
FK GROUP

EMPLOYEE ENGAGEMENT INTERVIEWS – **RESULTS**

January 2023

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Executive Summary

Generally, the results of the engagement questionnaire are very positive, especially when compared to the wider construction industry. People have faith in the leadership team, believe in the organisation and feel a high level of connection. Pay has been raised as a topic for review, external factors indicate that people are moving jobs to achieve a higher salary, regardless of how much they are engaged with their current employer.

To combat any areas where improvements can be made, a 'Call to Action' plan has been created and is summarised below:

Suggested Owner	Action	Priority Level
HR/Board	Twice yearly informal communication updates including focus on pipeline.	High
HR/Board	Introduce informal coffee morning session with rotating board members.	Medium
HR/Board	A quarterly newsletter from Matt Lang to provide an update on jobs current, secured and identified.	High
HR	Continue with internal communication and link these more obviously to our values.	Low
Ops Directors	Communications to be put on the notice boards on-site.	Medium
HR	Internal online suggestion scheme.	Medium
HR / Department Managers	Job descriptions to be reviewed every other year.	Medium
HR	Introduction of Mental Health Awareness sessions, to support positive mental health.	High
HR	Work with the managers to create individual Career Development Plans.	High
HR	Quarterly newsletters showcasing learning and development activities.	Medium
HR / Managers	Creation of training programmes to include training activities within the work plan.	Medium
Department Managers	Department Managers to enable closer working across the business.	Medium
Department Managers	Include key engagement questionnaire results within our recruitment documentation to showcase the organisation.	Low
HR / Board	Review suggested benefits with the Board to assess whether any should be introduced. (See page 22).	Medium
HR	Share communications focused on the existing benefits.	Medium
HR / Board	Review charity suggestions with the Board.	Medium
HR	Look to arrange a charity and wellbeing initiative event.	Medium

Overview

131 interviews took place either face to face or via Teams. The average interview questionnaire took 23 minutes. There were 6 no shows (5%). The following groups were not included within the survey:

- Board of Directors
- HR
- Employees based in Manila
- Employees who were on long term sickness

Date Overview

Selection Criteria	Actual Number	%
Gender		
Female	21	16%
Male	110	84%
Location		
Altrincham	44	34%
Birmingham	10	8%
Doncaster	17	13%
Homebased	5	4%
Site	55	41%
Length of Service		
12 months or less	17	13%
1 to 5 years	75	57%
6 to 10 years	30	23%
10 years +	9	7%
Age		
16 to 17	0	0%
18 to 24	25	19%
25 to 34	34	26%
35 to 49	38	29%
50 to 64	32	24%
65+	2	2%
People Manager Status		
Manages internal people	36	27%
Doesn't manage anyone	95	73%

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General Questions

What is the best thing about working for the FK Group?

Common Responses	Actual number	%
The people	59	49%
Family feel	24	18%
Culture / Work environment	20	15%
Flexibility	12	9%
The work is interesting/challenging	12	9%
Feel proud to work for FK	10	8%
Feel trusted	8	6%
Opportunities for career enhancement	5	4%
Job security	5	4%
Training	4	3%
Benefits	4	3%
It's fun to work here	3	2%

The answers have been organised into the themes and summarised above. Below are comments taken directly from the engagement interviews:

- The people: very welcoming and everyone wants to help, one big team. Everyone does anything that is needed.
- Put a lot of trust in you regardless of your age, 22/23 running construction sites, don't find that in other companies, we believe in youth.
- Sense of belonging.
- Reputation, proud to work for FK, good company, good perks, prestige.
- Challenge of projects we secure, team, fast moving pace, package comes with it. No 2 days are the same. Vary in projects.
- Family atmosphere, site teams like a family.
- Enjoy it, good environment to work, workaholic, so we enjoy what we are doing, combination of all, the work, the people, the philosophy.
- Support from my team and manager, knowing that the business is financially stable not relying on banks. Big projects are aimed for. Makes the work more interesting.
- Prestigious company, very good at what they do, leading company and type of jobs are flagship and interesting. People are great.
- Togetherness, still family orientated.
- Been in trade for 30 years and like working for FK, like working with the people. Help each other.

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The second question asked employees to consider how the business could be improved.

What would make working here even better?

Common Responses	Actual number	%
Better pay	21	16%
Improved communication	13	10%
Better relationships between departments	10	8%
Clearer training and career plans	8	6%
Nicer working environment	7	5%
Suppliers being paid and account not on stop	6	4%
Introduce a 4-day week	4	3%
More recognition and praise	4	3%
More staff and resources	4	3%
Improve the car park	3	2%
Reduce to half an hour lunch and finish at 5pm	3	2%

Below are comments taken directly from the engagement interviews:

- Finishing at 5.30pm; instead, could have half an hour for lunch and leave at 5pm
- More unity across all different projects
- Salary increases as not paid as much as role in other businesses
- Headphones for Teams calls
- More connection with Francis, more internal comms, to enhance team feel
- Not had an increase since started 5 years ago so now earning less
- Better communication, not returning calls or emails
- Managers getting to know people on a personal level
- More recognition and praise
- Re-thinking the office when comparing Birmingham to Doncaster and Manchester
- Start from top with better communication from leaders and living the values
- More social opportunities for social events, other departments go out much more and would be good if we did. Not included as much

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Introduction to the questionnaire

All participants were asked to score the same statements, with most statements being ranked against the following criteria:

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Statements are worded both positively and negatively, to prevent results being skewed in a positive way. Delegates were also asked questions that elicited comments where employees could share their experience or viewpoint.

The questionnaire is broken into sections that have significant impact upon engagement levels:

- How an employee views the **leadership** of the business will determine if they believe in the vision and are bought into the leadership team
- The **organisation** section explores how workers feel about their organisation/employer and considers if they are connected to the values of the business
- Research indicates that **managers** have the biggest impact upon employee satisfaction than any other element. An organisation can be doing everything to satisfy their employees but if management is poor, the business' efforts will be futile
- Where employees feel they have a career rather than 'just a job' the level of discretionary effort increases, as they may feel their future is linked to the success of the business and this is explored within the **Personal Development** section
- The social connection to other people also factors significantly within employee satisfaction and how **my team** is viewed impacts engagement
- **Pay and benefits** continue to be an emotive topic for employees and where this is perceived to be unfair transitions into the feeling of value and can create disengagement
- At the end of each section there is a **Call-to-Action** table where specific actions are detailed that will enable continuation or improvement with each topic area.

It is worth stating that the construction industry within the UK, is the 6th highest ranked industry for job satisfaction.

