



Fairness, Inclusion
and Respect

www.supplychainschool.co.uk/fir



SUPPLY CHAIN SUSTAINABILITY
SCHOL



Fairness, Inclusion & Respect

In the Housing Sector

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AGENDA



1 >

Industry Snapshot

- What does our sector look like?



2 >

What is FIR?

- How is this relevant to me?



3 >

Actions

- What can I do to drive FIR forward?



1. INDUSTRY SNAPSHOT

WHAT DOES OUR SECTOR LOOK LIKE?

Our Industry in 2023

Sample size:










526,415 employees
versus 339,912 in 2022

537 companies
versus 270 in 2022



Data as on
1st January 2023

2023	29.1%	13.6%	2.8%	2.04%	26.5%	7.7%	31.0%
							
Women	Ethnic Minority Groups	Disability	LGBTQIA+	All Religions & Beliefs	Age 18 to 25	Age 50+	
2022 ONS (2021 census data)	23% 50%	13.7% 18.5%	2.4% 17.8%	1.7% 3.1%	25.4% 56.9%	7.3% 12.8%	31.3% 29.9%

FIR Issues in the Sector

Embracing the principles of Fairness, Inclusion & Respect is of paramount importance.

Current data highlights the urgent need for FIR. Key statistics include:

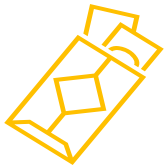
Gender Disparity

Only 24.5% of applicants in the sector are women

46% of women leaving do so before age 34



Average reported gender pay gap = 18.8% (over double the UK average of 8.3%)



Bonus pay gap up to 31.8%



Women make up 50% of the population but only 29.1% of sector



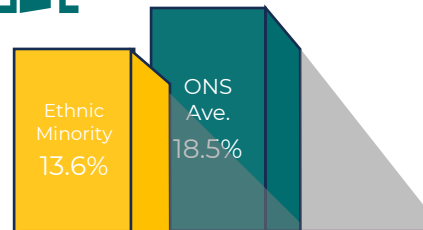
Job Applications:



49.5% of those leaving sector from ethnic minority backgrounds do so before age 34



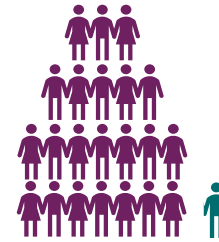
Candidates from ethnic minority backgrounds must submit 62 more applications than white candidates



Percentage of ethnic minority workers in the sector is 5% below the national average

Ethnic Diversity

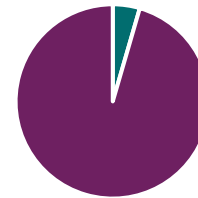
Access for Disabled people



For every 25 disabled job applicants, only 1 is hired

1.8% of applicants are disabled

17.8% of UK population identify as having a disability



Only 2.8% of people in the sector disclosed they had a disability



Only 54.2% of companies Monitor Diversity

? Many do not collect data across all diversity metrics

37.5% of companies don't have reasonable adjustments policy (legal requirement)

