

DEI Strategy.
Empowering individuals & communities.

2024 DIVERSITY, EQUITY & INCLUSION



Diversity

recognises that, though there is much that we have in common, we are also different in many valuable ways.

Equity

emphasises that everyone should be treated according to their own needs. Equity recognises that treating everyone equally has shortcomings, when the 'playing field' is not level.

Inclusion

is the extent to which, whatever our background, identity, or circumstance, we feel welcome, valued, and supported to succeed.



Our DEI Vision

To actively pursue a business and a built environment that empowers people of all backgrounds, identities, and circumstances to participate and flourish.

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JUSTIN SPENCER
Managing Director

A message from our Managing Director.

This strategy aims to provide direction for the firm towards a truly equitable future, where underrepresented individuals and communities are not just included, but where marginalised knowledge and experience is valued, amplified, and harnessed.

By building and following a framework for an equitable workplace, we are creating an environment where unique perspectives and talents are embraced, where every individual is valued and supported to realise their unique potential, and where Diversity, Equity and Inclusion (DEI) are understood as essential ingredients for high performance.

We wholeheartedly recognise the power of diversity and are committed to accelerating the diversity of our leadership in particular. However, this strategy rejects the temptation of shortcuts, tokenism and performative gestures. Instead, it focuses on building a sustainable framework for meaningful, high performing diversity.

DEI is about so much more than a set of characteristics. It is about bringing brilliant minds together in a shared pursuit of high performance. By building an inclusive infrastructure and vigilantly upholding equitable practices we will bring about meaningful diversity not only in appearance, but also in substance.

COMMITMENTS, GOALS AND PRIORITIES

Strategy overview.**Our commitments****Tackling root causes**

We take an honest and vigilant approach to identifying and tackling root causes of inequity in our business.

Engaged & accountable leadership

Our leaders are accountable for demonstrating their commitment to this strategy by guarding against bias, role-modelling inclusion, and actively championing DEI.

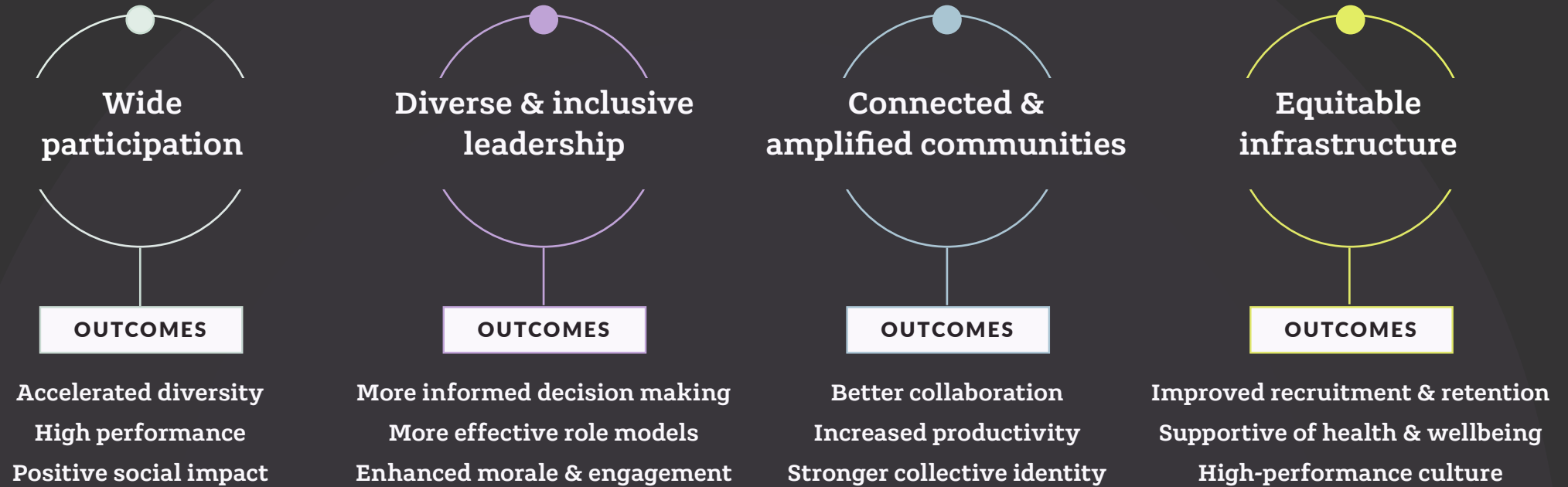
Equitable recruitment, development & promotions

