



Value Everyone

UK Action Plan 2020 - 2022

Balfour Beatty



Attracting and retaining the most capable people is key to building a high performing culture. We can future-proof our business by giving their imagination and innovation the opportunity to flourish on exciting projects. By encouraging everyone from all backgrounds to join us, and enabling them to do their best, we help to bridge the skills gap our industry continues to face. Getting this right will enhance our business, strengthen our company and benefit our industry as a whole.



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.



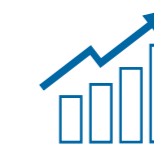
Strengthen the employee experience

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.

We work with a number of organisations to support and encourage a diverse workforce. Each of our four Affinity Networks are supported by external partners to help them achieve their goals and values.



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**
Celebrate differences and in turn raise awareness of 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 demand.
- 5 Community & supply chain**
Collaborate with our customers, suppliers, partners and communities to achieve diversity and inclusion goals together.



Leadership

Aim	Action	Outcome	Responsibility
We will support our leaders to embed diversity and inclusion across Balfour Beatty, and collaborate across the sector.	Develop and review diversity and inclusion (D&I) data, targets and insight <ul style="list-style-type: none"> • Measure and review progress against agreed targets • Ensure employee engagement surveys include D&I questions • Understand exit survey and interview insights • Update Oracle fields and launch a diversity data gathering campaign to inform decision and progress 	Accurate and complete baseline employee demographic data Clear insight to inform D&I activity Targets measured, reviewed and progress achieved	Employee Services Central D&I Steering Group HR Directors
	Demonstrate leadership within our sector <ul style="list-style-type: none"> • Senior leaders attend and present on D&I at external events • Senior leader participation on D&I panels 	Increased collaboration across the sector, with customers and supply chain Positive brand profile	Senior leaders
	Affinity Networks to engage and support under-represented groups <ul style="list-style-type: none"> • Appoint Sponsors, Chairs, Co-Chairs and HR leads, as required providing communications support and budget • Raise employee awareness through at least five UK-wide events per year 	Employees feel supported Raise awareness Provide networking opportunities	Steering Committee Central D&I Steering Group Employee Communications Affinity Networks
	Collaborate and partner to create solutions across the sector <ul style="list-style-type: none"> • Develop appropriate affiliations, partnerships and sponsorships; attending forums and industry/ cross-industry working groups • Host customer and supply chain events, supporting the Supply Chain Sustainability School 	Increased understanding and collaboration to drive an increase in diversity and inclusion across the sector	HR Directors Central D&I Steering Group Procurement
	External Benchmarking <ul style="list-style-type: none"> • Participate in external benchmarking from time to time to assess our progress eg Hampton Alexander; Equileap; Disability Confident Level 3 	Benchmarking against best in class sectors to drive improvements	Central D&I Steering Group Employee Communications
	Embed D&I into our policies and practices <ul style="list-style-type: none"> • Review policies across employee lifecycle to support the delivery of our D&I objectives • Comply with gender/ethnicity pay reporting requirements 	Policies are inclusive of all employees and reporting requirements are met and improvements highlighted	Employee Relations Central D&I Steering Group Reward Employee Communications

Communication

Aim	Action	Outcome	Responsibility
We will celebrate difference and in turn raise awareness of diversity and inclusion internally and externally.	Create a UK diversity and inclusion (D&I) communication plan for internal and external audiences. Embed D&I into communication channels aligning to the wider sustainability agenda and ensure they are accessible to all employees.	Increased employee awareness, enhanced employment brand and wider candidate pool Attraction and retention of skills Communications and resources are accessible to all	Employee Communications Marketing Central D&I Steering Group Public Affairs
	Support work winning and bid requirements	Customer contract requirements met	HR Directors Central D&I Steering Group Strategic Business Units
	Publish articles and thought leadership papers	Enhanced employer brand and positive external profile	Employee Communications Marketing Public Affairs Senior leaders
	Celebrate success, increase visibility and share career stories	Enhanced employment brand Raised profile of inclusion in Balfour Beatty Visible role models supporting attraction and retention of diverse talent	Steering Committee HR Directors Affinity Networks Central D&I Steering Group Employee Communications
	Collaborate with Affinity Networks to celebrate events, raising awareness	Raise awareness and celebrate difference to build an inclusive culture	Central D&I Steering Group Employee Communications

