



Creating places for everyone, preserving our planet for all



Social Value Strategy



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Version	Date	Revisions	Author		Approver	
			Name	Signed	Name	Signed
1	26 April 2024	First issue	Leanne Battison		Tim Loveridge	

Abbreviations/Definitions

SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Maths
Early Careers	Includes Graduates, Apprentices and Placement Students
Social Value Activities	Includes charitable work (e.g. volunteering, fundraising), STEM activities, thought leadership and pro bono support
Pro Bono	Professional work undertaken voluntarily and without payment
Thought Leadership Activities	Includes written pieces, webinars, workshops etc.



THE WHY





Introduction

In the modern business era, the notion of value extends beyond mere financial metrics to encompass a broader spectrum of societal and environmental impacts. This holistic perspective, encapsulated in the concept of social value, has emerged as a vital parameter in evaluating the overall contribution and sustainability of an organisation within its community and the wider world. The essence of social value lies in creating a positive legacy through our operations, engagements, and initiatives that resonate with our stakeholders, foster positive societal change, and contribute to environmental sustainability. It encapsulates a balanced approach towards economic prosperity, social cohesion, and environmental preservation, mirroring the global shift towards responsible and sustainable business practices.

As consultants changing our landscape, we must look out for our communities. We must act collaboratively to make these communities better, stronger, and healthier, not as a hollow act but because we genuinely believe it is the right thing to do. To do this, we need to get to the heart of what this all means to BWB. We must align our actions with our Vision, Mission and Values. This alignment will help us support our business, our people, and our communities in a more meaningful way. Ultimately, this approach will lead to a more holistic and impactful engagement with social value. It is crucial for societal and business development and must be ingrained into our DNA, much like health, safety and quality.

The heartbeat of our business, our Vision and Mission guide our overall approach across four areas where we can make the most substantial impact; our projects, people, place, and planet. By addressing these areas, we will embed social value into the core of BWB's operations, aligning our business growth with societal and environmental betterment and fulfilling our Vision and Mission in a measurable, impactful manner.

OUR VISION

An integrated consultancy and employer of choice that delivers world-class sustainable outcomes across the globe.

OUR MISSION

To care, integrate, transform, and challenge.



Projects

Our commitment to care and challenge is reflected in the way we manage our projects. We ensure that each project is handled carefully, keeping in mind the specific needs of our clients. By challenging traditional methodologies, we transform how projects are executed, integrating innovative solutions and sustainable practices. This approach has successfully completed thousands of projects, including nationally significant infrastructure projects and cutting-edge real estate schemes.



People

Our Vision and Mission guides our interactions with our people, both within and outside the organisation. We care for our team by providing a supportive work environment that fosters growth and development. We constantly challenge them to enhance their skills, leading to personal transformation. Through a process of integration, we ensure that our team's diverse perspectives and expertise are incorporated into our operations and project planning.



Place

Our Vision and Mission also extends to the places we work and the communities we serve. We care for the socio-economic wellbeing of our local communities by engaging with stakeholders, supporting local supply chains, creating employment opportunities, and delivering social value outcomes.



Planet

We apply our Vision and Mission to the approach we take towards the planet. We care deeply about the environmental impact of our work and are committed to minimising it. We will transform our operations into low-carbon, sustainable solutions by challenging the industry's standard practices. Our commitment extends to integrating these sustainable practices in all our projects, aligning our business objectives to preserve our planet for future generations.



Executive Summary

Overall Aim - 'Responsible BWB'

This strategy focuses on our aim to be a responsible sustainable business, outside of pure project delivery, providing positive outcomes for society by focusing on the impacts our actions make on our people, place, and planet. Ultimately leaving a positive legacy.

To achieve true sustainability, we must assess our impacts from a triple-bottom-line perspective, focusing on the three fundamental pillars of sustainability, considering our social, environmental and economic impact.

This ethos guides our approach across the main areas, outside of project delivery, where we can make the most substantial impact – **people**, **place**, and **planet** for which this strategy focuses. These are aligned with the Sustainable Development Goals (SDGs) as shown.

