FIR | Fairness, Inclusion and Respect in construction

FIR Programme Report

Annual research & impact evaluation report – April 2020

"I have pushed the FIR agenda at Board level and helped to change our culture from the top down"

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1. Executive Summary

For the fifth year, the Fairness, Inclusion & Respect (FIR) Programme has surveyed the people it works with to determine the outcomes and impact that the Programme has made. 607 people responded to the survey. This is a large increase from the 207 that responded last year. Of this year's respondents, 61% reported they had participated in the FIR programme during the last year.

304 FIR Ambassadors participated in the survey (50% of total respondents). Therefore, we recognise many respondents would be advocates and supporters of the FIR programme. This figure, and the overall positive results this year, demonstrate the effectiveness of creating and engaging the Ambassador network to increase the impact of the FIR Programme across the construction industry.

Although we are very pleased with the greater number of responses this year, we acknowledge that the respondents still represent a small minority of the people working in the built environment, and even the membership of the Supply Chain School. Therefore, there is still much work to do in embedding a culture of fairness, inclusion and respect across the construction industry.

As in previous years we have used the logic model approach to assess the programme's impact.

Illustrations 1. Logic model approach to assessing impact
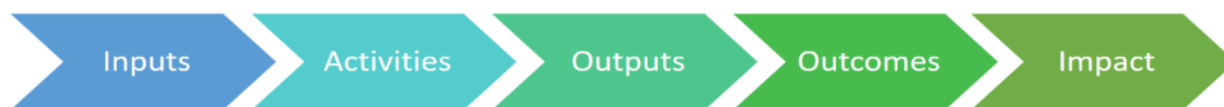
In the context of the FIR Programme the **inputs** are funding from Partners and CITB and the significant time input of Partners and members. The **activities** are the training we deliver both face to face and online. The **outputs** are reported in our quarterly reports and relate to the number of members, learners at training sessions, e-learning downloads etc. The purpose of this research is to establish the business **outcomes** and the **impacts** that our activities have had on the companies and individuals we have worked with.

The key findings of the survey are:

1. The survey reveals that the FIR Programme has helped participating businesses to make significant improvements in business outcomes and impacts:

   - 46% agreed to the enabling of productivity (+4% on 2019 result), 60% agreed to improved stakeholder engagement (+4%), 52% agreed to increased talent retention (+12%) and 62% agreed to stronger collaboration (+7%) when compared to this time last year.

   - 69% (-2%) of respondents agreed company managers are better able to understand FIR issues.

   - 72% (no change) of respondents agreed company leaders are better able to understand FIR issues.

   - 73% agreed the FIR Programme has helped to improve behaviour/attitudes towards others in their teams (+10% on last year).

- 44% agreed the FIR Programme has help them to win more business (-3% on last year).

- 48% agreed the FIR Programme has helped to improved Health and Safety (+9% on last year).

- 61% agreed the FIR Programme has helped to improved community relations (+9% on last year).

2. We are seeing a positive shift in the levels of fairness, inclusion & respect issues being embedded into business processes, with some definite growth areas. However, there is much work to be done. The survey revealed that:

- Over 1 in 2 (55%) of organisations are now reporting either pockets of good practice or change being fully embedded in their recruitment processes (46% in 2019, 36% in 2018). However only 14% have fully embedded.

- More organisations now either fully embed FIR within people-management process or report pockets of good practice (59% in 2020 compared with 55% in 2019)

- 25% of organisations have fully embedded diversity monitoring in their businesses (+4%), with a further 52% reporting they've either started this process or have pockets of good practice. Only 5% now report not having begun this process at all (8% in 2019).

- More organisations report they've now fully embedded FIR within their procurement practices to drive a culture of FIR within their supply chains (17% in 2020, 14% in 2019), with a further 53% reporting pockets of good practice or having begun a process of change in this area.

- Over half of respondents (58%) agree they've recruited a more diverse team (+18% on 2019).

- 52% of respondents agreed that FIR has helped them retain talent within their business, compared with 40% in 2019.

NB: This year we have explored the recruitment/retention business impact area further. We asked respondents about the proportion of employees from diverse backgrounds. 43% agreed that the FIR programme has helped increase impact in this specific area, and only 4% disagree on this point.

3. The Programme is successfully helping participants to gain a better understanding of FIR issues:

- 96% of respondents agree that the FIR Programme has helped them to understand the business case for embedding FIR within their business, up from 92% in 2019.

- 86% of respondents agree that they feel empowered to deal with FIR issues more effectively, (87% in 2019).

- 84% of respondents agree that they now have the confidence to challenge poor behaviours, (same high figure in 2019).

4. The survey has identified some differences in how included specific groups feel. We have found that SMEs, senior managers and directors appear to have more positive experiences in comparison to technical engineers and middle managers. Those who have attended FIR workshops appear to be more aware of poor behaviours. Women were more likely to report the existence of bad practice in the workplace.

5. Over the 5 years of the culture survey we have not seen significant changes in how respondents feel about fairness, inclusion and respect issues. The data had shown improvements in years 1 to 3, but years 4 and 5 have seen a dip back down to 2015 levels.

Examples of free text responses:

"Being a FIR ambassador has had a positive impact on our business. I Have been appointed the FIR/EDI champion for the business. As a Director I aim to promote a culture of FIR amongst our entire workforce and recognise this commitment needs to be driven from company leadership. We have set up a EDI/FIR working group which meets periodically to help drive the culture and ethos within our business. We have drafted a 2020 workforce survey, which amongst other things, has questions to help determine our employees perception of EDI/FIR in our business. We hope the responses to this survey will give us areas to focus and improve on.

