

# People and Culture

At Genuit, we believe that an inclusive and diverse workforce is a competitive advantage. By investing in, and creating, an open and encouraging culture across the Group that celebrates our differences, we bring out the best in our people.

Total number of colleagues

# 3,200

56



We are committed to enhancing the overall employee experience through investment, driving our diversity and inclusion strategy and introducing new ways to listen to, and learn from, our people. We aim to create an environment where people have a voice and are engaged, empowered and included.

During 2024, we made significant progress in improving our employee experience through investment in our people and systems, and by creating a shared culture that connects all our businesses.

Employees need to understand and feel recognised for the part they play to achieve their full potential. In 2024, we have focused on communication around our strategy, purpose and Trademark Behaviours.

## Listening to, and learning from, our people

We work hard to connect with all employees across the Group. In March 2024, we ran our first Group-wide survey, Your Voice, which has provided an important new channel for employee listening.

# 69%

Overall participation

Our overall engagement score is aggregated across 4 questions:

1. How likely is it that you would recommend the Genuit Group as a place to work?
2. How likely is it that you would stay working here if offered the same job at another organisation?
3. How likely is it that you would recommend our products or services?
4. Overall, how satisfied are you with working here?

**Overall engagement score for the Genuit Group: 7/10**

Following the Your Voice feedback, in addition to results and highlighted focus areas for Genuit Group overall, the leadership team within each business took ownership for their businesses' results and action planning. Follow-up focus group sessions were held so leaders could understand feedback beyond the numbers, and create mechanisms to drive improvements. Giving local businesses the time, space and support to interpret results and establish meaningful action plans creates trust for future surveys. We want to ensure we always have representative participation in our employee engagement surveys, taking action in the areas that matter most to our people.

In 2025, we plan to move into a regular survey cycle, running a shorter pulse engagement survey in early Q2 and a full engagement survey later in the year. We will continue to listen, learn, act, and measure impact to keep delivering improvements to our employee experience.

We will also align the results from the Your Voice survey with feedback obtained as part of our Board Workforce Employee Engagement programme. You can read more about our programme and the work of our employee engagement Non-Executive Director on page 96 of the Governance Report.





In May, Meta announced that they will retire our Group-wide communications platform, Workplace, in 2025. We took this opportunity to review our current communications approach, listen to users, and engage with our colleagues in the process of finding a new platform that catered to their needs.

### What we did

July and August	<b>Understanding the landscape</b> <ul style="list-style-type: none"> <li>– Held focus groups with HR, communications and marketing colleagues</li> <li>– Collated anecdotal feedback</li> <li>– Conducted a Workplace audit</li> </ul>
September and October	<b>Platform demonstrations and shortlisting</b>
November	<b>Stakeholder scoring sessions</b> <ul style="list-style-type: none"> <li>– Sessions held to gain colleague feedback on the top three platforms</li> <li>– A total attendance of 92 colleagues across all sessions – this covered all businesses and role types, including deskless workers</li> </ul>
December	<b>Communicated the review outcomes</b>

### The outcome

The review process directly engaged with employees and involved them in our decision-making. As a result, we gained further insights and feedback, and this has enhanced our overall communications strategy. In addition, our chosen platform has improved functionality and is more closely aligned with our objectives. Our new communications platform is due to launch in Summer 2025.

	Overall rating: 67% of colleagues rated our chosen platform as their favourite or second favourite
	Colleagues rate having one place to go to access all applications, links and policies as being of high importance (8.8/10 average score)
	The new platform can support this requirement by providing: <ul style="list-style-type: none"> <li>– a dedicated hub for resources and documents</li> <li>– homepage quick links and menus</li> <li>– integration with existing systems</li> </ul>
	The new platform has a dedicated kiosk mode for shared devices, with a positive mobile and tablet experience for workers to access information on the go (colleagues rated it 7.5/10 for its mobile view)



## People and Culture continued

## Promoting positivity, wellbeing and engagement

The launch and roll-out of our Trademark Behaviours (TMBs) has been a driving factor in colleagues feeling connected to, and being part of, the wider Group, and enabled them to recognise how they contribute to our growth and deliver on our purpose to create sustainable living.



**We work together**



**We take ownership**



**We find a better way**

As outlined on page 85 of our 2023 Annual Report and Accounts, we established our cultural framework during 2023, engaging with colleagues and providing them with the tools they needed, in readiness to launch our TMBs in early 2024. We formally launched our TMBs to the Group in May 2024.

