youth futures FOUNDATION

Evaluation of communication campaigns for diversity disclosure

Technical report

November 2026



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Introduction

Youth Futures Foundation (YFF), Kier Group plc (Kier) and the Behavioural Insights Team (BIT) partnered to evaluate whether a behaviourally informed communication campaign could improve employees' disclosure of diversity characteristics. 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. Building on two preceding feasibility studies, BIT developed two email-based communication campaigns: a standard campaign reflecting conventional employer communications and a behaviourally informed campaign designed to make disclosure more salient, personally relevant and easier to complete. The evaluation comprised a two-arm randomised controlled trial (RCT), alongside an implementation and process evaluation (IPE) and an economic evaluation, with a particular focus on employees aged 16-24.

This technical report accompanies the main evaluation report and provides additional detail on the intervention, research methods, analyses and findings. It aims to support transparency, critical appraisal and replicability by documenting the methodological decisions, procedures and supporting evidence underpinning the evaluation.

Please note that this technical report may include some information also presented in the main evaluation report to ensure that it can be read and understood as a standalone document, providing readers with sufficient context to understand the intervention and the trial.

Intervention

Overview

This trial compared two communication campaigns designed to encourage Kier employees to disclose their diversity characteristics. Each campaign consisted of 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, using longer, more formal emails that focused primarily on the organisational reasons for collecting diversity 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 visually structured and personalised emails, with a greater emphasis on the potential benefits of disclosure for individual employees. The campaign incorporated features informed by behavioural science, including personalisation, social norm messaging, a named senior messenger and prominent calls to action.

Both campaigns were intended to encourage disclosure, with the standard campaign serving as an active comparison condition. The evaluation therefore tested whether the additional features of the behaviourally informed campaign improved disclosure relative to the standard campaign, rather than whether sending a communication campaign was more effective than sending no campaign.

Shared intervention features and rationale

Both campaigns shared a common set of features designed to encourage employees to disclose their diversity characteristics. The shared features were:

- **Communicating the purpose and benefits of disclosure:** Both campaigns

communicated the benefits of disclosure; for example, how sharing diversity information could improve workplace support, policies and opportunities. This was intended to increase employees' understanding of the potential value of disclosure and encourage participation.

- **Direct hyperlink to reduce friction:** Both campaigns provided a direct link to the MS Form used to collect diversity information. Kier had historically collected diversity information through its HR system, which required employees to navigate several pages before accessing the relevant questions. Providing a direct link was intended to reduce the time and effort required to disclose, addressing the practical barriers that can prevent employees from completing even relatively simple tasks (BIT, 2020). The MS Form itself was common to both campaigns and was not treated as a separate intervention component.

  Because the MS Form represented a departure from Kier's usual disclosure process in Kier's HR system, both campaigns also explained the change and asked employees to submit their information again, even if they had previously provided it through the HR system. This was intended to minimise confusion or suspicion about why the information was being requested again.

- **Explicit deadline:** Both campaigns communicated a clear deadline for submitting diversity information. This was intended to create a sense of urgency and reduce the likelihood of employees postponing or forgetting to complete the form (O'Donoghue & Rabin, 1999).

- **Confidentiality assurances:** Both campaigns reassured employees that the diversity information they provided would be treated confidentially. These assurances were intended to address privacy concerns and reduce the perceived risks associated with sharing sensitive personal information.

- **Reminders:** Both campaigns included two reminder emails, sent approximately ten days apart and on different working days to accommodate variation in employees' working patterns. Reminders were sent only to employees who had not yet submitted their diversity information. They were intended to maintain the salience of the request and increase the likelihood that employees would act when they had time to do so. Previous work has suggested that follow-up reminders can substantially increase diversity disclosure (BIT, 2021).

Additional behaviourally informed features and rationale

The behaviourally informed campaign incorporated several additional features informed by behavioural science. These were intended to attract attention, reduce perceived effort and make the request more personally relevant.

