

**INFRASTRUCTURE  
WITH  
INTEGRITY**



**SAFE, SUSTAINABLE  
& WELLBEING  
STRATEGY**

# FOREWORD

2020 provided a set of unforeseen challenges which will continue to impact businesses and individuals for the foreseeable future. This unique set of events has also provided the opportunity for our industry to look again at its impact on our environment and the people within it. VVB has always looked to deliver Infrastructure with Integrity where Safe, Sustainable and Wellbeing is at our **CORE**. This year however, has forced us to reflect and really test if we are being ambitious enough with our goals.

With this in mind, this Strategy sets out how we intend to become a better business, both in supporting our clients, the people who work with us and the environment in which we operate.

**Andrew Jellis, Chief Executive Officer**



# INTRODUCTION

As an organisation, we see the clear importance of our people having a mindset of safe, embracing sustainability and making sure they are well to work now and for the future.

By combining our approach in these three areas, we have created a clear direction for our business, our people and our customers as to our **Safe, Sustainable and Wellbeing** ambitions. Our VVB CORE values run through the heart of this strategy thus shaping our Safe, Sustainable and Wellbeing behaviours in all that we do.

**Chris Garrow, Head of Safe, Sustainable and Wellbeing**



# VVB CORE VALUES



## OUR VISION OF SAFE, SUSTAINABLE AND WELLBEING

Our values create a **SAFE** mindset, they embrace a **SUSTAINABLE** future, they put our employees **WELLBEING** first.

At VVB, we are **PROACTIVELY CARING** for all.



### SAFE

- Safety
- Occupational Health
- Quality and Assurance
- Business Risk Management
- Accreditations

### SUSTAINABLE

- Environment
- Social Value
- Equality, Diversity & Inclusion
- Developing Talent
- Responsible Business Practice

### WELLBEING

- Agile Working
- Employee Assistance Programmes
- Mental Health
- Lifestyle
- Health Benefits

	2021	2022	2023
<b>SAFE</b> A SAFE mindset where a culture of care is at our core.	'Proactively Caring' training modules to be produced for Employees, Supervisors, Managers and Directors.	'Proactively Caring' training modules rolled out for all VVB employees, Supervisors, Managers and Directors.	'Proactively Caring' training modules rolled out for all key VVB supply chain members.
	10% reduction in All Accident/Incident Frequency Rate (AAIFR) and 5% increase on SSW Observation Rate (SOR) from 2020 baseline.	10% reduction in AAIFR and 10% increase on SOR based on 2021 baseline. Same outcome for Quality based rates.	10% reduction in AAIFR and 15% increase on SOR based on 2022 baseline. Same outcome for Quality based rates.
<b>SUSTAINABLE</b> Proactively care and protect the environment now and for the future.	5% carbon reduction on 2020 carbon.	Create a new carbon baseline across VVB in accordance with ISO14064-1, including enhancement of Scope 2 & Scope 3 emissions.	10% carbon reduction on 2022 use (all carbon).
	Develop an M&E specific, VVB Carbon Calculator.	VVB Carbon Calculator is embedded on all new projects tendered, where we are procuring materials.	VVB Carbon Calculator is embedded on all new projects tendered and delivering, where we are procuring materials.
<b>WELLBEING</b> We proactively protect our people by looking after and supporting their wellbeing.	Working with Safety Modelling, create a Wellbeing Culture Survey template.	Carry out an Employee Wellbeing Culture Survey across VVB employees and contractors.	25% increase in VVB Wellbeing Cultural Survey participation against 2022 survey participation rate.
	Flexible and agile working steering group established to define future approach and policy to flexible working.	All new employment contracts are based on the defined flexible/agile working policy.	All existing employment contracts are amended to reflect the flexible/agile working policy.





