

# Corporate Social Responsibility Report 2018-19



**WORKING  
BETTER  
TOGETHER**

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We work hard to make a positive impact in our communities. When we engage we want it to be productive for everyone. We create and communicate opportunities within our vast industry, providing various levels of career pathways to suit individual aspirations. We support our various community partners with the development and support of people disadvantaged within the community.

Of course there are numerous business benefits to what we do; healthy motivated employees, great apprentices determined to build careers, and community partners who bring a wealth of good ideas and unbounded energy to our relationships.

As you read through this report you will come across a wide variety of organisations and individuals. I would just like to thank them all for their efforts and for being great partners to collaborate with.

**Sharon Field**  
Head of CSR



**Our social return on investment over the last three years is approaching £15m, increasing by over 25% in that period.**

# Setting the Scene / Our Values

## SOCIAL VALUE DISTRIBUTION

WELLBEING & GYM  
£227,995

HEALTH & SAFETY  
£270,221

SCHOOLS AND EDUCATION  
£87,057

APPRENTICESHIPS  
£1,217,013



OUR PEOPLE  
£1,939,545

COMMUNITY/ CHARITABLE FOUNDATION  
£173,577

ENVIRONMENT  
£1,267,537



### Assumptions & Limitations

Using the principles of Social Return On Investment (SROI) Collins McHugh has estimated the value of FM Conway's social impacts. We have used average wellbeing values developed by HACT, as well as values from the Social Value Bank and public unit costs. We have been conservative in our approach to calculating the social impact value to avoid overclaiming.



# What We Do A Track Record of Delivery

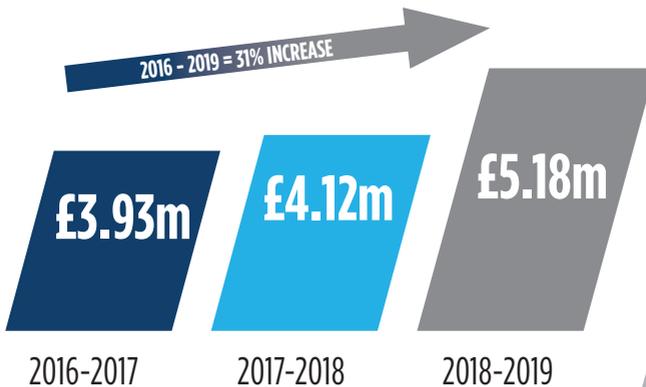
**Established in 1961, FM Conway is a family run infrastructure services company, delivering vital services in transportation, the built environment and open spaces. In partnership with network operators, local authorities and private clients, we bring clear thinking, innovation and high-quality delivery to everything we do.**

Working on behalf of both communities and businesses, we have developed a self-delivery model, which combines in-house consultancy expertise with front line operational excellence. From initial inspection, through to design, delivery, refurbishment works and ongoing maintenance, this approach enables us to supply all of the services required to keep important transport infrastructure and open spaces operating effectively and efficiently.

Our commitment to business excellence is also reflected in our approach to the communities we serve and our social impact, outlined throughout this report. It has added value to our communities of an estimated **£5.18 million** over the last 12 months alone. This is a track record we are proud of and has always been an important element of the way we operate.

Similarly our commitment to innovation has driven an industry leading approach to the environment. We recycle 95% of all the waste we produce and actively manage all our environmental impacts.

## Our growing Social Impact



# Maximising Our Social Impact

## ENGAGING OUR STAKEHOLDERS

At FM Conway we want our growth and success to also be the growth and success of our stakeholders.

Operating with a family ethos, FM Conway's approach is to build long term lasting relationships with all the stakeholders in our business. From our people to our suppliers, from our customers to our communities, we build long term relationships built on transparent and open dialogue and a joint vision of what success looks like going forward. As part of this report we have engaged with our customers, our suppliers, our employees and apprentices and our community partners, to both help shape the report and to help shape future relationships.

**WORKING  
BETTER  
TOGETHER**



**FM Conway is committed to responsible, sustainable growth**

**Turnover**  
**100% growth in 5 years**

**£160m**

**£319m**

2014

2019

# Our People

# great people, great work

Estimated social value: **£1,939,545**

We are a family run business promoting family values. We believe that by attracting local people, giving them a great place to work and opportunities to progress we can continue to grow together, delivering great work for our customers and communities.

