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FIR Programme Report


Annual research & impact evaluation report – April 2021




“The FIR Programme has been insightful and educational, it has provided both intelligence and depth into best practices so that one can manage staff, be professional and engage with other departments with Fairness, Inclusion and Respect”

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With special thanks to the following organisations who have part funded the FIR programme in 2020/21:



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1. Executive Summary

For the sixth 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. **811 people responded to the survey.** This is a large increase from the 607 that responded last year. Of this year's respondents, 51.2% reported they had participated in the FIR programme during the last year, compared to 61% last year.

448 FIR Ambassadors participated in the survey (55% of total respondents compared to 50% last year). 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.

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

The quality of training provided.

An average of 96% rated the workshops and materials as excellent or good, compared with last year's figure of 91%. The quality of FIR support being delivered remains very high, as the training programme matures and becomes more varied.

The impact on individuals.

- Overall 89% of respondents agree that they feel empowered to deal with FIR issues more effectively (86% in 2020, 87% in 2019 and 77% in 2018)
- Overall 82% of respondents agree that they now have the confidence to challenge poor behaviours (84% in 2020 and 2019, and 81% in 2018)

Changes in FIR attitudes.

- The survey reveals that people from a minority background experience different attitudes than those from the majority white male group.

Ethnic background:

- Whilst only 23% of people from a white background *"stated that colleagues might have quit jobs in my workplace(s) because of the way they have been treated"* the number more than doubles for people of colour (45% black and 56% asian).
- 10% more people of a black or asian ethnic group stated that *"I am upset or offended by how people speak and behave at work e.g. jokes, banter or swearing"*.
- Respondents from an asian or black background were on average 10% less likely to respond positively to our attitudes statements. *For example: I feel safe at work, I am treated fairly at work, I feel comfortable to be myself, I and comfortable with how people speak to me, When my employer recruits or promotes someone, it is because they are the best person for the job.*

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Gender

- Differences in gender are less marked than with different ethnic groups, but they are still significant with responses such as:
 - *"No of people or groups of people are treated unfairly, or less favourably, than others at my place of work"* - Men (74%) were more likely to agree than women (62%)
 - *"I am treated fairly at work"* - Men (90%) were more likely to agree than women (83%)
 - *"I am comfortable with how people speak and behave at work, e.g. jokes, 'banter' and any swearing"* - Men (81%) were more likely to agree than women (76%)

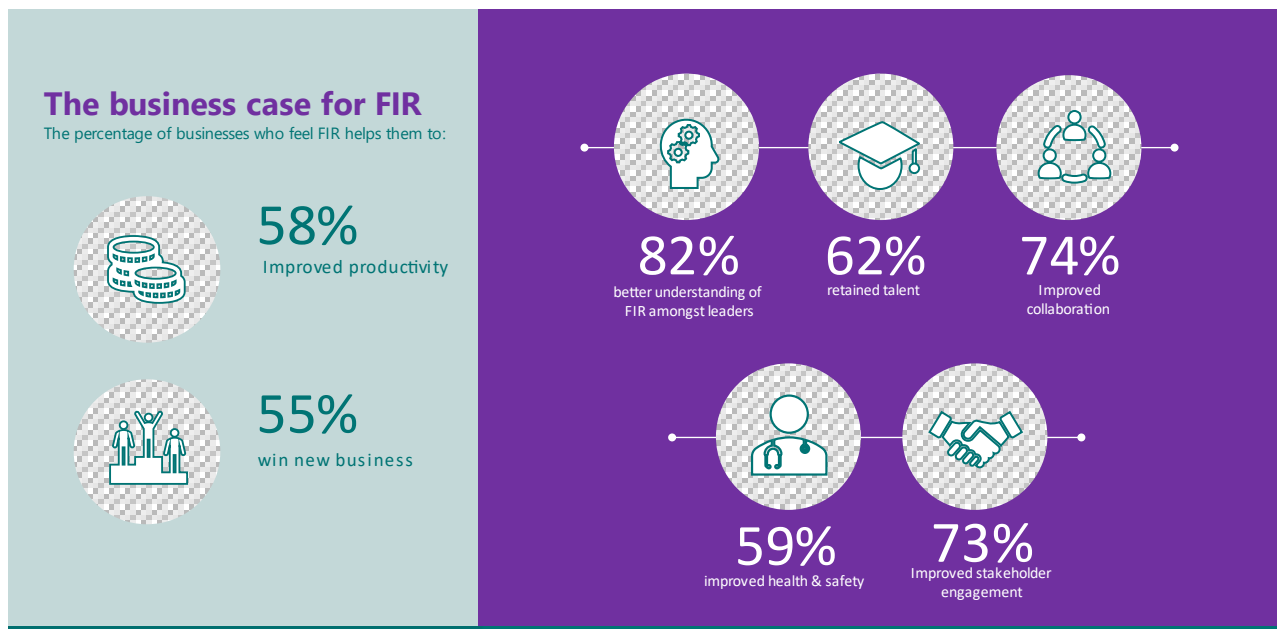
Size of business - those working in small companies felt more valued and less likely to observe neagive attitudes towards diveristy issues.

Seniority - Overall the more senior the respondent was, the more likely they were to think there wasn't a problem.

The impact on business processes (outcomes).

- Over 1 in 2 (57%) of organisations are now reporting either pockets of good diversity practice or change being fully embedded (21%) in their recruitment processes (55% in 2020, 46% in 2019).
- More organisations (64%) now either fully embed FIR within people-management process or report pockets of good practice (59% in 2020, 30% in 2019).
- 26% of organisations have fully embedded diversity monitoring in their businesses (+1% in 2020).
- Only 15% of 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).

The impact on business performance.



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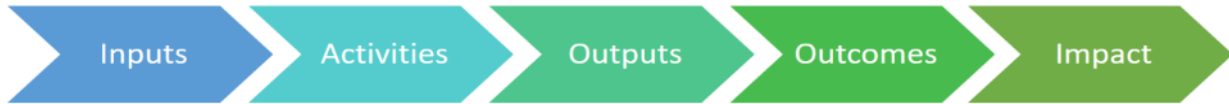
2. Background

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 sixth annual FIR survey was open for 8 weeks and conducted between 16th Feb and 9th April 2021.

The survey was sent via email to all Supply Chain Sustainability School members, including 574 FIR Ambassadors across the UK. 811 people in total responded to the survey, of which 448 were FIR Ambassadors.

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.

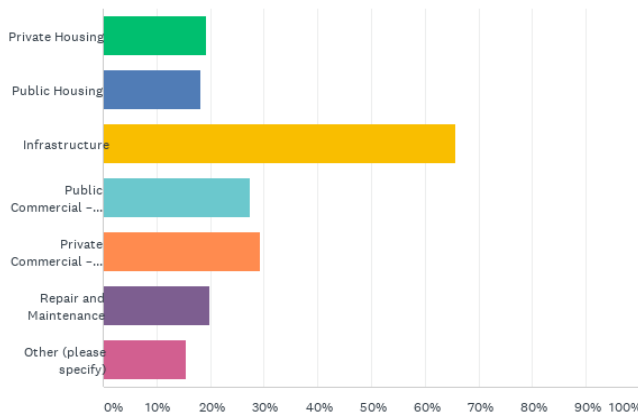


In the context of the FIR Programme the **inputs** are funding from Partners and CITB and the significant time input of Partners and members. The **activities** are the training we deliver both face to face and online. The **outputs** are reported in our quarterly reports and relate to the number of 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.

3. About the respondents

Illustrations 2. Analysis of research respondents

Sector coverage



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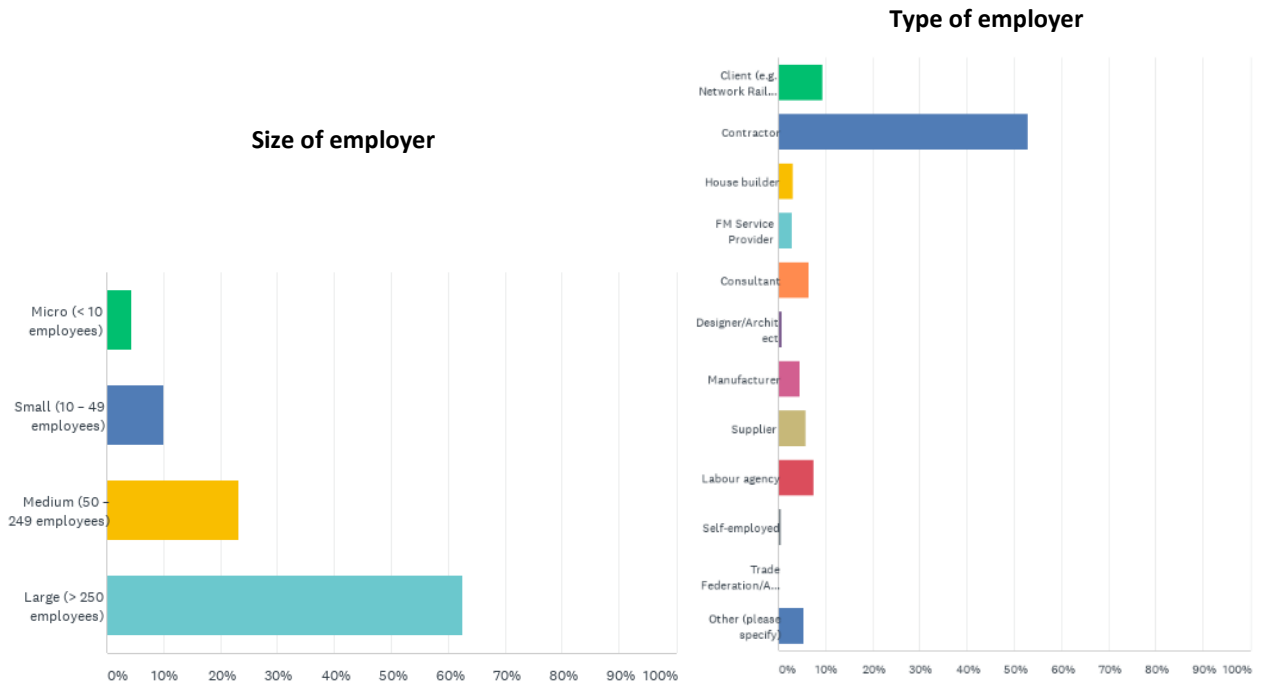


