



Bringing your whole self to work

Vicki Glover – Kier Highways



Kier Highways – Improving safety, customer service and delivery through innovation and collaboration



Our People

- We recognise and actively encourage the value of a diverse and inclusive workplace, where people can bring their whole self to work
- We are committed to building a balanced and inclusive business within Kier that means we are the employer of talented people, with diverse experiences and backgrounds
- We use local contractors and support skills development by sponsoring, training and education

Balanced
Business
Network



We employ more than 3,700 people, and 12% of our workforce are apprentices and graduates.



Our People

- Our people are key to everything we do. We commit to communicate, develop and coach our employees on ED&I to ensure our people are informed and committed to our shared responsibility towards ED&I.
- We will create processes, policies, plans and initiatives that meets our employee's diverse needs and listen to the views of our teams to ensure that we continually improve.
- Using the Cranfield Inclusive Talent Management wheel as a framework we will create an action plan which ensures we:
 - Attract recruit and retain a diversity of talent
 - Create a working environment where people can bring their whole selves to work
 - Help people to achieve their full potential
 - We will promote active, visible leadership towards equality, diversity and inclusion through the business to successfully deliver this action plan.



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Why are we committed to this?

It is important to understand why we need to take action and below we highlight a number of Key reasons that we take Equality, Diversity and Inclusion so seriously within Kier Highways.

Building a stronger business far beyond compliance



Organisations with top performing engagement

When leaders are perceived to be more inclusive **84%** of people say they are more motivated and

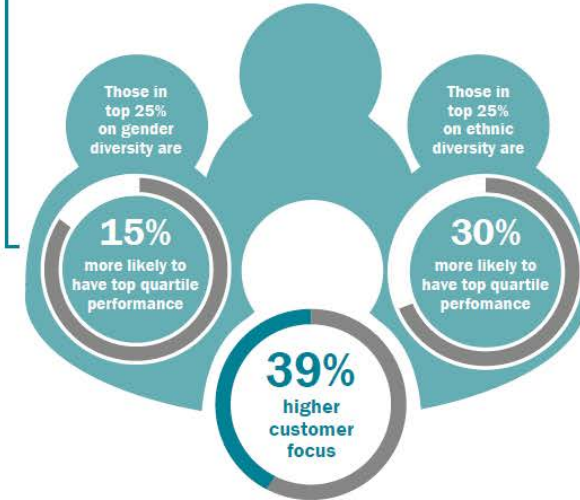


81% are more productive 

Those in the top **25%** for employee engagement had twice the net income compared to those in the bottom **25%**




Organisation with diverse teams: Are **22%** more productive and Produce results six times higher



Organisations promoting Wellbeing are



22%

Replacing an employee costs 22% of their annual pay 

1 in 4

British workers are affected by conditions like anxiety, depression and stress every year

37%

of those aged 18 to 29 having been formally diagnosed with a mental health condition

53% 

of millennials say work life balance is vital to them staying in a job

Our Customers

39% of purchasing decisions in the UK are made by women

Teams who have a demographic similar to their customers will have a better understanding of their needs

Our Reputation



External scrutiny is increasing, e.g. Gender Pay Reporting and the Hampton-Alexandra review - aiming for **33%** of female board and board successors for FTSE 350 companies by 2020. We currently report at **15%** females for the Board but we have **0%** on the Executive Board.

Teams who have a demographic similar to their customers will have a better understanding of their needs.

Clients, customers and investors are judging business performance based on how we perform within this area.

Skills Shortages

96%

of the CIHT corporate partners anticipate having skills shortages in the coming months.

We must attract, recruit, and retain new people in the sector. Diversity and inclusion gives a greater opportunity to attract talent from a broader pool.

Win the war for talent!

Diverse talent will increase the diversity of ideas, bring different views and increase creativity thinking within organisations. Improve the quality of decision making. Increase innovation and customer insight. If you keep doing what you are doing you will get a predictable future.