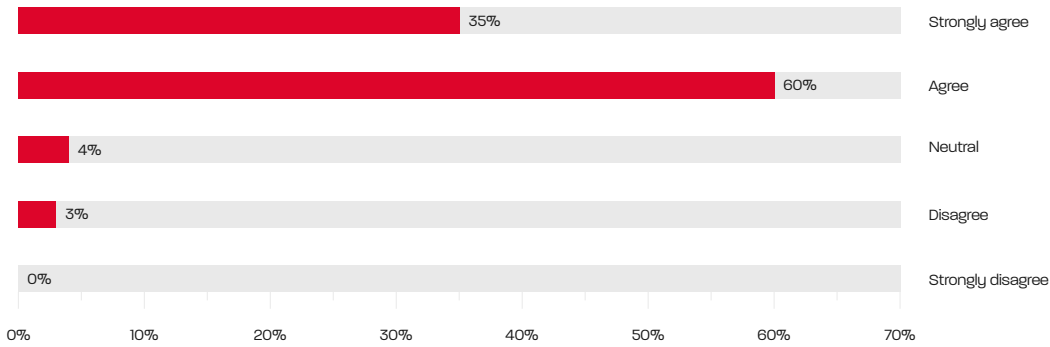
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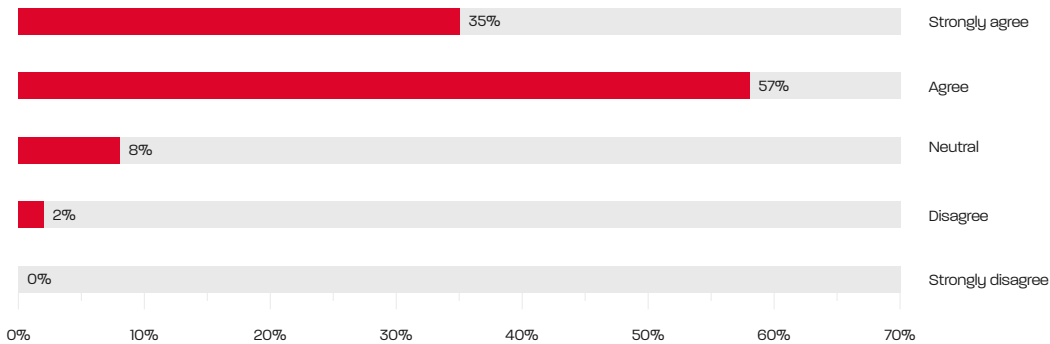
Leadership

This section focuses upon the recipient's perception of leadership within the business, specifically the most senior leadership team. This is generally reflecting of the Board of Directors but is open to interpretation. Some employees indicated that they were unsure who the board were and thought of the most senior person in their team.

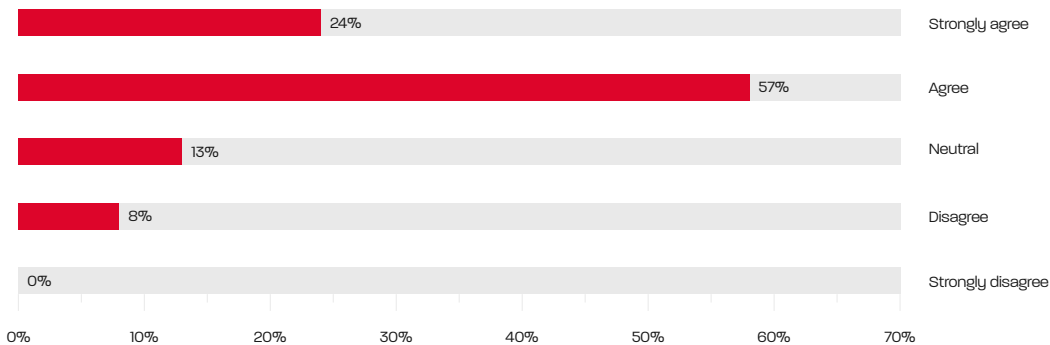
1. This business is run based upon strong values.



2. I have confidence in the leadership skills of senior leaders values.



3. I feel listened to by senior leaders.

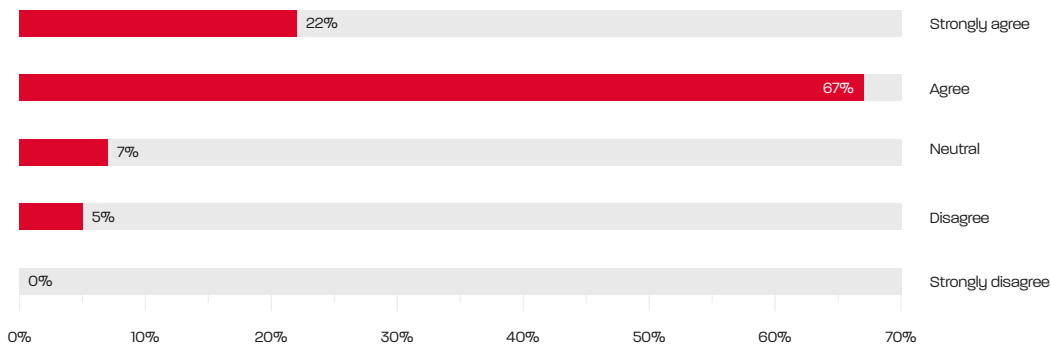


16 employees did not answer question 3 positively, providing opportunity to create ways for senior leaders to be seen to listen more. In a 2022 CIPD survey, employees from the construction industry felt they were listened to the least, in comparison to all other sectors.

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4. Senior leaders live the values of this business.



Leadership – Call to Action

Suggested Owner	Action	Priority Level
HR/Board	Deliver informal communication updates, twice a year, where the Board can share business updates and answer questions from employee groups.	High
HR/Board	Introduce informal coffee morning session with rotating board members. This could take place over Teams and have a loose theme that the Board member could talk about, and employee get involved in.	Medium

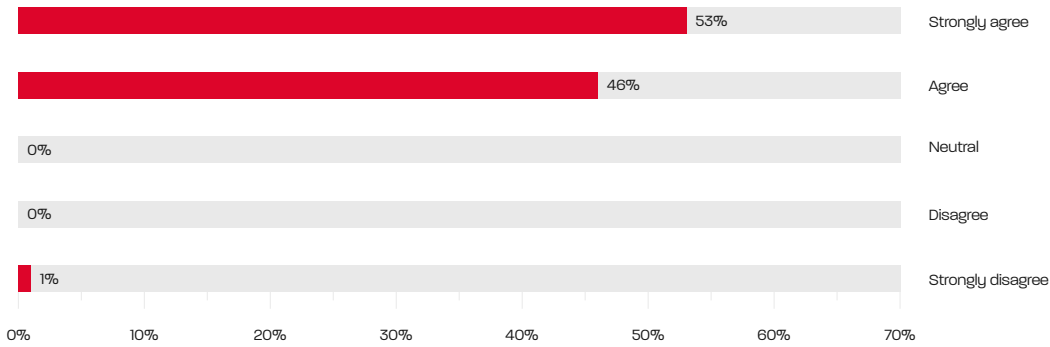
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Organisation

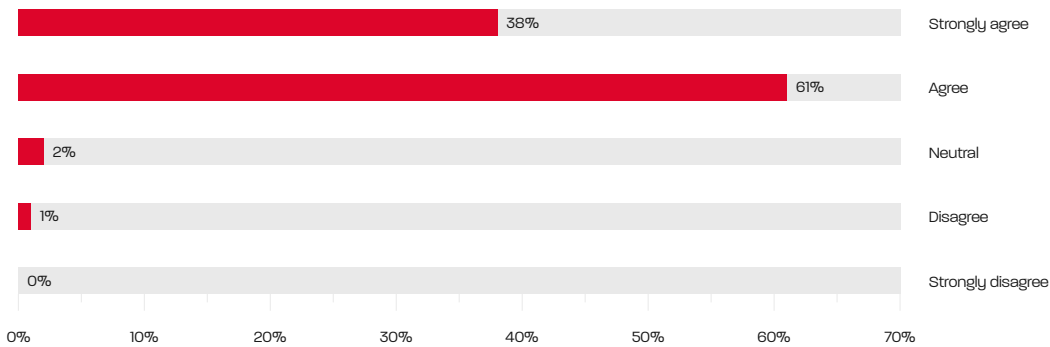
This section focuses upon the relationship between the employee and the organisation as a whole. Questions here draw upon individual feelings such as pride and job security. These results are an output of subtle, intangible elements of the culture that exist across the business.

