



Value Everyone

UK Action Plan 2022 - 2024

Balfour Beatty



The work Balfour Beatty does makes a difference to millions of people every day. We are proud of what we do and who we are. 'Value Everyone', one of the five behaviours in Balfour Beatty's Cultural Framework, is one of the principles that guides how we operate: we celebrate difference, we respect one another and we prize the ideas and solutions sparked by a melting pot of views and perspectives. For us, diversity is strength.

This refreshed 3-year UK Action Plan sets out in detail the steps we will take and the targets we have set ourselves to boost the diversity of our business. But our priority remains to continue to embed a truly inclusive culture: ensuring that everyone feels that they have a place at Balfour Beatty; that they are valued and respected for who they are and what they bring to the table; and that they have the support they need to stay and grow within our business. We will always champion diversity and inclusion in all that we do.



Leo Quinn
Group Chief Executive
Balfour Beatty

Our business case for diversity and inclusion

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.



Meet current and future skill demands

Diversity of people, experience and perspectives leads to diversity of skills that are essential to meet our business goals and customer needs.



Achieve greater creativity and innovation

Encouraging diversity of perspectives, experience and ways of thinking enhances our capacity for creativity and innovation.



Broaden our talent pools

We need to attract the best of the next generation of experts to Balfour Beatty and ensure we represent the communities in which we work.



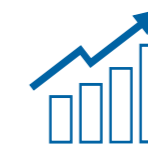
Strengthen the employee experience

By creating a welcoming, supportive and safe environment, everyone can be themselves and perform at their best.



Retain our experts

An inclusive culture helps us retain our experts as they thrive and feel valued.



Enhance business performance

Cultural diversity and a feeling of belonging can increase employee engagement and as a result enhance our business performance.

Governance model

Collaborating to promote diversity and inclusion

As a company that looks to achieve meaningful, sustainable changes, not quick fixes, we recognise that change must be led from the top. Our Group Chief Executive, Leo Quinn, is our Board-level sponsor for Diversity and Inclusion, ensuring momentum and a true cultural shift throughout our organisation.

The D&I Steering Committee is made up of Executive Sponsors for the Affinity Networks who are Executive Committee or division board level members and actively support the D&I culture change within the business.

We work with a number of organisations to support our aims and each of our four Affinity Networks are supported by external partners to help them achieve their goals.



Our diversity & inclusion goals

To create a diverse workplace and a culture of inclusion and respect, we will focus on the following:



- 1 Leadership**
Support our leaders to embed diversity and inclusion across Balfour Beatty and collaborate across the sector.
- 2 Communication**
Raise awareness, educate and celebrate difference to promote diversity and inclusion internally and externally.
- 3 Culture**
Create an inclusive environment where all employees feel they belong, can be themselves at work and perform at their best.
- 4 Creating opportunities**
Recruit and retain the best available talent, representative of the communities in which we operate, to enable us to create high performing, innovative teams and meet future skills demands.
- 5 Procurement and supply chain**
Increase diversity of the organisations that we trade with, promoting an inclusive culture throughout our supply chain.



Leadership

Aim	Action	Outcome	Responsibility
<p>We will support our leaders to embed diversity and inclusion across Balfour Beatty, and collaborate across the sector.</p>	<p>Develop and review diversity and inclusion (D&I) data, KPIs and insight</p> <ul style="list-style-type: none"> Establish a D&I data pack of key areas for measurement and review (hiring; retention; participation in Talent and Empower/Thrive programmes; engagement results) Monitor employee engagement by diverse group Monitor leaver data by diverse group 	<p>Assess D&I progress and gaps</p> <p>Data and insight drives targeted action and improvement</p>	<p>Employee Services (data production)</p> <p>Central D&I / HRLT / D&I Steerco (Review)</p>
	<p>Demonstrate leadership within our sector</p> <ul style="list-style-type: none"> Senior leader engagement - attendance and speaking on D&I panels, events and D&I awards judging panels Senior leader participation on D&I panels Participation in D&I and other sector events aligned to delivery of our Value Everyone Action Plan Exhibit at selected events in support of our D&I partnerships Achieve 33% female representation at Board and Exco level in line with recommendations from Hampton-Alexander review All leaders to take responsibility for driving an inclusive culture and calling out inappropriate behaviours Introduce a D&I objective for Exco and Exco -1 	<p>Increased collaboration across the sector with customers and supply chain</p> <p>Positive brand profile</p> <p>Ensure our leaders are working to support D&I goals</p>	<p>Senior Leaders</p> <p>D&I Steerco</p>
	<p>Collaborate and partner to create solutions across the sector</p> <ul style="list-style-type: none"> Maintain affiliations across the sector through attending forums and industry/cross industry groups e.g. Women into Construction, Business Disability Forum, enei, Construct Equality Host customer and supply chain events, supporting the Supply Chain School Fairness Inclusion and Respect (FIR) programme Active participation in the Greater London Authority Workforce Integration Network Design Lab looking at the employment of young black men in London 	<p>Increased understanding and collaboration to drive an increase in diversity and inclusion across the sector</p>	<p>Central D&I</p> <p>Procurement</p>
	<p>External Benchmarking</p> <ul style="list-style-type: none"> Participate in external benchmarking e.g. Hampton Alexander and develop improvements Achieve Disability Confident re-accreditation to Level 2 and accreditation to Level 3 Achieve a D&I accreditation e.g. Clear Assured 	<p>Benchmarking against best in class sectors to drive improvements</p>	<p>Central D&I</p>
	<p>Embed D&I into our policies and practices</p> <ul style="list-style-type: none"> Review employee lifecycle policies to ensure that they are inclusive, in line with current legislation and sector leading Review policy wording to improve tone of voice, supportive language rather than compliance Complete gender/ethnicity pay reporting requirements 	<p>Policies are inclusive of all employees and reporting requirements are met and improvements highlighted</p>	<p>Central D&I</p> <p>Communication</p>