- **Visual hierarchy:** The email layout was designed to draw attention to the request immediately, placing a prominent call-to-action button near the top of the message. This allowed employees to access the disclosure form without scrolling through the email, reducing the effort required to identify and act on the request. The positioning of links within email communications has been shown to influence engagement and click-through behaviour (Kumar & Salo, 2018).
- **Reduced length:** The behaviourally informed emails were shorter and easier to scan than the emails in the standard campaign. Additional information included in the standard campaign, such as frequently asked questions and supporting links, was removed to make the main message and call to action more prominent. This was intended to reduce cognitive load and make it easier for employees to understand and act on the request.
- **Personalisation and messenger:** Unlike the standard campaign, which used a generic greeting ("Dear colleague") and was signed at a team level by the Kier Inclusion Team, the behaviourally informed campaign addressed employees by their first name and was signed by a named senior leader. This was intended to increase the perceived personal relevance and importance of the request, drawing on the influence of messenger credibility and authority (Dolan et al., 2012).
- **Relevance framing:** The behaviourally informed campaign placed greater emphasis on the potential benefits of disclosure for individual employees, rather than primarily focusing on organisational benefits for Kier as was the case in the standard campaign. For example, it highlighted how providing diversity information could help Kier develop support, benefits and opportunities that reflected employees' own needs and experiences. This framing was intended to make the benefits of disclosure more personally meaningful and increase motivation to respond.
- **Social norms:** The campaign highlighted that a growing number of employees were choosing to share their diversity information. This descriptive

social norm was intended to normalise disclosure, encourage a sense of collective participation and reduce the perceived social risks of sharing personal information (Goldstein et al., 2008).

- **Time expectations:** The behaviourally informed emails prominently stated that completing the form would take approximately three minutes. Providing a concrete and relatively short completion estimate was intended to reduce uncertainty about the effort required and make employees more willing to begin the task.
- **Confidentiality assurance differences:** Although both campaigns provided confidentiality assurances, they differed in the level of detail provided. The behaviourally informed campaign briefly stated that information would be treated confidentially and that responses would be combined and reviewed at group level. To streamline the content and keep communications concise, it omitted the more detailed explanations provided in the standard campaign about how employees' information would be handled and stored. The standard campaign's initial email also included frequently asked questions providing further information about who could access the data, how it would be used and protected, and confirming that disclosure would not affect employees' roles, performance or progression.
- **Reminder differences:** Although both campaigns used the same number and timing of reminders, the reminder emails retained the distinctive features of their respective campaigns. The behaviourally informed reminders continued to use shorter, personalised and action-oriented messaging, while the standard reminders maintained a more formal and informational approach.

Both communication campaigns, including the initial emails and two reminders, can be found in Appendix 1 of the main evaluation report.

Recipients and setting

The campaigns targeted all Kier employees with a valid organisational email address. Employees were randomly assigned to receive either the standard or behaviourally informed campaign, with approximately equal numbers receiving each. More detailed information on the randomisation procedure can be found in the "Methods" section.

The campaigns were delivered digitally through employees' organisational email accounts. Emails were distributed during working hours and could be accessed in employees' usual working environments. Employees with access to their organisational email on mobile devices could also read the emails and complete

the form outside their normal working hours or locations.

Delivery teams and procedures

Both campaigns were developed by BIT, with input from Kier and YFF. Before implementation, materials for both campaigns were approved by Kier's communications team and a senior member of staff with responsibility for organisational inclusion.

Technical delivery was managed by members of Kier HR, Emerging Talent and Recruitment (ET Recruitment) and Diversity and Inclusion (D&I) teams, using MS Power Automate to distribute emails to the allocated recipients. Both campaigns were sent from Kier's organisational inclusion email address, although the messenger signing the emails differed between campaigns.

Delivery required the preparation of recipient lists, distribution of emails according to randomised allocation, identification of employees who had already submitted their information, and preparation of updated mailing lists for subsequent reminders. The automated communication system was used to support delivery at scale, while Kier staff monitored delivery and addressed operational issues.