### What we did

February	We trained the next level of managers across the Group (c.60 colleagues)
April	We published the Genuit Culture Playbook, to support leaders in communicating our culture story
May	Businesses formally launched our TMBs across the Group
August	We implemented a dedicated e-learning module for all new starters, delivered via Workday Learning
September	We engaged c.55 colleagues in workshops as Cultural Architects, recognising and involving people who were already role-modelling and championing our TMBs

### The outcome

#### Business engagement and ownership

All businesses were responsible for their own TMB launches, which gave them ownership and saw them really engage with their people through bespoke launch events, whilst ensuring that messaging and materials were consistent across the Group.

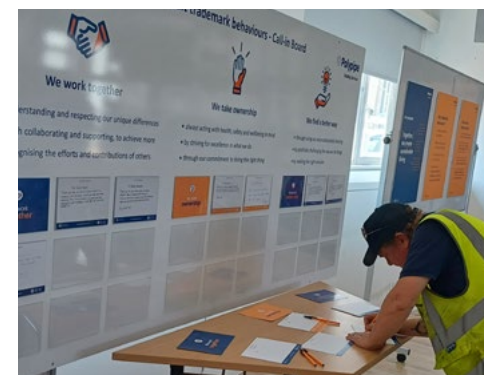
#### Building a culture of recognition

The TMBs launch enabled us to start responding to feedback from our Your Voice survey, as well as embedding them within the Board workforce engagement sessions being held around the Group, hosted by our dedicated employee engagement Non-Executive Director, Louise Brooke-Smith.

### Looking ahead

In 2025, we will continue to find different ways to embed the Trademark Behaviours across all our business. As part of the Workday Talent & Performance module, in June, we launched the Workday Feedback tool to 277 colleagues across HR and management and during 2025, this tool will be launched to a further 1,000 colleagues.

Our ambition is for all colleagues to champion our behaviours, help drive the right culture, and ultimately make this a great place to work for everyone.



### Overall recognition score\*

**6.4/10**

\* Your Voice survey, March 2024

Since the launch of our TMBs, we have seen an increase in peer-to-peer recognition:

- 162 individual instances of recognition given, 1,844 reactions and 286 comments on our virtual Workplace Call-in Wall (May to December 2024)
- Physical Call-in Walls are now installed across offices and manufacturing sites

### Workday feedback tool

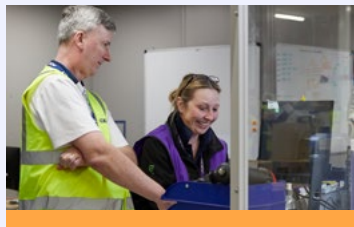
**330**

pieces of feedback given linked to our Trademark Behaviours (June to December 2024)

## Working towards a more inclusive environment

We encourage open and meaningful conversations about all aspects of diversity and inclusion (D&I). Our D&I strategy is focused on four pillars: **Leadership, Education, Policy & process, and Communication.**

### Our D&I strategy in action during 2024



#### January

Launched updated maternity and paternity policies



#### June

Released our podcast for Pride month  
Nuair become official sponsors of Pride Caerffili

#### October

Launched the Our Genuit Resource Hub, with a first focus on the resources available for Black History Month  
First Coalition in Conversation conference, as part of the Construction Inclusion Coalition (CIC)



#### November

Held Movember Mo-ments across the Group, and delivered on-site and virtual sessions to raise awareness around men's mental health in partnership with Andy's Man Club

Achieving our D&I strategy



#### March

Inclusion sessions held across our sites for International Women's Day, leading to greater awareness of gender stereotypes and commitments being made to drive inclusion  
D&I benchmarks gained through the Your Voice survey

#### August

Genuit Group sponsored UK Pride in Doncaster and attended with colleagues



#### September

Started working with The 10,000 Interns Foundation to drive diversity through our Early Careers activity

## People and Culture continued



Throughout 2024, we leaned into feedback received from our people to make sure that we create a safe place of work, not only where they can be their authentic selves, but somewhere they are not afraid to respectfully ask questions to learn from one another.

As a result, there has been an increase in engagement in our dedicated D&I group 'Our Genuit' on Workplace. We also saw progress being reflected in our Your Voice survey score for inclusiveness.

### Leadership

Our leaders are key to facilitating meaningful conversations across the Group on our D&I strategy. For International Women's Day, inclusion sessions were held across our sites to seek out and correct legacy gender stereotypes in our language and environment. Joe Vorihi, Chief Executive Officer, led one of these sessions at Polypipe Building Products in Doncaster. One direct outcome was recognising that Polypipe Building Products had historically only sponsored male sports teams, and Polypipe are now proudly supporting Doncaster Belles women's football team for the 2024/25 season. For Movember, Tim Pullen, Chief Financial Officer, led conversations with employees at Nuaire, helping to break down stigma by talking about the importance of men's health.

