

Diversity and inclusion report 2020

Building inclusion together



Why inclusion is such a key word at VolkerWessels UK

Over the past year, across VolkerWessels UK, we have continued to deliver and pursue activities to support our equality, diversity and inclusion journey. We are determined that our business should be one where every individual feels included and valued – a business which is enriched by diversity and is an attractive and comfortable workplace for our employees and all of our stakeholders, and one which can attract, and retain, the best people.

We have made significant progress over recent years, and we are aware that the drive towards true inclusion must come from the top down, and so, in the year ahead, our focus will be on the rollout of a programme of inclusive leadership training, and a series of frank and transparent EDI roundtable discussion events with members of our senior management team, and open to all of our people. We have also recently received our renewed Investors in Diversity accreditation, have won the National Centre for Diversity's Engineering Company of the Year Award, and were placed 8th in the top 100 Most Inclusive Workplaces index.

People across the business have truly embraced our EDI strategy and direction, and it is an area of focus which has

gained both momentum and prominence. Supporting our EDI steering committee, we now have over 100 EDI Champions – volunteers who support EDI awareness, and deliver activities throughout the year, helping drive our continued emphasis on inclusion. This Diversity and Inclusion review highlights our EDI plans and ambitions, and the work of our steering committee and Champions, as well as sharing the experience and views of some of our employees on our progress so far.

Pay gaps are, of course, one key indicator of diversity and equality in a business, and, in an industry which has traditionally attracted more male employees than female, gender pay is an important metric. I am pleased that in VolkerWessels UK, the gender pay gap is closing, and for 2020 showed improvement across all of our businesses. However, the gap is still too wide, and, along with our sector, we still have work to do. Our gender pay report follows in this review, along with comment from our group HR director, Paul McCreath.

Over the past year, the Covid-19 pandemic has helped shine a light on matters of equality – in relation to gender, age and race, in particular - with the virus impacting some groups more than others, and an

imbalance in the impact of the economic effects. It is clear that society, as a whole, needs to make progress in this area. In VolkerWessels UK, we are determined to play our part in 'building inclusion together' – driving equality, diversity and inclusion, ensuring the conversation is kept alive, and that EDI is prioritised as a key strategic focus.

Alan Robertson
CEO



Our journey so far...

In VolkerWessels UK, our vision is to build a truly inclusive working environment that means that absolutely everyone feels valued, appreciated, and at ease to be themselves.

We want to build on and nurture our culture of embracing people from every different background, so that everyone feels included and valued, and we are working hard to create an increasingly inclusive culture for VolkerWessels UK.

We want to empower our teams to explore ways of attracting and retaining a diverse workforce, and we have put in place support networks for our employees, to help promote inclusion and understanding.

Our EDI journey to date has built on our entrepreneurial, collaborative, and

inclusive culture, and our progress has been recognised through our Investors in Diversity accreditation, and through winning a number of EDI awards.

We have just completed our bi-annual EDI survey, asking all employees to share their views about EDI and our continuous improvement in this area.

As part of VolkerWessels UK's EDI journey, we have explored unconscious bias through our business-wide EDI training programme, and we are currently rolling out an enhanced inclusive leadership training programme.

In addition to our EDI steering committee, which guides and supports our EDI strategy, our network of 100+ cross-business EDI champions are empowered

to support and challenge behaviours, and lead locally and centrally on key chosen EDI initiatives and campaigns, such as National Sign Language Week, LGBT+ network group, National Inclusion Week and faith diversity activities.

Even given the extraordinary restraints of a pandemic year, VolkerWessels UK forged ahead and launched its first annual EDI Champions Conference, an opportunity to address a range of EDI topics and develop our strategic vision. This conference, in turn, led to the introduction of a series of EDI Leadership Roundtable events.

Across VolkerWessels UK, we are dedicated to 'building inclusion together'.