Communication

Aim	Action	Outcome	Responsibility
We will raise awareness, educate and celebrate difference to promote diversity and inclusion internally and externally.	Create an annual UK D&I communication plan for internal and external audiences	Increased employee awareness, enhanced employment brand and wider candidate pool Attraction and retention of skills Communications and resources are accessible to all	Communications
	<ul style="list-style-type: none"> • Include diverse voices, images and naturally weave inclusion into our business communications and other activities • Communicate the Value Everyone Action Plan and progress against the plan • Review language and imagery to ensure that they are inclusive and accessible to all 		
	Support work winning and bid requirements	Our progress on D&I is a positive differentiator to support work winning Positive brand profile	D&I Working Group
	<ul style="list-style-type: none"> • Provide input/oversight as required to support equality, diversity and inclusion requirements of bids and key projects linking to social mobility and sustainability as appropriate • Create case studies to showcase best practice, taking a leading role in the sector • Collaborate with bid teams to assess customer requirements 		
	Publish articles and thought leadership papers	Enhanced employer brand and positive external profile	Communications
<ul style="list-style-type: none"> • Publish in external trade magazines to showcase commitment to D&I and raise profile • Senior leaders to share stories and thoughts internally via blogs and vlogs • Maintain a diverse panel of ‘experts’ to comment externally 			
Celebrate success, increase visibility and share career stories	Enhanced employer brand Raised profile of inclusion in Balfour Beatty Visible role models supporting attraction and retention of diverse talent	Communications Central D&I	
<ul style="list-style-type: none"> • Promote individual and team achievements in D&I • Profile role models and career stories from under-represented groups • Nominate employees and enter strategically aligned awards • Recognition for volunteer D&I Champions, Affinity Group co-chairs, FIR Ambassadors 			
Collaborate with Affinity Networks to celebrate key events to raise awareness	Increased awareness and understanding	Central D&I Affinity Networks	
<ul style="list-style-type: none"> • LGBTQ+ History Month, International Women’s Day, International Day for the Elimination of Racial Discrimination, World Autism Awareness Day, Mental Health Awareness Week, Pride Month, International Women in Engineering Day, National Inclusion Week, Black History Month, International Men’s Day, International Day of People with Disabilities, Campaign against Domestic Violence 			

