

Our 'can-do' approach to a challenging year

2020 annual review

2020 Annual review

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Business overview

VolkerWessels UK is a leading multidisciplinary contractor that delivers innovative engineering solutions across the civil engineering and construction sectors, including rail, highways, airports, marine, defence, energy, water, and environmental infrastructure.

We operate through five separate, but complementary business units, working in collaboration and using our specialist skills to deliver an integrated service for our clients.

Our businesses are:

 **VolkerFitzpatrick**

See p.26 for more information.

 **VolkerRail**

See p.27 for more information.

 **VolkerStevin**

See p.28 for more information.

 **VolkerHighways**

See p.29 for more information.

 **VolkerLaser**

See p.30 for more information.



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Our challenging, yet 'can-do' year

2020 was an unprecedented year, which saw our business face a range of significant challenges against the backdrop of the Covid pandemic. The crisis tested our processes, our people and our business resilience - and I am pleased to report that it brought out the absolute best in our teams, as they faced every obstacle head on and with determination. Thanks to our people, our culture and the systems and procedures we had in place, we were able to mount a smooth and effective response, and ensure business continuity.



Alan Robertson
Chief executive officer

In the early days of the pandemic, a number of our sites had to close, in line with clients' requirements, or local restrictions. However, I am pleased to say that we were able to re-open the majority of them safely, within a short timeframe.

Our site teams went above and beyond to ensure that we not only followed industry and national guidance, but we also established additional measures and procedures to protect our workforce, to minimise disruption to our projects, and to enable us to continue delivery for our clients.

Our well established digital programme meant that we were able to move swiftly to remote working for many of our office-based teams, in line with government guidance, and so the support for our ongoing site operations could continue.

Acknowledging the outstanding response of our people, the annual special recognition award at our 2020 Platinum employee awards recognised not one

individual, but our entire workforce for its outstanding resilience, patience, positivity and creativity, in the face of this demanding and unsettling year.

Against this unique economic and human backdrop, 2020 also brought with it some real positives and opportunities. The landmark HS2 project received Notice to Proceed and the East West Rail contract was approved and commenced in earnest, bringing involvement for all of our core businesses. A number of our local authority clients took the opportunity of lower traffic volumes to bring forward works, such as road surfacing, and some of our businesses have seen a growing change of emphasis in their sectors, as a result of recent demographic and economic shifts. Examples include the growth in logistics and warehousing, and multiple new opportunities in the growing fibre connections and car charging markets.

2020 saw us take further strides forward in our focus on equality, diversity and inclusion, as we commenced the rollout of inclusive leadership training and activities, as the next stage in our journey. I am also delighted and proud that VolkerWessels UK has achieved our re-accreditation to Investors in Diversity.

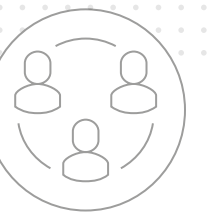
A constant throughout the year has been a significant piece of work to implement a new and improved ERP system, which will bring together our

back-office activities, to future-proof the support we give to our operations.

Although the pandemic is far from being a thing of the past, and the economic outlook remains something of an unknown, government and industry support for infrastructure and construction has been unwavering. We are confident in looking to the future with optimism and vigour: despite the impacts of an exceptionally challenging year, our order book is at its strongest ever, our teams are increasingly returning to more regular ways of working, and we can look back on the past 18 months or so, knowing that our processes, systems, and above all our people, have weathered a year like no other and have passed the test, on every level.

Alan Robertson
Chief executive officer

“Despite an exceptionally challenging year, thanks to our people, our culture and the systems and procedures we had in place, we were able to mount a smooth and effective response and ensure business continuity.”



Our leadership team

Supported by our 3,300 employees, the VolkerWessels UK senior leadership team has guided the business through the challenges of an unprecedented pandemic. Throughout 2020, our robust and consistent **strategy** has continued to provide clear direction and focus that has helped us successfully navigate our approach, as we sought to protect the lives and livelihoods of all those involved in our operations.



Richard Offord,
Managing director, VolkerFitzpatrick:



Naomi Connell,
Chief finance officer:



Steve Cocliff,
Managing director, VolkerRail:



Matt Woods,
Group commercial director:



Jonathan Suckling,
Managing director, VolkerStevin:

“ Collaboration across our specialisms is a core strength at VolkerWessels UK, and throughout 2020, we have continued to deliver a truly integrated service for our clients.”

“ We’re a ‘people first’ business, focused on the wellbeing of our employees, and ensuring that they all feel valued. That has been more important than ever over the past 12 months.”

“ Our aspiration to be a business that is powered by data, but driven by people has led to a digital mindset that enabled the team to successfully maintain operations, inspite of the pandemic.”

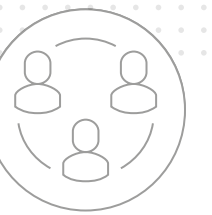
“ Our robust approach to risk helped us navigate our way through the demands of a pandemic and the economic and operational challenges it brought.”

“ Health, safety and wellbeing is our number one priority. VolkerWessels UK’s safety record is consistently ahead of industry averages, and in an unprecedented pandemic year, mental health and resilience has been a key focus.”

“ 2020 was a challenging year for our sector, our business and our employees, but it also demonstrated the commitment and resilience of our people to keep delivering excellence for our clients.”



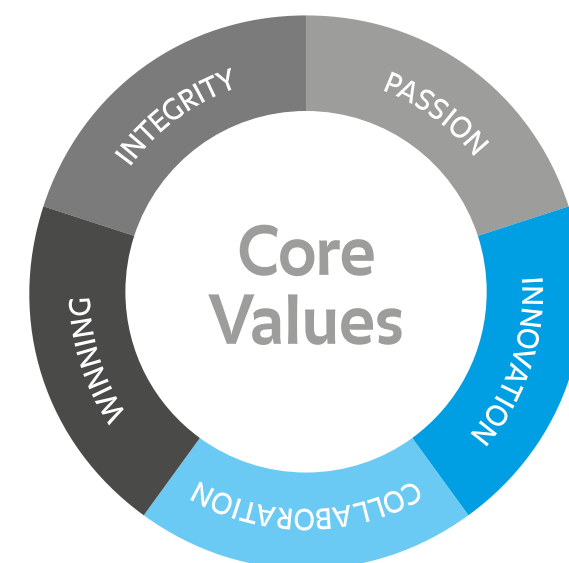
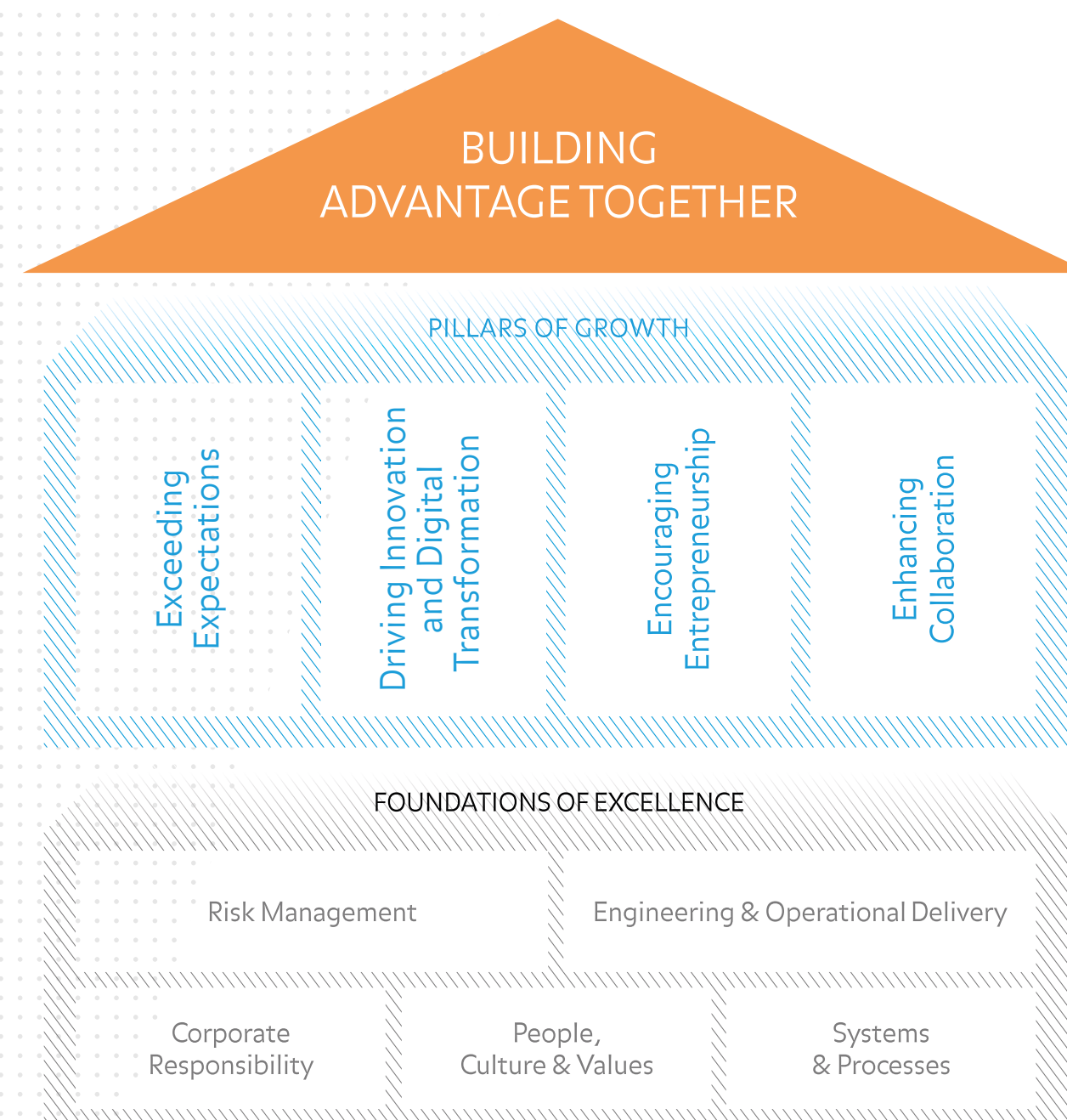
Alan Robertson,
Chief executive officer



Building advantage together

VolkerWessels UK's overall strategy is set out in our Vantage business model. Combined with our core values, this guides the way that individuals and teams, across our business, work together with our clients, our supply chain and all of our stakeholders.

“Our people and our business are: collaborative to the core, always authentic, naturally nurturing, downright dependable and open for originality.”



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



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



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



Collaboration - We collaborate in all aspects of our business, and we work as a team to take advantage of 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 expectations.

Our core values sit hand in hand with our 'Grounded, yet soaring' mindset, which is underpinned by the five attributes that best describe our business and our people: collaborative to the core, always authentic, naturally nurturing, downright dependable and open for originality. Our key attributes come together as an acronym to form our 'can do' identity.