# COLLABORATION

	2021	2022	2023
<b>SAFE</b> Work with our people, customers and supply chain to prevent injury and long term ill health for all that work for and with us.	Support industry bodies such as RIA, IET and Safer Highways to drive industry wide SAFE improvements.	VVB collaborate directly with the construction industry with our employees joining industry improvement working groups.	VVB collaborate directly with the construction industry by our offering corporate support at industry improvement events, webinars and mentoring.
	Define and create an interactive 'SAFE' lessons learnt platform for all VVB employees.	Roll out and measure impact of 'SAFE' lessons learnt platform across VVB.	Extend 'SAFE' lessons learnt platform to include VVB led temporary and permanent design works.
<b>SUSTAINABLE</b> Involving and working with our people, customers and supply chain to deliver positive growth within the communities we work in.	Working with BITC National Business Response Network to support local people, organisations and communities impacted by COVID-19.	Establish a long-term relationship with two chosen charities, which are supported by all our operations to create long-term impact.	Deepen our relationships with our chosen charities and become a key supporter of them in our areas of work.
	Every project partners with a local charity within the communities they work within.	Every project partners with a local charity and a minimum of half a day per project based employee is donated in volunteering hours.	Every project partners with a local charity and a minimum of 1 day per project based employee is donated in volunteering hours.
<b>WELLBEING</b> A 'One Team' approach to creating an exceptional wellness culture for our people.	Create a VVB wide Wellbeing Steering Group involving representation from each element of our business.	Identify, train and support VVB Wellbeing Champions to drive impact across VVB.	Identify, train and support VVB Wellbeing Champions in each business sector to drive impact across each VVB sector.
	Wellbeing interviews undertaken as part of new starter inductions to capture their previous experience of wellbeing best practice.	Wellbeing section added to the employee objective process with each employee making an annual commitment to wellbeing.	Participate in the Mind Workplace Wellbeing Index to assess our wellbeing progress.



# OPPORTUNITY

	2021	2022	2023
<b>SAFE</b> Proactively seek industry led innovation to drive continuous SAFE improvements in our business.	All new VVB projects to use 'A-Site' as the project construction management system.	Establish data links between A-Site, Notify and Power BI to create live, intelligence lead reporting dashboards.	Utilise centralised intelligence from A-Site and Notify on Power BI to make intelligence lead safe decisions.
	Introduction of 'Kamishibhai' system on projects for quick quality and safety checks for all site teams to complete.	Using the findings from 'Kamishibhai, create 'How to Guides' for re-occurring quality and safety issues.	Increase the use of 'How to Guides' across VVB projects through the provision of augmented reality.
<b>SUSTAINABLE</b> Creation of a culture that attracts, develops and retains talent.	Launch a VVBDevelop Programme for both trade and management roles.	10% of new and replacement supervisor/management roles to come from within the VVBDevelop Programme.	25% of new and replacement supervisor/management roles to come from within the VVBDevelop Programme.
	Minimum of 1 apprentice/graduate employed by VVB per £3million of direct delivery project turnover.	Minimum of 1 apprentice/graduate employed by VVB per £2.75million of direct delivery project turnover.	Minimum of 1 apprentice/graduate employed by VVB per £2.5million of direct delivery project turnover.
<b>WELLBEING</b> Support the wellbeing of our people and their families through the provision of wellbeing information and services.	Establish a VVB Employee Wellbeing Webpage with access to wellbeing resources for employees and their families.	Offer further wellbeing access/support for employees and their families, such as discounts for BUPA Medical Insurance family cover.	Hold annual wellbeing events for VVB employees and their families to attend.
	Quarterly Health Focus across VVB rotating between physical and mental wellbeing.	Monthly Health Focus across VVB rotating between physical, mental, financial and social wellbeing.	Monthly Health Focus across VVB on physical, mental, financial and social wellbeing.



