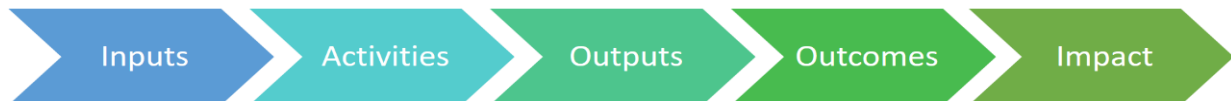


Executive Summary

For the third 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. 207 people responded to the survey. This number was up by 78% from the 116 that responded last year. It still, though, represents a very small percentage of the people working in the built environment, and even the membership of the Supply Chain School.

We have used the logic model approach to assessing impact.

Illustration 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 helped.

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:
 - a. Progress in business outcomes includes improved diversity of teams (37% agree), improved behaviours (55% agree) and increased talent retention (31% agree).
 - b. Improved outcomes lead directly to improved business impacts in the form of winning new business, improved health & safety, collaboration and engagement with stakeholders.
 - c. Indeed, the following percentages of respondents agreed that:
 - 38% agreed the FIR programme has helped them to win more business
 - 37% agreed the FIR programme has helped them to improve health & safety
 - 49% agreed the FIR programme has helped them to improve collaboration
 - 28% agreed the FIR programme has helped them to improve their productivity.
2. We are still seeing low levels of fairness, inclusion & respect issues being embedded into business processes. The survey revealed that:
 - Whilst 4% and 5% more organisations respectively say FIR is fully embedded into monitoring and procurement practices, with the total at less than 15% there is very long way still to go.
 - Furthermore only 14% and 10% of organisations claim FIR is fully embedded into people-management or recruitment processes.
3. The Programme is successfully helping participants to gain a better understanding of FIR issues
 - a. Over 85% of respondents agree that the programme has helped them have a better understanding of FIR issues and the business case for FIR
 - b. 81% of respondents agree that they now have the confidence to challenge poor behaviours, up from 66% in 2017.
4. There is an overall trend of improved attitudes towards fairness, inclusion and respect, but some outliers which raise concerns.

- There are some differences in how inclusive or excluding workplace cultures feel, according to role, gender and type of employer of the person perceiving them, whether they are a FIR Ambassador and whether they have taken part in a FIR workshop.

1. Background

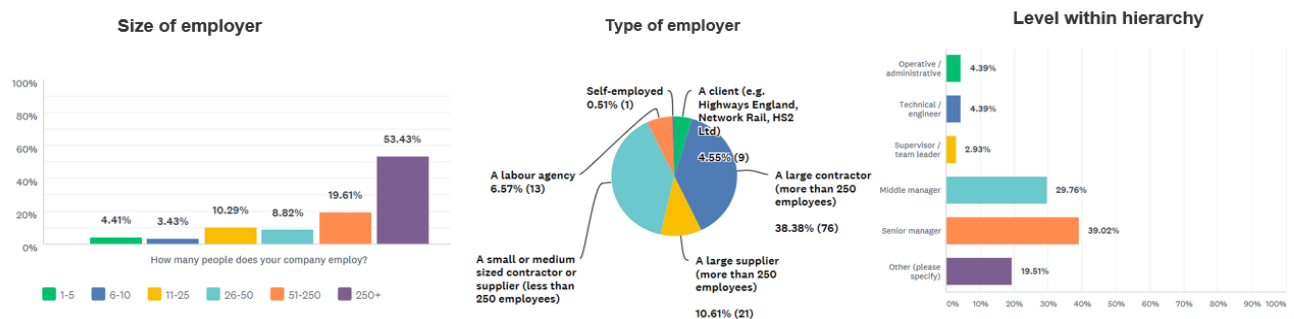
The FIR Programme has worked, since 2015, to help address the skills shortage in our sector and the risk this presents to major infrastructure, construction and house building projects. The Programme helps to develop a diverse pool of talent for the industry and make construction a better place to work for all of us.

