People Planet Purpose

2020-2030:

VOLKERHIGHWAYS' DECADE OF ACTION



VolkerHighways

Our framework for a sustainable business

CONTENTS

Introduction	3
Vision	4
Our pillars	5
Measures	6
Pillar 1: People	7-12
Pillar 2: Planet	13-18
Pillar 3: Purpose	19-24
Further information	25

INTRODUCTION

As the sustainability landscape continues to evolve rapidly, particularly in critical areas like carbon reduction, social value, and biodiversity, we recognised the need to revisit and refine our strategic direction.

Since we first launched our strategy in 2020, sustainability has become more deeply embedded both within the highways sector and across VolkerHighways. We're proud of the meaningful progress we've made under our three core pillars: People, Planet, and Purpose.

This document reflects on our journey since 2020, highlights key achievements from 2024, and outlines updates to our core metrics as we adapt our approach to better align with the expectations of our business and stakeholders.

Peter Walsh Managing Director



VISION 2020-2030 IS OUR 'DECADE OF ACTION'

We will use 2020-2030 to take bold action to achieve VolkerHighways' vision of being a sustainable and innovative provider of choice for highways and infrastructure services. We aim to grow responsibly, to deliver social value to the communities we work in and to protect the natural environment, leaving a legacy we are proud of.

Our vision will be delivered through this sustainability framework, which details how we will meet international and local objectives for climate change, carbon and sustainable communities.

VolkerHighways has invested in people, materials and technology to shape and deliver our decade of change. Our Sustainability Strategy shows how we will focus on building our sustainable business, working with clients, including those who have declared climate emergencies, and setting targets for 2030, to take us on the road to net zero by 2035. VolkerHighways is committed to helping clients, communities and the nation to reach its climate and net zero ambitions.

We will continue to respect our workforce, as the foundation of our business, by ensuring that safety and wellbeing remain a priority, and forging relationships with like-minded clients and supply chain partners.

VolkerHighways actively seeks to harness and unlock our clients' and partners' collective ambition to deliver sustainable solutions and long-term social value, as we move through the decade.



THE PILLARS OF OUR RESPONSIBLE AND SUSTAINABLE BUSINESS

VolkerHighways

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 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 risks professionally, combined with creatively assessing the opportunities available to us to deliver no net loss or, better still, 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.

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.

Ouantitative Measures

Primary measures and targets have been established and are reviewed on an annual basis. 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 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.

Activity data is captured by our project teams and reported using the Thrive platform.

Qualitative Indicators

It is recognised that all indicators of success can't be quantified. Qualitative narrative, such as case studies, best practice and story-telling, adds 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.



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 193 world leaders and aim to create a better world by 2030, catalyse global action to end poverty, fight inequality and stop climate change. We are aligning our strategy to these goals.





































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	2021 Target/ baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Accident Frequency Rate (AFR)	0	0.04	0.04	0.07	0	0
Service avoidance – service strike frequency rate (rate by hours worked)	Establish baseline for period	15.31	8.20	2.14	25% reduction on baseline	50% reduction on baseline
Occupational health drop-in visits per year, per depot	1	0.5	2	1	1	1
Percentage of mental health first aiders	4%	5%	5.5%	5.4%	6%	7.5%

Qualitative Indicators of Success

Through VolkerHighways' behavioural change programme, Protect Our People, we are taking action to tackle our fatal risk items through active engagement with our workforce and supply chain. To support this, we have introduced 'Our VolkerHighways Code' to communicate our simple approach to risk reduction.

In 2024, we launched our cultural framework, OurWay, which sets out our desired ways of working to ensure that VolkerHighways is a fantastic place to work and that our services and projects are delivered best in class. This is prioritised through the 'We get it right from the start' behaviour.

We will continue to prioritise campaigns that reinforce the health and safety culture within our business and the supply chain. We will share lessons learnt with clients and our supply chain, as well as within VolkerHighways and our fellow business units.

We will focus on ensuring we offer excellent healthcare opportunities to all employees, through the VolkerWessels UK occupational health team and a confidential helpline that provides support covering all aspects of living and life.

