



Our people programme





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Introduction



BetterTogether is our people programme which brings together the core elements that make VolkerLaser truly unique.

Our people have always been at the heart of our business, and are vital to our future success. We know that when we work together, we are better. When we share knowledge and expertise, we are better. When we collaborate with our clients and other contractors, we are better. When we look out for each other, we are better.

We are all BetterTogether.

The key elements of our people programme are:



OUR VISION



OUR VALUES



OUR BEHAVIOUR



OUR WELLBEING



OUR LEGACY

About BetterTogether

What is it?

Our people programme, BetterTogether reinforces our ethos that no matter the division you work in, whether you are office or site based, or if you are considered a junior or senior in your role, we are all one team, working towards the same goal.

Our goal? Achieving our vision, whilst staying true to our core values, and demonstrating best in class behaviours, as well as prioritising wellbeing and cultivating a positive legacy beyond the specialist work we do as part of our infrastructure projects.

BetterTogether is a reflection of the positive environment we already have in our business, and we want to build on this excellent foundation.

It's applicable to everyone in our business and will help set us apart from others. It gives a clear view of who we are, what we do, and how we work.

Why do we need it?

The BetterTogether programme will align all our key business messages and will give us a set of clear objectives and expectations.

It will:

- Help to define how each role within our business helps us to achieve our vision
- Give everyone the confidence to challenge when things don't look right and facilitate constructive two-way conversations across all levels of the business
- Help us to build a healthy and positive workplace culture
- Create an environment where everyone feels supported, acknowledged and valued
- Ensure consistency in how we all work together, and how we work with our clients
- Enhance our brand reputation even further
- Help to create a lasting legacy for many generations to come

BetterTogether promotes respect, trust, openness, continuous improvement and collaboration across all of our teams and functions.

What does it mean for us all?

BetterTogether has five elements that will help us to align our collective behaviour.

Each element is defined over the next few pages, explaining how this impacts us all in our day-to-day roles. By exemplifying the behaviours outlined on each page, we will all become better together.

The Wheel of Action



Each element of the BetterTogether people programme has a wheel of action.

This wheel contains real examples of activities we can all do on a daily basis to help bring BetterTogether to life.

Remember, BetterTogether has been developed from the excellent work we already do, so the actions might be things you're familiar with.

Our vision

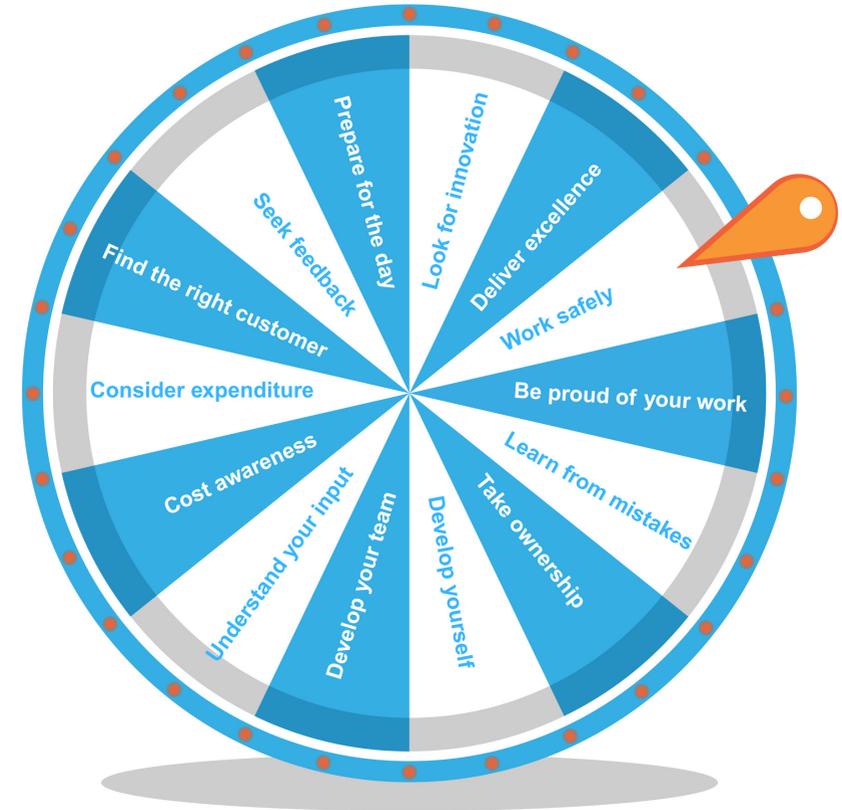


Our vision is to be the specialist contractor of choice, working to protect, repair and strengthen infrastructure across the UK. We will provide high quality, innovative and sustainable solutions for our customers, whilst successfully minimising our cost of error and achieving our profit goals.