"[I have] pushed the FIR agenda at Board level and helped to change culture from the top down"

"[The FIR programme has] increased client engagement - it is clear from ITT's and PQQ's that Tier 1 contractors are placing a greater emphasis on social and community engagement"

"[The FIR programme has] improved overall workplace morale and we now encourage all operatives to implement FIR guidelines"

"if we embrace the FIR programme, it will overcome current staff shortage"

"I find the programme to be extremely educational, I think the scope of content is diverse and I find I use the website almost on a daily basis"

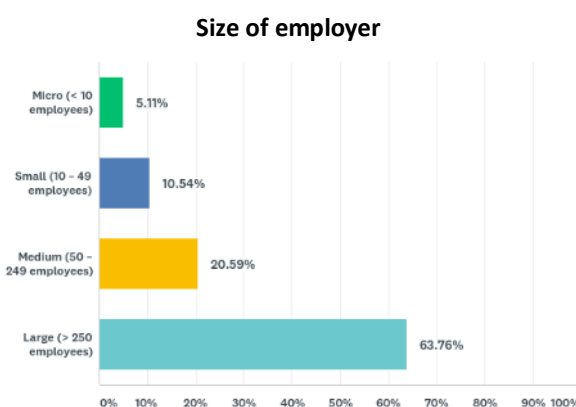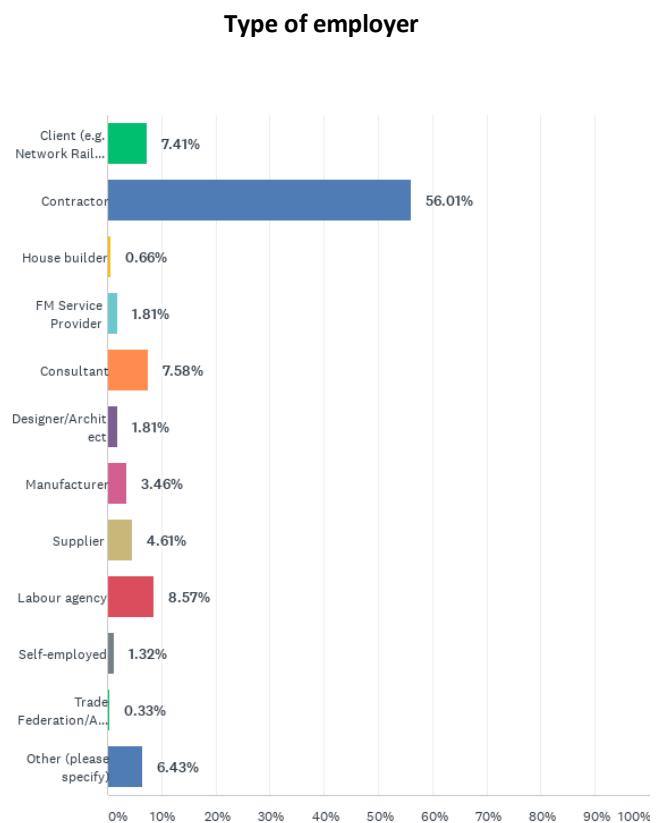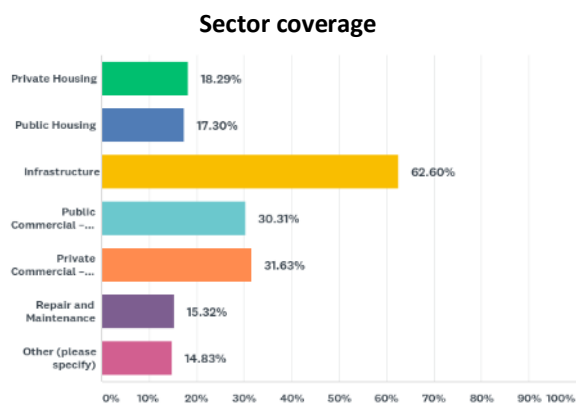Part funded by:

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2. Background

Since 2015, the FIR Programme has helped to address the skills shortage within the built environment and the risk this presents to major infrastructure, construction and house building projects. The Programme helps to develop a diverse pool of talent for the industry and make construction a better place to work for all of us. The fifth annual FIR survey was open for 9 weeks and conducted between Thursday 6th Feb and Thursday 9th April 2020.

The survey was sent via email to all Supply Chain Sustainability School subscribers, including 613 FIR Ambassadors across the UK. 607 people in total responded to the survey, of which 304 were FIR Ambassadors.

3. About the respondents

Illustrations 2. Analysis of research respondents

Sector coverage

Category	%
Private Housing	18.29%
Public Housing	17.30%
Infrastructure	62.60%
Public Commercial –...	30.31%
Private Commercial –...	31.63%
Repair and Maintenance	15.32%
Other (please specify)	14.83%

Type of employer

Category	%
Client (e.g. Network Rail...)	7.41%
Contractor	56.01%
House builder	0.66%
FM Service Provider	1.81%
Consultant	7.58%
Designer/Architect	1.81%
Manufacturer	3.46%
Supplier	4.61%
Labour agency	8.57%
Self-employed	1.32%
Trade Federation/A...	0.33%
Other (please specify)	6.43%

Size of employer

Category	%
Micro (< 10 employees)	5.11%
Small (10 – 49 employees)	10.54%
Medium (50 – 249 employees)	20.59%
Large (> 250 employees)	63.76%

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Position within business

11.04%	5.27%	5.93%	28.67%	26.69%	14.33%	8.07%
Operative /administrative	Technical /engineer	Supervisor/Team leader	Middle manager	Senior manager	Director	Other (please specify)

Religion or belief

Prefer not to say 5.33% (26)
Muslim 0.82% (4)
Hindu 0.82% (4)
Christian 48.16% (235)
No religion or belief 43.24% (211)
Buddhist 0.82% (4)

Disability

Prefer not to say 2.46% (12)
Yes 6.56% (32)
No 90.98% (444)

Sex

Prefer not to say 0.82% (4)
Female 46.52% (227)
Male 52.66% (257)

Sexual orientation

Prefer not to say 5.53% (27)
Bisexual 1.64% (8)
Lesbian 1.23% (6)
Gay 2.05% (10)
Heterosexual 89.55% (437)

FIR Ambassador

No
50% (303)

Yes
50% (304)

Ethnicity

White British, English,...	78.89%
White Irish	4.10%
Gypsy or Irish Traveller	
Other White background	7.38%
Black British, English,...	0.61%
Black African	1.23%
Black Caribbean	1.23%
Other Black background	
Asian British, English,...	0.20%
Indian	1.23%
Pakistani	0.20%
Bangladeshi	
Chinese	0.20%
Other Asian background	0.61%
Arab	
Mixed background -...	0.20%
Mixed background -...	0.41%
Mixed background -...	1.23%
Other Mixed background	
Prefer not to say	1.84%
I prefer to describe mys...	1.43%

Age

16 to 25	4.92%
26 to 35	17.01%
36 to 45	26.84%
46 to 55	30.53%
56 to 64	17.42%
65 and over	1.84%
Prefer not to say	1.43%

Commentary:

- Just under 7% of respondents disclosed a disability in the survey which is far higher than comparable industry statistics (Latest figure is 0.1% of construction employees state they are disabled (Glenigan))

- 8% of respondents indicated 'other' in relation to the position they held within their business. In the free text comments, below is a selection of some of the responses they provided:

  Group training manager, quality manager, senior staff, public liaison officer, general foreman, accounts assistant, KPI manager/planner, training officer, HR & training, skills co-ordinator, social value advisor, consultant; HSQE advisor, H&S advisor, graduate, community engagement / legacy, executive director, director.