We uphold equitable recruitment, development and promotion through consistent application of fair, accessible and unbiased policies, systems, and process.

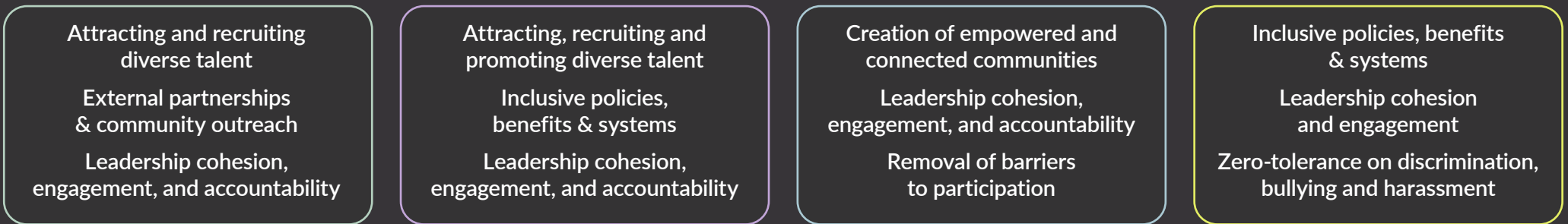
Embracing a growth mindset

We seek out opportunities to challenge the status quo, and empower everyone to shape a diverse, equitable, inclusive and high-performance culture.

Our goals (5 years)



Our priorities (2 years)





OUR APPROACH

Guiding values & behaviours.

Our values are little more than hobbies if we don't stick to them when they are being tested. So, our approach to DEI is guided by...

Four core values:

Personal commitment Because we achieve success by vigilantly attending to everything that is in our control.

Creative diligence Because brilliant minds and diverse perspectives deliver innovative, outstanding solutions.

Courageous collaboration Because connection and dialogue are key to an inclusive, human-centric business.

Pride in performance Because great things are achieved when everyone is supported to realise their potential, and individual and collective success is recognised and celebrated.

and three core behaviours:

1

Humility Because self-awareness, an open mind, and a spirit of generosity bring out the best in everyone.

2

Curiosity Because exploring different ideas and perspectives is necessary for growth, especially when those views and ideas challenge our existing views.

3

Courage Because talking about and addressing imperfections can be uncomfortable.



DEI Strategy.
Goals, outcomes & strategic priorities.

EMPOWERING INDIVIDUALS AND COMMUNITIES

GOAL 1**Wide participation.**

Access to rewarding careers in our business must not be constrained by identity, background, prejudices, or assumptions. To ensure this, we will work actively to engage with – and understand the experiences of – those who encounter barriers to participation and remove those barriers at every level of the firm.

Strategic priorities:

- Attracting and recruiting diverse talent
- External partnerships & community outreach
- Leadership cohesion, engagement, and accountability

OUTCOMES**Accelerated diversity.**

The voices of women and gender minorities, Black and global majority people, disabled people, and working-class communities are underrepresented in our business – and particularly within management and leadership roles. By actively widening participation at all levels, these voices and perspectives will be actively encouraged to play a more prominent and representative role in the development of our culture, practices and decision making.

