



EDI Strategy

2022 - 2025





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Introduction

At VolkerWessels UK we are proud of our inclusive culture. We are determined that our business continues to be one where everyone feels included, valued and free to be their authentic selves – a sustainable business which is enriched by diversity, and is an attractive and comfortable workplace for our employees and stakeholders; one which can attract, and retain, the best people. To reflect this, Equality, Diversity and Inclusion (EDI) is a key theme within the 'People' pillar of our People-Planet-Purpose sustainability framework, recognising that people are at the very heart of our sustainable future.



Everyone has a role to play to ensure we remain united in creating an inclusive environment and this refreshed strategy, taking us to 2025, sets out our plans to progress this.

Our board, supported by our EDI Steering Group, is pivotal to maintaining momentum to ensure our employees always feel empowered to manage and lead by example; we continue to raise awareness of characteristics protected under the Equalities Act; we embrace the benefits a diverse workforce can bring; and we are supported by our network of EDI Champions to spread the inclusion message far and wide.

Our corporate desire to help our colleagues truly understand each other will empower our diverse talent to think differently, and to share their experiences and perspectives to drive innovation, development, engagement and enhanced productivity.

Data will be key to understanding how the actions we take truly benefit our employees and the wider VolkerWessels UK Group.

In VolkerWessels UK, we are determined to 'build inclusion together' – driving equality, diversity and inclusion, ensuring the conversation is kept alive, and that EDI is prioritised as a key strategic focus for our business.

Alan Robertson,
Chief Executive Officer

Our excellent foundations

Our EDI journey to date has built on our entrepreneurial, collaborative, and inclusive culture, with our progress recognised through our re-accreditation with Investors in Diversity in 2021. We have also won a number of EDI awards including 'Engineering Company of the Year' and were recognised as the 8th most inclusive company across all industries in the 2021 National Centre for Diversity Awards.



We have built some excellent foundations, which form the basis of our refreshed EDI strategy, with key activities including:

- A bi-annual EDI survey, asking our employees and supply chain to share their views about EDI
- Exploring unconscious bias through our business-wide EDI training programmes, and the delivery of an enhanced inclusive leadership training programme for our senior leaders
- Empowering our network of 100+ cross-business EDI champions to support and challenge behaviours and promote key local and regional EDI initiatives and campaigns, such as National Sign Language Week, National Inclusion Week and celebrating diverse faiths. All EDI Champions are also invited to attend a monthly call to share their experiences
- Hosting EDI Champions Conferences which provide an opportunity to address a range of EDI topics and develop our strategic vision
- The introduction of a series of EDI Leadership Roundtable events, open to all, facilitated by our senior leadership team
- The creation of community groups through which our team members can support each other and share information on a range of topics including LGBTQ+, Menopause and Carers
- Forging strong relationships with selected membership and accreditation partners including Inclusive Employers, Investors in Diversity, Black Professionals in Construction, Women into Construction, Stonewall and the Armed Forces Covenant. We are also registered as Disability Confident Committed



Our strategic vision

Our vision is to create a truly inclusive working environment where employees and stakeholders of VolkerWessels UK feel valued, appreciated, and at ease to be their authentic selves; where they strive to achieve their highest potential in work environments that are enriched by a diversity of perspectives, cultures and backgrounds; characterised by fairness and equality of opportunity.



We will achieve this vision by adopting three overarching objectives that will be supported by detailed implementation plans.

1



Internal engagement

To engage with our operational and office based teams to ensure they are fully equipped to lead, manage and work inclusively.

2



Embedding an inclusive culture

To create a fully embedded culture of inclusion throughout our business.

