FIR Programme Report
Annual research & impact evaluation report – April 2019

Executive Summary

For the fourth 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. 150 people responded to the survey. Whilst this number was down by 27.5% from the 207 that responded last year. Last year 15% of respondents had not participated in the FIR programme. This year we focused just on those who have participated and a result of this plus the expansion in Ambassador numbers, 70% (105) of those that responded to the survey were FIR Ambassadors, compared to 64 in 2018. As with the previous year's survey, we acknowledge that the respondents still represent 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
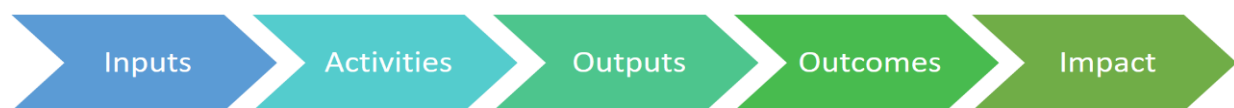
In the context of the FIR Programme the **inputs** are; funding from Partners and CITB and the significant time input of Partners and members. The **activities** are the training we deliver both face to face and online. The **outputs** are reported in our quarterly reports and relate to the number of 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 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:

   a. 42% agreed to the enabling of productivity (+14%), 56% agreed to improved stakeholder engagement (+10%), 40% agreed to increased talent retention (+9%) and 55% agreed to stronger collaboration (+6%) when compared to this time last year.

   b. Indeed, the following percentages of respondents agreed that:

      - 71% of managers and 72% of leaders agreed the FIR Programme helped them to understand FIR (up 2% and 3% respectively)

      - 56% agreed the FIR Programme has helped them to improve their stakeholder engagement (up 10% on last year)

      - 40% agreed the FIR Programme has help them to retain talent (up 9% on last year)

      - 63% agreed the FIR Programme has them to improve behaviour (up 8% on last year)

      - 47% agreed the FIR Programme has help them to win more business (up 8% on last year)

2. We are seeing a shift in the levels of Fairness, Inclusion & Respect issues being embedded into business processes, with some growth areas. However, numbers are still very low and there is much work to be done. The survey revealed that:

   a. Almost 1 in 2 organisations are reporting pockets of good practice in the way that they embed FIR into their recruitment processes (46% in 2019, 36% in 2018). However only 14% have fully embedded.

   b. There has been a 4% increase in the embedding of FIR within people-management process to 14% and a 5% increase in pockets of good practice to 41%.
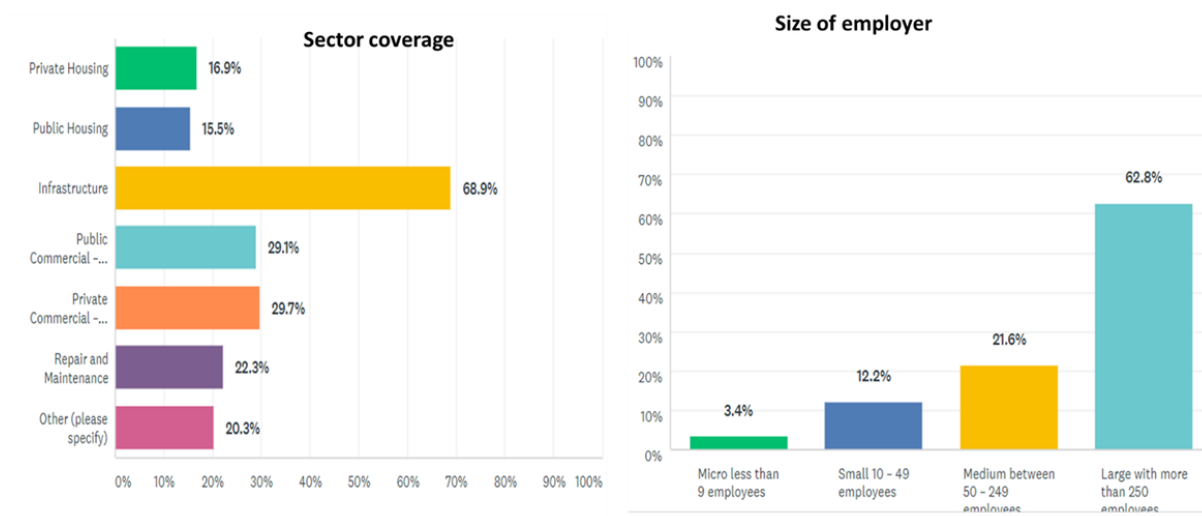
c. 21% of organisations have fully embedded diversity monitoring in their businesses (+7%), whilst 14% of organisations are currently considering the monitoring of diversity data and 8% are not collecting any data at all.

d. 5% more organisations have embedded FIR within their procurement practices (9% in 2018, 14% in 2019), whilst there has been a 13% increase in the numbers of organisations demonstrating pockets of good practice in procurement practices over the last 3 years.

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

a. 92% of respondents agree that the FIR Programme has helped them to understand the business case for embedding a FIR within their business, up from 88% in 2018 and 86% in 2017.

b. 87% of respondents agree that they feel empowered to deal with FIR issues more effectively, up from 77% in 2018 and 78% in 2017.

c. 84% of respondents agree that they now have the confidence to challenge poor behaviours, up from 81% in 2018 and 68% in 2017.

