

About the CITB Be Fair Framework

Working towards a fairer, more inclusive and respectful industry



An equality accreditation framework for construction.
Provided by CITB.

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Section 1 The CITB Be Fair Framework

Helping the industry to overcome its challenges

More and more companies within the construction industry are looking to equality standards to demonstrate their commitment to addressing unfair practices and inequalities within the sector.

The fragmented nature of the industry makes it difficult to gain headway in meeting challenges around these issues.

What is needed is a unified effort by all participants in the industry, from the small sub-contractor to the larger main contractor; from public sector bodies to specialised individual groups set up to address the challenges. Only through a sector-wide joined up approach will the industry be enabled to make changes that will eventually result in a more fair, diverse and profitable workforce.

Key challenges for the construction industry include general lack of awareness of obligations relating to equality and diversity, image and recruitment, skilled people leaving the industry and issues around late payments.

CITB has been committed to promoting Equality and Diversity within the industry for a number of years and this has been brought into sharper focus following the introduction of the Equality Act in 2010. The CITB Be Fair Framework was developed to help the Construction and Built Environment sector address the challenges it faces around Fairness, Inclusion and Respect. It serves as guidance for those in the sector making a commitment to change.

The Framework is supported by the Construction Industry Leadership Forum for Fairness, Inclusion and Respect (with representation from key industry stakeholders such as UKCG, Construction Alliance, CIC, ICE and CIOB) and is the main driving force within CITB's FIR strategy for delivering cultural change within the built environment and construction sector.

It is also the basis for anticipating and delivering solutions that help companies adopt new practices, training and skills reflecting their commitment to FIR within their organisations.

48%

of the respondents in an industry survey were of the opinion that business benefits are an important factor in driving their organisation to address the equality and diversity agenda.

The Fairness, Inclusion and Respect (FIR) guiding principles

These are the fundamental tenets underpinning the objectives of the Framework. They are the ideals upon which an organisation can base its commitment to making a positive change.

Fairness is about treating everyone equally, without bias or injustice, whilst understanding that at times this may mean some people require extra support.

Inclusion is about allowing people to be themselves, valuing difference and letting them know that their contribution is valued, regardless of who they are and what their background is. It's about developing an environment where no-one feels left out.

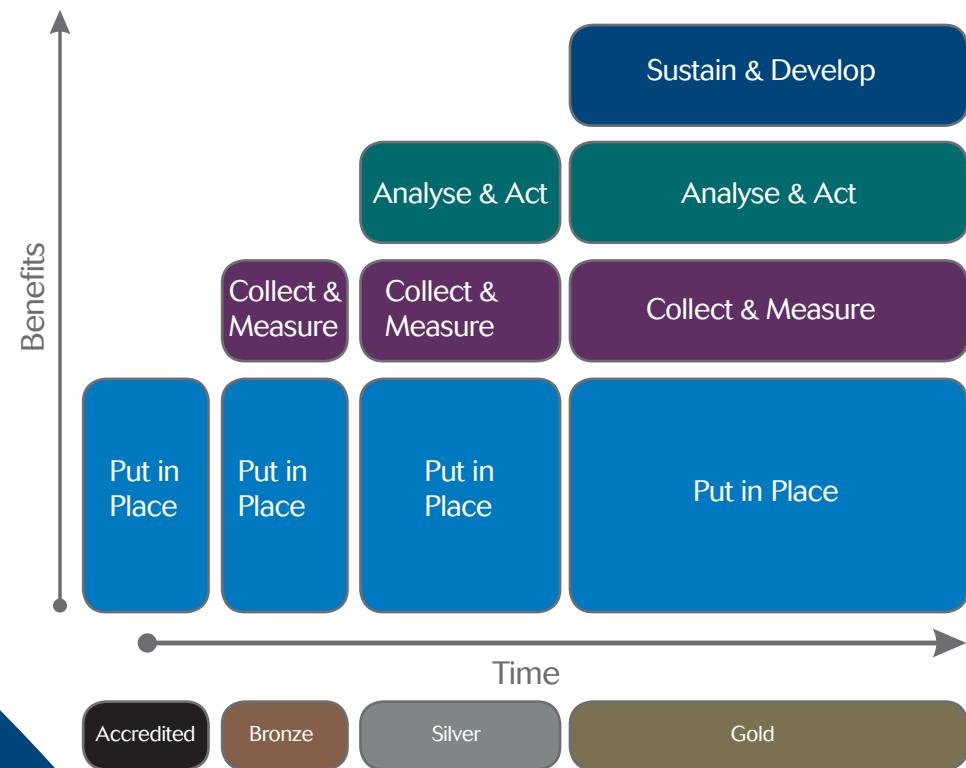
Respect is ensuring your behaviour towards teams, colleagues, clients or contacts is appropriate and does not cause offence. It's about treating people how they would expect to be treated and maintaining an environment where individual differences are respected.