Our people are at the heart of our business and achieving our vision is built on the work each of us do on a daily basis.

We are BetterTogether when we:

- Ensure we maintain or improve favourable client relationships and identify new market areas where we can use our existing skillsets successfully
- Contribute to margin improvement by focusing on ways, in all areas of our business, to minimise the impact of the cost of error
- Work as one team across our business, identifying opportunities for cross divisional or intercompany working
- Share knowledge and insights to enable us to deliver innovation and excellence across our business



What underpins our vision?

Business strategy

Our mission

Cross divisional working

Intercompany trading

Project selection

Project delivery

Removal of cost of error

Our goals and objectives

Learning and development

Innovation

Our values

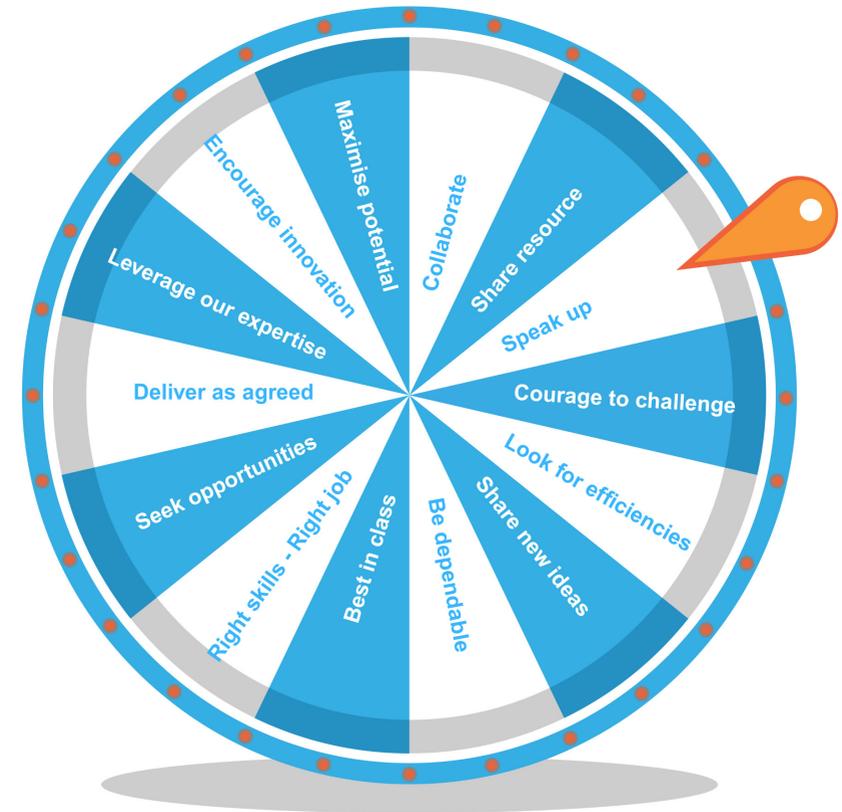


Our core values form the foundations of our business and are an integral part of everything we do. They define our ethics and guide our decisions, actions and behaviours. They outline how we can deliver best in class in terms of the quality of our work and in the development of our people.

Our values offer clear benefits to all our stakeholders and gives them the confidence to trust in our company and our people.

Our core values are:

- **Teamwork** – empowering our teams. The combined effect of multiple people working together is greater than the sum of their individual efforts. We always achieve more by working as a team
- **Honesty and Respect** – creating an open, trustworthy and respectful working environment for our people and our customers
- **Excellence** – striving to be the best we can in what we deliver and in the development of our people
- **Innovation** – embracing our entrepreneurial spirit and continually looking at ways to improve and learn across the whole of our business. We turn innovation and insight into value and impact
- **Reliability** – delivering to meet the requirements of our customers and our colleagues by doing what we say we're going to do. We want to be a business that people want to work for and with



What underpins our values?

