

All Great People



2020 - 2024

# EQUALITY, DIVERSITY AND INCLUSION STRATEGY



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## Foreword

We are delighted to introduce FM Conway's Equality, Diversity and Inclusion (EDI) Strategy **All Great People**.

As a family owned business, FM Conway places a great emphasis on the safety, health and well-being of its people, the opportunity for development and progression and the provision of a workplace which is friendly and values the contribution of everyone.

**All Great People** outlines our positive intent to ensure that Equality, Diversity and Inclusion is at the very core of our business; successfully delivering an extended Conway family that is made up of positive representatives from every area of our society.

Equality, Diversity and Inclusion (EDI) represents the mutual trust, respect and understanding we strive for in our organisation in order to serve our clients and communities. They are integral to our people, our brand, our reputation, and our success.

We want everyone who interacts with us, both internally and externally, to feel valued and respected, and for our programmes, services and general ways of working to demonstrate our stated commitment to EDI. We also want to use our increasing knowledge and experience to make a leading contribution to the industry and share best practice in all aspects of EDI.

We will work energetically toward the vision of an inclusive organisational culture through a mainstreaming approach, embedding EDI into our behaviours and all that we do. We will highlight the benefits of EDI for all individuals and societies, and promote its positive contribution.



## Introduction from Adam Green CEO

As CEO of this proud family business I recognise that there is continual work to do if we are to achieve our Equality, Diversity and Inclusion ambitions by 2024.

I am committed to making sure that myself and the senior leaders work as ambassadors for change; by leading from the front to deliver our business goals.

Establishing an environment that allows everyone to do their best, and be their best has always been our aim, but we need to work harder and faster to reach our destination and be truly representative of the customers we serve and the communities we live in.

By enlisting and embracing the support and action of our people, our suppliers and by working closely with our clients, we will ensure that we get there a lot faster; working better together, measuring results and making positive change to ensure we have more great people delivering great work.

Adam Green

## Why Equality, Diversity and Inclusion matters to us

As a family business with almost 60 years' experience, we recognise the value in extending our reach into the widest diverse talent pool and ensure that every opportunity is available to every person across the communities we serve and beyond.

Our Mission is to transform the built environment using innovative, self-delivered, quality services; working together as a family with our people, our customers, our suppliers and our communities. By bringing together differences in an inclusive environment, we believe we will encourage innovation and achieve better results.

## A sustainable workforce

With sustainability at our heart we recognise that to remain an employer of choice we must engage across a wide demographic, promoting and creating accessible opportunities to encourage applications.

However, it is not just about attracting talent for today, it is essential we create an inclusive environment that affords our people the space and confidence to develop to their full potential, and that we maintain the environment to ensure we retain and encourage them to refer and recommend others to establish the new family members of the future.

## Reflecting our society

It is important that everyone in our diverse and ever-changing society is understood and is highly valued.

We have a society that comprises of a wealth of cultural difference, whilst there are advances, there is still much work to do to ensure equal opportunities exist and inequality, where it is identified, is challenged.

## Fairness, Inclusion & Respect

Establishing a culture in our business built on the principles of Fairness, Inclusion and Respect will create the platform for dialogue, building a cultural confidence that welcomes differences.

Shared ideas provide the backdrop for healthy debate and demand listening and engagement to review new ideas and understand how to work better together.

## Our approach

We have established a set of challenging targets and have embraced an immediate and positive challenge to ensure that EDI is central to everything that we do. We will communicate widely to invite participation from our people in shaping the strategy, measuring and learning along the way and ensuring that we communicate our progress in regular, transparent updates.

- Equality – Providing equal opportunities for all
- Fairness – Creating a level playing field where equality can operate
- Inclusion – Ensuring that the mechanics of debate and acceptance are employed
- Diversity – Establishing an understanding of the different communities, ensuring that all are represented and valued
- Respect – Ensuring that every difference is respected

## What will All Great People mean for FM Conway

- An environment where we can all be the very best of ourselves and prosper
- Our leaders will cultivate a supportive and inclusive environment
- We will have the privilege of being attractive to all people
- We will create a place of respect and understanding of each other's differences
- We will establish a platform where our people can express ideas and be comfortable with respectful challenge of each other to deliver the very best outcome
- We will be the evidence that diversity creates a more successful business than one which is not

We have set ambitious targets to guide our efforts and hold ourselves to account. Underpinning each of these goals is a set of initiatives and priorities that we will pursue.