# OWNERSHIP

	2021	2022	2023
<b>SAFE</b> All our people are responsible and accountable for identifying and managing our business risks.	Business Risk Management E-Learning Programme to be created and rolled out across VVB.	Bi-annual functional risk reviews to be undertaken in keeping with business risk register.	Cross business review programme to be implemented with business wide review teams reviewing approach to business risk management.
	Working with cross business representation, create a VVB visual standards library covering all areas of SAFE.	Implement VVB SAFE Visual standards across all new projects.	Mandate VVB SAFE Visual standards to all VVB supply chain.
<b>SUSTAINABLE</b> We own and are accountable for responsible sourcing of our supply chain and the materials we use.	100% of VVB supply chain to sign up and commit to our Modern Slavery Pledge.	Audit 50% of VVB supply chain against our Modern Slavery Pledge.	Audit 100% of VVB supply chain against our Modern Slavery Pledge.
	10% total project spend invested in the local area, with 1% spent within the community being worked in.	15% total project spend invested in the local area, with 5% spent within the community being worked in.	25% total project spend invested in the local area, with 10% spent within the community being worked in.
<b>WELLBEING</b> We empower our people to own their wellbeing in an environment of openness and honesty.	25% of VVB white-collar employees attend the provided annual health check through BUPA.	50% of VVB white-collar employees attend the provided annual health check through BUPA.	75% of all VVB employees attend the provided annual health check through BUPA.
	£25 donated to a wellbeing charity for every 5 wellbeing suggestions raised and each time the VVB Employee Assistance Programme is used.	£50 donated to a wellbeing charity for every 5 wellbeing suggestions raised and each time the VVB Employee Assistance Programme is used.	£75 donated to a wellbeing charity for every 5 wellbeing suggestions raised and each time the VVB Employee Assistance Programme is used.





# RESPONSIBILITY

	2021	2022	2023
<b>SAFE</b> Our core belief of right first time drives assurance throughout project lifecycles.	Establish leading and lagging QUALITY metrics in the same way as health and safety.	10% reduction in quality lagging rates and 10% increase in leading rates compared to 2021 baseline.	25% reduction in quality lagging rates and 25% increase in leading rates compared to 2021 baseline.
	Delivery of a Leadership, Management and Supervision quality based E-Learning training programme.	Define, produce and roll out a quality behavioural programme called 'Proactively Caring for Quality'.	'Proactively Caring for Quality' Champions to be appointed in each sector and on each project.
<b>SUSTAINABLE</b> Our people create social value by supporting others and their communities.	Working with Business in the Community, launch a community involvement programme.	50% of VVB employees to partake in 1 or more community involvement days.	100% of VVB employees to partake in 1 or more community involvement days.
	Every new project to have a social value plan.	5-10% of project value is created in social value directly through the project.	10-15% of project value is created in social value directly through the project.
<b>WELLBEING</b> We are accountable for creating and embodying a culture of wellbeing for our employees and the industry we work in.	Support various Wellbeing days throughout the year.	Bi-annual Wellbeing days held across the business for all employees, one of which is mental health.	VVB Wellbeing week held across the business for all employees and projects.
	VVB partners and supports at least one construction themed wellbeing charity.	Roll out Wellbeing information boards across all sites and offices highlighting key industry wellbeing issues.	Partner with customers to create shared Wellbeing Events.