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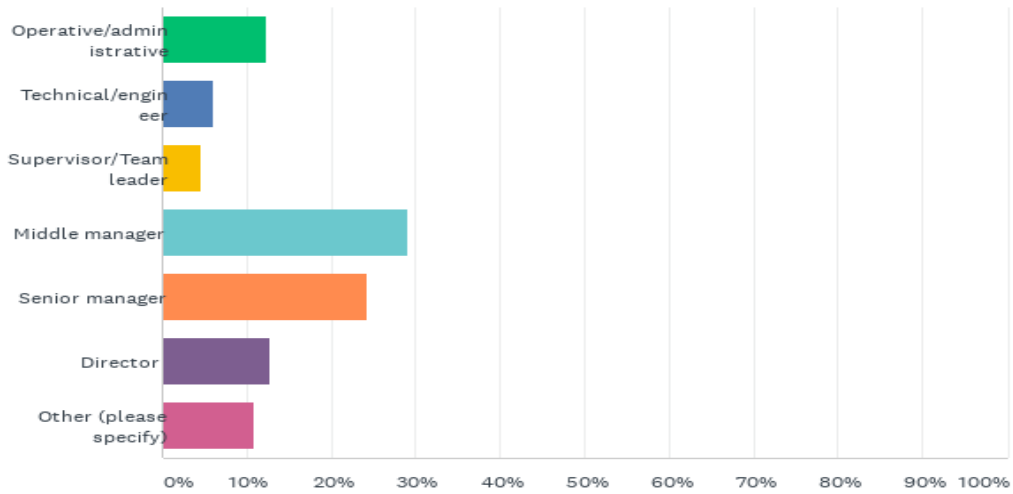


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Position within business



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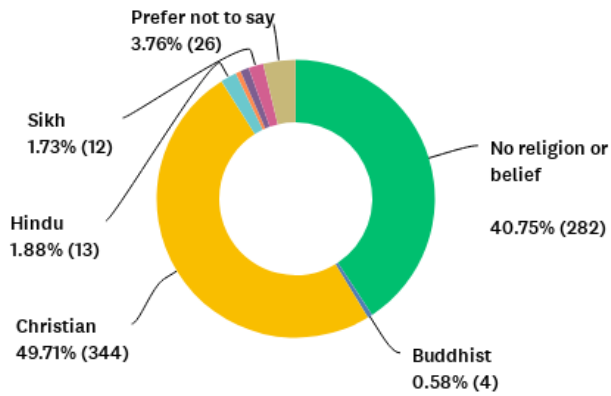
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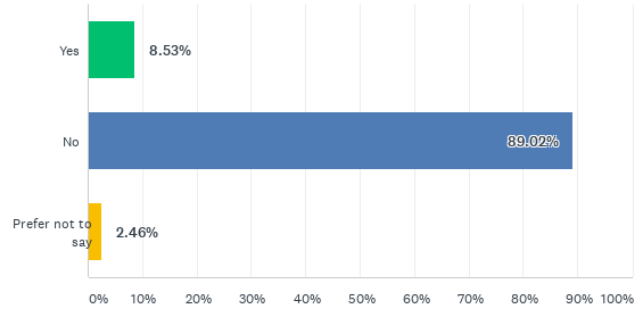
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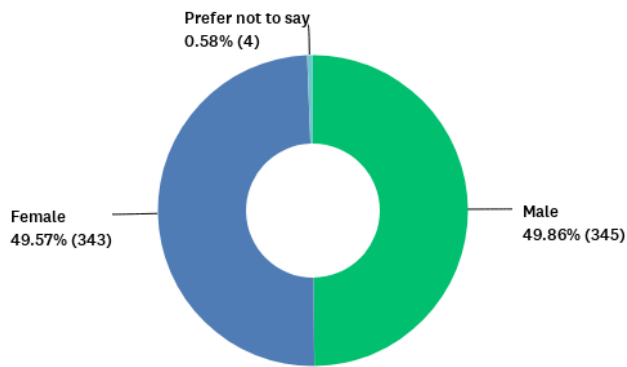
Religion or belief



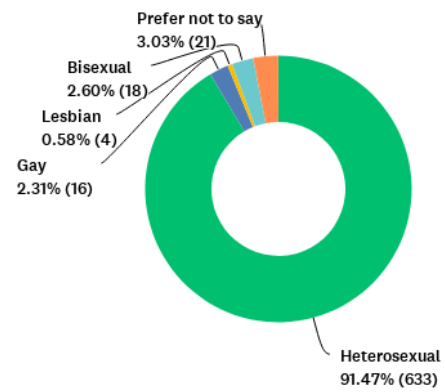
Disability



Sex



Sexual orientation



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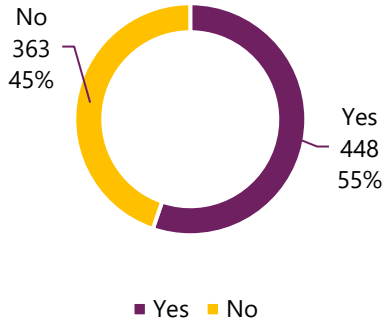


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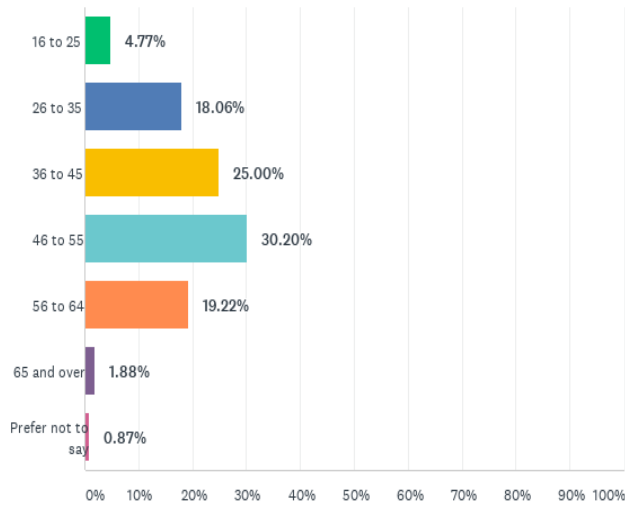


FIR Ambassador

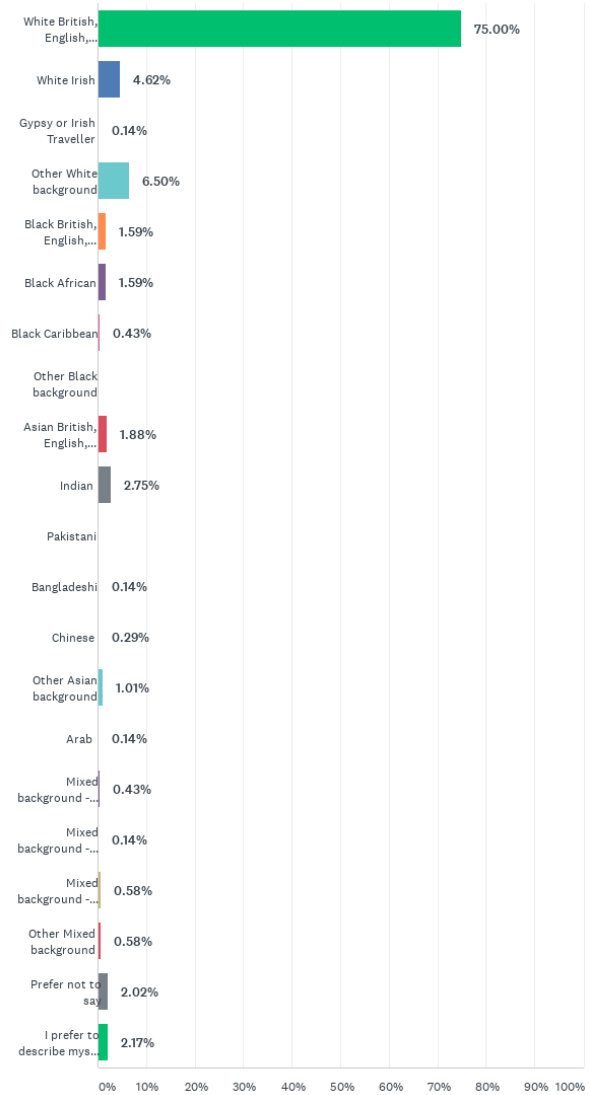
Fir Ambassador



Age



Ethnicity



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Commentary:

- Just under 9% 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))
- 11% 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:
Account Manager, Senior Consultant, Office Manager, Safety Officer, HSEQ & Training Manager, Assistant Spatial Planner/ EDI Lead, HR Officer, Consultant, Health, Safety and Environment Technician, Apprentice, Planner, Quantity Surveyor, Sustainability Specialist, Community Liaison Officer, Recruitment Manager, Wellbeing Lead
- The majority **(55%) of respondents were aged between 36 – 55 years old** which is representative of the industry average. However, less than 5% of respondents were 16-25. Latest figures indicate that 11% of the industry workforce is under 24 (Glenigan). Therefore, we note that young people are under-represented in the survey.
- 66% 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 **(49.6%) 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)). However, only a minority of female respondents worked at Senior Management or Director levels.
- Most of the respondents (66%) 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 63% of respondents working for large employers (over 250 employees).
- 53% of responding organisations were "contractors", which is consistent with many respondents reporting they worked either in (or on) infrastructure projects / programmes.
- 51% of respondents had participated in the FIR programme during the last year.

