



# Value Everyone

UK Diversity & Inclusion Strategy

June 2024

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**Balfour Beatty**



# Foreword

Diversity and inclusion are essential components of any successful, happy workplace. Becoming truly diverse and inclusive is essential to the health of the company, allowing us to draw on a wide range of perspectives and ideas to deliver solutions for our customers and partners. It also offers an important way of tackling skills gaps.

Since the launch of our first Diversity & Inclusion Strategy in 2018, Balfour Beatty has made significant progress in creating a workplace that is open and welcoming to all. Guided by our employee-led Affinity Networks, we have implemented a wide range of initiatives, including introducing tailored learning and development opportunities; reverse mentoring for the Executive Committee to guide us in taking a proactive role in promoting diversity, both internally and externally; and partnering with expert external organisations that promote diversity and inclusion.

We are absolutely committed to building on the progress we have already made and to taking further steps to ensure our workplaces become increasingly diverse and inclusive. This refreshed Value Everyone Diversity & Inclusion Strategy will be at the heart of our approach. It sets out how we will continue to challenge ourselves and seek new ways to promote and foster a culture of respect and tolerance, so we become the truly diverse, inclusive business we strive to be.

I look forward to seeing how our refreshed 'Value Everyone' Strategy helps to create an even more inclusive and diverse workplace.

## **Leo Quinn**

Group Chief Executive  
Balfour Beatty

# Our Value Everyone Diversity & Inclusion Strategy

High level overview of our strategy.

## Our Governance Model



## Our Strategic Goals

Read more about our Strategic Goals on page 9.

- Be a leader within the industry by empowering our leaders, managers and employees to enable D&I through knowledge, capability and mindset.
- Lead inclusive, innovative and creative solutions for our clients through a diverse and representative workforce.
- Grow a diverse workforce to represent communities in which we work through our sourcing and channel strategy.
- Develop our diverse talent and support their progress within the business.
- Support a culture of psychological safety.
- Act on data, insight and employee feedback to eliminate bias and barriers for under-represented groups, ensuring our workplaces meet inclusivity and accessibility standards.
- Engage and collaborate with our supply chain partners to develop D&I awareness and understanding that will have a positive impact on the sector.

## Our Strategic Pillars

Read more about our Strategic Pillars on page 9.



## Targets

- Female 50% increase on 2021 baseline by 2030.
- Minority Ethnic 60% increase on 2021 baseline by 2030.
- Black 60% increase on 2021 baseline by 2030.

# What is diversity and inclusion?

The terms diversity and inclusion are frequently brought together. Whilst they are complementary, they are different:



## Diversity

Diversity is about the mix of the people, for example, people who are minority ethnic, LGBTQ+, have a disability, are neurodiverse, practice different religions or have different backgrounds, education or perspectives.



## Inclusion

Inclusion is about bringing these people together, understanding and valuing the difference they bring so everyone can be themselves and reach their full potential.

It is not about treating people the same, it is about treating people according to their needs – everyone is different and treating everyone the same would disadvantage many. It is about being fair and creating the conditions in which everyone has an equal opportunity.

We want everyone to feel that they are valued and respected through creating a culture where everyone is able to thrive and reach their full potential, regardless of their identity or background.



# Why is diversity and inclusion important to Balfour Beatty?

We know that to be a successful business we need to attract and retain a diverse range of people who will bring with them the creativity and innovation that will enable us to deliver innovative solutions to our customers and partners and grow as a business. We believe that by having a diverse workforce and an inclusive culture we will be a better business and ultimately it is the right thing to do.

This updated strategy will accelerate our progress on the journey to becoming a truly diverse and inclusive business, where people want to work, feel valued and are able to achieve to their full potential.

Alongside our strategy, we have refreshed our Value Everyone Diversity & Inclusion Action Plan and published Gender and Ethnicity diversity representation targets. Each Strategic Business unit has a scorecard containing the target that needs to be delivered to enable achievement of the overall targets.

For us, diversity and inclusion is not a standalone strategy but has clear links with our [Cultural Framework](#), [Code of Ethics](#) and [Sustainability Strategy](#).

# Our Cultural Framework

Our Cultural Framework is a reflection of who we are now, who we want to be, what we value and what drives the way we work. It provides a simple and clear view of our purpose, values and behaviours under our Build to Last strategy.

Our Behaviours reflect the specific things we will do to consistently deliver to the standard we set out in our values.



## Talk Positively

We're passionate about what we do, talking with pride and enthusiasm about our business, our colleagues, our industry, and our future.



## Collaborate Relentlessly

We're at our best when we share ideas and expertise, build connections and work as a team to drive performance and strengthen relationships.



## Encourage Constantly

We nurture a supportive environment, empowering, motivating and inspiring each other with regular and powerful feedback, giving credit where credit is due so we can all reach our potential.



## Make a Difference

We challenge ourselves to always have a positive impact, find solutions and stand up and be counted when it matters.