5. I am proud to work for the FK Group.



99% of responders indicate they are proud to work for FK which is significantly higher than the industry standard, where 83% of workers indicate they are proud to work within the industry.

6. I can make a valuable contribution to the success of The FK Group.

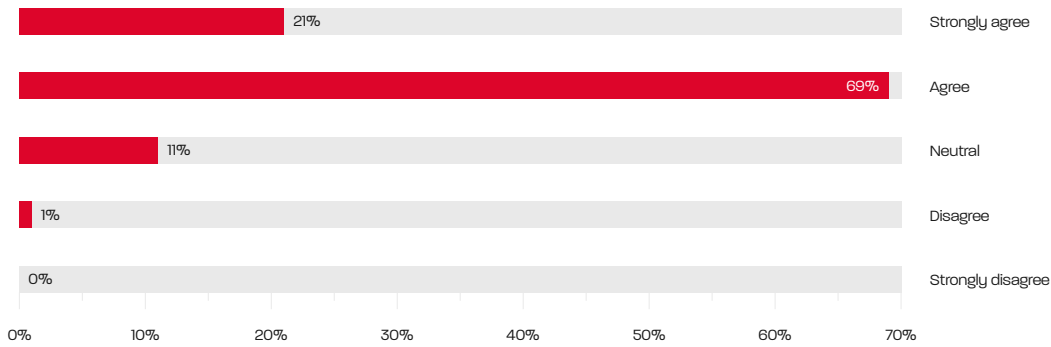


This result suggests people see themselves as a real contributor to business success indicating they feel valued.

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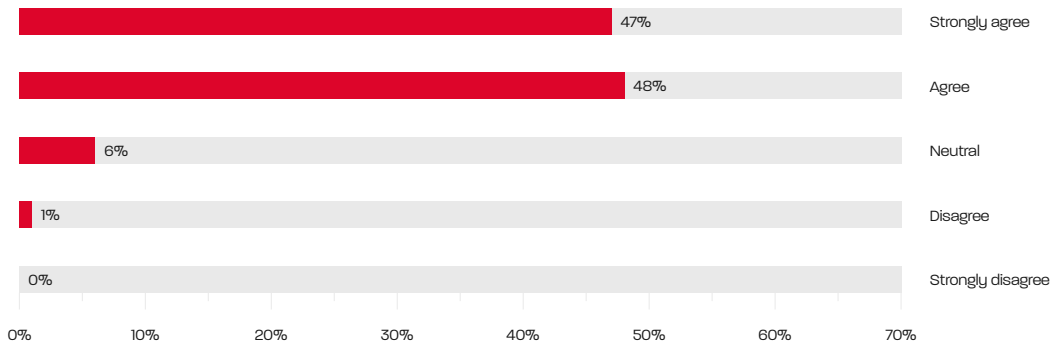
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7. I feel my job is secure



43% of UK workers state that job security is the main factor keeping them in their current job. With 51% of people rating job security higher than salary. The reliability and the future pipeline of work could be shared more proactively to reinforce the feeling of security and retention of current workers.

8. This business would support me in times of crisis.



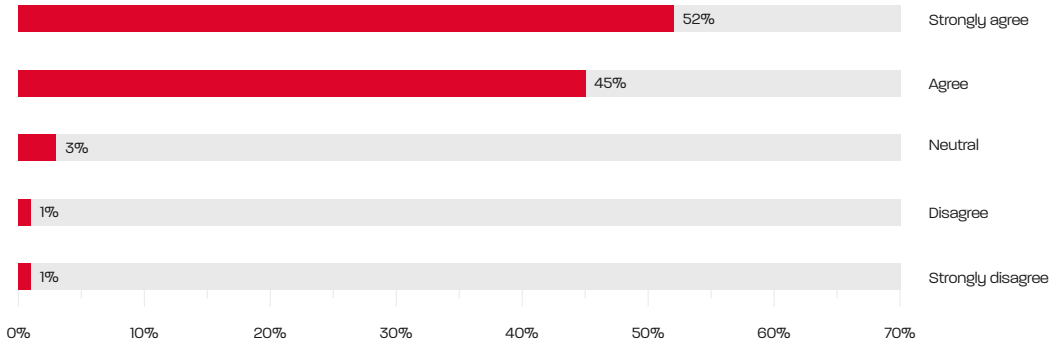
Organisation – Call to Action

Suggested Owner	Action	Priority Level
HR/Board	The twice-yearly sessions described in the 'Leadership' section can focus on pipeline to provide reassurance about the long-term security of the business.	High
HR/Board	A quarterly newsletter from Matt Lang to provide an update on jobs current, secured and identified.	High
HR	Continue with internal communication and link these more obviously to our values.	Low
Ops Directors	HR to arrange for one person on each site to put up any comms or posters to ensure everyone can see the comms that are shared.	Medium
HR	Internal online suggestion scheme can encourage ideas from employees with feedback being provided from the Board via internal communications.	Medium

My Manager

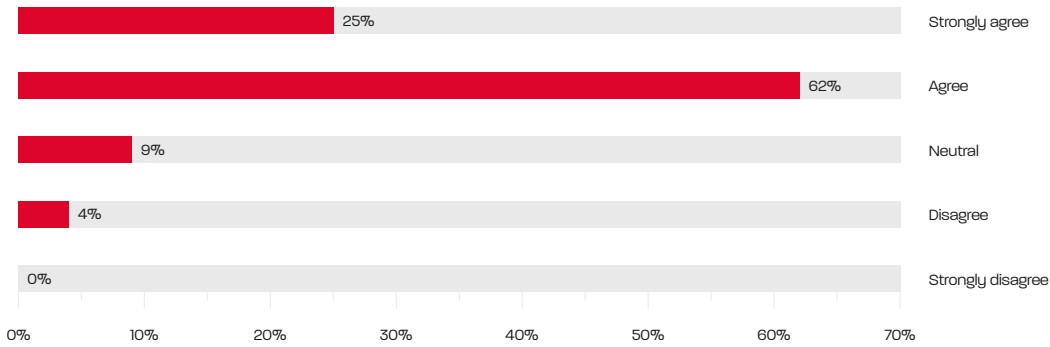
Gallop Business Journal state that where engagement fluctuates across an organisation the main factor impact this is the quality of line managers. Another study suggests 35% of employees stated that they would forgo a pay rise in return for their boss being fired. The impact line managers have upon job satisfaction cannot be underestimated.

9. I have support from my direct line manager.



A recent industry wide survey states that 47% of construction workers are currently stressed with the main two causes being difficulty to recruit new employees to help with the day-to-day job requirements and not being paid enough. Our data suggests that people feel supported and we should continue to focus here.