Framework progression

The Framework is designed to allow for progression from one level to the next. An organisation may start at either the Accredited or Bronze level, however, before progressing to the Silver Level they must have achieved the Bronze accreditation.

The model below depicts the typical progression route a company may take, starting from the Accredited level in which they focus on *"putting things in place"*. At the Bronze level, they are *"collecting data and measuring"* the effects of what they have put in place. At these first two, they are beginning to see some of the benefits of having decided to go for the CITB Be Fair Framework accreditation. As they progress from one level to the next, more benefits are realised and a greater positive impact is achieved.



The CITB Be Fair Framework measurement model

This gives an illustration of how an organisation making a commitment to Fairness, Inclusion and Respect would go about making the change and using the Framework to guide it through the process.



The Measurement model explained:

FIR Industry Challenges: these are based on research specific to the Industry; the framework is designed to make a step change in behavioural practises. These challenges drive what initiatives are needed to make the change. Organisations delivering positive change will drive how these challenges are perceived.

Inputs: the resources required to bring about the change. An organisation's commitment to putting these in place will lead to initiatives being delivered.

Initiatives: types of activities and approaches which are relevant to solving the Industry challenges relating to FIR. An organisation's commitment to putting these in place will lead to results.

Outputs: these are the results derived from the activities, if data is collected and measured, results will be identified.

Outcomes: these are the anticipated benefits (based on research and evidence) that yield tangible benefit and cultural change. These are the sustained results from businesses **analysing and acting upon** the results.



An example:

Put in place a FIR toolbox talk and deliver it to staff.

Collect and measure the engagement, feedback and actions that come from the discussions.

Analyse and act on the feedback from these discussions

Sustain and develop the continuous improvement from this approach, share good practise across the business and with Industry network groups.

Section 2

The CITB Be Fair Framework Structure

The CITB Be Fair Framework is an industry specific standard which provides a structure for employers to address fairness, inclusion and respect within their organisation

The CITB Be Fair Framework is an industry specific standard which provides a structure for employers to address fairness, inclusion and respect within their organisation.

The accreditation is awarded by CITB to achieving companies and will help them realise the business and commercial benefit of fully understanding, embracing and harnessing the diversity of the workforce, their customers and the culturally diverse environment in which they work.

The Be Fair Framework comprises “industry organisation types”, which reflect the make-up of the construction sector, with modules of learning outcomes for companies to achieve. Based on an initial diagnostic a company is assigned a level they should be working towards (Accredited, Bronze, Silver, and Gold).

The Framework industry organisation types

A key feature of the CITB Be Fair Framework is that it breaks down what is required of organisations into prescriptive instructions. It would not be possible to do this generically; therefore there are a number of different industry organisation types which enable the framework to provide catered instruction as organisations develop their knowledge.

These are based upon knowledge of the industry as well as the challenges these companies are likely to face. Together they create a suite of complementing products which should enable the industry to progress.

A number of factors were taken into consideration for the development of the Framework industry organisation types, including but not limited to:

- company size
- political background
- skills base
- level of institutional membership
- perception of organisational justice
- employment make up
- public or private sector
- percentage of staff office based
- economic factors
- power and position within the sector.

These categories reflect the organisations' responsibility and core activities as well as its size of workforce.

Description of Industry Organisation Types

Main contractors

Who they are: The principle contractor on a construction project can range in size from less than ten to tens of thousands of people.

Experience of the sector: Whilst main contractors have responsibilities around site and project management, they also serve the clients and ultimately need to fulfil their requirements. Clients can have a significant impact on how businesses are run and how employees are treated.

Impact on sector: The impact is significant; for example, the payment and contract practices of a Main Contractor directly affect the supply chain experience.

Size: These organisations are split into

- micro (<10)
- small (10 < 49)
- medium (50<250)
- large (251+)

Challenges: Managing supply chain, meeting client needs, managing cash flow.