3



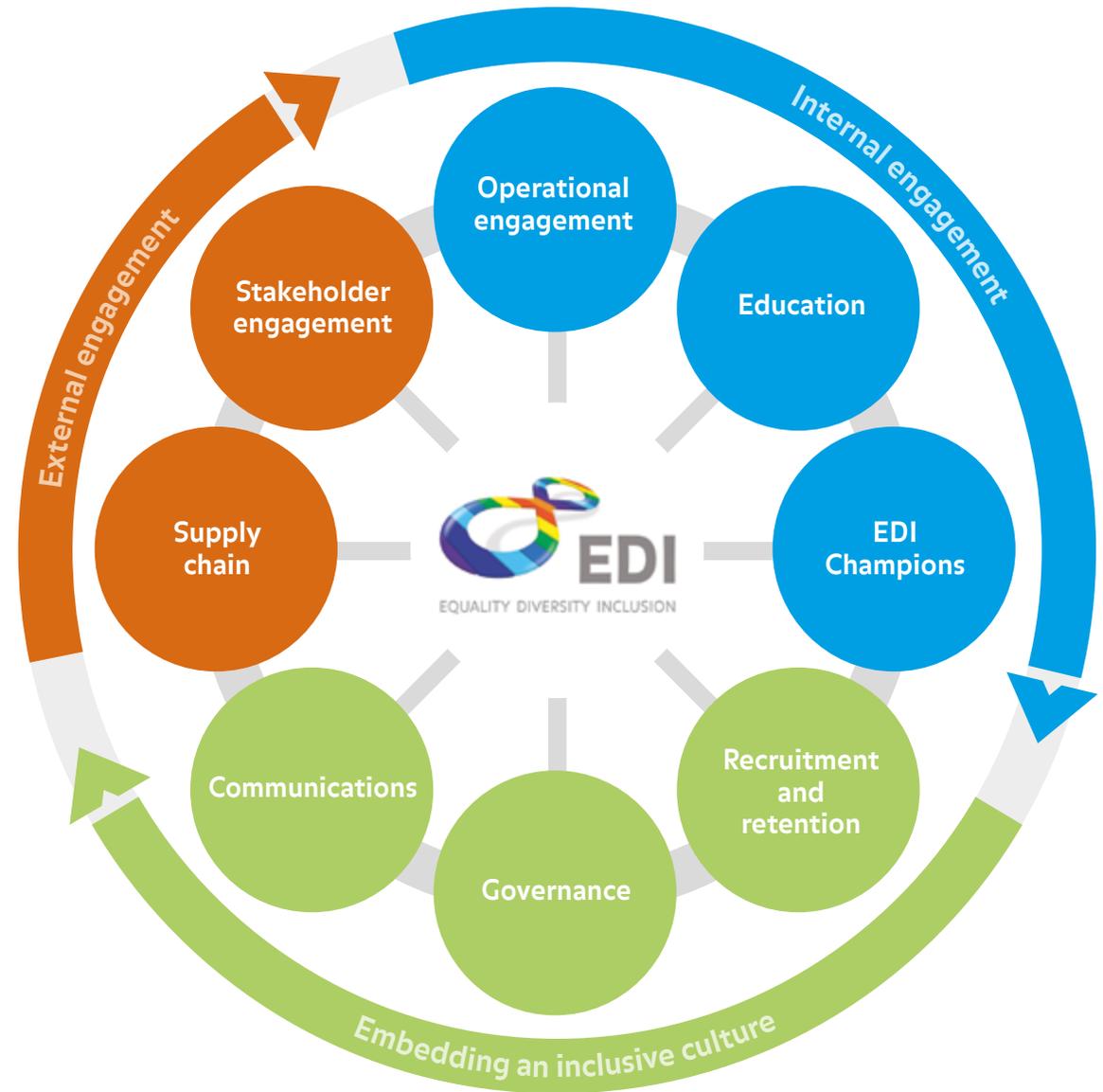
External engagement

To engage and work collaboratively with all our stakeholders including our clients, supply chain, partners, local communities and all those we work alongside and with, to mutual benefit.



Delivery

We have identified eight EDI focus groups to help us deliver our three objectives. Each group has a senior sponsor, lead and delivery team. This approach has been endorsed by our EDI Steering Committee, comprising senior leaders from across our business, and our board of directors.



Internal engagement

To engage with our operational and office based teams to ensure they are fully equipped to lead, manage and work inclusively.

Operational engagement

Delivering a tailored approach for our operational teams to promote inclusive behaviours and raise awareness of all aspects of EDI.

INDICATORS OF SUCCESS

- A **bespoke campaign** to help our operational teams embed an inclusive site environment
- **Guidance to support our operational management** to ensure our sites are inclusive for all
- **Training** for our operational teams, to **eliminate unconscious bias** and promote appropriate behaviours
- Provision of **appropriate, inclusive PPE** for all our workforce
- **Focus groups** to support targeted diverse employees at VolkerWessels UK



Internal engagement

Education

Providing opportunities for people at all levels in the organisation to enhance their EDI awareness, in both formal and informal settings. We will provide coaching and support to ensure our managers are equipped to lead consistently at all times.

INDICATORS OF SUCCESS

- Our workforce will receive **mandatory EDI training** on commencement of employment
- Creation of an **EDI training matrix** to identify mandatory and voluntary EDI training for our employees
- Continue to **review and grow the suite of learning materials** to enable our workforce to lead, manage and work inclusively and to eliminate unconscious bias



Internal engagement

EDI Champions

A group of volunteers from across the business who actively promote the understanding of EDI principles with their colleagues through awareness and information sharing, and can act as a 'safe person' to support and guide everyone at VolkerWessels UK.