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.	Implement gender targets and monitor progress	Progression of female talent into broader/more senior roles Tangible career development to support female progression	Talent & Development HR Directors
	Deliver D&I training & development across the organisation	Build a progressively inclusive culture throughout the organisation and recognition of unconscious bias Educate and support our Affinity Network members and D&I Champions	Talent & Development Central D&I Steering Group
	Mentoring	Increased awareness of under represented groups Support the career development of talented females	Talent & Development Central D&I Steering Group
	Fairness, Inclusion & Respect (FIR) Ambassador strategy	Awareness and education of all employees to drive culture change	Talent & Development Central D&I Steering Group
	A great place to work	Increased engagement survey results demonstrating a more inclusive culture Policies and practices implemented to support employees through key events and experiences Improved recruitment, retention and engagement of employees through flexible working choices	Central D&I Steering Group Strategic Business Units

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.	5% Club <ul style="list-style-type: none"> 5% of Balfour Beatty workforce registered on a formalised apprentice or graduate scheme, tracking diversity demographics 	Sustained pipeline of diverse apprentices and graduates	Resourcing
	Recruit from diverse talent pools <ul style="list-style-type: none"> Deliver the annual Returners Programme for people with a minimum 24 month career break to create employment opportunities Partner with Career Transitions Partnership to recruit ex-military personnel and promote Balfour Beatty as diverse employer of choice at regional careers fairs Create diverse candidate slates for Senior roles at F1+ Launch new internal and external careers portals, including diverse imagery Identify and utilise opportunities for positive action to increase the number of BAME and black employees 	Create additional pipelines of talent from diverse candidate pools to address skills gaps, scarce skills and give something back	Resourcing Central D&I Steering Group
	STEM strategy <ul style="list-style-type: none"> Our STEM Ambassadors partner with schools and universities who help us to promote careers in construction and reach under represented groups and a diverse range of talent Extend STEM Ambassador activity beyond Emerging Talent to all employees, providing the latest inclusion materials 	Careers in construction promoted in schools, particularly schools with high numbers of underrepresented groups and in the most disadvantaged areas close to where we work	Resourcing Emerging Talent Sustainability
	Collect and analyse resourcing data and trends <ul style="list-style-type: none"> Collect and analyse demographic information relating to applicants and new starters to understand any barriers for under represented groups and improvement action needed to ensure we attract and hire skills and talent from all backgrounds 	Increase candidate attraction across diverse groups and higher offer conversation rate	Resourcing
	Increase attraction and retention through improved policies and practices <ul style="list-style-type: none"> Introduce guidance to improve support for Managers and employees around the experience of Parental Leave Review people policies to ensure they support our ability to attract, develop and retain a diverse workforce and build an inclusive culture Raise awareness of Hiring Managers on Diversity and Inclusion and build capability to hire inclusively and support diversity objectives Ensure attraction, recruitment and assessment approaches support our objective to hire from a wide and diverse talent pool. Review our recruitment approach to eliminate bias, inadvertent barriers and adopt best practice which supports inclusive hiring 	Industry standard policies and practices Understanding of barriers in the recruitment process and improved hiring practices Increased attraction and retention of underrepresented groups	Employee Relations Central D&I Steering Group Resourcing Talent & Development

Communities & Supply Chain

Aim	Action	Outcome	Responsibility
Collaborate with our customers, suppliers, partners and communities to achieve D&I goals together.	Engage strategic supply chain partners, focusing on labour agencies to drive diversity and inclusion (D&I) activities through their workforce <ul style="list-style-type: none"> Define strategic partners/labour providers via our contingent workforce recruiter Host engagement events Link to local needs and delivering social value 	Improved culture and greater diversity of supply chain	Procurement
	Gather D&I data from suppliers and subcontractors <ul style="list-style-type: none"> Measure percentage of suppliers with D&I, or equivalent policies Increase percentage of suppliers with D&I policies Capture diversity data at site induction for subcontract labour and agree targets to drive diversity Collect baseline data for labour agencies Targets and mitigating actions reviewed 	Increased engagement with suppliers who have shared values, D&I policies and agreed targets	Procurement
	Support our diverse communities <ul style="list-style-type: none"> Support Armed Forces Covenant, measure and increase spend with veteran owned businesses Measure and increase spend to achieve agreed targets with SME's and Social Enterprises/ Voluntary Community Sector Organisations and with Women Owned Businesses Positive action undertaken to encourage minority owned businesses to compete for business in our supply chain 	Defence Employer Recognition Scheme Gold Award Increase percentage spend and ensure data available to support tenders	Procurement
Select the most diverse suppliers to broaden talent pools	<ul style="list-style-type: none"> All resourcing suppliers to report on D&I actions they are taking to broaden resource pools Ensure key resourcing suppliers are committed to D&I as part of their contract Contracts reviewed to include D&I requirements Supplier D&I reports provided and reviewed 	Wider attraction and selection across diverse groups	Procurement Resourcing

