

Organisation | QS-18B | Delivery Methodology | Outline Behaviour Maturity Plan

2. Your outline behaviour maturity plan shall provide, as a minimum, the content that is required for the Behaviour Maturity Plan as stated within section S 295 (Behaviours) of Volume 2 Part 1 (General Requirements) of the Draft Contract.



1. BADGER's Outline Behaviour Maturity Plan

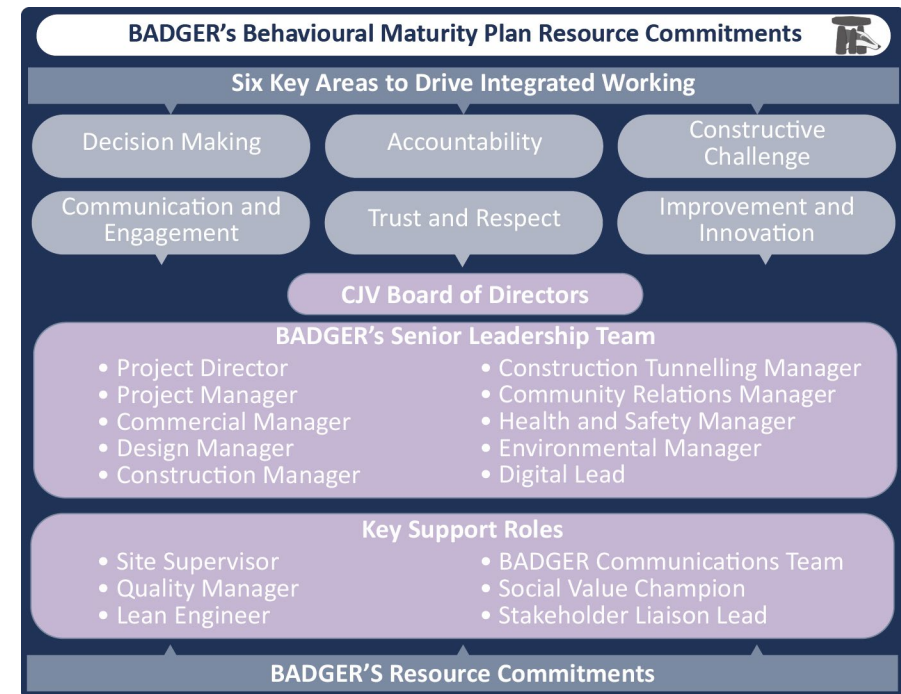
Our **Behaviour Maturity Plan (BMP)** is developed in line with Highways England values, BADGER values, scheme objectives, tender requirements and external best practice. The BMP is a live document, periodically updated to reflect new opportunities, proactive measures, risks and advice from internal and external sources. BADGER's Senior Leadership Team are responsible for the creation, embedment and review of the BMP, ensuring this is compliant at all times.

This document explains how we will identify and embed positive behaviours across the A303, aligned to the BMP structure, as shown below:



1.1 Resource Commitments for our BMP

Our Leadership Team will align their behaviours with the six key areas within the **Improving Behaviours, Improving Performance (IBIP) Behavioural Maturity Framework (BMF)**. They proactively identify and lead the removal of barriers, with shared responsibility as demonstrated in our outline BMP and structure below:



2.1 Alignment to IBIP Programme

BADGER embrace the **IBIP Programme (S295.1)**. Our process overleaf informs our Project Execution Plan (PEP), providing details on approaches, processes and procedures implemented to deliver our decision-making and governance structure for behaviours, aligned to the IBIP.



2.1.1 External Best Practice

The following external best practice has informed our plan. We will work with Highways England, following contract award, to ensure all relevant external best practice has been incorporated into our Behaviour Maturity Plan.

Best Practice Process	Decision Making	Accountability	Constructive Challenge	Communication and Engagement	Trust and Respect	Improvement and Innovation
Road Investment Strategy (2020-2025)	<ul style="list-style-type: none"> Strategic Vision Performance Specification 	<ul style="list-style-type: none"> Strategic Vision Performance Specification 	<ul style="list-style-type: none"> Strategic Vision Performance Specification 	<ul style="list-style-type: none"> Strategic Vision Performance Specification 	<ul style="list-style-type: none"> Performance Specification 	<ul style="list-style-type: none"> Performance Specification
P3M3	<ul style="list-style-type: none"> Organisation Governance Management Control 	<ul style="list-style-type: none"> Resource Management 	<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Benefits Management 	<ul style="list-style-type: none"> Benefits Management 	<ul style="list-style-type: none"> Management Control
Project 13 Framework	<ul style="list-style-type: none"> Organisation Capable Owner 	<ul style="list-style-type: none"> Organisation Governance 	<ul style="list-style-type: none"> Organisation 	<ul style="list-style-type: none"> Organisation 	<ul style="list-style-type: none"> Integration 	<ul style="list-style-type: none"> Digital Transformation Integration
National Infrastructure Strategy 2020	✓	✓	✓	✓	✓	✓
DfT and Infrastructure and Projects Authority Lessons for the sponsorship of Major Projects	✓	✓	✓	✓	✓	✓
ISO 44001	✓	✓	✓	✓	✓	✓
ISO 9001	✓	✓	✓	✓	✓	✓
Recognition of Achievement and Awards (TQN)	✓	✓	✓	✓	✓	✓
Construction 4.0	✓	✓	✓	✓	✓	✓



Decision Making Process & Stages

2.1.2 Alignment to IBIP Decision Making

BADGER trust our employees at all levels, enabling us to entrust and empower autonomy across all levels of our organisation. By allowing decisions to be made safely at the lowest level possible, efficiency is increased (**Annex E, 4.**). The below process has been implemented to direct the whole team, including our supply chain, to the expected behaviours for decision making.

STAGE 1: A303 Scope Compliance

The following key references have been used for embedding decision making behaviours into our BMP:

Scope Requirements	BADGER Compliance Process Documents
Annex E, Section 3 Decision making	<ul style="list-style-type: none"> Hierarchical Organisation Charts RACI Matrix Delegated Authority Schedule Quality Management
V2P1 S296 Strategic Alignment	<ul style="list-style-type: none"> StART3 Assessment
V2P1 S2905 Leadership	<ul style="list-style-type: none"> BADGER Leadership Strategy
Scheme Specific Performance Measures (SSPM) 3.2 Leadership	<ul style="list-style-type: none"> Behavioural Profiling Assessment Personal Profiling

Capabilities & Collaboration Performance Framework (CPF)

Leadership Embedment Test (LETs)

■ Leadership Embedment Plan

STAGE 2: External Best Practice

Incorporate best practice from table under **2.1.1**.

STAGE 3: Identify and Involve the Right People

- Our Leadership Team complete Behavioural Profiling Assessments. Outputs from behavioural assessments inform our training programme. For further information on profiling, see **section 2.2.2**
- DISC/ Insight profiling will be used for leaders to understand their own character types and those of their colleagues
- Our Delegated Authority Schedule will assign key responsibilities to various members of our Leadership Team. It confirms powers of authority at project level, and when Board Members require consultation prior to decision making, e.g., cost impact
- Our RACI Matrix details accountabilities for the Leadership Team to implement, operate and deliver effective engagement and management of the workforce, shown in the adjacent RACI.



STAGE 4: Taking Decisions in an Effective, Timely Manner

- Decisions will be affected by directing the impact of all changes to programme, budget, required resources and any element effecting the **SSPMs and PMPs** using the RACI Matrix to confirm the right people are involved and consulted. These will be actioned as changes under the **NEC4 contract** and submitted as either Early Warnings or Compensation Events.
- All changes/decisions, where necessary, will be submitted to the *Project Manager* in accordance with the timescales in **Contract Data Part One**.
- Our real time data-driven platform, Data Hub to provide Project Data, will hold simultaneous analysis of all factors contributing to workforce decision making and reporting (see **QS-14C** for further information).

STAGE 5: Sharing Information

Teams will have access to all necessary facts and information to make informed decisions and take appropriate action. This is achieved through:

- Our **Common Data Environment (CDE)**, Business Collaborator. Our CDE acts as a single source of truth, storing up to date documentation. Used by the whole project team when accessing information, increasing efficiency (see **QS-14C Pg. 7 Section 4.4**).
- All meetings to have full plan, agenda and minutes recorded, providing clear actions on decisions, reducing assumption-based actions and promoting continual improvement

- Co-locating teams** to promote teamworking, timely decision making, enhanced knowledge sharing and increased efficiency.

ROLES	Any Changes or Impact to Programme	Any Changes or Impact to Cost	Any Changes or Impact to Quality	Any Changes or Impact to Resources	Any Impact to SSPMs and/or PMPs	Project Benefits
Project Director	A	A	A	A	A	A
Project Manager	C	C	R	R	R	R
Commercial Manager	I	R	C	R/C	C/I	R
Design Manager	C	C	C	I	C/I	R
Construction Manager	R	C	R	R	R	R
Construction Tunneling Manager	R	C	R	R	R	R
Community Relations Manager	C	I	I	I	C/I	R
Health and Safety Manager	C	I	C	R/C	C/I	R
Environmental Manager	I	I	C	I	C/I	R
Digital Lead	C	I	C	C	C/I	R

RACI KEY

R = Responsible A = Accountable C = Consulted I = Informed



Accountability Process & Stages

2.1.3 Alignment to IBIP Accountability

BADGER will work with Highways England to establish the culture within teams, processes and decisions, as part of our **Collaboration Framework Management System** which adopts **ISO44001 protocols (S605.1)**. Shared responsibilities and expected behaviours are documented and governed. This live and relevant tool will convert goals into clear responsibilities and expectations for each party. This supports a culture where each team member adds value through collaboration.

