



Building New Futures

# Sustainability in the UK

May 2021

**Balfour Beatty**



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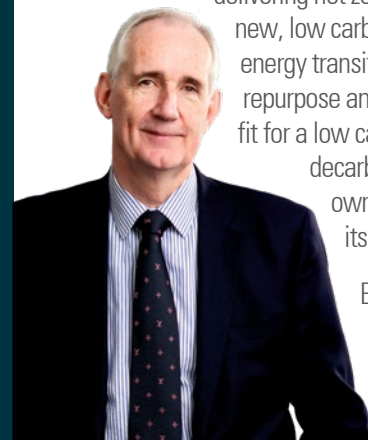
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# Foreword

With the UK hosting the COP26 conference in November 2021, sustainability, and delivering the step change needed to reduce carbon emissions across the economy, are front and centre of domestic and global agendas.

Building on the leadership it showed in becoming the first country to pass legislation for net zero, the UK Government is legislating to deliver 78% of the reductions needed by 2035. It is also bringing in legally binding targets to drive environmental improvements including cleaner air and water, less waste and improved biodiversity. All part of the Government’s aim to ‘build back better’ by building back greener.

As a cornerstone of the economy, the construction and infrastructure industry will be central to building back better and delivering net zero. It will design, build and operate new, low carbon infrastructure, from the clean energy transition to zero emission transport. It will repurpose and retrofit existing assets, making them fit for a low carbon future. And it will also have to decarbonise and make more sustainable its own operations – significantly reducing its environmental footprint.



Balfour Beatty has long been at the vanguard of sustainability, having reduced its carbon emissions by 51% since 2010. For us, this is the right

thing to do: for future generations; the communities we work with; and for our own business – ensuring that we continue to go from strength to strength by seizing the opportunities a sustainable future offers. But we want to go further.

In December 2020, we refreshed our Group-wide Sustainability Strategy, “Building New Futures”. Focused on the three areas most important to our business – the environment, materials and communities – the Strategy sets out how we will be bolder in becoming even more sustainable. It re-energises our approach, setting firm 2030 Targets, including a formal commitment to set a science-based target to reduce carbon emissions, and outlines our 2040 Ambitions to go Beyond Net Zero Carbon, Generate Zero Waste and Positively Impact More than 1 Million People.

Although the ambitions span our UK, US and Hong Kong operations, achieving them depends on the local context in each of our geographies: on our customers and the specifications they set; on collaboration with supply chain partners; and on delivering the best outcomes for the communities we work with. We will only deliver our goals if we all pull together. This document sets out in more detail how we will do that in the UK – helping build better futures for everyone.

**Leo Quinn**  
Group Chief Executive  
May 2021

# UK Focus Areas

Underpinned by our 2030 targets that are aligned to the UN’s Sustainable Development Goals<sup>1</sup> (SDGs) which provide a blueprint to achieve a better and more sustainable future for all, each of our 2040 ambitions focuses on an area that has been identified as the most material to our business by key stakeholder groups including our customers, employees, shareholders and the communities we operate in.

Each area is aligned to one or more SDG with our Strategy as a whole focussing on the parts of SDG 9 – Industry, Innovation and Infrastructure – that are most relevant to us. For more information visit [balfourbeatty.com/sdgs](https://balfourbeatty.com/sdgs)

To help our UK business meet our 2030 targets, we have identified 12 focus areas for our UK operations and each of our businesses has developed a bespoke sustainability action plan to meet the needs of their stakeholders.

### Did you know?

Balfour Beatty is in the FTSE4Good, Sustainalytics<sup>2</sup>, MSCI<sup>3</sup> and Carbon Disclosure Project (CDP) indexes. You can find out more about each at [www.balfourbeatty.com/sustainability-indexes](https://www.balfourbeatty.com/sustainability-indexes)



	<b>Environment</b>	<b>Materials</b>	<b>Communities</b>
	Responding to climate change and managing our impact on the environment	Choosing the right materials, using less materials and creating value from the materials we no longer need	Improving the prosperity and wellbeing of individuals and communities
	<b>UK Focus Areas</b>		
	Reducing our carbon footprint Tackling Scope 3 emissions Improving air quality Biodiversity Net Gain	Modern methods of construction Promoting sustainable materials choices Smart materials management	Making a difference in local communities Supporting our supply chain partners Taking action against modern slavery Creating a diverse and inclusive business Investing in our experts
Group-wide 2030 Targets	Achieve our science-based carbon reduction target	40% reduction in waste generated	£3bn social value generated
	▼	▼	▼
Group-wide 2040 Ambitions	<b>Beyond Net Zero Carbon</b>	<b>Generate Zero Waste</b>	<b>Positively Impact More than 1 Million People</b>

1 – [un.org/sustainabledevelopment/sustainable-development-goals/](https://un.org/sustainabledevelopment/sustainable-development-goals/)

2 – [balfourbeatty.com/sustainalytics](https://balfourbeatty.com/sustainalytics)

3 – [balfourbeatty.com/msci](https://balfourbeatty.com/msci)

## Our 2040 Environment Ambition

# Beyond Net Zero Carbon

We know our industry produces a significant amount of carbon dioxide and other air pollutants. As we work towards our 2040 ambition to go Beyond Net Zero Carbon, our actions will be guided by the implementation of the Institute of Environmental Management and Assessment's (IEMA) Greenhouse Gas Management Hierarchy. These actions will also help improve air quality — an issue of growing concern in the UK due to the impact it has on people's health and the environment.