Our people are our greatest asset. Our family values of **care, integrity, innovation** and **excellence** drive us to ensure that we are supporting and developing our people. This approach ensures that we have a happy and healthy workforce and a sustainable business model.

## TRAINING AND DEVELOPMENT

Training is advertised and promoted within our workforce to ensure that everyone has equal opportunity to develop. Existing qualifications are maintained on a rolling schedule to enable the renewal and update of competencies, keeping our people and communities safe.

### Working Better Together

In partnership with Southwark Construction Skills we have 88 employees on the 'First Line Managers Programme' leading to an NVQ3 or NVQ4 qualification. 11 employees have also enrolled onto a CMI Level 5 apprenticeship scheme where, they will achieve a Level 6 NVQ in Construction Site Management.



# JOIN OUR FAMILY

## Realising Ability - Disability Confident Committed

**Working closely with The Education People (formerly Kent Supported Employment) a part of Kent County Council, FM Conway is seeking to support those whose skills may be less obvious at first, but still offer the potential to be great employees.**

*“Alex had found his autism a particular barrier when attending job interviews while trying to find employment; but at FM Conway we found an employer who are a delight to work with. Their willingness to engage and include their wider teams has been excellent and we are delighted that Alex, who had been unsuccessful in many previous job interviews, is flourishing at FM Conway in a paid role and that the company is keen to expand our partnership.”*

**Mark Parrin** Supported Employment Coordinator for Kent Supported Employment at The Education People

**30 employees disability confident trained in 2018-19**

Our first placement and paid employment offered within three months of initial training being delivered.

**THE EDUCATION PEOPLE**



## 2017-18 Gender Pay Gap

While we can demonstrate our commitment to equal pay, we do have a gender pay gap. This gap is reflective of our industry where, on the whole, there are fewer women working within the sector, and less women occupy more senior positions. **We are delighted that over the last year the % of females in our company has increased by over 9%.** FM Conway is committed to making a difference through a range of different activities including:

### 1. Building a pipeline for the future

We are extending our connections and continuing to work closely with female-only schools, to increase the awareness of career

pathways in the construction industry. Additionally a successful trial for a female-only work experience week has been delivered.

### 2. Operating fair and inclusive recruitment practices

We are participating in “Women in Construction” events with our clients, industry and the wider community to understand how we can further promote and advertise our opportunities, with a key focus on attracting more women applicants.

**3. Communication** Following feedback, we are developing promotional material to advertise opportunities, apprenticeships

and work experience, using our current female employees as ambassadors to breakdown the stereotypical gender job roles within our industry.

### 4. Supporting learning, promotion and retention

We are continuing to deliver Fairness, Inclusion and Respect training across the company at all levels, with bespoke training specifically for recruitment managers.

The logo features the letters "FIR" in a bold, teal, sans-serif font. The letter "I" has a small orange semi-circle above its top bar.

# Education

Estimated social value: **£87,057**

**Attracting, encouraging and developing talent is a fundamental aspect of how we engage with our communities, and how we see the future development and sustainability of the business.**

From attending skills events, to job fairs, to the numerous school, college and university jobs and career events we attend, our purpose is to pro-actively engage. Wherever possible we engage with the establishment beforehand and brief careers advisors etc, about the numerous opportunities and careers FM Conway can offer, the innovation we bring and the growth of the company. This means students can be informed about us before the event and ensures the footfall to speak to us is maximised.

*"I wanted to offer my sincere thanks for your time and wonderful efforts yesterday. There is no doubt that this year's event built upon the success of the initiative that the previous Year 11 took part in, and that is down to the willingness of you all to engage and support so many of the school's young people."*

**Natalie Coleman**

Kent Education Business Partnership

## Work Experience for All

33 students benefited from work experience at FM Conway over the last 12 months. A pilot female-only work experience programme has been positively received, with the idea attracting 16 participants into an industry that has historically had a very male gender bias. The feedback from participants was very positive.