INDICATORS OF SUCCESS

- By 2025, at least **6% of our total workforce will be an EDI Champion** (with at least 50% of these drawn from our operational workforce)
- Facilitation of **community groups** to support and provide safe spaces to share experiences, information, and best practice
- The creation of **EDI awareness campaigns**, roundtables and other events to raise awareness of protected characteristics and other EDI related topics
- The provision of ongoing **training awareness and events for EDI Champions** to enable collective learning and support them in their role



Embedding an inclusive culture

To create a fully embedded culture of inclusion throughout our business.

Recruitment and retention

We will attract and retain a diverse range of individuals from a wide talent pool and create equal opportunities for all. This commitment relates to all positions, including our early careers such as apprentice and graduate programmes as well as those in more senior roles.



INDICATORS OF SUCCESS

- Targeted use of appropriate **inclusive recruitment platforms**
- All individuals in the business who are responsible for recruitment and internal promotions will receive **inclusive recruitment training** to eliminate unconscious bias and promote conscious inclusion
- Use of **gender decoding technology** in all our role profiles and job adverts
- Our **family, flexible working and leave policies will be reviewed** and refreshed so they are an attractive benefit to employment at VolkerWessels UK
- Continue to **proactively attract women** into our business and support them at all levels, in order to **address the gender pay gap**
- The creation of a **returners programme** that supports individuals back to work after not being in employment for a period of time due to family, caring or other reasons
- Creation of a **recruitment dashboard** to track the diversity of our applicants, candidates and hires, to enable us to take proactive action where required

Embedding an inclusive culture

Governance

Responsible for ensuring a clear strategic direction for EDI, through the development and adoption of effective policies and visible commitments alongside maintaining effective memberships and accreditations to appropriate and aligned partners.



INDICATORS OF SUCCESS

- Continue to develop and **build partnerships** with carefully chosen external specialist membership schemes and certification bodies
- All relevant VolkerWessels UK **policies and procedures**, training material and communications will be reviewed, to ensure they are inclusive and promote equality and diversity in the workplace
- Continue to support Inclusive Employers '**National Inclusion Week**' as well as other applicable awareness campaigns
- Progress our membership with Investors in Diversity to '**Leaders in Diversity**'
- Progress our membership to the **Disability Confident Scheme** to Level 2
- A year-on-year improvement in the number of people in the business who voluntarily share their **sensitive information** with us via our HR platform to help us better understand the diversity of our workplace. This includes information relating to religion, ethnic origin, nationality, sex identifier, gender reassignment, sexual orientation and disabilities



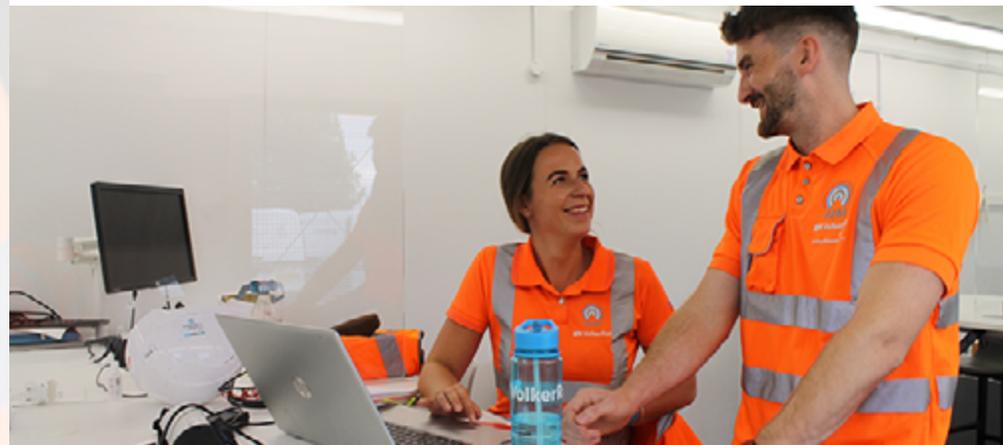
Embedding an inclusive culture

Communication

Ensuring communication is engaging, two-way, effective and inclusive; sending strong, clear and consistent messages about our commitment to EDI. We will listen to our stakeholders about what is important to them, giving individuals a voice to share their experiences, so that we will all benefit from broadening our awareness, knowledge and understanding.

