

VINCI Facilities ESG Report 2025





Sustainability

Collected carbon data from **54% of targeted suppliers – representing 77% of supply chain spend** – to track progress on our Scope 3 reduction target.



For more information [click here](#)

People

Increased our support for colleagues, **training 46 apprentices** across 25 apprenticeship programmes to develop the next generation of talent.



For more information [click here](#)

Community

Delivered a **varied programme of SOMAD days**, including 42 colleagues and partners transforming the garden at The Beacon Children's Centre in Grantham.



For more information [click here](#)

Awards

Received **multiple industry accolades** across a broad range of specialisms, including sustainability, health and safety, and project delivery.



For more information [click here](#)

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Overview



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**Climate & carbon**

Fleet, energy, operations and
supply-chain emissions

**Circular economy**

Procurement, resource
efficiency, reuse and waste

**Natural environments**

Water, biodiversity and
estate resilience

**People & communities**

Wellbeing, skills, employment
and social value

**Customer impact**

Applying our expertise to
improve customers' estates

Introduction by Paul Cottam



Looking back on 2025, I am proud of what VINCI Facilities has achieved, but even more proud of the people and partners whose commitment made those achievements possible.

This report explains the progress we have made during the year, the challenges we have faced and the work still ahead of us. It reflects the impact of our business and supply chain, and the steps we are taking to reduce our environmental footprint, support our people, contribute to our communities and run our business responsibly.

As a business operating in and around the built environment, we recognise the important role we have to play in supporting the transition to a lower-carbon future. We achieved some important milestones during the year. We retained Platinum status in the Sustainable Facilities Management Index for the ninth consecutive year; reported more than £10 million of social value; delivered 652 SOMAD volunteering days; supported 46 apprentices across 25 programmes; and continued to build on our Armed Forces Covenant Employer Recognition Scheme Gold Award.

What has impressed me most is the level of engagement. Across the business I have seen colleagues give their time, ideas and energy to initiatives that support our strategy, our culture and our communities.

I have also seen our suppliers become more active participants in the challenges we are trying to solve, contributing ideas, sharing expertise and working with us to improve performance.

Wellbeing remains particularly important to me, both as Managing Director and in my role as a Trustee of Mates in Mind. Throughout the year I have seen first-hand the impact that support, understanding and open conversation can have on individuals and teams.

We know progress was not uniform, and not every measure moved as quickly or consistently as we intended.

We need to keep strengthening our data, demonstrate outcomes more clearly and translate commitments into consistent action across the business.

Ultimately, responsibility for that progress sits with our leadership team, and we remain committed to being transparent about both our successes and the areas where we need to do better. My thanks go to everyone who contributed in 2025. The challenge now is to maintain that momentum, continue reducing our environmental impact, and ensure we deliver meaningful outcomes for our people, customers and communities."

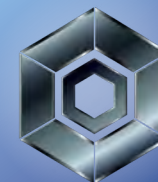


WELLBEING

PUTTING CARE AT THE HEART OF VINCI FACILITIES

**Paul Cottam**

Managing Director
VINCI Facilities



SFMI Platinum Award 2025
9th Year



£10.3m
social value generated



652
volunteering days



46
apprentices supported



Governance

As a global player in concessions, energy services and construction, VINCI is at the centre of the answers to the challenges shaping today's world. Its aim, which all its employees share, is to play an active role in advancing the environmental transition, upgrading living environments and fostering sustainable mobility.

VINCI's culture is grounded in all-round performance, which factors economic efficiency, environmental ambition and social progress into the equation in all its business lines, all around the world, every day.



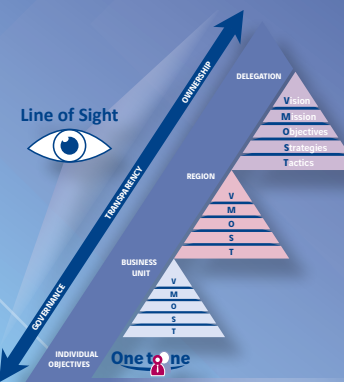
VINCI Facilities' governance is founded on the eight key principles of the VINCI Manifesto and underpinned by our VINCI Code of Ethics and Conduct. The VINCI Manifesto helps inform our own sustainable business plan and commits us to eight key principles:

OUR EIGHT PRINCIPLES

- 1 To operate, maintain and adapt facilities to serve the public and protect the common good.
- 2 To comply with ethical principles and work in accordance with the VINCI Code of Ethics and Conduct in all our relationships with our stakeholders.
- 3 To protect our environment by committing to our three core priorities of:
 - Acting for the climate.
 - Optimising resources thanks to the circular economy.
 - Preserving natural environments.
- 4 To deliver real social value through our operations.
- 5 To strive for zero accidents across all our projects.
- 6 To foster an environment that fully supports Fairness, Inclusion and Respect.
- 7 To fully promote long-term, good-quality, sustainable employment for our teams.
- 8 To share the economic benefits of our business with our teams.



together



These core principles help shape our VINCI Facilities business plan and are communicated to our teams through our VMOST (Vision, Mission, Objectives, Strategy and Tactics), which places our stakeholders at the centre of our business. Our operations are supported by strong governance and HS&E structures and our business plan sets common objectives for all our teams at every level of the business.

This governance is reflected at Delegation, Region and Business Unit level through our line-of-sight principle, which ensures complete transparency of performance throughout our business.



Who are VINCI Facilities?

Our business

VINCI Facilities maintains, operates, adapts and refurbishes buildings and infrastructure across the UK. Our activities span defence establishments, healthcare facilities, education settings, retail, workplaces, transport infrastructure and wider public sector estates.

We operate through four Regions: Facilities Management, Defence, Building Solutions and Healthcare. Together, these Regions bring specialist expertise across facilities management, estate operations, project delivery, refurbishment and adaptation of the built environment.



Facilities Management

Provides hard and soft facilities management services across public and private sector estates, supporting the operation and maintenance of buildings and infrastructure.



Building Solutions

Delivers refurbishment, retrofit and adaptation projects across existing buildings and infrastructure, helping extend asset life and respond to changing requirements.



Defence

Provides facilities management, infrastructure services and project delivery across defence estates within highly regulated and operationally sensitive environments.



Healthcare

Provides facilities management and project delivery services across healthcare estates, supporting operational healthcare environments.

Our role across the built environment lifecycle

A building or infrastructure asset continues to create operational, financial and environmental impacts throughout its working life. Most of VINCI Facilities' environmental and social impacts arise through the operation, maintenance and adaptation of existing assets for our customers on their estates.

These activities influence energy consumption, operational carbon emissions, resource efficiency, waste generation, biodiversity, supply chain activity, workforce wellbeing and community impact. This report explains how we manage those impacts across our operations.

The graphic illustrates where VINCI Facilities is principally active across the lifecycle of a building or infrastructure asset. While design and construction establish the foundations of performance, our activities are concentrated in the operation, maintenance and adaptation of existing estates, where much of the long-term environmental, social and financial impact occurs.

This context helps explain the focus of this report, including our approach to carbon reduction, resource efficiency, responsible procurement, employee wellbeing, biodiversity, community impact and governance.



Where we make the greatest difference

Operating, maintaining and adapting existing estates – where the majority of long-term carbon, resource and social impacts occur.



Delivering on our ESG objectives

Our ESG outputs are delivered through our projects, with support from our central Business Responsibility team. The team helps set our objectives, strategies and tactics, and advises on policy, compliance, measurement and best practice.

All our environmental and social objectives are cascaded through our projects and delivered in collaboration with our teams, supply chain and customers. Within our regional structures, subject matter experts support the business on client and contractual obligations specific to each contract.

Regarding governance, our central team, led by Rory Murphy, supports our reporting and disclosure obligations alongside our parent organisation, and engages with external bodies that assess our sustainability performance. Stakeholders sit at the heart of our business plan – listening to their needs and engaging with them at every level is fundamental to our success.



