



**Our Fairness,  
Inclusion and  
Respect strategy**

**Our people, Our culture, Our future**





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# Introduction

At VolkerWessels UK, we are proud of our inclusive culture. Our journey so far has laid strong foundations, and we recognise how far we have come. We are now embracing a refreshed approach - one that takes us to 2030 - challenging us to lead by example and leave a legacy where everyone feels valued and respected.

The strategy is aligned with our People-Planet-Purpose sustainability framework, recognising that a workplace that is enriched with diversity is one that is innovative, creative, resilient and fit for the future.

Inclusion is something everyone in our business can contribute to. Our RESPECT programme brings our FIR strategy to life with practical tools, engaging activities, events and training. It is designed to support our people to behave inclusively and ensure we continue to attract and retain the very best talent.

We are committed to making inclusion a part of how we work every day, something that defines our business and helps us all succeed together.

**Richard Offord**  
Chief Executive Officer



## Our vision

Our vision is to ensure fairness, inclusion and respect is rooted in our operations, so that everyone feels valued and our business is fit for the future.

We will empower our people to continue to drive our RESPECT agenda, be consciously inclusive and work with our partners to promote a positive, respectful culture.

## Our FIR Legacy

### INCLUSIVE

We will be inclusive of our diverse workforce; attracting, retaining and investing in our people.

### RESPECTFUL

We will build on our respectful culture by celebrating our people and our differences.

### PROGRESSIVE

We will lead by example and adopt a progressive approach with our partners.



# Responsibility and accountability

Our FIR leadership team will provide accountability and governance for the delivery of this strategy, lead by example and celebrate our culture.

Our team consists of:

### VWUK Board

Executive sponsorship of our FIR strategy

### People Committee

Setting the strategic direction and priorities for FIR

### FIR Core team

Providing leadership and implementation support

### FIR Champions and Network Groups

Supporting the delivery of our daily activities across our sites and offices

**This activity will be validated through external accreditation**

# Embedding our approach

Embedding our inclusive culture is a shared responsibility. It is one that calls each of us to lead by example. We will inspire and empower our workforce to champion inclusion through:

Education and awareness

Training and development

Inclusive communication

Celebrating our people

FIR champions Network Groups

Providing opportunities for all

Inclusive working practices

Insightful use of data

Strategic delivery partners





## Measuring our achievements

We will drive the success of this strategy through focused, measurable annual action plans. These plans will outline clear priorities and initiatives, enabling us to turn ambition into meaningful, lasting impact. They will include:

Asking our employees for their feedback on a regular basis

Reviewing our approach in line with business priorities

Establishing key performance indicators

Measuring key employee metrics against agreed criteria

Validating our approach through external partners

# Our people



**Emma Ward**

Head of Sustainability and Inclusion, VolkerWessels UK

"Our people are at the heart of our business. Our ability to create an environment where these people - our workforce - feel empowered, valued, included and respected means we create a culture where they, and our business, will flourish – it's a win-win situation."



**Kunle Kolaru**

Operations Director, VolkerHighways

"People are the key ingredient that makes our business so successful. Having an environment that treats people fairly, includes everyone and respects each one of us for who we are is our bedrock and our uncompromising strategy. This supports our team and individual needs as they emerge, helping us to reflect the diversity of the societies where we operate."



**Cecilia Hansen-Saunders**

Commercial Director, VolkerRail Specialist Business

"FIR matters to me because it's not just about fairness - it's about unlocking the full potential of every individual. By ensuring we treat others' fairly and with respect and having a truly inclusive culture that invites and celebrates our differences, we create a stronger, more innovative, and more resilient organisation where everyone can thrive."



**Ehsan Fathiazar**

Project Manager, VolkerLaser

"Being a FIR champion is important to me because it allows me to actively support and promote inclusion, making sure everyone's voice is heard and valued. As a language ambassador, I'm able to help bridge communication gaps, foster understanding, and create a more inclusive environment where everyone feels empowered to participate fully."



**Karin Jones**

Senior Pre-Contract Coordinator, VolkerStevin

"Our menopause network group is a dedicated platform to share experiences and provide peer-to-peer support. It's my privilege to be able to lead this group, ensuring that men and women are supported to understand menopause, the impacts it can have in the workplace and how small changes can make a real difference."



**Paul Lilley**

Operations Director, VolkerFitzpatrick

"FIR is essential to ensure we continue to create safer, more productive worksites, improve team morale and to make sure we meet the standards and expectations for our people, our clients and ourselves."

For more information about  
our Fairness, Inclusion and  
Respect strategy, please email  
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