STAGE 1: A303 Scope Compliance

The following key references have been used for embedding accountability behaviours into our BMP:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S1106.4 – Behaviours	<ul style="list-style-type: none"> BADGER's Performance Management Strategy
V2P1 Annex E, 4. Performance Management	<ul style="list-style-type: none"> Opportunities Register A303 BIP App CPF and SSPM Continuous Development
V2P1 S680 – Training and competence	<ul style="list-style-type: none"> Training Plans

A303 Performance Manual SSPM 3.2 – Leadership Capability

V2P1 S605.1 – Quality Management

A303 Collaborative Performance Framework – 4.3 EDI

Leadership Embedment Test

- BADGER's Performance Management Strategy
- BADGER's A303 Project Collaboration Charter

- ISO44001

- Inclusion Action Plan (IAP)

- Leadership Embedment Plan

STAGE 2: External Best Practice

Incorporate best practice from table under **2.1.1**.

STAGE 3: Organogram Showing Clear Lines of Accountability

Our organisational charts provide clear lines of responsibility and accountability (please refer to **QS-18D** appendices for organisational charts). These are shared during induction to provide clarity of roles for everyone and are available on the **A303 BADGER Information Portal (BIP) App** (See QS-14C for further information on our BIP) for everyday reference, as per department and work discipline. Our RACI Matrix provides further details of responsibilities across teams and phases, demonstrating how they support collaboration between others of similar roles within different phases of the scheme. Our detailed organogram visualises our



internal hierarchy, demonstrating how divisions integrate and work together, both internally and externally with the *Client* and external stakeholders. Team structures will be periodically reviewed against workforce feedback surveys, **SSPMs and CPF evidence sheets** to analyse effectiveness.

STAGE 4: Develop Job Profiles and Incorporate Expected Behaviours

Job profiles will be developed, confirming staff are competent to provide the works and are adequately supervised. Below are additional measures to ensure job profiles are correctly assigned and behaviours embedded:

- Set clear individual objectives and targets for staff
- Performance measures are implemented in accordance with principles established through the CPF
- Clear governance and accountability for the IAP are defined, embedding the right behaviours throughout the scheme
- Appropriate **CSCS card level** obtained (**S680.6**).

STAGE 5: Ensure Commitments Are Clearly Agreed and Kept

To ensure commitments are clearly assigned, understood and followed up on, the following will be completed:

Process:

- Agree Delegated Authority Schedule, embedding decision making from leadership through to site delivery
- Confirm individual's competence when developing RACI
- Each decision is allocated an 'owner', ensuring staff take responsibility for their own work, avoiding any duplication or overlap of roles and responsibilities.

Procedure:

- Our Leadership Framework (best practice from BADGER's JV partner), and review process appropriately demonstrate accountable behaviour. Leaders demonstrate accountable

behaviours through visible leadership and completion of responsibilities and accountabilities

- Shared scheme objectives and CPF/SSPMs during induction ensure personal accountability is embedded throughout the project team - everyone working to the same goals and aims
- Our detailed **Inspection, Testing and Monitoring**, guarantees right first-time delivery of activities.

STAGE 6: Performance Management

BADGER's Performance Management Strategy ensures the workforce are set targets to improve their knowledge and skills levels. This in turn ensures the A303 Scheme leaves a genuine skills and knowledge legacy. Our workforce will be set performance management targets to be reviewed, in line with the SSPMs and the CPF, with evidence gathered from our Inspection and Monitoring Schedule. This will be monitored and developed through:

- Our Gateway Review process measures role performance
- 360° performance review with Leadership Team and Highways England, measured against **SSPM 3.2. Leadership Capability**
- Training is provided for skills gaps to develop positive behaviours
- Through mentoring, coaching and training, individual improvement of staff behaviours is promoted
- Staff are removed where behaviours do not align with project requirements (**Clause 24.2 Conditions of Contract**).



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Constructive Challenge Process & Stages

2.1.4 Alignment to IBIP Constructive Challenge

Constructive challenge will be encouraged to get the best results for the A303. This is achieved through the following:

STAGE 1: A303 Scope Compliance

The following key references have been used for embedding constructive challenge behaviours into our BMP:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S2905 Leadership	<ul style="list-style-type: none"> Organisation Charts and RACI Matrix BADGER Leadership Strategy
V2P5 Digital Construction requirements	<ul style="list-style-type: none"> A303 BIP App BIM
V2P7 Internal Communications Plan	<ul style="list-style-type: none"> Internal Communications Plan Code of Conduct
V2P5 3.1.2 – Information systems	<ul style="list-style-type: none"> CEMAR Xactium Primavera P6 Microsoft Dynamics 365 AirsWEB 2 Microsoft Office 365 Data Hub

LET

■ Leadership Embedment Plan

STAGE 2: External Best Practice

Incorporate best practice from table under **2.1.1**.

STAGE 3: Open to Challenge and Different Ideas

- **Supply Chain Innovation Days** are an opportunity for our supply chain to demonstrate best practice, market intelligence and new technology to enhance productivity.
- Supply Chain Forums and steering groups are covered in detail in **QS-18C**.

STAGE 4: Develop Constructive Challenge Protocol

Our **Constructive Challenge Protocol**, developed following Contract Award, includes the following as a guide for our Leadership Team:

- Start every conversation with a connection. Ask people to say why they feel their participation is important and what this discussion / decision means for them
- Build trust early and often by engaging all members opinions
- Lay down ground rules to encourage open sharing
- Give staff an opportunity to express doubts and reservation (carried out anonymously on the A303 BIP App if required)



- Don't punish those who disagree
- Know when it's time to close the discussion.

STAGE 5: We Speak Our Own Minds, Even in Difficult Situations

Staff are empowered to speak freely throughout the project, especially during meetings and reviews. Our online anonymous **whistle-blowing facility** will be available for those who want to stay anonymous but raise concerns. The process for embedding open communication will include:

Training / Workshops (TQ5A1.2), led by our Project Director.

- **Behavioural and Conflict Resolution Training** provided to empower staff, aligned to our **Code of Conduct**, ensuring everyone is treating with respect when raising issues or asking questions
- **Behavioural Science Training** for our leaders
- Hosting **Constructive Challenge Workshops**
- Programme **A303 Conflict Resolution Workshops**

Processes / Strategies:

- A303 Open forums
- Our communication and engagement IBIP principles, ensure everyone speaks in the right way, using a common language included in the onboarding and induction process
- Our Innovation Portal and Digital Information Strategy (**V2P5 3.1.2**) uses BIM to visualise scheme challenges to work through as a team. We will use our Digital Academy to develop and enhance digital skills, extended to our subcontractors.
- **QS-14 B and C** detail BADGER's digital construction and digital collaboration approach and tools (including data sharing and management) in more depth
- An external facilitator will review our onboarding process, developing our conflict resolution skills as part of our Conflict Resolution Training.

Stage 6: Gateway Review Process

Everyone involved in each stage of the A303 Scheme, from design to construction, understands the importance of mandatory gateway reviews and hold points. These are established to ensure no work goes forward at selected points of the programme without a thorough review and signing off, such as health and safety and compliance to design. Gateway Reviews and identification of hold points are outlined in the **Construction Quality Plan (S605.3)**.

Gateway Review and hold points are a key part of onboarding and will form regular content within reviews and toolbox talk meetings). These procedures will be highlighted and reiterated across the whole workforce to instil a 'stop and wait culture' embedded behaviour. All workforce staff will be continuously reminded that hold points are in place for their own health and safety and are not to be avoided under any circumstances. Detailed explanations why certain hold points are in place will be provided for key activities, allowing workforce members to realise, although it may not impact their operations, by stopping and reviewing the status of progress, it will have an impact on the forward programme and wider scheme activities.

Positive messages via live case studies excerpts will be displayed on the **A303 BIP App** to demonstrate effectiveness of hold points and the benefit they bring to the A303 scheme delivery.



Communication and Engagement Process & Stages

2.1.5 Alignment to IBIP Communication and Engagement

Clear and concise communication and engagement protocols will be implemented through the following:

STAGE 1: A303 Scope Compliance

The following key references have been used for embedding communication and engagement behaviours into our BMP:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S250 – Considerate Constructors Scheme	<ul style="list-style-type: none"> CCS Ultra Site Action Plan Calendar of CCS site visits and reports
V2P1 S695.1	<ul style="list-style-type: none"> Comply with ISO44001
V2P7 2.3 – Internal Communications Plan	<ul style="list-style-type: none"> Internal Communications Plan A303 Intranet and A303 BIP App Behavioural Training Programme
V2P1 S251 – Customer Delivery Plan	<ul style="list-style-type: none"> Customer Delivery Plan
V2P7 2.2 - Community Relations Plan	<ul style="list-style-type: none"> Community Relations Plan
V2P7 2.1 - Stakeholder Engagement Plan	<ul style="list-style-type: none"> Stakeholder Engagement Plan
V2P1 S2915.1 - Supply Chain Engagement Plan	<ul style="list-style-type: none"> Supply Chain Engagement Plan

V2P7 2.1 Stakeholder Engagement and Communication Plan

- See 2.3 Mobilisation Stage for further information

Leadership Embedment Test

- Leadership Embedment Plan

STAGE 2: External Best Practice

Incorporate best practice from table under **2.1.1**.