**High performance.**

It is well established that diverse teams operating within inclusive, collaborative environments produce improved creativity, innovation, engagement, morale, and decision-making. Widening participation will also help us to recognise and mitigate the negative consequences of bias, attract the best talent in the industry, and create built environment solutions that better serve diverse and evolving communities. Rather than just aiming to 'do the right thing', we recognise that widening participation is a route to high performance and commercial success.

**Positive social impact.**

By forging connections with historically marginalised communities and improving the accessibility of careers opportunities in our business, we will act as a force for social good by removing longstanding barriers to participation.

GOAL 2**Diverse and inclusive leadership.**

Companies with diverse and inclusive leadership teams are more productive and successful than those without. They are better positioned to make well-rounded and informed decisions; to connect with and inspire the next generation; and to understand and respond to the challenges faced by their customers and clients. We will be active in pursuit of accelerated diversity among our leadership team, to achieve a representative, inclusive, and high performing leadership culture.

Strategic priorities:

- Attracting, recruiting and promoting diverse talent
- Inclusive policies, benefits & systems
- Leadership cohesion, engagement, and accountability

OUTCOMES**More informed decision making.**

We will make more informed decisions by bringing together individuals with different backgrounds and perspectives. This will help limit bias, increase our openness to change, and consider a broader range of factors and potential outcomes when making decisions.

More effective role models.

Greater access to a more diverse and inclusive group of role models will enhance our ability to connect with, inspire and retain future leaders from all identities and backgrounds. By developing a diverse and inclusive leadership team, we will better challenge assumptions and stereotypes, showcase a greater variety of possibilities for career development and success, and demonstrate that identity is no barrier to inclusion at the most senior levels of our business.

Enhanced morale and engagement.

Leadership that is representative and inclusive helps create a culture where people of all identities and backgrounds feel welcome and valued. Rather than a model of 'ingroups' and 'outgroups', this kind of leadership is more likely to recognise and validate different forms of potential, and to encourage a sense of unity, trust, wellbeing, and engagement.

GOAL 3

Connected and amplified communities.

We will build, connect, and respond to the knowledge, experience and needs of communities in our business. This means creating opportunities for colleagues to connect, regardless of operating level or tenure, across geographical and cultural boundaries, and to share knowledge that helps us improve in every dimension of what we do.

Strategic priorities:

- Creation of empowered and connected communities
- Leadership cohesion, engagement, and accountability
- Removal of barriers to participation

OUTCOMES

Better collaboration.

By creating supportive and connected communities we will encourage colleagues to share valuable knowledge and experience across different services, locations, operating levels, and social groups. This will promote an integrated and cohesive work environment, and an approach to sharing knowledge that is less constrained by convention, hierarchy, or groupthink.

Increased productivity.

Creating empowered and connected communities is a practical way of inviting collaboration and supporting employees' personal and professional contributions. Such communities can improve access to vital knowledge, create a sense of belonging among employees, and engagement with the aims and values of the organisation. These are all outcomes that are beneficial for retention and productivity.

Stronger collective identity.

When communities are set up and visibly supported to help a business achieve specific objectives that are clearly connected to a wider vision and strategy, the sincerity of that strategy and the underlying values are clear for all to see. When we invite wide participation in the work to reach our vision, we are actively facilitating an inclusive culture, strengthening professional relationships, and harnessing a diverse range of skills and perspectives in support of the collective good. This improves team cohesion, enhances employee motivation, and encourages wider alignment with our values, strategy, and objectives.

GOAL 4**Equitable infrastructure.**

We will build a robust framework of practices and policies that drive fairness, inclusion, and respect for all. This will ensure that, as we accelerate the diversity of the business, new recruits can be assured of joining a business where the culture, policies and practices are set up to ensure they can expect to be respected, supported, and empowered to thrive.