## Value Everyone

We are inclusive, celebrating difference and respecting one another for who we are and the perspectives we bring to the table.

Value Everyone is also the ethos for the strategy set out in the document.

# Our Code of Ethics

Underpinned by our Cultural Framework, our Code of Ethics sets out clearly the principles that should guide our everyday decision-making to ensure we all do the right thing. That includes treating each other fairly, respecting our business partners and caring for our communities, leaving a legacy we can be proud of.

Doing the  
**Right  
Thing**

**CODE** *of*  
**ETHICS**









# Our Sustainability Strategy

Our Value Everyone Diversity & Inclusion Strategy is a key component of the employee diversity, equity and inclusion focus area in our Building New Futures Sustainability Strategy, acknowledging that people are at the heart of our business and ensuring that we build a sustainable workforce.

## Protecting and enhancing the environment

## Leaving a positive social legacy

	Protecting and enhancing the environment			Leaving a positive social legacy		
Our focus areas	 <b>Climate change</b>	 <b>Nature positive</b>	 <b>Resource efficiency</b>	 <b>Supply chain integrity</b>	 <b>Community engagement</b>	 <b>Employee diversity, equity and inclusion</b>
Our commitments	<b>Mitigate and adapt to climate change</b>	<b>Protect and enhance the natural environment</b>	<b>Deliver resource efficiency through our operations</b>	<b>Empower sustainable suppliers and champion ethical practices</b>	<b>Deliver long lasting social benefits for the communities we operate in</b>	<b>Create a diverse and inclusive organisation</b>
Our targets	42% reduction in Scope 1 and 2 carbon emissions by 2030 <sup>1</sup> Net zero Scope 1 and 2 carbon emissions by 2045 <sup>2</sup> Net zero Scope 1, 2 and 3 carbon emissions by 2050 <sup>1</sup>	Deliver on our clear and measurable targets <sup>3</sup> to halt nature loss by 2030 Nature positive principles embedded across our UK operations to support nature recovery by 2050	Eliminate non-hazardous excavation waste to landfill in the UK by 2030 Zero avoidable waste in the UK by 2040 Zero avoidable waste in the US by 2050	25% reduction in Scope 3 carbon emissions from purchased goods and services by 2030 <sup>1</sup>	£3 billion of social value created in the UK by 2025 <sup>4</sup>	Increase the number of female colleagues by 50% in the UK by 2030 <sup>3</sup> Increase minority ethnic and black representation by 60% in the UK by 2030 <sup>3</sup>

1 - measured against a 2020 baseline and verified by the SBTi  
 3 - targets to be set in 2025

2 - measured against a 2020 baseline, not verified by the SBTi as the SBTi only validate our near (2030) and long (2050) term targets  
 4 - measured against a 2021 baseline

# Our Governance Model

Leo Quinn, Group Chief Executive, is our board level sponsor for our Value Everyone Diversity & Inclusion Strategy. Progress is reported to our Executive Committee every six months and our Board annually.

The Value Everyone Diversity & Inclusion Strategy is owned by the D&I Steering Committee which comprises members of the Executive Committee or direct reports to the Executive Committee, who are the Sponsors of the Affinity Networks, and supported by the D&I function in HR. It is business run and is a key part of the operating model within Balfour Beatty.

Our D&I Working Group is responsible for the delivery of the Value Everyone Diversity & Inclusion Strategy via implementation of the Value Everyone Plan. This group comprises members from each of the Strategic Business Units and specialist functions including procurement, communications, facilities and HR, plus representatives of the employee-led Affinity Networks.

Each of the Strategic Business Units have a D&I Group which is responsible for delivering local activity reflecting business and community needs whilst supporting the overall Value Everyone Action Plan.

CEO - Board Level Sponsor

D&I Steering Committee

UK D&I Working Group

Strategic Business Unit  
D&I Working Groups,  
Forums & Councils

Affinity Networks -  
Ability, Gender, LGBTQ+,  
Multi-Cultural, Neurodiversity

D&I Champions and FIR Ambassadors



# Our Strategic Goals

Value Everyone means living diversity and inclusion every day. It is not just about representation, although we are committed to establishing a diverse workforce, it is about what we gain from each employee's unique experiences, perspectives and ambitions.

We can only achieve this with an inclusive culture where everyone can be themselves to perform at their best.

## Our Strategic Goals are to:

- Be a leader within the industry by empowering our leaders, managers, and employees to enable D&I through knowledge, capability and mindset.
- Deliver inclusive, innovative, and creative solutions for our clients through a diverse and representative workforce.
- Grow our diverse workforce to represent communities in which we are working through our sourcing and channel strategy.
- Develop our diverse talent and support their progression within the business.
- Support a culture of psychological safety.
- Act on data, insight and employee feedback to eliminate bias and barriers for under-represented groups, ensuring our workplaces meet inclusivity and accessibility standards.
- Engage and collaborate with our supply chain partners to develop D&I awareness and understanding that will have a positive impact on the sector.

