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Fairness, Inclusion
and Respect
in construction

Workbook and Guidance Notes Setting Up an Inclusive Site



ANY QUESTIONS?



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INTRODUCTION

CITB co-fund CECA to run the industry-wide Fairness, Inclusion and Respect (FIR) Programme that aims to create an improved culture within the industry to attract and retain a more diverse range of people. The Supply Chain Sustainability School is the FIR Programme Delivery Partner, working closely with CECA and other industry partners. The FIR Programme resources include a toolkit, e-learning modules, workshops and masterclasses to support and train employers of all sizes across the construction industry.

An inclusive site is one that can be used easily and safely by everyone in a way that maintains their dignity. It ensures that, wherever possible, buildings and spaces are appropriate for diverse needs and accessible to all, behaviours are respectful and a culture is established so that everyone knows how to practice Fairness, Inclusion and Respect (FIR) in their daily working lives. It goes beyond a compliance approach to ensure that everyone working on, communicating with, or visiting the site are treated with fairness, inclusion, and respect.

This course sets out the benefits of an inclusive site and shows how to achieve this. It is relevant to all size and type of site.

COURSE AIMS

You will come away from the course with:

- An understanding of why it's so important to set up and maintain an inclusive site
- Awareness of the benefits of setting up an inclusive site
- Knowledge and information to enable you to put it into practice
- Guidance through each stage of the process with supporting material
- Case studies and examples of industry good practice
- Actions to take back to work

Cover picture shows Passport to Construction. Funded by CITB and run by Creating Enterprise, it works to get people from diverse backgrounds into construction across North Wales. <https://www.creatingenterprise.org.uk>

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COURSE LEARNING OUTCOMES

1. Understand what Fairness, Inclusion and Respect (FIR is) and why it's important in the context of setting up an inclusive site
2. Appreciate what constitutes an inclusive site and what the benefits are
3. Be aware of legal and contractual requirements; including client and framework requirements
4. Know the steps to take to set up and run an inclusive site and site office
5. Plan for inclusivity before a site is established, including in induction
6. Take a collaborative approach; identify and engage with relevant stakeholders and sources of expertise at all stages of the process
7. Take a proactive approach to reasonable adjustments and safety
8. Know how to encourage and embed inclusive behaviours across the site
9. Learn from industry specific examples of good practice
10. Be equipped with knowledge, information, and examples to be able to make positive changes to existing ways of working

RELATED LEARNING

To reinforce your learning please refer to other learning within the FIR programme, for example:

- The Business Case for FIR
- Becoming a FIR Ambassador
- Leading People Inclusively
- Understanding Invisible Disabilities
- Managing Challenging Conversations
- Inspiring and Coaching New Employees

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GOOD PRACTICE SHARE



- What do we do well already and why?
- Log examples here that you can put in place



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LEGAL / CONTRACTUAL REQUIREMENTS

Site Rules and Inductions

All sites must have these - consider communication and cultural needs and reasonable adjustments so all can participate and understand the content.

Personal responsibility

Make it clear what is expected in terms of work-based language and behaviours - comply with code of conduct / demonstrate organisational values / support health and safety (including wellbeing).

Management responsibility

Role modelling / setting inclusive culture / training / communicating.

Health & Safety

An inclusive site is a safe site. Importance of inclusion for health, safety, and wellbeing. Case study: <https://www.highwaysindustry.com/safer-highways-importance-of-inclusion-for-health-safety-and-wellbeing/#:~:text=For%20Skanska%2C%20Inclusivity%20is%20the,not%20only%20for%20their%20own>

Reasonable Adjustments

Duty under Equality Act 2010 to make reasonable adjustments to prevent disabled people from being unfairly discriminated against. Makes good business sense too – sites become safer and enables people to do the job more efficiently. Just 0.1% of UK construction workers declare a disability (18% of working age adults have a disability). Under disclosure indicates people don't feel confident to do so, but employers need to know about peoples' disabilities to keep them safe.

Equality Act 2010

Duty to prevent harassment, victimisation, and unlawful discrimination. A focus on inclusion, includes but also goes beyond, the equality protected characteristics.