Strategic priorities:

- Inclusive policies, benefits & systems
- Leadership cohesion and engagement
- Zero-tolerance on discrimination, bullying and harassment

OUTCOMES**Improved recruitment and retention.**

An equitable infrastructure supports the engagement and wellbeing of existing employees, while signalling to potential candidates that we live up to our commitment to diversity, equity, and inclusion. Not only are potential employees from diverse identities and backgrounds more likely to look in our direction for the next step in their career, but an equitable infrastructure ensures that they will be treated with dignity and respect during recruitment, onboarding, and throughout their career journey.

**Supportive of health and wellbeing.**

An equitable infrastructure actively contributes to the health and wellbeing of employees by limiting occurrences of unfair treatment and their psychological impacts. It does this by facilitating a culture of flexibility, trust, and psychological safety.

**High-performance culture.**

An equitable infrastructure is one in which policies, systems and processes play an active role in removing barriers to participation, enjoyment, and success. By facilitating wider participation and enriching our collective knowledge and capabilities, the framework for 'what good looks like' will be consistently challenged, and our measure of high performance continuously raised.



DEI Strategy.

Action planning, monitoring, and governance.

EMPOWERING INDIVIDUALS AND COMMUNITIES

DEI STRATEGY

Action planning.

Our DEI action planning is guided by our DEI goals and priorities. We take a multi-layered and systematic approach to identifying key actions and putting plans and accountabilities in place to ensure progress towards:

- 1 Wide participation**
- 2 Diverse and inclusive leadership**
- 3 Connected and amplified communities**
- 4 Equitable infrastructure**

Action planning structures and cycles

Our DEI action planning aims to respond to the needs and ambitions of a diverse workforce spread throughout a complex business. Our approach to action planning is designed to encourage a targeted approach, wide participation, and clear lines of accountability.

While participation in DEI activities will be facilitated and encouraged at an individual level, formal DEI action planning will be carried out by the following business structures:

Executive Team**Network Groups****Business Units****Offices****Coordination and monitoring**

DEI action planning will be coordinated across multiple business structures to ensure that priorities and activities are complementary and streamlined rather than contradictory and inefficient.

DEI is also a key aspect of (for instance) our dedicated early careers and corporate responsibility strategies – each of which will also make specific commitments to actions in relation to DEI. So, rather than duplicating effort, attention will be paid to fostering clarity of communication and consistency of approach, as well as a balance between ‘local’ and ‘central’ action oversight.

To make this easier, our action plans will outline the following:

- Action description
- Accountable individual(s)
- Timelines
- Required resources
- Potential barriers
- Desired outcomes

DEI STRATEGY

Indicative actions. (non-exhaustive)

		Wide participation	Diverse & inclusive leadership	Connected & amplified communities	Equitable infrastructure
Address underperformance at all levels without bias or favour because of tenure, convenience, or discomfort.	1	●	●		●
Apply a consistently open, competitive, bias-free approach to recruitment at all levels.	2	●	●		●
Adopt and promote inclusive and supportive family-friendly policies and practices.	3	●	●	●	●
Apply a zero-tolerance approach to all bullying, discrimination, and harassment, whatever the source.	4	●	●		●
Broaden routes into the firm at an early careers level, including by increasing community outreach, placements, and apprenticeships.	5	●			
Carry out annual pay equity monitoring, reporting, and action planning.	6	●	●		●
Conduct a thorough DEI audit of policies and benefits, engaging with employee communities for input.	7	●	●	●	●
Connect with external organisations to facilitate understanding of, and engagement with, underrepresented communities.	8	●	●	●	●
Design and execute a communication plan to mark celebratory events and occasions to promote awareness and/or action.	9	●	●	●	●
Develop a feedback culture where leaders and managers in particular regularly invite peer, report, customer and community feedback.	10	●	●	●	●
Develop inclusive physical and digital spaces.	11	●	●	●	●
Ensure the promotions process is fair, accessible, transparent, and objective.	12	●	●		●
Facilitate the creation of financial support and leadership advocacy for employee communities*.	13	●	●	●	●
Implement KPIs and individual objectives for leaders to promote and uphold diversity, equity, and inclusion.	14		●	●	●
Listen to, trust, and support the needs of employees in relation to flexible working – focus on performance not proximity.	15	●	●	●	●

* (e.g., Network Groups, technical communities, ESG communities, shadow board and equivalent)

DEI STRATEGY

Monitoring and reporting.