We believe employee diversity is an asset to our business. People of different age groups, from different backgrounds, gender and cultures, with a range of different experiences and capabilities, help us understand and serve our customers and reach our business objectives



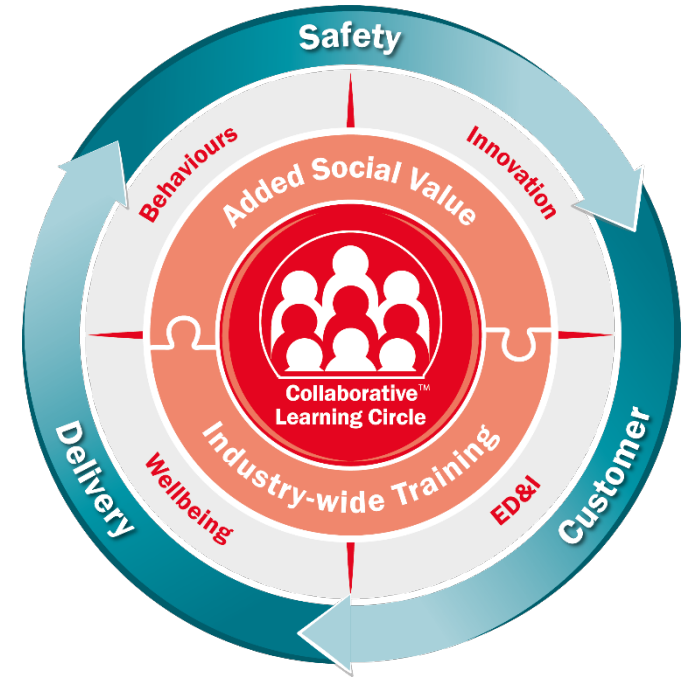
This isn't just about metrics and external reporting, the case for why a diverse organisation makes good business sense.

How we operate



Collaboration – The Collaborative Learning Circle (CLC)

- The CLC is a learning and development forum which engages clients and supply chain partners to help transform our industry approach to improving safety, customer service and delivery through innovation and collaboration.
- Although the CLC was initiated and developed within Kier Highways, it is a collective group of Kier, our clients, supply chain and other industry partners.
- The CLC also delivers exceptional social value through its engagement with OnSide Youth Zones, providing life changing opportunities for disadvantaged young people who do not choose the life they are born into.



Attract and retain a diversity of talent



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Early Careers

- Across Kier for the 2018 graduate intake we have recruited 132 people of which 39 (30%) are female. We have set ourselves a graduate recruitment target for 2019 of 50:50.
- Currently in Highways we have 141 apprentices of which 26 (18.4%) are female
- Apprentice recruitment 2019 has commenced and to date we have offered 23% to female applicants



Wellbeing and Inclusion



Important Dates:

- 1 – 28 National Heart Month
<https://www.bhf.org.uk/how-you-can-help>
- 7 Time to Talk Day
<https://www.time-to-change.org.uk/get-involved/timetotalkday2019>
- 1 – 28 Reynauds Awareness Month
<http://www.raynauds.org/>
- 4 – 10 Tinnitus Awareness Week
<http://www.tinnitus.org.uk>

February						
Mon	Tue	Wed	Thurs	Fri	Sat	Sun
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			



Friendship February

The **Value of Friendship**. Good friends are vitally **important** to your mental health and to the quality of your life.