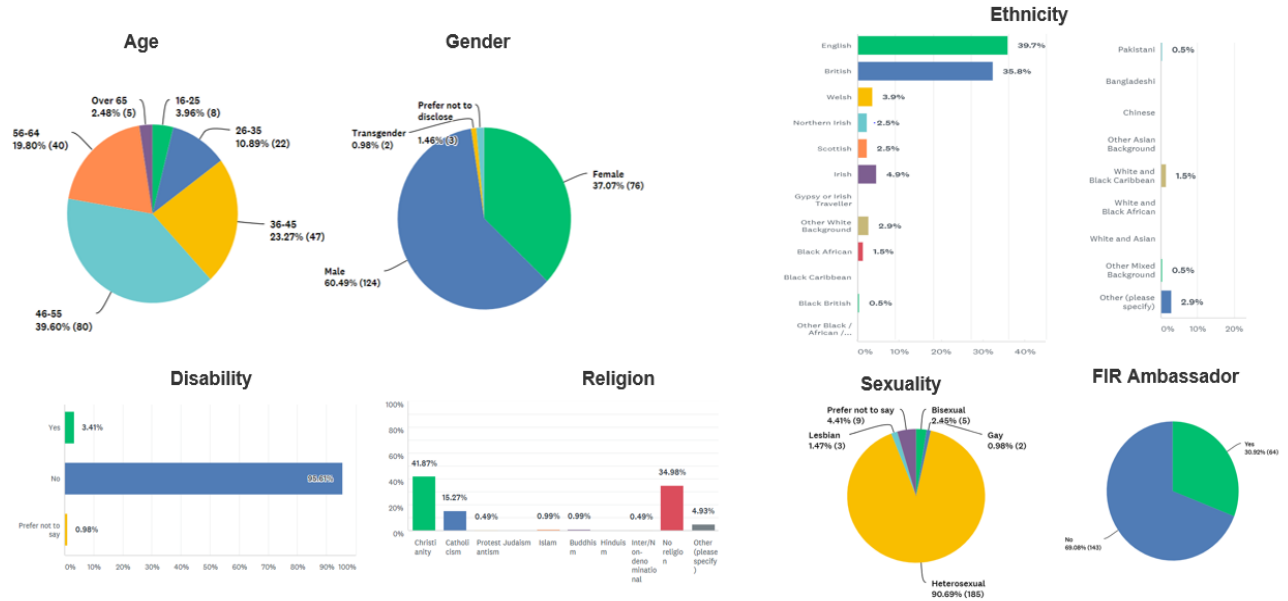
FIR Programme activity in 2017 was focused on the first and fourth quarters of the calendar year. Each was funded through different agreements with CITB. However, the FIR Toolkit remained on-line and available to users throughout the year.

Despite the period of relative inactivity (due to a change in funding) in mid-2017, a third annual FIR survey was conducted, between January 29th and March 16th 2018, so that results could be compared to findings from 2016 and 2017. Around 1,200 people who had taken part in FIR and wider School activities were invited to complete the on-line survey and 207 did so.