By making data-driven decisions and taking a targeted and sustainable approach to DEI activities, we can ensure that our actions positively impact our employees, communities, and overall business performance. By taking a transparent approach to progress reporting, we will be honest about our successes as well as where we fall short.

This will encourage an agile approach, ensuring that we don't just celebrate our successes, but also openly acknowledge shortcomings and recalibrate action plans when needed. Collecting and monitoring trends using in-depth demographic data will equip us to respond to those employment life-cycle trends and craft inclusive practices and team cultures.

Our regular DEI monitoring activities will focus on the following:

1. Recruitment**2. Representation****3. Retention****4. Development****5. Engagement****6. Community participation****7. Accessibility****1. Recruitment**

When evaluating diversity in recruitment, we will focus on the following main criteria:

- The diversity of our applicant pool, and related trends (e.g., applications, shortlisting, appointments, declined offers)
- The diversity of our hiring panel

Paying attention to the demographic data in both categories will help us to attract and recruit candidates from a range of identities and backgrounds, and reduce susceptibility to bias in our recruitment and selection activities.

2. Representation

We will leverage demographic data to identify underrepresentation in our business, paying particular attention to differences between operating levels, services/ departments, geographic locations, and changes over time. This will include a variety of demographic characteristics including age, gender, ethnicity, sexuality, disability, neurodiversity, and socio-economic background. We will also apply an intersectional lens to our analysis, in recognition of the complexity of individual and group identities.



DEI STRATEGY

Monitoring and reporting.

3. Retention

We will pay close attention to our employee turnover and attrition to assess whether people of certain backgrounds or identities, at particular career levels or locations, are leaving at a higher rate than others. We will also carry out exit interviews and monitor exit-interview data to add a qualitative dimension to our ongoing analysis of retention trends. Combined, this data can provide a starting point for further investigation to pinpoint root causes of higher attrition rates, and to design appropriate action to address gaps in equity and inclusion.

4. Development

We will monitor data about uptake of development opportunities and rates of career advancement. This is crucial to ensure that our efforts to accelerate diversity and uphold equitable processes are not limited to recruitment but extend to supporting all employees to develop their capabilities and progress their careers.

5. Engagement

Our annual employee engagement surveys will include questions related to DEI, and our monitoring and reporting on survey responses will include a demographic analysis to help identify disparities in engagement and satisfaction aligned with specific identities or backgrounds. We will also draw upon wider data such as post training surveys, exit interviews, absenteeism, and DEI participation rates.

6. Community participation

Our employee communities are a crucial means of connecting employees of various backgrounds together and cultivating a sense of belonging. We will therefore regularly monitor the participation rate in DEI networks and wider communities and take action to understand and increase participation where it is lower than expected.