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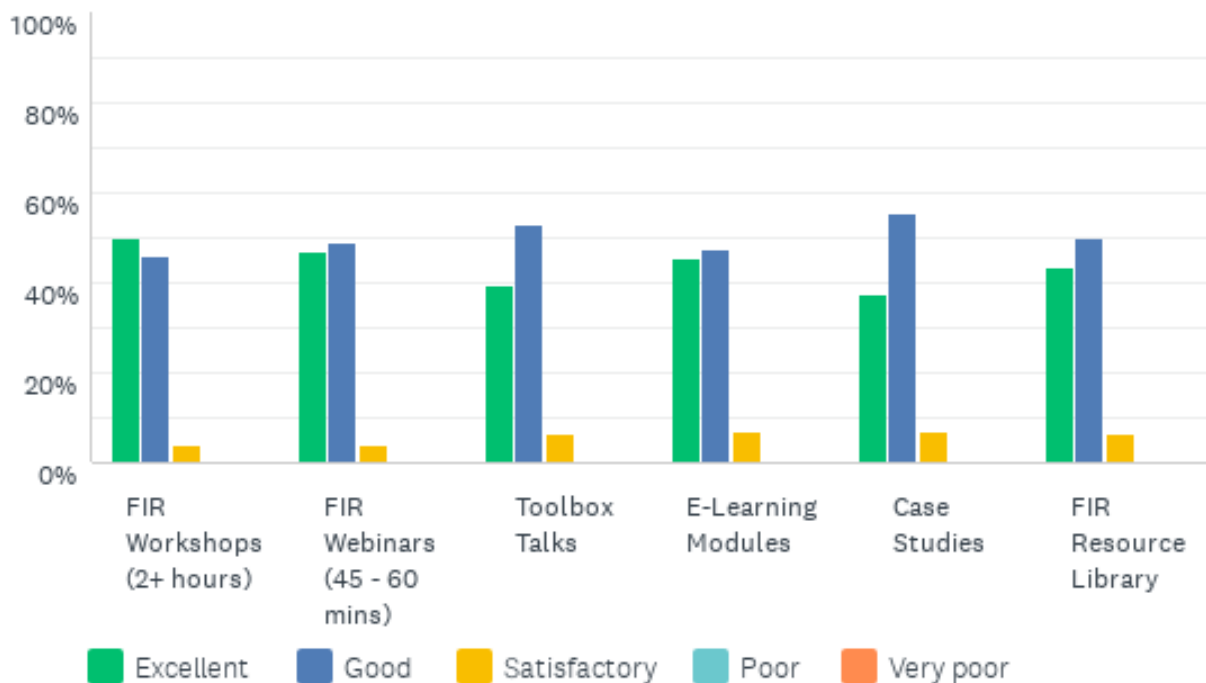
4. Results

4.1 The quality of FIR support

395 respondents answered the questions on the quality of FIR workshops and materials. An average of 96% rated the workshops and materials as excellent or good, compared with last year's figure of 91%. The quality of FIR support being delivered remains very high, as the training programme matures and becomes more varied.

92% of people rated FIR Toolbox Talks as excellent/good (same as 2020); with 45% of people rated FIR e-learning as excellent (same as 2020).

Illustrations 3 - How would you rate the quality of these workshops and materials?



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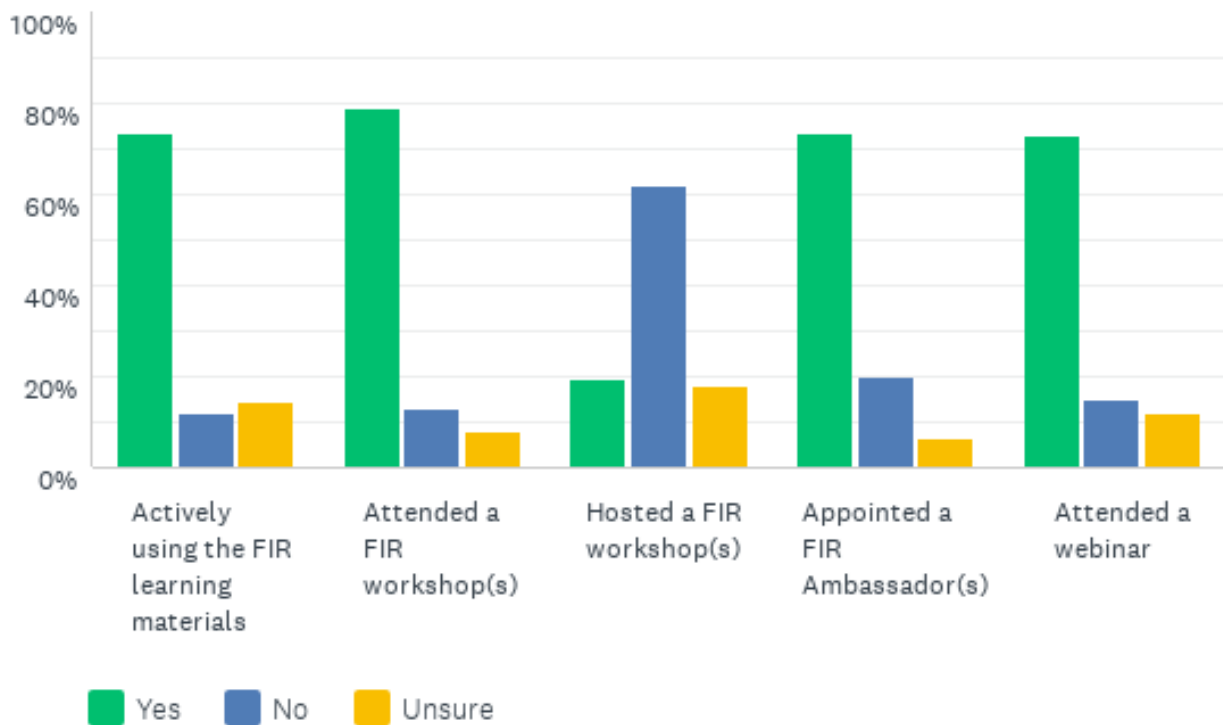


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4.2 Practical steps respondents are taking.

Illustrations 4. Which of the following elements of the FIR Programme have been utilised by you within your organisation?



Slightly fewer respondents report active use of the FIR materials and we note an upward trend over 3 years from 2017 to 2020 but a slight fall in 2021. For the respondents who use the FIR workshops and materials:

- 73% of respondents are using FIR learning materials down 4% from last year (77% in 2020, 67% in 2019, 48% in 2018)
- 79% of respondents attended a FIR workshop, up 1% from last year (78% in 2020, 82% in 2019, 60% in 2018)
- 20% of respondents have hosted a FIR workshop, down 12% from last year (32% in 2020, 40% in 2019, 24% in 2018)
- 73% of respondents indicated that their companies had appointed a FIR Ambassador, down 4% from last year (77% in 2020, 75% in 2019, 45% in 2018).

The Covid pandemic had a significant impact on the training delivery, with all of our training being delivered in “virtual” train the trainer sessions via Zoom and Teams. It is good to see the quality response have not significantly fallen year on year and total numbers attending training had actually risen, with 73% of respondents having attended a FIR webinar.

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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 (57%) of organisations are now reporting either pockets of good practice or change being fully embedded (21%) in their recruitment processes (55% in 2020, 46% in 2019).
- More organisations (64%) now either fully embed FIR within people-management process or report pockets of good practice (59% in 2020, 30% in 2019).

Monitoring the attraction and retention of women and minority groups:

- 26% of organisations have fully embedded diversity monitoring in their businesses (+1% compared to last year), with a further 58% (+6%) reporting they've either started this process or have pockets of good practice.
- Only a small minority of 6% now report not having begun this process at all (5% in 2020, 8% in 2019).

Procurement process and supply chain:

- Many organisations (15%) 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 63% 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 is up slightly from last year at 6% (5% in 2020, 10% in 2019 and 18% in 2018).