2. About the respondents

Illustration 2. Analysis of research respondents



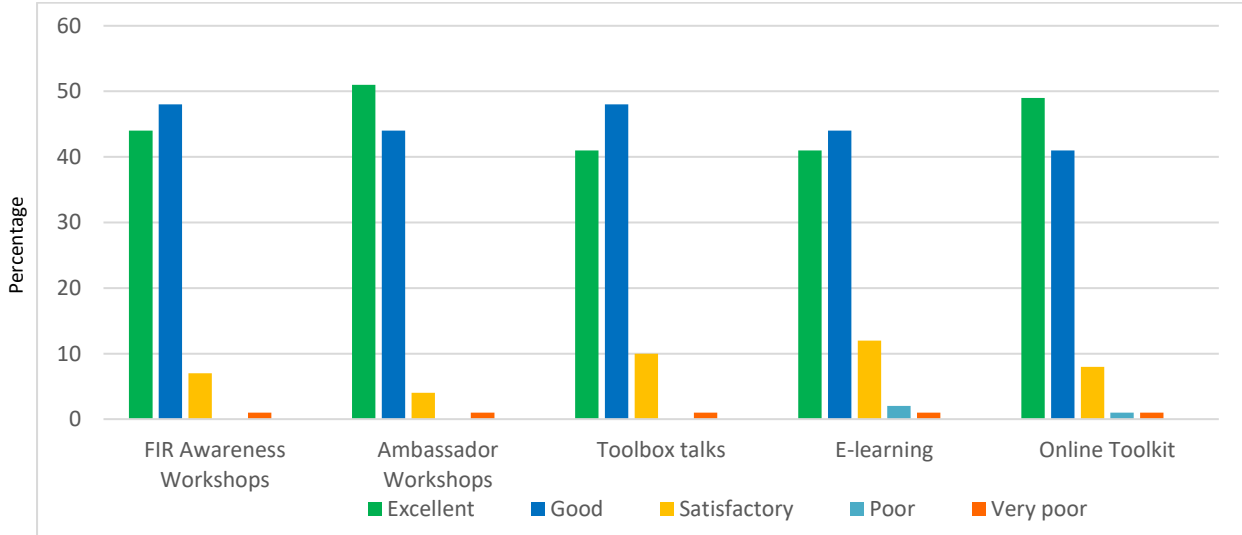


3. Results

3.1 The quality of FIR support

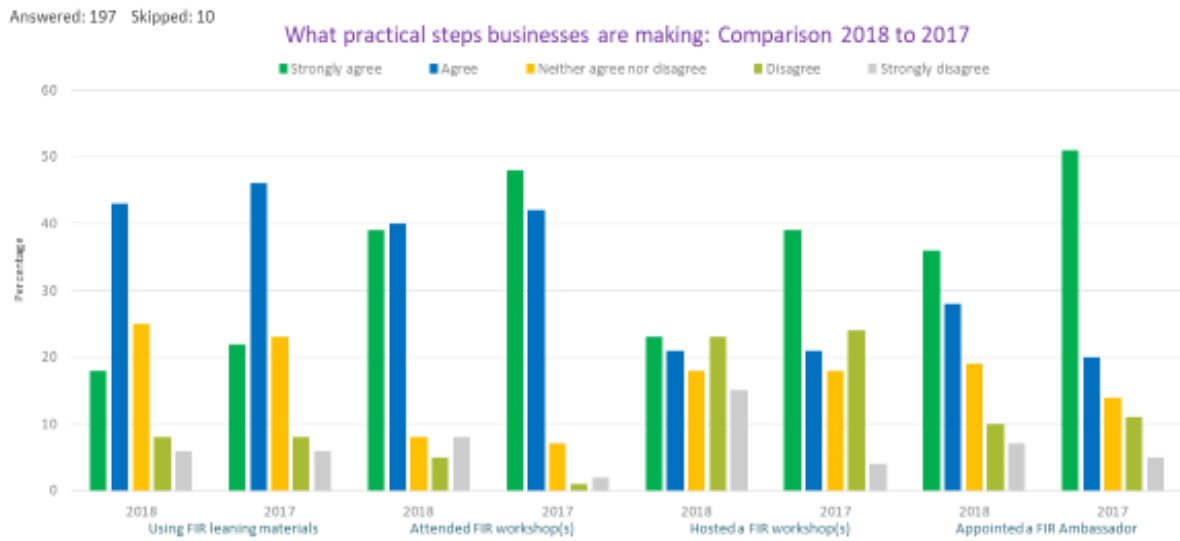
193 of the 207 rated the quality of our materials. 90% rated it as excellent or good.

Illustration 3. How would you rate the quality of support received from the FIR programme?