**GOAL 1 - Maintaining an inclusive organisational culture**

**GOAL 2 - Increasing diversity through the BAME community**

**GOAL 3 - Increasing diversity through the LGBTQ+ community**

**GOAL 4 - Increasing diversity through the disabled community**

**GOAL 5 - Increasing diversity through the female community**

**GOAL 6 - Developing inclusion & respect**

**GOAL 7 - Increasing diversity in our supply chain**

**GOAL 8 - Communicating our performance, impact and sharing best practice**



## GOAL 1 - Maintaining an inclusive organisational culture

At FM Conway, our ambition is to nurture an organisational culture where people working and engaging with us feel respected and comfortable being themselves, free from unjustified discrimination, offensive behaviour or bullying.

Creating a level playing field is fundamental in our approach; our policies and processes create a robust framework and set standards for Equality, Diversity and Inclusion.

Leaders exist in different roles and particularly, but not exclusively, in senior positions. They are crucial in driving progress, achieving fairness, and enhancing our working culture, reputation and impact. Therefore, our emphasis will continue to be about nurturing and developing engagement, establishing role models and leadership capability in EDI, as well as creating diversity amongst senior leaders.

There will be expanded opportunities for under-represented groups internally and externally to participate and contribute to informing and shaping the organisational culture. There will be alignment with how we engage with EDI internally and how EDI is reflected and addressed in the delivery and content of our core business operations and services.

### **Our objective:**

To create a culture where under-represented groups participate and contribute to our EDI strategy. We must review all instances where unfairness could exist and create inequality, and where we find an opportunity to do better, we must act immediately.

### **We will do this by:**

#### **Developing a level playing field:**

- Review all Policies and Processes to ensure they meet the needs of our strategy
- Provide opportunities for under-represented groups to participate and shape the strategy
- Review the recruitment and selection process to ensure that our advertising, application and selection processes are inclusive and accessible to all
- Fair reward and recognition will be made available through continual benchmarking and evaluation against the marketplace
- Provide accessible development and training opportunities to encourage career progression as part of our commitment to lifelong learning
- Our culture and expectations will be communicated widely to all stakeholders

#### **Developing our leadership capability and confidence:**

- Develop our leadership capability to identify fairness and unfairness in any area of the business and have the confidence to communicate outcomes

#### **Having a voice:**

- Creating effective mechanisms that allow concerns to be raised and then addressed sensitively and successfully
- Conducting regular engagement survey activity across the business to test culture and raise assurance
- Providing regular and transparent communication about findings and any actions taken

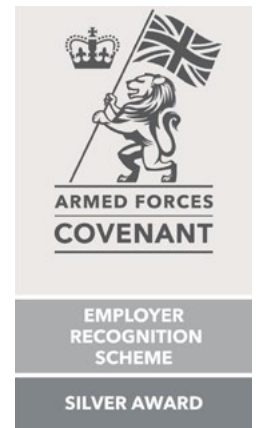


## INCREASING DIVERSITY IN THE WORKPLACE

We must achieve a more accurate representative of the UK's economically active population and we are delighted to report that in some areas we are already ahead of the curve. We now need to maximise our position by building on this momentum; but in other areas, we have more work to do and so we have set aspirational objectives in recognition of this.

We recognise that we are unlikely to have all the answers from the outset and so are keen to collaborate with subject matter experts and organisations that have established best practice and can offer valuable insight to tackle any unconscious bias or barriers.

By establishing realistic but stretching targets we will be able to measure progress effectively to ensure we remain on track. We need to build appreciation in our leadership and people by communicating expectations and providing regular training about the value of Diversity across the full spectrum of identities, and we need to ensure we engage with like-minded organisations and individuals so that we increase the speed of change.





## GOAL 2 - Increasing diversity through the BAME community

Nearly a quarter of us at FM Conway are from BAME communities which is a positive figure and is above the economically active population.

However, we recognise that we are under-represented at more senior levels and so there will be a focus on tackling this persistent underrepresentation through positive action, talent programmes and targeted support.

We will act to reduce gaps in performance appraisal outcomes and improve the experience for our BAME people and reduce “prefer not to say” responses in declaration rates.

