youth futures FOUNDATION

Evaluation of communication campaigns for diversity disclosure

November 2026



Table of Contents

Acknowledgements **4**
Executive summary **5**
Background 5
Methods 6
Findings 7
Conclusion 9
Introduction **10**
Background 10
Intervention rationale 12
Evidence gap and purpose of the evaluation 15
Methods **16**
Intervention design 16
Evaluation design 19
Impact evaluation 19
Implementation and process evaluation (IPE) 21
Economic evaluation 22
Limitations 22
Findings **24**
Who took part and was the trial delivered as intended? 24
Sample composition and baseline characteristics 24
Historical disclosure 24
Randomisation implementation fidelity 26
Sample attrition and exclusions 26
Communication rollout 27
What difference did the communication campaigns make to disclosure? 30
Did diversity disclosure differ between the campaigns? 30
What was the relationship between historical disclosure and disclosure during the trial? 33
Were employees more or less likely to disclose all characteristics? 36
Did the campaigns affect disclosure of particular characteristics? 36
What might explain the difference between the communication campaigns? 41
What helps and hinders diversity disclosure more broadly? 43
What does it take to deliver, scale and evaluate a diversity disclosure campaign? 46
Delivering the communication campaigns at scale 47
Additional requirements of delivering the campaign as part of a research evaluation 48

Implications for future delivery 49
Approach to the cost analysis 50
Results of the economic evaluation 51
Conclusion 54
What does the evaluation tell us about the theory of change? 55
Implications for policy and practice 57
Strengths, limitations and lessons for future evaluation 59
Next steps 60
References 62
Appendices 64
Appendix 1: Communication campaigns 64
Standard campaign: Initial email 64
Behaviourally informed campaign: Initial email 65
Standard campaign: Reminder 1 66
Behaviourally informed campaign: Reminder 1 67
Standard campaign: Reminder 2 68
Behaviourally informed campaign: Reminder 2 68
Appendix 2: Summary of the evaluation approach 69
Appendix 3: Sample characteristics 73
Appendix 4: Differential attrition significance checks 74
Appendix 5: Regression table from impact evaluation heterogeneity analysis 75
Appendix 6: Cross-tabulating historical disclosure in Kier's HR system and disclosure in the MS Form 77
Appendix 7: Exploratory analysis of difference in cumulative disclosure across campaign groups at each communication wave 81
Appendix 8: Sensitivity checks for cost estimates 82
About the authors 83

Contact:

Get in touch

Youth Futures Foundation
Fivefields,
8 - 10 Grosvenor Gardens,
London
SW1W 0DH

Email: evaluation@youthfuturesfoundation.org

www.youthfuturesfoundation.org

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Executive summary

Background

Employers need reliable information about the diversity of their workforce to understand who they employ and whether different groups experience equal opportunities and outcomes. Collecting this information depends on employees choosing to share details about their personal characteristics with their employer, a process we refer to as diversity disclosure. Reliable diversity information helps employers identify inequalities in recruitment, progression and pay; target support; and assess whether inclusion initiatives are working. For young people entering employment, diversity data can help employers identify inequalities in early-career opportunities, progression and access to support, and take action before these disadvantages become entrenched. Diversity and inclusion are also issues that younger workers themselves report valuing (Monster, 2024). However, employees may choose not to disclose because of concerns about discrimination, as well as who will see their information and how it will be used. Practical barriers, such as unclear requests, complex HR systems or the amount of effort required, can also discourage disclosure.

Youth Futures Foundation (YFF), Kier Group plc (Kier) and the Behavioural Insights Team (BIT) partnered to test whether the way employers communicate requests for diversity information affects disclosure. Funded by YFF as part of its "What Works for Recruitment and Retention" programme, the project aimed to generate evidence on practical, scalable approaches to improving workforce diversity data, particularly for young employees. Two distinct communication campaigns were developed to be tested with Kier employees. Each campaign was a sequence of three emails: an initial request to complete an online disclosure form, followed by two reminders sent to employees who had not yet responded. Both campaigns explained why the information was being collected, provided confidentiality assurances, set the same deadline and linked directly to the same Microsoft (MS) Form used for data collection, which was separate from Kier's HR system, where disclosure would normally take place. The differences between the two campaigns were as follows:

- The **standard campaign** reflected the kind of communication employers commonly use when requesting diversity information. Emails were longer, more formal and included more information, focused mainly on why the employer (Kier) was collecting the information and how it would be used.

Employees were greeted impersonally ("Dear colleague"), the initial email included frequently asked questions and supporting links, and all emails were signed at a team level, by the Kier Inclusion Team.

- The **behaviourally informed campaign** used shorter, more visual and more personalised emails. They addressed employees by first name, came from a named senior leader, used a prominent call-to-action button and time completion estimate, emphasised personal benefits of disclosure, and highlighted that a growing number of colleagues were choosing to disclose.

The features common to both campaigns were intended to capture employees' attention, make disclosure easy, and make it feel worthwhile and safe. The behaviourally informed campaign was designed to make disclosure even easier and quicker to act on, while also making the request feel more personally relevant.

The robust evaluation assessed whether the behaviourally informed campaign generated more disclosure than the standard approach, how employees experienced the campaigns and disclosure process, and the resources and costs involved in delivery.

Methods

The **impact evaluation** used a **Randomised Controlled Trial** (RCT) involving 9,642 Kier employees (757 aged 16-24 and 8,885 aged 25 and over) allocated to receive either the standard or behaviourally informed campaign. The main outcome was the number of diversity characteristics (up to a total of nine) disclosed over the four-week campaign period in July 2026, with employees aged 16-24 forming the primary analytical group and those aged 25 and over the secondary group.

The **implementation and process evaluation** (IPE) examined campaign delivery and experience, through interviews with six Kier colleagues involved in implementation and 12 employees who received the campaigns. Although the evaluation sought to include both responders and non-responders, all 12 employee interviewees had submitted the disclosure form, so the findings reflect the experiences of employees who engaged with the campaign rather than those who did not respond.

The **economic evaluation** examined the resources and staff time required to deliver each campaign alongside the disclosure achieved.

In addition to the limitations of the qualitative interview sample, there are several other **evaluation limitations** to bear in mind when interpreting the findings:

- First, the impact evaluation did not have a control group that received no communication campaign, so it cannot causally show whether either campaign increased disclosure compared with receiving no campaign.
- Second, the results reflect disclosure through the new MS Form, not necessarily entirely new information gained by Kier as some of this data may already have been available through Kier's HR system.
- Third, the evaluation could not track individual email opens or link clicks, so it cannot identify at what point people who did not respond to the campaign dropped out.
- Finally, the behaviourally informed campaign differed from the standard campaign in several ways at once, so the impact evaluation cannot show which feature or features accounted for the difference in disclosure (the IPE sought to do this as robustly as possible through qualitative evidence).

Findings

The behaviourally informed campaign led to lower diversity disclosure than the standard campaign. Among Kier employees aged 16-24, those receiving the behaviourally informed campaign disclosed an average of 0.91 fewer of the nine diversity characteristics than those receiving the standard campaign (1.89 vs 2.80). Among employees 25 and over, the average difference was 0.60 fewer characteristics (3.15 vs 3.75). The same pattern remained when "prefer not to say" responses were counted as disclosure. The behaviourally informed campaign also resulted in fewer employees providing all characteristics than the standard campaign (aged 16-24: 15.61% vs 26.86% respectively; aged 25 and over: 29.56% vs 34.38% respectively) and lower disclosure of disability, neurodiversity, ethnicity and social mobility across both disadvantaged and non-disadvantaged identities. Looking specifically at disadvantaged identities, fewer employees in the behaviourally informed campaign disclosed a disability (354 vs 401), neurodiversity (189 vs 243), a minority ethnic identity (184 vs 246) or low social mobility (580 vs 627) than in the standard campaign.

Additional analyses suggest that the difference between campaigns was mainly in whether employees submitted the disclosure form at all, rather than in how much information they provided if they submitted it. Among employees who submitted the form, the average number of characteristics disclosed was nearly identical across campaigns (8.67 in the standard campaign vs 8.69 in the behaviourally informed campaign).

We also drew on historical disclosure data from Kier's HR system to descriptively consider how disclosure in the MS Form differed from previous disclosure patterns. Overall, employees who had previously disclosed more diversity information were more likely to disclose their information during the trial; however, among employees with no characteristics previously disclosed in Kier's HR system, almost 20% disclosed at least one characteristic during the trial period.

Finally, we also examined how employees responded at different stages of the campaign. More employees in the behaviourally informed group responded following the initial email, whereas the standard campaign generated more responses following the two reminders, ultimately achieving a higher overall response rate.

The IPE suggests several possible explanations for why the behaviourally informed campaign generated fewer responses. However, as all 12 employees interviewed had submitted the disclosure form, the findings reflect the experiences of respondents only and cannot directly explain why others chose not to respond. With this caveat in mind, employees valued the behaviourally informed campaign's shorter format, personalisation and clear completion-time estimate. However, they also felt like an explanation of the organisational purpose behind disclosure was missing, which the standard campaign provided. The named senior sender made the request feel important but was not always seen as the most relevant messenger, while the call-to-action button may have prompted caution because employees are encouraged to be wary of unfamiliar links. These insights suggest that **brevity, personalisation and ease may need to be balanced with a clear organisational rationale, an appropriate messenger and confidence in the request's legitimacy**.

Interviews also highlighted broader factors shaping disclosure, including trust in how information would be handled, clarity of the questions and ease of the disclosure process. Some employees reported selectively withholding sensitive information, particularly relating to health or disability, due to privacy concerns or fears about potential workplace consequences. Finally, Kier staff also highlighted practical requirements for large-scale delivery of email communication campaigns, including sufficient staff capacity, reliable communication tools, early coordination across teams and access to accurate employee contact details.

Finally, **both campaigns generated considerable engagement at relatively low cost.** Overall, 42.63% of employees receiving the standard campaign and 35.51% receiving the behaviourally informed campaign submitted diversity information during the four-week trial. The estimated implementation cost per disclosing employee was just £1.46 and £1.47, respectively. While the behaviourally informed campaign offered no value-for-money advantage over the standard approach,

these results demonstrate that relatively simple email campaigns can achieve substantial engagement with limited delivery resources. However, without a no-communication control group, we cannot establish how much additional disclosure either campaign generated.

Conclusion

The evaluation does not support adopting the behaviourally informed campaign in its current form instead of the standard approach. However, the findings offer useful lessons for employers seeking to improve diversity disclosure:

- **Combine the strongest features of both campaigns:** Keep communications concise, personalised and easy to act on, while clearly explaining why information is collected, how it will be used and how it will be protected.
- **Consider the full disclosure process:** Use straightforward forms, clear questions and familiar, trusted communication channels. Where appropriate, complement email with other channels to reach different parts of the workforce, including apprenticeship or early-career channels for younger employees. Pay particular attention to barriers around disclosing sensitive or disadvantaged identities, as this information is especially valuable for identifying inequalities and targeting support, but employees may need greater reassurance about confidentiality and how their information will be used.
- **Plan for effective delivery:** Ensure sufficient staff capacity, reliable communication systems, accurate contact details and early coordination between relevant teams.
- **Consider different approaches at different stages of a campaign:** The different response patterns following the initial email and reminders suggest the possibility that different approaches may be needed to engage employees at different stages. Initial communications might benefit from emphasising ease and salience to encourage immediate disclosure responses, while reminders might be more effective if they provide additional explanation and reassurance to employees who remain hesitant to disclose.

Overall, **diversity disclosure is an organisational challenge, not simply a communications issue**. Effective communications can encourage engagement but should form part of a wider strategy built around accessible processes, trustworthy data practices and appropriate channels for reaching different parts of the workforce.

Introduction

Background

Diversity disclosure in this context refers to when employees choose to share information with their employer about personal characteristics such as disability, neurodiversity, ethnicity, gender identity, transgender status, sexual orientation, religion, caring responsibilities, socio-economic background and beyond. Such disclosures can provide important signals to employers about the diversity of their workforce, the presence of employees who may face structural disadvantages or additional barriers, and potential needs for workplace support or adjustments. Employers typically collect this information through HR systems, staff surveys or other monitoring processes. Although disclosure is a personal decision, the availability and quality of this data have important implications for both employees and employers.

For employees, diversity disclosure can enable access to support that depends on an employer being aware of their individual circumstances. This is particularly clear for disability and long-term health conditions, where disclosure may facilitate workplace adjustments and reasonable accommodations (Lindsey et al., 2021). It can also support access to career development and progression opportunities, while for some employees disclosure in a supportive environment can enable greater authenticity at work (Beatty and Kirby, 2006; Ferdman and Roberts, 2013). These benefits are particularly important for young people at the start of their careers, as they navigate new working environments, build workplace relationships and establish their professional identities.

For employers, sufficiently complete diversity information provides a basis for understanding workforce composition and outcomes. It helps identify disparities in recruitment, retention, progression and pay. It can also help to target resources and interventions, assess whether inclusion initiatives are working, and support accountability against diversity commitments (Hirsh and Tomaskovic-Devey, 2020).

The importance of this information is likely to increase as employers' responsibilities for monitoring and reporting workforce inequalities expand. In the UK, the Government is progressing plans to introduce mandatory ethnicity and disability pay gap reporting for large employers alongside existing gender pay gap reporting, extending the types of workforce disparities employers will be expected to measure and scrutinise (Office for Equality and Opportunity, 2026). As reporting expectations expand, employers will increasingly need sufficiently complete and reliable diversity data to identify gaps, interpret differences in outcomes and monitor progress over

time. This also brings important data protection responsibilities, particularly around the collection, access and use of sensitive personal information, which requires additional safeguards under UK data protection law.

Diversity disclosure also has particular relevance for young people entering and establishing themselves in the labour market. Reliable diversity information can help employers understand whether particular groups of young people experience different patterns of recruitment, retention, progression or access to support, and target action accordingly. Diversity and inclusion are also issues that younger workers themselves report valuing (Monster, 2024). Better diversity data can therefore help employers monitor their commitments in areas that matter to younger workers, while also providing a stronger basis for assessing whether opportunities and outcomes are equitable across different groups of young employees.

However, the value of diversity data depends on employees choosing to provide the information. Disclosure often falls well short of prevalence: fewer employees tell their employer about a characteristic than actually have it, particularly when this characteristic is not readily visible to others or may be associated with stigma or disadvantage. For example, a nationally representative US study found that around 30% of college-educated employees working full-time in white-collar occupations met a definition of disability, while only 3.20% had disclosed their disability to their employer (Sherbin et al., 2017). Such gaps leave employers with an incomplete picture of their workforce, particularly of employees who may face additional barriers, limiting their ability to identify and respond to inequalities. It is therefore important to consider not only whether initiatives increase diversity disclosure overall, but also how they affect the disclosure of characteristics associated with disadvantage. At the same time, collecting such sensitive personal information raises legitimate concerns about privacy, potential misuse and the risk of identifying or exposing employees to discrimination (van der Toorn et al., 2024).

It is with this background that Youth Futures Foundation (YFF) partnered with Kier Group plc (Kier) and the Behavioural Insights Team (BIT) to generate robust evidence on how employers might improve diversity disclosure. YFF funded the work as part of its What Works for Recruitment and Retention programme to build robust evidence on effective and equitable employment practice for young people; Kier (a large UK infrastructure services and construction business employing more than 10,000 people nationally, including several hundred young people in early-career roles) provided the organisational setting in which this work took place; and BIT designed the interventions and conducted the evaluation. The project focused on whether diversity disclosure could be increased among young employees, as well as

the wider workforce, through a communications approach that was relatively low-cost, scalable and potentially transferable to other employers.

Intervention rationale

Employees may choose not to disclose diversity characteristics for a range of reasons. These include concerns about discrimination, altered expectations or changes in workplace relationships, as well as uncertainty about who will see the information and how it will be used (Buizer et al., 2025; Follmer et al., 2020; Ragins et al., 2007). Disclosure can also be hindered by practical barriers, such as complex HR systems, unclear requests or the effort required to find and complete the relevant form (Sunstein, 2022).

Preparatory work for this project suggested that these barriers were also present at Kier. A survey of 57 employees and follow-up interviews with four employees highlighted uncertainty about why diversity disclosure was relevant, what benefits it might bring, and how to navigate the disclosure process. While willingness to disclose is shaped by wider organisational factors, including management practices and workplace culture (Von Schrader et al., 2014), these findings pointed to communication as one practical lever for addressing barriers to disclosure: employers can clarify why information is being requested, reassure employees about confidentiality, and make it easier to act.

