

**TMR4W
NOW**



CREATING A CULTURE FOR DIGITAL CONSTRUCTION AND INNOVATION

A new way of working to embrace digital construction and innovative solutions, empowering us to work smarter, create more time for thinking and have a better work life balance.



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DIGITAL = PEOPLE + PROCESS + TECHNOLOGY

Organisations across the world are developing and implementing their own digital transformation journeys and many throughout the construction sector are struggling to understand how they can make it successful. With ever increasing advances in automation, generative design, photogrammetry, machine vision learning and artificial intelligence, many people working in the construction sector can feel overwhelmed and uncomfortable with the pace of change and what it might mean for their company, them as an individual and their families.

Our goal at VolkerWessels UK is not to give people specific technologies and expect them to implement them, but rather to give our people the awareness, culture and ability to adopt any technology- which we hope will enable them to create time to think, innovate and create a better work life balance.

VolkerWessels UK is a company built around people, and for us Digital Construction and Innovation is about creating an environment which empowers all of our people to think, act and create differently.

We understand that everyone is different yet equal and that everyone needs to change at a pace which allows them to develop fast yet stay connected with the business and work they do. Our approach has been to create awareness, knowledge and commitment to digital transformation within the leaders in our business, and to develop a network of people who have the freedom and energy to positive challenge the status quo and change our business for the better.

Our strategy is to inspire and empower all of our people to adopt the future and current technology available to them, focussing on innovation and collaboration to bring Tomorrow into the Now.

In the first year, we embarked on a very ambitious plan to change our approach to our business processes and the way we adopt technology, and to change our culture to embrace digital construction and innovation.

This document sets out to summarise the work carried out by our people with the support of our core Digital Construction and Innovation team in 2019. We are on a long and winding road but we are on the road together and so far it's been a hell of a ride....

Simon White
Chief Digital Officer
VolkerWessels UK

Tomorrow Now is our new way of working to embrace digital construction and innovative solutions, empowering us to work smarter, create more time for thinking and have a better work life balance.

OUR VISION

Our vision is to become a sustainable high value construction company enabled by modern technology, automation and data driven decision making. In everything we do, we will assess whether data and technology can help us to continuously improve our activities. We will combine internal and external technology, knowledge and skills, and available data to stay valuable for our stakeholders, and prepare ourselves for long- term new business models. We will be a company that is “Powered by our data and driven by our people”



“The digital team has made an amazing impact to our business. From root to branch, the messages of “Tomorrow Now”, data centric organisation and powered by data, driven by people” are creating a real buzz.”

Naomi Connell
Chief Finance Officer
VolkerWessels UK

OUR TOMORROW NOW JOURNEY

VolkerWessels UK is a company built around people and we are extremely proud to deliver excellence in all that we do. We must continue to be the best in everything we do for our future. Our transformational journey is all about our people, and less about new technology. It is very important that we all inspire and empower everyone to focus on innovation and collaboration, adopting the future and current technology available and bringing the Tomorrow into Now.

Understanding a need for change and having a clear vision for our future is essential, but we need to accelerate our digital journey and take action now. We need to reach into the future and bring tomorrow into the now. We will achieve this by undertaking on a series of fast track pilot projects, driven by our own people and projects, supported by our central digital construction and innovation team.

We must try new things, looking to the future and bringing those aspirational technologies, ideas and processes back into the now, disrupting the way we do things now and creating new value work streams for the company, giving us more time to think and innovate. Tomorrow Now is all about creating value within the business, by finding efficiencies in the way we work and new innovative ways of ‘doing things’, all of which might be supported by digital opportunities.

BRING YOUR TOMORROW INTO THE NOW

Digital construction and innovation creates an opportunity for everyone, if an employee within VolkerWessels UK has a concept which can change the way we do things as a company, which will create more time for people to think, as well as driving value into our business, then we want to fast track this and bring tomorrow into the now. The future is in their hands – they just need to reach out and grab it.

**02
Tomorrow
Now**

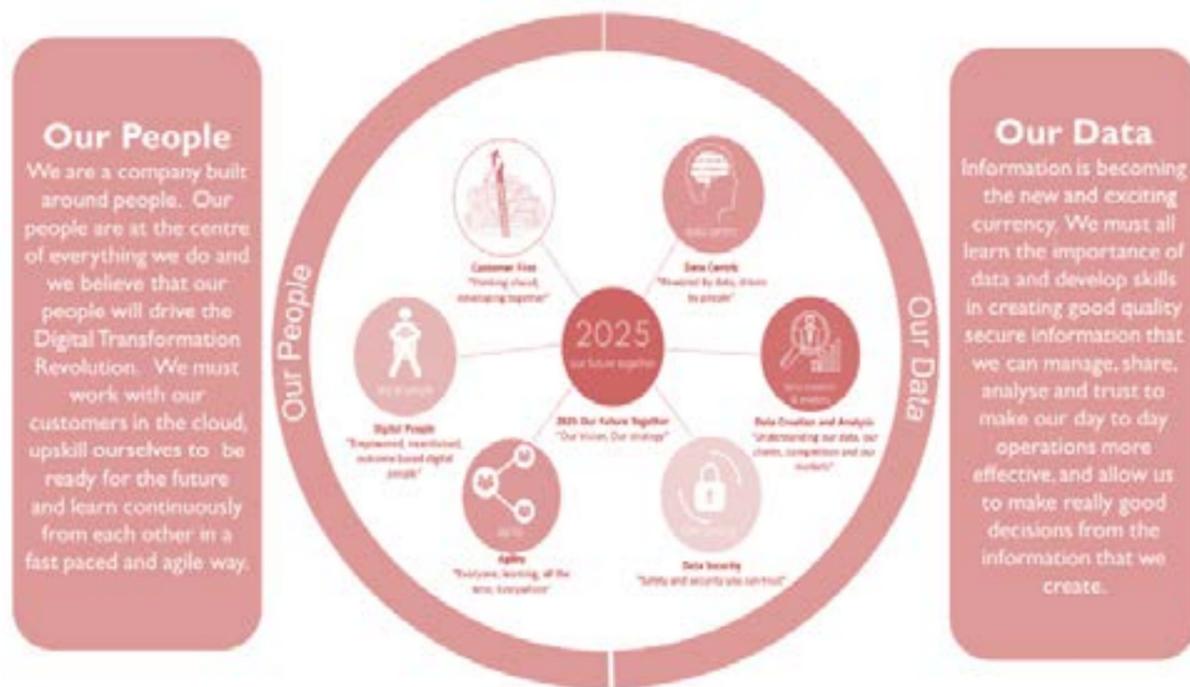


Our digital construction and innovation journey in year 1 would not have succeeded if we had not embedded the correct culture of change within our business.

This started with our “Digital Snapshot” initiative and involved 3 – 4 hour one-to-one interviews with over 30 of the senior management and leadership across the UK. The interview format looked at the areas of People (Customer first, Digital People and Agility) and Data (Data centricity, Data creation and analysis and Data security). The interview also focussed on the need for digital leadership and a clear and concise digital vision that our company could connect with.

The digital snapshot process allowed us to create common awareness of digital within our senior community, to create a common assessment of our digital maturity and where we want to go, and to start to create a vision that everyone could connect with. In parallel to our digital snapshot initiative, we began to develop our core digital team and digital network for VolkerWessels UK. At this period in time we did not have any tools to enable easy collaboration across our wider business, and growth was organic. We established key roles of chief digital officer, digital construction and innovation leads and the important role of the business innovator.

We also developed a set of digital construction and innovation behaviours that our network would follow to drive digital construction and innovation. The behaviours we developed are shown below.