INDICATORS OF SUCCESS

- Creation and delivery of an **EDI campaign calendar** to share engaging content internally and externally
- All of our **communications will be inclusive** and representative of our EDI culture
- The sharing of **evidence of our EDI successes**, both internally and externally. To ensure transparency and validity, our quantitative data will be obtained from our HR systems, recruitment platforms and survey results, and qualitatively, we will use personal stories and accounts to share our journey



External engagement

To engage and work collaboratively with all our stakeholders including our clients, supply chain, partners, local communities and all those we work alongside and with, to mutual benefit.

Supply chain

Engage with our supply chain to share our EDI values, commitments, and expectations, and promote a collaborative working relationship to challenge and support each other on our EDI journeys.



INDICATORS OF SUCCESS

- Through our partner memberships with the Supply Chain Sustainability School we will encourage at least 25% of our supply chain to have completed the **SCSS EDI Ambassador programme**
- The collation of **EDI data from our supply chain** to enable us to understand their diversity status, and to allow us to take proactive action and support, to create a diverse supply chain that is representative of society as a whole
- Proactive provision of **training, awareness and sharing of information to our supply chain** that is relevant and engaging
- **Collaborate** with our supply chain to bridge knowledge gaps
- **EDI objectives** will become embedded into all new supply chain agreements



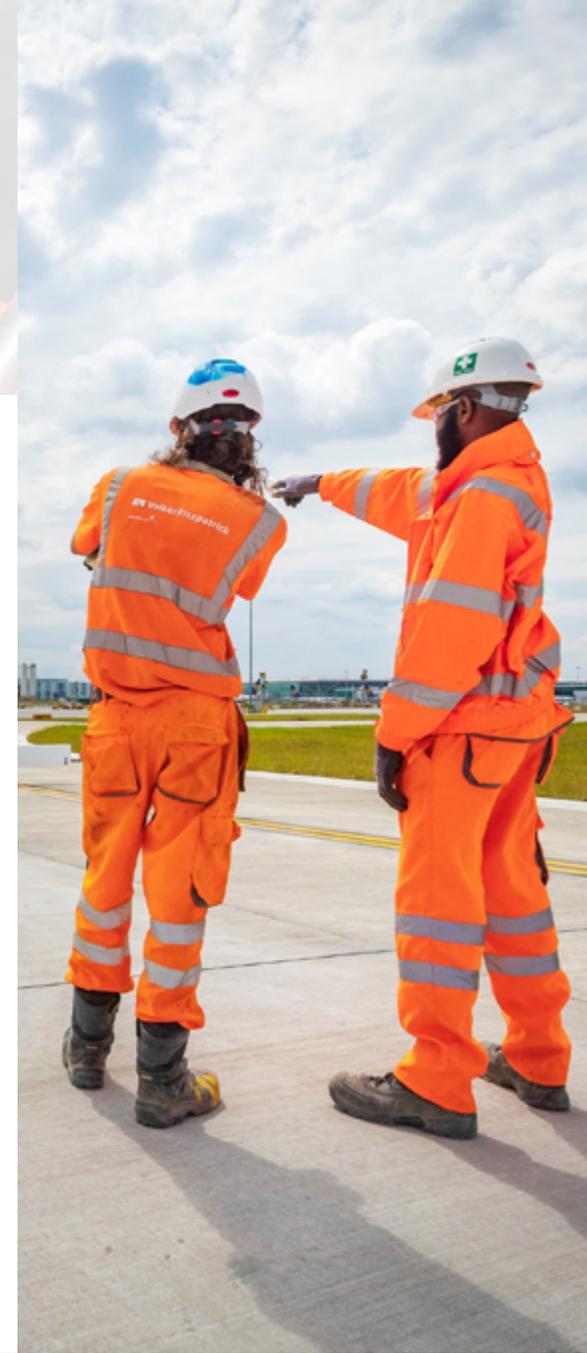
External engagement

Stakeholder engagement

Embed the principles of EDI into our wider community engagement activities, as outlined in our People-Planet-Purpose sustainability framework, and continue to proactively engage with our clients and other stakeholder partners to mutual benefit. We will ensure we have a consistent approach to sharing our EDI work and activities, capturing and reporting associated social value.

INDICATORS OF SUCCESS

- EDI principles embedded into our **education and employability programmes**, and our charity, volunteering and community engagement work, as part of our People-Planet-Purpose sustainability framework
- Continue to **work alongside our clients, partners and local communities** to support each other to work and learn collaboratively
- The creation of a **structured and consistent method of learning from each other**, gathering information and case studies to document our EDI journey and share with our stakeholders



Responsibility and accountability

The boards of VolkerWessels UK and its related businesses, take ultimate accountability for achieving our vision by consistently leading inclusively, challenging inappropriate behaviours, driving a culture of diversity and inclusion through consistent messaging across our business and for promoting continuous improvement within their areas of responsibility.