There was also encouraging prior evidence for this approach. In earlier work with the engineering consultancy Arup, BIT developed a succinct, behaviourally informed email that simplified the disclosure process. In a pre-post evaluation, 37% of previously non-disclosing employees completed their disclosure after the initial communication, rising to 67% following reminders; overall disclosure increased from 55% to 85% (BIT, 2021). Although this study could not establish which elements of the communication caused the increase, it suggested that relatively light-touch changes to how disclosure is requested may have substantial potential.

Building on previous findings, BIT developed and compared two communication campaigns with input from Kier and YFF. Each campaign was a sequence of three emails: an initial email request to complete an online disclosure form hosted on Microsoft (MS) Form, followed by two reminders sent to employees who had not yet responded. Both campaigns explained why the information was being collected, provided confidentiality assurances and set the same deadline. The differences between the two campaigns were as follows:

- The standard campaign reflected the kind of communication employers tend to use when requesting diversity information: emails were longer, included

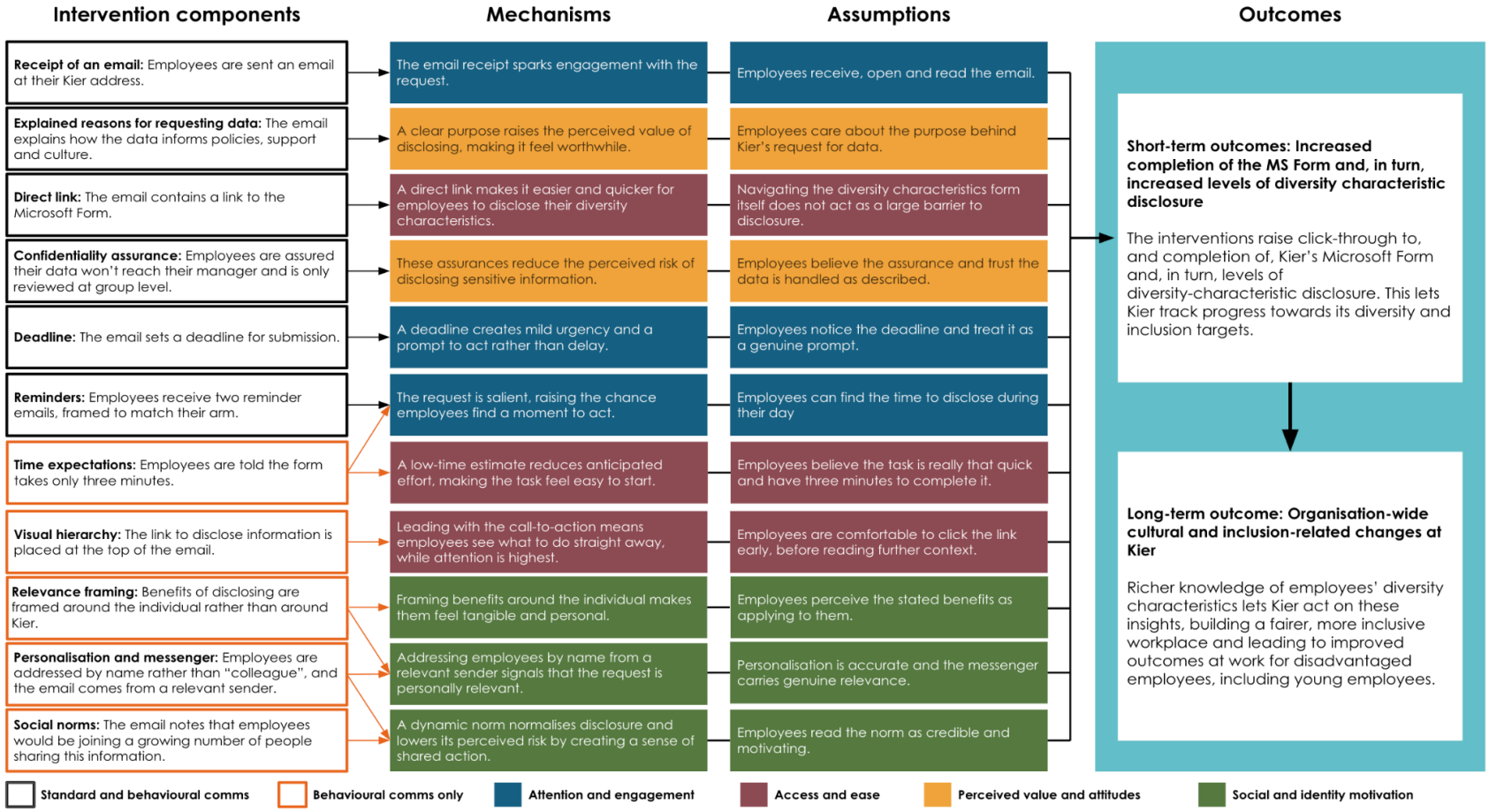
more information, and focused primarily on the employer's reasons for collecting diversity data and how it would be used, helping employees understand the purpose and increasing the perceived value of disclosure. The emails also included frequently asked questions (FAQ) material and supporting links. All emails started with an impersonal greeting ("Dear colleague") and were signed at a team level by the Kier Inclusion Team.

- The behaviourally informed campaign was shorter, more visual to capture attention and encourage engagement, and focused more on individual benefits to make disclosure feel personally relevant and worthwhile. It also had several features informed by behavioural science: a prominent call to action to improve access and make it easy to act, first-name personalisation and a named senior messenger to increase personal relevance, a social norm message to strengthen social motivation and a clear estimate that the form would only take around three minutes to complete, reducing anticipated effort.

The theory of change (ToC; Figure 1) was based on two linked expectations. First, features shared by both campaigns were expected to increase disclosure relative to receiving no communication campaign.[1] Second, the behaviourally informed campaign was expected to increase disclosure further, relative to the standard campaign. Specifically, the ToC set out how different features of the two communication campaigns were expected to influence disclosure through four broad mechanisms: attention and engagement; access and ease; perceived value and attitudes; and social and identity motivation. Across both campaigns, clearer explanations, a direct route to disclosure, reminders, a deadline and confidentiality assurances were intended to make disclosure feel more worthwhile, easier to complete and less risky. The behaviourally informed campaign was designed to strengthen these mechanisms further by making the request more noticeable, personally relevant and easy to act on. Together, these mechanisms were expected to increase completion of the diversity-information form and, in turn, the amount of diversity information disclosed.

[1] This trial did not include a no-campaign control group so it was not possible to test whether the two campaigns increased disclosure in comparison to no communications.

Figure 1: Theory of change (ToC)



Evidence gap and purpose of the evaluation

Despite growing interest in workforce diversity data, there is relatively little robust evidence on how employers should communicate requests for disclosure. In practice, employers face basic design questions: how much information to provide, whether to emphasise organisational or individual benefits of disclosure, how personalised the message should be, and how to make the request easy to act on. Existing evidence, including BIT's earlier work with Arup, is promising but does not provide robust causal evidence on which communication approaches are more effective.

This evaluation was designed to help address that gap by comparing a standard employer communication with a behaviourally informed alternative, testing whether the additional behavioural features improved disclosure. It combined an impact evaluation, an implementation and process evaluation (IPE) and an economic evaluation to assess not only whether one communication approach performs better, but also how employees experience the campaigns, how the intended mechanisms operate in practice, and the resources required to deliver them.

The final evaluation design followed two feasibility studies. The initial feasibility study proposed a three-arm trial comparing two behaviourally informed campaigns with a no-communication control group, which would also have allowed the evaluation to assess whether communication campaigns increased disclosure relative to no communication. However, due to operational constraints at Kier, the original design was deemed unfeasible. An extended feasibility study was therefore undertaken to refine the interventions and evaluation approach, resulting in the two-arm design used here, which assesses the relative effectiveness of the campaigns rather than their impact compared with no communication.

Methods

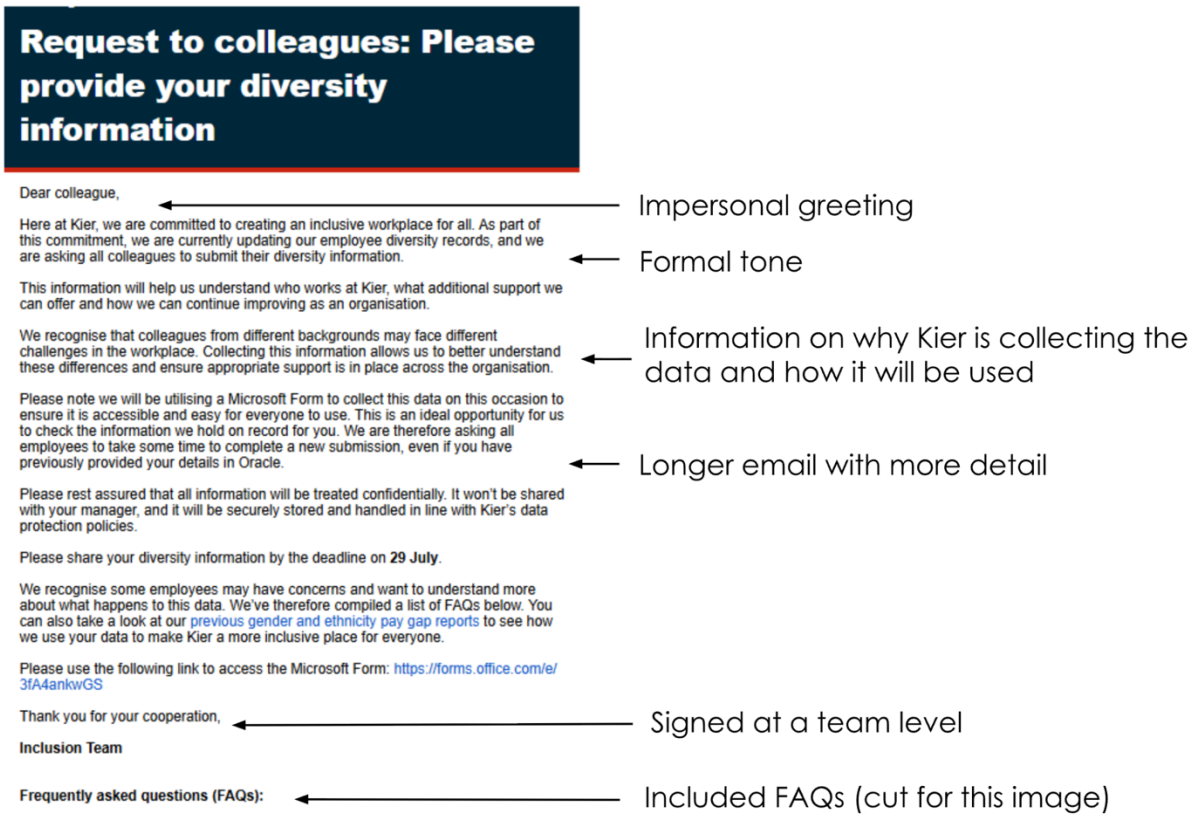
Intervention design

The robust evaluation compared two communication campaigns asking Kier employees to disclose their diversity information through an MS Form. Each campaign included three emails: an initial request to complete an online disclosure form, followed by two reminders sent to employees who had not yet responded. Both campaigns explained why the information was being collected and made the same request; linked employees to the same form; provided confidentiality assurances; and set the same deadline. These shared features were intended to increase the perceived value of disclosure by explaining its purpose, reduce perceived risks through confidentiality assurances, and make disclosure easier through a direct link to the form. The reminders and deadline were also intended to keep the request salient and encourage employees to act rather than delay.

The differences between the two campaigns were as follows:

- The **standard campaign** reflected conventional organisational communication: emails were longer, more formal and focused primarily on why Kier as the employer was collecting the information and how it would be used. The emails also included frequently asked questions and supporting links. All emails started with an impersonal greeting ("Dear colleague") and were signed at a team level, by the Kier Inclusion Team.

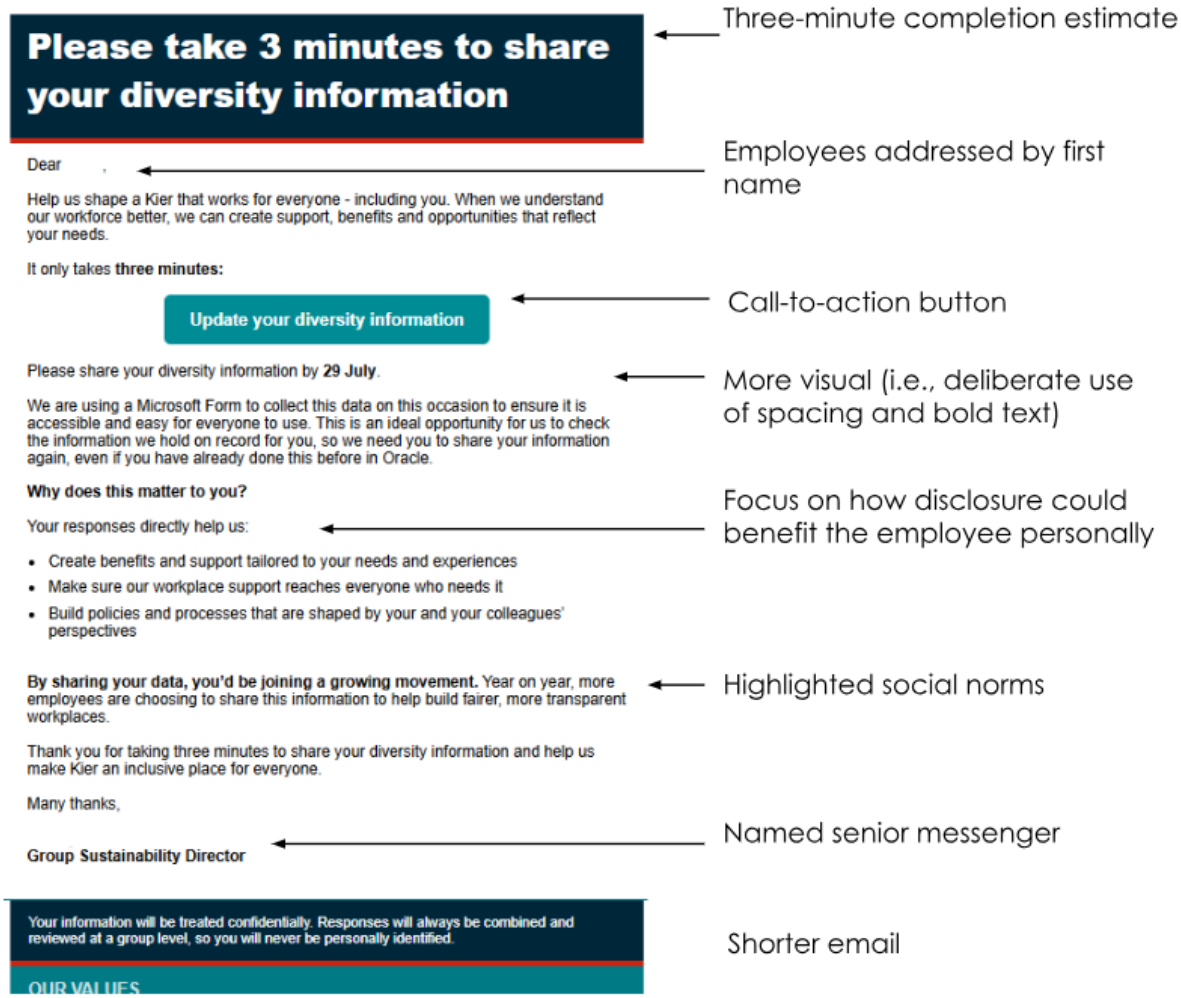
Figure 2: Standard campaign (initial email)



Note: The full email, including the FAQs, can be found in Appendix 1.

- The **behaviourally informed campaign** was shorter, more visual and focused on individual benefits of disclosure. It addressed employees by first name; used a named senior messenger; included a prominent call-to-action button and three-minute completion estimate; and included a social norm message, highlighting that a growing number of employees were choosing to share diversity information.

Figure 3: Behaviourally informed campaign (initial email)



Note: The names of the email recipient and the senior messenger were removed from this figure.

Full campaign texts, including reminders, are provided in Appendix 1. Please note that neither campaign directly reflected Kier's business-as-usual communications. For example, Kier did not typically use prominent call-to-action buttons, as in the behaviourally informed campaign, but its usual emails were also generally shorter and less formal than those used in the standard campaign.

Evaluation design

The project combined three complementary strands of evaluation and associated research objectives:

1. **Impact evaluation:** Did the behaviourally informed campaign lead employees to disclose more diversity information than the standard campaign?
2. **Implementation and process evaluation (IPE):** Were the campaigns delivered as intended, how were they experienced, what helped or hindered disclosure, and what could be improved?
3. **Economic evaluation:** What resources were required to deliver each campaign and what did this cost?

