

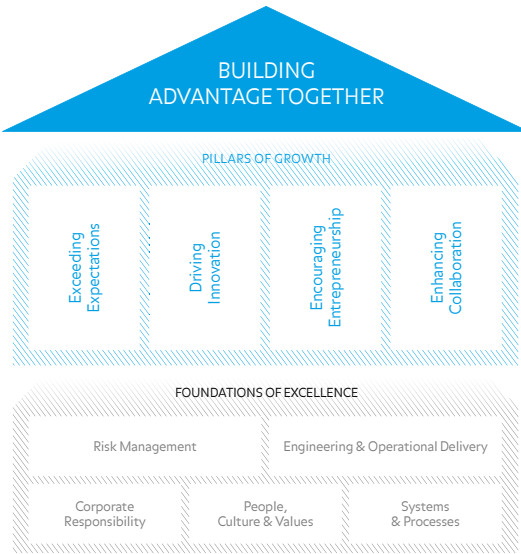
Our strategy

Building advantage together

VolkerWessels UK does business differently

We recognise that close collaboration is the key to innovation and we have strengthened our culture via our Vantage Business Model. This model allows us to streamline our working practices while focusing on what we do that has positive impacts across the business, how we work and the high standards we expect from employees and our partners. This guarantees consistency across our business and enables us to meet our own corporate goals and the high-quality standards that our clients demand.

Vantage business model



People, culture and values

Our people are our most important asset in building advantage in our industry. We are an attractive and responsible employer with a culture of providing on-going training and enhancement of technical and development skills that match the career aspirations of our people, however ambitious. We continually invest in our people in order to achieve the highest quality of service delivery for our clients and stakeholders. Our new learning and development strategy is already adding value in terms of our individual and collective continuous improvement.

Positivity flows through the veins of everyone involved at VolkerWessels UK. Each and every member of the VolkerWessels UK family is empowered. We take a very personal approach to our people, from senior management taking an active personal interest in colleagues, through to supporting individual activities in each business.

Our senior management team remain involved at all stages of the projects we deliver. Decision-making is very much a process of listening to experience and engaging with our people in advance of the required robust and rigorous governance that follows. The attitude of the people we recruit is infectious and instils in us a spirit of working together for a common cause. In turn, our senior management inspire our teams and partners with their hands-on, hard working ethic and commitment.

Success and rewards are shared by the entire VolkerWessels UK family. We succeed together and improve our business performance through everyone's hard work and dedication, delivering our sustainable business strategy and innovative projects for a wide range of satisfied clients.

Risk management

We recognise that managing risk is critical when delivering across the civil engineering and construction sectors. We are leaders in the industry in the manner that we actively identify and manage risks across our business. We fully scrutinise and understand every activity from pre-contract through to design, construction and delivery. We have a robust segregation of risk management duties across operations, commercial and financial. We have implemented pragmatic and contract-focussed quality risk management.

Rigorous and comprehensive risk reviews are undertaken for every potential project at pre-contract stage. This process ensures that clients trust us to deliver and we work closely with them throughout the entire project life cycle to ensure that risks are understood and managed.

Systems and processes

We maintain a systematic approach to improving business performance, by managing and optimising our activities, to make our processes more effective, more efficient and more capable of adapting to an ever-changing business environment. It is important that we have information, communication, and technology systems that meet the changing needs of a 21st Century construction business.

Engineering and operational delivery

Operational Excellence is a continuous process, and we will launch an 'internal engineering social network' in early 2018 to link all engineers who work for VolkerWessels UK. This not only increases their social contact but also helps them share complex issues and challenges with one another, enabling them to develop solutions as a team.



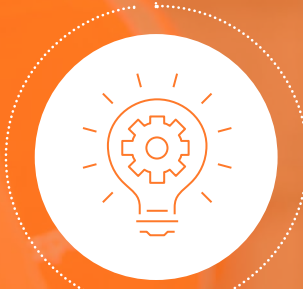
"The attitude of the people we recruit is infectious and instils in us a spirit of working together for a common cause."