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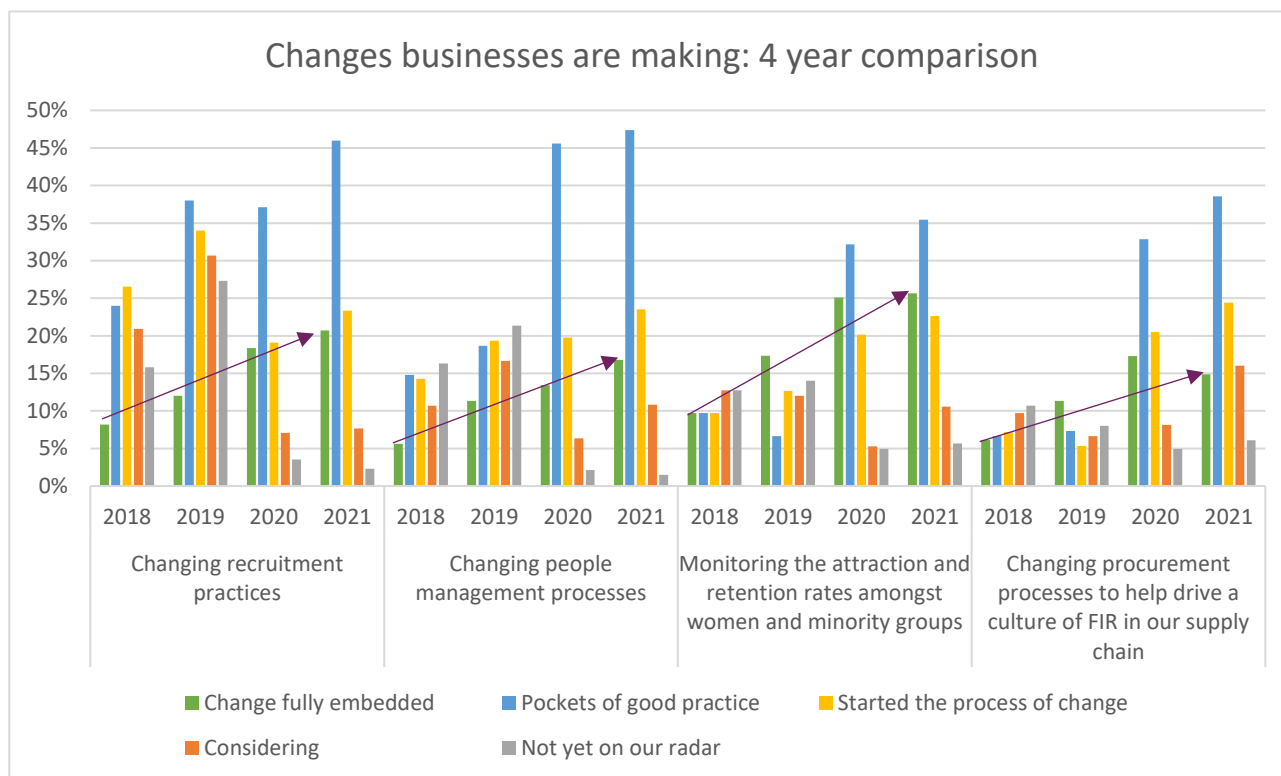
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Illustrations 5. What changes has your business made to its business processes because of the FIR Programme?



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 FIR Programme has made a very positive contribution to businesses in 2021, in all the areas below:

- Over half of respondents (66%) agree they've recruited a more diverse team (58% in 2020).
- Improved behaviours - (78% agree, 73% in 2020).
- Improved understanding of FIR issues amongst key managers - (80% agree, 69% in 2020).
- Improved understanding of FIR issues amongst leaders - (82% agree, 72% in 2020).
- Helping to retain talent - (62% agree, 52% in 2020)
- Improving collaboration - (74% agree, 61% in 2020).
- Improved stakeholder engagement - (73% agree, 70% in 2020).
- 59% agreed the FIR Programme has improved Health and Safety (48% in 2020).

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

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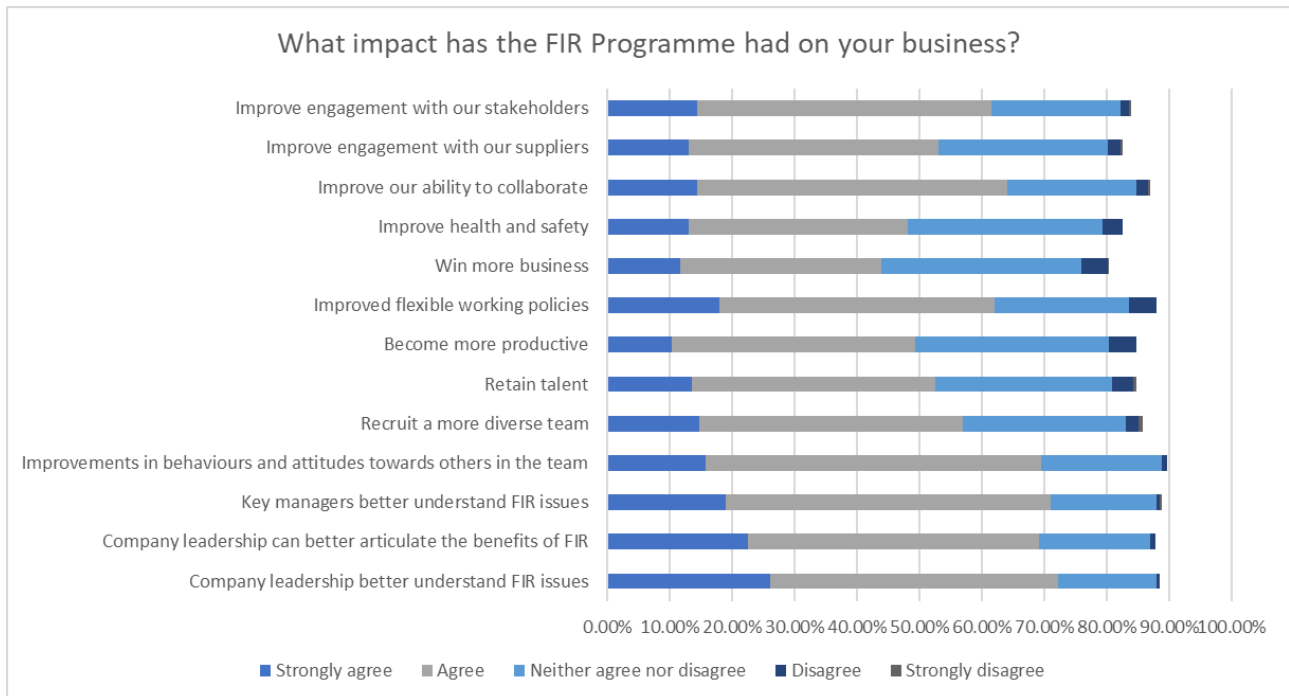
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- Improved productivity - (58% agree, 46% in 2020).
- Winning more business - (55% agree, 44% in 2020).

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

Impact	Difference from 2020
Leadership understand FIR	0%
Leadership articulate FIR	+2%
Managers understand FIR	+2%
Improvements in behaviours	-3%
Recruit a more diverse team	-1%
Retain talent	0%
Enable productivity	+3%
Improved flexible working policies	First year of data
Win more business	0%
Improved health & safety	0%
Improved collaboration	+3%
Improved supplier engagement	+2%
Improved stakeholder engagement	+1%
Improved community engagement	+2%



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How do you feel the FIR Programme will benefit your business in the future?

"Further increase the diversity of our talent pool"

"I hope that we will continue to cast our employment net wider and wider within our community and offer opportunities to individuals that would not usually consider engineering/construction."

"Improved respect"

"Promote a more inclusive environment and improve our team performance"

"a happier workforce"

"It will help in terms of talent retention, better recruitment, profiling and positioning ourselves in the market place. The more we know and embrace FIR the better it will be all round."

"embedded FIR practice company wide; supporting our customers in their own FIR efforts including social value."

"it will help us become more inclusive and diverse which as a result lead to a better financial performance"

"positive impact on culture"

"it will continue to embed D & I to attract, engage and retain a diverse workforce."

"it will continually make us question the business and how we make decisions"

" spread the message to wider project teams"

"making it a more desirable place for people to want to work"

"things can only get better as the programme gets assimilated into the business"

"it will help us win more work in future, and attract and retain people from under represented groups"

"the programme is a slow burner. It has a better chance of effecting lasting change. Mature clients would expect our businesses to take part in such a programme."

"it will improve our ability to secure the right people in the right jobs"

"it will help is improve in areas where we originally felt we were doing well."

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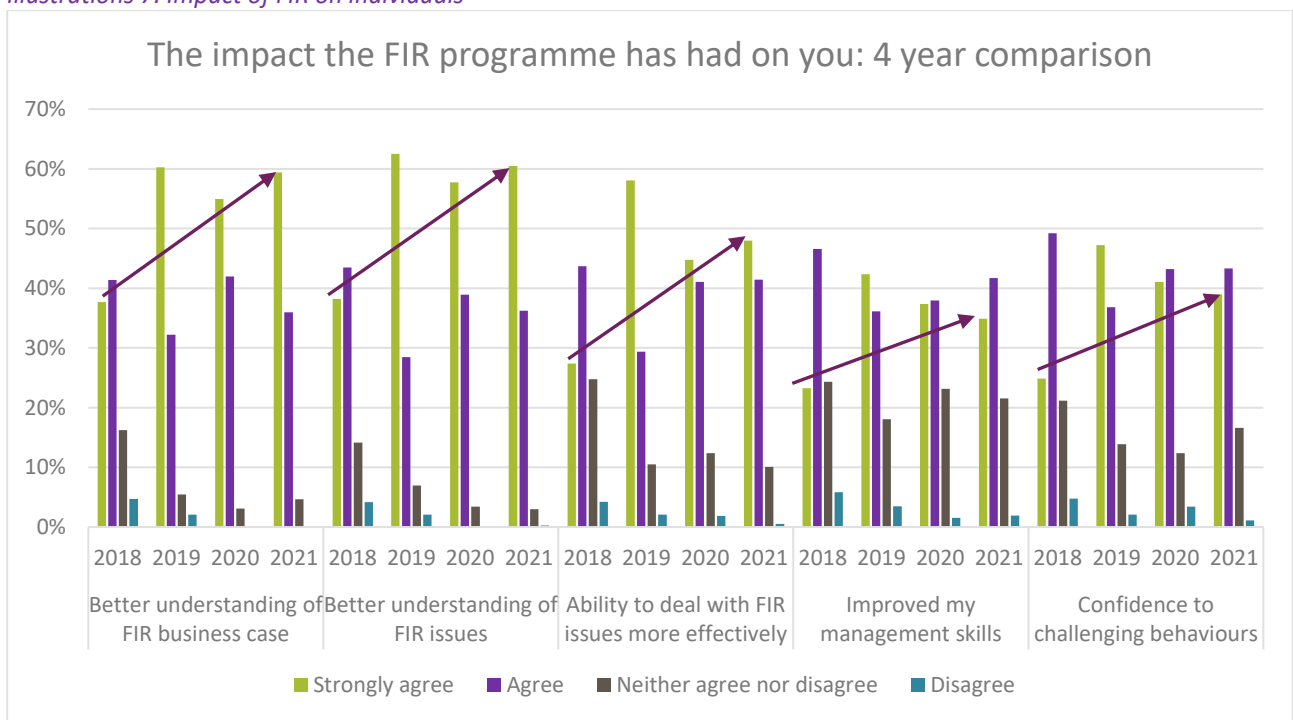