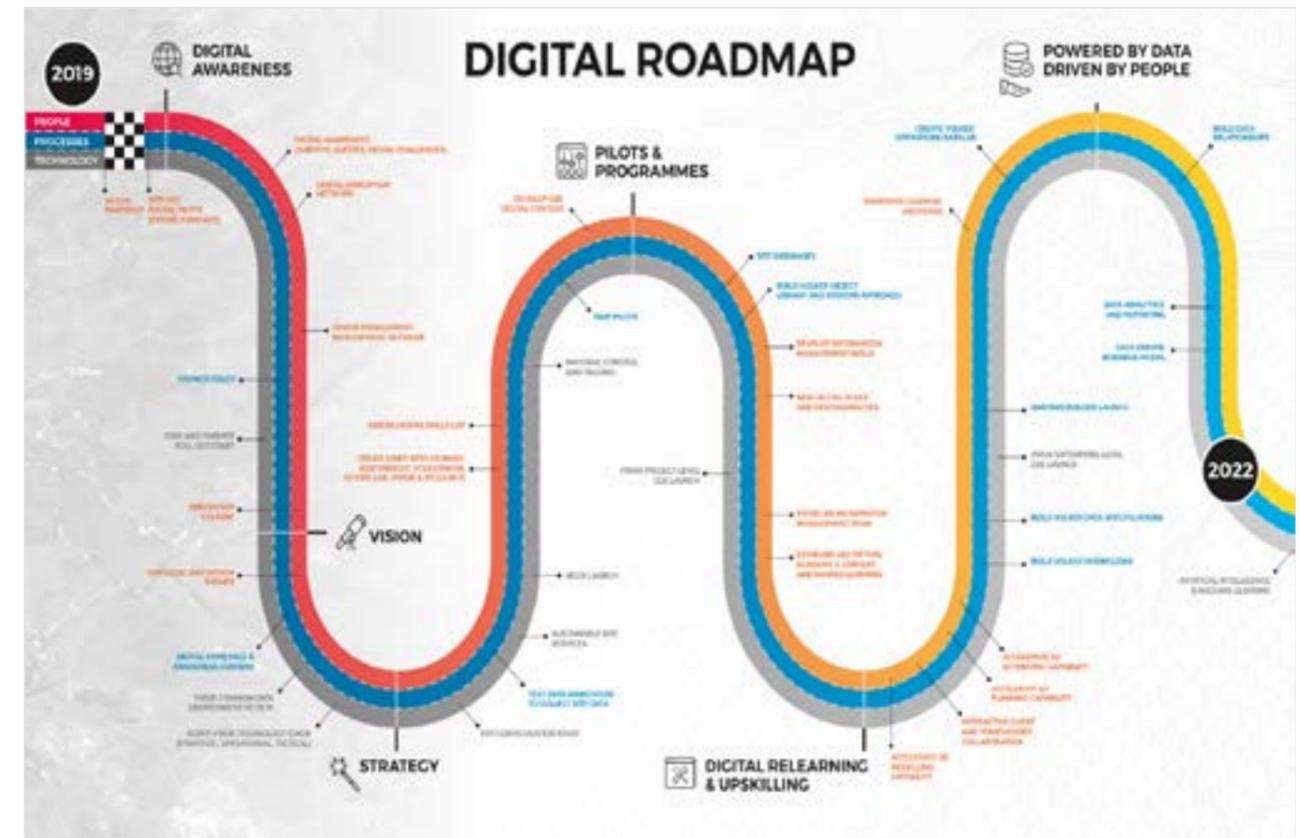
DIGITAL SNAPSHOT

Behaviours	
Seek out and support digital initiatives	<ul style="list-style-type: none"> Use our systems for support and ensure collaboration with all parts of our company. Share our strategy widely in our teams and understand our key Client Value Propositions. Accept that all skills are equal and actively understand all points of view. Accept that sometimes focussing on our short-term goals may compromise our long-term vision. Always ensure alignment with VolkerWessels' strategy of focussing on margin over revenue. Create a culture of community and networking rather than management from above.
Challenge analogue working, promote digital construction and share widely	<ul style="list-style-type: none"> Share information widely and encourage thought provoking opinions and intelligent risk taking. Capture a variety of views and exploit our collective digital intellect. Accept that our delivery teams are best placed to make technical and risk based decisions. "Positive challenge is good" – challenge our decisions to ensure they match our strategy. Make agile network decisions based on our collective view and remove personal bias.
Create trust by creating "a safe place to fail"	<ul style="list-style-type: none"> Help our teams to choose their own career paths and create teams of volunteers. Constantly evolve, making small changes to create a stimulating, innovative place of work. Empower delivery staff through leading pilot schemes and incubating ideas. Be there to support. Create a high-trust environment with supportive decision making and clear responsibilities. Have a no blame culture and encourage failing fast and agile learning.

In our first two months as a team we focused on the following two initiatives. Firstly, engaging with staff to uncover areas of business frustration. Secondly, carrying out a digital snapshot interview with over 30 of the senior staff in our UK businesses. This process was particularly important as it acted as a common digital awareness and positive challenge initiative to transform senior management’s opinions. Following the completion of our two key initiatives, we developed a roadmap which took into account the thoughts and views of the senior management and the needs and frustrations of the business.

We established the roadmap using a standard “People, Process, Technology philosophy”, we decided to illustrate this as a winding road as opposed to a linear measurable process. We also released the roadmap as an interactive pdf, which allowed our staff to appreciate the extent of the challenge we faced in each area and then understand that the main area of our focus was on our people. The roadmap begins with creating awareness and encouraging experimentation through fast track pilots projects and supporting and assisted learning, allowing staff to upskill, reskill and relearn on the job.

VolkerWessels UK’s past, present and future is and will always be about our people and our focus is to become a company which is technologically enabled by “Powered by Data and Driven by People”. To date we have exceeding the ambitious roadmap with the support of VolkerWessels’ senior management and staff which is explained in our year 1 key achievements and activities.



DIGITAL ROADMAP

“I can honestly say that we are on a very special journey, which the digital team has driven, fuelled by optimism, belief, hunger and passion, knowing we can get to an industry-leading place.”

Matt Woods
Group commercial director
VolkerWessels UK

05
Our digital construction and innovation team

Founded by our chief digital officer and head of digital transformation we expanded our team by empowering key innovators in our business. The core digital team represents all parts of the operational businesses and support functions across the UK and the team operates a lean sprint methodology working week to week to pick up business frustrations, develop solutions and lead change within the business.

The strength of the core team is defined by our diversity both as individuals and in our skill sets, and by the behaviours by which we operate, where everyone is equal and everyone openly challenges each member of the team to think differently and act differently to become role models for digital construction and innovation. In summary, our team consists of digital transformation leaders, civil engineers, construction managers, software architects, IT leaders, change leaders, business analysts, programme managers, software developers, safety and quality professionals.

Together we are stronger than the sum of our parts. In our first 11 months we have transformed many of our business processes; developed a digital maturity metric; created a digital road map; transformed the way that we communicate and learn as a business through fast track adoption of O365; established a core digital team and national disruption network; created new software; adopted start up technology; implemented over 20 pilot projects and created value through digital challenge workshops. The team is truly a one of a kind: innovative, dedicated, tireless and always open for change.

“The impact of the VolkerWessels UK digital construction and innovation team on our business can only be described as seismic. The team themselves, individually and collectively, have energised our people, from the project coal-face, right through to the board.”