4. There are some differences in how inclusive or excluding workplace cultures 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 that have attended FIR workshops appear to be more aware of non-FIR behaviours and males, in particular operatives, are less confident to report a disability.
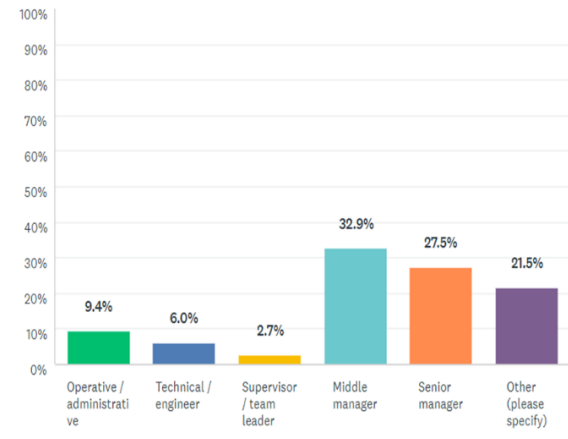
1. Background

The FIR Programme has worked, since 2015, to help 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 fourth annual FIR survey was open for 9 weeks and conducted between 1st February 2019 and 5th April 2019. Around 1,500 people who had taken part in the FIR Programme were invited to complete the online survey and 150 did so.
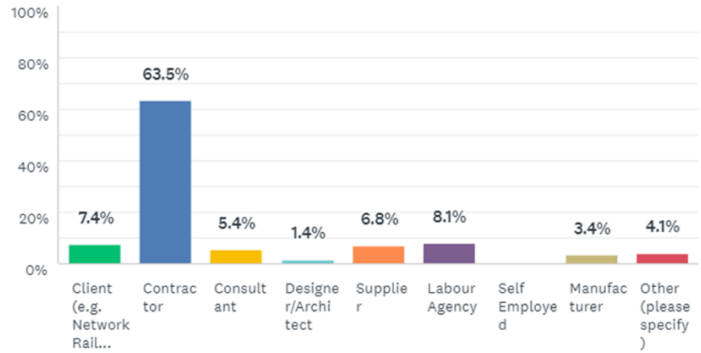
2. About the respondents

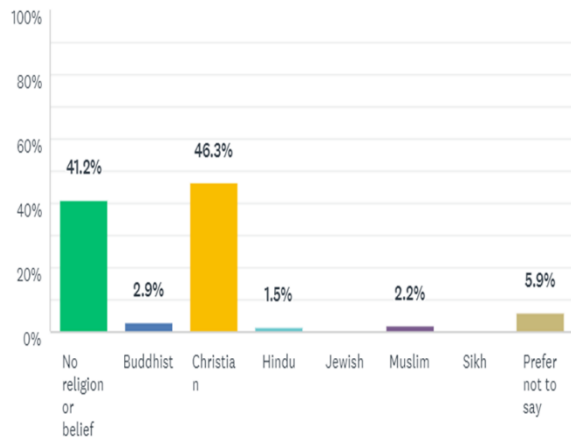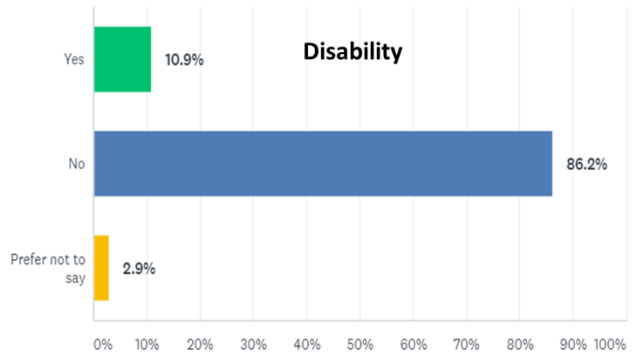*Illustration 2. Analysis of research respondents*

Position within business

Operative / administrative	Technical / engineer	Supervisor / team leader	Middle manager	Senior manager	Other (please specify)
9.4%	6.0%	2.7%	32.9%	27.5%	21.5%

Type of employer

Client (e.g. Network Rail...)	Contractor	Consultant	Designer/Architect	Supplier	Labour Agency	Self Employed	Manufacturer	Other (please specify)
7.4%	63.5%	5.4%	1.4%	6.8%	8.1%		3.4%	4.1%

Religion or belief

No religion or belief	Buddhist	Christian	Hindu	Jewish	Muslim	Sikh	Prefer not to say
41.2%	2.9%	46.3%	1.5%		2.2%		5.9%

Disability

Yes	No	Prefer not to say
10.9%	86.2%	2.9%

FIR Ambassador

No 30.0% (45)
Yes 70.0% (105)

Gender identity same as birth

Prefer not to say
Yes

Sex

Sexual orientation

White British, English,...	71.2%
White Irish	5.8%
Gypsy or Irish Traveller	
Other White background	7.2%
Black British, English,...	2.2%
Black African	1.4%
Black Caribbean	
Other Black background	
Asian British, English,...	0.7%
Indian	1.4%
Pakistani	

Ethnicity

Bangladeshi	
Chinese	
Other Asian background	2.2%
Arab	
Mixed background -...	0.7%
Mixed background -...	0.7%
Mixed background -...	2.2%
Other Mixed background	1.4%
Prefer not to say	2.9%