Our 2040 Environment Ambition

# Beyond Net Zero Carbon

<p><b>2030 target</b></p> <p>Achieve our science-based carbon reduction target<sup>4</sup></p>	<p><b>Measurement</b></p> <p>Tonnes of Scope 1, 2 and 3 emissions</p>
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**Primary UN Sustainability Development Goal**



## Reducing our carbon footprint

Red diesel and diesel are responsible for 85% of our UK direct carbon emissions. By eliminating and reducing our dependence on all kinds of fossil fuels or substituting these for lower carbon alternatives, we're already reducing our carbon footprint ahead of setting our science-based carbon reduction target.

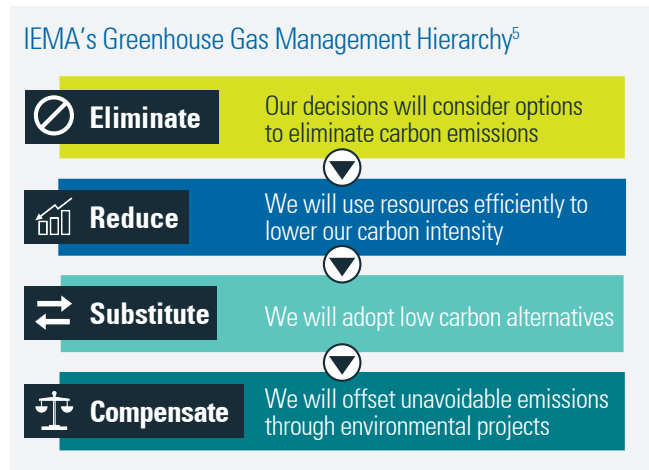
We're taking a hierarchal approach to managing emissions from our plant, phasing out combustion engines wherever we can or moving to hybrid options where this is not possible. We're also introducing plant and equipment that operates using renewable energy including solar powered tower lights and fully electric plant such as excavators charged by on-site renewables or mains electricity where this is not possible.

In collaboration with Sunbelt and Invisible Systems, we have developed state-of-the-art technology to manage the power supply of site compounds and reduce carbon emissions across our construction sites by up to 80%. The system, known as EcoNet,

works by controlling and reducing the energy output from key appliances in cabins. You can find out more about this at [balfourbeatty.com/EcoNet](https://balfourbeatty.com/EcoNet)

We are driving the use of grid connections and battery solutions through our power profiler tool to reduce emissions from red diesel. The power profiler accurately predicts the power demand of project compounds allowing generators and grid connections to be sized efficiently and accurately. We are also trialling new technologies and solutions such as hydrogen and are continuing to retrofit energy saving solutions.

To reduce carbon emissions from our company car fleet, we're installing electric vehicle charging points and have fast-tracked plans to have our company car fleet made up of 100% electric, plug-in hybrid electric or Euro 6 Standard vehicles.



## Zero CO<sub>2</sub> emission excavators

On the A63 improvement scheme in Hull, we're using three of the industry's first electric mini excavators that produce zero tailpipe emissions.

These electric excavators need to be charged daily on a site that has no mains power. Previously a diesel generator would have run 24/7 to provide on-site power, but this would eliminate the environmental benefits gained through the electric excavators. As such, the team turned to innovation yet again, acquiring the Proelectric ProPower Solar Hybrid Generator. This reduced emissions and fuel use by up to 78%, providing clean and silent energy for the electric excavators.



“Fantastic to see yet another leading British business set out both an impressive Net Zero target and the necessary short term action to meet it. Working with Government, it is our brilliant private sector that will create the new clean jobs that will help us build back greener from the pandemic.”

**RT Hon Boris Johnson MP**  
Prime Minister

<sup>4</sup> – We have formally committed to setting a science-based target to reduce our carbon emissions which we will be agreeing with Science Based Targets initiative  
<sup>5</sup> – <https://www.iema.net/document-download/51806>

## Tackling Scope 3 emissions

Understanding and managing our carbon impact is vital to reducing our footprint. We estimate around 80% of our greenhouse gas emissions occur in our supply chain. Recognising this huge area of impact, we're developing a new, consistent approach to accurately measure it and target reductions.

