



BMJ Industry Awards 2022 – Merchant Marketing Initiative of the Year – Diversity and Inclusion

Background:

Travis Perkins is continually fostering a working environment where everyone feels like they belong, and this is central to its family values. We want everyone at Travis Perkins to feel safe, welcome and confident to be their best selves. Our vision and ambition is to be an industry-leading inclusive and diverse employer.

As an integral part of the wider construction industry we share the nationwide challenge that construction has long been seen as a non-diverse sector with an ageing population. Women make up only 14% of the national workforce, those from an ethnic minority background are less than 6%, and the average age in the sector is over 45. We are making progress, but we need to accelerate that to address the significant lag in the sector in order to secure the future of our industry.

Kieran Griffin, Managing Director of Travis Perkins says: “We have to shift the thinking in our sector and business. The diversity of our workforce is key to achieving that, so we attract new capabilities and perspectives, sustain growth, evolve and innovate for the future. We are making it our job to take a leadership role.”

Diversity and inclusion is born through Travis Perkins culture, colleague networks and initiatives that they’ve put in place. We are using compelling marketing campaigns to shine a spotlight on big topics that educate, drive awareness and inspire change both internally and externally of Travis Perkins, to bring our customers along on the journey too.

Why is D&I important?

- Diversity and Inclusion is one of our six leading People Commitments, which underpins success across the whole ESG agenda and our wider business strategy
- We are competing in an increasingly competitive market for talent; diverse and inclusive businesses attract the very best talent
- We need to build a workforce for the future
 - **Flexibility:** to attract new generations into the sector and retain a workforce across all ages
 - **New skills and new thinking:** new capability and different perspectives enable us to evolve, responding to new construction methods, sustainable construction and increasing digitalisation
 - **Reflect the communities we serve:** We’re a national business with local focus and best serve our communities if we truly reflect them

- **Sharing in our success:** support colleagues with fair and equal rewards and benefits, including moving lower-paid colleagues on to the Real Living Wage, offering everyone fantastic financial wellbeing including Sharesave schemes, free flu jabs, will writing and a smart spending initiative with thousands of discounts

How are we driving forward the D&I agenda?

- We empower our colleagues to inform and shape the agenda

To accelerate change Travis Perkins is focusing on five areas; Ability, ACE (Awareness of Cultures & Ethnicities), TP Inc Gender Balance, TP Proud (LGBTQ+) and Youth.

Recently we have established a calendar with belonging moments developed and agreed by colleagues to celebrate and support wellbeing, celebrate inclusion, build capability and promote allyship. Those six moments include International Women's Day, Learning at Work Week, International Youth Day, Pride Month, Black History Month and International Disability Day.

- We've helped created a shared vision at Travis Perkins plc Group level which has been communicated to all our colleagues:

You Be You, It Makes Us Us.

Celebrating diverse and inclusive teams.

Because we are a whole lot better when we bring our whole self to work.

- We have introduced a D&I Reverse Mentoring programme with senior leadership teams mentored by colleagues from across our D&I communities and we have created a website making the programme accessible to all colleagues

Diversity awareness initiatives:

Addressing gender imbalance

Travis Perkins wants to improve the gender imbalance within the industry, and to challenge and change attitudes and mindsets for the better.

We are doing this by creating a safe space for colleagues to discuss their challenges and share their experiences openly; challenging gender imbalance and demonstrating change; building confidence and allowing individuals to thrive in the working environment; demonstrating via role modelling, case studies, round tables, sponsorship and mentoring, the possibilities for career progression and personal development within the business. The new initiatives that Travis Perkins has put in place this year include:

- Our 2022 Gender Pay Gap report shows that at 5% (mean) and 2.9% (median) the gap for Travis Perkins plc continued to be well below the national average of 15.4% (Source: Office for National Statistics)
- From 1st January 2021 Travis Perkins increased maternity and adoption pay from six weeks full pay to 26 weeks full pay, for eligible colleagues. Colleagues returning from maternity or adoption leave are also now eligible to an extra five days holiday for two consecutive years (pro-rata for part time colleagues)
- If a colleague has a miscarriage or stillbirth before 24 weeks they are entitled to two weeks paid leave, followed by any additional time required at the Line Managers discretion
- From 1st January 2021 colleagues eligible for paternity leave and have one year service receive two weeks full pay. Colleagues returning from paternity leave are also now eligible to to an extra five days holiday for two consecutive years (pro-rata for part time colleagues)
- We hold quarterly regional meetings, which act as free open forums voluntarily run by regional leads who cover a different talking point each quarter for colleagues to meet and discuss
- Create campaigns to support significant key dates including International Women's Day and Women in Construction Week
- Lead positive action workstreams to drive real business change which are focused on uniforms, tolerance and behaviours and flexible working, the latter resulting in a number of colleagues joining the business in flexible positions during summer 2021 and continuing in 2022
- We've also made significant progress on becoming a real living wage employer
- We've also put forward 10 mentees and 10 mentors for the 30% Club, which gathers together nearly 2,000 mentors and mentees from across the business community each year, with a focus on accelerating the development of women into senior leadership roles
- We are using disruptive interventions to shift our thinking, piloting an **inclusive leadership programme** with Human Library, to deepen understanding and fire our leaders' ambition

The Ability programme

Within the UK one-in-five people have a form of disability, or a long-term health condition and Travis Perkins wants to raise awareness of this amongst our colleagues and customers and create an environment where colleagues feel comfortable enough to disclose if they have a disability or long-term health condition and make Travis Perkins an employer of choice for them too. As a result Travis Perkins...

