



JP CORRY

JP Corry Equality, Diversity & Inclusion Strategy – 2026 - 2029

FOREWORD

We are proud to introduce the next edition of JP Corry's Equality, Diversity and Inclusion (EDI) Strategy. Building on the progress made since 2022–2025, this refreshed strategy reflects our continued commitment to embedding EDI at the heart of our business, while strengthening its role as a driver of performance, growth and long-term success.

JP Corry continues to place strong emphasis on the safety, health and wellbeing of our people, alongside creating clear opportunities for development and progression. We remain committed to providing a workplace that is inclusive, supportive and values the contribution of every individual. This foundation is critical—but we now go further by recognising that an inclusive culture directly supports better business outcomes, stronger teams and improved customer experiences.

Our intent remains clear: to ensure that Equality, Diversity and Inclusion sit at the very core of how we operate. We are focused on building a workforce that reflects the diversity of the communities we serve, bringing together a broad range of perspectives that strengthen decision-making, innovation and commercial performance.

EDI represents the mutual trust, respect and understanding we strive for across our organisation and in how we serve all stakeholders. These principles are integral to our people, our brand, our reputation and our success. By embedding them into our day-to-day operations, we create an environment where individuals can perform at their best and where the business can thrive.

We want everyone who interacts with JP Corry—internally and externally—to feel valued and respected. Our services and ways of working will continue to demonstrate this commitment in a clear and consistent way. As our knowledge and experience grow, we will take a more active leadership role within the industry, sharing best practice and demonstrating how EDI contributes to both cultural and commercial success.

We will continue to work with energy and purpose towards an inclusive organisational culture, embedding EDI into our behaviours, processes and decision-making. This strategy reinforces our focus on making EDI part of everyday business activity—ensuring it delivers meaningful impact for our people, our customers and the wider organisation.

Through this approach, we will highlight the benefits of EDI not only for individuals and society, but as a key enabler of sustainable business growth and long-term value.





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Introduction from Ciaran McConnell, MD

As Managing Director, I recognise that while we have made solid progress on our Equality, Diversity and Inclusion journey, there is more to do if we are to fully realise our ambitions and unlock the full potential of our business. This next phase of our strategy is about moving with greater pace and purpose—ensuring EDI is not only a cultural priority, but a clear driver of performance and growth.

I am personally committed to ensuring that both I and our senior leadership team act as visible ambassadors for change. Leading from the front is critical. We must set the tone, create accountability, and ensure that inclusive behaviours are embedded into how we lead, make decisions and deliver results across the organisation.

Creating an environment where everyone can perform at their best and be their best has always been our goal. However, we recognise that to remain competitive and relevant, we must go further building a workforce that is more representative of the customers we serve and the communities we operate within. A more diverse and inclusive business will strengthen our ability to attract talent, better understand our customers, and deliver stronger commercial outcomes.

This is not something we can achieve in isolation. By actively engaging our colleagues, working in partnership with our suppliers, and listening closely to our customers, we will accelerate progress and drive meaningful change. Collaboration will be key to embedding EDI into the way we operate every day.

We will focus on working smarter and more effectively setting clear goals, measuring our impact, and holding ourselves accountable for results. By doing so, we will create a culture that not only supports our people but also enables us to deliver consistently high performance.

Ultimately, our ambition is clear: to build a business where great people deliver great work, supported by an inclusive culture that drives innovation, strengthens relationships and underpins sustainable growth

Ciaran McConnell

Managing Director

JP Corry

April 2026





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At JP Corry, Equality, Diversity and Inclusion (EDI) is a core enabler of business performance, talent sustainability, and customer relevance across the construction supply chain.

- **Equality** – Ensuring fair access to opportunities across all roles and career stages
- **Fairness** – Removing barriers to create a level playing field in recruitment, development and progression
- **Inclusion** – Creating a working environment where all colleagues can contribute and be heard
- **Diversity** – Building a workforce and supply chain that reflects the communities we serve
- **Respect** – Embedding behaviours that value difference and drive a positive working culture

What EDI means for us:

Our ambition is to operate as a modern builder's merchant where people can perform at their best and build long-term careers.

