

DECEMBER 2020

Our Diversity & Inclusion Strategy

2020-22

BURO FOUR

Embracing the value of
difference across our
industry through the
implementation of our
Diversity & Inclusion
Framework

Embracing the value of difference.

Our Diversity & Inclusion (D&I) Strategy builds upon the core strength of Buro Four's Employee Benefit Trust and supports our Business Plan objective to improve wellbeing and create a diverse and inclusive workplace.

Due to the fast pace of change brought about by the digital revolution, it is essential we create a positive working environment which adapts to a high pressure environment and allows our business to identify, and our staff to raise, concerns early. This applies to both mental and physical wellbeing where early interventions are critical.

We want to ensure our employees can bring their authentic selves to work and their opinion, or concern, is respected and valued as a contribution to the continued innovation and collaboration at Buro Four.

We plan to attract and retain high-performing, talented employees and promote externally our skills and focus on D&I. This will ensure we capture new ways of thinking and innovate approaches to problem solving, whilst delivering high value service to our clients.

Addressing the balance.

Buro Four has a disparity of diversity between Senior Management and the Employees. For example, there is double the gender and BAME diversity within the Employees, compared to the Senior Management. Externally to Buro Four, two thirds of companies in the built environment surveyed in 2016 in the RICS / EY Survey had a more gender balanced leadership team; whilst this is only one attribute of diversity, it is widely considered to be an indicator that change is required. To do this we seek to achieve the following high-level aims:

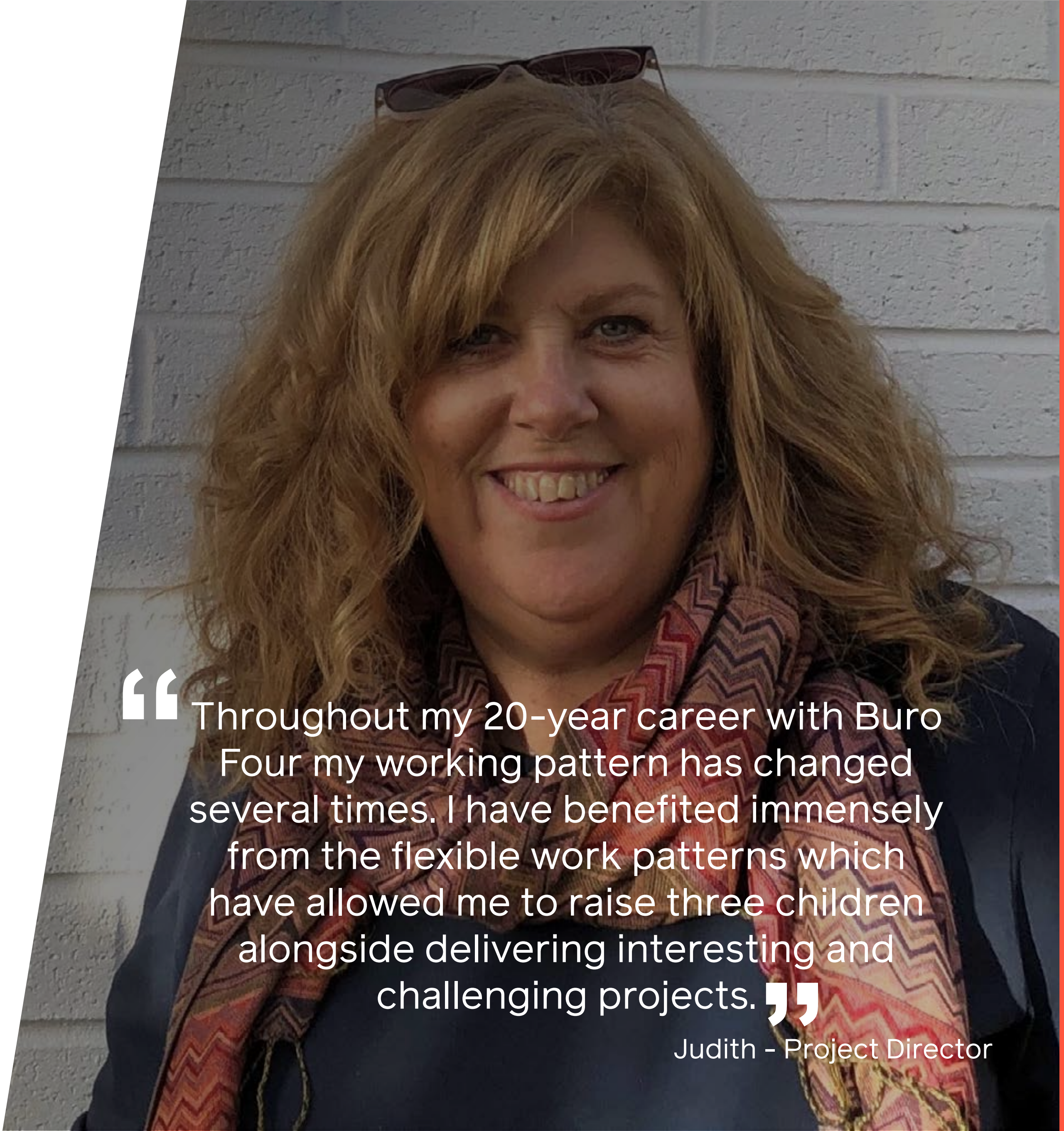
1. Firstly, we want Buro Four to excel on diversity of thought and embrace the value of difference. By 2022 we aim to be an industry leader with a workforce that is more diverse than others in the construction industry.
2. Secondly, we want to drive opportunities to nurture an increasingly inclusive business; ensuring we provide equal opportunities to everyone. We therefore would seek to embed diversity into the DNA of Buro Four, making it something that is embraced and understood by everyone across our business and to our external stakeholders we interact with, including our clients, consultants, contractors and institutions.
3. We plan to achieve our aims by implementing a D&I Framework which is centred into three key focus areas: Our People, Our Culture and Our Stakeholders.
4. To do this we will implement diverse recruitment practices, leadership teams, and employee development programmes.
5. We want to build an inclusive environment whereby all staff engage with developing, delivering, monitoring and assessing diversity and inclusivity. To do this we will enable inclusive leadership behaviours, build awareness internally and externally to stakeholders, and remove the barriers that restrain the development of a more diverse environment for long term sustainability and accountability.
6. We want to be a leader of diversity and inclusion and will work collaboratively with our stakeholders across the construction industry and challenge them to work in new and innovative ways which support diversity and inclusion and create lasting change and transformation.



