

VolkerRail Major Projects Equality, Diversity and Inclusion Strategy



'Building inclusion together'



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1.0 SUMMARY & EDI VISION

Volker Rail Major Project's (VRMP) vision is to have high performing teams delivering world class projects, exceeding stakeholder expectations.

The VRMP senior management team have several strategic goals as part of the VRMP Charter, this EDI strategy document looks to set out how VRMP can become a more diverse team that will ultimately help in achieving the VRMP vision.

This section sets out the VRMP EDI vision, in line with that of VWUK, the mission, our objectives and our strategy.

1.1 VRMP EDI Vision

VolkerRail's vision is to build inclusion together and to create a highly effective, learning and working community, which will enable VRMP and its partners to create the most inspiring and vibrant environment for all.

1.2 Our Mission

We will ensure that VolkerRail is thoroughly inclusive of people from all lifestyles and enriched by a diversity of perspectives, cultures and backgrounds, characterised by fairness and equality of opportunity.

For us, this means:

- Making sure every one of our current and future employees feel welcome, **valued and respected** and are motivated to perform at their personal best
- Creating high performing teams by bringing together **different opinions and perspectives** to deliver better solutions for our clients and opportunities for our people and our organisation
- Driving continuous improvement processes to maintain and enhance a **diverse and inclusive environment**
- **Embedding** a culture of diversity and inclusion through consistent key messages across our business
- Encouraging and attracting people from all ages and backgrounds through local and national recruitment in addition to **engaging in education**, graduate and apprenticeship programmes

1.3 Our Objectives

VolkerRail will continue to develop and deliver a progressive equality, diversity and inclusion programme to achieve our objectives:

- We will adopt inclusive recruitment practices and tools to create a diverse and inclusive environment, which allows for some of the most innovative ideas to develop and grow.
- We will identify, train and support EDI champions across the business, embedding the culture of inclusion at all levels of our business.
- We will provide all employees with specific training including EDI awareness, and unconscious bias training for our hiring managers to ensure that we enable different opinions and perspectives to be valued and heard.
- We will provide regular communication via our dedicated Insite page to help raise awareness on a broad range of topics such as religion, LGBT events and industry campaigns to ensure that all are valued and respected.
- We will advocate our industry to all those who may not have considered construction as being a career option and ultimately promote VolkerRail as the employer of choice when it comes to career opportunities. VolkerRail recognises that engaging in education is key to help future proof our industry.

1.4 Our Strategy

Our strategy focuses on five key areas and a detailed action plan sits underneath each key area:

- Strategic leadership
Ensuring strategic planning through policies and visible commitments to equality, diversity and inclusion
- Learning & people development
Ensuring people at all levels within our organisation are enhancing their learning around EDI, in both formal and informal settings, embedding it into our culture in all areas
- Recruit & attract
Ensuring that we are attracting a diverse range of individuals from a wide talent pool and creating opportunities for all
- Effective messages
Ensuring communication is effective, sending out strong, clear messages about our commitment to diversity, fairness and respect
- Membership
By bringing in best practice through membership of WISE, Inclusive employers and 5% club amongst others, we are actively supporting industry and national approaches

2.0 THE CURRENT ENVIRONMENT

VolkerWessels UK has taken a significant step forward with equality, diversity and inclusion over the past 12 months following the appointment of a Head of EDI to focus the wider business strategy. This VWUK strategy now must be cascaded through the business units to ensure a common approach is adopted for all VWUK companies.

VRMP intend to adopt the VWUK policy, and through the application of focussed short, medium and long-term tactics, will deliver the vision outlined in section 1.

2.1 The coming year

Over the coming year VolkerRail are going to adopt the VWUK policy and work with the wider VWUK business units to begin to embed EDI within the company. In the short term the focus will be on any “easy wins” identified to ensure maximum benefit is achieved.