The sub-sections below summarise key information about each strand. A fuller account of the research questions, methods, data and analyses is provided in Appendix 2, with further methodological and analytical detail available in the accompanying Technical Report.

Impact evaluation

We conducted a two-arm Randomised Controlled Trial (RCT). All Kier employees with a valid Kier work email address at the start of the trial were eligible to take part. In total, 9,642 employees were randomised: 757 aged 16-24 and 8,885 aged 25 or over. Employees were allocated approximately equally to the standard campaign (4,822) or behaviourally informed campaign (4,820). Randomisation was stratified on age group and whether employees had previously disclosed all of their diversity characteristics in Kier's HR system, helping to balance factors plausibly informing subsequent disclosure across experimental groups. Employees directly involved in implementation and those who left Kier during the evaluation were excluded from analysis (further information about participant attrition can be found in the Findings section).

The campaigns were delivered over the month of July 2026. Employees initially received one of the two emails containing a link to the MS Form, followed by up to two reminder emails approximately 10 days apart if they had not submitted the form.

The primary outcome was the number of diversity characteristics disclosed by employees aged 16-24 by the end of the four-week period.[2] Nine diversity characteristics were included: disability, neurodiversity, gender identity, transgender/gender reassignment status, sexual orientation, ethnicity, social mobility, religion and carer status. In the primary analysis, each characteristic was scored as disclosed if the employee gave a substantive response and scored as not disclosed if they left it blank or selected "prefer not to say". Summing across the nine characteristics gives each employee a score from zero to nine for the primary outcome. The secondary outcome used the same measure among employees aged 25 and over.

A broader definition of disclosure in which "prefer not to say" counted as a response was used for the exploratory analyses.[3] We also explored whether the campaign's impact varied by employee tenure among those aged 25 and over,[4] as well as how the campaigns impacted the likelihood of employees disclosing specific majority and minority identities. These analyses were done with the aim of understanding differences in receptiveness to the communication campaigns. Additional information, such as location, job role, or management responsibility could have enabled further understanding of differential responses; however, we were reliant on Kier's HR system for data to inform our regression models, and these pieces of information were not available to us.

Covariates included in the impact evaluation analyses were previous disclosure (a binary variable indicating whether or not individuals had previously disclosed all characteristics in Kier's HR system)[5], a continuous variable capturing the number of

[2] The initial email communications were sent on 1 July 2026. The first reminder emails were sent to employees who had not submitted the MS Form on 13 July. The second reminder emails were sent to those who had still not submitted the form on 23 July. The trial finished (i.e., the MS Form was closed to new submissions) on 29 July 2026. All outcome data was shared with the BIT team on 30 July.

[3] In this report, the core definition of disclosure excludes "prefer not to say" responses, while the expanded definition of disclosure is used to refer to analyses that included "prefer not to say" responses.

[4] Heterogeneity analysis by tenure was only conducted for employees aged 25 and up, given that individuals aged 16 to 24 are less likely to significantly vary in length of tenure.

[5] Individual-level previous disclosure data for all participants was extracted from Kier's HR system in May 2026 and shared with the evaluation team. This dataset contained only binary indicators of whether employees had disclosed each diversity characteristic (yes/no), rather than substantive content of their responses. It was used to conduct stratified randomisation and included as covariates in the regression models. A separate dataset of de-identified disclosure data from Kier's HR system was shared in October 2025. Unlike the May 2026 dataset, this included employees' substantive responses to diversity questions and was used for the purpose of understanding the data environment and conducting power calculations

characteristics previously disclosed in Kier's HR system, employee tenure (calculated using employee start date at Kier), and age group. These variables were chosen as covariates because they were expected to be associated with disclosure in the MS Form, and adjusting for them improves the precision of the estimated treatment effect.[6]

Further analytical details are provided in the Technical Report.

The evaluation protocol was pre-registered on the Open Science Framework (OSF) on 30 June 2026, before the trial began.[7]

Implementation and process evaluation (IPE)

The IPE was designed to contextualise the impact findings and understand how the campaigns were delivered and experienced. It examined whether employees received the correct campaign, whether the mechanisms in the ToC operated as expected, what barriers remained, and what could be learned for future delivery and scale-up.

The IPE drew on two data sources. First, implementation data, including randomisation and email send records, were reviewed to check that campaigns were delivered as intended. Second, we conducted qualitative interviews. A total of 12 communication recipients took part: eight had received the standard campaign and four the behaviourally informed one; with a balance of age group and gender. The sample included a mix of working locations (e.g., site-based, office-based with site visits, office-based). All 12 had submitted the MS Form following the campaign. However, form submission did not necessarily mean full disclosure, as some interviewees reported withholding information or selecting "prefer not to say" in response to sensitive questions. Interviews explored their experience of the campaigns and disclosure process, including perceptions of the campaigns, trust and confidentiality, barriers to disclosure and possible improvements.

We also interviewed six Kier colleagues involved in implementation across Kier HR, Diversity and Inclusion, Communications and Data functions, through three paired interviews. These explored how the campaigns were delivered, implementation experiences, employee feedback and considerations for future delivery.

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for the three-arm experimental design considered in the initial feasibility study. This data is captured in Table 1 for the purpose of highlighting historical disclosure rates.

[6] In this evaluation, the "treatment effect" refers to the difference in disclosure between employees who received the behaviourally informed campaign and those who received the standard campaign.

[7] This project can be accessed on OSF through this link.

Interviews were analysed thematically using a structured framework based on the research questions and the ToC, while allowing unanticipated themes to emerge. Further details are provided in the Technical Report.

Economic evaluation

The economic evaluation was a cost analysis examining the resources required to deliver the campaigns and how these costs compared with disclosure achieved.

We used an "ingredients" approach, identifying the activities and resources needed for delivery and assigning a monetary value to them. The main resource was staff time, as Kier already had the systems required to send email communications. Staff time was captured through cost pro-formas and process-mapping discussions and converted into costs using relevant salary information. We also included the opportunity cost of employees' time completing the disclosure form.

The analysis estimated total implementation cost, cost per disclosing employee, and cost per characteristic disclosed for each campaign, alongside the disclosure outcomes observed in the impact evaluation, and considered how resource requirements might differ for other employers.

Three data sources were used to complete this evaluation. First, employees involved in designing and deploying the interventions completed cost pro-formas, in which they recorded time spent on all tasks required for developing and delivering the two communication campaigns. Second, organisational salary bands were used to convert staff time into monetary costs based on relevant job grades. Finally, the impact evaluation outcome data provided estimated effect sizes, which were used to calculate the relative response rate of the behaviourally informed campaign.

Limitations

There are several important limitations and caveats to consider when interpreting the findings.

1. **The trial did not include a group that received no communication campaign.** This element of the trial design stemmed from operational constraints, which led to MS Forms being used to collect diversity data rather than Kier's HR information management system. Both groups were actively encouraged to provide their diversity information through the MS Form. The evaluation can therefore compare outcomes across the behaviourally informed and standard campaigns but cannot establish causally whether either increased disclosure compared with sending no communication.

2. **The trial measured disclosure through the MS Form, rather than genuinely new information gained by Kier.** Employees were asked to complete the form even if they had previously provided this information in Kier's HR system. Some responses therefore represented re-disclosure of information Kier already held. The findings should be interpreted as effects on disclosure through the MS Form, rather than as improvements in the completeness of Kier's workforce data. Nevertheless, this highlights the potential value of periodically re-engaging employees, both to encourage disclosure of previously withheld information and to update characteristics that may change over time, such as disability status or caring responsibilities. However, the evaluation could not distinguish between new disclosures, updates and re-disclosures.
3. **We could not measure whether individual employees opened the campaign emails or clicked the form link.** Owing to technical constraints within Kier's communications systems, we could confirm that communications were sent but could not distinguish employees who did not see or open the email from those who read it but chose not to complete and submit the form.
4. **The employee interviews only capture the experiences of employees who engaged with disclosure.** All 12 interviewees had submitted the form, despite efforts to recruit both responders and non-responders. As interview participants were also recruited via email, employees who did not engage with the campaigns were also less likely to respond to interview invitations. Consequently, the interviews cannot directly explain why non-responders chose not to participate.

Findings

Who took part and was the trial delivered as intended?

Sample composition and baseline characteristics

Across the total participant sample, the median employee grade was C4[8] (the 4th lowest grade out of 11). The median grade was C2 (2nd lowest) for employees aged 16-24 and M1 (5th lowest) for the 25 and above cohort. The median length of tenure at Kier was 3.86 years (1,409 days) overall, 1.69 years (620 days) for employees aged 16-24, and 4.22 years (1,541 days) for employees aged 25 and above. Additional information about the sample can be found in Appendix 3.

Missing covariates data

Covariate data was missing for 279 participants. Kier's data management team confirmed that these gaps stemmed from data migration issues prior to adoption of Kier's HR system. These individuals were subsequently removed from the analysis dataset.[9]

Historical disclosure

Previously captured diversity data, also referred to as historical disclosure data, showed relatively high disclosure rates for several characteristics in Kier's HR system, particularly among employees aged 16-24 (Table 1). However, disclosure varied considerably across characteristics and age groups. While more than 90% of younger employees had previously disclosed information on several individual characteristics, only 53.72% had disclosed all nine core characteristics, compared to 29.15% of employees aged 25 and over.

These differences partly reflect changes Kier made to how diversity information is collected. In 2023, Kier introduced Kier Recruit, a recruitment system that captures

[8] Job grades at Kier are classified by letters (C, M, and S) and numbers, which together indicate job type (contributors, managers, strategists and senior leadership) and level of seniority. There are 11 grades in total.

[9] As all the impact evaluation analyses include covariates, these individuals would have been dropped from the regression models through listwise deletion, so removing these individuals prior to conducting the analysis does not impact the results. However, it is important to acknowledge that this deviates from the intention-to-treat approach stipulated in the trial protocol.

some diversity information during the application process. This information is subsequently transferred into Kier's HR system if a candidate is hired. As younger employees are more likely to have joined Kier since this system was introduced, their diversity information is more likely to have been captured through this process.

Despite the relatively high historical disclosure rates (determined by evaluating de-identified disclosure data extracted from Kier's HR system in October 2025), there remained a rationale for encouraging employees to provide diversity information again in the MS Form. First, disclosure was substantially lower for some characteristics, particularly social mobility, which Kier had only recently begun collecting. Historical disclosure for social mobility stood at 62.79% among employees aged 16-24 and just 32.49% among those aged 25 and over, highlighting an important gap in the information held by Kier. Second, a recorded response in Kier's HR system did not necessarily mean that the information remained up to date. Some employees, particularly those with longer tenure, may have provided their information several years earlier, and their circumstances, identities or preferences about disclosure may have changed since then. Inviting employees to disclose again therefore offered an opportunity to provide more current information, including the option to change previously disclosed responses or select "prefer not to say". Third, Kier was concerned that employees from disadvantaged groups might be particularly reluctant to disclose their diversity characteristics and the communication campaigns were seen as an opportunity to encourage greater disclosure among these employees.

Table 1: Historical disclosure by cohort

DIVERSITY CHARACTERISTICS	16-24 COHORT	25+ COHORT
ETHNICITY	99.39% (N = 5)	93.95% (N = 539)
DISABILITY	98.18% (N = 15)	87.88% (N = 1,080)
SEXUAL ORIENTATION	98.06% (N = 16)	88.16% (N = 1,055)
EX-FORCES	96.36% (N = 30)	76.67% (N = 2,079)
RESERVIST	96.24% (N = 31)	76.90% (N = 2,059)

GENDER IDENTITY	96.24% (N = 31)	73.51% (N = 2,361)
GENDER REASSIGNMENT	96.00% (N = 33)	73.42% (N = 2,369)
CARER	95.88% (N = 34)	72.77% (N = 2,427)
RELIGION	93.09% (N = 57)	70.21% (N = 2,655)
NEURODIVERSITY	93.09% (N = 57)	70.92% (N = 2,592)
SOCIAL MOBILITY	62.79% (N = 307)	32.49% (N = 6,017)
FULL DISCLOSURE (ALL 9 CORE TRAITS)	53.72% (N = 343)	29.15% (N = 6,315)

Note: Figures in brackets indicate the number of employees in each age cohort who had not previously disclosed the corresponding diversity characteristic in Kier's HR system.

Randomisation implementation fidelity

Two implementation checks were carried out to confirm that employees received the campaign to which they had been randomised. First, the randomised dataset was cross-referenced against the email send-out summaries to confirm that each employee was sent the correct campaign. Second, members of the evaluation team were included as recipients of a specific campaign and verified that they received the emails as assigned. Neither check identified any discrepancies.

Sample attrition and exclusions

During the trial period in July 2026, a total of 50 employees left Kier. A further 67 employees did not receive the communications due to technical delivery failures and email bounce-backs. One additional employee was on a long-term sabbatical. These 118 individuals were excluded from the analysis.[10] Statistical testing showed no

[10] We pre-specified in the trial protocol that employees who left Kier during the trial period would be excluded from the analysis. In addition, checks conducted to test for differential attrition showed no significant difference in the likelihood of employees leaving Kier or emails

evidence of significant differential attrition between treatment arms (see Appendix 4).

To understand the extent to which employees' annual leave during the trial period impacted engagement with the communication campaigns, we monitored the number of participants who were on leave throughout July 2026. For the 16-24 cohort, between 49 (6.77%) and 86 (11.88%) individuals were on leave each week of the trial period; for the 25 and above cohort, this number ranged between 530 (6.04%) and 629 (7.17%).[11] Though we cannot verify whether participants who were on leave accessed the email communications, as the number of individuals on leave throughout the trial remained relatively consistent week to week, we do not anticipate this to have significantly affected the results of the impact evaluation.[12]

Table 2: Annual leave per age cohort throughout trial period

AGE GROUP	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
16-24	86	61	49	61	49
25+	600	530	551	629	600
Total	686	591	600	690	649

Communication rollout

The campaign ran in three waves. After the initial email, 1,874 employees across both groups submitted their diversity information through the MS Form. A first reminder was then sent, approximately 10 days later, to the 7,650 employees who had not yet responded, of whom 1,272 then responded. A second reminder was sent in the final week of the trial period to the remaining 6,378 employees, of whom 608 responded. In total, 2,050 employees responded in the standard campaign

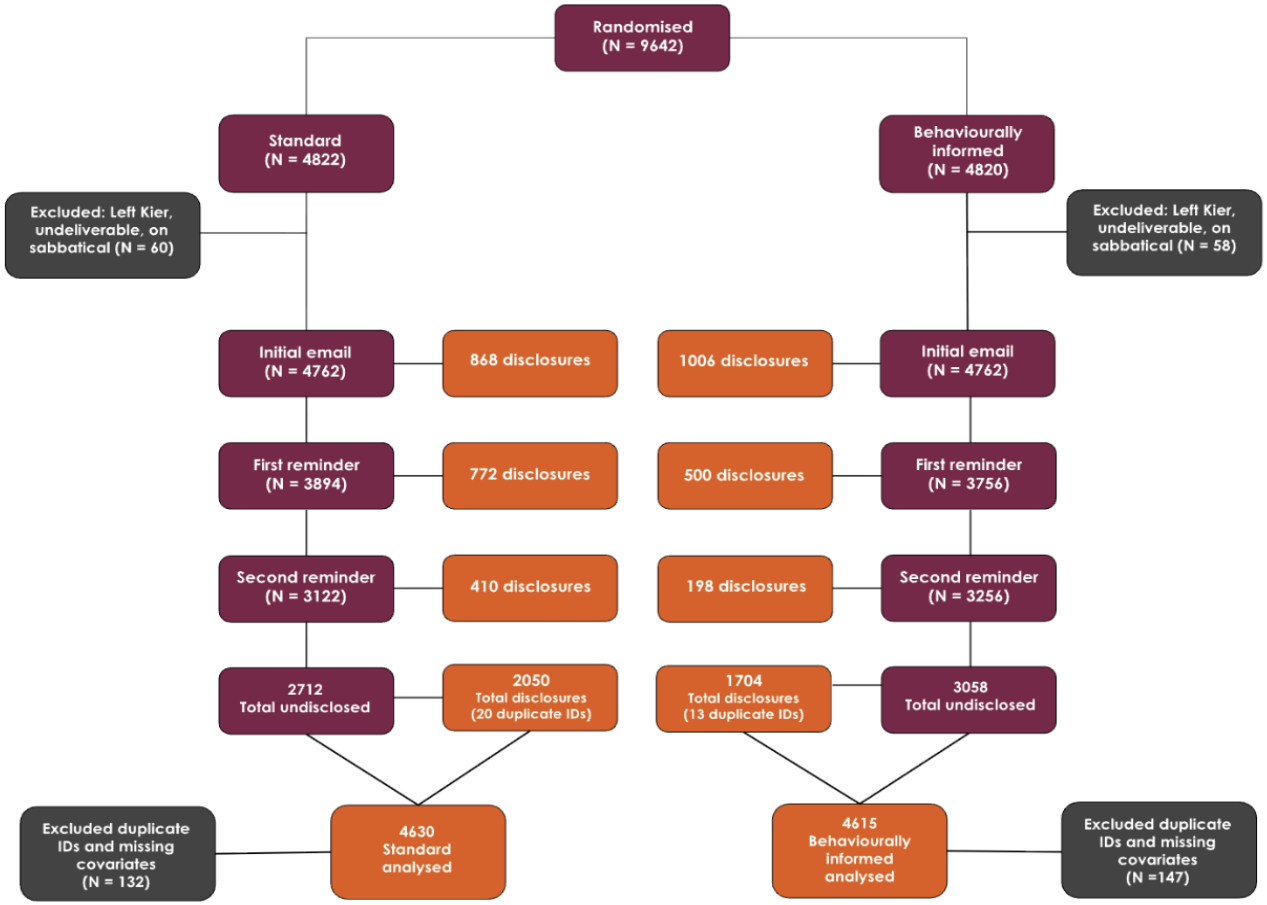
bouncing back between the two campaign groups. Though this deviates from the intention-to-treat approach outlined in the trial protocol, the lack of evidence for differential attrition makes us confident that removing these individuals from the analysis did not bias the results.