Frequency and duration

Both campaigns were delivered over a four-week period in July 2026. Each employee was scheduled to receive an initial email and up to two reminders, depending on whether they had already submitted their diversity information. The communication schedule was as follows:

- **Initial email:** 1 July 2026
- **First reminder:** 13 July 2026
- **Second reminder:** 23 July 2026

Reminders were directed only to employees who had not yet submitted the MS Form. Consequently, employees who responded to the initial email did not receive subsequent reminders, while those who had not responded could receive all three emails.

Because of the volume of emails, delivery was distributed over several hours rather than occurring simultaneously for all recipients. Both campaigns followed the same schedule and used the same disclosure deadline.

Theory of change

The theory of change (ToC) was developed and refined across two feasibility studies

conducted before the trial. During this period, the intervention and evaluation designs underwent substantial changes in response to operational constraints at Kier. Understanding how the design evolved is therefore important for understanding the development of the final ToC, which is presented in Figure 1.

The initial feasibility study explored whether communication campaigns could encourage Kier employees to disclose their diversity characteristics through Kier's existing HR system. It proposed a three-arm RCT comparing two behaviourally informed communication campaigns against a control group that would receive no communications. The two campaigns used different approaches to framing the benefits of disclosure: one emphasised the positive outcomes that sharing diversity information could help achieve, while the other emphasised the negative outcomes it could help prevent. Including a no-communication control group would have allowed the evaluation to assess whether the campaigns increased disclosure compared with receiving no communications, as well as whether one framing was more effective than the other.

As part of this initial study, BIT developed a ToC explaining how the proposed campaigns were expected to encourage disclosure. Its development drew on several sources of evidence, including an employee pulse survey and individual interviews with Kier staff, which identified barriers such as low awareness of previous requests to disclose diversity information and limited understanding of why disclosure mattered. Mini-group discussions with employees provided feedback on early campaign prototypes, while behavioural science literature informed the selection of features intended to address these barriers, such as clear calls to action, trusted messengers and message framing. The initial ToC brought this evidence together to explain how the campaigns could address practical and motivational barriers and, ultimately, increase disclosure.

