Value Everyone

UK Diversity & Inclusion Action Plan 2023-25

September 2023

Balfour Beatty

Our Value Everyone D&I Action Plan is designed to deliver the strategic goals published in the our Value Everyone D&I Strategy and should be read in tandem with this document.

This is a rolling 3-year plan that is refreshed annually as our approach evolves to achieve our targets and keep in line with the latest best practice, legislative changes and the needs of our business and the communities in which we work.

The plan sets out actions within four strategic pillars:

- **Lead the Way –** Embed D&I across Balfour Beatty and positively influence across the sector

- **Create Opportunities –** Attract, retain and develop the best diverse talent

- **Develop an Inclusive Culture –** All employees can be themselves and reach their full potential

- **Enable Supply Chain Diversity –** Increase diversity within Procurement and our Supply Chain

A comprehensive communications and engagement plan will underpin these four strategic pillars.

Lead the Way

- Sponsor and participate in industry and D&I partner events to enhance our reputation and share best practice

- Monitor results against published gender and ethnicity targets to measure progress and adjust activity

- Monitor progress against key data points (attraction, engagement, talent, succession, leavers) to identify further areas of action required

- Implement senior level sponsorship/reverse mentoring programmes within Strategic Business Units to broaden understanding of under-represented groups

- Lead regular ExCo reviews of Grade D+ talent, and action planning for key leadership talent, to strengthen diverse succession pools and drive retention

- Achieve Clear Assured D&I Accreditation - Bronze in 2023 and Silver in 2024 to have external verification of our progress and identify improvements

- Achieve Disability confident leader status to be recognised for our support and initiatives for employees and prospective employees who are disabled

- Developing collateral and information pack on D&I to enrich tender document responses

- Model our ethnicity pay gap with a view to publishing alongside our gender pay gap to understand our current position and level of progress

Create Opportunities

- Actively source diverse senior level hires to achieve a higher level of representation across diverse groups

- Deliver Thrive and Empower development programmes to support people from under-represented groups further their careers

- Develop relationships with diverse job boards and investigate other opportunities - Restless, Evenbreak, AFBE, Women into Construction, WISE, to increase diverse hires

- Develop a UK recruitment programme with Renaisi to increase job opportunities for asylum seekers

- Embed the Smart Working approach across the UK to attract and retain talent

- Launch and embed Hiring for Success training to develop hiring manager skills in seeking diverse talent and recruiting inclusively

- Launch Shape Your Career to help employees manage their careers through careers workshops and showcasing diverse role models

- Provide a mentoring proposition to assist any employee from an under-represented group who feels this would support their career

- Embed inclusive job design and job descriptions to ensure that all roles are inclusive and open to all

- Develop strategy and activities to attract and recruit candidates from priority groups e.g. returners to work, refugees, to increase diversity

- Develop our approach to later careers employees, from attraction to retirement, to support a fully inclusive culture

Develop an Inclusive Culture

- Continue to deliver recognition and celebration events to raise awareness and help people value difference

- Refresh our Value Everyone mandatory e-learning & toolbox talk to build understanding across the business

- Establish a useability panel to test new and improved products within IT and other areas to ensure systems and processes are accessible to all

- Roll out the Right to Respect campaign across the business and embed into the culture

- Action employee voice insight from lifecycle, engagement and D&I surveys, focus groups and MyC to increase inclusion

- Create awards and recognition opportunities to reward individuals driving D&I

- Implement an accessibility and inclusivity matrix for all workplaces to ensure they are welcoming to all

- Publish an inclusive communication & events guide to ensure inclusive language, imagery and accessibility

- Review and develop support for parents, carers and life events to increase inclusion

- Encourage employees to share diversity data through local campaigns to understand our baseline data

- Collaborate with the Supply Chain School to develop our Fairness Inclusion and Respect Ambassadors and increase representation to support inclusion across our workplaces

Enable Supply Chain Diversity

- Upskill the procurement team on D&I to develop knowledge that will support their engagement with suppliers

- Engage with all suppliers on our D&I expectations to help us achieve our goals and targets

- Build D&I into the supplier management programme with regular reviews on progress to measure activity

- Develop a D&I pre-qualification questionnaire and introduce to our tender process as a key requirement for all our suppliers to demonstrate commitment to D&I

- Use information received in PQQ responses to identify key suppliers/sub-contractors to work with and help to upskill

- Roll-out Right to Respect to supply chain personnel to help embed an inclusive culture across all our workplaces

- Develop a programme to help upskill suppliers/ sub-contractors on D&I best practice and learn from their best practice

- Identify opportunities to work with organisations that support minority suppliers eg Minority Suppliers UK, to diversify our supply chain

Our Affinity Networks

Ability and Allies

Aim

Raise awareness, remove barriers and provide support to enable people with disabilities or long-term health conditions, including mental health, to join Balfour Beatty and reach their full potential.

Focus Areas

- Raise awareness of disability, long term health conditions, mental health and the support available
- Increase the opportunities for employees with disabilities to join and develop their careers

Gender and Allies

Aim

Greater representation of women across Balfour Beatty enabled by a working environment where employees feel confident, valued and a sense of belonging regardless of gender.

Focus Areas

- Campaign to draw attention to barriers women face within Balfour Beatty and the industry, and drive change
- Create opportunities such as celebratory events to showcase role models from across the business
- Building our community where members can support and empower each other

LGBTQ+ and Allies

Aim

To promote and celebrate Balfour Beatty as a diverse and inclusive company that encourages a culture of respect regardless of sexual orientation or gender identity.

Focus Areas

- Raising awareness through celebrating key dates and taking part in Pride activity
- Support employees who wish to come out at work
- Supporting network members to be themselves and working to remove barriers to enable them to do so

Multi-Cultural and Allies

Aim

To increase the number of multi-cultural colleagues across Balfour Beatty and at leadership levels to address the skills shortage, broaden our talent pool and reflect the communities in which we operate.

Focus Areas

- Increase the opportunities for multicultural employees to join the business and develop their careers
- Increase the membership and breadth of the network
- Connect with other Affinity Networks and externally with customers and supply chain partners to raise awareness of D&I and ethnicity

Neurodiversity and Allies

Aim

To increase the awareness of the strength of neurodiverse (ND) conditions and be industry leading in creating an accessible working environment for neurodivergent people.

Focus Areas

- Celebrate and educate about neurodiversity
- Promote accessible adjustments
- Diversify our audience

Think before you print!