3.2 Practical steps respondents are taking

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



3.3 Changes businesses are making

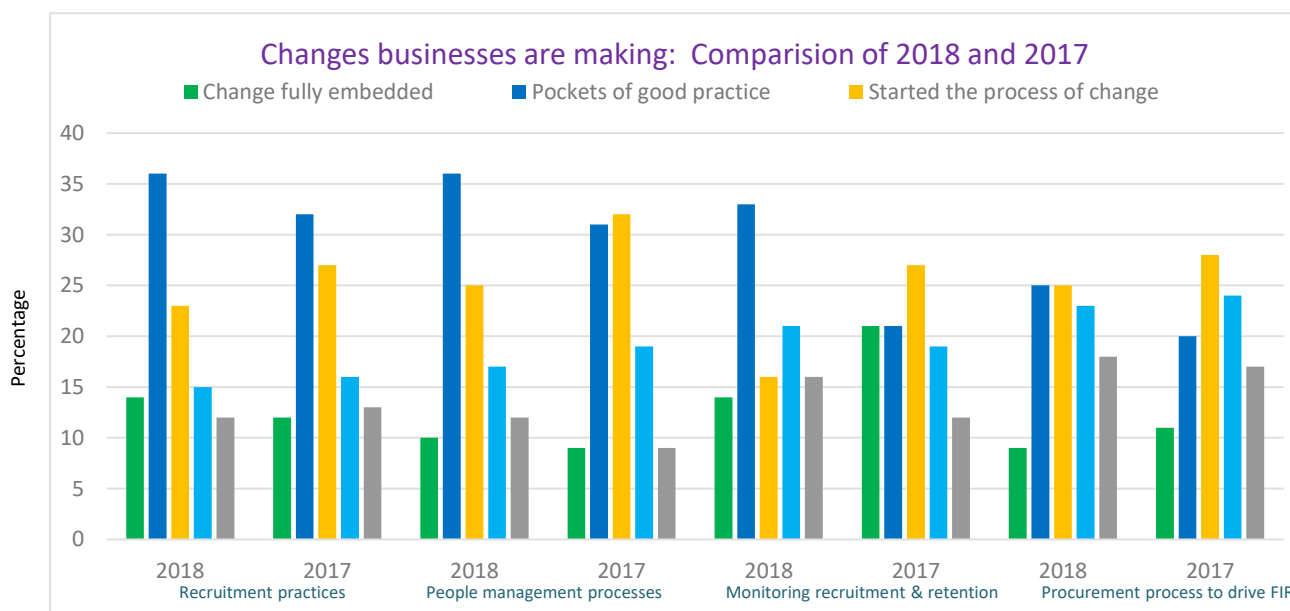
There are still low levels of FIR being fully embedded in recruitment and people management

- 1 in 4 organisations have not started to embed FIR into people-management or recruitment processes
- 14% and 10% of organisations claim FIR is fully embedded into people-management or recruitment processes
- This leaves a large number who are starting the process or who have pockets of good practice

Small improvements in monitoring diversity and embedding FIR into procurement practices

- 4% and 5% more organisations respectively say FIR is full embedded into monitoring and procurement practices
- But the total numbers of businesses who can claim this, whilst improving, are still low at less than 15%
- 1 in 5 organisations have not started to embed FIR into embedded into monitoring and procurement practices

Illustration 5. What changes has your business made to its business processes as a result of the FIR programme?