- The majority (57%) of respondents were aged between 35 – 56 years old which is representative of the industry average. However, only 5% of respondents were 16-25. Latest figure is 11% of workforce across the industry is under 24 (Glenigan). Therefore, we note that young people (who will probably be in junior positions within their organisations) are under-represented.

- 70% of respondents worked in positions of responsibility/influence within their organisations (from Middle Management upwards). So the survey provides good insight into the attitudes and behaviours of managers and leaders who will have more influence on operating practices across the industry. Positive change on FIR issues needs to be led from the top of organisations.

- Almost half (47%) of respondents were female, which is a far higher proportion than seen across the construction sector as a whole (12% of total UK construction workforce is female (Glenigan)). We also know (from a separate analysis) that 50% of FIR Ambassadors are female. However, only a minority of female respondents worked at Senior Management or Director levels.

- Most of the respondents (63%) worked in the infrastructure sector, so it can be assumed our respondents are weighted more towards representing major construction projects rather than smaller construction works. This is supported by the figure of 64% of respondents working for large employers (over 250 employees). The sample is broadly similar to 2019 in this respect, however other sectors of industry (eg public/private commercial, private housing) and micro-businesses (<9 employees) are slightly better represented this year.

- 56% of responding organisations were "contractors", which is consistent with many respondents reporting they worked either in (or on) infrastructure projects / programmes.

- 61% of respondents had participated in the FIR programme during the last year.

4. Results

4.1 The quality of FIR support

353 respondents answered the questions on the quality of FIR workshops and materials. An average of 91% rated the workshops and materials as excellent or good, compared with last year's figure of 93%. The quality of FIR support being delivered remains very high, as the training programme matures and becomes more varied. There has been an increase in the numbers of people rating the 'Introduction to FIR' workshop as excellent or good (94% in 2020, 92% in 2019, 93% in 2018). There has been a minor decrease in the excellent/good ratings for the 'Becoming A FIR Ambassador' workshops although overall satisfaction remains extremely high (91% in 2020, 92% in 2019, 94% in 2018).

92% of people rated FIR Toolbox Talks as excellent/good (+3% on 2019); with 45% of people rated FIR e-learning as excellent (+4% on last year); and 53% of people (+4% on last year) rated the online FIR toolkit as excellent.

Illustrations 3 - How would you rate the quality of training activities and resources received from the FIR programme?

How would you rate the quality of training activities and resources received from the FIR programme?
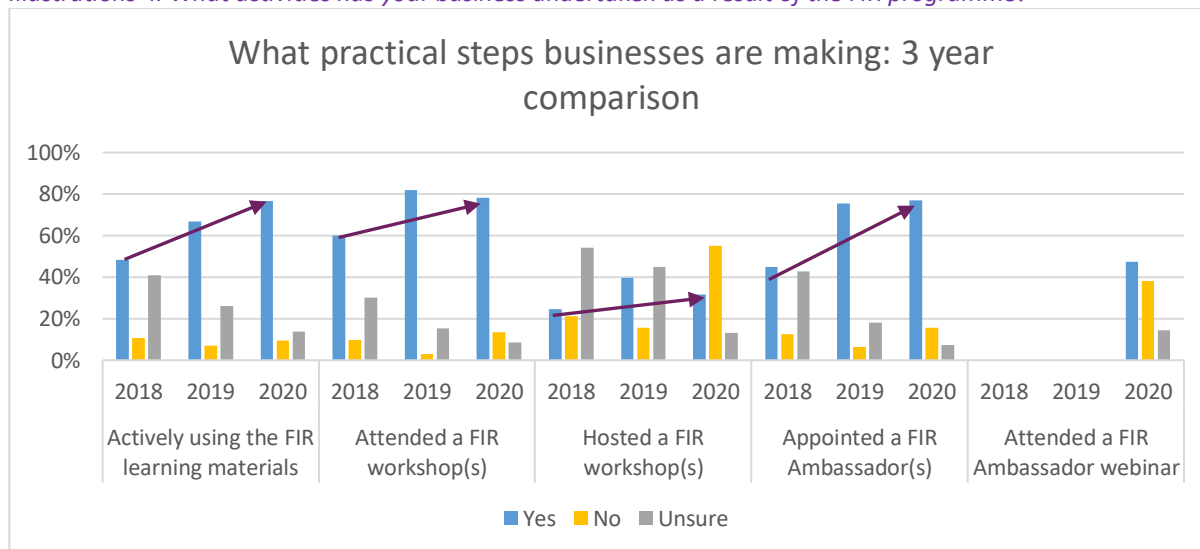
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4.2   Practical steps respondents are taking

Illustrations 4. What activities has your business undertaken as a result of the FIR programme?

More respondents report active use of the FIR materials and we note an upward trend over 3 years for the proportion of respondents attending or hosting a workshop, or appointing a FIR Ambassador:

- 77% of respondents are using FIR learning materials up 10% from last year (67% in 2019, 48% in 2018)
- 78% of respondents attended a FIR workshop, down 4% from last year (82% in 2019, 60% in 2018)
- 32% of respondents have hosted a FIR workshop, down 8% from last year (40% in 2019, 24% in 2018)
- 77% of respondents indicated that their companies had appointed a FIR Ambassador, up 2% from last year (75% in 2019, 45% in 2018).

It should be remembered that the sample size is far higher than in previous years, so numerically there were still more respondents reporting attendance/hosting of workshops. Also, this year we found that many respondents had attended online learning, with just under half (47%) of respondents having attended a FIR Ambassador webinar.

We have also seen high numbers of survey respondents involved in several areas of the FIR Programme:

- 77% of respondents report active use of FIR learning materials (+10% in 2019)
- 78% of respondents have attended an Introduction to FIR Workshop (82% in 2019)
- 32% of respondents have hosted an Introduction to FIR workshop (40% in 2019), the numbers are probably down due to the limit on the number of these workshops we actually run.

4.3   Changes businesses are making

We are noting some significant positive movement in terms of changing practices, particularly across people management, diversity monitoring and procurement/supply chain management.

Recruitment and people management:

- Over 1 in 2 (55%) of organisations are now reporting either pockets of good practice or change being fully embedded in their recruitment processes (46% in 2019, 36% in 2018). 18% have fully embedded.

