



Equity, Diversity & Inclusion Strategy

2024 - 2027

INTRODUCTION



“

Equity, diversity and inclusion (EDI) remains at the heart of our mission. Drawing from the widest pool of talent, this diversity of thought leads to more innovative ideas and creative solutions to problems. We ensure our colleagues work in a culture of true equality and fairness, fostering a culture of community spirit.

We are aware that our industry and our company are not as diverse as they could be, and we have made a commitment to embed social value throughout the organisation and all our projects. Our equity, diversity and inclusion strategy will provide the framework for progression to ensure that we continually improve, and can monitor our impact.

”

CORPORATE GOAL

Our goal is to be the UK's market leading owner-operated FM business in the next 4 years.





ED&I VISION

Our vision will enable us
to build a community
where every individual, regardless of
background, identity, or experience,
feels valued, respected, and
empowered to thrive.

ED&I MISSION

Our mission is to advance equity, diversity and inclusion, unlocking talent and promoting social mobility. We empower individuals to thrive, fostering a diverse and inclusive culture for collective success.





BE A GOOD PERSON

We give people opportunities and embrace their inherent goodness. We are open minded and uphold integrity. We are respectful and considerate. We are kind and appreciative.



PLAY AS A TEAM

Community and communication is everything. We remain inclusive within our company and with our clients. Together, we grow, retain, execute and make an impact. We are one team.



THINK DIFFERENTLY

We encourage a growth mindset; everything can be improved through effort. We love innovation and ideas. We are disruptors, and push boundaries for sustainable growth.



MAKE AN IMPACT

It's all about the ultimate goal. We exceed expectations and deliver results at pace. We challenge the norm and step out of our comfort zone, because at our core, we are passionate and love to win.

Actions we will take

STRATEGIC ACTION PLAN

We have compiled a strategic action plan to achieve our five strategic objectives detailed (right).

We have identified key individuals who will be held accountable for delivering the equity, diversity and inclusion actions, the timescales for achieving them, and how we will measure the impact. A detailed action plan will be produced to allow us to track progress on a monthly basis.

We will align our actions with the five strategic objectives defined here. By doing so, we ensure we have a broad focus on equity, diversity and inclusion which will embed within our culture:



Inclusive Leadership

To educate our leaders and management to have self-awareness about their own biases, to embrace others' experience and ideas, and make a positive impact



Inclusive Culture

To create a working environment where people respect and value each other's diversity and views, adding strength to their overall contribution to the business's success



Diversity of Leadership & Workforce

To create a vibrant, diverse and representative workforce at all levels of seniority



Collaboration with Clients & Supply Chain

To align our equity, diversity and inclusion approach with that of our partners



Social Impact on Communities

To work in partnership with local communities and groups to leave a positive social impact in the communities we work in.

Inclusive Leadership

INCLUSIVE LEADERSHIP



Equity, Diversity & Inclusion

Equity, diversity & inclusion masterclass for the whole leadership & management population.

Impact measure

100% of leadership & management undertaken the EDI training



Active Leadership

Demonstrate active, visible leadership for delivering the equity, diversity & inclusion strategy.

Impact measure

Monthly message from the CEO in the newsletter.
Quarterly town hall – EDI Update



Accountability

Personal accountability – build EDI actions within personal goals and objectives.

Impact measure

100% of leaders and managers with financially linked personal EDI objectives



Processes

Create clear and fair processes for internal promotions, talent management, and appraisals linked to pay.

Impact measure

Inclusive talent management system in place, linked to diversity data



Open Dialogue

Have open dialogue with the workforce and in team meetings to listen, discuss issues, and feedback on progress.

Impact measure

Monthly EDI brief to be provided to leaders/managers for team meetings



Zero Tolerance to discrimination

Create a zero-tolerance approach to discriminatory behaviour within SBFM.

Impact measure

Clear policies in place, communicated and used that deal with discrimination, bullying, and harassment

Inclusive Culture

INCLUSIVE CULTURE



Line Manager Toolkit

Easy practical advice for line managers to embrace equity, diversity and inclusion.

Impact measure

Line manager toolkit produced and in use



Exit Interviews

Carry out exit interviews to understand why people are leaving and any trends that can be addressed.

Impact measure

100% exit interviews for HO employees. 60% leavers' survey for frontline employees undertaken and analysed



Review Shadow Board

Review the operation of the shadow board and broaden out representation.

Impact measure

Relaunch the Shadow Board with 10 representatives from different departments



Internal Platform

Internal platform for employees to discuss EDI topics.

Impact measure

Teams channels in place for each of the affinity networks



Effective Communications

Strategy launch and ongoing internal and external communications.

Impact measure

EDI strategy launch. Marketing report on EDI communications



Reduce Gender Pay Gap

Conduct pay audits and standardise pay scales. Promote equality and offer flexible work policies

Impact measure

Gender pay gap reduced to 0% by 2027

INCLUSIVE CULTURE



Review Policies

Review policies and assess processes and consider ways to enhance to attract and retain diverse talent.

