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Construction
Leadership
Council

FIR

**Fairness, Inclusion
and Respect**
in construction

FIR Programme Report

Annual research & impact evaluation report – August 2022

"Its brilliant to learn FIR best practice and incorporate this into our business which will hopefully help us encourage even more employees to join us from non-traditional and diverse pool which brings new ideas and influence."

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1. Executive Summary

For the seventh 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. **1,062** people responded to the survey and the survey received a 68% completion rate. This is significant **31% increase from the 811** that responded last year. Of this year's respondents, 59% had participated in the FIR programme, of which 41% participated in the last 12 months. Notably, the makeup of respondents is very different to the industry's diversity benchmarks, with 49% of respondents being female, 13% disclosing they have a disability and 10% were non-white.

494 FIR Ambassadors participated in the survey (47% of overall respondents). We recognise many of these respondents are advocates and supporters of the FIR programme. Their responses demonstrate the effectiveness of creating and engaging the FIR Ambassador's network to increase the impact of the FIR Programme across the construction industry. It Would appear that FIR Ambassadors are benefitting significantly from the programme, based on their positive responses to the attitude statements, in comparison to non-FIR Ambassadors:

- *"My employer makes the most of my skills"* – FIR Ambassadors were more likely to agree **(82%)** and less non-FIR ambassadors agreed (70%).

- *"I feel respected by my manager or supervisor"* – More FIR Ambassadors agreed **(90%)** to this statement than non-FIR Ambasadors (80%).

- *"Managers and supervisors behave and speak to people at work in a way that helps people to do their best"* – More FIR Ambassadors agreed **(81%)** to this statement than non-FIR Ambasadors (69%).

The survey results also suggest that the FIR Programme has helped participating businesses to make significant improvements in business outcomes. The quality of FIR training being provided continues to be rated extremely high, with positive impacts reported by individuals who engaged with FIR.

The quality of training provided.

An average of **90%** of respondents rated workshops, webinars, and the FIR resource library as excellent or good. The quality of FIR support being delivered remains very high.

- **92%** of respondents who attended FIR workshops reported that they strongly agree or agree that their understanding of the topics have increased upon attending. Similary, **93%** of respondents agreed that attending FIR webinars increased their understanding.

- **92%** of respondents strongly agree or agree that e-learning modules increased their knowledge on the topic covered. A further **83%** agree to implementing knowledge gained from the FIR resource library.

The impact on individuals.

No significant changes were found when looking at the impact the FIR programme had on individuals year on year, but it should be noted that with 251 extra people completing the survey the numbers of people reporting positive results has increased significantly.

- Overall, 95% of respondents agree that the FIR Programme has helped them to understand the business case for embedding FIR within their business (96% in 2021, 97% in 2020 and 92% in 2019).

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- Overall, 87% of respondents agree that they feel empowered to deal with FIR issues more effectively (89% in 2021, 86% in 2020 and 87% in 2019).
- Overall, 82% of respondents agree that they now have the confidence to challenge poor behaviours (82% in 2021, 84% in 2020 and 84% in 2019).

Changes in FIR attitudes.

The survey reveals that a person's ethnic background is the factor most likely to influence their experience in the industry, most notably how comfortable they feel with how others behave in their workplace, as well as how likely they are to recommend their workplace to friends and family.

Ethnic background:

i. Whilst only 29% 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 is far higher for those from ethnic groups (40% Black and 41% Asian).

ii. People from a White background were most likely to agree with the statement "*I am invited to get involved in the social life at work*" (83%), followed by Asian backgrounds (81%). Those from Black backgrounds were least likely to agree, with only 57% agreeing.

iii. For many of our positive statements we saw significant diference between people from a white or asian and black backgorunds. For example:

- *I am treated fairly at work (86% white, 74% black, 85% asian);*
- *I feel comfortable to be myself at work (91% white, 70% black, 81% asian);*
- *I am comfortable with how people speak and behave at work (82% white, 57% black, 81% asian);*
- *I would recommend my workplace to friends or family as a great place to work (81% white, 48% black, 73% asian).*

Other significant findings.

Gender:

i. *"I am treated fairly at work"* - Men (87%) were more likely to agree than women (83%).

ii. *"I am comfortable to 'be myself' at work "* – Men (91%) were slightly more likely to agree than women (88%).

iii. Women (84%) are more likely to *"get involved in the social life at work"* than men (80%).

iv. Men (80%) were more likely than women (75%) to agree that *"Managers and Supervisors behave and speak to people at work in a way that helps people to do their best".*

Size of business – those working in small/micro companies felt the least fairly treated, and were more likely to agree that people are treated unfairly in their workplace. This is a significant change from 2021, where small and micro companies were the most likely to agree that they were treated fairly.

Seniority – overall, the more senior the respondent was, the more likely they were to have a positive experience.

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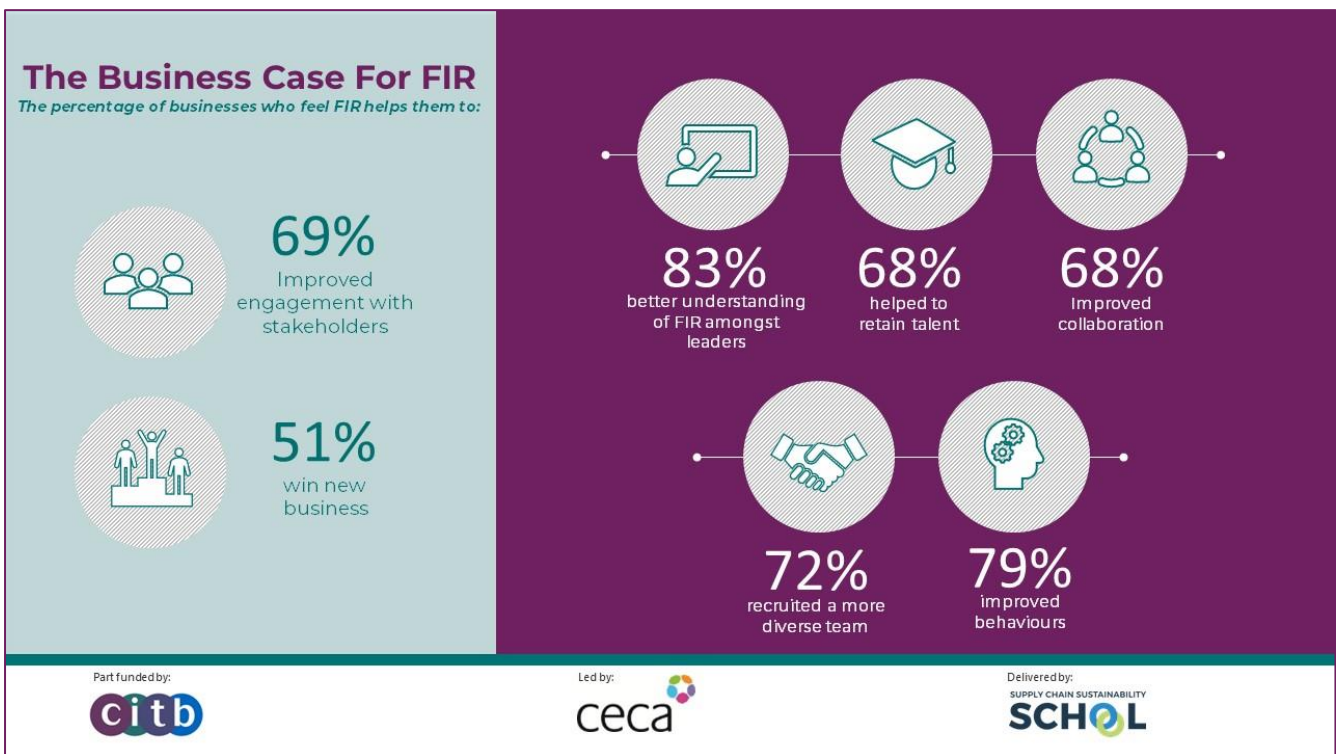### The impact on business processes (outcomes).

- Nearly 2 in 3 (62%) of respondents said their organisations are now reporting either pockets of good practice or change being fully embedded in their recruitment practices (67% in 2021, 65% in 2020, 46% in 2019). There is a clear trend of improvement since 2019.

- 60% of respondents said their organisations either fully embed FIR within people-management process or report pockets of good practice (64% in 2021, 68% in 2020, 30% in 2019).

- 26% of respondents reported that their organisations have fully embedded diversity monitoring in their businesses, the same as 2021. A further 55% reporting they've either started this process or have pockets of good practice, similar to 58% in 2021, so there has been no significant change here year on year.

- 16% of respondents reported that their organisations have now fully embedded FIR within their procurement process to drive a culture of FIR within their supply chains (15% in 2021, 21% in 2020, 11% in 2019). A further 59% are reporting pockets of good practice or having begun a process of change in this area.

The impact on business performance.

The Business Case For FIR
The percentage of businesses who feel FIR helps them to:

69% Improved engagement with stakeholders

51% win new business

83% better understanding of FIR amongst leaders

68% helped to retain talent

68% Improved collaboration

72% recruited a more diverse team

79% improved behaviours

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Operatives Survey.

To better explore the differences by respondents' seniority, a reduced version of the annual FIR survey was produced. The survey included a subset of annual FIR survey questions intended to be targeted at operatives working for FIR partners, of which only 14 responses were received. The main findings from this exercise were that the approach taken didn't reach a significant enough audience to draw sufficient conclusions. If this targeted route was to be explored in future, it would be worth considering a different approach to target a larger audience.

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2. Background

Since 2015, the FIR Programme has aimed to help to address the skills shortage within the built environment and the risk this presents to major infrastructure, construction, and house building projects. The Programme intends to help develop a diverse pool of talent for the industry and make construction a better place to work for all. The seventh annual FIR survey was conducted between 2nd February 2022 and 29th April 2022.

The survey was sent via email to all Supply Chain Sustainability School members, including 731 FIR Ambassadors across the UK. 1,062 people in total responded to the survey, of which 494 were FIR Ambassadors. It should be noted though that not all respondees answered all the questions.

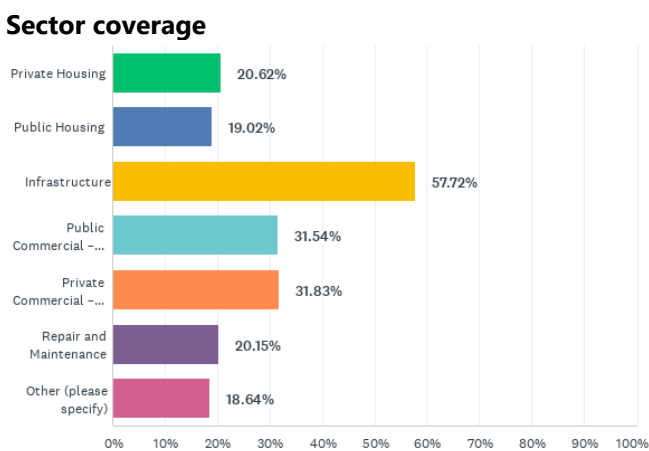As in previous years we have used the logic model approach to assess the programme's impact.

Illustration 1. Logic model approach to assessing impact.