4.5 Impact of FIR Programme on respondents

When the data is analysed across the last four years, we see continued strong, positive feedback relating to the impact of the FIR Programme on participants. In all areas we note a rough upward trend across the last three years, 2018 – 2021.

- Overall 96% of respondents agree that the FIR Programme has helped them to understand the business case for embedding FIR within their business, (97% in 2020, 92% in 2019 and 88% in 2018)
- Overall 89% of respondents agree that they feel empowered to deal with FIR issues more effectively (86% in 2020, 87% in 2019 and 77% in 2018)
- Overall 77% of respondents agree that the FIR programme has improved their management skills (75% in 2020, 78% in 2019 and 77% in 2018)
- Overall 82% of respondents agree that they now have the confidence to challenge poor behaviours (84% in 2020 and 2019, and 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:

"It has increased my awareness and helped me develop my ability to challenge and change practices where appropriate"

"As a woman in the construction industry, it's refreshing to see that the sector is making strides in FIR. It is very rewarding to be part of the change."

"Understanding different cultural background"

"It's given me more understanding and tools to approach differing situations."

"The programme and toolkits will assist in improving my management skills, as well as providing additional empowerment to those around me to highlight the importance of FIR."

"better understanding of issues in the workplace"

"I worked with multiple project teams and workforces across multiple sites, The FIR Programme creates an opportunity for me to know teams and individuals better and enables me to become a more established part of the teams"

"I am more aware of the impact of FIR and its benefits"

"It has given me a direct pathway to the SLT to raise issues I hear about within the workplace/site"

"I have more knowledge and information so am more confident when relaying this to others"

"greater appreciation of all of our stakeholders' backgrounds"

"it helps me understand and implement the fair and inclusive treatment of people in the workplace."

"Help[s] me recognise hidden bias and generational out dated opinions"

"Improved understanding of FIR and knowledge of best practice."

"made me a better person"

"It allows me to consider both mine and others actions and has allowed me to consider how to improve both EDI and FIR in the workplace to ensure better inclusion and development of relationship of those with disabilities. Has improved both knowledge and sharing experiences with HR to get the best for those employees with disabilities."

"I feel in a better position to deal with issues that may arise"

"I now have a better understanding of what FIR means and although these values are already imbedded into our company, I feel it has given me the confidence to put these values to practice further."

"It has helped me be more inclusive"

"It has given me the confidence to be the go to person within our team for inclusion issues"

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"Personally it has benefited me in giving me better understanding the issues that we as a company are facing in regards to FIR. But also benefits me by giving me backing to get those issues looked at appropriately instead of seeming like its just a problem I'm picking up but an problem that almost all companies may be facing or may have faced previously."

"Removed unconscious bias and a more open approach to recruitment"

"I feel that I have been better equipped with materials and knowledge to tackle challenges"

"I can see things from a different angle and I have more of an understanding of how people can view the same thing differently."

"The FIR programme empowers me and others to speak up on issues that traditionally in construction were hidden. As a Trans female this is important to me , and compliments my diversity, and inclusion work in the sector"

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4.6 Impact of being a FIR Ambassador.

Respondents identified the following impacts on their business, because of their being a FIR Ambassador. Some respondents mentioned they only just started the FIR Ambassador role, so it is too early to comment. Responses below:

"Being a FIR Ambassador is an integral part of my role within HR allowing me to ensure Fairness, Inclusion and Respect are consistent and challenged where necessary"

"Being a FIR ambassador has empowered me to recognise negative behaviours"

"We have introduced inclusion moments, in addition to the existing health and safety moments at the beginning of each meeting, largely due to the influence of FIR ambassadors within the company pushing the initiative"

"Inclusive framework installed throughout organisation"

"I have been able to refer people to industry quality resources to explain the importance of Fairness, Inclusion and Respect. In 2020, where our society went through very challenging times that highlight the unfairness that everything that we subscribe to is built on, it was good to have concrete data to show to a bunch of Engineers who seem to forget or prefer to ignore that racism, sexism and classism still exist in our society."

"It's been very positive and helped greatly with understanding to relate and apply the principles of Fairness, Inclusion and Respect to everyone."

"I have only very recently completed the training, however, I can see the huge benefits for the business and in life in general."

"It has aided communications with the Senior Leadership team so we can cultivate positive change to the way we think and work."

"we have now rolled out across all our business"

"It makes it easier to have challenging conversations"

" greater appreciation for FIR across our whole business which has meant understanding each other much better allowing greater cohesion and collaboration"

"It's brilliant having representatives within the business to challenge not just unsafe behaviours but those of inequality and discrimination"

"At Cardinal Project Management we already have several FIR Ambassadors and the Toolbox Talks are built it to every project we tender for on site. I had never heard of FIR until I joined the team in 2018 and I have to say it has to be the only workplace I have ever worked for where every single staff member is treated fairly, we are all included and we are all respected. I am definitely going to be pushing for toolbox talks in the office as well as we would definately benefit further."

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"In essence it has been insightful and educational, it has provided both intelligence and depth into best practices so that one can manage staff, be professional and engage with other departments with Fairness, Inclusion and Respect which is ultimately very important."

"Having the awareness and knowledge that comes with being a FIR ambassador [has] opened up dialogues [with] the aspects of Fairness, Inclusion and Respect at the centre. This has helped in situations where previously these would not have been touched on or given any thought within the business."

"I am a founder of the Building Equality Network for LGBT + inclusion and also the Construct Ability Network for disabilities, hidden disabilities and neurodiversity. I have given over a 100 talks on inclusion , including on site tool box talks. My FIR Ambassador status is a part of my talks , and it has had a far reaching impact on the industry through these networks."

"It has given me the confidence to get FIR on the agenda. We now have FIR on our formal company Induction Training and our company handbook has been amended to reflect this."

"I have just become an Ambassador and I'm not in the position to describe the impact so far. However, I have been involved with FIR for a few years now and I believe it has allowed our Supply Chain to become more diverse and inclusive. In addition, it has allowed us to win more work and also communicate the importance of it throughout our Supply Chain."

"Being a FIR ambassador has enabled me to think more expansively about EDI issues and how these affect individuals within the company. Further, it has allowed me to work with suppliers more extensively with regards to the challenges we face in order to strengthen the supply chain."

"The business is taking it very seriously and encourages more staff to become FIR ambassadors"

"Being a FIR Ambassador helps the organisation take a more considered approach to the resource persons on an infrastructure project"

"It's allowed us to engage more with staff and create FIR Forums for colleagues"

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5. Workplace attitudes

Findings have shown that respondents were more inclined to ‘strongly agree’ with the individual positive statements than in 2018. 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 think people quit their jobs because of how they have been treated but an increase in the proportion of people who are uncomfortable with how people speak and behave at work; for example jokes, ‘banter’, and any swearing.

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 analysis
	2016	2017	2018	2019	2020	2021	2016-2021
I feel safe at work	98	100	99	98	95	96	-2
I am able to do the best job I can at work	87	98	92	94	87	91	4
I am treated fairly at work	83	96	93	93	100	87	4
My employer makes the most of my skills	71	86	77	80	69	79	8
I feel respected by my manager or supervisor	84	94	89	88	85	88	4
I feel ‘part of a team’ at work	80	94	91	89	85	88	8
I am invited to get involved in the social life at work (e.g. any team lunches)	77	95	88	83	78	77	0
I am comfortable to ‘be myself’ at work	87	94	93	90	89	91	4
I am comfortable with how people speak and behave at work; for example jokes, ‘banter’ and any swearing	88	88	85	85	81	78	-10
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	67	77	77	72	63	68	1
When my employer recruits or promotes someone it is because they are the best person for the job	71	88	88	79	69	76	5
I feel comfortable telling my employer about disability, health condition or personal need	80	92	92	87	78	81	1
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	76	3
I would recommend my workplace to friends or family as a great place to work	78	88	88	83	75	82	4
Average annual agreement to inclusive attitude statements	80.29	91.14	88.43	85.71	80.21	82.71	2
I am upset or offended by how people speak and behave at work; for example jokes, ‘banter’ or swearing	12	16	20	18	13	12	0
I see pictures or graffiti at work that offends or upsets me	4	7	11	7	8	6	2
People might have quit jobs in my workplaces(s) because of the way that they have been treated	40	34	30	33	36	30	-10
Average annual agreement to inclusive attitude statements	18.67	19.00	20.33	19.33	19.00	16.00	-3

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

When we combine ‘Strongly Agree’ and ‘Agree’ we can see a significant improvement on these statements for the last two years. Most of the statements have been improved on except for ‘I am invited to get involved in the social life at work’ and ‘I am comfortable with how people speak and behave at work; for example jokes, ‘banter’ and any swearing’. The social life statement may be worsened because of the pandemic.