# RESPECT

	2021	2022	2023
<b>SAFE</b> Our people embrace the safety of each other through proactive and inclusive engagement.	25% increase in VVB SAFE Cultural Survey participation rate against 2020 survey participation rate.	20% increase in VVB Cultural Survey participation rate against 2021 survey participation rate.	15% increase in VVB Cultural Survey participation rate against 2022 survey participation rate.
	'SAFE' Engagement forum established to drive better cross business 'SAFE' engagement and improvement.	VVB 'SAFE' Engagement forum held bi-annually and extended to include key supply chain partners.	Sector specific 'SAFE' Engagement forum held quarterly with each project being represented.
<b>SUSTAINABLE</b> An inclusive work environment where everyone is equal.	Every employee completes VVB 'Unconscious Bias' E-Learning to drive greater equality.	Equality in recruitment - 10% of candidates put forward for all roles have a protected characteristic.	Equality in recruitment - 25% of candidates put forward for all roles have a protected characteristic.
	Working with Business in the Community, create a diversity and inclusion programme at VVB.	In partnership with BITC, create EDI baseline measurements.	Working with Business in the Community, further enhance the VVB diversity and inclusion programme and set EDI targets.
<b>WELLBEING</b> We embrace and support our peoples wellbeing challenges without judgement.	Publicise and encourage the use of the VVB Employee Assistance Programme through employee engagement mechanisms.	Implementation of personalised employee wellbeing support action plans for those with specific wellbeing challenges.	All employees have a personalised wellbeing action plan.
	Mental Health Awareness E-Learning course produced for all employees.	All employees to complete Mental Health Awareness E-Learning course.	Department/ functional managers to complete Managing Mental Health at Work E-Learning.



# EXCELLENCE

	2021	2022	2023
<b>SAFE</b> Through 3rd party assurance and customer feedback, we ensure a consistent approach in all we do.	Create and embed 'Proactively Caring for Customers' which is a customer feedback/improvement programme for our customers.	'Proactively Caring for Customers' reviews to be undertaken with each customer main contact at least every three months.	'Proactively Caring for Quality' Champions to carry our customer reviews monthly at a site level in addition to quarterly main customer contact review.
	Customer recommendation process to be established across VVB.	50% of our customers to recommend VVB on projects completing in 2022.	75% of our customers to recommend VVB on projects completing in 2023.
<b>SUSTAINABLE</b> Championing innovation to maximise positive sustainable and environmental impact.	We offer every customer (where appropriate) a modular pre-constructed M&E solution at tender stage.	10% of all VVB installations (where appropriate) are modular and pre-constructed prior to arriving at site.	25% of all VVB installations (where appropriate) are modular and pre-constructed prior to arriving at site.
	Reduce VVB vehicle fleet which are high carbon emitters.	50% VVB vehicle fleet is electric/ hybrid and implement a cycle to work scheme and other incentivisations for employees to purchase low/zero carbon vehicles.	100% VVB vehicle fleet is electric/ hybrid.
<b>WELLBEING</b> We push the boundaries of wellbeing by proactively investing in innovation.	All company issued mobile devices to be pre-loaded with wellbeing applications to support physical and mental wellbeing.	Provide access to discounted wellbeing digital equipment such as smart watches.	Provide employees free access to health related testing provision such as allergy, food intolerance and lifestyle genetics.
	The VVB Wellbeing steering group identify and define wellbeing innovation for future use.	VVB pledges an ongoing financial fund and commitment to support long term wellbeing innovations.	Implementation of wellbeing long term innovation across all employees and projects.

# END RESULT FOCUS

	2021	2022	2023
<b>SAFE</b> A quality focused culture which proactively cares for our people sending them home safe and healthy everyday.	An average VVB Safety culture survey score of above '0.1'.	An average VVB Safety culture survey score of above '0.15'.	An average VVB Safety culture survey score of above '0.25'.
<b>SUSTAINABLE</b> Leaving a lasting legacy for our people and the communities we work in for future growth.	Complete VVB's first Business in the Community Responsible Business Tracker.	VVB see an improved score against the 2021 Business in the Community Responsible Business Tracker outcome.	VVB see an improved score against the 2022 Business in the Community Responsible Business Tracker outcome.
<b>WELLBEING</b> The wellness of our people creates a positive business wide impact in all we do.	Create a Wellbeing baseline through Business in the Communities Responsible Business Tracker.	Utilise BITC Wellbeing advisory to increase Responsible Business Tracker wellbeing score from 2021.	Achieve Wellbeing scores of above cohort average on our BITC Responsible Business Tracker.





## FIND OUT MORE

If you'd like to know more about VVB's commitment to Safe, Sustainable and Wellbeing please get in touch.

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