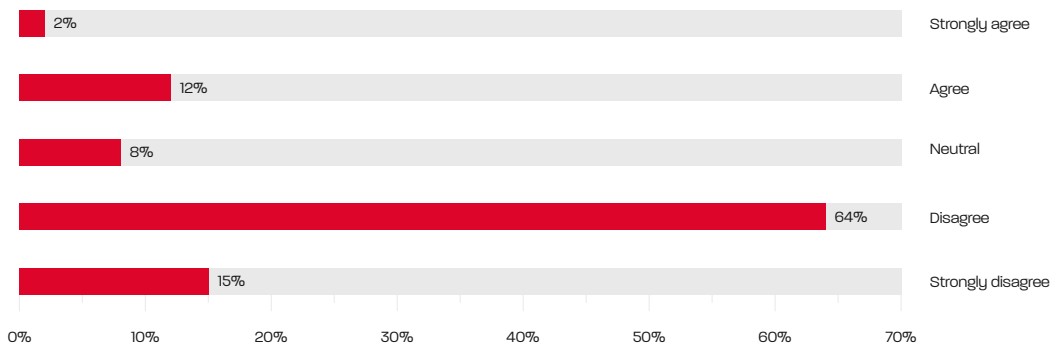
10. My manager shares important information with me.



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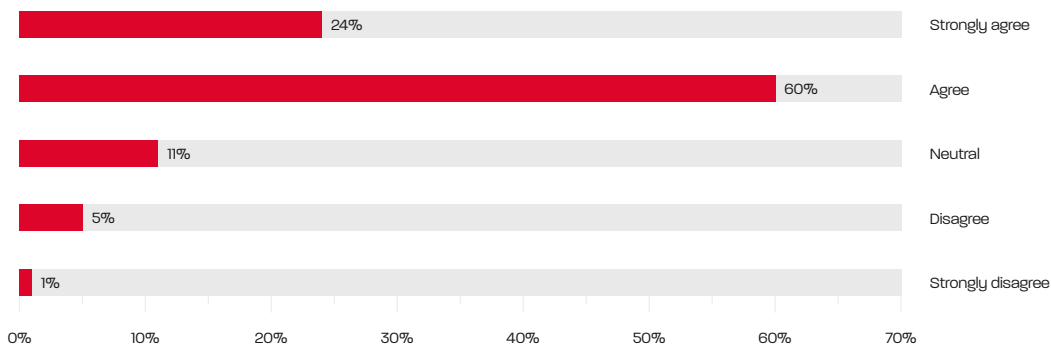
11. My Manager does a lot of telling and not much listening.



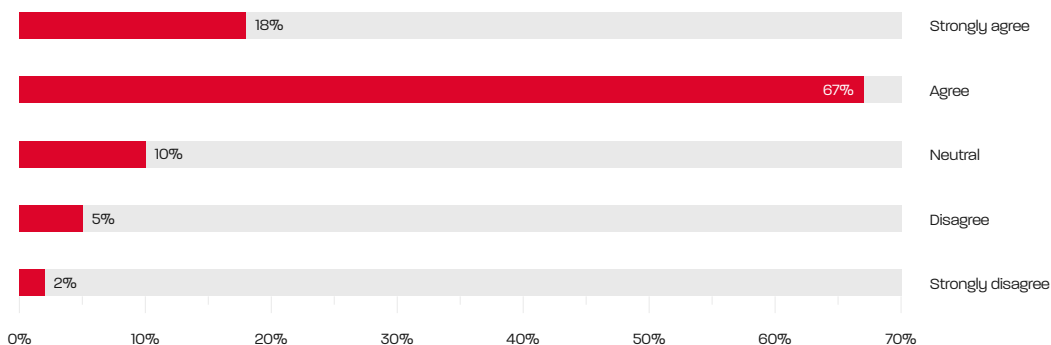
This statement is purposely worded in a negative way. If people feel listened to by their manager there would be a high level of disagreement. Whilst most people assess that their manager does listen, 29 people felt that they were not listened to by their manager.

We need to create opportunities for the 'employee voice' and this can be achieved through informal and formal communication sessions.

12. My manager regularly expresses their appreciation when I do a good job.



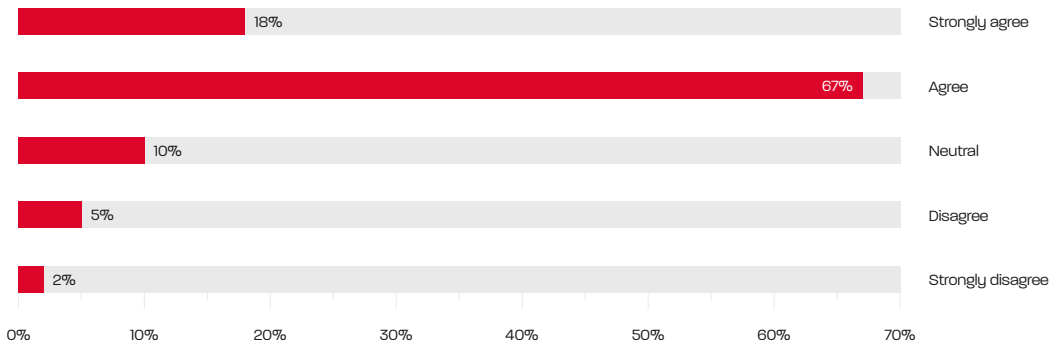
13. My manager helps me to fulfil my potential



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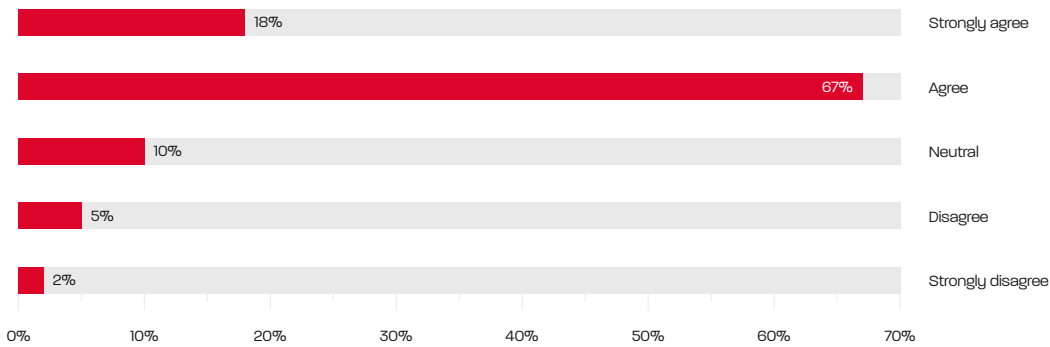
14. My manager would respond quickly and supportively if I showed signs of being under too much pressure.



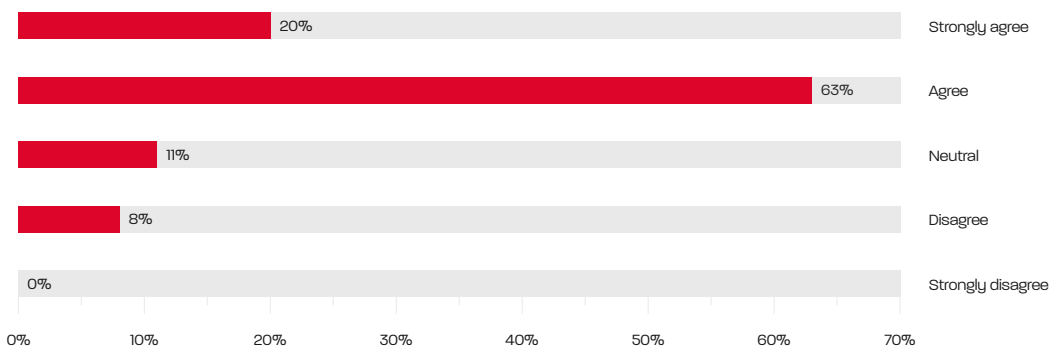
Research indicates that high levels of poor mental health exist within the construction industry, with a reluctance to seek professional help. It is suggested that an industry wide problem exists with workers increasing alcohol consumption, prescription drugs and self-harm.