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Appendix A - Glossary of Terms



“Throughout my 20-year career with Buro Four my working pattern has changed several times. I have benefited immensely from the flexible work patterns which have allowed me to raise three children alongside delivering interesting and challenging projects.”

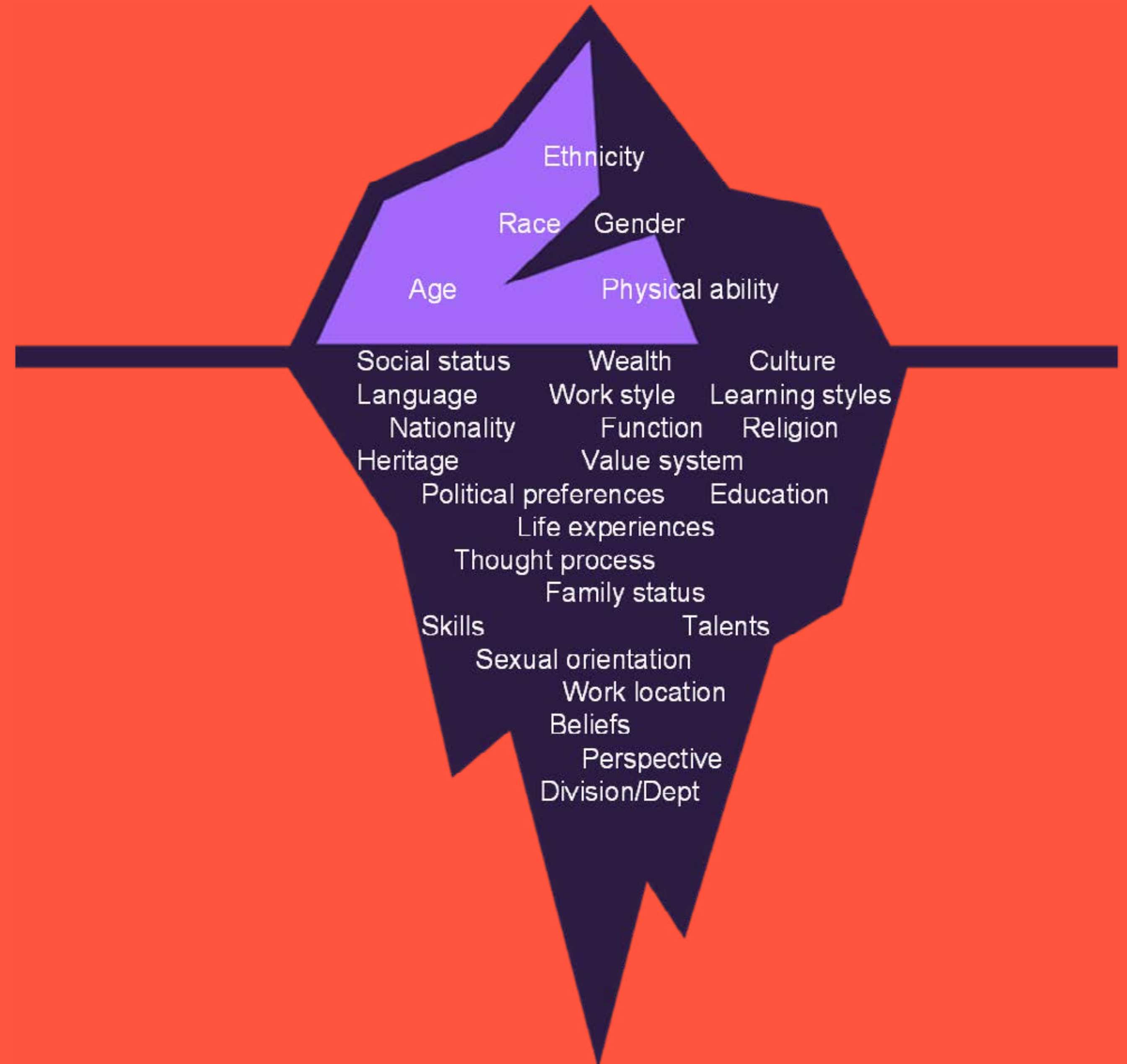
Judith - Project Director

1 - WHAT IS DIVERSITY & INCLUSION?

In simple terms, '**diversity**' is the mix; '**inclusion**' is getting the mix to work well together. **Diversity** is any dimension that can be used to differentiate groups and people from one another while inclusion is a state of being valued, respected and supported.

An inclusive workplace is one in which there is a focus on the needs of every individual and ensures the right conditions are in place for each person to achieve their potential. Inclusion is reflected in an organisation's culture, practices, and relationships that support a diverse workforce.

It is important to highlight that **diversity** not only refers to the differences in the protected characteristics such as: ethnicity, gender, age, national origin, disability, sexual orientation and religion; it also accounts for other, less visible, characteristics. The 'Diversity Iceberg', displayed in the graphic below, succinctly summarises those characteristics that can often be forgotten as they fall below what is termed 'the **waterline of visibility**'.



1. As an EBT, it's at the core of everything we stand for.

- As an EBT our employees come first.
- Quite simply a business which maintains a diverse and inclusive workforce supports the creation of a positive and enjoyable working environment.
- Helpfully, this has also been shown to link with improved business performance.

3. Attracting and retaining high performing employees.

- We are currently experiencing a wide-spread skills shortage in the Construction Industry and the fight for talent remains fierce.
- Coupled with UK wide economic uncertainty, in order to build a sustainable business, developing and retaining talent is key in order to maintain a competitive advantage.

