

Sub-topic	Question	Getting started Legal compliant, but no FIR plans are in place	Pockets of good practice Good FIR practice is emerging across the organisation	Strategic Driving best practice across the organisation	Embedded Delivering best practice across the organisation	External influencer Influencing best practice across the industry	Information Tab
Commitment	Strategy	My organisation is beginning to develop a culture of fairness, inclusion and respect (FIR) within our business. My organisation can demonstrate compliance with employment and equality legislation in our business process.	We understand the FIR drivers of major clients and where required report our diversity data to these clients.	My organisation is actively working towards creating a culture of fairness, inclusion and respect. We have a FIR strategy that underpins our approach and company values.	My organisation can demonstrate that we encourage and implement a FIR culture across all our functions and projects, measuring and reporting the benefits from these strategies to inform business improvement plans.	My organisation has a culture of continuous improvement on FIR issues and influences our supply chain, customers and wider stakeholders, monitoring and reporting the impact.	Strategy is your plan of action to embed a culture of fairness, inclusion and respect within your business
	Leadership	My organisation's leaders are seeking to raise awareness of the benefits of a fairness, inclusion and respect (FIR) culture.	Some leaders in my organisation can articulate the benefits a culture of FIR can bring and there are FIR initiatives on a few projects.	My organisation has proactive leaders at all levels across multiple areas of our business who actively lead and implement FIR into our business processes and practices.	Leaders in my organisation strive to continually transform our FIR culture and working practices in an integrated manner across the business. FIR features in our Board meetings and we have a designated board member with responsibility for FIR issues.	Leaders in my organisation are visibly knowledgeable on FIR and role model inclusive behaviours. They share best practice and collaborate to drive improvements in FIR with supply chain, customers and wider stakeholders and can demonstrate how the presence of inclusive leaders can positively impact organisations and the sector.	Considering your senior management team and directors, to what extent do their actions and influence maximise the efforts of others to embed a culture of fairness, inclusion and respect within your business
	Governance	My organisation is legally compliant on fairness, inclusion and respect (FIR) and has an equality policy to evidence this.	FIR issues are discussed periodically at management meetings. Leaders have openly committed to embedding a FIR culture and have articulated the business case.	There are clear accountabilities and responsibilities for driving improved diversity in our business. FIR activities are routinely discussed at regular leadership and board meetings. We have employee diversity networks that are consulted, and sponsored by, senior leadership.	We publish our commitment to embedding a culture of FIR. We have a clear FIR action plan with reporting structures and can evidence regular monitoring by senior leadership. Our leadership are equality champions, consult widely with employees and take actions to improve the diversity of the leadership team.	My organisation shares the outcomes and benefits of our FIR activities with our peers, clients and our supply chain. Our leaders help to influence and set the standards that are expected in our sector.	Governance refers to the systems of rules, practices, and processes by which your company ensures that everyone in the organisation is focused on embedding a culture of fairness, inclusion and respect
Employment	Attraction	My organisation is beginning to develop a plan to create attraction initiatives, processes and strategies that will encourage more applicants from underrepresented groups.	My organisation has attraction initiatives, processes and strategies in place that seek to widen the talent pool of applications we receive, for example; returners programme, apprenticeships and graduate schemes.	My organisation can demonstrate that we are using inclusive attraction strategies, initiatives, and processes across our business. We use diverse and accessible marketing and have various outreach initiatives to address underrepresented groups.	My organisation monitors the effectiveness of our attraction strategy, initiatives, and processes. We collect applicant diversity data and analyse this against SMART objectives and can evidence improvements in workforce diversity.	My organisation shares the lessons learnt in successfully attracting diverse talent with clients, supply chain partners and the wider sector. We collaborate with these stakeholders to make our industry more attractive to underrepresented groups.	To what extent does your company embed the principles of fairness, inclusion and respect into the way you seek to attract people to join your organisation
	Recruitment	My organisation is developing a plan to create recruitment strategies, processes and initiatives that will lead to a more diverse workforce.	My organisation has ad-hoc recruitment initiatives, processes and strategies in place that seek to recruit more people from underrepresented groups.	My organisation has a clearly documented inclusive recruitment strategy that is accessible across the business and considers the needs of disabled applicants and other underrepresented groups. This is supported with mandatory training and recruitment processes and we consider job design to ensure roles align to CIPD's Good Work Standards index.	We have structured processes for every stage of the recruitment cycle. Opportunities for discretion or bias have been minimised. Our recruiters always use, and are competent in using, our inclusive recruitment practices (e.g., blind sifting, diverse interview panels). We regularly review and track the diversity of our recruitment processes.	We regularly review the nature of work across the workforce, ensuring good quality jobs at all levels are a reality throughout the organisation. We share the successes and lesson learnt from our approach with stakeholders from across industry including recruitment agencies.	How does your company embed the principles of fairness, inclusion and respect into the way you recruit people to join your organisation
	Retention	My organisation is developing our people management processes to help ensure that we retain diverse talent. We offer the right pay and tools for the job but no additional benefits for most roles. We recognise the need to create inclusive places to work.	My organisation offers development opportunities and a limited range of benefits accessible to all employees. We keep employees informed about matters that affect them using a range of communication channels. Managers share knowledge and decision making with employees.	My organisation is an inclusive place to work. Our people strategies support all employees to achieve their goals. Inclusive leadership training is required for line managers. Development opportunities are accessible to, and used by, all. We offer flexible benefits that meet differing needs and provide effective channels for employee voice.	We respond appropriately to the diverse needs, aspirations and talents of all. We can evidence that everyone is recognised and rewarded fairly, they are given the opportunity to shape their working lives. We take appropriate actions to correct the reasons people leave. We seek to pay the Real Living Wage.	My organisation collaborates with stakeholders to ensure the industry is a positive and fulfilling place to work for all; improves the quality of the work environment and offers opportunities for progress to all. We share our research and benchmarking across the sector to help shape the retention strategies of others.	How does your company embed the principles of fairness, inclusion and respect into the way manage, develop and reward talent
