



JP Corry Equality, Diversity & Inclusion Strategy, 2022 – 2025.

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FOREWARD

We are delighted to introduce JP Corry's' first Equality, Diversity, and Inclusion (EDI) Strategy MBrace.

JP Corry place great emphasis on the safety, health and well-being of its people, the opportunity for development and progression and the provision of a workplace which is friendly and values the contribution of everyone.

MBrace outlines our positive intent to ensure that Equality, Diversity, and Inclusion is at the very core of our business; successfully delivering a team of individuals that is made up of positive representatives from every area of our society. Equality, Diversity, and Inclusion (EDI) represents that mutual trust, respect and understanding we strive for in our organisation to serve all our stakeholders. They are integral to our people, our brand, our reputation, and our success. We want everyone who interacts with us, both internally and externally, to feel valued and respected, and for our services and general ways of working to demonstrate our stated commitment to EDI. We also want to use our increasing knowledge and experience to make a leading contribution to the industry and share best practice in all aspects of EDI. We will work energetically toward the vision of an inclusive organisational culture through a mainstreaming approach, embedding EDI into our behaviours and all that we do. We will highlight the benefits of EDI for all individuals and societies and promote its positive contribution.

INTRODUCTION FROM CIARAN McCONNELL, MANAGING DIRECTOR

As Managing Director of our business, I recognise that there is continual work to do if we are to achieve our Equality, Diversity, and Inclusion ambitions by 2025.

I am committed to making sure that myself and our senior leaders work as ambassadors for change; by leading from the front to deliver our business goals.

Establishing an environment that allows everyone to do their best, and be their best has always been our aim, but we need to work harder and faster to reach our destination and be truly representative of the customers we serve and communities we live in.

By enlisting and embracing the support and action of our people, our suppliers and by working closely with our customers, we will ensure that we get there a lot faster; working better together, measuring results, and making positive change to ensure we have more great people delivering great work.



Ciaran McConnell

Managing Director, JP Corry

OUR MISSION - WHY EQUALITY, DIVERSITY, AND INCLUSION MATTERS TO US

As a business with over 207 years' experience, we recognise that value in extending our reach into the widest diverse talent pool and ensure that every opportunity is available to every person across the communities we serve and beyond.

Our mission is to transform the built environment using innovative, self-delivered, quality services, working together as one with our people, our customers, our suppliers and our communities. By bringing together differences in an inclusive environment, we believe we will encourage innovations and achieve better results.

A SUSTAINABLE WORKFORCE

With sustainability at our heart, we recognise that to remain an employer of choice we must engage across a wide demographic, promoting and creating accessible opportunities to encourage applications.

However, it is not just about attracting talent for today, it is essential we create an inclusive environment that affords our people the space and confidence to develop to their full potential, and that we maintain the environment to ensure we retain and encourage them to refer and recommend others to establish the new family members of the future.

REFLECTING OUR SOCIETY

It is important that everyone in our diverse and ever-changing society is understood and is highly valued.

We have a society that comprises of a wealth of cultural difference, whilst there are advances, there is still much work to do to ensure equal opportunities exist and inequality, where it is identified, is challenged.

FAIRNESS, INCLUSION AND RESPECT

Establishing a culture in our business built on the principle of Fairness, Inclusion and Respect will create the platform for dialogue, building a cultural confidence that welcomes differences.

Shared ideas provide the backdrop for healthy debate and demand listening and engagement to review new ideas and understand how to work better together.

OUR APPROACH

We have established a set of challenging targets and have embraced an immediate and positive challenge to ensure that EDI is central to everything that we do. We will communicate widely to invite participation from our people in shaping the strategy, measuring, and learning along the way and ensuring that we communicate our progress in regular, transparent updates.

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Equality – Providing equal opportunities for all

Fairness – Creating a level playing field where equality can operate

Inclusion – Ensuring that the mechanics of debate and acceptance are employed

Diversity – Establishing an understanding of the different communities, ensuring that all are represented and valued

Respect – Ensuring that every difference is regarded.

WHAT WILL MBRACE MEAN FOR JP CORRY

- An environment where we can all be the very best of ourselves and prosper
- Our leaders will cultivate a supportive and inclusive environment
- We will have the privilege of being attractive to all people
- We will create a place of respect and understanding of each other's differences
- We will establish a platform where our people can express ideas and be comfortable with respectful challenge of each other to deliver the very best outcome
- We will be the evidence that diversity creates a more successful business than one which is not

We have set ambitious targets to guide our efforts and hold ourselves to account. Underpinning each of these goals is a set of initiatives and priorities that we will pursue.