Sub-contractors

Who they are: These organisations carry out physical work on or off site. They may be specialists and therefore have an input into design.

Experience of the sector: The practices of a Main Contractor have a direct impact on the experience had by a Sub-Contractor on site in much the same way that a Client affects the experience of a Main contractor.

Impact on sector: Sub-contractors have little power over main contractors and clients; however it is important for the sector to appreciate the critical role they play in the industry, particularly regarding retention of talent and skills.

Size: These organisations are split into • micro (<10)
• small (10 < 49)
• medium (50<250)

Challenges: Managing cash flow and work rate.



The CITB Framework levels.

The Framework recognises that within the construction and built environment, organisations are at different levels of maturity when it comes to practices and understanding of Fairness, Inclusion and Respect. The four levels of the Framework allow for progression and successive building upon previous ones as an organisation embarks upon the accreditation journey. As the organisation progresses, greater responsibility and commitment to FIR are evident.

A commitment is expected from organisations to work towards the next level within a given timescale. An understanding that as time progresses and organisations improve their working practices relating to FIR, the requirements of the levels ensure the Framework is continually challenging organisations to improve.

Description of the Framework Levels

Accredited "Put in place"

This level gives organisations a basic understanding of the obligations and duties under the Equality Act 2010. It is an introduction to the Framework and helps those who are new to the concept of Fairness, Inclusion and Respect overcome any fears. It ensures all the necessary documentation and processes are in place to help an organisation commit to a fairer, inclusive and respectful workplace. This starts with a **commitment to change** within the organisation, demonstrated by taking action; promoting and communicating awareness of Fairness, Inclusion and Respect to ensure the workforce is aware of its commitment to FIR. It provides a platform of fair working practices that **must be in place** before companies can start to develop this agenda further.

Bronze "Collect and measure"

This level shows **progression** by building on the Accredited level and further develops the organisation by helping implement the necessary changes at a strategic, cultural and operational level. It pushes the company further, getting it to consider some of the current practices and **begin to collect information and start to measure**. The **commitment to change** at this level will see greater interaction between the Be Fair Provider and key personnel in the organisation as it demonstrates change and commitment to FIR. At this level, the organisation ensures that those it works with are aware of its commitment to FIR and are beginning to demonstrate behaviour and attitudinal change relating to FIR.

Silver "Analyse and act"

This level continues to build upon the previous level and progress towards enabling the organisation to become more self-sufficient in FIR learning. At this level, the organisation has progressed to the degree where it is monitoring the impact change has and attitudes of its workforce and other stakeholders with which it interacts. This level asks the company to **analyse the results** of their information collecting and measuring as well acting on it. At this stage they are realising a wider range of benefits around FIR. The organisation also begins to broaden its influence of the FIR practices its external partners.

Gold "Sustain and develop"

This level is for those organisations wishing to become market leaders and exemplar practitioners demonstrating innovation in FIR. An organisation going for the Gold level will demonstrate how it has learned from the feedback it has received and **developed** appropriate measures allowing

it to **sustain** the benefits realised. It will be seeing trends from the collection of data and results of practices it has put into place. Its commitment to change around FIR will extend further afield to its partners and look to influence the policies and procedures of such stakeholders. It will also be keen to share best practices within the industry to bring about lasting change.

The Framework modules

There are other standards available, however these do not reflect the complexities of the construction industry i.e. the mobile workforce, the subcontracting practices and the split working environments, both on site and in the office.

The CITB Be Fair Framework includes "*industry specific*" content in the form of core modules designed to feature criteria reflecting all of the protected characteristics within the Equality Act

2010, as well as the challenges and needs unique to the construction and built environment. The modules include criteria around leadership, recruitment, management, monitoring, training and procurement. There are also "Bolt-on" modules for situations where organisations are engaged in activities that are not included in core modules criteria.

The modules are intended to be taken up by different members of the organisation depending on the content of the module and the role of the individual in the company. In some cases, more than one individual may be leading on the module over a number of sites. This approach facilitates embedding equality throughout the organisation, particularly at site level.



"The Framework being construction specific and having modules dedicated to supply chain and site environment was extremely helpful. Although we had Investors in Diversity we were eager to do a construction specific EDI standard for a number of reasons. Being construction specific it understands the issues and challenges faced in terms of EDI and how these can be addressed."