- More organisations now either fully embed FIR within people-management process or report pockets of good practice (59% in 2020 compared with 30% in 2019).

Monitoring the attraction and retention of women and minority groups:

- 25% of organisations have fully embedded diversity monitoring in their businesses (+4%), with a further 52% (+33%) reporting they've either started this process or have pockets of good practice.

- Only a small minority of 5% now report not having begun this process at all (8% in 2019).

Procurement process and supply chain:

- More organisations report they've now fully embedded FIR within their procurement process to drive a culture of FIR within their supply chains (17% in 2020, 14% in 2019), with a further 53% reporting pockets of good practice or having begun a process of change in this area.

- The proportion of organisations that have not yet started to embed FIR into their procurement process has fallen again – to a very low figure of 5% (10% in 2019 and 18% in 2018).

Illustrations 5. What changes has your business made to its business processes as a result of the FIR Programme
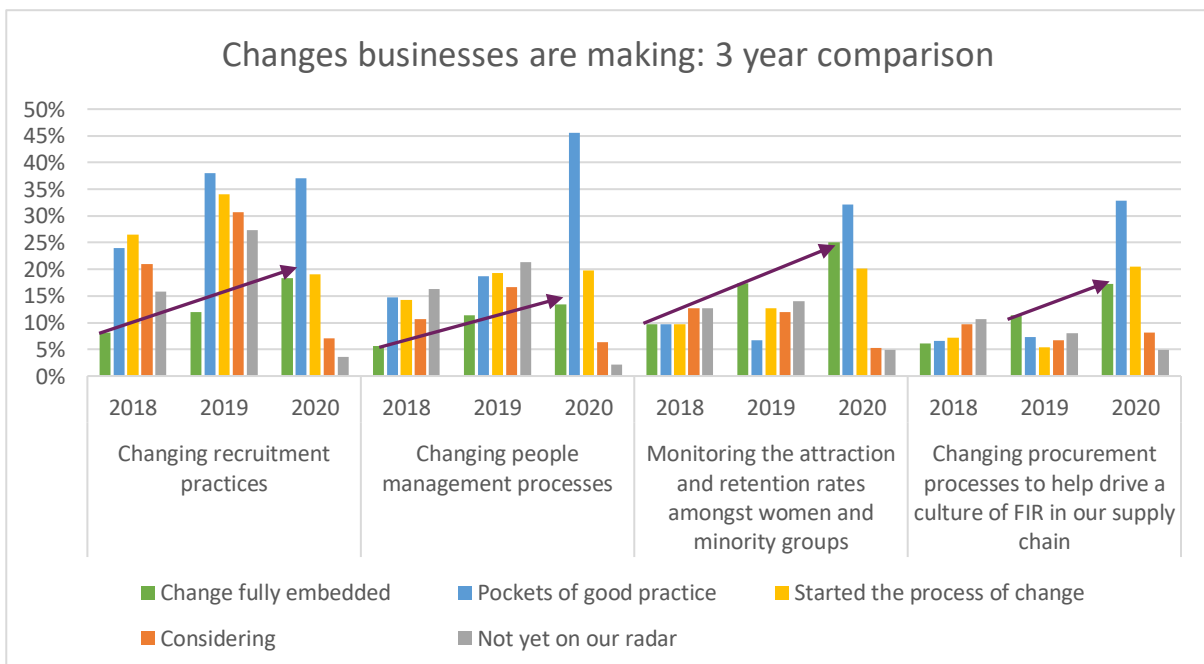
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4.4   Impact FIR Programme has on business

The survey reveals that the FIR Programme has helped businesses to achieve significant improvements in business outcomes and impacts. There have been marked increases in FIR being perceived to contribute to outcomes such as improving stakeholder engagement; improving behaviours and attitudes amongst workforces; increasing collaboration; and increasing talent retention. As a result, respondents have seen a direct uplift in business impacts with FIR contributing to the winning of new business, and the enabling of increased productivity. The increase in the understanding of industry leaders around FIR could be attributed to the roll-out of the higher level 'Leading People Inclusively' course which has been specifically aimed at helping industry leaders and managers on their FIR journey.

The FIR Programme has made a very positive contribution to businesses in 2020, particularly in terms of recruitment, improvements in behaviours, stakeholder engagement, improved collaboration, health and safety, and helping to retain talent:

- Over half of respondents (58%) agree they've recruited a more diverse team (+18% on 2019).

- Improved behaviours - (73% agree, up 10% on last year).

- Improved understanding of FIR issues amongst key managers - (69% agree, 2% reduction on 2019).

- Improved understanding of FIR issues amongst leaders - (72% agree, same as last year).

- Helping to retain talent - (52%, up 12% on last year).

- Improving collaboration - (61% agree, up 6% on last year).

- Improved stakeholder engagement - (70% agree, up 14% on last year).

- 48% agreed the FIR Programme has improved Health and Safety (+9% on last year).

These significant improvements in outcomes of the programme have had positive impacts on fundamental business performance with businesses reporting:

- Improved productivity - (46% agree, up 4% on last year).

- Winning more business - (44% agree, down 3% on last year).

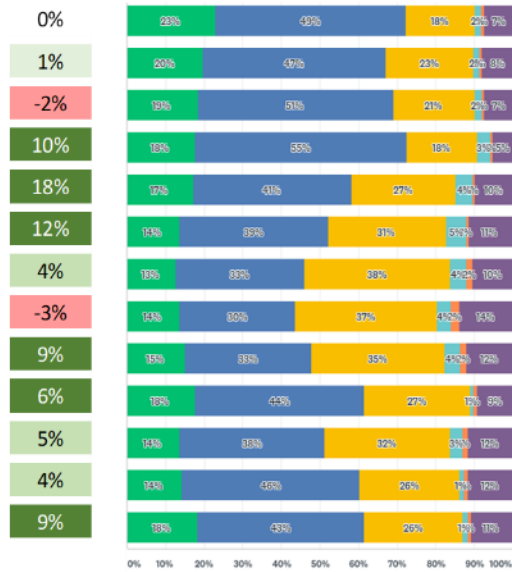*Illustrations 6 - What impact has the FIR Programme had on your business?*