Goal 1 – Maintaining an inclusive organisational Culture

Goal 2 – Developing Inclusion & respect

Goal 3 – Increasing Diversity through the female community

Goal 4 – Increasing diversity through the disabled community

Goal 5 – Increasing diversity through BAME (Black, Asian, Minority Ethnic) Community

Goal 6 – Increasing diversity through LGBTQ+ Community

Goal 7 – Increasing diversity through having greater equilibrium across age demographics

Goal 8 – Increasing diversity in our supply chain

Goal 9 – Communicating our performance, impact and sharing best practice.

GOAL 1 – MAINTAINING AND INCLUSIVE ORGANISATIONAL CULTURE

At JP Corry, our ambition is to nurture an organisational culture where people working and engaging with us feel respected and comfortable being themselves, free from unjustified discrimination, offensive behaviour, or bullying.

Creating a level playing field is fundamental in our approach; our policies and processes to create a robust framework and set standards for Equality, Diversity, and Inclusion.

Leaders exist in different roles and particularly, but not exclusively, in senior positions. They are crucial in driving progress, achieving fairness, and enhancing our working culture, reputation, and impact. Therefore, our emphasis will continue to be about nurturing and developing engagement, establishing role models, and leadership capability in EDI, as well as creating diversity amongst senior leaders. There will be expanded opportunities for under-represented groups internally and

externally to

participate and contribute to informing and shaping the organisational culture. There will be alignment with how we engage with EDI internally and how EDI is reflected and addressed in the delivery and content of our core business operations and services.

OUR OBJECTIVE

To create a culture where under-represented groups participate and contribute to our EDI strategy. We must review all instances where unfairness could exist and create inequality, and where we find an opportunity to do better, we must act immediately.

WE WILL DO THIS BY:

Developing a level playing field.

- Review all policies and processes to ensure they meet the needs of our strategy
- Provide opportunities for under-presented groups to participate and shape the strategy
- Review the recruitment and selection process to ensure that our advertising, application and selection processes are inclusive and accessible to all
- Fair reward and recognition will be made available through continual benchmarking and evaluation against the marketplace
- Provide accessible development and training opportunities to encourage career progression as part of our commitment to lifelong learning
- Our culture and expectations will be communicated widely to all stakeholders

Developing our leadership capability and confidence:

- Develop our leadership capability to identify fairness and unfairness in any area of the business
- and have the confidence to communicate outcomes

Having a voice:

- Creating effective mechanisms that allow concerns to be raised and then addressed sensitively
- and successfully

- Conducting regular engagement survey across the business to test culture and raise assurance
- Providing regular and transparent communication about findings and any actions taken

INCREASING DIVERSITY IN THE WORKPLACE

We must achieve a more accurate representative of Northern Ireland's economically active population. We need to build momentum and have set aspirational objectives in recognition of this.

We recognise that we are unlikely to have all the answers from the outset and so are keen to collaborate with subject matter experts and organisations that have established best practice and can offer valuable insight to tackle any unconscious bias or barriers.

By establishing realistic but stretching targets we will be able to measure progress effectively to ensure we remain on track. We need to build appreciation in our leadership and people by communicating expectations and providing regular training about the value of Diversity across the full spectrum of identities, and we need to ensure we engage with like-minded organisations and individuals so that we increase the speed of change.

GOAL 2 – DEVELOPING INCLUSION & RESPECT

Representation objectives for age, socio-economic diversity, faith and belief (sexual orientation, criminal record, ex-military) and ensuring that our workforce sufficiently represents these characteristics are no less important; a person's identity is not defined in isolation but is made up of multiple dimensions, therefore we will maintain appreciation of this. We are committed to ensuring that everyone can maximise their potential at JP Corry.

OUR OBJECTIVE:

To demonstrate our appreciation of this contribution and to pursue activities that constantly evaluate our performance and representation in these areas.