To help support specifically site workers, a 2.5-hour Mental Health Awareness session will be introduced to support positive mental health within the workforce. This will also be accessible to office/home workers, but the priority will be site workers.

15. I feel I can tell my manager when things are going badly.



16. What is expected of me is made completely clear to me.

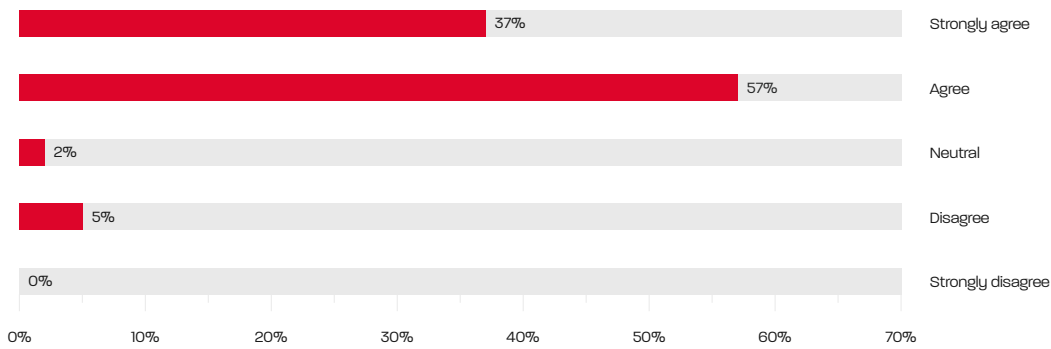


Within the construction industry, 53% indicate they are not clear as to what is expected of them. FK's internal results are much higher than this with most people have clarity regarding expectations. Regular reviews of job descriptions and structures will support continued clarity.

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17. My manager treats everyone fairly.



My Manager – Call to Action

Suggested Owner	Action	Priority Level
HR	The plan for management and leadership training will support this section.	High
HR / Department Managers	Implementation of system to review job descriptions every other year to ensure they remain relevant.	Medium
HR	Introduction of Mental Health Awareness sessions, starting with focus on site workers, to support positive mental health.	High

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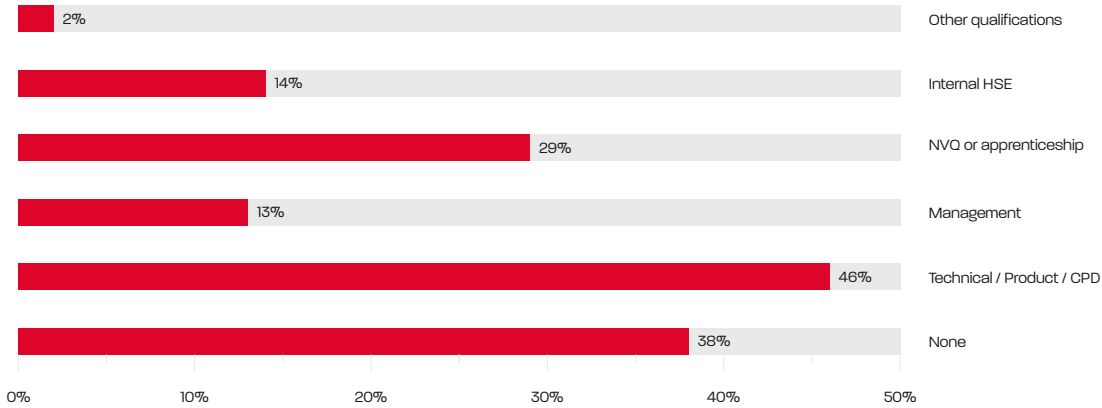
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Personal Development

Research indicates that employees who perceive themselves to be well trained with access to continued personal development, tend to deliver high output, are loyal to their employer and have increased levels of competence.

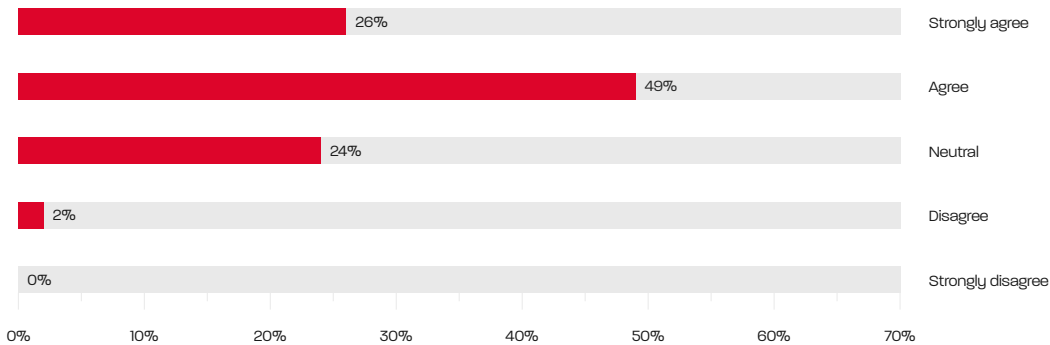
18. What personal development / training have you received from the FK Group?

This was an open-ended question and the results have been categorised by the most frequent themes.



This clearly reflects that most people recognise they have received training since joining FK. However, 38% of participants stated they had not received any training since joining the business. This may be perception rather than reality; having individual Career Development Plans will support clarification of personal development.

19. The training I have received from the FK Group has improved my knowledge and skills.

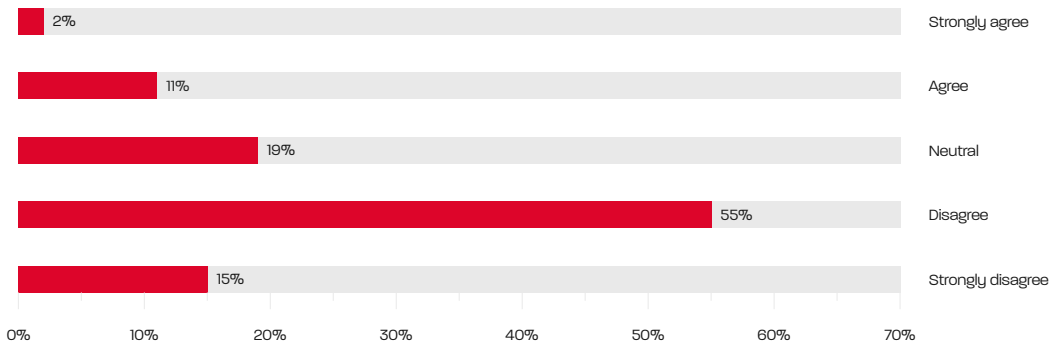


Feedback from the construction industry tells us that there is a real gap in training and development with people often perceiving training is not as important compared to making money.