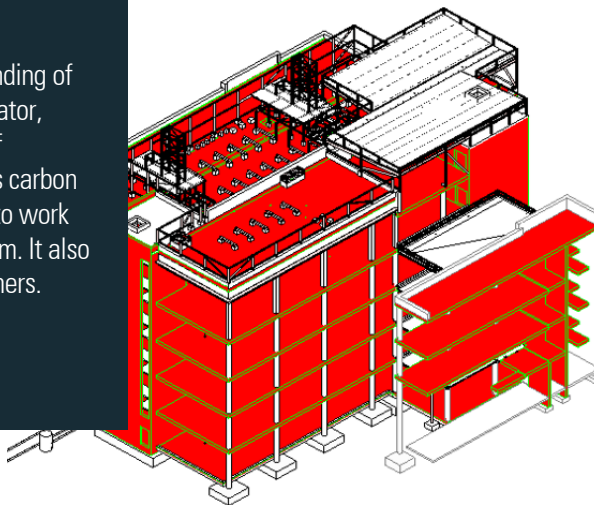
We're already collaborating with our customers, designers, supply chain and academic partners to reduce emissions in areas that have the biggest carbon impact and offer low carbon alternatives, including steel and cement production and it is our aim that the products and materials we procure are net zero carbon by 2040.

Through our own actions, we aim to be a role model for our partners.

### AutoBIM Carbon Calculator

We've had early successes in improving our understanding of carbon in our supply chain with our new carbon calculator, developed with Leeds Beckett University, University of Hertfordshire and White Frog. The calculator identifies carbon hotspots in Building Information Models, allowing us to work with designers and architects to reduce or remove them. It also helps us to offer low carbon alternatives to our customers.

You can find out more about this at:  
[www.autobim.co.uk/auto-bimpopulate](http://www.autobim.co.uk/auto-bimpopulate)



### Piling rig retrofit – the first EU Stage V equivalent retrofit

Collaborating with HS2, EminoX, Emissions Analytics, and the Centre for Low Emission Construction, we've successfully retrofitted one of our Junttan piling rigs to convert its Stage IIIA engine to meet the latest EU Stage V emissions requirements. The successful pilot of the retrofit solution is the first of its kind in the UK and uses new technology to reduce nitrous oxides, hydrocarbons, carbon monoxide and particulate emissions, with the results verified by the Energy Savings Trust. The retrofit cost a fraction of the cost of purchasing new equipment to meet the emissions requirements being set by HS2 and a trial is now underway to use the solution on larger machines.

### Improving air quality

With engine standards improving, existing plant and machinery running on Stage IIIA and IIIB engines is at risk of becoming obsolete due to the harmful emissions these engines produce. To tackle this problem, we're retrofitting existing specialist plant to bring it in line with the latest engine standards. We are working with our supply chain to invest in new plant and the Construction Equipment Association to label plant with CESAR Emissions Compliance Verification information that provides clear colour coded labelling on the emissions standard of an engine.

We're also taking steps to ensure all our car fleet is either fully electric or hybrid as described on page 5 and are bringing in electric light commercial vehicles which will also help reduce the noise and emissions from our operations - making us better neighbours to the local communities we work in.

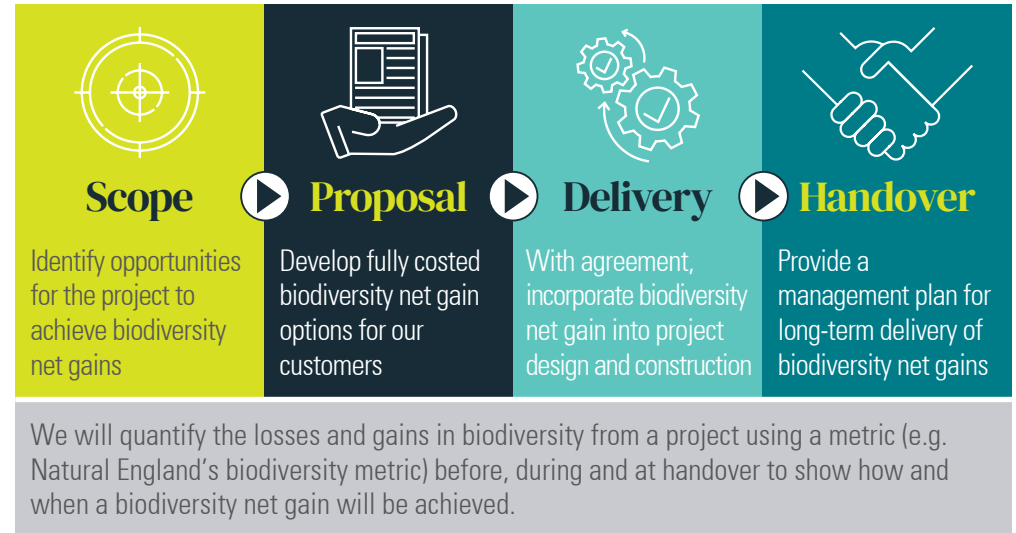
## Biodiversity Net Gain

Before COVID-19 struck in early 2020, the UK Government committed to invest £100 billion in public infrastructure over the next five years on projects including road and rail transport, social housing, energy, flood defence and communications infrastructure. Now as we emerge from the pandemic, further schemes are being announced to stimulate the economy, as part of the Government’s ten-point plan intended to kick-start a ‘green industrial revolution’ in the UK.