2020 vs 2019

% Strongly agree / agree in 2020 vs 2019

%	Statement
0%	Leadership understand FIR
1%	Leadership articulate Fir
-2%	Managers understand FIR
10%	Improvements in behaviors
18%	Recruit a more diverse team
12%	Helped to retain talent
4%	Enabled productivity
-3%	Win more business
9%	Improved health & safety
6%	Improved collaboration
5%	Improved supplier engagement
4%	Improved stakeholder engagement
9%	Improved community engagement
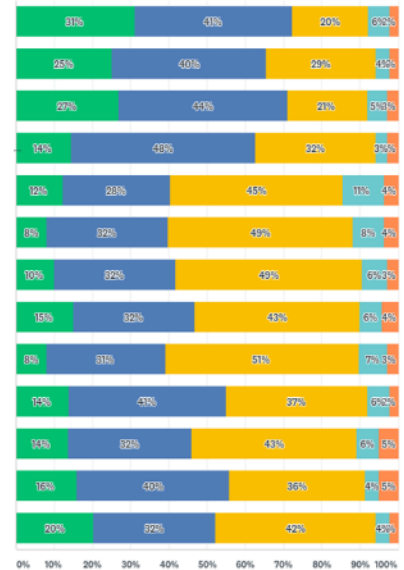
Legend: ■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Don't know

Respondents observed that the FIR Programme had the following examples of business benefits:

"increased efficiencies in delivery whilst maintaining/improving an excellent health and safety record"

"improves team building and teamwork"

"increased client engagement - it is clear from ITT's and PQQ's that Tier 1 contractors are placing a greater emphasis on social and community engagement"

"helping to attract talent from a broader talent base"

"ongoing collaboration"

"raising awareness supports a change in behaviour and culture to ensure all our sites promote FIR values so we retain talent and they get to perform at their best"

"if we embrace the FIR programme, it will overcome current staff shortage"

"greater inclusivity"

"continue us on our journey being a diverse and fair company to work for"

"the fundamentals of the FIR programme are an important foundation upon which to base our business model going forwards into the future by treating all who we work with, with Fairness Inclusion and Respect, Brilliant!"

"better innovation and problem solving"

"attract and retain talent"

"will help us gain more trust within the local communities as well as current and future clients"

"more sustainable business with a wider range of employees acting with increased resilience"

"a more agile approach to the way we do business"

"greater customer recognition and cooperation on FIR within construction and therefore possible business collaboration i.e. new business opportunities"

"keep pace with the changes necessary to make construction an attractive industry for everyone"

"think it will transform the business and hope to see more diversity in the company leadership team"

"raise more equality and fairness within our supply chain and procurement"

"continue to help us drive the diversity agenda in our business"

"more exposure to diverse management practices"

"improve communication with employees"

"recruiting younger employees will require a suitable environment that matches their expectations of a modern workplace"

"long term people retention"

"improve staff retention, promote a content workforce"

"by building an inclusive diverse workforce that still meet the technical requirements of our Industry"

"a better working environment, which in turn, will accelerate productivity"

"creating a feeling of everyone being valued"

4.5   Impact of FIR Programme on respondents

When the data is analysed across the last three years, we see continued strong, positive feedback relating to the impact of the FIR Programme on participants. In all areas we note an upward trend across the last three years, 2018 – 2020.

- Overall 97% of respondents agree that the FIR Programme has helped them to understand the business case for embedding FIR within their business, up from 92% in 2019 and 88% in 2018

- Overall 86% of respondents agree that they feel empowered to deal with FIR issues more effectively, compared with 87% in 2019 and 77% in 2018

- Overall 75% of respondents agree that the FIR programme has improved their management skills, compared with 78% in 2019 and 77% in 2018

- Overall 84% of respondents agree that they now have the confidence to challenge poor behaviours, equal to the figure in 2019, and up from 81% in 2018

Illustrations 7. Impact of FIR on individuals
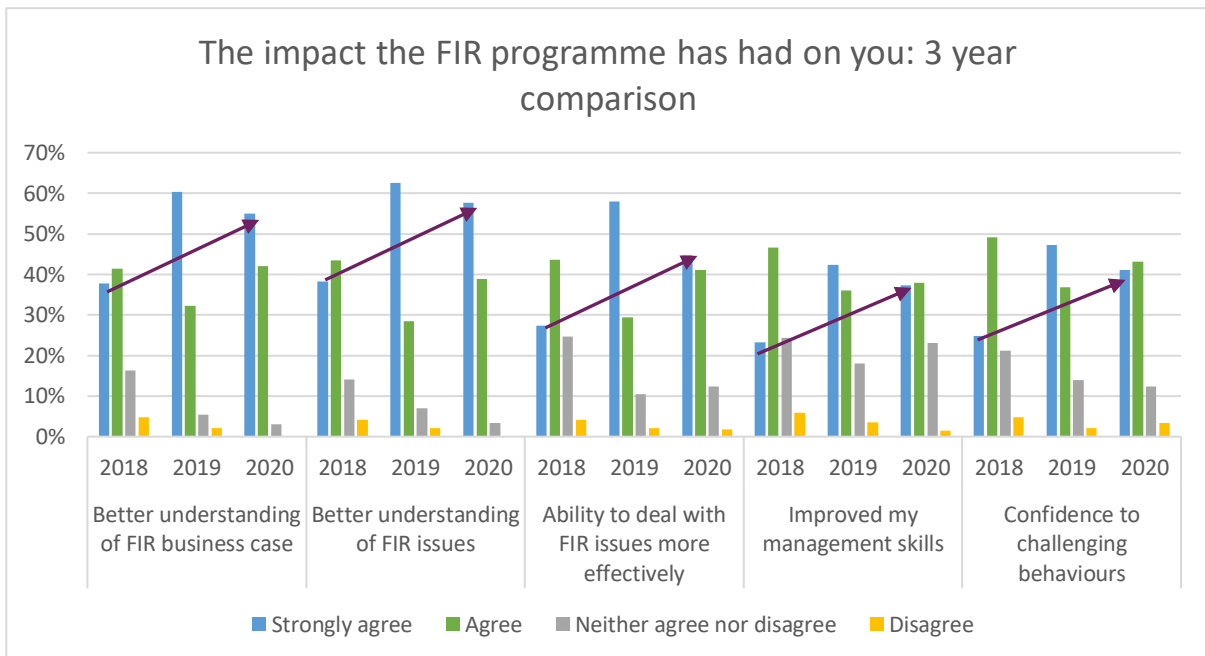
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In their own words, respondents commented that FIR has impacted them in the following ways:

"I believe being a part of the FIR programme has allowed me to become a more insightful and compassionate person. I have looked at thing differently since participating in the programme as I can see how things that have never affected me may affect another person

