

Date: Monday 16th April 2018, 9:30 - 11:30am

Location: Action Sustainability offices, London & dial-in

Present – in person

Kevin Bowsher, Network Rail
Gary Burt, GRAHAM Construction
Sara Gouveia, SCSS
Ian Heptonstall, SCSS (Chair)
Liz Holford, SCSS
Richard King, Osborne
Jo Mercer, VINCI Construction UK
Tolu Oke, SCSS
Dale Turner, Skanska
Briony Wickenden, CECA

Present – on the phone

Belinda Blake, Highways England
Aaron Reid, Balfour Beatty

Apologies

Donna Griffiths, CITB
Jo Pottinger, BAM Construct

1. Actions arising from last meeting

The following actions were closed at the steering group meeting:

- **AP 12:** Liz to contact Mark Lomas at HS2 to investigate whether they would be happy to provide a signed FIR Commitment and a quote as a client.
 - HS2 will provide a FIR Commitment following the local government elections / end of purdah.
- **AP 23:** Liz to engage Caroline to see if she wants to discuss this as part of the Inspiring Change conference; producing industry guidance on maternity and paternity; sending a completely anonymised 5-page report to the group.
 - Briony will invite Caroline to attend (not speak)
- **AP 33:** The group is asked to promote the Inspiring Change Awards
- **AP 34:** Briony to confirm whether Ambassadors can attend the Inspiring Change Conference.
 - Ambassadors will be invited

2. FIR Deliverables

a. Q2 Recap

- a. Group updated on Q2 performance against targets and wider FIR delivery (slide deck circulated in advance and accompanies these notes)
 - FIR Ambassador recruitment – target exceeded
 - Development of training (Inclusive leadership & Train the trainer), FIR survey & results and Final Report – target will be met
 - Case studies – will be met or slightly under target
 - FIR Employer Training – slightly under target, will catch-up next period
- b. Number of unique visitors to FIR pages exceeded internal targets

- c. Workshop feedback is consistently high for content and presenter quality and exceed School average.
- d. The group discussed cultural dimensions amongst FIR workshop participants who aren't British (e.g. French colleagues working within BMV and HS2 Ltd supply chains) and whose equality legislation and practice is different. Jo M commented that on an operational level, it's more challenging to embed FIR across multi-national teams, whereas on an organisational basis, it's better understood. Liz suggested that the FIR programme consider this in marketing and delivery, by adjusting messaging to all audiences.
- e. Aaron has been using a contract requirement that requires each supply chain partner to have a FIR Ambassador.

AP 42: Tolu to share a report analysis from google analytics that demonstrates us of FIR resources.

AP 43: Aaron Reid to share the copy that requests the need to have Ambassadors on project levels contractually.

b. FIR Survey

- i. Slide deck presented to Group providing overview of FIR Survey findings (slide deck accompanies these notes)
- ii. Apologies were passed to people on the phone that this had not been sent to them in advance. Work had continued on it until just before the meeting.
- iii. Number of respondees up 78% between 2017 and 2018 but still relatively small (c 200)
- iv. Key findings:
 - Quality of training and materials remains extremely high with over 85% of respondents rate the quality as excellent or good
 - Significant improvements in business outcome and impacts
 - Improvements in diversity of teams, behaviours and talent retention (all business outcomes)
 - Leading to improved business impacts in the form of winning new business, improved health & safety, collaboration and engagement with stakeholders (community and supply chain)
 - But we are still seeing low levels of FIR being fully embedded in recruitment and people management practices
 - Small improvements in monitoring diversity and embedding FIR into procurement practices
 - The programme is successfully helping participants to gain a better understanding of FIR issues
 - Over 85% of respondents agree that the programme has helped them have a better understanding of FIR issues and the business case for FIR
 - 81% of respondents agree that they now have the confidence to challenge poor behaviours, up from 66% in 2017
 - A trend of improved attitudes towards fairness, inclusion and respect, but some outliers which raise concerns
- v. Material to be compiled into a report and circulated to the Group for review.
- vi. Group requested that report slices data to show different responses of:
 - 1. Operatives v Managers
 - 2. Women v Men