*"I first met FM Conway at a jobs fair and speaking directly to a current apprentice was invaluable. I attended the female-only work experience and became determined to work for the company. I am delighted to have achieved that ambition and I am enjoying every day of my apprenticeship."*

**Maggie Taylor, FM Conway**

## BETHS GRAMMAR SCHOOL BEXLEY

**Of 200 students who attended the day, 80 chose to engage directly with FM Conway.**

The feedback from the Education Business Partnership was impressive:

**98%** of students found the event useful

**97%** engaged with an industry they were interested in

**95%** felt they understood more about potential opportunities in different sectors

**56%** said the event had helped them make important decisions about their futures.

*"The opportunity to do a presentation a week before the event meant that students could come to us on the day prepared and full of questions, it was a great event."*

**Sharon Field**

Head of CSR, FM Conway



EMPLOYER  
RECOGNITION  
SCHEME

BRONZE AWARD

## VETERANS AND SERVICE LEAVER RECRUITMENT EVENT

We created a focus group, a mix of existing ex Armed Forces Conway employees and our recruitment team to forge relationships with Phoenix Heroes and bespoke recruitment websites to promote our career opportunities.

In January 2019 we hosted our first veterans and service leavers event. Eight of our employed veterans participated in the creation and delivery of seminars and workshops.

22 people attended the event, from seven different regiments

SSAFA, CTP and the Armed Forces Champion for Sevenoaks also attended.

Over 85% of attendees said they would promote future events to others.



## ENGAGING COMMUNITIES



30+ events attended



4,000+ people attending events



1,500+ people directly engaged with

Events attended included job fairs arranged by the Local Authorities, Armed Forces, Individual Education Establishments, Her Majesty's Prison Service, Social Mobility Organisations and Community Teams.

# People First Health & Safety

Estimated social value: **£270,221**



**People First is our commitment to the health, safety and wellbeing of our people.**

A commitment which is supported by an award winning approach to safety, the championing of mental health initiatives, the provision of an on-site gym, a canteen providing healthy eating options and a break out area and library.

## SAFETY

Over the last 12 months we have continued to measure, monitor and improve our approach to H&S based on excellent management information and reporting systems.

We are pleased with the results, which include a **58% reduction in days lost through injury!**

We are also delighted to have been awarded Transport for London's supplier award for road safety, amongst a number of awards for our health and safety performance.

## Employee Assistance Programme

37 employees (2.38%) have benefited from our confidential employee helpline to access assistance in issues ranging from debt and legal advice to grief counselling. Of the 37 people using the programme 64% took up the option of face-to-face counselling services.



## Heart Angels



**Currently in the UK the mortality rate from cardiac arrest is over 90% compared to under 40% in many European countries.**

Heart Angels is a company formed to bring attention to this issue and offer access to training and equipment, primarily defibrillators, to address this issue.

At FM Conway we are proud to have been identified as a 'Heart Hero': an employer training our staff in this area and supporting the wider work of Heart Angels.

We also featured a presentation from Heart Angels at our first supply chain event.

Find out more about the amazing work and story behind Heart Angels at [www.heartangels.co.uk](http://www.heartangels.co.uk)

# HEALTH AND WELLBEING

## Mental Health at Work

**The construction industry has worked hard to tackle the growing issue of depression, particularly in young men aged between 18 and 35.**

Mates in Mind has put in place a programme to help companies support their employees in identifying the signs in their colleagues, whilst also providing helplines and further training for people within the industry to become champions in the workplace. Construction workers are six times more likely to die from suicide than they are a fall from height.

At FM Conway we are signatories to play our part and we are signatories to 'Mates in Mind' and have engaged 1,200 employees already on Start the 'Conversation' sessions. Additionally we have two people accredited as 'Mental Health First Aid Trainers'.

**36 of our employees have been trained in mental health first aid over the last 12 months.**

***"The feedback we have had from these sessions has been fantastic and it has gone a long way to start to de-stigmatise the conversation around 'Mental Health'."***

**Andrew Cox**  
SHEQ Director, FM Conway

# ON-SITE GYM AND TRANSFORM PROGRAMME

An investment of £80,000 5 years ago has enabled us to offer healthier lifestyles for our people based at our Head Office. Open early morning until late evening, our on-site gym provides both the range of equipment and accessibility for people to shape their gym usage around the demands of their working day. It has been a huge success.

A central part of that success has been Lydia Baynes our personal instructor, who comes in every Tuesday to run a series of classes. She has also created the 'Transform' programme to help our employees improve their nutrition, general wellbeing and to lose weight.



**1,200** employees have already been engaged in the Start the 'Conversation' sessions and 24 employees have been trained in the Manage the 'Conversation' training programme.

# Apprenticeships

Estimated social value: **£1,217,013**

**Skill shortages in the Construction Industry are well documented. It is a problem which seems to be growing with 157,000 new recruits needing to be found by the industry by 2021, just to keep pace with current demand\*. One in 10 companies are also saying that skill shortages are already limiting their potential growth.**

This is just one factor which is driving our commitment to championing apprenticeships; there are many others. Apprenticeships are an excellent way of supporting young people from the communities in which we operate, increasing skills in young people and driving long-term wealth creation in our communities.

