

## Harmony ESG Board Meeting – 22<sup>nd</sup> November

### Achieving in Harmony – A discussion on people & culture.

The latest ESG board meeting, led by HR Director Dan Scrivens, gave a comprehensive deep dive into employee wellbeing, communication, and engagement. Together in the one-hour meeting, we devised a structured agenda to drive meaningful change within our workforce and successfully ‘achieve in Harmony.’

Our culture as it stands focuses on having ‘athletes grit’ and being rewarded for hard work and maximum output, i.e. Bonuses up to 50% of salary, free lunches and unlimited holiday etc. We evaluated the current success of our benefit scheme and how they compare to industry standards, with a strong consensus being that Harmony could work to tailor the benefits to fit the individual needs of its people. Private healthcare, dental care and gym memberships perks were suggested, with Dan intensively reeling the pros and cons of each and how we can use them to attract new talent and satisfy our current body.

As 2025 approaches, Dan will take the suggestions from the board and facilitate a discussion with our CEO, Warwick Melvin.

Beyond benefits, the board discussed our current approach to internal communications. Internal strategy lead Darcie Studley took the floor to discuss current methods. “Thus far our internal comms is relaxed, with wins celebrated through teams and a weekly newsletter of business and people summary”. Darcie told the board the newsletter has dropped in engagement since its release in October 2024, only engaging 60% of the Harmony workforce.

The board agreed the input from our SLT should be maximised, and to include deeper project insight from Pre-Construction and Project Managers. Since this meeting, Darcie has gone to lengths to change the structure and accessibility of the newsletter, ensuring its function is correct on both mobile and desktop – as we identified this as a key barrier and potential for the engagement drop off.

Pulse surveys, utilised to gather employee feedback, were the penultimate point of the discussion. Monthly our HR team send out a well-being/update survey, creating a space for employees to anonymously give feedback on the day-to-day operations of the business. We discussed the footfall of the surveys and heat-mapped specific employee ‘drop off points’, identifying which questions were encouraging effective responses, and those who weren’t functioning to the best of their ability. In 2025, our pulse surveys will be more structured and relevant, making sure we do the best by our work force and continuously improve. As the meeting concluded, the board’s shared vision for enhancing employee experience became clear as we move into 2025 asserted on our mission. These meetings are the foundation to building a strong ESG Strategy and keep it at the heart of everything that we do.