



FIR ACTION PLAN 2019 / 2020

OUR COMMITMENT TO FAIRNESS, INCLUSION AND RESPECT (FIR)



INVESTORS
IN PEOPLE

Platinum
Until 2020

AN INTRODUCTION TO FIR

Our words and behaviours have a significant impact on how we relate to and work with each other. The principles of fairness, inclusion and respect (FIR) help create a positive team culture across GRAHAM, where colleagues and business partners can thrive.

The holistic benefits that a FIR approach offers include:

- A safer workplace because we are more mindful of each other
- A healthier workplace because wellbeing is a clear priority
- A more innovative workplace because greater diversity fuels new ideas
- A more productive workplace because we are more likely to thrive when we feel valued

OUR PEOPLE MAKE US UNIQUE

GRAHAM is committed to being an employer of choice where everyone is recognised as an individual and where the richness of a diverse workforce is embraced to maximise our business performance.

As a leader of fairness, inclusion and respect (FIR) within the industry, our organisation has collected a number of prestigious awards for our innovative approach and collaboration with employees, the supply chain, clients and peers.



FAIRNESS, INCLUSION AND RESPECT

The principles of **Fairness, Inclusion and Respect (FIR)** help create a positive team culture, a safer and healthier workplace, more innovation through diversity of ideas and a more productive workplace - everything thrives when we feel valued.

To achieve this, we will:

- Celebrate the richness and diversity of GRAHAM people.
 - Promote and champion fairness, inclusion and access for all.
 - Treat everyone with dignity.
 - Have a clear governance structure to manage FIR, encompassing Executive Leadership Manager training, collaboration with communities and clients, dedicated FIR Champions, training for all employees and role modelling with our supply chain.
 - Support our employees from all backgrounds and meet their individual needs.
 - Create a workforce that is reflective of society and in which people feel accepted and valued.
 - Engage, listen and respond with all clients and communities when planning our services.
- Take positive steps to reach out to those disadvantaged groups and individuals who find it difficult to access the industry.
 - Accept that people are different and have the right to express who they are without fear of negative attitudes.
 - Show zero tolerance towards bullying, harassment and inappropriate language and behaviours and encourage the reporting of all cases of unlawful discrimination.
 - Deliver our services in a way that reflects the diverse needs of the clients and communities we serve.
 - Be ambitious about our FIR goals, set out in an annual plan and regularly measure progress.

FIR SUCCESSIONS IN 2018

Each year the business seeks to achieve targets that will drive forward the FIR agenda and positively impact individuals. It is important to pause, communicate and celebrate these achievements as the building blocks of continuous improvement.



Strategy and Communications

Held a FIR masterclass for Senior Management

Ran a Women in GRAHAM conference

Developed an Ambassador and mentoring programme for diverse groups

Developed a FIR zone on the intranet



Partnerships

Developed industry-wide FIR standards with key clients and peers

Hosted best practice workshops for the supply chain



Training

FIR embedded into all management training

Developed an unconscious bias e-learning programme and manager programme



Results

Improved our WISE assessment score

Achieved Diversity Employer status

CECA Inspiring Change in the Workplace Award

Won prestigious IIP Health and Wellbeing Award

LISTENING TO YOU AND SHAPING OUR FUTURE

FIR deliverables in 2019 / 2020

It's our people who make us unique and that's why we listen to what you tell us and put plans in place to make GRAHAM a workplace where everyone feels valued and can achieve their potential.

We have taken time to evaluate feedback from employees, clients and best practice FIR developments to identify actions that will maximise impact.

Our FIR Targets 2019 / 2020

Core Action Area	Target
Leadership	<ul style="list-style-type: none">• Develop a single GRAHAM Group approach• Develop and launch a FIR Charter to outline strategy
Training	<ul style="list-style-type: none">• FIR rep training and support• FIR to be integral to the new onboarding process• Ensure all new employees/managers undertake FIR/UCB training• Provide supply chain with access to e-learning/mentoring support
Best Practice	<ul style="list-style-type: none">• Work with key clients to standardise industry approach to FIR and client expectations• Knowledge sharing within industry• Improve and develop WISE 10 steps plan• Work with local communities to impact FIR
Recruitment Practice	<ul style="list-style-type: none">• Recruit a FIR specialist• Develop a protocol for agency recruitment• Explore flexible working opportunities for all job roles
Quality	<ul style="list-style-type: none">• Research potential accreditation and develop action plan• Roll out new framework to all sites• Develop a supply chain factsheet
Reporting	<ul style="list-style-type: none">• Gender pay report• Develop FIR KPIs – set benchmark and develop initial targets
Marketing and Communications	<ul style="list-style-type: none">• Develop a marketing plan to communicate FIR benefits (best practice internally and externally)• Develop the FIR intranet zone• Have a quarterly focus on FIR with associated activities

SUMMARY

The FIR plan is intended to be fully integrated into the overall People strategy at GRAHAM and into the vision of being an employer of first choice. We will continue to develop and maintain corporate employment and people policies which support and underpin fairness, inclusion and respect within the workplace. We will also aim to make our workforce and that of the supply chain even more reflective of the community we serve.

We recognise that we need to evaluate and measure progress in respect of what we have to achieve, and that openly, honestly and transparently communicating the outputs of our plan is essential. GRAHAM is committed to taking forward the FIR agenda to the benefit of all employees and stakeholders.

FINALLY...

When we **respect** values and each other we can make great things happen.

GRAHAM