Our 'pillars of growth' see us focus on exceeding client and stakeholder expectations, driving innovation, encouraging entrepreneurship and enhancing the ways in which we work collaboratively



We pride ourselves on being an attractive and responsible employer, developing excellence in our workforce and ensuring we leave a legacy



We have an increasing workforce. Over **2,800** employees help us bring together best practice across our five business units



Over the next 12 months our workforce will grow to over **3,000** to deliver the quality and complex projects in our **£1bn** pipeline



A Distinction Award from the British Safety Council recognises our commitment to keeping workers and workplaces healthy and safe

Corporate responsibility

VolkerWessels UK takes its responsibility to the society in which we operate seriously, adding value wherever possible, be it the supply chain, the customer, the environment or local communities.

We are also passionate about sustainable construction and looking at new ways of working and demonstrating industry best practice when it comes to limiting our impact on the environment.

We demonstrate a commitment to the communities where we deliver our work, delivering ecological enhancement projects, raising money for charities and promoting interest in the industry.

Health and safety is of paramount importance. We take safety and compliance very seriously and have a strong safety culture across our entire business operations. We apply best practice, seek out innovative safety solutions and consistently demonstrate the right behaviours. VolkerWessels UK maintains clearly defined management systems, interfaces and responsibilities. Maintaining effective oversight and scrutiny processes, carried out with independence and impartiality, we comply with corporate, legislative and other requirements and always seek further improvements.

We promote our positive safety culture with several high-profile and engaging behavioural safety campaigns of our own across construction sites across the country. These include PALS (Plan, Attitude, Lead, Share), AIM (Attitude. Influence. Management.), Safety Ripple and Protect our People, all of which underline our commitment to safety and are positively embraced by our workforce.

Health and safety will remain at the top of our agenda. In 2017, we received independent recognition at the 60th annual British Safety Council’s International Safety Awards.



We were awarded our fourth Distinction Award in recognition of our commitment to keeping workers and workplaces healthy and safe – one of the first businesses to receive consecutive recognition on four occasions.

Pillars of growth

Our ‘pillars of growth’ see us focus on exceeding client and stakeholder expectations, driving innovation, encouraging entrepreneurship and enhancing the ways in which we work collaboratively. Our risk management is prioritised right across operations, commercial, financial and at board level.

We want our people to look for innovations in engineering solutions and to think laterally. ‘Encouraging entrepreneurship’ gives our people the confidence to come up with new solutions; to be innovative and explore new lines of business and markets. Enhancing collaboration means working together internally, with our partners and supply chain to come up with the solutions our clients and the industry demand. We enjoy strong relationships with our supply-chain partners from day one and maintaining those relationships provides security in the delivery of work to time, quality and price.

We fully respect and work with the supply chain to maintain our focus on choosing collaborators with the same ethos.

VolkerWessels UK has an enviable level of stability and its business units and sub-divisions are revered in their respective markets.

The respect we have gained within the industry is down to our people, their capabilities and work ethos. This in turn translates into a very stable and experienced workforce, from board members down, who have not only built up their own knowledge, but are also in a position to share it with the next generation.

“Our financial control and effective management of risk, coupled with our focus on delivering cash-backed margins, has helped us to achieve a strong cash position. We are an agile business that delivers safely and effectively because we recruit and retain the best people.”

Naomi Connell, chief finance officer



Across VolkerWessels UK we drive our performance by applying our key pillars of growth to all we do. By targeting these areas individually we are able to gain advantage for our business and all of our stakeholders in the marketplace.

Exceeding expectations

VolkerWessels UK and its people have a strong work ethic and a culture of excellence. Delivering to the highest standards is embedded in how we work. Our honest and clear approach to each project is maintained as we involve the client at every stage of the process. Taking time to understand our clients’ needs and what they want to achieve is important to us.

Our building projects consistently achieve BREEAM ratings demonstrating a commitment to sustainability.

Driving innovation

The majority of our projects are complex in nature and our project teams often have to explore innovative ways to complete works to standard and on time. We not only encourage our people to look for innovative solutions, we are taking it a step further by investing. We apply solutions identified as best practice and implement new technology to enhance our delivery.