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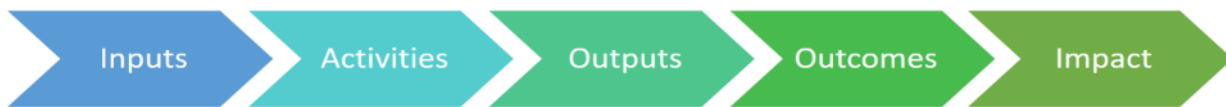
In the context of the FIR Programme, the **inputs** are funding from Partners and CITB and the significant time input of Partners and members. The **activities** are the training we deliver both face to face and online. The **outputs** are reported in our quarterly reports and relate to the number of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

Illustration 2. Analysis of research respondents

Sector coverage

Sector	Percentage
Private Housing	20.62%
Public Housing	19.02%
Infrastructure	57.72%
Public Commercial –...	31.54%
Private Commercial –...	31.83%
Repair and Maintenance	20.15%
Other (please specify)	18.64%

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Type of employer

Type	Percentage
Client (e.g. Network Rail...)	7.91%
Contractor	49.53%
House builder	2.82%
FM Service Provider	3.39%
Consultant	6.40%
Designer/Architect	1.79%
Manufacturer	5.18%
Supplier	7.44%
Labour agency	5.93%
Self-employed	0.28%
Trade Federation/A...	0.66%
Other (please specify)	8.66%

Size of employer

Size	Percentage
Micro (< 10 employees)	3.39%
Small (10 – 49 employees)	10.92%
Medium (50 – 249 employees)	22.88%
Large (> 250 employees)	62.81%

Position within business

Position	Percentage
Operative/administrative	12.34%
Technical/engineer	6.03%
Supervisor/Team leader	6.40%
Middle manager	26.08%
Senior manager	22.03%
Director	13.84%
Other (please specify)	13.28%

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Religion or belief

Prefer not to say 6.63%
Sikh 1.24%
Muslim 0.69%
Hindu 0.69%

No religion or belief 45.30%

Christian 44.34%

Buddhist 0.83%

Disability

Yes	13.26%
No	83.70%
...er not to say	3.04%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Gender

Prefer not to say 1.10%
In another way 0.14%
Non-binary 0.14%
If you describe your gender with another term, please provide t... 0.28%

Male 48.62%

Female 49.72%

Sexual orientation

Prefer not to say 5.25%
Gay/Lesbian 3.04%
Bisexual 2.62%

Heterosexual 89.09%

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FIR Ambassadors

No
568
53%

Yes
494
47%

■ Yes ■ No

Ethnicity

Category	Percentage
White British, English,...	79.01%
White Irish	4.28%
Gypsy or Irish Traveller	
Other White background	6.49%
Black British, English,...	0.97%
Black African	1.66%
Black Caribbean	0.69%
Other Black background	
Asian British, English,...	0.55%
Indian	1.52%
Pakistani	0.28%
Bangladeshi	0.14%
Chinese	0.28%
Other Asian background	0.83%
Arab	
Mixed background -...	0.83%
Mixed background -...	0.14%
Mixed background -...	0.14%
Other Mixed background	0.83%
Prefer not to say	1.93%
I prefer to describe mys...	0.69%

Age

Age group	Percentage
16 to 25	5.94%
26 to 35	16.30%
36 to 45	24.45%
46 to 55	29.83%
56 to 64	19.06%
65 and over	2.76%
Prefer not to say	1.66%

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3.1 Commentary

- Just under 14% of respondents disclosed a disability in the survey, which is higher than the comparable industry statistic. The latest figure is 11.2% of construction employees disclosing that they have a disability (CITB).

- Just under 14% 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, Advisor, Apprentice, Community Engagement Manager, Office Manager, Safety Advisor, HSEQ Advisor, HR Officer, Consultant, Planner, Quantity Surveyor, Sustainability Advisor, Community Liaison Officer, EDI Advisor, Senior Site Engineer, Transport Scheduler, Social Value Coordinator and Consultant

- The majority **(54%) of respondents were aged between 36 – 55 years old** which is representative of the industry average. However, just over 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.

- 62% 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.

- Almost half **(49.7%) of respondents were female,** which is a far higher proportion than seen across the construction sector, where less than 15% of total UK construction workforce is female (CITB).

- Of the 494 FIRAmbassadors who repsonded to the survey 224 (45%) were female.

- Most of the respondents (58%) 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). Though, it's encouraging to see that 40% (37% in 2021) of people stated that they work in either the private or public housing sector.

- 49% of responding organisations were "contractors", which is consistent with many respondents reporting they worked either on infrastructure projects/programmes.

- 59% of respondents had participated in the FIR programme, of which 41% particpated in FIR programme in the 2021.
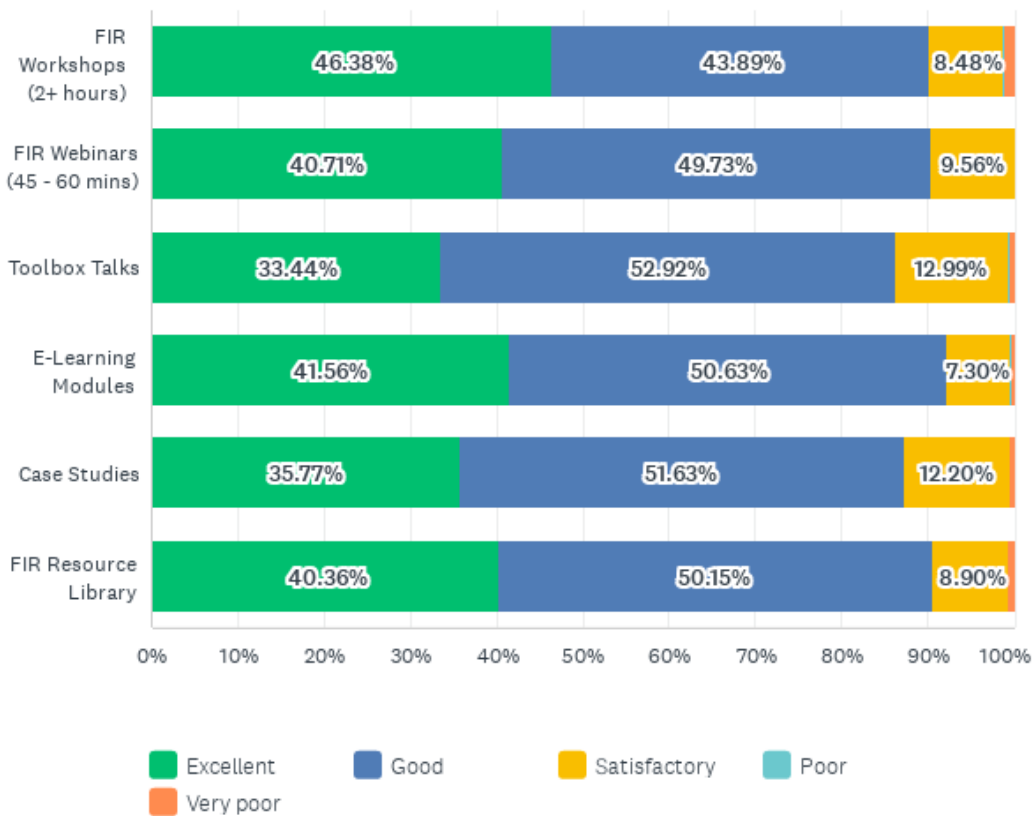
4. Results

4.1   The quality of FIR support

From the 562 respondents that answered the questions on the quality of FIR workshops and materials, 90% of respondents rated the workshops, webinars, and the FIR resource library as excellent or good, a slight drop from 96% in 2021. The quality of FIR support being delivered remains high, as the training programme matures and becomes more varied.

The quality of e-learning modules remains highly rated with 42% of respondents rating them as excellent; similar to 45% of people rating excellent in 2021.

Illustration 3. How would you rate the quality of these workshops and materials?

	Excellent	Good	Satisfactory
FIR Workshops (2+ hours)	46.38%	43.89%	8.48%
FIR Webinars (45 - 60 mins)	40.71%	49.73%	9.56%
Toolbox Talks	33.44%	52.92%	12.99%
E-Learning Modules	41.56%	50.63%	7.30%
Case Studies	35.77%	51.63%	12.20%
FIR Resource Library	40.36%	50.15%	8.90%

Legend: Excellent · Good · Satisfactory · Poor · Very poor
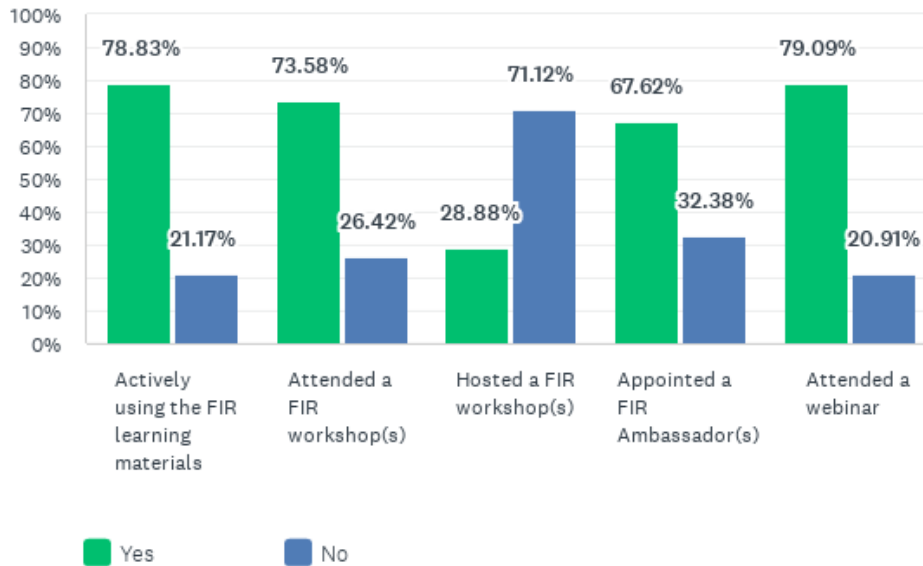
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4.2   Practical steps respondents are taking.

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

All FIR training sessions have remained virtual throughout the last year, with some individuals returning to work and others operating on a hybrid basis, as we come out of the COVID-19 pandemic. There has been a mixed response to access of FIR materials in comparison to previous years. For the respondents who use the FIR workshops and materials:

- 79% of respondents are actively using FIR learning materials, up 6% from 2021 (77% in 2020, 67% in 2019, 48% in 2018).

- 74% of respondents attended a FIR workshop, down 5% from 2021 (78% in 2020, 82% in 2019, 60% in 2018).

- 29% of respondents have hosted a FIR workshop, up 9% from 2021 (32% in 2020, 40% in 2019, 24% in 2018).

- 68% of respondents indicated that their companies had appointed a FIR Ambassador, down 5% from 2021 (77% in 2020, 75% in 2019, 45% in 2018).

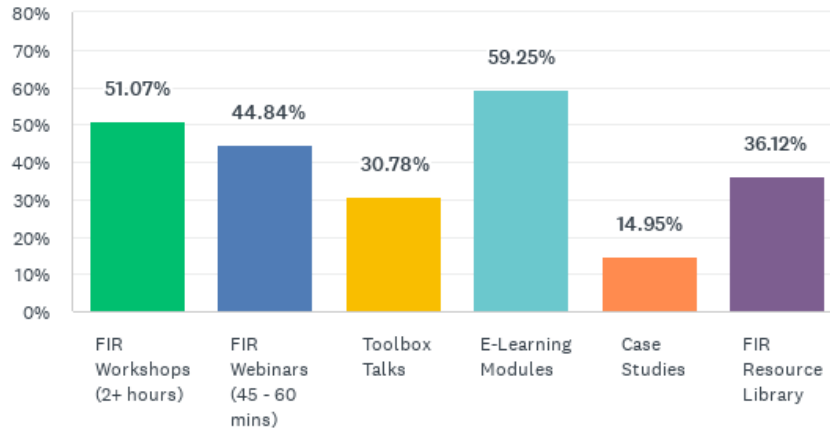- 79% of respondents have attended a webinar, up 6% from last year.