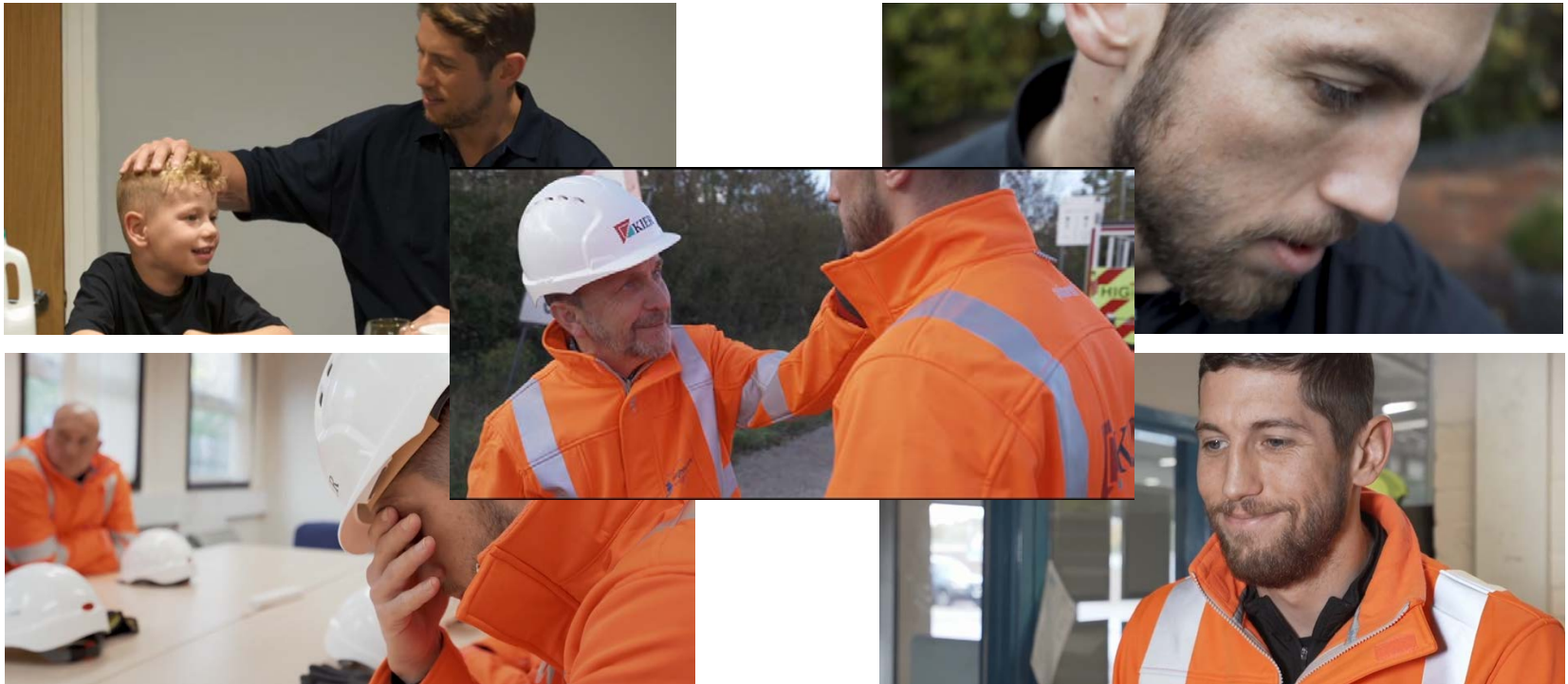
let's end mental health discrimination

Safety In Mind



Charlie's Story

Kier has produced a series of hard-hitting safety videos following the journey of a Kier Highways worker (Charlie) as he battles with his mental health following an incident while working.



Wellbeing and Inclusion

- **Mental Health First Aiders** - We have 66 mental health first aiders in highways and 10 youth mental health first aiders
- **Agile Working** - At its simplest, agile working is about being open minded to opportunities to achieve a more productive and sustainable balance between work and life outside of work.
- **Raising Awareness**
 - AWARE - RESPOND - THRIVE
- **Inclusive Recruitment Training**
- **Unconscious Bias Training**



Disability Confidence

Kier Highways has recently gained Disability Confident level 3 becoming the first construction company to gain this level and show their commitments to being disability confidence.



Balanced Business Network



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Network



We continue to become a more balanced
business within Kier...

Keeping our people safe, happy and healthy