## Our Value Everyone Diversity & Inclusion Action Plan will deliver these goals through actions aligned to four Strategic Pillars:

### 1 Lead the Way

Embed D&I across Balfour Beatty and positively influence across the sector.

### 2 Create Opportunities

Attract, retain and develop the best diverse talent.

### 3 Develop an Inclusive Culture

Ensure everyone can be themselves and reach their full potential.

### 4 Enable Supply Chain Diversity

Increase diversity within our supply chain.

Underpinned by our communication channels to raise awareness, educate and celebrate difference.

# Our Targets and Measures of Success

Our long-term ambition is to have a workforce that reflects the population of the UK, in line with the England and Wales 2021 census.

We know that we are on a journey, so we have set targets to achieve by 2030:

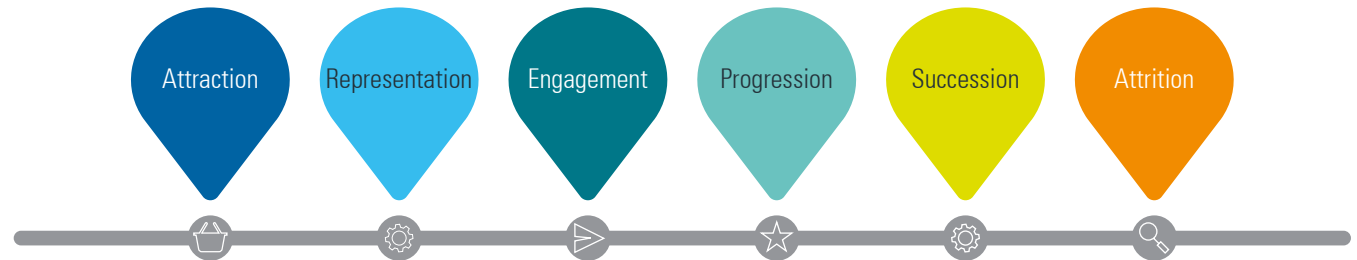
- Female representation to increase by 50% on our baseline of December 2021.
- Minority Ethnic and Black representation to increase by 60% on our baseline of December 2021.

We are aiming to achieve the FTSE Women Leaders Review and Parker Report recommendations for Female and Minority Ethnic representation as soon as is practicably possible through succession planning for the Board and other initiatives for senior leaders within the business.

Our targets when achieved, will help us to better reflect the communities in which we are working in and enrich the organisation with the diversity of thought, perspectives and innovation that a more diverse workforce will bring.

We will update on performance against targets in our Annual Report.

Internally we will track progress through these key measures:



In 2023 we'll begin to measure our progress through the Clear Assured Global Inclusion Standard accreditation. We also aim to raise our status from a Disability Confident Employer to Leader by 2024 and maintain our Menopause Friendly Employer accreditation and Restless Age Diverse Employer accreditations achieved in 2022.



We have also pledged to deliver the requirements in the Chartered Institute of Building (CIOB) Diversity & Inclusion Charter and the Audeliss Open letter to UK business in response to #BlackLivesMatter.

We continue to measure employee opinion through our Engagement Survey to inform the development of our Value Everyone Action Plan, asking:

- At Balfour Beatty our culture is inclusive to all people regardless of difference
- I feel comfortable I can be myself at work
- We talk about D&I where I work
- I see action toward improving D&I where I work

Our My Contribution employee ideas platform gives our employees the opportunity to share their ideas for how we can improve D&I in Balfour Beatty.

# Supporting our Value Everyone Diversity & Inclusion Strategy

Balfour Beatty views D&I in the broadest sense as everyone has different backgrounds, experiences, perspectives and challenges, so we strive to support all our people to achieve their full potential.

## Affinity Networks

Balfour Beatty has five Affinity Networks supporting their members, driving inclusion and acting as a feedback loop between employees and the D&I Steering Group. The Co-Chairs are active members of the D&I Working Group and take responsibility on behalf of the Affinity Networks, for delivering actions within the Value Everyone Plan.

The Affinity Networks are:

- Ability & Allies
- Gender & Allies
- LGBTQ+ & Allies
- Multi-Cultural & Allies
- Neurodiversity & Allies

## Specialist Groups

To support our employees throughout their life as well as career events, specialist groups, both corporate and employee led, support individuals, raise awareness and drive change on bereavement, domestic abuse, menopause, caring and parenting.

## Support within the business

Trained D&I Champions raise awareness and support D&I events and activities in their Strategic Business Unit.

As members of the Supply Chain School, our trained Fairness, Inclusion and Respect (FIR) Ambassadors deliver toolbox talks to build an inclusive culture in the workplace.

Qualified Mental Health First Aiders play an active role in supporting employees across the business.

## Partnerships and memberships

We work with a group of leading external partners to develop relationships, learn from their specialist knowledge and benefit from external verification and benchmarks. We limit the wide range of pledges and partnerships we support to focus on quality relationships that will most effectively drive the delivery of our strategy and plan.



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