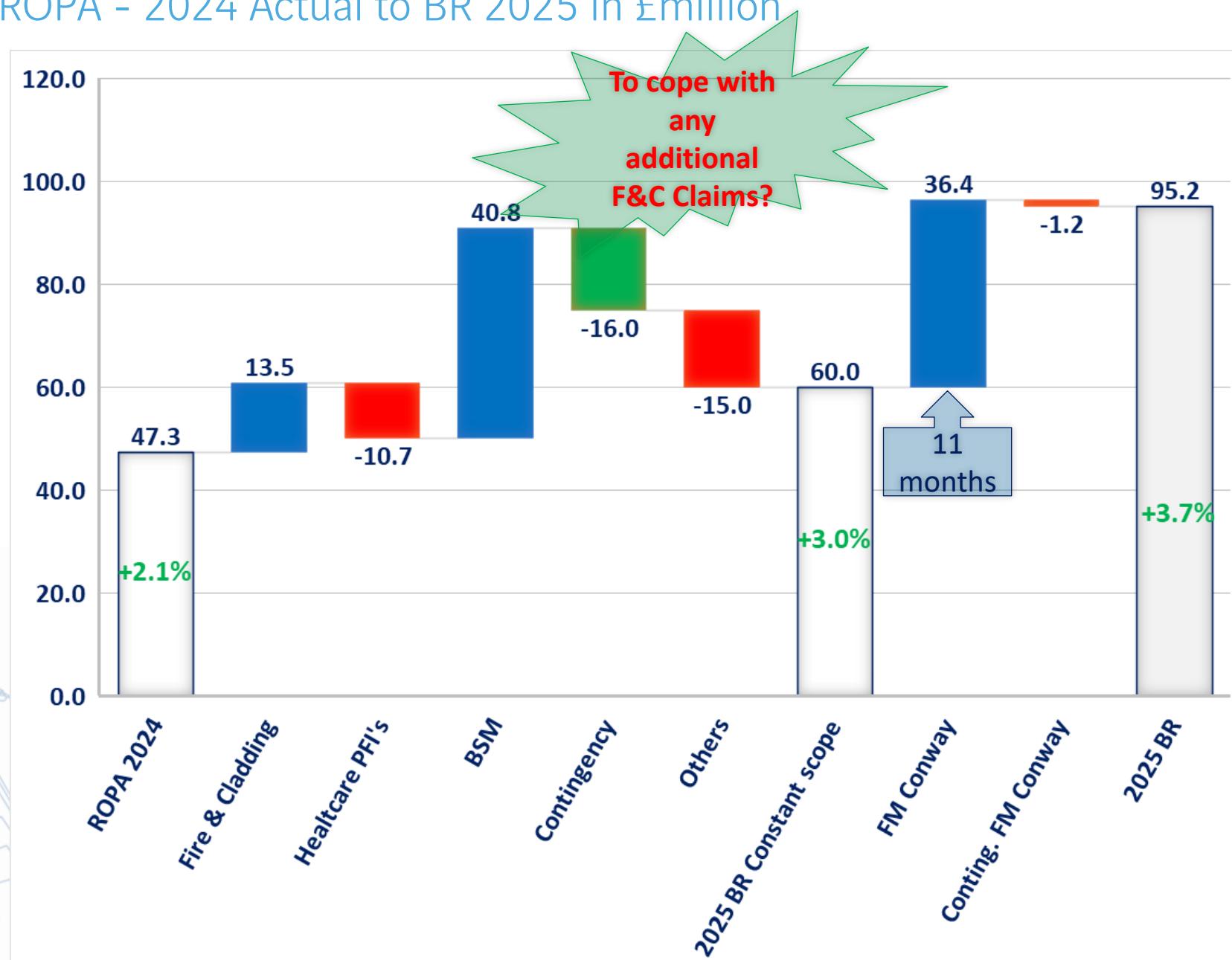
## Key Figures per delegation

Actual 2024 & BR 2025



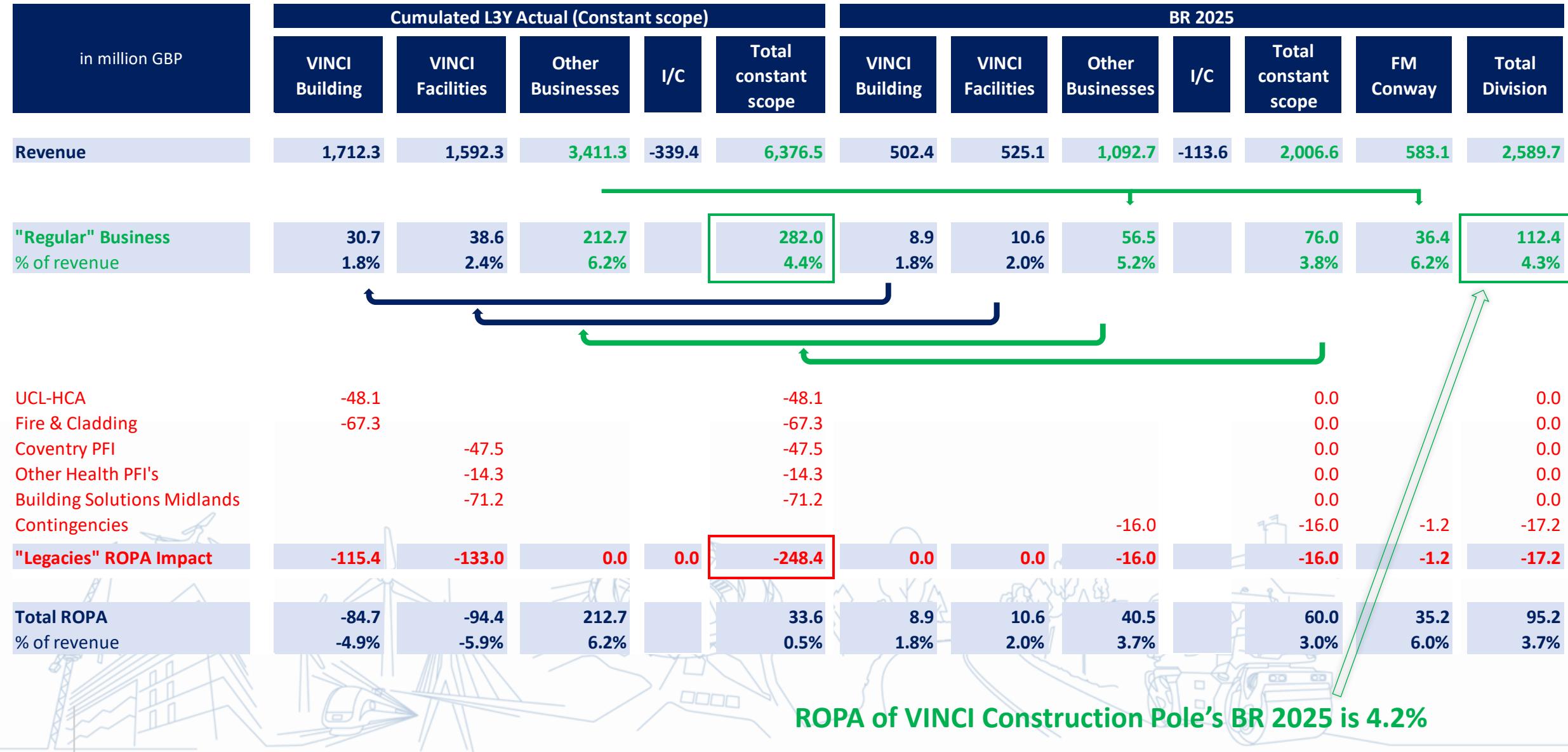
# What's behind the figures?

