

## 1. Executive Summary

Our annual survey of participants in the FIR programme reveals that they are delighted with the quality of training and FIR resources, many are beginning to change key HR and supply chain processes, but almost 90% have a long way to go to fully embed these changes and a third have yet to start the process of change.

The FIR programme seeks to help address the skills shortage in the sector and the risk this presents to major infrastructure, construction and house building projects. The FIR programme will help to develop a diverse pool of talent for the industry and make construction a better place to work for all of us. After a year of activity, we have undertaken a survey of the 698 companies who have received support from the FIR programme and compared results to our baseline survey from 2016.

We have identified strong demand for, and willingness to engage with FIR, not least to address the skills and talent shortages facing the industry. Throughout the project, we have significantly exceeded activity and output targets. This evaluation reveals that the intended impacts are beginning to be evidenced, but there is a long way to go with the early adopters to fully embed change and that there is a much wider audience we need to reach. Key findings are:

1. The FIR programme has trained 1,388 people from 698 companies, the majority of which were SMEs, through 37 seminars and workshops
2. Over 95% of companies supported, rate the quality of training as excellent or good
3. The FIR programme recruited and supported a network of 83 FIR Ambassadors
4. All FIR Ambassadors rated the training highly with all saying it was excellent (58%) or good
5. Some employers helped through the FIR programme are reporting increased recruitment from diverse groups, increased productivity and increased ability to meet client demands
6. However, fully embedded changes to key processes is still limited:
  - Only 11% have fully embedded FIR into recruitment practices
  - Only 10% have fully embedded FIR into people management processes
  - Only 21% are monitoring diversity attraction and retention rates
  - Only 11% are changing their procurement processes to drive a culture of FIR into their supply chains
7. Indeed, taking the above 4 processes as benchmarks for change, over a third of respondents had not yet even started the process of change
8. The key impacts that respondents reported as a result of training were:
  - A better understanding of FIR issues by senior leadership teams
  - Leadership teams were better able to articulate the case for FIR
  - Managers have a better understanding of FIR issues
  - Improvements in behaviours
9. At an individual level the report also revealed considerable improvements in attitudes to fairness, inclusion and respect. However, these results should be viewed with some caution as it is possible that participants in the FIR programme, who are self selecting, have a positive bias to the FIR agenda

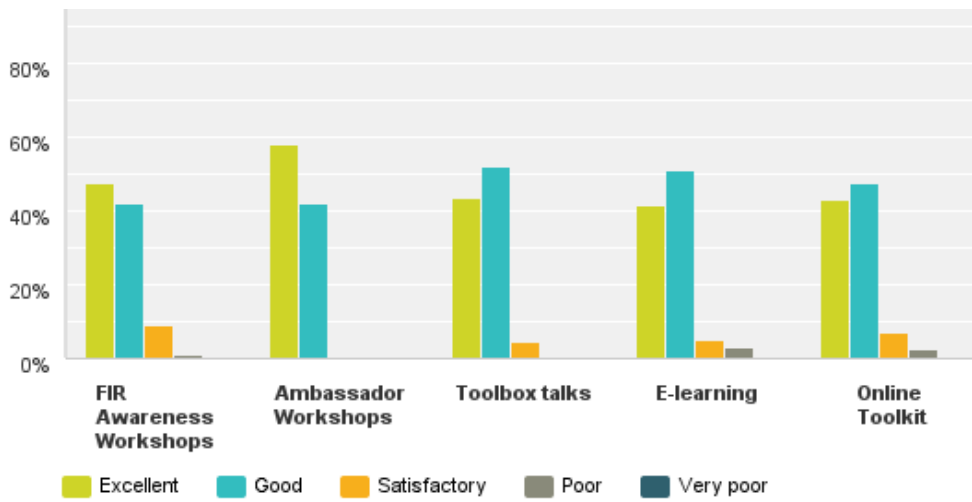
## 2. Results

116 (18%) participants have completed the survey, from a list of 666 email addresses that we hold for the 698 companies who have benefitted from the work.