Ability Affinity Network Actions



LGBT+ Affinity Network Actions



Aim	Action	Outcome
Identify and remove barriers to enable more people with disabilities to be employed by Balfour Beatty and to reach their full potential. Raise awareness, improve understanding and provide support to staff around mental health issues.	<p>Talk Positively - Raise awareness of mental health and disability 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 O365, blogs and posters to raise awareness of disability using a calendar of events and increase Network membership and allies 	<p>Raise awareness and understanding through site/office sessions and webinars with external experts e.g. Business Disability Forum, Autism Unravell'd</p> <p>Increase membership and awareness through Yammer activity and posts including blogs and videos</p>
	<p>Encourage Constantly - Increase the opportunities for disabled employees to join and develop their careers</p> <ul style="list-style-type: none"> Review three policies with Business Disability Forum (BDF) – Health & Wellbeing, Sickness Absence, Reasonable Adjustments Investigate the opportunity to implement a disability passport in Balfour Beatty 	<p>Support disabled employees and remove barriers to employment</p> <p>Ensure ease of career development and transfers for disabled employees</p>
	<p>Collaborate Relentlessly – Connect with other Affinity Networks and externally with customers and supply chain to raise awareness about D&I and disability</p> <ul style="list-style-type: none"> Join the working group to develop and implement plans for National Inclusion Week Support the BDF Disability Construction Round Table 	<p>Raise awareness at 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>

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>Talk Positively - Increase internal and external awareness of LGBT+</p> <ul style="list-style-type: none"> Develop and publish role model templates sharing stories from Balfour Beatty LGBT+ employees Update LGBT+ Network logo to reflect Pride colours Review and develop website, careers portal and O365 LGBT+ content Increase Balfour Beatty's social media presence Provide LGBT+ collateral to increase visibility and start conversations e.g. helmet stickers, lanyards 	<p>Increase internal and external awareness of LGBT+</p>
	<p>Encourage Constantly - Provide relevant support to Balfour Beatty employees on LGBT+ issues</p> <ul style="list-style-type: none"> Develop and publish an advice pack for employees and for the LGBT+ Network Committee to provide advice Upskill Network Committee on equality, diversity and inclusion and handling queries and issues from employees Develop a transitioning at work guide for trans employees Raise awareness of LGBT+ across our projects through toolbox talks and posters, and by working with supply chain 	<p>Increase the representation of LGBT+ employees</p> <p>Provide a safe place to provide support to LGBT+ employees</p> <p>Collaborate with external partnerships and parties for opportunities to support sector</p> <p>Transitioning guidance document 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>Collaborate relentlessly - Collaborate and engage with our partners including customers and other Affinity Networks</p> <ul style="list-style-type: none"> Deliver a targeted Pride programme across the UK, working with Building Equality, customers and competitors Work with the Networks and business areas to support UK-wide events and celebrations such as National Inclusion Week Work with Building Equality and other sector based LGBT+ organisations across the UK to raise LGBT+ awareness and to actively support regional events 	<p>Raise awareness within senior leaders to understand barriers faced by employees from LGBT+ communities</p> <p>Spread awareness of Fairness, Inclusion and Respect programme (FIR)</p> <p>Active participation in Building Equality across Balfour Beatty</p> <p>LGBT+ participation at inductions and employee events</p> <p>Successful LGBT+ award entries from Balfour Beatty employees</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.	Talk Positively - 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 O365, 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
	Encourage Constantly - 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
	Collaborate Relentlessly - 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 inclusive environment in which female employees feel confident and valued.	Talk Positively - raise profile of females within our business and D&I progress <ul style="list-style-type: none"> O365 and new internal careers site Corporate and careers website Create gender equality infographic 	Profile of gender equality event participation increased Understanding of Gender Equality Network and action plan increased Conversations and information about gender equality shared between Network members, allies and all employees, including male allies Content delivered in offices and on sites to increase awareness
	Encourage Constantly - Support female career development <ul style="list-style-type: none"> Further improve the development experience of females who participate in the Empower programme through access to tools, resources and momentum activity Raise awareness with Empower delegates about support available from Gender Equality Network 	Open Empower Career Development programme session to welcome attendees and share information on gender, encouraging delegates to support the network Continue to support and connect delegates after the programme has concluded
	Collaborate relentlessly - connect across Balfour Beatty, beyond and with other Affinity Networks to raise awareness about D&I <ul style="list-style-type: none"> Celebrate International Women's Day Form a working group to plan activities for National Inclusion Week 	Raise awareness of gender equality and role model high profile women Collaborate across the networks and Balfour Beatty to celebrate National Inclusion Week to drive a more inclusive culture

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5 Churchill Place,
Canary Wharf,
London,
E14 5HU

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