What you think about your workplace(s):	Strongly agree						Agree						Neither agree nor disagree (2021)	Disagree						Strongly disagree						Combined Agree and Strongly Agree											
	2016	2017	2018	2019	2020	2021	2016	2017	2018	2019	2020	2021		2016	2017	2018	2019	2020	2021	2016	2017	2018	2019	2020	2021	2016	2017	2018	2019	2020	2021	2016	2017	2018	2019	2020	2021
I feel safe at work	57%	68%	59%	66%	62%	66%	41%	32%	40%	32%	32%	30%	3%	1%	0%	0%	1%	1%	1%	1%	0%	0%	1%	0%	0%	1%	0%	0%	1%	0%	0%	49%	50%	50%	49%	47%	48%
I am able to do the best job I can at work	31%	57%	44%	53%	45%	48%	56%	41%	48%	41%	42%	42%	7%	11%	2%	7%	6%	5%	2%	3%	3%	1%	1%	1%	0%	1%	1%	1%	1%	1%	0%	44%	49%	46%	47%	43%	45%
I am treated fairly at work	31%	61%	45%	49%	42%	47%	52%	35%	48%	43%	39%	40%	10%	13%	4%	5%	5%	5%	3%	4%	4%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	42%	48%	47%	46%	40%	43%
My employer makes the most of my skills	21%	47%	39%	39%	34%	38%	50%	39%	38%	41%	35%	41%	12%	22%	12%	17%	16%	13%	7%	7%	7%	4%	1%	2%	2%	1%	2%	2%	1%	2%	2%	36%	43%	39%	40%	35%	40%
I feel respected by my manager or supervisor	36%	59%	47%	49%	45%	50%	48%	35%	42%	40%	40%	38%	8%	10%	5%	6%	7%	5%	2%	5%	5%	3%	2%	1%	1%	1%	1%	1%	1%	1%	1%	42%	47%	45%	45%	42%	44%
I feel 'part of a team' at work	34%	57%	45%	44%	41%	47%	46%	37%	46%	45%	45%	41%	7%	14%	5%	7%	9%	5%	5%	6%	6%	2%	1%	2%	1%	1%	1%	1%	1%	1%	1%	40%	47%	46%	45%	43%	44%
I am invited to get involved in the social life at work (e.g. any team lunches)	29%	51%	40%	42%	38%	38%	48%	44%	48%	41%	40%	39%	17%	16%	3%	9%	11%	6%	5%	7%	7%	1%	3%	2%	1%	1%	1%	1%	1%	1%	1%	39%	48%	44%	42%	39%	38%
I am comfortable to 'be myself' at work	33%	59%	50%	54%	45%	45%	54%	35%	43%	36%	45%	46%	6%	10%	7%	5%	6%	3%	2%	4%	4%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	44%	47%	47%	45%	45%	45%
I am comfortable with how people speak and behave at work; for example jokes, 'banter' and any swearing	33%	48%	32%	36%	34%	33%	55%	40%	53%	49%	47%	45%	14%	9%	10%	13%	12%	6%	6%	4%	4%	1%	3%	2%	2%	2%	2%	2%	2%	2%	2%	44%	44%	43%	43%	40%	39%
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	26%	35%	32%	29%	30%	32%	41%	42%	45%	43%	33%	36%	17%	20%	17%	14%	16%	12%	12%	13%	6%	6%	7%	5%	3%	3%	3%	3%	3%	5%	3%	34%	39%	39%	36%	32%	34%
When my employer recruits or promotes someone it is because they are the best person for the job	25%	41%	35%	32%	29%	33%	46%	47%	47%	47%	40%	43%	17%	18%	10%	12%	7%	9%	5%	11%	2%	2%	3%	1%	1%	1%	1%	1%	1%	1%	1%	36%	44%	41%	40%	35%	38%
I feel comfortable telling my employer about disability, health condition or personal need	26%	44%	40%	42%	37%	38%	54%	48%	44%	45%	40%	43%	12%	15%	7%	8%	7%	7%	5%	5%	2%	1%	3%	2%	1%	1%	1%	1%	1%	1%	1%	40%	46%	42%	44%	39%	41%
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%	26%	56%	56%	61%	53%	47%	51%	17%	19%	13%	14%	12%	10%	6%	8%	1%	3%	1%	1%	1%	1%	1%	1%	1%	1%	1%	37%	43%	40%	40%	34%	38%
I would recommend my workplace to friends or family as a great place to work	30%	50%	36%	42%	33%	39%	48%	38%	46%	41%	42%	43%	15%	15%	9%	9%	5%	5%	3%	7%	3%	4%	3%	2%	0%	0%	0%	0%	0%	0%	0%	39%	44%	41%	42%	37%	41%
I am upset or offended by how people speak and behave at work; for example jokes, 'banter' or swearing	2%	2%	4%	5%	3%	3%	10%	14%	16%	12%	11%	9%	17%	40%	36%	34%	38%	41%	37%	48%	48%	39%	40%	31%	34%	34%	34%	34%	34%	34%	34%	6%	8%	10%	9%	7%	6%
I see pictures or graffiti at work that offends or upsets me	1%	2%	2%	2%	2%	2%	3%	5%	9%	5%	6%	4%	9%	34%	32%	25%	30%	35%	28%	62%	61%	52%	52%	48%	56%	2%	2%	2%	2%	2%	2%	2%	4%	6%	4%	4%	3%
People might have quit jobs in my workplaces(s) because of the way that they have been treated	14%	7%	7%	9%	8%	7%	36%	27%	23%	24%	28%	23%	26%	27%	32%	30%	25%	23%	3%	24%	34%	28%	23%	15%	0%	0%	0%	0%	0%	0%	0%	25%	17%	15%	17%	18%	15%

6. Insights

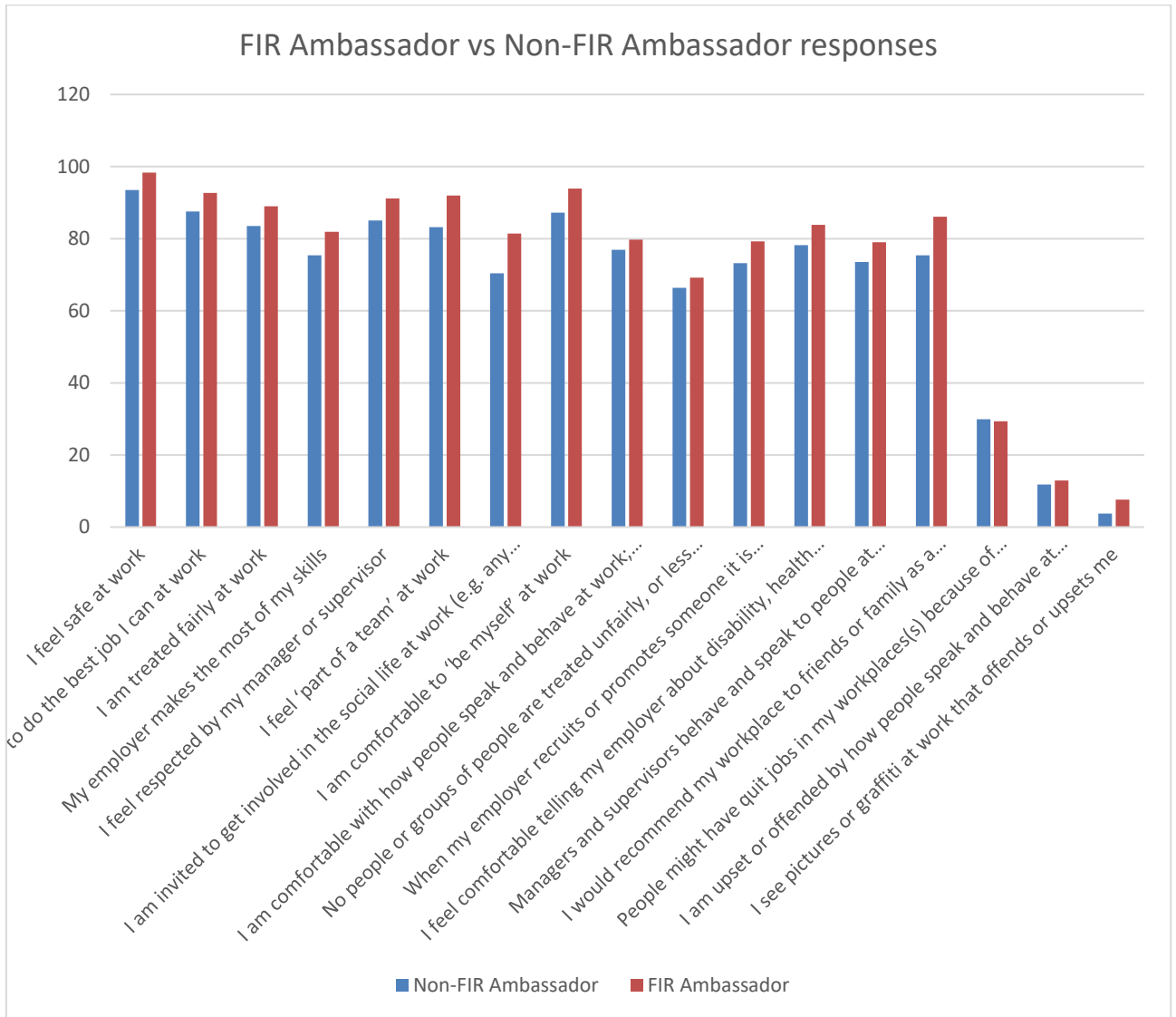
6.1 Significant differences in attitudes between different groups