At VolkerWessels UK, our culture is down to earth, and as a business we are delivering excellence. We have a measured approach, we maintain high standards and we deliver on our promises. We are very proud of our business and what we are achieving together. Delivering to the highest standards is embedded in our way of working, and our goal is to continually exceed our clients' expectations, doing everything we can to add value and deliver our projects to the highest possible standard.

The Vantage model sets out four key pillars of growth, which guide the way we drive progress, and ensure we retain our place as an industry-leading business. The pillars are supported by our foundations of excellence, which are the essentials that ensure we maintain a robust business, with a sound reputation. The foundations underpin our growth and strategic development.



Pillars of growth

Exceeding expectations

Exceeding Expectations

We work to exceed the expectations of all our stakeholders in everything we do, ensuring we always deliver quality, and seek out and deliver continuous improvement, through the delivery of best in class engineering, innovation and digital solutions. We encourage and empower originality and entrepreneurship in our people, teams and businesses, and seek out opportunities for collaboration, both in-house, and with our external partners and supply chain, in order to add value and offer an effective and integrated service.

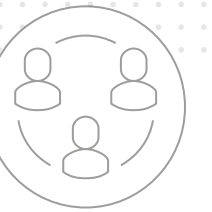
Driving innovation and digital transformation

Driving Innovation and Digital Transformation

Investment in digital technology and innovation is a key pillar for growth, which has remained a firm and growing focus throughout 2020.

Digital construction and innovation is delivered through our Tomorrow Now programme, and we constantly strive to be a business which is 'powered by data, and driven by people'. Tomorrow Now aims to create a digital mindset and culture, and develop the ability to use technology and digital solutions to help automate regular tasks, giving more time for people to innovate and achieve a better work life balance.

During 2020, we have seen digital construction and innovation become further embedded in our way of working, and across increasingly more sites and projects. [You can read more on p. 8.](#)



Aside from our digital programme, we continue to seek ways of developing our business and driving continuous improvement through innovation, both in the services we offer our clients and through the systems and processes we employ to deliver our operations and activities.

Encouraging entrepreneurship



In a business which encourages innovation, collaboration and originality, it follows that we value and nurture entrepreneurship.

Our five businesses have the strength of being part of a wider UK group, and are united by our strategy and values; nonetheless, they are encouraged to deliver originality and take the initiative, to maximise opportunities and deliver in a way which is appropriate for the sectors in which they operate. In turn, individuals and teams within our businesses are empowered to drive new business ideas, relationships and opportunities. As an organisation, we are agile, yet have strong governance in place; we are able to operate in a way that permits and nurtures the ambition and spirit of our people.

Enhancing collaboration



Collaboration between the businesses that make up VolkerWessels UK, and between our supply chain and our partners, is intrinsic to who we are.

Within each of our core businesses sits a wide range of specialisms, which supplement our main activities, across the sectors in which we operate.

By drawing on the expertise of our own specialist divisions, and collaborating and working together across our businesses, we can deliver a truly integrated and complete service, with joined up solutions for our clients.

Building on strong foundations

In order to deliver growth through our key pillars, we need to start from strong foundations. These provide a stable platform for growth and a consistent approach across the business, giving clarity and governance, and a framework upon which to build, develop and grow.

Risk management



Our clear and uncompromising approach to the management of risk has continued to be an essential foundation of our operations. Our approach to risk has arguably never been more important than over the last year, as we navigated our way through the demands of a pandemic and the economic and operational challenges it brought.

We continued to prioritise cash-backed profits ahead of turnover growth, and maintained our selective and measured approach to bidding for, and winning, work. We also manage risk through a robust governance structure, and by ensuring we remain strong on project costs and change control. All decisions around strategic future investments are fully considered and targeted.

This robust approach, and our reputation for being a grounded and stable business, has ensured our ongoing credibility in a challenging market, and has

brought reliability for our clients, and security for our employees, during this particularly turbulent year.

Engineering and operational delivery



Over the past year, VolkerWessels UK and our businesses have delivered a range of world-class projects across the infrastructure sector and built environment.

To ensure we can continue to offer excellence and quality in delivery, it is essential that we maintain a consistent blend of best in class employees and new recruits; the best skills and up to date learning; the right culture, and strategic mechanisms and programmes to enable continuous improvement. This is achieved by bringing together the other key threads of our strategic approach.

Our operations board is charged with ensuring our operational excellence - overseeing the activities of our sites, and the strategic implementation of cross-



business innovation and enhancements, and specialist digital applications. This cross-business group also ensures best practice in operational delivery and quality, design management, health and safety, and the development of the appropriate skills in our people.

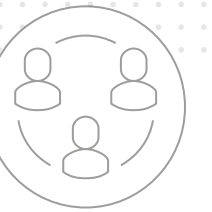
Corporate responsibility



Our corporate responsibility foundation focuses on our work to protect the health, safety and wellbeing of all those impacted by our operations, ensuring we operate in a way which is sustainable, and that we act ethically and with integrity in all of our activities.

Safety is the uncompromising number one priority for our business and our sector. Our guiding principle is to ensure that all of those touched by our operations - our people, our subcontractors, members of the public, and all of our stakeholders - go home safely at the end of each day. VolkerWessels UK's safety record sits consistently ahead of industry averages, driven by a clear behavioural safety approach across each of our businesses, and an effective system for recording, reporting and analysing incidents - with the reporting of close calls incentivised through a charitable donation scheme.

Our focus on health and wellbeing is also consistently at the top of our agenda, with a strong emphasis on mental health and resilience. In a year where the worldwide coronavirus pandemic has changed lives in an unprecedented way, we have offered support to our employees through our occupational health teams, our network of mental health champions, offering a range of routes through which help can be sought. ([Read more in our People-Planet-Purpose section on p.14](#))



The launch of our sustainability framework set out our commitment that 2020-2030 will be our 'Decade of Action', and our ambition to protect and enhance our natural environment, and to be a trusted, forward thinking, respected business of choice, putting people at the heart of our approach, and delivering long term social value. (You can read more detail on p.14)

People, culture and values

People & Values

At VolkerWessels UK, we pride ourselves on being a 'people first' business, which nurtures our industry-leading employees, and which can attract and retain the top talent in our sector. This mindset drives our people strategy.

Our clearly defined 'Grounded, yet soaring' identity and our 'can do' culture, along with our core values, encapsulates the essence of the way we behave and operate.

We encourage the ongoing development of our people – increasingly through a 'resources, not courses' approach (see People section) - and we take care to recognise the achievements of individuals and teams through our Platinum Awards programme – as well as a range of recognition schemes and activities in our individual businesses.

Inclusion remains a key focus of our people strategy and we strive to be a business where everyone is valued, and one which recognises the enrichment and opportunity that diversity brings to an organisation. We explore our EDI activities in more depth on p.12.

Our determination to nurture, recognise and develop our people ensures a dependable and

capable business, where people can thrive; a business which can therefore deliver excellence for our clients.

Systems and processes

System & Processes

A key foundation of our robust business is our network of systems, processes and governance, supporting all of our activities and enabling sustainable development and growth.

2020 saw the launch of new HR, recruitment and onboarding systems for VolkerWessels UK, which has brought greater visibility and access to relevant and secure information, and has given interactive self-service functionality to our employees and new recruits.

We are investing in our core commercial, finance and procurement systems, bringing a web based look and feel as we introduce Microsoft Business Central and associated construction-specific functionality to all of our businesses, also enabling more interactive sharing of data with our supply chain and our client base over the next two years.

Across VolkerWessels UK, we also have in place a range of steering groups and boards that guide, govern and ensure the consistency of our ways of working. Alongside our central and business-specific leadership teams and our operations board, sits a system of cross-business and cross-functional groups, collaborating to ensure the sharing of knowledge and bring a common purpose and direction across the group.



Bringing digital and innovation into construction

One of the pillars of growth in our Vantage model is digital construction and innovation, and throughout 2020, our Tomorrow Now digital transformation programme continued to deliver a wealth of activities to help our business become one which brings together people, processes and technology, creating a business which is powered by data, driven by people. Our goal is to empower our people to work smarter, in order to unlock more time for thinking and enable a better work-life balance.

We have continued to drive a wide-ranging programme of digital innovation, which is having a positive impact on our ways of working across the business, from the design and construction phases of our activities, to our site processes, and also in our core business processes and activities.

Our Tomorrow Now strategy is driven by our cross-business digital team, with oversight of our digital and technology strategy by our Strategic Transformation Board, ensuring that our systems and data approach aligns with our business needs. It also ensures that we have robust cyber and IT security arrangements in place. Our Operations Board, meanwhile, manages the decision-making process around the implementation of site-specific digital applications.

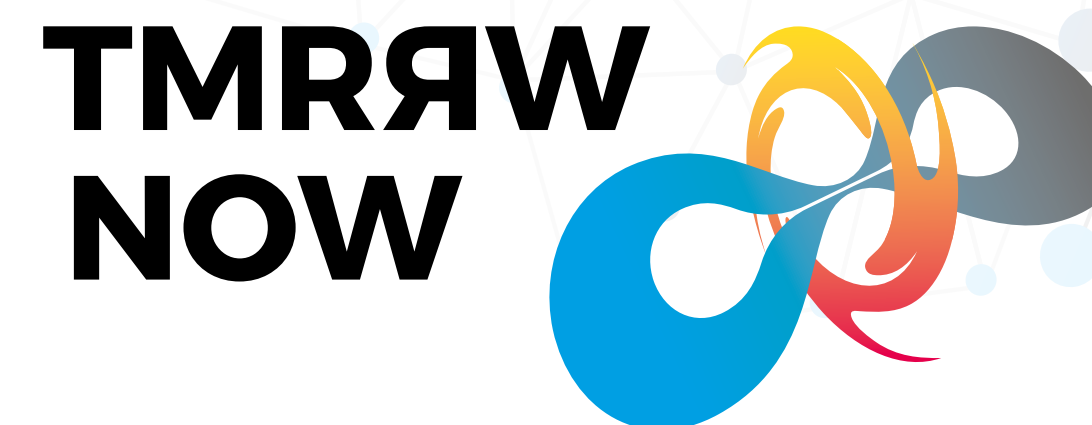
A data-driven approach to the pandemic challenges

The investment ahead of the Covid-19 pandemic, to roll out the Office 365 suite across our business

paid huge dividends, enabling our office-based employees to move swiftly, and efficiently, to remote working. Microsoft Teams, in particular, had already become a key mechanism for holding meetings, and this trend continued seamlessly as we transitioned to new ways of working.

Our digital team devised in-house, self-service reporting solutions for employees to report absence from work with Covid, and for those shielding or self-isolating. This enabled the creation of a dashboard for monitoring and supporting our key business decisions and approach to the unprecedented situation.