Encouraging entrepreneurship

VolkerWessels UK has always encouraged entrepreneurship – it is in our heritage. We allow our people to step up, develop ideas that either help our clients and their experience with us, or generate additional new work through relationship management. Our ambition is to give staff the confidence to present new solutions as we explore new lines of business and opportunities in the marketplace.

Enhancing collaboration

Collaboration is key to how we operate. With five unique business units, all featuring specialist skills and expertise, we are able to offer an integrated service, increasing our ability to meet our clients’ needs.

Many of our current projects include more than one of our business units. As a result, working collaboratively with our clients, partners, suppliers and teams has become second nature to us. Our expertise in delivering projects includes the ability to work closely with contractors, local businesses, councils, the general public, local community groups, environmental groups and suppliers to achieve success.

Core values across our business units

Whilst we can never be complacent, and we must continue to learn from feedback and what we receive, see and hear elsewhere, we know that our core values define our ethics and guide our decisions, actions and behaviours, which results in best-in-class delivery, quality and people.

All VolkerWessels UK operating business units share the same philosophy and core values. These are a common set of values that ensure we consistently deliver a clear set of benefits to all of our stakeholders.

They serve as a compass for our actions and describe how we behave internally and in the outside world.

Integrity

We are open and totally honest; our business is ethically and morally strong and each of us is accountable.

Passion

We are committed in heart and mind and enjoy what we do.

Innovation

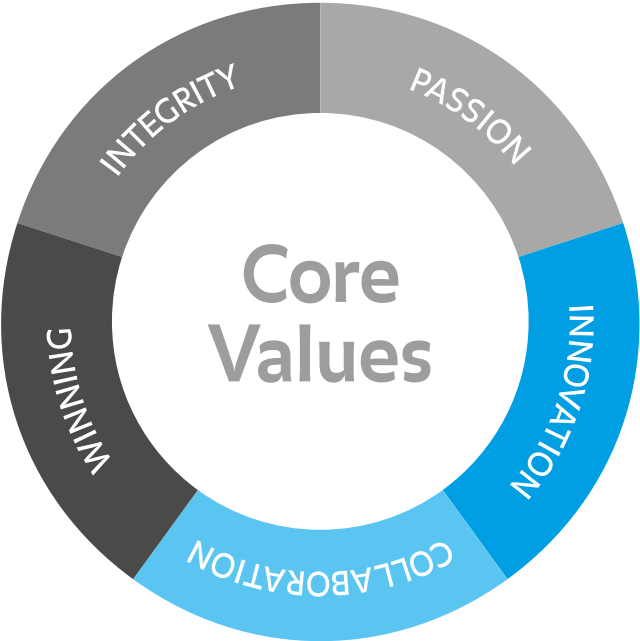
We strive to be ahead of the game by continually improving the way we do things for ourselves and our clients.

Collaboration

We collaborate in all aspects of our business, we work as a team to take advantage of our collective genius so that we succeed together.

Winning

We never settle for second best; we always deliver high-quality work and we strive to exceed expectation.



**Richard Offord –
managing director,
VolkerFitzpatrick**

How did you get here?

I have now been with VolkerFitzpatrick for nearly 30 years - man and boy. I joined as a chartered engineer, and have worked in many roles and on many projects, learning the business inside and out.

My own progression within the business is testament to the way in which talent is both nurtured and retained throughout the whole of VolkerWessels UK. We not only attract but retain entrepreneurial professionals who thrive in both our culture and environment.

What’s different about VolkerWessels UK?

We are not your typical construction company in that we make it our priority to ensure that we give something back to the local communities in which we operate.

We genuinely want to make a real difference to our people and the communities in which they live and work. We look to build long-term, meaningful relationships with all stakeholders.

Each and every one of us, from the frontline to senior management, takes ownership of projects and that results in a tremendous level of pride in the job.

How would you describe VolkerWessels UK people?

They are vibrant, passionate, are driven to win, deliver and collaborate. They embrace a high number of challenges and get equal amounts of support.

They pick the ball up and don’t drop it. The business is very matter of fact, very straight forward. We operate in a strategic, forward-thinking way, as do our people.

What comes next?

We have 2,800 employees, and more than double that number with those in the supply chain. Over the next 12 months that will increase to over 3,000 employees and we have a £1bn pipeline. More excitement and more challenges.