

John

As per our recent conversations, see below my views on the approach ARMS take.

Whilst HSEQ Director at Amey and now Vinci I have deployed a behaviour based approach with ARMS Ltd. At Amey we had a blank canvas and could ensure through ARMS initial diagnostic that what we put in place was both fit for the existing culture and the different strengths of culture that existed across the Group. It was essential to understand where any gaps in process and systems and the motivation of our people were so we could design with ARMS an approach that worked for us in the long term.

When I joined VINCI, I joined a business that had already deployed an extensive behavioural safety training programme but I could see that this was not a sustainable approach for the business moving forwards. In this instance, we used the consulting capability of ARMS to help us design a way forwards that didn't waste what had already been done but also ensured that the need to design something with deeper understanding of the VINCI business could be implemented and crucially owned and sustained by the efforts of our own internal team members coached and mentored by the experienced ARMS team.

For me the key to a successful behavioural (and cultural) change programme is in the ability to *make change stick* and the support I've received from ARMS over many years has helped me do just that. Their ability to get to know the business and focus on embedding programmes that work is, I believe, the key to a successful and sustainable approach.

Regards,

Gary Carvell
Health & Safety, Environment and Quality Director

VINCI PLC & VINCI Construction UK
07801 536509



VINCI PLC is registered in England and Wales with number 737204 and has its registered office at Astral House, Imperial Way, Watford, Hertfordshire WD24 4WW

***** VINCI PLC Group of Companies. Opinions expressed in this e-mail are those of the individual not the company, unless specifically indicated to that effect. This e-mail together with any files attached is confidential and may be legally privileged and protected by law. Its content is and intended for the addressee only. Any liability (in negligence, contract or otherwise) arising from any third party acting, or refraining from acting, on any information contained in this e-mail is hereby excluded. If you have received this in error, please delete it from your PC and, inform our IT Department on 01923 640 888 or itsupport@vinci.plc.uk, and do not disclose its contents to any other person, use it for any purpose, or store or copy the information. Please review our Privacy Notice here <http://www.vinciconstruction.co.uk/downloads/privacy-notice.pdf>. VINCI PLC Registered in England and Wales No. 737204 Registered Office: Astral House, Imperial Way, Watford, Hertfordshire, WD24 4WW *****