Culture

Aim	Action	Outcome	Responsibility
We will create an inclusive environment where all employees feel they belong, can be themselves at work and perform at their best.	Targeted interventions for under-represented groups	Progression of diverse talent to more senior roles Tangible career development to support under-represented groups Increased employee voice of under-represented groups to understand barriers to inclusion	Resourcing, Engagement & Development
	<ul style="list-style-type: none"> • Monitor and report on participation of employees from diverse groups in our Aspiring Leader and Future Leader Talent Programmes • Invest in career development support for under-represented groups through our Empower and Thrive programmes • Ensure a range of channels to hear the voice and understand the experiences of under-represented groups e.g. surveys, forums, focus groups and My Contribution 		
	Deliver D&I training & development across the organisation	Build a progressively inclusive culture throughout the organisation, increase leadership confidence in D&I and develop consciously inclusive behaviours All hiring managers to attend Licence to Recruit	Resourcing, Engagement & Development
	<ul style="list-style-type: none"> • Delivery of Leading Inclusively training to senior teams, supporting teams to embed D&I Charters into business plans • Embed principles of Inclusive Leadership to all training interventions for senior managers • Create, promote and refresh the Value Everyone e-module, with a Toolbox Talk Alternative • Implement Continue the Conversation cards to embed the e-module learning • Deliver Licence to Recruit training as part of the Inclusive Recruitment programme 		
	Provide Mentoring and Sponsorship	Develop broader understanding of under-represented groups at a senior level Support career development for under-represented groups	Resourcing, Engagement and Development ExCo and ExCo-1
<ul style="list-style-type: none"> • Deliver Reverse Mentoring programmes at ExCo and senior leader levels, supporting Strategic Business Units’ programmes • ExCo to actively sponsor diverse talent who participate in our ALP and FLP programmes • Provide a mentor for any employee from under-represented groups who feels this would support their career development 			
Deliver Fairness, Inclusion & Respect (FIR) Ambassador / D&I Champions strategy	Awareness and education of all employees to drive culture change	Central D&I Resourcing, Engagement & Development	
<ul style="list-style-type: none"> • Promote diversity toolbox talks to be used on sites, utilising FIR toolkits • Develop a Champion/ Ambassador communication and upskilling plan • Increase and utilise the pool of Champions and Ambassadors to deliver training on site and in offices to entire workforce 			
Support a great place to work	Create a positive and inclusive culture in the workplace Improved recruitment, retention and engagement of employees through flexible working choices Increased engagement survey results on culture	Central D&I Steering Group Strategic Business Units	
<ul style="list-style-type: none"> • Culture Campaign created, piloted and launched to raise awareness of acceptable and unacceptable behaviour • “Being myself at work” – support employees individual needs e.g. parenting, caring, menopause, health, disability, neurodiversity, bereavement, domestic abuse • Implementation of Smart Working across the business including options for flexibility to balance the needs of the business, team and employee 			

Creating opportunities

Aim	Action	Outcome	Responsibility
We will recruit and retain the best available talent, representative of the communities in which we operate, to enable us to create high performing, innovative teams and meet future skills demands.	Recruit from diverse talent pools	Sustained pipeline of diverse apprentices and graduates	Resourcing
	<ul style="list-style-type: none"> Utilise our investment in early career development (graduates, apprentices and trainees) to boost the diversity of our business Establish external partnerships that help us to deliver improved diversity of our ET intake (expert partners and target universities) Embed a Supported Hiring “Returners” programme into the standard recruitment process Partner with Career Transition Partnership and other military partners to recruit ex-military personnel and promote Balfour Beatty as a diverse employer of choice at regional careers fairs Improve engagement with under-represented groups to promote Balfour Beatty opportunities and improve diversity of hiring, using a range of approaches including talent mapping, creating talent pools, using social media and technology to reach diverse candidates Launch new internal and external careers portals, naturally representing and showcasing the diversity of our people and roles Participate in the 10,000 Black Interns programme 		
	STEM Strategy	Create additional pipelines of talent from diverse candidate pools to address skills gaps, scarce skills and give something back	Resourcing Central D&I
	Inclusive Recruitment project	Adoption of good practice to drive improved diversity Develop skills and capability to support delivery of D&I objectives	Resourcing, Engagement & Development Central D&I
	<ul style="list-style-type: none"> Implement agreed Clear Company audit recommendations Upskill the Resourcing Team on inclusive recruitment good practice Roll-out “Licence to Recruit” to develop Hiring Manager capability and to support inclusion good practice Create guidance to support inclusive job design and job descriptions 	Ensure there are no barriers or obstacles which impact on our ability to hire diverse talent	
Collect and analyse resourcing data and trends	Increase diversity Monitor progress and pinpoint further action	Resourcing, Engagement & Development	
Increase attraction and retention of people with disabilities and long-term health conditions	Best practice policy and practices to support this under-represented group Increased attraction and retention and engagement of this group	Employee Relations Central D&I	