> PR≜TECT SUR PEOP≜E

SAFETY AND WELLBEING

Our year of action

MACMILLAN COFFEE MORNING

Medway hosted a Macmillan Coffee Morning in admiration of our beloved colleague, who battled his cancer diagnosis over the last year and kicked it to the kerb! We raised £200 for Macmillan Cancer Support, a cause forever close to all of our hearts having witnessed the direct effects and how their support is critical to the 3 million people in the UK still living with cancer



REVIEW OF CONFLICT RESOULTION TRAINING AND ROAD WORKER ABUSE



PR©TECT OUR

12 years of our behavioural change programme, Protect Our People



3rd consecutive Distinction Award



AFR

TRIPLE ACCREDIATION



- Highway Electrical Registration Scheme (HERS) Gold Award
- Highway Electrical Skills Academy (HESA)
 Approved Training Provider
- 3. National Plant Operators Registration Scheme (NPORS) Approved Training Provider

These awards demonstrate our competence and commitment to delivering all highway construction works to the highest standards against industry benchmarks for quality and safety.

LAUNCH OF SERVICE AVOIDANCE GROUP (SAG) NEWSLETTER





FAIRNESS, INCLUSION AND RESPECT

We will ensure that VolkerHighways 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	2021 Target/ baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Percentage FIR Champions across the business	3%	3.9%	3.8%	5%	10%	20%
Percentage of employees receiving FIR training	New metric in 2023	53%	62%	84%	100%	100%
Percentage of employees who agree that the company values the diversity of its employees, and that they are treated fairly and with respect	New metric in 2023	84%	82%	81%	85%	95%

Qualitative Indicators of Success

Our measures are chosen to allow us to demonstrate the importance of inclusion to our business. They demonstrate our investment in each and every employee and our focus on developing them, so that they can grow within our organisation.

Communication is key to ensuring the FIR message thrives within our company.

Everyone has a role to play to ensure we remain united in creating an inclusive environment. Our

refreshed Fairness, Inclusion and Respect group sets out our plans to create an inclusive working environment where everyone feels valued, appreciated, and at ease to be their authentic selves.

The behaviours set out in our cultural framework, OurWay, ensures we are always working as 'one team' and that 'we care' for each other regardless of our backgrounds.

FAIRNESS, INCLUSION AND RESPECT

Our year of action

SUICIDE PREVENTION DAY

Around 80 of our people and subcontractors, across six locations, took part in a 5km walk to mark World Suicide Prevention Day. We walked and talked in Hertfordshire, Enfield, Oxfordshire, Wokingham, Medway and Bath & North East Somerset.

The walk raised £1,130 for the Samaritans. Our donation funded almost 12 volunteers for a year as they support people in time of need by answering their calls.



OUR FIRST FEMALE HGV DRIVER IN LUTON

Joely Murray, Permitting Officer, has achieved her HGV licence!

Joely is the first ever female HGV driver to work on our Luton highway term maintenance contract and our second female driver at VolkerHighways.





WORLD MENOPAUSE MONTH

We marked World Menopause Month by hearing from our colleagues on what it is like to experience the menopause, be a daughter who is watching their mum go through the menopause and from a husband's perspective.



OPEN DOORS

VolkerHighways hosted an Open Doors event in line with Women in Construction Week for an all girl's school in Hertfordshire.



PRIDE MONTH IN MEDWAY

Our Medway team hosted a pay to play bingo session with the proceeds being donated to local LGTBO+ charity the BeYou Project.

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	2021 Target/ baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
% of relevant staff completing IEMA environmental awareness training within the first 12 months of employment	80%	75%	0%	52%	55%	100%
Percentage of employees in 'high influencing roles' attending function specific sustainability related training	New metric in 2023	-	76%	40%	75%	90%

Qualitative Indicators of Success

VolkerHighways' Sustainability Strategy is focused on putting people at the heart of our approach to achieving a sustainable business.