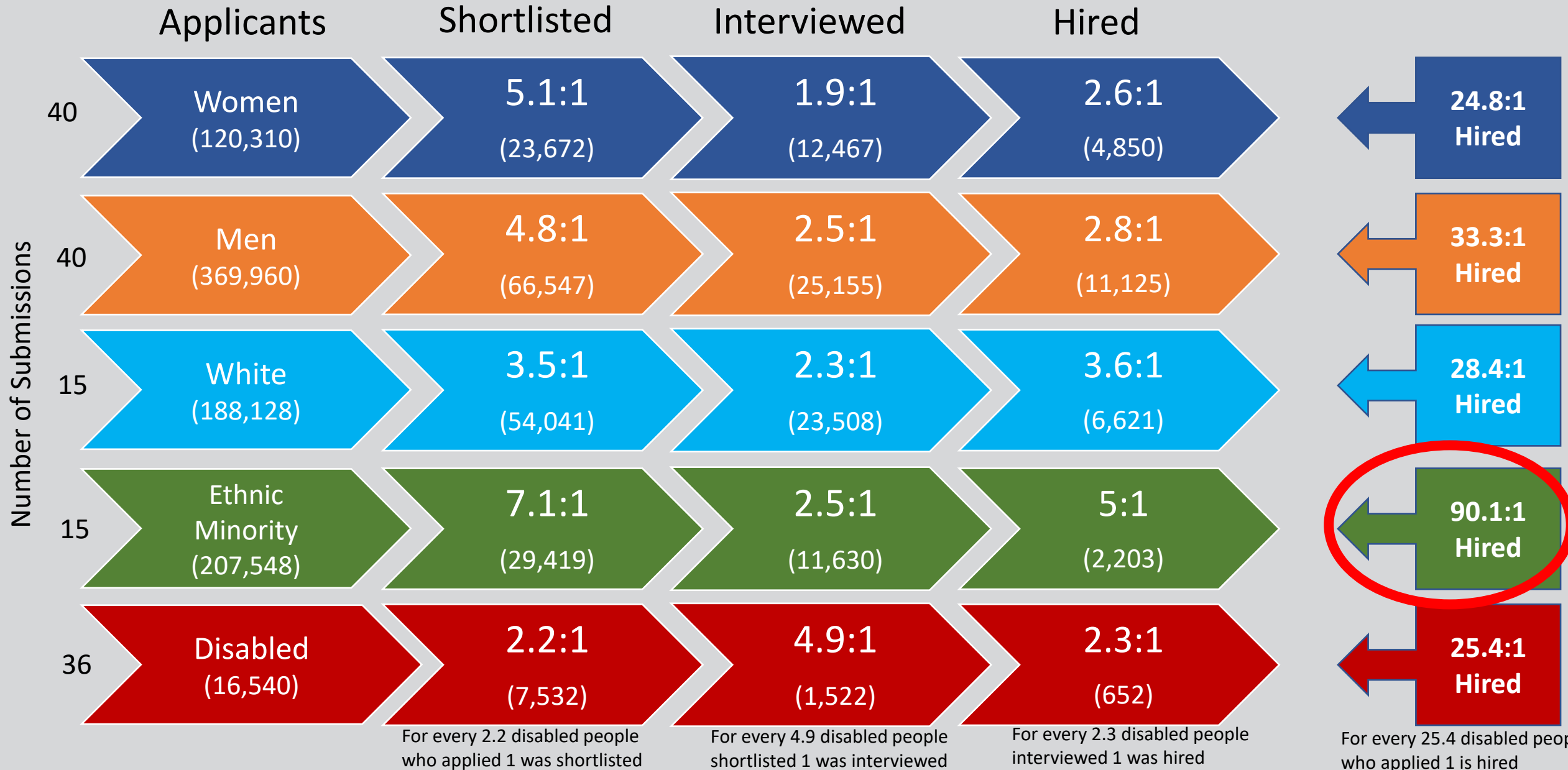


Good data enables informed decision-making and effective problem-solving

Lack of data & monitoring

Attraction and Recruitment: 2023

Applications WITH the right to work	152,785
Applications WITHOUT the right to work	37,638



Attraction and Recruitment: Ethnic Minorities 2023

	Applicants	Number Hired	Overall Ratio :1
African	23,943	237	101.0
Any other ethnic group	65,870	816	80.7
Arab	5,872	56	104.9
Bangladeshi	3,609	47	76.8
Caribbean	3,710	85	43.6
Chinese	7,316	141	51.9
Gypsy or Irish Traveller	74	0	No hires
Indian	57,444	314	182.9
Other Asian	13,947	155	90.0
Other Black	2,857	30	95.2
Other mixed ethnicity	4,290	74	58.0
Pakistani	11,769	176	66.9
Roma	0	0	n/a
White & Asian	2,819	72	39.2
White & Black African	2,096	41	51.1
White & Black Caribbean	1,932	59	32.7
TOTAL	207,548	2,303	90.1

Red is more than the 90.1 average for ethnic minorities

Amber is more than the 28.4 average for white applicants

1.2 to 6.4 times harder for ethnic minority groups to get hired



2. WHAT IS FIR?

HOW IS THIS RELEVANT TO ME?

MEANING OF FIR



FAIRNESS

- Treating everyone as an individual, according to their needs.
- Absence of bias.
- Supporting people to do their best.

INCLUSION

- Making everyone feel they are a key part of the team.
- Valuing the people we work with & the skills they bring.

RESPECT

- Creating an atmosphere where we can all succeed: whoever we are, regardless of our background and beliefs.

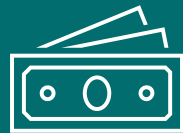
Why is FIR Important to Businesses?



Win work



People (Talent)



Costs



Time

Expected part of doing business

- Equality Law
- Public Sector Equality Duty
- Procurement – Social Value Act, Procurement Rules.