Key decisions relating to EDI strategic implementation will be reviewed by the VolkerWessels UK People Committee and VolkerWessels UK board of directors.

In accordance with our People-Planet-Purpose sustainability framework, every employee has a responsibility to make decisions informed by an inherent culture to do business in the right way – to ensure everyone feels included and respected, and can reach their full potential at VolkerWessels UK.

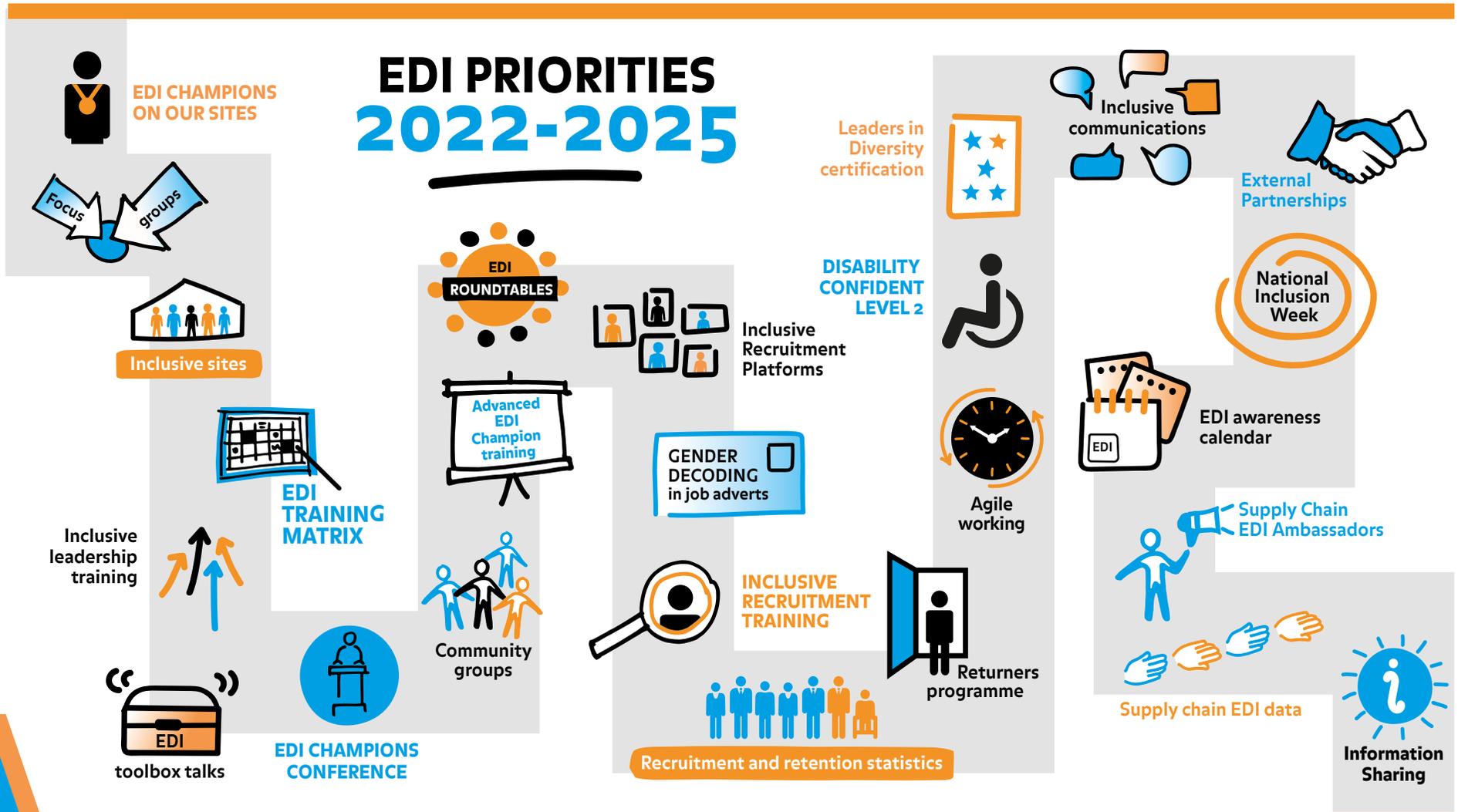


Every employee has a responsibility to make decisions informed by an inherent culture to do business in the right way.

Naomi Connell,
Chief finance officer



EDI priorities





EDI Strategy

2022 - 2025



For more information about our approach to Equality, Diversity and Inclusion, please email edi@volkerwessels.co.uk or visit www.volkerwessels.co.uk