### 2.1 The quality of support we provide

Over 95% of companies supported, rate the quality of training as excellent or good, with less than a handful of participants rating the quality as satisfactory and just two respondents rating the e-learning and online toolkit as poor. Looking into these respondents in more detail, it was clear that they were very unimpressed with the whole concept of FIR.

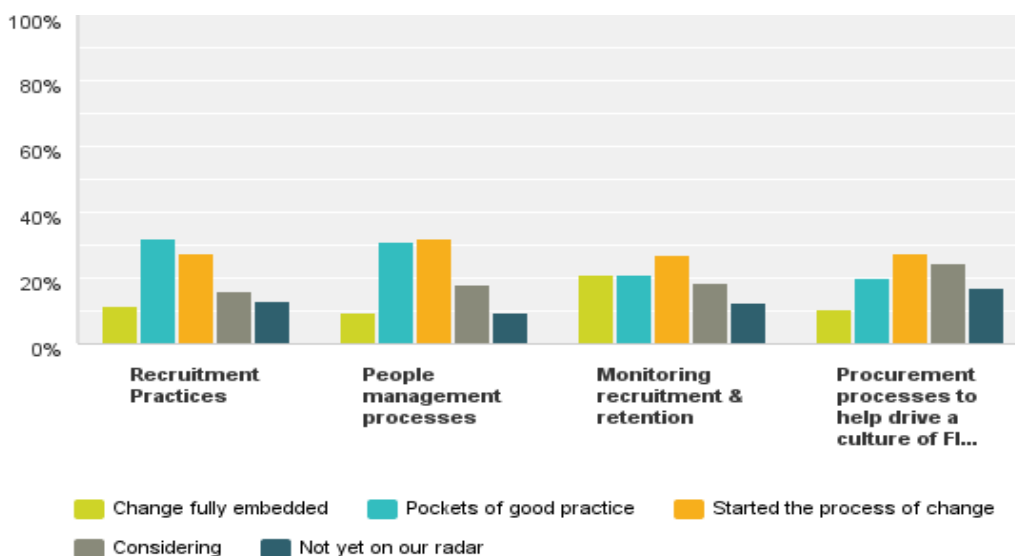
Figure 1: Respondents rating the quality of training



### 2.2 What are companies doing differently

The FIR programme has trained 1,388 people from 698 companies, the majority of which were SMEs, through 37 seminars and workshops. As part of our work programme we have recruited and supported a network of 83 FIR Ambassadors. Figure 2 below shows the impact that the programme is having on key recruitment, management and procurement processes.

Figure 2: Respondents indicating how they were engaging with the FIR programme



Whilst some employers helped through the FIR programme are reporting increased recruitment from diverse groups, increased productivity and increased ability to meet client demands, only a minority have fully embedded change in key management processes. For example, only 20% have fully embedded the monitoring of diversity data in the workforce. Clearly this is an essential first step in order to baseline your current performance and to monitor ongoing improvements over time.

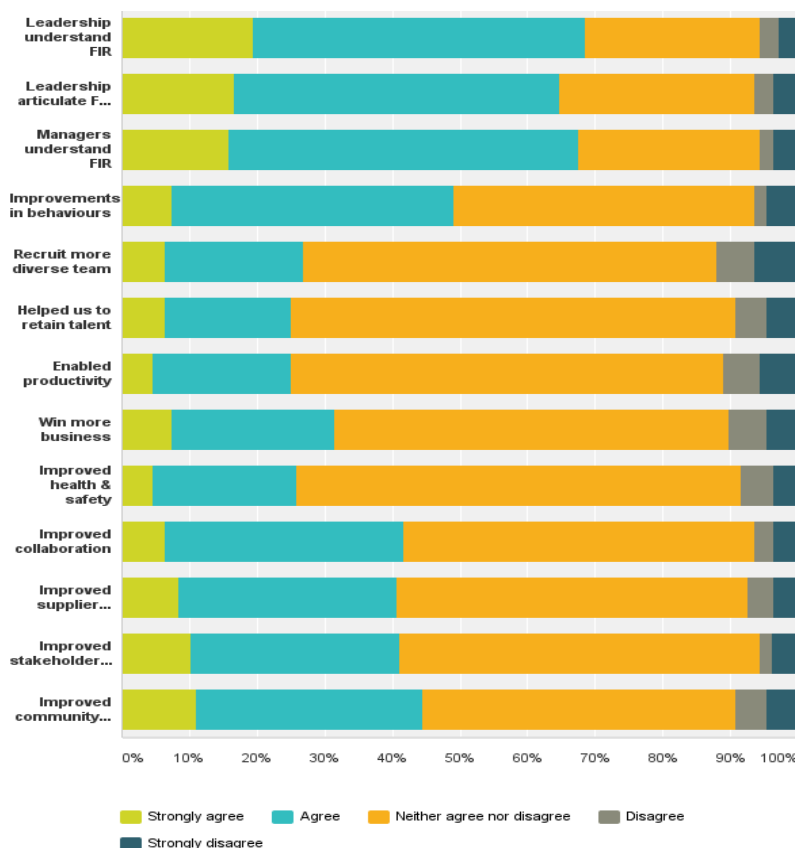
Whilst embedding change is a long-term process it is still disappointing that only 11% have fully embedded FIR into recruitment and people management processes and only 11% (indeed the same 11%) are changing their procurement processes to drive a culture of FIR into their supply chains.