VolkerHighways contributes to the VolkerWessels UK Sustainability Hub, supporting the central repository for learning materials and sharing best practice. Anyone in the organisation can be a sustainable leader, and these targets are about empowering our employees with the knowledge to drive

EMPOWERING SUSTAINABLE LEADERS

Our year of action

SPILL KIT TRAINING

We delivered a series of practical spill kit training sessions across all our sites, ensuring that teams are well-equipped to respond swiftly and effectively to potential spill incidents.



APPROVED IEMA TRAINING CENTRE

We are an approved IEMA training centre supporting our IEMA environmental awareness training for employees.



CLIMATE, ENERGY AND EMISSIONS

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



Principal measures	2021 Baseline	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	-	-8%	-5%	TBC	with SBT	on in line i Net Zero get
Percentage of total company car fleet that is electric or hybrid	New metric in 2023	66%	83%	88%	Measure only	Measure only
Percentage of new company car orders that are electric or hybrid	New metric in 2023	93%	100%	100%	Measure only	Measure only

Qualitative Indicators of Success

VolkerHighways is taking positive action to reduce or, wherever possible, eliminate our adverse impacts on climate change and we will continue to drive down our CO2e emissions and actively seek ways to achieve this. In addition, we will aim to achieve carbon neutral projects, by reducing the carbon footprint of our works as far as practicable, and then offsetting for these projects as a last resort. All of this contributes to us achieving our net zero target by 2035.

CLIMATE, ENERGY AND EMISSIONS

Our year of action

THERMAL SENSORS

West Berkshire Council and VolkerHighways continue to be at the cutting edge of technological advancements in the highway industry. The organisations are leading on a Berkshire wide initiative to invest £225k in state-of-the-art thermal sensors that are fixed to street lighting columns along winter maintenance routes and on winter gritting vehicles.

The data from the new sensors will be integrated into the Council's winter forecast process allowing more informed decisions to be made on when roads should be treated.



360 DEGREE SOLAR LIGHTING IN WOKINGHAM

VolkerHighways has installed Wokingham's first 360 degree wrap solar street lighting columns at Shinfield Studios – the UK's largest film and TV studio.

The dynamic columns attract sunlight at all directions and provide 20% brightness 24/7 which increases to 100% power when someone moves within 10 metres of the columns.





VolkerSmart Technologies



RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT

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



Principal measures	2021 Target/ baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Percentage of projects implementing / supporting biodiversity initiatives	New measure for 2023	-	25%	33%	30%	40%
Hours spent supporting community initiatives that enhance the natural environment	Data collection only	-	100	153	Measure only	Measure only
Number of best practice case studies aimed at identifying low impact equipment/ materials	4	4	10	1	8	12

Qualitative Indicators of Success

We will focus on ways to achieve net positive benefits to the natural environment through reducing the impact of our activities. This will be achieved through more efficient planning, choices of materials and methods of

construction. This will be managed through the Aspects and Impacts assessments of our works and activities.

RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT

Our year of action

GREAT BRITISH BEACH CLEAN

Nine volunteers from Medway journeyed to Whitstable beach to conduct a litter-pick on behalf of the Marine Conservation Society, who are responsible for the introduction of the plastic bag charge, banning microplastics in personal care products, and supporting a tax on single-use plastic items.





LAUNCH OF HIGHWAY IN BLOOM COMPETITION

We launched a highway in bloom competition for our contracts to transform their outside spaces to encourage biodiversity and recycling of materials.



BIODIVERSITY IN SCHOOLS

We held multiple wildflower planting events in primary schools across Bath & North East Somerset and West Berkshire in partnership with Greener Highways. We crafted bug hotels and sowed the seeds for native wildflowers across the school grounds.



CHARLCOMBE TOAD RESCUE

Each year our Bath & North East Somerset team support the closure of Charlcombe Lane for six weeks as part of a vital conservation effort.

The Charlcombe Toad Rescue Group works tirelessly to raise the funds necessary to cover the administrative costs of the road closure, while VolkerHighways continues to generously support the project by providing signage each year.