WE WILL DO THIS BY:

Creating an inclusive architecture:

- Adapting processes and policies to account for generational differences
- Educate on generational differences and promote an inclusive workplace that values all colleagues irrespective of age where all colleagues feel valued
- Recognise the support required across generations and make reasonable adjustments as necessary
- Ensure managers are confident in managing generational difference through coaching (including reverse mentoring)
- Provide flexibility in the use of workplace adjustments to support colleagues and ensure that they are given the opportunity to perform at their best throughout their career
- Better enabling of social mobility through our attraction, recruitment, and retention efforts
- Improve our methods of understanding inclusion by measuring socio-economic background
- Ensure our culture and processes are inclusive and supportive of a range of backgrounds when it comes to promotion and other opportunities, including through mentoring and myth-busting
- Ensure JP Corry is inclusive of all faiths, beliefs, and community backgrounds
- Create clear external messaging that people who practice a faith or hold a belief are welcome in our business
- Increase awareness of faith and belief diversity
- Act on any instances of bullying, harassment, or discrimination

GOAL 3 – INCREASING DIVERSITY THROUGH THE FEMALE COMMUNITY

The construction industry has traditionally been a male dominated environment, but there has been positive action taken over recent years to dispel myths and improve the position so that the industry can attract and retain the talent females have to offer.

In conjunction with our parent organisation Saint-Gobain, we have welcomed the introduction of the gender pay gap reporting, creating an opportunity to address any disparity. We will build on our compensation and benefits offering to understand the reasoning for any disparity, and to offer meaningful benefit options to female colleagues, positioning us an employer of choice.

We will undertake positive investigations into the reasons why female representation falls for certain job roles, so that we can create interventions and development opportunities to assist us in providing sustainable career journeys.

OUR OBJECTIVE:

To raise awareness of the Construction Industry and JP Corry as career opportunities to females to increase our numbers of female applications, and therefore increase the number of hires of females. To offer work experience, traineeship's, placements, and apprentice opportunities to promote ourselves and the construction industry as an employer of choice. To identify role models and provide mentoring for those interested in advancement.

WE WILL DO THIS BY:

Create positive awareness of opportunities for women in construction:

- Undertake a series of engagements to raise awareness and dispel myths about the industry i.e. school visits, careers fairs, careers talk's, host site visits.
- Use positive images to demonstrate construction suitability as a career choice on website and social posts
- Job advertisement wording and job titles to positively promote opportunities for females
- Partner with external organisations and networks to promote gender parity in construction and non-traditional careers for females

Creating and challenging:

- Embed flexibility and work-life balance into our organisational culture for both men and women
- Understand other barriers inhibiting female progression and develop programmes to address this

Nurturing the female talent pipeline:

- Continued focus on addressing gender balance at senior level that has developed a range of initiatives in support of this i.e. succession planning and training and development, mentoring and coaching
- Proactive in communicating our desire to achieve gender parity
- Equip and empower our female talent with the right tools to develop their career
- Work with our sister organisations to identify and support female talent

Addressing compensation, benefits, and general offering to females:

- Review compensation and benefits offering to ensure equality and fit for purpose
- Review colleague engagement survey data / feedback from female demographic to address any differences from male counterparts.



GOAL 4 – INCREASING DIVERSITY THROUGH THE DISABLED COMMUNITY

We are keen to leverage our position to increase the representation and engagement of people with disabilities across all grades and lead the way for disability awareness in the Construction Industry. We will better attract and retain people with disabilities and create an environment where people feel comfortable disclosing this and can operate from premises that are appropriately adjusted.

To ensure we have further access to expertise and guidance we will utilise professional partners in this field to keep us up to date with current guidance and initiatives.

OUR OBJECTIVE:

- To strengthen the talent pipeline of people with disabilities at all levels
- To better understand the composition of our workforce
- To improve understanding of the importance of mental health and wellbeing
- To improve access and support for mental health and wellbeing for those employed by our business

WE WILL DO THIS BY:

Reducing the engagement gap:

- Create an environment in which colleagues with disabilities are engaged and feel comfortable declaring their disability through a communications campaign. This will help us better understand the composition of our workforce
- Review and audit our recruitment process to ensure it is accessible and inclusive
- Increase delivery of disability awareness training for employees and wider stakeholders
- Work closely with organisations and SEND schools to engage with the disability community to provide work experience, internships and mentoring

Collating data on disability:

- Work with internal and external stakeholders to eliminate incidents of bullying and harassment amongst colleagues with disabilities
- Develop an network of Mental Health First Aiders across the organisation and provide access to training to assist managers in improving their capability to address colleague mental health and wellbeing issues and make necessary adjustments
- Strengthen our links with external providers to ensure that there is adequate provision for all colleagues who need support on mental health related issues
- Collect data from existing employees providing a list of disabilities and adjustments
- Review training and development opportunities to ensure their suitability for all

Improving the talent pipeline for colleagues with disabilities:

- Develop a bespoke talent offering for colleagues with a disability to include mentoring and shadowing
- Actively promote, encourage and sponsor applications to cross government talent scheme to provide development opportunities to our disabled talent
- Sponsor colleagues with disabilities who have been on talent schemes
- Strengthen our links with external providers for work experience, internships and mentoring

Creating the right environment

- Build line manager confidence in dealing with disability issues through training and myth busting communication to include information about non-visible disabilities
- Ensure our workplaces are accessible and comfortable
- Ensure our training and development methodology is fit for purpose



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GOAL 5 – INCREASING DIVERSITY THROUGH THE BAME COMMUNITY

We recognise that we are under-represented by individuals from BAME communities across the organisation and so there will be a focus on tackling this persistent underrepresentation through positive action, talent programmes and targeted support.