Leading from the front

Naomi Connell, Chair of EDI steering group and VolkerWessels UK Board member, takes time out to reflect on VolkerWessels UK's EDI journey over the past couple of years. She says:

Our success to date can be seen in the employee support structure we have in place through our EDI Champions, and the various training courses available to all, which challenge our existing beliefs.

We are also extremely proud to have gained accreditation to Investors in Diversity during 2019, and to have recently received our reaccreditation, all which underpins the enormous strides forward that we have made as a business so far.

Our ambition, going forward, is to ensure we continue to attract the best talent, regardless of background, and to learn from one another, to ensure our business continues to grow.

To support this approach, we have developed an EDI maturity model to allow us to review and track our progress. Currently, as a business, we are at the 'aware' point of our journey and our ultimate aspiration for 2023 and beyond is that we move to the 'Integrated'/'Disruptive' stage.

Over the coming years, we will continue to build on our employee support networks, with our EDI Champions, and will empower people to deliver positive change. Through 2020 we have been working to deliver a wide range of activities, including starting to develop a 'returners' programme, providing more support to our operational teams and ensuring our decision makers in the business are provided with meaningful data, and we plan to build on this for the future.



With our EDI Champions, we will empower people to delivery positive change.



Supporting our EDI goals for the future

At VolkerWessels UK, to support our desire to promote and embed EDI fundamentals and principles across our business, we set out our approach to inclusivity and sustainability through our People-Planet-Purpose framework. The framework gives our business a robust, and flexible, approach to delivering sustainability excellence, and enables us to talk consistently to our stakeholders about our ambitions, in terms of sustainability, diversity and inclusion.

Each of the People-Planet-Purpose pillars has three 'themes' and a total of 23 high level metrics, which allow us to measure and monitor performance.



Putting people at the heart of our approach

We know that an inclusive and diverse workforce is fundamental to the delivery of our framework, and to be successful, we need to empower our people to drive sustainable and responsible change. Our priority will always be the safety and wellbeing of our people, and we are working hard to ensure our workplace is an inclusive, diverse and inspiring place to be, to ensure individuals are valued and nurtured to develop their full potential.

Emma Ward, head of sustainability and inclusion, has been instrumental in the introduction of the new Thrive social value portal into the business, which is key to the delivery and measurement of the framework. She says:



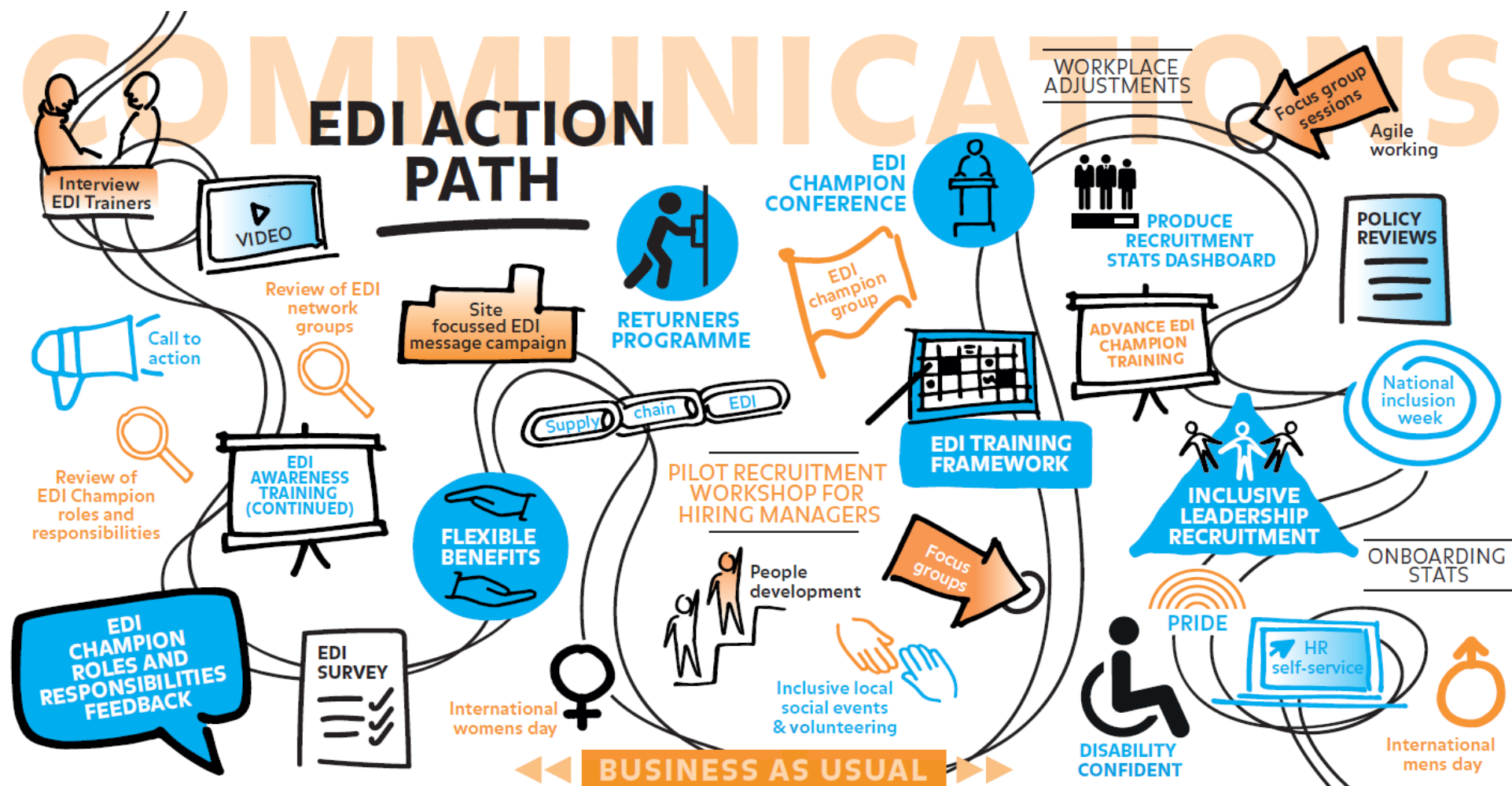
Looking to the future, as a business, we work closely with schools and education establishments to encourage engagement with STEM subjects and promote our sector and our business as a career choice, mirroring our desire for equality, diversity and inclusion.

Through the education module in Thrive, hosted on our websites, schools can simply complete a form to request support from the business, and we can manage the requests, matching them with the appropriate support and geography.

Earlier this year, we launched our new Volunteering Policy, entitling all employees to volunteering leave. Through the portal, employees can view the opportunities available in schools and through our charity partners and be matched to an appropriate activity.

VolkerWessels UK's EDI action plan

VolkerWessels UK is committed to creating a wholly inclusive working environment. We value our diverse range of employees, who bring new ideas to the business, and allow us to embrace new ways of working with one another. We have a clear sense of direction which focusses on raising awareness, embedding inclusion into all that we do, challenging the norms and ensuring our leadership is equipped and our teams empowered.



A guiding light

VolkerWessels UK set up an EDI steering committee at the very start of its EDI journey. The goal of the committee is to help guide and support the business from both a strategic and tactical perspective.

Here we hear from Kunle Kolaru, a steering committee member, operations director in VolkerHighways:

As a senior manager of colour, I feel I have a personal responsibility to continue to be visible, to push boundaries and to use my voice to encourage and to challenge established behaviours and perceptions.

Here at VolkerWessels UK I'm proud to say that we have embraced the challenge of being an inclusive organisation, driving change, challenging the norm, bridging gaps and creating safe places for our existing and future colleagues - making VolkerWessels UK an attractive place to work.

VolkerWessels UK is helping deliver change across the industry, and we are now recognised for our bold approach to inclusion - but, even within an enlightened organisation such as ours, we are still only at the start of our journey. If I cast forward to the next 5-10 years, I would hope to see a world where we are judged on our ability and strength of character, where gender, disability, ethnicity, sexual orientation, and religion are irrelevant and I truly believe that we can get there.