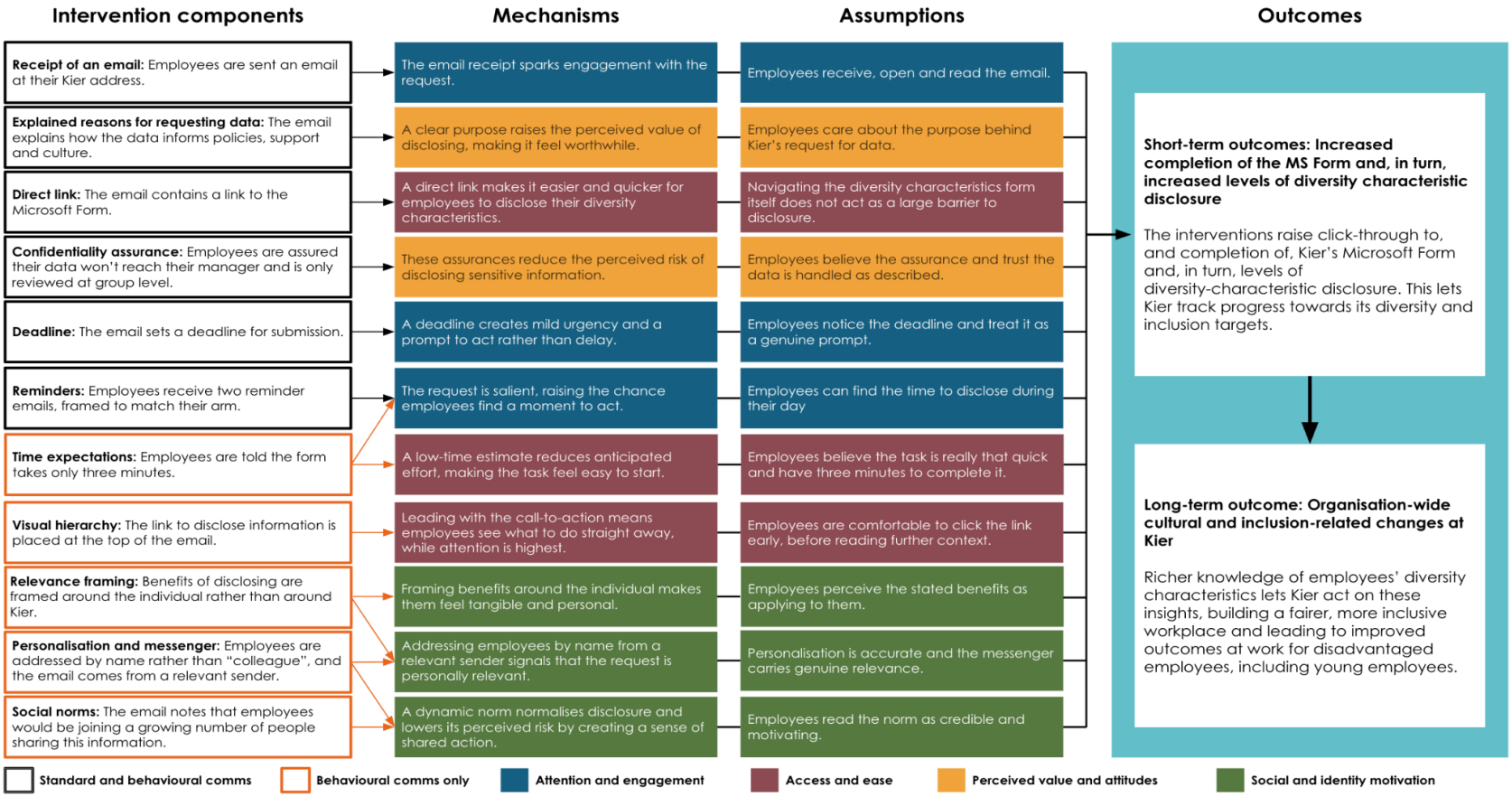
The extended feasibility study was undertaken after technical and operational constraints at Kier made the original trial design unfeasible. In particular, difficulties accessing Kier's HR system meant that employees could no longer reliably use the existing HR system to update their diversity information. The intervention was therefore redesigned to direct employees to a dedicated MS Form instead. The evaluation design was also revised to prioritise statistical power, moving from three arms to two. Rather than comparing positively and negatively framed campaigns against a no-communication control group, the final trial compared a standard communication campaign, reflecting conventional employer practice, with a behaviourally informed campaign incorporating additional features designed to encourage disclosure. This changed the central question of the evaluation: rather than assessing whether communication campaigns increased disclosure relative to

no communication, the trial would assess whether the additional behavioural features improved disclosure relative to a standard campaign.

The ToC was updated during the extended feasibility study to reflect these changes. The revised ToC retained the core understanding of the barriers to disclosure identified during the initial feasibility study, but adapted the proposed pathways to reflect the final intervention design. In particular, it distinguished between the mechanisms expected to operate through features shared by both campaigns, such as explaining the purpose of disclosure, providing a direct link to the MS Form, communicating a deadline and sending reminders, and the additional mechanisms expected to operate through features specific to the behaviourally informed campaign, such as personalisation, a prominent call to action, a completion time estimate and social norm messaging. The focus therefore shifted from explaining how different message framings might increase disclosure compared with no communication to explaining why the behaviourally informed campaign might achieve higher disclosure than the standard campaign.

The final ToC, presented in Figure 1, sets out how the two campaigns were expected to influence employees' decisions to disclose their diversity characteristics. It links the intervention components to four categories of behavioural mechanisms: attention and engagement; access and ease; perceived value and attitudes; and social and identity motivation. Through these mechanisms, both campaigns were expected to encourage completion of the MS Form and increase the amount of diversity information disclosed by Kier employees, with the additional features of the behaviourally informed campaign hypothesised to generate greater disclosure than the standard approach. The following sections describe these pathways and the assumptions underpinning them in more detail.

Figure 1: Theory of change (ToC)



Intended causal pathways

The final ToC identified several complementary mechanisms through which the shared components of both campaigns were expected to encourage disclosure.