Through our apprenticeship programme we seek to engage people, explain the industry, outline the opportunities and allow young people to make decisions on the most comprehensive information we can give them.

*“My apprenticeship is in Civil Engineering, the work is interesting and varied and all apprentices are allocated a mentor. Day release across a 5 year programme also means I will qualify with a degree in Civil Engineering in only 1 year longer than it would take at University, and with 5 years work experience under my belt. I’m really enjoying it.”*

**Jared Humphries**, 2nd Year Apprentice, FM Conway



## Enrichment Programme

Apprentices at FM Conway benefit from much more than just learning their trade! Opportunities for open forums with senior management, tours of our industry-leading Drainage Water Treatment and Asphalt Plants and a range of engagement with outside agencies, including an opportunity to visit Thames Water, make our apprenticeship programme a comprehensive approach, not just to FM Conway, but to our wider industry.



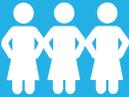
9 apprentices recruited during 2018/19



39 apprentices in the business



10 apprentices recruited following completion of their apprenticeship



12% of our apprentices are female



LONDON  
CONSTRUCTION  
ACADEMY

## LONDON CONSTRUCTION ACADEMY

**The London Construction Academy (LCA) is run by the Worshipful Company of Paviers having been adopted from FM Conway's original programme, The London Highways Academy of Excellence.**

The free two-week construction course gives candidates, many of whom were previously not in education, employment or training (NEETS), access to the knowledge and certification to start a career in the construction industry, as well as providing potential pathways to apprenticeships, work experience and employment.

FM Conway, in addition to playing a lead role in the attracting of candidates for the course, are one of 49 employers offering potential opportunities to successful course participants.

### With FM Conway support over the last five years

**300** Approximately enrolled in the LCA

**60%** or over achieved London Bronze pass

**50%** or over of those achieving the London bronze pass are now working

# Our Communities Charitable Foundation

Estimated social value: **£173,577**

**Established in 2013, the Conway Charitable Foundation supports various national, industry and community charities in our local operational areas.**

During a six year period the Foundation has supported a wide range of excellent charities and causes, covering everything from local sports clubs and schools to great projects such as Street Soccer and Heart Angels.

A donation of £50,000 is just one of the highlights of six years of the Foundation which has seen significant amounts donated to the Community.

Just as importantly has been the support to smaller organisations which has been the catalyst for much bigger things (see Street Soccer page 17).

*“When we set up the Foundation our aim was to make a difference. We think we are achieving this, but we are never complacent and we know there is so much more we can do.”*

**Sharon Field** Head of CSR



## London Marathon 2018

Nine intrepid employees set off in the 2018 London Marathon. We are delighted to say that all nine finished, after a fantastic effort. In the process they raised £2,698, enough money to buy a defibrillator for the local community. Times ranged from 4 hours 40, to 7 hours and 8 mins, a special mention must go to Kerry Burton who completed the marathon while pregnant!

**During 2018/19 donations have been made to a number of organisations, including:**



### 2018 3 Peaks Challenge

FM Conway fielded two teams for the 2018 3 Peaks Challenge. A total of 11 employees took part and both teams A and B, recorded times under 22 hours, a great achievement by both teams. The times meant both teams were awarded the silver medal for their efforts. Running for the Fire and Rescue Services, we were proud to have raised funds for the great work undertaken by the Fire Service.



### The Honey Pot

FM Conway is a proud supporter of the great work carried out by The Honey Pot, providing respite breaks and outreach support to young carers and vulnerable children, aged from 5 to 12 years old. Our donation of £6,800 will provide children with respite breaks and support through their childhood.

# Engaging with Our Communities

**FM Conway has always engaged with the local community. We engage with a variety of local groups and charities, participating in their events to provide opportunities and support the wellbeing of the local community.**

## Sevenoaks Chamber of Commerce

Sharon Field, our Head of Corporate Social Responsibility, has recently been appointed as a Director of Sevenoaks Chamber of Commerce, and is already exchanging best practice ideas on employing people via the Disability Awareness training programme.