Our 'maintaining a positive future together' digital survey sought feedback from employees about the challenges being faced during the pandemic and helped take learnings from our pandemic experiences. The responses of some 1500 employees, with a third based on our sites, were presented as dashboards to help inform the future direction of our working practices for the near, medium and



DIGITAL AND INNOVATION





longer term, and to help ensure the best working environments for our teams during the crisis.

Our ICT teams rose to the challenge of servicing the business as it adapted to working under Covid conditions, in terms of the provision of hardware, and also in continuing to offer excellence through its support service.

Making Advances

The year saw the continuation of our investment in a programme to deliver a replacement ERP system across all our businesses over the next two years. The programme will support the functionality of our core back office systems and associated construction-specific processes, and the interactive sharing of data to help us streamline and improve our systems across a wide range of commercial, procurement and financial management processes.

In 2020, we delivered a new HR, recruitment and payroll system, which includes online self-service functionality, and brings a streamlined, digital approach to recruitment and onboarding for both candidates and hiring managers.

Digital toolbox

In 2020, we continued to pilot new processes and trial new digital technologies, as well as consolidating the delivery of our strategic plans for activity in a number of areas. We continued to work on initiatives to improve design management processes, with the development of a KPI system for monitoring design standards across the business, and we continued the rollout of a

standardised Common Data Environment. By establishing an in-house Information Management Academy, we were able to further drive the awareness of IM for all employees. An intelligent site management plan (iSMP) has been developed and launched, with the aim of driving further improvements in site management planning, compliance and record keeping. We are also continuing to explore and pilot a range of added value technology, as well as ensuring we embed the proven technologies and processes already in place.

Increasingly, our sites are turning to simple digital solutions to support community engagement, too – for example through a downloadable app, used as an interactive hub for the sharing of site information to a local audience. And digital pilots are not limited to sites, with our finance team exploring the use of bots for some of its more transactional activities.

Our plan for 2021 is to focus on bringing together all the key digital solutions in one place, through our digital toolbox, offering straightforward access to solutions for improving our site planning, and use of data – from the enterprise and strategic technology solutions, to the more tactical, and new innovations or technology options.

Accreditations

During 2020 we achieved Cyber Essentials+ accreditation, as well as ISO 19650 - the industry leading building information modelling (BIM) accreditation, and we are working towards ISO 27001 accreditation in 2021.



Our 'can-do' people

People have always been the cornerstone of our business, and it is our people who make VolkerWessels UK special. In an unprecedented year, the capability, resilience and positive attitude of our individuals and teams across the business really shone through.

We are proud that ours is a 'people first' business, and we promote a 'can-do' culture. The identity and spirit of our people can be summed up as: collaborative to the core, always authentic, naturally nurturing, distinctly dependable and open for originality.

Despite the pandemic, we have continued to deliver many activities that help us attract the best talent in our sector, and support and engage our own workforce. This has enabled us to continue delivering excellence, and ensure we are able to drive forward continuous improvement.

2020 saw our operational teams continue working across almost all of our projects. Most of our office-based employees were able to work from home during the periods where this was required, and thanks to our digital programme, which had previously rolled out the use of Office 365 and Teams, we were able to establish this at speed.

Nurturing potential

Our ongoing drive towards an agile approach to the delivery of learning, through the use of digital courses and self-led and alternative learning via our

iLearn portal, has served the business exceptionally well during the pandemic in particular. Covid-safe classroom training has been made available, where needed and appropriate. The widespread and familiar use of Teams enabled another channel for remote learning, and the business was also able to continue the delivery of our induction for new VolkerWessels UK employees in this way.

An additional boost to this 'resources, not courses' approach is the creation of a Managers' Digital Toolkit for our iLearn learning platform. The toolkit is intended to assist our busy line managers in navigating a range of business and people-related management scenarios. Read more about our 'resources, not courses' approach in our [interview with our head of learning and development](#).

Emerging talent

We are proud to have been able to continue recruiting industry placement students, graduates and apprentices - despite the challenges of the pandemic and the uncertain economic environment - helping to ensure our future talent pipeline remains robust, and that we continue to play our part in minimising

People facts



3,300
employees



140
apprentices



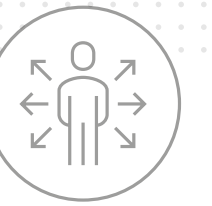
93
EDI champions



136
mental health champions



PEOPLE



the industry skills gap. It is important to us that we can support the development of early careers, and provide opportunities for the next generation of engineers and other workforce roles in our sector. Across VolkerWessels UK as a whole, we had 83 graduates and 140 apprentices in 2020, and we are also funding 24 apprenticeships with organisations in our supply chain. We remain members of the 5% Club, committed to ensuring that 5% of our workforce comprises apprentices, sponsored students, graduates or those on formal study programmes.

Helping early careers Thrive

A key area of focus during 2020 was the development of our education engagement

programme. Although it was not possible to continue our in-person visits to schools and careers events, and the year saw the cancellation of Build UK's annual Open Doors site visit programme, our education engagement steering committee drove forward a raft of measures to help encourage younger people to consider a career in engineering or construction, and to promote the study of STEM subjects. As well as participation at online careers events, and the ongoing development of materials for use with schools, the key area of progress in the year was the launch of the Thrive Education, Volunteering and Social Value portal. As well as providing a means by which the business can capture all sustainability related activities in one place, and measure the social value associated with those activities ([read more in our People,](#)

[Planet, Purpose section on p.14](#)), Thrive is a portal for advertising volunteering opportunities, for which employees can sign up, and it also provides a simple and direct means for schools to apply for support from our business – for example, to talk at a careers event, or to request a site visit for students.

Recognising our 'can-do' people

A key part of our people strategy is ensuring we recognise and reward the talents and dedication of our employees, and, in 2020, this took on arguably more significance than ever before.

Our internal Platinum Awards continued into their eighth year, recognising, celebrating and rewarding the achievements of individuals and teams across VolkerWessels UK. Despite – or perhaps because of – the focus of the business being on moving forward through the pandemic, over 300 peer nominated award entries were received, and 63 were shortlisted across 15 categories. Two new categories were added this year – the Inclusion Award and the Commercial Achievement Award. The addition of new categories acknowledges the ever increasing need to recognise success of our people in these areas.

Each year, a select handful of employees are singled out for particular praise for their significant achievements and excellence, often achieved during a long and loyal period of time with the business. This year, in recognition of their resilience, commitment and determination to overcome and deliver excellence, despite the enormous challenges of the Covid crisis, the VolkerWessels UK board awarded the Special Recognition accolade to every individual and team across the business, and gave



every employee an additional day's annual leave, by way of a thank you.

Individuals and teams in the business were also recognised externally for their achievements. John Cox, managing director of VolkerFitzpatrick's Rail and Infrastructure business, won the Industry Leader of the Year Award at the Rail Business Award, and VolkerFitzpatrick was presented with the Training Excellence accolade at the Construction News Awards. Simon Gallagher, commercial director at VolkerRail, received the Inspirational Man of the Year Award at the annual Women in Rail Awards, and our apprenticeship scheme was shortlisted at the Constructing Excellence SECBE (South East Centre for the Built Environment) awards.

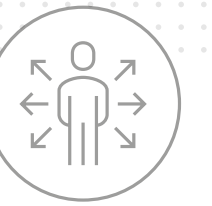
Continuous improvement

Our annual cycle of development and performance reviews (DPRs) continued this year – albeit a significant number of reviews had to be carried out remotely. The reviews help focus on behavioural and technical competencies, and set clear



“Recognising and rewarding the talents and dedication of our employees took on more significance than ever before.”

Paul McCreath
Group HR director



objectives for personal development, helping guide employees towards the right support for their personal and career development.

Given the backdrop of the pandemic, and the subsequent adoption of new ways of working, the annual employee engagement survey (which regularly puts engagement at over 80%) was this year substituted with targeted surveys aimed at gaining a clear picture of the wellbeing of our employees. The surveys gave our leadership teams an insight to help support our people through the challenges of the pandemic – be that for site teams, who were working under a range of new and stringent health and safety measures, or our office-based teams who had moved to working from home with the inherent difficulties there – from isolation, to practical issues.

Every two years, VolkerWessels UK holds a conference for around 300 of its most senior managers. This event supports continuous improvement by offering a forum for sharing the strategy and direction of the business, and encouraging collaboration. A casualty of the pandemic, the 2020 conference was adapted into a digital event, enabling a review of our performance during the crisis, setting out future plans, and encouraging dialogue between our senior managers and our leadership team about a range of key business issues.

Looking after our people

Although always right at the top of our agenda, the health, safety and wellbeing of our employees has had an unprecedented focus this year. [\(Read more in our People-Planet-Purpose section\)](#)

Our well-established behavioural safety programmes have continued to serve us well, but as a result of the Covid pandemic, a wide reaching range of new measures were put in place on sites, to protect the workforce and limit the spread of the virus. As well as carefully following Government and industry guidance, we proactively implemented additional measures across our sites, to ensure everything possible was done to protect our workforce. The measures taken meant we were able to maintain operations on the vast majority of our projects throughout the first year of the pandemic. After a number of months working under the new measures, we delivered a targeted behavioural safety campaign, serving as a reminder of the importance of safety in general as well as Covid safety. The Review, Reflect, Reset campaign focused minds on matters of health and safety in a year when there were so many demands on

the workforce and management because of the pandemic.

As a business which has the wellbeing of its people as a cornerstone of its ethos, we were well placed to support our people through the physical and mental health challenges of the past year. Our mental health champions across the business now number 136, and we issue regular communications at intervals, giving links to resources, organisations or internal support mechanisms where individuals or their families can turn for assistance (see more in ‘Communications’ below). We also ran a number of internal campaigns throughout the year, flagging the subject of mental health, offering support to employees and engaging with national activities like World Mental Health day. A range of learning modules on our iLearn platform were developed by VolkerRail, in association with MIND, for use by the whole business, and from the start of the pandemic, online exercise and fitness classes were set up for any employee to attend.

Building inclusion together

We have continued to drive forward our work to ensure that VolkerWessels UK is a business where everyone can feel welcome and valued, one that is attractive to a diverse workforce, and which is enriched by diversity of thought.

We now have 93 EDI champions – volunteers from all business areas and roles – who, along with our EDI steering committee assist our leadership in ensuring that inclusion remains a focal point, and we have recently secured our reaccreditation to Investors in Diversity.

In 2020, VolkerWessels UK was recognised as Most Improved Organisation of the Year, and Engineering

Company of the Year, at the National Centre for Diversity awards. In 2021, we were again named Engineering Company of the Year and secured 8th place in the Top 100 Most Inclusive Workplaces Index, and achieved the Armed Forces Covenant Employer Recognition Scheme (ERS) silver Award, for organisations that help support the armed forces community. We also became a partner of BPIC – Black Professional In Construction, and a platinum member of Women into Construction.