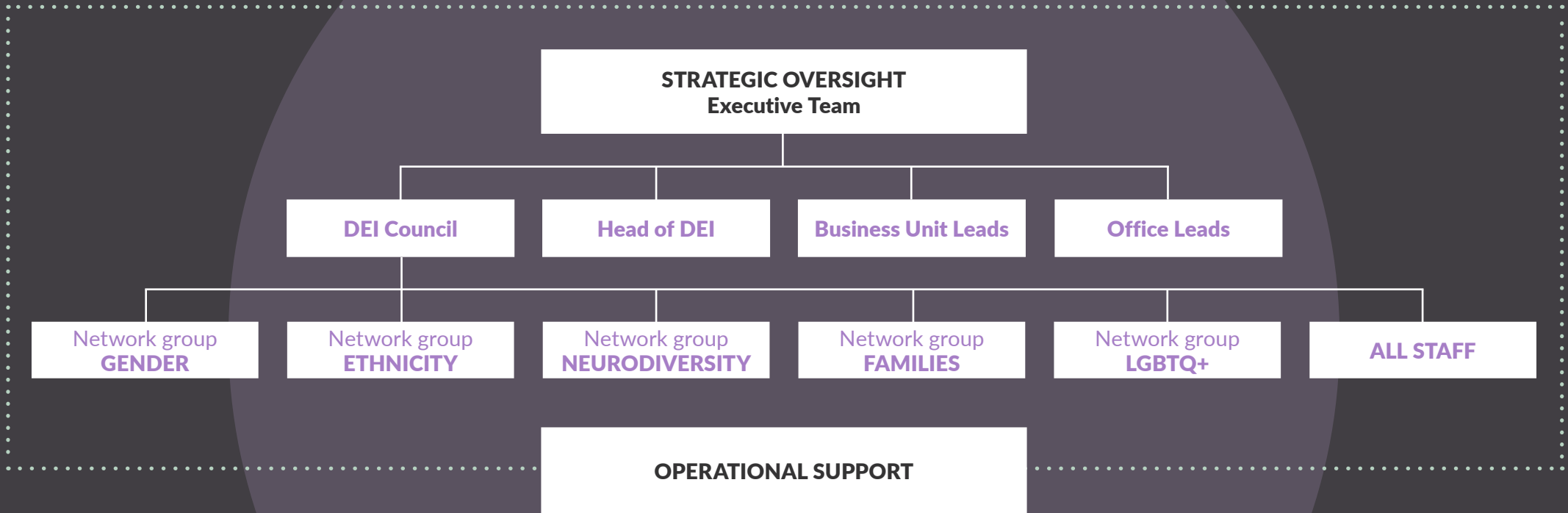
7. Accessibility

We will capture progress on accessibility via our annual engagement survey, as well as on an ongoing basis through open dialogue with our employee networks – such as on the extent to which our various policies, systems and processes cater for specific needs. We will also conduct and respond to accessibility audits of our physical spaces as we aim to offer office environments that accommodate the needs of a diverse workforce.

Reporting frequency

DEI reporting will take multiple forms, with data and analysis to be published as follows:

- Quarterly reporting on demographic trends
- Annual reporting on a range of key qualitative and quantitative findings, including an overview of progress against the goals of this strategy.



DEI STRATEGY

Accountability and governance.

While organisational diversity, equity and inclusion efforts commonly give rise to a ‘bottom-up’ swell of positive engagement with relatively little effort, clear lines of leadership, accountability and governance are essential to ensuring that this strategy is more than just a description of well-intended but ultimately unrealistic aspirations.

“While every individual in the firm has a responsibility for upholding the commitments and values of this strategy and the associated behaviours, our Executive Team will act as its primary custodians.”



JO EDWARDS
Director and Executive Sponsor for DEI

The Executive Team

The Executive Team have an essential role in bringing this strategy to life by taking the necessary action to ensure that they and the wider leadership team uphold the four strategy commitments:

- 1** We take an honest, and vigilant approach to identifying and tackling root causes of inequity in our business.
- 2** We uphold equitable recruitment, development and promotion through fair, accessible, unbiased policies, systems, and process.
- 3** Our leaders are accountable for role-modelling inclusion, guarding against bias, and actively championing DEI.
- 4** We embrace discomfort when challenged, and seek out opportunities to challenge the status quo - empowering everyone to shape a diverse, equitable, inclusive and high-performance culture.

Accountability is not only applied on a top-down basis, and as such Executive Team members will also be encouraged to hold each other accountable for meeting these commitments.

DEI data analysis and operational insights will be shared regularly with the Executive Team to ensure that they are sufficiently informed to execute these responsibilities.



DEI STRATEGY

Accountability and governance.