Taking the above four processes as benchmarks for change, over a third of respondents had not yet even started the process of change.

Looking at key impacts which respondents reported as a result of the FIR training, we do see a better picture of changing attitudes. Significant improvements were seen amongst senior leadership teams, with both a better understanding of FIR issues and an increased ability to articulate the business case for FIR.

As illustrated below, respondents also reported improvements in behaviours

Figure 3: Respondents indicating the impacts they have seen as a result of the FIR programme



Some general comments on the impact the FIR programme has had on their businesses are included below;

“We have a better understanding of the impact and we are taking this very seriously in our processes.”

“It has helped raise awareness and reinforce that both us as an organisation and the wider sector really feel this is an important area. It gives us a great platform and approach to build from particularly the model of workshops, ambassadors supported by quality e-learning it is these three elements together that give the programme its strength - coupled with support of key clients and major contractors.”

“FIR principles have been embedded within our business for some time, therefore it is more difficult to assess the direct impact that the FIR programme has had on our own organisation. However, there has been a clear increased positive impact when it comes down to influencing our customer's EDI strategies and culture.”

“It (FIR Toolkit) removes the "Jargon" around Equality & Diversity; making it easier to understand throughout all levels of the business.”

“Better understanding, collaboration and willingness to use what we've learnt as the baseline for future projects. We feel we are now on a path towards continual improvement.”

“It has given us a lot of ideas of how to incorporate fairness and inclusion training and language as a day to day routine.”

“Enabled us to create awareness of the issue, particularly on site, by cascading the E-learning and TBT's with managers and operatives.”

“I think FIR will make a difference - we just need to do more work in getting the resources used across my company's complex structure/JV companies.”

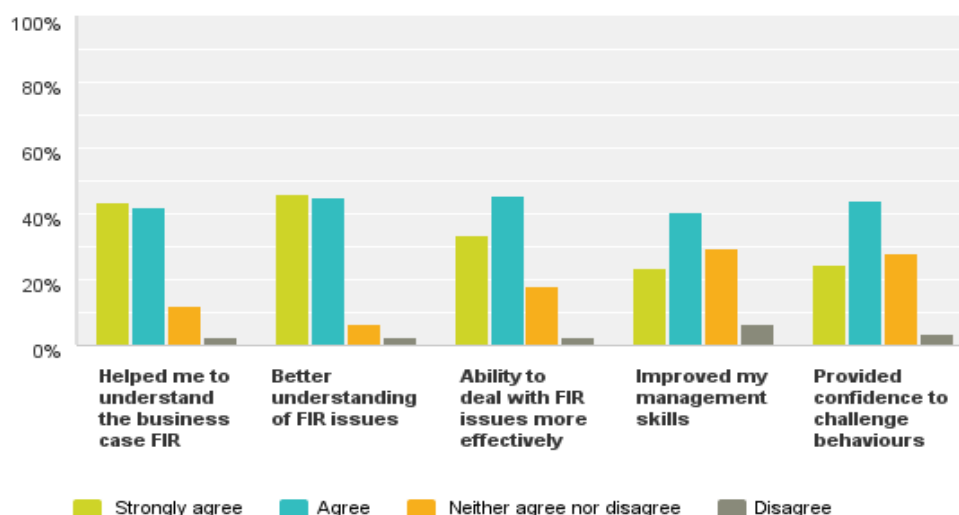
“This really gives individuals a chance to think about behaviours they normally would not have paid attention to and makes them understand if we are to retain staff we really need to embrace this culture.”