Working practices	Policy and procedures	My organisation has employment policies and procedures that meet equality legislation and employment codes of practice. We comply with legally required pay gap reporting.	My organisation has developed FIR policies, procedures and practice. For example: bullying and harassment, discipline and grievance, reasonable adjustments and flexible working. We can provide evidence of where we have taken actions to address Gender pay gaps.	Our comprehensive FIR strategy sets the bar for what is expected and managers are tasked with its effective implementation across our business. We equip our team leaders to identify bias and deliver effective interventions to resolve conflict when it arises.	My organisation regularly consults with our employees on FIR issues. We collect data that allows us to review the outcomes of our FIR initiatives. We have committed at board level to zero tolerance of harassment and bullying. We have put in place practices that promote inclusion and social cohesion.	My organisation undertakes equality impact assessments and benchmarks our diversity performance against industry best practice to ensure no negative impacts for diverse groups. We share good practice and lessons learnt with stakeholders from across industry.	Policies and Procedures are the set of rules and methods designed and communicated to structure people processes within your organisation to help ensure a better workplace for all
	Working culture	My organisation is just starting on our journey of how FIR considerations can positively influence our culture and are exploring how we take this forward.	My organisation has family friendly and inclusive working practices and employee engagement surveys are carried out on an annual basis.	My organisation annually assesses our working culture through employee wellbeing and engagement surveys. We proactively work to increase declaration rates and regularly monitor the use of employee networks (if appropriate), family friendly working and inclusive practices such as agile, flexible and part time working.	Our annual employee engagement and wellbeing survey reveals that more than 70% of our employees report being treated fairly and with respect. Leaders systematically use the feedback from these surveys to inform decisions and continually act to make improvements in the working culture across our business.	More than 85% of our employees report being treated fairly and with respect. We breakdown the results of our surveys by protected characteristics and empower employee networks to take innovative and appropriate actions that drive lasting change. We share good practice and lessons learnt with stakeholders from across industry.	Working culture is defined as the shared set of values, goals, attitudes and practices that make up your organisation. Culture is evident in the way your people interact with each other, the values they hold and the decisions they make
	Monitoring diversity	My organisation keeps the basic employee records, but don't currently use this information to monitor diversity or inform workforce strategies.	My organisation collects limited workforce diversity data and uses this to monitor the progress of our FIR initiatives.	My organisation annually collects workforce diversity and employee engagement data, encouraging disclosure. We regularly use this data to inform and monitor the progress of our FIR activities.	Our workforce data analysis directly informs actions and drives a process of continual improvement to our FIR strategy and ensures accountability. We regularly examine the outcomes of this strategy and monitor the diversity of our workforce.	My organisation benchmarks our workforce against comparable organisations, progress is measured and evident. We monitor FIR issues across our supply chain and share the results of our work with industry stakeholders. We can evidence the difference quality data has made to our strategy and working culture.	To what extent does your company collect data on the diversity of your employees, is it done at all, limited to gender or perhaps across all the protected characteristics
Site Environment	On site	Our organisation strives to ensure that site and workforce facilities meet the needs of our people and comply with Health & Safety regulations and is fully accessible.	My organisation encourage site-based and mobile team members to become FIR Ambassadors. We have developed site inductions that include FIR expectations. We regularly deliver the FIR Toolbox talks to all workers on site.	My organisation has documented site policies and procedures aimed at developing a culture of FIR amongst our site-based and mobile team members. For example: inductions, facilities, PPE, canteen food, mental health advice, mobile health screening, wellbeing room, signage and monitoring of site diversity.	We have embedded a culture of FIR across all sites, mobile crews and loan workers. Where applicable sites have a FIR Ambassador. We monitor the wellbeing of site workers, working and travel hours, ensure fair wages and prompt payment of sub-contractors. We consult workers on site facilities and provide confidential reporting.	My organisation is recognised as leaders in FIR issues on our sites or mobile teams. We actively work to improve the on-site culture with our supply chain, clients and stakeholders and share our lessons learned across the industry.	It's essential for us to consider how the sites we establish and work on are set up for the needs of all and provide an environment where a culture of fairness, inclusion and respect can flourish
	Community and stakeholders	When working on-site or remotely from our head office my organisation is compliant with legal and contractual requirements.	Where required by our clients, my organisation consults with local communities and develops engagement plans that outline activities aimed at meeting the needs of diverse groups.	My organisation has developed our own procedures for engaging with local diverse groups. We use local demographic data to inform our understanding of diverse community needs and drive activities through documented engagement plans.	My organisation provides training on how to understand the diverse needs of local diverse groups. It is business as usual to drive activities that meet the needs of local communities and we actively monitor the outcomes of these activities.	My organisation shares the outcomes of our community activities for local diverse groups. Diversity groups peer review these outcomes and we benchmark against industry best practice and share our results and lessons learnt with local and wider industry stakeholders.	To what extent does your organisation consider the diversity of the communities in which you operate?