### Education

This year, c.70 employees in leadership positions completed training sessions on D&I to build awareness and increase the capability of our leaders across the Group. In Q4, we launched a library of resources, curated by colleagues, which are accessible to everyone. These provide additional support and further our reach to continue to raise awareness and understanding, highlight lived experiences and explain cultural differences.

Alongside internal activity, we are also collaborating with our industry peers to drive change, not just for our business, but right across the sector. This year, as a strategic partner of the Construction Inclusion Coalition (CIC), we led two webinars focused on tackling change and the power of D&I data.

### Policy & process

In January 2024, we launched new family-friendly policies, with enhancements to maternity and paternity arrangements. We also evolved our recruitment processes, building on the Group-wide Workday process implemented in 2023. This included design and delivery of training for hiring managers and a new recruitment policy, with a focus on diversity in shortlisting, candidate alignment with our Trademark Behaviours, and improving the quality and inclusiveness of the candidate experience.

We are already starting to see the impact of these changes in terms of attraction and hiring, as c.13% of our new hires in 2024 were from a non-white background (our overall current workforce percentage as at 31 December 2024, was c.3.4%).

### Communication

In 2024, we aligned all D&I topics under one 'Bring Your Whole Self' campaign across the Group, to link all awareness campaigns and activity back to our overall D&I ambition.

### Inclusiveness

# 8.2/10

At Genuit Group, people of all backgrounds are accepted for who they are.

### Communications

# 7.9/10

Your Voice survey score for colleague awareness of Genuit's Diversity & Inclusion ambition.

### Openness

# 7.7/10

Your Voice survey score for managers communicating honestly and openly with colleagues.

## Creating a safe space to ask questions and learn

Click or scan to watch the full podcast via our YouTube channel



### What we did

Our D&I Working Group received feedback that people were not always sure about the right thing to say, or how to ask questions respectfully, especially around LGBTQ+ matters. For Pride month, we created an anonymous 'How do I ask?' forum, open to all employees, and we received a variety of questions on pronouns, the LGBTQ+ community and how to be an ally.

These questions were answered through an hour-long educational podcast where Layla Young, HR Director of Sustainable Building Solutions, interviewed Jenny Dewsnap, Chair of Doncaster Pride.

This is now a resource that remains available to all employees, to help raise awareness and to help approach topics respectfully. In addition to the podcast, we also created short videos covering the most popular questions, raising awareness and educating across a range of topics. This podcast and our videos were shared externally and across our Construction Inclusion Coalition partners, to elevate D&I awareness across the industry.

Our colleagues openly shared their feedback and key takeaways from Pride month via our Workplace community, and we are proud of how impactful our initiatives were to so many of our colleagues across the Group.

Some direct colleague feedback is included below:

"My biggest takeaway is to not be afraid to have open conversations as it provides opportunities to continually learn from those around me."

"I love the fact that I am allowed to be myself at work."

"I thoroughly enjoyed the interview. There is a lot of good information there. As a trans woman I would encourage others to watch this."

"My daughter is gay and for the first time I feel less fearful for how society perceives her. As a parent, I had a zillion questions but never asked. You did it for me. I have a massive smile on my face because not only can she take her own self wherever she goes, so can I."

Individual questions submitted

42





## People and Culture continued

## Investing in building careers

In our Your Voice survey, colleagues recognised that there were opportunities available to them for learning and development; however, in some areas, they were seeking clarity on possible career paths and progression. Work has already started on ways to define and communicate clear career pathways for colleagues, and we hope to see the impact of this in our 2025 survey.

We made progress during the year to continue investing in our people and developing our workforce, which includes:

- the launch of Workday Learning;
- achievement of Gold Member status with The 5% Club one year ahead of plan, with c.18% of employees in recognised Earn & Learn programmes across several levels and disciplines;
- aligning our talent development to a levelled leadership model, to offer the right development opportunities;
- 44 of our Genuit Leadership Team taking part in the Genuit Leadership Programme; and
- 105 internal promotions this year, 30% of which were female.

We also established 'Leadership Fundamentals' training modules to support the delivery of processes for Performance Management, Mentoring and Recruitment. This will expand to include Absence and Change in 2025.

During 2025, we will continue investment as part of The 5% Club, expand our e-learning catalogue on Workday Learning, and complete a further two cohorts of the Genuit Leadership Programme.

