

People Planet Purpose



2020-2030:
VolkerHighways' Decade of Action
Our framework for a sustainable business

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INTRODUCTION

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.

Alistair Thompson
Managing Director



2020- 2030

A DECADE OF ACTION



THE PILLARS OF OUR RESPONSIBLE AND SUSTAINABLE BUSINESS

The three pillars of our responsible and sustainable business are:

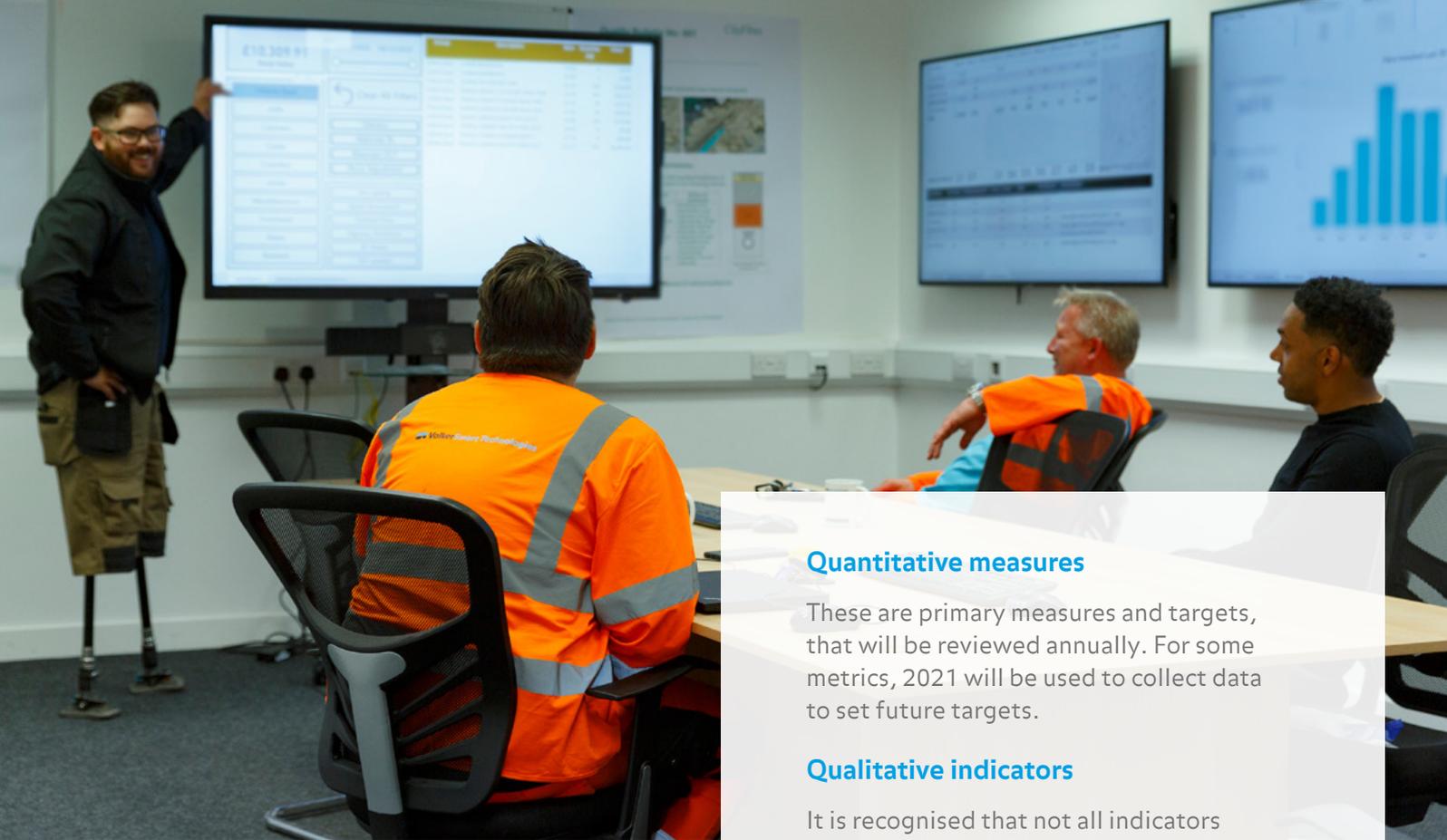
PEOPLE Putting people at the heart of our approach

PLANET Protecting and enhancing the natural environment

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

These pillars will act as our guideposts 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 groups or functions within the business, which aim 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.