Alan Robertson
Chief executive officer
VolkerWessels UK



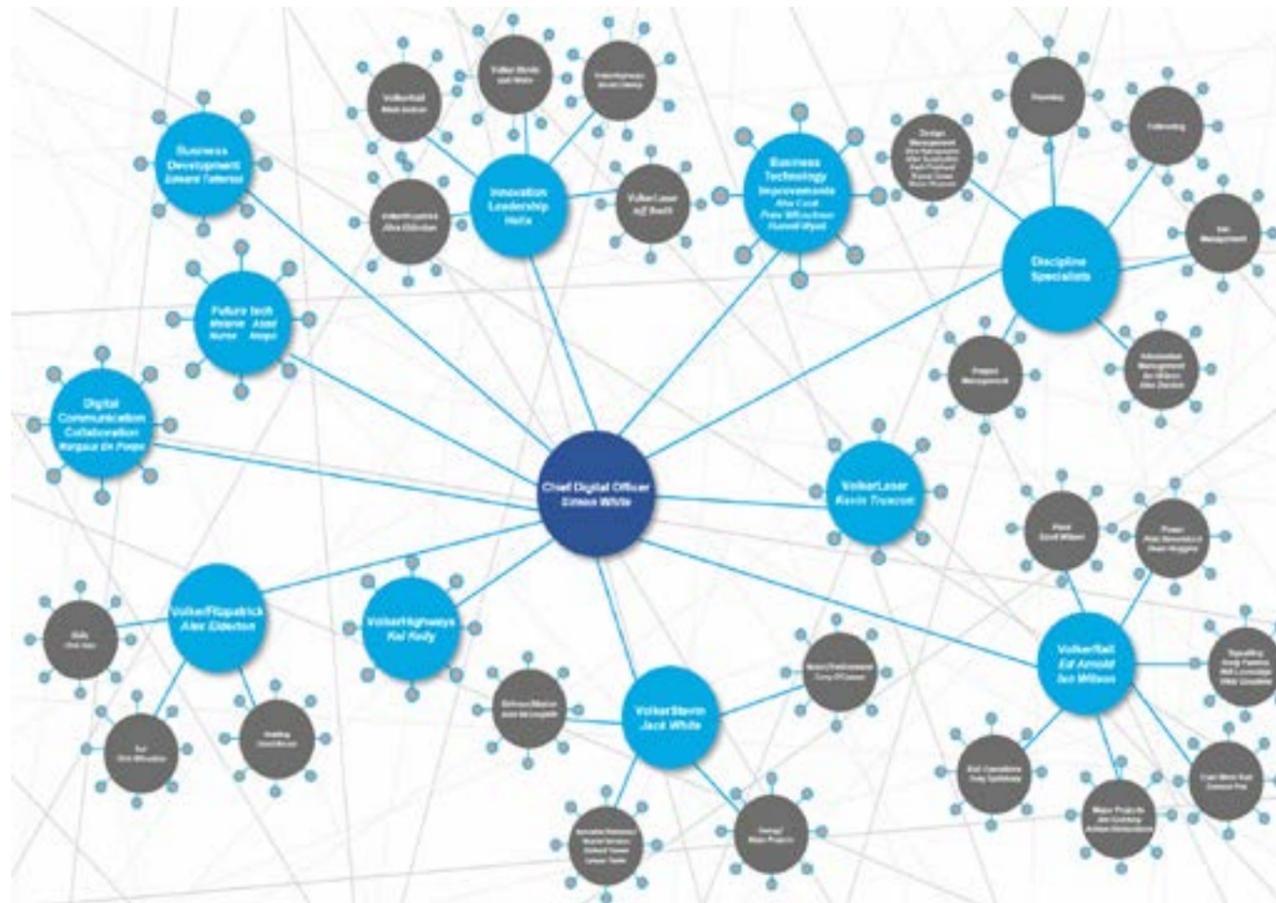
DIGITAL CONSTRUCTION AND INNOVATION TEAM



GET TO KNOW OUR CORE DIGITAL CONSTRUCTION AND INNOVATION TEAM

“The strength of our team is its diversity, combining different skills and experience to achieve one common goal.”

Simon White
Chief digital officer
VolkerWessels UK



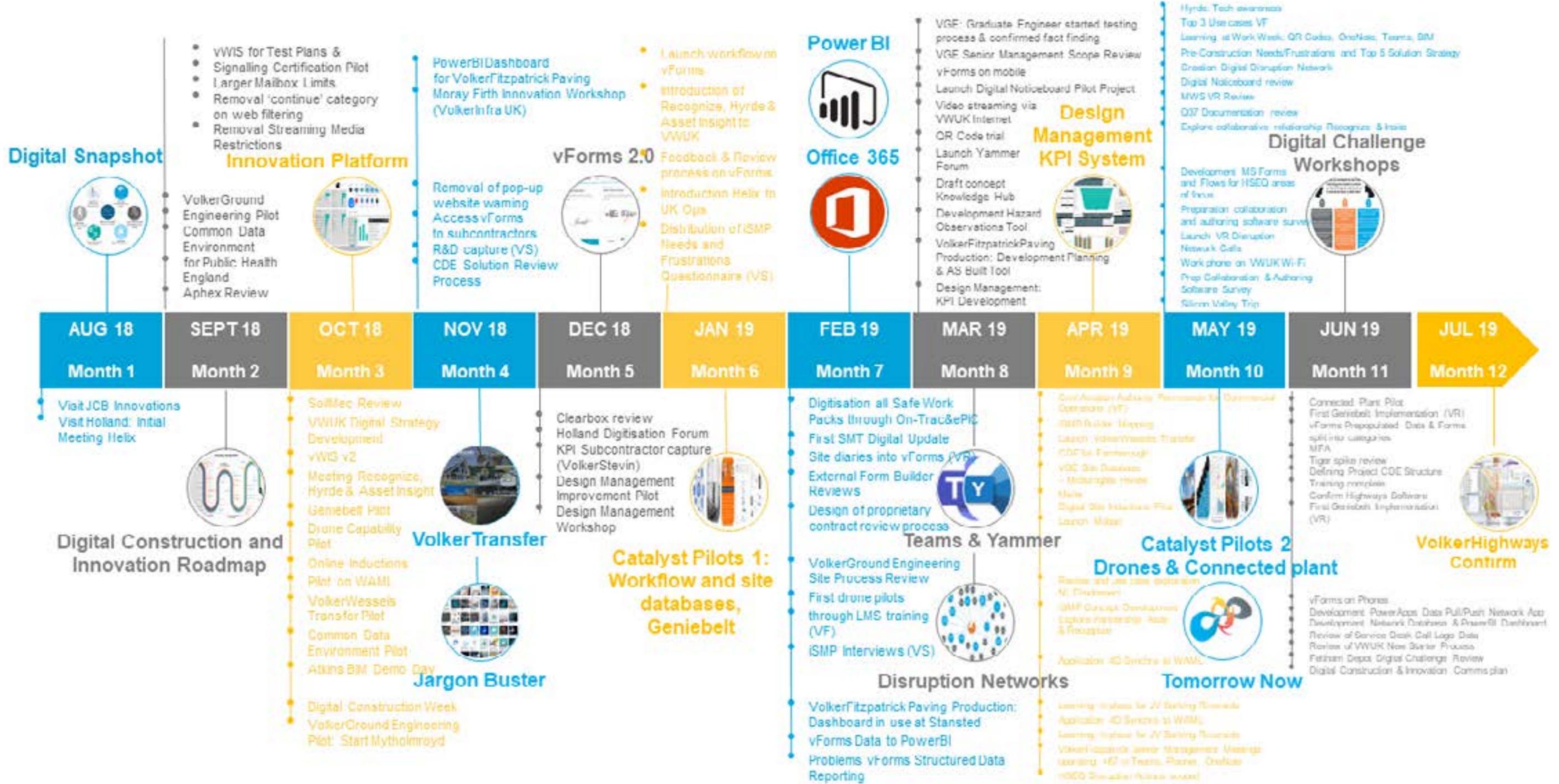
DISRUPTION NETWORK

Since the fast track roll out of Office 365, we are steadily developing our national disruption network. The network is being established simply by connecting people with people, empowering and supporting them to use the technology which is available to them and by encouraging them to share their views, opinions, failures, pilot projects and what they have learnt as they try new technology and processes. We have created a catalyst for disruptive change, and welcome anyone and everyone who wants to make a positive difference.

We have established both national and business unit level disruption calls and are discussing topics including the following:

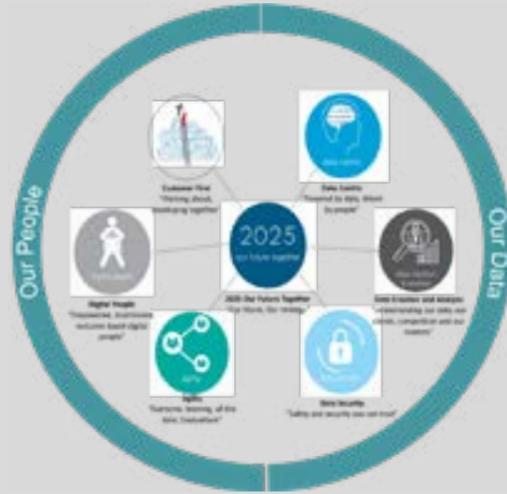
- Board level Silicon Valley technology trip
- Creating power with PowerBI
- vForms 2.0 – IMS digitisation
- Project digital construction and innovation case studies
- Geniebelt – planning through task management
- VolkerTransfer – secure file transfer
- Jargon buster
- Tech buster
- Intelligent site management plan iSMP
- Getting the most out of Office 365
- Common data environments
- Our tech companies
- Design management improvement
- VolkerHighways Confirm – a fully digital business model
- Design management improvement
- MSite – online site inductions

The disruption network has allowed our community of innovators to openly discuss and share ideas using a flat network structure and with the full support of the chief digital officer and business unit managing directors.