This section identifies answers to attitudinal questions where there was a significant variance between different groups of respondents. There are differences according to size of business, seniority, gender, ethnic background, and disability. A few examples are highlighted below:

- **Ethnic background:** we have highlighted some of the differences between people from a white background and other ethnic groups as the sample sizes for individual ethnicities were too small.
 - i. Whilst only 23% of people from a white background stated that *“colleagues might have quit jobs in my workplace(s) because of the way they have been treated”* the number more than doubles from an ethnic group (45% black and 56% asian).
 - ii. 10% more people of a black or asian ethnic group stated that *“I am upset or offended by how people speak and behave at work e.g. jokes, banter or swearing”*.
 - iii. Respondents from an asian or black background were on average 10% less likely to respond positive to our attitudes statements. *For example: I feel safe at work, I am treated fairly at work, I feel comfortable to be myself, I and comfortable with how people speak to me, When my employer recruits or promotes someone, it is because they are the best person for the job.*
- **Gender:** we have highlighted some of the differences between males and females specifically, as the sample size for other genders was not large enough.
 - i. *“I am treated fairly at work”* - Men (90%) were more likely to agree than women (83%)
 - ii. *“I am comfortable with how people speak and behave at work, e.g. jokes, ‘banter’ and any swearing”* - Men (81%) were more likely to agree than women (76%)
 - iii. *“No of people or groups of people are treated unfairly, or less favourably, than others at my place of work”* - Men (74%) were more likely to agree than women (62%)
- **Seniority:** directors and senior managers appear to have more positive experiences than Technical Engineers and operative/ administrative positions.
 - i. *“I am treated fairly at work”* - The percentage of respondents agreeing increased with seniority with only 90% Operatives/Administrative and 79% of Technical/Engineers agreeing compared to 94% of directors
 - ii. *“My employer makes the most of my skills”* - only 79% Operatives/Administrative and 76% of Technical/Engineers agree compared to 92% of directors
- **Size of business** we have highlighted the main differences across business size.
 - i. *“I am treated fairly at work”* - Respondents from Micro and Small companies were the most likely to agree (97% and 91% respectively) whilst respondents from Large companies were least likely (84%)

- ii. "No people or groups of people are treated unfairly, or less favourably, than others at my place of work" - Those in a Small (84%) or Micro business (83%) were more likely to agree compared to Large (64%) or Medium businesses (69%)

The data also showed clear differences in responses between FIR Ambassadors and non-Fir Ambassadors, as pictured in the graph below. FIR Ambassadors were more likely to 'Agree' or 'Strongly Agree' with the positive statements than Non-FIR Ambassadors.



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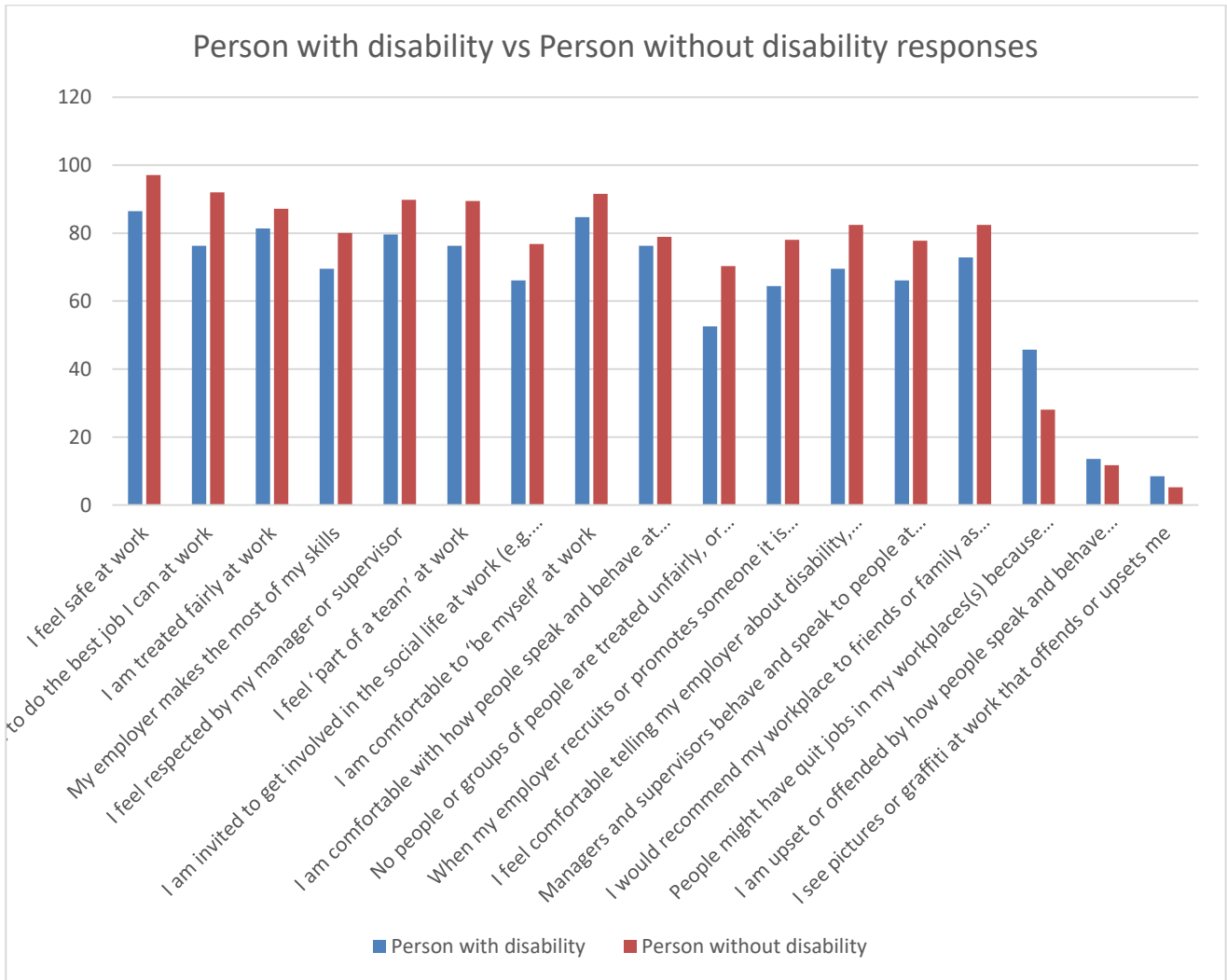
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There are also huge differences in the opinions of people who consider themselves to be disabled, and people who do not. These differences show that although there are improvements in FIR in the construction industry, there is still a lot of work to be done.



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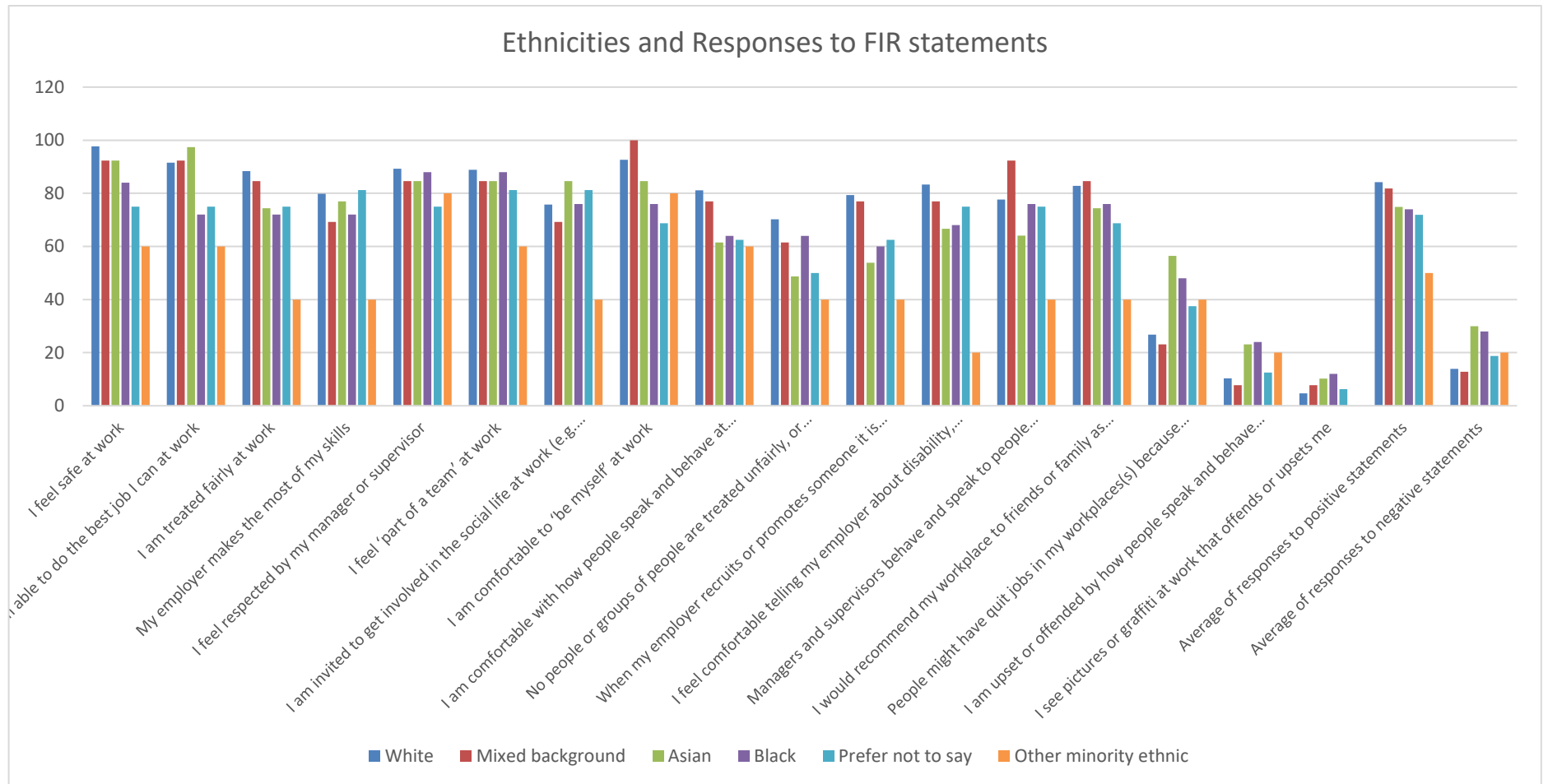
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We also analysed the difference in opinions of people with different ethnicities. The sample sizes for many of the groups were too small to accurately analyse the data, so we grouped people into 6 groups (White, Mixed background, Asian, Black, Prefer not to say, Other minority ethnic). We found that people from a White background had a more positive experience than people from other backgrounds, as represented in the chart below. The average order of positive experiences is White, Mixed Background, Asian, Black, Prefer not to say, Other minority ethnic.