Illustration 5. Which FIR activities have you participated in over the last year? (Tick all that apply)

From the 562 respondents to this question:

- 51% attended a FIR workshop and 45% attended a webinar.
- A large portion (59%) of participants utilised the e-learning modules.
- 15% of respondents have utilised FIR case studies, up from 9% last year.
- 36% of individuals utilise the FIR resource library, up from 31% last year.

Illustration 6. To what extent do you agree that these workshops and materials increased your understanding of the topics covered?
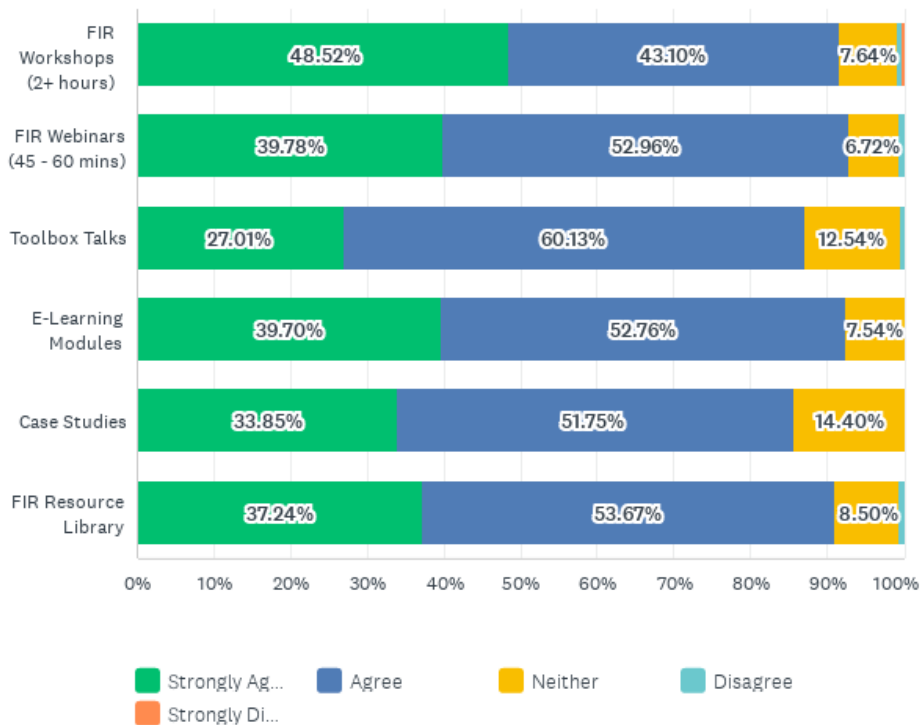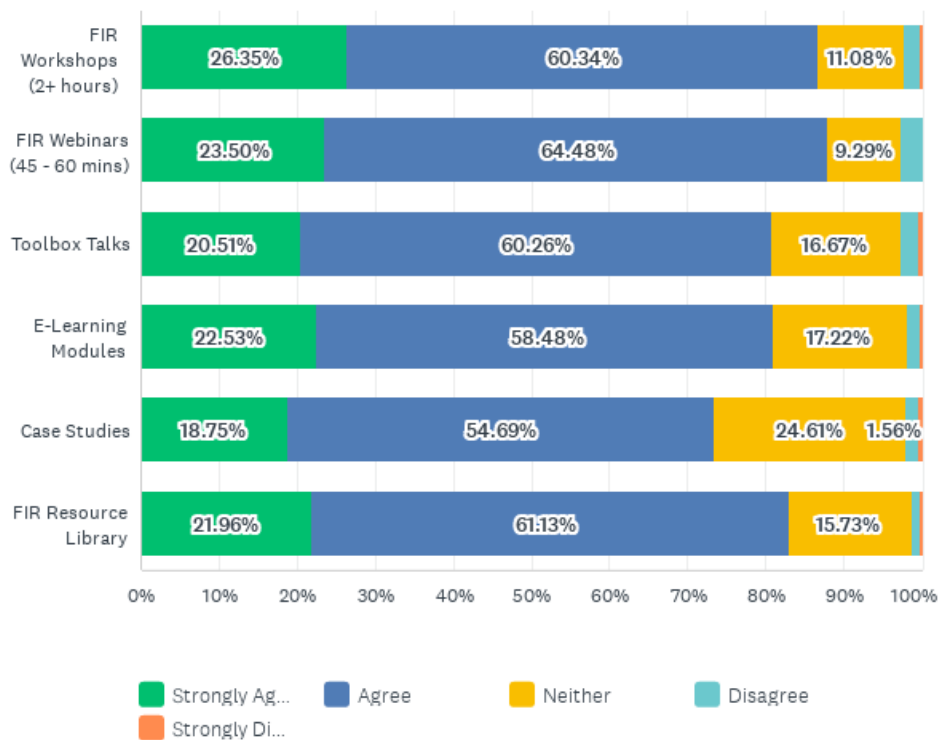
The above question was added in the 2022 survey to explore whether individuals felt that FIR workshops and materials helped to increase their understanding:

- The graph shows a significant percentage of respondents reporting gaining an increased understanding upon attending workshops/webinars and utilising wider FIR learning resources.

- 92% of respondents who attended FIR workshops reported that they strongly agree or agree that their understanding of the topics have increased upon attending. Similary, 93% of respondents agreed that attending FIR webinars increased their understanding.

- 87% of respondents strongly agree or agree that participating in FIR Toolbox Talks increased their understanding of the relevant topic

- 92% of respondents strongly agree or agree that e-learning modules increased their knowledge on the topic covered

- 92% of respondents who attended FIR workshops reported that they strongly agree or agree that their understanding of the topics have increased upon attending. Similary, 93% of respondents agreed that attending FIR webinars increased their understanding.

Illustration 7. To what extent do you agree you have implemented the training given/knowledge gained from these workshops and materials?

The question shown in illustration 7 was added in the 2022 survey to explore whether individuals felt they had implemented the training/knowledge gained from FIR workshops and materials:

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- 87% of respondents strongly agreed or agreed that they had implemented the training they gained from FIR workshops. Similaryly, 88% of respondents strongly agreed or agreed that they have impelemented knowledge gained from atteding FIR webinars.

- 81% of respondents strongly agreed or agreed that they had applied the training they gained from Toolbox Talks and e-learning modules.

- 83% of respondents strongly agreed or agreed to having implemented knowledge gained from the FIR resource library.

4.3   Changes businesses are making.

We are noting some positive movement in terms of changing practices, particularly across changing recruitment practices, people management and procurement processes. Notably, findings for the below were expanded to all respondents in 2022. In contrast to 2021 and 2020 datasets, which focussed only on FIR Ambassadors who had participated in the FIR Programme in the previous year. The datasets in 2018 and 2019 followed the same methodology as 2022.

Recruitment and people management:

- Nearly 2 in 3 (62%) of respondents said their organisations are now reporting either pockets of good practice or change being fully embedded in their recruitment practices (67% in 2021, 65% in 2020, 46% in 2019). There is a clear trend of improvement since 2019.

- 11% of respondents reported that their organisations are considering making changes in their recruitment processes in comparison to 8% in 2021.

- 60% of respondents said their organisations either fully embed FIR within people-management process or report pockets of good practice (64% in 2021, 68% in 2020, 30% in 2019).

- 20% of respondents said their organisations are considering changes to their people management processes in comparison to only 11% in 2021.

Monitoring the attraction and retention of women and minority groups:

- 26% of respondents reported that their organisations have fully embedded diversity monitoring in their businesses, the same as 2021. A further 55% reporting they've either started this process or have pockets of good practice, similar to 58% in 2021, so there has been no significant change here year on year.

Procurement process and supply chain:

- 16% of respondents reported that their organisations have now fully embedded FIR within their procurement process to drive a culture of FIR within their supply chains (15% in 2021, 21% in 2020, 11% in 2019). A further 59% are reporting pockets of good practice or having begun a process of change in this area.

- 13% of respondents reported that their organisations have not yet started to embed FIR into their procurement process. This is up 7% in comparison to 2021 and 2020.
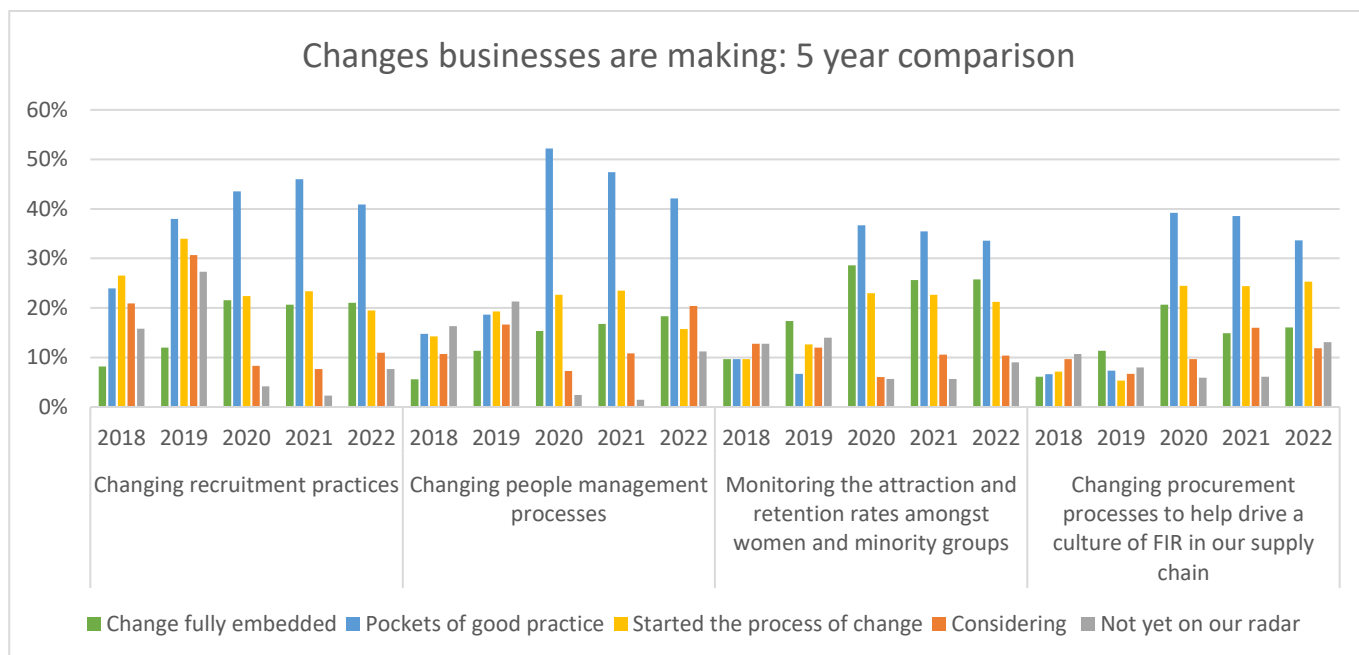
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Illustration 8. What action(s) has your organisation taken in the last year?

Changes businesses are making: 5 year comparison

Legend: ■ Change fully embedded ■ Pockets of good practice ■ Started the process of change ■ Considering ■ Not yet on our radar

4.4 Impact FIR Programme has on business.

Respondents who have engaged with the FIR programme have reported that the programme has had significant impacts on businesses, helping to improve business outcomes in a number of areas, for example talent retention, recruiting diverse teams, improved stakeholder engagement, and increased collaboration. This is perceived to have resulted in direct business improvements, such as contributing to productivity and winning more business. The report also specifically analysed the views from Directors and Senior Managers who have engaged in the FIR Programme (22% of overall respondents) outlined below.

The FIR Programme is felt to have made a positive contribution to businesses in 2022, in all the areas below:

- Over two thirds of respondents agree that they've recruited a more diverse team (72%, 66% in 2021). Specifically, 77% of Directors and Senior Managers agreed.

- Improved behaviours - (79% agree, 78% in 2021).

