

People Planet Purpose

IMPACT REPORT 2025





OUR REFLECTION ON 2025

At VolkerHighways, our mission is 'to create lasting legacies by nurturing our communities, encouraging collaboration, and empowering everyone to drive a future we can all be proud of.'

We believe that success is measured not just by growth and profit, but by the positive impact we make in our communities. By fostering partnerships, supporting local initiatives and investing in our people, we aim to build a foundation that benefits everyone.

With the pace of change across the sustainability landscape within the highway industry and the growing urgency around carbon reduction, social value, biodiversity and climate resilience, it has become essential to refresh and refine our strategic approach.

We recognise local authorities are increasingly expected to deliver against ambitious net zero pathways, strengthen their communities and adapt to climate related risks, all while operating within tight financial constraints. This Impact Report ensures we remain aligned with these evolving priorities and continue to deliver outcomes that support a thriving, sustainable and equitable place.

This document provides a look back at our performance under our People, Planet and Purpose pillars during 2025 and how our approach continues to flex to meet the needs of our clients, people and communities.

Peter Walsh
Managing Director

PEOPLE – PUTTING PEOPLE AT THE HEART OF OUR APPROACH

We put our people and our communities at the heart of our approach to empower a sustainable future. Our people are the drivers of sustainable change through training, awareness and visible leadership. With our workplaces being ever changing environments, working safely is always our number one priority, as is ensuring our workforce are healthy, and they feel included and valued.



0.07
AFR

Through our Protect Our People safety cultural framework, we strive to prevent work-related injuries and ill-health of anyone working on our behalf.

5%
Staff are Mental Health Champions

All our Mental Health Champions receive industry leading training to enable them to support their colleagues, and where required, signpost individuals and the wider community to additional services.

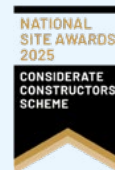
84%
FIR engagement

Our annual employee survey shows that our FIR awareness campaigns, training and support has contributed to 84% of our workforce saying they feel valued, respected and free to be their authentic selves at work. This is an industry leading achievement.

96%
Employees receiving FIR training

Almost our entire workforce has received FIR training which includes our new starter induction as well as e-learning, FIR Champions training and inclusive leadership training.

We are proud to have received industry recognition through multiple people, community and health and safety awards.



PEOPLE – PUTTING PEOPLE AT THE HEART OF OUR APPROACH



National Inclusion Week - We asked our teams what inclusion means to them.



As part of our Protect Our People safety framework, we have adopted improved methods to communicate safety risks to our teams through the use of animations and podcasts.



We are proud of our mental health and FIR champions working across our business to support each other in times of need and to empower an inclusive workforce



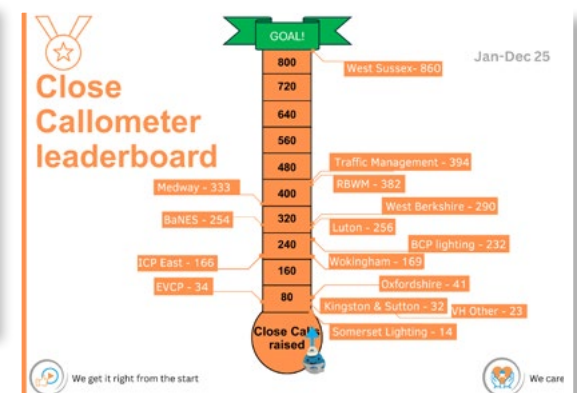
Following a safety incident involving a tree surgeon, we trialed a Grapple Saw - a remotely operated tool for the precise and controlled removal of large unstable trees. This trial demonstrated that the Grapple Saw can reduce removal time by up to five times compared to traditional methods.



We marked world suicide prevention day through our annual sunrise walks where 70 of our employees walked and talked in seven locations. We also offered suicide prevention first aid courses to all our employees, providing a powerful insight into the realities of suicide and equip us with the knowledge to support others.



We encouraged our teams to move to boost their mood through our Red January steps competition. Six of our teams got involved and the winners were West Berkshire!



To encourage our teams to report more close calls, we launched the 'Close Callometer' for our contracts to compete against one another with every close call raised 50p goes to their chosen charity.