AUG/18 Digital snapshot

We carried out a digital snapshot interview with over 30 of our most senior management. This work formed the basis for a fast track transformation of our company as well as a maturity baseline survey which we will use to track our progress over the next five years.



OCT/18 Innovation tracker

We developed a new system as a precursor to driving a culture of idea creation and connection between our core DCI team and people. Our system encourages all innovation from small scale project based pilots, framework innovations and large transformational innovation initiatives.



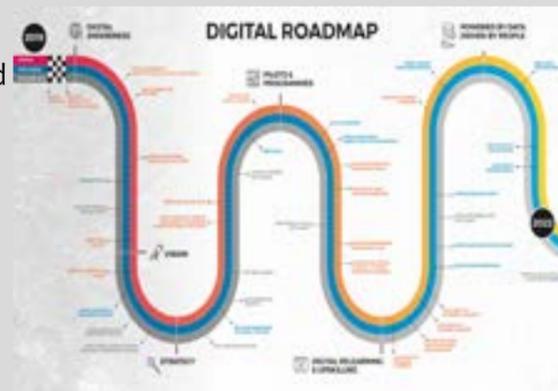
In the future we will roll out Helix as a UK- wide collaborative innovation platform to encourage curiosity, innovation and crowd sourced solutions to our toughest business challenges.



SEPT/18 Digital roadmap

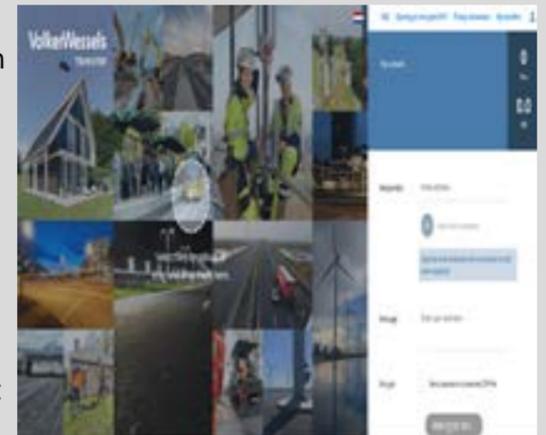
We developed a roadmap for digital construction and innovation to provide our people with a high level view of the actions and initiatives they can expect to see over the next few years.

The roadmap is not a traditional timeline and is subject to agile change as technology and working practices develop.



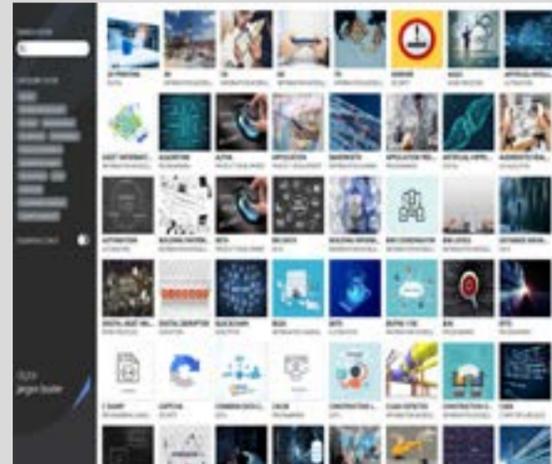
NOV/18 VolkerWessels Transfer

We developed a bespoke secure transfer application for large files via the Cloud to be used internally and externally by VolkerWessels UK people. Each user can transfer up to 10GB of data at a time, which can be increased to 150GB on a 'one-off' basis. Two factor authentication is available when sharing confidential data, ensuring only the intended recipient can access the file. The application is predicted to reduce queries to our service desk by over 3000 calls whilst empowering our staff to transfer data in a flexible yet secure way.



NOV/18 Jargon buster

Our digital Jargon buster is a continually growing web database of digital construction and innovation definitions. Our simple tool allows staff to search for digital jargon, become more aware of digital in general, and to start and join Yammer conversations for community based questions and learning for digital construction and innovation.



JAN/18 Common Data Environment

We have been testing and piloting a variety of cloud based CDEs during 2019 to select a platform which will allow us to seamlessly collaborate across industries and disciplines, from concept to completion.

In 2020 we will roll out our chosen CDE platform across selected projects and business functions with the long term objective of implementing a standard Common Data Environment across VolkerWessels UK.



DEC/18 vForms

vForms has provided VolkerWessels UK with the tools required to digitise appropriate sections of the Information Management System (IMS) and other processes within the business.

In 2019 we have increased the functionality of both the vForms and vWIS apps to increase the user base including direct linkages to our database and automated powerBI dashboards, user statistics, signature functionality and extension of the application from tablets to mobile phones.



JAN/19 Intelligent Site Management Plan

Our 2019 objective has been to develop the first version of a dynamic site management plan.

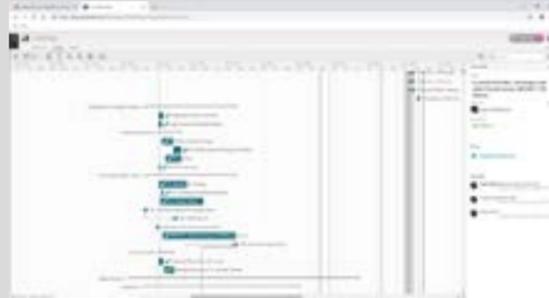
Our first iSMP is being launched in October 2019 with a long term plan to create a tool that provides value every day to our site staff, by linking together programme, design, HSEQ and commercial aspects.



JAN/19 Geniebelt

We have worked closely with Geniebelt to develop a solution which provides a simple and quick view of progress and problems as it captures progress from site.

We have shown how Geniebelt can be used by everyone on the project, from our supply chain to our client. The product is being trialled on a range of projects across VolkerWessels UK with the goal of scaling the solution across the business.



JAN/19 VolkerGround Engineering – concrete piling PowerApp

We have developed a site database to better manage and visualise data on site, improve the quality of work delivered, and provide robust processes and procedures through managed automation.

Our bespoke app is connected to our design schedule to allow site teams to interact, manage project data, create live and static reporting via PowerBI, and encourage proactive intelligent decision making.



JAN/19 Msite

In 2019 we have piloted Msite, digital site inductions to enable our staff to complete site inductions before attending site, create a central store of induction records, create metrics for site management, remove manual induction processes and improve CDM regulatory compliance.

Following successful pilots MSite will be rolled out to all businesses in VWUK in late 2019 or early 2020.



FEB/19 Office 365 roll out

A key enabler of our success in 2019 has been the fast track national launch of Office 365, based on an approach of staff empowerment and engagement.

The results to date include 90% installation in five months. This contains 960 e-learning and web training sessions. To date, 1022 of VolkerWessels UK people have installed Teams followed by creating 1055 groups within the application.



FEB/19 PowerBI

As part of our O365 FastTrack launch we supported our most curious staff in creating a BI network.

Our network has developed to over 200 members and continues to grow every day as our staff see the value of our latest currency "data".

Through e-learnings, webinars, Yammer, formal training and a monthly knowledge share we are pushing the boundaries of PowerBI.



MAR/19 Disruption Network

We developed an extensive disruption network based on three roles within the business: Chief Digital Officer, digital construction & innovation leads and innovators. The disruption network is spread out over all VolkerWessels UK's business units and focusses on sharing innovation, ideas, pain points and ways of digitally working to provide efficiency to the way that we work and construct.



MAR/19 Teams and Yammer

Through the availability of Teams and Yammer within VolkerWessels UK, we have increased two-way conversations through 1-2-1 chats and group chats, group calls with screen sharing and recording functions. The Yammer network contains both private and public groups for sharing within all VolkerWessels UK business units.



Today, 79% of the business have been active within Teams and 42% have used Yammer in the last 180 days.

APR/19 Design management KPI

Our 2019 focus has been to establish a design management KPI system.

Our common system has been enhanced with the development of an app linked to PowerBI for consistent reporting and problem escalation.