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 and our partners, towards meeting the ambitions of 2030.

Quantitative measures

These are primary measures and targets, that will be reviewed annually. For some metrics, 2021 will be used to collect data to set future targets.

Qualitative indicators

It is recognised that not all indicators of success can be quantified. Qualitative narrative, such as case studies, best practice and story-telling add greater depth and richness to the numbers. This supports our ambition to build a business that contributes positively to climate change and society and which leaves a legacy we are proud of.

Measuring social value

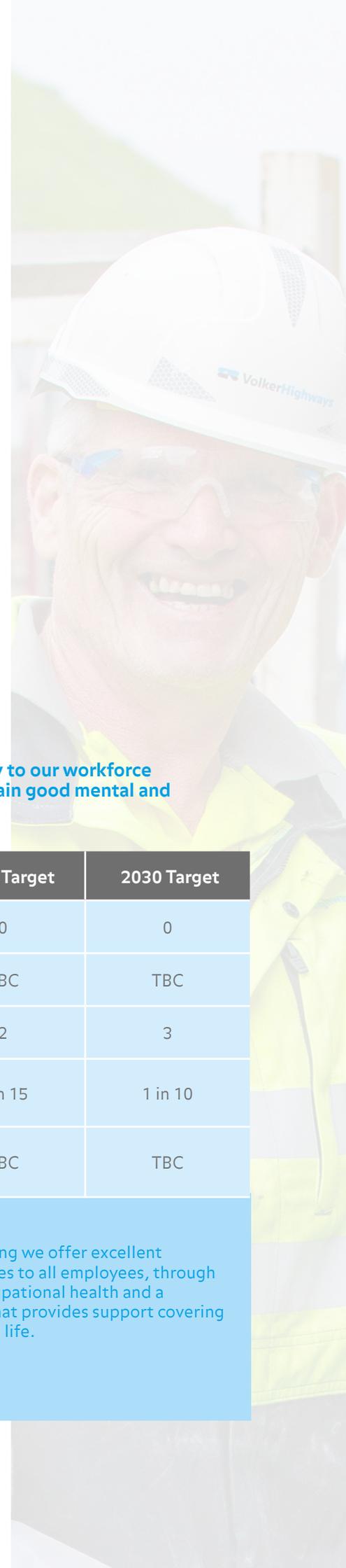
We have adopted a range of National Themes, Outcomes and Measures (TOMS) to present an open and transparent way of collecting the tangible benefits we bring to our communities and the nation. Each metric carries a proxy value representing the 'financial benefit' to society.



PILLAR 1: 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 framework; 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.



SAFETY AND WELLBEING

We will provide a safe working environment, which prevents incidents or injury to our workforce and anyone else affected by our work. We will support our workforce to maintain good mental and physical wellbeing, free from ill-health.

Principal measures	2021 Target	2025 Target	2030 Target
Accident Frequency Rate (AFR)	0	0	0
Service avoidance – service strike frequency rate (rate by hours worked)	Establish baseline for period	TBC	TBC
Occupational health drop-in visits per year, per depot	1	2	3
Mental health first aiders on each contract (per employee)	1 in 20	1 in 15	1 in 10
% satisfaction measure from employee engagement survey	Establish baseline for period	TBC	TBC

Qualitative indicators of success

VolkerHighways will continue to build on the safety and wellbeing culture embedded through our behavioural safety programme. 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 VolkerWessels UK occupational health and a confidential helpline that provides support covering all aspects of living and life.

EQUALITY, DIVERSITY AND INCLUSION

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	2025 Target	2030 Target
% of EDI champions across VolkerHighways	3%	10%	20%
% of voluntary staff turnover against industry benchmark	70% of benchmark	65% of benchmark	60% of benchmark

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 EDI message thrives within our company.