Rory Murphy
Commercial Director
& Lead in Business Responsibility



Melanie Richardson
Head of Business Responsibility



Monika Zilionyte
Sustainable Procurement Manager



Sarah Cassidy
Social Sustainability Manager



Gary Stopford
Environmental Manager



Peter Egan
Head of Sustainability & Innovation - Defence

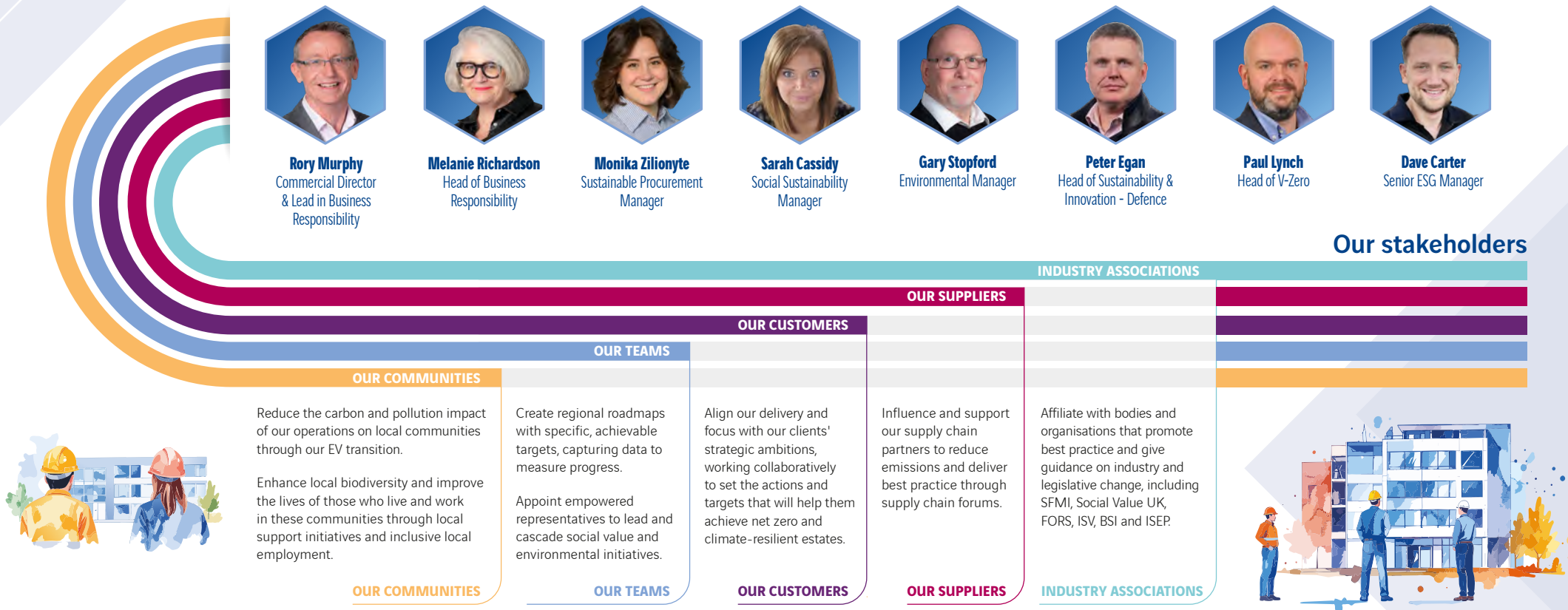


Paul Lynch
Head of V-Zero



Dave Carter
Senior ESG Manager

Our stakeholders

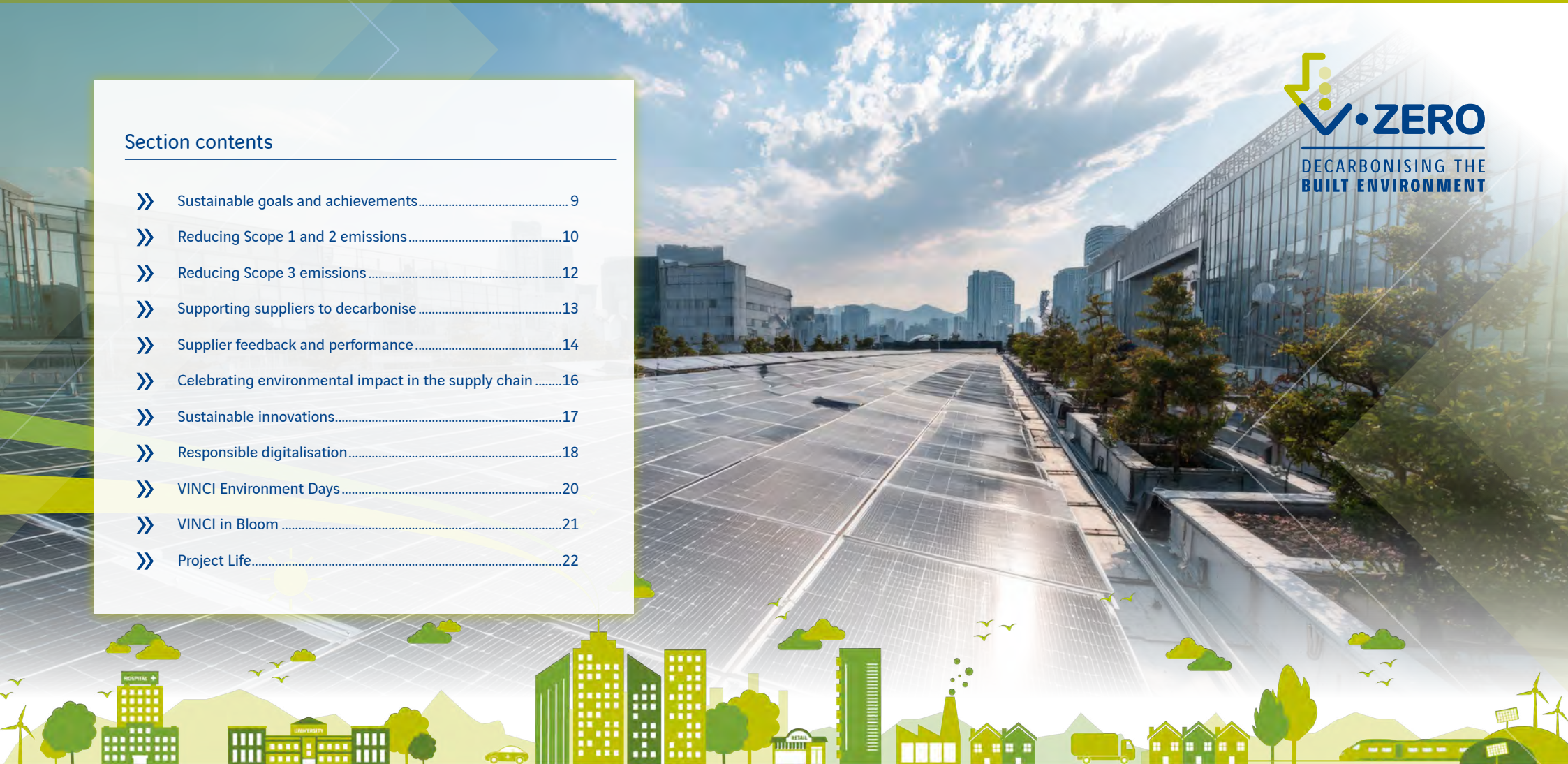




Environment and climate

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Sustainable goals and achievements

Throughout 2025 we continued to deliver our sustainable business plan, focusing on our four key stakeholder groups – our communities, teams, customers and suppliers along with industry associations – while limiting our impact on the planet.

Our headline emissions (Scope 1 and 2) continued to fall against our 2019 baseline. We also continued to engage our supply chain to capture our Scope 3 emissions, with 54% of framework suppliers measuring their emissions and supporting our reporting.

In our communities, we generated more than £10m in social value and delivered 652 SOMAD days.

Supplier performance, satisfaction ratings and our customer Net Promoter Score all remained strong. We did not survey our teams in 2025, but both absence and churn rates fell significantly.

KEY PERFORMANCE INDICATORS

YEAR	RESULT TYPE	Scope 1 & 2 emissions Reduction in emissions against 2019 baseline	Scope 3 carbon impact % of framework suppliers measuring & supporting Scope 3	Supplier survey Satisfaction score	Performance rating Top 20 suppliers	Employee survey Experience score	Customer NPS Net promoter score	Social value Embedded social value	SOMAD days Number of days delivered
2024	ACTUAL	-20%	59%	84%	79%	75%	91%	£5m	790
2025	TARGET	-10%	60%	86%	80%	80%	+60	£5m	750
	ACTUAL	-7%	54%	84%	77%	75%	+71	£10.3m	652
2026	TARGET	-20%	60%	85%	80%	>75%	+50	£11m	700



A recent SOMAD event to transform the garden at the Beacon Children's Centre, Grantham.



Reducing Scope 1 and 2 emissions

Scope 1 and 2 emissions represent the greenhouse gas emissions arising from our direct operations and the energy we purchase to support our activities.

Monitoring and reducing these emissions remains an important part of our commitment to operate responsibly and achieve our target of reducing Scope 1 and 2 emissions by 40% by 2030 against a 2019 baseline.

The majority of VINCI Facilities' Scope 1 and 2 emissions arise from our commercial vehicle fleet, which accounts for more than 95% of our direct operational carbon footprint.

Since our 2019 baseline, Scope 1 and 2 emissions have reduced from 2,760 tCO₂e to 2,573 tCO₂e, representing a reduction of 7%.

While this demonstrates progress over the longer term, emissions increased during 2025 compared with the previous year. This increase was principally associated with higher diesel vehicle use and mileage, a lower proportion of electric vehicles within the fleet, and continued reliance on hired vehicles during the reporting period.

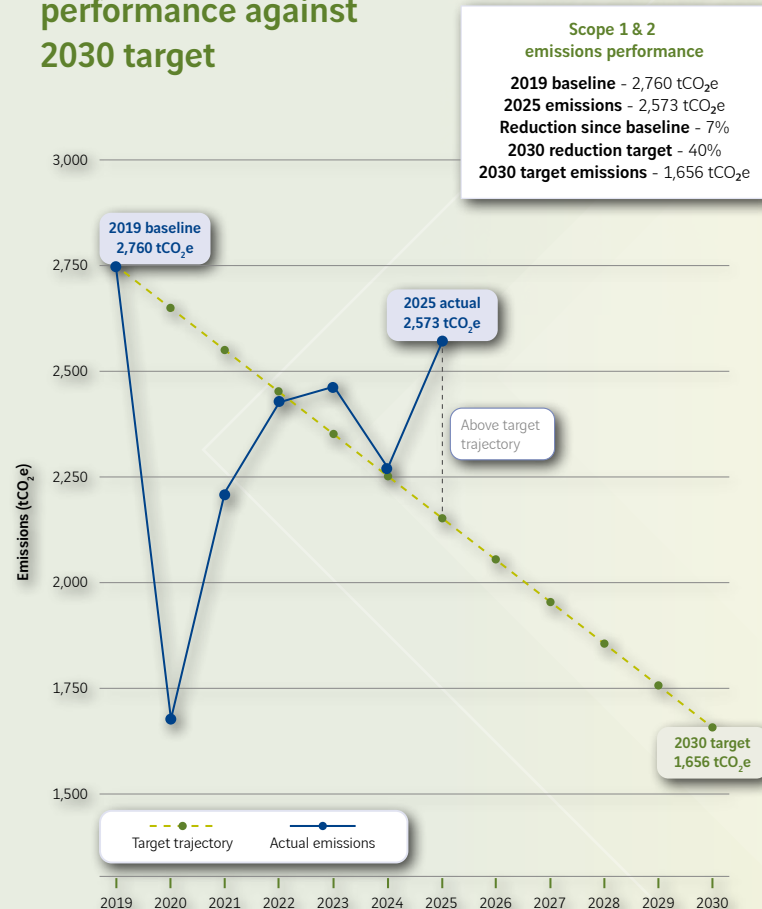
Although emissions remain below our 2019 baseline, performance in 2025 was above the trajectory required to achieve our 2030 target of 1,656 tCO₂e.

Closing this gap will require accelerated action through a combination of fleet decarbonisation initiatives, vehicle optimisation measures and further energy reduction activities across our operations.

Where our emissions arise



Scope 1 and 2 emissions performance against 2030 target





Making fleet decarbonisation a strategic policy

The majority of our direct operational emissions arise from the vehicles we use to deliver services across the UK. As a result, many of the actions that will determine whether we achieve our 2030 carbon reduction target sit within our fleet strategy.

This page sets out how we are strengthening our approach to fleet management, informed by operational data and focused on supporting practical carbon reduction across the business.

In 2025 we identified fleet emissions as a strategic priority and appointed a dedicated senior project owner to drive the work. Working across the business,

they support both the central VINCI Fleet team in Widnes and the VINCI Facilities regional leadership teams. The project is being delivered in three stages:

STRENGTHENING OUR EV-FIRST APPROACH

Reviewing processes, systems and governance so that decisions are data-led – particularly at the points where vehicles enter the business or reach the end of their lifecycle.

IMPROVING INNOVATION

Asking not only whether a vehicle can be migrated to electric, but whether we need it at all.

SUPPORTING OUR PEOPLE

Setting clearer expectations, providing training and easing the transition for drivers. Simply handing over the keys to an EV will not, on its own, drive adoption.

An approach informed by evidence

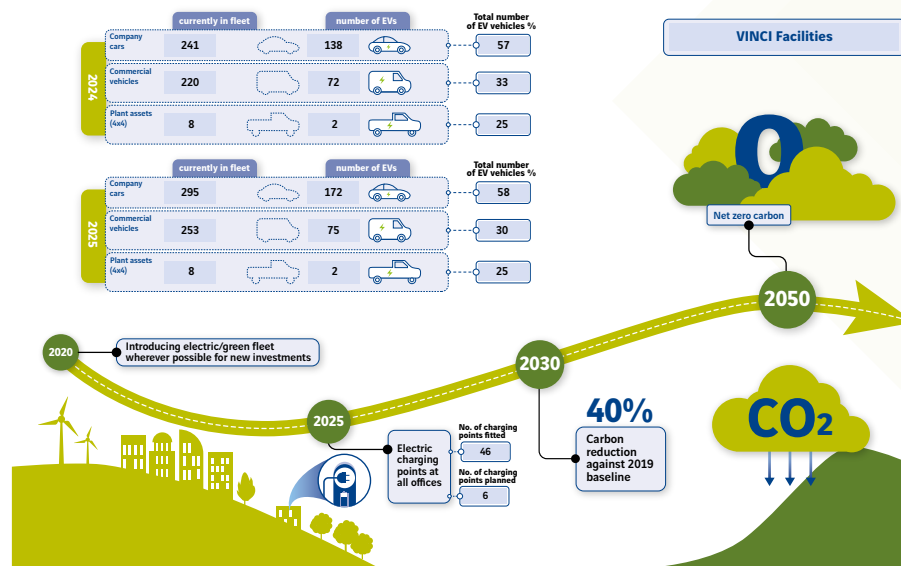
Data from Samsara, our fleet management tool, shows that most of our light commercial vehicles cover fewer than 100 miles a day, and even those assigned to larger patches typically stay under 150 miles. With laden EV van ranges now exceeding 200 miles, electric is a realistic option for the majority of our fleet. We recognise there will be exceptions where EV is not yet viable, or where drivers will need closer support to make the switch.