2. Collaboration.

- An inclusive workforce (or project team) is critical for everyone to work collaboratively, to feel that their contribution is valued, and to innovate to drive successful outcomes.
- In Construction, where the cost of 'staying silent' can have catastrophic impact, feeling comfortable enough to raise concerns is key for the health and safety of the entire industry.

4. Richness of Ideas and Innovation.

- A diverse workforce captures creative thinking and new and innovative approaches to problem solving.
- Buro Four work on some of the most complex and challenging construction projects in the industry.
- As specialists in our field without innovation and creative thinking we are not able to deliver a high value service to our clients.

Our Strategy

A man with short brown hair and a light beard, wearing a dark blue pinstripe suit, white shirt, and blue patterned tie, is smiling and looking slightly to his right. He is standing outdoors in front of a brick wall and some greenery. The background is softly blurred.

“Having worked for several companies in the UK and across Europe, the family-like environment at Buro Four made it easy for me to feel included. This was reinforced with the huge support received at the start of the pandemic. I am immensely proud to be part of Buro Four.”

Petros – Assistant Project Manager

3 - DIVERSITY AND INCLUSION STRATEGY

3.1. – Our high level aims.

Through Buro Four's Diversity and Inclusion Strategy we seek to achieve the following high-level aims:

We want Buro Four to excel on diversity of thought and embrace the value of difference. By 2022, we would therefore aim to be an industry leader with a workforce that is more diverse than others in the construction industry.

We want to drive opportunities to nurture an increasingly inclusive business, ensuring we provide equal opportunities to everyone. We therefore would seek to embed diversity into the DNA of Buro Four making it something that is embraced and understood by everyone across our business and the external stakeholders we interact with, including: our clients, consultants, contractors and institutions.