## Bridge on ROPA - 2024 Actual to BR 2025 in £million



# What's behind the figures?

2025 is a turning point – Results: end of the “legacies” and Acquisition of CONWAY



What's behind the figures?

2025 is a turning point – Cash flows : significant non recurring CAPEX

In million GBP	BR 2025
ROPA	95.2
Depreciation	22.6
Change in current provisions (buffer)	17.2
Financial Interests	2.8
Income taxes paid and dividends received	-16.1
<b>Capex Constant scope</b>	<b>-55.5</b>
<b>Capex Conway</b>	<b>-49.6</b>
DBPS Contribution	-5.0
Share based payments	-6.7
<b>Free cash flow</b>	<b>4.9</b>

(1) Out of which 21.5 M£ for Green Aggregates and 4.4M£ for the new Watford Office

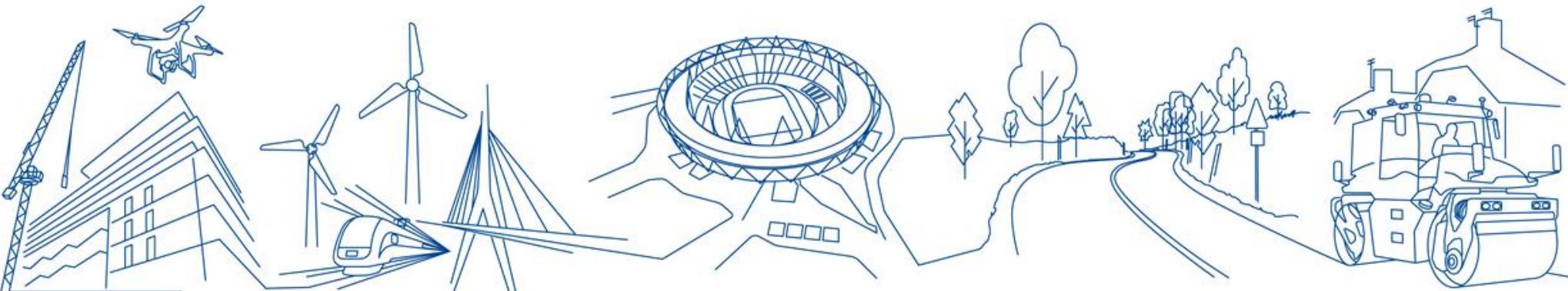
(2) Out of which 10M£ for the Bitumen Terminal extensions and 21M£ for the 8th asphalt plant



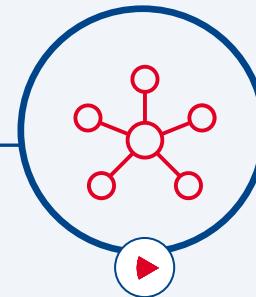
# Leaders Forum

Connect

Alexandre Pajot



# What is **CONNECT** ?



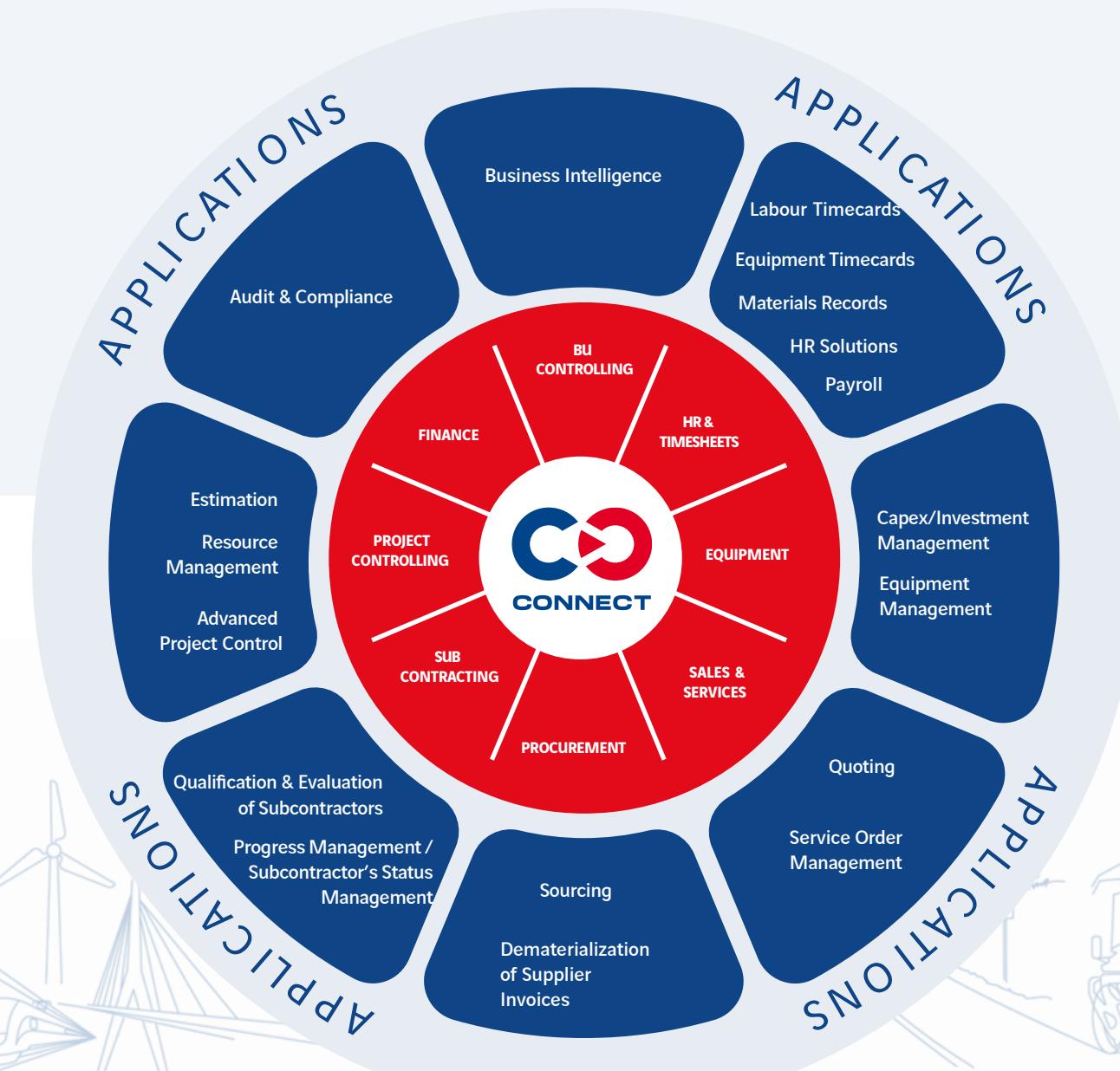
Connect is the **backbone of our information systems** serving our Business Units and the women and men on our construction sites throughout VINCI Construction.