However, while these projects aim to boost the UK’s economy, the different ecosystems they impact mean that simply mitigating ecological effects is not enough. We need to go further and deliver biodiversity net gains that enhance the ecosystems that support human, animal and plant life.

Biodiversity Net Gain is something that we’re proud to have led the way on. Back in 2016, we worked with the UK Government, non-government bodies and the wider industry to publish the UK’s Good Practice Principles for Biodiversity Net Gain<sup>6</sup>. Since then, we have continued to support the development of expertise in this field through training programmes and providing support to our customers.

Recognising the importance of biodiversity and the wider positive impact it can have on wellbeing, the economy, air quality and carbon, we’re investing in and expanding our biodiversity and ecological expertise. We’re also supporting our customers by providing practical and fully costed options for our projects to achieve biodiversity net gains, which are based on the UK’s Biodiversity Net Gain Good Practice Principles. The implementation of our recommended biodiversity net gain option will be measured by comparing the type, amount and quality of habitats before and post works using standardised metrics.



### Partnering with SCAPE to offer Biodiversity Net Gain options

Working in partnership with SCAPE, we offer Biodiversity Net Gain options on every project delivered through the SCAPE Civil Engineering frameworks.

On a SCAPE project, we undertook site clearance works in advance of a site redevelopment. Prior to work commencing, we completed a Biodiversity Net Gain review, which showed extensive biodiversity loss would occur without mitigation. Together, we clearly set out the requirements needed to not only avoid this, but to create a Biodiversity Net Gain which would leave a positive sustainable legacy within the community. This was achieved by helping the client to secure £140,000 of funding for a new biodiversity park, which strengthens the local ecosystem and as well as providing a new, public green space in a highly deprived area.



### Did you know?

Balfour Beatty is working in collaboration with CIEEM and the University of Oxford to assess if, and how wellbeing can be more directly linked to the UK industry’s good practice approach to Biodiversity Net Gain.

## Our 2040 Materials Ambition

# Generate Zero Waste

The construction industry is one of the UK's largest users of natural resources and produces large amounts of waste, 25 million tonnes of which goes to landfill<sup>7</sup>. Balfour Beatty diverts 99.5% of waste away from landfill and is going further with our ambition to Generate Zero Waste by 2040.





Our 2040 Materials Ambition

# Generate Zero Waste

**2030 target**

40% reduction in tonnes of waste<sup>8</sup> generated per £1 million of revenue<sup>9</sup>

**Measurement**

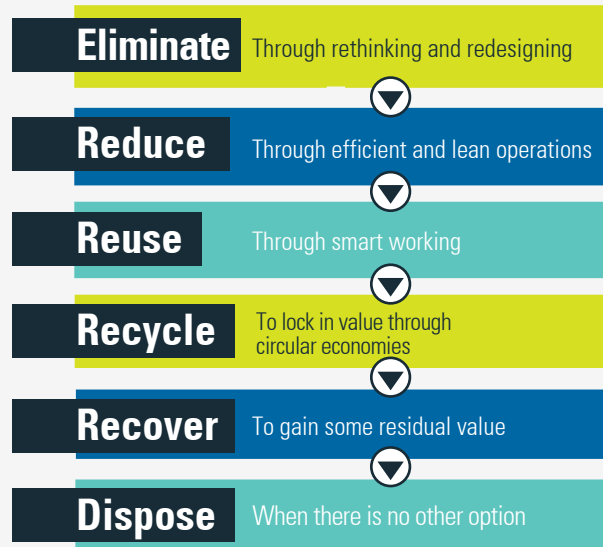
Tonnes of waste<sup>8</sup> generated per £1 million of revenue

**Primary UN Sustainability Development Goal**



To achieve our ambition of generating zero waste by 2040, we're increasingly applying lifecycle principles to the services and solutions we deliver. This means that we are reducing the amount of materials we use and the waste we generate through better design. As part of this, we are selecting sustainable materials for reuse and recycling. Sustainability will always be considered in the materials that we choose.

Waste management hierarchy



**Modern methods of construction**

Moving activity from our sites to manufacturing facilities achieves better quality, increased efficiency and reduced waste. Using our in-house expertise in off-site mechanical and electrical modular systems, pipe and steel fabrication, and working with our supply chain partners we will focus on moving activities away from the construction site and have set a target to reduce our on-site activity by 25% by 2025.