We will act to reduce gaps in performance appraisal outcomes and improve the experience for our BAME people and reduce 'prefer not to say' responses in declaration rates.

OUR OBJECTIVE

To strengthen the BAME talent at all levels

WE WILL DO THIS BY:

Embedding positive action initiatives:

- Use positive action initiatives to broaden our BAME talent pool
- Strengthen our talent attraction and selection processes to combat unconscious bias through using diverse interview panels
- Use positive action statements in all targeted recruitment campaigns
- Use photography that promotes and demonstrates diversity

Improving performance management outcomes:

- Building on our performance management process, we will identify disproportionality and put actions in place to better understand and address them (what is this for us?)
- Ensure that emerging talent initiatives create stretching opportunities to nurture identified high potential BAME colleagues
- Establish an Emerging Talent Committee to create a focus on EDI activity and targets
- Support and develop high performing BAME individuals through a career development programme which includes mentoring and support activities

Seeking counsel:

- Actively engage and encourage discussion with BAME champions and organisations to better understand barriers to progression and learn from their considered opinions about how to disrupt and break through them

GOAL 6 – INCREASING DIVERSITY THROUGH THE LGBTQ+ COMMUNITY

At JP Corry we have always believed that we operated in such a way that LGBTQ+ were able to be their authentic selves, but we believe that the numbers of people in our business identifying themselves across all grades is less than the national average. Therefore, we will seek to better understand challenges and perceived barriers, working to address those that we find and seeking to improve capturing and monitoring so that we have a trusted baseline from which to work.

OUR OBJECTIVE

To create an environment where LGBTQ+ community members can confidently be their authentic selves in our business. The confidence will be evidenced by capture of declaration data to enable us to understand levels and manage and support effectively.

WE WILL DO THIS BY:

Developing best practice:

Engage with organisations who represent this community to understand more about the challenges they face and success stories that they can share. This will enable us to adopt best practice and to develop and establish some of our own. Improving LGBTQ+ prefer not to say rates:

- Further investigate the reasons why there are high 'prefer not to say' rates with respect to sexual orientation
- Analyse all new LGBTQ+ data as it emerges to guide our actions

Developing targeted programmes to attract and develop LGBTQ+ talent:

- Review how we attract and develop our people and identify methods to combat the disproportionality experienced by LGBTQ+ talent

Collecting data on gender identity:

- Implement a way to encourage data capture on gender identity so that we can better understand needs in this area and guide actions in support of increasing representation and inclusion of trans people.

Goal 7 – Create and maintain a balanced workforce across all age demographics

The construction industry has been seen as a somewhat unattractive place of work in more recent history, therefore less young people have sought to start or continue careers with ourselves and the wider industry. Leading to age demographics being heavier on the middle to older age profile, and significantly lighter on the under 25's.

Both separately and in conjunction with our parent organisation Saint-Gobain we have welcomed government incentive's and levy's introduced to reignite apprenticeship take ups for the younger generation as well as the removal of the retirement age for the older generation.

We will undertake positive investigations into reasons why the younger generations are less prevalent in the workforce and how we can retain the older generations in the workforce. This will allow us to create interventions and develop opportunities to assist us in providing sustainable career journeys, with meaningful benefit options, positioning us as an employer of choice.

OUR OBJECTIVE

To raise awareness of the Construction Industry as a career choice for all ages by promoting opportunities across young and older age demographics. To offer work experience, traineeship, placement, and apprentice opportunities as well as flexible working options to suit an array of lifestyle choices whilst advancing the agility of our organisation.