- Improved understanding of FIR issues amongst key managers – (80% agree, 80% in 2021).

- Improved understanding of FIR issues amongst leaders - (83% agree, 82% in 2021). This was supported by 90% of Directors and Senior Managers who agreed.

- Helping to retain talent - (68% agree, 62% in 2021). 73% of Directors and Senior Managers agreed with this statement.

- Improving collaboration – (68% agree, 74% in 2021). Similiarly, 67% of Directors and Senior Mnaagers agreed.

- Improved stakeholder engagement - (69% agree, 73% in 2021).

- 58% agreed the FIR Programme has improved Health and Safety (59% in 2021).

These outcomes are believed to have had positive impacts on fundamental business performance with businesses reporting:

- Improved productivity - (whole sample 52% agree, 58% in 2021). 50% of Directors and Senior Managers agreed.

- Winning more business - (whole sample 51% agree, 55% in 2021). 44% of Directors and Senior Managers agreed.

Illustration 9. What impact has the FIR Programme had on your business?
*This graph reflects all respondents who have engaged with the FIR programme.

What impact has the FIR programme had on your business?

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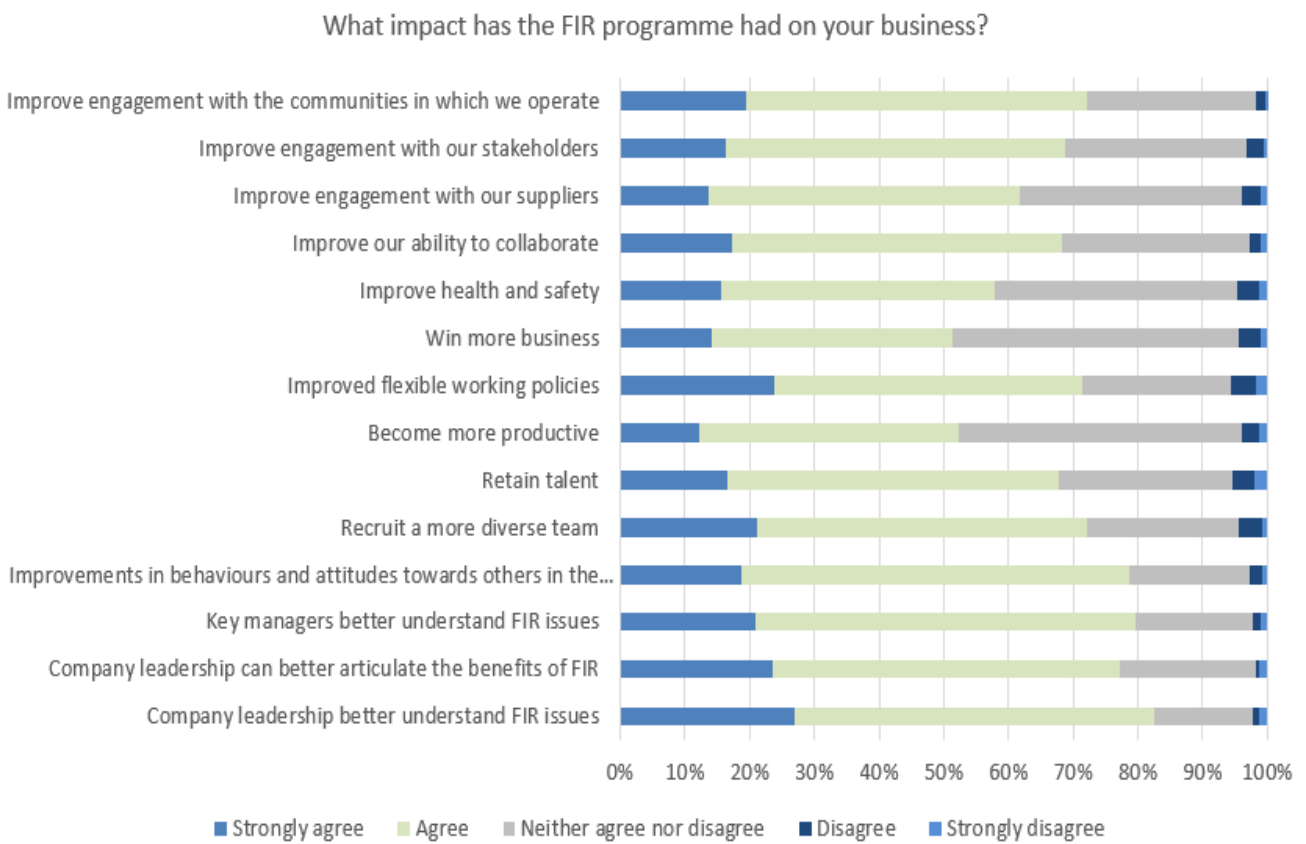
Illustration 9.1. What impact has the FIR Programme had on your business?
This graph reflects answers from Directors and Senior Managers who have engaged with the FIR programme.

What impact has the FIR Programme had on your business?
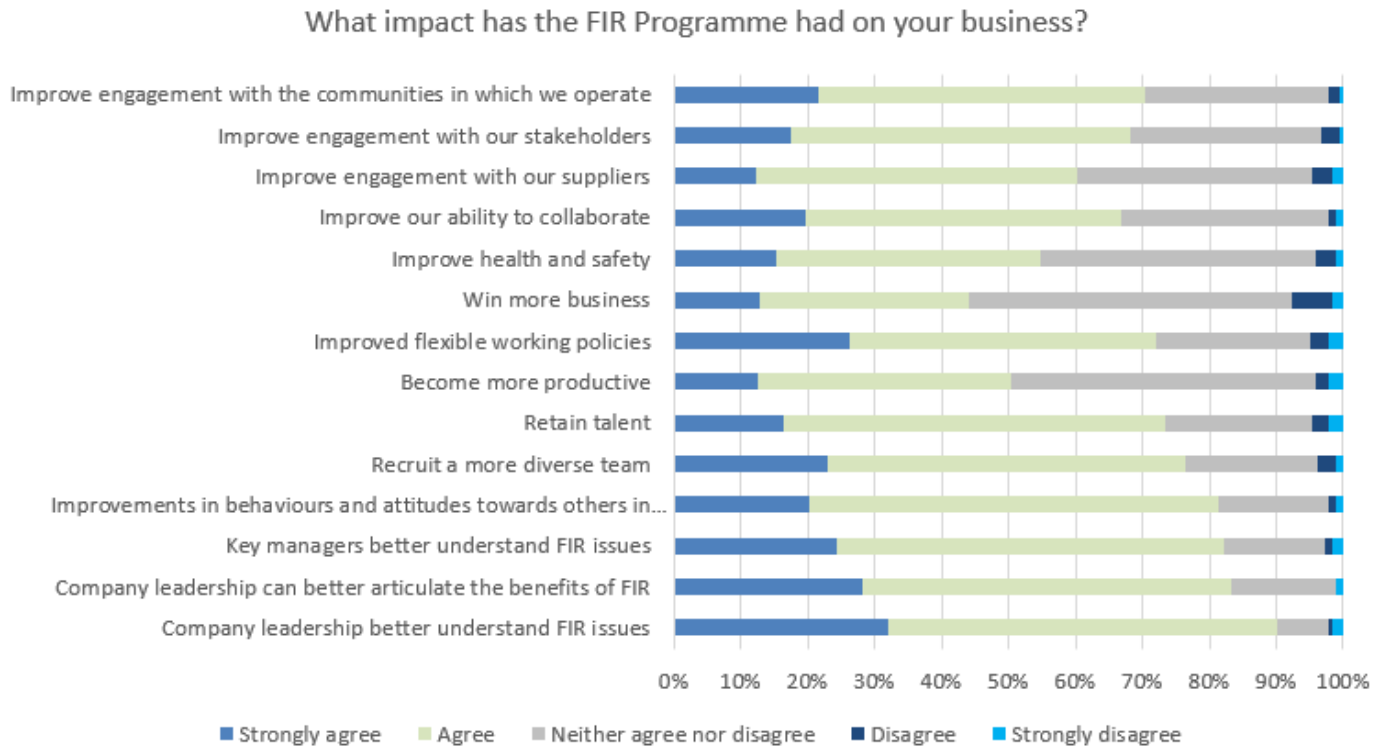
Improve engagement with the communities in which we operate
Improve engagement with our stakeholders
Improve engagement with our suppliers
Improve our ability to collaborate
Improve health and safety
Win more business
Improved flexible working policies
Become more productive
Retain talent
Recruit a more diverse team
Improvements in behaviours and attitudes towards others in...
Key managers better understand FIR issues
Company leadership can better articulate the benefits of FIR
Company leadership better understand FIR issues

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree

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

"Strengthen our bids, improve the culture to be more inclusive and bring in talent from different backgrounds"

"A more diverse team will increase understanding of other cultures and reduce conflict in the field"

"To achieve sustainable progress, a business needs to incentivise, protect and promote its talent. FIR provides a framework where this can be embedded, measured and developed."

"Better place to work for all employees"

"I feel the FIR Programme will increase the level of diversity within the workplace and assist in recruiting and retaining a diverse workforce"

"Better visibility for women and minorities, more attractive for recruiting"

"I feel that the FIR training being implemented will see a lot more diversity in our hiring processes, allowing for more opportunity."

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"Its brilliant to learn FIR best practice and incorporate this into our business which will hopefully help us encourage even more employees to join us from non-traditional and diverse pool which brings new ideas and influence. We hope it helps us retain the team we do have and make it the best possible workplace for them."

"Continue to be a more inclusive and fair work environment"

"Make our company more representative of society at large"

"FIR will make us more approachable, open and transparent, which will give us the tools to grow our business"

"Creating a FIR business which is felt by all will only help attract talent and ensure that people will stay long term"

"By continuing to help management develop better understanding of FIR and improve engagement with our supply chain"

"Increasing awareness of FIR principles. More diverse teams as a result."

"To ensure that everyone is treated the same. It encourages, respect, responsibility, leadership, trust amongst management and employees"

"Essentially we will integrate better into the communities where we deliver our work to"

"We already promote a diverse, inclusive workforce. With the FIR programme, it backs up this initiative and gives confidence to our employees that they are listened to, and should not be afraid to confront FIR issues"

4.5 Impact of FIR Programme on respondents

Although the 2022 results have dropped slightly in some areas, feedback about the impact of the FIR programme remains very positive.