In September, we held an entire EDI month; as well as marking National Inclusion Week, we ran our first EDI champions conference and shared a new video, outlining our EDI journey and approach. We also held the first in a series of inclusive leadership roundtable events, open to the whole business, where a senior panel leads discussions on EDI topics. We have also started to deliver inclusive leadership training, as a follow up to the EDI awareness training previously rolled out across the group.





Communications

In a year of challenges like 2020, business-wide communication become ever more important. Our communications channels – digital solutions such as our intranet, Yammer, email and Teams, and printed materials such as newsletters – were supplemented by regular communications from the CEO, with updates and messages of motivation and thanks; bespoke Covid-centric newsletters and best practice overviews, and a dedicated intranet hub for sharing frequently updated Covid information, guidance and FAQs. A ‘CV19 questions’ mailbox was established as an outlet for any employees’ questions during the pandemic.

As well as allowing the business to move swiftly to a pattern of remote working, our adoption of Teams also enabled quick and efficient sharing of information via the leadership in the early days of the crisis, and opened up new methods for engagement.

Resources, not courses

As head of learning and development for VolkerWessels UK, so called ‘alternative learning’ has long been something of a buzzword for Hannah O’Sullivan. During the recent Covid 19 pandemic, the move from traditional classroom learning towards a more blended approach, and an increase in self-led learning, has really come into its own. We spoke to Hannah about this trend and how it has moved forward in the past year.

You talk about ‘resources not courses’. What do you mean by that?

There is a place for a range of different learning methods and styles within any organisation, and since we introduced our online learning platform, iLearn, a few years ago, we have really been able to increase and improve the learning and development offer to our people. iLearn provides a hub, which not only forms the platform for our formal DPR system and requests to attend training courses, but also plays host to a huge volume of materials which people can dip in and out of whenever they have a need – or a desire – to learn. Much of this content in our business is supplied by individuals and subject matter experts around the business, who are able to offer our colleagues an ever-growing range of learning opportunities. We know that it is often far more useful to learn something at the time of need rather than wait for a course – and that’s where these resources come in.



“ We have a wide range of online resources to enable people to bring their knowledge and skills up to date in a way, and at a time, that suits them.

Hannah O’Sullivan
Head of learning and development

This trend must have been helpful during Covid-19 pandemic? What impact has there been on learning and development in the business?

Most of our training has been able to continue, but we’ve had to be more creative about how we’ve done it. We’ve made significant use of Teams as a virtual classroom, and where we haven’t been able to avoid face-to-face training, we’ve ensured that it’s been carried out in a Covid-safe way. An additional benefit to delivering learning virtually is that you can record some sessions, so they can then be shared with others. We’ve also been able to share resources and tools to help people manage the change in working arrangements – for instance, tips for better conference calls or advice on healthy lifestyles, or managing with children at home.

A total of 2,354 people attended training sessions which were delivered virtually, and these people would otherwise have needed to attend training face to face, or would have missed out completely. People are still learning, but in a different way.

Has the move to more self-led learning been well received?

I think a blended approach works best, so that learning can be tailored to suit the individual. From a practical perspective, enabling people to select the date which suits them best to attend a virtual classroom event, for example, has been hugely successful.

We have a wide range of online resources to enable people to bring their knowledge and skills up to date in a way and at a time that suits them. 11876 pieces of online content have been consumed during 2020 - whether that be e-learning or resources - so I think that in itself answers the question.

How do you keep the range of learning fresh and relevant?

It wouldn’t be possible to provide the range and volume of content without the help and enthusiasm of people within the business, who are passionate about sharing information and expertise. Subject matter experts are well placed to pass on their knowledge and we’ve found that our people are happy to do this with some support from our learning and development professionals.



People-Planet-Purpose

At VolkerWessels UK, we set out our approach to sustainability through our People-Planet-Purpose framework. The framework gives our business a robust, and flexible, approach to delivering sustainability excellence, and enables us to talk consistently to our stakeholders about our sustainability ambitions.



People Planet Purpose builds on strong foundations and unlocks our desire to take bold action to balance the needs of the environment and society alongside our growth as a business, setting ourselves a flexible, agile and empowering structure within which we can deliver excellence.

We have made the commitment that 2020-2030 will be our 'Decade of Action'.

Each of the People-Planet-Purpose pillars has three 'themes' and a total of 23 high level metrics, which allow us to measure and monitor performance.

People - putting people at the heart of our approach

We know that our workforce is fundamental to the delivery of our framework, and to be successful, we need to empower our people to drive sustainable and responsible change. Our priority will always be the safety and wellbeing of our people, and we continue to work hard to ensure our workplaces are inclusive and inspiring places to be, where individuals feel valued and nurtured to develop their full potential. [You can read more on our approach to equality, diversity and inclusion, as well as learning and development on p.11-12.](#)

Our accident frequency rate is consistently below the industry average, and we continue to do all we can to maintain the highest possible standards. Alongside stringent processes and controls, we take a behavioural safety approach, with campaigns and initiatives to ensure that safety is always at the forefront of our minds, and we share best practice and lessons learnt.

Accidents, incidents and close calls are reported and managed through a simple and effective digital

platform, and we encourage the reporting of close calls through our commitment to a charitable donation scheme.

The health of everyone working on our behalf is equally as important as their safety. Our occupational health service continues to work with our management teams to provide wellbeing and mental health support across our activities.

Of course, health, safety and wellbeing took on a whole new meaning in 2020, with the Covid pandemic, and we put in place a raft of measures to protect and support our people. Our sites adhered to the Government's and industry's protective measures, and in many cases went further in the pursuit of the best possible solutions. The measures taken were backed up by a suite of centrally-hosted materials and information to explain and support the procedures on sites, in offices and for tracking and reporting the Covid status of employees.

Regular messaging was issued to raise awareness of matters of mental health and to guide people towards resources and organisations offering support. We also offered online fitness and relaxation classes. You can read more about our approach in [Our People on p.12.](#)

Planet – protecting and enhancing our natural environment

Across VolkerWessels UK, we are committed to ensuring that we minimise the adverse effects of our activities on the environment, that we make efficient use of resources and reduce our impacts on climate change.

Since 2010, we have been measuring and externally certifying our carbon footprint with The Planet Mark and driving a 5% year-on-year emissions reduction. In 2020, our leadership team issued a 'carbon challenge' to the business, with the goal of making carbon reduction a key focus, and our carbon steering group and working group are now further refining our strategy.

As part of our carbon strategy, the number of electric cars and commercial vehicles in our fleet continues to increase. We will soon see our fleet containing more electric and hybrid than pure diesel and petrol engine vehicles.

Plant innovation is a key focus of our business, with trials ongoing of a number of electric alternatives



Brent Cross West station has 'changed my life'

"This opportunity has changed my life." That's a big claim for anyone to make about their job, but for one new VolkerFitzpatrick employee, it's the truth.

Tony was homeless and out of work, but with a little help from Barnet Homeless Action and VolkerFitzpatrick, he is now a labourer on the team building the new station at Brent Cross, in West London, and VolkerFitzpatrick has also created a bespoke training programme for him.

to traditional plant and equipment, as well as a fuel additive that is expected to demonstrate a carbon saving.

It is our ambition to have a fully embedded approach to a circular economy, which aims to design for sustainability, minimises waste and make the most of resources. Materials management will remain at the heart of our approach in order to instil best practice internally, as well as through our supply chain.

Supporting this, we recently developed and launched our in-house VolkerSwitch app, which allows surplus materials to be 'advertised' across the business and matched up with sites that can make use of them. Some of our projects are also involved in local wood recycling schemes: both VolkerRail and VolkerFitzpatrick have joined forces with their local social enterprise - Community Wood Recycling - to repurpose, recycle and reuse wood. And, as VolkerFitzpatrick's Feltham Depot project came to an end, the team donated unwanted furniture from its project to local families in need.

Tony said: "It's all thanks to VolkerFitzpatrick's Brent Cross Cricklewood regeneration programme, and Barnet Council. They've saved me from myself and from my situation. It's like having a new life."

Works manager, Dave Goodey, said: "When I met Tony, I saw that he just needed a chance. If he couldn't get somewhere to live then he couldn't get a job, and if he couldn't get a job, then he couldn't get a place to live.

"I hope that he is a permanent part of the legacy of the Brent Cross Cricklewood regeneration programme."



"We have made the commitment that 2020-2030 will be our 'Decade of Action' for our People-Planet-Purpose framework"

Adrian Shah-Cundy, corporate responsibility director

VolkerRail worked in conjunction with Network Rail, the Tree Council and local residents plan to plant more than 500 trees and flora near Port Sunlight station, on the Wirral, as part of a wider campaign to help improve biodiversity beside the railway line.

Purpose – being a trusted, forward thinking and respected business of choice by delivering long-term social value

The Purpose pillar of our framework is about ensuring that our projects have a positive impact in the communities where we work, delivering social value and ensuring we are the contractor of choice.

The pillar sets out the three strands of our approach - education and employability; charity, volunteering and community engagement; and sustainable supply chain and ethical procurement.

In 2020, working with Thrive CSR, we launched a new portal which will help us drive forward our sustainability ambitions. It will help us capture all of our sustainability commitments in one place and measure the social value associated with our activities. Through the portal,

schools are able to request support from us for their activities and our employees are able to browse and sign up for volunteering opportunities submitted. (You can read more in our interview with Emma Ward, head of sustainability and inclusion on p.16.)

Lending our support to promote engineering as a career choice in younger people, we are partnered with Primary Engineer on its 'If You Were an Engineer, What Would You Do' competition, encouraging the design of engineering-inspired solutions to everyday problems.

Our businesses are proud to support local communities directly, and during the year delivered activities across the country. For example, VolkerFitzpatrick helped build three community gardens in Barking, where it is working as part of the MSVF joint venture. The business also worked with a local food bank charity at its Public Health England (PHE) project in Harlow, and along with the CRASH charity, we helped construct a new dining room extension at Greenwich and Bexley Community Hospice. Volunteers from VolkerRail and the EWR Alliance helped with a range of maintenance activities at a school in Aylesbury and offered their gardening skills to elderly and vulnerable residents in the area.

VolkerWessels UK and its businesses are proud to support a range of different charities nationally



and locally. As a group, we donate £1 to charity for each close call reported through the year. 50% of the amount raised goes to the group-wide charity, Samaritans, and the other 50% is split between our businesses for them to donate to their locally selected good cause. In 2020, we raised over £27,000 for charities in this way.

VolkerFitzpatrick supports CRASH, a construction industry charity, through a corporate golf day and football fundraiser, as well as a host of other charitable activities, and we also offer our time and professional advice to help with construction projects.

Bluebell Wood Children's Hospice is VolkerRail's charity of choice, supported via both fundraising activities, plus donations to the charity's shop. VolkerHighways selected Great Ormond Street Hospital as its charity of the year, which it supports via the close call donations, raffles and other initiatives, and VolkerStevin fundraises for Mates In Mind and also supports the local St Catherine's hospice.