PLANET – PROTECTING AND ENHANCING OUR NATURAL ENVIRONMENT

Each of our projects is unique, as are the environmental risks and opportunities they present. Maintaining legal compliance through ongoing awareness and training, alongside seeking out innovative, net-positive, solutions continued to be our focus in 2025 and beyond. Our site teams worked closely with our supply chain partners to identify product and material trials to help reduce our carbon impact, sought out opportunities to enhance biodiversity as part of project delivery and continued to drive down the amount of waste we produce.

15.6 → 13.9
2024 → 2025
Reduction in emissions
per £m turnover

This notable reduction in emissions demonstrates our ongoing efforts to reduce consumption across our Scope 1 and 2 emissions.

6% → 96%
2020 → 2025
Electric and hybrid
cars on fleet

Our fleet team has played a vital role in supporting our employees to help remove the uncertainty around transitioning away from petrol and diesel vehicles. As a result, 96% of all new company car orders are now electric or hybrid.

67% → 100%
2020 → 2025
Energy from renewable
source

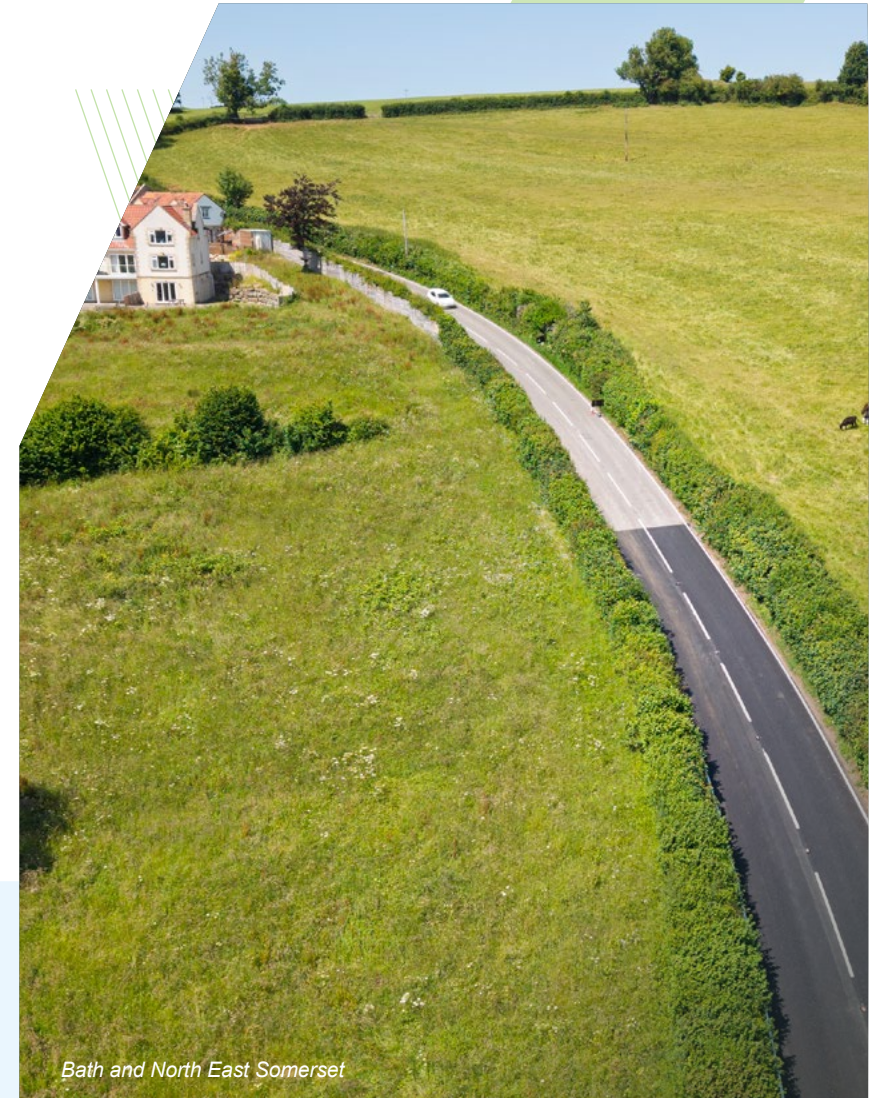
By working with an energy broker, we ensure that all new connections for our offices and long-term sites are connected to a renewable supply.