The DEI Council

A DEI Council will be formed to:

- 1** Provide the Executive team with strategic guidance and local insights into the operationalising of this strategy, alignment with the overall business strategy and ongoing operational activities.
- 2** Drive clear individual leadership engagement and accountability by contextualising this strategy and promoting related activities at a local level.
- 3** Achieve employee buy-in and satisfaction by communicating with employees and networks about the presence and achievements of the DEI council, increasing its effectiveness.

Membership of the DEI Council will include our Network Group / ERG committee members, an Executive Team sponsor, and representatives from across our operating regions and business units / departments.

Leadership Performance Framework

Our leadership performance framework will be used to set clear expectations and assess performance in relation to our core values and behaviours.

Leadership Remuneration Framework

Our leadership remuneration framework includes a balanced scorecard across a range of performance expectations, including progress in relation to the goals of this strategy. The means that performance against the goals of this strategy is directly linked to leadership compensation.

As our progress and reporting capabilities improve, we will develop our performance goals and metrics to ensure the most holistic and impactful measures are in place to help drive leadership engagement and performance.

DEI STRATEGY

Mapping our journey.**Stage 1: (SITUATION)**
Awareness

DEI is a new priority for the organisation, and collective awareness of why DEI is important is growing. The value of understanding the diversity of individual experiences inside and outside the organisation is increasingly understood, but the disclosure of these experiences is yet to be earned.

The organisation is yet to articulate a clear and convincing vision and route map for DEI.

**Stage 2:**
Foundation

Basic structures and policies are adopted to enable potential progress on DEI. Network Groups are set up, but membership is not actively incentivised. DEI is passively endorsed by leadership, but driven by those without access to organisational power and influence.

Moving on from this stage requires widespread and visible buy-in from leaders and managers. This includes showing humility and curiosity towards challenges that they may never have encountered, and the courage to challenge the status quo on behalf of others.

**Stage 3:**
Application

Evidence of a DEI strategy and related initiatives are increasingly visible. Network Groups are flourishing with the support of members who are actively encouraged to participate in their activities. DEI is emerging as a recognisable component of the organisational values and culture.

Employees are increasingly confident to engage in challenging conversations about fairness and bias, and leaders and managers are more frequently demonstrating inclusive behaviours – self-reflection, vulnerability, giving and inviting feedback, vigilance against bias, and taking responsibility for the culture.

**Stage 4:**
Integration

DEI is fully integrated into BAU activities. Leaders and managers are visibly committed to creating environments that supports DEI and encourages our core values and behaviours.

The growth of meaningful diverse representation among leadership levels is growing at a faster pace, leading to a more widespread sense of egalitarianism across the firm. DEI policies, systems initiatives meet local needs and challenges, and support the success of line management relationships and business operations.

**Stage 5: (DESTINATION)**
Empowered Individual and Communities

DEI is part of our business-as-usual activities, and a widely-recognised component of our culture and our identity - both internally and externally. It shapes everyday interactions and wider business strategy. The impacts of DEI on individual, team and business performance are clear.

This stage is evidenced by habitual organisational self-reflection and agility, and a leadership team who consistently execute their responsibility for upholding values and driving culture - especially under challenging circumstances.



KIERAN VALENTINE, HEAD OF DIVERSITY, EQUITY AND INCLUSION

Leading with courage.

This strategy provides a clear framework for change. It maps out a set of commitments, goals and priorities that are steps on a journey towards our vision for a diverse, equitable and inclusive business where all are empowered to participate and flourish.

We created this strategy because we know that this vision cannot be achieved without the kind of change that comes with deliberate effort and occasional discomfort. This strategy demands that we actively seek out new ideas, invite challenge of the status quo, and reward leadership that is sensitive, collaborative and courageous.

Meaningful, sustainable change to representation within our industry is both urgent and possible, but only if we commit to action, and have the courage to change when change is needed.



KIERAN VALENTINE
Head of Diversity, Equity and Inclusion