"I can now provide training to other members of staff"

"a greater understanding of persons from different backgrounds and with different cultures"

"it has increased my understanding of EDI and the benefits it has to business"

"it has given me confidence to stand up for what is right and challenge bad practice or behaviours

"further enhanced my beliefs about the importance of fairness inclusion and respect"

"reinforced the values that I have driven in my business of inclusion and diversity"

"changed my own behaviours and made me influence people at work to change their behaviours and culture"

"help me to better understand how people feel when communicated to in different ways"

"conscious awareness"

"I now have the vocabulary to discuss FIR, deliver workshops around it, and challenge any non-inclusive behaviours"

"massive - sharing experience and best practice as well as being a support network"

"I feel empowered to challenge unacceptable and non FIR behaviours"

"I have a big team (115 no.) and has helped me to think differently about how to manage it in the best way"

"I find the programme to extremely educational, I think the scope of content is diverse and I find I use the website almost on a daily basis"

"helped me with presentation skills and being able to challenge language in meetings"

"it has opened my eyes to unconscious bias in the workplace and has even changed my attitude to situations outside of the workplace with my family for example"

"the programme has made me a more effective manager"

"respecting others how you would expect to be treated"

"inter-personal skills with staff and team members, positive interventions and inclusivity across the business and in my personal life"

"make me more considerate to others feelings"

"I feel I am more open minded in regards to recruiting etc."

"it has got me to think more about my audience before I say something"

"a massive positive benefit to me personally, which has led to development of better emotional management/thinking"

"super confident to tackle challenging behaviours"

"I am a much more aware and accomplished manager"

"greater understanding of how diversity issues fit into the construction industry"

"teamwork and collaboration is the way forward"

"in my role as Health and Safety Advisor I speak to all levels of the business this will give me the confidence to speak about FIR confidently"

"it has helped me identify unacceptable behaviours"

"bettered my critical thinking and understanding of issues in the workplace and society"

"it has allowed me to be a voice for under-represented groups within our company and my project"

"I have made a conscious effort to include everyone"

"whilst I'd like to think that my management style has naturally always been fair, inclusive and respectful, my eyes have been opened more to the fact how important it is for all staff to be fair, inclusive an respectful to each other it has also made me more aware of the actual business benefits are derived from embedding FIR principles more into our business"

"made me more aware of our workers on sites who may feel less included, and changed my way of thinking so I make sure I included the whole workforce and not just the head office based employees. I think about how things need to be done differently so everyone can take part"

"given me the language and skills to speak confidently to senior management regarding FIR issues and has allowed me to becoming involved with review and action"

4.6 Impact of being a FIR Ambassador

Respondents identify the following impacts on their business, because of their being a FIR Ambassador:

"being a FIR ambassador has enabled my company to understand the importance of EDI within the workplace and was the starting to point for many people within the company and has led to appointment of inclusion manager and being awarded leaders of diversity"

"being a FIR ambassador has impacted my area of the business in several ways. The dynamics of my team interaction has changed with cross discipline challenge, now seen a part of everyday work, involving everyone and driving efficiencies and different ways of working. More recently, as the team has grown it has done so in a more diverse manner"

"being a FIR ambassador has had a positive impact on our business. I Have been appointed the FIR/EDI champion for the business. As a Director I aim to promote a culture of FIR amongst our entire workforce and recognise this commitment needs to be driven from company leadership. We have set up a EDI/FIR working group which meets periodically to help drive the culture and ethos within our business. We have drafted a 2020 workforce survey, which amongst other things, has questions to help determine our employees perception of EDI/FIR in our business. We hope the responses to this survey will give us areas to focus and improve on.

"ensuring equality throughout the business"

"raising the general awareness of the barriers to fairness and inclusion, driving the business to develop our values-led approach"

"pushed the FIR agenda at Board level and helped to change culture from the top down"

"working collaboratively and a positive and healthy working environment where everyone is included and treated with respect and dignity"

"FIR Ambassadors make a big difference on sites, raising awareness and supporting employees"

"we are only really at the start of our journey, but plan to have a FIR Champion at each of our locations. The training material provided through the SCSS has been a fantastic resource."

"I was able to influence our Company to introduce Blind CV recruitment. Currently being tested before introducing."

"raised awareness, more understanding of cultural differences and better equipped to create inclusive environments"

"due to number of FIR ambassadors within the business, I believe it has helped to reinforce a positive culture in the office and across our onsite teams"

"having a senior manager as a FIR Ambassador (who isn't HR!) shows our staff that we are committed to a FIR journey and to equality for all"

"my role encompasses health, safety, wellbeing and also diversity and inclusion. Being a FIR Ambassador helps me provide credence across all this disciplines."

"I have improved the overall morale of the workplace and we encourage all operatives on Site to implement the FIR guidelines"

"I am only newly an ambassador but would like to see everyone in my organisation signed up to be one. It has given momentum to the FIR programme in our own organisation."

"challenging inappropriate behaviour has been the greatest impact"

"I was able to introduce and train people in our project to the FIR principles and influence the culture and behaviours."

"being a FIR Ambassador supports in steering the conversation and authenticating the importance that FIR has in the workplace"

"I've enjoyed being a FIR Ambassador and the additional responsible which comes with the role. Our workplace has become increasingly more intolerant to inappropriate language and people feel more empowered to stand up to anything might deem unsuitable behaviour."

"I am Group Diversity Manager - our focus has been getting women into the business and construction, but through this work, everyone is more aware and focussed on diversity and inclusion for EVERYONE!"

5. Attitudes to workplaces

Findings have shown that respondents were more inclined to 'strongly agree' with the individual positive statements than in 2018. It is notable that this year 2% more people either disagree or disagree strongly with the statement "I feel safe at work". The analysis shows that there have been mild improvements in the responses to the negative statements. There has been a decrease in the proportion of people who are being upset by open use of inappropriate language, banter or images in the workplace. However more respondents are still reporting that poor behaviour may have resulted in the loss of colleagues within their workplace. This could mean that unsuitable behaviour is being driven "underground" and continues to take place at a more discreet level in the workplace.

Illustration 8. Attitudes to FIR – what changes are we seeing in attitudes?

