



# Black Inclusion Plan

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**Balfour Beatty**

# Our Approach to Black Inclusion

At Balfour Beatty we are committed to creating a diverse workforce and strive for an inclusive culture which enables all people to thrive. Our work on race began some years ago with an independent research report commissioned by our Multi Cultural Affinity Network which examined barriers to progression and retention of our multicultural employees and to attracting and recruiting new employees from multicultural backgrounds. Following this, we began a programme of activity including a series of “Let’s Talk About Race” webinars and workshops.

In 2020, the Black Lives Matter movement, spurred on by the murder of George Floyd in the US, saw a rise in awareness of racism and discrimination and strengthened our determination to make sure we are supporting our Black colleagues as much as we can.

Balfour Beatty has a longstanding commitment to diversity and inclusion, underpinned by a full strategy and [action plan](#) which have already seen us make significant progress in our aim to become a truly inclusive business which values everyone and represents the communities we serve. But on Black inclusion specifically we know we need to do more.

One of the ways we wanted to do more was by making a public commitment to support our Black colleagues and the Black community by creating and implementing a plan for change outlining the actions we will take to drive progress. That’s why, in October 2020, Balfour Beatty became the first construction and infrastructure company to join with other leaders from across industry to sign an open letter led by Audeliss, an executive search business, and Involve, diversity and inclusion specialists, committing to developing and measuring long-term actions for Black inclusion within our UK business.

This saw us pledge to:

- 1 Diversify the face of our organisation:** We want to improve the diversity of our organisation; improve the diversity of candidate slates, more specifically, we have set out targets to help us improve Black representation.
- 2 Measure:** Investigating the specific challenges and barriers faced by Black talent in our organisation, improving our data and conducting focus groups or listening sessions to properly understand the experiences of our Black and multicultural colleagues.

- 3 Continue our journey of learning:** Educating ourselves on the experiences of Black people in the workplace and in society at large.
- 4 Start the conversation:** Being vulnerable and wanting to learn and educate ourselves. Admitting we haven’t done enough and that our work is just beginning.
- 5 Elevate Black voices:** People know [discrimination](#) and [racism](#) are a lived, everyday reality – but do we know what forms it can take every day in the workplace? We have more work to do to eradicate unacceptable behaviour. We also want to do more to celebrate Black leaders and talent in our organisation.

This document sets out the measurable steps we will take to deliver this Pledge. In implementing them, we will be informed by the views and insight of our Black employees and by external organisations and partners who can share best practice and help us shape the best approach. Our steps on Black Inclusion form part of our overarching Value Everyone Action Plan.

We know that some of these targets are ambitious and will be difficult to achieve, shaped, as they are, by external factors. But internally, within Balfour Beatty, we are determined to try and to do the right thing.

# Actions already underway

All these interventions should, over time, lead to the development of a positive, inclusive culture which supports attraction, progression, development and retention of diverse talent.

 <p>Reverse Mentoring for Executive Committee and Senior Leaders</p>	 <p>Leading Inclusively Development for Senior Leaders</p>	 <p>'Let's Talk About Race' webinars and workshops for managers</p>	 <p>D&amp;I Champions workshops for our D&amp;I and FIR ambassadors, Affinity Network Members and training partners</p>
 <p>Value Everyone e learning and toolbox talks for all employees (and momentum activity via Discussion Cards)</p>	 <p>An ongoing campaign to highlight and stop unacceptable behaviour in the workplace</p>	 <p>Inclusive hiring project and License to Recruit programme for Hiring Managers</p>	 <p>Diversity segmentation in our engagement and leavers surveys and focus groups to understand the barriers for different employee groups in our business</p>

# Positive, inclusive culture

# Delivering our Black Inclusion Pledge

<b>Black Inclusion Pledge Items</b>	<b>Proposed actions</b>
<b>Reporting on key sustainable and long-term actions on Black Inclusion within our Annual Report</b>	<ul style="list-style-type: none"><li>• First update was in our 2020 Annual Report; we commit to at least one update a year</li></ul>
<b>Setting targets for diverse candidate slates and holding recruiters accountable for presenting diverse shortlists</b>	<ul style="list-style-type: none"><li>• We will take a data-driven approach to drive action to support our business to become more diverse. In our UK business we want to at least reach 3% representation in line with representation of Black people in the UK (2011 census)</li><li>• After an external audit of our Resourcing Process, we are implementing recommendations to ensure the inclusivity of our hiring process. We are taking tangible steps, including improving Hiring Manager capability</li><li>• 8% of our Emerging Talent hires will be Black by 2023 - we will set annual milestones from 2021 to ensure we reach this</li><li>• Balfour Beatty will participate in the 10,000 Black Interns campaign to offer paid work experience to support employability</li><li>• We will support the Greater London Authority initiative to support young Black men aged 16 - 24 into employment in London</li><li>• 3% of our mid management and leadership population to be Black employees by 2025</li></ul>
<b>Investigating the specific challenges and barriers faced by Black talent in our organisation</b> – Tracking ethnicity data – Conduct focus groups or listening sessions to understand experiences of Black and other multicultural colleagues	<ul style="list-style-type: none"><li>• We will run an employee-wide campaign in 2021 to improve the extent and quality of our employee demographic data</li><li>• We will also monitor attrition of employees by demographic groups to understand our ability to retain employees of all backgrounds</li><li>• We will report on responses from Black employees in all engagement surveys (which are fully anonymous), comparing the experience of Black employees to that of well represented groups</li><li>• We will review all free text comments from Black employees in engagement surveys (which are fully anonymous), to understand barriers, problems, trends and emerging issues which can inform actions to improve</li><li>• In 2022, we will carry out a further Barriers survey to review progress since our first survey and identify further areas for improvement</li></ul>
<b>Educating ourselves on the experiences of Black people in the workplace and in society at large</b>	<ul style="list-style-type: none"><li>• Ensure our Black employees continue to be represented in our Leadership Reverse Mentoring programmes to share their lived experiences</li><li>• Support Black History Month to hear voices and value historical Black contribution to the world</li><li>• Agree other ideas with our Black employees and expert partners</li></ul>
<b>Admitting that we haven't done enough and that work is just beginning</b>	<ul style="list-style-type: none"><li>• We have not done enough on Black Inclusion. As a business we want to learn and drive improvement</li></ul>

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**Balfour Beatty**

5 Churchill Place  
Canary Wharf  
London  
E14 5HU

+44(0) 20 7216 6800  
[www.balfourbeatty.com](http://www.balfourbeatty.com)

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