“I feel that i have learnt a lot from this, however, getting the managers & directors on board with this is proving to be challenging.”

## 2.2 What difference has FIR made to individuals

On a personal level, over 90% reported that they now have a better understanding of both the business case for FIR and fairness, inclusion and respect issues. Interestingly, over 80% also reported that the training has improved their ability to deal with FIR issues more effectively, improved their management skills and has improved their confidence in dealing with challenging behaviours.

Figure 4: Respondents indicating the impact the FIR programme has had on themselves



Respondents reported that training has helped them in four broad areas; understanding FIR, building confidence, enabling change and increased personal respect. Typical comments are found below;

**Helped my understanding:**

“It's helped me become more aware of FIR issues, and helped me assess my own performance in terms of FIR and what I could do better.”

“Opened my eyes to the problems that I previously didn't realise were major issues.”

“It has made me see a wider picture about FIR and broadened my experience and interest in the subject.”

“It has enabled me as a senior director to drive change.”

“Enhanced my understanding of FIR to enable me to treat people better.”

“Knowledge is key to everything. Understanding the issues being faced allows us to tackle the problems we may not have known existed.”

“It just puts things simply and clearly.”

“Provides a conscious awareness of the damage that can be done through unsuitable and inappropriate language, behaviours and attitudes.”

**Built my confidence:**

“Has given me the confidence to highlight any issues with site teams, knowing that they have an appreciation of FIR and what is expected of us.”

“More confidence to confront inappropriate behaviour.”

“Made me a better manager and leader of a large team.”

**Enabled me to drive change:**

“Made me look at Middle Management Diversity.”

“I will use the videos when delivering session to our apprentices & graduates. We will spend 10 minutes every so often talking about different FIR issues.”

“D&I is a key part of my role and FIR has given me a practical, defined and well put together approach and toolkit that we can capitalise on both with our employees and our supply chain.”

**Increased personal respect:**

“I now notice how people are treated within the office.”

“Raised the bar, in terms of how I form teams, and engage with all individuals.”

“I have been contacted by colleagues who feel distressed on their project. They clearly feel the message I have relayed is something we are very strongly encouraging and if I as an ambassador can help, I am clearly on the right track to be that go to person regards issues around FIR. It is great being a change champion which is very much needed in this industry.”

### 3. Tracking changes against the FIR 2016 baseline

At an individual level the report also revealed considerable improvements in attitudes to fairness, inclusion and respect. However, these results should be viewed with some caution as it is possible that participants in the programme, who are self-selecting, have a positive bias to the FIR agenda.

Figure 5: Respondents indicating how they experience attitudes towards fairness, inclusion & respect

What you think about your workplace:	Strongly Agree		Agree		Disagree		Strongly Disagree	
	2016	2017	2016	2017	2016	2017	2016	2017
I feel safe at work	57%	68%	41%	32%	1%	0%	1%	0%
I am able to do the best job I can at work	31%	57%	56%	41%	11%	2%	3%	0%
I am treated fairly at work	31%	61%	52%	35%	13%	4%	4%	1%
My employer makes the most of my skills	21%	47%	50%	39%	22%	12%	7%	2%
I feel respected by my manager or supervisor	36%	59%	48%	35%	10%	5%	5%	1%
I feel 'part of a team' at work	34%	57%	46%	37%	14%	5%	6%	2%
I am invited to get involved in the social life at work	29%	51%	48%	44%	16%	3%	7%	2%
I am comfortable to 'be myself' at work	33%	59%	54%	35%	10%	7%	4%	0%
I am comfortable with how people speak and behave at work; for example, jokes, 'banter' and any swearing	33%	48%	55%	40%	9%	10%	4%	3%
I am upset or offended by how people speak and behave at work; for example, jokes, 'banter' or swearing	2%	2%	10%	14%	40%	36%	48%	48%
I see pictures or graffiti at work that offends or upsets me	1%	2%	3%	5%	34%	32%	62%	61%
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	26%	35%	41%	42%	20%	17%	13%	6%
When my employer recruits or promotes some-one it is because they are the best person for the job	25%	41%	46%	47%	18%	10%	11%	2%
I feel comfortable telling my employer about disability, health condition or personal need	26%	44%	54%	48%	15%	7%	5%	2%
Managers and supervisors behave and speak to people at work in a way that helps people to do their best	17%	30%	56%	56%	19%	13%	8%	1%
People might have quit jobs in my workplaces(s) because of the way that they have been treated	14%	7%	36%	27%	27%	32%	24%	34%
I would recommend my workplace to friends or family as a great place to work	30%	50%	48%	38%	15%	9%	7%	3%