What do you think about your workplace(s):	Combined % for Strongly Agree & Agree					Trend 2016-20
	2016	2017	2018	2019	2020	
I feel safe at work	98	100	99	98	95	-3
I am able to do the best job I can at work	87	98	92	94	87	0
I am treated fairly at work	83	96	93	93	100	17
My employer makes the most of my skills	71	86	77	80	69	-2
I feel respected by my manager or supervisor	84	94	89	88	85	1
I feel 'part of a team' at work	80	94	91	89	85	5
I am invited to get involved in the social life at work (e.g. any team lunches)	77	95	88	83	78	1
I am comfortable to 'be myself' at work	87	94	93	90	89	2
I am comfortable with how people speak and behave at work; for example, jokes, 'banter' and any swearing	88	88	85	85	81	-7
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	67	77	77	72	63	-4
When my employer recruits or promotes someone, it is because they are the best person for the job	71	88	88	79	69	-2
I feel comfortable telling my employer about disability, health condition or personal need	80	92	92	87	78	-2
Managers and supervisors behave and speak to people at work in a way that helps people to do their best	73	86	86	79	69	-4
I would recommend my workplace to friends or family as a great place to work	78	88	88	83	75	-3
Average annual agreement to positive inclusion statements	80.29	91.14	88.43	85.71	80.21	-0.08%
I am upset or offended by how people speak and behave at work; for example, jokes, 'banter' or swearing	12	16	20	18	13	1
I see pictures or graffiti at work that offends or upsets me	4	7	11	7	8	4
People might have quit jobs in my workplaces(s) because of the way that they have been treated	40	34	30	33	36	-4
Average annual agreement to negative inclusion statements	18.67	19.00	20.33	19.33	19.00	0.33%

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Illustrations 9. Attitudes to FIR – what changes are we seeing in attitudes? (percentage differences by year)

What you think about your workplace(s):	Strongly agree					Agree					Neither agree nor disagree (2020)	Disagree					Strongly disagree				
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020		2016	2017	2018	2019	2020	2016	2017	2018	2019	2020
I feel safe at work	57%	68%	59%	66%	62%	41%	32%	40%	32%	32%	4%	1%	0%	0%	1%	1%	1%	0%	0%	1%	0%
I am able to do the best job I can at work	31%	57%	44%	53%	45%	56%	41%	48%	41%	42%	7%	11%	2%	7%	6%	5%	3%	3%	1%	1%	1%
I am treated fairly at work	31%	61%	45%	49%	42%	52%	35%	48%	43%	39%	13%	13%	4%	5%	5%	5%	4%	4%	1%	1%	1%
My employer makes the most of my skills	21%	47%	39%	39%	34%	50%	39%	38%	41%	35%	16%	22%	12%	17%	16%	13%	7%	7%	4%	1%	2%
I feel respected by my manager or supervisor	36%	59%	47%	49%	45%	48%	35%	42%	40%	40%	9%	10%	5%	6%	7%	5%	5%	5%	3%	2%	1%
I feel 'part of a team' at work	34%	57%	45%	44%	41%	46%	37%	46%	45%	45%	8%	14%	5%	7%	9%	5%	6%	6%	2%	1%	2%
I am invited to get involved in the social life at work (e.g. any team lunches)	29%	51%	40%	42%	38%	48%	44%	48%	41%	40%	14%	16%	3%	9%	11%	6%	7%	7%	1%	3%	2%
I am comfortable to 'be myself' at work	33%	59%	50%	54%	45%	54%	35%	43%	36%	45%	7%	10%	7%	5%	6%	3%	4%	4%	1%	2%	1%
I am comfortable with how people speak and behave at work; for example jokes, 'banter' and any swearing	33%	48%	32%	36%	34%	55%	40%	53%	49%	47%	12%	9%	10%	13%	12%	6%	4%	4%	1%	3%	2%
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	26%	35%	32%	29%	30%	41%	42%	45%	43%	33%	20%	20%	17%	14%	16%	12%	13%	6%	6%	7%	5%
When my employer recruits or promotes someone it is because they are the best person for the job	25%	41%	35%	32%	29%	46%	47%	47%	47%	40%	21%	18%	10%	12%	7%	9%	11%	2%	2%	3%	1%
I feel comfortable telling my employer about disability, health condition or personal need	26%	44%	40%	42%	37%	54%	48%	44%	45%	40%	13%	15%	7%	8%	7%	7%	5%	2%	1%	3%	2%
Managers and supervisors behave and speak to people at work in a way that helps people to do their best	17%	30%	19%	26%	22%	56%	56%	61%	53%	47%	20%	19%	13%	14%	12%	10%	8%	1%	3%	1%	1%
I would recommend my workplace to friends or family as a great place to work	30%	50%	36%	42%	33%	48%	38%	46%	41%	42%	18%	15%	9%	9%	5%	5%	7%	3%	4%	3%	2%
I am upset or offended by how people speak and behave at work; for example jokes, 'banter' or swearing	2%	2%	4%	5%	3%	10%	14%	16%	12%	11%	15%	40%	36%	34%	38%	41%	48%	48%	39%	40%	31%
I see pictures or graffiti at work that offends or upsets me	1%	2%	2%	2%	2%	3%	5%	9%	5%	6%	9%	34%	32%	25%	30%	35%	62%	61%	52%	52%	48%
People might have quit jobs in my workplaces(s) because of the way that they have been treated	14%	7%	7%	9%	8%	36%	27%	23%	24%	28%	25%	27%	32%	30%	25%	23%	24%	34%	28%	23%	15%

6. Insights

6.1 Significant differences in attitudes between different groups

The following table identifies answers to attitudinal questions where there was a variance of 5% or more between different groups of respondents.

There are differences according to:

- **Roles:** directors and senior managers appear to have more positive experiences than technical engineers and operative/ administrative positions.

- **Type of employer:** we have highlighted the main differences across business size.

- **Attendance at FIR workshop:** those who have attended FIR workshops appear to be more aware of non-FIR behaviours at work compared to those who have not had exposure to FIR training.

- **Gender**: we have highlighted some of the differences between males and females specifically, as the sample size for other genders was not large enough.