*One common system to achieve one way of counting, one way of capturing costs, with one set of policies and common processes*

*Acting as a single source of truth*



# What is **CONNECT** ?



In red: The Connect ERP

In blue: the interfaced applications



# A two-phased approach for the Connect roll out in the 'initial' UK Division



2024

KHEOPS (SAP R/3) &

COINS

Phase 1: Eurovia,  
Ringway, Taylor Woodrow, VCML (*partially*)

2025

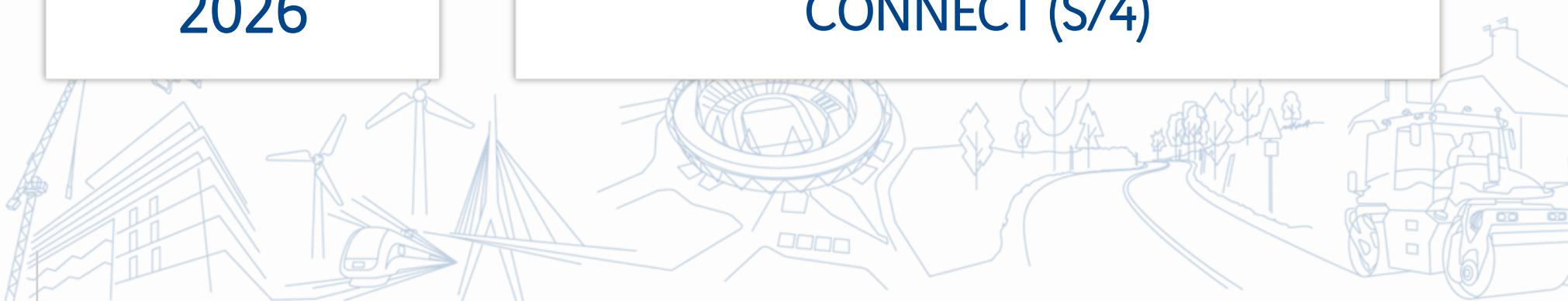
CONNECT (S/4) &

COINS

Phase 2: VINCI Building,  
VINCI Facilities, other businesses\*

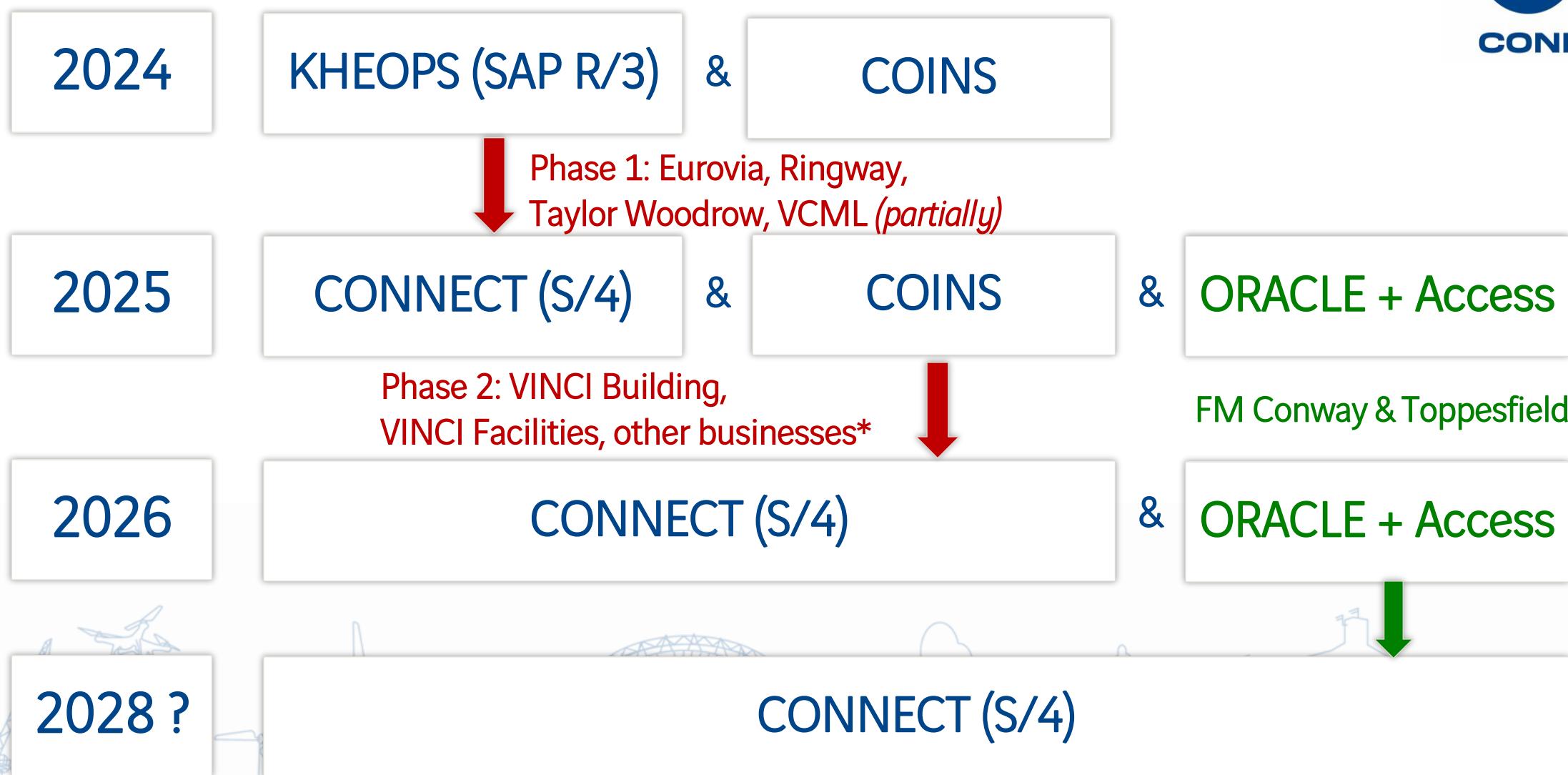
2026

CONNECT (S/4)



\* INITIVO, VINCI Fleet Services, VINCI UK Development

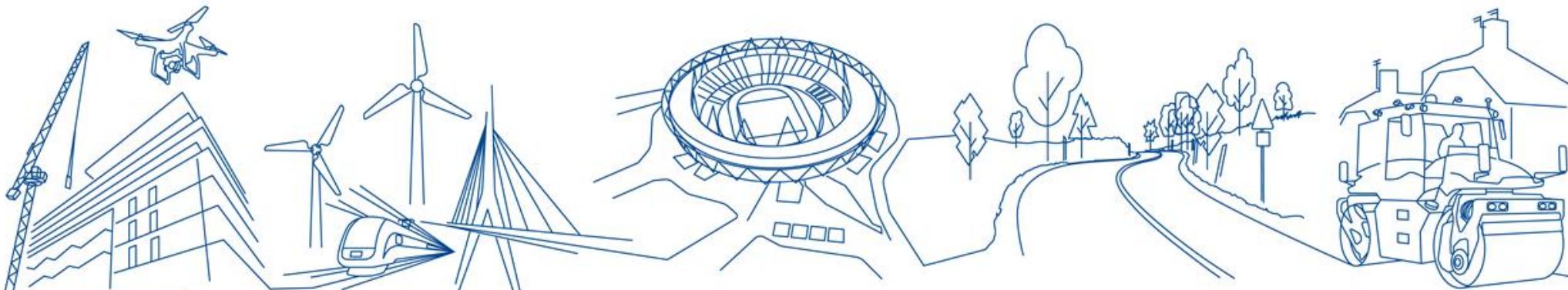
# Connect roll out in the UK Division



\* INITIVO, VINCI Fleet Services, VINCI UK Development

# Connect update

Phase 1 – *Went live 3 months ago*



30 Ambassadors

590 end users trained in person Q4 2024

Training docs

Over 250 training docs

1300 man-days dedicated to user training



1000+ end users

(including 500 light users)

