

EQUALITY, DIVERSITY & INCLUSION ACTION PLAN 2025-26

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. | G | G |
| | 1.2 Produce an annual EDI action plan to share and demonstrate progress against organisation-wide key objectives. | Head of Sustainability | EDI performance measured and shared, both internally within Kori, and externally to stakeholders. | Apr-24 | Jul-24 Plan agreed and shared internally with colleagues and published on website to share externally with stakeholders. | G | G |
| | | | | Ongoing | Progress against plan reviewed by Directors at Quarterly Sustainability Meetings. | G | G |

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| 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 | EDI monitoring form included as part of annual employee satisfaction survey. | Oct-24 | Annual employee satisfaction issued Aug-24, which included EDI questions. | R | G |
| | | Head of Sustainability | Data analysed to identify trends around who we recruit and promote and to identify under-represented groups. | Dec-24 | Data to be analysed and presented to directors Dec-24. | R | G |
| | 2.2 EDI Awareness Training to ensure everyone has the awareness, knowledge and skills to act inclusively. | Head of Sustainability | 100% of direct employees, including new starters, have completed formal EDI Awareness Training. | Ongoing | New employees now complete as part of induction/on-boarding process.. | G | G |
| | | Head of Sustainability | 100% of projects have delivered EDI Awareness Toolbox Talk to sub-contract and agency workforce. | Ongoing | Forms part of social value plan on each project and monitored via monthly reporting. | A | G |
| | | Head of Sustainability | Inclusive environment created where open communication is embraced, flexible work arrangements provided, workplaces are accessible with sensory sensitivities considered. | Oct-23 | Sep-23 Flexible working policy introduced, open communication promoted and supported via introduction of forums, PDRs, monthly employee check-ins, employee survey and pulse surveys. Quiet spaces provided at every workplace. | A | G |
| | 2.3 Creating a culture and working environment that embraces and empowers employees with different cognitive styles and thinking patterns. | Board | Inclusive environment created where open communication is embraced, flexible work arrangements provided, workplaces are accessible with sensory sensitivities considered. | Oct-23 | Sep-23 Flexible working policy introduced, open communication promoted and supported via introduction of forums, PDRs, monthly employee check-ins, employee survey and pulse surveys. Quiet spaces provided at every workplace. | A | G |
| | | Head of Sustainability | Neurodiversity training delivered to all managers to enable them to understand how to embrace and empower employees with different cognitive styles and thinking patterns. | Sep-25 | May-25 Training delivered to 40% of managers to date. | R | A |

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| | | Head of Sustainability | Neurodiversity awareness training to be delivered to all employees to increase understanding and acceptance. | Sep-25 | May-25 Training delivered to 20% of employees to date. | R | A |

ATTRACTION & RETENTION

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| 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 (clear and accessible language to ensure our language does not discriminate or exclude any groups), anonymous shortlisting, flexible interview formats and interview panel make up. | Dec-23 | Apr-23 Recruitment and Selection policy and guidance notes introduced. | R | G |
| | | Head of Sustainability | Unconscious bias training undertaken by all employees involved in recruitment. | Sep-25 | Unconscious bias training delivered to some 40% of employees involved in recruitment to date. | R | A |
| | | Board | Feedback obtained on our recruitment process from both successful and unsuccessful candidates. | Ongoing | May-25 Feedback undertaken following the majority of interviews. | R | A |

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| | 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. | Jul-24 | <p>Apr-23 new policies created by Head of Sustainability 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.</p> <p>Mar-24 Revised bonus scheme launched.</p> <p>Jul-24 Additional annual leave provided to all employees by 'gifting' Christmas break.</p> | G | G |
| | 3.3 Develop positive relationships with local education providers, job centres and community groups to provide | Head of Sustainability | Project-specific social value plan in place for each project that identifies and addresses local social mobility issues. | Ongoing | Aug-24: 100% of projects have social value plan in place and are measuring outcomes. | G | G |

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| | learning and employment opportunities for individuals from minority / disadvantaged backgrounds to improve representation within both Kori and the construction industry. | Head of Sustainability | 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 | May-25: 100% projects engaged with local school/community group. 10,274 young people engaged with during 2024, 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. | A | G |

DELIVERING EXCEPTIONAL

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| 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. | Ongoing | Full website, social media and printed materials review undertaken in Mar-23. | G | G |
| | 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 | Nov-23 now included with Supply Chain Accreditation Questionnaire. | G | G |
| | | 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-24 | | R | G |

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| | 4.3 Inclusive community services are supported through a project-specific strategy that maximises the social value delivered. | Head of Sustainability | 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. | G | G |
| | | Head of Sustainability | Local projects/good causes that tackle disadvantage or social exclusion financially supported. | Ongoing | Kori Community Fund launched providing financial support (up to £10,000 for local Corby-based organisations and £2,500 each project) launched, with £26,202 grants awarded during 2024, and £5,897 so far in 2025. | G | G |
| | | Head of Sustainability | Voluntary, Community and Social Enterprises are supported through our procurement activities on each project. | Ongoing | Social Enterprises Hey Girls (female sanitary products), Reconomy (waste management) and Nuneaton Signs (site signage) now used across all projects, with further VCSEs local to each project sought. £535,000 spent with VCSEs during 2024. | G | G |
| | | Head of Sustainability | Employees utilising Kori Volunteering Policy leave allowance to support local minority groups. | Ongoing | Head of Sustainability volunteering as STEM Ambassador at several schools to support youngsters from socioeconomic backgrounds and Enterprise Advisor at Downham Market Academy and Brooke Weston Academy. All employees now taking part in volunteering activities. | A | G |