WE WILL DO THIS BY:

Create positive awareness of opportunities in construction for younger and older workers:

- Undertake a series of engagements to raise awareness and dispel myths about the industry
- Use positive images to demonstrate construction's suitability as a career choice
- Utilise employee case studies publicly to raise awareness and promote opportunity

Creating and challenging:

- Embed flexibility and work-life balance into our organisational culture for all
- Understand barriers inhibiting attraction and retention and develop programmes to address

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Nurturing the talent pipeline:

- Continued focus on addressing succession planning at senior level, developed a range of initiatives in support of this
- Proactive in communicating our desire to achieve more balanced demographics
- Equip and empower our individuals with the right tools to develop their career
- Work with our sister organisations to identify and support talent mobility

Addressing compensation and benefits:

- Review compensation and benefits offering to ensure competitiveness and fit for purpose

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GOAL 8 – INCREASING DIVERSITY IN OUR SUPPLY CHAIN

Supplier diversity is equally important to ensure that we procure goods and services through a diverse supply chain. It is important that our supply chain grows through the opportunity to introduce and develop new products, services and solutions to support our contract delivery. A local, diverse, and sustainable supply chain is important to support our circular economic model, with social impact driven by local diverse recruitment.

OUR OBJECTIVE:

To use local suppliers who recruit locally for a diverse workforce, where feasible

WE WILL DO THIS BY:

- Monitoring and measuring annually the EDI statistics of our suppliers
- Hosting supply chain events and providing opportunities to present best practice or innovation
- Update of supplier review forms to ensure EDI statistics
- Provide support and advice to SME (Small and Medium enterprise) and VCSE's (Voluntary, Community, and Social Enterprise Organisations) through various channels

GOAL 9 – COMMUNICATING OUR PERFORMANCE, IMPACT, AND SHARING BEST PRACTICE

Measuring our performance and identifying our success in achieving a more inclusive organisational culture and making a leading contribution to aspects of EDI is crucial in evaluating our effectiveness and impact. We will therefore identify mechanisms for measuring the return on our investment (ROI) in EDI and the extent and quality of the contribution and distinct impact we aim to make through EDI. In addition, we will ensure we comply with our legal obligations and where possible and appropriate, go beyond the legal minimum.

The results will be improved performance against our won EDI standards derived from national and industry benchmarks. This includes external recognition. There will be strong compliance with legal obligations and where possible and appropriate these will be exceeded for vulnerable groups. Equality, diversity, and inclusion related risks will be anticipated and well managed.

OUR OBJECTIVE:

To deliver regular, transparent, and accurate reporting and sharing our progress in creating an equal opportunities environment that allows every member of society the same chance to be their very best by contributing to our story

WE WILL DO THIS BY:

Reporting against the baseline:

Establish a baseline to determine our current position against our goals and report regularly about the efforts we employ to reach the goals, the success and the lessons learned.

Collaborative progress:

Take advice from organisations and individuals who are “subject matter experts” and learn from their experience and expertise to reach the goal faster than we may otherwise have done

Creating the right environment as a 21st Century Employer

Creating an environment where a sustainable people agenda is realised will require responsible leadership, and the determination and commitment of all our people. The work that leads to results now will write the history books and create the next century of trading for JP Corry ensuring the prosperity of the business and the stakeholders it proudly serves, both now, and in the future.

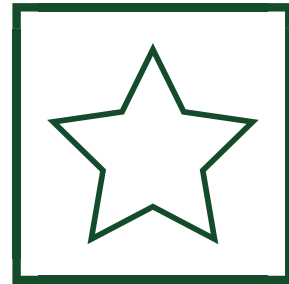
The successful 21st Century employer will be one that embraces diversity and differences as a significant strength; it is one that recognises the contribution of every individual, for its uniqueness; and one that provides a stable and fertile environment for difference to be aired, considered, and respected.

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“We must not only learn to tolerate our differences.

We must welcome them as the richness and diversity which can lead to true intelligence.”

Albert Einstein



Decency, Passion and Pride

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DEFINITIONS

EQUALITY

Equality is defined as promoting 'equality of opportunity' and 'avoiding discrimination' towards people who share one or more characteristics protected by The Equality Act (2010 – check ref NI)

Protected characteristics are: Sex, Race, Disability, Age, Religion/belief, sexual orientation, pregnancy and maternity, marriage / civil partnerships and transgender (Check NI)

*ACAS

DIVERSITY

Diversity is defined as recognising and embracing common differences that may exist amongst people – both inside and outside of the legal framework.

e.g. Gender identity, physical appearance (height, weight, choice of clothing), socio and economic status, parentage, hobbies / interests, regional background, numerical and verbal literacy.

* McKenzie LLP

INCLUSION

Inclusion is defined as: A sense of belonging, feeling respected, valued for who you are and experiencing a level of supportive energy and commitment from others so that you can do your best.

*Millerand Katz (2002)