People Planet Purpose

2020-2030:

VOLKERHIGHWAYS' DECADE OF ACTION

VolkerHighways

Our framework for a sustainable business

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INTRODUCTION

With the speed of change in the sustainability arena, alongside the well reported urgency associated with key areas such as carbon reduction, social value and biodiversity, we felt that it is important to refresh our strategic approach.

Since our original publication in 2020, sustainability has become more established within the highway industry and at VolkerHighways. We are proud to have accomplished some notable successes across each of the People, Planet, Purpose pillars. The recently created VolkerWessels UK ESG Leadership Group, chaired by our Corporate Responsibility Director and attended by myself, VolkerWessles UK CEO, Managing Directors, Group Procurement Director, and Heads of Sustainability, has created a platform to formally discuss the ongoing strategy for the group and business.

This document provides a look back at our performance since 2020, an update on our key activities during 2023 and introduces changes to our principal measures as our approach flexes to meet the needs 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. erHighways

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.

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VolkerHighways

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 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. VolkerHighway

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.

Quantitative 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	2021 Actual	2022 Actual	2023 Actual	2025 Target	2030 Target
Accident Frequency Rate (AFR)	0	0.9	0.04	0.04	0	0
Service avoidance – service strike frequency rate (rate by hours worked)	Establish baseline for period	12.75	15.31	8.20	25% reduction on baseline	50% reduction on baseline
Occupational health drop-in visits per year, per depot	1	Cancelled due to Covid-19.	0.5	2	1	1
Mental health first aiders on each contract (per employee)	1 in 20	1 in 17	1 in 19	1 in 18	1 in 15	1 in 10

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 are introducing 'Our VolkerHighways Code' to communicate our simple approach to risk reduction.

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.



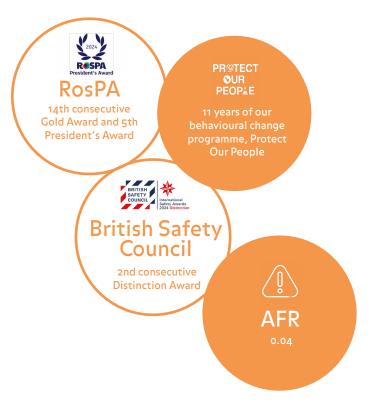
SAFETY AND WELLBEING

Our year of action

MOCK TRIAL EVENTS

We hosted two mock trial events highlighting the importance of managing and documenting health and safety processes correctly. The fully immersive event saw a judge and participants take on roles, as if it was a real-life court hearing. Operational employees from across the business attended and finished by asking the audiences' opinion on who they thought was liable for the claim.







UPSKILLING OUR WORKFORCE THROUGH BESPOKE UTILITY AVOIDANCE TRAINING

VolkerHighways and Sygma Solutions have developed a bespoke training course to provide further competency around the understanding and interpretation of utility plans (COP 2) and the required survey process for its workforce.

The course was developed by operational leads from across the business. This was decided after an off the shelf course was found to not cover all our needs and areas of our business.

CLOSE CALL DONATIONS

As part of our Close Call reporting scheme, every Close Call received, ± 1 is donated to charities. VolkerHighways donated its close call funds of $\pm 2,386$ for 2023 to their corporate charity of the year, Raise Your Hands and VolkerWessels UK charity Save the Children.



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	2021 Actual	2022 Actual	2023 Actual	2025 Target	2030 Target
Percentage FIR Champions across the business.	3%	4%	3.9%	3.8%	10%	20%
Percentage of employees receiving FIR training.	New metric in 2023	-	-	62%	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	-	-	82%	90%	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.

FAIRNESS, INCLUSION AND RESPECT

Our year of action

NEURODIVERSITY CELEBRATION WEEK

We raised awareness of neurodiversity to help create a supporting and inclusive work environment for our employees, by valuing and embracing individuals' strengths and differences, and learning how we can accommodate any specific needs.

We held a bake sale and got together to complete a quiz, which tested people's knowledge of neurodiversity in the workplace. Funds raised were for Dandelion Time - part of our corporate charity, Raise Your Hands.



OUR FIRST FEMALE HGV DRIVER

We celebrated Becky Barnes, Customer Service Officer, achieving her HGV license – our first female HGV driver!

Becky said: Becoming an HGV driver is not just a viable option for women; it's an opportunity to challenge stereotypes and contribute to a more diverse and inclusive workforce. Women can excel in this field just as much as men. So, to any woman considering it, the answer is a resounding "Yes, you should and can!"





SPONSORED THE BIG IFTAR EVENT IN LUTON AND LUTON PRIDE

VolkerHighways was a proud sponsor of Luton's Big Iftar event, bringing people of all faiths and backgrounds together to share food and good company right in the centre of Luton town.

VolkerHighways donated £5,000 to the cause, which went towards providing a sunset meal to break the daily fast to over 1,000 attendees under a marguee.