[11] We do not have data on average leave rates for different periods throughout the year and so cannot make assumptions about whether these numbers align with typical leave rates during the summer period.

[12] We were unable to access annual leave data at a more granular level and so could not identify the number of employees on leave in each campaign group; however, we have no reason to believe that annual leave patterns would differ significantly by group.

group (including 20 duplicate IDs) and 1,704 in the behaviourally informed group (including 13 duplicate IDs). A complete breakdown of allocation, response rates across all three waves, and exclusions is detailed in the CONSORT diagram below.

Figure 4: CONSORT participant flow diagram



What difference did the communication campaigns make to disclosure?

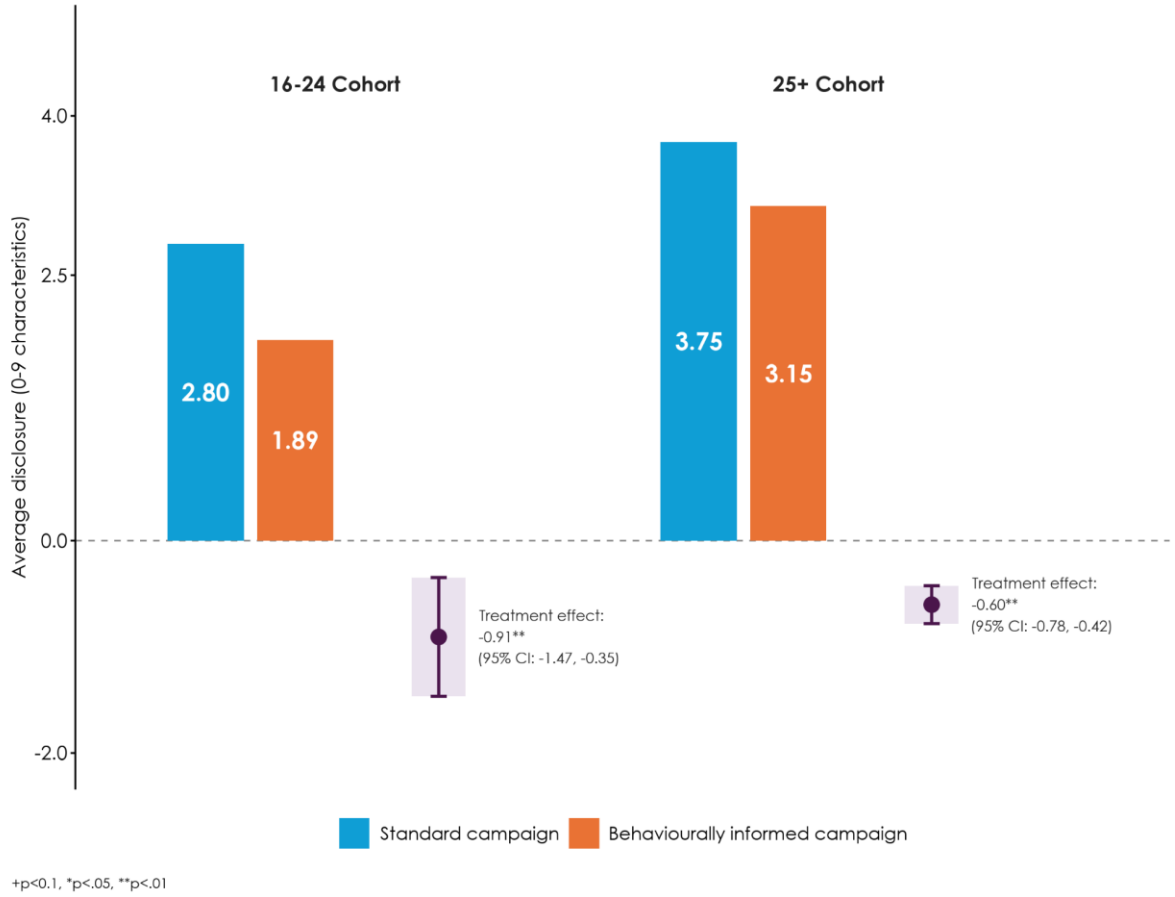
Headline finding: Employees who received the behaviourally informed campaign disclosed fewer diversity characteristics on average than those who received the standard campaign. Among young employees (aged 16-24), the behaviourally informed group disclosed 0.91 fewer characteristics on average (1.89 vs 2.80). In the wider workforce (aged 25 and over), those allocated to the behaviourally informed campaign disclosed 0.60 fewer characteristics (3.15 vs 3.75) than those who received the standard campaign. These findings remained consistent regardless of whether "prefer not to say" responses were counted as disclosure. The difference between the two campaigns was driven by how many employees completed the MS Form, not by how many characteristics they disclosed once they had completed it.

Did diversity disclosure differ between the campaigns?

Young employees (aged 16-24) allocated to the behaviourally informed group disclosed, on average, 0.91 fewer characteristics than those who received the standard campaign (1.89 vs 2.80, $p = .002$). A similar pattern was found among employees aged 25 and over, who disclosed an average of 0.60 fewer characteristics after receiving the behaviourally informed campaign (3.75 vs 3.15, $p < .001$). These analyses used the core definition of disclosure (excluding "prefer not to say" responses).

We also ran an exploratory model pooling both age groups, with an interaction between campaign allocation and age group. The interaction was not statistically significant ($p = .385$), indicating no reliable evidence that the difference between the campaigns varied by age group. The model did show a significant association with age ($p < .001$): employees aged 25 and over disclosed 1.15 more characteristics on average than those aged 16-24, regardless of the campaign. One possible explanation for this pattern is that younger employees may have been more likely to question why they were being asked to provide information that they had already disclosed in Kier's HR system relatively recently.

Figure 5: Average number of diversity characteristics disclosed, by campaign and age group

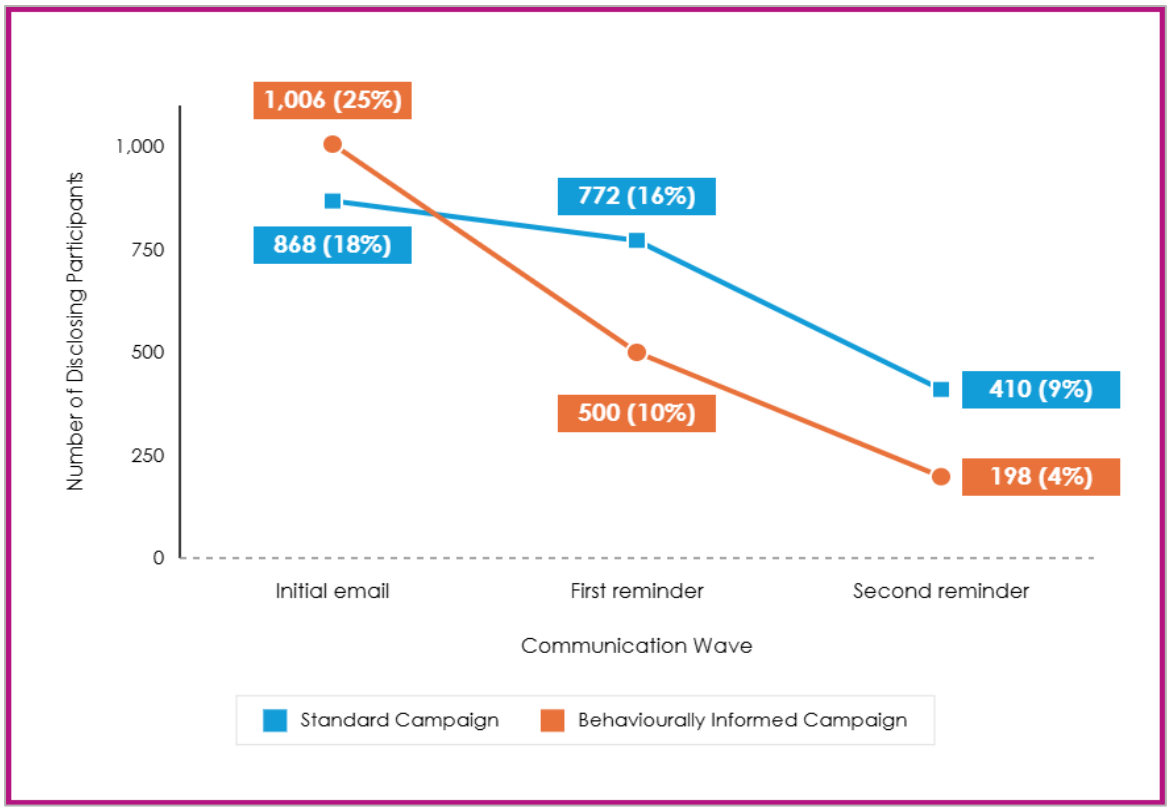


Note: Bars show mean outcomes in each group. The point and shaded band on the right show the estimated treatment effect (difference in means; behaviourally informed campaign - standard campaign) with 95% confidence interval which accounts for the uncertainty in both group means.

Overall, 2,030 unique employees (out of 4,762) who received the standard campaign disclosed their diversity data, compared with 1,691 in the behaviourally informed group (42.63% and 35.51% respectively). Interestingly, a greater number of employees in the behaviourally informed group provided their diversity data after receiving the first email communication, while employees allocated to the standard communications campaign responded in greater numbers following the reminder communications (as shown in Figures 4 and 6). In the behaviourally informed group, 1,006 (21.13% of the group sample) completed the MS Form after receiving the first communication, while 868 (18.23%) individuals in the standard group completed the

MS Form after the initial communication. However, response rates were higher for the standard group following the subsequent two reminder emails, with 1,182 participants disclosing their diversity data, while a total of 698 of participants in the behaviourally informed group shared their data following the reminder emails.[13] While these findings are exploratory and descriptive in nature and cannot be interpreted causally, this pattern may suggest that individual campaign features influence employees differently as the campaign progresses. This hypothesis is discussed further in the Conclusion section.

Figure 6: Disclosure rates at each communication time point across trial arms



[13] Exploratory analyses were conducted to assess differences in cumulative disclosure between campaign groups at each communication time point. Participants in the behaviourally informed group were significantly more likely to disclose their diversity data after the initial email than those in the standard arm ($p < .001$). This trend reversed for subsequent communication waves, with the standard arm prompting higher disclosure after the first reminder and second reminder emails ($p < .001$ for both). These results suggest that cumulative disclosure differed significantly between campaign groups after each communication wave; however, these models do not answer the question of whether the treatment effect changed over time. More detail about this analysis can be found in Appendix 7. It is important to note that these analyses were not pre-specified in the trial protocol, are exploratory, and should be interpreted with caution.

Overall, among employees who did provide diversity data, the average number of core characteristics disclosed was nearly identical between the two groups (8.67 characteristics for the standard campaign versus 8.69 for the behaviourally informed campaign). A zero-inflated model was used to confirm this statistically. The analysis showed that the behaviourally informed campaign significantly increased the odds of an employee providing zero data (odds ratio = 1.67 for 16-24s, $p = .002$; odd ratio = 1.36 for 25+, $p < .001$). However, among employees who did engage, there was no statistically significant difference in the volume of characteristics disclosed ($p = .227$ for 16-24s; $p = .352$ for 25+).

When using the expanded definition of disclosure (including "prefer not to say" responses), employees aged 16-24 in the behaviourally informed group disclosed an average of 0.93 fewer characteristics ($p = .002$), while employees aged 25 and over disclosed 0.64 fewer characteristics ($p < .001$), compared with those allocated to the standard campaign. Therefore, the difference between campaigns was not simply driven by employees in the behaviourally informed group making greater use of the "prefer not to say" response option.

To test the robustness of these findings, we conducted further checks, including a quasi-binomial regression model to account for the fact that the number of characteristics disclosed could only range from zero to nine. The results of this analysis closely matched the main analysis, confirming that participants assigned to the behaviourally informed group on average disclosed significantly fewer characteristics. Further information about these robustness checks is available in the Technical Report.

Overall, these findings indicate that the difference between campaigns was rooted primarily in whether employees disclosed their diversity information at all, rather than in how much diversity information employees provided (if they chose to do so). This is an important distinction: the behaviourally informed campaign appears to have reduced engagement with the disclosure request, rather than leading employees to selectively disclose fewer characteristics.

What was the relationship between historical disclosure and disclosure during the trial?

We used descriptive cross-tabulations to explore the relationship between employees' previous disclosure behaviour and their disclosure during the trial. Specifically, we categorised employees according to whether they had previously disclosed all nine diversity characteristics, some (one to eight), or none in Kier's HR system, and cross-tabulated these categories against the equivalent disclosure categories recorded through the trial's MS Form. This allowed us to examine how

disclosure during the trial varied according to employees' historical disclosure status. Please note that these descriptive analyses were exploratory and not pre-specified in the trial protocol but were considered useful for understanding how much new diversity information Kier gained through the trial.

Overall, employees who had previously disclosed more diversity information were more likely to disclose information during the trial (Table 3). Among those who had previously disclosed all nine characteristics, 39.16% disclosed all nine again, while a further 5.47% disclosed some characteristics. However, over half (55.36%) did not disclose any characteristics through the MS Form, despite having previously provided this information.

Among employees with no characteristics previously disclosed in Kier's HR system, 16.50% disclosed at least one characteristic during the trial, while 83.50% did not disclose any. This suggests that while most employees without previous disclosures also provided no information through the trial's MS Form, a minority disclosed diversity information that had not previously been recorded in Kier's HR system.

Table 3: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Overall)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	1,066 (39.16%)	149 (5.47%)	1,507 (55.36%)	2,722 (100%)
DECLARED SOME	1,852 (29.80%)	575 (9.25%)	3,787 (60.94%)	6,214 (100%)
DECLARED NONE	35 (11.33%)	16 (5.18%)	258 (83.50%)	309 (100%)
TOTAL	2,953 (31.94%)	740 (8.00%)	5,552 (60.05%)	9,245 (100%)

The same broad relationship between historical and trial disclosure was observed across both campaigns (Tables 4 and 5). Among employees who had previously disclosed all nine characteristics, 41.58% did so again in the standard campaign, compared with 36.68% in the behaviourally informed campaign. Among those who had previously disclosed no characteristics, 19.35% disclosed at least one characteristic in the standard campaign, compared with 13.64% in the behaviourally informed campaign. Further breakdowns by age group and employee tenure are provided in Appendix 4.

Table 4: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Standard campaign)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	573 (41.58%)	80 (5.81%)	725 (52.61%)	1,378 (100%)
DECLARED SOME	1,015 (32.77%)	319 (10.30%)	1,763 (56.93%)	3,097 (100%)
DECLARED NONE	17 (10.97%)	13 (8.39%)	125 (80.65%)	155 (100%)
TOTAL	1,605 (34.67%)	412 (8.90%)	2,613 (56.44%)	4,630 (100%)

Table 5: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Behaviourally informed campaign)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	493 (36.68%)	69 (5.13%)	782 (58.18%)	1,344 (100%)
DECLARED SOME	837 (26.85%)	256 (8.21%)	2,024 (64.93%)	3,117 (100%)
DECLARED NONE	18 (11.69%)	3 (1.95%)	133 (86.36%)	154 (100%)
TOTAL	1,348 (29.21%)	328 (7.11%)	2,939 (63.68%)	4,615 (100%)

Were employees more or less likely to disclose all characteristics?