Gemma Concannon
Divisional Head of HR
VINCI PLC

Description of the five core Framework modules

Module 1: Organisational supply chain

It is important to understand the role of the supply chain in an organisation's commitment to FIR and this module looks at how FIR is driven down the supply chain. The emphasis is on working with and protecting the supply chain rather than passing on the risk. If change is going to occur within the industry, the supply chain must be brought on board. This module provides the organisation with the means to monitor and influence interactions with their supply chain around FIR and ensure compliance during the procurement process.

Module 2: Site environment

This module looks at embedding the principles of Fairness, Inclusion and Respect into current site practices. This module is important for the Framework because the site environment is where practices are implemented and behaviours can be observed. This is where the organisation can see the impact and results of the FIR measures it has put into place.

Module 3: Organisational employment

This module focuses on the organisation's approach to employment practices and the monitoring of those practices. It is concerned with how staff are managed and strategically considered in the workplace. Depending on the level of accreditation, the organisation may decide to act upon the results of the monitoring exercise. A key element of this module is that the organisation maintains fair, inclusive and respectful treatment of its workforce and demonstrates this through its recruitment practices as well.

Module 4: Organisational policies and procedures

This module clearly outlines the requirements for an organisation to comply with the protected characteristics covered in the Equality Act 2010 and ensures the relevant policies and procedures are in place to facilitate these requirements. It is predominantly paper-based with the aim of making sure the organisation has the correct foundation in place to enable behavioural change to take place. Depending on the level of accreditation, the module may also require the organisation to extend its influence in FIR related matters through its public relations and web activities.

Module 5: Organisational commitment to Fairness, Inclusion and Respect

Depending on the level of accreditation being pursued, this module will look at how an organisation engages with its customers and community. The focus is on leadership and incorporates budget, strategy and governance in its content.

It may also require an organisation to communicate its commitment to FIR to its clients and through opportunities arising out of various networking activities. It encourages being able to plan strategically how it will meet FIR requirements, demonstrate leadership and use its influence to further the FIR agenda.

Note:

In rare instances where a specific module of the Framework does not appear to fit a given situation, these situations will be reviewed on a case by case basis. This scenario is more likely to occur in the small sub-contractor category than any other. It would usually involve the Supply Chain module. If the company is too small to have significant influence over the supply chain, then that module would be deemed not applicable. In cases where the small sub-contractor has minimal presence on a site, they would replace the Site Environment module with the Work Environment module*

*This module is part of the content for the Housing Association Industry Organisational Type which is planned for implementation in 2015.

Section 3

How it works

The following will take you through four simple steps outlining how to get through the CITB Be Fair Framework:

1. Referral | 2. Get started | 3. Assessment | 4. Accreditation

01	<p>Referral: An organisation may become aware of the CITB Be Fair Framework through a number of channels. They may find out about it through the CITB website, construction industry publications or networking events. They may be referred by a member of CITB's operational teams. A Framework licensed provider may get the organisation underway by referring them to the CITB website for information about getting started.</p> <p>The action in this step is for the organisation to complete a brief Self-assessment diagnostic questionnaire in order to find out where they stand in relation to the CITB Be Fair Framework requirements. It is based on the five core modules of the Framework and after completing this short exercise, the results will provide the organisation with an indication of which level of the Framework they are most likely to be positioned at. If the organisation is interested in going forward, they are put in contact with a licensed provider who will discuss the results of the questionnaire and agree which level of the Framework to pursue.</p>
02	<p>Get started: At this step, the organisation will agree terms with the licensed provider and complete the necessary paperwork to get underway with the Framework. They will pay the registration fee and an email with a username and password to access the GOLD system is sent to the organisation. Then it is simply a matter of beginning to collect and upload the evidence to meet the Framework assessment criteria for each of the five core modules.</p>
03	<p>Assessment: This step involves two stages, starting with the licensed provider reviewing the uploaded (documentary) evidence on the GOLD system and giving feedback to the organisation, followed by site/office visit(s) to interview a sampling of staff in order to complete the assessment process. The licensed provider will then complete an assessment report, which reflects how the organisation did in each module. A copy of the report is sent to the company, submitted to CITB and reviewed by the Accreditation panel.</p>
04	<p>Accreditation: Once the assessment report has been signed off by CITB and is agreed by the organisation, CITB arranges for the delivery of the Accreditation certificate and plaque. The Accredited organisation will also receive a CITB Be Fair Framework logo which they will be given approval to use according to prescribed guidance.</p>

Section 4

What is involved?

