

People Planet Purpose

2020-2030:
A DECADE OF ACTION

2025
UPDATE

 **VolkerWessels UK**

Our framework for a sustainable business



CONTENTS

Introduction	3
Vision	4
Our pillars	5
Embedding our approach	6
Measures	7
Pillar 1: People	8 - 10
Pillar 2: Planet	11 - 13
Pillar 3: Purpose	14 - 16
Measures overview and progress to date	17 - 18
Further information	19

INTRODUCTION

The construction industry holds a privileged position in society. Contributing significantly to the national economy, we have the ability to instigate change on a level that can have real impact. At VolkerWessels UK, it remains our ambition to deliver projects that demonstrate design, construction and engineering excellence. These projects enhance the way we live, through innovative engineering solutions across the civil engineering and construction sectors including rail, highways, airports, defence, marine, energy, water, and environmental infrastructure, but only if delivered sustainably, responsibly and with a desire to unlock the long-term social value embedded within these projects.

The last 20 years have seen the business requirements and understanding of Sustainability grow beyond recognition. Carbon reduction, energy management, enhancing social value and inclusion are now primary concerns in our business and in the eyes of our stakeholders.

Since its original publication in 2020, People-Planet-Purpose has become more established around our business, and we have achieved some notable successes across each of the pillars. This was recognised at the 2023 Planet Mark Awards where we were awarded the prestigious 'Best Company' accolade for outstanding results and 'impressive clear articulation' of the positive impacts of People-Planet-Purpose in all aspects of the 'Measure, Engage, Communicate' process.

Our ESG Leadership Group, chaired by our Corporate Responsibility Director and attended by our Managing Directors, Group Procurement Director, heads of sustainability and I, to provide a dedicated platform to formally discuss the strategy and its implementation to ensure we further challenge our approach.

We will continue to remain bold and resolute in our commitment to respect the environments in which we work, alongside the desire to grow economically and to leave a legacy we are proud of.

Richard Offord
CEO - VolkerWessels UK



VISION / 2020-2030

IS OUR 'DECADE OF ACTION'

VolkerWessels UK's vision is to be the construction contractor of choice by exceeding our stakeholders' expectations, being sustainable, innovative and future-oriented. It is our desire to grow responsibly, with respect for communities and the natural environment, and to leave a legacy we are proud of.

We will use 2020-2030 as our 'decade of action' to take bold action to achieve this vision, aligning our approach internally to our organisational values and existing strategies, and externally to our client expectations, as well as to international, national and industry best practice, including to the Sustainable Development Goals (SDG's).

We will continue to respect our workforce as the foundation of our business by making safety and wellbeing a priority, forging relationships with likeminded clients and supply chain partners, actively seeking to unlock our collective ambition to deliver long-term social value and support our workforce and supply chain in delivering VolkerWessels UK's sustainability ambitions.



THE PILLARS OF OUR RESPONSIBLE AND SUSTAINABLE BUSINESS



These pillars will act as our guidepost to ensure we make corporate decisions informed by our inherent culture to do business in the right way, as well as recognising that social and environmental risks have interdependencies that touch every part of our business and our supply chain.

Each one of our pillars has three themes and is supported either by a working group or function within the business that aims to challenge current thinking, set ambitious targets, develop best practice, share learning and provide a support network to enable the business to grow collaboratively and innovatively.

PEOPLE

Putting people at the heart of our approach

Empowering our workforce to be the drivers of sustainable and responsible change will be key to the delivery of our strategy; they are the foundation of our business so their safety and wellbeing will remain our priority, as will our desire to ensure our workplace is an inclusive and inspiring place to be.

PLANET

Protecting and enhancing the natural environment

Each of our projects is unique and, as such, the environmental risks and opportunities that they present to us are unique. Our ability to address these professionally and creatively, with a focus on net-positive solutions, will ensure we act responsibly and pro-actively.

PURPOSE

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

Making responsible and forward-thinking choices about the way our projects are executed, and how they will deliver social value, will support our overall vision to be the contractor of choice and encourage us to be a good neighbour in the communities in which we work.