STAGE 3: Establish Optimum Communication and Engagement Format for Project Workforce

The following will be completed to decide on the optimum communication and engagement formats for internal communication:

- Cultural analysis of the workforce, establishing the best formats for communication and completing first language register
- Workforce complete welfare questionnaire on their specific requirements. Outputs are actioned to establish what works best for the project workforce, aligned to **CDM 2015**
- BADGER's A303 Project Collaboration Charter agrees the behaviours and rules of engagement within the project workforce and supply chain. Our supply chain sign up to BADGER's A303 Project Collaboration Charter and commit to our ways of working. This is introduced during onboarding/online pre-induction



- The Leadership Team complete collaborative working training aligned to **ISO44001**
- See **STAGE 5** “Develop Communication Plan,” detailing our process for being a good neighbour and speaking to the general public.

Examples of communication formats will include:

- Co-location of team to promote face to face communication with an enhanced working environment. (**TQ5B4.3**, led and managed by the Project Director)
- Open-Door Policy for team leaders, Whistle-Blowing Procedure
- As part of our Cycle of Continuous Improvement (see Annex B), we will collate and share data via our **A303 Knowledge Hub**. is not only a physical part of our sites but also a digital platform, to promote access for a range of subcontractors and stakeholders to continuous improvement and innovation outputs. The Hub is led and managed by the Leadership Team with best practice shared on the BIP APP. (**TQ5B3.2**)

STAGE 4: Engender Commitment to Deliver on Our Purpose

Strong ethics of integrity, honesty and transparency will be cascaded from our Leadership Team, throughout all levels of our organisation and supply chain, via our Integrated Communications Plan (**V2P7 2.3**), Community Relations Plan (**V2P7 2.2**), Stakeholder Engagement Plan (**V2P7 2.1**) and Supply Chain Engagement Plan (**S2915.1**). We will use CEMAR to ensure work is delivered to agreed timescales, forging a project team interdependency to realise and mitigate impact of delays on others.

Everyone in our organisation and the supply chain will go through our **Behavioural Training Programme**. It details how positive behaviours can significantly improve the workforces’ Health, Safety and Wellbeing and empower them in their role.

Ongoing training, communication and monitoring is critical to ensure our staff and supply chain maintain alignment. This will include formal and informal engagement, such as briefings, leadership tours, positive intervention, as well as monitoring via performance league tables, safety climate surveys, inspections and audits in

accordance with **ISO9001** requirements. External auditors will measure our behavioural effectiveness and culture.

STAGE 5: Develop Communication Plan

The above will be established and formalised in BADGER’s **Internal Communications Plan**, outlining a clear, consistent approach to communication and engagement. This will be stored on our intranet, accessible to all, at all times.

A dedicated Communications Team (**V2P7 1.1.3**) for external communication with the general public, stakeholders and external bodies will be assigned. They will work with The *Client’s* Communication Team, to deliver the communications, stakeholder and community outcomes. The team structure and names will be submitted to the *Project Manager* within twelve weeks of starting date (**V2P7 1.1.6**).

Within twelve weeks of starting date, we submit to the *Project Manager* a draft: Stakeholder Engagement Plan, Community Relations Plan, Internal Communications Plan (**V2P7 2 Plans**) and Customer Delivery Plan (**S251**).

Staff will not engage in any public facing communication without agreement of the *Project Manager* (**V2P7 1.1.4**), as outlined in our Internal Communications Plan and during onboarding/ induction.

The A303 site will be registered as an CCS Ultra Site (**S250**), with the requirements set out under the CCS Ultra Site fed into our Communication Plan.

As per Stakeholder Engagement and Communication Plan (**V2P7 2.1**), complaints will be minimised by providing timely, reliable, accurate and high-quality information to road users, local communities, business and Stonehenge visitors.



Trust and Respect Process & Stages

2.1.6 Alignment to IBIP Trust and Respect

Respect for the dignity of individuals is a cornerstone of BADGER's conduct. The contribution of all is recognised and encouraged, with our leaders leading by example.

STAGE 1: A303 Scope Compliance

The following key references have been used for embedding trust and respect behaviours into our BMP:

Scope Requirements	BADGER Compliance Process Documents
People strategy S253 – EDI objectives.	<ul style="list-style-type: none"> Inclusion Action Plan Collaborative Supply Chain Contracts 360° Feedback Reviews via A303 BIP App
CPF – 4.3 EDI	<ul style="list-style-type: none"> Inclusion Action Plan EDI Strategy
V2P1 S2900.1 - Collaborative behaviours	<ul style="list-style-type: none"> Behavioural Science Training BADGER Leadership Training DISC / Insight Profiling Collaboration Framework Management System
Community Relations Plan	<ul style="list-style-type: none"> Community Forum Feedback Reviews

V2P1 S605.1 - ISO44001

■ Collaboration framework management system underpinned by ISO44001

STAGE 2: External Best Practice

Incorporate best practice from table under **2.1.1**.

STAGE 3: Recognise and Encourage the Contribution of Others

All staff will be treated fairly, with individual contribution recognised through our incentive programme and internal awards. This improves employee wellbeing, increases productivity through team working and allows a greater sense of pride when carrying out work.

STAGE 4: Act with Integrity

- BADGER will operate a Collaboration Framework Management System underpinned by **ISO44001**
- Leadership training for all leaders will embeds a culture where they lead by example and deliver on their promises
- A climate of trust in the BADGER team and supply chain, including positive intervention and 'no blame' culture, will be established through Trust Building Training.
- The anonymised A303 BIP App will collate feedback from the workforce, see RACI Matrix for accountability of this task
- Our Digital Upskilling Plan is discussed further in **QS-17**.



Efficiency will be increased through early Supply Chain Engagement, giving them full visibility of the whole programme and including them in the planning stage.

To embed behaviours in our supply chain and treat them with integrity, we will ensure:

- Early engagement, where possible
- Fair contract terms
- Inclusion of our supply chain partners in our on-boarding and induction programmes and upskill training programme
- Engagement with our supply chain in collaborative planning workshops
- Strategic alignment principles embedded into all subcontracts, developing behaviours through processes and procedures.

STAGE 5: Treat Everyone Equally

BADGER treats equality, diversity and inclusion (EDI) as a core leadership responsibility, not a segregated programme. Our leaders will have collective and individual responsibility for our EDI Strategy (EDIS), and for promoting EDI within BADGER and across our supply chain. Implementation responsibility will rest with the Project Director, supported by the Senior Leadership Team, including our EDI Lead.

Our EDIS will promote a culture of Fairness, Inclusion and Respect (FIR), fostering job satisfaction, strong working relationships, open communication, innovation, and wellbeing. This culture will be embedded throughout every aspect of our workforce lifecycle (recruitment, promotion and retention of diverse talent), procurement (supply chain transparency and supplier diversity), and delivery (design, construction and operation). The EDIS will encompass all protected characteristics, extending to social background and life experience, ensuring the work environment caters for everyone's specific needs. We recognise that people's challenges can be physical, cognitive, intellectual, mental, sensory, developmental, or any combination, including the invisible, e.g. dyslexia. Our EDIS will promote increased engagement,

performance and wellbeing, seeking to remove all barriers preventing successful participation at work.

Our EDIS will be communicated through our bespoke onboarding programme. All new and existing employees working on behalf of BADGER will undergo an onboarding process. The EDI module will make everyone aware of their responsibilities for promoting a FIR culture, and its benefits. Onboarding will include:

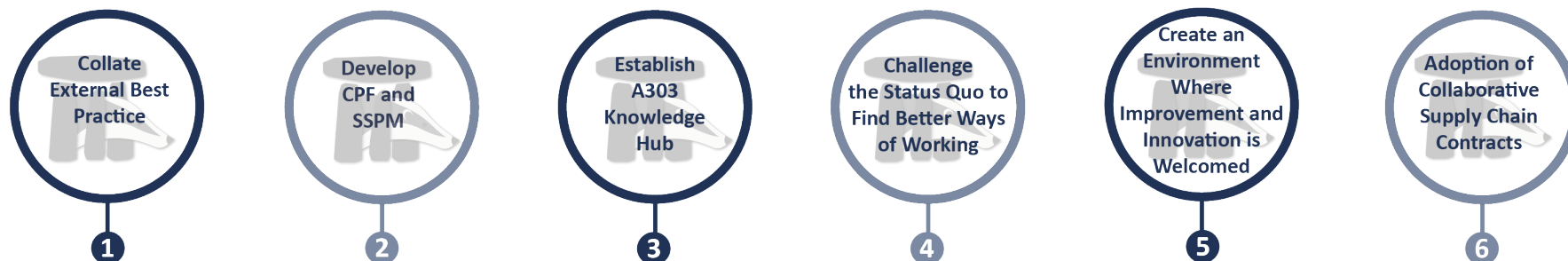
- Highways England and BADGER's EDI objectives
- Understanding of the **Equality Act 2010** and related legislation
- Baseline diversity ambitions
- Unconscious bias, bystander training, and reverse mentoring
- A record of personal EDI commitment from everyone attending, discussed in future performance reviews.

An **Inclusion Action Plan (IAP)** will be submitted within three months of the starting date (**S253.2**), encompassing the above. Reporting metrics will be proposed for the IAP to the *Project Manager* for acceptance and provide a report of progress against the IAP, including reporting metrics each quarter. Amendments will be made in response to any comments from the *Project Manager* and resubmitted for acceptance by the *Project Manager*.

The IAP will name BADGER'S EDI Lead (**S253.6**), who acts as a single point of contact for all matters concerning EDI and maintains records of improvements proposed, developed using data, learning and feedback from:

- Periodic 'pulse' survey feedback
- Site workers' feedback, both formal (e.g., via onsite suggestions cards) and informal (e.g., conversations with site management).