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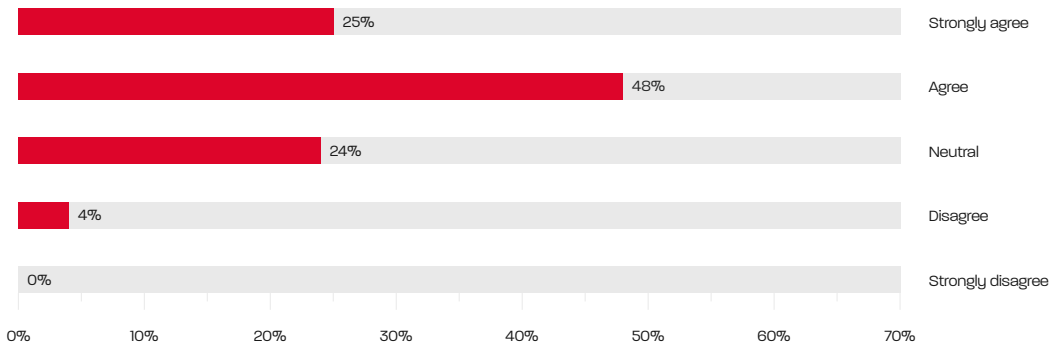
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20. There are limited opportunities for me to learn and grow at the FK Group.



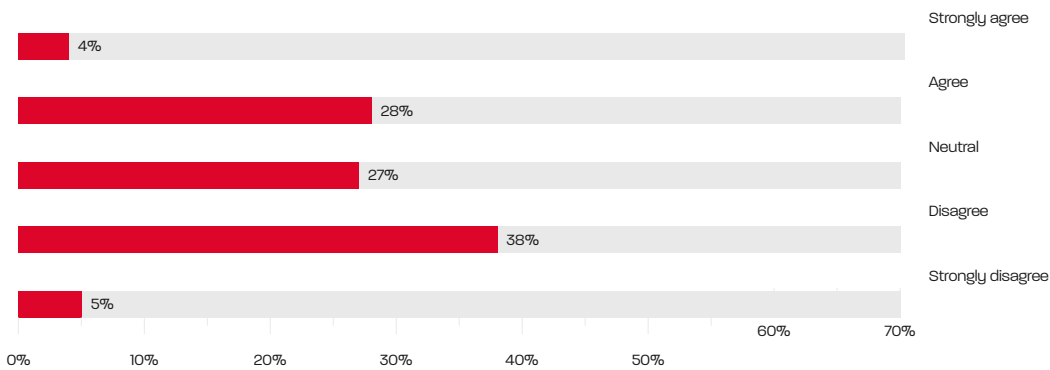
The outcome of this question is positive, due to the question's negative phrasing. 70% see that FK does provide opportunities for people to grow and learn.

21. Training I have received is of great personal benefit to me.



There is a high proportion of indecision relating to this question, with almost a third of responders indicating that training has not been of personal benefit to them. It is thought that this follows on from question 18 where 38% of participants stated they haven't received training whilst at FK.

22. I have skills that the organisation could use but doesn't.



This question suggests that only 43% of employees believe all of their skills are being fully utilised with a third of people stating they have skills that are not harnessed. When asked what these skills were many were unsure but felt they had more to give. Others, talked about part experiences that could be drawn upon.

It is suggested that this question could be included within the appraisal system to speak to anyone who has underutilised skills to be used day to day.

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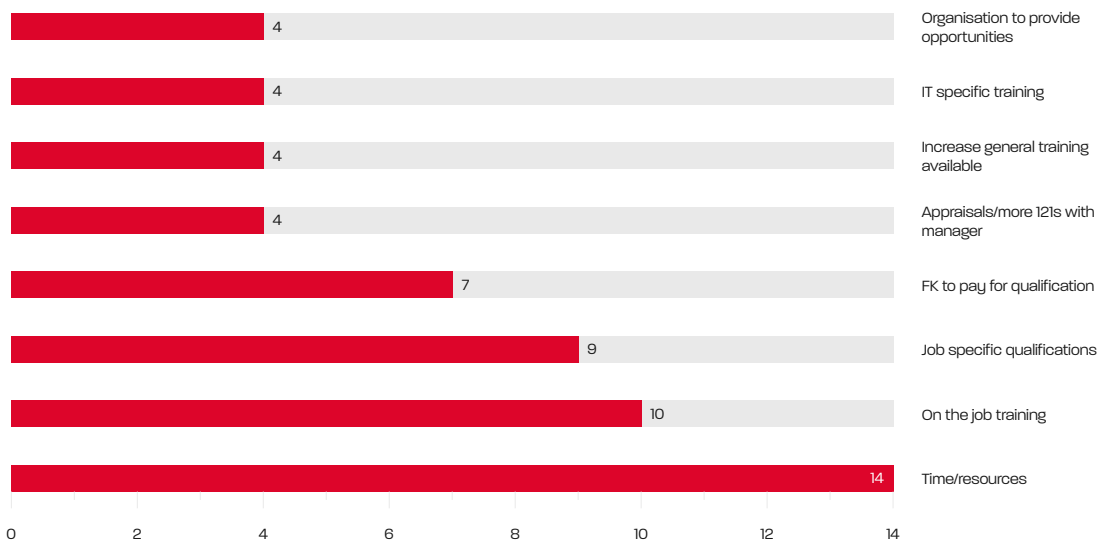


23. How would you like to develop your career here?

Participants were asked this open-ended question and the answers have been categorised below:

Frequent Answer	Number of responses	%
Management role or next level management role	39	30%
Stretch in current role	25	19%
Other specific job-related qualification	10	8%
Project management	10	8%
Degree	8	6%
Move to board or head of department	7	5%
Move to another role/team internally	6	4%
Continue to learn on the job	5	4%
More general training	4	3%
Become a mentor	3	2%

24. What can the organisation do to support you to achieve this?



People were asked about what the organisation can do to support their career aspirations with responses grouped as detailed above.

As providing more time or resources was the top action the business could take to support career development, a training programme should be created for each department where training time is planned into the workload.

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Personal Development – Call to Action

Suggested Owner	Action	Priority Level
HR	Work with the managers to create individual Career Development Plans.	High
HR	Create quarterly newsletters where we can showcase training activities that have occurred in the organisation; this may create energy for others to seek development opportunities.	Medium
HR / Managers	Ask about skills that could be used but aren't during the appraisal process.	Low
HR / Managers	Creation of training programmes to include training activities within the work plan.	Medium