Key component of Sustainability

- Goal 1: No poverty
- Goal 3: Good health and wellbeing
- Goal 5: Gender equality
- Goal 8: Decent work and economic growth
- Goal 10: Reduced inequalities,
- Goal 16: Peace, justice and strong institutions



<https://sdgs.un.org/goals>

Important for clients

“We want to work with contractors and consultants that really, genuinely have equality diversity and inclusion on their agendas.”

Client

“[We are] Requiring our suppliers to demonstrate how they meet our equality, diversity and inclusion objectives, and regularly assessing our suppliers’ maturity in relation to these objectives.”

Strategic Road Network Report 2025-30

The People Challenge



People want to work for organisations that are serious about FIR



It's getting harder to find skilled workers



People stay in happy environments that meet their needs

FIR MINIMIZES RISK & SAVES COST



FIR MAKES FINANCIAL SENSE

The Business Case For FIR

The percentage of businesses who feel FIR helps them to:



52%

Improved
Productivity



66%

Improved
engagement with
stakeholders



52%

win new
business



82%

better understanding
of FIR amongst
leaders



77%

improved
behaviours



67%

Improved
collaboration



68%

recruited a more
diverse team



59%

helped to
retain talent



59%

Improved
health & safety



64%

Improved flexible
working policies

FIR SAVES TIME



- **Innovation** – diversity in approaches solves problems quicker.
- **Happier people** – Reduced downtime, reduced absenteeism
- **Reduced turnover** – less people management time

FIR is integral to Sustainability



PROJECT
DRAWDOWN.

Examined 100 solutions to global warming:

- Educating girls / Enabling family planning = two of the most powerful solutions to reduce CO2 in next 30 yrs.
- 100 billion ton of emissions.
- Equal to 722 million cars.
- Ranked higher than Solar farms and Rooftop solar.



International Strategic Accelerator for Women:

- Greatest opportunity for gender equality = Governance (influence in key decisions).
- The more gender-balance at the top, the better culture and behaviours to positively impact ESG agenda (eg setting environment standards, increasing stakeholder trust).



Gender Equity Insights (2020)

World-first study: Proved causal link between women in leadership and performance.

Increasing women in senior leadership = outperformance in 6 key metrics:

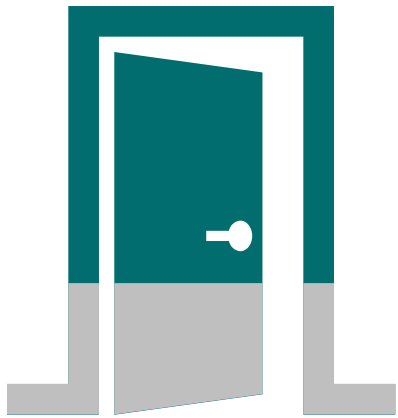
- Return on equity
- EBIT (earnings b/f interest/tax)
- Sales per worker
- Return on assets
- Tobin's Q (shareholder value)
- Dividend yield.

3. ACTIONS

WHAT CAN I DO TO DRIVE FIR FORWARD?

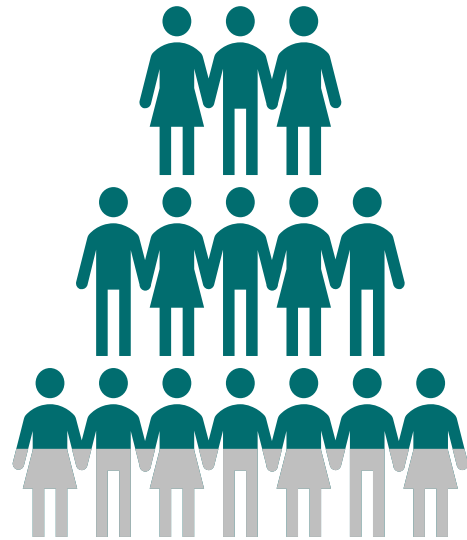
THINGS FOR BUSINESSES TO START DOING

Recruitment



24%

People Management



18%

Monitoring



25%

Procurement



18%

Organisations reporting Fairness, Inclusion and Respect principles **fully embedded** into business processes:
2023 FIR Culture Impact Report.

FIR Growth Assessment



Structured **maturity assessment** tool to benchmark your organisation against industry and obtain a roadmap for improvement (10-point learning plan).

Diversity Survey



Largest built environment data capture based on agreed diversity metrics. **Free to participate**, receive tailored report benchmarking your organisation against sector, industry and ONS data sets.

THINGS FOR INDIVIDUALS TO START DOING

Use the FIR Programme



FIR Toolkit



FIR Toolkit & Training

CPD-accredited E-learning modules



FIR on site: Why it matters
For site management
What FIR means; why FIR matters; employer and employee rights and responsibilities (Equality Act 2010).