The records will enable us to realise opportunities via EDI initiatives.



Improvement and Innovation Process & Stages

2.1.7 Alignment to IBIP Improvement and Innovation

Our Improvement and Innovation strategy is continual, measurable and provides tangible benefits to the scheme aligned to **S675 Continual Improvement and Annex E**, with the aim of creating a world-leading legacy project. **QS-18A** details continuous improvement, including our Lean Strategy further and **QS-14C** discusses our innovative use of database management on the A303 Scheme and how this benefits the whole project.

STAGE 1: A303 Scope Compliance

The following key references have been used for embedding improvement and innovation behaviours into our BMP:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S695.1 - Comply with ISO44001	<ul style="list-style-type: none"> ■ Collaboration Capability Plan ■ Collaboration Implementation Plan ■ ISO44001 Principles
V2P1 S675 Innovation and continual improvement / Lean	<ul style="list-style-type: none"> ■ ISO9004 Principles ■ A303 Knowledge Hub
V2P1 Annex E, 4. Performance Management	<ul style="list-style-type: none"> ■ Opportunities Register ■ A303 BIP App ■ CPF and SSPM

Lean Benefits Realisation Guide

■ HELMA Toolkits

STAGE 2: External Best Practice

Incorporate best practice from table under **2.1.1**.

STAGE 3: Challenge the Status Quo to Find Better Ways of Working

A Collaboration Capability Plan (CCP) (set standards) and Collaboration Implementation Plan (CIP) (Consistent approach, collaborative teams) will be created, removing inefficiency via our Lean toolkit. The CCP will include a training and leadership module. Collaboration Champions in the supply chain, reporting to the Lead Procurement Manager, will monitor/escalate non-collaborative behaviours, e.g. blaming others for missing milestones, 'hoarding information' and lack of confidence in project goals.

BADGER's A303 Project Collaboration Charter and Code of Conduct will establish a shared sense of purpose, monitored by Collaboration Champions to identify issues early. Our supply chain will sign up to our A303 Project Collaboration Charter and commit to our ways of working. This is introduced during onboarding/online pre-induction, including behavioural expectations and an overview of the Works Information, aligned to **S295 Behaviours**.



To continuously promote an open forum to share ideas, we undertake the following processes and procedures on the A303:

Communication

- Start each meeting with a Behavioural Moment
- Weekly toolbox talks on lessons learned from the week and improvements for the week going forward
- Targeted reviews, news, updates, newsletters communicated progress, behaviours and core values.

Best Practice

- An A303 Knowledge Hub
- A clear vision and common purpose: established during project launch, formalised as project objectives, creating a journey chart for continuous improvement
- Regular workshops on continual improvement, comprising the four key areas (**Annex E**)
- Create a Digital Information Strategy. **QS-14** details BADGER's digital construction and digital collaboration approach and tools (including data sharing and management).

Continuous Improvement

- Adhere to **ISO9004** principles for improvement and innovation
- E-Learning (Code of Conduct, Lean tools, collaborative ways of working)
- Embed collaborative planning at programme and contract level
- Incorporate digital construction requirements (CEMAR, XACTIUM, Primavera P6).

By using the *Client's* Lean Maturity Assessment Toolkits (LMAT) at organisational and contract level (**Annex E, Section 4**), our adoption of a continual improvement culture can be measured. Lean principles will be implemented throughout the project, achieved through:

HELMA Toolkit

Adopting Lean Principles to help foster a culture of continuous improvement. Senior leaders and management enthusiastically embrace the concept of Lean and support a transformation to a Lean culture in the organisation. Achieved through following HELMA and revising policies and procedures to promote, encourage and support Lean behaviours.

Lean Tools

Lean tools systematically address, in a planned sequence, the processes and sub-processes in our Quality Plan to identify customer requirements, establish and optimise the execution of value adding activity, identify and minimise non-value adding activity, and eliminate waste.

Adopt Lean Structures and Behaviours

By delegating decision making to the lowest practical level, with appropriate training and encouraging prudent risk taking.

Highways England's Simplified Lean Capability Assessment

Supporting Supply Chain to improve lean maturity.

ISO 9004 Guidance Set in Annex E

Adopt lean principles as part of our formal strategic plans.

Programme of Innovative / Improvement Initiatives

Used to measure our impact and reporting these to the *client* as requested. Continual improvement process will be adjusted based on lesson learned.

STAGE 4: Create an Environment Where Improvement and Innovation is Welcomed

BADGER will record and measure the benefits realised from the execution of our continual improvement process aligned to **Annex E, Section 4**. Our executive leadership will be engaged to ensure continual improvement requirements are fulfilled. This will be achieved through:

- Creating an Opportunities Register to capture and monitor possible implementation
- Innovation Days with A303 Team and supply chain with targeted agenda
- Monthly review meetings to assess continuous improvements and innovations captured via the A303 BIP App, tied to recognition/ achievement awards



- A303 Knowledge Hub – record and measure benefits realised from our continual improvement process, i.e., lessons learned
- Host Constructive Challenge workshops, using scheme challenges as agenda items
- Develop Incentivisation Programme to reward performance and positive behaviours.

STAGE 5: Develop CPF and SSPM

Evidence based self-assessment of performance for each governance phase will be undertaken and **CPF evidence sheets (4.3 Equality, Diversity and Inclusion)** will be submitted by Working Day 10 after reporting period end date. A systematic and prioritised approach is taken to improve all processes and sub-processes included in the Quality Plan.

STAGE 6: Adoption of Collaborative Supply Chain Contracts

Our Outline Supply Chain Engagement Plan (SCEP) (**QS-18C**) led by our Project Director, supported by our Supply Chain Manager. describes our approach to supply chain engagement. Our subcontracting approach aligns to **S2915** and **S1200** requirements. Below are key areas that will improve our relationships and behaviours with our supply chain, incorporated into our SCEP:

- Develop a standardised supply chain approach – everyone works the same way
- Share intelligence/data with supply chain to engage their views
- Integrated procurement approach
- Adhere to Fair Payment Terms (**S1206**)
- Align work packages to **ISO44001**
- Work with our supply chain to break down barriers, e.g., common software, applying collaborative contract models, such as NEC Clause X12, innovations for instantaneous feedback and sharing platforms.



2.2 BADGER's Tools and Techniques

BADGER will monitor and improve behaviours using the following tools and techniques as a minimum:

Behavioural Moment

Each morning starts with a behavioural moment from either a member of the leadership team or nominated staff member. This will explained further in our TQN register.

A303 BIP App

Observations are recorded, including behaviours, with trend analysis, Improvement Plans and feedback.

BADGER's A303 Project Collaboration Charter

This is used to agree behaviours and rules of engagement within the project workforce and supply chain. Our supply chain sign up to our Project Collaboration Charter and commit to our ways of working. This is introduced during onboarding/online pre-induction.

Collaborative Software (CEMAR)

CEMAR is used to ensure timescales and accountabilities are proactively monitored and achieved.

Digital Construction (BIM)

We use digital construction during induction and test design integrity / constructability.

Clash Detection

We perform clash detection and digital construction simulations, integrating BIM models and planning, during induction to test design integrity/constructability

Common Data Environment

Our CDE and Information Portal is used by the whole project team for a single source of truth when accessing information, increasing efficiency and ensuring documentation is up to date.

Regular workshops

Workshops incorporate the right people and a lean agenda. Workshops include: Constructive Challenge, Programme A303 Conflict Resolution, Collaborative Planning, Mini Onboarding, A303 Vision, Continual Improvement, "Building Better Teams".

Off-line Team Meetings

Promotes free-speech and problem sharing.

On-line Collaboration Tools

Use mind-mapping tools in MTeams.

**A303 Incentivisation Programme**

Improve employee wellbeing, increase productivity and allow a greater sense of pride when carrying out work.

Clear Protocols Delivered Via The PEP

The PEP is our overarching document which holds all plans and processes. Leaders refer to the PEP when looking for clarity.

Personal Development Reviews

Behavioural performance, perception of line manager/team performance, personal commitments and coaching are reviewed.

360° Behavioural Reviews of A303 and BADGER Team

Assessed at the Annual Review or more frequently where issues are identified.

Supply Chain Performance Reviews

Our supply chain are treated equal to our own staff, receiving the same induction, review and incentive schemes.

Mood Climate Checks, Surveys and Wellbeing Monitoring

Carried out on our A303 BIP App.

Discussing Behaviours in Every Conversation

Both soft and hard measures, e.g. 'how does it feel?'

Ongoing Monitoring of New Risks to Behaviours

Using tools such as Xactium.

- Develop personal improvement plans, mentoring, support or referral to counselling services, with a follow up review(s)
- Disciplinary action where all other measures have failed. This mitigates against perceived lack of consequences from the wider team.

Where a staff member does not conform to the required behaviours, either highlighted by BADGER or the *Project Manager*, individual performance will be reviewed and appropriate action taken in consequence of the review, aligned to **Annex C 2.10.2**.

2.2.2 Personal Profiling

Individuals or organisations will be selected for the right roles based on knowledge, experience and skills. Diagnostic profiling will analyse employees' personalities, emotional intelligence and the perception they create in those around them, including DISC profiles.