Information on Equality Act here: <https://www.equalityhumanrights.com/en/equality-act/equality-act-2010>

Public Sector Equality Duty

Demonstrate compliance with proactive duty to eliminate unlawful discrimination, harassment, and victimisation / Advance equality of opportunity / Foster good relations. More information on PSED here: <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty>

Monitoring and Reporting

Good practice to monitor FIR and Diversity for continuous improvement and often a contractual requirement - clients increasingly are looking for demonstration of FIR.

Ensuring Compliance throughout the Supply Chain

Delivery plans – communication / training / policies / reasonable adjustments. Collaboration is key.

INCLUSIVE FACILITIES

- **Perimeter**
Ensure routes around perimeter, and signage to indicate routes, are clear and accessible. Consider access for older people, people with certain disabilities, and children including those in buggies.
- **Signage**
Consider communication and language needs. These include dyslexia, poor eyesight, learning disabilities and English as a second language. You can use clear language and / or pictures to aid clarity.
- **Entry Gate**
Display contact details and useful information,(for example job or apprenticeship opportunities and details of open days), clearly and in formats that will be widely understood. Consider accessibility needs, for example height of entry buzzer.
- **Parking**
Allocate parking bays for disabled people close to site entrance. Consider accessibility of route from car park to site. Communicate parking facilities in advance of people working or visiting.
- **Office**
Needs to be accessible. Display information in formats that will be understood. Consider language and communication needs. Use space to communicate your commitment to FIR. Include clear information on support, for example, training, health and wellbeing, speaking out, whistleblowing.
- **Catering**
If on site catering is provided, consider dietary, religious, and cultural requirements of workers and visitors using the facilities. Provide separate food preparation and storage areas if people self-cater.
- **Quiet Space**
Can be used as a prayer / faith room, wellbeing or contemplative space, place to breastfeed or express milk. Be clear on the purposes for which the room is intended - it should not be an extension of the canteen or general rest area. If used for multi purposes, you may need to set up a timetable and agree ground rules with users. You can also signpost workers and visitors to local worship centres.

- **Toilets/ Showers / Changing Rooms**

Facilities for Male and Female People

The dominant concern that arose from a UNITE survey concerned welfare facilities: a lack of clean toilets, the supply of sanitary bins and shower facilities. Unite devised a four-point plan to ensure construction toilet and period dignity at each site:

1. Designated female toilet, which is always accessible, regularly cleaned and lockable
2. Handwashing facilities with running water and soap are provided
3. Sanitary bins are provided and are cleaned and emptied regularly
4. Sanitary products are provided in a dispenser in a discreet location, free to workers.

<https://unitetheunion.org/news-events/news/2019/january/unite-launches-construction-period-dignity-campaign/>

If showers are required, there should be separate male and female facilities.

If workers are required to change into protective clothing, separate male and female changing rooms with seating and storage is required.

<https://www.shponline.co.uk/cdm-regulations/revised-cdm-regulations-put-site-welfare-in-the-spotlight/>

Facilities for Trans or Non-Binary People

Make it clear in advance that, where you can, you will offer facilities that make people feel included and comfortable. If appropriate, ask what would make the person feel most comfortable. If what they want is realistic and possible, go with it.

Not all trans people will immediately want to use facilities that correspond with their gender identity. They may wish to use another facility separate from others because of anxiety issues connected with gender dysphoria. For this reason, and because some people may identify as non-binary or neither male or female, there should always be gender-neutral changing and toilet facilities available. It is not necessary to make all toilet facilities gender neutral however, because some people will prefer single-sex toilets.

Open changing rooms that do not have cubicles, may cause anxiety due to gender dysphoria issues mentioned above. In this case, offer alternative changing facilities. People should not be told to use changing rooms that correspond with the gender they were assigned at birth.

Clearly on smaller and temporary sites, these measures won't all be possible. Work with trans and non-binary employees and visitors to offer the most inclusive solution possible. You may also want to run training or toolbox talks to raise awareness.

Facilities for Disabled People

Accessible toilet(s) should be provided. Sites must provide equal access to toilets, and where appropriate to showers and changing facilities, for disabled customers / visitors and employees, to the same standard as non-disabled people.

Facilities to meet Cultural and Religious Needs

Muslims and some other religions perform ritual washing before prayer. Some religions do not allow individuals to undress or shower in the company of others. Engage with employees and find out what you can do to meet their needs.

INCLUSIVE PRACTICE

Small sites - can you use adjacent facilities or work with client?