Even allowing for a bias in the respondents to the survey, we are still seeing significant changes in attitudes, and whilst not all of these changes can be attributed to the FIR programme we can still conclude that the FIR programme is having a significant effect. Perhaps more so in many smaller organisations, (who made up the majority of FIR participants and 40% of the survey sample size), where they don't have their own HR teams to drive similar change programmes.

The largest shifts noted in the table belong to:

- "being able to do the best I can at work"
- "being fairly treated"
- "my employer makes the most of my skills"
- "I would recommend my workplace to friends or family".
- "I feel respected by my manager or supervisor"
- "I feel 'part of a team' at work"
- "I am invited to get involved in the social life at work"

#### 4. Performance against key success criteria

Stated key success criteria	Performance against criteria
The establishment of the FIR Toolkit as the "go-to" learning resource:	<p>Use of the FIR Toolkit is explicitly recommended to current and potential supply chain partners by key clients and key contractors. Also by industry groups including Build UK and the Rail Delivery Group.</p> <p>No comparable, alternative resource has been flagged up, by anyone.</p> <p>The FIR Toolkit is seen as a high-quality resource by industry, with 95% rating it as good or excellent. Although we have had 12,200 views of the Toolkit by 7,280 people only 698 companies have engaged in the process. <b>Much is still needed to be done to spread the knowledge of the Toolkit across industry.</b></p>
Main contractors and clients take on the awareness raising role	<p>All clients and contractors who are part of the Steering Group have actively promoted FIR to their people and supply chains, through internal and external communications and/or by hosting FIR events.</p> <p>Whilst 57% say they have started the process of driving FIR through their procurement practices, only 11% say this approach is fully embedded.</p> <p><b>Clearly significantly more work needs to be done to embed changes to business processes.</b></p>
The establishment of 10 FIR Champions in leading construction companies:	<p>83 people have become FIR Ambassadors and joined a network that includes champions from Skanska, Costain, Laing O'Rourke (2), Balfour Beatty, Interserve, Carillion (3), Morgan Sindall, Osborne (3), VINCI Construction and Kier.</p> <p>Support given to the FIR Ambassadors is very highly rated, but <b>it is necessary to continue to support and expand this network in the short term.</b></p>
600 individuals more knowledgeable about FIR	<p>We have exceeded all targets for training and developing individuals and firms. Activity targets have been exceeded by 200%. The outcome of this work is also significant with 90% reporting that they now have a better understanding of both the business case for FIR and fairness, inclusion and respect issues.</p>

#### 5. Respondents suggestions for future support and activity

The following were suggested by respondents as tools that would support and enhance their ability to embed a culture of FIR in their organisations:

1. Guidance on how to run a FIR awareness workshop in-house i.e. Train the Trainer
2. More structured online learning programmes
3. Tools which deal with racism between minorities or against white people. Use of racially offensive language within minority groups and how to deal with it
4. More regular workshops
5. E-Learning, more case material and questions
6. Mental Health and Wellbeing
7. Move to tackling attitudes to sexual orientation & disability in the construction sector and about the importance of inclusive workplaces
8. "As an SME it is difficult to commit resource to these programmes, so it would benefit if someone came to us to assist in improving our systems."