Headline finding: The behaviourally informed campaign resulted in fewer employees providing complete diversity data across all nine characteristics. This finding held regardless of whether "prefer not to say" responses were counted as disclosure.

A total of 26.86% of young employees who received the standard campaign disclosed all nine characteristics, compared with 15.89% of those who received the behaviourally informed campaign (a difference of 10.97 percentage points [$p < .001$].) Among employees aged 25 and over, 34.38% of those who received the standard campaign disclosed all characteristics, compared to 29.16% in the behaviourally informed arm, a difference of 5.22 percentage points ($p < .001$).

This pattern remained when using the expanded definition of disclosure, with the behaviourally informed campaign resulting in significantly lower full completion rates than the standard campaign (though the magnitude of the effects did vary). Among young employees, full completion in the behaviourally informed group was 10.28 percentage points lower than in the standard group (21.63% vs 31.91%, $p = .002$). Among employees aged 25 and over, full disclosure was 6.98 percentage points lower in the behaviourally informed group than in the standard group (35.70% vs 42.68%, $p < .001$).

These findings should be interpreted alongside the primary analysis, as the two analyses measure slightly different aspects of disclosure. The primary analysis examined the average number of characteristics disclosed across all employees, while this analysis examined the proportion who disclosed all nine characteristics. Both analyses included employees who did not submit the form, meaning that the results partly reflect differences in overall form submission rates between the campaigns. Importantly, an analysis restricted to employees who submitted the form, reported in the previous section, found that the average number of characteristics disclosed was similar across the two groups. Taken together, these findings suggest that the differences between the campaigns were primarily driven by whether employees submitted the form, rather than how many characteristics respondents disclosed.

Did the campaigns affect disclosure of particular characteristics?

Headline finding: Employees who received the behaviourally informed campaign were less likely than those who received the standard campaign to answer the questions on disability, neurodiversity, ethnicity and social mobility. This applied to every type of answer, for example both "I have a disability" and "I do not have a disability", which is what we would expect if fewer employees completed the form overall.

Further analyses were conducted to understand disclosure of selected key characteristics. While the overarching aim of the interventions tested in this project was to increase diversity disclosure overall, a further aim was to encourage employees from disadvantaged or minority groups to disclose their status, enabling employers to better understand their needs and provide more targeted support.

However, the trial design limited our ability to assess whether the campaigns were more or less effective at encouraging disclosure among these groups. Because employees' disadvantaged or minority group status was only known if they chose to disclose it, we could not identify how many employees belonging to these groups did not respond. We could therefore compare the number of employees reporting a disadvantaged or minority status across the two campaigns but could not determine whether either campaign was particularly effective or ineffective at encouraging disclosure among these employees. Additionally, the analyses discussed below are exploratory, and the results should be interpreted with awareness of the increased risk of false positives that arises when more comparisons are made.

For all four priority characteristics - disability, neurodiversity, ethnicity, and social mobility[14] - employees who received the behaviourally informed campaign were less likely to provide a response (as calculated from their relative risk ratios)[15].

Among employees aged 16-24, the behaviourally informed campaign significantly reduced the relative probability of disclosure. Specifically, compared to the standard campaign, employees aged 16-24 who received the behaviourally informed campaign were 35.21% less likely in relative terms to disclose their disability status ($p < .001$); 31.52% less likely to disclose their neurodiversity status ($p = .003$);

[14] These characteristics were selected as they are priority groups for YFF and Kier.
[15] A relative risk ratio compares the probability of something occurring for those in the treatment group (i.e., group receiving the behaviourally informed campaign) to the probability of the same event occurring for those in the untreated group (i.e., group receiving the standard campaign).

30.23% less likely to disclose social mobility (p = .005); and 31.33% less likely to disclose their ethnicity (p = .002).

Among employees aged 25 and over, the behaviourally informed campaign similarly reduced the relative probability of disclosure: compared to the standard campaign, participants were 17.15% less likely in relative terms to disclose disability status (p < .001), 16.90% less likely to disclose neurodiversity status (p < .001); 14.75% less likely to disclose social mobility (p < .001); and 17.40% less likely to disclose ethnicity (p < .001).

These findings affirm that employees in both age groups who were allocated to the behaviourally informed campaign were less likely than those randomised to the standard campaign to disclose diversity characteristics, including disability status, neurodiversity, social mobility and ethnicity. For all four characteristics, the reduction in the likelihood of disclosure under the behaviourally informed campaign was larger for employees aged 16 to 24 (30 to 35% relative reduction) than for those aged 25 and over (15 to 17%). This is consistent with the results of the primary and secondary analyses: though the behaviourally informed campaign had a significant negative effect on disclosure across age groups, younger employees' disclosure behaviour was more substantially impacted by treatment exposure than that of older employees.

The above analyses concern whether an employee provided their status at all: for example, whether they identified themselves as either disabled or non-disabled. We then separately examined the number of employees whose responses identified them as belonging to a disadvantaged group and those whose responses identified them as belonging to a non-disadvantaged group.[16]

Among young employees, lower disclosure in the behaviourally informed group was present across both disadvantaged and non-disadvantaged responses (as to be expected, since fewer people disclosed overall within this group). In the standard group (N = 376), between 17 and 23 young employees (4.52% to 6.12%) disclosed a disadvantaged status. In the behaviourally informed group (N = 378), these numbers were even lower, ranging from 13 to 21 employees (3.44% to 5.56%). These small numbers mean that we were not sufficiently powered to detect a difference between campaign groups. Finally, while these numbers appear low, please note that we cannot assess how they compare with the actual prevalence of disadvantaged employees at Kier, as this information was not available.

[16] Employees were considered disadvantaged if they identified as having a disability; being neurodiverse; being a non-white ethnicity; or as having low social mobility.

Among employees aged 25 and over, the behaviourally informed campaign significantly reduced the relative probability of disclosing neurodiversity or minority-ethnicity status. Compared to the standard campaign, participants were 23.47% less likely in relative terms to disclose neurodiversity (p = .008) and 25.44% less likely to disclose a minority-ethnicity status (p = .003). They were also 12.13% less likely in relative terms to disclose a disability, though this difference was not statistically significant (p = .074). There was no statistically significant difference between the campaigns regarding disadvantaged social-mobility disclosures (p = .174).

Looking at non-disadvantaged responses, among young employees, disclosures of being neurotypical, non-disabled, from a majority ethnic group or having high social mobility were all significantly lower within the behaviourally informed group. Relative to the standard campaign, these reductions were 37.12% for neurotypical status (p = .003), 41.75% for non-disabled status (p < .001), and 32.82% for majority ethnicity (p = .004) and 33.03% for high social mobility (p = .009). Among employees aged 25 and over, the same pattern was observed: employees in the behaviourally informed group were 15.68% less likely to disclose being neurotypical (p < .001), 16.04% less likely to report being of a majority ethnicity (p < .001), 17.92% less likely to disclose being non-disabled (p < .001), and 18.31 less likely to reporting high social mobility status (p < .001).

These findings suggest that for employees aged 25 and above, the behaviourally informed campaign significantly reduced the relative probability of disclosing disadvantage for some characteristics (specifically, for neurodiversity and ethnicity). Across both age groups, employees randomised to the behaviourally informed group were significantly less likely to disclose non-disadvantaged status for ethnicity, neurodiversity, disability, and social mobility. However, we cannot conclude that the treatment differentially affected disadvantaged employees' willingness to disclose.

Looking across employees (both age groups) who chose to disclose, the proportion identifying as being an ethnic minority was 12.17% (N = 246) in the standard campaign versus 10.91% (N = 184) in the behaviourally informed campaign. The proportion identifying as neurodivergent was 12.02% (N = 243) versus 11.20% (N = 189), while those disclosing a disability was 19.83% (N = 401) versus 20.98% (N = 354), and lower socio-economic status made up 31.01% (N = 627) versus 34.38% (N = 580).

This pattern is consistent with our finding that the behaviourally informed campaign reduced the overall volume of responses captured across different groups. We cannot infer that the behaviourally informed campaign selectively discouraged employees from reporting disadvantaged identities, as data on disadvantage is only available for those participants who chose to disclose it. However, findings from the

primary and secondary analyses indicate that the standard campaign was more effective at encouraging disclosure of diversity characteristics across the board.

We also find that though the behaviourally informed campaign prompted lower disclosure across all characteristics, the effect was larger for younger employees than for those ages 25 and up. One potential explanation for this pattern is that younger employees may have been more likely to question why they were being asked to provide their information again, as this cohort historically disclosed their diversity information in Kier's HR system at higher rates than their older colleagues. This possibility is explored further in the Implementation and Process Evaluation Findings section.

These findings also suggest that future work could build on the standard campaign by exploring targeted modifications to its content and framing that may further encourage employees to disclose minority or disadvantaged identities.

Did the impact of the campaign vary with employee tenure?

Headline finding: We found no evidence that the difference between the two campaigns varied with how long employees had worked at Kier. However, the tenure groups were too small to reliably show whether length of service made a difference, so this should not be taken as evidence that the campaigns worked the same way for all employees.

The exploratory heterogeneity analysis found no statistically significant interaction between campaign allocation and employee tenure for employees aged 25 and above. Specifically, the effects did not differ significantly for employees with less than one year (p = .967), between two to five years (p = .803), between five to ten years (p = .427), or ten or more years of service (p = .886), relative to employees with between one to two years of tenure.

What might explain the difference between the communication campaigns?

Headline finding: Employees generally responded positively to several features of the behaviourally informed campaign, particularly its shorter format, personalisation and clear indication of time required. However, three other features may have had unintended effects: the senior sender was not always seen as familiar, relevant, or as an appropriate authority regarding data confidentiality and the purpose of collection; the campaign placed less emphasis on why Kier was collecting the data; and the prominent call-to-action button triggered cybersecurity concerns.

Interviews with implementation staff and Kier employees who received both campaigns highlight multiple potential explanations for why the behaviourally informed campaign generated fewer responses. At the same time, employees reacted positively to several distinct features of the behaviourally informed campaign.

Employees generally liked the shorter, more personalised features of the behaviourally informed campaign. Specifically, first-name personalisation made the email feel more directly relevant, while the generic tone of the standard campaign was perceived as automated. Employees also valued the shorter structure that made the request easier to process, clearer visual presentation and indication that the form would take only a few minutes to complete, noting that knowing it would be a quick process encouraged them to complete the form straightaway. This may help explain why disclosure following the initial email was higher in the group who received the behaviourally informed campaign compared to the standard campaign. By contrast, the greater amount of text in the standard campaign increased the likelihood of key details being skipped. However, the standard campaign generated more form submissions following the reminders, raising the possibility that its fuller explanation of the purpose of data collection was more reassuring to employees who had not responded initially, although the groups receiving reminders were no longer directly comparable.

These findings reveal an important contrast between what employees said they liked and what they actually did. Although participants in the IPE interviews reacted positively to some of the features within the behaviourally informed campaign, it still produced a lower response rate compared to the standard campaign. This suggests

that making a communication more personally appealing or easier to read does not necessarily translate into a higher response rate.

Three features of the behaviourally informed campaign may help explain this tension:

First, the named senior sender made the request feel more important but did not always make it feel more relevant. Interviewees responded positively to having the email signed by a named individual, and the sender's seniority increased the perceived importance of the request. However, seniority did not necessarily translate to personal relevance. Some employees preferred a locally known leader with whom they were more familiar, while others suggested that, if a senior leader were used as the messenger, the CEO might carry greater weight in comparison to a group level leader. The interviews also highlighted possible unintended effects of associating the request closely with a named senior individual: the request could be interpreted as tied to the sender's personal targets, while attaching a named individual to a request for sensitive information could also heighten concerns about confidentiality. Overall, the findings suggest that while using a named senior sender can increase salience and importance of the communication and the request, it may also create doubts about the purpose of the request, confidentiality, and how comfortable employees feel disclosing personal data.

Second, the organisational rationale for requesting disclosure was missing. The behaviourally informed campaign focused more strongly on how disclosure could benefit employees personally, while the standard campaign emphasised why Kier wanted the information and how it would be used. Interviewees who received the behaviourally informed campaign said they still wanted a clearer explanation of why Kier needed this information and how it would be used, beyond the personal benefits described in the campaigns. This also connects with the concerns about purpose raised in relation to the messenger: clearly explaining the organisational aim and providing detail on data use and handling may help establish why the request is being made and strengthen its perceived legitimacy. Across both groups, scepticism was greater where the request was perceived as a corporate or diversity "tick-box" exercise without a sufficiently concrete explanation of how the data would be used. Overall, employee benefits and organisational purpose may therefore be more effective when presented together, alongside a messenger who is seen as appropriate and credible, rather than treated as alternative ways of framing the request.

Third, the prominent call-to-action button in the behaviourally informed campaign may have had unintended backfire effects through two potential mechanisms. First, from a cyber security perspective, implementation staff suggested that the button

may have raised suspicion among employees at Kier, who receive regular IT training encouraging them to be wary of unfamiliar links and embedded buttons in emails. Staff also reported receiving queries about whether the campaign emails and links were genuine. Although concerns about clickable links could apply to both campaigns, the prominent button was less typical of Kier's usual communications and may therefore have raised additional caution among employees receiving the behaviourally informed campaign. Second, from a usability perspective, the button's design, without explicit introductory wording (such as "Please use the following link…"), may not have been immediately recognisable as clickable to some employees. However, employees interviewed did not report difficulties or hesitation when using the button.

A key limitation is that all 12 employee interviewees, whose interview content informed this analysis, had completed the disclosure form. The qualitative findings therefore reflect the experiences of employees who responded to the disclosure request and cannot explain why others chose not to respond. This is particularly relevant because the impact findings suggest the gap between the campaigns was mainly in how many employees submitted the form at all, so the experiences of non-responders are the ones most needed to understand it.

What helps and hinders diversity disclosure more broadly?

Headline finding: Across both campaigns, employees found disclosure easier when the process was familiar and simple, when they understood why the information was being collected, when they trusted how it would be handled and when the questions were straightforward to answer. These findings suggest that improving the invitation to disclose is only one part of encouraging disclosure: the communication, the form itself and the wider organisational context all matter.

The interviews highlighted several factors that shaped employees' experience of disclosure regardless of which campaign they received. These findings cannot explain the difference between the two campaigns, because both groups encountered the same form and underlying disclosure process. However, they can provide useful lessons for employers when designing disclosure processes in the future.

Employees valued a disclosure process that was quick and easy to use. They generally found the MS Form used on this occasion familiar and straightforward and

largely preferred it to navigating a complex HR system like Kier's own HR system. Multiple-choice response options were particularly valued because they reduced the amount of effort required and avoided the need to type written answers. However, even a short form contained small points of friction. For example, asking for an employee number in the MS Form added friction where employees had to return to Kier's HR system to find it, with implementation staff also reporting employee queries from employees about how to do so. Employees in both campaign groups also questioned why Kier was asking them to provide diversity information again when they had already entered the same data into Kier's HR system when joining Kier, a concern also raised in employee queries reported by implementation staff. Although these issues did not prevent the interviewed employees from completing the form, they created unnecessary effort or confusion and may have been more off-putting for employees who were already less motivated to respond.

Trust in the purpose of data collection and in how the information would be handled mattered as much as the ease of completion. Some employees readily trusted Kier and were comfortable providing diversity information, whereas others questioned why the employer needed this information. Employees also questioned why a form collecting such sensitive information required identifying details like employee numbers, which suggested that the distinction between confidentiality and anonymity was not always clear to recipients. Implementation staff similarly reported employee queries reflecting confusion between anonymity and confidentiality. Employees also expressed scepticism about the genuine motive behind this data collection, with some viewing it as a "tick-box" exercise with no practical benefit to staff. Trust concerns also extended to whether the communications actually originated from Kier. Implementation staff received queries from employees raising cybersecurity concerns about both the external link included in the standard campaign and the embedded call-to-action button used in the behaviourally informed campaign, suggesting uncertainty about whether the communications and links were genuine. Since both groups faced clickable links and used the same form which required employee numbers, these concerns reflect the wider disclosure process rather than either communication campaign in particular.