Procurement and Supply Chain

Aim	Action	Outcome	Responsibility
We will increase diversity of the organisations that we trade with, promoting an inclusive culture throughout our supply chain.	Measure diversity on our sites and within our supply chains’ organisations	Clear benchmark from which to improve diversity on our sites and within our supply chains’ organisations	Procurement
	<ul style="list-style-type: none"> Explore the opportunity to utilise existing technology to obtain data surrounding D&I characteristics Obtain data from our supply chain through targeted requests Measure percentage of suppliers with D&I policies via Construction Line Measure and increase spend to achieve agreed targets with SME’s and Social Enterprises/Voluntary Community Sector Organisations and Minority Owned Businesses 		
	Engage strategic supply chain partners to drive D&I activities through their organisations	Increased engagement with suppliers who have shared values, D&I policies and agreed targets	Procurement
<ul style="list-style-type: none"> Communicate Balfour Beatty goals and contribution required from supply chain partners Host engagement events to raise awareness and upskill supply chain partners Learn from our supply chain partners success Provide inclusive recruitment training to our supply chain Increase the percentage of suppliers with D&I policies Positive action to encourage minority owned businesses to compete for business in our supply chain 			
Contingent Labour	Wider attraction and selection across diverse groups	Procurement Resourcing, Engagement & Development	
<ul style="list-style-type: none"> All resourcing suppliers to report on D&I actions they are taking to broaden resource pools Build D&I requirements into contracts with resourcing suppliers and become a key item of all contract reviews 			



Ability Affinity Network Actions

Aim	Action	Outcome
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.	<p>Raise awareness of disability, long term health conditions and mental health and the support available</p> <ul style="list-style-type: none"> Celebrate Mental Health Awareness Week Celebrate International Day of People with Disabilities Develop and utilise channels including Office 365, blogs and posters to raise awareness of disability using a calendar of events and increase Network membership and allies Support the creation of an inclusive open environment through a series of education events/blogs and vlogs Make disability part of the conversation at leadership meetings and events, supporting Business units through education and sharing good practice Work with D&I Ambassadors to create an environment that encourages people with disabilities to feel comfortable to share disability information on Oracle R12 	<p>Raise awareness and understanding through site/office sessions and webinars with external experts e.g. BDF, Lexxic, Autism Unravelled, enei, Leonard Cheshire</p> <p>Increase membership and awareness through Yammer activity and posts including blogs and videos</p> <p>Normalise the conversation</p> <p>Share stories with Line Manager community, support them to support staff and dispel myths</p> <p>Share information on support services</p>
Increase the opportunities for employees with disabilities to join and develop their careers	<ul style="list-style-type: none"> Contribute to the re-accreditation of Disability Confident Level 2 in 2021 and achievement of Level 3 in 2022 Contribute to the guidance available to employees and line managers on making workplace adjustments Contribute to the development and roll out of a disability passport in Balfour Beatty Work with HR and recruiting managers to support inclusive recruitment 	<p>Support employees with disabilities and remove or reduce barriers to employment</p> <p>Ensure ease of career development and transfers for disabled employees</p>
Connect with other Affinity Networks and externally with customers and supply chain to raise awareness of D&I and disability	<ul style="list-style-type: none"> Participate fully in the working group to develop and implement plans for National Inclusion Week Actively participate in roundtables run by BDF, enei Where appropriate represent Balfour Beatty at conferences etc Contribute to submissions for awards, benchmarking, accreditations, tenders 	<p>Raise awareness of Balfour Beatty events through collaborative network stands and presentations with synergy in messaging</p> <p>Raise awareness of Ability activity with senior teams, projects, new business</p> <p>Share disability best practice across and beyond the industry</p>



LGBTQ+ Affinity Network Actions

Aim	Action	Outcome
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.	<p>Increase internal and external awareness of LGBTQ+</p> <ul style="list-style-type: none"> Develop and publish role model stories and share them across the business Share regular updates from the LGBTQ+ Network on the All Company Yammer Increase awareness of the LGBTQ+ Network externally (social media and talent communities) Provide additional LGBTQ+ collateral to increase visibility and start conversations e.g. insert slides for presentations, Teams backgrounds etc Deliver a targeted Pride programme (online or offline) across the UK, working with Building Equality, customers and competitors Create and maintain a network list of members and allies to increase awareness of LGBTQ+ Network activities 	<p>Increase internal and external awareness of LGBTQ+</p>
Provide relevant support to Balfour Beatty employees on LGBTQ+ issues	<ul style="list-style-type: none"> Raise awareness of LGBTQ+ across projects through toolbox talks and posters, and by working with supply chain Hold regular network meetings for members and allies with an opportunity to socialise Create and disseminate a survey designed to gather people's opinions on the Network's objectives, direction and activities 	<p>Increase the representation of LGBTQ+ employees</p> <p>Provide a safe place to provide support and networking opportunities for LGBTQ+ employees</p> <p>Transitioning guidance for HR and line managers created</p> <p>Toolbox talks and material for delivery at sites and with customers and suppliers to increase understanding</p> <p>Understand what network members would like to see from the LGBTQ+ network</p>
Connect with other Affinity Networks and externally with customers and supply chain to raise awareness of D&I and LGBTQ+s	<ul style="list-style-type: none"> Work with the Networks and Business to support UK wide events and celebrations (e.g. National Inclusion Week) Actively participate in events and roundtables run by Building Equality, and enei. Where appropriate, represent Balfour Beatty at conferences etc Contribute to submissions for awards, benchmarking, accreditations, tenders Share and collaborate with Joint-Ventures to share knowledge and events to promote the LGBTQ+ network and issues 	<p>Raise awareness of Balfour Beatty events through collaborative network stands and presentations with synergy in messaging</p> <p>Raise awareness of LGBTQ+ activity with senior teams, projects, new business</p> <p>Share LGBTQ+ best practice across and beyond the industry</p> <p>Raise awareness of LGBTQ+ activity with joint ventures</p>