Using a tool selected in partnership with Highways England, such as DISC / Insight, leaders fully understand their behavioural strengths, how these impact on team dynamics and performance, and how they can modify these behaviours in certain situations. This supports and directs a programme of Leadership Develop Opportunities (LDO) utilising the BADGER Leadership Toolkit (see Annex C) (**TQ5A1.2, TQ5A4.1, TQ5B1.1 & TQ5D1.6**) evidence the delivery of our Leadership Embedment Tests (**TQ5C3.2**) and are led by the Project Director, supported by the BADGER HR team and Leadership Team. The Toolkit offers Behavioural Training (conflict resolution, constructive challenge, trust building), our BADGER Safety Builders Programme, Behavioural Science Training, covering primary concepts including behaviour and pinpointing, ABC analysis, consequence analysis, environmental behavioural consequences and process of behavioural change. Our LDO and Leadership Toolkit is also offered to BADGER's Major Work Package/specialist supply chain. Leaders will be trained to encourage and empower others, promoting a shared understanding of BADGER's expected behaviours and working culture.

2.2.1 Behaviour Assessments

Staff behaviours will be monitored, managed and supported (**S253.20**). To achieve this, we will:

- Create an environment of trust and engagement via positive intervention so staff report/discuss behaviours openly
- Provide an escalation process to senior management where discussions are not effective in resolving issues
- Complete 360° reviews of leadership, internal staff and supply chain behaviours
- Leadership Team will support senior managers in their teams/disciplines with behavioural performance reviews to identify the cause, e.g., personal, mental health, lack of support



The personality and behavioural style, which DISC / Insight measures, will enhance the review experience by allowing leaders to understand their employees, co-workers and wider business relationships. Our leaders will use DISC / Insight profiling effectively within the proposed A303 review process.

The Leadership Team will work with employees to develop personal plans, ensuring continued support for professional, health and wellbeing. Information will be taken from their DISC / Insight assessment, objectives set as part of the wellbeing diagnostic and 1-2-1 sessions records.

Leaders will use staff DISC / Insight profiles to build effective balanced teams made up of complementary behaviour profiles, thus helping to identify, encourage and embed appropriate behaviours.

2.2.3 Incorporation of Behaviours into Onboarding Processes

Our onboarding process will include a bespoke A303 Immersion Process, this will be specifically designed for ease of transition into a remote process or short term, allowing team members overseas, and those only with us part time, to access information effectively and efficiently.

A key part of the onboarding process will be the opportunity for everyone to get to know each other, including Project Director, Leadership Team and workforce. Through workshops, including presentations of the BMP, the whole A303 team's approach and behaviours will be aligned.

During onboarding workshops, the tools and techniques used for our BMP will be explained, with an explanation and example of how to apply these to everyday activities. These tools and techniques are integral behaviours and practices that identify, encourage and embed appropriate behaviours.

A303 Immersion Programme

Immersion days will be held during mobilisation and as a key part of the onboarding process with the full and wider A303 project team,

including supply chain partners, Highways England Project Team and stakeholder teams, establishing the integration of '**one-team**.'

This will be an opportunity to understand the drivers of all partners and maximise mutual knowledge through openly sharing ideas. These immersion days will be facilitated by a behavioural expert, ensuring productivity and a lasting positive impact on relationships. We will welcome the insights and challenges from the partnerships, with a central focus on establishing the optimal solution for A303 upgrade.

These immersion days will:

- Introduce BADGER Leadership Team
- Explain the journey
- Give opportunity to understand BADGER partners' drivers
- Give a detailed overview of Highways England's imperatives, values, culture, strategy and objectives, including IBIP and StART
- Up-skill partners on the masterplan and work to date
- Define the parameters of 'best-athlete,' matching qualities and experience which are key to success
- Establish mobilisation workstreams
- Establish a 'one-team' culture through team-bonding activities
- Further understand and develop the 'one-team' vision
- Get to know key team members at a personal level.

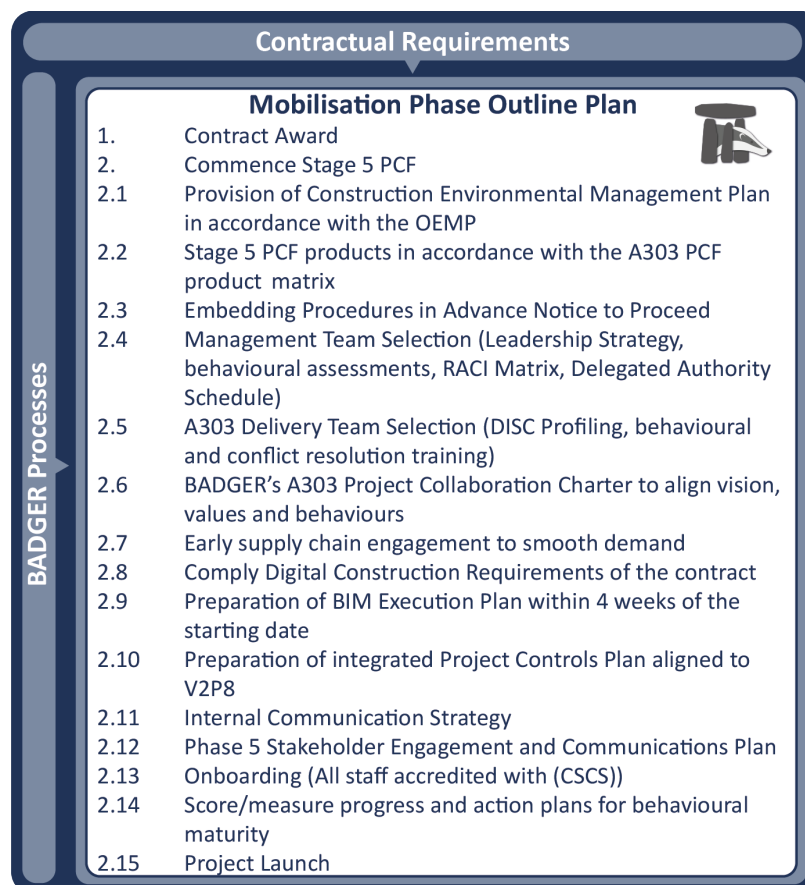
The outcome of immersion days will become BADGER's A303 Project Collaboration Charter which defines how we agree to work together. This will be aligned to our BMP and indicate how we interact and engage with one another, ensuring healthy relationships based on respect and the key drivers that allow innovation to flourish with our common vision. (TQ5B2.1 led and managed by our Project Director.)

These developments are a crucial aspect of long-term collaborative working relationships.



2.3 BADGER's Outline Plan of Activities Proposed During the Mobilisation Phase

Our dedicated joint mobilisation team, led by our Construction Manager, will implement our proposed detailed BADGER Mobilisation Plan, working collaboratively with the wider delivery support team, supply chain and key stakeholder groups to ensure all critical mobilisation activities are captured. Our strategy will evolve to meet new challenges/emerging risks and to drive



continuous improvement. Our outline plan, shown left, will form part of our induction process during Mobilisation. The actions in our outline plan (left) key actions will take place, in line with **S306**.

In accordance with **S605.1**, BADGER will comply with and operate the following management systems:

- Health and safety management system complying with **ISO45001**
- Quality management system complying with **ISO9001** and **CEN/TS 16880**
- Environmental management system complying with **ISO14001**
- Collaboration framework complying with **ISO44001**
- Information management system complying with **ISO19650**
- Risk management system complying with **ISO31000**.

Where a body certifies a management system, BADGER will obtain certification from the relevant body within 6 months of the Contract Date and submit to the *Project Manager* a copy of each certificate within one week after it is obtained (**S605.2**).

BADGER will comply with all key reporting submissions within the required timescales, forming key deliverables on our Mobilisation Programme.

2.3.1 Embedding Behaviours in Advance of Notice to Proceed

Our Leadership Team will complete immersion training to incorporate a deep understanding and alignment to our BMP. BADGER leaders will ensure this is effectively cascaded from day one of mobilisation to our staff and supply chain. Over and above this continual messaging, we will:



- Complete Behaviour Assessments to establish baseline of our organisational and behavioural maturity. This identifies our 'baseline' for the BMP from where we will grow and progress
- Implement A303 Vision Workshops to build a cohesive project team, with Highways England, to align and agree to the scheme core values.

BADGER and Highways England teams will develop strong working relationships that are built on trust and create an environment for constructive challenge. Our key message is there is only 'one-team'. We will work together in an environment of positive behaviours and a 'no blame' culture to create the best high performing teams who can generate the best results for the A303.

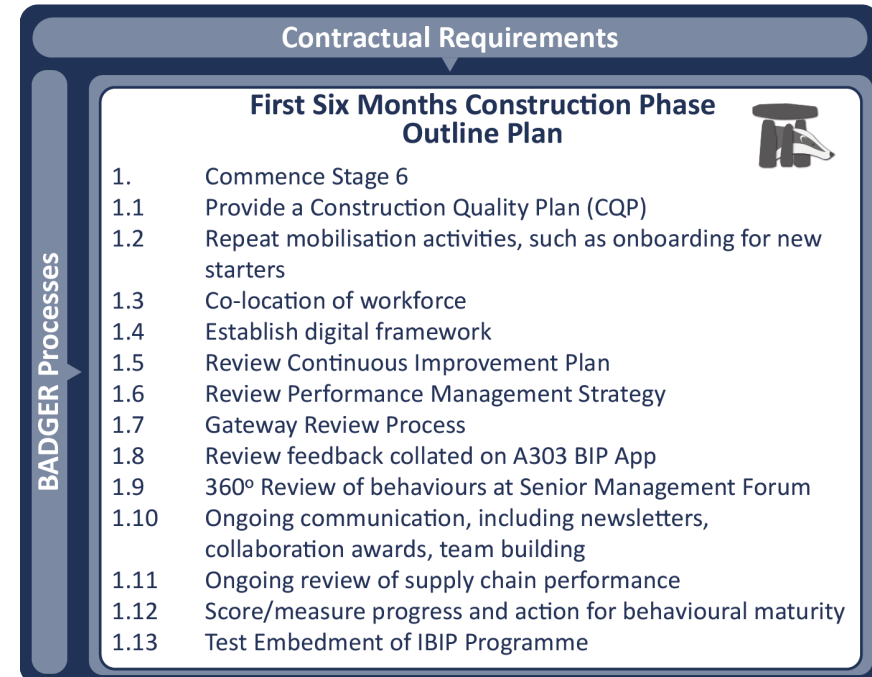
2.3.2 Demonstrating Continuity of Behaviours from Mobilisation Phase into Construction Phase

The BMP explains the value of maintaining continuity of behaviours into the Construction Phase. An existing bonus from the transition into the construction phase will be the continuity of our personnel.