The sensitivity and design of individual questions shaped what employees were willing or able to disclose. Concerns about data privacy led some employees to worry that sharing health or disability information specifically could have negative consequences in the workplace while others preferred to maintain a strict boundary between their working hours and personal life, viewing health information as outside the employer's remit. Employees generally valued the use of multiple-choice questions because they made the form easier to complete, but some questions and

response options still created friction. For example, the social mobility question, which asked about the occupation of the main household earner when the employee was aged 14,[17] left employees unsure which response best fitted their circumstances. The way questions were grouped also mattered: for example, placing the neurodiversity question alongside health-related questions was perceived as off-putting, with feedback indicating that neurodiversity should be treated as a separate, non-medical category. These findings suggest that improving the invitation to disclose will only go so far if employees are confused by the information being requested or uncomfortable with how questions are worded or positioned within the form. Furthermore, because the communication campaigns did not explicitly explain why specific characteristics were being gathered, future messaging could clearly highlight the distinct relevance and purpose of collecting each type of data. Disclosure may therefore be supported by articulating the value of each data request, improving the clarity and structure of questions, potentially through consultation with a small group of employees before launch, and by considering clearer separation between neurodiversity and health-related questions in future forms.

Employees also differed in their attitudes towards diversity disclosure. Some employees viewed collecting the information as clearly valuable. Others saw little connection between diversity monitoring and their own role, or were more sceptical about organisational diversity initiatives. Younger interviewees generally spoke more comfortably about sharing diversity information, while older interviewees more readily questioned why Kier needed personal background information and described withholding health or disability information. This comfort among younger interviewees sits somewhat at odds with the lower average disclosure observed

[17] The full social mobility question followed Social Mobility Commission guidance and asked: "What was the occupation of your main household earner when you were aged about 14? (Single choice)". Response options were: (1) Clerical and intermediate (e.g. secretary, office clerk, call centre agent, nursery nurse); (2) Long-term unemployed (claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year); (3) Middle or junior managers (e.g. office, retail, bank, restaurant or warehouse manager); (4) Modern professional (e.g. teacher, nurse, physiotherapist, social worker, musician, police officer [sergeant or above], software designer); (5) Routine, manual and service (e.g. machine operative, security guard, farm worker, HGV driver, cleaner, porter, packer, labourer, waiter/waitress, bar staff); (6) Semi-routine manual and service (e.g. postal worker, caretaker, receptionist, sales assistant); (7) Senior managers (e.g. finance manager, chief executive); (8) Small business owners employing fewer than 25 people (e.g. corner shop owner, small plumbing company, retail shop owner, single restaurant/café owner, taxi owner, garage owner); (9) Technical and craft (e.g. motor mechanic, plumber, printer, electrician, gardener, train driver); (10) Traditional professional (e.g. solicitor, doctor, accountant, scientist, engineer); (11) Other (e.g. retired, this question does not apply to me, I don't know); and (12) Prefer not to say.

among employees aged 16-24; one possible explanation is that younger employees, who had already disclosed at higher rates in Kier's HR system, may have been more likely to question why they were being asked to provide the information again, a concern raised by interviewees in both campaign groups. Nonetheless, as all interviewees had completed the form, their accounts cannot explain the lower disclosure among younger employees who did not. Finally, longer-tenured employees were more sceptical about the motives of data collection. However, this tenure trend was not reflected in the quantitative impact analysis. More generally, because the interview sample was small, these patterns should be treated as illustrative rather than representative.

Taken together, these findings suggest that employers should think about diversity disclosure as more than a communications challenge. A clear, engaging email and a simple completion process can make disclosure easier to notice and prompt immediate response. However, this initial momentum only goes so far: employees also need to receive the request from the right person, understand why the employer needs the information, trust how it will handle their data, and find the questions themselves relevant and easy to answer. The communication, the data-collection process and the wider organisational context therefore work together to shape disclosure.

What does it take to deliver, scale and evaluate a diversity disclosure campaign?

Headline finding: Kier staff who supported implementation identified two distinct sets of considerations for future delivery. First, delivering the communication campaigns at scale required appropriate operational infrastructure, including sufficient staff capacity, fit-for-purpose communication tools and early access to employee contact details. Second, embedding the campaign within a rigorous evaluation created additional requirements around data provision, coordination and project planning.

Interviews with Kier implementation staff highlighted several operational and technical factors that shaped delivery. Some arose directly from the practical task of communicating with thousands of employees, while others reflected the additional requirements associated with implementing the campaign as part of an RCT.

Delivering the communication campaigns at scale

Ensuring sufficient staff capacity and clear roles from the outset can make large-scale delivery more manageable. Although sending the communication campaigns themselves was largely automated, implementation involved a range of supporting activities, including preparing mailing lists, monitoring delivery, responding to queries and managing follow-up communications. Some delivery staff reported that the amount of operational input required became clearer only once implementation was underway, and that these activities had to be accommodated alongside their existing responsibilities. For future campaigns, implementation staff suggested identifying the relevant delivery roles in advance, estimating the time required and formally allocating sufficient staff capacity before launch. This would help ensure that seemingly small administrative tasks do not accumulate into a substantial burden during delivery.

Automated tools should have capabilities that eliminate labour-intensive workarounds. MS Power Automate was used to send large volumes of emails efficiently, but some aspects of delivery still required manual workarounds. In particular, the system did not provide a straightforward way to manage bounce-backs and automatic out-of-office responses. Staff therefore spent time reviewing these messages and maintaining separate records of unsuccessful deliveries; reviewing out-of-office notifications alone was estimated to have taken around 12 hours. Future large-scale campaigns could reduce this burden by using communication systems that provide more comprehensive delivery monitoring, including automated identification of unsuccessful sends and clearer reporting on message delivery.

Early coordination across teams and access to the information needed to build recipient lists can prevent delays. Preparing the campaign required input from several organisational functions, including Diversity and Inclusion, Kier HR, Data Protection and IT. One practical dependency was the creation of an accurate master mailing list. Since the Kier HR team did not have direct administrator access to all of the employee-directory information needed for this purpose (e.g., contact details), support from central IT was required, adding several days to the preparation process. For future campaigns, implementation staff suggested identifying relevant approvals, data-access requirements and departmental dependencies before launch. A simple operational checklist could help employers establish these requirements early and avoid delays at the point when communications are ready to be sent.

Looking to the future, using a wider mix of communication channels may improve campaign reach. Email was selected for this evaluation because it had the broadest reach across Kier and could support the research design, particularly individual randomisation. However, implementation staff noted that an email-only approach may be less suitable when the primary aim is to maximise reach rather than accommodate evaluation requirements. Employees receive large volumes of email, meaning messages can be missed, and some site-based employees without corporate email addresses cannot be reached through this channel. Future campaigns that are not subject to the same research constraints could therefore consider combining email with channels such as MS Teams, intranet communications, workplace posters or text messages, where organisational systems and data-protection arrangements permit. These approaches were not tested in this evaluation, but using multiple channels may help reach a broader cross-section of the workforce.

Additional requirements of delivering the campaign as part of a research evaluation

This project also involved activities that would not necessarily form part of a routine diversity disclosure campaign. In particular, the evaluation required additional employee data to support randomisation, analysis, implementation monitoring and the economic evaluation. These requirements generated useful learning about how similar employer-based evaluations could be planned and executed in future.

Defining evaluation data requirements and specifications as early as possible can reduce repeated demands on operational teams. The evaluation team developed data templates and data-request specifications as far in advance as was practicable, but some additional requirements still emerged as the evaluation developed, including requests for further variables needed for the economic and impact analyses. Meeting these requests sometimes required HR colleagues to extract, clean and pseudonymise additional datasets within relatively short timeframes. For future evaluations, the learning is to place even greater emphasis on specifying the full set of anticipated data requirements, formats and responsibilities at the outset, while recognising that some flexibility will always be needed for requirements that only become apparent as the evaluation develops.

Evaluation-related staff requirements should also be incorporated into project planning alongside communication delivery. The research design created tasks beyond those required simply to send the campaign, including preparing and transferring datasets, supporting implementation checks and providing information for the economic evaluation. Some of these requirements developed over the

course of the project and required additional input from colleagues whose primary roles sat elsewhere in the organisation. This does not reflect a feature of the communication campaigns themselves, but highlights the importance of recognising the organisational resources required to support a rigorous workplace evaluation. Future projects could benefit from explicitly mapping these activities during setup, agreeing responsibilities across the research and employer teams, and allowing appropriate staff time for them within the project plan.

Implications for future delivery

Taken together, the findings suggest that the resources required to run the communication campaigns should be distinguished from those required to evaluate it rigorously. Routine delivery at scale would primarily require an accurate recipient list, appropriate staff capacity, reliable communication and monitoring tools, timely cross-departmental coordination and potentially a broader range of communication channels. An RCT-based evaluation adds further requirements around data extraction, pseudonymisation, monitoring and analysis.

Making this distinction is important for transferability. Some of the administrative burden experienced during this project arose because the campaign was being implemented within a rigorous evaluation and would not necessarily be replicated in routine organisational delivery. At the same time, the operational findings show that even a relatively light-touch email campaign can benefit from careful preparation and appropriate infrastructure when delivered across a large and diverse workforce.

What did the campaigns cost, and what does this mean for value for money?

Headline finding: The behaviourally informed campaign cost more to adapt for implementation (£435 vs £368), while the staff costs of delivering the two campaigns were similar (£205 vs £217). The standard campaign had a higher overall cost once employees' time completing the disclosure form was included, but this was because more employees responded. The cost per disclosing employee was almost identical across the two campaigns (£1.47 for the behaviourally informed group and £1.46 for the standard group). Given that the standard campaign generated more disclosure at a similar cost per response, the economic evaluation does not provide a value-for-money case for adopting the behaviourally informed campaign in its current form.

Approach to the cost analysis

The economic evaluation estimated the resources required to adapt and deliver each communication campaign, and the associated costs. We used an ingredients-based approach, identifying the staff time and other resources involved in implementation and assigning a monetary value to them. As Kier already had the systems needed to deliver the email campaigns, staff time was the main resource considered.

We distinguished between three cost categories:

1. **Campaign development and adaptation costs:** The staff time required to adapt the existing communication materials for use within an organisation, including reviewing and tailoring the email content and templates. These estimates reflect the resources another employer might need to adapt the materials to its own context, rather than the original one-off costs of designing the interventions.
2. **Campaign delivery costs:** The staff time required to implement the campaigns, including setting up and sending the communications, managing reminders, responding to employee queries and carrying out associated administrative tasks.
3. **Employee disclosure costs:** The opportunity cost of employees' time spent completing the diversity disclosure form. Unlike the first two categories, this cost increases with the number of employees who respond.

Calculating staff costs. We collected information on staff time through cost pro-formas and process-mapping discussions with Kier staff involved in implementation. Time spent on each activity was multiplied by the average hourly wage associated with the relevant staff member's job grade. Where activities were shared between both campaigns, such as coordinating meetings, responding to employee queries and extracting data from the MS Form, the associated costs were divided equally between the two groups.

Development and delivery costs were calculated separately to distinguish the resources needed to prepare the campaigns from those required to run them.

Calculating employee disclosure costs. We estimated the cost of employees' time completing the MS Form by multiplying the number of employees who disclosed their diversity information by the estimated time required to complete the form and the weighted average hourly wage across Kier's workforce.

Our central estimate assumed that completing the form took three minutes per employee. We also conducted sensitivity analyses using shorter and longer

completion times of one and five minutes, respectively, to understand how this assumption affected the cost estimates (see Appendix 8).

To ensure a consistent comparison between campaigns, we used an equal sample size of 4,762 employees in each group. For the standard campaign, we used the observed number of employees who disclosed their diversity information (2,030). For the behaviourally informed campaign, we used an estimated number of respondents (1,669), derived from the treatment effect estimated using a logistic regression model. This approach allowed us to account for differences in observed characteristics between the two groups rather than relying solely on the raw response counts.

Calculating overall and unit costs. We then combined staff delivery costs and employee disclosure costs to calculate the total implementation cost for each campaign. Development and adaptation costs were reported separately and were not included in this total.

To make the results comparable across campaigns and more useful to other employers, we calculated three additional measures:

- Cost per employee allocated to the campaign: total implementation cost divided by the number of employees assigned to that campaign.
- Cost per disclosing employee: total implementation cost divided by the number of employees who completed the disclosure form.
- Cost per characteristic disclosed: total implementation cost divided by the total number of diversity characteristics disclosed.

Results of the economic evaluation

Table 6 summarises the estimated costs for each campaign, broken down by cost category.

Development and adaptation costs. Adapting the behaviourally informed campaign materials was estimated to cost £435, compared with £369 for the standard campaign. This reflects the additional work associated with reviewing and adapting the behaviourally informed communication templates to an organisation's context. These are upfront adaptation costs, meaning that the amount of work required could be lower if the same materials were reused in subsequent campaigns.

Campaign delivery costs. The estimated staff costs of delivering the two campaigns were very similar. Delivery of the behaviourally informed campaign cost approximately £205, compared with £217 for the standard campaign (this

difference stemmed from varying estimates of the time spent compiling employee emails for each campaign).

This suggests that, once the materials had been prepared, the behaviourally informed campaign did not require substantially more staff resources to deliver than the standard approach. Both campaigns involved broadly similar delivery processes, including sending an initial email and two reminders.

Employee disclosure costs. The largest component of the estimated costs was employees' time spent completing the disclosure form. Under the central assumption of three minutes per completed form, the estimated employee disclosure cost was £2,252 for the behaviourally informed campaign, compared with £2,739 for the standard campaign.

The higher cost in the standard group reflects the greater number of employees who completed the form: 2,030 compared with an estimated 1,669 in the behaviourally informed group. In other words, the standard campaign incurred a higher opportunity cost because more employees spent time disclosing their information, which was the intended outcome of the campaigns.

Overall costs and costs per disclosure. Combining staff delivery costs with employee disclosure costs, the total estimated implementation cost was £2,456 for the behaviourally informed campaign and £2,956 for the standard campaign.

Although the behaviourally informed campaign had a lower total cost, this should not be interpreted as evidence that it was more efficient. The difference was driven primarily by fewer employees responding, rather than by meaningful savings in the resources required to deliver the campaign.

The cost per employee allocated to the campaign was £0.52 for the behaviourally informed group and £0.62 for the standard group. However, when costs were expressed relative to the disclosure achieved, the two campaigns were almost identical. The cost per disclosing employee was £1.47 for the behaviourally informed campaign and £1.46 for the standard campaign. The estimated cost per diversity characteristic disclosed was £0.17 in both groups.

These figures indicate that the behaviourally informed campaign offered no meaningful cost advantage per disclosure, despite generating fewer responses.

Table 6: Breakdown of estimated costs per campaign group

COST CATEGORY	BEHAVIOURALLY INFORMED	STANDARD
EMPLOYEES ALLOCATED	4,762	4,762
EMPLOYEES DISCLOSING INFORMATION	1,669*	2,030
STAFF DEVELOPMENT AND ADAPTATION COSTS	£434.84	£368.65
STAFF DELIVERY COSTS	£204.73	£216.69
EMPLOYEE DISCLOSURE COSTS (3 MINUTES)	£2,251.57	£2,739.26
TOTAL IMPLEMENTATION COST	**£2,456.30**	**£2,955.95**
COST PER EMPLOYEE ALLOCATED	£0.52	£0.62
COST PER DISCLOSING EMPLOYEE	£1.47	£1.46
COST PER CHARACTERISTIC DISCLOSED	£0.17	£0.17

Note: The estimated number of respondents in the behaviourally informed group is derived from the modelled treatment effect. Total implementation costs include staff delivery and employee disclosure costs, but exclude staff development and adaptation costs. All unit costs use this definition of total implementation cost.

Conclusion

This rigorous evaluation tested whether a behaviourally informed communication campaign could increase diversity disclosure compared with a more standard employer communication. **The conclusion is that the behaviourally informed campaign, in its current form, should not be rolled out more widely as a complete alternative to the standard approach. Kier employees who received the behaviourally informed campaign disclosed fewer diversity characteristics than those who received the standard campaign, and this was the case among both young employees aged 16-24 and employees aged 25 and over.** Additional analyses suggest that this difference was driven mainly by how many employees submitted the disclosure form in the first place, rather than by how much information they provided if they chose to respond. Among employees who did submit the form, the breadth of information disclosed was similar across the two groups. Finally, across both campaigns, younger employees also disclosed fewer characteristics on average than those aged 25 and over. Given their higher rates of historical pre-trial disclosure, one possible explanation is that younger employees perceived less need to provide the same information again during the trial.

The difference in campaign effectiveness is also reflected in the economic evaluation results. The behaviourally informed campaign did not provide a stronger value-for-money case for wider adoption. Specifically, it resulted in fewer disclosures, and while staff delivery costs were broadly similar across the two campaigns, more staff time was required to adapt the behaviourally informed materials.