EMPOWERING SUSTAINABLE LEADERS

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

Principal measures	2021 Target	2025 Target	2030 Target
% of relevant staff completing IEMA environmental awareness training within the first 12 months of employment	80%	100%	100%
% of schemes with improved environmental assessment impact score through VolkerHighways ECI or design	5%	50%	100%
% compliant with minimum competency requirements as defined in the VolkerWessels UK HSE Training Standards	100%	100%	100%
Health, safety and environmental technician and quality practitioner apprenticeships	0	1	2

Qualitative indicators of success

VolkerHighways' Sustainability Strategy is focused on putting people at the heart of our approach to achieving a sustainable business. Anyone in the organisation can be a sustainable leader, and these targets are about empowering our employees with the knowledge to drive sustainable change.

VolkerHighways will contribute to the VolkerWessels UK Sustainability Hub, supporting the central repository for learning materials and sharing best practice.

PILLAR 2: 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 proactively.

CLIMATE, ENERGY AND EMISSIONS

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

Principal measures	2021 Target	2025 Target	2030 Target
% of reduction in tonnes of CO _{2e} emissions	5% year on year reduction		
% of alternative fuel vehicles (AFV) in our fleet	5%	30%	75%
% of alternative fuel vehicle (AFV) company cars	10%	50%	100%
% of hybrid plant and equipment	Establish baseline for period	50%	95%
Number of carbon neutral schemes	1	10	20

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 CO_{2e} 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.

RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT

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

Principal measures	2021 Target	2025 Target	2030 Target
Hours spent on environmentally supportive community projects (measured through our social value portal, Thrive)	New measure – data collection only	TBC	TBC
Number of best practice case studies aimed at identifying low impact equipment/materials	4	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.

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	2025 Target	2030 Target
% of projects using circular economy app (VolkerSwitch)	Establish baseline for period	TBC	TBC
% of waste diverted from landfill through reuse, recovery and recycling	98%	99%	100%
% of reduction in tonnes of waste generated per £100,000 turnover against 2021 baseline	5%	10%	15%
% project spend within the local area*	60%	70%	80%

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.

*Locally as defined by the TOMS framework – urban 20 miles and rural 30 miles.

PILLAR 3: 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, support our overall vision to be the contractor of choice and encourage us to be a good neighbour to communities in which we work.



EDUCATION AND EMPLOYABILITY

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

Principal measures	2021 Target	2025 Target	2030 Target
Number of days' provision of meaningful workplace placements	Establish baseline for period	26	52
% of people in 'Earn and Learn' employment in line with our commitments to the 5% Club	5%	6%	7%
Hours spent undertaking school and further educational visits	New measure – data collection only	TBC	TBC

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.

CHARITY, VOLUNTEERING AND COMMUNITY ENGAGEMENT

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

Principal measures	2021 Target	2025 Target	2030 Target
Each project* to complete a number of charity, volunteering or community engagement events per annum	1	4	8
Average score in Considerate Constructors Scheme audits	>42	>43	>44
Number of hours spent volunteering in the local community	Establish baseline for period	TBC	TBC
VolkerHighways' annual contribution to its chosen charity per annum	COVID-19 will limit – so use as baseline	£7,500	£10,000

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.

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.

*only applies to projects in excess of 12 months duration

SUSTAINABLE SUPPLY CHAIN AND ETHICAL PROCUREMENT

Operating in a fair and ethical manner and publicising our desire to work alongside a network of likeminded supply chain partners.

Principal measures	2021 Target	2025 Target	2030 Target
% of supply chain in Supply Chain Sustainability Schools	Establish baseline for period	TBC	TBC
% of total procurement spent with SMEs	60%	65%	70%
Hours of sustainability related training or workshops completed by our supply chain partners, including through the SCSS	Establish baseline for period	TBC	TBC

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 (VCSEs), as well as local suppliers and contractors.

2020- 2030

A DECADE OF ACTION

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