



Fairness, Inclusion & Respect (FIR) – Statement of Intent

At Capital Reinforcing, fairness, inclusion and respect are non-negotiable standards. They define how we operate, how we lead, and how we expect people to behave at every level of the business.

We are committed to building a working environment where people are treated properly, judged fairly, and given the opportunity to contribute and succeed based on merit. We recognise that a strong culture is not created by policies alone, but by consistent behaviours, clear expectations, and accountability.

We do not tolerate behaviours that undermine individuals or the wider team. Disrespect, exclusion, bullying, or any form of discrimination are not accepted, regardless of role, seniority, or circumstance. Where standards are not met, they will be addressed.

This statement aligns with our obligations under the Equality Act 2010 but goes beyond compliance. Our focus is on creating a workplace that functions properly, where people can perform, communicate openly, and work without unnecessary friction or concern about how they will be treated.

Our Commitments

- Make decisions based on merit, capability and business need
- Treat people consistently, without favouritism or bias
- Maintain a working environment where individuals are respected and heard
- Encourage different perspectives where they add value to outcomes
- Address poor behaviour directly and without delay
- Provide clear routes for raising concerns, without fear of consequence
- Hold managers accountable for the standards within their teams

Expected Behaviours

- Treat others with professionalism and respect always
- Communicate directly, constructively and without hostility
- Take responsibility for their behaviour and its impact on others
- Challenge poor standards where appropriate, or escalate when required
- Contribute to a working environment that is fair, focused and productive

Leadership Responsibility

- Lead by example in both conduct and decision-making
- Apply standards consistently across all individuals
- Deal with issues early, before they escalate
- Create an environment where people can speak openly and perform at their best

Accountability

Fairness, inclusion and respect are not optional. They are core to how we operate.

Failure to meet these standards will be addressed through appropriate action.

Closing Statement

A business performs better when people are treated properly. This is not about policy; it is about standards.

At Capital Reinforcing, we are committed to maintaining a workplace where fairness, inclusion and respect are evident in how we operate every day.

Signed:



Dermot Owens
Managing Director
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