**Sevenoaks**  
AND DISTRICT  
Chamber of Commerce

## The Lighthouse Club

The Lighthouse club are the construction sector charity, supporting those who have suffered loss or hardship through working in the industry. Over the last three years FM Conway has supported the work of the charity through various avenues, the most innovative being the donation of £1 for every near miss reported.

FM Conway has donated over £150,000 to the Lighthouse Club in the last 3 years.



*"The partnership with FM Conway has been exceptional. The idea of donating £1 for every near miss is great, it sends so many positive messages to all concerned."*

**Bill Hill, CEO,**  
The Lighthouse Club





## STREET SOCCER & GOAL 17

FM Conway is proud to have been the sole sponsor of the 1st transformational Street Soccer academy programme for homeless and 'at risk' 16 - 24 year olds. Run in collaboration with Gillingham FC, the success of the programme gave rise to the Goal 17 mentoring programme, linking corporate partners to young people. The first Goal 17 programme was also run in collaboration with FM Conway, who provided 15 mentors for the 10 week programme.

The course, as Street Soccer promised it would be, was as transformational for the mentors as for the mentees:

*"This has been one of the best projects we have been involved with. It is a very special opportunity for everyone."*  
FMC, Corporate Partner (Jan 2019)

*"The course has been fantastic. I've loved it. Everyone including coaches were supportive. My confidence has improved massively."*  
Billy (2019)

*"I've definitely become more confident and positive when looking into the future. The future holds a lot. I just need to apply it. The course has exceeded all my expectations."*  
Melissa (2019)



Above: Goal 17 - Winner - National Mentoring Awards

***"Without the support of FM Conway, what we have achieved simply would not have been possible. It is hard to over-estimate their contribution."***

**Keith Mabbutt, CEO,**  
Street Soccer Foundation

## JODIE'S STORY

Jodie was homeless for 2 years after falling out with her parents. Securing permanent accommodation after graduating from the Street Soccer Academy, she also got a place in the London Construction Academy supported by her Goal 17 mentor. She is now in the process of securing full-time employment.



# Our Environment

# A Virtuous Circle

Estimated social value: **£1,267,537**

FM Conway has a track record of innovation, having established its first recycling plant in 1987. However, the size and scale of the recycling that the company aspires to, requires a significant investment of both time, money and research.

At FM Conway we decided to examine best practice technology in America and Europe. Then we worked with plant manufacturers to develop a state-of-the-art bespoke recycling plant at our Dartford depot, which could handle all of FM Conway's material streams.

It is an approach that has brought significant benefits (see opposite), but it hasn't stopped there, and we continue to innovate and improve our environmental performance, in all aspects of our business.

## LIGHTFOOT

In addition to the compulsory fuel-efficient driver training undertaken, FM Conway has taken the extra step to pilot Lightfoot: a simple box attached to the dashboard that gives drivers immediate feedback on their driving, based on a red, amber, green system. The results, based on a 10 vehicle assessment over 3 months, are very positive.

An **88%** increase from driver ratings of average to very good.

Projected CO<sub>2</sub> reduction of **822 tonnes** over 3 years.

*"Fuel savings alone paid for the 3 month pilot and projected fuel savings over 5 years, if the system was adopted into all vehicles would be **£1million.**"*

**Paul Cerexhe**

Head of Plant & Workshops

## CARBON FOOTPRINT

Due to recent acquisitions and the shape and the scale of the business changing significantly, there has been a requirement to reset the carbon baseline by which to monitor progress over coming years.

The 2017-18 carbon footprint will provide our new baseline.

An independent audit by WRAP (Waste & Resources Action Programme) identified this process as saving 24 million gallons of mains water every year, the equivalent of 36 Olympic sized swimming pools.

**95% of the 30,000 tonnes of gully waste** which would have previously gone to landfill as hazardous waste is **now recycled**

**24 million gallons of mains water every year** is saved by the synergy between the drainage water plant and aggregate wash plant