I am proud to say that we have embraced the challenge of being an inclusive organisation.



EQUALITY DIVERSITY INCLUSION

STEERING GROUP MEMBER

Embracing all cultures

Following the creation of the EDI steering committee at the launch of our journey, at VolkerWessels UK, we decided that it was imperative to support the programme internally, ensuring that it was not a 'top down' initiative, but more embedded and driven throughout the business, at all levels. The end result of a quest for dedicated and driven volunteer EDI champions is a group of more than 100 trained EDI champions across our businesses, driving initiatives, challenging behaviours, and supporting colleagues.

Kirsty Russell, pre-contract coordinator in VolkerStevin, takes a leading role amongst the champions, and talks here about an event held in her area of the business, in support of inclusion:



VolkerStevin has strongly encouraged its employees to drive the uptake and improvement of EDI awareness and visibility, creating a comfortable working environment and enthusiastic employees, through its Champions programme.

EDI promotes and supports a working environment where everyone is valued and able to contribute equally without fear of discrimination.

Unfortunately, due to the pandemic, we haven't been able to undertake any 'get together' activities where we could directly celebrate the fantastic diversity across our businesses – such as Chinese

New Year and foods from around the world, which was a great event that we hosted pre-pandemic times. However, we have risen to the challenge, and used a variety of technological solutions to continue our campaigns throughout the year, which have included LGBT+ and Holocaust Memorial day videos with key testimonials from EDI champions, as well as open forums, discussions and EDI Inclusive Leadership roundtables. Nevertheless, we are very keen to get back to face-to-face meetings and activities – after all, the driving force of a business is its employees, and a sense of community and collaboration aids innovation, drawing from a wide diversity of backgrounds and experiences.

EDI promotes and supports a working environment where everyone is valued and able to contribute equally without fear of discrimination.

Growing and developing within an inclusive culture

Alexandra Kosta, trainee surveyor in VolkerHighways, was presented with the Mark Scarth award as Study, Training and Development Professional of the Year at VolkerWessels UK internal recognition awards - the Platinum Awards. She reflects on her own challenges and her thoughts about working at VolkerWessels UK:

Inclusion is something that should be fundamental to every organisation. Inclusion within a business is a desirable goal, which adds great value. VolkerWessels UK is a good example of this. The business has an amazing way of including people and allowing them to progress, and this family feel is a common thread right across the organisation.

My team is great; I feel as if everyone is on the same level, and the day-to-day working environment is multicultural and inclusive, which allows for a range of ideas and approaches. That's what makes us so successful. My colleagues are always willing to help and answer all the questions I have. My team has a very positive attitude, and everyone is very welcoming - and I try to make sure that it is reciprocated. Similarly, I have worked with people on different projects within the business and have found a culture of inclusion everywhere.

VolkerWessels UK is a great place to develop and grow. The business is committed to training and always willing to support its employees. With the help of the business, I will continue to work towards my future goal and become a chartered surveyor.



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Joining an inclusive employer – even in strange times

Starting a new career during a pandemic can be very difficult and demanding. Here we hear from Riah Biscette, corporate communications coordinator, who did just that:



VolkerWessels UK is a business which embraces change, and is not afraid to commit to nurturing every individual's potential.

From my initial interview, to all the virtual meetings, and finally meeting my colleagues in person, I could tell there was a real family feel to the team, and across the business as a whole. Everyone I spoke with, no matter their position, or how long they had been with the business, spoke highly of VolkerWessels UK, its business and its employees.

When I joined, there was a whirlwind of information to digest, but everyone helped and supported me. Like me, many of my colleagues were new to construction, which highlighted to me that VolkerWessels UK is a business

which embraces change, and is not afraid to commit to nurturing every individual's potential – including mine.