Helping social value to Thrive

Emma Ward is head of sustainability and inclusion at VolkerWessels UK. Instrumental in the introduction of the Thrive education, volunteering and social value portal into the business, she explains its purpose and value and how it is key to the delivery and measurement of the success of our People-Planet-Purpose framework.

Emma – what is the Thrive portal?

Thrive Social Value is a software company that help organisations capture and showcase their investments in local communities. At VolkerWessels UK, we have worked with Thrive to develop a portal that enables our sites to capture the great work they are doing to help us achieve our People-Planet-Purpose objectives.

Why did you need it?

Our recently launched People-Planet-Purpose framework provides us with a robust, yet flexible, approach to delivering sustainability excellence across the group. However, having a plan is just the first step on the journey. To ensure People-Planet-Purpose is a success, we needed a way to capture the progress we were making in a transparent and simplistic way.

The brief was fourfold; we wanted to capture our community engagement activities, monitor our sustainability commitments, provide a way for schools to request support from us and for students to apply for work placements, and to promote volunteering opportunities to our

employees. With these aspects of our People-Planet-Purpose framework fully centralised, we now have a complete overview of the activities we are undertaking and how these are contributing to People-Planet-Purpose.

So what exactly does the platform deliver now?

Through the education module, hosted on our websites, schools can simply complete a form to request support from the business, and we can manage the requests, matching them with the appropriate support and geography.

Earlier this year, we launched our new Volunteering Policy, entitling all employees to volunteering leave. Through the portal, employees can view the opportunities available in schools and through our charity partners apply for line manager approval, and sign up to activities of their choice.

The final piece of the puzzle is the ability to capture and track all our sustainability commitments in one place, and use these to calculate the associated social value.

At a glance we can see the social value contribution of our business and projects, generate reports and share best practice internally and with our clients.



Emma Ward
Head of sustainability and inclusion,
VolkerWessels UK

Highways and airports infrastructure

VolkerWessels UK delivers multidisciplinary solutions for the highways and airports infrastructure sectors through our VolkerFitzpatrick, VolkerHighways, VolkerLaser and PJ Davidson businesses.

28%

of total business

 VolkerFitzpatrick



 VolkerHighways

 VolkerLaser

Olympic Steps, Wembley Park

Our work includes private and public highways infrastructure work, strategic network enhancement schemes, and term maintenance contracts for local authorities. We operate across motorways and trunk roads through to estate roads and green lanes, as well as on schemes to facilitate residential and commercial developments.

Roads and highways infrastructure

VolkerFitzpatrick is part of Highways England's  Regional Delivery Partnership, and, under the framework, works include widening and upgrade works to the  A27 at Lewes, and improvement works on the A31 at Ringwood. We are involved in early works on the M3 and in joint venture on the A417, and are also working for Hampshire







Magna Park

County Council to create a new bypass as part of the significant Uplands Development Infrastructure project.



Public Health England Harlow

In north London, VolkerFitzpatrick delivered a project to create the new  Olympic Steps at the iconic Wembley Park, and, in Essex, we continued a programme of internal and external infrastructure works for  Public Health England as part of a project to create a public health science campus in Harlow. Infrastructure works were also completed at the Magna Park South logistics development in Leicestershire, along with associated work on the A5, and at Tottenham Hale in North London, as part of a major regeneration project in the area.

VolkerLaser continued a project to deliver concrete repairs and cathodic protection works on the  M5 at Oldbury, on a slip road widening project at the A3 Stoke Interchange in Guildford, and bearing replacement work on the  A2 East Cliff Viaduct at the Port of Dover. VolkerLaser and VolkerHighways



collaborated on a project to refurbish and extend the life of the [Queen Elizabeth Bridge in Windsor](#) for The Royal Borough of Windsor and Maidenhead, and on the [Wandsworth Bridge](#) in London, with VolkerLaser delivering structural repairs and corrosion protection, and VolkerHighways carrying out traffic management and surfacing works. VolkerLaser has recently commenced work to deliver repairs, waterproofing, resurfacing and expansion joint replacement on the Tamar Bridge between Devon and Cornwall.



Queen Elizabeth Bridge Windsor

VolkerLaser also continued to secure significant opportunities for its new, temporary works solutions – [Fast Beam](#) and V Deck™. The V Deck access system for example is being used for maintenance works on the Connel Bridge on the A828 near Oban, Scotland and to facilitate bearing replacements on the Manea rail bridge in Cambridgeshire. (See p.30 for more detail on these solutions)

Our PJ Davidson business delivers slipform concrete safety barriers – the CE and UKCA certified

Davidson's Concrete Barrier® (DCB®) system, as well as slot drain and drainage channel, slipform concrete pavements, tunnel inverts and tunnel walkways (see more on p26). During 2020, PJD has worked for a number of main contractor clients on the [M4](#) and M20 Smart motorway schemes, and also on the [A14 Cambridge to Huntingdon](#) improvement scheme.



PJ Davidson

Highways maintenance

Through our VolkerHighways business, we provide highways term maintenance for a wide range of local authority clients, in London and across southern England, covering A roads, main urban traffic routes, residential and rural roads, street lighting and highways structures. Our service also includes emergency response managed through our own call centre, as well as winter gritting services, and infrastructure enhancement works. VolkerHighways



“2020 was a busy year, with local authorities bringing forward surfacing and improvement works while the traffic volumes were lower.”

Alistair Thompson, managing director, VolkerHighways

offers a traffic management service, is a specialist in surfacing solutions, and is registered with the National Electrical Registration Scheme (NERS) to deliver street lighting LED conversion programmes and maintenance contracts.

2020 was a particularly busy year for VolkerHighways, with a number of local authority

clients choosing to bring forward road surfacing programmes and highway improvement schemes while traffic volumes were low, as a result of the pandemic lockdown. We also delivered temporary footpath widening works, along with pedestrian signage to facilitate social distancing measures.

Throughout the year, we continued to deliver highway maintenance contracts for the Councils of Bath and North East Somerset, Luton, Medway, West Berkshire, Windsor and Maidenhead and Wokingham. In London we continued to maintain the highways on behalf of the Boroughs of Camden, Lambeth, Islington and Transport for London.

We are also delivering lighting and electrical maintenance for Bournemouth, Christchurch and Poole Council, Bristol City Council, Dover District Council, London Boroughs of Barking & Dagenham and Havering, Camden Council, Luton Borough Council, [Medway](#), Windsor and Maidenhead, West Berkshire and Wokingham



A13 surfacing



Borough Councils. Other key activities included the start of improvement works along the [A339 in Newbury](#), the upgrade of 24,000 street lights to LED in Medway and the commencement during the first national lockdown of a lighting maintenance and improvement contract with [Bath and North East Somerset Council](#) and new lighting term maintenance contracts for [The Royal Borough of Kingston](#) and [London Borough of Sutton](#) which started in April 2021.

We also provided surfacing and traffic management services for the flagship HS2 project, and for the EastWest Rail Alliance, with VolkerHighways supporting other VolkerWessels UK businesses – notably VolkerFitzpatrick and VolkerLaser.

Innovation continues to be an important part of the work of VolkerHighways, with [trials of plastic kerb](#) and lower carbon asphalt (warm mix) and our own service request reporting call centre on our contract with Wokingham Council, as well as the use of electric vehicles on some contracts. Preparatory work is underway on a new works order management system – ATOM, which will further streamline and support the delivery of our operations.

VolkerSmart Technologies

VolkerSmart Technologies offers services to install smart city infrastructure, including vehicle charging points, fibre networks and 5G, and variable message signage.

In 2020, we continued our strategy to expand our capability and portfolio into new and emerging markets. As an accredited Independent Connection Provider, and with capability to install electric vehicle charging points, we secured a place on the



Oxford - traffic management

Efficiency East Midlands' (EEM) four year [National Vehicle Charging Infrastructure Framework](#) for the Midlands and South of England, and continue to grow in the [London EVCP](#) market.

The installation of fibre optic cable networks is now a key and significant focus for our business. Following the 2019 contract award and successful delivery of fibre rollout for high speed broadband in [Ipswich](#) on behalf of CityFibre, during 2020, we have secured further similar contracts in [Swindon and Slough](#), and [Bracknell and Maidenhead](#).

Airports

VolkerFitzpatrick's expertise in the airports sector includes the construction, rehabilitation and maintenance of airport infrastructure, such as runways, taxiways and buildings, for both private and military clients, and often within live operating environments.

Although the coronavirus pandemic has caused a slowdown in activity at civilian airports, during 2020, we continued nonetheless to deliver and complete airfield infrastructure works at Stansted and Birmingham, and commenced works at Gatwick and London City Airport. Progress was made, too, on the project to construct the [Luton DART](#) rapid transit system, linking London Luton Airport with Luton Airport Parkway railway station, with VolkerFitzpatrick delivering the civils works in joint venture.

On the military side, we continued works for the Defence Infrastructure Organisation at [RAF Lossiemouth](#), Scotland, to facilitate the arrival of the new P8 Poseidon aircraft, completing the runway

refurbishment phase ahead of schedule. At [RAF Lakenheath](#), we are working to deliver new infrastructure to ready the base as the first permanent home in Europe of the US Air Force F-35 Fighter Jet.



RAF Lakenheath



RAF Lakenheath

“Although the pandemic caused a slowdown in civilian airport activity, we continued to deliver and complete a number of airside infrastructure projects.

Richard Offord
Managing director, VolkerFitzpatrick

Commercial, industrial and education building

VolkerWessels UK delivers a range of buildings across the built environment, mainly through our VolkerFitzpatrick business.

16%
of total business

 VolkerFitzpatrick

 VolkerHighways

 VolkerLaser

Foundation Park

Operating across the built environment, we offer a range of capabilities, constructing commercial, industrial and logistics, and distribution buildings, as well as those for the education and defence sectors. And, with a wide range of associated expertise available across the VolkerWessels UK group, we are able to offer complementary and integrated solutions to support the delivery of our building projects.

2020 saw a significant number of project completions for VolkerFitzpatrick's building division, and the year also saw significant change in emphasis for this part of our business, as a result of the economic changes and the shift in working and living patterns brought about by the Covid pandemic. With an increase in the number of people working from home, and the seismic growth in online shopping, there has been a significant increase in the requirement for industrial and logistics buildings, with a noticeable reduction in the current demand and provision of new commercial office space contracts.




Industrial and logistics buildings

As a market leader in the construction of major industrial and distribution facilities for over 20 years, VolkerFitzpatrick has continued to build on its reputation for the construction of high quality,

modern, industrial, warehouse and logistics facilities, with a design and build approach for a range of both developers and end users in this growth area.