45 trainers

Total of 600,000 items migrated over from KHEOPS to Connect

54 testers



## Items not yet delivered

- Some reports do not work yet. ASAP
- Advanced subcontracting module – May 2025
- MytimeSheet solution – May 2025
- Purchase requisition – May 2025
- PO workflow approval – May 2025
- Equipment / operatives loan between BU's – June 2025
- Invoices workflow approval – redesign ongoing Q4 2025

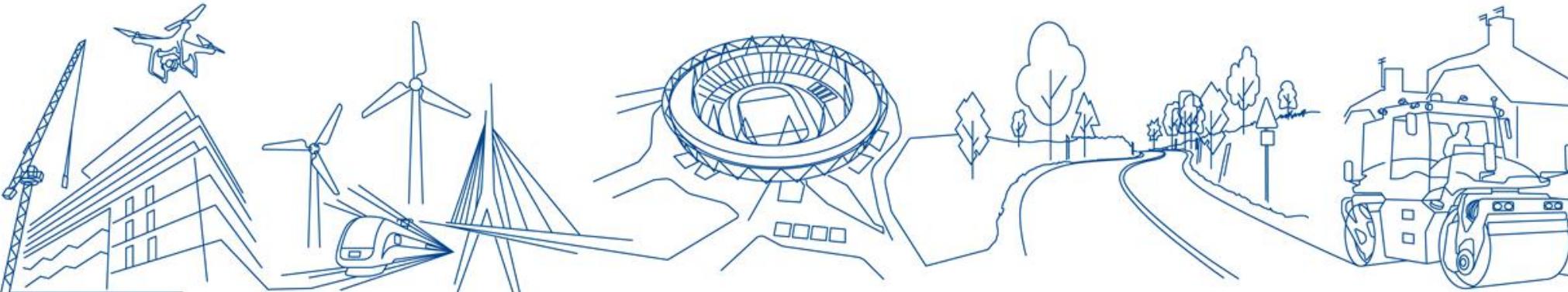


# Connect update

Focus on phase 2 – *9 months to go...*



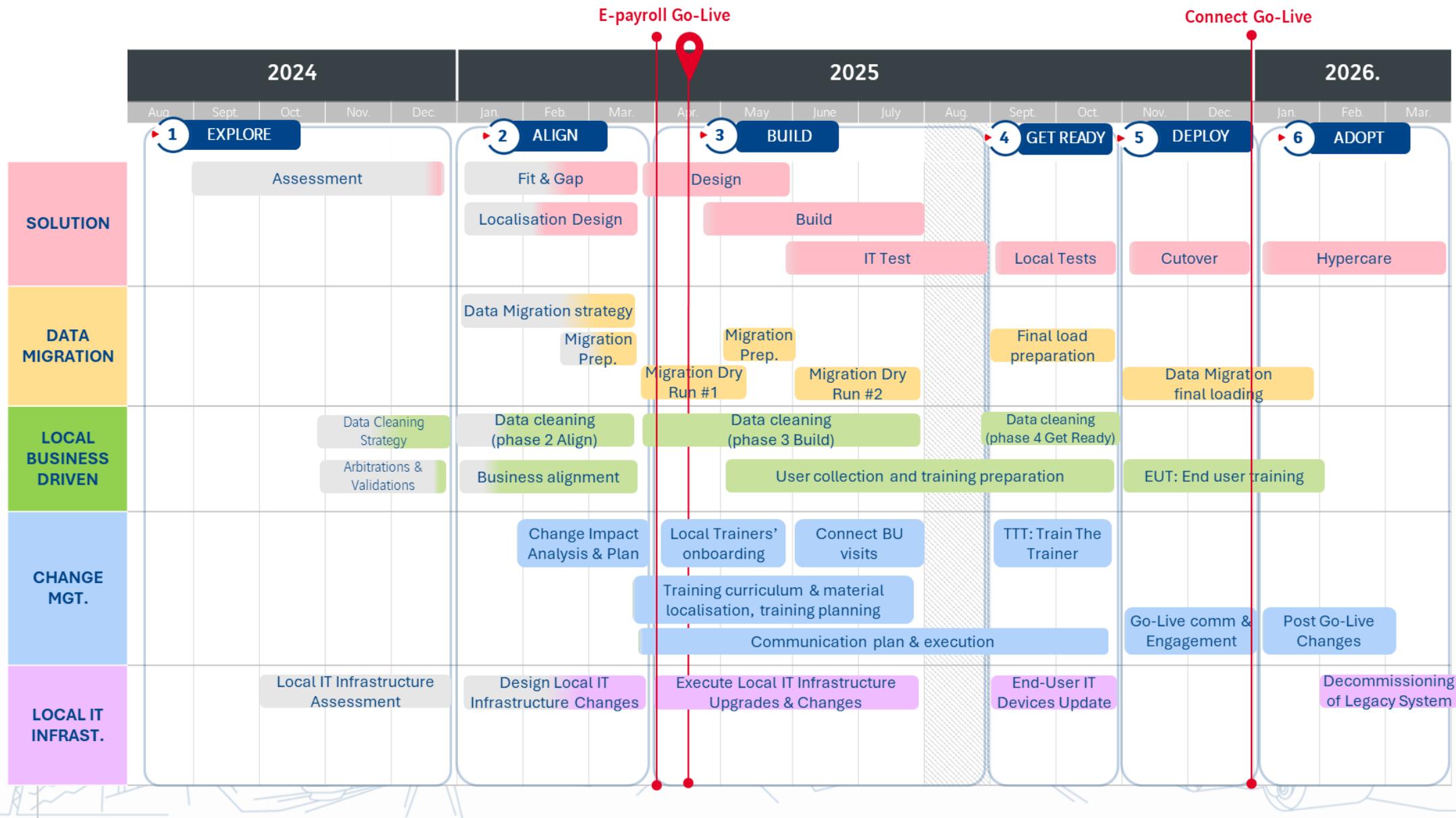
Other Businesses\*



\* VINCI UK Development,  
INITIVO and VINCI Fleet  
Services

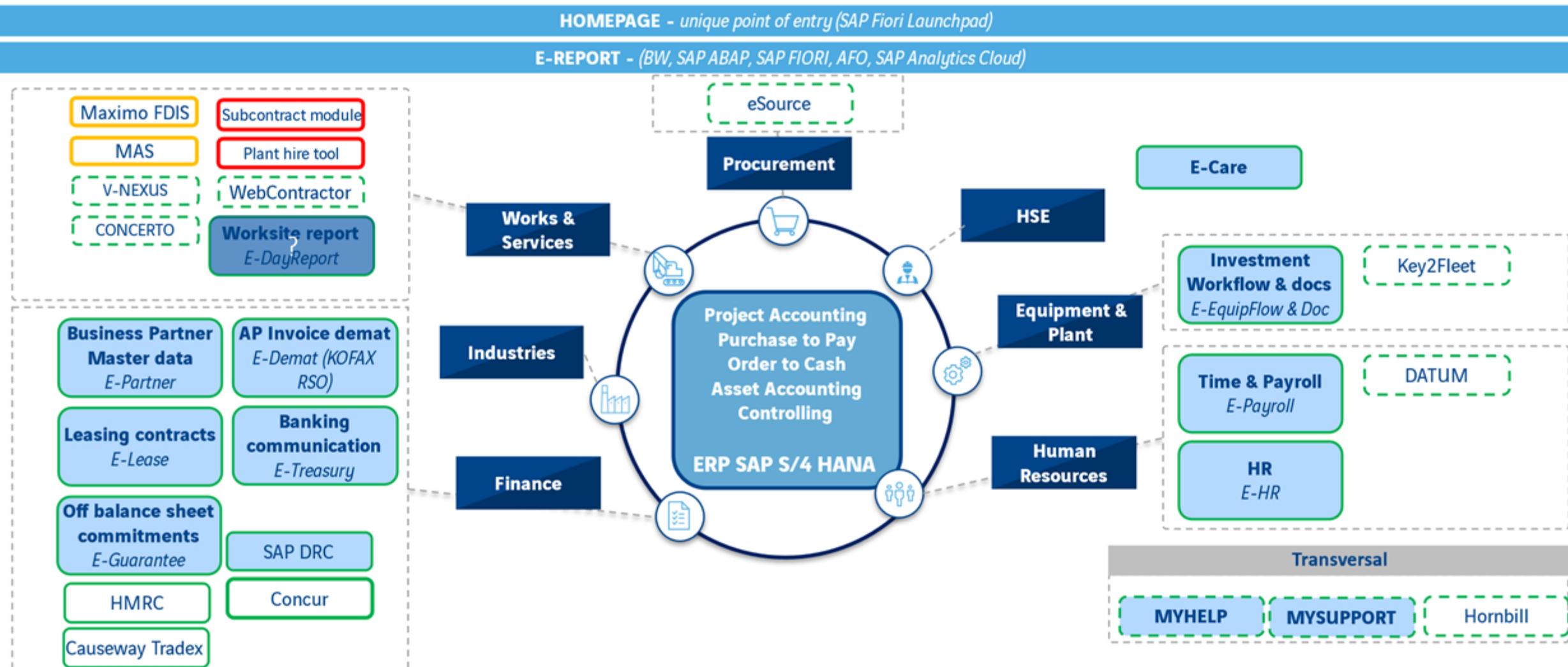
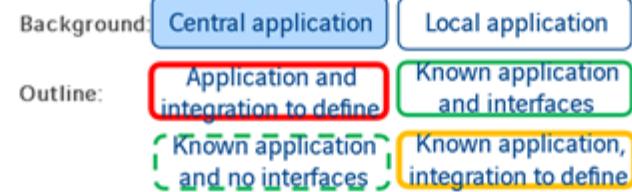
# Connect Phase 2 Implementation

## Roll out Planning



# 2025 DEPLOYMENT- UK DIVISION PART 2

## TARGET APPLICATION MAP – UK PART 2



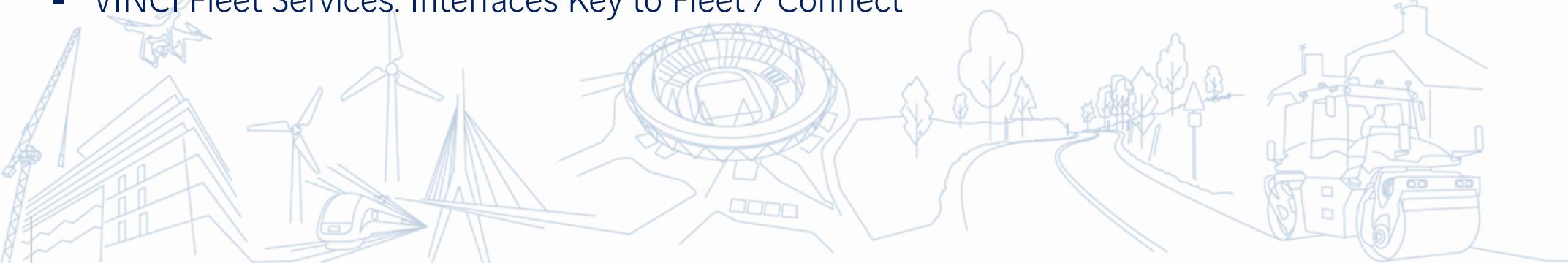
# Connect Phase 2 Implementation

## Fit & Gap Phase

February		March				April		
w/c 17.02	w/c 24.02	w/c. 03.03	w/c 10.03	w/c 17.03	w/c 3.04	w/c 9.04	w/c 16.04	
Procurement (master data, contract, order) Watford	Finance (Treasury) Remote  Maximo Integration Watford	Finance (VAT, demat, BP, data migration) Watford	Project Controlling (project, cost collection, budget, cost control, month-end closing) Watford	18.03 Vinci Fleet Services Widnes	Works Sales Watford		HR (master data and myTimeSheet) Watford	

### □ Main open points:

- VINCI Facilities: interfaces Maximo-MAS/ Connect
- VINCI Facilities: MAS upgrade overlap with Cutover and Connect Go live
- VINCI Building, VF Building Solutions & Taylor Woodrow: Subcontract module
- Plant & Hire Desk: interfaces Causeway/ Connect
- VINCI Fleet Services: Interfaces Key to Fleet / Connect



# What is Change Management about?

- ▶ Change Management consists of supporting the **transition from a current state to a future state which is different**
- ▶ By **focusing on the human aspect** of a transformation ➔ it is about accelerating the adoption of the Change by the impacted employees

## Change Management activities include:

### Sponsorship

- ▶ To align everyone on a common vision
- ▶ To provide the means to ensure the success of the project

### Stakeholder engagement

- ▶ The success of the project is a collective effort, everyone has a role to play (from the top management to the operational teams)