EMBEDDING OUR APPROACH

This strategy sets the strategic direction for VolkerWessels UK and is fully endorsed by our Board. To fully embed the People-Planet-Purpose pillars of this strategy into our operations, and make sustainability inherent to the way we do business, it has three things at its core.

The first is the belief that being a responsible, sustainable business must be delivered with **substance and integrity**, the second is that it must be delivered with **people at its heart**, and finally it needs to **connect seamlessly** with every part of our business.

It sets a structure that enables us to talk consistently to our stakeholders and, importantly, offers flexibility to our Business Units and projects to direct focus to those areas of greatest value to their stakeholders. This approach engenders trust, respecting that embedding sustainability must be an agile and empowering process at the same time as providing standardisation, transparency and a collective ambition.

To support our ambitions, we will partner with external providers who will ensure our approaches are robust and ambitious.

Sustainable Development Goals

The Sustainable Development Goals (SDG's) provide a blueprint for the transition needed to a healthier planet and a more just and fairer world - for present and future generations. The 17 Global Goals have been adopted by world leaders and aim to create a better world by 2030, catalyse global action to end poverty, fight inequality and stop climate change. We align our strategy to these goals.



MEASURES



Measuring and sharing the progress we are making supports our desire to be transparent and build a culture where sustainability is inherent to our business model.

We have set measurable and meaningful targets to monitor progress and challenge ourselves towards stretched, exciting and ongoing progression, alongside highlighting the need for more qualitative sharing of best practice.

Quantitative Measures

Primary measures have been established and are reviewed on an annual basis. Targets have been set for the year ahead as well as for 2025 and 2030. These will either be a quantitative target or a 'measure only' target, where we want to measure year on year improvement only. Where new metrics are added, we will seek to include available data for previous years wherever possible. These metrics help us to direct resources to specific areas of focus, and to track implementation across the business.

To quantify the added value to society and the natural environment, we have adopted a range of metrics from the Impact Evaluation Standard, which are recorded in the Thrive platform, to present a defensible and transparent way of reporting tangible social value. Each metric carries a financial proxy value representing the benefit to the individual and to society.

Qualitative Indicators

We recognise that all indicators of success can't be quantified. Qualitative narrative, such as case studies and best practice add greater depth and richness than numbers alone can provide. This supports our desire to build a culture around sustainability and endorses the spirit of our ambition to contribute positively to society and leave a legacy we are proud of.



IES
IMPACT EVALUATION STANDARD

SAFETY AND WELLBEING

The provision of a safe working environment which prevents incidents or injury to our workforce and anyone else affected by our work.

A workforce that maintains good mental and physical wellbeing, free from ill-health.



Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Accident Frequency Rate (AFR)	0.10	0.07	0.09	0.07	0.07	0	0
Accident Incident Rate (AIR)	247	179	235	171	188	0	0
Lost Time Frequency Rate (LTFR)	0.20	0.17	0.17	0.17	0.18	Measure only	Measure only
All Reported Injuries (ARI)	1.22	0.94	0.96	0.90	1.10	Measure only	Measure only
Incident Frequency Rate (IFR)	1.12	0.87	0.87	0.83	1.03	Measure only	Measure only
Percentage of Mental Health Champions across the business	4%	4%	5%	4%	4%	6%	7.5%

Qualitative Indicators of Success

Improving safety metrics are a result of an improving safety culture. Whilst overall culture is challenging to measure, we will continue to prioritise this through our behavioural campaigns, sharing lessons learnt and promoting initiatives to improve processes and safety controls. A broader range of metrics will continue to be captured which will be used to support our growth in this area.

The VolkerWessels UK Occupational Health team assesses the impact of work on health and conversely that everyone is fit for work.

We not only consider the physical impacts but the mental impacts too as these can also affect an individual's ability to work. The Occupational Health team is there every step of the way from the beginning of employment.

Helping our workforce maintain a healthy work life balance will remain a priority, as will our commitment to supporting a number of national and industry specific pledges and maintaining our accreditation to SEQOHS for our Occupational Health service.