The medium, and long term, tactics will be line in with that of VWUK and tailored to suit the VolkerRail business, leveraging the wider VWUK business resources where possible to ensure maximum benefit for minimal additional output.

2.2 SWOT

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> • Our People • Support for, and awareness of EDI • Willingness of VR SMT to support • VWUK resources and policies are in place to assist with VR tactics | <ul style="list-style-type: none"> • Unclear as to “what good looks like” • Data capture of information to evidence current position • Often seen as slow to react • Resource availability |

| OPPORTUNITIES | THREATS |
|--|---|
| <ul style="list-style-type: none"> • Learn from other sectors • Adopt best practice from external bodies • Steal with pride / work alongside VWUK business units • Greater better links with Universities and collages • Improve performance through increase in diversity of teams | <ul style="list-style-type: none"> • Tender commitments/requirements exceed VR capacity • VWUK commitment to undertake policies VR are not able to adhere to • Significant industry take up may result in squeeze on available candidates • Resource availability – visibility of employer for choice |

3.0 STRATEGIC PLAN

We will focus our attention this year on developing the maturity of our business in relation to equality, diversity and inclusivity. The immediate focus will be to apply the best practices from within VWUK to VRMP in the first instance

The plan will articulate in detail the short term and outline the medium- and long-term goals of VRMP that together will deliver our vision.

3.1 Tactics – Short term

During 2019, we will focus on areas where we believe we can make the most impact while working with the wider VWUK group to agree the specific details of the medium to long term tactics.

Our 2019 detailed tactics are outlined below;

3.1.1 EDI AWARENESS Module

| | |
|------------------|---|
| What | Mandatory undertaking of ½ day EDI course |
| How | Course to be delivered by L&D and rolled out across VolkerRail throughout 2019. |
| Benefits | Will provide all employees with a general awareness of EDI and protected characteristics. This will also assist in achieving expected scores as part of the NPM under the panel framework. To achieve expected 50% of employees need to undertake the training, with this increase to 75% for a stretch rating. |
| Risks | Mandating course may result in employees feeling forced into the course and not fully engage |
| When | Ongoing |
| VRMP Champion | Graham Shaw |
| Support Function | L&D, HR |

3.1.2 EDI Champions

| | |
|---------------|--|
| What | Appoint EDI champions across the business |
| How | Request employees to nominate themselves, not others, and step forward to undertake the role of EDI champions within the business promoting the EDI message throughout the business |
| Benefits | Spread awareness of EDI and embed the culture throughout the business via several channels such as Yammer and Teams. Bi-monthly calls and an annual get together will be organised to monitor the performance of the champions. This also helps towards achieving a stretch score in the panel NPM under item 1.7. |
| Risks | Individuals need to be suitable candidates to ensure that the correct and consistent message is given out across the business. A wide representation is also required to ensure the message is coming from the top of the business down. |
| When | Now |
| VRMP Champion | Graham Shaw |
| Who | VWUK EDI lead, HR, Corporate Communications |

3.1.3 Award NOMINATIONS

| | |
|---------------|---|
| What | VolkerRail and individual employees recognised for EDI and associated awards |
| How | Identify individuals and potential awards for nomination across the business |
| Benefits | Improves VolkerRail reputation within the industry and as an employer of choice |
| Risks | Poor quality of nominations result in failure to secure shortlisting |
| When | Ongoing |
| VRMP Champion | Tina Cator |
| Who | Corporate Communications, Regional Leads and Line Managers |

3.1.4 MEMBERSHIPs

| | |
|---------------|--|
| What | Obtain initial membership of Investors in Diversity and Stonewall |
| How | Complete accreditation to satisfy requirements to become members of the recognised bodies and support the ongoing requirements to maintain accreditation. VRMP to nominate individuals to support to Trevor Stone leading on Stonewall on behalf of VWUK and Hollie Woodard for Investors in Diversity |
| Benefits | VolkerRail to be recognised as an employer of choice and considerate of all backgrounds to encourage a more diverse workforce |
| Risks | None |
| When | Accreditation achieved May 19, support ongoing |
| VRMP Champion | Hollie Woodard |
| Who | VWUK EDI lead and Regional Leads to nominate support / request nominations |