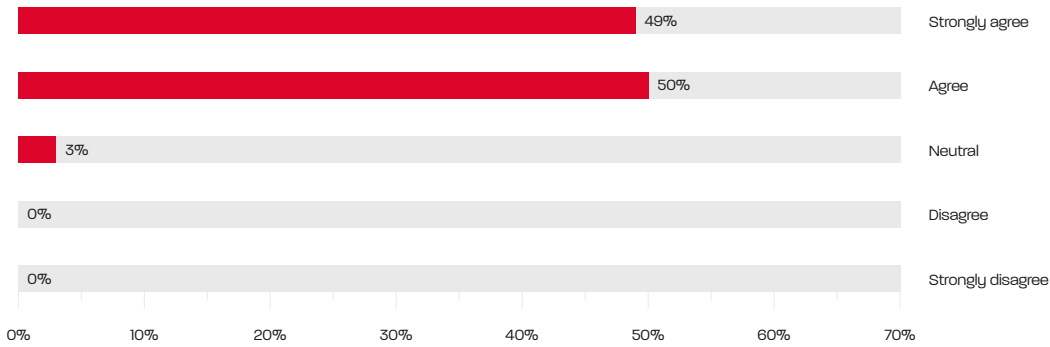
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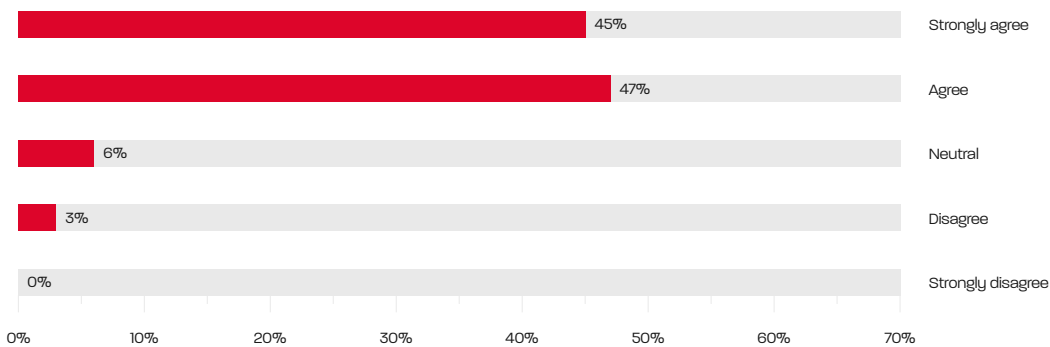
Teamwork

Research indicates that when an employee feels that they have 'friends' at work they are happier and less likely to seek alternative employment. There is also a very important social interaction that teamworking provides. Where friction exists within a team this can lead to negativity and team difficulties.

25. People in my team go out of their way to help each other.



26. I feel a strong sense of family in my team.



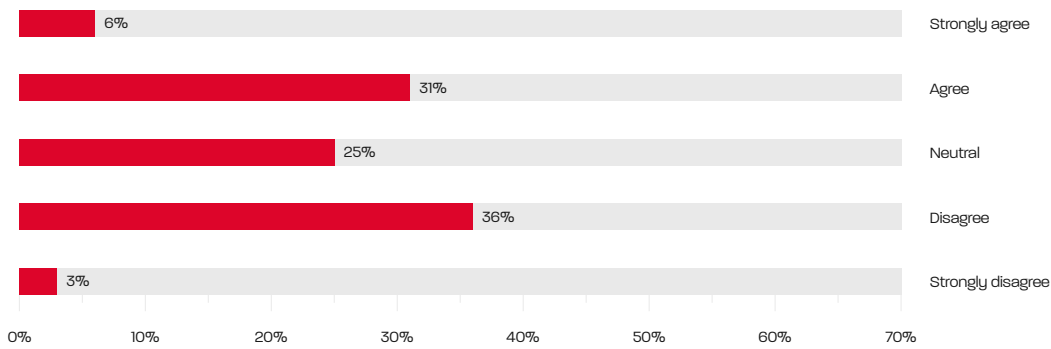
The results to the above two questions are contradictory to the more general industry response, which indicates that people often feel disengaged due to a lacking sense of belonging leading to poor engagement.

These results could be included within our recruitment process as part of our attraction as a differentiator compared with competitors.

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27. I believe that some team / departments do not work well together.



Silo working appears to be a theme across the industry with research highlighting that construction workers often feel there is a blame culture and a lack of support across organisations.

The internal result of this question highlights that there is work to do to develop closer working between teams; this is being addressed via the recent structure changes and collaboration meetings.

Teamwork – Call to Action

Suggested Owner	Action	Priority Level
HR/Board	Twice yearly meetings where business updates are provided as well as opportunities to socialise.	Medium
Department Managers	Department Managers to enable closer working across the business.	Medium
Department Managers	Include this section results within our recruitment documentation to showcase the organisation.	Low

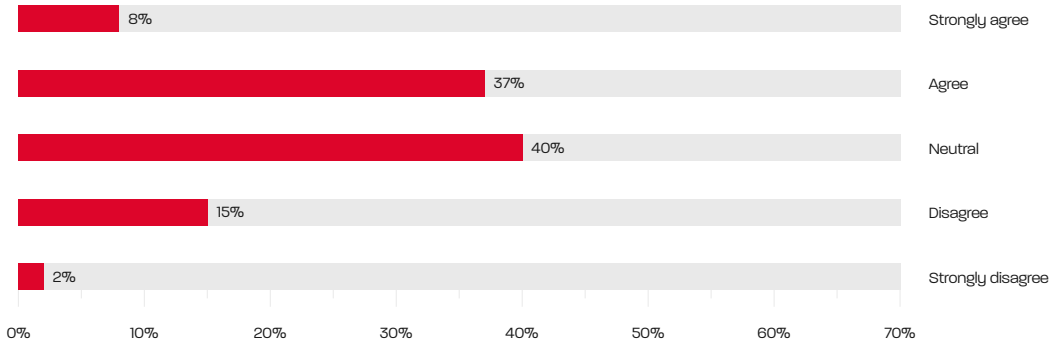
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Benefits

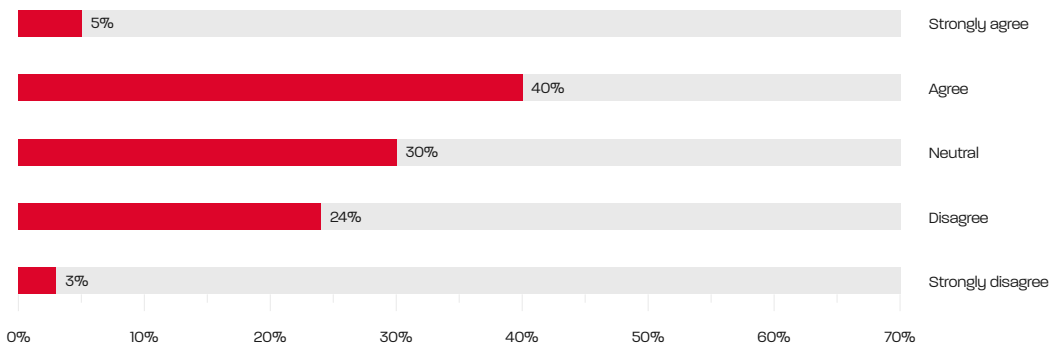
Whilst almost everyone would agree that a pay rise would be acceptable, CIPD indicate the biggest reason driving the 'great resignation' in the UK, is employees requiring an increase in salary due to the cost-of-living crisis. This is driving up salary to be a reason for alternative employment, even when other engagement factors are positive.

28. I believe I am paid fairly in comparison to others at the FK Group.



45% of people believe they are paid fairly when compared to colleagues. There is often a perception regarding other people's pay and how an individual matches up against this. The reality often differs but perception is an important factor.