Age

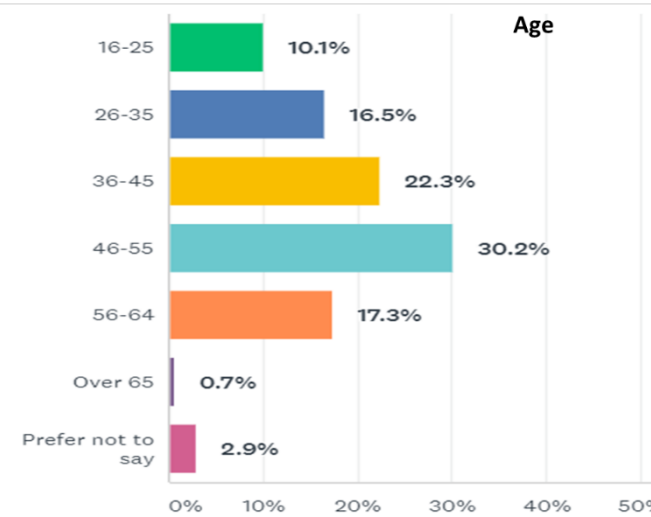|	
16-25	10.1%
26-35	16.5%
36-45	22.3%
46-55	30.2%
56-64	17.3%
Over 65	0.7%
Prefer not to say	2.9%

Commentary

- Just under 11% of respondents disclosed a disability in the annual survey which is significantly higher than comparable industry statistics.
- 32 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, and director (x 6 respondents).
- Over 50% of respondents were aged between 35 – 56 years old which is representative of the industry average.
- 60% of respondents were either middle or senior managers which provides us with helpful insight into those who might have more operational influence into the day to day activities of the industry.

3.   Results

3.1   The quality of FIR support

148 of the 150 rated the quality of FIR workshops and materials. 93% rated the workshops and materials as excellent or good, up from last year's figure of 90%. There has been an 11% increase in the numbers of people rating the 'Introduction to FIR' workshop as excellent (55% in 2019, 44% in 2018). There has also been a 10% increase in the excellent ratings for the 'Becoming A FIR Ambassador' workshops (61% in 2019, 51% in 2018).

39% of people rated FIR Toolbox Talks as excellent (-2% on last year); 45% of people rated FIR e-learning as excellent (+4% on last year); and 53% of people rated the online FIR toolkit as excellent (+4% on last year).

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?

Q11: What practical steps businesses are making: 3 year comparison
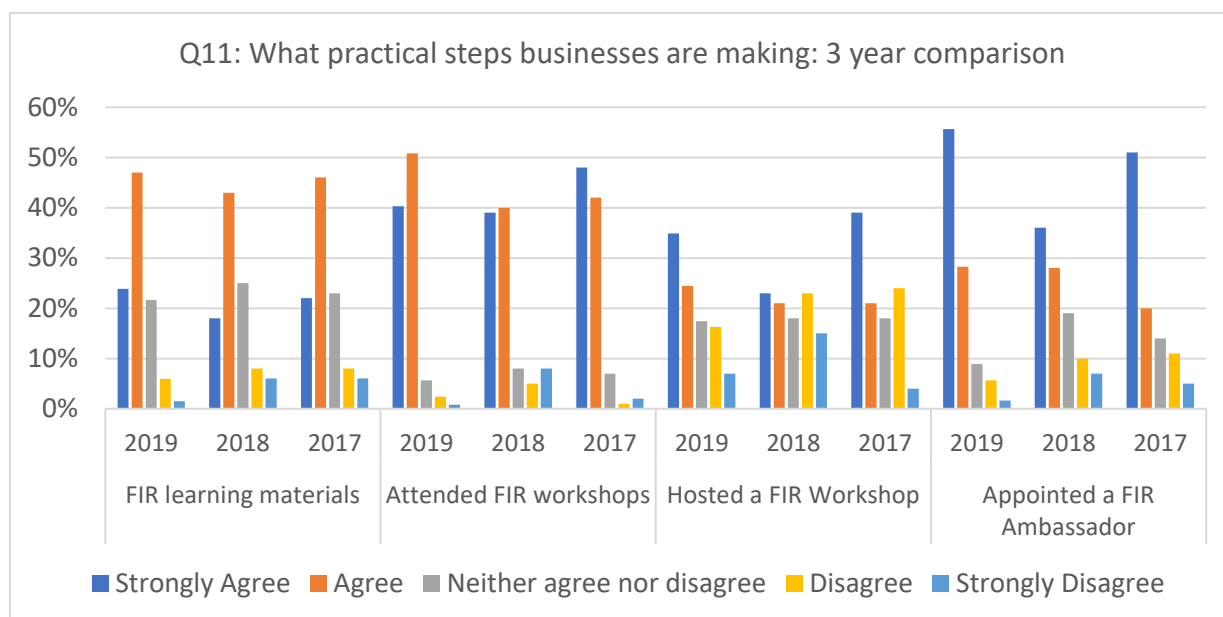
- 71% of respondents are using FIR learning materials up 10% from last year (61% in 2018)
- 91% of respondents attended a FIR workshop, up 12% from last year (79% in 2018)
- 59% of respondents have hosted a FIR workshop, up 15% from last year (44% in 2018)
- 84% of respondents indicated that their companies had appointed a FIR Ambassador, up 20% from last year (64% in 2018). This could be linked to the increased activity around the training of Ambassadors over the last year.