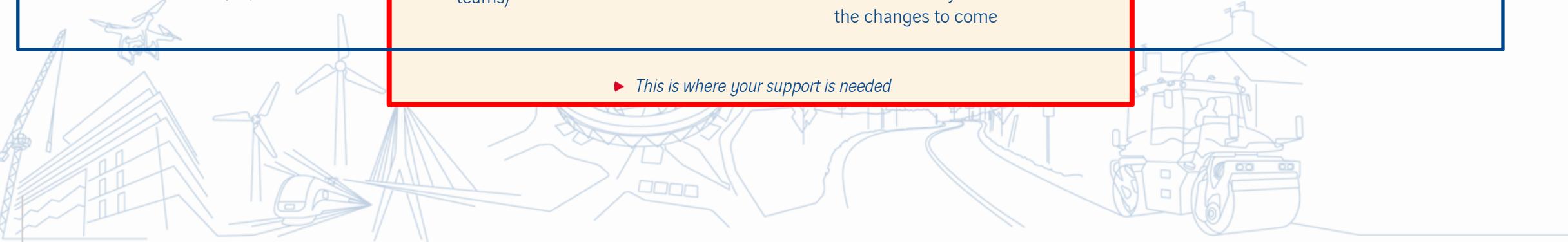
### Communication

- ▶ To provide the right information, at the right time and adapted to each audience
- ▶ To ensure everyone is aware of the changes to come

### Training

- ▶ To ensure everyone knows how to operate with the new ways of working

▶ *This is where your support is needed*



# Connect Phase 2 Implementation

## Project Team

Sponsors		A. Pajot (Business project manager) C. Stanislawiak (Coordinator), J. Taylor-Rose (change lead)				N. Hollingsworth D. Baby (ICT project mgr)				A. Fécourt (project manager), A. Rizakou (Change lead) M. Broussaud   M. Laadissi (integration managers)			
Scott Wardrop (CEO) Xavier Lansade (CFO)		UK Business				UK local IT				Central Business			
WORKS		C. Croft      A. Bowen      D. Purkis      H. Simons, Works B, subcontracting      Works F      Works F      Subcontracting				G. Brown Maximo FDIS, MAS, Subcontracting				Central Business			
SERVICES		A. Bowen      L. Hawkins Services F      Services F								Central IT			
FINANCE & CONTROLLING		M. Osman      M. Hyde, R. Keanely, S. Harper,      B. Patel      D. Monk Finance      Finance General      Finance AR      Treasury C. Rider      R. Biggs      S. Marks, A. Sinnott, H. Moore Services F      Works B      Finance AP C. Brennan, R. Fellows VFS								C. Rio   R. Cayer-Barrioz L. Paitschin      C. Le Dorze T. Rasolonjatovo      C. Leybros N. Joofun      E. Dubois      E. Vettoretti      S. Baldé Q. Lambert      A. Chemla      Y. Saoudi Hassani      P. Maine N. Bigdade      C. Tchikaya P. Mangold   T. Lefevre      A. El Merini C. Fourreau A. Rizakou			
PROCUREMENT		L. Weiss      E. Woodgate S/4, eSource      Subcontract F								M. Dillon Plant & Hire COINS			
EQUIPMENT & PLANT		M. Dillon Plant & Hire COINS								N. Sizer      B. Gear S/4, E-HR, E-Payroll      E-Payroll			
HUMAN RESOURCES		J. Taylor-Rose      J. Mercer Change lead      Training								C. Fourreau A. Rizakou			
CHANGE MANAGEMENT		S. Howard      G. Brown PMO      Data Migration MAS interfaces, R&A				D. Baby Infrastructure		L. Kaabouche A. Newman Data Migration		M. Chouabi      A. Viret PMO      Architecture			
TRANSVERSAL		M. Cazaux      C. El Samra      M. Benyahklaf      TBD HIP      Technical Architecture      Homepage      Roles & Auth.								N. Zaouak			

B = Building  
F = Facilities

# Reminder of some TWWW core principles

## Business Unit as the Cornerstone of the organization – Balance Operations/ Commercial/ Finance

- The **BU** is the **cornerstone** of the organization: close to the **field** and its **customers**, defined by having:
  - One manager
  - One business line and a territory
  - A profit-and-loss account
  - Its own resources.



- Commercial teams responsible for managing the commercial aspects of the contracts
- Financial controllers manage the reporting of the figures, and check and validate
- Both parts reporting into the BU Director, who is ultimately responsible for their financial results.

## Reminder of some TWWW core principles

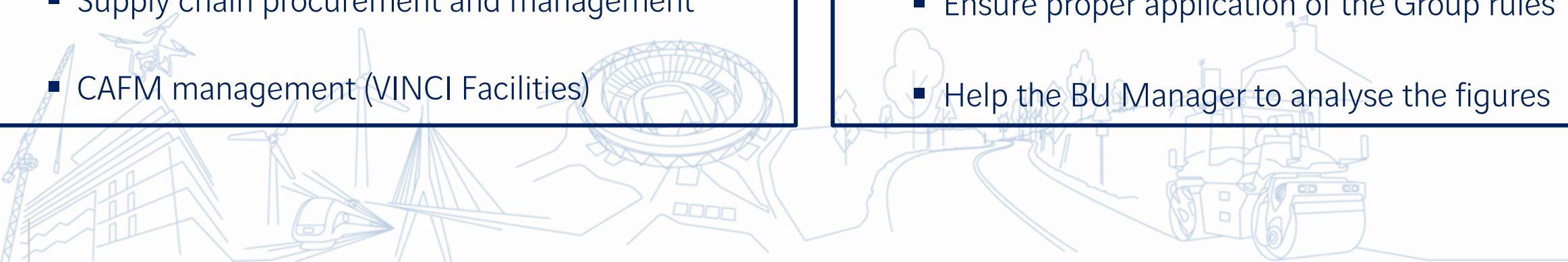
### Split of Duties between Commercial and Finance

#### BU Commercial teams responsible for:

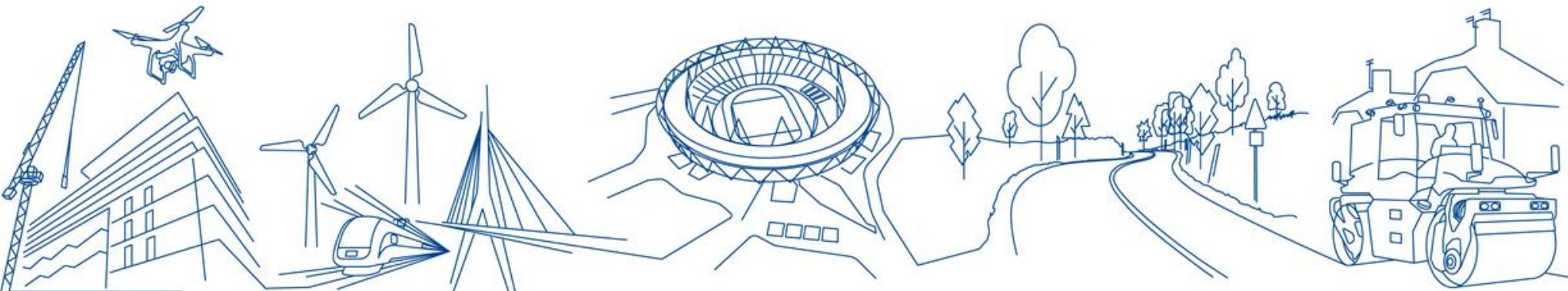
- Contract administration and compliance
- Risk and opportunities
- Variations and changes
- Applications – produce, submit and agree
- Supply chain procurement and management
- CAFM management (VINCI Facilities)

#### BU Financial Controllers responsible for:

- Owners of the BU budgets (BR, R1, R2, R3)
- Review of financial results and trends
- Monitoring WIP, Debt and DSO
- Balance sheet review
- Ensure proper application of the Group rules
- Help the BU Manager to analyse the figures