Progress to date

We expanded our fleet with 37 additional EV vehicles in 2025, as shown right.

We have also adopted a circular approach to fitting out fleet vehicles, recycling internal van fittings and reusing removable components such as racking and storage when new vans enter service.





Reducing Scope 3 emissions



VINCI Facilities has continued to embed the ISO 20400 Sustainable Procurement standard into business as usual, engaging with our suppliers to educate and support them so that, together, we can achieve our net zero targets. In 2025 we focused on collaboration, transparency and innovation. Our procurement team also upgraded our procurement systems, including Connect, MAS and E-Source, which has improved efficiency and supports better procurement practice.

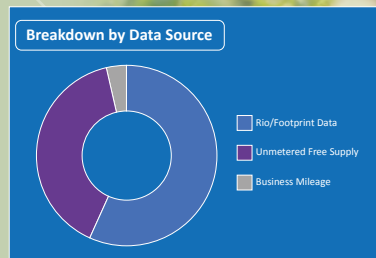
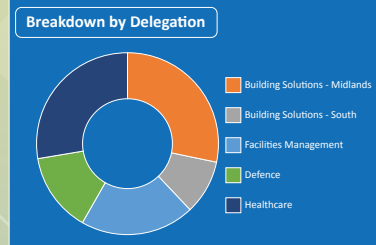
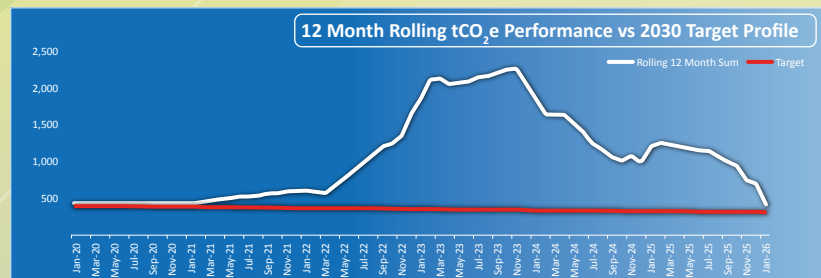
Sustainability in our supply chain

Our supply chain accounts for c.90% of our total emissions (2023 data). Known as Scope 3, these emissions are generated outside our direct control, but remain a consequence of our activities. We need to understand them if we are to meet our target of a 20% reduction in Scope 3 emissions by 2030 and reach net zero by 2050.

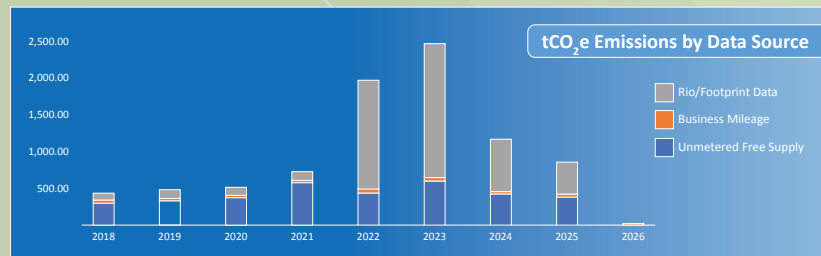
Collecting carbon data from our supply chain is central to this. In 2025 we completed our second year of data collection, delivered through our partnership with the Supply Chain Sustainability School (SCSS) and its Carbon Calculator. We reached 54% of our targeted suppliers, who together represent 77% of total supply chain spend. During the year we also continued to help develop the calculator and its methodology through the Carbon Calculator Working Group and the Sustainable Procurement Working Group, so that it reflects the needs of the FM industry.

We verified the data reported through the SCSS and corrected any incorrect apportionment. For suppliers that did not report, and for those outside our target group, we applied Department for Environment, Food and Rural Affairs (DEFRA) proxies to build a more complete view of total emissions. This now informs our Supply Chain Decarbonisation Strategy, which identifies opportunities and risks and uses the data to guide decision making.

The charts on this page set out where that data has taken us. They track our 12-month rolling performance against the 2030 target profile and break our emissions down by delegation and by data source. They show which parts of the business, workstreams and supplier activities are driving our footprint, and where our reduction efforts need to be focused.



Supply chain carbon data 2025





Supporting suppliers to decarbonise

Training and engagement

Supporting our suppliers to decarbonise was a priority throughout 2025.

As part of this, we began a partnership with Octopus Energy focused on our suppliers' fleets, forming a pilot group to establish whether a transition to electric vehicles is commercially viable and what environmental benefit it would deliver. The pilot will conclude in 2026.

We held two Supply Chain Innovation Fairs during the year. The first, at our Senior Management Conference in February, saw seven framework and prospective suppliers present innovations to our team. The second, at our Leadership Conference in March, focused on water management, with five suppliers invited to demonstrate water-saving innovations. Both events generated strong feedback and a number of follow-up enquiries for live projects.

In July we held a Supply Chain Decarbonisation event at The Studio in Birmingham, attended by 31 companies. The day focused on Scope 1 and 2 decarbonisation, with presentations from our V-Zero and Business Responsibility teams and a panel discussion involving suppliers and the Supply Chain Sustainability School.

We closed the year with our Supply Chain Awards in November, celebrating the commitment and collaboration shown across our supply chain. Every attending supplier had met our carbon reporting criteria.



Sustainability Tool

The Sustainability Tool is an online questionnaire that captures qualitative and quantitative information on suppliers' sustainability maturity, from social value to innovation. All submissions are reviewed and verified by our team, providing a holistic view of each supplier that our procurement and winning work teams use to guide decisions and shape solutions for our customers. 79 suppliers completed the questionnaire in 2025, giving us verified sustainability data across a significant portion of our supply chain.

Supply Chain Collaboration Tender Portal

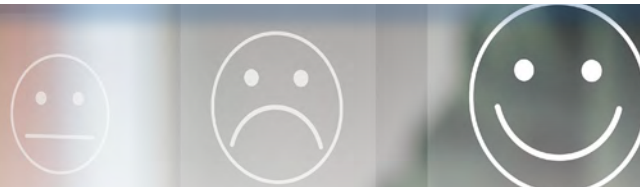
We also continued to develop our Supply Chain Collaboration Tender Portal, introducing a new process for publishing opportunities to framework suppliers. The portal is a single source for supply chain information, covering policies and procedures, opportunities, carbon reporting and events.





Supplier feedback and performance

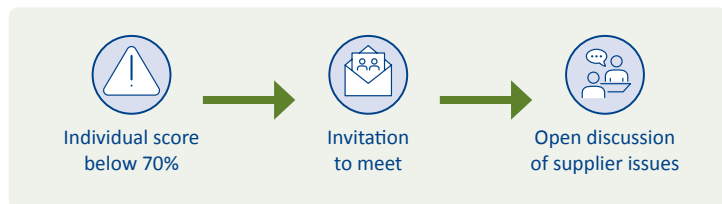
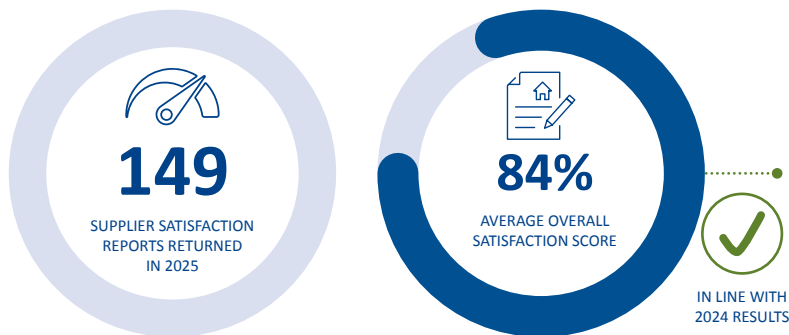
We conduct two questionnaires with our suppliers each year: our Supplier Satisfaction Report (see below) and our Performance Assessments (see overleaf).



Supplier Satisfaction Reports

These measure how our supply chain partners rate VINCI Facilities against our peers, and how we are performing against our key strategies, goals and core values.

Supplier Satisfaction Reports



The three highest scoring questions were the same in both June and November collection periods

91% JUNE | 92% NOVEMBER

How safe do your employees feel working for VINCI Facilities?

90% JUNE | 91% NOVEMBER

How do we compare to other like-sized organisations in terms of our health and safety practices?

87% JUNE | 88% NOVEMBER

How effectively do our health and safety processes enable you to work safely whilst being productive?



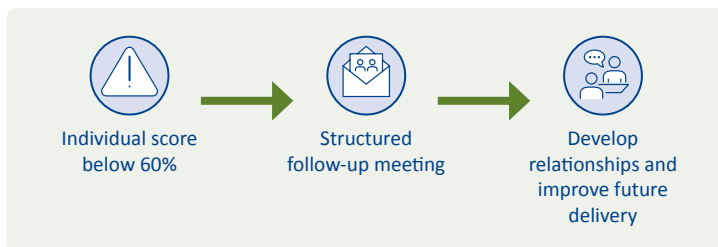
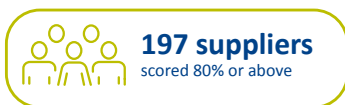
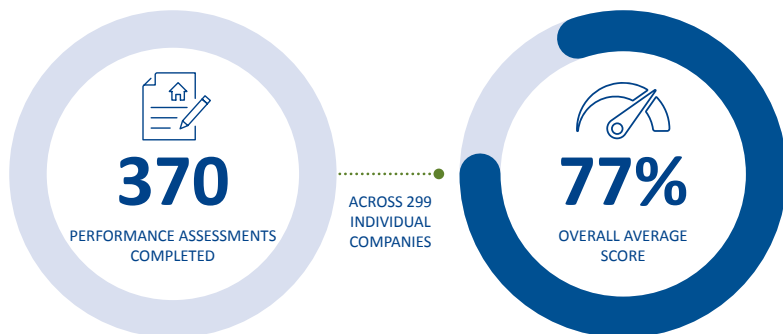
Of the 25 questions on the Supplier Satisfaction form, 21 were scored at 80% or higher, three between 70% and 79%, and one below 70%.



Performance Assessments

These measure how we, as a business, view the performance of our suppliers.

Performance Assessments



The three highest scoring questions were the same in both July and November collection periods



Of the 30 questions posed in the assessments, 15 scored 80% or higher, 14 scored between 70% and 79%, and one scored below 70%.





Celebrating environmental impact in the supply chain

In 2025, VINCI Facilities hosted its fourth Supply Chain Awards, celebrating the achievements of its partners. Among the categories was a dedicated award for Environmental Impact, recognising those partners who have made a significant contribution to environmental and sustainability goals.

Entries for this category were judged by Dave Harris, Director of Strategy and Development, and Paul Healy, Operations Director. ESOS Energy received the Environmental Impact Award, while Corps Security were highly commended.



ESOS Energy

ESOS Energy were recognised for their exceptional partnership in delivering high-impact solar energy projects across several NHS sites where we are the FM provider, helping secure over £1 million in sustainability grants. Their work has enabled the installation of large-scale solar arrays, generating significant annual savings and reducing carbon emissions.