We also sponsored Luton Pride with a £5,000 donation towards the event.

INCLUSIVE SERVICE STRIKE COACHING SESSIONS

We conducted interactive coaching sessions aimed at further educating and empowering its employees to make the right choices when planning and working around underground services.

Having identified that a large proportion of its subcontract labour are Romanian, the entire programme was delivered in Romanian.



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	2021 Actual	2022 Actual	2023 Actual	2025 Target	2030 Target
% of relevant staff completing IEMA environmental awareness training within the first 12 months of employment.	80%	53%	75%	0%	100%	100%
Percentage of employees in 'high influencing roles' attending function specific sustainability related training.	New metric in 2023	-	-	76%	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

EMPOWERING SUSTAINABLE LEADERS

We held a 'Leading with Sustainability programme, facilitated by IEMA, for operational leaders.

The programme involved drawing sustainability knowledge from within the business and focussing on ways to improve it on our projects

IEMA

Transforming the world to sustainability

ENVIRONMENTAL MANAGER ACHIEVES MIEMA MEMBERSHIP

Environmental manager, Andrew Gladwin, is now a full member of the Institute of Environment and Assessment (IEMA) and Chartered Environmentalist (CEnv) of the Society for the Environment (SocEnv).

By receiving these industry-recognised qualifications, Andrew and the business have an environmental professional who has been externally recognised in the field of sustainability and environmental management.

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	2021 Actual	2022 Actual	2023 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.	-	15%	8%	5%	with SBT	on in line i Net Zero get
Percentage of total company car fleet that is electric or hybrid	New metric in 2023	50%	66%	83%	Measure only	Measure only
Percentage of new company car orders that are electric or hybrid	New metric in 2023	82%	93%	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

RENEWABLE ENERGY AND CARBON REDUCTION AT DEPOT

We are proud to operate from an almost carbon-neutral depot in Clutton, Somerset, which serves as a base for our Bath & North East Somerset HTMC and client, which officially completed in 2023.

The depot benefits from 136 solar panels with battery storage, providing a reduction in CO emissions of up to 12.6t per annum, along with an energy management system, managing the energy load across the depot and diverting energy to the areas which need it most.





ELECTRIC GRITTER

A 19-tonne versatile electric gritter was used on three grit runs on Wokingham's longest grit run of 66 miles. With temperatures between 3 and -1 degrees Celsius, each run lasted around two hours, and achieved 287.90kg CO2e savings.

ELECTRIC MEWP

Our Oxfordshire LTMC trialled the use of a 100% Electric Mobile Elevated Work Platform (MEWP). The MEWP was used on site for 5 days for 5-6 hours per day. The MEWP has a potential lifetime saving of 73,032kg of CO₂.



SOLAR STREET LIGHTING

We installed solar street lighting at two public locations in Luton – Kingsway Park and Wandon Park.

Solar street lighting produces zero carbon, with no electricity waste, and eliminates the need for cabling, trenching, feeder cabinets and connecting to the grid for electrical supply

Solar lighting saves up to 93.53kg CO_2 per year compared to a like-for-like streetlight.





RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT

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



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

PLEDGED TO PLANT WILDFLOWER MEADOWS

We have partnered with GreenTheUK supporting the growth of conservation projects across the UK. In Medway, we have pledged to plant 40,000m² of wildflower meadows.



GOLD GREEN APPLE AWARD

Our Bath & North East Somerset HTMC were awarded a Gold Green Apple Award from The Green Organisation.

The award recognises the contract's effort towards setting up and operating in a sustainable way, providing ongoing respect and benefit to the local community and environment.



VOLUNTEERING

We are volunteering at local charities to enhance our local communities' biodiversity.



WILDFLOWER GARDEN

We have created a wildflower garden at our Abingdon depot.





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	2021 Actual	2022 Actual	2023 Actual	2025 Target	2030 Target
% reduction in tonnes of waste generated per £100,000 turnover against 2021 baseline	Baseline	68.5 tonnes per £100K	5.7%	6.4%	10%	15%
% of waste diverted from landfill through reuse, recovery and recycling	98%	97%	98%	98%	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

CUSACK'S ZERO TO LANDFILL RECYCLING SCHEME

More than 2,855kg of various plastics was recycled on our Medway contract as part of supply chain partner, Cusack's, Zero to Landfill recycling scheme.

In an effort to reduce the amount of waste going to landfill, we have partnered with Cusack to palletise plastics that would usually be unrecyclable. These include ped barriers, traffic cones, grit bins and bollards.

The pallets are then collected and recycled, which are then reused to make ped barrier feet which the business purchases as replacements for our ped barriers.

This sustainable approach creates a circular economy, achieving no waste and extending the life cycle of everyday highway products.

