



















EQUALITY, DIVERSITY & INCLUSION ACTION PLAN 2023-24









This Equality, Diversity and Inclusion (EDI) Action Plan outlines how we will ensure progress against our organisation-wide key objectives, making EDI central to Kori's culture. This document is a 'SMART' action plan that provides detail that will facilitate progress to the Board of Directors. The action plan covers four key themes, with actions for each theme set out below.

Objective	Action	Responsible Person	Measurable Outcome	Target Date	Comment	Former RAG	Current RAG
LEADERSHIP							
1. Demonstrate visible leadership and commitment to EDI throughout Kori.	1.1 Appoint a dedicated elected EDI Board Champion.	Managing Director	Visible EDI Board Champion in place that actively champions, promotes and celebrates EDI and ensures it is considered as part of all business decisions, including succession planning.	Apr-23	Mar-23 Jordan Connachie, Managing Director appointed as EDI Board Champion.		
	1.2 Produce an annual EDI action plan to share and demonstrate progress against organisation-wide key objectives.	Head of Sustainability & Communications	EDI performance measured and shared, both internally within Kori, and externally to stakeholders.	Apr-23	Mar-23 Plan agreed and shared internally with colleagues and published on website to share externally to stakeholders.		
CULTURE							
2. Embed an inclusive workplace culture throughout Kori that values difference, where employees feel they belong, and have opportunities to succeed.	2.1 Collection of up-to-date recruitment and employee data to enable comparative analysis to identify improvement areas and make evidence-based decisions.	Head of Sustainability & Communications	Equality, Diversity & Inclusion Monitoring Form and HR system fields updated to accommodate all protected characteristics.	Apr-23	Feb-23 EDI Monitoring Form and HR system fields updated.		
		Head of Sustainability & Communications	Revised EDI Monitoring Form issued to all employees.	Apr-23	Feb-23 EDI Monitoring Form issued to all employees - 51.35% response rate.		
		Head of Sustainability & Communications	Data analysed to identify trends around who we recruit and promote and to identify under-represented groups.	May-23	Mar-23 Data analysed with trends identified and action plan in place to target recruitment of under-represented groups.		







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		Head of Sustainability & Communications	Revised EDI monitoring form included as part of annual employee satisfaction survey.	Sep-24			
		Head of Sustainability & Communications	Data analysed to identify trends around who we recruit and promote and to identify under-represented groups.	Jan-25			
	2.2 EDI Awareness Training to ensure everyone has the awareness, knowledge and skills to act inclusively.	HSEQ Manager	100% of direct employees, including new starters, have completed formal EDI Awareness Training.	Ongoing	Completed by colleagues employed prior to Sep-22. New employees now complete as part of induction/on-boarding process..		
		Head of Sustainability & Communications	100% of projects have delivered EDI Awareness Toolbox Talk to sub-contract and agency workforce.	Jun-23	As of 30-Apr-23 this has been delivered by 62% of projects.		

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ATTRACTION & RETENTION							
3. Be an employer of choice for all	3.1 Review recruitment and promotion procedures to ensure a fair and open recruitment process for all.	Board	Revised recruitment procedures adopted to include guidance on content of advertisements (ensuring our language does not discriminate or exclude any groups), anonymous shortlisting and interview panel make up.	Dec-23	Apr-23 Recruitment and Selection policy and guidance notes introduced.		
		Head of Sustainability & Communications	Unconscious bias training undertaken by all employees involved in recruitment.	Dec-23			
		Finance Director	Feedback obtained on our recruitment process from both successful and unsuccessful candidates.	Ongoing			
	3.2 Review and revise existing policies where necessary and introduce new policies to provide industry-leading and inclusive benefits to employees.	Board	Suite of family friendly policies in place that provide industry-leading benefits for employees, creating greater gender parity and flexibility for families.	Mar-24	Apr-24 new policies created by Head of Sustainability & Communications and signed off by the Board of Directors for Adoption Leave, Bereavement Leave, Carers Leave, Dependants Leave, Maternity, Menopause, Parental Bereavement Leave, Parental Leave, Paternity, Shared Parental Leave and Trans Equality Policy.		

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	3.3 Develop positive relationships with local education providers, job centres and community groups to provide learning and employment opportunities for individuals from minority / disadvantaged backgrounds to improve representation within both Kori and the construction industry.	Head of Sustainability & Communications Head of Sustainability & Communications	Project-specific social value plan in place for each project that identifies and addresses local social mobility issues. Each project has engaged with at least one local school, job centre or community group and promoted the wide range of diverse opportunities available within the construction industry and the various pathways.	Ongoing Ongoing	May-23: 100% of projects have social value plan in place and are measuring outcomes. May-23 >4,200 young people engaged with during the last quarter, including individuals from social mobility hotspots/disadvantaged backgrounds, pupils permanently excluded from mainstream schools, pupils from SEN schools and schools, colleges and universities with a high proportion of ethnically diverse students.	 	 
DELIVERING EXCEPTIONAL							
4. Ensure our actions match our commitments	4.1 Review all marketing materials to ensure we are being accessible and representative.	Head of Sustainability & Communications	Kori website, social media and printed materials promote our commitments to EDI, are accessible and representative.	Jun-23	Full website, social media and printed materials review undertaken in Mar-23.		

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	4.2 Check that suppliers, sub-contractors and consultants follow good practice for EDI and make this a condition of doing business with us.	Commercial Director	EDI performance and commitments fully assessed for each supplier, sub-contractor and consultant, as part of Kori supply chain accreditation process.	Dec-23			
		Commercial Director	Sub-contract Agreements revised to mandate payment of at least the Real Living Wage, and security of hours by adoption of 'Living Hours' for all sub-contract employees.	Dec-23			
	4.3 Inclusive community services are supported through a project-specific strategy that maximises the social value delivered.	Head of Sustainability & Communications	Project-specific social value plan in place for each project that identifies and addresses local social mobility issues.	Ongoing	100% of project have social value action plan in place and measure social value generated using the National Social Value Measurement (TOMs) Calculator.		
		Head of Sustainability & Communications	Voluntary, Community and Social Enterprises are supported through our procurement activities on each project.	Ongoing	As of 31-Mar-23 £86,809 spent with VCSEs.		
		Head of Sustainability & Communications	Employees utilising Kori Volunteering Policy leave allowance to support local minority groups.	Mar-24			