- **Attention and engagement:** Receiving the initial email was expected to prompt engagement with the request. The inclusion of a clear deadline was intended to create mild urgency and encourage employees to act rather than delay, while reminders were expected to maintain the salience of the request and increase the likelihood that employees would find time to respond.
- **Access and ease:** Providing a direct link to the MS Form was expected to make disclosure quicker and easier by reducing the steps required to access the form.
- **Perceived value and attitudes:** Explaining the purpose of collecting diversity information was expected to increase the perceived value of disclosure by helping employees understand how their information could inform workplace policies, support and culture. Confidentiality assurances were intended to reduce the perceived risks associated with sharing sensitive personal information.

The behaviourally informed campaign incorporated additional features intended to strengthen these mechanisms and introduce further pathways through which disclosure could be encouraged.

- **Access and ease:** The three-minute completion estimate was intended to reduce anticipated effort and make the task feel easier to begin. The visual hierarchy, with the call to action positioned prominently near the top of the email, was expected to make the required action immediately apparent while employees' attention was highest.
- **Social and identity motivation:** Framing the benefits of disclosure around individual employees was expected to make these benefits feel more tangible and personally relevant. Similarly, addressing employees by name and using a senior messenger was intended to signal that the request was important and personally relevant. Finally, the social norm message was expected to normalise disclosure and reduce its perceived risk by creating a sense of shared action among employees.

Together, these mechanisms were expected to increase the likelihood of employees accessing and completing the MS Form, with the additional features of the behaviourally informed campaign expected to generate higher levels of disclosure

relative to the standard campaign.

Key assumptions and implementation requirements

The ToC was based on several assumptions about how employees would encounter, interpret and respond to the campaigns.

For both campaigns, employees needed to receive, open and read the emails for the intended mechanisms to operate. The explanation of the purpose of disclosure assumed that employees cared about why Kier was requesting their information, while the confidentiality assurances depended on employees believing and trusting how their data would be handled. The direct link was expected to facilitate disclosure provided that navigating the MS Form itself did not present a substantial barrier. Similarly, the deadline needed to be noticed and regarded as a genuine prompt to act, while the reminders assumed that employees could find time during their working day to complete the form.

The additional components of the behaviourally informed campaign depended on further assumptions. The three-minute estimate needed to be perceived as credible, and employees needed to have sufficient time to complete the task. The prominent call to action assumed that employees would be comfortable clicking the link before reading further contextual information. Relevance framing depended on employees perceiving the stated benefits as applicable to them, while personalisation and the use of a named senior messenger required accurate personalisation and a messenger considered genuinely relevant. Finally, the social norm message depended on employees finding the norm credible and motivating.

Successful implementation also required accurate employee contact information, correct allocation and delivery of campaign materials, functioning communication systems and an accessible disclosure form. The reminder process additionally required the identification of employees who had already submitted their information to ensure that subsequent emails were directed only to those who had not yet responded.

Intended outcomes

The immediate intended outcome was increased click-through to and completion of the MS Form and, consequently, higher levels of diversity characteristic disclosure. The behaviourally informed campaign was expected to achieve greater disclosure than the standard campaign through the additional behavioural mechanisms described above. Increased disclosure would, in turn, provide Kier with better information to monitor progress towards its diversity and inclusion targets.

Over the longer term, the ToC envisaged that richer knowledge of employees'

diversity characteristics would enable Kier to act on these insights, contributing to organisation-wide cultural and inclusion-related changes. These changes were ultimately expected to support a fairer and more inclusive workplace and improved outcomes for disadvantaged employees, including young employees. These longer-term outcomes formed part of the intended causal pathway but were not directly measured in the trial.

Methods

Impact evaluation

The impact evaluation used a two-arm RCT to assess whether a behaviourally informed communication campaign increased employees' disclosure of diversity characteristics compared with a standard communication campaign. Eligible Kier employees were randomly allocated to receive either the behaviourally informed campaign (the treatment group) or the standard campaign (the comparison group). As explained in the preceding "Theory of change" section, the trial design was revised during the feasibility phase in response to operational constraints at Kier, resulting in a two-arm design that prioritised statistical power. The evaluation therefore assessed the relative effectiveness of the two campaigns, rather than their impact compared with receiving no communication.