Implementing our strategy




“Since starting a family, I have been working part-time with flexible hours to balance my projects and my family life. Buro Four have empowered me to progress my career and development, whilst simultaneously supporting me in having a family.”

Ruth - Project Director

3.2. - Our D&I Framework

We know that we must do more to build on our current successes. This strategy outlines our plans for the future of diversity and inclusion at Buro Four which we have grouped into 3 key focus areas:

1. Our People
2. Our Culture
3. Our Stakeholders



“ Buro Four provide a positive working environment with a large percentage of females who are role models for progression, not only within the business, but in the construction industry. ”

Lucy - Project Manager

3.2.1. - Our People

We want to engage and attract new people to the business and industry from under-represented groups. Opportunities for development will be open to all, regardless of educational or social background.

Diverse Recruitment

Aim

We want to ensure that we recruit the best talent from a widely diverse group of candidates, and that our selection and interviewing processes support the creation of a diverse and talented workforce.

How

We will promote our diversity and inclusion agenda to our recruitment partners such that they are able to support us in our diversity goals and facilitate a diverse range of candidates at the shortlisted stage.

We will regularly review the potential pool of people who carry out interviews at Buro Four to ensure that they are diverse in make-up, use inclusive language, and are aware of their unconscious biases to recruit the best talent.

All those involved in the recruitment process will be provided with appropriate training on diversity and inclusion so that they are fully equipped to support our agenda.

We will remove all personal data, dates and educational institutions from CVs prior to review.

Where job postings are made externally, we will use of appropriate language and a statement of commitment to D&I when advertising.

We will ensure that our external company image and communications is one that demonstrates our diverse culture to encourage applications from everyone.

Diversify our sourcing methods especially at junior level before higher education and develop a Buro Four Apprenticeship Programme.

Diverse Leadership Teams.

Aim

We want to ensure that the decisions we make as a business reflect diverse voices and opinions by ensuring that our leadership teams are diverse and balanced.

How

We will seek to ensure that Buro Four's talent pool is diverse in makeup with the aim of developing those who will lead our business in the future.

Specific leadership development programmes targeted at under-represented groups in the industry.

3.2.2. Our Culture

We want to build an inclusive culture where all staff engage with developing, delivering, monitoring and assessing diversity and inclusivity.

Diverse Employee Development

Aim

We want to ensure that Buro Four is a socially diverse organisation with opportunities for development open to all, regardless of educational or social backgrounds.

How

A review of all training and promotion policies that offer equal access to career progression to all employees across Buro Four.

We will set out plans to increase the number of apprenticeships offered at Buro Four by 2022.

A commitment to continue to maintain support for external qualifications for our employees.

Enabling Leaders

Aim

We want our leaders to demonstrate inclusive leadership behaviours, leading by example, and to encourage and confidently support all employees to reach their full potential whilst promoting a culture of diversity and inclusion.

How

We will ensure that all leaders and managers undertake diversity and inclusion training, for example unconscious bias training, or using inclusive language.

We will enhance the provision of support and information available to our leaders so they are capable of adequately promoting inclusive working practices and implementing reasonable adjustments for all individuals specific to their needs.

We will deliver training to all Employees on inclusive language and leadership styles.

We will add a Behavioural Competency on D&I to be used in performance reviews.

Building Awareness

Aim

We want to build the foundation for change so that all internal and external stakeholders understand that diversity and inclusion is part of Buro Four's DNA.

How

Develop and carry out a role model campaign.

Promote existing policies and practices which support diversity and inclusion.

Appropriate D&I Training available to all Employees.

Identification of diversity and inclusion working group.

Sustainability & Accountability

Aim

We want to build the foundation for change so that all internal and external stakeholders understand that diversity and inclusion is part of Buro Four's DNA.

How

Develop and carry out a role model campaign.

Promote existing policies and practices which support diversity and inclusion.

Appropriate D&I Training available to all Employees.

Identification of diversity and inclusion working group.

3.2.3. Our Stakeholders

We want to be a leader of diversity and inclusion. We will need to work collaboratively with our clients and external stakeholders across the industry and challenge them to work in new and innovative ways that support diversity and inclusion.

5.2.3 Our Stakeholders (Clients, Consultants, Contractors etc.)

Aim

To promote diversity in the construction sector and break down barriers which currently exist.