3.4 Impact FIR programme has on business

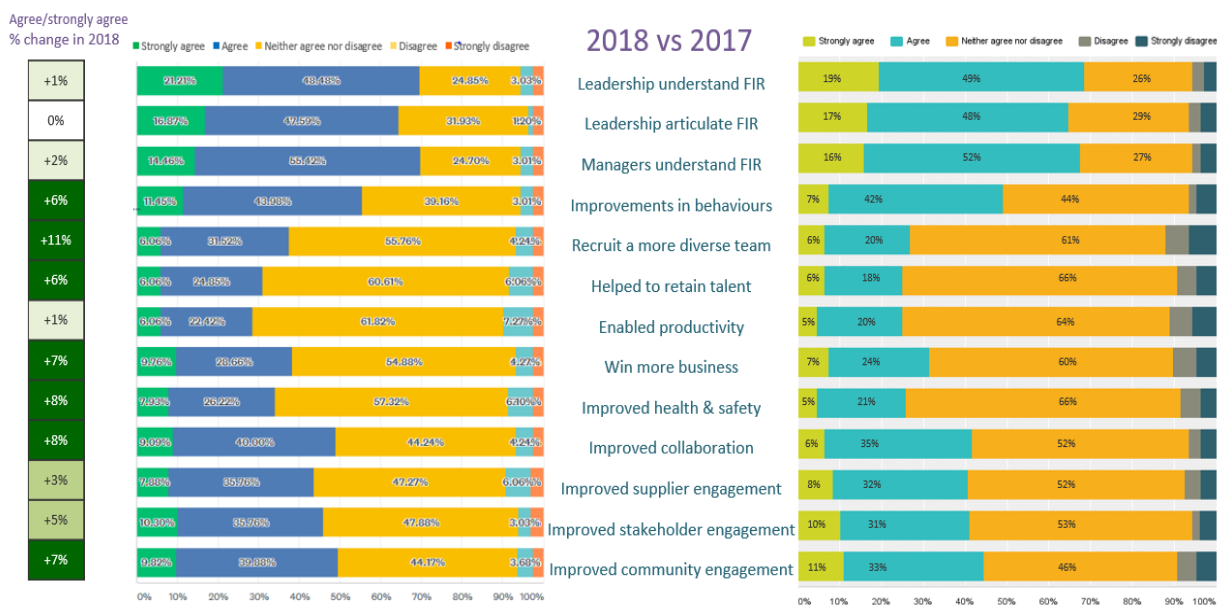
The survey reveals that the FIR programme has helped participating businesses to achieve significant improvements in business outcomes and impacts. Progress in business outcomes includes improved diversity of teams improved behaviours and increased talent retention has led directly to improved business impacts in the form of winning new business, improved health & safety, collaboration and engagement with stakeholders.

The FIR Programme has made a significantly greater contribution to businesses, in 2018 compared to 2017, by:

- Improving behaviours - (55% agree).
- Recruiting a more diverse team - (37% agree).
- Helping to retain talent - (31% agree).
- Winning more business - (38% agree).
- Improving health and safety - (37% agree).

- Improving collaboration - (49% agree).
- Improving community engagement - (28% agree).

Illustration 6. What impact has the FIR programme had on your business?



Respondents observed that the FIR Programme had benefited businesses because:

- “People in the organisation are starting to buy into the FIR programme, as well as completing the E-Learning and using the toolbox talk resources”
- “It has increased focus on the recruitment and staff retention”
- “It has given us a better understanding and awareness in delivering what we already do”
- “It has allowed me to network with other companies”
- “A greater understanding of FIR will allow us to reap great benefits and unlock talent”
- “We are now taking action to embed FIR and taking opportunities to learn from others”
- “Opening up conversations around what is acceptable in construction today and in the future”

3.5 Impact of FIR Programme on respondents

People report significant improvements in management skills and the confidence to challenge behaviours over the last year:

- 81% of respondents agree that they now have the confidence to challenge poor behaviours, up from 66%
- 77% of respondents agree that the FIR programme has improved their management skills, up from 62%

Respondents observe:

- “It has opened my eyes to the bigger picture and how pockets of the construction sector still have to change, but also how positive steps can effect change quickly”

- “It is making me a more inclusive leader”
- “It has inspired me to make time to understand FIR better”
- “It has given me the confidence to be proactive on FIR issues and engage a wide range of our colleagues”
- “It has helped me to become more approachable as a senior manager”
- “It has helped me formed better connections with the Construction contractors we use regularly and promote FIR to them in a way they understand”