3. FIR Ambassadors v non-FIR Ambassadors
- vii. Press release to be prepared promoting FIR Survey results
- viii. Richard suggested using findings to shape a social marketing campaign
- ix. FIR Ambassadors to be particularly encouraged/ required to complete the 2019 FIR Survey

AP 44: Tolu to draft and circulate the FIR Survey report, including splitting data between operatives and managers, by gender and by FIR Ambassadors / non-Ambassadors

AP 45: Sara to coordinate press and social media campaign to share survey results.

c. eLearning Modules

- i. Thanks to all Group members for contributing to development
- ii. Train the Trainer is in final review
- iii. First version of 'Leading people inclusively' just completed. Liz will check for major glitches and, as soon as these have been fixed, circulate to group for review.

AP 46: The group is asked to feedback on the 'Leading people, inclusively' eLearning module when circulated.

3. Looking ahead

a. Q3 workshops

- i. List of upcoming Q3 workshops provided. Group asked that location of workshops is added as a column to list.
- ii. Group agreed that FIR programme should target supply chains as well as internal people, particularly so that we reach SMEs
- iii. The use of company hosts provides a hook to attract attendees
- iv. Briony asked that all workshops should be publicly advertised and be open to any attendee to attend, so that benefits are not restricted to large levy payers. Jo M explained that VINCI wants to restrict a future workshop to their key first tier suppliers and so doesn't want to open it up to open registration
- v. Train the Trainer events are open for registration. Group expressed interest in seeing who had registered to attend.

AP 47: Tolu to add locations of workshops to all relevant reporting

AP 48: Tolu/Sara to explore ways for as many FIR workshops as possible to be open to public registration.

AP 49: Sara to circulate a list of people who have registered to attend the 'Train the Trainer' workshops.

b. New eLearning

- i. Group's consensus was to focus on developing e-learning around 'inclusive selection and recruitment processes', but with an expansion to some issues of retention, for development by end Sept 2018.

AP 50: Liz/Tolu to develop a 1 page outline what the new eLearning might look like and bring back to next meeting.

4. Inspiring Change Conference 2018

Briony provided an overview of planning and speakers for the Inspiring Change Conference 2018.

AP 51: The group is asked to send Briony Wickenden suggestions for community engagement speakers for the afternoon session of the Inspiring Change Conference.

AP 52: The group is asked to submit their Inspiring Change award nominations by the 20th April deadline.

5. AOB

- a. Briony mentioned 'Be Fair Framework'. Ian suggested this is discussed at the next meeting.
- b. Ian advised there is now a School Labour Category and there are natural synergies with this group. He suggested that information about this group is presented to this group, and consideration is given to a Partner joining. Also, information about FIR should be presented to the Labour Category group.
- c. Briony is meeting with unions re FIR. Liz offered to join these discussions.
- d. Briony has been seeking to engage with Federations but her contacts have left or gone on maternity leave.
- e. Consideration to be given to how a list of Ambassadors can be published on the FIR webpages, whilst being compliant with data protection legislation.
- f. Briony asked that people share the A4 FIR flyer. The Group asked for an e-version.
- h. Group agreed that a more effective way is needed, than phone, for people to join future meetings, virtually

AP 53: Ian and Briony provide CITB proposals around 'Be Fair Framework' at the next steering group meeting.

AP 54: Ian Heptonstall to organise for a representative from the Labour group category to attend the next FIR Steering group meeting to provide further insight.

AP 55: Liz Holford to present on FIR at the School's Labour category group.

AP 56: Sara to circulate a list of people that sit on the Labour category group.

AP 57: Sara to share the digital FIR flyer with group.

AP 58: Tolu to come back to the group with a proposal on how to share the list of FIR Ambassadors on the FIR website being mindful of data protection and consent.

AP59: Sara to find a new dial in option for the meeting (e.g. Skype or gotomeeting).