Though the behaviourally informed campaign was less effective than the standard campaign, the overall level of disclosure achieved across both campaigns was notable: more than one in three employees in each group submitted diversity information during the trial period. This is particularly noteworthy given that both interventions were relatively light-touch campaigns delivered through a single communication channel within a large employer spanning office- and site-based roles, where employees may not consistently open or read emails. **The economic evaluation also showed that these campaigns were inexpensive to deliver, with an estimated implementation cost of just £1.46 per disclosing employee for the standard campaign and £1.47 for the behaviourally informed campaign.** Together, these findings highlight the potential for relatively simple, low-cost communication campaigns to help employers collect valuable workforce diversity information, which is essential for identifying inequalities and informing targeted support. However, as the trial did not include a no-communication group, the observed disclosure rates should be understood as descriptive of the engagement achieved

through the campaigns rather than as an estimate of their uplift relative to business as usual.

Taken together, the findings point in two directions. They do not support replacing standard, more detailed employer communications in full with the behaviourally informed campaign tested here, but they do show that relatively simple communications interventions can generate substantial diversity disclosure at a low cost. The evaluation also provides useful learning about which elements of the disclosure process appear to support engagement, where the ToC behind the campaigns may need revising, and how employers might approach diversity disclosure more broadly.

What does the evaluation tell us about the theory of change?

The original ToC proposed that the campaigns could increase disclosure through four broad mechanisms: attention and engagement; access and ease; perceived value and attitudes; and social and identity motivation. The behaviourally informed campaign was designed to strengthen these mechanisms further by making the request more noticeable, personally relevant and easy to act on.

The IPE provides some support for parts of the original ToC. **Employees' accounts suggest that the shorter format, personalisation and clear indication of the time required helped make the request easier to process and more personally relevant. The named senior sender also increased the perceived importance of the message.** These findings suggest that some of the intended mechanisms around ease, salience and personal relevance did operate as expected. However, activating these mechanisms did not translate into higher disclosure. Importantly, all 12 employees interviewed had submitted the disclosure form, meaning that the IPE could not directly capture the experiences of non-respondents. This limits our ability to explain the behavioural mechanisms underlying non-disclosure.

At the same time, the findings suggest that the original ToC may have underestimated the potential benefits of features of the standard campaign that were initially viewed as drawbacks. In particular, its greater length and more detailed explanations of why Kier was collecting the information and how it would be used may have helped employees understand and trust the request. Employees who received the behaviourally informed campaign, which focused more strongly on individual benefits of diversity disclosure, still wanted a clearer explanation of its organisational purpose. **This suggests that the original ToC may have placed too much emphasis on simplifying communications and framing their benefits around**

the individual, without sufficiently considering how more detailed organisational explanations could support disclosure by strengthening trust and the perceived legitimacy of the request. Individual benefits and organisational rationale may be more effective when communicated together, rather than treated as alternative ways of framing disclosure. The importance of trust and legitimacy also offers a different perspective on some of the behaviourally informed features. For example, while a named senior sender made the disclosure request feel important, they also made some employees question why that particular person was asking for sensitive information. Similarly, the prominent call-to-action button was intended to make responding easier, but it may have also triggered caution among employees who are regularly trained to be suspicious of unfamiliar links and buttons. These findings suggest that features intended to increase salience or reduce friction can also invite closer scrutiny of the request. This reinforces the importance of pairing engaging, easy-to-act-on communications with sufficient information to reassure employees about the purpose, legitimacy and handling of their disclosure.

There was also an interesting descriptive pattern across the communication waves. **More employees in the behaviourally informed group disclosed following the initial email, while the standard group saw more responses after the reminder emails, ultimately achieving higher disclosure overall.** While this should not be interpreted causally (as the reminder emails were only sent to employees who had not already responded, meaning the two groups were made up of different subsets of employees and no longer directly comparable), the pattern does raise a useful question for the ToC about whether different stages of a communication campaign may require different approaches. For example, an initial email that makes the request salient and easy to act on may be particularly effective at prompting employees who need little additional encouragement to disclose. However, subsequent reminders may need to serve a different purpose, providing further explanation or reassurance to employees who remain hesitant or unconvinced about the value of disclosure. This suggests that, rather than applying the same communication principles throughout a campaign, there may be value in adapting the content and framing of reminders to address barriers that persist after the initial request.

More broadly, the ToC may need to distinguish between employees for whom disclosure is primarily a straightforward administrative task and those for whom sharing a disadvantaged or minority identity may feel more consequential. Disclosure of disadvantaged identities is particularly important for helping employers identify inequalities and design targeted support for groups who may need it most. **However, the IPE highlighted continuing concerns about confidentiality, the potential workplace consequences of sharing sensitive information, particularly relating to**

health or disability, and the clarity of certain questions. These barriers may not be sufficiently addressed by communications focused primarily on making disclosure easier, quicker or more personally relevant. This suggests that different mechanisms may be important for different groups, with trust, perceived safety and confidence in how information will be used potentially playing a particularly important role for employees who perceive greater risks from disclosure.

Overall, the ToC would therefore benefit from giving greater consideration to trust, legitimacy and organisational rationale alongside salience, ease and personal relevance, and from recognising that the relative importance of these mechanisms may be different for those who readily respond to organisational requests and those who do not.

Implications for policy and practice

The findings suggest that diversity disclosure should be treated as a wider organisational challenge rather than a narrower communications issue. Communications matter: they can make a request easier to notice, understand and act on. But they sit within a broader context that includes employees' trust in the employer, their understanding of why the information is needed, the design of the data collection process and the channels through which employees can be reached.

For employers, the clearest implication is that the behaviourally informed campaign tested here should not be adopted wholesale. This does not mean that individual elements such as brevity, personalisation or clear completion-time estimates should be avoided. Rather, employers should be cautious about assuming that a shorter and more personalised communication will necessarily outperform one that provides more explanation and reassurance.

A promising approach may be to combine the strongest features of both campaigns, prioritising the information most likely to support engagement: keeping the message concise and easy to scan, making the route to disclosure as straightforward as possible, while clearly explaining why the information is being collected and how it will be used and protected. The findings suggest that making disclosure feel personally relevant may be useful, but not as a substitute for legitimacy cues provided by a clear organisational rationale and detail on how data will be used and handled. Employers should also be mindful of how changes to their communications fit with existing organisational practices and employees' expectations. For example, the prominent call-to-action button in the behaviourally informed campaign may have prompted caution among employees accustomed to being warned about unfamiliar links. This highlights the importance of ensuring

that new communication features feel familiar and credible within the organisation, rather than inadvertently making a legitimate request appear suspicious.

Employers should also consider the range of communication channels available to them. Email was used in this evaluation because it offered broad coverage across Kier and supported individual randomisation needed for an RCT. **In practice, where the primary aim is to maximise engagement, employers could map how different groups of employees are best reached and complement email with established communication channels tailored to different parts of the workforce, such as apprenticeship or early-career communication channels for younger employees.** This could help ensure that disclosure requests reach employees through familiar and accessible routes, reducing the risk that opportunities to disclose are missed simply because employees do not see or engage with a particular form of communication.

The disclosure process itself also matters. Although employees generally found the disclosure form used in this trial straightforward, the IPE identified points of friction and uncertainty around the process, confidentiality and some of the questions being asked. **The wider lesson is that improving the invitation to disclose is only one part of the picture. Employers also need to consider whether the form itself is easy to navigate, whether questions are clear and proportionate, whether the reason for collecting data is understood and whether employees trust how the information will be handled.**

Finally, all findings discussed in this report should be considered in light of Kier's organisational context. Kier is a large UK construction and infrastructure employer, with a mix of office- and site-based employees, established diversity and inclusion initiatives, and external recognition for its inclusion efforts. Its emphasis on cybersecurity awareness may also have shaped how employees responded to unfamiliar communication features, while differences in working environments may influence how employees engage with disclosure requests. These organisational characteristics may have influenced how the campaigns were received, and the extent to which the findings generalise to smaller employers, other sectors or organisations with different workplace cultures and communication practices remains uncertain.

Overall, the findings point towards treating communications as one part of a broader disclosure strategy, alongside clear organisational purpose, trustworthy data practices, accessible processes and appropriate routes for reaching different parts of the workforce.

Strengths, limitations and lessons for future evaluation

The current trial has several important strengths. The impact evaluation used a robust, individually randomised RCT design with a large sample of 9,642 Kier employees, was sufficiently powered for the main analyses, and we identified no implementation errors. Together, these features give confidence in the comparison between the two communication campaigns. The impact evaluation was also accompanied by an IPE, which included interviews with six Kier colleagues involved in implementation and 12 employees who received the campaigns. The IPE helped to contextualise the results of the impact evaluation and provided insights on the mechanisms identified as part of the ToC.

There are, however, several limitations that are important for interpreting the findings. **First, the impact evaluation did not have a control group that received no communication campaign.** Both groups in this trial received an active campaign, meaning that the trial provides strong evidence about their relative performance but cannot estimate the effect of running a disclosure campaign compared with business as usual or no dedicated campaign. Future trials could include such a comparator where this is operationally and ethically feasible.

Second, the outcome was disclosure through the MS Form, which is not the same as new information gained by Kier. Employees were asked to submit the form even if they had already shared their details in Kier's HR system, so some responses repeated information Kier already held. The results therefore describe differences in form completion between the campaigns, and should not be read as changes in how complete Kier's workforce data is.

Third, while Kier could confirm that communication campaign emails were sent, individual email-open and link-click data was not available, so the trial could not identify at what point people who did not respond to the campaign dropped out. For example, it could not distinguish between employees who did not notice the email, those who opened it but did not click the link, and those who opened the form but did not submit it. Where feasible and proportionate, future evaluations could capture more of these intermediate steps to help identify where different communication approaches affect engagement.

Fourth, there is an important limitation to qualitative evidence. The IPE protocol's sampling frame included both employees who disclosed and those who did not, but all employees who ultimately took part in interviews had disclosed. This means that the IPE provides useful evidence on how employees who disclosed experienced the

campaigns, but cannot provide direct insight into the experiences of employees who did not disclose. This is particularly relevant because the impact findings suggest the gap between the campaigns was mainly in how many employees submitted the form at all, so the experiences of non-responders are the ones most needed to understand it.

This also highlights a wider challenge for rigorous evaluation. Employees who did not complete the disclosure form proved difficult to recruit into the supporting research, despite invitations that were neutrally framed and made clear that participation was voluntary, was run by an independent research organisation and would not affect their employment or opportunities at Kier. In future work, reaching these employees will require more time and resources to be reserved for recruitment from the outset, so that teams can use multiple recruitment routes across the employer (for example, repeated invitations through different internal channels or from different contacts). Future research could also lower the barrier to taking part by offering brief, low-effort ways to give feedback, such as a short survey.

Finally, because the two campaigns differed in several ways at the same time, it is not possible to identify which individual components contributed to the lower performance of the behaviourally informed version. The qualitative evidence provides plausible explanations and useful directions for refinement, but cannot establish the causal effect of individual features. Future evaluations focused on refining the communication itself could therefore test components more directly, for example through factorial designs.

Next steps

The behaviourally informed campaign should not be rolled out more widely in its current form. However, the findings suggest that incorporating selected behaviourally informed features into more conventional employer communications could be a promising approach within a broader diversity disclosure strategy. Future communications should keep the message concise and make the route to disclosure as straightforward as possible, while clearly explaining why the employer is collecting the information and how it will be used and protected.

Designing communications that actually change what employees do is difficult to get right in advance. Asking employees what they think of a draft is not enough: in this evaluation, interviewed employees reported liking the features of the behaviourally informed campaign, but overall, employees were actually less likely to disclose diversity information when receiving this version. One-off tests can also be unreliable, because results can change over the course of a campaign. In this trial, more employees in the behaviourally informed group responded after the initial

email, while the standard group gained more responses after the reminders, so a test that stopped after the first email could have pointed to the wrong conclusion. In practice, employers could build more systematic monitoring into their routine communications, tracking indicators such as form submissions and responses, and using these insights to refine the content, timing and delivery of subsequent campaigns. Over time, this could help employers identify opportunities to improve engagement and adapt their communications based on how employees respond.

Further evaluation could build on these results, for example testing revised combinations of message framing, messenger, trust and organisational purpose cues, and whether different approaches suit different stages of a campaign (for example, the initial email vs reminders). Beyond communications, future work could examine how best to structure disclosure forms and individual questions, what other organisational approaches can build trust in how data is used, and which mix of channels best reaches different parts of the workforce. Overall, the findings suggest that, while the way an email is written can help to increase diversity disclosure, it is only part of the toolkit: communications are likely most effective when combined with a clear organisational purpose, trustworthy data practices and an accessible disclosure process.

Ultimately, collecting diversity information is not an end in itself: its value depends on how employers use it to identify inequalities and improve outcomes for employees. An important next step is therefore ensuring that the information collected informs concrete action to address inequalities in access to support, development and progression and is used to monitor whether these actions lead to meaningful improvements over time.

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Appendices

Appendix 1: Communication campaigns

Standard campaign: Initial email

Subject line: Request to colleagues: Please provide your diversity information

Dear colleague,

Here at Kier, we are committed to creating an inclusive workplace for all. As part of this commitment, we are currently updating our employee diversity records, and we are asking all colleagues to submit their diversity information.

This information will help us understand who works at Kier, what additional support we can offer and how we can continue improving as an organisation.

We recognise that colleagues from different backgrounds may face different challenges in the workplace. Collecting this information allows us to better understand these differences and ensure appropriate support is in place across the organisation.

Please note we will be utilising a Microsoft Form to collect this data on this occasion to ensure it is accessible and easy for everyone to use. This is an ideal opportunity for us to check the information we hold on record for you. We are therefore asking all employees to take some time to complete a new submission, even if you have previously provided your details in [Kier's HR system].

Please rest assured that all information will be treated confidentially. It won't be shared with your manager, and it will be securely stored and handled in line with Kier's data protection policies.

Please share your diversity information by the deadline on [deadline date].

We recognise some employees may have concerns and want to understand more about what happens to this data. We've therefore compiled a list of FAQs below. You can also take a look at our [link: previous gender and ethnicity pay gap reports] to see how we use your data to make Kier a more inclusive place for everyone.

Please use the following link to access the Microsoft Form: [Link]

Thank you for your cooperation,

Inclusion Team

Frequently asked questions (FAQs):

Why am I being asked to share this information?

Kier is asking all employees to share their diversity information, so we have a more accurate and up-to-date picture of our workforce. This helps us understand the different experiences and needs of our people. Some of this information also helps us meet reporting requirements - for instance, we can use it to analyse and report on any pay gaps for different groups of staff - as well as to create internal learning and development opportunities for our staff.

How often can I update my diversity data?

We encourage you to check your information at regular intervals, to ensure we have the most accurate and up-to-date information. You can amend it as often as you like. Any changes to personal circumstances should be updated.

Who will be able to see my information?

All information will be kept strictly confidential. Access will be restricted to authorised HR personnel who need it for workforce reporting, analysis and monitoring purposes. The information will be handled in full compliance with Kier's data protection policies and relevant data protection legislation.

What happens if I don't want to share my information?

Sharing this information is entirely voluntary and there is no obligation to fill in the Microsoft Form. Each question also includes a "prefer not to say" option, if there are any questions you would prefer not to answer.

Will my answers affect my role or opportunities at Kier?

No. This information is used exclusively to help Kier understand and support its workforce. It will not be used to make decisions about your role, performance or progression.

Where can I find more context?

You can find out more about Kier's work on inclusion on our [link: D&I SharePoint site] and through our [link: previous gender and ethnicity pay gap reports] and updates from our staff inclusion networks.

Behaviourally informed campaign: Initial email

Subject line: Please take 3 minutes to share your diversity information

Dear [name],

Help us shape a Kier that works for everyone - including you. When we understand our workforce better, we can create support, benefits and opportunities that reflect

your needs.

It only takes **three minutes**:

[Update your diversity information button]

Please share your diversity information by [deadline date].

We are using a Microsoft Form to collect this data on this occasion to ensure it is accessible and easy for everyone to use. This is an ideal opportunity for us to check the information we hold on record for you, so we need you to share your information again, even if you have already done this before in [Kier's HR system].

Why does this matter to you?

Your responses directly help us:

- Create benefits and support tailored to your needs and experiences
- Make sure our workplace support reaches everyone who needs it
- Build policies and processes that are shaped by your and your colleagues' perspectives

By sharing your data, you'd be joining a growing movement. Year on year, more employees are choosing to share this information to help build fairer, more transparent workplaces.

Thank you for taking three minutes to share your diversity information and help us make Kier an inclusive place for everyone.

Many thanks,

[Relevant messenger, i.e., Kier's Director]

Your information will be treated confidentially. Responses will always be combined and reviewed at a group level, so you will never be personally identified.

Standard campaign: Reminder 1

Subject line: Reminder: Please provide your diversity information

Dear colleague,

We recently contacted you regarding the update of our employee diversity records here at Kier. This is a reminder to complete and submit your diversity information if you have not already done so.

