

VALUING DIFFERENCE

FRAMEWORK FOR Q1
STRAIGHTFORWARD



Our four core values



Our values support our vision, underpin high performance, and enable us to deliver our Operational Excellence Strategy - these will underpin the Valuing Difference Calendar for 2024.

What our values mean to us as individuals, how we demonstrate and live these, are outlined in this document.

This brochure highlights the 'OneKeepmoat' approach we will be taking to celebrate Valuing Difference during 2024, which also incorporates the most popular 'KeepWell' events from 2023.

The first quarter of our new Valuing Difference calendar will focus on our value of behaving in a 'straightforward' manner.

The information in this guidance document is the minimum expectation required for celebrating Valuing Difference. Subject to local budgets, additional activities/events can be supported.

Throughout this quarter, please submit photos/videos of the events in your regions to ValuingDifference@keepmoat.com, to enable us to highlight the great activities being undertaken, in order to illustrate our values.

At the end of the quarter, we encourage the Regional/Central Leadership teams to nominate an employee for a GEM award, who best embraced the core value of that period.

We are all proud to work for Keepmoat, so let's ensure our behaviours are in line with all our values.



Empowered regions are vital to our success and when we work together, we can achieve anything.

Commitments

The information below outlines what we as a business are committing to as part of the 'Valuing Difference' 2024 Calendar, to ensure a OneKeepmoat approach.

The HR Department: We commit to providing a framework to help support the regions in achieving a 'OneKeepmoat' approach to Valuing Difference. This framework consists of a calendar infographic, to be displayed in office/site locations. In addition, a brochure, which will be provided to the PAs, will include our minimum standards to ensure a consistent approach across the business. The HR Department and the PA group will meet 8 weeks in advance of the following quarter, to discuss upcoming activities/events and provide an opportunity to reflect on past initiatives/events.

HR Managers: To raise awareness of the upcoming initiatives/events in weekly SMT meetings.

RMDs/Central Services Heads: At the start of each quarter, responsible for providing an update of what will be included in the upcoming three months, as well as sharing the specific value and what it means to Keepmoat. They are also to encourage nominations of those individuals who best embraced the value during that quarter, which will be submitted via the GEM award process.

PAs: To commit to supporting your region in delivering the initiative/activities/events in this brochure and be responsible for ensuring all information is cascaded to relevant colleagues. They will be a point of contact for queries and feedback. In addition, the PA will also attend the Valuing Difference meetings with the HR Department, 8 weeks ahead of the next quarter. To encourage positive engagement, the PAs are asked to encourage and submit the nomination of one employee for a GEM award, who best embraced the value during that quarter. To help deliver the activities and ensure workload does not land with only the PA group, they are encouraged to liaise with the Functional Departments and assign a monthly activity for them to coordinate/deliver.

Functional Departments: Work with the relevant PAs and be accountable for organising the assigned monthly activity/ies, in line with guidance set out in this brochure.



Being efficient, open and honest is a big deal to us. It means people trust and want to work with us.

Communication

Examples of positive behaviour:

- Communicates in a simple, clear, flexible and consistent way
- We have tough, open honest conversations without fear
- Challenges others in an open and honest way
- Actively seeks to understand others' point of view

Examples of negative behaviour:

- Communication style is unclear/poor
- Doesn't explore value of difference of opinion and avoids conflict
- Hides behind or over relies on email as a form of communication
- Uses 'push' style when communicating

Openess and Integrity

Examples of positive behaviour:

- Acts with courage, transparency and integrity
- Develops trust through being open, honest and friendly
- Challenges others, if there is a better way, we put it forward
- Has a positive impact by doing what they say they will do
- Encourage people to learn from feedback

Examples of negative behaviour:

- Protects own interest above consideration of team and wider business
- Has hidden agendas and fosters a blame culture
- Doesn't believe in or demonstrate company vision and values
- Trust is lost as a result of actions.

January – Personal Wellbeing & Finance

Why these topics: We recognise these are difficult subjects to discuss but are relevant to many people who we work with daily. With this in mind, we want to be straightforward about these topics, with the aim of supporting our colleagues.

Activity: **Brew Monday**

When: 15th January 2024

How: Using existing budget for office sundries, we are to offer a variety of flavoured tea bags/coffee, which should be delivered to all office/site locations. This event is to be positioned by Senior Leaders in team huddles. Senior Leaders are to lead and encourage these types of conversations over a 'brew'.

