



# Social responsibility and social value

## Purpose

This policy sets out the values and principles underpinning the way we deliver our projects, engage with local communities, procure services and support our people. It communicates to our employees, clients, partners, supply chain and the communities in which we work how we conduct our business operations responsibly. It also sets out how we strive to maximise positive impacts and deliver on our Group Purpose, which is to improve society and consider social outcomes in everything that we do.

## Commitment

We embrace the increasing emphasis our clients and communities place on pursuing sustainable societal impacts. We work with them to deliver more inclusive social outcomes, and our [Group position paper](#) sets out the actions we take to transform people's lives.

We promote a strong culture of social responsibility, respecting our stakeholders, local cultures, customs, and earning trust in the communities we work in. Our commitment to ethical values, equality, wellbeing, sustainable development, environmental protection, prudent use of natural resources and economic advancement underpins our daily business activities.

We recognise our role in contributing to achievement of the United Nations' Sustainable Development Goals and the UK's Public Services (Social Value) Act 2012 and its sister legislation – The Procurement Reform (Scotland) Act 2014 and The Wellbeing of Future Generations (Wales) Act 2015. Our commitment is at both a business and corporate and project level.

## Responsibility

An Executive Board director is responsible for promoting and monitoring our policy. Our annual business plans include specified budgets and actions to meet our social objectives.

We have an in-house global social outcomes network, which comprises experts in social development, social value, corporate social responsibility and equality, diversity and inclusion (EDI). These colleagues are responsible for leading our Group-level activities and working with our clients and communities to drive more inclusive outcomes.

All of our employees are aware of our Group Purpose and share in our commitment to promote social responsibility and deliver social value through our projects. We encourage our people to be mindful of the impact of their actions on colleagues, clients and society.



# Social responsibility and social value

## Approach

We consider the social legacy of projects by focusing on long-term benefits and identifying opportunities to enhance accessibility, inclusion, empowerment, resilience and wellbeing. We expect project teams to use available knowledge, training, processes and resources to achieve this.

We have developed a social value delivery model to help us understand and assess the social, economic and environmental contributions we make. Our digital social transformation model provides our project delivery teams with guidance on practical actions they can take to advance positive outcomes.

We build strategic relationships with community organisations, including not-for-profit bodies, and enable our people to volunteer their knowledge and skills to improve the prospects and wellbeing of local people, particularly those facing barriers in society. This includes supporting programmes to create opportunities for unemployed, under-represented and under-employed people.

We procure products and services from suppliers whose social responsibility policies and values are aligned with our own. Wherever possible, we collaborate with local supply chains, including small- and medium-sized enterprises, social enterprises and those from the voluntary and community sector.

We engage in programmes to support local people with access to quality education. This includes supporting students from a range of age groups and backgrounds. Our charitable support covers a range of important causes and we encourage our people to actively engage.

We aspire to be an employer of choice and recruit people from a range of backgrounds. We promote equal opportunities and take action to ensure we have a diverse workforce that increasingly reflects the communities in which we work.

A handwritten signature in black ink, appearing to read 'James Harris'.

**James Harris**  
Executive Chair