FAIRNESS, INCLUSION AND RESPECT

We will ensure that VolkerWessels UK is thoroughly inclusive of people from all lifestyles and is enriched by a diversity of perspectives, cultures and backgrounds, characterised by fairness and equality of opportunity.



Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Percentage of FIR Champions across the business	3%	3%	3%	3%	4%	4%	5%
Percentage of current employees who have received FIR training since 2020	20%	44%	53%	55%	71%	85%	100%
Percentage of employees who agree that the company values the diversity of its employees, and that they are treated fairly and with respect	-	84%	87%	84%	85%	90%	95%

Qualitative Indicators of Success

Many of the benefits associated with FIR initiatives take time to embed and be realised in a business. Statistics will demonstrate movement, but it will be the results of our employee survey and the general 'feeling' around our offices and sites that will help us understand how a diverse workforce is affecting our culture.

Communication remains key, so we will continue to review how the FIR message reaches our teams across a broad range of initiatives as well as adopting inclusive policies and best practice models.

Storytelling and case studies will be pivotal in sharing the message and promoting success. We will also be reviewing the training available to our employees to ensure it is specific to their role and responsibilities.

Everyone has a role to play to ensure we remain united in creating an inclusive environment. Our refreshed Fairness, Inclusion and Respect strategy sets out our plans to deliver activities relating to eight FIR focus groups, which will help us achieve our strategic vision of creating a truly inclusive working environment where everyone feels valued, appreciated, and at ease to be their authentic selves.

EMPOWERING SUSTAINABLE LEADERS

Our workforce will be supported in their ambitions to enhance their own skills, knowledge and experience in order to embrace and instigate sustainable and responsible change and inspire others to follow.

Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Percentage of current employees who have received sustainability training since 2020	3%	12%	15%	18%	26%	50%	100%



Qualitative Indicators of Success

Empowerment is not solely a result of classroom courses, but also our ability to find alternative ways to address development and helping employees to feel confident in making the right decisions and bring others along on the journey. Approaches will need to be varied; the right solution for the business area and individual.

CLIMATE, ENERGY AND EMISSIONS

Translating and taking positive action to reduce or, wherever possible, eliminate our adverse impacts on climate change.



Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Percentage reduction in absolute Scope 1 and 2 emissions, and those Scope 3 emissions under our direct control on a rolling baseline year	-10%	+4%	-14%	+11%	-2%	Reduction in line with 2050 Net Zero target	
£m turnover	1,081	1,152	1,348	1,432	1,491	n/a	n/a
Percentage of total company car fleet that is electric or hybrid	6%	50%	67%	84%	90%	Measure only	Measure only
Percentage of new company car orders that are electric or hybrid	68%	82%	93%	90%	96%	Measure only	Measure only
Percentage of energy from renewable sources	67%	68%	67%	83%	96%	96%	100%

Qualitative Indicators of Success

Our Carbon Reduction Strategy commits us to using good quality data as the cornerstone of our approach, alongside developing emission specific reduction plans, collaboration and training and education for our workforce to ensure we meet our ambitions targets.

Read our carbon reduction strategy [here](#).

RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT

Environmental risks and opportunities will be managed professionally, responsibly and innovatively.



Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Hours spent supporting community initiatives that enhance the natural environment	-	1510	750	681	1070	1070	1500

Qualitative Indicators of Success

We will continue to collectively share ways to achieve net positive benefits to the natural environment.

Implicit within this theme is our ongoing commitment to reduce other environmental impacts such as nuisance and pollution. This will be managed through the Aspects and Impacts assessments of our activities.



CIRCULAR ECONOMY

A fully embedded approach to a circular economy which aims to design for sustainability, minimises waste and make the most of resources.



Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Percentage reduction in tonnes of waste generated per £100,000 turnover against 2019 baseline	-38%	-2%	-26%	-44%	-53%	-55%	-60%
Percentage of waste diverted from landfill through reuse, recovery and recycling initiatives to achieve our ultimate aim of consistently operating zero waste construction sites	95%	97%	95%	98%	98%	98%	100%

Qualitative Indicators of Success

The transition from ‘waste and materials management’ to a circular economy is one that will require education and training to support a new suite of metrics. We will seek engagement from our supply chain and Clients to support our ambitions in this space.

Materials management will remain at the heart of our approach in order instil best practice both internally as well as through our supply chain.

EDUCATION AND EMPLOYABILITY

Raising awareness of the opportunities that exist within the construction industry and ultimately promote VolkerWessels UK as the employer of choice.



Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Number of days provision of work experience placements	454	1429	1754	2261	2790	2790	3500
Percentage of people in 'Earn and Learn' employment in line with our commitments to the 5% Club <i>(includes apprentices, sponsored students and employees supported in further education or on formal graduate training programmes)</i>	7%	8%	10%	12%	11%	5%	5%
Hours spent undertaking school and further education visits	438	784	1738	2738	2288	3000	3500
Number of people hours of mock interviews, CV writing, careers advice delivered <i>(calculated by multiplying the number of volunteers by the number of beneficiaries in line with IES methodology)</i>	160	967	207	1545	741	1600	2000

Qualitative Indicators of Success

The business benefits of a robust schools engagement strategy may not be realised for many years to come, but it is our role now to ignite an interest in VolkerWessels UK and the employment opportunities that exist to help support other attract policies and contribute to the well documented skills shortage.

The way each part of the business interprets our Schools and Further Education Strategy will reflect their own needs and support specific industry needs. There will also be overlap here with our volunteering commitments.

There will be a focus on the completion of apprenticeships across the range of focus areas e.g. reskill, upskill, school leavers, retirement programmes and people who return to work.

Our 5% commitment for 'Earn and Learn' employees is in line with the national 5% Club campaign and includes apprenticeships at all levels, formalised graduate training programmes and sponsored students.

CHARITY, VOLUNTEERING AND COMMUNITY ENGAGEMENT

Establishing meaningful relationships with charitable bodies and local communities which provide mutually beneficial opportunities.



Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Number of hours spent on non-education related volunteering in the local community	4699	2273	4585	4275	6775	6775	8000
Number of organisations supported by our volunteers	-	-	-	77	79	Measure only	Measure only
£ ('000) donated to charitable and community initiatives	116	168	143	210	150	Measure only	Measure only

Qualitative Indicators of Success

We will continue to report on the financial contribution made to our chosen charities and will work closely with them to get to heart of their approach, and how our support will add value to the charity. Case studies and storytelling are imperative to help engage hearts and minds.

The launch of our structured approach to volunteering has enabled employees to build on existing relationships, as well as exploring opportunities with our designated corporate charities and school links. Every employee is entitled to one days leave per year to undertake volunteering activities.

PROCURING WITH PURPOSE

We want to ensure all types of businesses have a fair opportunity to work with us, so we have an approach to procurement with sustainability embedded into it. This includes working with SME's, Voluntary, Community and Social Enterprises (VCSE'S) and organisations with diverse leadership teams. We also recognise and understand the importance of procuring locally and the benefits this brings to communities and families.

Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Percentage of total procurement spend with SME's	59%	50%	57%	50%	73%	60%	65%



Qualitative Indicators of Success

The overall aim of this metric is to raise awareness of the benefits that sound sustainability practices can bring throughout our supply chain, and we understand that this will be best achieved by seeking two-way engagement. Whilst we will capture the formal interactions we have with our supply chain in our metrics, this will only be possible by our own internal culture reflecting the desire to share this message.

In addition to the use of SME's across the business, we will also continue to broaden our supply chain to include Voluntary, Community and Social Enterprises (VCSE's) as well as local suppliers and contractors.