### **Our objective**

To strengthen the BAME talent at all levels

### **We will do this by:**

#### **Embedding positive action initiatives:**

- Use positive action initiatives to broaden our BAME talent pool
- Strengthen our talent attraction and selection processes to combat unconscious bias through using diverse interview panels
- Use positive action statements in all targeted recruitment campaigns
- Use photography that promotes and demonstrates diversity

#### **Improving performance management outcomes:**

- Building on our revamped performance management process, we will identify disproportionality and put actions in place to better understand and address them
- Ensure that emerging talent initiatives create stretching opportunities to nurture identified high potential BAME colleagues
- Establish an Emerging Talent Committee to create a focus on EDI activity and targets
- Develop a BAME sponsorship programme
- Support and develop high performing BAME individuals through a career development programme which includes mentoring and support activities

#### **Seeking Counsel:**

- Actively engage and encourage discussion with BAME champions and organisations to better understand barriers to progression and learn from their considered opinions about how to disrupt and break through them

## GOAL 3 - Increasing diversity through the LGBTQ+ community

At FM Conway we have always believed that we operated in such a way that LGBTQ+ were able to be their authentic selves, but the numbers of people in our business identifying themselves across all grades is less than the estimated 5-7% for the economically active UK population. Therefore, we will seek to better understand challenges and perceived barriers, working to address those that we find and seeking to improve capturing and monitoring so that we have a trusted baseline from which to work.

### Our objective

To create an environment where LGBTQ+ community members can confidently be their authentic selves in our business. The confidence will be evidenced by capture of declaration data to enable us to understand levels and manage and support effectively.

### We will do this by:

#### Developing best practice:

Engage with organisations who represent this community to understand more about the challenges they face and success stories that they can share. This will enable us to adopt best practice and to develop and establish some of our own.

#### Improving LGBTQ+ prefer not to say rates:

- Further investigate the reasons why there are high 'prefer not to say' rates with respect to sexual orientation
- Analyse all new LGBTQ+ data as it emerges to guide our actions

#### Developing targeted programmes to attract and develop LGBTQ+ talent:

- Review how we attract and develop our people and identify methods to combat the disproportionality experienced by LGBTQ+ talent

#### Collecting data on gender identity:

- Implement a way to encourage data capture on gender identity so that we can better understand needs in this area and guide actions in support of increasing representation and inclusion of trans people

#### Eliminating bullying, harassment and discrimination:

- Provide specific training for all colleagues and in particular, line managers to address bullying and harassment issues identified amongst LGBTQ+ colleagues
- Ensure that a zero bullying, harassment and discrimination approach is adopted in all areas



**SPEAKOUT**



## GOAL 4 - Increasing diversity through the disabled community

Having proudly achieved Disability Confident Leader status in March 2020 we are keen to leverage our position to increase the representation and engagement of people with disabilities across all grades and lead the way for disability awareness in the Construction Industry. We will better attract and retain people with disabilities and create an environment where people feel comfortable disclosing this and can operate from premises that are appropriately adjusted.

To ensure we have further access to expertise and guidance we have partnered with Kent Assisted Employment to keep us up to date with current guidance and initiatives.

### **Our objective**

- To strengthen the talent pipeline of people with disabilities at all levels by 2024
- To increase representation at senior levels
- To improve understanding of the importance of mental health and wellbeing
- To improve access and support for mental health and wellbeing for those employed by our business

### **We will do this by:**

#### **Reducing the engagement gap:**

- Create an environment in which colleagues with disabilities are engaged and feel comfortable declaring their disability through a communications campaign. This will help us better understand the composition of our workforce
- Review and audit our recruitment process to ensure it is accessible and inclusive
- Increase delivery of disability awareness training for employees, subcontractors, supply chain and clients
- Work closely with organisations and SEND schools to engage with the disability community to provide work experience, internships, and mentoring