Disability

- Consider access around the site. A disabled person should be able to get around a site. There should not be steps or wobbly planks or muddy footpaths anyway!
- Consider reasonable adjustments you can make if it is not possible for the person to access upper floors - or challenge *why* it's not possible. Do you *need* stacked cabins?
- Add adaptations that can help safety and inclusion - induction loop in meeting room, flashing light on fire alarm, easy read or pictorial information and signs.
- Ask about access and communication needs in advance
- Publicise information on site accessibility and facilities, including parking, so people can plan their visit
- Find out about communication needs. Example:
 - Woodhead construction (SME) - during induction, to assist operatives with dyslexia, a project manager used coloured overlays to make reading easier and more comfortable
- Address hidden disabilities, including mental health. Provide access to wellbeing and mental health support, publicise it clearly and ensure a culture where it's OK to ask for help
 - More than 1,400 construction workers took their own lives between 2011 and 2015 (ONS)
The rate is more than three times the national average for men
- Encourage disclosure of disabilities - and provide appropriate adjustments and support. Work on site culture, so people feel safe and supported to disclose

Ethnicity, Culture, Religion and Belief

- Make it clear that racism, discrimination, and bias has no place on your site
- Be open to learn about, and accommodate, religious and cultural preferences, for example on food, customs, practices and etiquette
- Employers are not legally obliged to grant leave on religious grounds, but many festivals/holy days require little or no special workplace action and some flexibility can improve morale. Some practices during festivals and holy days may apply to employees while at work
- Consider how you can communicate inclusively
 - Some sites show films of processes on smart phones to overcome language barriers
 - Some sites have translators with language clearly marked on hi vis jackets

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Age

- Heavy, physical workloads when added to normal ageing effects, often result in workers leaving before they expected to retire. Retain older workers for their experience, work ethic and knowledge to pass on to younger workers. Good practice includes:
 - Using older workers to train younger workers in more complex tasks
 - Assigning older workers to health and safety roles
 - Engaging manufacturers in improving tool design
 - Introducing greater flexibility and reorganising the working day
- Challenge aged based stereotypes – ‘older people can’t learn new skills’ / ‘younger people don’t have experience so won’t have good ideas’
- Reach out to schools, colleges, community groups. Hold open days to engage local talent
- Work experience is valuable to student and employer and builds inclusivity. See this case study from David Miller Architects, an SME: <http://www.inspiringchangeawards.com/2017-winners.html>
- Younger people increasingly look for inclusive employers when job searching - be one

Sex

- Commit to positive actions to improve female representation on site. These could include:
 - Running taster days for local women on big machinery.
 - Supporting employees with child and health care (appreciate not female only issue!)
 - Targeting local colleges for female prospective recruits
 - On-the-job learning for women on site including work placements
 - Appropriate facilities
- Get the culture right
 - Skanska created a ‘yellow card’ for tackling inappropriate behaviour and comments, giving colleagues the tools and confidence to challenge comments or behaviours
 - Workplace flexibility is also vital to retain women (Source: wise campaign research)
 - Women can make a positive difference in the way people treat each other: Source: <https://www.wisecampaign.org.uk/wp-content/uploads/2018/08/Why-Gender-Diversity-Makes-Business-Sense-June-2018.pdf>
- Be an ally to non-binary and trans employees and visitors
 - Think about inclusive language for example, ‘they’ instead of ‘he’ or ‘she’
 - Become informed - here’s a couple of articles from Stonewall to get you started: <https://www.stonewall.org.uk/about-us/blog/10-ways-step-ally-non-binary-people>
<https://www.stonewall.org.uk/resources/first-steps-trans-inclusion>

If in doubt - ask! People will appreciate your interest and efforts.

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SOME QUICK WINS



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INCLUSIVE BEHAVIOURS



- **Actions I Will Take**



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LINKS TO CASE STUDIES AND FURTHER READING

Business Benefits of FIR

Equality and Human Rights Commission: 'Good Practice for the Construction Sector', benefits of FIR:

https://www.equalityhumanrights.com/sites/default/files/ed_report_construction_sector.pdf

Case studies to illustrate business / financial benefits of an inclusive site:

Bouygues UK:

Substantial cost saving / innovation / increase knowledge pool / encourage ideas / valued workforce / positive company image / demonstrate respect for local community

<https://ccsbestpractice.org.uk/entries/hoist-bells/>

https://ccsbestpractice.org.uk/entries/innovation-competition-on-site/?search_term=undefined

Ferrovia Agroman Laing O'Rourke.