- Overall 95% of respondents agree that the FIR Programme has helped them to understand the business case for embedding FIR within their business (96% in 2021, 97% in 2020 and 92% in 2019).
- Overall 87% of respondents agree that they feel empowered to deal with FIR issues more effectively (89% in 2021, 86% in 2020 and 87% in 2019).
- Overall 76% of respondents agree that the FIR programme has improved their management skills (77% in 2021, 75% in 2020 and 78% in 2019).
- Overall 82% of respondents agree that they now have the confidence to challenge poor behaviours (82% in 2021, 84% in 2020 and 84% in 2019).
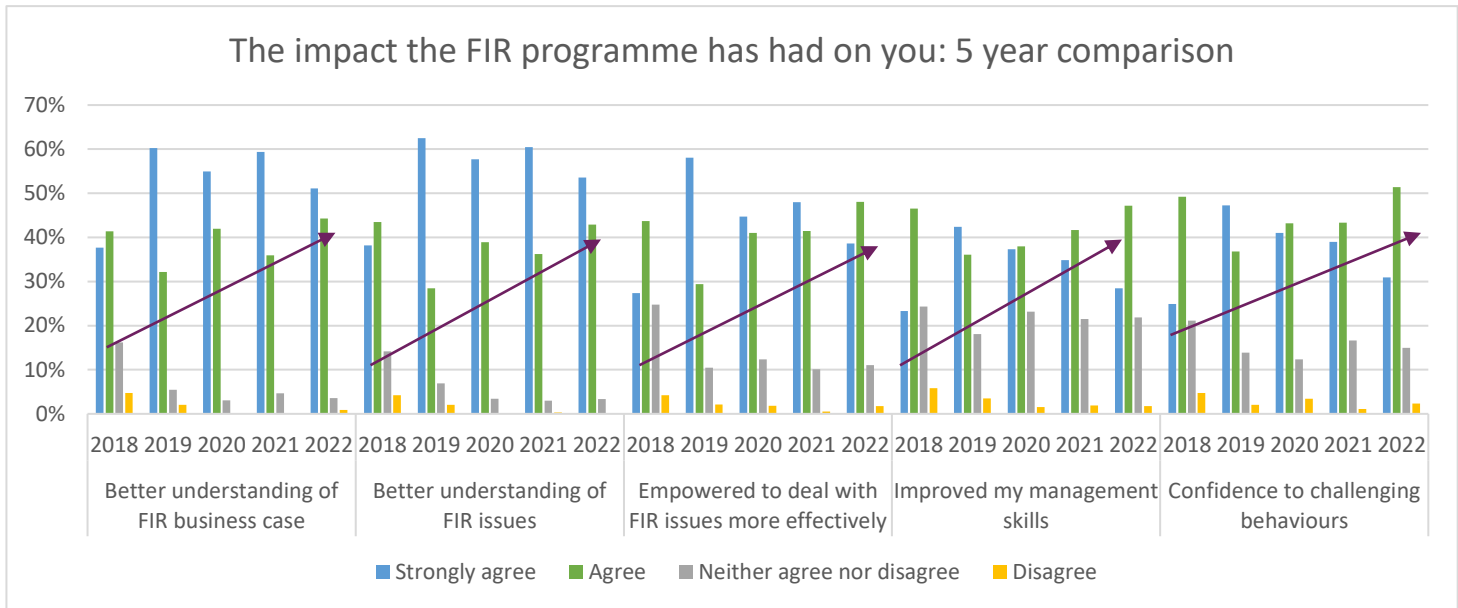
Illustration 10. Impact of FIR on individuals

The impact the FIR programme has had on you: 5 year comparison

In their own words, respondents commented that FIR has impacted them in the following ways:

"More knowledge and understanding in the area has helped me develop internal policy and strategy."

"It has made me a better leader."

"Being FIR Ambassador and having access to the FIR programme has enabled me to promote FIR in the places in which I have worked since 2018."

"Self-awareness is important when it comes to treating others fairly - it is important to be reminded of one's own privilege in a non-judgemental way. I also feel that I am becoming more aware of my own unique attributes that perhaps I have been afraid of 'wearing' in the past."

"The FIR programme has benefited me by giving me the tools to tackle behaviours that some people do not recognise they are displaying."

"Given me the confidence to speak up and challenge certain behaviours."

"The FIR programme has helped me to understand the concept and benefits better and certainly now in my role as MD, it has enabled me to build on my knowledge to build an engaged team."

"Increasing productivity through loyalty, respect and self-respect, valuing a better standard employees who produce a high standard of work."

"There's a strong business case for whole-business morale, including increased efficiency and productivity, but importantly, providing a positive breeding ground for strong culture resulting in a much healthier and beneficial workplace for our colleagues."

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"It has given me the confidence to tackle issues head on, either in my team or in the wider business. This has opened up relationships within my team."

"It has allowed me to recognise behaviours that are the opposite of what FIR stands for, even at the micro level. It has given me the power to challenge these behaviours in the correct way."

"It has given me more confidence in approaching situations where I may have previously been a passive observer."

"Helped improve my management skills."

"Greater cultural awareness, understanding of importance for engaging teams within my role."

"It has helped me to include people that did not immediately appear to be suitable for various technical roles."

"It gives me a great level of resource material to be able to promote within my organisation and the supply chain."

"It allows you to view situations in a completely unbiased way."

"It has helped me value diversity and inclusion for business and team success."

"I feel I am participating in bettering the workplace."

"It has given me more confidence to manage situations."

"Better understanding as a Director in dealing with a multitude of situations."

"What I have learned, I can bring into my family's lives and pass down to my children."

"I'm more open-minded, and more sensitive to ways of speaking and acting that are now emerging as racist."

"It provides a safe framework for participants to take stock of where their knowledge and skills lie and to develop their understanding, while giving back to their community. I feel empowered to be a presence for what is good and fair while demonstrating the courage to care."

4.6   Impact of being a FIR Ambassador.

Illustration 11. At which levels in your organisation have you been able to promote FIR and engage your colleagues over the last year?
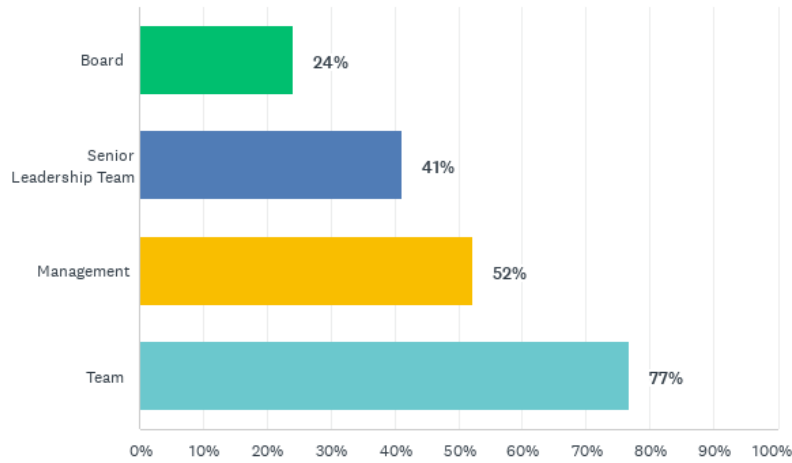
Illustration 12. In which of the following ways have you made a difference by influencing and inspiring others within your organisation (or beyond) since joining the FIR Ambassador's network?
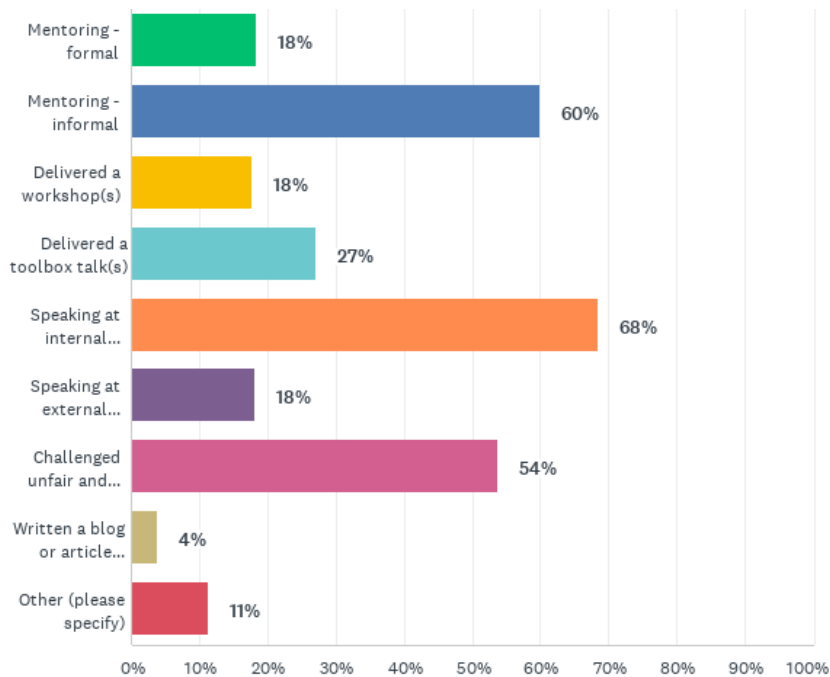
FIR ambassadors feel they have been able to make a difference by influencing and inspiring others since joining the FIR Ambassador's Network. It is positive to see that 54% of ambassadors have challenged unfair and non-inclusive practices or behaviours within the workplace. Along with 68% of ambassadors speaking at internal meetings, which helps to promote and encourage the FIR agenda on a wider scale.

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Respondents identified the following instances where they were also able to make an impact as a FIR Ambassador:

"Engage work colleagues with professionalism, respect and in an inclusive and welcoming manner."

"Stood up and said we need to improve the behaviours and practices of our industry."

"Introduced FIR to my company and organised training for over 35 people."

"I am proud to be recognised as an individual that empowers staff to ensure they are their true self and fairness, respect and inclusion is THE culture we nurture."

"I resolved a grievance at work between two employees where FIR principles had been encroached, both individuals saw the errors of their ways, settled their differences and moved forward amicably, since then they have treated each other with Fairness Inclusion and Respect."

"Challenged a negative behaviour from a senior leader which resulted in a positive change in their behaviour."

"Encouraged more women into the workplace."

"Helped to highlight FIR within my company and ensure that decisions made are made with an awareness of FIR. This has helped to make for a more inclusive and thoughtful environment."

"Delivered FIR training across my project team and provided FIR poster materials for offices and depots."

"Influenced people to change their behaviours."

" Taking the time, on a daily basis, to listen & understand the problems members of my team have. To support and assist them, and mentor younger & less experienced members, so they are able to achieve goals they thought were beyond them. This gives me a great deal of satisfaction."

"Encouraged others to be FIR Ambassadors and pushed the business case."

"Challenged some old fashioned sexist practices which were changed."

"I feel like I am promoting an inclusive fair culture within my workplace where everyone is treated equally with respect... In these challenging times, I think we are all proud that we have worked collaboratively together."

"Hear the FIR acronym used by my team, showing it has been embedded!"

"As a FIR ambassador I have the FIR logo on my personal banners for when I am speaking on LGBT inclusion. I have given over 100 talks on diversity and inclusion and this is what has made me proud to be a FIR Ambassador."

"Ongoing visibility. As the first trans person on my site, I have normalised the existence of trans people. I have also provided a point of contact for FIR related issues within the workplace."

"I have felt comfortable and empowered to challenge others on unacceptable behaviour due to my increased knowledge."

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"Challenging unacceptable behaviour around an external presentation containing derogatory pictures and terms with regard to woman, including pictures."

"I have been able to highlight the importance of FIR across the business and along with my HR team ensured that FIR remains a high priority across the business."

"Using my writing skills to create articles that support FIR themes which are published on internal communications (such as e-newsletters for staff, etc.). Also, describing our improved FIR, EDI and SEE efforts in technical tender responses makes me realise that the whole agenda within the company is "coming together" now!"

"Presented at my organisations Supply Chain Sustainability Award on the scheme I managed with an external charity to get young people with hidden disabilities into work."

5. Workplace attitudes

Overall, the results are encouraging for most of the positive statements below, however we have seen a small drop in respondents who 'agree' or 'strongly agree' with a few the statements, compared to 2021. We have seen very little change in the negative statements compared to the previous year.

We should also be aware that the data set of respondees to the survey each year is a different set of people. Therefore, year on year comparisons of attitudes can be limited. For example, it would be reasonable to expect that as more people engage with the FIR programme, we will bring those less advanced on their FIR journey into the sample so you wouldn't necessarily expect consistent improvements to be reported.

An area of concern is the statement 'In my experience, no people or groups of people are treated unfairly, or less favourably, than others at my place of work,' which has had a significant drop in 2021-2022 in respondents agreeing or strongly agreeing with this. Importantly, the question wording was changed in 2022, with the addition of "In my experience" at the beginning of the statement in comparison to previous years.