Outcome: This activity aims to encourage colleagues to share and discuss 'hints and tips', at this difficult time of year to support the wellbeing of colleagues and their personal financial planning. The HR Department will provide support materials to the relevant PAs to use locally (to be displayed until the end of January).

Cost: C.£30 per region. Budget stream – Regional budget, using 'Office Sundries'.

Supplier Recommendations: [Amazon](#).

Communications to be issued in support of this:

Monday Matters and RMD/CS Head email 8th January 2024 - including anonymous Microsoft forms link for people to submit their top concerns, as well as key tips for supporting mental health and personal financial planning. The top responses will then be collated and communicated to the PAs via an infographic, for local promotion.

SnapComms 11th January 2024 and follow up on 15th January - reminder banners for Brew Monday, highlighting our benefits relating to these topics (business wide).

The HR Department will send information packs to the PAs, for local use. This will include e.g. links to EAP, mental health first aiders, Lighthouse Charity.



February – Learning & Development

Why this topic: It does not matter if you are just starting out in your career or are a fully qualified professional, learning never needs to end. Keepmoat are here to support you in the achievement of high performance, operational excellence, and our vision of; "Building Communities. Transforming Lives.". Therefore, we have decided to include this topic within our value of being 'straightforward', as having analysed exit interview data from across the business, this is an element people do not always feel they 'have the time' to engage with. We would like to be straightforward around the blockers preventing colleagues engaging with the opportunities available, but also the benefits of encouraging a learning culture.

Activity: National Apprenticeship Week

When: 5th – 11th February 2024

How: We will collate biographies from our apprentices across the business to publicise internally via Monday Matters/SnapComms. This content can then also be used to promote our offering externally on LinkedIn and our website. We need our top performing apprentices, highlighted to us via the PAs, for us to contact and explore their experiences.

Outcome: The week brings together businesses and apprentices across the country to shine a light on the positive impact that apprenticeships make to individuals, businesses, and the wider economy.

Activity: 'Lunch & Learn'

When: Throughout the month

How: PAs to encourage volunteers from departments to put on 'lunch and learns'.

Outcome: To gain insight into other departments and raise awareness of the key challenges our colleagues face in our day-to-day roles, with the aim of enhancing wider understanding and encouraging more collaborative working.

Activity: Aleks Stojkovic attending Regional Board Meetings

When: Throughout the month

How: Aleks to attend Regional/CS Heads Board meetings to discuss topics such as PD&E offering, importance of our Trainee, Apprentices and Graduates (TAGs), feedback of our training sessions and impact of cancellations. He will have a 15-20min slot.

Outcome: To raise awareness of the optional training initiatives and the importance of regional boards encouraging a learning culture. The PAs will need to ensure he is included on the calendar invitations once the dates are released.

Activity: 'Lunch & Learn' with IT

When: Throughout the month

How: There will be several virtual sessions on how to maximise the functionality Microsoft Teams (basic and advanced level) as well as sessions on top tips in cybersecurity.

Outcome: Greater awareness of how our IT best practice and for you to get the most out of Microsoft Teams; ultimately increasing efficiency and collaboration in your teams.

*Prize: TAG of the year – regions to put forward their top performing employee who has a TAG status (**name and a reason why they are high performing**) to the **ValuingDifference@Keepmoat.com** inbox. These will then be reviewed by the HR leadership team and the winner rewarded.*

Submissions due 16th February 2024.



March – Women in Construction

Why this topic: A diverse workplace allows for different ideas, as well as alternative perspectives. This diversity of talent can result in a broader range of skills among employees, as well as creating a range of experiences and perspectives, which can be used to enhance the potential for increased productivity. Part of generating a diverse workforce is recognising the barriers in existence, which prevent individuals from joining the workforce. Once we recognise the ‘blockers’, we can then enact measures to remove these. Although diversity spans much more than gender, we recognise as a business that there is room for improvement given, we are c.35% gender diverse (women across the business). Therefore, this theme can be used as a starting point to highlight the type of barriers currently in place.

Activity: Celebrating Women in Construction

When: 4th – 9th March 2024/International Women’s Day 8th March

How: Biographies from women in a multitude of roles within the business. These can then be promoted on LinkedIn and internally in Monday Matters. RMDs/CS Heads to emphasise right people right roles, equal opportunities, benefits of a diverse workforce etc.

Outcome: To raise awareness of progression pathways in the business, the benefits of having a diverse workforce as well as highlighting barriers in place (which as a business we can work to remove).

Communication to be issued in support of this: 4th March 2024 Monday Matters - collage of women in our business, recognising the great variety of women across all departments at Keepmoat.



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