We have also seen increases in the strongly agree ratings with:

- 24% of respondents strongly agree that they are actively using FIR learning materials (18% in 2018)
- 35% of respondents strongly agree that they have hosted a FIR workshop (23% in 2018)
- 56% of respondents strongly agree that they have appointed a FIR Ambassador (36% in 2018)

3.3   Changes businesses are making

Recruitment and people management:
- Almost 1 in 2 organisations are reporting pockets of good practice in the way that they embed FIR into their recruitment processes (46% in 2019, 36% in 2018). However, only 14% have fully embedded.
- There has been a 4% increase in the embedding of FIR within people-management process and a 5% increase in pockets of good practice.

Monitoring of diversity rates:
- 21% of organisations have fully embedded diversity monitoring in their businesses (+7%), whilst 37% are demonstrating pockets of good practice (+4%). 21% of organisations have started the process (+5%).
- At present, 14% of organisations are currently considering the monitoring of diversity data and 8% are not collecting any data at all.

FIR into procurement practices:

- 5% more organisations are embedding FIR within their procurement practices (9% in 2018, 14% in 2019).
- Over the last 3 years there has been a 13% increase in the numbers of organisations demonstrating pockets of good practice (20% in 2017, 25% in 2018, 33% in 2019), but it remains low.
- There has been significant decrease in this number of organisations that have not yet started to embed FIR into their procurement practices (18% in 2018, 10% in 2019).

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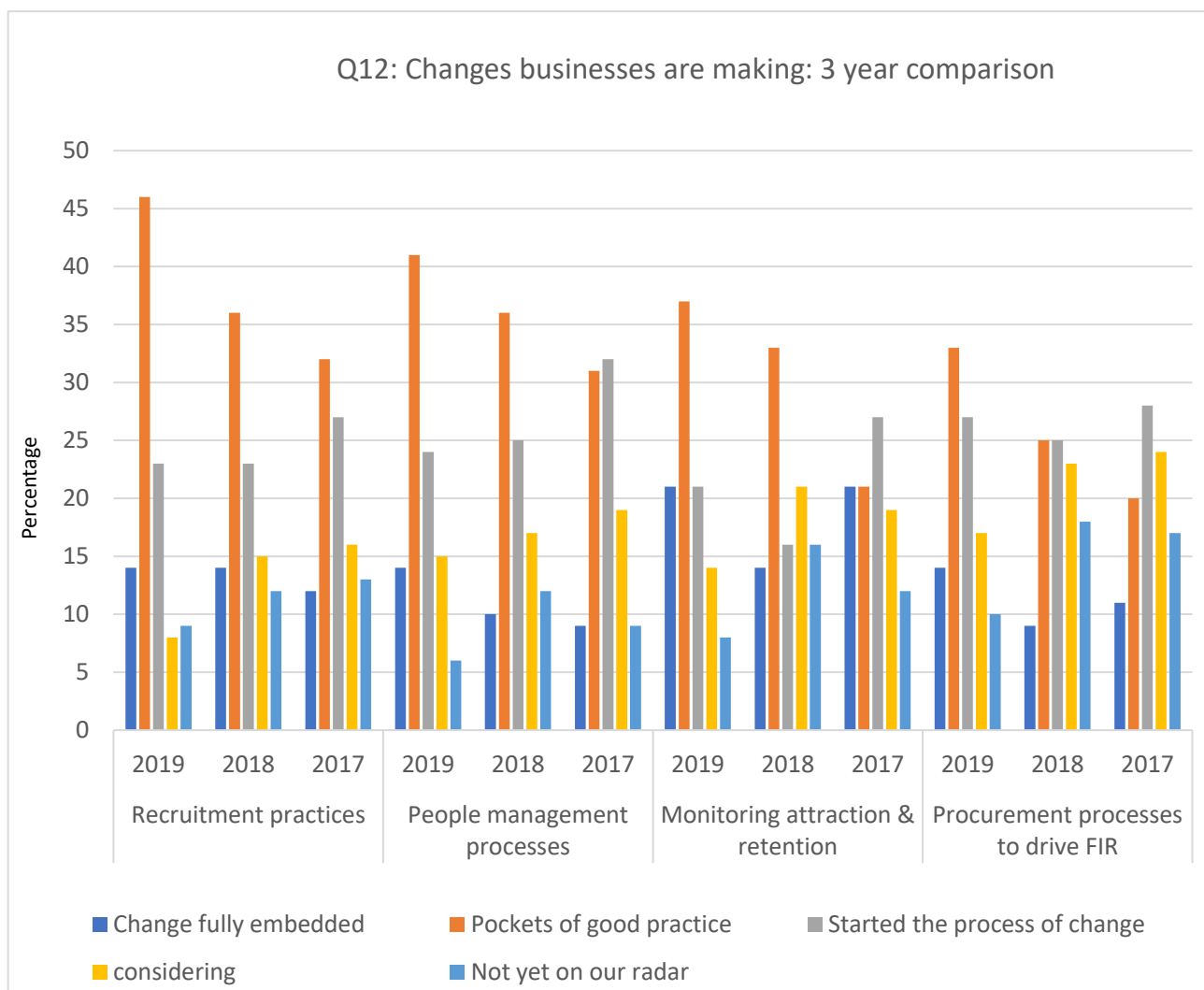
3.4   Impact FIR Programme has on business

The survey reveals that the FIR Programme has helped 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 launch of the Programme's '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 significantly greater contribution to businesses across 2019 compared to 2018:

- Improved behaviours - (63% agree, up 8% on last year)
- Improved understanding of FIR issues amongst managers - (71% agree, up 2% on last year)
- Improved understanding of FIR issues amongst leaders - (72% agree, up 3% on last year)
- Helping to retain talent - (40% agree, up 9% on last year)
- Improving collaboration - (55% agree, up 6% on last year)
- Improved stakeholder engagement - (56% agree, up 10% on last year)

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

- Improved productivity - (42% agree, up 14% on last year)
- Winning more business - (47% agree, up 8% on last year)

Respondents observed that the FIR Programme had the following business benefits:
- "training has helped everyone understand the issues which in turn improves our processes"
- "it has been essential to raise awareness'
- "it has added to our culture of collaborative working and has had a positive impact on behaviour at work especially on site"
- "legal compliance… ensuring diversity and productivity within the business"
- "increased confidence on the issues so we can communicate better"
- "the FIR programme benefits our business by helping us Ambassadors promote and include FIR in our daily routines and helps us to help others understand FIR within our workplace"
- "combined with our wellbeing programme it has meant that we can get our staff to understand what we are trying to achieve much more readily than before. Having the resources available on line and the workshops for those who wish to become ambassadors has been of great help"
- "FIR helped our leaders explain and exemplify issues, practices and behaviours'
- "FIR has helped to raise awareness levels. On-going participation will help us to stay on message"
- "engaging with Tier 1 suppliers in same way as other clients with common language and approach"

*Illustration 6. What impact has the FIR Programme had on your business?*
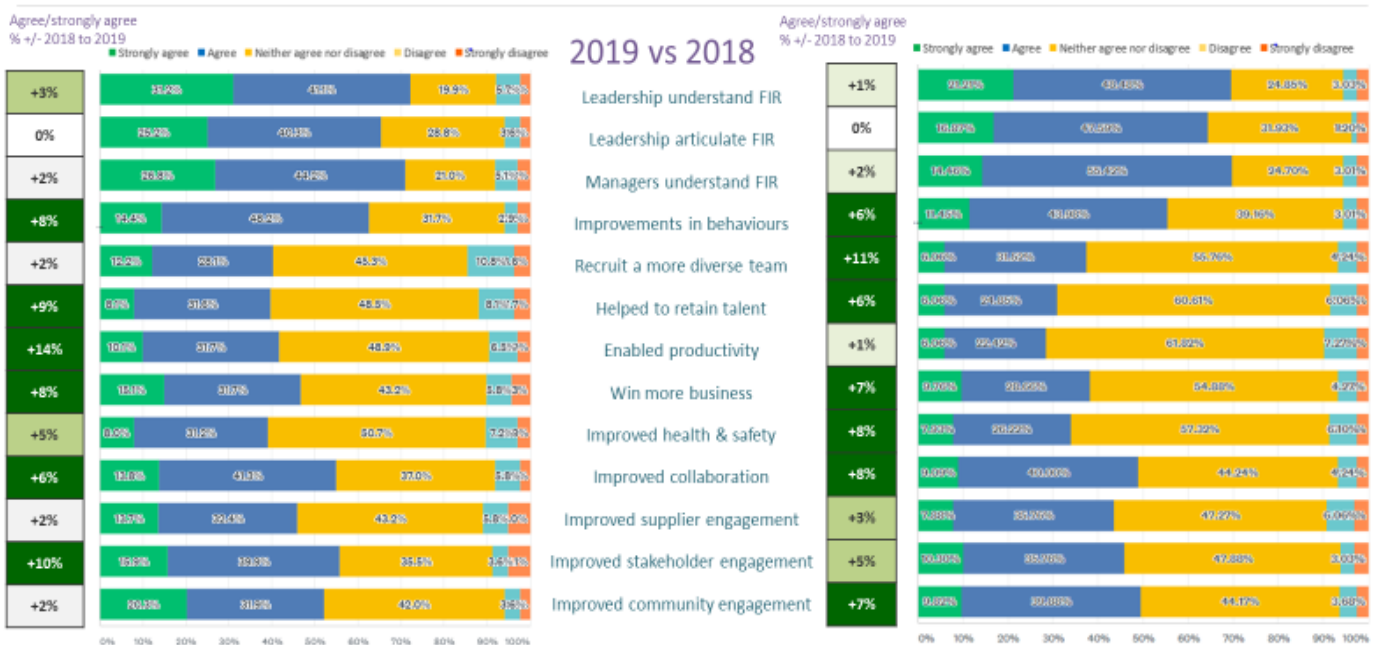
3.5   Impact of FIR Programme on respondents

When the data is analysed across the last three years, we see a significant improvement in the impact the FIR Programme is having on participants. This could be related to the fact that 70% of survey respondents were Ambassadors who have closer engagement with the FIR Programme.