The most notable groups which this relates to include:

- **gender** (57% of male respondents agree, in comparison to only 48% of female respondents);
- **race** (54% of respondents from an Asian background agreed, compared to 52% of those from a White background and only 26% of those from a Black background);
- **FIR Ambassador status** (53% of FIR Ambassadors agree, 41% of non-Ambassadors agree);
- **disability** (83% of those without a disability agree, compared to only 50% of those with a disability);
- **sexual orientation** (53% of heterosexual respondents agreed, 42% of bisexual respondents, and 41% of gay/lesbian respondents).

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Illustration 13. 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	2022	2021-2022
I feel safe at work	98	100	99	98	95	96	95	-1
I am able to do the best job I can at work	87	98	92	94	87	91	89	-2
I am treated fairly at work	83	96	93	93	100	87	85	-2
My employer makes the most of my skills	71	86	77	80	69	79	78	-1
I feel respected by my manager or supervisor	84	94	89	88	85	88	86	-2
I feel 'part of a team' at work	80	94	91	89	85	88	89	1
I am invited to get involved in the social life at work (e.g. any team lunches)	77	95	88	83	78	77	82	5
I am comfortable to 'be myself' at work	87	94	93	90	89	91	89	-2
I am comfortable with how people speak and behave at work; for example jokes, 'banter' and any swearing	88	88	85	85	81	78	81	3
In my experience, 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	51	-17
When my employer recruits or promotes someone it is because they are the best person for the job	71	88	88	79	69	76	74	-2
I feel comfortable telling my employer about disability, health condition or personal need	80	92	92	87	78	81	83	2
Managers and supervisors behave and speak to people at work in a way that helps people to do their best	73	86	86	79	69	76	76	0
I would recommend my workplace to friends or family as a great place to work	78	88	88	83	75	82	79	-3
Average annual agreement to inclusive attitude statements	80.29	91.14	88.43	85.71	80.21	82.71	81.21	-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	13	1
I see pictures or graffiti at work that offends or upsets me	4	7	11	7	8	6	4	-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	30	0
Average annual agreement to negative attitude statements	18.67	19.00	20.33	19.33	19.00	16.00	15.67	0

Illustration 14. Attitudes to FIR – what changes are we seeing in attitudes? (Percentage differences by year)

We can see a general increase in the number of respondents who answered 'strongly agree' in a number of the statements below, in comparison to the 2021 results. The combined 'strongly agree and agree' results show a mixture of responses; however, the majority are very similar to the 2021 results, either increasing or decreasing only slightly.

Fairness, Inclusion and Respect Survey 2022

Think about your workplace(s) and then rank the following statements:

What you think about your workplace(s):	Strongly agree							Agree							Disagree							Strongly disagree							Combined Agree and Strongly Agree						
	2016	2017	2018	2019	2020	2021	2022	2016	2017	2018	2019	2020	2021	2022	2016	2017	2018	2019	2020	2021	2022	2016	2017	2018	2019	2020	2021	2022	2016	2017	2018	2019	2020	2021	2022
I feel safe at work	57%	68%	59%	66%	62%	66%	64%	41%	32%	40%	32%	32%	30%	32%	1%	0%	0%	1%	1%	1%	1%	1%	0%	0%	1%	0%	0%	0%	49%	50%	50%	49%	47%	48%	48%
I am able to do the best job I can at work	31%	57%	44%	53%	45%	48%	52%	56%	41%	48%	41%	42%	42%	37%	11%	2%	7%	6%	5%	2%	4%	3%	3%	1%	1%	1%	0%	1%	44%	49%	46%	47%	43%	45%	45%
I am treated fairly at work	31%	61%	45%	49%	42%	47%	46%	52%	35%	48%	43%	39%	40%	38%	13%	4%	5%	5%	5%	3%	4%	4%	4%	1%	1%	1%	1%	1%	42%	48%	47%	46%	40%	43%	42%
My employer makes the most of my skills	21%	47%	39%	39%	34%	38%	42%	50%	39%	38%	41%	35%	41%	36%	22%	12%	17%	16%	13%	7%	8%	7%	7%	4%	1%	2%	2%	3%	36%	43%	39%	40%	35%	40%	39%
I feel respected by my manager or supervisor	36%	59%	47%	49%	45%	50%	52%	48%	35%	42%	40%	40%	38%	34%	10%	5%	6%	7%	5%	2%	4%	5%	5%	3%	2%	1%	1%	2%	42%	47%	45%	45%	42%	44%	43%
I feel 'part of a team' at work	34%	57%	45%	44%	41%	47%	49%	46%	37%	46%	45%	45%	41%	40%	14%	5%	7%	9%	5%	5%	2%	6%	6%	2%	1%	2%	1%	1%	40%	47%	46%	45%	43%	44%	45%
I am invited to get involved in the social life at work (e.g. any team lunches)	29%	51%	40%	42%	38%	38%	43%	48%	44%	48%	41%	40%	39%	39%	16%	3%	9%	11%	6%	5%	3%	7%	7%	1%	3%	2%	1%	1%	39%	48%	44%	42%	39%	38%	41%
I am comfortable to 'be myself' at work	33%	59%	50%	54%	45%	45%	48%	54%	35%	43%	36%	45%	46%	40%	10%	7%	5%	6%	3%	2%	3%	4%	4%	1%	2%	1%	1%	0%	44%	47%	47%	45%	45%	45%	44%
I am comfortable with how people speak and behave at work; for example jokes, 'banter' and any swearing	33%	48%	32%	36%	34%	33%	41%	55%	40%	53%	49%	47%	45%	40%	9%	10%	13%	12%	6%	6%	6%	4%	4%	1%	3%	2%	2%	2%	44%	44%	43%	43%	40%	39%	41%
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%	21%	41%	42%	45%	43%	33%	36%	31%	20%	17%	14%	16%	12%	12%	17%	13%	6%	6%	7%	5%	3%	12%	34%	39%	39%	36%	32%	34%	51%
When my employer recruits or promotes someone it is because they are the best person for the job	25%	41%	35%	32%	29%	33%	33%	46%	47%	47%	47%	40%	43%	41%	18%	10%	12%	7%	9%	5%	5%	11%	2%	2%	3%	1%	1%	2%	36%	44%	41%	40%	35%	38%	37%
I feel comfortable telling my employer about disability, health condition or personal need	26%	44%	40%	42%	37%	38%	39%	54%	48%	44%	45%	40%	43%	39%	15%	7%	8%	7%	7%	5%	4%	5%	2%	1%	3%	2%	1%	1%	40%	46%	42%	44%	39%	41%	39%
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%	31%	56%	56%	61%	53%	47%	51%	45%	19%	13%	14%	12%	10%	6%	5%	8%	1%	3%	1%	1%	1%	2%	37%	43%	40%	40%	34%	38%	38%
I would recommend my workplace to friends or family as a great place to work	30%	50%	36%	42%	33%	39%	43%	48%	38%	46%	41%	42%	43%	36%	15%	9%	9%	5%	5%	3%	4%	7%	3%	4%	3%	2%	0%	2%	39%	44%	41%	42%	37%	41%	40%
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%	3%	10%	14%	16%	12%	11%	9%	10%	40%	36%	34%	38%	41%	37%	41%	48%	48%	39%	40%	31%	34%	29%	6%	8%	10%	9%	7%	6%	7%
I see pictures or graffiti at work that offends or upsets me	1%	2%	2%	2%	2%	2%	1%	3%	5%	9%	5%	6%	4%	3%	34%	32%	25%	30%	35%	28%	31%	62%	61%	52%	52%	48%	56%	56%	2%	4%	6%	4%	4%	3%	2%
People might have quit jobs in my workplaces(s) because of the way that they have been treated	14%	7%	7%	9%	8%	7%	5%	36%	27%	23%	24%	28%	23%	25%	27%	32%	30%	25%	23%	3%	31%	24%	34%	28%	23%	15%	0%	19%	25%	17%	15%	17%	18%	15%	15%

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Fairness, Inclusion
and Respect
in construction

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. Results show that there are differences according to size of business, seniority, gender, ethnic background, disability, and FIR ambassadors vs non-FIR ambassadors. 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.

    ii.   Whilst only 29% 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 is far higher for those from ethnic groups (40% Black and 41% Asian). Pleasingly, the results have improved this year for both Black (48%) and Asian (53%) respondents.

    iii.   People from a White background were most likely to agree with the statement "*I am invited to get involved in the social life at work*" (83%), followed by Asian backgrounds (81%). Those from Black backgrounds were least likely to agree, with only 57% agreeing. These results have had a large year on year change which is inconsitent across ethnic groups with increases (+7%) for white respondnts but a small fall (-8%) for Asian respondents and a large fall (-19%) for those from a Black backround.

    iv.   Respondents from Black backgrounds were the least likely to agree to our positive statements, with White respondents being most likely, followed by Asian respondents:

    - *I am treated fairly at work (Black respondents 74%; White respondents 86%; Asian respondents 85%).*

    - *I feel comfortable to be myself at work (Black respondents 70%; White respondents 91%; Asian respondents 81%).*

    - *I am comfortable with how people speak and behave at work (Black respondents 57%; White respondents 82%; Asian respondents 81%).*

    - *I would recommend my workplace to friends or family as a great place to work (Black respondents 48%; White respondents 81%; Asian Respondents 73%).*

    The results show an overall drop from 2021, which had the following results from Black, White and Asian respondents respectively: *I am treated fairly at work – 72%; 88%; 76%. I feel comfortable to be myself at work – 76%; 93%; 87%. I am comfortable with how people speak and behave at work – 60%; 82%; 63%; I would recommend my workplace to friends or family as a great place to work – 76%; 83%; 76%.*

We analysed the difference in opinions of people with different ethnicities in the below graph. The sample sizes for many of the groups were too small to accurately analyse the data, so we grouped people into six groups White (89.8% respondents), Mixed background (1.9%), Asian (2.8%), Black (3.3%), prefer not to say (1.9%), Other ethnic minority (0.6%)). The average order of positive experiences is: Mixed Background, White, Asian, Black, Other minority ethnic and Prefer not to say. This varies from last year's data, where the average

order of positive experience was: White, Mixed Background, Asian, Black, prefer not to say, other minority ethnic, however it is noted that the number of respondents in the mixed background group is small.