Impact
measure

100% policies reviewed with
an EDI lens.
New EDI related policies created



Affinity Networks

Form affinity networks comprising an executive sponsor, representatives across the business, plus other relevant disciplines, e.g. HR and comms. SLT to ensure time, recognition and reward is given to those involved in the networks.

Impact
measure

7 Affinity Networks in place with
executive sponsors and action
plans in place



Review current EDI initiatives for impact

Using the protected characteristics as a baseline, plus socioeconomic, review existing initiatives, assess how impactful, what resources are required and get feedback from employees.

Impact
measure

Full review undertaken by end of 2025

INCLUSIVE CULTURE



Educate

Educating the workforce on equity, diversity and inclusion – basic understanding, and then more detailed information on specific topics.

Impact
measure

100% of HO colleagues completed basic EDI training. 40% frontline colleagues complete in Y1 with yearly increase of 10%.
Quarterly education sessions provided throughout the year



Survey Analysis

Analyse employee engagement survey annually, broken down by demographics to understand where the current challenges are.

Impact
measure

Annual employee engagement survey - analysis and actions



Agile Working

Deliver best in class working arrangements which meet business needs whilst providing flexible solutions.

Impact
measure

Agile working policy in place and communicated

Diversity of Leadership & Workforce

DIVERSITY OF LEADERSHIP & WORKFORCE



Development Programmes

Ensuring inclusion on the programmes is based on merit, without barriers for certain groups, and with a good representation of different demographics. Consider whether there is a need for development programmes to target specific groups.

Impact
measure

30% of diverse talent applied for roles, offered roles, and accepted roles



Early Careers Strategy

Including EDI within apprenticeship/graduate recruitment.

Impact
measure

Early careers strategy in place by end of 2024
5% apprentices – 5% club



Pay Gap Reporting

Produce a comprehensive report on the gender pay gap. When data is available, produce an ethnicity pay gap report.

Impact
measure

Annual ethnicity pay gap reporting carried out

Collaboration with Clients and Supply Chain

COLLABORATION WITH CLIENTS & SUPPLY CHAIN



Supplier Pre-Qualification

Ensure the prequalification questions demonstrate the demographics of supply chain partners, are reviewed, and are analysed.

Impact
measure

Increase in supply chain partners positively answering the EDI prequalification questions



Tender & Contract Documentation

Tender and contract documentation to include SBFM expectations on EDI.

Impact
measure

All tender and contract documentation to include SBFM/ client expectations on EDI by the end of 2025.



Research Client EDI Strategies

Ensure alignment with SBFM. Connect with client's EDI managers. Collaborate with clients on EDI initiatives which benefit all.

Impact
measure

All major clients collaborated with by the end of 2025

COLLABORATION WITH CLIENTS & SUPPLY CHAIN



Supplier Days

Include EDI within the supplier days agenda.

Impact
measure

EDI included within every supplier days
agenda



Participate in Industry EDI Groups

Fully participate in existing collaborative industry
groups. For example, LGBT+ in FM, WIFM.
Signpost employees to get involved.

Impact
measure

Active participation in
collaborative industry groups

Social Impact on Communities

SOCIAL IMPACT ON COMMUNITIES



School Programmes

Work with a variety of schools in the communities we work in, to educate pupils, teachers, and parents on the roles available in industry.

Impact
measure

Quarterly schools visit
Annual university careers fair



Social Value Strategy

Review the social value strategy to ensure a diverse group of people are impacted.

Impact
measure

Social value targets tracked and
achieved

COLLABORATION WITH CLIENTS & SUPPLY CHAIN



Encourage Volunteering

Encourage volunteering throughout the SBFM workforce, with a particular focus on those organisations/programmes promoting EDI.

Impact
measure

1 day per employee per annum
volunteering.



Improve Social Mobility

Improve by partnering with charities and organisations that work with excluded groups through the Evolve programme.

Impact
measure

All temporary and permanent roles
offered to excluded groups &
conversions to permanent roles
Type of charities/organisations
partnered with.

HOW WILL WE KNOW WE HAVE ACHIEVED IT?

We are seen as the leader in equity, diversity and inclusion good practice, and first choice for clients.



Our culture is rich in diversity, representative of the communities we work in, creating a dynamic place to work.



We always leave a positive social impact on the communities we work in.

We have a bespoke approach to equity, diversity and inclusion that fits with our distinctive culture and values.

All leaders actively support our purpose and visibly lead by example on equity, diversity and inclusion.



All employees understand our values and support our purpose.



Equity, diversity and inclusion is viewed as a key business objective.

There is a consistent approach to equity, diversity and inclusion with local ownership and delivery.





Equity, Diversity & Inclusion Strategy

2024 - 2027