3.6 Impact of being a FIR Ambassador

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

- “We’ve seen less inappropriate comments on site”
- “Allowed for more open and personal relationships”
- “I am planning on using my new knowledge to define our inductions and training programs through our business”
- “Creating more awareness of FIR to help people understand the benefits”
- “Greater awareness on improving our cultural diversity, particularly in relation to gender”
- “Supporting us to be recognised with an award”
- “I recently joined the network and I am starting introducing some FIR awareness moments throughout our processes”
- “It has opened my eyes to the bigger picture and how pockets of the construction sector still have to change, but also how positive steps can effect change quickly”
- “It is making me a more inclusive leader”
- “It has inspired me to make time to understand FIR better”
- “It has given me the confidence to be proactive on FIR issues and engage a wide range of our colleagues”
- “It has helped me to become more approachable as a senior manager”
- “It has helped me formed better connections with the Construction contractors we use regularly and promote FIR to them in a way they understand”

3.7 Attitudes to workplaces

Respondents agree less with positive statements about their workplace than they did in 2017, but more than they did in 2016. Whilst three years is not long enough to establish a trend we can say that from 2016 to 2018 we have seen an improvement in attitudes towards fairness, inclusion and respect in the workplace.

However, attitudes were more positive in 2017, so we cannot draw any general trend conclusions yet. In addition, the research also showed that people agreed more with the three negative statements indicating that attitudes to FIR are not improving. Illustrations 7 and 8 below provide a greater level of detail to these statements.

Illustration 7. Attitudes to FIR – what changes are we seeing in attitudes?

What you think about your workplace(s):	Combined % for Strongly Agree & Agree			Change since	
	2016	2017	2018	2016	2017
I feel safe at work	98	100	99	1	-1
I am able to do the best job I can at work	87	98	92	5	-6
I am treated fairly at work	83	96	93	10	-3
My employer makes the most of my skills	71	86	77	6	-9
I feel respected by my manager or supervisor	84	94	89	5	-5
I feel 'part of a team' at work	80	94	91	11	-3
I am invited to get involved in the social life at work (e.g. any team lunches)	77	95	88	11	-7
I am comfortable to 'be myself' at work	87	94	93	6	-1
I am comfortable with how people speak and behave at work; e.g. jokes, 'banter' and any swearing	88	88	85	-3	-3
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	67	77	77	10	0
When my employer recruits or promotes someone it is because they are the best person for the job	71	88	83	12	-5
I feel comfortable telling my employer about disability, health condition or personal need	80	92	88	8	-8
Managers and supervisors behave/speak to people at work in a way that helps people to do their best	73	86	80	7	-6
I would recommend my workplace to friends or family as a great place to work	78	88	82	4	-6
Average annual agreement to inclusive attitude statements	80%	91%	87%	3.8%	-4.1%
I am upset or offended by how people speak and behave at work; e.g. jokes, 'banter' or swearing	12	16	20	8	5
I see pictures or graffiti at work that offends or upsets me	4	7	11	7	4
People might have quit jobs in my workplaces(s) because of the way that they have been treated	40	34	30	10	6
Average annual agreement to negative attitude statements	18.7%	19.0%	20.3%	18.7%	20.3%

Illustration 7. Attitudes to FIR – what changes are we seeing in attitudes? (Comparison 2016 to 2018)