Where we have adopted modern methods of construction such as off-site manufacturing and modularisation, we have successfully reduced the amount of waste and activity on-site which has delivered significant quality, productivity and safety benefits. Digitising the way we work through the use of virtual and augmented reality and scanning technologies is also helping us to reduce waste, risk and site activity, with smart material selection and management leading to a high percentage of infrastructure assets being recycled at the end of their lifecycle.

Sustainable materials choices reduce 11,000 tonnes of stone

On our Hinkley 400kV cable works project, our teams have saved over £120,000 by designing out 11,000 tonnes of stone. This was achieved using SUREGROUND™ Reversible Soil Enhancement System by Soil Science Ltd. The system is mixed with soil to stabilise and increase its

load bearing capacity reducing the need for large volumes of stone. The added benefit of this approach provided a 66% reduction in vehicle movements, which contributed to the reduction of 142 tonnes of CO<sub>2</sub> emissions from the saved materials.



<sup>8</sup> – Excluding hazardous waste  
<sup>9</sup> – Measured against a 2021 baseline

### Promoting sustainable materials choices

When buying directly, our purchasing power and expertise ensures we procure more sustainable products, materials and services, focusing on the products and materials we procure in the highest quantities. We have integrated sustainability considerations into our procurement processes to ensure this is considered across all our purchasing decisions.

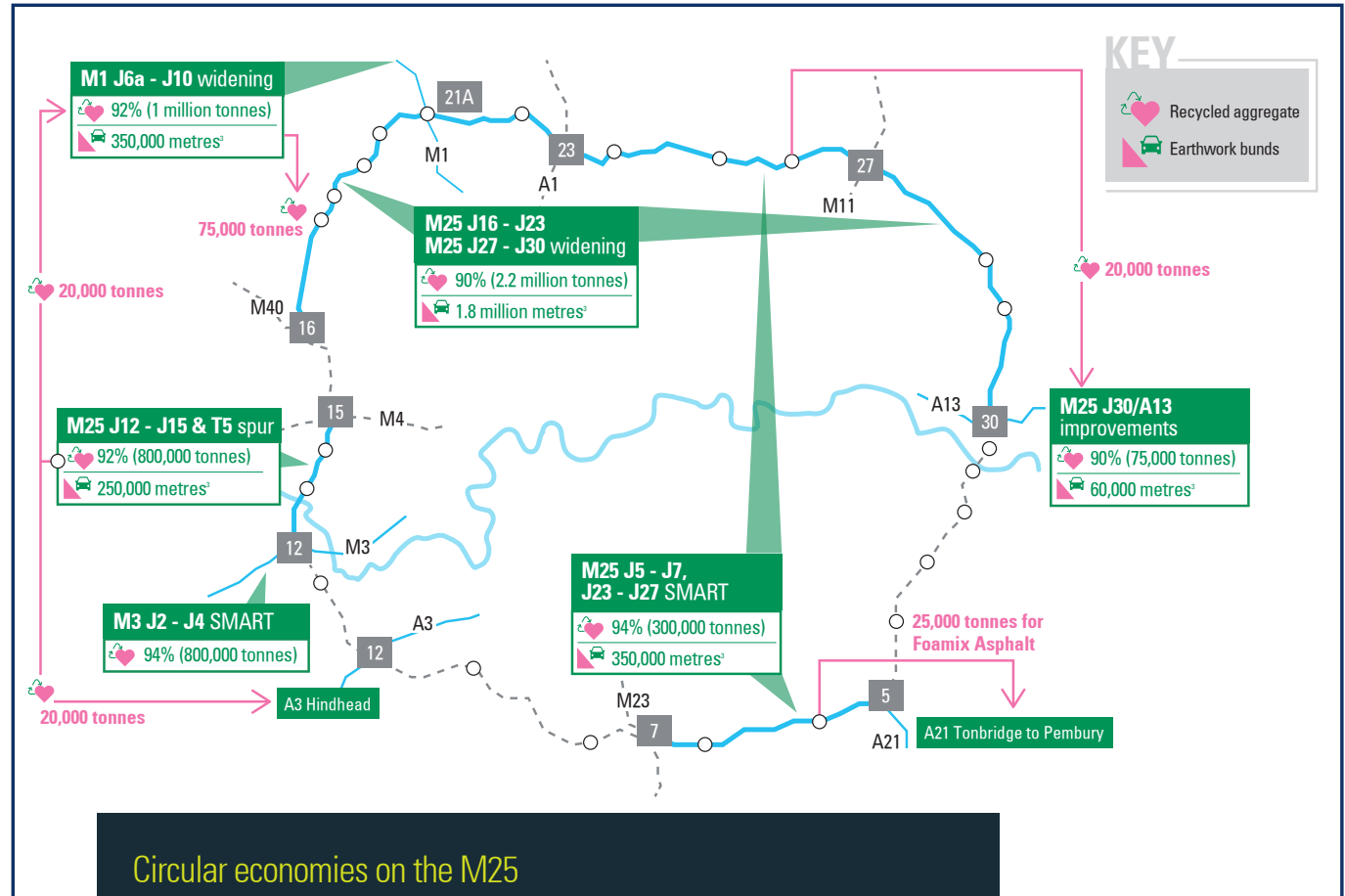
Working closely with our supply chain partners helps us to be aligned with market changes. This ensures that they are aware of our sustainability priorities and encourages them to flag new products and services they are developing, which would be relevant for us and our customers. This enables us to be an early mover and adopter of new sustainable products.