Our first pilot stage went live in June 2019 for our KPI levels 1&2 which cover project set up and critical delivery management.

Following a successful pilot we will be launching further KPI levels.



JUN/19 Digital Challenge Workshops

During the summer months, we facilitated four digital challenge workshops with major project teams to identify how we could adopt and use technology differently to create time on site and give ourselves more time to think. To date across four digital projects, we have used and developed new technology, applications and processes and are predicting time savings which are the equivalent of adding eight project staff per year to enable our people to think, innovate and have a better work life balance.



MAY/19 Integrated project reporting

We integrated existing business project control systems (Primavera P6) with newly available software (Power BI) to produce performance management reports, allowing for greater insight and analysis of project metrics.



MAY/19 Information Management Capability (BIM)

In 2019, we have been building a sound foundation for our capabilities by developing an ISO 19650 compliant CDE blueprint and developing the role of Project Information Manager to spearhead the implementation of IM on our projects from 2020 as well as establishing a network for these people to begin to share ideas and best practice.

In 2020, we will be looking to secure BSI verification of our processes and procedures against ISO 19650 BIM standards and we will be rolling out an Information Management Academy to provide the new skills and knowledge for our people, which IM development will require.

MAY/19 Connected Plant

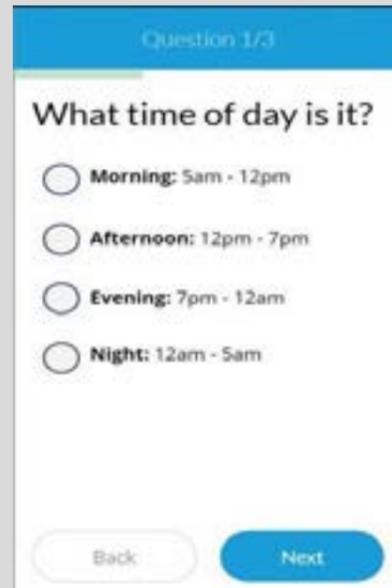
We digitally enabled a connection, in real time between critical plant assets and relevant managers and used transducers/ sensor/ measuring devices on operated plant items to allow personnel to monitor the condition of key systems e.g. fuel levels, GPS location, speed of movement, oil levels, brake application. The connected plant provides real time data visuals for asset and operations managers using existing transducers on the OTM fleet.



MAY/19 Fatigue management

The VolkerWessels UK Fatigue Decision Aid is a simple mobile application to assist project teams in determining the risk posed by certain individuals due to their fatigue level.

Our supervisors and operational staff are able to answer three simple questions in order to help predict and foresee times when alertness may decrease, and reactions times are slower. This helps our project teams to determine whether control measure should be implemented, or whether a more detailed investigation should be undertaken.



MAY/19 Drone capability

In 2019, we have gained CAA approval to fly drones and we have trained a small number of our people to be drone pilots to enhance our ability to collect site data rapidly.

In the long term, we want to collect site wide data for surveying and site progress reporting to empower site operations teams to make quality decisions on up to date information.



MAY/19 Tomorrow Now

On 7 May, we launched our digital vision explaining the need for change, the digital future and how we want to make transformation happen. Tomorrow Now is our new way of working to embrace digital construction and innovative solutions, empowering us to work smarter, create more time for thinking and have a better work life balance.



Currently, there are over 2000 unique views of the digital homepage, over 500 views of our Tomorrow Now video, and 185 Yammer members.

JUL/19 Confirm Highways software

In 2019, we have developed and implemented a fully digital solution for our highway lighting and ICP business.

The system allows all connection works to be programmed, raised, administered, closed and billed within the Confirm system, increasing efficiencies, maximising output and allowing for the planned future growth of the business.



The importance of cyber security increases as we adopt more technology. We are striking a balance between protecting the business, while allowing our staff to innovate with technology. We see the cloud as a key enabler of our digital transformation. The agility afforded by Cloud technology, as well as the flexibility to take on new and exciting developments, such as machine learning, means the Cloud is front and centre of what we do. A great example of using the cloud has been our Data Lake. Built on Microsoft Azure, we have a scalable, usable and future-proof data platform that ensures we can gather data insights and adapt to future requirements. This also allows us, through the use of PowerBI, to put the data in the hands of our staff.

In our first 11 months we have transformed many of our business processes, developed a digital maturity metric, created a digital road map, transformed the way that we communicate and learn as a business through the fast track adoption of O365, established a core digital team and national disruption network, created new software, adopted start up technology, implemented over 20 pilot projects and created value through digital challenge workshops.

These pilot projects have included piloting technology in drone reality capture (Pix4D, DroneDeploy), common data environments document management (ASite/Viewpoint etc), clash detection (Navisworks, Solibri, 3D Repo), object recognition and photogrammetry (Hyrde), site task planning (Geniebelt and Aphex), Virtual Reality (bespoke unity applications), site access and management (MSite), construction health and safety (AirsWeb), digital construction management (Confirm), connected plant (Soilmech DMS), automated defect detection (Airsquire).

All pilot projects have been run as fast-track tests on pilot sites and several have resulted in the choice of an enterprise software partner. We have added an enterprise architect to our digital team to consider new start-up technology companies, as we discover them, and to make pragmatic decisions on pilot programmes and scaling opportunities.

“It is so refreshing to see a step-change in how our business approaches and reacts to new technologies. Over the last year there has been a real shift of mindsets and people are now becoming so receptive to new ideas and solutions being implemented by the recently formed digital team. The creation of this team itself, shows the commitment VolkerWessels is making to this.”

Hayley Hardy
ICT implementer
VolkerWessels UK Shared Services





As we complete our first year as a digital construction and innovation team we have run three digital challenge workshops. We have developed a conversation style digital challenge workshop that asks projects teams, "Have you considered how the use of new technology and processes can enhance our overall offering towards our clients, and local communities and create time for us to innovate and focus on added value. The challenge workshop format is flexible and evolves according to the maturity and needs of each individual project and environment.

We have run startup workshops for four major schemes ranging from £30m to £65m in value, understanding the project specific challenges and desired outcomes from the perspective of the project delivery team, our supply chain, and the client and local communities. For each project, we have created a plan of action to prioritise and solve these challenges using digital tools and workflows.

So far, we have predicted time savings which are the equivalent of adding eight project staff per year to these teams creating more time for thinking and having a better work life balance. These were largely achieved through automating time-consuming processes, by structuring and visualising data, and by reducing the need for people to travel to meetings.

In late 2019, we plan to roll this digital challenge format across all tender and project startup procedures ensuring that projects teams are engaged early to maximise opportunities and given the right support from the outset.

Our approach has been aimed at the tools and methods that bring people together to collaborate more effectively and enable clearer insights into the performance of the project. We want to equip everyone with the time and headspace to continuously challenge and improve the project outcomes for all stakeholders involved, focusing on the removal of friction and maximising added value. We have targeted a number of candidate projects on which to apply cutting edge technologies, aimed at helping us reduce the impact on the environment, or to achieve zero-harm sites - for instance, effective plant management and leveraging computer vision to shut down equipment if people are too close.

We want to bring all of our employees and stakeholders along our digital journey, inspiring people to challenge the status quo, to think big with their ideas, and to contribute towards a society where digital assets and digital twins are no longer theories, but become the norm that supports a step change for sustainability and GDP growth.



What is our vision and what will it feel like to be in VolkerWessels UK in 2025? We imagine a future where the risk to human harm is lowered to unprecedented levels, where flexible and remote working drastically reduces the need for people to travel, and long working hours are a thing of the past. We imagine sites where cost and time overruns become a rare occurrence, where sites are manufactured in factories with far more appealing working conditions and far lower failure rates, and people lead happier and healthier lives.

We believe that advances in technologies such as Artificial Intelligence and Machine Learning, the Internet of Things, Virtual and Mixed Reality, Robotics, Autonomous Vehicles and Parametric planning tools will enable us to experience this future. There are many examples of these things already taking place throughout the world within construction and in other industries where digital twins combined with AI is opening the door to unparalleled opportunities.