- Overall 92% of respondents agree that the FIR Programme has helped them to understand the business case for embedding a FIR within their business, up from 88% in 2018 and 86% in 2017
   - Most specifically, 60% strongly agreed with this statement (42% in 2018)

- Overall 87% of respondents agree that they feel empowered to deal with FIR issues more effectively, up from 77% in 2018 and 78% in 2017
   - Most specifically, 58% strongly agreed with this statement (30% in 2018)

- Overall 78% of respondents agree that the FIR programme has improved their management skills, up from 77% in 2018 and 62% in 2017
   - Most specifically, 36% strongly agreed with this statement (27% in 2018)

- Overall 84% of respondents agree that they now have the confidence to challenge poor behaviours, up from 81% in 2018 and 68% in 2017
   - Most specifically, 47% strongly agreed with this statement (28% in 2018)

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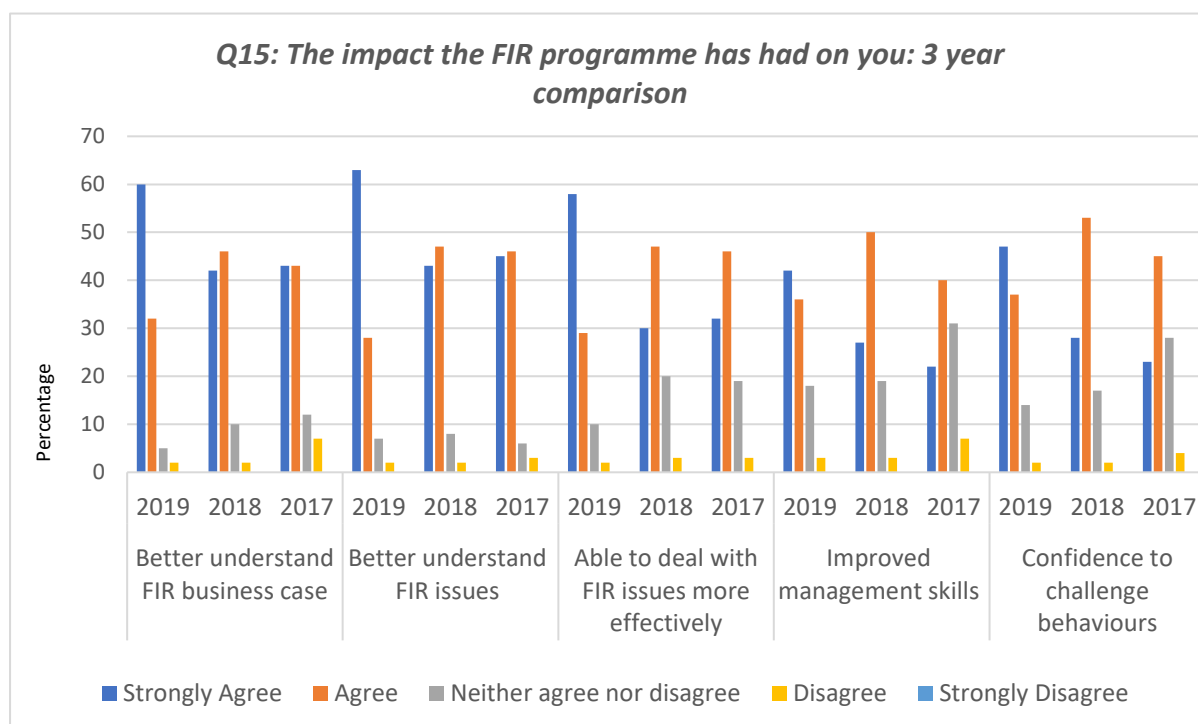
In their own words, respondents commented that FIR has impacted them in the following ways:

- "it has opened my eyes to improper behaviour in the workplace
- "it has been extremely worthwhile and had altered my approach to how I treat people"
- "I am confident in my interactions with colleagues and call out inappropriate words or actions"

- "it has empowered me to challenge non-fir behaviour"
- "it has given me confidence to challenge and be ready to be challenged!
- "the Programme has helped me be more understanding and has helped me be more confident in dealing with fir within our working environment"
- "I appreciate the differences in society more so than I did before"
- Personally, I feel very lucky to be part of this Programme and I believe I have helped to start a change in the culture of the company in terms of D&I and FIR.
- "I am more patient with people listening to their problems and trying to advise them"
- "gave me a better understanding of how events, personal issues can effect individuals"
- "allows me to promote fir amongst colleagues and suppliers"
- "educated me to challenge some of my own behaviours and perceptions enabling me to become a better, more empathetic manager"
- "positively through providing materials that helped me lead the company on its FIR journey"
- "it has given me the opportunity to understand different viewpoints and also give me the confidence to challenge difficult behaviour"
- "I'm more comfortable challenging poor behaviours both at work and in my personal life"
- "helped me articulate with authority the benefits of FIR to senior managers and supply chain."

3.6   Impact of being a FIR Ambassador

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

- "We have become more diverse and we are tackling some in-built prejudices"
- "Provided recommendations on how to implement FIR scheme in site teams"
- "Getting people to speak up and express themselves"
- "I have helped the business to start the conversation around FIR which I am very proud of. It has also helped us to understand the requirements and strategy of our customers."
- "Heightened respect within our onsite workforce"
- "Massive improvement in awareness at all levels"
- "The business has recognised the value of FIR Ambassadors"

Respondents comment that they are using FIR materials in the following ways:
- "I've developed the Introduction to FIR and adapted it to suit my company's culture (via webinars)"
- "I have utilised the training with a client that required on-site toolbox talks following an incident and being a positive ambassador to the company"
- "I have started implementing the FIR tool box talks and introduced Site induction. My employer has accepted to make changes and roll out tool box talks to the wider company"
- "I'm delivering monthly training sessions"
- "I am sharing my knowledge with everybody"
- "I have organised workshops and helped to promote FIR"
- "I have delivered FIR toolbox talks on projects to our operatives"

3.7 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 three negative statements. There has been a decrease in the proportion of people who are being upset by inappropriate language, banter and images in the workplace. However more people felt this year that non-FIR behaviour may have resulted in the loss of colleagues within their workplace which could speak to more covert and harder to tackle forms of non-FIR behaviour, or greater awareness amongst colleagues who have observed non-FIR behaviour.