All key personnel involved in the A303 tender during the dialogue period will continue this journey, bringing their skills, behavioural maturity and experience. The continuity of our key personnel from tender into mobilisation and beyond ensures consistency in our aligned understanding of clear goals and effective knowledge management for an efficient mobilisation period.

As new personnel and supply chain join the construction phase for specific activities, they will be embedded into the A303 culture via the same BADGER onboarding and immersion programmes.

At the start of any new phase of the scheme, refresher sessions will be held via toolbox talks, A303 BIP messages and as a key agenda item on all meetings, to remind and reinforce the BMP strategy and content. Schemes examples of where positive behaviour has directly impacted efficiency and/or health and safety will be used to demonstrate the BADGER strategy is fully embedded.



This will be led from the top down, with effective leadership, excellent communication, programme management and technology all playing an important role in embedding continuity of behaviours.

The leadership embedment tests and results from our behavioural maturity assessments, combined with the CPF and SSPM will shape continuation and progression of behaviours into the Construction Phase. These results will be updated within the BMP to track progress and inform the annual review and revision of the BMP.

2.4 BADGER's Outline Plan of Activities Proposed During the First Six Months of the Construction Phase

During the first six months of construction phase, behaviours instigated during mobilisation reinforced, tweaking areas to ensure



the foundations of our BMP are being applied to create maximum benefit across the project. Our graphic below outlines our processes for the first six months, aligned to behaviour maturity:

2.4.1 Testing Embedment of IBIP Programme

It is vital that, during the first six months of construction, we reinforce our behavioural approach, including the IBIP Programme within BADGER. We want to ensure a smooth transition from design to construction teams, whilst retaining the knowledge, relationships and collaborative behaviours instilled during the mobilisation phase.

The IBIP Programme will be reviewed every six months as part of general workforce surveys, which will include the six key IBIP areas and how they are feeling about the project in general. This data will be used to:

- Conduct trend analysis, assessing the main areas of concern and which areas we are performing best in
- Update our onboarding/immersion/training plan development, reintegrating the six key areas of the IBIP Programme

An external IBIP Consultant will analyse the data to support the development of our bespoke training plans. The BMP will be updated to reflect any changes. BADGER will invest in the training and appointment of four internal A303 Project IBIP Lead specialists to assess, identify and embed appropriate behaviours of the Leadership Team. This will be led by the Project Director, supported by Leadership Team, HR Manager and behavioural science expert. (TQ5B1.2)

2.4.2 Embedding Appropriate Behaviours

Examples of habits BADGER leaders will use to embed and encourage appropriate behaviours amongst the whole team include:

- Beginning each meeting with a behavioural moment or success story/what went well, in addition to Safety Moment.

- Ending each meeting with an opportunity to reflect on a lesson learned opportunity
- Ensuring all meetings are recorded
- Turning mobile phones off during meetings
- Using positive language to talk to one another
- Changing who sits next to who in meetings
- Speak, not email, to resolve an issue
- Encouraging staff to use their lunch break productively e.g., take a walk for 15 minutes
- Managing time better – allocating timeframes for certain tasks
- Conducting remote working meetings with camera on to communicate more socially
- Commit to learning – e.g., encourage reading about industry innovations on the A303 BIP App
- Participation in team community challenges/sport/volunteer opportunities.

Through our A303 BIP App and noticeboards positioned around the site, we will regularly remind our team that these are habits that we are encouraging to promote positive behaviour across the site.

3. Organisational Maturity

BADGER have adopted Project 13 as the measure for organisational maturity. We will collate our approach into a programme of strategies that allows us to realise our targeted level of maturity. Strategies will provide teams with a clear methodology to reach targets while fully aligning to Highways England strategic objectives. This approach will be monitored and measured within the BMP.

By implementing Project 13, we offer a structured governance programme of organisational improvement within a recognised industry process.



This programme of improvement of outcomes will provide Highways England with the valuable data needed to make strategic decisions and demonstrate improved maturity themselves to the Department for Transport (DfT) and Office of Rail and Road (ORR).

The relationship between DfT, Highways England and BADGER will be strengthened by the improvement of our Project 13 maturity. Improving our maturity will provide more predictability and consistency in outcomes. These outcomes will be achieved by the strategic management of behaviours and controls through our BMP process.

We will have an understanding of our own strengths and weaknesses following the completion of the Project 13 self-assessment. The action plans we will create will address these areas to achieve the targeted maturity by completion of the A303, using the scheme as a case study achievement, and can be taken forward to future schemes.

The results of the initial Project 13 self-assessment undertaken by BADGER and our selected design partners are overleaf (to be submitted in final close out submission). These results will form the development of our Project 13 improvement plan by commencement of the A303 scheme and will sit within the BMP.

Our strategy to enhance our Project 13 maturity and embed associated behaviours will focus on:

- **People, skills and talent** – Using Primavera P6 to accurately calculate scheduling capacity requirements
- **Project 13** – adopting the measurement criteria to gain Enterprise level by completion of the A303
- **Leadership, culture and behaviours** – Our BMP Development Programme focuses on the behavioural, emotional and personal resilience of every member of the BADGER team, while the BMF behaviours and 360° feedback allow us to monitor cultural improvement

- **StART Improvement Plan** – The baseline of our delivery performance, which focuses our efforts and improvement strategy
- **HELMA** – Delivering our agreed action plans to progress our maturity confidence
- **Digital technology** – Capitalising on advances in BIM, Artificial Intelligence, and other project controls managed by our Project Management Office will enhance the design and delivery stages of the A303.

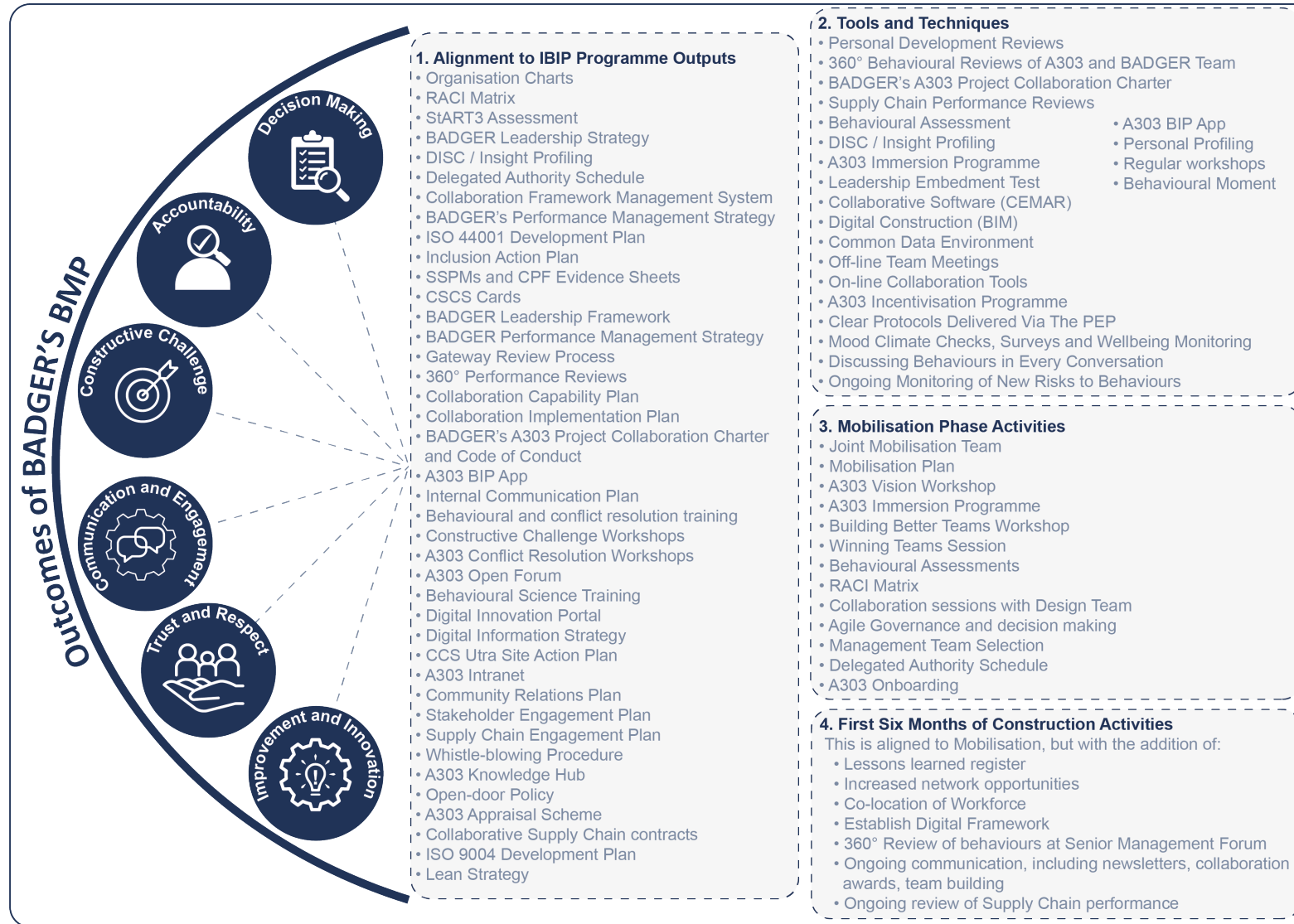
3.2 Awaiting assessment scores for Project 13