Aligned with our Business Plan and complimenting strategies and policies, this strategy will define the key areas of focus for our business to push forward the social value agenda as part of 'Responsible BWB'.

What we want to achieve

We want to go beyond project delivery and profitability. We want to leave a positive legacy aligned with our clients, societal and business needs. We want our impact to be felt and valued beyond purely project performance.

Why we are doing it

If not us, then who? If not now, then when? We must take our responsibilities seriously as a business. We are fortunate to be able to make positive impacts through our work and beyond, so the question is, why wouldn't we?

How we will do it

We have seen the landscape develop with regard to social value, led by the needs of our clients and wider society. As a business, we are pushing this agenda forward, emphasising the need to create better, stronger, more sustainable communities. Championed by the business and driven by the passion of our people.

How we will measure it

Using external proxy measures, we will measure our impact via an Impact Reporting calculator. Our progress and impact will be monitored at the Executive Board level and will be tracked against our peers and industry via horizon scanning.



“ Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. *Brundtland Report, 1987* ”

“Social value is not a trend, it is a movement, an ever evolving one that is having an impact and touching all aspects of our business. Because of this, everyone needs to be engaged with it to support in the direction of this strategy, and ultimately, our business.”

Tim Loveridge, Executive Director





The Background

Our Social Value Maturity

We take a continuous and conscious learning and development approach to all that we do at BWB, ensuring we are continuously improving. As part of this, we conducted an assessment to gauge where we are currently in our social value maturity and to give us a better understanding of where we would like to develop further.

The [Social Value Portal](#) has created a Social Value Maturity Index to allow organisations and their suppliers to see how well they are doing. It includes a guide with recommended actions on how social value can be embedded effectively. The maturity index self-assessment toolkit focuses on 10 areas. The tool has been created by the Social Best Practice Value Taskforce, founded in February 2016. The taskforce has one clear goal: to establish a good practice framework for integrating the Public Services (Social Value) Act 2012 into both the public and private sectors.