I can honestly say that VolkerWessels UK is a business that stands for people and diversity. The business adapted to the circumstances that the pandemic threw at us, and did all that it could to make me feel welcome. I look forward to developing and growing within my team, which is so committed to working towards a collaborative, authentic, diverse, and inclusive culture.

Gender pay gap and declaration

A key priority for VolkerWessels UK is to ensure our culture and working practices are open and relevant to all. There is a real focus, at all levels of the business, to embed an inclusive culture, and our progress was recently recognised when we were named the Engineering Company of the Year in the 2021 Most Inclusive Workplaces index.

In 2018, the VolkerWessels UK median gender pay gap was 28.4%. This has reduced to 26.4% in this latest report, and encouragingly, we have also seen an increased female representation in our upper pay quartile.

Whilst this trend is positive, and the gender pay gap is closing, progress has been slower than we would wish, and there remains a lot more for us to do. We recognise, as do other companies across our sector, that there is more effort required to make our industry attractive to a more diverse workforce.

We currently offer a range of exciting opportunities at VolkerWessels UK for new entrants to join our industry at an early stage in their careers, but we need to give a particular focus to attracting and retaining more women into our industry at an experienced and senior level.

With the continued commitment of our leadership teams, our clear diversity and inclusion priorities, and an effective action plan, I am confident that we will be able to deliver on our promise to develop a truly inclusive business.

Statutory declaration

I confirm that the data and information presented in this report is accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Paul McCreath, group HR director