97%
Waste diversion
from landfill

In 2025, we achieved 97% waste diversion from landfill due to excellent waste controls on our sites, achieved through ongoing dialogue and education with our teams.

In 2025, six of our contracts swapped to **Hydrotreated Vegetable Oil (HVO)** fuel for our fleet, contributing significantly to our carbon reduction performance.

Thanks to these efforts, we procured just under 130,000 litres of HVO across our contracts, achieving up to a 90% reduction in fuel-related emissions compared with traditional diesel.



Bath and North East Somerset

PLANET – PROTECTING AND ENHANCING OUR NATURAL ENVIRONMENT



Our Medway team were proud to support the Green School Awards, celebrating young people and schools leading the way in sustainability.



Our Wokingham team ran an anti-idling competition across three schools in the borough, educating the children and parents on the importance of switching off car engines when stationary.



Our Medway team partnered with GreenTheUK, supporting wildlife projects across the country. Our funding helped to restore wildflower meadows around Medway and in local schools. They also joined Ranscombe Farm to help identify meadow Clary during volunteers week.



We have switched to HVO fuel in West Berkshire, West Sussex, BaNES, Wokingham, Luton and Codham Hall.



For the sixth year, we supported Charlcombe Toad Rescue Volunteer Group with their annual road closure of Charlcombe Lane in Bath, supporting the crossing of thousands of amphibians.



COMMENDED
Sustainability Award

For our Bath and North East Somerset sustainable depot.



Gold, silver and bronze winners for our Oxfordshire street lighting contract.

PURPOSE – CREATING MEANINGFUL CHANGE WHERE COMMUNITIES NEED IT MOST

The key to the successful delivery of social value is ensuring it brings meaningful benefit to a local area. Whilst our focus is on working with partners to support the delivery of core social value such as volunteering and school engagement, we're really pleased to be able to include, for the first time, the full impact of our spending choices in our total social value report. Throughout 2025, £137.74m social value was delivered across our business – calculated using the Impact Evaluation Standard for rigour and transparency.

In addition to the donations we made to our corporate partners through our Close Call reporting initiative, our projects also donated £77.6k to local charities as well as giving valuable volunteering time. We're now at a point where we see the delivery of social value as part of our licence to operate – undertaking local needs analysis and a commitment to giving back to communities across our projects.



Inflatable 5km fun run in Windsor

5%
Employees in Earn and Learn roles

This includes our apprentices, sponsored students and employees supported in further education or on formal graduate training programmes. In 2024/25 we became Gold Members of the 5% Club demonstrating our commitment to growing talent in our business.

75%
Spend with SME's

We are committed to a balanced mix of supply chain partners to deliver our projects. SME's are pivotal to ensuring our agility to meeting client needs and support the larger organisations and VCSE's who regularly work with us.

2358
Days spent volunteering

This includes working with schools and community partners delivering everything from sprucing up grassroots sport venues, beach clean ups and supporting careers fairs.

287 → **782**
2020 → 2025
Apprenticeship weeks

We achieved a 172% increase in apprenticeship weeks delivered across all our contracts, demonstrating our strong commitment to investing in the next generation and supporting meaningful learning and development.

The charities we supported in 2025 through our close call initiative:



PURPOSE – CREATING MEANINGFUL CHANGE WHERE COMMUNITIES NEED IT MOST



Our West Sussex team launched a road safety mascot competition with 246 primary schools across the county.



Our Kingston and Sutton team sponsored Kingston Carnival by proudly joining the procession, driving three fully electric vehicles, powering the event's speaker system.



We were proud to support GLL's Better Club Games, where eight of our people dedicated their Make A Difference Day to supporting the local community for people aged over 60.



Our Medway team rolled up their sleeves at the Demelza distribution centre to sort, tidy, pick and pack items to be distributed to their charity shops.



Our West Berkshire team proudly took part at the Krazy Races, supporting Berkshire in this iconic community event.



Our West Sussex team have partnered with HMP Ford, working with the prisoners upon their release by equipping them with the skills and experience needed to find employment in the future.