# Q & A



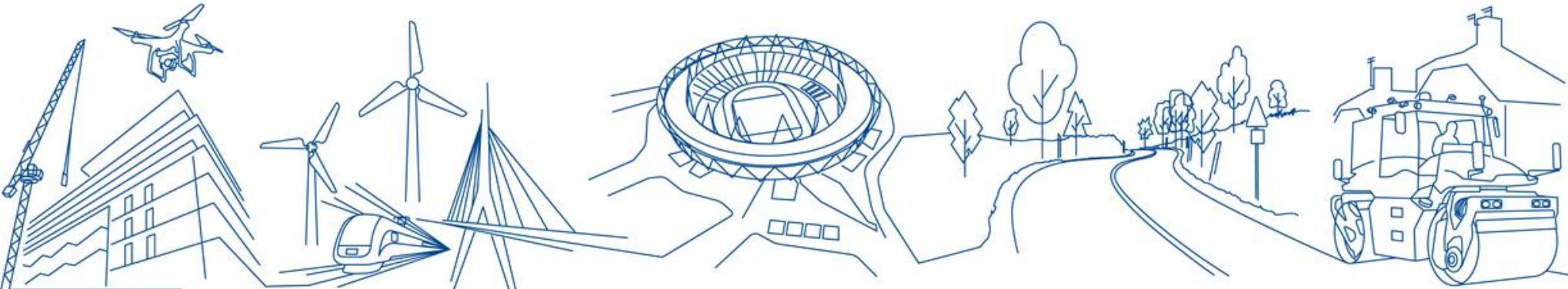


UK

# Leaders Forum

## HR – The Third Way.... a look back

Therese Stevenson



# The Third Way: A look back....

December 2021

**Cabaret**  
★★★★★  
Eddie Redmayne lives up to the hype in this blinder of a show!  
Review Page 3

Verstappen pips Hamilton to title in last-lap thriller Sport Monday 12 December 2021 £2.50 (139p) From £1.75 for subscribers

# The Guardian For 200 years News provider of the year

## PM bets on 1m jabs a day to halt 'tidal wave' of Omicron

TV address by Johnson ramps up rollout to avoid further Covid curbs

Army deployed and GPs cancel appointments to speed up vaccinations

Jessica Elgot Author of *My Favourite Murder* and *Deadly Dishes*

Boris Johnson is gambling on an unprecedented ramp-up of vaccination centres, rather than a lockdown or incoming "tidal wave" of Omicron" and avoid further restrictions.

The army will be deployed across the country to rapidly accelerate the vaccine programme and GPs will be told to cancel all non-essential appointments so that more medical resources are available to offer vaccines to every UK adult by the end of December.

In his speech to the nation last night, the prime minister said: "We are in our battle with the new variant. Omicron is progressing and we will do all we can to protect our world of vaccine接种 to keep our friends and loved ones safe."

Johnson is facing a major test of his authority this weekend, calling the target "a minimum measure" unlike anything we've had before in the vaccination programme.

It means vaccinating around 1 million people a day, which is 10 times faster than the UK records 84,400 daily vaccinations in March. All over-18s will be offered a jab today and NHS booking for over-5s will open from Wednesday.

You can see the Covid alert level was raised from three to four yesterday, after a further 1,239 UK cases of Omicron were confirmed, making the total number reported the previous day.

Inside

Q: What's changed and is Boris Johnson's target achievable? Page 3 >

This winter will be worse than last year - a hospital blowout

A: Boris Johnson used his televised speech to warn that the Omicron variant could overwhelm the national health service

Q: What's changed and is Boris Johnson's target achievable? Page 3 >

The prime minister faces the risk of Commons rebellion if his promises aren't met tomorrow

PA MEDIA

### 9. 'Meek' England lose the Ashes

England "meekly surrendered" the Ashes as Australia "crushed them" by an innings and 14 runs to take an unassailable 3-0 series lead, reported the BBC. The result means Australia have retained the Ashes after just 12 days of cricket.

England's 68 all out is their lowest total in Australia since March 1904 and their ninth lowest score against them in Tests. Sky News noted that, with just 1084 balls bowled in total, it was the shortest completed test match in Australia for 70 years.

**Covid travel: Omicron hitting holiday bookings, says Tui**

8 December 2021

Coronavirus



Ed Sheeran & Elton John are the UK's Christmas Number 1 of 2021

19 December 2021, 19:25



Premier League

Pos	Club	Pl	Gd	Pts
1	Man City	19	38	47
2	Liverpool	18	35	41
3	Chelsea	19	29	41
4	Arsenal	19	9	35
5	Spurs	16	2	29
6	West Ham	18	6	28
7	Man Utd	17	2	28

**Storm Barra: Weather warnings for most of UK as gales and snow hit**

8 December 2021



**5. Families could face £2,000 energy bills**

The government is under increasing growing pressure to protect families from soaring energy costs as households face the threat of their bills doubling in a year. Ofgem, the energy regulator, had previously told ministers that the price cap was set to rise by 40% in April, leading to average bills reaching more than £1,800. However, analysts now predict that the rise could be more than 50%, with households facing bills of above £2,000.

Sleet and snow fall outside a pharmacy in Biggar, South Lanarkshire

**PA MEDIA**

**Strong winds, heavy rain and snow have hit parts of the UK, as Storm Barra sweeps across the country.**

# The Third Way: A look back....

December 2021



## Eurovia and Vinci Construction - collaboration and consolidation

Published 1/20/2021



Dear colleagues,

We form an incomparable Group on an international scale. Incomparable thanks to the diversity of our fields of expertise and our local operations. And incomparable, more than anything else, thanks to the diversity of our **120,000** people, who all share the same

are looking at unprecedented opportunities in a world where the speeding up transformation. to serve cities and territories by designing, building, renovating and

all-round performance, according to VINCI's Manifesto, starting with ksite and every production site, every day. economic performance, as measured by our margin rates, which allows innovation and conquering new markets, in particular in terms of

entrepreneurs.

guide us. in language and share the same principles regarding our organisation

ding a minimum basis of shared rules, indicators and tools. e attitudes, which include:

shared, require exemplarity from all of us.

carry out our worksites and operate our production sites are the driving

All the rest of the organisation – the hierarchical structure and the support functions – are here to back up and assist our business unit managers.

You can count on my commitment and determination to lead our business line's strategy in this spirit. I am counting on each of you to build and roll out our project, and to share it with your teams.

Pierre Anjolras  
President of VINCI Construction  
President of Eurovia

Given these strategic changes in our group, **Scott WARDROP**, Chief Executive of VINCI Construction UK, will now become the managing director of the UK Division and a member of the Executive Committee of VINCI Construction SAS. These changes will take effect from 1<sup>st</sup> October 2022.

### Page Links

Letter from Pierre Anjolras  
Please click here to read



Translate to:

Select options Translate

dy seen the announcement that Pierre ANJOLRAS has been formally Construction, as per La Lettre and our annual Roadshows last year. on to his existing role as Chairman of Eurovia, and we wish him every



additional changes. Our Eurovia UK businesses will move to a new 'UK Zone' of the largest markets for the combined businesses outside France, including UK businesses: Vinci Construction, Vinci Facilities, Vinci Woodrow. The UK Zone will be led by Gilles GODDARD. Scott Wardrop will join the Eurovia UK Board.