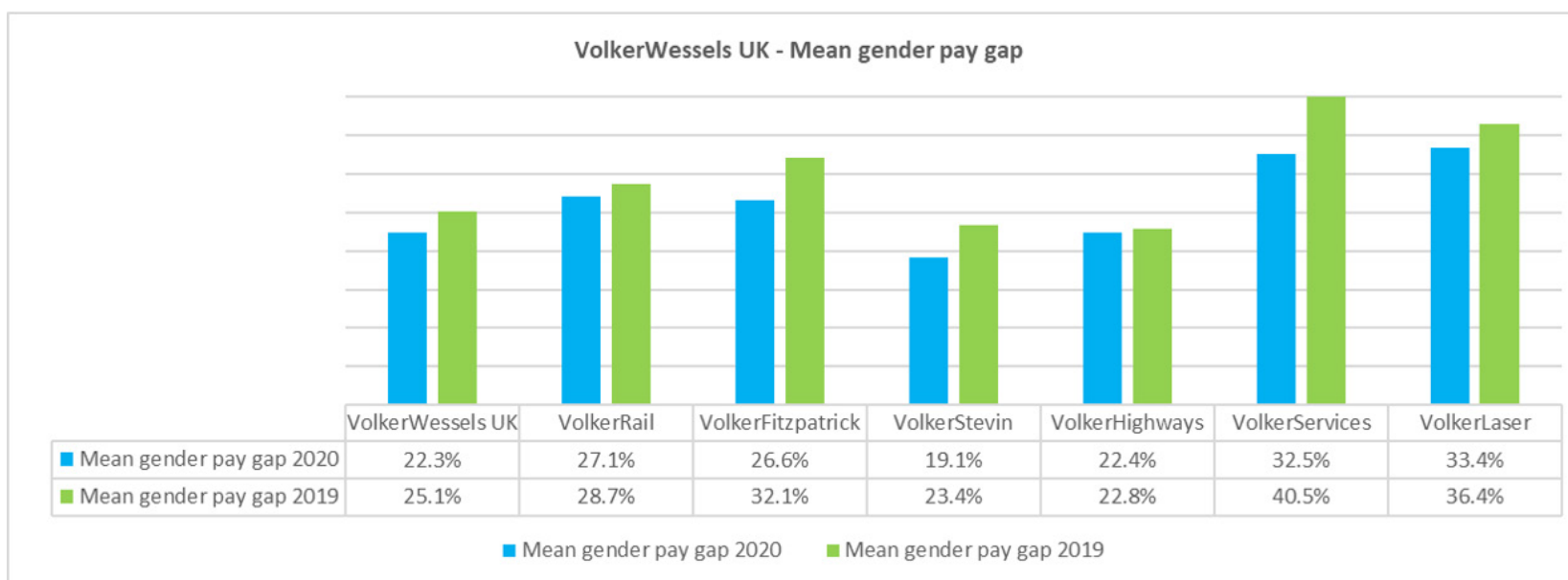


Gender pay metrics

VolkerWessels UK's mean gender pay gap has reduced by 2.7%, and the median gender pay gap has also reduced by 2.6%

	2020	2019	2018
Mean gender pay gap	22.3%	25.1%	25.1%
Median gender pay gap	26.4%	29.0%	28.4%
Mean bonus gender pay gap	47.7%	41.1%	42.0%
Median bonus gender pay gap	56.5%	56.9%	68.4%

Each business unit has reduced its mean gender pay gap, whilst our mean bonus gender pay gap has increased. This is influenced by individual business unit performance, and we recognise that, to improve this, we need to focus on bringing more women into senior leadership positions.



Statutory results

Company	Mean gender pay gap	Median gender pay gap	Mean gender bonus gap	Median gender bonus gap	Proportion of men receiving bonus	Proportion of women receiving bonus
VolkerFitzpatrick Ltd	26.6%	32.3%	41.8%	65.0%	44.7%	16.5%
VolkerHighways Ltd	22.4%	24.6%	74.2%	60.0%	18.2%	16.4%
VolkerStevin Group Ltd	19.1%	22.4%	39.9%	12.5%	28.7%	10.8%
VolkerStevin Ltd	17.4%	20.4%	36.6%	0.0%	33.3%	12.0%
VolkerServices Ltd	32.5%	33.3%	75.9%	77.9%	36.8%	40.8%
VolkerWessels Ltd	21.6%	27.6%	47.4%	74.0%	39.5%	26.6%
VolkerWessels UK Ltd	22.3%	26.4%	47.7%	56.5%	45.5%	35.0%
VolkerRail Group Ltd	27.1%	32.7%	44.2%	40.0%	66.8%	68.1%
VolkerRail Ltd	28.7%	34.3%	33.5%	34.1%	72.5%	65.0%
VolkerRail Specialist Businesses Ltd	29.5%	34.2%	64.7%	47.1%	63.2%	71.6%

Proportion of men and women by pay quartile								
Company	Lower quartile		Lower middle quartile		Upper middle quartile		Upper quartile	
	Men	Women	Men	Women	Men	Women	Men	Women
VolkerFitzpatrick Ltd	70.7%	29.3%	74.3%	25.7%	87.2%	12.8%	95.2%	4.8%
VolkerHighways Ltd	68.5%	31.5%	82.4%	17.6%	86.8%	13.2%	92.4%	7.6%
VolkerStevin Group Ltd	77.1%	22.9%	92.1%	7.9%	92.8%	7.2%	93.6%	6.4%
VolkerStevin Ltd	78.0%	22.0%	90.9%	9.1%	90.9%	9.1%	91.9%	8.1%
VolkerServices Ltd	24.1%	75.9%	47.4%	52.6%	52.6%	47.4%	70.7%	29.3%
VolkerWessels Ltd	65.4%	34.6%	71.8%	28.2%	83.1%	16.9%	89.1%	10.9%
VolkerWessels UK Ltd	64.6%	35.4%	81.7%	18.2%	88.4%	11.6%	89.6%	10.4%
VolkerRail Group Ltd	59.6%	40.4%	87.6%	12.4%	91.9%	8.1%	89.8%	10.2%
VolkerRail Ltd	44.4%	55.6%	83.8%	16.2%	86.7%	13.3%	83.8%	16.2%
VolkerRail Specialist Businesses Ltd	71.3%	28.7%	89.0%	11.0%	94.8%	5.2%	95.6%	4.4%



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