3.1.5 EDI employee Pulse Surveys

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|---------------|---|
| What | Engagement (Pulse) surveys to be created and undertaken throughout the year following on from previous surveys to record trends in EDI data across VRMP |
| How | Survey monkey to be set-up and distributed via email / forms for employee feedback |
| Benefits | Temperature check on the current attitude and awareness of EDI within the business to assist with policy amendments and targeted interventions for the short, medium and long term. Undertaking this also contributes towards the NPM scoring for KPI 1.7 |
| Risks | Employee participation is low not giving accurate data for utilisation |
| When | Surveys to be issued each quarter |
| VRMP Champion | Graham Shaw / Tina Cator |
| Who | Corporate Communications, EDI Steering group (VWUK) |

3.1.6 EDI slot at VolkerRail Roadshows / FORUMS

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|---------------|--|
| What | Inclusion of EDI as an agenda item at the next VolkerRail roadshows |
| How | Assign a specific slot to cover EDI topics and update the business on what is being undertaken |
| Benefits | Puts EDI as part of the “business as usual” agenda as opposed to an add on |
| Risks | Topics need to be carefully selected and presented in the correct manner |
| When | Q3 2019 onwards |
| VRMP Champion | Paul Jones |
| Who | VR SMT & Communications |

3.1.7 Recruitment

| | |
|---------------|---|
| What | In order to create a more diverse business the locations that we recruit from need to change. |
| How | Post jobs on a wider variety of notice boards. Currently ATR’s default to a standard 3nr locations if not advised by the employing manager. Employing managers to be advised on the current process and additional training provided. VRMP to commit to put top 30 recruiting managers through “unconscious bias in recruitment” course to enhance understanding of the process. Amendment required to recruitment process to ensure that there isn’t a default job board for new positions and recruiting managers must select which job boards positions are to be posted upon. Recruitment toolkit also to be re-brief and distributed by HR |
| Benefits | Wider pool of candidates to select from when filling vacancies |
| Risks | Saturation of CV’s |
| When | Now |
| VRMP Champion | Sue Diggles |
| Who | Recruiting managers, HR |

3.1.8 Data capture

| | |
|---------------|---|
| What | Improve capture of information in order to respond to PQQ/ITT's which is not currently adequately captured |
| How | Process to be adopted that captures all required data, similar to the current HS2 template which records all the relevant categories, particularly around recruitment statistics for each who in terms of who applies, is shortlisted, interviewed, employed and leaves the business. |
| Benefits | Ensures compliance for future tender and PQQ requirements and report in line with other VWUK business units. |
| Risks | Failure to capture required data may result in VR being excluded from tenders |
| When | ASAP |
| VRMP Champion | Sue Diggles / Graham Shaw |
| Who | HR |

3.1.9 Promotion and Attraction in Rail

| | |
|---------------|---|
| What | Join the group of contractors in support of industry wide initiative to tackle the skills shortage in the sector |
| How | Sponsorship of between £5-10k (p/a – TBC) for gold/platinum status as part of a number of contractors offering support to the group. This will demonstrate VolkerRail's engagement with the market improving industry awareness of our brand as part of our employer of choice initiative |
| Benefits | Part of a wider industry group tackling the issue of skills shortages in the rail sector and improving the brand image of VolkerRail as a company while addressing an industry wider issue, which will hopefully result in new talent being available within the industry. |
| Risks | No guarantee of a return on investment |
| When | April 19 onwards |
| VRMP Champion | Paul Jones |
| Who | VR SMT |