- Has become a disability confident employer through the Department of Work and Pensions
- Starting to review our policies, and our branch locations, with a view to making them accessible for colleagues that have disabilities

- We have recently joined the Business Disability Forum (BDF) who will support us as we begin our Ability programme. The not-for-profit organisation aims to create a disability smart world by linking businesses, disabled people, and government
- Several parts of the business have undertaken a Disability Self-Assessment, which has been submitted to the BDF who will now advise on our areas of focus
- Travis Perkins has also become a member of the Valuable 500. This is a group of companies and leaders who have committed to putting disability inclusion on their business leadership agenda

Supporting LGBTQ+ and Pride

Travis Perkins celebrated Pride month by becoming an Ally. Colleagues used Pride in June to educate themselves on what it means to become good Allies to lesbian, gay, bi, trans and questioning (LGBTQ+) people and colleagues. To make a difference this year we employed a number of initiatives:

- Created an Ally Workshop – an online resource that is available to all colleagues, containing information, videos and advice to help provide insight and build a culture change
- Launched series of YouTube video to raise awareness of what an Ally is and how everyone can play their part, receiving over 7,800 views across 15 snackable videos ([found here](#))
- Held Q&A sessions for our colleagues to join and learn from each other, while also highlighting LGBTQ+ matters and how everyone can play their part
- Distributed 10,000 rainbow laces to wear as part of uniform in branches, equating to 50% of our colleagues workforce and encouraged colleagues to dress brightly on Fridays throughout Pride month to show support
- Those who felt comfortable were also encouraged to add their pronouns to their email signatures

Developing the next generation

- Currently Travis Perkins employs 437 apprentices and 94 Kickstarters. 31.1% of apprentices are female, 7.4% of apprentices are from an ethnic minority. 7.9% of Kickstarters are female, while 12.1% of Kickstarters are BAME, far higher than the industry standard
- Young members (aged under 25) of the Travis Perkins workforce have been appointed to the Youth Board to provoke and offer insight, opinion and feedback to the Travis Perkins Board and Senior Leadership Team on both current/ future opportunities and threats

In addition to our Apprenticeship and Kickstart programmes we are driving diversity in a number of ways and engaging externally to shape the wider industry:

- **Summer placements:** We have recruited 82 summer placements into our trade merchanting businesses from over 9,000 applications, having used social media and influencers to reach a diverse target audience.
- **Flexible resourcing pilot:** Successfully conducted in the Travis Perkins brand, this has demonstrated that we can attract and recruit outside of full time, permanent colleagues and attract a more diverse workforce.

Awareness of Cultures & Ethnicities (ACE)

At Travis Perkins we want to ensure we attract, retain and develop colleagues from diverse communities so that we can represent the communities within which we operate and provide an inclusive environment for all of our colleagues and customers. As well as growing a safe environment for an engaged group of colleagues to meet on a regular basis to share and celebrate experiences of their culture and ethnicity, we are developing our action:

- Senior leaders engaged with ACE Reverse Mentors as part of the Reverse Mentoring programme
- Launching a dedicated module following the success of the Ally Workshop referenced above, in support of Black History Month (October 2021) and developing allyship for our colleagues and communities of colour
- Working with the recruitment team to ensure we are able to attract and retain diverse candidates
- Supporting colleagues with education and celebrating different cultures to raise awareness
- Introduced a multi-faith room

Has this improved our diversity and inclusion performance?

The gender pay gap for Travis Perkins Trading Group Ltd* reduced to -2.6% (2021) from -1.5% (2020) on a mean hourly rate.

We are seeing improvement in the shape of our workforce and are increasing representation. The percentage of women in the business has increased from 13% in 2019 to 14.7% at the end of 2020. Our workforce from ethnic minority backgrounds has increased from 4.9% in December 2020 to 5.7% in September 2021. The number of colleagues who are working part time has now increased from 4% to 5.7%.

Our 2021 colleague survey established a baseline to enable us to track our progress, it showed:

- 83.2% colleagues said they can be themselves at work
- 79.2% agreed that their manager shows a genuine interest in them as a person
- 75.5% agreed that diversity, inclusion and belonging is a priority for the business

What is next for us?

- Continuing to build Diversity & Inclusion into our decision making and actions in our business
- Continuing to build the capability of our leaders and colleagues to make our inclusion vision a reality
- Collaborating outside our organisational confines to impact the communities in which we operate
- Inclusive leadership - we are creating an inclusive leadership development programme that focuses on developing the cultural awareness, intelligence and D&I fluency of our senior leaders
- iLearn module - we are working on an iLearn module to increase awareness of diversity and inclusion
- D&I policy - we are working with a consultancy firm to support and implement our D&I policy
- Network, BU, SME and workstream lead identification - we have identified leads across the Networks, Business Units and common initiatives to enable us to create the connections needed to enable the networks to drive their agendas forward
- Network connectivity - we have started to look at how we create more consistency across our networks so our colleagues are clear on how they can be involved and play their part
- D&I - Myplace page - We are starting to think about how we keep the D&I page up to date on Myplace with successes and upcoming events
- Governance framework - We have pieced together all the stakeholders across the networks and business involved in D&I agenda - pulling together a framework to help everyone be clear on how they inter-connect to ensure we're all able to achieve our goals
- We are also looking at mentoring, communication, recruitment and boundary setting as ways of helping with our diversity and inclusion goals