Upskilling work force / utilising whole talent pool / including whole workforce in opportunities

https://ccsbestpractice.org.uk/entries/punjabi-language-mewp-test/?search_term=undefined

Astins

Effective, accurate communication flow / project delivery on time to client expectation

https://ccsbestpractice.org.uk/entries/translator-vests-and-stickers/?search_term=undefined

CITB

Behaviours culture and performance in the construction industry

https://www.citb.co.uk/documents/research/cultures_and_behaviours_summary.pdf#page=1

Changing Perceptions: the growing appeal of a career in construction

<https://www.citb.co.uk/documents/research/ciag%20snapshot%20report%20final2.pdf>

Achievers and Leavers: Barriers and opportunities for people entering construction

<https://www.citb.co.uk/documents/final%20achievers%20and%20leavers%20report.pdf.pdf>

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Positive examples of inclusive actions

3ACE Contractors (UK) Ltd. (SME). CCS Code of Considerate Practice and other notices translated into Romanian (the principal language spoken on this site), which has been professionally displayed around the site.

Galliford Try. FREDIE Noticeboard / calendar / events: (Fairness, Respect, Equality, Diversity, Inclusion and Engagement.). Posters produced in several languages. Includes mental health, wellbeing, time to talk.

EGL Construction Ltd. (SME) – Inclusion for deaf workers / overcoming barriers. Owner is deaf, as are several employees/operatives. Work to overcome challenges for deaf people in the industry.

BMB/ BAM Nuttall / Multiplex (and others) - Female PPE/ PPE for Muslim women https://ccsbestpractice.org.uk/search/?fwp_search=BMB/BAM%20Nuttall

(Source: Considerate Constructors Scheme Case Studies)
https://ccsbestpractice.org.uk/search/?fwp_full_entries=inclusion

Planning Ahead for Inclusion on Site

- Identify relevant stakeholders and information sources / Collaborative Charter**
Example: Nine Elms collaboration with partners to manage site teams, safety, and community impacts. All sign up to charter. All feel involved and included
<https://www.ccscheme.org.uk/nine-elms-launches-innovative-construction-charter/>
- Establish and utilise community links - add social value**
Example: HS2: create jobs for those experiencing worklessness and homelessness / access apprenticeships/ support community projects.
<https://www.hs2.org.uk/empowering-communities/>

Example: Heron Brothers – engaged with travelling community re jobs / promoted employability for travelling community. Link to full case study here: <https://ccsbestpractice.org.uk/case-studies/community-innovation-praised-at-heron-bros-ltds-foyle-college-and-ebrington-primary-school-nursery-project/>
- Utilize existing resources and supply chain expertise**
Engage with supply chain – share good practice. Here is a link to Wates approach:
<https://www.wates.co.uk/who-we-are/supply-chain/>
Example: joint training / collaborate on open days
- Engage, Consult, Collaborate**
Example: Plan ahead- engage with cabin suppliers
Example: Crossrail engaged with accessibility and community groups throughout the design and construction of the railway
<https://learninglegacy.crossrail.co.uk/learning-legacy-themes/external-affairs/community-relations/>
- Induction – identify inclusion needs**
Example Willmott Dixon – two stage induction process. Pre-enrolment process involves operatives, once a year, uploading to a dedicated website relevant personnel details and qualifications and viewing SHE videos. Language differences and visual/ hearing impairments / inclusivity needs picked up at this stage.
<https://www.willmottdixon.co.uk/how-we-do-it/all-safe>

Flexible Working Case Study

<http://www.flexibility.co.uk/cases/Balfour-Beatty.htm>

CCS Women in Construction – eLearning Resource

<https://ccsbestpractice.org.uk/courses/women-in-construction-course/>

Additional Reading

Building an inclusive workplace – Schneider Electric

<https://www.youtube.com/watch?v=rIBCQz704A0>

Building an inclusive workplace – Stanley Black and Decker

<https://www.youtube.com/watch?v=kn1ROD2M-AE>

Promoting diversity:

<https://www.goconstruct.org/construction-today/diversity-in-construction/how-you-can-promote-diversity/>
Diversity in Construction (Go Construct) <https://www.goconstruct.org/construction-today/diversity-in-construction/information-on-the-industry-culture/>