CITB Be Fair Framework licensed providers

When an organisation has registered to complete the self-assessment, they are asked whether they have a preferred licensed provider for the Framework. If they have indicated so and wish to go forward after completing the questionnaire, they will be asked to contact the licensed provider to discuss the next steps. This discussion will include a review of the results of the questionnaire, agreeing which level of the Framework to pursue and setting out a plan to work through the Framework and establishing terms with the Licensed Provider. It is also at this point that the company will be asked to pay the registration fee.

If the organisation has not indicated a preferred licensed provider, they will be given a list of available Licensed Providers to contact to discuss the next steps.

The modular approach: This is the essence of how an organisation can realise the benefits of making a commitment to FIR by taking practical steps, looking at its work practices and putting measures in place to help it achieve its goals.

Title:	The site environment for small main contractors		
Module number:	SMC(01) 02		
Level:	Accredited		
1 Be able to raise Fairness, Inclusion and Respect awareness across the site environment	Assessment criteria <i>The organisation can:</i>	How can this be evidenced? Upload to GOLD interview Either Upload or Interview	Available Supporting Documents (if required)
	1.1 Display Fairness, Inclusion and Respect related signage and posters across the whole site environment	Signs and posters on site (Upload to GOLD)	
2 Be able to influence inductions with Fairness, Inclusion and Respect requirements	1.2 Carry out Fairness, Inclusion and Respect related tool box talks involving all relevant site-based personnel	Sign in sheets (Upload to GOLD)	
	2.1 Ensure that site induction materials contain Fairness, Inclusion and Respect information specific to the company / organisation	Information included in induction literature (Either upload or interview)	
3 Be able to promote and encourage the role of a Be Fair representative	2.2 Encourage site staff to feedback when carrying out inductions	Presentation inductions (Interview)	
	3.1 Ensure all site-based staff are made aware of Fairness, Inclusion and Respect roles	Verbal confirmation of diversity representatives (Interview)	

The GOLD system

Once the registration fee has been paid to CITB, the organisation and the licensed provider will be sent an email with a username and temporary password giving them access to the GOLD (Gateway to Online Learning and Development) system.

This is the system in which all of the Framework content is stored, including all of the support material. It is an online system with access available 24 hours per day, 7 days per week as long as the organisation has an internet connection. The organisation will be able to upload evidence to meet the Framework criteria in each module. The licensed provider will be able to view the uploaded evidence and provide feedback to the organisation as to its suitability. Because the system is online, there are the obvious benefits of convenience, time and cost savings as well as managing and tracking the organisation's progress through the Framework.

What are the costs and how long will it take?

The following considerations should be taken into account when determining how much the Framework may cost and how much time it could take.

- There is a registration fee of £350 (exc. VAT) which includes:
 - Self-assessment diagnostic questionnaire
 - Initial discussion with provider to agree Framework level and actions
 - Support materials
 - Access to the GOLD system
 - Assessment report
 - Accreditation certificate and plaque
 - Assessment rates will vary from different licensed providers, however, these rates should reflect the level of assessor skills/knowledge and experience required for the assessment.
 - The length of time to complete the Framework depends on the level of the Framework being undertaken and the time committed to progressing through it, however during the pilot phase of the Framework, small sub-contractors tended to require an estimated 1 to 2 days of support and guidance, including the time for assessment.
- This typically involves both assessments of paper-based evidence, such as policies and procedures documents as well as face to face interviews. On the other end of the scale, organisations in the category of larger main contractors typically took a longer period of time due to the sample size necessary for the site interviews; this could be from 4 to 5 days of support, guidance and assessment.
- The organisation will need to commit time to gathering the evidence necessary to meet the Framework criteria and uploading it into the system as well as allowing the interviewing of a sampling of employees. An organisation progressing through the first or second level of the Framework could require 5 to 7 person days over a period of 6 to 9 months. This should be considered an estimated number of days; these could vary depending on the size of the organisation and how much existing paper evidence the organisation has in place.



Find out
more about how to get
CITB Be Fair
accreditation at:
www.citb.co.uk/befair

The CITB Be Fair Framework is created and managed by CITB as part of our commitment to Fairness, Inclusion and Respect and promoting equality and diversity in the construction industry.

citb.co.uk

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Be Fair
Built Environment
Fairness Inclusion Respect

Delivered by
citb

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