Achieving business success through FIR
For directors and managers
What FIR is and its business benefits as well as risks associated with not progressing FIR.

Setting up an inclusive workplace
For project directors and managers
A step-by-step guide for good practice via a recruitment process flowchart.



Recruiting fairly and inclusively
For managers and supervisors
A step-by-step guide for good practice via a recruitment process flowchart.

Flexible working
For managers and supervisors
What flexible working means, why workers increasingly want to work flexibly and related legislation.

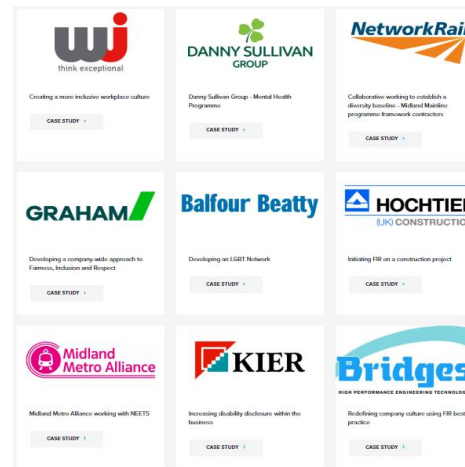
Leading people inclusively
For managers and supervisors
What it means to lead people inclusively and the difference between leadership and management.

Guidance & Tools



400+
Online resources

Case studies



Video Toolbox Talks



WORKING PRACTICES
FIR Toolbox Talk: 'Just a bit of Banter'
VIDEO
This Toolbox Talk describes Banter that is and is not, appropriate in a workplace.

FIR Toolbox Talk: FIR Induction
VIDEO
Fairness, Inclusion and Respect can be an integral part of how an organisation operates

FIR Toolbox Talk: Mental Health and Wellbeing
VIDEO
Everyone experiences mental health; tips for maintaining good mental health

FIR Induction	Sets expectations in relation to 'acceptable' workplace language and behaviours.
Community liaison	How to handle confrontation from a member of the public.
Language	How words and language we use has an impact on others.
Mental health	What mental health is, how to maintain good mental health; symptoms and consequences.
Responsibilities	The Equality Act 2010, the responsibilities of employers vs employees.
Respect	Actions that make people feel respected and disrespected.
Wellbeing	How to support wellbeing.

Virtual & face to face workshops



The business case for Fairness, Inclusion and Respect
For everyone
What FIR is, why it matters and how to achieve it.

Becoming a FIR Ambassador
For completed initial learning
FIR good practice, barriers to overcome, and potential workplace scenarios.

Leading people inclusively
For managers and supervisors
What it means, how it feels to be excluded, recognising biases and influencing organisational development.

Access the FIR Toolkit:

<https://www.supplychain.school.co.uk/topics/fir/fir-toolkit/>



SCAN ME

FIR Ambassadors Network

Individuals train to become FIR Ambassadors to positively impact fairness, inclusion & respect (FIR) in their organisation