A partnership project to address gender segregation in the construction industry

<https://www.napier.ac.uk/~media/worktribe/output-171639/equatediversityinconstructionreportfinalpdf.pdf>

Assess your progress on LGBT inclusion

Stonewall - <https://www.stonewall.org.uk/power-inclusive-workplaces> and
<https://www.stonewall.org.uk/cy/node/14680>

Disability Resources

Examples of reasonable adjustments in practice: <https://www.equalityhumanrights.com/en/multipage-guide/examples-reasonable-adjustments-practice>

Disability Confident: <https://disabilityconfident.campaign.gov.uk/>

Flexible Working - Myth Busting

<https://ccsbestpractice.org.uk/wp-content/uploads/2019/10/Flexible-Working.pdf>

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There are many organisations, large and small, who work to make their sites inclusive. Here are some:

- Hochtief - FIR in inductions and on site /Bilingual translators /respect campaign
- Balfour Beatty - flexible working / work life balance on site
- Wates – site based working choices / flexible working
- Crossrail – disability inclusion
- Skanska - tackling inappropriate behaviour and comments
- Buckingham - work placements / diversity of apprentices on site
- PJ Carey and Conlon Construction - community engagement
- Noble Structures Ltd (SME) - inclusive on-site meetings and talks
- CNIM Lagan JV (South London) Ltd – culturally and faith inclusive facilities
- Ballymore Properties Ltd - mental health first aiders / women’s adviser on site
- Morgan Sindall Crossrail Site East London – physical access case study
- Woodhead construction (SME) – inclusive induction e.g. dyslexia
- Galliford Try – disability accessibility and inclusion/ welfare for women.
- EGL Construction Ltd. (SME) – inclusion for deaf workers overcoming barriers
- Bailey Construction (SME) - high standard of facilities for women
- Willmott Dixon - inclusive induction
- Heron Bros Ltd - Faith and disability inclusion / health and well-being on site
- McLoughlin Decorating- opportunity for employment for hard to reach groups. Removing barriers to inclusion. Read how they did it on page 16

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Creating an Inclusive Workplace

McLoughlin Group Holdings (73 employees)

An SME painting and decorating contractor involved in schemes as diverse as Social Housing, Refurbishments, Hotels, Interior Design, Property/Facility Management, Heritage and all commercial areas

Inclusion has always been at the forefront of McLoughlin Group's work ethos, and we fully recognise the importance that inclusion is needed to give diversity a real impact.

Through recruitment via our acclaimed 4 week training programme at our Training School to being placed on site, we are strong advocates of Fairness, Inclusion and Respect (FIR). All students are given the opportunity to secure employment irrespective of what background they come from, we give them that chance. We work predominately with the hard to reach sector, all ages, with referrals from HM Prison Service, National Probation Service, Gangs Unit, Department for Work and Pensions, NACRO, London Community Rehabilitation Centre, Job Centre Plus, Safer London, Cross River Partnership, Women into Construction, New River College, City of Westminster, The Royal Borough of Kensington and Chelsea, London Borough of Hackney, London Borough of Islington, London Borough of Waltham Forest, Catalyst Housing, The FA, Arsenal, Tottenham Hotspur Foundation, Dallaglio Foundation, MENCAP, Crisis, Mind, St Mungo's, C4WS Homeless Project, Pecan Organisation. We also accept applications to the training programme from the general public too, e.g. an individual wanting a change of career.

There are no barriers to inclusion within McLoughlin Group, and we recognise the fact that everyone is an individual who brings their own worth and value to the company, thus creating a positive environment in which everyone can influence, share knowledge and have their perspectives valued. Everyone is accepted and supported to succeed at their work, regardless of their background, identity or circumstances.

The unique nature of the route we adopt to allow people to try and enter our industry allows us to promote the great wealth and diversity within our workforce and is greatly admired by many, both clients and suppliers alike.

Inclusion and diversity within our workforce has benefitted all socio economic groups, and although impossible to quantify has had a significant impact throughout the wider society, e.g. less people on benefit, a reduction in re-offending, reducing homelessness.

Policies are in place concerning Equality and Diversity, which are issued upon company induction, and are also included within the Staff Handbook, with regular tool box talks given on Fairness Inclusion and Respect to site based staff, to ensure these values are firmly embedded within the company.

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