Multi-cultural Affinity Network Actions



Aim	Action	Outcome
To increase the number of Black, Asian and Minority Ethnic (BAME) 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.	Boost BAME representation within Balfour Beatty and spread awareness of the Network to recruit more active members <ul style="list-style-type: none"> Celebrate World Day for Cultural Diversity event Celebrate Black History Month events Increase awareness of the Affinity Networks within Balfour Beatty and to those outside Balfour Beatty Increase site engagement Develop and utilise channels including Office 365, Yammer and social media 	Increased awareness of the barriers/benefits to attracting and retaining BAME talent to create a culturally diverse workforce Raise awareness and increase membership of MCAN Network Deliver activities to celebrate National Inclusion Week Raise awareness of historical achievements (some construction) of black people Deliver talks at inductions, Strategic Business Unit events, Emerging Talent events to increase understanding and an inclusive culture
	Attract BAME talent to Balfour Beatty <ul style="list-style-type: none"> Attending careers fairs and school events Work with the The AMOS Bursary 	Increase the representation of BAME employees with Balfour Beatty and the industry Support the AMOS partnership with training and placement opportunities Collaborate with external partnerships and parties for opportunities to support
	Retain diverse BAME Talent <ul style="list-style-type: none"> Reverse Mentoring programme Advertise Fairness, Inclusion and Respect programme (FIR) and engage with the FIR Ambassador network Implement actions of the barriers to BAME employees report 	Raise the awareness of senior leaders to understand barriers faced by employees from diverse backgrounds Spread awareness of FIR and support the follow up with the FIR ambassadors Support the delivery of actions based on recommendations from BAME employees

Gender Equality Affinity Network Actions



Aim	Action	Outcome
To improve gender balance across Balfour Beatty, address skills shortages and broaden talent pools by creating an environment in which all employees feel confident, empowered, supported and valued.	Raise gender network profile and awareness of D&I plans <ul style="list-style-type: none"> Via Office 365 and internal careers site Corporate and careers website Develop an engagement programme including webinars, 'how to ally', panel debates, toolbox talks Collaborate with existing Balfour Beatty gender related working groups Seek opportunities to target schools/universities/colleges to promote career opportunities and start the gender balance conversation 	Profile of Gender Affinity Network increased and increased event and activity participation Conversations and information shared between all network members, allies and employees Content delivered in offices and on sites to increase awareness and promote equality Early engagement to promote careers in construction to address future skills shortages
	Support career development and retention <ul style="list-style-type: none"> Championing diverse roles and role model profiling Regular programme of career development 'e-learning/talks/content/podcasts' including imposter syndromek Collaborating with and supporting HR, L&D and other working groups on development and retention policies/initiatives Understanding barriers to increasing female representation, progression and retention through independent survey 	Reduced attrition rate Increased inclusivity, particularly on site Improved confidence to pursue career development opportunities Using those external recommendations to address barriers and use to drive prioritised action
	Connect with other Affinity Networks, customers, supply chain and related industry bodies to raise awareness of D&I within the industry and help embed gender balance <ul style="list-style-type: none"> Active participation in working groups to develop and implement plans for National Inclusion Week and gender celebration days Work with external partners, e.g. WISE, WiC, Rebuild Targeted networking with customers and supply chain gender affinity groups to share best practice and achieve D&I together 	Raise awareness of Balfour Beatty events through collaborative network stands and presentations, with synergy in messaging and celebration of differences to build inclusive culture Share gender diverse best practice across and beyond the industry

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