Where we can, we reuse or repurpose materials after use. We are eliminating single-use plastics in our offices and where we are able, we are moving away from using hazardous substances to minimise the impact on the environment.

We will work with our supply chain partners to create material catalogues, which will promote the most sustainable options to our customers making it easier for them to choose the most suitable and relevant materials.

### Smart materials management

By far the biggest volume of material we produce is from excavations. Our approach to materials management is industry leading. We have recycled over 5 million tonnes of site-won materials on our M25 schemes alone. By prioritising the reuse of site-won materials within scheme designs, we eliminate the need to remove them from site. Working with our customers to allow the use of recycled materials reduces the volume of virgin materials required on our schemes as well as driving down the volume of waste generated, pushing us closer to our 2040 ambition to generate zero waste.



### Circular economies on the M25

As part of our contract to design, build, finance, operate and maintain one of Europe's busiest motorways, the M25, we have developed a circular economy to recycle and reuse materials between different work sites. Over a 10-year period, this has resulted in over £30 million in savings through recycling over 5 million tonnes of materials and reusing 3 million cubic metres of surplus earthworks materials in soft landing bunds.

Our 2040 Communities Ambition

# Positively Impact More than 1 Million People

The construction and infrastructure sector has the power to transform lives and build new and better futures. Delivering this 'social value' is not new to Balfour Beatty, it's how we strengthen the communities we work in, support local and small businesses and leave a legacy we're proud of. To make it clear how important this is to us, we've set a 2030 target to generate £3 billion social value and we're making it our ambition to Positively Impact More than 1 Million People by 2040.



Our 2040 Communities Ambition

# Positively Impact More than 1 Million People

**2030 target**

£3 billion social value generated

**Measurement**

Social Value National TOMS Framework<sup>10</sup>

**Primary UN Sustainability Development Goals**



**Making a difference in local communities**

Whilst delivering infrastructure that creates a positive, long-term legacy, our people and supply chain partners positively impact the lives of people through volunteering their time and fundraising for local good causes.

To give something back we have partnered with the Prince’s Trust, Groundwork and Project RECCE and have also developed criteria for our projects to engage with local communities.

Our employees can take up to 16 hours of leave per year to take part in voluntary work. We will facilitate both virtual and ‘in the field’ volunteering opportunities to encourage both our supply chain partners and our own employees to get involved, either by volunteering or fundraising activities.

**Supporting our supply chain partners**



Our supply chain is a key part of our business. With around 80% of our work being delivered by our supply chain partners they are integral to how we operate and to achieving the ambitions we have set out in our Sustainability Strategy. They broaden our reach and impact and are a source of competitive advantage, helping to drive improvement as well as sustainable outcomes and reduce risk in our operations.

**Supporting small and local businesses**

We spend more than any other main contractor in the UK with small and medium businesses - they are integral to how we operate and help create economic growth and support employment across the UK.

The UK Government has set a target that £1 in every £3 should be spent, either directly or through supply chains, with SMEs including voluntary, community and social enterprises. We are proud that we already exceed this target and are committed to continuing to help these businesses grow by procuring locally and engaging in active supply chain development support through a funding partnership with Sustainability Supply Chain School.

**Did you know?**

We have signed the Social Mobility Pledge - committing us to be a force for good by playing our part in closing the growing opportunity gap through outreach, access and recruitment activities.



Photo credit: ©East Wick and Sweetwater

**Delivering the Olympic legacy**

East Wick and Sweetwater forms part of the post-Olympic Games legacy development. Over its lifetime, new schools, nurseries, community spaces and housing will be constructed in the area around the Queen Elizabeth Olympic Park. To date our project to design and build phase one of the development has delivered more than £34 million of social value through employment for apprentices and graduates, volunteering, working with local business and SME’s, careers events and reductions in waste and carbon production.

### Taking action against modern slavery

Modern slavery is an issue which rightly causes significant concern across the UK. Unfortunately, the construction supply chain can be a prime target for those exploiting others, due to the fluctuating workforce and large numbers of people required at key points, with the biggest risks lying in material, labour and subcontractor procurement. The construction and infrastructure industry has a key role to play in fighting modern slavery.