#### **Collecting data on disability:**

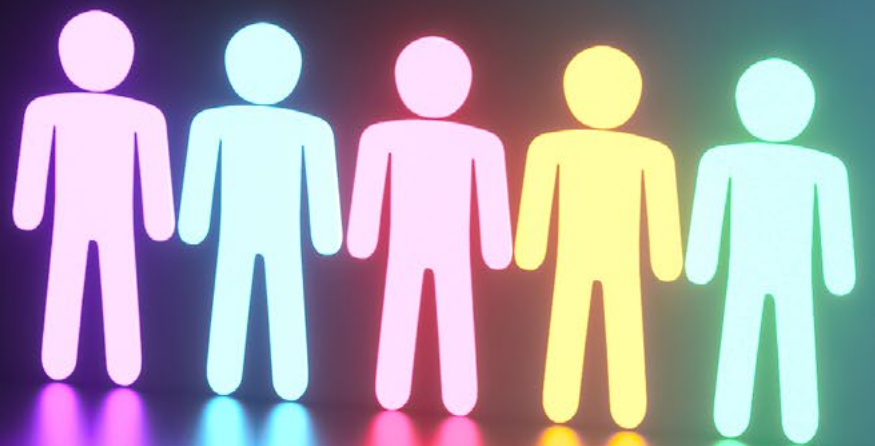
- Work with internal and external stakeholders to eliminate incidents of bullying and harassment amongst colleagues with disabilities
- Maintain our network of Mental Health First Aiders across the organisation and provide access to training to assist managers in improving their capability to address colleague mental health and wellbeing issues and make necessary adjustments
- Strengthen our links with external providers to ensure that there is adequate provision for all colleagues who need support on mental health related issues
- Collect data from existing employees providing a list of disabilities and adjustments
- Review training & development opportunities to ensure their suitability for all

#### **Improving the talent pipeline for colleagues with disabilities:**

- Develop a bespoke talent offering for colleagues with a disability to include mentoring and shadowing
- Actively promote, encourage and sponsor applications to cross government talent schemes to provide development opportunities to our disabled talent
- Sponsor colleagues with disabilities who have been on talent schemes

#### **Creating the right environment:**

- Build line manager confidence in dealing with disability issues through training and myth busting communication to include information about non-visible disabilities
- Ensure our workplaces are accessible and comfortable
- Ensure our training and development methodology is fit for purpose



## GOAL 5 - Increasing diversity through the female community

The Construction industry has traditionally been a male led environment, but much positive action has been taken over recent years to dispel myths and improve this position so that the industry can attract and retain the talent females have to offer.

We welcomed the introduction of the gender pay gap reporting in 2018 as it created an opportunity for us to focus our efforts to address any disparity. We will build on the good work already undertaken but recognise that we have more to do, reconsidering our long-term approach to pay and reward and understanding the contributing factors to the gender pay gap to enable it to be addressed.

We will undertake positive investigations into the reasons why female representation falls at particular levels, so that we can create interventions and development opportunities to assist us in providing sustainable career journeys.

### **Our objective**

- To raise awareness of the Construction industry as a career choice by promoting opportunities to females
- To identify role models and provide mentoring for those interested in advancement
- To offer work experience, traineeship and apprentice opportunities

### **We will do this by:**

#### **Create positive awareness of opportunities for women in Construction:**

- Undertake a series of engagements to raise awareness and dispel myths about the industry
- Use positive images to demonstrate Construction's suitability as a career choice

#### **Creating and Challenging:**

- Embed flexibility and work-life balance into our organisational culture for both men and women
- Understand other barriers inhibiting female progression and develop programmes to address this
- Continue to support our Return to Work programme. This provides a bridge back to work for experienced professionals who have taken an extended career break for typically two years or more. This aims to strengthen the talent pipeline, increase diversity and improve attraction and retention rates

#### **Nurturing the Conway female talent pipeline:**

- Continued focus on addressing gender balance at senior level that has developed a range of initiatives in support of this
- Proactive in communicating our desire to achieve gender parity
- Equip and empower our female talent with the right tools to develop in their career
- Work with senior and influential male allies to identify and support our female talent
- Develop a sponsorship programme aimed at nurturing high performing women

#### **Addressing the gender pay gap:**

- Reconsider our long-term pay and reward framework.
- Examine data to understand drivers and factors of the gender pay gap

## GOAL 6 - Developing inclusion & respect

Representation objectives for age, socio-economic diversity and faith and belief and ensuring that our workforce sufficiently represents these characteristics are no less important; a person's identity is not defined in isolation but is made up of multiple dimensions, therefore we will maintain appreciation of this. We are committed to ensuring that everyone can maximise their potential here at FM Conway.