We will:

- Position JP Corry as an employer of choice across all demographics
- Create a high-performance, inclusive culture led by accountable leadership
- Build a sustainable and diverse talent pipeline, particularly in entry-level roles
- Encourage constructive challenge and innovation through diverse thinking
- Demonstrate that diverse teams drive stronger commercial outcomes

EDI will be embedded into how we recruit, develop, lead and operate, not treated as a standalone initiative.

Strategic priorities:

1. Inclusive Culture & Leadership
2. Inclusion & Respect Across the Workforce
3. Gender Diversity (Focus on Female Representation)
4. Disability Inclusion
5. Ethnic Diversity
6. LGBTQ+ Inclusion
7. Age Balance & Early Careers Pipeline
8. Diverse Supply Chain
9. Governance, Measurement & Communication





1. Inclusive Culture & Leadership

Build a consistent, inclusive culture across all branches, yards and functions, led by capable and accountable leaders.

Strategic actions:

- Standardise policies and processes to ensure fairness across all locations
- Strengthen leadership capability to identify and address potential bias and unfairness
- Increase visibility and participation of under-represented groups
- Embed EDI into core business activity, including customer and supplier engagement
- Implement structured engagement mechanisms (surveys, feedback channels, action plans)

2. Inclusion & respect across the workforce

Create a working environment where all colleagues feel valued, supported and able to progress.

Strategic actions:

- Adapt policies to support different life stages, backgrounds and working needs
- Improve understanding of socio-economic and generational diversity
- Strengthen manager capability through coaching and training
- Promote flexible and practical workplace adjustments
- Maintain zero tolerance for bullying, harassment or discrimination

3. Gender Diversity

Objectives:

Increase female representation across operational, sales and entry-level roles.

Strategic actions:

- Target attraction activity at females through schools, colleges and industry partnerships (e.g. WomenTEC)
- Improve job design, advertising and imagery to better reflect inclusivity
- Develop structured early careers pathways (apprenticeships, traineeships, placements)
- Introduce mentoring and development programmes to support progression
- Review pay & benefits and working practices to support retention



4. Disability Inclusion

Objective:

Improve attraction, retention and support for colleagues with disabilities, including mental health.

Strategic actions:

- Ensure recruitment and onboarding processes are accessible
- Increase awareness and training for managers and teams
- Strengthen mental health support through trained first aiders and external providers
- Improve data capture to better understand workforce needs
- Enhance workplace accessibility across sites

5. Ethnic Diversity

Objective:

Strengthen representation and progression of individuals from ethnic minority backgrounds.

Strategic actions:

- Broaden attraction channels and talent pools
- Use diverse interview panels and reduce bias in selection
- Identify and address gaps in performance and progression outcomes
- Develop targeted development and mentoring programmes
- Engage with external organisations to inform best practice

6. LGBTQ+ & Inclusion

Objective:

Create an environment where colleagues feel confident to be themselves at work.

Strategic Actions:

- Improve understanding through external partnerships and internal education
- Increase confidence in data disclosure by building trust
- Review policies and processes to ensure inclusivity
- Develop targeted engagement and support initiatives



7. Age Balance & early Careers

Objective:

Build a balanced workforce by strengthening entry-level recruitment while retaining experience.

Strategic Actions:

- Expand apprenticeship, trainee and work placement programmes
- Increase engagement with schools and colleges
- Promote construction and merchanting as a long-term career option
- Support flexible working and phased career approaches
- Strengthen succession planning across key roles

8. Diverse Supply Chain

Objective

Develop a more diverse and locally representative supply chain.

Strategic Actions:

- Introduce EDI metrics into supplier selection and review processes
- Support SME and local suppliers to grow within our network
- Host supplier engagement events focused on innovation and best practice
- Align supply chain activity with social value and local employment

9. Governance, Measurement & Communication

Objective:

Improve accountability, transparency and performance tracking across all EDI activity.

Strategic Actions:

- Establish clear baselines, targets and KPIs across all priority areas
- Implement regular reporting at leadership level
- Measure return on investment (ROI) of EDI initiatives
- Share progress, insights and best practice internally and externally
- Ensure full compliance with legal requirements and industry standards



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EDI is a long-term strategic priority that supports commercial performance, workforce sustainability and brand reputation.

Over the next few years, JP Corry will move from awareness to delivery, with:

- Clear accountability
- Measurable outcomes
- Targeted interventions
- Stronger external partnerships

By embedding EDI into everyday operations, we will strengthen our position as a progressive, inclusive industry leading builder's merchant.