29. I believe I am paid fairly in comparison to others doing the same job as me in different organisations.

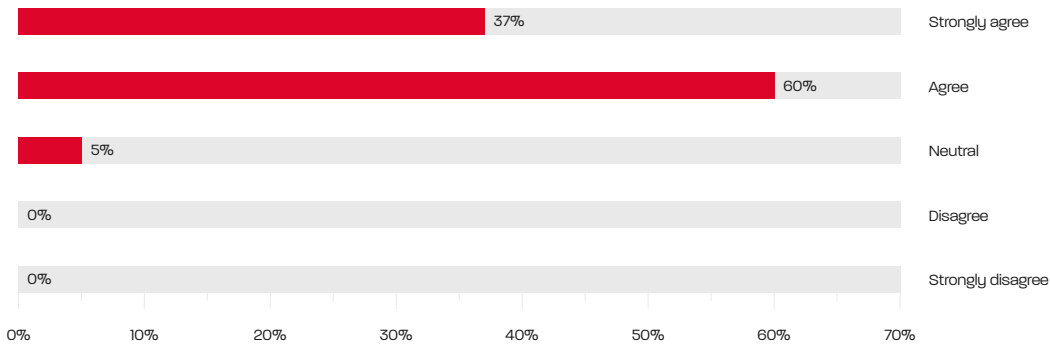


Generally, across the industry, poor pay is perceived to exist and is identified as an area where improvements should be made. Poor pay is also the main reason construction workers leave the industry.

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30. I value the benefits that I receive from the FK Group.



Whilst the response to pay is mixed, there is clear agreement that the benefits are much appreciated. This response is much higher than other organisations and is reflective of the mix of people-centred benefits the business offers.

31. What benefits do you value the most?

Benefit	Actual number	%
Westfield health	83	63%
Car	29	22%
£100 wellbeing	13	10%
Flexibility	10	8%
Social fund	10	8%
Support on a personal level	8	6%
Pension	7	5%
Birthday off work	5	4%
Accommodation	4	3%
Pay	3	2%
Training	3	2%
Christmas shutdown	2	1%
Cycle to work scheme	2	1%
Holidays	2	1%

Other responses included appreciation of the fruit provided, summer drinks, sick pay and the kitchen facilities.

Some employees were unsure of what was available within their existing benefits, focused communications can be shared to raise awareness.

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32. What benefit could the business introduce that you would value?

Suggested Benefit	Actual number	%
Gym membership	6	4%
Bonus payments	5	4%
Wider private healthcare care (BUPA)	5	4%
Summer drinks that all sites can attend	3	2%
Improved mileage rates	2	1%
Holiday buy / sell scheme	2	1%
Half hour lunch and finish at 5pm	2	1%
Increased pension contributions	2	1%
Electric chargers	2	1%

There were many suggestions regarding benefits that could be introduced, with the most frequently raised detailed above. Other suggestions include:

- Hybrid working
- Introduction of overtime payments
- Full Christmas parties for all employees
- Introduction of a 4-day working week
- Annual salary increases
- Car pooling
- Non-alcohol focused events
- Corporate clothing
- Profit sharing scheme
- Pool table (Birmingham)

Benefits – Call to Action

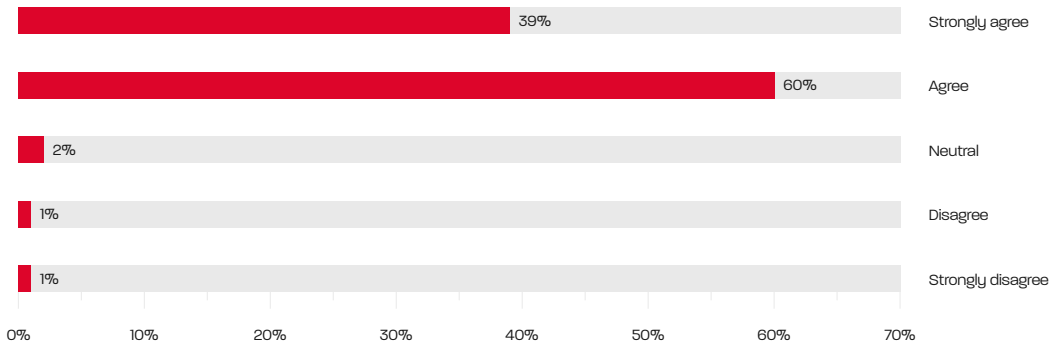
Suggested Owner	Action	Priority Level
HR/Board	Review suggested benefits with the Board to assess whether any should be introduced.	Medium
HR	Share communications focused on the existing benefits.	Medium

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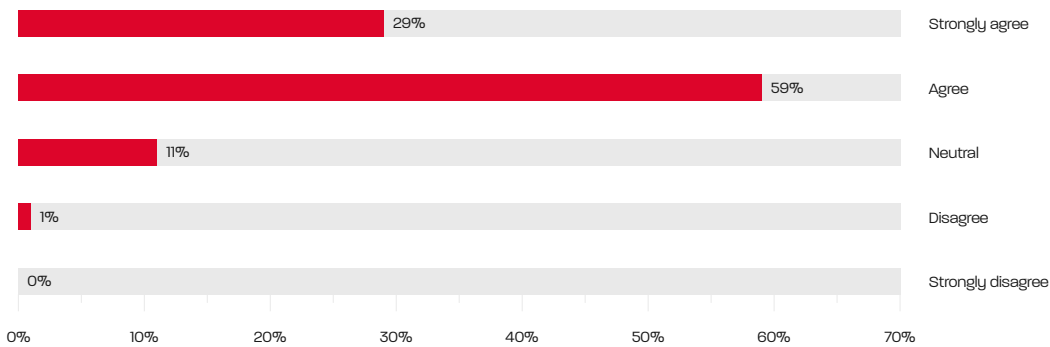
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Community

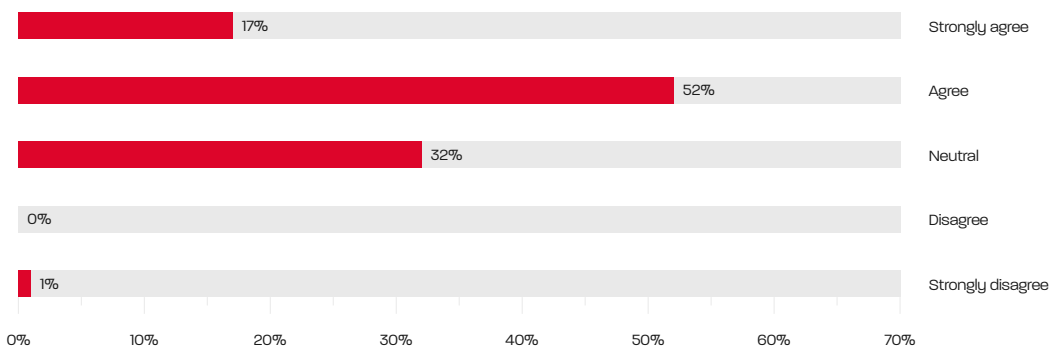
33. The FK Group encourages charitable activities.



34. I believe this business gives back to the local community.



35. This business is keen to support people from disadvantaged backgrounds.



Many people stated that they were unsure if we did support people from disadvantaged backgrounds and provided a neutral answer.

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36. What would you want to see the business do to support the community more?

- At the end of jobs, a lot of materials get skipped, seems a waste, if we could be more sustainable
- 5 a side charity event with contractors and suppliers and employees
- The Company does enough - make sure doing enough for employees first
- Work possibility for prison or homeless perhaps
- Veterans into construction
- Sponsor local football team
- Continue with the plant the tree work
- Have a family day
- Introduce a charity ball
- More Founder's Day
- We already do lots and we do enough

Community – Call to Action

Suggested Owner	Action	Priority Level
HR/Board	Review suggested benefits with the Board to assess whether any should be introduced.	Medium
HR	Look to arrange a charity and wellbeing initiative that everyone can take part in and raise money for a specific charity.	Medium

**BUILT
TO LAST**

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