The company worked in challenging circumstances, delivering under pressure, meeting tight deadlines and maintaining high standards of quality. Their support exemplifies the innovation, environmental stewardship and operational excellence we pride ourselves on delivering for our customers.



Corps Security

Corps Security were highly commended for their creative and impactful use of a step-tracking app that turns daily patrols into tree planting – resulting in hundreds of trees planted, over 100 tonnes of CO₂ captured and improved employee wellbeing. Rolled out nationally, the initiative is an excellent example of how small, consistent actions can drive meaningful environmental change.

Having been a supply chain partner to VINCI Facilities for several years, Corps Security have consistently shown real commitment to aligning with our sustainability ambitions.



Sustainable innovations

Sustainable innovation is central to how we deliver for our clients. These four projects, delivered by our Defence team in 2025, show what that looks like in practice.



Climate and flood resilience assessments

We have developed a two-level assessment that helps site teams understand current and future climate risks. Level one provides a high-level view of each site's exposure, while Level two offers a detailed study for higher-risk sites. The result is a tailored action plan, from drainage upgrades to nature-based solutions, supporting better decisions at site and estate level.



Repurposing timber waste

To meet the Simpler Recycling regulations, our team at RAF Odiham built waste segregation stations from offcuts, pallets and surplus timber, avoiding the need to buy new materials. Completed in a few days with no disruption to the site, the project came at no cost to VINCI or the client. This effective approach to reusing timber is now built into our biodiversity guide.



Biodiversity guide

Our practical biodiversity guide helps site teams and designers bring nature into everyday operations. It sets out the benefits, from occupant wellbeing to climate resilience, with step-by-step examples such as wildflower planting and green roofs, plus a method for measuring gains. Every example is drawn from work delivered at our own sites, including a major project at MoD Bicester.



Robotic lawnmowers

Working with our grounds maintenance partner Gavin Jones, we trialled CEORA robotic lawnmowers on two sites. Using satellite positioning, they mow autonomously, little and often, so clippings feed the lawn instead of going to waste. This reduces cost and waste while improving turf health. Three mowers are now in use, with two more on order.



Responsible digitalisation

VINCI Facilities continues to invest in digital technologies that improve operational performance while supporting our wider environmental, social and governance ambitions. Our approach is centred on Responsible Digitalisation – ensuring transformation delivers measurable business benefits while reducing environmental impact, improving accessibility and creating opportunities for our people to develop future skills.

Reducing the environmental footprint of digital technology

During 2025 we continued developing Neptune, our enterprise reporting and analytics platform, designed to reduce duplication and minimise unnecessary processing across our digital estate. While reporting historically relied on hundreds of independent datasets, models and reports, Neptune consolidates these into a single optimised environment, significantly reducing data refreshes, duplicated calculations and compute cycles. This in turn reduces energy consumption, data centre cooling and water requirements, and the carbon emissions associated with digital infrastructure. Neptune reflects our commitment that digital transformation should not simply create more technology, but more efficient technology.

2025 also saw the major rollout phase of the Maximo Application Suite (MAS) across our Facilities Management and Healthcare business lines, which then completed in 2026. MAS provides a standard platform for work management, replacing legacy systems with a single source of operational information. It supports our ESG ambitions by reducing reliance on unsupported legacy infrastructure, increasing efficiency, enabling paperless and mobile working, improving data quality and governance, and providing a foundation for future sustainability-focused services.

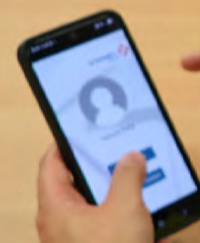
Inclusive digital products

Digital tools should be accessible to everyone who needs to use them. Our Inclusive Design Guide, published in 2024, sets accessibility requirements aligned with Web Content Accessibility Guidelines (WCAG), BBC Accessibility Guidelines and ISO standards. Our products – including MAS, Neptune, Fingertip and V-Forms – are built using inclusive design principles to support users with differing physical, sensory, cognitive and situational needs. During 2025, members of the Digital Team undertook specialist accessibility training delivered by Hassell Inclusion, further strengthening our capability in this area.

IBM maximo
NEPTUNE

Fingertip Mobile

VINCI
FACILITIES
V-FORMS





Investing in people and skills

The Performance Team comprises approximately 40 colleagues. Over the past two years the team has supported three apprentices developing digital, analytical and technology skills. This reflects our commitment to building a diverse and capable digital workforce.

In 2025 we also developed our Data & AI Literacy Academy, supporting adoption of MAS, Connect and future technologies while improving confidence, data quality, governance and responsible use of AI.

This investment aims to ensure all colleagues, regardless of role, are equipped with the digital skills needed for the future of our work.

Governance and responsible AI

Throughout 2025 we continued developing our Data and AI Strategy, identifying practical use cases while recognising that effective AI depends on strong governance, quality data and clear processes. Our approach focuses on responsible adoption, data governance, human accountability, transparency and oversight, and workforce capability. This ensures AI is treated not as a standalone initiative but as part of a broader transformation programme operating within appropriate ethical frameworks.

Senior leaders, including our Performance Director, have completed Carbon Literacy training and committed to integrating environmental considerations into digital decision making. This will directly influence initiatives such as Neptune, alongside ongoing work to understand and manage the carbon impact of cloud-based platforms.



Data & AI Literacy Academy



VINCI Environment Days

September was themed around VINCI Environment Days, with a packed calendar of activities running across the month.

At its heart was a presentation from VINCI CEO Pierre Anjolras, setting out the company's environmental commitments and targets – and the personal role each of us can play. Throughout the month, our ESG team ran bitesize lunch-and-learn sessions covering travel, clothing, food and more, with practical tips on how to reduce waste and save energy and water.



Take Local Action. Have Global Impact.

Together, we all have a role to play: **Acting for Climate** by managing carbon and climate change impacts, **Optimising the Circular Economy** through efficient waste management, and **Preserving the Natural Environment** by protecting natural resources and ecosystems for a sustainable future.



A key focus this year was personal pledges. Leading from the top, our senior leaders made on-camera commitments to inspire others, including Managing Director Paul Cottam, who pledged to swap disposable plastic water bottles for a reusable metal bottle. Staff and teams were encouraged to submit their own pledges via a QR code, with submissions being showcased on ONE (VINCI's intranet) and across social media.

We also ran an informal awards scheme celebrating the most inspiring commitments. Our winners were:



BEST PERSONAL PLEDGE

Trish Bradley – a keen allotment user, Trish pledged to compost all organic waste, switch to manual tools and rainwater butts, plant pollinator-friendly species, and avoid peat-based compost.



BEST SITE PLEDGE

Aberystwyth, Welsh Government – the team pledged to collect rainwater in two large tanks to feed a living wall via a solar-powered pump.



BEST TEAM PLEDGE

Welsh Government Waste Team – the team pledged to invest in more CIWM (Chartered Institution of Wastes Management) qualifications, and to petition the government to ban harmful PFAS chemicals that don't break down in nature.



Workplace in Bloom 2025

VINCI in Bloom

In 2025, VINCI continued the successful VINCI in Bloom initiative – a celebration of green spaces and creativity. The competition encourages all sites to get involved by transforming their workplaces into vibrant, nature-rich environments that foster wellbeing, boost biodiversity and support pollinators.

The challenge inspires teams to think creatively about how they can enhance their surroundings with nature, and this year's displays showcased an impressive range of ideas – from imaginative uses of recycled materials to stunning wildlife ponds.

A panel of 15 VINCI Facilities judges, including Managing Director Paul Cottam, faced the difficult task of evaluating these remarkable entries. Awards were presented across three main categories, 15 specialist categories and 10 Special Recognition awards for the personal contributions of individual colleagues.

VINCI Facilities teams achieved success in three specialist categories and one Special Recognition award.

SPECIALIST CATEGORIES



Best Bug Hotel

Regus Building Frimley



Tallest Sunflower

Queen Elizabeth Hospital



Best Engagement

County Offices Lincoln



SPECIAL RECOGNITION



Millennium House

Sarah & Shaun Catton





Project Life

Project Life is a biodiversity initiative that aims to enhance existing natural areas and increase the diversity of flora and fauna at every establishment across the MoD estate in London and the South East. Activities include tree planting, building and maintaining wildlife housing, creating no-mow areas and improving wildflower spread.

Following a successful wildlife housing pilot in November 2024, work in 2025 included site surveying, tree planting and dedicated wildflower meadows, a wellbeing seating area, increased training and awareness for staff, and renewed environmental feature maps.



Project Life

Tree Planting SOMAD

18th November 2025

WHAT TO EXPECT

The day will consist of planting native tree saplings across MOD Bicester C-site.

WHAT TO BRING

- ✓ VINCI ID
- ✓ Personal ID
- ✓ Waterproofs/warm clothing/shoes
- ✓ High-vis workwear

RECOMMENDED

Gardening gloves/water/snacks/hat

Location

Norris Road, Upper Arcott, Bicester, Oxfordshire, OX25 1NZ
The VINCI office is situated just off Norris Road, opposite C-site, and parking is available here.

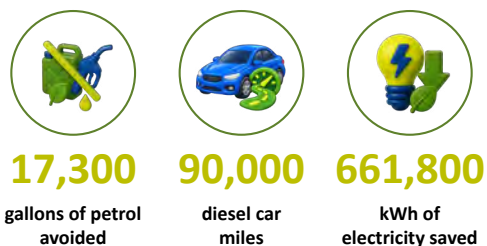
Time

09:30 Safety Briefing at VINCI office
10:00 Planting on C-Site
12:30 Break for lunch
Please note a full lunch will not be provided but snacks and refreshments will be available.

Tree planting at MoD Bicester

November 2025 saw a major planting activity at MoD Bicester, delivered in collaboration with the Woodland Trust sapling scheme, our suppliers, the MoD and DIO. Together we planted 350 saplings across six species: hawthorn, rowan, blackthorn, silver birch, hazel and English oak.

Over 20 years, these trees are expected to absorb an average of 154 metric tonnes of CO₂ – equivalent to:



The trees also support climate resilience through reduced flood risk and improved natural cooling, while new dedicated no-mow areas promote biodiversity.



Looking ahead

Project Life will continue in 2026 with:

- Further focus sites: Army HQ Andover, RAF High Wycombe and the Royal Military Academy Sandhurst
- Tailored biodiversity assessment reports for each site
- Tailored biodiversity action plans, using a bronze, silver and gold tiered system for site enhancement



Supporting our people

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Our people

At VINCI Facilities, our people are at the heart of everything we do. This page brings together the key workforce statistics for 2025, reflecting our ongoing commitment to supporting, developing and looking after our team.

UPSKILLING

INVESTING IN PROGRESS



Completed, in
progress or not
started



Providing a pathway
to the next stage (eg
to chartered status)



Where VINCI funds
the course under a
learning agreement



Helping employees
gain higher-level
qualifications

GENDER PAY GAP

61.51%

MALE

38.49%

FEMALE



28.56%
mean gender pay gap



Down from 46.46% in
2016, a reduction of
17.9 percentage points
over 9 years

EQUALITY, DIVERSITY & INCLUSION



EMPLOYEES REPRESENTED



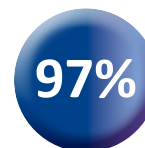
63.83% 1,516 white (English/Welsh/Scottish/Northern Irish/British)

22.06% 524 other ethnicities

14.11% 335 prefer not to say

WELLBEING

EMPLOYEE EXPERIENCE



Rated our ways of
working positively



Believe the company
takes H&S seriously



Rated overall
wellbeing positively

12.27%
of employees
leave per year
(employee churn)



Feel fully
supported to do
their job well



Enjoy their
job



Believe VINCI is serious
about reducing its
environmental impact

3.09%
end of year
absence rate



Team engagement and communication

A strong, connected and engaged workforce is essential to delivering our business objectives and creating a positive employee experience. With colleagues working across customer sites, offices and operational environments throughout the UK, we are committed to ensuring everyone feels informed, valued and connected to the wider business, wherever they are based.