**Genuit Leadership Programme (GLP)**

The GLP is focused on strengthening core leadership capabilities, equipping leaders to inspire their teams and deliver on our strategy for growth. The programme is delivered through a leading consultancy, Peoplewise.

Feedback from colleagues has been positive, and it has given a further channel for collaboration across our businesses and functions, which, in turn, is bringing together more diverse backgrounds and perspectives.

By 2026 we are aiming for

1 in 3

Early Careers colleagues who have a diverse characteristic



"I chose Genuit Group's Early Careers Programme for many reasons, including the Group's culture, momentum towards continuous improvement and sustainability, and the varied and interesting areas that the placement rotations offer."

**Rosie James, Graduate**

"Everyone has been very open to giving each of us an equal opportunity to showcase our skills and knowledge. They've also allowed us to bring out the best in ourselves, in our own way."

**Surinder Chana, Graduate**

**Inspiring the next generation**

Our Early Careers Programme is continually evolving and expanding to meet our current and future requirements. Our attraction campaigns gained fresh momentum this year and we commenced a Graduate Programme in Q3 2024, with a further intake planned for 2025. We also started working with The 10,000 Interns Foundation to drive diversity through our Early Careers activity, and in 2025, we will expand our overall offering with summer internships. As at the end of 2024, 33% of our Early Careers colleagues have a diverse characteristic.\*

\* A diverse characteristic is one or more of the following: non-male gender or gender identity, non-white ethnicity, a declared disability, being from a low-social income home or non-heterosexual.

## Delivering an improved and consistent employee experience

### Continued roll-out of Workday, our people platform

We launched Workday in October 2023 as the single source of people data across the Group. We want to equip our HR teams with the right tools: to hold consistent and accurate data, drive efficient processes, and empower informed decision-making.

During 2024, we switched on additional functionality, enabling all Genuit Group colleagues to access more from one place. Workday has also assisted in helping to drive our D&I activity, giving us a deeper understanding of our people and how best to support them. We have seen improvements in terms of both potential candidates and existing colleagues sharing their D&I data with us. Some of this data includes:

- an overall reduction in the level of 'Prefer not to say';
- the number of people who shared their ethnicity and sexual orientation is up by 5%; and
- D&I data for overall new hires in 2024: c. 13% non-white, above the percentage in the overall organisation.

During the year, we launched Workday Learning as part of our Workday roll-out strategy, improving the overall user experience and accessibility – with 2,000 employees having completed over 11,000 training modules through the platform since the launch. The tool provides employees with access to a broader range of learning content, as well as providing better visibility and autonomy for people managers in keeping track of any outstanding training deadlines and upcoming courses for their direct reports. This has improved e-learning engagement and increased the range of learning content available, with the tool currently housing 1,140 pieces of e-learning content.



### Meeting our employees where they are

With many of our employees being factory-floor workers, we are focused on improving the accessibility of systems like Workday. During 2024, we introduced shared kiosk devices in our larger manufacturing sites, and businesses have also taken the lead on creating dedicated e-learning and wellbeing hubs.

### Workday Talent & Performance

In June 2024, we launched our Talent & Performance module for c.270 colleagues. This has given individuals and managers greater ownership of objective-setting and performance reviews. We plan on rolling this module out to a further 1,000 colleagues during 2025.

### Launching a new Genuit Group Pension Scheme with Legal & General

We want to fully support our colleagues through their savings journey to retirement, through simplified information, communication and processes. In 2023, we conducted a detailed review of all workplace pension schemes within the Group, working with an independent advisor. We assessed the quality of schemes and the overall support offered to colleagues.

As a result, a new Group scheme was launched with Legal & General from 1 July 2024, enabling us to consolidate 10 different pension schemes into one consistent scheme for all Genuit Group employees.

As part of the launch, 65 face-to-face pension presentations were delivered to over 1,000 employees across 10 sites, in collaboration with our pension advisors, Second Sight, and seven online webinars were delivered to ensure that employees were provided with as much information as possible. In addition, we created a dedicated Pensions Hub on our Workplace platform, which included resources and useful links. We also wrote to employees, providing a personalised comparison of the old and new schemes.

As a result of this engagement, c.1,400 employees took the time to find out more about the changes and learn more about their pension.

Following this additional engagement, benefits have been realised for employees including 59% of pension members now receiving an enhanced employer pension contribution compared to their previous scheme, introduction of salary sacrifice for contributions, and an overall simplified approach to the management of pension schemes. Employees from Sky Garden and Omnie & Timoleon were also onboarded onto the scheme and became eligible from 1 November 2024.