Participant selection

The trial included all Kier employees with a valid work email address at the time of randomisation. Eligible employees included those on permanent, temporary and fixed-term contracts, as well as graduates and apprentices.

Settings and location of data collection

The communication campaigns were delivered to employees through their Kier work email accounts in July 2026, using MS Power Automate. Employees in both groups received emails directing them to the same MS Form, which was used to collect diversity information independently of Kier's existing HR system. Data used for the impact evaluation were obtained from the platforms summarised in Table 1.

Table 1: Platforms used for data collection

PLATFORM	DESCRIPTION
MS FORM	Online form included in both communication campaigns, used to collect employees' diversity characteristics, first and last names, and employee IDs. All questions included in the MS Form used in this trial can be found in Appendix 1 of this report.
POWER AUTOMATE	System used to distribute the communication campaigns and generate records of emails sent to employees.
KIER HR SYSTEM	Kier's HR system, which provided historical diversity disclosure information and employee characteristics used for randomisation and analysis.

Randomisation

Randomisation was conducted at the individual employee level, with eligible employees allocated to the treatment and comparison groups in a 1:1 ratio. Individual-level randomisation was selected to maximise statistical power, particularly for the primary analysis of employees aged 16-24, as randomisation at a higher level, such as by Kier business stream or department, would have substantially reduced power. It was also well suited to testing communication campaigns that included individually targeted features, such as personalised emails.

To increase the likelihood that the treatment and comparison groups were balanced on characteristics associated with disclosure, randomisation was stratified by two baseline variables:

- **Previous disclosure in Kier's HR system (as of May 2026):** Employees were categorised into two groups: 1) disclosed no data or partially disclosed data; 2) disclosed all data[1]
- **Age group:** Employees were categorised as aged 16-24 or aged 25 and over, corresponding to the primary and secondary analytical samples, respectively.

[1] The present trial focuses on disclosure of nine in-scope characteristics (including ethnicity). However, as ethnicity is stored separately from other diversity characteristics in Kier's HR system (due to design constraints of the platform), this dichotomous variable represents previous disclosure of in-scope diversity characteristics excluding ethnicity.

Randomisation was conducted by BIT before the trial began, using the following procedure:

- **Preparation of the randomisation dataset:** Kier's data team provided BIT with a list of eligible employees identified by pseudonymised employee IDs, alongside their age group and previous disclosure status in Kier's HR system .
- **Random allocation:** BIT used R to conduct stratified randomisation, allocating employees to either the behaviourally informed or standard campaign. The randomisation code was quality assured by at least one additional BIT researcher.
- **Preparation of campaign recipient lists:** BIT returned the pseudonymised employee IDs and their assigned trial groups to Kier. Kier's Emerging Talent Acquisition Manager matched these IDs to employee contact details and shared the resulting recipient lists with the relevant Kier HR team member, who used MS Power Automate to distribute the campaigns according to the randomised allocation.

The final randomisation dataset retained each employee's pseudonymised ID, age group, previous disclosure status and assigned trial group.

Balance checks

To assess whether the standard and behaviourally informed groups were comparable at baseline, BIT calculated normalised differences for the randomisation stratification variables and other covariates included in the analysis (Imbens and Rubin, 2015, p. 311). These included:

- **Historical disclosure (binary):** Whether employees had previously disclosed all relevant diversity characteristics in Kier's HR system as of May 2026 (categories: all characteristics disclosed; fewer than eight characteristics disclosed), excluding ethnicity, which was stored separately.
- **Historical disclosure (continuous):** The number of diversity characteristics employees had previously disclosed in Kier's HR system as of May 2026, ranging from 0 to 9 (including ethnicity).
- **Employee tenure:** The length of time employees had worked at Kier, calculated as the number of days from their start date.
- **Age group:** Whether employees were aged 16-24 or 25 and over.

For each variable, the normalised difference was calculated as the difference in means between the two groups, divided by the square root of the average of their

variances. Absolute normalised differences of 0.25 or less were considered indicative of adequate balance. As specified in the trial protocol, any variable exceeding this threshold would be included as an additional covariate in the regression analysis, unless already included in the model.