Throughout 2025 we continued to invest in a broad programme of engagement and communication activity.



Senior Management Conference

Around 200 people attended the Senior Management Conference. It brought together senior leaders, directors and management teams from across the business to launch the annual business plan, review performance, align around strategic priorities, share best practice and discuss the opportunities and challenges ahead.

Creating a shared understanding of our objectives and key messages helped leaders engage their own teams more effectively and promoted consistency of communication throughout the organisation.



Focus Days

Following on from the Senior Management Conference, Focus Days brought together approximately 150 colleagues, managers and business leaders from each of our Regions to concentrate on the issues most relevant to their teams.

Region-specific business updates, strategic priorities, wellbeing and operational discussions were combined with time for questions and feedback. This emphasis on participation and open dialogue helped colleagues understand how they contribute to the wider business, while strengthening connections within their teams.



Roadshows and business updates

We run online and in-person business updates that are open to all our colleagues. Hosted twice a year by our Managing Director and Commercial Director, our online Business Updates showcase our performance, strategy, future opportunities and key initiatives.

To complement this, annual roadshows in Wales, Manchester and London bring around 350 colleagues together with the Senior Leadership Team to learn more about the business, ask questions and share feedback.



Integration Days

Integration Days brought recently appointed colleagues together from across the whole business to build relationships and develop a shared understanding of how the wider organisation operates. With employees attending from a range of functions and disciplines, the events encouraged collaboration, knowledge sharing and networking beyond traditional team boundaries – helping people connect outside their immediate teams and reinforcing a sense of belonging.



Keeping colleagues informed

Regular Business Unit, Region and Delegation newsletters kept colleagues up to date on business performance, customer successes, key initiatives and achievements from across the business, complemented by business updates and webinars throughout the year.



Coming together beyond work

Colleagues also connected through a wide range of wellbeing, inclusion and community activities, including Pride celebrations, Blue Monday initiatives, charity fundraising, SOMAD days and locally organised events. These moments offer valuable opportunities to connect outside day-to-day work, celebrate our diverse workforce and reinforce the culture and values that define VINCI Facilities.



Early careers events

Apprentices from across the business gathered at The Rep, Birmingham on 4th September for the Early Careers Forum. The day combined leadership Q&As, team activities including Thinking Hats and The Big Bridge Build, and a panel of former apprentices sharing career advice. It closed with each apprentice committing to one action they would take in the next three months to grow their skills, network or career.



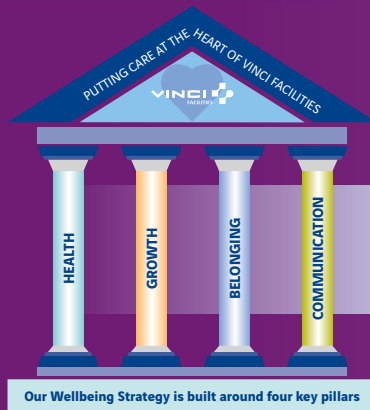


Wellbeing strategy

Embedding a culture of care and wellbeing

Our Wellbeing Strategy takes a long-term view, recognising that culture change takes time. Our ambition is to support people to be happy, healthy and productive both in and out of work – strengthening our reputation as a caring employer, helping us attract and retain talent, improving engagement and reducing ill-health and absence. It's designed to be accessible to all colleagues, whether front-line or office-based.

In 2025 we continued to embed this culture through a range of initiatives.



Wellbeing ambassadors

Our network of ambassadors grew to 72 in 2025. Our ambassadors lead and implement wellness initiatives and are a visible presence colleagues can turn to when they're struggling.

The annual Wellbeing Conference brought ambassadors together to share, learn and shape the programme. Managing Director Paul Cottam – a Trustee of mental health charity Mates in Mind – opened the event, reinforcing that health, safety and wellbeing will always remain a priority. Sessions included laughing yoga, a talk from Wellbeing People and an art class marking National Scribble Day.

"All of our ambassadors are passionate about looking after our people, and providing a safe space for everyone to be their true self at work." Natalie Edwards-White, Social Sustainability and Wellbeing Manager.



Habits for Health

Our 12-step wellbeing programme, open to all employees, achieved 810.5 hours of engagement in 2025. The portal was also extended to our supply chain in July, generating a further 52 hours.

Newsletters

We continued to publish a wellbeing newsletter built around a monthly theme – from Dry January and stress awareness to suicide prevention, women's health and grief awareness.

Fitness challenges

We supported HSE's Steps to Health Challenge, which ran for five weeks from 28th April, timed to coincide with National Walking Month. Four-strong teams competed on total weekly steps, with prizes for the most significant lifestyle changes, best team names and a photo competition.

Sharing personal stories

Over 200 employees joined a 45-minute Breast Cancer Awareness webinar, in which Natalie Edwards-White spoke about her seven-year journey with secondary breast cancer and Senior Assistant Facilities Manager Alex Collings shared his experience of male breast cancer. The session covered types, stages, signs, symptoms and treatment options, followed by a live Q&A.





Employee networks

Our employee networks continued to go from strength to strength in 2025, with three new networks launched in response to feedback from staff surveys.

All our networks are dedicated to promoting wellbeing, diversity and inclusion across the organisation. They provide a platform for employees to openly discuss topics that matter to them, sharing stories, experiences and events in a supportive and safe environment.

These networks form a key part of our Fairness, Inclusion and Respect initiative, fostering conversations among colleagues with shared interests and encouraging the exchange of ideas. The ultimate goal is to enhance diversity and create a genuine sense of belonging, ensuring everyone feels included, regardless of their background.

Through Microsoft's Viva Engage tool, colleagues can connect with employee networks at any time. The platform enables participation in discussions, sharing of resources and organisation of events, further strengthening our community.

Culture and Heritage Employee Network



Provides a safe space to discuss the issues that matter to our members and connect with like-minded colleagues, gaining knowledge and advice without judgement. The network is currently developing its Terms of Reference.

17
members

Early Careers Employee Network



The Early Careers Network connects graduates, apprentices and placement students across all delegations and Shared Services, giving members a forum to meet peers, attend webinars and events, and develop their skills. It also gives the Early Careers Team a central channel for sharing opportunities. The Early Careers Women's Network builds on this with workshops, site visits and presentations from inspirational women.

427
members

Early Careers Women's Network



57
members

LGBTQ+ Employee Network



Ensures members feel included, safe and able to bring their whole selves to work, with education on LGBTQ+ identity and events such as Pride Month Lunch and Learns. Still in its early stages, it is already building a stronger sense of belonging.

108
members

Women's Employee Network



Celebrates women's ambition and wellbeing, giving members a voice and a platform through virtual and in-person activities throughout the year. Launched in March 2025, it creates a safe space to share stories and support one another, strengthening professional and personal connections beyond members' own teams.

214
members

Neurodiversity Network



Supports colleagues with conditions such as autism, ADHD, dyslexia and dyspraxia. These conditions bring different ways of thinking, learning and problem-solving, which can be real strengths for our business. The network challenges stereotypes and offers both professional and personal support.

79
members



Real Living Wage

We are proud to be a Living Wage Foundation Recognised Service Provider. This reflects our belief that people should be paid fairly for the work they do, and our active support for wider adoption of the real Living Wage.

Working alongside the Foundation, we encourage clients and supply chain partners to see fair pay as both a responsible choice and a commercially sound one. Paying a wage that reflects everyday costs can strengthen morale, help retain skilled people and support more resilient businesses, while contributing to a fairer society.

The real Living Wage is independently calculated from the genuine cost of living in the UK. It is designed to help workers meet essential day-to-day expenses, from food and household bills to unexpected costs such as dental care.

Unlike the statutory National Living Wage, the real Living Wage is a voluntary commitment. More than 15,000 UK organisations have chosen to embrace it, recognising that a salary should offer more than the legal minimum: it should provide security, dignity and greater peace of mind.



Collaboration with the military

VINCI Facilities remains committed to creating meaningful social value through its longstanding support of the Armed Forces community. As a business that works closely with the Ministry of Defence (MoD), we recognise the immense skills, experience and dedication that service personnel, veterans and military families bring to the workplace. In 2025, our workforce included 36 veterans and two military spouses.

Throughout 2025, we continued to strengthen our support through active engagement with key defence stakeholders, targeted employment initiatives and the promotion of best practice across our organisation.

Our close collaboration with the MoD's Defence Relationship Management (DRM) team has enabled us to align our employment and community activities with the wider objectives of the Armed Forces Covenant.

Through this partnership, we have enhanced opportunities for serving personnel, reservists, veterans and military families, while ensuring that our business remains informed of emerging defence employment priorities and workforce needs.

A key element of our support is our ongoing partnership with BuildForce, the industry-led programme that connects service leavers, veterans and reservists with careers in construction and facilities management. By working alongside BuildForce, we have helped talented individuals identify and access rewarding employment opportunities, ensuring that the valuable leadership, technical expertise and problem-solving skills developed during military service continue to benefit both individuals and the wider industry.

“

As we continue to mature our delivery of the MoD/ DIO Future Defence Infrastructure Services (Defence), Reserves & Volunteer Estate and Military Critical Infrastructure contracts, our relationship with and support for the Armed Forces community continues to grow. I am incredibly proud of the progress we have made in creating meaningful opportunities for service personnel, veterans and military families, helping them transition successfully into rewarding careers while strengthening our business and the wider industry.”

Lee Scragg
Region Director, VINCI Facilities



Empowering people with disabilities

Alex Hawtin

Facilities Office Assistant



How Alex has settled in

Alex joined the Lincolnshire County Council (LCC) project in September 2025, working one day a week through WorkFit, the Down's Syndrome Association employment programme. He has settled in exceptionally well and is a valued member of the Facilities Management team. Being part of the team has had a positive impact on his wellbeing, confidence and self-esteem, and his independence has grown significantly. Alex now travels to and from work on his own, arrives each day with enthusiasm, takes pride in his role and enjoys being part of a supportive, inclusive team.

The work Alex does

Alex supports the wider facilities team with day-to-day activities including reactive repairs, updating the office escalation board, admin duties and car park patrols. He also contributes well beyond his core duties, including taking part in a beach clean SOMAD event. He has been an enthusiastic participant in the Steps to Health challenge, using his love of music and dancing to increase his daily activity levels – so much so that he received a Special Recognition certificate and a voucher for his participation in the challenge.

How we have supported him

VINCI Facilities has supported Alex's employment through the WorkFit programme, giving him the opportunity to develop skills and gain meaningful employment in an inclusive workplace. The team has created a welcoming environment where Alex is encouraged to take part fully in team activities, wellbeing initiatives and social events, including the 2025 Christmas party. Colleagues have embraced awareness campaigns such as World Down Syndrome Day and promoted inclusion through fundraising and engagement activities. This culture has helped Alex build confidence, independence and a strong sense of belonging.

The impact Alex has had on the team

Alex has had a hugely positive impact. His sense of humour, infectious smile and positive attitude have lifted morale and strengthened team spirit, and colleagues consistently highlight the value he brings. His journey from nervous beginnings to confident, valued team member has been an inspiration and demonstrates the benefits of creating inclusive employment opportunities.