We continued to support Road Safety Week by delivering engaging road safety assemblies to ten primary schools, one pre-school, cub and scout groups, engaging with around 2,375 pupils.



We have supported numerous speed networking events across secondary schools and colleges in Luton.



Our BaNES team made a difference at the Nest Project, a local charity supporting families with children. The team sorted through baby clothes, organising them by age and creating bundles to be shared with families in need.

MEASURES OVERVIEW AND PROGRESS TO DATE

Pillar	Theme	Principal measures	2024 Actual	2025 Actual	2026 Target	2030 Target
People	Safety and Wellbeing	Accident Frequency Rate (AFR)	0.07	0.07	0	0
People	Safety and Wellbeing	Accident Incident Rate (AIR)	170	166	0	0
People	Safety and Wellbeing	Lost Time Frequency Rate (LTFR)	0.54	0.13	Measure only	Measure
People	Safety and Wellbeing	All Reported Injuries (ARI)	1.07	0.46	Measure only	Measure only
People	Safety and Wellbeing	Incident Frequency Rate (IFR)	1.0	0.39	Measure only	Measure
	Safety and Wellbeing	Service strike rate (SSR)	2.14	2.1	0	0
People	Safety and Wellbeing	Percentage of Mental Health Champions across the business	0.054%	4.6%	6%	7.5%
People	FIR	Percentage of FIR Champions across the business	5%	5%	6%	7.5%
People	FIR	Percentage of current employees who have received FIR training since 2020	84%	96%	100%	100%
People	FIR	Percentage of employees agree that they are treated with fairness and respect at work	-	80%	85%	95%
People	FIR	Percentage of employees who agree that the business is sustainable and responsible	-	78%	85%	95%
People	Empowering Sustainable Leaders	Percentage of current employees who have received sustainability training since 2020	52%	52%	55%	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	26%	9%	* Reduction in line with Net Zero Target	
Planet	Climate, Energy and Emissions	Scope 1 & 2 - tCO2e/£1m	15.63 awaiting completion of external validation	13.43 awaiting completion of external validation	* Reduction in line with Net Zero Target	
Planet	Climate, Energy and Emissions	Percentage of total company car fleet that is electric or hybrid	88%	96%	Measure only	Measure only
Planet	Climate, Energy and Emissions	Percentage of new company car orders that are electric or hybrid	100%	100%	Measure only	Measure only
Planet	Responsible Management of the Environment	Hours spent supporting community initiatives that enhance the natural environment	153	328	350	400
Planet	Circular Economy	Percentage of waste diverted from landfill	97%	97%	98.50%	100%

* As part of our commitment to long-term protection of the natural environment, we initially aim to be Net Zero by 2035 for all Scope 1 and 2 emissions and for those Scope 3 emissions that are under our direct control, and ultimately Net Zero for all emissions by 2050 in line with UK Government strategy.

MEASURES OVERVIEW AND PROGRESS TO DATE

Pillar	Theme	Principal measures	2024 Actual	2025 Actual	2026 Target	2030 Target
Purpose	Education and Employability	Hours spent on education related volunteering	306.5	653	725	800
Purpose	Education and Employability	Number of hours of mock interviews, CV writing, careers advice delivered	0	40	50	60
Purpose	Charity, Volunteering and Community Engagement	Hours spent on non-education related volunteering <small>(* This figures includes Hours spent supporting community initiatives that enhance the natural environment)</small>	406.25	1,665	1,800	2,000
Purpose	Charity, Volunteering and Community Engagement	Percentage of employees engaged in volunteering activities	20%	25%	30%	35%
Purpose	Charity, Volunteering and Community Engagement	Number of organisations supported by our volunteers	68	112	Measure only	Measure only
Purpose	Charity, Volunteering and Community Engagement	£ donated to charitable and community initiatives	£60,179	£74,121	Measure only	Measure only
Purpose	Procuring with Purpose	Percentage of total spend with SME's	66%	75%	76%	78%
Purpose	Education and Employability	Number of days work experience placements	165	121.5	180	200
Purpose	Education and Employability	Percentage of people in 'Earn and Learn' employment	7%	5%	5%	5%