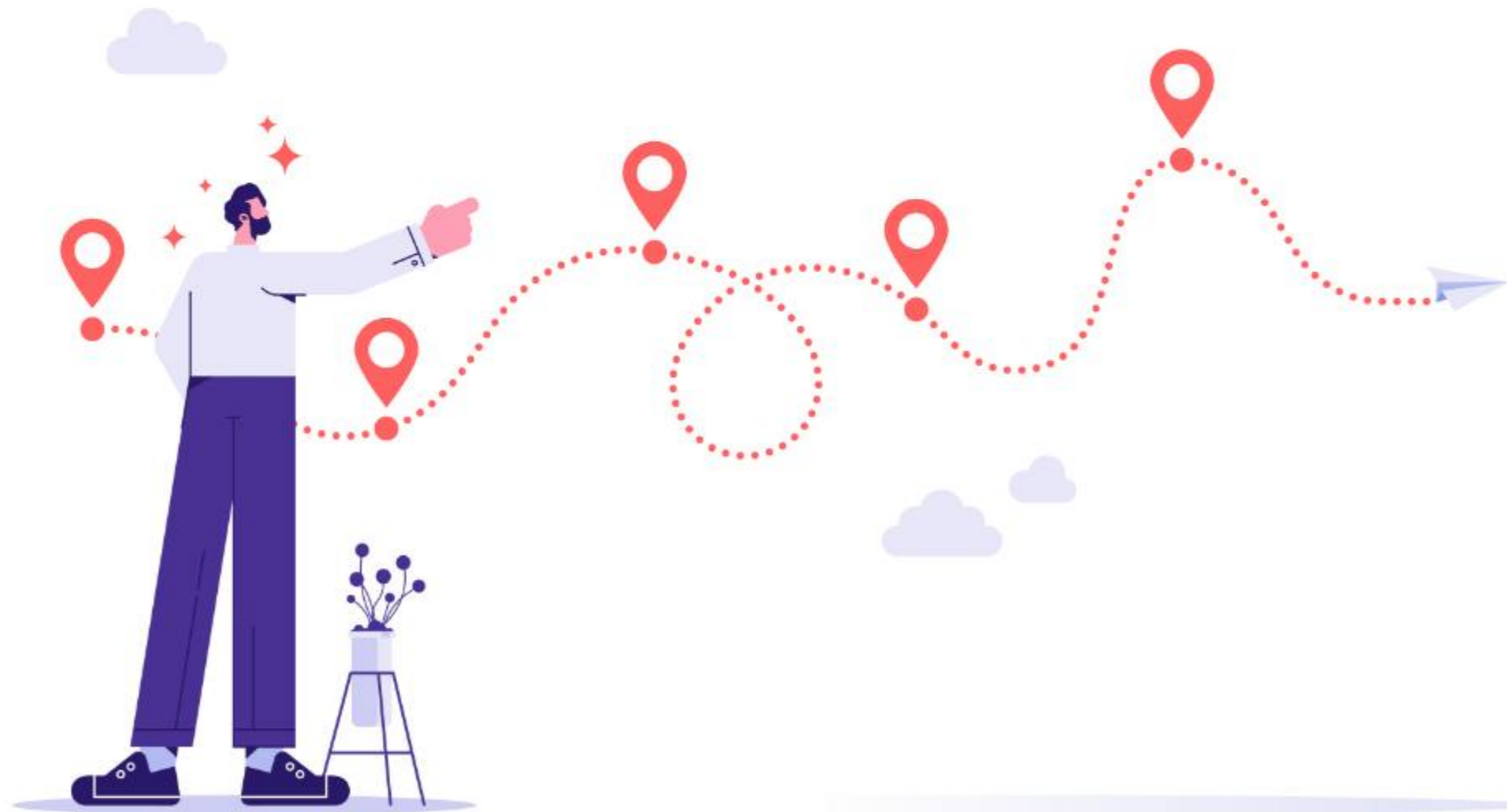
The toolkit provides an assessment method for determining where we are on the journey and understanding what steps we may need to take to reach our goals. BWB undertook the assessment in July 2023 and is currently at the overall level of '**Follower**'. We have set a future target of becoming a '**Leader**'.

Internal Engagement

In addition to the external assessment of our maturity level, we wanted to engage with the stakeholders that make our business what it is: our people. We wanted to understand:

- The current position of BWB.
- What our people value the most aligned to the Sustainable Development Goals (SDGs).
- What they like and dislike about our current initiatives and activities.
- Identify any perceived barriers to taking part.
- Identify what our people would like us to get more involved with.

To gather this input, we conducted a live questionnaire session during July 2023 as part of a 'BWB How', our weekly internal Learning and Development programme. In addition, a subsequent form was sent out to capture any input from those unable to join and participate in the live session, along with a separate version for the Leadership Team to complete, to enable a holistic assessment of our position across the whole business. Using the intelligence gathered from these questionnaires has enabled us to align this strategy to our people and the wider business as well as our clients and communities.





THE HOW





Implementation

It is pivotal to reiterate that social value entails measuring and optimising our organisation's positive societal impact. It operates under the three sustainability pillars: Social, Environmental, and Economic, aligning with the global shift towards responsible and sustainable business practices.

This strategy ensures our actions, whether related to **people**, **place**, or **planet**, are beneficial, measurable, and accountable.

Holistic Approach for Greater Impact

Our strategy adopts a holistic approach across all three areas (people, place, planet), enabling high-level horizon scanning to ensure these areas meet our aims and align with industry best practices. By undertaking the most impactful initiatives concerning social value calculations, we aim to leave a lasting positive legacy.

Implementing Our Social Value Strategy

The implementation of our Social Value Strategy will follow a structured approach, rigorous monitoring and evaluation, with transparent reporting via an Impact Reporting tool.

A 3-year implementation timeline (2023 - 2026) will guide the phased rollout of our social value initiatives.

A comprehensive set of Objectives, Goals, and Tasks have been established to ensure our Social Value Strategy aligns to our aims, is ambitious, achievable and most importantly, impactful.