3.1.10 STEM Engagement

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|---------------|---|
| What | Increase activity in STEM events |
| How | VRMP SMT members to sign up to be STEM ambassadors and undertake a minimum of 1Nr STEM event per year. Line managers to make this part of teams objectives for future years |
| Benefits | Increase awareness of VolkerRail within the wider community and improve recruitment by spreading the word about VR . This will also contribute towards our balanced scorecard position. (TBC) |
| Risks | None foreseen |
| When | June 19 onwards |
| VRMP Champion | Graham Shaw |
| Who | VRMP SMT and direct reports/projects |

3.1.11 UNIVERISTY LINKS

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|---------------|---|
| What | Improve links with Universities to assist with recruitment of the next generation of employees |
| How | Regional leads and HR engage with Universities to offer placements, career days etc |
| Benefits | Increase awareness of VR within the wider community and improve recruitment by spreading the word about VR |
| Risks | We are already behind the curve in local engagement and only currently support a small geographic area limiting our resource pool for future generations. |
| When | September 19 for Yr1 degree students |
| VRMP Champion | Katherine Haigh |
| Who | HR & Regional Leads, HSEQS |

3.1.12 BIG RAIL DIVERISTY CHALLENGE

| | |
|---------------|--|
| What | Ensure attendance at event to boost VolkerRail profile at industry event |
| How | Enter minimum 2Nr teams from VR and VRSB at the Big Rail Diversity Challenge event held annually around June |
| Benefits | Company profile boost for attendance at event, and opportunity for media coverage. |
| Risks | Lack of available resources to attend event |
| When | June 2019 |
| VRMP Champion | Graham Shaw |
| Who | Mel Binns and Graham Shaw |

3.2 Tactics – Medium/Long Term

During the 2019, we will develop a medium to long term plan that develops our digital capabilities in the areas identified below.

- Strategic leadership
 - Regular blogs from SMT members on EDI topics
 - Commitment to improve capture of required data at interview/shortlisting level for ITT responses
 - Periodic messages from Senior Leadership team of VR and VWUK across various platforms
 - Specific budget set aside for key EDI activities
- Learning & people development
 - Apprenticeship diversity champions network pledge (Christine Dobbs - VWUK)
 - Mentors list (Hannah O'Sullivan - VWUK)
 - Annual EDI refresher, E-learning, to assist with NPM requirements
 - Training and development relevant to job role and responsibility
 - Develop training for staff on how to handle difficult conversations on sites and in various work situations that include potential power differences, especially about protected characteristics and how to challenge inappropriate comments.

- Recruit & attract
 - Employer of choice video

 - Returns Programme (ongoing via LDP cohort 11)

 - Build EDI into company induction – VWUK + other BU's currently have this but not VR

 - Improve University links (Moved to short term?)

 - Volunteering bank (Emma Ward – VWUK lead))

 - Apprenticeship support and recruitment programme (Noemie Powell / Paul Jones)

- Effective messages
 - Internal communications campaign
 - Develop regular bulletins on 'advancing EDI' to show staff where progress is being made and where further efforts are required e.g. call to action.
 - Include regular contributions and messages from different senior managers of different business units or areas to create awareness and call's to action across all the organisation on a consistent basis
 - Continue to promote the work and involvement of leaders to create a sense that this is more than just a one off.
 - Continue to analyse and report on demographic data and link into key strategic actions such as reducing the gender pay gap
 - Include EDI within project cases

 - External communications campaign
 - Continue to analyse and report on demographic data and link into key strategic actions such as reducing the gender pay gap

 - Set-up working groups & networks

 - Develop YAMMER channel(s)

 - Explore the feedback from the liD diagnostic survey around discrimination, inappropriate behaviour and bullying & harassment and further continue to improve reporting mechanisms and support around these areas.

- Membership
 - Obtain Stonewall membership (Top 100 employers)

 - Move for Leaders in Diversity accreditation (Investors in Diversity)

 - Action plan for improving disability representations