Midlands Logistics Park Corby

During 2020, we completed work on some major distribution centre contracts, including Plot 3 at the award-winning  Midlands Logistics Park in Corby - work we secured after the successful delivery of three previous units - and in 2021, work has commenced on the construction of the final Plot 4. We also completed a project to create 298,000 ft² of distribution centre space across three units for GLP in Biggleswade and also a 430,000 ft² distribution facility  at Apex Park in Daventry for Prologis. As this market continues to grow, VolkerFitzpatrick has a strong future pipeline of work - including new contracts which have been secured for Prologis in Hemel Hempstead, and for  SEGRO in Hayes and in Tottenham.



Apex Park





2020 also saw us deliver a 225,000ft² world-class customer support centre for [Gulfstream Aerospace](#) at Farnborough Airport.

Commercial and office buildings

Despite the reduced market activity for new commercial office projects over the past year, and with much ongoing debate around the future for the sector, this remains an area of expertise for VolkerFitzpatrick, and 2020 saw a high number of project completions in this sector.

These included [Foundation Park](#) in Maidenhead, where we completed a 70,000 ft² new build office, and [Rolling Stock Yard](#) in London's Kings Cross, where we delivered a nine-storey 77,500 ft² new build contemporary workspace. At [77 Coleman Street](#) in the City of London, the retrofit and extension of prime office and retail space was completed, as was a mixed-use retail, leisure and high-end residential scheme at [Essoldo House](#) on the Kings Road, Chelsea.



Education

With a growing track record in the education sector, 2020 saw VolkerFitzpatrick complete work to design and build a creative media hub and associated teaching space for the [University of Roehampton](#), and also a contract to deliver improvement works for a number of schools under the Midlands' Priority Schools programme.

Alongside these changes in market emphasis, VolkerFitzpatrick has continued to develop its reputation in the education market, and has delivered a growing number of projects for schools and universities.



“There has been an increased demand for industrial and logistics buildings, with economic changes and a shift in working and living patterns.”

Stuart Deverill,
Managing director, VolkerFitzpatrick – building division

University College London,
Person-Environment-Activity
Research Laboratory



During the year, we continued our contract with [University College London](#), to construct a world leading, specialist Person Environment Activity Research Laboratory (PEARL) in Dagenham, and we are pursuing additional opportunities in the education sector, including a recent contract secured at the [Haberdasher's Aske's Boys' School](#) in Hertfordshire.

Defence

As VolkerWessels UK continues to develop a growing reputation for work in the defence sector, in particular on Royal Navy and RAF contracts, VolkerFitzpatrick has also continued to deliver defence-related projects in the built environment for private clients. During 2020, we completed works to construct a new maritime centre of excellence at [Portsdown Technology Park](#) in Portsmouth for multinational defence technology organisation.

Our recently secured place on the Crown Commercial Framework will also offer opportunities in public sector defence work as part of our growing future portfolio.



Rail infrastructure

VolkerRail and VolkerFitzpatrick are recognised as market leading railway contractors, with the expertise to deliver major multidisciplinary railway engineering and infrastructure projects, along with specialist railway asset installation, management, maintenance and renewals services.

Along with the specialist capabilities of our VolkerLaser and VolkerStevin businesses, VolkerRail and VolkerFitzpatrick provide a fully integrated specialist service across a range of rail sector projects.

VolkerRail

VolkerRail delivers infrastructure services for heavy and light rail and metro networks across both the public and private sectors. Our capabilities include the construction, maintenance and renewal of track systems; overhead line system construction, signalling design and installation services; high and low voltage engineering solutions, railway piling and a bespoke welding service. We also operate an in-house fleet of specialist plant and equipment, for external hire or use within our businesses.

2020 saw VolkerRail's involvement in a wide range of notable contracts across the rail sector. The major [East West Rail project](#), between Oxford and Cambridge, brought VolkerRail together with all of the other VolkerWessels UK core businesses, working on Stage 1 of the flagship project, which has involved the removal and reinstatement of the Bletchley flyover by VolkerLaser, working with VolkerRail and the other Alliance members, alongside the delivery of track, power and overhead line electrification solutions. The project also comprises on and offline highways work from VolkerHighways, the provision of site accommodation and piling from VolkerStevin, and the construction of two new stations by VolkerFitzpatrick.



East West Rail Bletchley Flyover

During the year, as part of the MPT JV, we completed the [Manchester Metrolink extension](#) to the Trafford Shopping Centre - a significant milestone for a project that we have been involved in since 2008. We were also involved in a project to extend the lifespan of [Sheffield's Supertram](#) network, and we handed over a newly built state-of-the-art [depot in Wigan](#), creating a new facility for the stabling and servicing of both electric and diesel trains. We also completed the first stage of an essential programme of track modernisation work on the [Tyne and Wear Metro system](#).



Manchester Metrolink extension

38%
of total business

 VolkerRail

 VolkerFitzpatrick

 VolkerStevin

 VolkerLaser

Work continued on the [MerseyRail project](#) to upgrade and strengthen the power supply along a 75km route, to ready the network for new state-of-the-art trains, and, as part of the Rail Electrification Alliance, we commenced phase 2 of a power supply upgrade project, delivering improvements to support the services of new electric trains on the [East Coast Mainline](#). Our plant team added a new [Matisa tamper](#) to our On Track Machine fleet, to go into operation on our national tamping contract with Network Rail, as well as servicing a range of other projects. We also continued our delivery of work to enhance the Transpennine Route between York and Manchester, as part of the TransPennine Route upgrade - East of Leeds Alliance.

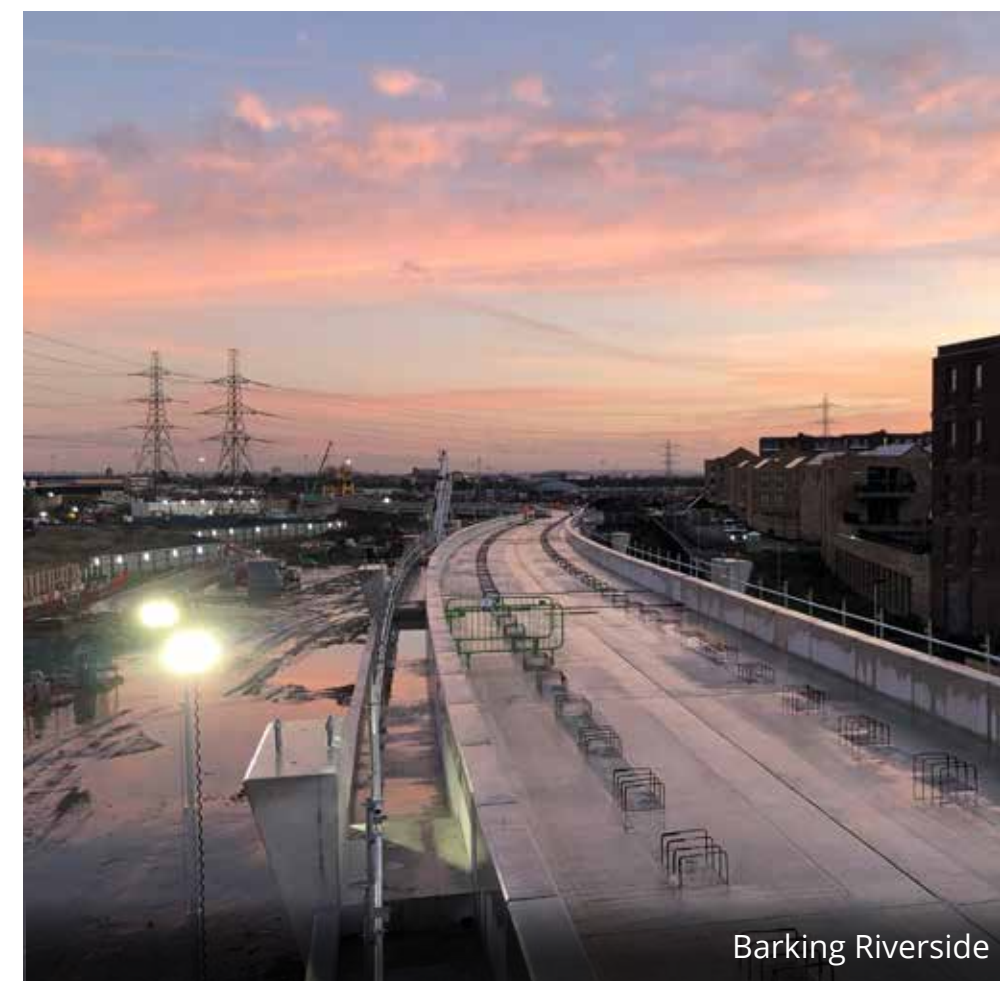
In 2020, VolkerRail was appointed by Network Rail as a supplier on its [design services framework](#), and significantly, was awarded signalling and telecoms, power and plant frameworks. More recently, as part of a joint venture, VolkerRail secured the contract to deliver the [Hope Valley Capacity Scheme](#), to carry out essential upgrades to improve capacity and connectivity on the route between Sheffield and Manchester.

VolkerFitzpatrick

VolkerFitzpatrick is an expert in the delivery of rail infrastructure projects in a live rail environment, bringing together its capabilities in civil engineering, rail systems, building and design on major construction and enhancement projects, covering depots, stations, platforms, sidings and buildings for both the passenger and freight markets,

In 2020, the UK's flagship [HS2 project](#) received formal Notice to Proceed. As part of the Align joint venture, VolkerFitzpatrick is delivering the

Central 1 (C1) package, which includes a twin-bored tunnel with five ventilation shafts and a viaduct across the Colne Valley in the Chilterns. Our VolkerHighways, VolkerStevin and PJ Davidson businesses have also secured contracts as part of this key project, providing traffic management and highways maintenance work, piled jetty construction, concrete paved roads and storage areas respectively.



The year saw the completion of work to upgrade the [Kings Lynn to Cambridge rail line](#) with a new siding, and lengthened platforms, created to allow longer trains to run on the line, and we continued our joint venture project to extend the London Overground Gospel Oak to Barking line, to a new station at [Barking Riverside](#), supporting the regeneration and creation of a major housing development in the area. In [Feltham](#), work was ongoing throughout the year on the construction of a new depot and stabling facility, in readiness for an increase in train frequency on the South Western Railway line.



“The major East West Rail and HS2 projects have brought together the capabilities of VolkerRail, VolkerFitzpatrick and all of the core VolkerWessels UK businesses.

Steve Coccliff
Managing director, VolkerRail

VolkerFitzpatrick secured and commenced a number of new contracts during 2020. Work began on the construction of the new [Brent Cross West station](#) in West London - a key part of a regeneration programme in the area, and designed to facilitate connections to central London and beyond – and on a project to deliver upgrades to [Romford and Ilford stations](#) in East London, as

part of the Crossrail project. We have also been appointed to design and build a new [Birmingham University station](#), to increase passenger capacity and improve access to the rail network in a regeneration area. And in the north east, we commenced the construction of a [new depot at Gosforth](#), to house a new fleet of trains for the Tyne and Wear Metro.