“

Alex has found more than a workplace – he has discovered confidence, pride and a team that celebrates who he is. From nervous beginnings to arriving each day with a smile in his uniform, Alex has grown into a valued and confident member of the FM Team.”

Darren Kane

Account Manager, VINCI Facilities





Investors in Diversity



The National Centre for Diversity's Investors in Diversity standard measures how deeply an organisation has embedded fairness, respect, equality, diversity, inclusion and engagement (FREDIE) into its culture – rather than simply whether the right policies exist on paper. We achieved Silver accreditation in 2024 and have continued that commitment through 2025.

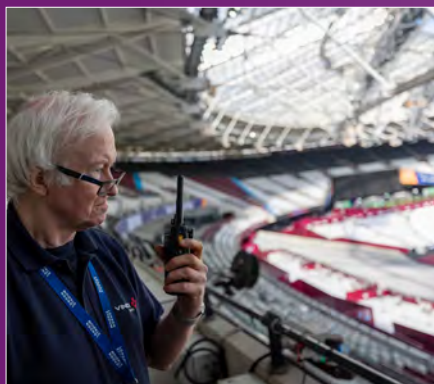
Following interviews with our assessor and with employees from across the business, the accreditation recognised:

- Our colleagues' commitment to FIR, mental health and wellbeing
- The measures we have implemented to promote workplace diversity
- Completion of the DE&I course by all of the Senior Management Team
- The establishment of dedicated staff networks

The Investors in Diversity framework brings together all our equality, diversity and inclusion initiatives in one place, allowing us to build on our successes and address any gaps.

Achieving Silver is a fantastic milestone in our journey towards a more inclusive and respectful workplace. It also underlines how much further we have to go before our business is regarded as truly inclusive by every colleague – something we aim to demonstrate by securing Gold.

We recognise that every individual in the business plays a role in ensuring colleagues feel able to be their authentic selves at work. To embed our FIR Action Plan, we will extend inclusive leadership training and implement a three-year People Strategy setting out our approach to recruiting, retaining, developing and engaging our teams.



Fairness, Inclusion and Respect

Everyone who works at VINCI Facilities should be able to reach their potential. That principle sits behind our commitment to Fairness, Inclusion and Respect (FIR) – we aim to create an environment in which people are treated fairly and respectfully, have equal access to opportunities and resources, and are able to contribute fully to the success of the business.

Our FIR Policy sets out this commitment and makes clear that understanding and promoting inclusion is a responsibility shared by all of us. A positive approach to FIR is integral to everything we do – not only for ethical reasons, but because it:



Fairness | Inclusion | Respect



Upskilling our team

We recognise the importance of upskilling, training and supporting people's career pathways, giving everyone the opportunity to progress.

Upskilling develops our people's existing skills and knowledge to improve performance in their current roles and prepare them for future challenges. It closes skills gaps, supports organisational change and builds leadership capability.

By investing in our workforce, VINCI Facilities is building a more capable, engaged and agile team – driving stronger retention, better customer outcomes and greater readiness for what's ahead. It also plays a key role in how colleagues progress with us, alongside their performance, competency and overall contribution.

In 2025, VINCI Facilities employees completed 16,183 hours of training. Across the year, 1,503 employees took part, completing 196 separate courses between them – an average of just under 11 hours of training per participating employee.



Formal upskilling programmes

Alongside our e-learning modules, VINCI Divisionals ran the Emerging Leaders programme, with five people starting in 2025 and completing it in 2026.

A further 82 employees took part in formal upskilling courses. The programmes with the highest uptake were:

- Electrical and Electronic Engineering HNC
- Facilities Management Level 3 Certificate
- Facilities Management Level 4 Diploma
- Construction Site Management Level 6 NVQ
- Senior Construction Site Management Level 7 NVQ



What participants told us...

I'm motivated and committed to putting my learnings into practice.

I'm more invested in my future at VINCI because of this programme.



DofE

Supporting the Duke of Edinburgh's Award

Founded in 1956 by Prince Philip, the Duke of Edinburgh's Award is a youth development programme open to young people aged 14 to 24. Through non-competitive, self-directed challenges, it builds personal skills, physical health and community connection. In 2025 we were pleased to support Aaron Pitts, Assistant Quantity Surveyor, through the programme.

A central element of the award is planning, training for and completing an adventurous journey as part of a team. Aaron first completed a three-night practice expedition, followed by a four-day qualifying expedition. Alongside these he undertook four nights of residential training covering presentation skills; soft skills development including teamwork, communication, self-awareness and problem solving; and practical expedition skills such as tent building, navigation and orienteering.

Participants can achieve the award at Bronze, Silver or Gold level. Aaron achieved Gold, receiving his award at a ceremony held at Buckingham Palace.

The Duke of Edinburgh's Award develops the qualities our business depends on: resilience, teamwork, strong communication and the confidence to lead. Supporting employees through the programme is an investment both in the individuals themselves and in our talent pipeline.





Apprentices

We're proud to support the next generation of talent. In 2025, this included 46 apprentices across 25 apprenticeships, the three most widely undertaken being Facilities Management Supervisor, Facilities Manager and Business Administration.

Below are two apprentices who excelled in 2025 and were recognised for their achievements.

Max Nolan

Max was named Apprentice of the Year in our in-house awards, recognising his consistently high standards of workmanship and proactive approach in delivering results that exceed expectations. He is currently carrying out a mechanical engineering role alongside his apprenticeship, and we have offered him that role on a permanent basis, which he will continue through the final two years of his apprenticeship. His ability to meet deadlines, adapt to workload demands and maintain quality reflects a maturity beyond his experience. His professional attitude, consistency and dependability make him a valued member of the team.



Nathan Butteriss

Nathan was a Level 3 Construction Support Technician Apprentice on Building Solutions' recent Sleaford House project for client NHS Property Services, where he was recognised through VINCI Facilities' staff recognition scheme for his outstanding attitude, work ethic and commitment to learning. Since the project completed, he has finished his Level 3 NVQ, begun his Level 6 NVQ and secured a full-time Assistant Site Manager role within Building Solutions.



ELEVATE

In July 2025 we launched **ELEVATE**, a structured mentoring programme within Building Solutions designed to support employee development through mentor-mentee relationships.

It runs annually from 1st July to 30th June and comprises an introduction session, regular review meetings and ongoing goal tracking, complementing our formal line management processes.

The programme aims to build technical and leadership capability, support career progression and professional development, promote personal wellbeing, improve employee engagement and retention, and create a consistent development framework across the business.

In its first year, 32 mentees and a similar number of mentors took part. Participant feedback showed strong satisfaction and engagement, with the programme format rated 8.1 out of 10 and mentor/mentee engagement 8.4 out of 10.

**BUILDING SOLUTIONS**

Mentoring for Growth,
Capability & Wellbeing

YEAR 1:
Programme
Induction





Colleague showcases

Patrick Reid

Promoted to Senior Project Manager in 2025, Patrick leads delivery at Whiston Hospital, a Hard FM contract for Mersey and West Lancashire Teaching Hospitals. His career highlights the development pathways available within VINCI Facilities and the value we place on nurturing internal talent.

After joining in 2012 as a Mechanical Engineering apprentice at St Helens and Whiston Hospitals, Patrick went on to complete a bachelor's degree in Engineering and a master's degree in Building Services Engineering. Studying alongside his day job, he progressed swiftly through roles including Mechanical Engineer, Maintenance Supervisor, Facilities Manager and Senior Facilities Manager before securing his current position.

As he has progressed, so too have his responsibilities and the trust VINCI Facilities places in him. He is now responsible for our PFI contract, which serves c.350,000 residents across Merseyside. His remit covers maintenance, capital works and commercial activity, alongside the management of a team of 80 colleagues.



Under Patrick's leadership, VINCI Facilities has helped Whiston Hospital secure first place in the North West for PLACE (Patient-Led Assessments of the Care Environment).

Patrick was recognised for his achievements at the PFM Awards 2025, where he received the Young Leader of the Year award. The award recognises individuals aged 35 and under who are already making a significant impact in an industry that thrives on innovation, adaptability and leadership.



PFM | AWARDS 2025

“

Starting as an apprentice gave me the chance to gain recognised qualifications while building hands-on experience in a live FM environment. VINCI Facilities provides the structure, mentoring and career pathway needed to grow into senior operational and project leadership roles, and I'm extremely grateful for the support I've received throughout.”

Patrick Reid
Senior Project Manager



Kallum Richardson

Promoted to Senior Site Manager in January 2025, Kallum leads projects delivered under the Defence VB3 framework. His career is a further example of the development pathways available within VINCI.

Kallum joined VINCI Building in 2015 as a Technical Apprentice, progressing to Technician Trainee and then Assistant Construction Manager. In November 2022 he transferred to Building Solutions as part of the new Defence framework, taking up a Site Manager role before his promotion to Senior Site Manager.

With the company's support, he has built an extensive set of qualifications including Level 3 and Level 5 NVQs in Construction Contracting Operations, a Level 3 Diploma and Level 5 HND in Construction and the Built Environment, and a BSc (Hons) in Construction Management. In 2025, he achieved MCI0B chartered status.

Kallum now leads numerous projects under the Defence VB3 framework, and successfully delivered his first project aged just 24. Now aged 28, he already brings a decade of industry experience.



In 2025, Kallum managed two key projects under our Defence contract with the DIO.

Kallum led a major restoration of Seaford House, including a new roof and glazed dome. Built in 1842, the Grade II* listed building is now home to the Royal College of Defence Studies (RCDS), a prestigious training centre for senior officers of the British Armed Forces and government. The works have safeguarded its historic fabric for decades to come, with minimal disruption to RCDS operations.

At RMA Sandhurst, he oversaw the design, construction and certification of two full-size 3G synthetic turf pitches. These all-weather facilities offer year-round usability, supporting training, development and competition at every level. Both meet the stringent standards of FIFA's Quality Programme and World Rugby Regulation 22, ensuring compliance for community and competitive use.

“

Going from technical apprentice to Senior Site Manager and achieving chartership in 10 years has come down to the opportunities I've been given and the backing to take them on. I'm always looking to progress further and take on more responsibility.”

Kallum Richardson
Senior Site Manager

“

Despite unforeseen challenges, the team delivered a finished product in line with the scope, providing excellent 3G football and rugby pitches for serving personnel, enhancing their lived experience.”

Stephen Hinchliffe
Delivery Manager, DIO



Emma Hulme

After a decade in the business, Emma Hulme was promoted from Senior Commercial Manager to Region Commercial Director in April 2025.

Emma now oversees all commercial activity across a region of four Business Units and 31 active management units. This includes supporting procurement, subcontract administration, bids and tenders, client negotiations, contract administration and commercial governance. She also directly manages the Regional Procurement Manager and her team.

The new role gives Emma scope for more strategic involvement – setting direction, driving consistency across the region, removing barriers and creating development opportunities for the Commercial teams across FM. It also sees her visit more of our sites as we work together to strengthen our shared knowledge and skillsets.

Emma plays a significant part in our major business transformation projects. This included the rollout of both Connect and MAS in 2025, where she guided the commercial teams through the transition, making sure they had the tools, knowledge and support to deliver while keeping commercial disciplines strong across the region.

