

People
Planet
Purpose

Impact Report 2025





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Reflecting on 2025

People-Planet-Purpose continues to drive meaningful progress across our business, with 2025 being no exception. We remain determined to be known as a business with a diverse, inclusive and safe workforce; and one that inspires the next generation, protects the natural environment and connects communities, alongside delivering construction and engineering excellence.

This year, our carbon reduction targets were validated by the Science Based Targets Initiative (SBTi) and our carbon management system was externally audited to the requirements of PAS 2080. We achieved an 8% reduction in absolute Scope 1 and 2 carbon emissions compared with 2024, delivered inclusive leadership training to 600 of our leaders across the business, and generated £180m of core social value.

At the mid-point of our 2020-2030 decade of action, we refreshed People-Planet-Purpose to ensure it continues to drive the legacy we want to leave. We have six new legacy statements guiding us to 2030 and beyond, and I am proud of how work is progressing across each of these areas.

Richard Offord
CEO



The Pillars of our responsible and sustainable business

PEOPLE

Investing in our people

We are committed to investing in our people – keeping them safe, promoting good mental and physical health, and empowering our inclusive teams to be the drivers of sustainable change.

Everyone will be treated fairly and with respect

Everyone will go home safely and will maintain good mental and physical health



PLANET

Protecting and enhancing the natural environment

We drive sustainable change by reducing carbon emissions, preventing pollution, preserving biodiversity and embracing circular economy principles.

We will be Net Zero by 2050

We will protect and enhance the natural environment



PURPOSE

Connecting communities and delivering long-term social value

By partnering with schools and employment support initiatives, we will help to equip people with skills for the future. We will build relationships with like-minded, diverse supply chain partners to embed long-term social and leave a lasting community impact value.

We will deliver £1bn of core social value activity

We will continue to build and invest in a responsible and resilient supply chain



Fairness, Inclusion and Respect

Our Legacy – Everyone is treated fairly and with respect

In 2025 we launched our refreshed Fairness, Inclusion and Respect (FIR) strategy. We were able to look back and be proud of our achievements to date, as well as acknowledging that we still need to challenge ourselves to lead by example and leave a legacy where everyone feels valued and respected. Click [here](#) to read the updated strategy.

Making it happen in 2025

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.

- Our biggest achievement in 2025 was the launch of our inclusive leadership training programme. 600 of our senior leaders and project management attended a half-day, externally facilitated session designed to provoke self-reflection on the inclusiveness of personal leadership styles.
- We marked Neurodiversity Week, Pride, National Inclusion Week and Menopause Awareness Month with well attended events and resources, while our business units championed campaigns such as International Men's Day, International Women's Day, Black History Month, Movember, Diwali and more.

Inclusive
Employers

disability
confident
COMMITTED



buildingequality
Creating excellence and innovation

theclear
company

Key stats

84%

employees feel
respected and
fairly treated

600

people attended
inclusive leadership
training

145

FIR Champions

3

Network Groups

Health, Safety and Wellbeing

Our Legacy – Everyone will go home safely and will maintain good mental and physical health

Last year we achieved positive reductions across a range of safety indicators including the lowest recorded number of injury accidents; a significant reduction in minor injury accidents; a significant reduction in lost time injuries; and less service strikes. We have also maintained an excellent compliance status with all our related regulatory bodies.

Making it happen in 2025

- 2025 marked the end of our three year corporate charity partnership with Save the Children, during which £60k was donated through our close call reporting scheme. We also supported other charities through the scheme, including CRASH, Bluebell Wood, Chorley Help the Homeless, St Richards Hospice, Teens Unite and the Mayor of Broxbourne’s charities.
- Built around five core values, the ‘Safety of Our People’ programme in **VolkerRail** is driving lasting behavioural change across the business through leadership briefings, safety moments, toolbox talks and open conversations across the business and supply chain, reaching over 3,600 people in 2025.

Key stats

177
 Accident
 Incidence Rate
 ↓ (188 in 2024)

0.07
 Accident
 Incidence Rate

0.75
 Minor Injury
 Rate

0.41
 Service Strike
 Rate

Reducing Carbon Emissions and Building Climate Resilience

Our Legacy – We will be Net Zero by 2050

The delivery of our carbon reduction strategy has been strengthened by the implementation of a carbon management system aligned to the requirements of PAS 2080: Carbon Management in Buildings and Infrastructure, and the validation of our carbon targets by the Science Based Targets Initiative (SBTi). Read our Carbon Reduction Strategy [here](#).