Marine, water, environment and energy

VolkerWessels UK delivers multidisciplinary and specialist solutions across the marine, defence, water, environmental infrastructure and energy sectors. Led by VolkerStevin and its specialist divisions, in collaboration with other VolkerWessels UK businesses, we offer a fully integrated range of services – from capital projects to repair and refurbishment work.

18%
of total business


 **VolkerStevin**
 **VolkerFitzpatrick**
 **VolkerHighways**
 **VolkerLaser**

Northern Ammunitions Jetty, HMNB Clyde

Marine and defence

VolkerStevin has a reputation as a market leader in the marine sector, delivering design and construction services for port related infrastructure schemes, including jetties, quay walls, dolphins, marinas, piers, breakwaters and lock gates. Clients include civilian and military ports, and private industrial organisations.

We also manufacture and supply Linkflote™ pontoons and marine plant, offering clients a range of solutions for hire and sale, supplying projects across the UK – and also as far afield as New Zealand.

VolkerStevin is a key partner to the Defence Infrastructure Organisation, and in particular the Royal Navy, and we work in partnership to maintain and renew the UK's critical defence infrastructure and maritime assets. Having been appointed to the  **Clyde Commercial Framework**, a 10-year programme to deliver marine infrastructure upgrades at HMNB Clyde, we are currently working on a programme of works including the Northern Ammunitions Jetty. At the Thanckes Oil Fuel Depot, at HMNB Devonport, Plymouth, we are constructing a new jetty and topside infrastructure, to provide up to date fuel loading and firefighting capabilities.



Thanckes oil fuel jetty

Following VolkerStevin's successful completion of works at the Dover Western Docks Revival development, VolkerFitzpatrick completed a paving, utilities and infrastructure contract, and VolkerLaser has continued to deliver concrete repairs and strengthening at Saltend Jetty in Hull for Associated British Ports.

Water

VolkerStevin works for clients in the water and wastewater utilities sector, with capabilities including the delivery of civil engineering, mechanical, electrical and instrumentation services for both clean water and effluent treatment on new build, refurbishment and extension works to water facilities.

VolkerStevin is currently working in a joint venture (C2V+ with Jacobs) for United Utilities on its AMP7 investment framework, covering the full spectrum of related infrastructure improvements.

We are also working in a joint venture (VSA with Atkins) on the Severn Trent Water Framework for AMP7 as one of seven contractors on Lot 1, delivering water assets in the Midlands and parts of Wales, and with VolkerStevin as a sole contractor on Lot 2 – a build-only civil engineering framework.



Anchorsholme Park, Blackpool.





During 2020, we successfully completed several schemes, including work on a key wastewater project at [Anchorholme Park](#) in Blackpool. This was a contract to change and upgrade the sewer network in the town, for United Utilities, which involved the construction of a new underground storage tank and stormwater pumping station, and a new, longer outfall pipe to carry wastewater further out to sea.

We specialise in Horizontal Directional Drilling (HDD) projects, through our VolkerTrenchless Solutions (VTS) business, and have recently secured a contract to deliver HDD crossings on Anglian Water's Strategic Pipeline Alliance, established as part of its Water Resources Management Plan across the east Anglia region.

Environment

As a market leader in flood and coastal risk management, VolkerStevin works with the Environment Agency (EA) and local authorities to provide a range of engineering services, from feasibility through to construction, maintenance and incident response. This includes sheet pile and reinforced concrete flood walls, earth embankments, river re-alignment, habitat and wetland protection and creation, de-mountable flood protection systems, lock gate installation and refurbishment, hard and soft landscaping and mechanical, instrumentation and electrical works.

Following our appointment as sole contractor under the EA's Collaborative Delivery Framework (CDF) for both the North West and South East regions, and also as partner on its national Marine and Coastal Framework (MCF), we have continued

our operations to reduce the risk of river and coastal flooding, and the delivery of environmental improvements.

2020 saw work continue on the major Environment Agency (EA) flood alleviation project in [Mytholmroyd](#), in the Calder Valley, West Yorkshire. Aimed at protecting homes and businesses from flooding, the scheme involves new raised and improved flood walls, the relocation of Caldene Bridge, and the widening of the river channel. Work has also commenced on phase one of the proposed three phase [Kendal Flood Risk Management scheme](#) - also for the EA.



Mytholmroyd flood alleviation scheme

In 2020, VolkerStevin completed the significant [Fairhaven to Church Scar Coastal Protection Scheme](#), to replace the sea defence walls, protecting local properties from coastal erosion and sea flooding, and creating a new promenade along the seafront, and we have recently been appointed by Portsmouth City Council and the Coastal Partners to deliver the [Southsea Coast Protection Scheme](#), a major seven year coastal flood risk management and regeneration project.



Fairhaven to Church Scar coastal protection scheme



Southsea coastal protection scheme

Energy

VolkerStevin offers a multidisciplinary capability and has extensive experience in the delivery of capital projects and infrastructure upgrades across the important and growing energy sector.

Much of our energy sector activity is delivered by our specialist businesses: VolkerInfra provides specialist extra high voltage (EHV) underground cable installation services for offshore and onshore wind farms, and between-country interconnectors, and VolkerTrenchless Solutions is a market leader in horizontal directional drilling (HDD), with the expertise to install cable ducts where conventional open cut is not possible.

During 2020, we completed the onshore cable installation for [Hornsea Two](#), which will become the world's largest offshore wind farm, and is

currently under construction some 89km off the Yorkshire Coast. We also progressed onshore cabling works on the [Moray East](#) windfarm project, located off the east coast of Scotland. When complete, this significant wind farm is expected to produce enough power for 950,000 UK homes.

The past year also saw us secure a position on Lot 2 of National Grid's Electricity Construction EPC Framework for undergrounding services. This six year framework will support the delivery of its RIIO-2 business plan between 2021-2026 and has been specifically designed to deliver turnkey EPC contracts for the new build, replacement and decommissioning of high voltage underground transmission systems, operating in parallel with other Lots for Overhead Line Construction and Substation Construction.



VolkerFitzpatrick

Our businesses

VolkerFitzpatrick

VolkerFitzpatrick operates across three distinct sectors, delivering multidisciplinary civil engineering and infrastructure solutions for highways and airports, rail infrastructure and depot construction, and commercial and industrial building contracts. Our operations cover a wide range of contracts, from strategic projects of national importance, to smaller, essential works for both public sector and private clients.

P J DAVIDSON (UK) LTD

PJ Davidson is the UK's leading slipform concrete contractor.

Civil engineering - roads and airports

VolkerFitzpatrick delivers civil engineering projects for a wide range of highways infrastructure and airport projects. This typically covers a complex range of infrastructure activities, including structural work on bridges, and retaining walls, as well as regeneration and self-delivered paving contracts. We work across a wide range of markets and clients, including the residential, commercial, ports, aviation, rail and defence sectors.

VolkerFitzpatrick's highways works support access to residential and commercial developments, bypasses and urban schemes, and trunk road and motorway projects, for both the public and private sectors.

Our expertise and experience in the aviation sector covers both landside and airside maintenance and construction for both military and civil clients.

Rail infrastructure and depots

VolkerFitzpatrick has an enviable reputation for its specialist civil engineering and rail capabilities. With the expertise for delivering projects on a live and operational rail network, we work collaboratively with our clients, supply chain and stakeholders, to offer a range of single and multidisciplinary rail infrastructure solutions. We deliver design, construction and upgrades to rail depots, stations, sidings, platforms and buildings, and enhancements for both the passenger and freight markets. We also have the capability to self-deliver single-discipline trackside solutions.

Building

VolkerFitzpatrick's building division has been a market leader in projects across the built environment for over 20 years, constructing complex and specialist buildings for the commercial, industrial and education sectors.

We deliver logistics and distribution centres, including fit-out for both developers and end users; industrial buildings; high specification offices and mixed-use buildings; school and university facilities and bespoke specialist buildings, including projects for the aerospace and defence sectors.

Our in house residential development business, Woollensbrook Developments, delivers residential developments and focuses on unlocking the opportunity in contaminated or distressed land.

P J DAVIDSON (UK) LTD

PJ Davidson (PJD) is the UK's leading slipform concrete contractor. Operating primarily on highways and tunnel projects, including large and complex projects, the business also delivers concrete pavements, both slipform and handlay. PJD has a unique capability in the UK market to slipform tunnel inverts and walkways, facilitating significant programme savings.

PJD also delivers its own Davidson's Concrete Barrier® (DCB®), our CE and UKCA certified highway barrier system and, with four of its own Concrete Batching Plants, the business is able to self-deliver on a 24/7 basis.



Our businesses

VolkerRail

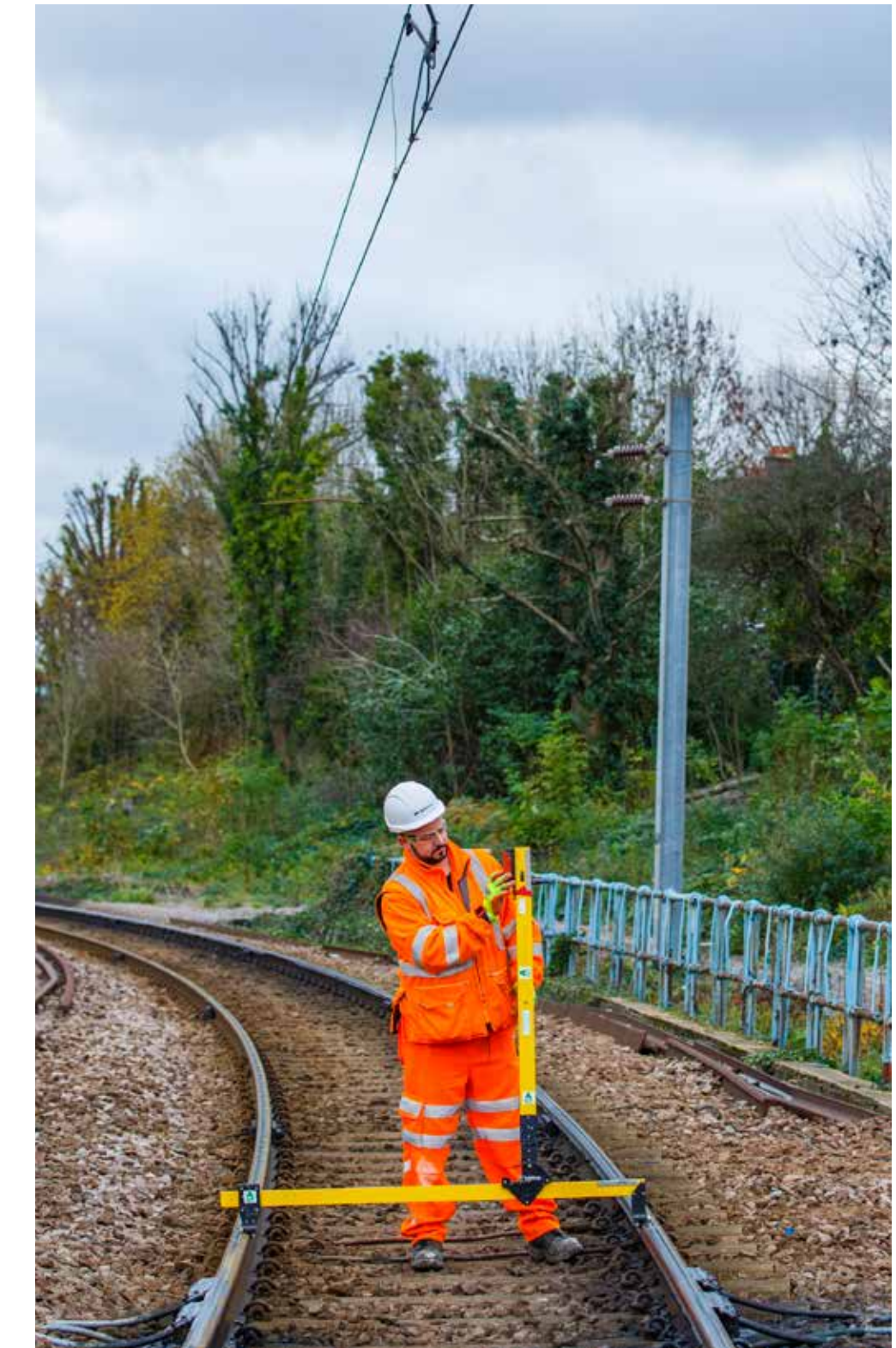
Recognised as a leading specialist rail contractor, VolkerRail is renowned for its multidisciplinary experience in the heavy and light rail infrastructure sectors.