FIR

The Innovation Board

Training and development

HSEQS policies

MySay

Customer feedback

Business development

People plans

MyApp

Laser Learn

Our behaviour



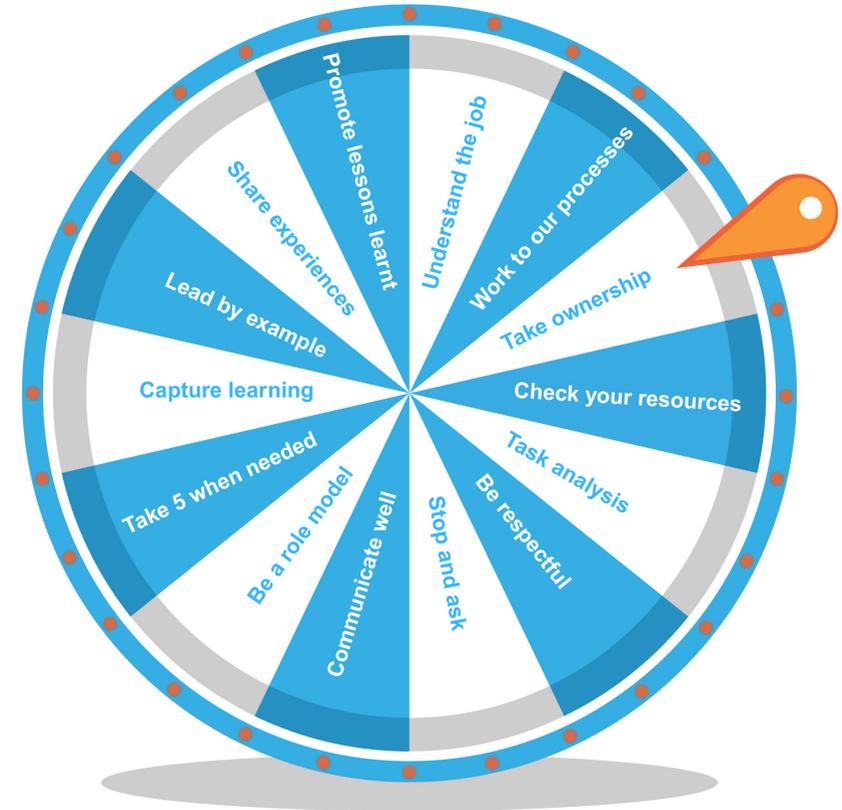
Our behaviour is key to our success and ensuring everyone returns home safely to their families at the end of the day. PALS is our behavioural safety programme which has a key focus on the safety of our people and those we work and interface with.

It's about us all developing the right PLAN of action, having the right ATTITUDE, LEADING by example and being able to SHARE the good, the bad and the ugly.

PALS sets the standard of how we all conduct ourselves in the workplace, how we are all accountable for our actions and gives us all the confidence to speak up when things don't look or feel right.

We are BetterTogether when we:

- Plan to do things Right First Time to improve reliability of delivery, eliminate accidents, improve wellbeing and reduce our impact on the environment. Good planning requires us all to think ahead and take appropriate action at the right time
- Approach our day-to-day activities with a positive attitude, embracing teamwork, thinking innovatively and delivering safely
- Empower our teams to lead by example in everything we do. It's about everyone taking responsibility and leading the way within both the business, and the industry
- Foster open and honest communication across all levels of our business to ensure we share lessons learnt and implement change, as well as helping others to learn, develop and progress



What underpins our behaviour?

- Right Start flowcharts
- Drive Right
- Right First Time
- Project Controls
- Lessons Learnt

- NCRs and close calls
- RAMS
- Planning and programme
- IMS
- FIR

Our wellbeing

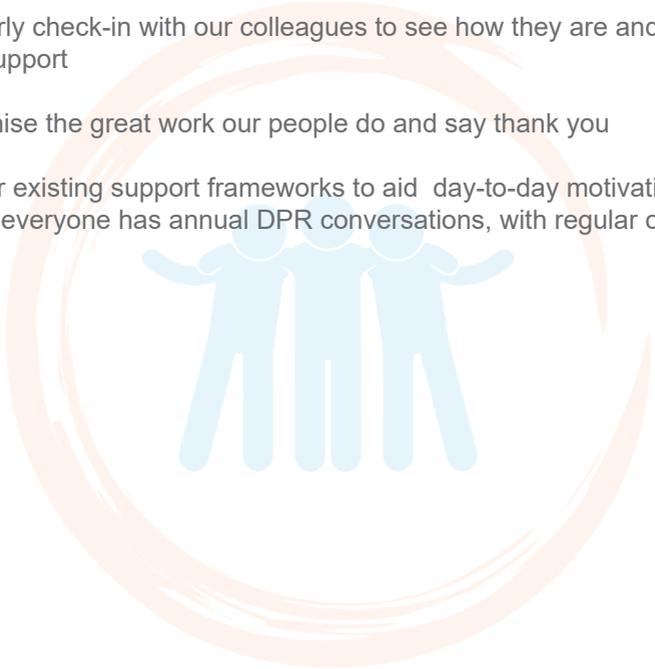


Our wellbeing is vital to our day-to-day productivity, and we all need to look out for each other. We promote health and wellbeing to all of our colleagues through various initiatives which aim to give us the tools to effectively handle the demands and pressures of daily life, at work and at home.