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	2021 Target/ baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
% reduction in tonnes of waste generated per £100,000 turnover against 2021 baseline	Baseline	0.01%	-12%	-35%	-45%	-50%
% of waste diverted from landfill through reuse, recovery and recycling	98%	98%	98%	97%	99%	100%

Qualitative Indicators of Success

The transition from waste management to materials management and then to a circular economy is one that will require education and training to support a new suite of metrics. We will develop a culture of waste reduction and material reuse on all our projects and schemes.

We will seek engagement from our supply chain and clients to achieve this.

CIRCULAR ECONOMY

Our year of action

20% RAP

In West Berkshire, we used a 20% Recycled Asphalt Product (RAP) wearing course on a scheme along the A4. This achieved a significant saving of 26,223kg CO₂e.



WJ RETEXTURING

Building on successful programmes in previous years for West Berkshire Council, VolkerHighways, in collaboration with WJ Group, looked once again to employ road surface retexturing at suitable sites over 2023 and 2024 to restore or improve skid resistance to over 14755m² of the local authority's road network.

This approach offers substantial environmenta and financial advantages. By choosing retexturing over traditional resurfacing methods, the programme has cut CO2e emissions by over 114,330 kg and conserved around 1,500 tonnes of virgin aggregates. Furthermore, West Berkshire Council has saved more than £300,000 and minimised road closures, consequently reducing inconvenience for road users.

ASPHALT PRESERVATION

Across some of our highway maintenance contracts, RBWM, Wokingham, Luton & Wes Berkshire we are using asphalt preservation, a sustainable and cost-effective solution to improve our ageing roads.



IN-SITU ROAD RECYCLING

VolkerHighways and Bath & North East Somerset Council completed remedial work to Charlton Road, Keynsham, using 'in-situ' recycling. This is a method of reconstruction which takes place entirely on-site, eliminating wastage and reducing carbon emissions.





EDUCATION AND EMPLOYABILITY

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



Principal measures	2021 Target/ baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Number of days' provision of meaningful workplace placements	Establish baseline	165	105	165	180	200
Percentage of people in 'Earn and Learn' employment in line with our commitments to the 5% Club (includes apprentices, sponsored students and employees supported in further education or on formal graduate training programmes)	5%	4%	5%	7%	5%	5%
Hours spent undertaking school and further education visits	Data collection only	87	303	306.5	Measure only	Measure only
Number of people hours of mock interviews, CV writing, careers advice delivered (calculated by multiplying the number of volunteers by the number of beneficiaries in line with IES methodology)	New metric in 2023	20	70	0	Measure only	Measure only

Qualitative Indicators of Success

VolkerHighways will develop a robust Schools Engagement Strategy with the support of the VolkerWessels UK Corporate Responsibility team. Our long-term relationships with our client base offer us an excellent opportunity to engage with local schools and promote interest in VolkerHighways, and the employment opportunities that the highways sector offers.

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. We intend to exceed the 5% Club requirements over the period of this strategy.

EDUCATION AND EMPLOYABILITY

Our year of action

ROAD SAFETY ASSEMBLIES

Teams from across our contracts have hosted multiple road safety assemblies at primary schools in the areas we work. These interactive sessions highlight the dangers on our roads and how we can stay safe.

Many of our visits also feature our road safety mascot, Kerby!



MEDWAY EDUCATION BUSINESS PARTNERSHIP

Our Medway team has been formally recognised by Medway Education Business Partnership for being a valued partner, committed to supporting the workforce of tomorrow!

During 2024, the contract hosted five student placements from four different schools, with students ranging from 14-16 years old.



LITTLE STARS

VolkerHighways was approached by Little Stars Pre-School, part of the Centre for Youth and Community Development in Luton, to resurface the driveway to their nursery, a project that would have been too costly without our assistance.