We know that the world of digital technology is advancing at a dizzying pace, and that by 2025 there will be exponential growth that is difficult to comprehend and cannot be compared to the same time period looking backwards. We know that now is the time to change and embrace the future, always striving to bring it into the now by challenging how we work and having an unique culture of innovation. We know that our digital construction innovation roadmap represents our current frame of reference, and this will continuously evolve to reflect changes in technology and our ability to adapt and remain flexible as we advance our digital journey along with our clients and stakeholders.

At the centre of this future world is data and the creators of data, us, the people. The fundamental elements of digital which are the centre of everything that we do is 'data and people'. VolkerWessels UK's vision is to be a data driven company that harnesses all available technology to help make the right decisions at the right time, to work faster with greater quality and to create more time to innovate. Our future vision is to become a data centric company that meets the needs of our stakeholders and is owned and directed by our people.

We will become powered by data and driven by people.



The digital construction and innovation team has been formed gradually since August 2018 , and includes representatives from each part of the business. To date, the team has been making connections with the operational businesses and identifying areas for change where a digital construction and innovation approach can make a difference to our project and office-based staff. This approach made it possible to acquire comments from peers, colleagues and clients, to support our case for change.

Alan Robertson

Chief executive officer, VolkerWessels UK

“The impact of the VolkerWessels UK digital construction and innovation team on our business can only be described as seismic. The team themselves, individually and collectively, have energised our people from the project coal-face right through to the board. This in turn has also created significant positive momentum and huge benefits for our clients and supply chain. Whilst the adoption within VolkerWessels UK of new technologies and processes has been increasing month-upon-month, this has only been possible through the enthusiasm of our people to embrace change.”

Naomi Connell

Chief finance officer, VolkerWessels UK

“The digital team have made an amazing impact to our business. From root to branch, the messages of “Tomorrow now”, “data centric organisation” and “powered by data, driven by people” are creating a real buzz. The digital team are a catalyst for innovation and their empowerment of our wider teams through digital disruption means that there is a snowball effect which is refreshing and impressive. We are seeing tangible value coming from this approach with all our teams looking into more and more ways of improving productivity and new ways of creating value for our clients and stakeholders through technology.”



Matt Woods

Group commercial director, VolkerWessels UK

“I can honestly say that we are on a very special journey, which the digital team has driven fuelled by optimism, belief, hunger and passion, knowing we can get to an industry leading place. From a commercial perspective, I am really excited about what this will mean for efficiency, productivity, sharing of best practice and ultimately this journey will empower our people to take our already great business to another level. The digital team deserve huge credit.”

Richard Offord

Managing director, VolkerFitzpatrick

“I am pleased with the pragmatic approach that the core digital team have taken to connect with people on the ground, listen to their frustrations and work with them to apply current technology on our projects with our people. We have achieved a lot in the last year and I feel that our Tomorrow Now vision will be embraced by all of our staff to create more time for us to do what we do best by innovating and delivering value to our clients.”

Steve Cocliff

Managing director, VolkerRail

“What I am most pleased about is what started as a business initiative is now owned by the whole team and it has been taken further and faster than I could ever have imagined. They have taken the digital challenge on to the next level and they are hungry and pushing for more. We are already starting to see efficiencies and cost savings that will not only make everyone’s working day easier but will also produce tangible business benefits as well. I think we are on a very exciting journey where the team will plan the course and determine the final destination. This is a journey that I am very much looking forward to.”

Rob Coupe

Managing director, VolkerStevin

“I have just attended a meeting with my project team delivering the Glen Mallan project for the Defence Infrastructure Organisation. I am amazed at the visible transformation that has been achieved over the last year, to drive both themselves and the company, to adopt a digital way of working to positively drive innovation. This is actively being shared with the client and will ultimately make us more efficient and has the added benefit of improving the wellbeing of our staff on these remote contracts. Well done to you and your team for creating such a positive environment to incubate these ideas and actively improve the way we are working. This will also ripple out to the wider industry community thus improving the image of our market sector.”

Mike Weaver

Managing director, VolkerLaser

"VolkerLaser have embraced change and digital enhancement of our business over a number of years with limited success as it is beyond doubt the correct way forward. The core team at VolkerWessels UK have replaced our frustration and complacency with excitement and belief. We now have the confidence to make real change."

John Cox

Managing director, VolkerFitzpatrick Rail and Infrastructure

"Tomorrow Now is starting to encourage us to explore new possibilities, the intelligent software is helping us in the day job for example on a new project the creation of the CPP has taken days where previously it was weeks. For now, we still rely on people and the people in the digital team help, encourage and support in a way that we are not used to seeing from a more traditional ICT team."

Eddie Tattersall

Business development director, VolkerStevin

"Since the roll out of our digital transformation journey, it feels like the business has come a very long way in a relatively short time. From the initial engagement process by Simon and his newly created team, to the introduction of simple steps that make a significant difference to how we work on a day to day basis, such as the accelerated implementation of Office 365 and the use of Teams, people across the business really are thinking differently and are embracing new technology as the norm. Any significant cultural change programme such as this requires people to look at doing things differently to how they always have, and the digital team have provided exactly the right blend and balance of vision, drive, guidance and support. The future looks exciting and there is a full programme ahead, which I have no doubt will reap huge benefits for our business which will in turn, pass on to our customers".

Kevin Truscott

Director of finance and business improvement, VolkerLaser

"We have been excited about the whole cultural change ethos and in particular by the change management workshops that took place late in 2019. This has encouraged the senior team to challenge the way that we work together and challenge the business for the future and in both how we deliver contracts and improve with technology. We are feeling a definite can-do cultural attitude in respect of the company's strategy for attaining digital excellence and a very good example of where this was experienced first-hand was with the proactive and confident roll out of Office 365 in which I understand VolkerLaser had the best take up statistics of all the companies, which I personally find very encouraging."

John McLoughlin

Director – Defence and Maritime sector

"The business has come a long way in the last year in its digital awakening and progress. The core digital team have been instrumental in this critical development. Through effective collaboration, good communications, agility, responsiveness and personal commitment they have ignited our digital interest, set a fast pace for change, improved how we do business and created a platform for a successful digital future."

Andy Battye

Head of HSEQS, VolkerFitzpatrick

"As technology advances, we are constantly evolving new and innovative ways to keep people safe and provide more engaging training. Be it virtual reality as a way to simulate someone suffering with anxiety or depression, augmented reality, big data, or a host of wearable technology designed to protect our employees. The HSEQ team coupled with the digital team are working cohesively together on a digital strategy that will help our people work productively and safely, using technology to its fullest benefit in supporting that everyone goes home, safe every day."

Chris Sims

Operations director, VolkerFitzpatrick Civils

"Engineering and construction innovation has always been at the forefront of what we do at VolkerFitzpatrick and has allowed us to stand out in a competitive field. Digital innovation has been harder to understand in terms of how it can be utilised to add value and efficiency and potentially change an old fashioned industry. However, in the last two years we have made significant steps forward in understanding how we can bring the digital world into engineering and construction. The VolkerWessels UK digital team and the Tomorrow Now culture are the driving force behind this understanding and change and we are now seeing some real and tangible benefits on our projects and in our working habits. I am really excited about the journey we will be taking over the next few years, especially as the rate of change increases and everybody starts to embrace Digital and Tomorrow Now as an exciting and new working culture."

Michael Taylor

Group risk manager – Pre and Post Contract, VolkerWessels UK Shared Services

"VolkerWessels UK's digital strategy through innovation has enhanced the delivery through the way we are communicating as a business by having more virtual meetings, interacting and engaging more efficiently. Through technology we are driving innovation and creating time for our people to be more efficient, reducing the overall cost to the business by reducing travel, better presentation and integration of information which ultimately improves our margins."

Gerard van den Houten

Managing director, Hyrde

“As an active participant in the digital forum of VolkerWessels Group and Managing Director of a VolkerWessels company, I have seen a major paradigm shift in the way the VolkerWessels’s management now think about the digital transformation of the building and construction industry. The VolkerWessels UK Digital Team has played a key role in achieving this mindset and has enabled the business with the support of management to re-look the industry. It is not a matter of just automating a process but rather to re-designing the process with the combination of smart technology and smart data. The Digital Team has been able to assist senior management to understand what is required to implement a successful digital plan by developing models and templates to simplify the complexity around such a transformation. The Digital Team has built a virtual bridge between the old style thinking to the new world of smart city thinking. The VolkerWessels UK Digital team has set the standard for digitisation in the building and construction industry and has therefore ensured the continuity of the VolkerWessels business and forged a new digital culture.”