“What I value most about VINCI Facilities is its commitment to developing people and encouraging collaboration. My own career shows that progression comes from being willing to learn, embrace new challenges and support those around you. I am passionate about helping others develop their careers and about creating an environment where our teams can achieve their full potential.”
Emma Hulme, Region Commercial Director, VINCI Facilities



“

In her role as Senior Commercial Manager, Emma was a key influence in the evolution of our commercial delivery into a stronger, more uniform service, which supports our business strategy around governance and is aligned to the VINCI values. Emma’s appointment to Region Commercial Director, and the knowledge she brings to it, will strengthen the Commercial team further.”

Adrian Hanna
Region Director



Community



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The VINCI UK Foundation

Established in 2016, the VINCI UK Foundation supports projects and charities sponsored by our employees. By combining the skills of VINCI people with financial assistance, it promotes social cohesion, tackles exclusion and isolation, and acts as a long-term partner to the community.

The Foundation supports organisations working in at least one of the following areas:

VINCI UK
FOUNDATION

Access to employment

Helping those currently excluded from the job market to adapt to the world of work, while also receiving the training and support needed to succeed.



Inclusive mobility

Improving access to transport for individuals without reliable means of mobility, thereby enabling better access to employment, healthcare, and education.



Insertion through housing

Supporting access to secure and stable housing for the most vulnerable and underprivileged in society.



Building better communities

Strengthening social ties and combating isolation, particularly in disadvantaged areas.

2025 marked the ninth year of the VINCI UK Foundation, with our five delegations and other UK-based VINCI companies supporting the delivery of projects that promote social cohesion and fight exclusion through community partnerships and funding. **Since the Foundation began, the UK Division of VINCI Construction has supported 139 projects with funding of £808,609.**

In 2025, the UK Division of VINCI Construction provided more than £94,000 in funding to 15 organisations. VINCI Facilities employees sponsored two of these projects, HAHAV and The Mason Foundation, which together received £15,000 from the Foundation. The projects will develop and sustain community initiatives ranging from upgrading facilities to purchasing new equipment.

HAHAV supports people living with life-limiting illness and bereavement in Ceredigion, prioritising those who are isolated or nearing the end of life. Its project will create an accessible, therapeutic art room that blends creative expression with emotional and social support for clients and the wider community. The grant from the VINCI UK Foundation, together with the support of our VINCI Facilities sponsor, will provide essential fixtures and fittings so the space is inclusive and impactful for everyone who uses it.



The Mason Foundation empowers disadvantaged and neurodivergent young people by creating pathways to employment. Its project will deliver specialist mentor training and support for neurodivergent young people, addressing both the barriers they face and the talent shortages across industry. Our funding and sponsorship will help provide the training, resources and support structures needed to secure successful outcomes for participants.



Employee volunteering

We've continued to conduct our SOMAD (Stand Out! Make A Difference) events throughout 2025, delivering an impressive 652 SOMAD days in support of 96 charities and community projects.

This amounted to:



5,216

volunteering
hours



£80,848

additional social
value

STAND OUT!
make a
difference



THE MASON FOUNDATION

Our Building Solutions team proudly supports The Mason Foundation at The Elfrida Society's annual learning disability sports days in Highbury Fields. Volunteers help participants taking part in The Mason Mile and provide snacks and refreshments throughout the day.



LINCOLNSHIRE BEACH CLEAN

Our Lincolnshire County Council team, supported by Lincolnshire Wildlife Trust, continues to hold beach-cleaning volunteering events. The team removes rubbish before it enters the sea and threatens wildlife. Since 2019, volunteers have collected more than 282.5kg of waste.



WILD TROUT TRUST WISH STREAM REGENERATION PROJECT

VINCI employees, supported by volunteers from the Wild Trout Trust, came together for a SOMAD day to revitalise the Wish Stream. Their work helped create a cleaner, more natural habitat where wild trout and other species can thrive and continue to spawn.



RSPB RAINHAM MARSHES

A team of 22 colleagues and 17 contractors volunteered at RSPB Rainham Marshes, supporting biodiversity and wellbeing through hands-on conservation work. Volunteers removed harmful ragwort to help maintain the marshland habitat for wetland birds.



LANGLEY LINES CADET TRAINING CENTRE

Volunteers from our Defence Region worked alongside clients and contractors over the course of a week to rejuvenate the internal and external areas of Langley Lines, creating a more pleasant and welcoming environment for the young cadets.



KIDSOUT

In the lead-up to Christmas, 28 colleagues volunteered their time to support KidsOut, the fun and happiness charity. Together, they packed more than 3,000 toy boxes for delivery to Women's Aid refuges across the country, supporting children who have fled domestic abuse.



TRINITY KINGS CROSS

12 volunteers from our Healthcare Region supported this local charity by packing food and toy hampers for distribution by local churches and schools to families in need over the Christmas period.



ST BARNABAS HOSPICE

Colleagues from our Lincolnshire County Council contract continue to take part in volunteering events throughout the year in support of St Barnabas Hospice in Lincoln.



CASE STUDY



The Beacon Children's Centre, Grantham

A SOMAD day was held at The Beacon Children's Centre, a specialist residential facility in Grantham that provides high-quality care, specialised education and therapeutic support for 11 severely disabled children. A team of 13 volunteers from the Lincolnshire County Council contract, 17 volunteers from eight subcontractors and 12 Lincolnshire County Council staff from the home worked together to transform the garden.

The existing raised beds, benches, sheds and bin enclosure were refreshed with bright paint to prolong their life and brighten the space for the children, and the summer house was reimaged as a beach hut.

Hanging baskets at the front of the centre were planted with colourful flowers, while the raised beds at the rear were replanted with child-safe herbs and vegetables.

A willow tree was planted to give the children an area of shade, alongside an apple tree and a pear tree that had been kindly donated. The teachers will use the fruit to cook healthy puddings. The children have since named all three: the willow is Lucky, the apple tree is Newton and the pear tree is Treeador.

Using reclaimed wood donated for the project, one team member built bird houses, a bat box, a bug hotel, a robin house and several ladybird houses, all of which were positioned around the garden.

Nature found its way indoors too. On the day, a local artist and team member from one of the subcontractors painted a beautiful mural of a tree, creating a feature wall in one of the bedroom corridors.

While attending the day, another subcontractor generously agreed to provide the labour to install a patio, giving children who use wheelchairs access to the grassed area and making the garden inclusive for everyone.

Cheryl Davidson, Assistant Home Manager, commented: "Many thanks for yesterday. All I can say is wow – the children are amazed by the transformation, and I think the staff who were not involved wish they had been. Everyone worked so hard, and I would personally like to thank you for all of the organisation that has been required to make this event run as smoothly as it did. Huge thanks."



The atmosphere and enthusiasm from all involved was infectious. On return home, the children were literally astounded and spent all evening exploring the new additions and improvements. The impact for them has been massive and, as a result, they are spending an increased amount of time in the garden, enjoying bug hunting and gardening with the new additions. Thank you so much on behalf of all at The Beacon."

Paul Tallentire
Home Manager



Cottons Farm Primary Academy

During the Easter school holidays, a dedicated team of 15 volunteers – 11 VINCI employees joined by colleagues from two of our supply chain partners, AJ Coatings and Countrywide – took on the mammoth task of transforming a large, overgrown area within Cottons Farm Primary Academy into a vibrant, welcoming and playful green space.

Members of the team built bug houses, planters and seating areas from repurposed materials, including discarded tyres and pallets. Our contractors cut back the overgrown area and painted the large containers and fence panels, making the space bright and inviting for the children to learn in.

BEFORE**AFTER**

The area now gives pupils the opportunity to grow their own plants, herbs, fruit and vegetables, and the responsibility of nurturing them. Watching things grow in real time teaches children, in practical terms, the importance of caring for the environment and promoting biodiversity – skills that not only enrich their childhood but also equip them with valuable knowledge they can carry into adulthood.

The day was also an excellent team-building event for VINCI colleagues and fostered real collaboration with our supply chain partners.



CASE STUDY



A huge thank you for the work you did over the Easter break on the allotment area. The staff are absolutely thrilled and made lots of lovely comments. The area has so much potential! Thank you for all the added extras, and for painting the container. Some classes have already been in, exploring and getting excited. Please pass on our thanks – we hope to invite you back at some point to see how it is developing."

Kirsty Patmore
Principal,
Cottons Farm Primary Academy



Fundraising, match funding and charitable donations

match FUNDING!

Our colleagues completed a diverse range of fundraising activities in 2025, supported throughout by VINCI match funding, sponsorships and charitable giving.



Employee fundraising events raised

£25,000



Match funding contributed a further

£4,000



VINCI-supported sponsorships totalled

£35,000



Company charitable donations and corporate philanthropy exceeded

£129,000



MARATHON MILITARY TREK

A member of Building Solutions walked a marathon for Construction Sport, a charity supporting construction workers' mental health. Together with fellow participants, they raised over £3,500.



CHARITY SKYDIVE

A VINCI colleague bravely completed a 12,000ft skydive, raising more than £2,000 for Taylor-Made Dreams, a charity that brings dreams to life for children with life-limiting conditions.



YORKSHIRE THREE PEAKS CHALLENGE

A colleague from our Lincolnshire County Council contract completed the Yorkshire Three Peaks in support of Parkinson's UK, raising over £2,000.



CHARITY ABSEIL

Three VINCI colleagues braved a 150ft descent down the side of the Clatterbridge Cancer Centre in Liverpool, raising over £1,000 for Clatterbridge Cancer Charity.



PELTON CYCLE CHALLENGE

Our Building Solutions colleagues took part in their annual peloton challenge, raising almost £4,000 for Construction Sport.



FIREFLY CHARITY WALK

Six VINCI colleagues walked 10 laps around Sir Thomas Wharton Academy in aid of Firefly, a cancer charity, raising funds to provide free transport for patients.



CHARITY HALF MARATHON

A colleague from our Lincolnshire County Council contract took part in the Robin Hood Half Marathon, raising money in honour of St Barnabas Hospice.



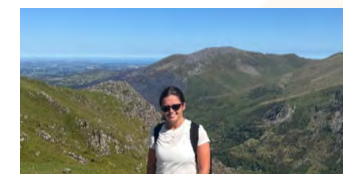
CHARITY BIKE RIDE

Two colleagues took on the challenge of a 135-mile bike ride in under 10 hours, raising over £1,500 for SSAFA, the Armed Forces charity.



BROKEN BISCUITS MARATHON WALK

A colleague completed a 42km walk in aid of Broken Biscuits, a charity that supports and rehabilitates disabled animals.



MOUNTAIN CLIMBING

A VINCI colleague climbed Yr Wyddfa (Snowdon) via the Llanberis Path in support of the Epilepsy Society.



Awards and accreditations

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Awards, accreditations and certificates

VINCI Facilities is proud to have received a number of prestigious industry awards, accreditations and certificates in 2025, recognising excellence across a wide range of business specialisms.

These accolades reflect our achievements in key areas including health and safety, partnership, sustainability, and employee development.

ACCREDITATIONS



CERTIFICATES

In 2025 we secured our first certificate from Social Value International (SVI) – the Social Value Management Certificate, Level One: Commit. This recognises our board-backed commitment to embedding the SVI Framework and the Principles of Social Value into our policies and practices.