## Announcement - Gilles Godard and Scott Wardrop

Published 7/25/2022

### Appointment Memos

Gilles Godard  
Key Appointment

Scott Wardrop  
Key Appointment



Translate to:

Select options Translate

# The Power of the Third Way...

One Team, One Culture

## THE WAY WE WORK



# The Power of The Third Way...

## One Team, One Culture

We started off with two sets of policies, procedures, processes, two ways of managing people, two approaches to benefits, two HR systems, two payroll systems, two training databases..... the list goes on!

Where are we now?

- Today, we have clarity, consistency, and fairness
- We have simplified Policies & Procedures
- There is no more confusion - employees know exactly what to expect
- Have consistent benefits - a fair, transparent set of core benefits
- Stronger culture - a unified approach fosters collaboration, breaking down silos



The migration was not about erasing identity - it was about building something together

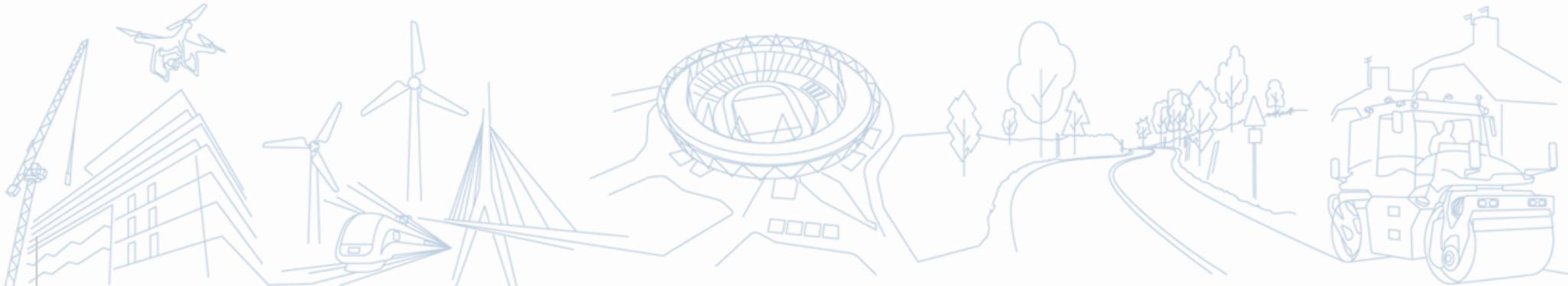
# The Power of The Third Way...

Process and process maps aren't just words or diagrams—they're blueprints for a smoother, faster, smarter way of working

- Dozens of processes were analysed, refined, and rebuilt
- Allowed us to driving Efficiency - no more duplicate efforts or wasted time
- Clear Accountability – introduction of PSG, every step is now documented
- Scalability - these processes aren't just for today; they're designed to grow with us

---

THE WAY WE WORK



# The Power of The Third Way...

- Migrating payroll and HR systems will in time create a single source of truth
- More of our repetitive tasks will in the future be automated, which will lead to fewer errors, faster processing, happier employees
- In time, our upgraded software will allow for more data-driven decisions in real-time
- E-HR once rolled out to the whole business (June 2025) will allow line of sight of employee's data, and in time, will provide better management information.



# The Power of The Third Way...

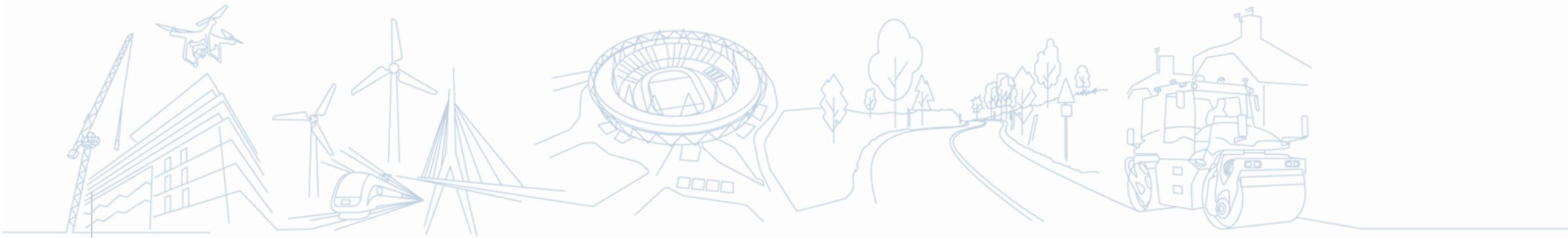
A Workforce Empowered by Change

Change is hard. But when done right, it unlocks potential



- Agile Mindset - this project proves we can adapt, and succeed in transformation
- Employee Trust – with transparent communication we turned sceptics into supporters

The real success isn't in the documents, or systems, it is in the people who made them work



# The Power of The Third Way...

## **The Bigger Picture**

This wasn't just about the creation of the Third Way, it has created a template for the Future, it is a test case for how we can evolve

- Mergers & Acquisitions - we now have a playbook for integrating new businesses
- Continuous Improvement - we've built a culture that embraces change

Because the ‘third way’ wasn’t just a project. It was proof that when we rethink, rebuild, and reimagine, we do more than just survive change

The migration was not about erasing identity - it was about building something together



# The Road Ahead...

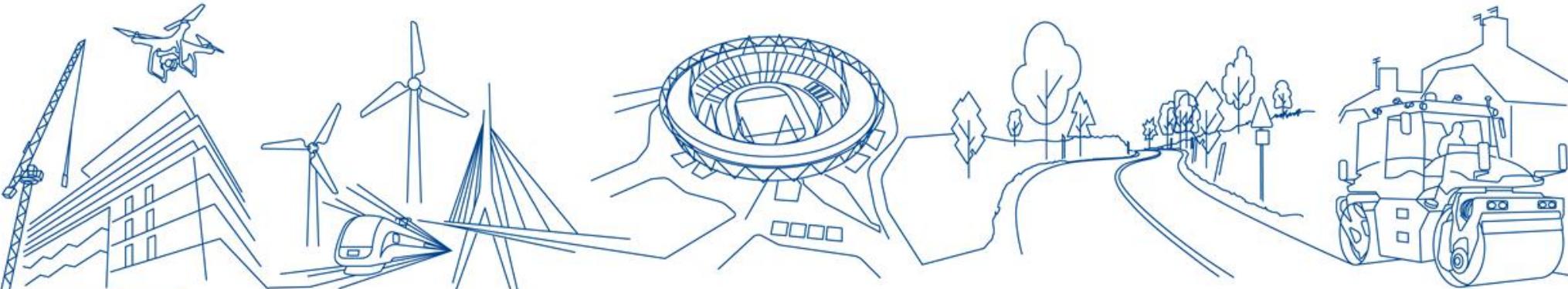


“It always seems impossible until its done” – Nelson Mandela

# Leaders Forum

Q & A

Slido #LFAPR25



# Leaders Forum

Mid morning break

Please come back at 10:45am