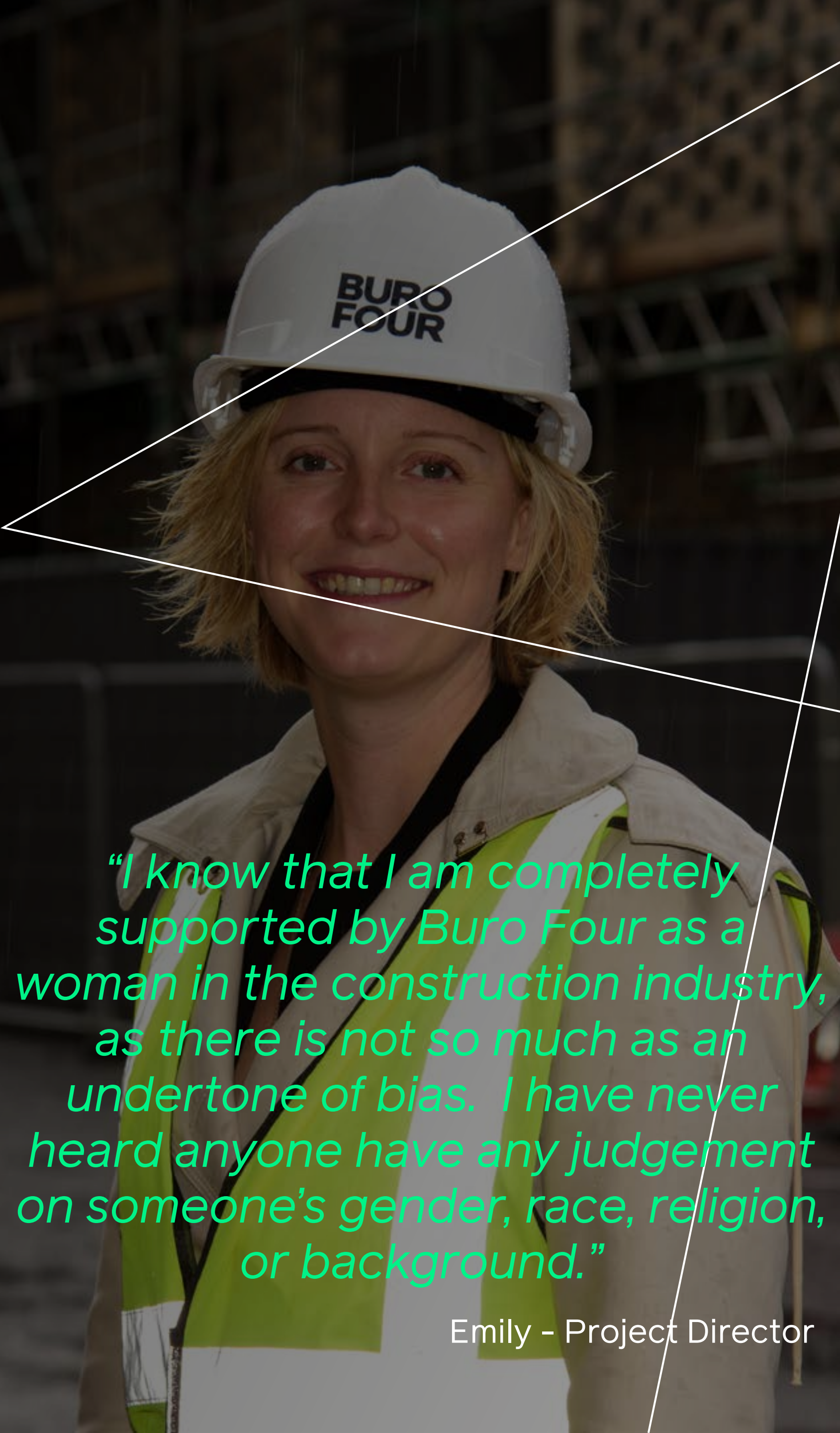
How

Offer support to our smaller clients on D&I to improve our relationships and brand.

Partner with external networking groups who can support our D&I agenda.

Publish D&I Tools externally to challenge working practices at Construction Site level.

Buro Four's Employee D&I Champions to attend D&I events to learn, collaborate, and challenge, whilst creating strong industry relationships.



"I know that I am completely supported by Buro Four as a woman in the construction industry, as there is not so much as an undertone of bias. I have never heard anyone have any judgement on someone's gender, race, religion, or background."

Emily - Project Director



"Having recently joined Buro Four before the pandemic, I was concerned that my development and progression would suffer. I am happy to say that was not the case! I have felt well supported by my project team and still had opportunities to increase my responsibility."

Sally - Assistant Project Manager



"Difference is valued at Buro Four. I feel I can be my authentic self and not expected to fit a stereotypical mould associated with the construction industry."

Amy - Project Manager

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