In order to capture industry wide sentiments going forward, this part of the survey will be separated from the rest of the survey and will be made open for to industry wide responses in order to provide greater insight into industry experiences.

Illustrations 8 and 9 below provide a greater level of detail to these statements.

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

What you think about your workplace(s):	Combined % for Strongly Agree & Agree %				Trend analysis
	2016	**2017**	**2018**	**2019**	**2016-2019**
I feel safe at work	98	100	99	98	0
I am able to do the best job I can at work	87	98	92	94	+7
I am treated fairly at work	83	96	93	93	+10
My employer makes the most of my skills	71	86	77	80	+9
I feel respected by my manager or supervisor	84	94	89	88	+4
I feel 'part of a team' at work	80	94	91	89	+9
I am invited to get involved in the social life at work (e.g. any team lunches)	77	95	88	83	+6
I am comfortable to 'be myself' at work	87	94	93	90	+3
I am comfortable with how people speak and behave at work; e.g. jokes, 'banter' and any swearing	88	88	85	85	-3
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	67	77	77	72	+5
When my employer recruits or promotes someone it is because they are the best person for the job	71	88	83	79	+8
I feel comfortable telling my employer about disability, health condition or personal need	80	92	88	87	+7
Managers and supervisors behave/speak to people at work in a way that helps people to do their best	73	86	80	79	+6
I would recommend my workplace to friends or family as a great place to work	78	88	82	83	+5
Average annual agreement to inclusive attitude statements	**80%**	**91%**	**87%**	**86%**	**+6%**
I am upset or offended by how people speak and behave at work; e.g. jokes, 'banter' or swearing	12	16	20	18	+6
I see pictures or graffiti at work that offends or upsets me	4	7	11	7	+3
People might have quit jobs in my workplaces(s) because of the way that they have been treated	40	34	30	33	-7
Average annual agreement to negative attitude statements	**18.7%**	**19.0%**	**20.3%**	**19.3%**	**+0.6%**

Illustration 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				Disagree				Strongly Disagree			
	2016	2017	2018	2019	2016	2017	2018	2019	2016	2017	2018	2019	2016	2017	2018	2019
I feel safe at work	57%	68%	59%	66%	41%	32%	40%	32%	1%	0%	0%	1%	1%	0%	0%	1%
I am able to do the best job I can at work	31%	57%	44%	53%	56%	41%	48%	41%	11%	2%	7%	6%	3%	0%	1%	1%
I am treated fairly at work	31%	61%	45%	49%	52%	35%	48%	43%	13%	4%	5%	5%	4%	1%	1%	1%
My employer makes the most of my skills	21%	47%	39%	39%	50%	39%	38%	41%	22%	12%	17%	16%	7%	2%	4%	1%
I feel respected by my manager or supervisor	36%	59%	47%	49%	48%	35%	42%	40%	10%	5%	6%	7%	5%	1%	3%	2%
I feel 'part of a team' at work	34%	57%	45%	44%	46%	37%	46%	45%	14%	5%	7%	9%	6%	2%	2%	1%
I am invited to get involved in the social life at work (e.g. any team lunches)	29%	51%	40%	42%	48%	44%	48%	41%	16%	3%	9%	11%	7%	2%	1%	3%
I am comfortable to 'be myself' at work	33%	59%	50%	54%	54%	35%	43%	36%	10%	7%	5%	6%	4%	0%	1%	2%
I am comfortable with how people speak and behave at work; e.g. jokes, 'banter' and any swearing	33%	48%	32%	36%	55%	40%	53%	49%	9%	10%	13%	12%	4%	3%	1%	3%
I am upset or offended by how people speak and behave at work; e.g. jokes, 'banter' or swearing	2%	2%	4%	5%	10%	14%	16%	12%	40%	36%	34%	38%	48%	48%	39%	40%
I see pictures or graffiti at work that offends or upsets me	1%	2%	2%	2%	3%	5%	9%	5%	34%	32%	25%	30%	62%	61%	52%	52%
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	26%	35%	32%	29%	41%	42%	45%	43%	20%	17%	14%	16%	13%	6%	6%	7%
When my employer recruits or promotes someone it is because they are the best person for the job	25%	41%	35%	32%	46%	47%	47%	47%	18%	10%	12%	7%	11%	2%	2%	3%
I feel comfortable telling my employer about disability, health condition or personal need	26%	44%	40%	42%	54%	48%	44%	45%	15%	7%	8%	7%	5%	2%	1%	3%
Managers and supervisors behave/speak to people at work in a way that helps people to do their best	17%	30%	19%	26%	56%	56%	61%	53%	19%	13%	14%	12%	8%	1%	3%	1%
People might have quit jobs in my workplaces(s) because of the way that they have been treated	14%	7%	7%	9%	36%	27%	23%	24%	27%	32%	30%	25%	24%	34%	28%	23%
I would recommend my workplace to friends or family as a great place to work	30%	50%	36%	42%	48%	38%	46%	41%	15%	9%	9%	5%	7%	3%	4%	3%

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 senior managers appear to have more positive experiences than technical engineers and middle managers.
- **Type of employer:** people working for SMEs are broadly more positive than those working for clients and large contractors.
- **Attendance at FIR workshop:** those that have attended FIR workshops appear to be more aware of non-FIR behaviours at work and are more likely to disagree with the statements compares to those who have not had exposure to FIR training.
- **Declaring disabilities and health conditions**: males, in particular operatives, are less confident to report a disability.