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

Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
I feel safe at work	<ul style="list-style-type: none"> • Respondents who worked for small companies were more likely to agree (99%) than micro companies (93%) but these have very small sample sizes. The large and medium companies were the same (96% agree)
I am able to do the best job I can at work.	<ul style="list-style-type: none"> • Respondents from micro companies were the most likely to agree (97%) • Technical/ Engineers were least likely to agree (86%) whilst directors were most likely (97%) • It is pleasing that those who had been actively using the FIR learning materials in the last year were more likely to agree (94%) compared to those who had not (84%)
I am treated fairly at work	<ul style="list-style-type: none"> • Respondents from Micro and Small companies were the most likely to agree (97% and 91% respectively) whilst respondents from Large companies were least likely (84%) • The percentage of respondents agreeing increased with seniority with only 90% Operatives/Administrative and 79% of Technical/Engineers agreeing compared to 94% of directors. But it is useful to note most of the figures have increased since 2020. • Those that had been actively using the FIR learning materials in the last year were more likely to agree (92%) compared to those who had not (74%) • Men (90%) were more likely to agree than women (83%)
My employer makes the most of my skills	<ul style="list-style-type: none"> • The percentage of respondents agreeing increased with seniority, with only 79% Operatives/Administrative and 76% of Technical/Engineers agreeing compared to 92% of directors • Men and women were equally likely to agree (79%) • Respondents from Large companies were least likely to agree (76%) whilst Respondents from Micro companies were most likely (93%)
I feel respected by my manager or supervisor	<ul style="list-style-type: none"> • Respondents from Large companies were most likely to agree (88%) • Technical /Engineers were least likely to agree (86%) and Supervisor/ Team leader positions were the most likely to agree (94%) • Those that had been actively using the FIR learning materials in the last year were more likely to agree (92%) than those that had not (87%)
I feel 'part of a team' at work	<ul style="list-style-type: none"> • Those in a Medium or Small business were more likely to agree (~90%) compared to Large or Micro businesses (~86%)

Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
	<ul style="list-style-type: none"> Operatives/Administrative (85%) and Technical/Engineers (79%) were less likely to agree compared to Director positions (94%) Those that had been actively using the FIR learning materials in the last year were more likely to agree (95%) than those that had not (84%)
<p>I am invited to get involved in the social life at work (e.g. any team lunches)</p>	<ul style="list-style-type: none"> Those in Small (80%) companies were more likely to agree compared to those in Micro (69%), Medium (74%) and Large (77%) companies Supervisor / Team Leaders were least likely to agree (74%) whilst Operative / administrative were most likely (84%) Those that had been actively using the FIR learning materials in the last year were more likely to agree (88%) than those that had not (71%)
<p>I am comfortable to 'be myself' at work</p>	<ul style="list-style-type: none"> The percentage of respondents agreeing increased with management seniority with only 94% of Operatives/Administrative and 83% of Technical/Engineers agreeing compared to 99% of directors
<p>I am comfortable with how people speak and behave at work, e.g. jokes, 'banter' and any swearing</p>	<ul style="list-style-type: none"> Respondents from Micro companies (62%) were least likely to agree and respondents from Small companies were most likely to agree (91%) Technical / Engineers (73%) were less likely to agree compared to Operatives / Administratives (85%) and Supervisor/ Team leader positions (89%) Men (81%) were more likely to agree than women (76%)
<p>No of people or groups of people are treated unfairly, or less favourably, than others at my place of work</p>	<ul style="list-style-type: none"> Those in a Small (84%) or Micro business (83%) were more likely to agree compared to Large (64%) or Medium businesses (69%) Middle Managers were least likely to agree (62%) whilst Directors were most likely (85%) Men (74%) were more likely to agree than women (62%)
<p>When my employer recruits or promotes someone, it is because they are the best person for the job</p>	<ul style="list-style-type: none"> Those in a Small companies were (87%) were more likely to agree whilst those in Large companies were least likely to agree (74%) Technical /Engineers were least likely to agree (62%) whilst Directors were most likely (91%)
<p>I feel comfortable telling my employer about a disability, health condition or personal need</p>	<ul style="list-style-type: none"> Supervisors /Team Leaders were most likely to agree (89%) whilst Technical /Engineers were least likely to agree (74%)
<p>Managers and supervisors behave/ speak to people at</p>	<ul style="list-style-type: none"> Those in a Small companies (84%) were more likely to agree with the statement than Medium companies (74%) and Large companies (76%)

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Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
work in a way that helps people to do their best	<ul style="list-style-type: none"> • Technical/ Engineers (60%) were least likely to agree compared to directors (87%) • Those who actively used the FIR learning materials in the last year were more likely to agree (82%) than those that had not (66%) • Males (79%) were more likely to agree than females (74%)
I would recommend my workplace as a great place to work	<ul style="list-style-type: none"> • The percentage of respondents agreeing increased with management seniority with only 83% Operatives/Administrative and 71% Technical/Engineers agreeing compared to 90% of Directors. The numbers for lower seniority roles are still considerably higher than they were last year. • Those in a Micro companies (90%) or Small companies (88%) were more likely to agree compared to Large (82%) or Medium companies (74%)
<i>The majority of respondents did not agree with the following statements however:</i>	
I am upset or offended by how people speak and behave at work e.g. jokes, banter or swearing	<ul style="list-style-type: none"> • Those that had actively used FIR learning materials in the last year were more likely to agree (16%) than those that had not (11%) • Supervisors / Team Leaders were most likely to agree (20%) whilst Operative / Administratives were least likely (5%)
I see pictures or graffiti at work that offends or upsets me	<ul style="list-style-type: none"> • Those in a Micro companies (7%) were more likely to agree compared to Medium companies (5%) • Senior managers were most likely to agree (10%) whilst Technical / Engineers were least likely (2%) • Those that actively used FIR learning materials in the last year were more likely to agree (9%) than those that had not (5%)
People might have quit jobs in my workplace(s) because of the way they have been treated	<ul style="list-style-type: none"> • Operative /Administrative positions (24%) and Directors (28%) were less likely to agree compared to Technical/ Engineer (43%) and Supervisor / Team Leader positions (40%) • Those in a Micro companies (14%) were less likely to agree compared to Large companies (32%)

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6.2 Respondents' suggestions for new FIR resources

Respondents commented that they would like to see the following FIR resources developed:

- Mental health
- Mentoring to assist wellbeing and inclusion
- How to use data
- Best practice/code of conduct
- Confidence building
- Single or lone parents
- Social value or community engagement
- LGBT+ in the workplace
- Neurodiversity inclusion
- Measuring tools
- Podcasts
- Mentoring / coaching
- A deeper understanding of my unconscious bias
- Equality monitoring templates
- Understanding language for BAME and LGBTQ+
- Emphasise benefits of a diverse workplace, positive not negative spin
- People of bame in senior management roles
- Techniques for involvement of the workforce
- Printed material for site for people without electronic access
- More for operatives (and make it easier to find them from the website home page)
- Resources to share in team meetings
- Something linking diversity & innovation
- Induction training
- Wellbeing
- Something around "banter"
- Females needing to repeatedly justify their position of authority
- Gender pay gap
- How to improve the promotion of women into senior positions
- More info on how to validate project success i.e. Monitoring and measuring of FIR data
- Age discrimination

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- More site-based learning
- Toolbox talks to aid discussions
- Some of the existing FIR resources need to be updated.
- Language and culture in Wales
- Up to date content and focused to all kinds of audiences not just a construction site
- Menopause
- Sexual harassment
- Managing workplace conflict

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