PROJECT 13 Placeholder



4. Outcomes of BAGDER's BMP





5. Maintaining BMP

5.1 Reviewing and updating BMP

Aligned to **S295**, our BMP will be submitted within 12 weeks of starting date for acceptance by the *Project Manager*. Once accepted, BADGER comply with the BMP, keeping it under regular review, updating accordingly. An updated BMP is submitted within 3 weeks of the relevant anniversary of the starting date to the *Project Manager* for acceptance. Our BMP will be reviewed every quarter, or at the commencement of a new construction phase of the A303, against the content as shown below, this is led by the BADGER Project Director:



5.1.1 – Resource Commitment

Any and all changes to the BADGER organisation personnel will be updated as they occur, although this is anticipated to be minimal for key personnel (based on SSPM 3.2). Any new starter, promoted

employee or replacement employee will undertake the same onboarding/immersion/training plan development as defined within our **QS-18A – Leadership** submission.

5.1.2 – Alignment to IBIP Programme

Each scope compliance, as detailed under 2.1 of this submission, will be reviewed to assess changes to personnel and progress against the IBIP scope compliance plans i.e. StART3 Development Plan, RACI Matrix, Performance Management and Continual Improvement Plans. All updates and changes will be reflected in the annual revised BMP to allow the *Project Manager* to audit and accept.

5.1.3 – Tools & Techniques

Our proposed toolkit will be revised and updated according to each stage of the scheme development and implementation, and with any change to personnel which would invoke the behavioural assessment and profiling processes to take place along with onboarding. Our Continual Improvement Plan and implementation of our TQs will be captured in a BADGER toolkit register to enable a directory of best practice techniques to be used on future stages of the A303 or new Highways England schemes.

5.1.4 – Mobilisation Phase Activities

Onboarding activities undertaken during mobilisation will be revisited at the commencement of each new construction stage such as digital requirements, supply chain engagement, internal communication strategy as new stakeholders/ join the programme.

5.1.5 – Organisational Maturity

Regular reviews of our Project 13 programme will target progress of our business maturity plan, which is based first on the baseline assessment against each Project 13 criteria, with repeat assessments conducted annually in time for the revised BMP submission to the *Project Manager*.



6. contractual Compliance

The table below demonstrates how our compliance aligns to:

- Whole Scheme Objectives
- Target Quality Narratives
- Whole Scheme Benefits

BMP Compliance				
Scheme Objectives	Routes to the A303 QS18 Target Quality Narratives	BADGER Tender Commitments	Additional Compliance Commitments	Scheme Benefits
Environment and Community To improve biodiversity and provide a positive legacy for nearby communities		Vol 2 Part 1: S250 – Considerate Constructors S253 – People Strategy S306 – Mobilisation Phase Deliverables S605 – Quality Management S675 – Continual Improvement / LEAN S295 – Behaviours S296 – Strategic Alignment S680 – Training and competence of Contractor's staff S1100 – Health, Safety and Wellbeing S1200 – Subcontracting S1205 – Restrictions of requirements for subcontracting S2900 – Organisational Maturity S2905 – Leadership S2910 – Project Execution S2915 – Supply Chain Annex C – Client's personnel security procedures Annex E – Continual Improvement Vol 2 Part 5: 2.1.5 – Information Security and Client's Data Handling Requirements General Requirements 3.1.2 – Client's Information Systems General Requirements Vol 2 Part 7: 2.1 – Stakeholder Engagement Plan 2.2 – Community Relations Plan 2.3 – Internal Communications Plan	Additional Compliance Commitments HE - BMF HELMA HSG 263 'Involving your workforce in health and safety' HSE 'Tackling work related stress using the management standards approach' HSE L153 'Managing Health and Safety in Construction' HE – Health and Safety Five Year Plan HE – Home Safe and Well Strategy HE A303 – Environmental Management Plan HE A303 – DAMS HE - IBIP ISO44001 ISO19650 StART 3	Walking, cycling and horse riding Supporting healthy Eco systems Helping people connect to nature Boosting the wider economy Reinstating a rural landscape of chalk downland Sharing heritage knowledge Removing the sight and sound of traffic Reconnecting 'The Avenue' Reuniting the north and south parts of WHS Improving the customer experience Facilitating WHS vision Removing the sight and sound of traffic Improving safety Improving the customer experience Maximising community benefits Boosting the local economy Boosting the wider economy
Cultural Heritage To help conserve and enhance the World Heritage Site (WHS) and to make it easier to reach and explore				
Transport To create a high quality reliable route between the South East and the South West that meets the future needs of traffic				
Economic Growth To enable growth in jobs and housing by providing a free flowing and reliable connection between the South East and South West				



Annex B

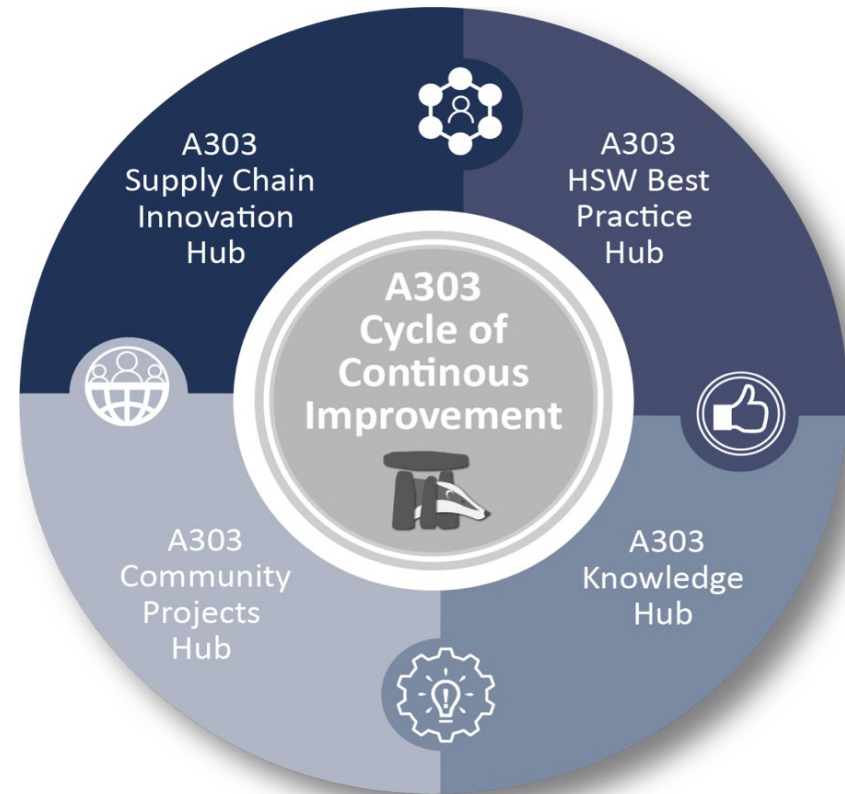
A303 Supply Chain Innovation Hub: Our supply chain is part of the BADGER team from the outset, treated as one of our most valuable assets to provide Market Intelligence into optimised ways of working, local knowledge and proven delivery experience.

BADGER will hold A303 Supply Chain Innovation Days allowing them the opportunity to provide feedback and suggestions via a variety of methods, including our A303 BIP APP, suggestion boxes and showcases. We will look at the upcoming programme of works to understand how we work more efficiently. We will hold 6 monthly Innovation days, inviting supply chain and partners. Where possible, we will invite key stakeholders to expand our reach, gaining local knowledge and experience to establish potential innovations and improvements on the Scheme.

To provide incentivisation for Partners and Stakeholders to speak up and share their ideas, we will provide a reward for any innovation adopted as part of the Scheme. This will form part of our **Annual Recognition and Award Programme detailed in TQ5A 2.2.**

A303 HSW Best Practice Hub: A digital and physical environment designed to challenge standards, focusing on supply chain inputs and outputs to enhance techniques. This will also be found on our A303 BIP APP and hopefully form part of Highways England's Raising the Bar Campaigns to impact the wider construction industry.

Our aim is to ensure our team and Partners are **fully integrated** and continuously developing on their health and safety journey; ensuring they can confidently provide solutions to unsafe working practices, look out for one another, and do not tolerate unsafe behaviour. Supply chain partners are encouraged to be



self-sufficient in their approach to behavioural safety, be proactive in sharing best practice and encourage learning as part of the wider team, forming long-term working relationships. We achieve this through:

- Link to Highways England Safety Hub to engage with Partners and other Stakeholders to develop innovations and improve Scheme Benefits in relation to Health and Safety.
- Displays, physical and digital writes ups on site to showcase best practice and innovative techniques implemented to enhance health and safety, for example our Robotic Drilling Proposal TQ1D.

A303 Knowledge Hub: Designed to ensure best practice, enhanced digital tools and lessons learned are cascaded across all areas of the scheme to



achieve efficient and effective working practices, **create positive relationships** with **Partners** and **other Stakeholders**, and to **deliver innovations**.