	Communications	When working on-site my organisation is compliant with contractual and local authority requirements.	Where we are asked to by our clients, we work at site level to ensure effective communications with key stakeholders.	My organisation produces communications plans that consider the needs of diverse groups and uses these on a significant number of our projects. All plans include the use of accessible communications. We regularly train our employees to improve understanding of community issues.	My organisation uses diverse and accessible communication channels and monitors the satisfaction and effectiveness of these. We also undertake relevant training of key people to improve understanding of diverse needs and check the effectiveness of both the comms and the training.	My organisation has gained the reputation for effectively collaborating with diverse community groups and for championing inclusive communications. We regularly share learning with key stakeholders and across the sector.	How accessible are your corporate communications to people with a disability or who are from different ethnic groups?
Supply Chain	Procurement	My organisation's procurement focuses on achieving the lowest possible cost.	My organisation negotiates and awards contracts considering client requirements, where these include FIR issues we ask appropriate questions at PQQ and tender stages. We consider how FIR issues may link to Modern Slavery issues.	My organisation uses a balanced scorecard techniques to evaluate wider aspects of value in which FIR issues are included. We ask relevant diversity questions at PQQ and Tender stages and explore these responses with potential suppliers before contract award.	We actively encourage diversity through our procurement process and collect data about potential suppliers at each of the key stages in our procurement process. Our procurement team receive regular training on diversity issues. EDI forms part of the contract management process after contract award.	My organisation seeks to influence best practice in "diversity through procurement" across the construction sector and regularly shares our success stories and lessons learnt with our customers, competitors, suppliers and wider stakeholders.	In construction we often rely on our suppliers, so ensuring that our suppliers also strive to develop a culture of fairness, inclusion and respect is essential
	Management	My organisation manages the delivery of our supply chain against their contractual terms.	We responded to our clients requests and where required those responsible for managing contracts do discuss FIR issues with our suppliers.	My organisation has a formal process for monitoring and managing our supply chain's diversity. This process is applied to most of our key suppliers and regular reports and data are produced to show trends.	A FIR culture is embedded into our supply chain management process. We pro-actively manage supplier performance on diversity issues in real time using evidence collected as part of our supplier management process and work collaboratively to overcome challenges.	My organisation builds collaborative supplier relationships across multiple client organisations using cross sector initiatives to build supply chain diversity and to leverage the procurement power of multiple clients to accelerate diversity. We publish reports on how the workforce in our supply chain is improving its diversity.	Consider to what extent you work with supply chain through your supply chain management processes to ensure an inclusive culture in their organisations
	Supply chain diversity	My organisation works with a variety of suppliers but is not currently seeking to increase the diversity of our supply chain.	Where requested by clients we collect data on supplier diversity. This includes data on; small and medium enterprise, minority owned business, 'local' suppliers, social enterprises and ex-forces.	My organisation understands client requirements and stakeholder expectations and can demonstrate that we procure, inclusively. We pay our suppliers promptly and report our payment performance.	My organisation can demonstrate that we consistently reach out to suitably qualified, new, potential suppliers who are able to fairly compete for places in our supply chains. We report our procurement spend using geographical and demographic parameters.	My organisation understands how to identify and monetise the benefits of inclusive procurement. We publicly report this performance and share lesson learnt and best practice with our clients, our supply chain and wider stakeholders.	To what extent does your company collect data on the diversity of your supply chain, is it done at all, limited to gender or perhaps across all the protected characteristics