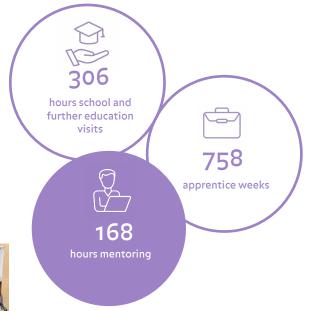
Facilitated by Luton Council, VolkerHighways funded the resurfacing and re-lining of the driveway as a gesture of goodwill to enable the charity to continue to support over 5,000 local people each year through their wide range of services for people aged between one and pensioners.



CAREERS FAIRS

We are dedicated to inspiring the next generation of constructors and prioritise attending careers fairs, speed networking and Q&A sessions.





CHARITY, VOLUNTEERING AND COMMUNITY ENGAGEMENT

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



Principal measures	2021 Baseline	2022 Actual	2023 Actual	2024 Actual	2025 Target	2030 Target
Number of hours spent on non-education related volunteering in the local community	Data collection only	209	357	406	420	450
Percentage of employees engaged in volunteering activities	New metric in 2023	-	11%	20%	25%	30%
Community donations	Data collection only	£13,000	£50,000	£54,000	Measure only	Measure only

Qualitative Indicators of Success

Our structured approach to volunteering, using the Thrive social value platform, will enable employees to build on existing relationships, as well as to explore opportunities with our annually designated VolkerHighways charity and school links.

Every employee is entitled to at least one

day's leave per year to undertake volunteering activities.

In addition to the metrics this platform will provide, there will be an opportunity to produce case studies to share the broader benefits that volunteering can bring.

CHARITY, VOLUNTEERING AND COMMUNITY ENGAGEMENT

Our year of action

ALICE PARK

Improvements and new features to the cycleway in Alice Park have been completed thanks to works organised by the Alice Park Trust, Bath & North East Somerset Council and VolkerHighways.

The mini cycleway in Alice Park, where children can practise their cycling and road safety skills, features a roundabout, zebra crossings and stop junctions which have been refreshed with new road markings. A new bench and road signs have also been installed.



HILLTOP PRIMARY SCHOOL

Our Medway team undertook the resurfacing of Hilltop Primary School's playground, in Rochester, as a gesture of goodwill. The response from the school was nothing short of overwhelming, as they expressed their gratitude through the creation of an impressive 'THANK U' message.



CSR AWARD

Our Medway team received an International CSR Excellence Award from the Green Organisation for its ongoing work in the local community.



for companies that have a heart

GOOD HOPE FARM

Our West Berkshire team hosted a 5-a-side football tournament at a local playing field, to raise much-needed funds for Good Hope Farm!

Our team has been supporting Good Hope Farm throughout the year through raffles, volunteering, and ground improvement efforts.

An impressive £567 was raised by our players and family members, and the donation has been 'topped up' by VolkerHighways, taking the total to £1,000.





hours non-education related volunteering

SUSTAINABLE SUPPLY CHAIN AND ETHICAL PROCUREMENT

To operate in a fair and ethical manner and publicise our desire to work alongside a network of likeminded supply chain partners.



Principal measures	2021	2022	2023	2024	2025	2030
	Baseline	Actual	Actual	Actual	Target	Target
Percentage of total procurement spend with SME's	Establish baseline	69%	65%	66%	73%	74%

Qualitative Indicators of Success

The aim of this metric is to raise awareness of the benefits that robust sustainability practices can bring to VolkerHighways, our clients and our supply chain. This will be achieved through two-way engagement, education and sharing best practice.

In addition to our focus on the use of SMEs across the business, we will continue to broaden our supply chain to include Voluntary, Community and Social Enterprises.

SUSTAINABLE SUPPLY CHAIN AND ETHICAL PROCUREMENT

Our year of action

CLIENT AND SUPPLY CHAIN ENGAGEMENT DAY

The one-day event brought together local authorities, public and private sector clients, supply chain partners and representatives from across VolkerHighways to an openforum to explore the latest industry-leading technologies, products and services.

An insightful day where we heard from a range of speakers, sharing their insights and experiences, with innovation and sustainability at the top of the agenda. We heard from experts covering key topics including road safety, Al, decarbonisation, social value, sustainable transport and much more.





FURTHER INFORMATION

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