Jacqueline Lynch

Sales manager, Asite

“After a comprehensive and rigorous tender process, VolkerWessels UK has selected Asite’s cloud platform, Adoddle, above most of the popular competitors in the industry as their Common Data Environment (CDE) partner. VolkerWessels UK has already made significant progress on its digital transformation journey, adopting the Adoddle CDE on projects to achieve BIM Level 2 compliance. By selecting a configuration of the system that aligned exactly with the BS1192:2 standards, VolkerWessels UK were able to encourage engagement and collaborate with their supply chain and client in a digital environment. Further rollout of Adoddle will accelerate this drive to achieve complete digitisation across the business. By incorporating further parts of the platform, such as the stamping of QR codes on drawings will ensure the business continues their transformation. VolkerWessels is leading our industry into a new digital revolution that will fundamentally alter and improve the way we work and Asite are supporting them every step of the way.”

Slough Borough Council

“VolkerHighways introduced the use of the data collection app ‘Fulcrum’ for all works on the Slough Reading and Wokingham LED Upgrade project. This solution has allowed for all stakeholders to have up to date visibility on all elements of the project works increasing the accuracy of the data collected, expediting the update of client CMS systems and providing more comprehensive information for all parties concerned. In addition to this, over 100,000 instructions have been carried out via this app, reducing waste and eliminating the need for paper work packs thus having a significant positive environmental impact.”

Wokingham Borough Council

“VolkerHighways has invested in digital technology to provide an improved customer journey for residents and business in the borough of Wokingham. Upon award of a 5-year contract highways term maintenance contract from Wokingham Borough Council, VolkerHighways has worked with supply chain partner WDM Limited to develop a seamless and simple customer journey focussed on improving the customer experience of interacting with the Council. Service requests and highways issues can be raised through the new website pages or phoned into the new highways call centre. Customers can through the website load phones of problems. Customer receive by return email a reference number which they can type into the website to monitor progress. As the service request goes through the triage and fixing process the customer is automatically updated, through to final fix. Use of the new software has seen a significant change in digital usage from approximately 20% of service requests being logged on the old system to nearly 50% web-based service requests in the first three months. Inspectors and repair crews use hand-held devices linked to the main database and use photographs to demonstrate decisions and actual repairs.”

Matt Gould

Lead specialist, Highways and Transport

“Residents, councillors and my staff have all seen a significant improvement in positive customer interaction. With one single source of data and information it is simple for everyone to self-serve to update themselves on progress rather raising further phone calls to the Council as was the case under the old system.”

Andrew Doughty

ICT implementation manager, VolkerWessels UK Shared Services

"In the last few months I have seen a real shift in the business which has become more interested in looking at what digital can offer. Fear and reluctance to change has been replaced with a willingness to give things a try, and more and more staff from all levels within the business have stepped forward to get involved, lend their support and feedback, and work with the digital and ICT teams to help pull new technologies into their day to day operations."

Chris Pickton

ICT programme manager, VolkerWessels UK Shared Services

"The digital team have challenged the entire business; our existing processes and ways of working. They are breaking the mould of continuing to do things in the same way and encouraging the use of different and innovative technologies. This drive is pushing people to use existing solutions, as well as new systems to increase efficiency and reduce the reliance on paper and excel based processes."

Debbie Chambers

ICT implementer, VolkerWessels UK Shared Services

"The digital team have been exactly what the entire business needed to break the mold. Motivating us to move forward and explore options and really challenge the way we work. The options they have opened are making life at work more exciting. They also give us the courage to challenge and as they say disrupt but in the best positive way. Not being afraid to try new things, not being afraid to ask questions and say what you're thinking."

Hayley Hardy

ICT implementer, VolkerWessels UK Shared Services

"It is so refreshing to see a step-change in how our business approaches and reacts to new technologies. Over the last year there has been a real shift of mindsets and people are now becoming so receptive to new ideas and solutions being implemented by the recently formed digital team. The creation of this team itself, shows the commitment VolkerWessels are making to this. It is an exciting time to be an ICT implementer."

Lee Roberts

ICT implementer, VolkerWessels UK Shared Services

"From my perspective, the launch of Office 365 and the steps being taken towards a more data-driven future have been a huge success and also a chance for my own team to shine. Having the opportunity to experiment with and learn to use these exciting new tools, presenting them to the business, and seeing the enthusiasm with which they are being received has been very satisfying. The move towards more webinars and videoconferencing is helping to improve my work/life balance and I'm really looking forwards to future adoption of ever more advanced technologies."



Stuart Hermon

"We have just successfully completed a contract at Stansted Airport and with lots of help from the digital team we trialled a new paving dashboard. Power BI presented the data from various paving plant onboard computers and site iPads to give a live account of the operation without having to wait for several people to report back on progress. This was a trial and a challenge getting people to move away from the norm but when the dashboard was presented to the team it was easier to promote the benefits. In all the dashboard was well received by visiting managers, site staff and the paving team on the ground and will be used on the paving contracts I manage going forward."

Miguel Casas

"The digital transformation initiative continues to have a big effect on the design management department. Office 365 has transformed the way we work together. Teams allows the creation of effective "work groups" on all levels of the organisation. Considering that design management is considered to be quite an ambiguous discipline, there is always a demand for accurate dashboards to monitor the development of the design on projects. At the start, Power BI was presented as a revolutionary tool that would allow us to perform data analysis in a much more effective manner. The design management team is now taking even more initiative to innovate and use new technologies for our benefit. I believe that while innovation will always take place within companies but the digital transformation initiative is helping to accelerate it by inspiring people. We appreciate their support and thank them regularly for it."

Henry Kearl

"The entire implementation team has been wonderful and helpful throughout the roll out of Office 365. The Mersey Rail team has received help whenever it has been requested. Tom Canavan and Debbie Chambers have been marvellous as they have been flexible with training and given the team their full support throughout the adoption period. We still require site specific help from the implementation team as we begin to scratch the surface of what is possible. Mersey Rail are fully committed to making significant progress in the adoption process."

Nicky Stracey

"Microsoft Teams has seen our site teams travel less and communicate better, OneNote has had many of us throw our notebooks away.... and the both combined has seen large reports become digital. This has and will continue to influence our environmental impact, work life balance and has started a change in how we are all working.....for the better."

Bob Pizze

"Over the last six months Office 365 has seen a very visible way in which individuals and team work. Teams is used to manage tenders, loading, sharing, writing and editing documents, hold impromptu meetings and instant messaging. Teams meetings has seen a reduction in journeys. I have attended over 20 Teams meetings in the last three months which has saved approximately 1500 business miles."

David Easton

"It's been a refreshing change to see the business hierarchy promote the innovation and digitisation changes, which has in turn given many of the staff the incentive, and confidence to push efficient working through innovation within their own groups."

Joe Arnold

"The digital team have implemented a range of different schemes over the past few months and a lot of them have been useful in improving efficiency on daily working tasks. The system I have found most beneficial is the VolkerWessels transfer, this is because of the speed and simplicity of sending and receiving files from VolkerLaser staff as well as other business units within VolkerWessels. This is especially beneficial to my role within communications as I am often required to work and communicate with a large variety of colleagues."

Brandon Ferreira

"Historically piling information was collected through handwritten triplicate books shared between our client and the office. Over the last few years the VGE business has looked at various digital applications to collect this data – such as V-Forms, mostly not suitable. Since Tyler Howarth has joined the team at Milburngate: she is developing an ARP to collect piling data. This data will be shared with the data we can collect from the piling. Over the next six weeks we will be sending the pile schedule directly to the piling rig for access through the onboard computer. The pile schedule will also be shared with number of tablets on site, each device will have the same base information however we will simultaneously collect different data in a data lake. The team throughout the business will be then able to access this information and print off in suitable format to suit their needs. That is the dream of digital."

Arabella Makin

"Since installing Office 365, I have enjoyed using Yammer as it provides myself with an opportunity to stay up-to-date with updates from the different companies within the group. I have also found it beneficial when seeking advice on the new Office 365 apps."