Roles and Responsibilities:

- **Board Responsibilities:** Lead from the top, ensuring the messaging to the business encompasses the broader spectrum of social value beyond profit-focused narratives.
- **Social Value Coordinator:** Act as the focal point for driving and coordinating social value initiatives across the organisation. Responsibilities include monitoring and evaluating social value activities, liaising with different departments to ensure alignment with social value objectives, and reporting on progress to both internal and external stakeholders.
- **Staff Responsibilities:** Embrace and champion social value by actively participating in activities, encouraging others, and voicing concerns whenever alignment with our social value objectives seem amiss.

"Social value is about so much more than just charity work; it is permeating through the whole of our business operations from business development to supply chain ethics to learning and development. It is about improving the wellbeing of our communities by delivering positive benefits to society."

Leanne Battison, Social Value Coordinator





Responsible BWB

To be a responsible sustainable business, providing positive outcomes for society by focusing on the impacts our actions make on our **people, place, and planet**.

To achieve true sustainability, we must assess our impacts from a triple-bottom-line perspective, focusing on the three fundamental pillars of sustainability, considering our social, environmental and economic impact. This ethos guides our approach across the main areas, outside of project delivery, where we can make the most substantial impact – **people, place, and planet**.

These are aligned with the Sustainable Development Goals (SDGs) as shown below.





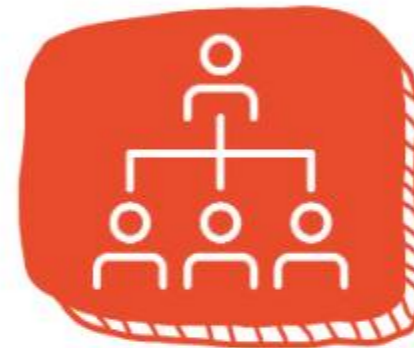
Our Targets - PEOPLE



Develop and support our people to be their best



We commit 30% of our STEM activities to focus on employability skills (e.g. CV and interview skills workshops).



Increase our early career hires by 65% from our 2023 levels, focusing on succession planning and growing the business from within.



We will invest 4,000 hours on learning and development each year for our people.



We commit to maintaining our 'Investors In People' (IIP) status and to achieving 'Investors In Wellbeing' (IIW) status in 2024. To include continuous improvement targets for next level accreditation.



Our Targets - PLACE



Creating more resilient communities



We want 50% of our people to be involved in social value activities by 2026.



We want to reach 250 young people per year of which 50% are from areas of deprivation.



Using our technical skills and knowledge, we will reach 100 person days' per year of pro bono work by 2026.



We aim to achieve a 5 star rating from our people in 2026 as being 'a contributor to creating a positive legacy'.



We aspire to become a 'Leader' by 2026, as defined by The Social Value Portal - Social Value Maturity Index.



Our Targets - **PLANET**



Deliver world-class sustainable outcomes



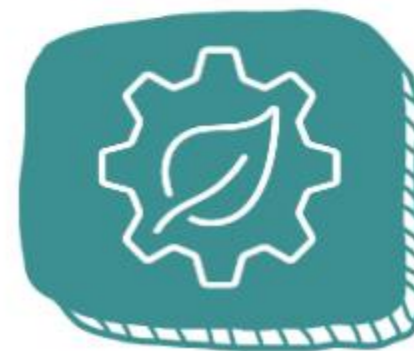
We commit to reducing the greenhouse gas emissions associated with our operations to net zero by 2050, with an interim target of a 30% reduction by 2025. In addition, we are committed to accuracy and transparency in our carbon reporting and expanding on our scope for continuous learning.



We commit 30% of our volunteering activities each year to be used on environmentally focused initiatives.



We will provide 12 thought leadership activities each year focused on sustainability as learning and development for our suppliers and clients.



Through our Sustainable Design initiative (inc. Whole-Life Carbon, Climate Risk and Healthy Places) we commit £100k worth of time to enhancing our knowledge and skills, providing better more sustainable outcomes for all.