PFM | AWARDS
2025



Young Leader of the Year
Patrick Reid, Senior Project Manager, Whiston Hospital

NBCA NATIONAL
BUILDING & CONSTRUCTION
AWARDS 2025



Restoration Project of the Year
Building Solutions' refurbishment of the Institution of Civil Engineers' Headquarters

2025
ROSPA
Order of
Distinction



Order of Distinction
Marking our 15th consecutive year achieving RoSPA's Gold Standard for H&S performance

SFMI Platinum Award 2025



Platinum Award
Our ninth consecutive year receiving this accolade from the Sustainable Facilities Management Index

Better Society
2025
AWARDS



Corporate Volunteer Programme, and Commitment to the Local Community
We were a finalist in two categories of these awards, recognising the social value delivered on our Defence contract for the DIO

AWARDS



National Building and Construction Awards

VINCI Facilities Building Solutions secured Gold in the Restoration Project of the Year category at the National Building & Construction Awards 2025, in recognition of our £4.2m refurbishment of the Institution of Civil Engineers' (ICE) Grade II listed headquarters in Westminster.

Completed in October 2024, the programme modernised 10,000m² of Edwardian building in just 19 weeks – with ICE remaining fully operational throughout.

The project showcased the depth of our heritage expertise, with specialist works to restore the Great Hall, central dome and Telford Theatre, alongside bespoke rooflight glazing, gold leaf detailing, listed stonework, laylights and historic timber panelling. It also demonstrated our technical capability, with upgrades to M&E, roofing, kitchen, plant, insulation and fire-stopping bringing the building up to modern standards for safety, efficiency and accessibility.



It was a project that reflected our sector-leading approach to delivery:



SUSTAINABILITY

100% material compliance against BREEAM and SKA benchmarks



INNOVATION

When magnetite was found in the heating system, we proposed a bio-wash inhibitor in place of a costly power flush, saving the client £150,000.



COLLABORATION

376 team members, with up to 60 on site at peak



FLEXIBILITY

60 variations delivered through agile resourcing and out-of-hours working, with no extension to the programme.



SAFETY

A complex live-site project delivered with zero accidents and zero damage to heritage assets.

The project further enhanced our longstanding relationship with ICE. They were delighted with the results, awarding Building Solutions the maximum score across all 10 questions in their post-project survey. Congratulations to everyone involved.



Phil Ackers, Head of Building Services, ICE, commented: "VINCI Facilities delivered an outstanding project, showcasing innovation, reliability, transparency, and excellence at every stage."



Restoring the ICE headquarters was a complex and rewarding challenge – requiring precision, heritage expertise, and close collaboration with our customer. This award is a testament to the trust, shared vision, and teamwork that shaped every stage of delivery."

Paul Healy
Operations Director,
Building Solutions

NBCA NATIONAL
BUILDING &
CONSTRUCTION
AWARDS 2025



SFMI Awards



SFMI Platinum Award 2025

We're proud to say that VINCI Facilities retained Platinum status with the SFMI (Sustainable Facilities Management Index) in 2025. This marks the ninth consecutive year we've received the accolade, having first been awarded Platinum status in 2017. It reflects the dedication, capability and hard work of our entire team.

Run by sustainability consultancy Acclaro Advisory, the SFMI is the UK's only dedicated sustainability benchmark for the facilities management sector, assessing FM providers annually on their performance across environmental, social and governance (ESG) criteria.

We achieved 86% for Environmental, 89% for Social and 85% for Governance, giving an overall score of 86%.

The framework scores organisations from 0-5 across 22 ESG criteria. We scored 4/5 or above in every area, with full marks in Employee Development, Health & Safety, Sustainable Communities, Management Systems, Project Delivery, Compliance and Contracts.

The assessors highlighted a number of strengths that influenced our score:

Our strengths



Just as importantly, the assessment gives us a recommended action plan, which we will use to target improvement over the coming year.



This achievement reflects our unwavering commitment to realising our vision of being both a responsible business and the leading and trusted expert in the built environment. The independent assessment by SFMI continues to push us forward, challenging us to raise the bar. Sustainability isn't just part of what we do – it's central to who we are and the strategic ambitions we're committed to as an organisation."

Rory Murphy
Commercial Director,
VINCI Facilities



Armed Forces Covenant Employer Recognition Scheme

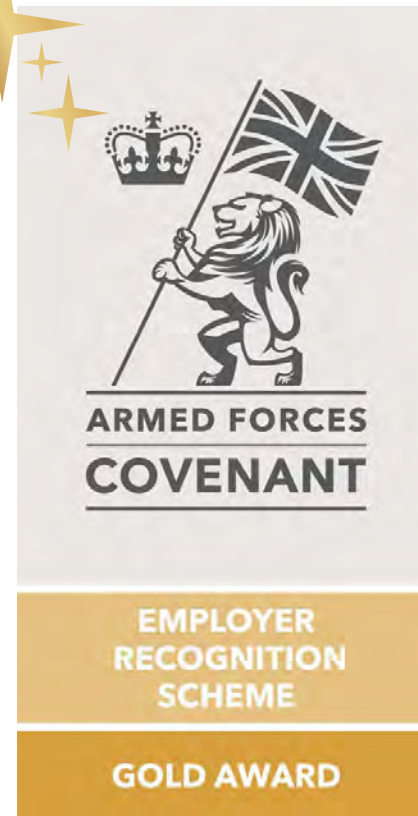
We are proud advocates of the MoD's Employer Recognition Scheme (ERS), which encourages employers to demonstrate their commitment to supporting the Armed Forces community. In 2024, we were honoured to receive the prestigious Gold Award, the highest level of recognition available through the scheme, which we will hold for five years before needing to reapply.

This achievement reflects our sustained efforts to support reservists, veterans and military families, while embedding Armed Forces-friendly policies and practices across the business. We actively promote the benefits of the ERS to industry partners and supply chain organisations, encouraging broader participation and helping to strengthen collective support for the Armed Forces community.

Building on the Gold Award, we enhanced our support for service leavers through 2025 by developing a dedicated two-day immersion programme. Designed specifically for those preparing to leave the Armed Forces, the course provides valuable insight into careers within the construction and facilities management sectors.

Participants are introduced to industry career pathways, workplace expectations, professional development opportunities and the practical realities of transitioning into civilian employment. The programme also offers direct engagement with industry professionals, enabling attendees to build confidence, expand their networks and gain a clearer understanding of future career opportunities. We now plan to host this event twice a year.

Through these initiatives, we continue to demonstrate our commitment to supporting the Armed Forces community, helping individuals successfully transition into civilian careers while creating lasting social value for the communities in which we operate.



“

For my first event related to leaving the military, I found the immersion course to be excellent. All presentations and updates were aimed at the right level. Being able to network and meet the teams across different areas of the company was really helpful.”

Christopher McGee
Army Service Leaver
24 years' service



Supply Chain Awards

Working with SMEs

We deliver almost 70% of our work through our supply chain, and the nature and geography of that work means most of this goes to SMEs and micro businesses across the UK. They make up 86% of our subcontractors and account for 77% of our total subcontractor spend.

Community and Suppliers are two of the key stakeholder groups at the heart of the VINCI Facilities vision, and by working with local SMEs we bring them together.

The benefits are wide-ranging. Local employment generates significant social value in the communities where we work, while shorter supply chains reduce our carbon footprint. It also offers opportunities for apprenticeships, training and access to employment for disadvantaged groups.

Supply Chain Awards

In November 2025 we held our flagship Supply Chain Awards, an evening dedicated to celebrating the VINCI Facilities supply chain. 48 partner firms attended and 13 awards were presented across seven categories.



The event was also an opportunity to share an update on business performance, strategic objectives, upcoming opportunities and our outlook for 2026.

The nominees reflected the breadth and commitment of our supply chain, with strong SME representation delivering high-quality, sustainable solutions for our clients.

Delivering a responsible event

The event was hosted for the second year at the Mount Without in Bristol – a venue with over 900 years of history. We worked hard to partner with local businesses to support the Bristol economy while minimising our environmental impact. This included working with Bianchis Group, a Bristol-based restaurant, and Annabel Dixon, a Bath-based singer and performer, as well as Sally Notton Photography, run by a local working mum.

Our trophies were made from 100% recycled acrylic, and we offset the carbon generated from the event via an accredited UK scheme. We also chose Bristol Soup Run Trust as our charity for this year's event, donating £5 for every guest attending our awards evening – enough to fund the charity's operating costs for an entire week.

Working together to deliver excellent customer service

Supply Chain Awards 2025



TESTIMONIALS

"The event as always was great. Perfectly managed and very enjoyable."

"Fantastic event – positive vibe created and the speakers were fantastic."

"Great venue, great company, beautiful food and wine, most entertaining compère I've had the pleasure of witnessing, some real worthy winners – really hope we get a chance to attend another one."

"We had a great time, despite not winning! It was really nice to be nominated and feel appreciated for the work we do for VINCI."

"I really enjoyed all of it. VINCI staff were very welcoming and friendly and the venue was awesome. Hope I get to go next time."



2025 saw us introduce a new category – Longstanding Collaboration. The accolade went to Ashvale Contractors Ltd – a company we've been partnering with for no fewer than 25 years. Since Cardiff's Lloyd George Avenue was built in 2000, Ashvale has delivered outstanding highway maintenance and shown true long-term commitment.

The main award of the evening, Supplier of the Year, went to Ashwell Construction Ltd. Their delivery of a highly complex works package in a sensitive environment, combined with genuine collaboration, innovation and an unwavering commitment to quality and safety, sets a new benchmark for excellence.



CATEGORY	HIGHLY COMMENDED	WINNER
Excellence in Health, Safety & Wellbeing		
Environmental Impact		
Excellence in Quality		
Social Value Impact		
Living the VINCI Values		
Supplier of the Year		
Longstanding Collaboration		



Monthly Staff Awards

We're proud to continue empowering each Business Unit, Region and Central team to celebrate their people through dedicated monthly staff awards. These schemes are designed and managed locally, ensuring they reflect the priorities and achievements of each team.

In 2025, awards were hosted across a wide range of teams, including Building Solutions, Retail, Powertest, Mobile Operations, and the Helpdesk.

Each team shaped its judging process to suit its needs: some used structured scoring criteria, while others relied on written nominations. Prizes were equally varied, ranging from cash awards of £50 to £250, to certificates, trophies and personal touches such as flowers or wine.

Award categories were tailored to celebrate what matters most to each team, with recognition spanning Team Excellence, Health, Safety & Environment, Customer Support, Project Delivery, Living the VINCI Values, Community Engagement, Administration, Service Delivery, Vehicle Standards and Customer Satisfaction.

These awards are a powerful way to shine a light on the hard work and dedication of our colleagues, boosting morale and fostering a culture where everyone feels valued, motivated and proud of their contribution.



Celebrating long service

In 2025, we proudly recognised 146 employees who reached long-service milestones ranging from 10 to 40 years. These awards celebrate their continued commitment, loyalty and valuable contribution to our success.



10 years' service
90 colleagues



15 years' service
23 colleagues



20 years' service
17 colleagues



25 years' service
12 colleagues



30 years' service
2 colleagues



35 years' service
1 colleague



40 years' service
1 colleague



Glossary of terms



Acronym	Definition
DIO	Defence Infrastructure Organisation
DofE	The Duke of Edinburgh's Award
ESG	Environmental, Social and Governance
E-Source	VINCI Procurement Portal
ICE	Institution of Civil Engineers
MAS	Maximo Application Suite
NPS	Net Promoter Score
SFMI	Sustainable Facilities Management Index
SOMAD	Stand Out! Make A Difference - VINCI Volunteering Days
SVI	Social Value International

Contact Us

VINCI Facilities

58 Clarendon Road, Watford
WD17 1DA

For any queries please contact:

info@vincifacilities.com

www.vincifacilities.com