Attitudinal statement	% of respondents agreeing or strongly agreeing with the statement	% of respondents disagreeing or strongly disagreeing with the statement
I feel safe at work	- 100% of SMEs versus 97% of those working for larger companies	- 25% of males working as technical engineers strongly disagreed
I am able to do the best job I can at work	- 91% of female respondents versus 96% of males. - 100% of those who have not attended a FIR workshop versus 93% who have - 99% of SMEs versus 90% of those working for larger companies	- 50% of female team leaders / supervisors and 12% of female middle managers - 50% of males in technical / engineering level roles - 7% of those who have attended a FIR workshop
I am treated fairly at work	- 96% of males versus 89% of females	- 6% working for larger company who have also attended a FIR workshop

Attitudinal statement	% of respondents agreeing or strongly agreeing with the statement	% of respondents disagreeing or strongly disagreeing with the statement
	• 100% of those who have not attended a FIR workshop versus 93% who have	
My employer makes the most of my skills	• 81% of females versus 78% of males	• 19% female versus 17% of males • 75% of males working as technical engineers and 50% of females • 13% of SME labour agencies who have attended FIR workshops versus 23% of large contractors
I feel respected by my manager or supervisor		• 14% of females disagree versus 5% of males • 25% of females working as middle managers versus 8% of males • 10% of those who have attended a FIR workshop versus 0% of those who have not
I feel 'part of a team' at work	• 89% of those who have attended a FIR workshop versus 100% of those who have not	• 10% of those who have attended a FIR workshop versus 0% of those who have not
I am invited to get involved in the social life at work (e.g. any team lunches)	• 83% of those who have attended a FIR workshop versus 75% of those who have not	• 18% female versus 11% of males
I am comfortable to 'be myself' at work	• 93% of males versus 86% of females	• 11% female versus 7% of males • 50% of males working as technical engineers and 25% of females • 13% of females in operative/ administrative roles
I am comfortable with how people speak and behave at work; e.g. jokes, 'banter' and any swearing	• 84% of those who have attended a FIR workshop versus 100% of those who have not	
No people or groups of people are treated unfairly, or less favourably, than others at my place of work	• 67% of females versus 77% of males • 72% of those who have attended a FIR workshop versus 60% of those who have not	• 30% of larger companies who have attended a FIR workshop versus 6% of SMEs
When my employer recruits or promotes someone, it is because they are the best person for the job	• 72% of females versus 83% of males	• 25% of male technical engineers versus 50% of female • 15% of larger companies who have attended a FIR workshop versus 2% of SMEs

Attitudinal statement	% of respondents agreeing or strongly agreeing with the statement	% of respondents disagreeing or strongly disagreeing with the statement
I feel comfortable telling my employer about a disability, health condition or personal need		33% of male operatives compared to 0% of females 10% of those who have attended a FIR workshop versus 0% of those who have not
Managers and supervisors behave/ speak to people at work in a way that helps people to do their best	91% of females versus 83% of male senior managers 78% of those who have attended a FIR workshop versus 100% of those who have not 90% of SME sized contractors who had attended a FIR workshop versus 78% of larger contractors	
I would recommend my workplace as a great place to work	83% of those who have attended a FIR workshop versus 100% of those who have not	8% of those who have attended a FIR workshop versus 0% of those who have not 13% of SME labour agencies who have attended a FIR workshop versus 8% of contractors
I am upset or offended by how people speak and behave at work e.g. jokes, banter or swearing	16% of female middle managers versus 12% of male middle managers 17% of those who have attended a FIR workshop versus 40% of those who have not	77% of females versus 80% males 88% of SME labour agencies versus 71% of larger labour agencies, 71% of clients, and 78% of contractors who have attended a FIR workshop
I see pictures or graffiti at work that offends or upsets me	5% of females versus 8% males 25% of male directors versus 0% of female directors 7% of female operatives / administrators versus 0% of males	83% of those who have attended a FIR workshop versus 40% of those who have not
People might have quit jobs in my workplace(s) because of the way they have been treated	75% of male technical engineers versus 0% of females 63% of female senior managers versus 52% of males 57% of larger labour agencies who have attended a FIR workshop versus 47% contractors and 43% of clients	45% of females versus 50% of males 36% of those who have attended a FIR workshop versus 20% of those who have not

5. 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:

- A cost-effective self-certification programme similar to CHAS
- Videos – new content, updating current videos which feel too corporate
- More information for the FIR Ambassadors to facilitate their own workshops
- Refining of the tool box talks
- Site posters
- Site based employee testimonials
- Site specific toolbox talks
- Online Toolkit for SMEs
- Refresher workshops in line with changes/updates in legislation
- Further resources on disability inclusion and ethnicity related inclusion
- Disability inclusion needs more focus and specific webinars
- Comprehensive pack that contractors could use i.e. with posters, power point toolbox talk in order that contractors could disseminate across their organisation straight away following on from the training
- E-learning aimed to operatives
- A tool to develop common language within my workplace and an agreement on what is accepted
- More 'fact sheets' that clearly show the figures driving this initiative
- Content on unconscious bias