### **Our objective**

To demonstrate our appreciation of this contribution and to pursue activities that constantly evaluate our performance and representation in these areas.

### **We will do this by:**

#### **Creating an inclusive architecture:**

- Adapting processes and policies to account for generational differences
- Study generational differences and promote an inclusive workplace that values all colleagues irrespective of age where all colleagues feel valued
- Recognise the support required across all four generations and make reasonable adjustments as necessary
- Ensure managers are confident in managing generational differences through coaching
- Provide flexibility in the use of workplace adjustments to support colleagues and ensure that they are given the opportunity to perform at their best throughout their career
- Better enabling of social mobility through our attraction, recruitment and retention efforts
- Improve our methods of understanding inclusion by measuring socio-economic background
- Ensure our culture and processes are inclusive and supportive of a range of backgrounds when it comes to promotion and other opportunities, including through mentoring and myth-busting
- Ensuring that FM Conway is inclusive of all faiths and beliefs
- Create clear external messaging that people who practice a faith or hold a belief are welcome in our business
- Increase awareness of faith and belief diversity through Faith and Belief Champions
- Act on any instances of bullying, harassment or discrimination through the employee voice mechanisms



## GOAL 7 - Increasing diversity in our supply chain

Supplier diversity is equally important to ensure that we procure goods and services through a diverse supply chain. It is important that our supply chain grows through the opportunity to introduce and develop new products, services and solutions to support our contract delivery. A local, diverse, and sustainable supply chain is important to support our circular economic model, with social impact driven by local diverse recruitment.

### **Our objective**

To use local suppliers who recruit locally for a diverse workforce

### **We will do this by:**

Ensuring that all suppliers, new and historical, complete the newly updated supplier portal

Monitoring and measuring annually the EDI statistics of our suppliers

Providing support and advice to SME (Small and Medium Enterprise) and VCSE's (Voluntary, Community and Social Enterprise Organisations) in quarterly updates which will include sharing resources developed for new legislation

Hosting supply chain events and providing opportunities to present best practice or innovation

Creating a supply chain communication page on the FM Conway website



## **GOAL 8 - Communicating our performance, impact and sharing best practice**

Measuring our performance and identifying our success in achieving a more inclusive organisational culture and making a leading contribution to aspects of EDI is crucial in evaluating our effectiveness and impact. We will therefore identify mechanisms for measuring the return on our investment (ROI) in EDI and the extent and quality of the contribution and distinct impact we aim to make through EDI. In addition, we will ensure we comply with our legal obligations and where possible and appropriate, go beyond the legal minimum.

The results will be improved performance against our own EDI standards derived from national and industry benchmarks. This includes external recognition. There will be strong compliance with legal obligations and where possible and appropriate these will be exceeded for vulnerable groups. Equality, diversity, and inclusion related risks will be anticipated and well managed.

### **Our objective**

To deliver regular, transparent and accurate reporting and sharing our progress in creating an equal opportunities environment that allows every member of society the same chance to be their very best by contributing to our story

### **We will do this by:**

#### **Reporting against the baseline:**

Establish a baseline to determine our current position against our goals and report regularly about the efforts we employ to reach the goals, the success and the lessons learned

#### **Collaborative progress:**

Take advice from organisations and individuals who are “subject matter experts” and learn from their experience and expertise in order to reach the goal faster than we may otherwise have done

## **CREATING THE RIGHT ENVIRONMENT AS A 21ST CENTURY EMPLOYER**

Creating an environment where a sustainable people agenda is realised will require responsible leadership, and the determination and commitment of all our people. The work that leads to results now will write the history books and create the next Conway generation ensuring the prosperity of the business and the stakeholders it proudly serves, both now, and in the future.

The successful 21st century employer will be one that embraces diversity and difference as a significant strength; it is one that recognises the contribution of every individual, for its uniqueness; and one that provides a stable and fertile environment for differences to be aired, considered and respected.





“

*We must not only learn to tolerate our differences. We must welcome them as the richness and diversity which can lead to true intelligence.*

”

Albert Einstein

2020 - 2024

# EQUALITY, DIVERSITY AND INCLUSION STRATEGY



## CARE

As a family business we act  
with care and compassion



## EXCELLENCE

Great people delivering  
great work, always



## INTEGRITY

A business committed to  
doing the right thing



## INNOVATION

Our passion is to always  
find a better way