As part of the knowledge Hub, we will implement LEAN Training with our partners to deliver efficient and effective working practices. BADGER will integrate our Lean Planning Process within the Project, providing a detailed breakdown of how our process operates, and the planning and testing that must be adhered to when delivering LEAN techniques. We will measure proposals against traditional measures to ensure we are delivering LEAN.

BADGER inhouse LEAN Engineer will deliver LEAN training as part of our process, to ensure all site operatives, employees and our Partners are actively seeking effective and efficient methods of delivery. Potential benefits of our approach include:

- Optimised programme
- Reduction in costs
- Improved Health and Safety through alternative construction methods

A303 Community Project Hub: Designed to maximise Community Benefit initiatives to support Highways England in delivering Scheme objectives and ensuring partners and stakeholders will be integrated appropriately into the Scheme. The Hub is the direct portal joining the Project with the Community. It provides a 'voice' for all community residents and businesses, interested, or impacted by the Project. Below we detail several initiatives that form the basis of the Hub, as the forum of which they are managed:

- Until we build a relationship with the community, alongside and under the direction of Highways England, we will not know exactly how much we can fully integrate and support community groups. The Community Hub will be advertised to encourage all to contact the hub with requests for support or information. This could range from 'can we help with repairing a school playground or facility, using excess materials from site and optimising

efficient use of waste'. To 'can we come to site and understand what the TBM does?' the community will effectively drive the agenda for success and also our Community Relations Manager to present ideas/requests to the wider Project team to see how we can support them.

- As part of the Armed Forces and Care Leavers Covenant, we will deliver the following (TQ2D 2.3):
 - Contact the institution of Royal Engineers to offer employment and secondments opportunities within the community by helping organizations meet these highly skilled individuals. We will act as an introduction portal using our relationships within the community groups to include the Armed Forces and Care Leavers Covenant.
 - Work with the Army's Regional Resettlement Centre in Tidworth, to target current and future local needs
 - Engage with the existing military welfare and support services network in Tidworth and throughout the communities impacted by the Project to advertise all available roles
 - Engage with existing local Care Leavers welfare services to offer support BEFORE young people leave the care system, when they are at the greatest risk of becoming invisible to the world employment.

Output for the A303 Cycle of Continuous Improvement

- BADGER anticipate a regular forum of 20+ personnel will engage within the specialist hubs, as the discussion and agenda items will change regularly, the engagement of new personnel will be created to participate at each session.
- Supply chain partners and other stakeholders and partners will be invited to engage and participate in the Hubs, this will create a diverse yet inclusive environment of different specialists and priority groups.

Additional benefits of the knowledge hub

The SDCG is an innovation and so we will log all lessons learnt and add them to the legacy Knowledge Hub. This will inform the successful move of new assets and their operation into business-as-usual, including any physical infrastructure improvements delivered under TQ2D as legacy



benefits and operated by Heritage Stakeholders as well as by Highways England. Thus appropriate long-term working relationships will be promoted and engagement with the Heritage Stakeholders will have developed innovations to improve scheme benefits.

The extended Community Relations cover will give experienced stakeholder management capability throughout the tunnel maintenance period. This will assist any supply-chain partner engaged for this work in responding to any emerging stakeholder issues e.g. soft landscaping, groundwater etc.

This initiative will be led by the Project Director with the Hub developed and maintained by our Digital Lead. An experienced resource from the Community Relations Manager's team will be extended to support the full five-year maintenance period of the tunnel assets after completion.



Annex C

The toolkit will provide the following benefits for each training programme:

- BADGER will provide **Behavioural Science** training for their Leadership Team, direct reports, and lead personnel from our Tier 1 major work package/specialist supply chain. As a follow on to the behavioural assessments which highlight area of positive and negative behaviours, and things that need to change, the behavioural science training makes change happen. The focus of behavioural science training is on the external environment and how this can influence behaviours to improve team and organisational performance. This includes personal development and reward processes, positive intervention strategies and employee engagement mechanisms.

This training takes an interdisciplinary approach to studying human behaviour through experts who apply cognitive science, psychology, sociology, anthropology, to explore and analyse human actions, habits, and intentions which will **develop collaborative skills and behaviours**. This training enhances our leaders' behavioural awareness and leads to improved leadership / management style. For example, recognising the importance of positive intervention and reward and actively supporting strategies for giving employees a 'voice' empowers leaders at all levels to drive improvements.

The behavioural science programme will be incorporated within the BADGER Leadership Embedment Tests as part of the baseline assessment, supporting individual development and following the same directives to display cultural changes in a visible environment to demonstrate appropriate behaviours.

Our behavioural science programme will support the delivery of the following benefits, aligned to this criteria:

A303 Amesbury to Berwick Down (Stonehenge)



- Capabilities, experience and attitudes:** This approach will support development of our leaders' capabilities, experience and attitudes through maintaining exemplary ways of working and driving a common understanding of what it means to succeed. The Leaders will be recognised role models, thus contributing to improve the whole organisation and working context. The approach will reinforce and develop the individuals' and team's suitability to operate in an appropriate collaborative leadership environment.



- **Transparency:** One team that all have a sense of belonging, can contribute to and take an equal responsibility for positives and negatives. No surprises.
- **Remove Knowledge silos or duplication:** Cost reduction and time / resources to manage one set of data and agreed set of facts. Drives efficiency and effectiveness. Common data to inform decision-making and drive innovation.
- **Lower project costs and improved value:** Achieved by teams planning and implementing as one. Ability to have difficult conversations around scope and requirement that build on the ideas of all.
- **Optimise project results through shared ownership:** Effective and efficient teams that are able to deliver multiple outcomes and being cognisant of all stakeholders' requirements.
- **Better time management:** Remove need / time / risk associated with handoffs and sharing data / informing and agreeing decisions. Meeting effectiveness is a key enabler, an area we can support and focus on.
- **Continuous Improvement:** Learn and increase continuous improvement by engaging all in the process regardless of their expertise or role. Value diversity and different perspectives of the team. Embeds a culture of a "learning organisation" through facilitating team psychological safety.
- The **BADGER Safety Builder Programme** will be a Health, Safety and Wellbeing awareness and education programme, taking into account the context of the A303 Scheme, ensuring the leadership team become an active part of a cultural change to put safety at the heart of everyone's daily work. This training programme will capture and embed the priority of Health, Safety and Wellbeing in each leader's working environment, removing the barriers of thought that 'it's not part of my job description' to being a proactive and positive approach to HSW and promote trust based and collaborative working across different role functions and

disciplines. and making HS&W part of individual and team priority focus.

This programme, with its focus on creating a strong **HS&W culture** will centre on leaders specifically highlighting how they will cascade their HS&W vision and culture. Through the use of an experiential training programme and the use of theatre performances we will ensure the emotional engagement of all participants from the start.

We will link the programme to an awards initiative for leaders who demonstrate success in the embedment of a safety culture and to members of the workforce who also demonstrate the desired HS&W behaviours that will help keep everyone safe. This will demonstrate our commitment to exemplary ways of working and we will use the A303 BIP App to acknowledge and publicise these outstanding examples 'Champions of Change.'

Leadership Mentoring – there are two aspects to this training programme, firstly BADGER is cognisant that some personnel will be new to the UK working environment, culture and regulations. We have already identified four of our leadership team who bring a high level of behavioural maturity to the A303. These are:

- **Richard Graham – Project Director**
- **Juan Manuel Dochao – Project Manager**
- **Scott McFadzen – Construction Manager**
- **Anthony Henocq – Health, Safety & Wellbeing Manager**

Four individuals will be the first of our leadership mentors to direct reports to be a one-to-one confidential mentor for all aspects of the working relationship and to support with resolving any issues within an environment where it is **safe to speak up**.

The second aspect of this training programme is to identify those individuals who would like to become mentors. Our HR team will develop a mentoring programme with a core list of responsibilities and duties to ensure this is effective for all mentors and mentee's.



Supply Chain Training programme – by expanding our Leadership toolkit to our Tier 1 major work package/specialist supply chain, we expand the benefits across the wider project team to ensure we enhance leadership across a wider team. We expect a high uptake from these partners who will be able to access and engage in training they probably have not experienced before to benefit their own development and that of the project delivery performance. This inclusion means the benefits will touch many of other teams involved in the delivery of the A303.

Enhancing our leaders' behavioural maturity and improving leadership / management style will drive improvement at all levels. This is achieved by, for example, highlighting the importance of positive intervention and reward and recognition strategies for giving employees a 'voice' and empowering leaders at all levels.

A key outcome to measure the success of the Leadership Toolkit will be to promote 30% of Supervisors to Managers and 20% Managers to Senior Managers, the leaders of the future and all retained in the A303 project team.

Outputs of the Leadership Toolkit:

BADGER assess the following uptake and engagement of utilising the Leadership Toolkit. These commitments to investment are reflected within our commercial offer:

- **Behavioural science training** – 35 BADGER personnel – 10 supply chain
- **Behavioural Training** – 70 BADGER personnel – 30 supply chain
- **Safety Builder Programme** - 35 BADGER personnel – 10 supply chain
- **Leadership mentoring** – 15 BADGER personnel
- **Supply chain training** – figures incorporated above.

Resources

This TQ will be sponsored and championed by the BADGER Project Director. Supporting the progression through the mobilisation, design and construction phases will be:

- HR manager
- BADGER core leadership team (as per Annexe K) and nominated direct reports
- BADGER Training Manager
- Community Relations Manager
- Supply Chain Manager
- Digital Lead
- External facilitators