Balfour Beatty is committed to working within our own business and supply chain to ensure that we implement a proactive approach to tackling hidden labour exploitation and reducing the likelihood of these practices occurring. We have produced guidance that sets out our requirement for all subcontractors and suppliers to provide details of the actions they are taking to ensure modern slavery is not taking place in any part of their business or supply chain. These requirements will reduce the risk of modern slavery in our supply chain and give us and our stakeholders confidence that people are not being treated as commodities and exploited for criminal gain.

Using our existing approach as a platform, we will continue to work with the UK Government and others to help eliminate modern slavery, ensuring that our policies are up-to-date and fit-for-purpose. You can find out more about our approach at [balfourbeatty.com/modern\\_slavery](https://www.balfourbeatty.com/modern_slavery)

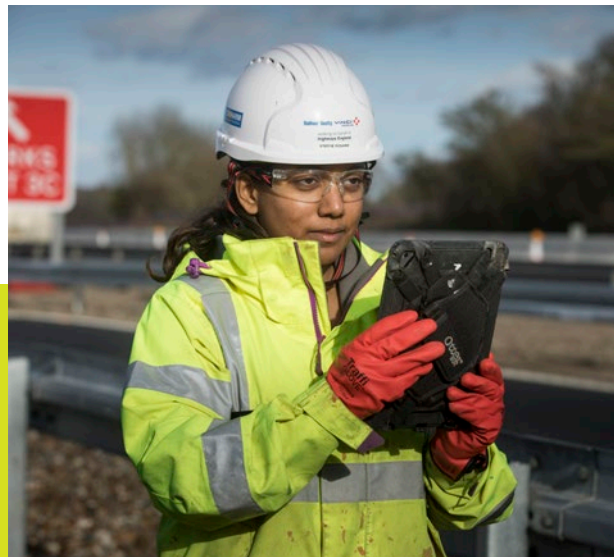
### Mentoring our senior leaders

In order to build an understanding of the barriers and experiences facing under represented groups we run reverse mentoring programmes for our Executive Team and for Leaders across all our Business Units.

### Creating a diverse & inclusive business

We are committed to creating a diverse workforce and an inclusive culture where everyone can be themselves and reach their full potential, not only because this is the right thing to do, but because it makes us a better business.

To ensure we deliver on this commitment, we have a UK Diversity and Inclusion Action Plan which sets out the wide range of targeted, proactive, measurable steps we are taking to make this a reality. Our actions are already yielding results. Our October 2020 Employee Engagement Survey saw 79% of our UK and Ireland workforce tell us that Balfour Beatty's culture is inclusive to all people regardless of difference. We are heading in the right direction - but we know that a lot more work needs to be done. You can read our UK Diversity and Inclusion Action Plan in full at [www.balfourbeatty.com/value\\_everyone](https://www.balfourbeatty.com/value_everyone)



### Our Affinity Networks

We have four employee-led Affinity Networks that help us to build understanding in all areas of diversity and inclusion. They help to formulate action plans for us to take forward and promote a more inclusive workplace that enables creativity, innovation and understanding.

#### LGBT+

The aim of this network is 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.

#### Multi-Cultural

The aim of this network is to increase the number of Black, Asian and Minority Ethnic people across Balfour Beatty and at leadership levels to address the skills shortage, broaden our talent pool and reflect the communities in which we operate.

#### Ability

Our Ability network help to identify and remove barriers to enable more people with disabilities to be employed by Balfour Beatty and to reach their full potential. They also help us raise awareness, improve understanding and provide support to staff around mental health issues.

#### Gender

To improve gender balance across Balfour Beatty, our Gender network addresses skills shortages and broadens talent pools by creating an inclusive environment in which all employees feel confident and valued.

### Investing in our experts

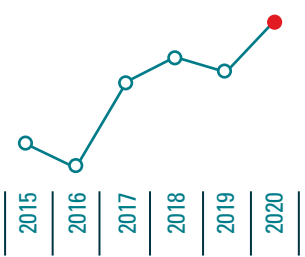
Recruiting the next generation of experts

We are committed to creating a skilled workforce and investing in a strong talent pipeline for the construction and infrastructure industry. We have spearheaded efforts to attract, recruit and retain the next generation of talent through the work we do with The 5% Club, a dynamic movement of employers committed to 'earn & learn' roles as part of ensuring Britain's social mobility and shared prosperity. Our Group Chief Executive, Leo Quinn, founded The 5% Club back in 2013.



Making sure we have the skills and capability to deliver in the future, we're working closely with Design, Engineer and Construct (DEC), an accredited learning programme for secondary school students that has been developed to inspire young people to take up careers in construction. All our graduates and apprentices are also encouraged to be ambassadors for Science, Technology, Engineering and Mathematics (STEM) careers, visiting schools and colleges to bring the subjects to life for young people and inspire them to pursue a career in one of these areas.