Tyler Howarth

"It's rewarding to see people who were initially resistant and afraid of technology using apps and appreciating how much easier it is making their job."

Danny Horrocks

"The Office 365 roll out has gone really well so far! We have had a lot of interest in Office 365 and people in C2V+ can really see the benefit of a lot of the applications especially Teams. It has been really good having people close by in the office if we have had any questions and the webinars have been really useful to get more information on each of the applications!"

Mohammad Ashraf

"vForms and E-PIC have enabled me to embrace digitisation within my role and day to day duties, making it easier than having paperwork and the hassle of going to pick up paperwork from different locations throughout our different projects. I think vForms and EPIC are very easy to use".

Keith Fitzpatrick

"vForms works really well and are a necessity for an ever growing company, keeping in line with digitalisation. E-PIC is a great app, being able to source the entire railway network on your tablet or phone has got to be beneficial."

Ben Newsham

"Saving of paper and the amount of time taken out someone's working day to print out all the paperwork required for just one job on one particular week, when really at the click of a button a pack can be sent to the relevant person requiring it for their shift. There are still some tweaks that are required to push the vForms/digitisation forward but surely anyone within our business can see only the benefits of taking this forward to all. It's the future!"

Joe Whitehurst

"In my opinion, there are always going to be positives and negatives to everything. Currently, E-PIC and vForms is an extremely useful tool to aid in the completion of paperwork, and submitting that to workspace. The time saving element is its main appeal. The negative in the beginning was that not all forms were uploaded, so it was a 50/50 use of paper to digital. I understand that more forms are being added daily, which is increasing the use of digital, but nothing is 100% perfect".

Dave Green

"Our site diaries are easy to use and a lot quicker than paper copies. Everything that is going digital eg. vForms, E-PIC and so on, makes life so much easier. Hopefully the days of carrying a boatload of paperwork in a rucksack are over! vForms and E-PIC are now up and running: they save the hassle of scrolling through vast amounts of paperwork, now you can click on a button and you have what you're looking for in a matter of seconds. Also doing our bit for the environment".

Robert Howarth

"Digital is better as it is a lot quicker than writing everything out, easy to change something as well as not having to cross stuff out, once its complete you send it and then it can't be lost. I always have blanks spares just in case something happens to the tablet. I think it vForms is miles easier to use, easy to alter and change things instead of a scruffy pen line crossing something out, even E-PIC is miles better instead of a big paper wet soggy pack when it's raining. V forms is a lot easier to use also. Oh, and forgot its saving trees."

Stephen Snell

"We are happy with E-PIC and vForms, saves a lot of time and effort in regards to collecting and returning paperwork".

Liam Kenny

"vForms are good. Easy enough to work out. Better than paper."

Jon Howarth

"With E-PIC and the vForms, I have experienced increased productivity: it only takes a few seconds to find the forms you require. Whereas, if you had it by paper in could take up to ten minutes to find the necessary document thus saving time on man hours. It is cost efficient: with the amount of paper required to print a SWP off these days, the cost of this along with the man hours utilised printing is a massive waste of time on man hours. Also, with the documents having to be retained for a period of time this is an additional cost of space. It provides easy access: documents that have been converted into vForms can easily be accessed through my space anywhere at any time. If the documents require printing, staff may not have the facilities to achieve this and may be cancel a job. With E-PIC, there is no risk with SWP's going missing and they are always returned to the On-Trac system for audit purpose. Also, eliminating paper storage will give one more space in the office and reduce off site document storage costs. It is environmentally friendly and will be saving hundreds of trees in the process."

John Brady

"Very happy with E-PIC and vForms, saves all the paperwork."

Martin Swainson

"vForms and E-PIC work well - not only does it save the trees it makes it easier to receive and return things without it getting lost."

Damon Walker

"Having only joined the team recently, it is my first time using a tablet to do safety critical forms i.e. SWP and POS form. I find it so much easier and so much more professional."

Nikki Brealey

"I feel that the E-PIC and vForms have helped me in the fact that there is a physical paper trail now that cannot get lost and is accessible when needed. It has made things a lot easier in regard to sending paperwork back to Workspace instead of keeping hold of it or having to hand it in at the end of the shifts and saves on a lot of paper. All in all a very positive approach to a new digital way forward".

Jordan Scriven

"Using V-forms for forms that only require one person to fill out is ideal, although I think some forms are best left paper like RT3199's for example. Also with v forms could we have an option where the V-form can be uploaded to multiple projects workspace?"

Phillip Bridge

"E-PIC and V-Forms are very good, but you will never be completely done with paper some of the isolation paperwork form C."

Dave Henderson

"vForms are easy to fill in, save time and are good for the environment as there is no use of paper".

Alex Gates

Used the POS rep form found it better than carrying paperwork about. I've found E-PIC and vForms a lot better than paperwork, once you get your head around them, you will find it easier than paper."

Michael Embleton

"I believe the new digital approach is allowing people in the business to trial items that we wouldn't usually get a chance to try and these are helping us manage the projects more efficiently. It has been a breath of fresh air, and is really giving people the confidence to push on with new ideas and implement them on site to bring VolkerWessels UK on to the next level. Even simple things like Office 365 has allowed us to share information easier, saved me travelling around the country to meetings as we are using teams to do day to day business. Through the national calls we have been able to see more about drone capability - what's available, and on my next project I will look to make use of them on site."

Emma Ward

"As a new starter in VolkerWessels UK, the roll out of Office 365 was the first launch of a major initiative I was exposed to... and it was a positive one! Prior to the launch there was enough, but not too much, information about its imminent arrival which allowed people to process it at their own pace. On the launch day, there was a big bang of colour, balloons, pop up banners, desk drops but it was still left to the discretion of the user how much they wanted to engage. This was a clever piece of change management because it has allowed users to pick and choose the aspects of the software that would be most suited to them, and to access them as and when they feel ready to change or move over to a new style of working. The drop in style webinars (supported by face to face training) again allowed people to choose what they wanted to learn about more about rather than being forced into the change, which can often bring resentment. Well done to the implementation team!"

John Marshall

"Doing away with paperwork is always a positive in today's climate and good for the environment. However more could be done to train and educate staff on the changes, rather than expect all to just roll with it. There are varying levels of IT savvy within the company."

Katie Webb

"Office 365 has had a positive impact on the commercial team. The teams app has allowed for the sharing of documents between myself and the colleagues in the team! I would highly recommend the app to others in the Volker group."

Rao Gurijala

“I used to use Office 365 on my personal computer and make specifications for VolkerRail. I had around £100 per year expenses prior to the roll out of Office 365 on my office laptop hence this will improve the quality. We now use Office 365 for video conferencing and share the screens every week, and so far we have not observed any problems. This is a good replacement for Skype business that we were using previously.”

Jamie Smith

“The impact digitisation has had on my day to day duties has been a positive one. From the huge selection of different forms that are vastly available with the ease of a few clicks. This helps tremendously because with the forms and epic being digital you don’t find yourself without the necessary paperwork and alternatively save jobs from being cancelled. One of the main aspects of digitalisation I find useful is the ease of compiling your documents in to one simple viewing platform. Workspace in particular is very well organised allowing for easy location of any document you have uploaded. I think our organisation has succeeded in its digitalisation process and as a well-established workforce we will strive in being one of the best.”

Declan Barrett

“The thing I have used the most since the Office 365 introduction is the Teams app. Teams has significantly improved the accessibility of communication and file sharing between the business development team, something we didn’t have prior to the update.”

Sam Dagnall

“Teams would be my most used app in the O365 collection due to the ability to communicate with the business development team. However, I have also used the OneNote app when saving and sharing documents about up and coming potential leads or tenders.”



Thank you to everyone at VolkerWessels UK for welcoming our newly formed digital construction and innovation team in our first year and for making me personally feel part of the family so quickly.

Thank you for taking on the constant change that digital transformation brings to our lives and for rising to challenge that never diminishes.

In 2020 I really want us to accelerate even faster, push the boundaries and create even more time for us to think, change and innovate.

Thank you to everyone who has been involved in our journey to date for thinking and acting differently. They say a journey of 1000 miles starts with a single step. At VolkerWessels UK we are taking strides and taking them together.

Simon White
Chief Digital Officer
VolkerWessels UK