Illustration 15. Attitudes to FIR
Average responses for 14 positive statements by ethnic group in purple. (The higher the % the better)
Average responses for 3 negative statements by ethnic group in teal. (The lower the % the better)

Average responses from 14 positive statements and 3 negative statements - by ethnic groups
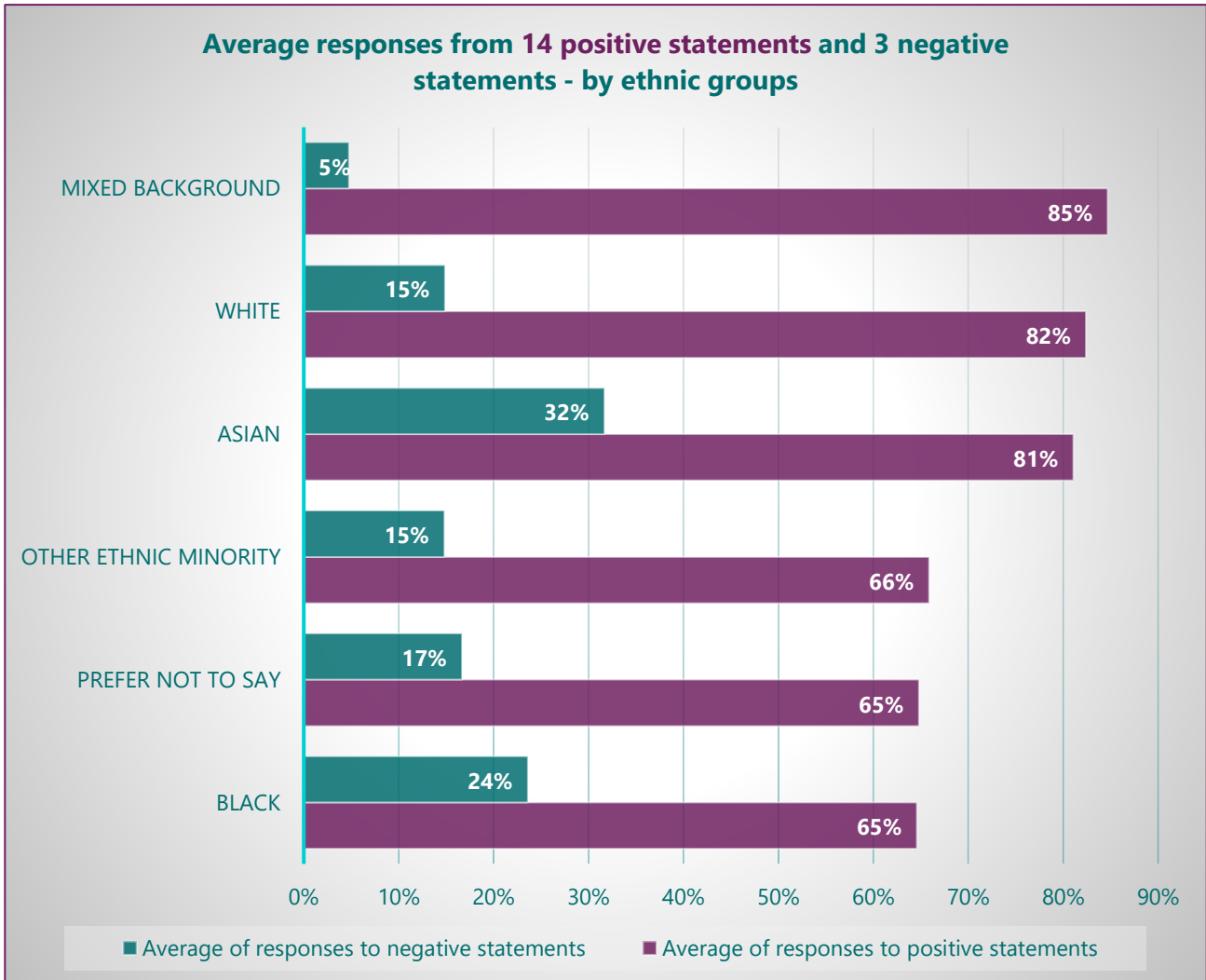
- **Gender**: we have highlighted some of the differences between males and females specifically, as the sample size for other genders was not large enough.

  - *"I am treated fairly at work"* - Men (87%) were more likely to agree than women (83%).

  - *"I am comfortable to 'be myself' at work "* – Men (91%) were slightly more likely to agree than women (88%).

  - Women (84%) are more likely to *"get involved in the social life at work"* than men (80%).

  - Men (80%) were more likely than women (75%) to agree that *"Managers and Supervisors behave and speak to people at work in a way that helps people to do their best"*.

- **Seniority:** directors and senior managers appear to have more positive experiences than Technical Engineers and operative/ administrative positions.

  - *"I am treated fairly at work"* - The percentage of respondents agreeing increased with seniority, with only 76% Operatives/Administrative and 77% of Technical/Engineers agreeing compared to 90% of Directors.

  - *"My employer makes the most of my skills"* - only 69% Operatives/Administrative and 72% of Technical/Engineers agree compared to 90% of Directors.

- **Size of business** we have highlighted the main differences across business size.

  - *"I am treated fairly at work"* - Respondents from Micro and Small companies were the least likely to agree (79% and 82% respectively) whilst respondents from Large companies were more likely (85%).

  - *"No people or groups of people are treated unfairly, or less favourably, than others at my place of work"* - Those in Micro business (68%) were more likely to agree compared to Large (50%) or Medium businesses (53%) or a Small businesses (54%).

- **FIR Ambassador vs non-FIR Ambassador:** The data showed a clear differentiation in the perspectives displayed between FIR Ambassadors and non-FIR Ambassadors, as seen in the graph below. FIR Ambassadors were more likely to 'strongly agree' or 'agree' with the positive statements. In contrast, non-FIR ambassadors agreed more with the negative statements, following a similar pattern to results in 2021. For instance:

  - *"My employer makes the most of my skills"* – FIR Ambassadors were more likely to agree (82%) and less non-FIR ambassadors agreed (70%).

  - *"I feel respected by my manager or supervisor"* – More FIR Ambassadors agreed (90%) to this statement than non-FIR Ambasadors (80%).

  - *"Managers and supervisors behave and speak to people at work in a way that helps people to do their best"* – 69% of non-FIR Ambassadors agreed with this, whilst 81% of FIR Ambassadors agreed with the statement.

  - *"I would recommend my workplace to friends or family as a great place to work"* – This statement received the most variance, with 84% of FIR Ambassdaors agreeing in comparison to 71% of non-FIR Ambassadors.
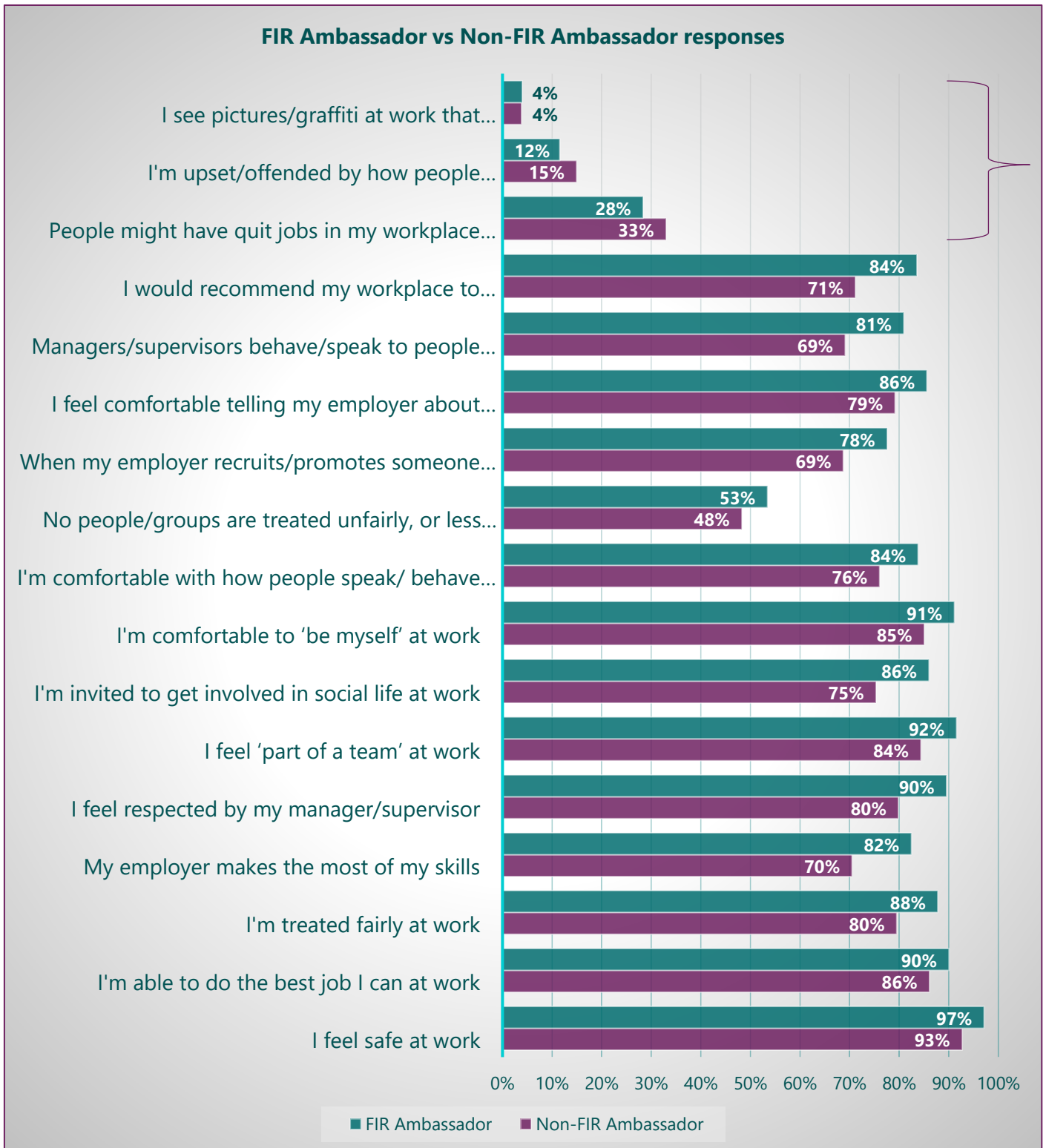
Endorsed by: Led by: Delivered by:

FIR — Fairness, Inclusion and Respect in construction

Illustration 16. Attitudes to FIR – Comparison between FIR Ambassadors and non-FIR Ambassadors.

FIR Ambassador vs Non-FIR Ambassador responses

Statement	FIR Ambassador	Non-FIR Ambassador
I see pictures/graffiti at work that…	4%	4%
I'm upset/offended by how people…	12%	15%
People might have quit jobs in my workplace…	28%	33%
I would recommend my workplace to…	84%	71%
Managers/supervisors behave/speak to people…	81%	69%
I feel comfortable telling my employer about…	86%	79%
When my employer recruits/promotes someone…	78%	69%
No people/groups are treated unfairly, or less…	53%	48%
I'm comfortable with how people speak/ behave…	84%	76%
I'm comfortable to 'be myself' at work	91%	85%
I'm invited to get involved in social life at work	86%	75%
I feel 'part of a team' at work	92%	84%
I feel respected by my manager/supervisor	90%	80%
My employer makes the most of my skills	82%	70%
I'm treated fairly at work	88%	80%
I'm able to do the best job I can at work	90%	86%
I feel safe at work	97%	93%

The first three statements are *Negative statements*; the remainder are *Positive statements*.