ASPHALT PRESERVATION

Across all our highways maintenance contracts, we are using asphalt preservation, a sustainable and cost-effective solution to improve our ageing roads.





THERMAL ROAD REPAIR

We operate an ultra eco-friendly thermal road repair system. This sustainable technology makes repairs using an infra-red heating process which reheats the existing road surface, bringing it back to a workable state where it can be recycled and used again. Additional material is added, mixed in and compacted to reform the road back to a high standard.

20% RAP

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



BIOSEAL

We reduced the carbon footprint of Luton's surfacing scheme, by using BIOSEAL. This was the first time the solution has been used on a large-scale trial on UK roads. 134 tonnes of aggregates and 19 tonnes of bitumen was saved, compared to conventional methods. A saving of 24 tonnes CO₂e was produced compared to warm mix materials, which is the equivalent of over 60,000 car miles.

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	2021 Actual	2022 Actual	2023 Actual	2025 Target	2030 Target
Number of days' provision of meaningful workplace placements	Establish baseline	205	165	105	130	260
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%	6%	7%
Hours spent undertaking school and further education visits	Data collection only	48	87	303	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	29	20	70	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

NAME THE GRITTER

We organised a name the gritter competition event at Castle School in Newbury, supporting children and young people with a variety of learning difficulties



KEEPING SAFE ON OUR ROADS

To educate children on how to stay safe on our roads, we are working with local primary schools offering interactive assemblies and workshops.







EDUCATION ENGAGMENT

We are working with local schools, colleges and education organisations to educate pupils on the opportunities available within the construction industry and routes into the industry through interactive workshops.

CHARITY, VOLUNTEERING AND COMMUNITY ENGAGEMENT

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



Principal measures	2021 Baseline	2021 Actual	2022 Actual	2023 Actual	2025 Target	2030 Target
Number of hours spent on non-education related volunteering in the local community	Data collection only	117	209	357	Measure only	Measure only
Percentage of employees engaged in volunteering activities	New metric in 2023	-	-	11%	20%	30%
VolkerHighways' annual contribution to its chosen charity per annum	Data collection only	£2,887	£4,542	£2,384	£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. Every employee is entitled to 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

IN THE LOCAL COMMUNITY

We participated in Ascot Rotary Club's annual Sunninghill wheelbarrow race, in aid of Ascot District Day Centre. The team dressed up in their PPE and even Kerby made an apperance!

Our team have an ongoing partnership with Somerset and Dorset Railway carrying out ad-hoc volunteering jobs including verge cutting and strimming when there are no trains running.

We sponsored Braintree Sporting 77 Youth Football Club's kit this year.

As a gesture of goodwill, we refurbished Farmborough Nursery, Bath, outside play area. We created a mud bath area, adjusted levels and created educational games.



LUTON PRIDE

We sponsored Luton Pride and attended a vigil to remember the LGBTQ+ community whose lives were taken too short. In addition, we supported Luton Pride with their 'clean up' scheme ahead of their weekend of celebrations.





Corporate charity partner, Raise Your Hands, supporting small, local children's charities across the UK.

CHARITY ENGAGEMENT

We installed two street lighting columns with solar lanterns and converted four other lanterns to LEDs, as a gesture of goodwill for Helen & Douglas House.

Our business continues to donate children's clothes and hygiene product to London baby bank, Little Village.





for companies that have a heart

Our Medway team received an International CSR Excellence Award from the Green Organisation for its ongoing work in the local community. 1000 Constant of the second se

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	2021	2022	2023	2025	2030
	Baseline	Actual	Actual	Actual	Target	Target
Percentage of total procurement spend with SME's	Establish baseline	67%	69%	65%	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

INNOVATION DAY

We held an Innovation Day at the Madejski Stadium, Reading FC. Supply chain partners, local authority representatives and private sector clients were invited to the event to showcase the latest on social value, electric vehicle charge points, carbon reduction and digital roads. As well as asset management and the latest market-leading materials, products, machinery, equipment and solutions as the highway industry navigates its way to net zero.

We heard from VolkerHighways experts, and industry leading key-note speakers. Coventry City Council updated us on their current and future strategies for transportation including electric vehicles and beyond. Day Aggregates on secondary and recycled materials. TRL presented innovative solutions to the digitisation of local roads. We also heard from Greener Highways.

The event was attended by over 100 people, including 30 supply chain partners and representatives from 15 clients.





MEON EXPERIENCE DAY

Supply chain partner, Meon, brought their #Ontour Experience to our Toutley depot in Wokingham. The mobile exhibition showcased the latest resources, innovative technology and live demonstrations directly to our Wokingham, West Berkshire and Royal Borough of Windsor & Maidenhead teams.

The setup allowed Meon experts to educate, collaborate, and showcase a wide range of groundbreaking solutions for line marking and surface repair.



E 32.8m spent with local businesses

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



volkerhighways.co.uk