There are now [x] days remaining before the deadline on [deadline date].

We are using this opportunity to double-check the information held on [Kier's HR

system], so we are therefore asking all colleagues to take some time to complete this Microsoft Form, even if you have previously provided your details in [Kier's HR system].

As a reminder, collecting this information allows us to understand who works at Kier, what additional support we can offer, and how we can keep improving as an organisation. All information will be treated confidentially, will not be shared with your manager, and will be securely handled in line with Kier's data protection policies.

Please use the following link to access the Microsoft Form and complete your submission: [Link]

If you have any questions, please refer to the frequently asked questions included in our email sent on [date of original email], or reply to this email.

Thank you for your cooperation,

Inclusion Team

Behaviourally informed campaign: Reminder 1

Subject line: Reminder: Please take 3 minutes to share your diversity information

Dear [name],

We recently got in touch about sharing your diversity information - there are now [x] days before the deadline on [deadline date].

If you haven't had a chance yet, it only takes **three minutes**:

[Update your diversity information button]

By sharing, you're directly helping us create support, benefits and opportunities that reflect your needs and those of your colleagues - and you'd be joining a growing number of employees choosing to help build fairer, more transparent workplaces.

We are using this opportunity to double-check the information held on [Kier's HR system], so we need you to share your information again, even if you have already done this before in [Kier's HR system].

Thank you for your time - it really makes a difference.

Many thanks,

[Relevant messenger, i.e., Kier's Director]

Your information will be treated confidentially. Responses will always be combined and reviewed at a group level, so you will never be personally identified.

Standard campaign: Reminder 2

Subject line: Final reminder: Please provide your diversity information

Dear colleague,

This is the final reminder to complete and submit your diversity information. There are only [x] days left before the deadline on [deadline date].

As a reminder, collecting this information helps us understand our workforce and ensure appropriate support is in place across Kier. All details are kept strictly confidential, will not be shared with your manager, and are securely handled in line with our data protection policies.

Please use the following link to access the Microsoft Form and complete your submission: [Link]

If you have any questions, please refer to the frequently asked questions included in our email sent on [date of original email], or reply to this email.

Thank you again,

Inclusion Team

Behaviourally informed campaign: Reminder 2

Subject line: Final chance to share your diversity information

Dear [name],

This is your last chance - the deadline is in [x] days.

It only takes **three minutes** to share your diversity information and have a direct say in shaping the support, benefits and opportunities available to you and your colleagues at Kier:

[Update your diversity information button]

Thank you for taking a few moments to shape a Kier that works for everyone.

Many thanks,

[Relevant messenger, i.e., Kier's Director]

All responses are strictly confidential, combined at a group level, and will never be used to identify you personally.

Appendix 2: Summary of the evaluation approach

Table A2.1: Summary of research questions, methods, data and analyses[18]

STRAND	RESEARCH QUESTION(S)	METHOD	DATA	OUTCOME / EVIDENCE	ANALYSIS
IMPACT	Impact on number of characteristics disclosed by 16-24s	Two-arm RCT	MS Form disclosure data	Number of characteristics disclosed (0-9), excluding "prefer not to say"	Linear regression (OLS), controlling for historical disclosure and tenure
IMPACT	Impact on number of characteristics disclosed by 25+	Two-arm RCT	MS Form disclosure data	Number of characteristics disclosed (0-9), excluding "prefer not to say"	Linear regression (OLS), controlling for historical disclosure and tenure

[18] In addition to the research questions and analyses set out in the table, the pre-registration included two economic evaluation questions that were not taken forward. The first asked, "What is the cost per unit change in disclosure?" This analysis was intended to assess cost-effectiveness on the assumption that the behaviourally informed campaign would increase disclosure relative to the standard campaign. As the trial instead found lower disclosure in the behaviourally informed group, calculating a cost per unit increase was no longer meaningful. The pre-registration also asked, "How might costs differ for other employers?" This analysis was likewise not pursued, as estimating the transferability of costs was not considered informative in the context of an intervention that did not improve the primary outcome.

IMPACT	Impact on complete disclosure	Two-arm RCT	MS Form disclosure data	Disclosed all 9 characteristics, analysed separately by age group and by whether "prefer not to say" counted as disclosure	Logistic regression
IMPACT	Impact on disclosure of specific characteristics	Two-arm RCT	MS Form disclosure data	Disclosure of disability, neurodiversity, ethnicity, social mobility; analysed separately by age group	Logistic regression (OLS)
IMPACT	Impact on number of characteristics disclosed using expanded definition	Two-arm RCT	MS Form disclosure data	Number of characteristics disclosed (0-9), including "prefer not to say"; analysed separately by age group	Linear regression (OLS)
IMPACT	Disclosure among 25+ and role of employee tenure	RCT moderation analysis	MS Form disclosure data; tenure data from Kier's HR system	Number of characteristics disclosed (0-9); continuous length of service	Linear regression (OLS); campaign × tenure interaction

IPE	Was randomisation / delivery implemented correctly?	Fidelity review; qualitative interviews	Randomisation records; email-send datasets; test emails received by BIT; implementation-staff and employee interviews	Correct allocation / delivery; anomalies; spillovers; implications for trial integrity	Descriptive checks / cross-referencing; triangulated with thematic interview evidence
IPE	How was the intervention implemented; what helped/hindered delivery; what could improve delivery/scaling; what feedback was received?	Qualitative interviews	Implementation-staff interviews: 3 paired interviews with 6 HR, Inclusion, Comms and Data staff	Implementation barriers and facilitators; practicality; burden; employee feedback; improvements and scalability	Framework thematic analysis

IPE	Did intended ToC mechanisms operate; were there unintended mechanisms or moderators?	Qualitative interviews	Implementation-staff interviews and 12 one-to-one employee interviews	Evidence on attention and engagement, ease, perceived value, trust and social mechanisms; unintended effects and contextual factors	Framework thematic analysis, structured around ToC with emergent themes
IPE	How did employees and implementers experience the interventions?	Qualitative interviews	Implementation-staff and employee interviews	Clarity, relevance, persuasiveness, ease, trust, barriers, practicality and acceptability, subgroup differences	Framework thematic analysis; comparison across participant groups/arms where appropriate
ECONOMIC	What is the cost per employee of each campaign?	Ingredients- based cost analysis	Staff cost pro-forma; process mapping; salary/grade data; employee completion-time assumptions	Development and adaptation time and delivery resource use; total cost and cost per employee	Monetisation of staff/employee time; comparison between arms

Appendix 3: Sample characteristics

Table A3.1: Summary of sample characteristics

AGE COHORT	OVERALL	BEHAVIOURALLY INFORMED CAMPAIGN	STANDARD CAMPAIGN
16-24	754 (7.92%)	378 (50.13%)	376 (49.87%)
25+	8770 (92.08%)	4384 (49.99%)	4386 (50.01%)
TENURE CATEGORY	**OVERALL**	**BEHAVIOURALLY INFORMED CAMPAIGN**	**STANDARD CAMPAIGN**
<1 YEAR	1345 (14.12%)	668 (49.67%)	677 (50.33%)
1 to <2 YEARS	1274 (13.38%)	628 (49.29%)	646 (50.71%)
2 to <5 YEARS	2832 (29.74%)	1397 (49.33%)	1435 (50.67%)
5 to <10 YEARS	2076 (21.80%)	1040 (50.10%)	1036 (49.90%)
10 OR MORE	1717 (18.03%)	881 (51.31%)	836 (48.69%)
UNKNOWN	279 (2.93%)	147 (52.69%)	132 (47.31%)

Note: Percentages in the "Overall" column represent the proportion of the total sample in each category (column percentages), while percentages in the campaign columns represent the proportion of each category allocated to each campaign (row percentages).

Appendix 4: Differential attrition significance checks

We tested the likelihood of attrition by treatment arm using logistic regression. The results do not give evidence of significant differential attrition.

Table A4.1: Differential attrition significance checks

ATTRITION TYPE	COEFFICIENT	STANDARD ERROR
LEFT KIER	0.080	0.284
BOUNCED/UNDELIVERABLE	-0.118	0.244
TOTAL ATTRITION	-0.034	0.185

* $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

Appendix 5: Regression table from impact evaluation heterogeneity analysis

Table A5.1: Heterogeneity analysis: Treatment interactions with tenure and age (OLS)

	TENURE INTERACTION (25+ COHORT)	AGE INTERACTION (BOTH COHORTS)
CONSTANT	0.385	-0.461
	(0.253)	(0.287)
TREATMENT	-0.573**	-0.866***
	(0.261)	(0.289)
TENURE: LESS THAN 1 YEAR	0.197	
	(0.266)	
TENURE: 2-5 YEARS	0.881***	0.667***
	(0.243)	(0.175)
TENURE: 5-10 YEARS	1.655***	1.279***
	(0.253)	(0.188)
TENURE: 10 OR MORE YEARS	1.719***	1.485***
	(0.260)	(0.194)
HISTORIC FULL DISCLOSURE (BINARY)	0.617***	0.465***
	(0.157)	(0.147)
HISTORIC DISCLOSURE (CONTINUOUS)	0.345***	0.341***
	(0.020)	(0.020)

	TENURE INTERACTION (25+ COHORT)	AGE INTERACTION (BOTH COHORTS)
TREATMENT X TENURE: LESS THAN 1 YEAR	0.016	
	(0.375)	
TREATMENT X TENURE: 2 TO 5 YEARS	0.077	
	(0.310)	
TREATMENT X TENURE: 5 TO 10 YEARS	-0.253	
	(0.318)	
TREATMENT X TENURE: 10 OR MORE YEARS	0.047	
	(0.327)	
AGE GROUP		1.154***
		(0.231)
TENURE: 1-2 YEARS		-0.095
		(0.167)
TREATMENT X AGE GROUP		0.263
		(0.303)
OBSERVATIONS	8506	9245
R^2	0.051	0.051
ADJUSTED R^2	0.049	0.050

* p < 0.1, ** p < 0.05, *** p < 0.01

Appendix 6: Cross-tabulating historical disclosure in Kier's HR system and disclosure in the MS Form

Table A6.1: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Standard campaign, 16-24 cohort)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	54 (26.87%)	6 (2.99%)	141 (70.15%)	201 (100%)
DECLARED SOME	47 (27.65%)	13 (7.65%)	110 (64.71%)	170 (100%)
DECLARED NONE	0 (0%)	0 (0%)	1 (100%)	1 (100%)
TOTAL	101 (27.15%)	19 (5.11%)	252 (67.74%)	372 (100%)

Table A6.2: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Behaviourally informed campaign, 16-24 cohort)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	34 (17.35%)	8 (4.08%)	154 (78.57%)	196 (100%)
DECLARED SOME	25 (14.71%)	15 (8.82%)	130 (76.47%)	170 (100%)
DECLARED NONE	0 (0%)	0 (0%)	1 (100%)	1 (100%)
TOTAL	59 (16.08%)	23 (6.27%)	285 (77.66%)	367 (100%)

Table A6.3: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Standard campaign, 25+ cohort)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	519 (44.10%)	74 (6.29%)	584 (49.62%)	1,177 (100%)
DECLARED SOME	968 (33.07%)	306 (10.45%)	1,653 (56.47%)	2,927 (100%)
DECLARED NONE	17 (11.04%)	13 (8.44%)	124 (80.52%)	154 (100%)
TOTAL	1,504 (35.32%)	393 (9.23%)	2,361 (55.45%)	4,258 (100%)

Table A6.4: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Behaviourally informed campaign, 25+ cohort)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	459 (39.98%)	61 (5.31%)	628 (54.70%)	1,148 (100%)
DECLARED SOME	812 (27.55%)	241 (8.18%)	1,894 (64.27%)	2,947 (100%)
DECLARED NONE	18 (11.76%)	3 (1.96%)	132 (86.27%)	153 (100%)
TOTAL	1,289 (30.34%)	305 (7.18%)	2,654 (62.48%)	4,248 (100%)

Table A6.5: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Standard campaign, tenure of 1 year or less)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	214 (38.42%)	29 (5.21%)	314 (56.37%)	557 (100%)
DECLARED SOME	23 (19.33%)	24 (20.17%)	72 (60.50%)	119 (100%)
DECLARED NONE	0 (0%)	0 (0%)	1 (100%)	1 (100%)
TOTAL	237 (35.01%)	53 (7.83%)	387 (57.16%)	677 (100%)

Table A6.6: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Behaviourally informed campaign, tenure of 1 year or less)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	186 (32.63%)	25 (4.39%)	359 (62.98%)	570 (100%)
DECLARED SOME	16 (16.33%)	19 (19.39%)	63 (64.29%)	98 (100%)
DECLARED NONE	0 (-)	0 (-)	0 (-)	0 (-)
TOTAL	202 (30.24%)	44 (6.59%)	422 (63.17%)	668 (100%)

Table A6.7: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Standard campaign, tenure of more than 1 year)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	359 (43.73%)	51 (6.21%)	411 (50.06%)	821 (100%)
DECLARED SOME	992 (33.31%)	295 (9.91%)	1,691 (56.78%)	2,978 (100%)
DECLARED NONE	17 (11.04%)	13 (8.44%)	124 (80.52%)	154 (100%)
TOTAL	1,368 (34.61%)	359 (9.08%)	2,226 (56.31%)	3,953 (100%)

Table A6.8: Historical disclosure in Kier's HR system vs trial disclosure in the MS Form (Behaviourally informed campaign, tenure of more than 1 year)

HISTORIC DISCLOSURE IN KIER'S HR SYSTEM	MS FORM DISCLOSURE			
	DECLARED ALL	DECLARED SOME	DECLARED NONE	TOTAL
DECLARED ALL	307 (39.72%)	44 (5.69%)	422 (54.59%)	773 (100%)
DECLARED SOME	821 (27.19%)	237 (7.85%)	1,961 (64.96%)	3,019 (100%)
DECLARED NONE	18 (11.69%)	3 (1.95%)	133 (86.36%)	154 (100%)
TOTAL	1,146 (29.04%)	284 (7.20%)	2,516 (63.76%)	3,946 (100%)

Appendix 7: Exploratory analysis of difference in cumulative disclosure across campaign groups at each communication wave

Table A7.1: Difference in cumulative disclosure model output

TIMEPOINT	ESTIMATED LOG ODDS	RISK RATIO	ESTIMATED PERCENTAGE POINT DIFFERENCE
T1 (INITIAL EMAIL)	0.186***	1.160	3.00%
T2 (FIRST REMINDER EMAIL)	-0.134***	0.915	-3.00%
T3 (SECOND REMINDER EMAIL)	-0.327***	0.823	-7.85%

* $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

Appendix 8: Sensitivity checks for cost estimates

Table A8.1: Minimum, mean and maximum cost estimates for employee disclosure

CAMPAIGN	FIGURE	1 MINUTE	3 MINUTES	5 MINUTES
STANDARD CAMPAIGN	**MIN**	£424	£1,271	£2,118
	MEAN	£913	£2,739	£4,565
	MAX	£6,272	£18,816	£31,360
BEHAVIOURALLY INFORMED CAMPAIGN	**MIN**	£348	£1,045	£1,741
	MEAN	£751	£2,252	£3,753
	MAX	£5,155	£15,466	£25,777

About the authors

The Behavioural Insights Team (BIT) conducted the evaluation and prepared this report. The project team comprised:

NAME	ROLE AT BIT	ROLE ON THE PROJECT
LAURE BOKOBZA	Head of Quantitative Research	Quantitative Quality Assurance
HANNAH CHAPPELL	Senior Research Advisor	Research Lead
ANGIE CHOI	Associate Advisor	Qualitative Researcher
ZOE COOMBS	Research Advisor	Qualitative Researcher
SHOSHANA DAVIDSON	Principal Advisor (Equity, Diversity and Inclusion)	Project Director
TIM HARDY	Senior Research Advisor	Research Lead (Feasibility Study)
RENY KIRYAKOVA	Research Advisor	Quantitative Researcher
EVA KOLKER	Principal Advisor (Employment and Economic Growth)	Policy Quality Assurance
MILLER PIGGOTT	Associate Advisor (Equity, Diversity and Inclusion)	Qualitative Researcher
NILUFER RAHIM	Head of Qualitative Research	Qualitative Quality Assurance; Ethics and

		Safeguarding Lead
SHAGNIK DEB ROY	Research Advisor	Quantitative Researcher
JELKA STOJANOV	Senior Advisor (Equity, Diversity and Inclusion)	Project Lead
GIULIA TAGLIAFERRI	Principal Research Advisor	Research Director

For further information about the evaluation activities, please contact the Behavioural Insights Team at info@bi.team.