Legend: ■ FIR Ambassador ■ Non-FIR Ambassador

Endorsed by: CLC
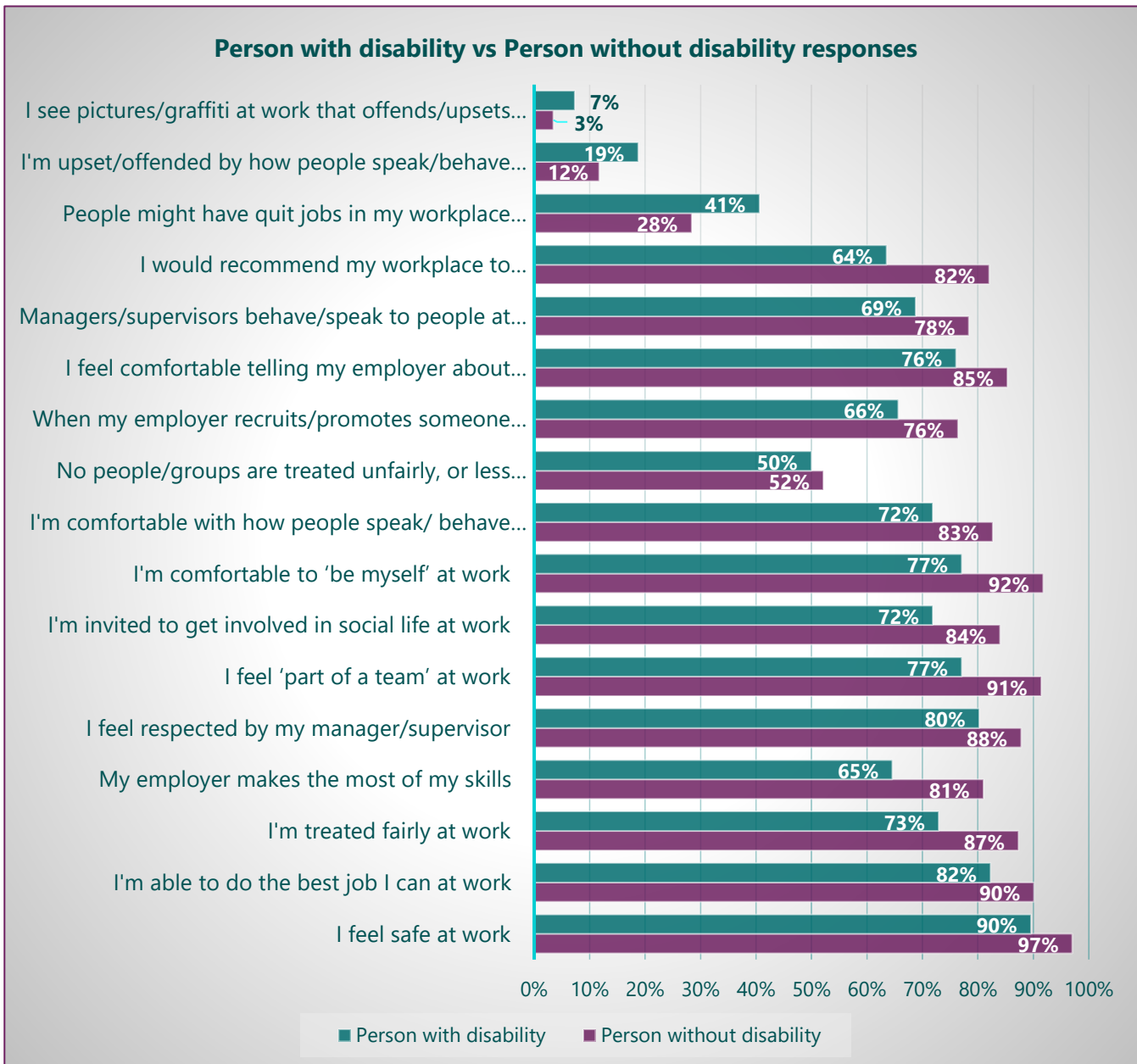
Led by: ceca

Delivered by: SUPPLY CHAIN SUSTAINABILITY SCHOOL

Person with disability vs person without disability: There are also significant differences in the opinions of people who consider themselves to be disabled, and people who do not. People without a disability agreed with the positive statements more than those with disabilities. Individuals without a disability also agreed more with the negative statements below. This shows that although there are improvements in FIR in the construction industry, there is still a lot of work to be done.

- *"I am treated fairly at work"* – 87% of individuals without a disability agreed with this statement, wheras only 73% of those with a disability agreed.
- *I feel 'part of a team' at work* – Similarly, 91% of those without a disability agreed and far fewer (77%) of those with a disability agreed with this statement.

Illustration 17. Attitudes to FIR – Comparison between people with/without disabilities.

Person with disability vs Person without disability responses

Statement	Person with disability	Person without disability
I see pictures/graffiti at work that offends/upsets…	7%	3%
I'm upset/offended by how people speak/behave…	19%	12%
People might have quit jobs in my workplace…	41%	28%
I would recommend my workplace to…	64%	82%
Managers/supervisors behave/speak to people at…	69%	78%
I feel comfortable telling my employer about…	76%	85%
When my employer recruits/promotes someone…	66%	76%
No people/groups are treated unfairly, or less…	50%	52%
I'm comfortable with how people speak/ behave…	72%	83%
I'm comfortable to 'be myself' at work	77%	92%
I'm invited to get involved in social life at work	72%	84%
I feel 'part of a team' at work	77%	91%
I feel respected by my manager/supervisor	80%	88%
My employer makes the most of my skills	65%	81%
I'm treated fairly at work	73%	87%
I'm able to do the best job I can at work	82%	90%
I feel safe at work	90%	97%

■ Person with disability   ■ Person without disability

- *I would recommend my workplace to friends or family as a great place to work"* – The trend continues with 82% of people without disabilities agreeing and only 64% of those with disabilities agree.

6.2   Differences in attitudes between different groups by question

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	• Respondents who worked for micro companies were more likely to agree (93%) than small companies (89%) but these have very small sample sizes. The large and medium companies were the most likely to agree (96% and 94% respectively).
I am able to do the best job I can at work.	• Respondents from micro companies were the most likely to agree (93%) • Operatives/Administratives were least likely to agree (84%) whilst directors were most likely (93%) • It is pleasing that those who had been actively using the FIR learning materials in the last year were more likely to agree (92%) compared to those who had not (85%)
I am treated fairly at work	• Respondents from Micro and Small companies were the least likely to agree (79% and 82% respectively) whilst respondents from Medium and Large companies were both equally likely to agree, with 85% each. This has completely changed from 2021. • The percentage of respondents agreeing increased with seniority with only 77% of both Operatives/Administrative and Technical/Engineers agreeing, compared to 90% of Directors. It should be noted that all of these figures have decreased since 2021. • Those that had been actively using the FIR learning materials in the last year were more likely to agree (91%) compared to those who had not (79%) • Men (87%) were more likely to agree than women (83%)
My employer makes the most of my skills	• The percentage of respondents agreeing increased with seniority, with only 69% Operatives/Administrative and 72% of Technical/Engineers agreeing compared to 90% of directors • Men and women were approximately equally likely to agree (79% and 78% respectively) • Respondents from Micro companies were least likely to agree (75%) whilst Respondents from Large companies were most likely (79%)
I feel respected by my manager or supervisor	• Respondents from Large companies were most likely to agree (88%) • Operatives/Adminstratives were least likely to agree (78%) and Middle Manager positions were the most likely to agree (92%)

Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
	• Those that had been actively using the FIR learning materials in the last year were more likely to agree (91%) than those that had not (81%) • Women (87%) were almost equally likely to agree as men (86%)
I feel 'part of a team' at work	• Those in a Micro business were the least likely to agree (83%) compared to Small, Medium and Large businesses (89% each) • Technical/Engineers (77%) 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 (91%) than those that had not (86%)
I am invited to get involved in the social life at work (e.g., any team lunches)	• Those in Medium (85%) companies were the most likely to agree compared to those in Micro (79%), Small (81%) and Large (81%) companies • Supervisor / Team Leaders and Senior Managers were least likely to agree (78%) whilst Directors were most likely (86%) • Those that had been actively using the FIR learning materials in the last year were more likely to agree (85%) than those that had not (78%)
I am comfortable to 'be myself' at work	• The percentage of respondents agreeing increased with management seniority with 83% of Operatives/Administrative agreeing compared to 96% of Directors
I am comfortable with how people speak and behave at work, e.g., jokes, 'banter' and any swearing	• Respondents from Small companies (77%) were least likely to agree and respondents from Medium companies were most likely to agree (85%). • Technical / Engineers (74%) were less likely to agree compared to Supervisors / Team Leaders, Middle Managers, and Senior Managers (83% each), closely followed by Directors (82%). • Men and women were equally likely to agree (81%)
In my experience no people or groups of people are treated unfairly, or less favourably, than others at my place of work	• Those in a or Micro business (68%) were the most likely to agree, with Small and Medium being similar (54% and 53% respectively). Large companies were the least likely to agree, at 50%. • Operatives/Administratives were least likely to agree (48%) whilst Directors were most likely (62%). These stats have gone down significantly since 2021. • Men (57%) were more likely to agree than women (48%)
When my employer recruits or promotes someone, it is because they are the best person for the job	• Those in Micro companies were more likely to agree (82%) whilst those in Large companies were least likely to agree (71%) • Supervisors/Team Leaders were least likely to agree (69%) whilst Directors were most likely (90%)

Attitudinal statement	Trends in respondents agreeing or strongly agreeing with the statement
I feel comfortable telling my employer about a disability, health condition or personal need	• Middle and Senior Managers were most likely to agree (84% each) whilst Technical/Engineers were least likely to agree (67%)
Managers and supervisors behave/ speak to people at work in a way that helps people to do their best	• Those in a Small companies (79%) were more likely to agree with the statement than Medium companies (77%) and Large companies (76%). Micro business were least likely to agree (68%) • Operatives/Administratives (68%) were least likely to agree compared to directors (83%) • Those who actively participated in the FIR Programme in the last year were more likely to agree (83%) than those that had not done so in the last year (76%) or who had never participated (67%) • Males (80%) were more likely to agree than females (75%)
I would recommend my workplace as a great place to work	• The percentage of respondents agreeing increased with management seniority with only 70% Operatives/Administrative and 79% Middle Managers agreeing compared to 88% of Directors. The numbers for lower seniority roles are considerably lower than in comparison to 2021 figures. • Those in Micro companies (68%) were least likely to agree compared to Small (80%), Medium (80%) and Large (79%) companies.

The majority of respondents did not agree with the following statements, however:

I am upset or offended by how people speak and behave at work e.g., jokes, banter or swearing	• Directors were most likely to agree (16%) whilst Supervisors/Team Leaders were least likely (9%) • Those in Micro companies (29%) were more likely to agree with this statement, with Small Medium and Large companies becoming less likely to agree (14%, 14% and 12% respectively)
I see pictures or graffiti at work that offends or upsets me	• Those in Small companies (1%) were least likely to agree compared to Medium companies (5%) • Senior Managers and Supervisors/Team Leaders were least likely to agree (2%) whilst Technical / Engineers were least likely (8%)
People might have quit jobs in my workplace(s) because of the way they have been treated	• Senior Manager positions (27%) and Directors (21%) were less likely to agree compared to Technical/ Engineer (39%) and Middle Manager positions (35%). • Those in Small companies (16%) were less likely to agree compared to Large companies (34%).

Endorsed by:

Led by:

Delivered by:

6.2   Respondents' suggestions for new FIR resources

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

- Micro inequalities and how to tackle these.
- Language.
- Training/ToolBox Talks aimed at Operative level.
- Banners/headers/footers for emails.
- Transgender inclusion/support.
- Small workshops for FIR Ambassadors to get to know each other and share.
- Womens' safety.
- Ageism.
- Sexual Orientation.
- To expand the resources to people that have impairments or disabilities, e.g. hearing or vision difficulties, dyslexia, as opposed to physical impairments only.
- Implementation plans/guides.
- British Sign Langauge.
- How FIR approach can be seen out as business as usual, and not as 'additional work'.
- Emotional Intelligence and Awareness.
- Group sessions to discuss FIR issues with others in the industry.
- How to influence/navigate difficult conversations with those who don't understand FIR.
- More resources and tools for SME's/Micro organisations to use in the workplace.
- International campaign packs - materials specific to events such as International Women's Day, Neurodiversity Week, etc. rather than going into the resource library and searching. This would be time saving and easy for Ambassadors to roll out within their workplaces.
- Consequence management as opposed to subject matter training.
- Work responsibility impact of Autism or Dementia.
- House Rules. There are still large amounts of opinion as to what is right and wrong and very dependant on the individuals concerned. A baseline as a rule of guidance would be good to get initially started.
- More on gender equality and stumbling blocks for women approaching Senior Management roles.
- More training videos to share with staff and implement into their training plan.
- Keep all training and resources updated with new policys, ideas etc.
- More on 21st Century concepts of FIR - micro-aggressions, Black Lives Matter, tone policing etc.
- Self assessment question sets to encourage organisational reflection

- Development of guidance on addressing appearance bias (attractiveness/'pretty' priviledge).

- Toolkits with step by step instructions that can be used for wider business.

- Display material for office/work spaces.

- Real life work examples and story telling.

- Clearer route through the resources, to show what to do next, what we're aiming for.

- How to have a real Impact on a day to day basis. Practical applications.

- Work Poverty.

- Strategies on how to call out behaviours even if the employee is on the Leadership team.

ENDS