Business size – Micro <10 / Small 1-49 / Medium 50-249 / Large 250+

Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
I feel safe at work	• Respondents who worked for larger companies were more likely to agree (Micro 90%, Large 96%)
I am able to do the best job I can at work	• Respondents from small companies were the least likely to agree (78%) • Technical engineers were least likely to agree (74%) whilst directors were most likely (95%) • Those who had participated in the FIR programme in the last year were more likely to agree (84%) compared to those who had not (76%)
I am treated fairly at work	• Respondents from Small companies were the least likely to agree (69%) whilst Respondents from Large companies were most likely (83%) • The percentage of respondents agreeing increased with seniority with only 71% operatives/administrative and 66% of technical/engineers agreeing compared to 88% of directors • Those that had participated in the FIR programme in the last year were more likely to agree (90%) compared to those who had not (82%) • Men (86%) were more likely to agree than women (78%)

Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
My employer makes the most of my skills	• The percentage of respondents agreeing increased with seniority, with only 54% operatives/administrative and 48% of technical/engineers agreeing compared to 83% of directors • Men (74%) were more likely to agree than women (67%) • Respondents from Large companies were least likely to agree (67%) whilst Respondents from Micro companies were most likely (77%)
I feel respected by my manager or supervisor	• Respondents from large companies were most likely to agree (87%) • Operation/ administrative were least likely to agree (73%) and Supervisor/ Team leader positions were the most likely to agree (94%) • Those that participated in the FIR programme in the last year were more likely to agree (88%) than those that had not (80%)
I feel 'part of a team' at work	• Those in a Medium or Large business were more likely to agree (87%) compared to Small (79%) or Micro businesses (77%) • Operatives/administrative (78%) and technical/engineers (74%) were less likely to agree compared to Supervisor/ Team leader positions (94%) • Those who participate in the FIR programme in the last year were more likely to agree (89%) than those that had not (80%)
I am invited to get involved in the social life at work (e.g. any team lunches)	• Those in Micro (65%), Small (76%) and Medium (74%) were less likely to agree compared to those in large companies (81%) • Technical engineers were least likely to agree (56%) whilst senior managers were most likely (83%) • Those who participate in the FIR programme in the last year were more likely to agree (85%) than those that had not (67%)
I am comfortable to 'be myself' at work	• The percentage of respondents agreeing increased with management seniority with only 81% operatives/administrative and technical/engineers agreeing compared to 97% of directors
I am comfortable with how people speak and behave at work; e.g. jokes, 'banter' and any swearing	• Respondents from micro companies (73%) were least likely to agree (Micro/ Medium /Large 79-82%) • Operatives/administrative (75%) senior management (77%) were less likely to agree compared to Technical/ Engineer (89%) and Supervisor/ Team leader positions (88%) • Men (83%) were more likely to agree than women (79%)

Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	- Those in a Small (67%) or medium business (69%) were more likely to agree compared to micro (61%) or large businesses (60%) - Technical engineers were least likely to agree (41%) whilst supervisors/ team leaders were most likely (79%) - Men (71%) were more likely to agree than women (58%)
When my employer recruits or promotes someone, it is because they are the best person for the job	- Those in a Small companies were (79%) were more likely to agree - Large companies were least likely to agree (67%) - Technical engineers were least likely to agree (48%) whilst supervisors/ team leaders were most likely (82%)
I feel comfortable telling my employer about a disability, health condition or personal need	The percentage of respondents agreeing increased with seniority with only 63% operatives/administrative and technical/engineers agreeing compared to 85% of directors
Managers and supervisors behave/ speak to people at work in a way that helps people to do their best	- Those in a Micro companies (77%) were more likely to agree with: Medium companies (62%) and Large companies (70%) - Operatives/administrative (58%) Technical/ Engineer (56%) were less likely to agree compared to directors (76%) and Supervisor/ Team leader positions (79%) - Those who participate in the FIR programme in the last year were more likely to agree (72%) than those that had not (64%) - Males (76%) were more likely to agree than females (64%)
I would recommend my workplace as a great place to work	- The percentage of respondents agreeing increased with management seniority with only 68% operatives/administrative and 48% technical/engineers agreeing compared to 87% of directors - Those in a Micro companies (77%) or Large companies (77%) were more likely to agree compared to small (66%) or Medium companies (71%)
The majority of respondents did not agree with the following statements however:	
I am upset or offended by how people speak and behave at work e.g. jokes, banter or swearing	- Those that participate in the FIR programme in the last year were more likely to agree (17%) than those that had not (8%) - Senior managers were most likely to agree (18%) whilst supervisors/ team leaders were least likely (9%)

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Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
I see pictures or graffiti at work that offends or upsets me	• Those in a Micro companies (19%) were more likely to agree compared, Medium companies (7%) and Large companies (6%) • Senior managers were most likely to agree (10%) whilst supervisors/ team leaders were least likely (3%) • Those that participate in the FIR programme in the last year were more likely to agree (10%) than those that had not (5%)
People might have quit jobs in my workplace(s) because of the way they have been treated	• Supervisor/ Team leader positions (27%) and directors (29%) were less likely to agree compared to Technical/ Engineer (44%) and middle manager positions (41%) • Those in a Micro companies (15%) were less likely to agree compared to Small companies (45%) and Medium companies (38%)

6.2 Respondents suggestions for new FIR materials

Respondents commented that the following materials would support and enhance their ability to embed a culture of FIR in their organisations:

- Anti-bullying and graffiti
- Look at language
- Sample EDI strategies / Action Plans
- Posters / Digital Media
- Monthly leaflets
- Maintaining the focus on FIR during COVID
- Creating Action Plans/Outcome led
- What are (perceived) barriers? / Removing barriers into employment
- More workshops for site-based personnel
- I think we still need to do a lot more on disability
- Monitoring and Tracking diversity
- Training the trainer, how to cascade to teams
- Posters for offices to raise awareness
- Case studies
- Senior management programme
- How to rate a company on their Inclusion
- It would be useful to have a bit more notice on events taking place
- The tool box talks are quite basic

- Short videos to support training

- More cultural awareness tools

- FIR for Senior Managers

- A one stop toolkit - to include posters, toolbox talks and videos that can be given to site managers

- More behaviours - based tools, workshop content, activities that focus on embedding FIR behaviours

- How to promote FIR to Exec members

- Masterclasses

- Could they be expanded to cover working with Stonewall and more information on LGBT issues

- Unconcious bias elearning

- Understanding different cultures

- Inclusion on site

- More webinars

- FIR Modern Slavery TBT would be powerful

- More workshops for Ambassadors

- FIR Ambassador Training for site based personnel

- I would like to have sent my team on Introduction to FIR or Becoming FIR Ambassador workshops, but workshops were either closed ones, or the other side of country, which made it impractical

- Policies

- Best practice for supporting those from minority groups - race, disability etc

- The short video clips are fantastic - I would like to see more films becoming available covering a wide array of topics (these are light-hearted but convey important messages)

- Short initiatives / moments that could be used at weekly meetings

- Can the material that FIR Ambassadors use be updated? Current toolkit feels a little dated