What you think about your workplace(s):	Strongly Agree			Agree			Disagree			Strongly Disagree		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
I feel safe at work	57%	68%	59%	41%	32%	40%	1%	0%	0%	1%	0%	0%
I am able to do the best job I can at work	31%	57%	44%	56%	41%	48%	11%	2%	7%	3%	0%	1%
I am treated fairly at work	31%	61%	45%	52%	35%	48%	13%	4%	5%	4%	1%	1%
My employer makes the most of my skills	21%	47%	39%	50%	39%	38%	22%	12%	17%	7%	2%	4%
I feel respected by my manager or supervisor	36%	59%	47%	48%	35%	42%	10%	5%	6%	5%	1%	3%
I feel 'part of a team' at work	34%	57%	45%	46%	37%	46%	14%	5%	7%	6%	2%	2%
I am invited to get involved in the social life at work (e.g. any team lunches)	29%	51%	40%	48%	44%	48%	16%	3%	9%	7%	2%	1%
I am comfortable to 'be myself' at work	33%	59%	50%	54%	35%	43%	10%	7%	5%	4%	0%	1%
I am comfortable with how people speak and behave at work; e.g. jokes, 'banter' and any swearing	33%	48%	32%	55%	40%	53%	9%	10%	13%	4%	3%	1%
I am upset or offended by how people speak and behave at work; e.g. jokes, 'banter' or swearing	2%	2%	4%	10%	14%	16%	40%	36%	34%	48%	48%	39%
I see pictures or graffiti at work that offends or upsets me	1%	2%	2%	3%	5%	9%	34%	32%	25%	62%	61%	52%
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	26%	35%	32%	41%	42%	45%	20%	17%	14%	13%	6%	6%
When my employer recruits or promotes someone it is because they are the best person for the job	25%	41%	35%	46%	47%	47%	18%	10%	12%	11%	2%	2%
I feel comfortable telling my employer about disability, health condition or personal need	26%	44%	40%	54%	48%	44%	15%	7%	8%	5%	2%	1%
Managers and supervisors behave/speak to people at work in a way that helps people to do their best	17%	30%	19%	56%	56%	61%	19%	13%	14%	8%	1%	3%
People might have quit jobs in my workplaces(s) because of the way that they have been treated	14%	7%	7%	36%	27%	23%	27%	32%	30%	24%	34%	28%
I would recommend my workplace to friends or family as a great place to work	30%	50%	36%	48%	38%	46%	15%	9%	9%	7%	3%	4%

4. Significant differences in attitudes between different groups

The following table identifies answers to attitudinal questions where there was a variance of 3% or more between different groups of respondents.

There are differences according to:

- Roles: directors and managers broadly feel that their skills are better utilised compared to operational staff.
- Type of employer: people working for SMEs are broadly more positive and those working for clients less so
- Gender: Female respondents are broadly more positive than males
- Attendance at FIR workshop: those who have attended a workshop are significantly more confident to report a disability or need than those who have not
- FIR Ambassadors: there are marginal differences in perceptions of FIR Ambassadors, they appear to observe non-inclusive behaviours compared to non-FIR Ambassadors

Attitudinal statement	% agreeing or strongly agreeing	% disagreeing or strongly disagreeing
I feel safe at work		
I am able to do the best job I can at work	<ul style="list-style-type: none"> • 100% of directors, 93% of senior managers and 93% of middle managers versus 77% of operative/administrative level respondents and 71% of technical / engineer level • 97% of female respondents versus 90% of males 	
I am treated fairly at work	<ul style="list-style-type: none"> • 94% of males versus 91% of females 	
My employer makes the most of my skills	<ul style="list-style-type: none"> • 81% of females versus 78% of males 	<ul style="list-style-type: none"> • 36% working for a large contractor versus 26% working for an SME versus 10% working for a client
I feel respected by my manager or supervisor	<ul style="list-style-type: none"> • 63% clients versus 90% of large contractors and 90% SME 	
I feel 'part of a team' at work	<ul style="list-style-type: none"> • 93% working for a large contractor, 92% working for a labour agencies and 89% of people working for an SME versus 67% of those working for a client 	<ul style="list-style-type: none"> • 7% of large contractors versus, 11% of SMEs, 15% of large suppliers, 33% of those working for a client
I am invited to get involved in the social life at work (e.g. any team lunches)		<ul style="list-style-type: none"> • 21% of middle managers versus 11% of operative / administrative staff versus 9% of directors versus 8% of senior managers • 24% of people working for large suppliers versus 17% working for of labour agencies versus 12% working for SMEs and 6% working for large contractors