We create an inclusive environment where everyone can be themselves and respect each other for who we are and the different perspectives we bring.

We are BetterTogether when we:

- Value and embrace our differences to create an inclusive working environment where people can be happier, healthier and more active
- Regularly check-in with our colleagues to see how they are and if they need support
- Recognise the great work our people do and say thank you
- Use our existing support frameworks to aid day-to-day motivation and ensure everyone has annual DPR conversations, with regular check-ins



What underpins our wellbeing?

- Occupational Health
- Healthy Minds
- MyReview
- Monthly PALS award
- Platinum Awards

- #CHALLENGETHESTIGMA
- FIR
- Perkbox
- MyRewards
- Annual wellbeing challenge

Our legacy

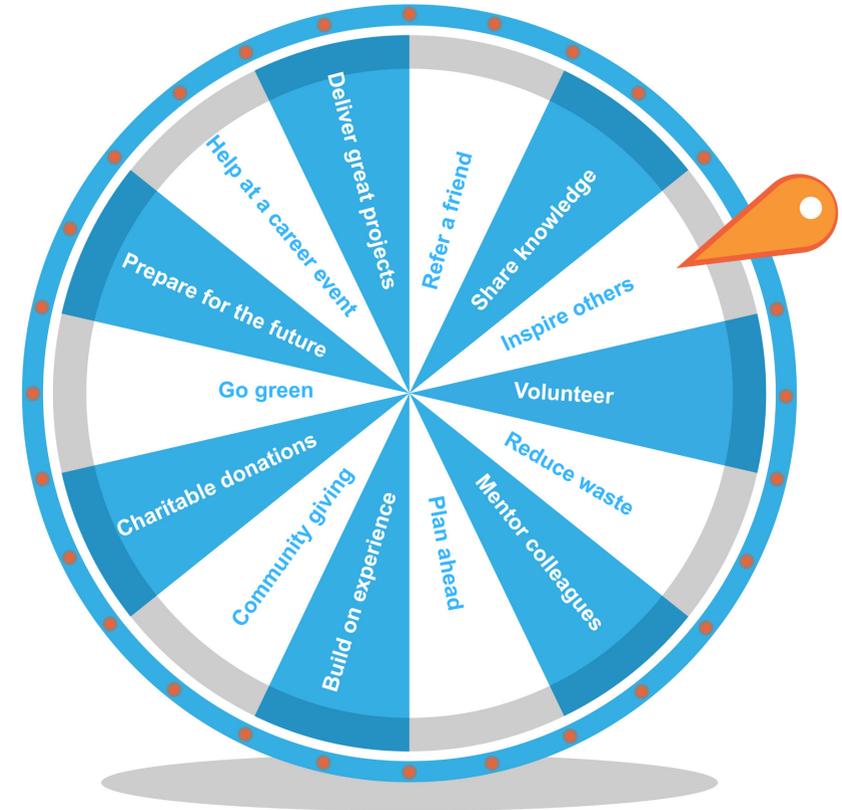


Our legacy goes beyond the projects we deliver. It's about giving back to the communities we work in, looking after the environment around us and shaping and supporting the next generation entering the construction industry.

It's about how we retain our talent, share and preserve our knowledge to create a multi generational workforce, and challenge ourselves with new ways of working, resulting in a sustainable future business for all.

We are BetterTogether when we:

- Consider the impact of our projects and the decisions we make on the local communities where we work and the wider environment in which we live
- Give back to those most in need who live or work within the areas in which we operate
- Maintain our core business, expertise and skillset, building upon our heritage and foundations and remembering where we came from whilst embracing developing technologies and innovations
- Inspire the next generation of employees to build an inclusive, creative and high performing workforce
- Focus on training and passing on critical knowledge and expertise to others across the business to ensure our self delivery and management capabilities are preserved for years to come



What underpins our legacy?