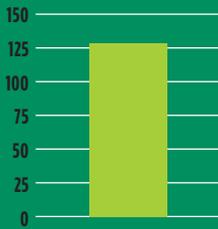


**250,000 tonnes of asphalt and concrete recycled** per annum

**Over 90% of all waste** associated with FM Conway operations is recycled

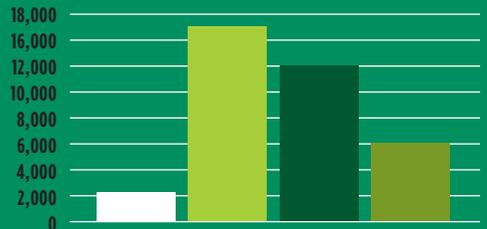
## OUR CARBON FOOTPRINT

**127 Tonnes CO<sub>2</sub>e/£1 turnover**



2017 - 2018

**GHG Emissions from FM Conway activities 2017-18**



Electricity Gas Gas Oil/ Red Diesel DERV

# Collaborating

# WORKING BETTER TOGETHER

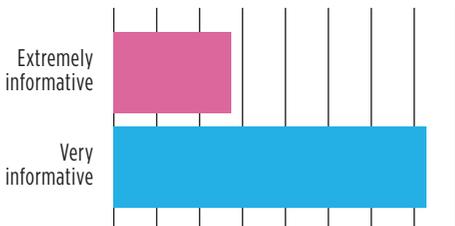
At FM Conway we have always engaged with our stakeholders, listened to our customers, engaged with our communities and to add to this we have recently commenced a supplier programme, **'Working Better Together'**.

Our first event in Autumn 2018 was aimed at giving key suppliers further insight into our ongoing growth strategy and our commitment to sustainability.

Feedback from the event was very positive as suppliers welcomed the opportunity to meet different people within the business and share new ideas.

The second event is currently being planned.

## How informative did you find the first supplier event?



Over 25 suppliers attended our first supplier event. The feedback was overwhelmingly positive.

Right: James Head, Head of Procurement at FM Conway, addresses our first supplier meeting.



It was greatly appreciated that Transport for London, a key customer of FM Conway, could also present on the day about their vision of road safety.

***“We were delighted to be invited to speak by FM Conway. Their commitment to road safety is excellent and I also applaud their approach to engaging their suppliers on all elements of sustainability, including the crucial role of Road Safety in the capital.”***

**Jason Ross**  
Road Risk Manager, TFL



***“Engaging with FM Conway on their first supplier event and collaborating on responsible, sustainable growth was excellent. It allowed us to showcase the added value we could bring and also sent the message to other suppliers that Conway’s are always open to innovative ideas.”***

**Mark Taylor**  
Trime UK

FM Conway are proud members of the **Supply Chain Sustainability School**



# U.N. Sustainable Development Goals

At FM Conway continuous improvement is part of our DNA. Built on our customers' needs and our commitment to improving our social and environmental impacts, we will continue to look at ways to increase the positive impacts we can bring to our customers, our communities and the environment in which we operate.

Many of our activities align closely with the U.N. Sustainable Development Goals, and we are proud to play our part by delivering outcomes which assist these goals.



Underpinning the vision that these goals represent, are over 250 actions and targets, to help companies structure and deliver against each goal.

## ON THE HORIZON



Developing a new asphalt plant



Expanding our drainage water treatment plant



Increasing recycled content in asphalt



Investment in fleet



Researching more sustainable ways of working



Ongoing support for apprentices



Engaging women in construction



Creating opportunities for disadvantaged people



Achieving Armed Forces Silver



Being accredited Disability Confident

# Awards and Accreditations



MPA Special Award



Kent's Unsung Heroes



Berkeley Group 2018 Apprenticeship Awards



Royal Logistic Corps Safety Award



FORS Fleet Operator Recognition Scheme



Best Safety Initiative



Sevenoaks Apprentice of the Year Award



Brake Fleet Safety Award



Highway Electrical Association Awards 2017



MPA Special Award



Green Apple Award



BEACON Site Safety and welfare Award



New London Award for Transport & Infrastructure



CE Certificate for Factory Production Control



RoSPA Gold Medal Award Health and Safety 2018 (7th consecutive year)



Outstanding Contribution and Lifetime Achievement & Most Promising Apprentice



UEPG Sustainability Award



Special Award for companies with 100+ Employees



ISO 9001



ISO 14001



ISO 39001



ISO 45001



Inspiring Tomorrow's People – Highly Commended Award



Reducing Occupational Road Risk Health & Safety Award

# Corporate Social Responsibility Report 2018-19



## CARE

As a family business we act with care and compassion



## EXCELLENCE

Great people delivering great work, always



## INTEGRITY

A business committed to doing the right thing



## INNOVATION

Our passion is to always find a better way

### FM Conway Ltd

Conway House, Vestry Road,  
Sevenoaks, Kent, TN14 5EL

Tel: 01732 600 700

[www.fmconway.co.uk](http://www.fmconway.co.uk)