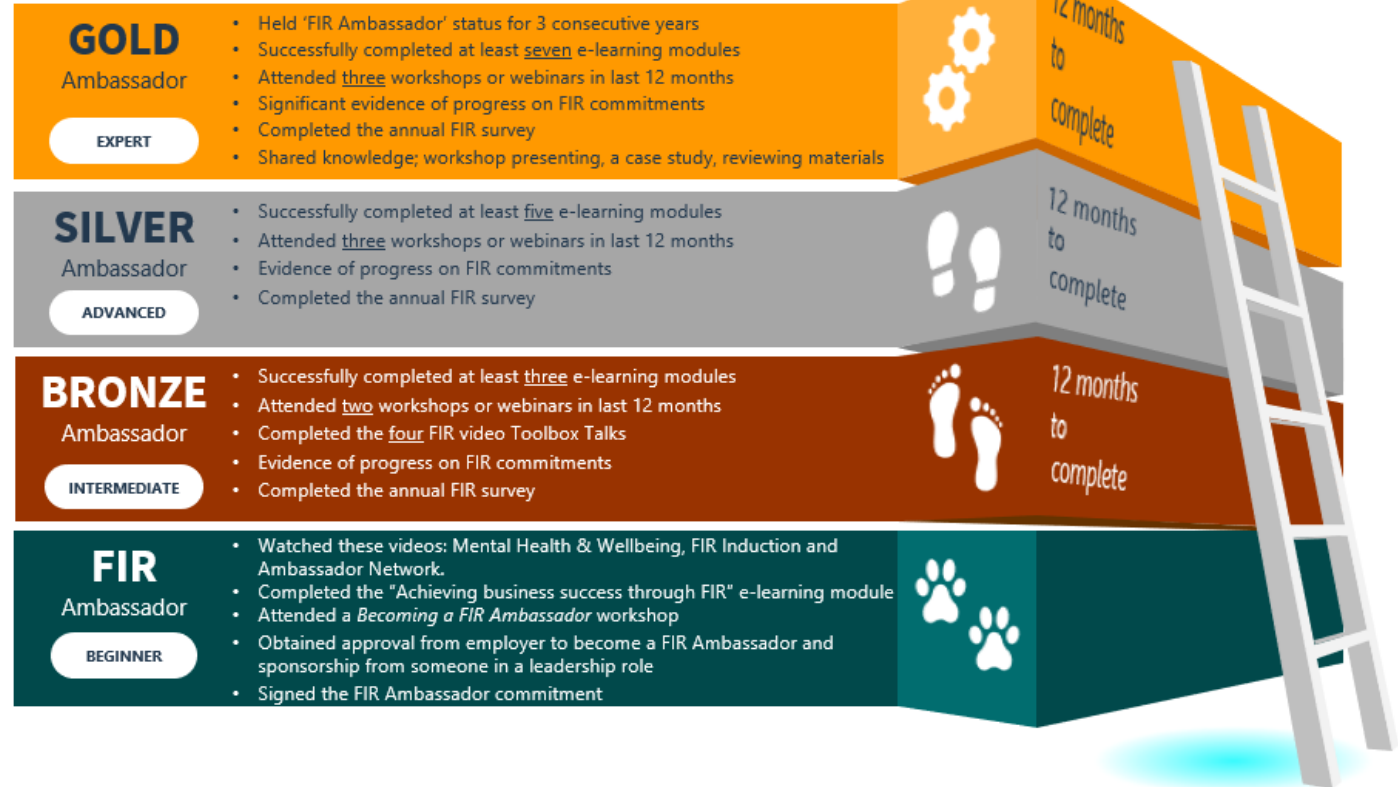
Develop skills and achieve Ambassador badges demonstrating FIR commitment

Businesses support Ambassadors to contribute to making the workplace better for everyone

Badges:



FIR Ambassador's Journey



Find out more:

<https://www.supplychainschool.co.uk/topics/fir/fir-ambassadors/>

2024 FIR Culture Impact Survey

Have your say on whether the industry is fair, inclusive and respectful.

The annual FIR Culture Impact Survey is now LIVE!

- Your input will help to drive the FIR Programme for our industry.
- FIR Ambassadors must complete the survey to progress to the next Ambassador badge level.
- Last year's findings: [2023 Annual FIR Culture Report](#)

Access the survey here:

<https://www.surveymonkey.com/r/GZJM59N>

TAKE OUR SURVEY

FIR Fairness, Inclusion and Respect 2024 FIR Culture Impact Survey

1. Introduction

Have your say today and help encourage a better workplace for all

This is your opportunity for your views to be heard, and will ultimately support our combined vision of a fairer, more respectful and inclusive built environment sector.

The FIR Culture Impact survey is part of the Fairness, Inclusion and Respect (FIR) programme, an industry-wide initiative that aims to make workplaces better for everyone. Your input to this annual survey is highly valued and the findings will be shared with those who can influence and drive culture change within the sector, helping them understand where more effort is needed. The results of this survey will provide evidence to help identify the steps required to bring lasting change in our industry's workplace culture and, in addition, shape the FIR Programme to deliver our shared goals.

With only five sections, the survey should take no longer than 10 minutes to complete and responses are treated confidentially. Responses are anonymised and only reported on an aggregated basis.

***A reminder to FIR Ambassadors:** To retain your status as a FIR Ambassador, it is a prerequisite that you complete this annual survey and so for tracing purposes only, please provide the email address you use to sign into the Supply Chain Sustainability School.

Thank you for your time and contribution to this initiative.

[The FIR Programme](#)

NEXT

ACTION PLAN

Using your influence to drive FIR forward



What will you do to embed FIR and make the sector better for everyone?



Fairness, Inclusion
and Respect

www.supplychainschool.co.uk/fir

*“Change will not come if we wait
for some other person or some
other time.*

*We are the ones we’ve been
waiting for.*

We are the change that we seek.”

Barack Obama
44th US President



Questions



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