People Planet Purpose	Training zone
Our journey to Net Zero	Learning and development
Reverse mentoring	Education engagement
Early careers	Community engagement
Succession planning	Successful project delivery

BetterTogether in practice

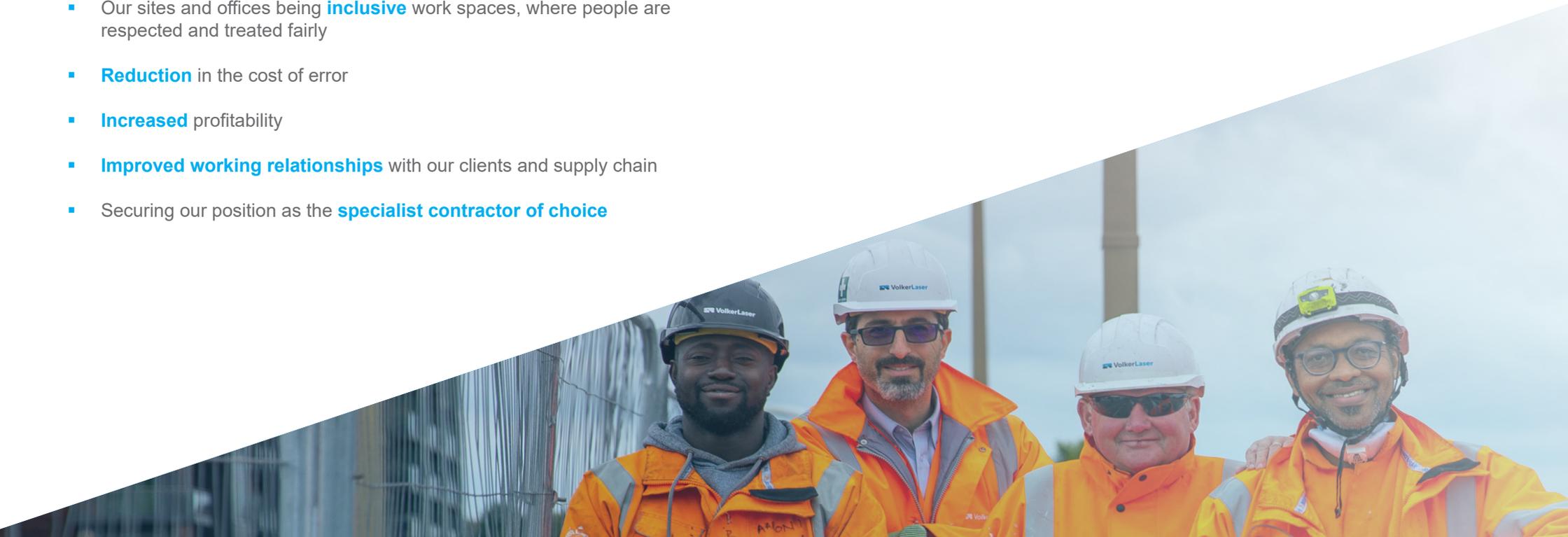
As we embed BetterTogether into our day-to-day lives, we should be seeing improvements and efficiencies in the way we work.

What this might look like:

- Everyone has **clear objectives** and understands how they contribute to the business achieving its overall vision
- Colleagues feel empowered to **stop and take 5** when things don't feel right and take the opportunity to re-evaluate
- **Fewer** accidents and incidents across our business
- Improved collaboration and **teamwork**
- Development of a **supportive and positive** working environment for all, where everyone uses the resources and tools available to them
- Our sites and offices being **inclusive** work spaces, where people are respected and treated fairly
- **Reduction** in the cost of error
- **Increased** profitability
- **Improved working relationships** with our clients and supply chain
- Securing our position as the **specialist contractor of choice**

- Receiving **regular positive feedback** from our clients on our project delivery
- **Better engagement** in our social value activities within local communities
- A step closer to achieving our **carbon reduction goals**
- Managers having **regular check ins** with their teams
- Implementing new ways of doing things and introducing **innovation** and new technology to our business and the industry
- Highlighting excellent work and saying **thank you**
- More people **upskilled** in our range of self-delivery capabilities
- Everyone taking **accountability** for their actions

By working to our five key elements, we will all be **BetterTogether.**



What BetterTogether means to me:



Ben Joyce
Managing Director

“Our people bring our vision to life. To achieve our goal of being the specialist contractor of choice, we need to understand the individual impact we all have and how if we work effectively together our business can become even better.”



James Buckels
Commercial Director

“By working in line with our core values, we set ourselves apart from our competitors and establish the standard our clients can expect when working with us. These values represent who we are and how we deliver.”



Philip Bruce
Head of HSEQS

“Our behaviour really is key to our success, and it helps us ensure everyone goes home safe and well at the end of each day.”



Lorraine Frankland
Head of HR

“Our people are at the heart of our business and our business is stronger when we are working together as one team and looking out for each other.”



Kelly Gracie
Head of CSR, Marketing & Comms

“Through our commitment to each other, communities and sustainability, we can build a legacy that extends beyond our infrastructure projects.”