MEASURES OVERVIEW AND PROGRESS TO DATE

Pillar	Theme	Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
People	Safety and Wellbeing	Accident Frequency Rate (AFR)	0.10	0.07	0.09	0.07	0.07	0	0
People	Safety and Wellbeing	Accident Incident Rate (AIR)	247	179	235	171	188	0	0
People	Safety and Wellbeing	Lost Time Frequency Rate (LTFR)	0.20	0.17	0.17	0.17	0.18	Measure only	Measure only
People	Safety and Wellbeing	All Reported Injuries (ARI)	1.22	0.94	0.96	0.90	1.10	Measure only	Measure only
People	Safety and Wellbeing	Incident Frequency Rate (IFR)	1.12	0.87	0.87	0.83	1.03	Measure only	Measure only
People	Safety and Wellbeing	Percentage of Mental Health Champions across the business	4%	4%	5%	4%	4%	6%	7.5%
People	FIR	Percentage of FIR Champions across the business	3%	3%	3%	3%	4%	4%	5%
People	FIR	Percentage of current employees who have received FIR training since 2020	20%	44%	53%	55%	71%	85%	100%
People	FIR	Percentage of employees who agree that the company values the diversity of its employees, and that they are treated fairly and with respect	-	84%	87%	84%	85%	90%	95%
People	Empowering Sustainable Leaders	Percentage of current employees who have received sustainability training since 2020	3%	12%	15%	18%	26%	50%	100%
Planet	Climate, Energy and Emissions	Percentage reduction in absolute Scope 1 and 2 emissions, and those Scope 3 emissions under our direct control on a rolling baseline year	-10%	+4%	-14%	+11%	-2%	Reduction in line with 2050 Net Zero target	
Planet	Climate, Energy and Emissions	Percentage of total company car fleet that is electric or hybrid	6%	50%	67%	84%	90%	Measure only	Measure only
Planet	Climate, Energy and Emissions	Percentage of new company car orders that are electric or hybrid	68%	82%	93%	90%	96%	Measure only	Measure only
Planet	Climate, Energy and Emissions	Percentage of energy from renewable sources	67%	68%	67%	83%	96%	96%	100%
Planet	Responsible Management of the Environment	Hours spent supporting community initiatives that enhance the natural environment	-	1510	750	681	1070	1200	1500
Planet	Circular Economy	Percentage reduction in tonnes of waste generated per £100,000 turnover against 2019 baseline	-38%	-2%	-26%	-44%	-53%	-55%	-60%
Planet	Circular Economy	Percentage of waste diverted from landfill through reuse, recovery and recycling initiatives to achieve our ultimate aim of consistently operating zero waste construction sites	95%	97%	95%	98%	98%	98%	100%

MEASURES OVERVIEW AND PROGRESS TO DATE

Pillar	Theme	Principal measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Purpose	Education and Employability	Number of days provision of work experience placements	454	1429	1754	2261	2790	3000	3500
Purpose	Education and Employability	Percentage of people in 'Earn and Learn' employment in line with our commitments to the 5% Club <i>(includes apprentices, sponsored students and employees supported in further education or on formal graduate training programmes)</i>	7%	8%	10%	12%	11%	5%	5%
Purpose	Education and Employability	Hours spent undertaking school and further education visits	438	784	1738	2738	2288	3000	3500
Purpose	Education and Employability	Number of people hours of mock interviews, CV writing, careers advice delivered <i>(calculated by multiplying the number of volunteers by the number of beneficiaries in line with IES methodology)</i>	160	967	207	1545	741	1600	2000
Purpose	Charity, Volunteering and Community Engagement	Number of hours spent on non-education related volunteering in the local community	4699	2273	4585	4275	6775	7000	8000
Purpose	Charity, Volunteering and Community Engagement	Number of organisations supported by our volunteers	-	-	-	77	79	Measure only	Measure only
Purpose	Charity, Volunteering and Community Engagement	£ ('000) donated to charitable and community initiatives	116	168	143	210	150	Measure only	Measure only
Purpose	Procuring with Purpose	Percentage of total procurement spend with SME's	59%	50%	57%	50%	73%	60%	65%

FURTHER INFORMATION

For further information about our People-Planet-Purpose sustainability framework, please contact sustainability@volkerwessels.co.uk or visit our website volkerwessels.co.uk