4.6% 4.3% 5.3% 5.6% 5.4% 6.0%



% of our workforce in earn and learn positions

#### Did you know?

We've worked with the Prince's Trust for over 15 years and enabled 400 young people to access employment opportunities in the construction industry.



### Innovative training partnership

We've teamed up with Flannery Plant Hire, one of the UK's leading plant hire specialists to launch a purpose-built training facility in Birmingham offering innovative training programmes to inspire young people and upskill current plant operators.

The Operator Skills Hub is set to deliver the first Trailblazer Plant Operative Apprentices in 2021, aiming to support 30 young people in its first year.

The facility will also increase the retention of skilled operators, providing 200 supplementary courses to enhance existing knowledge and train over 500 operators in readiness for HS2.

Key to addressing the construction and infrastructure sectors significant skills shortage, the facility will utilise state-of-the-art training simulators as well as the latest semi-autonomous vehicles to prepare plant operators and apprentices for the modern-day, digitally-enabled construction site.



Creating a skilled workforce

Our people are our experts, they are what make us a market leader. Investing in the development of our people helps our employees to develop their skills, progress their career and keeps us at the forefront of our industry. Our 70:20:10 model helps our employees understand there are many different ways to learn, and to take advantage of all of them. The model provides the right blend of on-the-job, informal and formal learning, with formal learning delivered by the Balfour Beatty Academy.

Through the Balfour Beatty Academy employees can find information, tools and resources to support self guided learning, get inspiration on different ways to learn and also the wide range of learning programmes that we offer.



My Contribution

My Contribution ensures that every member of our workforce is engaged and has a personal stake in making the business stronger and helping us to deliver continuous improvement for all our stakeholders. It engages our employees and their ideas to bring about positive business change and encourages and empowers everyone to be an innovator and for innovation to take place across every part of our business. It has played a key role in helping Balfour Beatty go from strength to strength over the past five years, and has proven its value most recently during the COVID-19 pandemic, when our workforce used it to share ideas to ensure that Balfour Beatty was able to innovate and adapt to new ways of working.

Most importantly, My Contribution delivers a clear message that each and every one of our employees can drive change and deliver benefits for our stakeholders. My Contribution allows creative thinking to flourish and helps ensure our workforce is invested in driving our business forward.

Bouncing Back from COVID-19

In April 2020, we ran a My Contribution campaign called ‘Bouncing Back’ to make sure Balfour Beatty was in the best possible position to rebound from the COVID-19 pandemic. In particular, we were asking colleagues for:

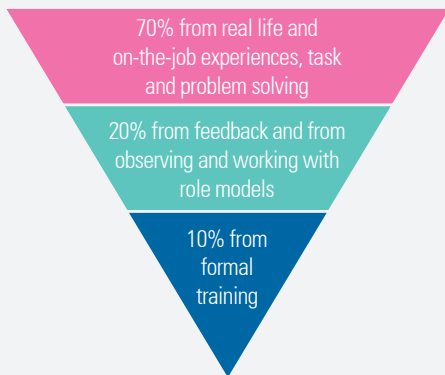
- Anything that could potentially drive a productivity benefit to the tune of £10,000 - £1 million
- Anything that could mean our sites can open faster and safer across the UK
- Ideas that could get our industry back on its feet and secure its future

Over the course of the campaign, our workforce in the UK and US generated more than 550 ideas. These fell into four core themes:

- A Great Place to Work: This includes new ways of working from encouraging more flexible approaches to reducing travel and carbon emissions
- Digital Future: Exploring how we can use technology to enhance how we operate as a business, reduce our carbon emissions, and deliver better for our customers
- Back to Business: Considering how our sites can scale back up in the new normal, from embedding new approaches using technology to ongoing social distancing
- New Markets and Capabilities: Examining opportunities for utilising our skills and expertise, in new and adjacent markets as well as optimising the use of services from across Balfour Beatty

Combined, the ideas in these themes formed a strategic roadmap which will help make sure that Balfour Beatty is fighting fit and gets back to full productivity - and more - as quickly as possible. This will allow us to seize the moment and turn this dreadful crisis into an opportunity.

70:20:10 development model



Our refreshed Cultural Framework, launched in December 2020, includes ‘Sustainable’ as a new value, alongside Lean, Expert, Trusted and Safe. Embedded in our operations and our business processes, our Cultural Framework supports business decisions, investments and our actions.

Our strategy

Build to Last

Our purpose

Building New Futures

Our values

- Lean
- Expert
- Trusted
- Safe
- Sustainable

Our behaviours

- Talk Positively
- Collaborate Relentlessly
- Encourage Constantly
- Make a Difference
- Value Everyone

You can find our  
Sustainability Strategy online at  
[balfourbeatty.com/sustainabilitystrategy](https://balfourbeatty.com/sustainabilitystrategy)

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[www.balfourbeatty.com/sustainability](https://www.balfourbeatty.com/sustainability)



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