Attitudinal statement	% agreeing or strongly agreeing	% disagreeing or strongly disagreeing
I am comfortable to 'be myself' at work	<ul style="list-style-type: none"> • 100% of directors, operatives and administrative level staff versus 58% of senior managers and middle managers 	12% of those who worked for a client versus 7% of SMEs, and 0% of labour agencies
I am comfortable with how people speak and behave at work; e.g. jokes, 'banter' and any swearing	<ul style="list-style-type: none"> • 89% of females versus 86% of males • 95% of those working for large suppliers versus 88% working for SMEs and 87% working for large contractors 	
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	<ul style="list-style-type: none"> • 81% of Ambassadors versus 76% of non-Ambassadors • 81% of those have attended a FIR workshop versus 75% of those who have not 	<ul style="list-style-type: none"> • 62% of people working for a client versus 24% working for a large contractor, 24% for large suppliers and 13% for SMEs
When my employer recruits or promotes someone it is because they are the best person for the job	<ul style="list-style-type: none"> • 89% of females versus 80% of males 	<ul style="list-style-type: none"> • 63% of people working for a client versus 30% working for a large supplier versus 19% working for a large contractor, 17% for a labour agency and 9% for an SME
I feel comfortable telling my employer about a disability, health condition or personal need	<ul style="list-style-type: none"> • 93% of those who have attended a FIR workshop versus 81% of those who have not 	<ul style="list-style-type: none"> • 26% of those working for a large supplier versus 17% of those working for a client, 13% for a large contractor versus 9% for an SME
Managers and supervisors behave/ speak to people at work in a way that helps people to do their best	<ul style="list-style-type: none"> • 88% of FIR Ambassadors versus 78% non-FIR Ambassadors • 84% of females versus 81% of males 	<ul style="list-style-type: none"> • 50% of people working for a client versus 25% for a large supplier, 17% for an SME, 15% for a large contractor and 8% for a labour agency
I would recommend my workplace as a great place to work	<ul style="list-style-type: none"> • 90% of those who have attended a FIR workshop versus 85% who have not • 89% working for an SME, 87% for a large contractor and 84% for a large supplier versus 71% working for a client versus 58% working for a labour agency • 93% of females versus 85% of males 	
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"> • 22% of females versus 17% of males • 21% of FIR Ambassadors versus 18% non-FIR Ambassadors 	

Attitudinal statement	% agreeing or strongly agreeing	% disagreeing or strongly disagreeing
I see pictures or graffiti at work that offends or upsets me	<ul style="list-style-type: none"> • 14% of FIR Ambassadors versus 9% non-FIR Ambassadors • 15% of females versus 8% of males 	
People might have quit jobs in my workplace(s) because of the way they have been treated	<ul style="list-style-type: none"> • 35% of male respondents versus 28% of female respondents • 42% of FIR Ambassadors versus 28% of people who aren't FIR Ambassadors • 63% of respondents working for a client versus 30% working for a large supplier and 29% for a SME versus 10% of those working for a labour agency 	

5. Respondents suggestions for new FIR materials

Respondents named the following as tools that would support and enhance their ability to embed a culture of FIR in their organisations:

- Tools to help with recruitment such as non-discrimination job vetting
- Checklists for businesses to use to gauge performance in a range of areas such as accessibility
- Free consultation from the Programme to help implement policies
- More content for operatives on site - the tool box talks are a fantastic start to this
- User friendly tool box
- Tool box talk hand outs
- Videos to demonstrate what poor behaviour looks like
- Comments about the ethical side of FIR
- More frequent Ambassador workshops
- Case studies to quantify the impact of having FIR Ambassadors
- Web based provisions
- More poster resources to be used operationally