Our business comprises two divisions - Major Projects, with responsibility for large, multidisciplinary joint venture and alliance projects, and Specialist Businesses - experts in signalling, track, power, piling and design, with an in-house plant division.

The business has the expertise and accreditations to work across the rail environment, covering mainline and branchline railways, metros and light rail networks for both public and private clients. Our services cover specialist rail infrastructure and the construction of track systems, together with asset management, maintenance and renewals. We also offer solutions for high and low voltage engineering services, the design and implementation of overhead line and signalling systems, piling for the installation of overhead line equipment and signal gantries, and track welding services.



VolkerRail has an in-house fleet of specialist plant and equipment, which is available for hire externally for clients' projects, as well as internally for other businesses across VolkerWessels UK. This includes OTM and S&C tampers, Kirow rail mounted cranes, ballast regulators, Beaver lightweight tampers, RRVs and Colmar lifting machines. We also offer



other rail mounted support and inspection vehicles, and an extensive range of specialist small plant and equipment.

Many of VolkerRail's projects are delivered through joint ventures, frameworks and alliances, such as the Transpennine Upgrade Alliance and East West Rail Alliance. We frequently work in collaboration with other VolkerWessels UK businesses – most often with VolkerFitzpatrick's rail and infrastructure division, but also with VolkerLaser, VolkerHighways and VolkerStevin.



Our businesses

VolkerStevin

VolkerStevin is a market leader in multidisciplinary and complex, specialist and innovative solutions across the marine, water, environmental infrastructure and energy sectors.

Also comprising a number of specialist divisions, we work in collaboration with other members of the VolkerWessels UK group, to offer a full and integrated range of services.

VolkerInfra

VolkerGround Engineering

VolkerTrenchless Solutions

VolkerBrooks

Marine

VolkerStevin delivers a range of maritime infrastructure solutions, from large capital projects, to smaller repair and refurbishment contracts. Our services cover design, construction and commissioning work, including jetties, quay walls, dolphins, marinas, piers, breakwaters and lock gates.

Defence

VolkerStevin is a key partner to the Defence Infrastructure Organisation (DIO), delivering significant specialist projects for the Royal Navy, in particular, to help maintain and renew the UK's critical defence infrastructure and maritime assets.

Water

VolkerStevin provides the full spectrum of works for water and wastewater utility companies, encompassing civil engineering, mechanical, electrical and instrumentation services for both clean water and effluent treatment. Services include new build, refurbishment and extension works to water facilities.

Environment

As a market leader in flood and coastal risk management, VolkerStevin offers a range of engineering services from feasibility through to construction, maintenance and incident response, covering sheet pile and reinforced concrete flood walls, earth embankments, river realignment, habitat and wetland protection and creation, demountable flood protection systems, lock gate installation and refurbishment, hard and soft

landscaping and mechanical, instrumentation and electrical works. Our key clients include the Environment Agency and local authorities.

Energy

VolkerStevin delivers multidisciplinary solutions across the important and growing energy sector. Much of our activity in this sector is delivered by our specialist businesses: VolkerInfra, which delivers on Extra High Voltage (EHV) cable systems design, installation and commissioning – particularly for offshore and onshore wind farms - and VolkerTrenchless Solutions, a specialist in Horizontal Directional Drilling (HDD), offering a trenchless method of installing pipelines or cables along routes where conventional open cut is not possible.

VolkerStevin specialist services

In addition to our HDD and extra high voltage (EHV) services, VolkerGround Engineering is a specialist in driven and in-situ steel and concrete piling, geotechnical services and foundation engineering solutions for flood defence, highways, rail, aviation and industrial and commercial buildings including basements.

VolkerBrooks is specialist service provider of temporary and permanent site accommodation, Linkflote™ pontoons and marine plant, offering a range of solutions for hire and sale.





Our businesses

VolkerHighways

VolkerHighways is a market leader in the delivery of highways and lighting term maintenance contracts, and benefits from in-house capability in surfacing, traffic management, public realm infrastructure and smart city technology services.

VolkerSmart Technologies



The majority of our term maintenance contracts are delivered for local authorities, but we also work for private sector clients and collaboratively with other businesses in the VolkerWessels UK group, supporting projects across a range of sectors.

Through our highways term contracts, we are responsible for the maintenance of A roads, principal urban traffic routes, local residential and rural roads. We maintain other highway related assets including footpaths, street lights, drainage, road markings and structures. We provide a highways network management service, with activities covering emergency response, winter gritting and planned infrastructure improvements.

As a member of the National Electrical Registration Scheme (NERS), VolkerHighways has the street lighting capability to deliver power connections to metered and unmetered power sources, and as a result, we are able to reduce the time taken for all electrical installations, including LEDs on street lights.

VolkerHighways has embraced new and innovative ways of working, such as the use of recycled tyres

in pothole repair work, use of plastic kerbs and the introduction of hybrid and electric vehicles and equipment. Our digital solutions are improving our efficiency and supporting us to reduce the environmental impact of our works.

VolkerSmart Technologies

A growing part of VolkerHighways, our VolkerSmart Technologies business plays a key part in our multidisciplinary work for the highways infrastructure sector. VolkerSmart Technologies provides smart city infrastructure solutions, through the installation of fibre optic cable and 5G networks, and is an accredited Independent Connection Provider for street lighting and electric vehicle charging points. The business is constantly extending its capabilities to meet the requirements of new and growing markets, in particular the move to alternative fuelled vehicles and installation of high speed broadband to the home.





Our businesses



VolkerLaser is a leading multi-functional contractor, delivering its services both as a main contractor and as a specialist supplier.

Services

VolkerLaser offers structural solutions, including the strengthening and repair of concrete and steel structures, expansion joint and bearing replacement, bridge jacking, carbon fibre wrapping, brick stitching and repair and cathodic protection. We also offer waterproofing and the application of specialist coatings and impregnations.

Sectors

VolkerLaser's versatile range of capabilities supports the delivery of works across a wide and diverse range of sectors including highways and tunnels, bridges, marine, utilities and energy, buildings and car parks, and rail.

Access solutions

VolkerLaser offers a range of bespoke and innovative access solutions and temporary works



to suit a wide range of applications, for structural repair and maintenance projects. These include the Fast Beam parapet access system and the V Deck™ under-deck access system, which can be used independently, or in tandem to offer a unique system. For repair works in the marine environment, VolkerLaser offers the Acotec limpet cofferdam.





Business

Overview

Sector/Client focus

Main office locations

<div></div>	<p>UK multidisciplinary engineering and construction group</p>	<div></div>	<p>Alan Robertson Naomi Connell Matt Woods</p>	<div><p>+44 (0)1992 305 000</p><p>44 (0)207 014 1800</p><p>volkerwessels.co.uk</p></div>
<div></div>	<p>Civil engineering and infrastructure Rail infrastructure and depots Commercial, industrial and education building Specialist services: Concrete paving and slipforming</p>	<div></div>	<p>Richard Offord</p>	<div><p>+44 (0)1992 305 000</p><p>volkerfitzpatrick.co.uk</p></div>
<div></div>	<p>Multidisciplinary railway infrastructure, including major projects and metro and light rail systems Specialist services: Signalling, electrification, high voltage and low voltage power distribution, specialist plant and equipment, track construction, renewals and maintenance, welding and piling</p>	<div></div>	<p>Steve Cocliff</p>	<div><p>+44 (0)1302 79 11 00</p><p>volkerrail.co.uk</p></div>
<div></div>	<p>Marine, defence, energy, water and environmental infrastructure Specialist services: Extra High Voltage (EHV) cable systems; Horizontal Directional Drilling (HDD); Driven and in-situ steel and concrete piling, geotechnical services and foundation engineering; Temporary and permanent site accommodation, Linkflote™ pontoons and marine plant</p>	<div></div>	<p>Jonathan Suckling</p>	<div><p>+44 (0)1772 708 620</p><p>volkerstevin.co.uk</p></div>
<div></div>	<p>Integrated highways and term maintenance services Street lighting and electrical, surfacing, traffic management, bespoke projects Specialist services: Smart city infrastructure solutions, through the installation of fibre optic cable and 5G networks. Accredited Independent Connection Provider for street lighting and EV charging points.</p>	<div></div>	<p>Alistair Thompson</p>	<div><p>+44 (0) 1992 453 500</p><p>volkerhighways.co.uk</p></div>
<div></div>	<p>Specialist capabilities across the built environment: bridges, highways, marine, car parks, railways and tunnels. Specialist services: Waterproofing, strengthening, civils, concrete repair, expansion joint and bridge bearing replacements. Specialist access and temporary works solutions.</p>	<div></div>	<p>Mike Weaver</p>	<div><p>+44 (0)800 022 3292</p><p>volkerlaser.co.uk</p></div>

VolkerWessels UK is a leading multidisciplinary contractor that delivers innovative engineering solutions across the civil engineering and construction sectors, including rail, highways, airports, marine, defence, energy, water, and environmental infrastructure.

We operate through five separate, but complementary business units, working in collaboration and using our specialist skills to deliver an integrated service for our clients.



volkerwessels.co.uk



Design: The Creative Mill