Making it happen in 2025

- **PJ Davidson** used a lower carbon concrete mix as part of the National Highways' Black Cat project, alongside an optimised slot drain design that reduces the cross section and concrete volume. Together, these changes are expected to save around 1,400 tCO₂e compared with the previous mix and drain design once the project is complete.
- **VolkerRail** has delivered the UK's first low-carbon track renewal, using green-steel rail, 2,100 low-carbon concrete sleepers, 3,240 tonnes of recycled ballast and seven biofuel-powered trains. Together, these innovations resulted in 581 tCO₂e of avoided emissions – the equivalent to taking 395 cars off the road for a year.

Key stats

19.2

tCO₂e / £m
↓ (27.9 in 2020)

8%

reduction in
Scope 1 and
2 emissions
since 2024

94%

electric and
hybrid company
cars

98%

renewable
electricity
(REGO)

Responsible Management of the Environment

Our Legacy – We will protect and enhance the natural environment

Responsible management of the environment goes beyond compliance. We continue to work with our partners to identify opportunities that are respectful of local wildlife, water, air and green spaces. By paying attention to potential impacts early on and putting sensible measures in place, our teams can protect and enhance the environment whilst still delivering construction excellence.

Making it happen in 2025

- At SEGRO Logistics Park Radlett, **VolkerFitzpatrick** reused landfill materials by securing a tailored Recovery Permit and safely incorporating recovered soils into engineered bunds. A full waste processing trial improved segregation, moisture reduction and lime treatment, maximising soil recovery and minimising disposal. This avoided around 40,000m³ of landfill waste, cut 3,800 vehicle movements and saved £3.8m.
- At Star Inn Gates, **VolkerStevin** replaced two sluice gates in a sensitive SSSI to improve water level control and enable eel passage. The project earned the Environment Agency's Exemplar Award for measures including the world's first passive eel pass, nesting bird protection and an "environmental monopoly board" induction. The site ran diesel free, maximised material reuse and achieved a Considerate Constructor score of 50 with five innovation credits.

Key stats

98%
Waste diversion rate
↑ (93% in 2020)

1,200
hours of environmental volunteering

436
hours of environmental training delivered

3
Green Apple awards

Building Connected Communities

Our Legacy – We will deliver £1bn of core social value

Our **social value strategy**, Building Connected Communities, supports the great work already being done in the business to deliver meaningful social impact. It focuses on three aspects of social value that promote positive social mobility - education engagement, employability and investing in communities: helping to give everyone a fair chance to succeed, regardless of their background or social circumstance.

Making it happen in 2025

- Working for National Highways, **VolkerLaser** strengthened its partnership with the Active Wellbeing Society by transforming a neglected outdoor area into a safe, accessible community space. The team delivered a full revamp with new paths, landscaping, planting, habitat features and refurbished seating to support wellbeing and community connection.
- VolkerHighways** teams visited thousands of primary school children during Road Safety Week across Sussex, Berkshire, Bath, Luton and Oxfordshire. They also ran a competition with 300 schools to design our new road safety mascot, with 'Sally the Stop Sign' now joining Amber and Kerby.

Key stats

£180m
Core social value delivered
↑ (£27m in 2020)

7,600
hours of community and environmental volunteering

3,250
days of work experience

10,200
hours of education engagement



Procuring with Purpose

Our Legacy – We will continue to build and invest in a responsible and resilient supply chain

Building a responsible, sustainable and resilient supply chain protects our business. Working with suppliers who share our values helps us to reduce risk, strengthen trust and keeps our projects resilient and adaptable. These strong relationships also mean we can benefit from more innovation - cleaner, smarter and more efficient way of working. We remain Partners of the Supply Chain Sustainability School (SCSS) enabling ongoing resources to the construction industry.

Making it happen in 2025

- As part of our achievement of PAS2080, **VolkerRail** hosted three virtual carbon workshops in collaboration with the Supply Chain Sustainability School; Carbon Scope Busting, Designing out Carbon and PAS 2080 which were attended by 20 supply chain partners representing our design, civils and labour supply chain.
- The delivery of social value on our projects is strengthened by our supply chain, and the **VolkerFitzpatrick** A38 team in Birmingham has taken this even further. From volunteering and vegetation clearance with the Canal & River Trust to donations and school engagement, the team excelled. Huge thanks to Palmers Scaffolding, HS Carsteel, Taziker, Fortel, Arcadis, Carmichael, Wingate and Flannery Plant Hire for their support in 2025.

Key stats

78%

suppliers holding gold or platinum Common Assessment Standard status

68%

SME supply chain partners

150

of our colleagues are regular users of the SCSS

17,500

SCSS resources accessed by our supply chain partners





 **VolkerWesselsUK**

To learn more about our People-Planet-Purpose framework, click [here](#). For further information, or to provide any feedback please use the QR code below or email us sustainability@volkerwessels.co.uk.



volkerwessels.co.uk