All normalised differences were below 0.25, indicating adequate balance across the two groups on the variables assessed. The results are presented in Table 6 in the Findings section.

Monitoring randomisation, blinding and spillovers

BIT and Kier conducted checks to verify that the communication campaigns were delivered according to employees' randomised allocations. During the trial, email addresses belonging to BIT project team members were "seeded" into each trial arm to check that the correct communications were sent to each group. Separately, Kier provided email delivery records following the initial communication and each subsequent reminder. BIT cross-referenced these records against the original randomisation dataset to identify any discrepancies between employees' assigned and received campaigns.

These checks also provided a means of detecting potential spillovers arising from employees receiving communications intended for the other trial group. However, they could not identify informal spillovers, such as employees forwarding emails or discussing campaign content with colleagues. Potential sharing of communications was also explored through employee interviews as part of the IPE.

Although employees were aware that they had received communications requesting their diversity information, the existence of the trial and the different campaign allocations were not communicated to them during implementation. Employees were debriefed following the trial.

Outcome measures

The primary outcome was the number of in-scope diversity characteristics disclosed by Kier employees aged 16-24 through the MS Form, measured one month after the start of the campaigns. Disclosure was measured using the "core" definition, which counted substantive responses to each of the nine in-scope characteristics but excluded "prefer not to say" responses. Each characteristic was coded as disclosed (1) or not disclosed (0), with the resulting scores summed to produce a measure ranging from 0 to 9. Blank responses and "prefer not to say" responses were coded as non-disclosure. Employees who did not submit the form, or who selected "prefer not to say" for all characteristics, were therefore assigned a score of zero. The

secondary outcome used the same measure and definition for employees aged 25 and over.

Exploratory analyses were also conducted separately for employees aged 16-24 and those aged 25 and over, comparing outcomes between the standard and behaviourally informed communication campaigns. These analyses examined the following outcomes:

- **Disclosure of all nine in-scope characteristics (core definition):** This analysis examined whether employees provided substantive responses to all nine characteristics, rather than the total number disclosed. The outcome was binary, indicating whether an employee disclosed all nine characteristics (1) or did not (0). It was intended to assess whether one campaign was more effective than the other at encouraging employees to provide complete diversity information.
- **Disclosure of individual characteristics (core definition):** Separate analyses examined whether employees disclosed each of four characteristics of particular interest to YFF and Kier: neurodivergence status, disability status, ethnicity and social mobility. For each characteristic, disclosure was coded as 1 if the employee provided a substantive response, regardless of the status disclosed, and 0 if the response was blank or "prefer not to say". These analyses assessed whether the campaigns differed in their effectiveness at encouraging disclosure of particular characteristics, rather than diversity information overall.
- **Disclosure of disadvantaged and non-disadvantaged group status (core definition):** For each of the four characteristics above, further analyses distinguished between employees who disclosed disadvantaged group status (disabled, neurodiverse, minority ethnicity or low social mobility) and those who disclosed non-disadvantaged group status (not disabled, neurotypical, majority ethnicity or high social mobility). Separate binary outcomes were constructed for each status category and characteristic. For disadvantaged group disclosure, employees were coded as 1 if they reported the relevant disadvantaged status and 0 if they reported non-disadvantaged status, selected "prefer not to say", or did not respond. The reverse approach was used for non-disadvantaged group disclosure. These analyses assessed whether the campaigns differed in the number of employees reporting disadvantaged and non-disadvantaged identities for each characteristic. Importantly, they measured differences in the volume of diversity information captured, rather than whether employees belonging to particular groups became more or less willing to disclose their status, since the characteristics of

employees who did not disclose were unknown.

Two additional exploratory outcomes used an "expanded" definition of disclosure, which counted "prefer not to say" as a response rather than treating it as non-disclosure:

- **Number of in-scope characteristics disclosed (expanded definition):** This analysis measured the number of characteristics for which employees provided any response, including "prefer not to say". Each characteristic was coded as 1 if an active disclosure or "prefer not to say" response was provided, and 0 if the response was blank. The indicators were summed to produce a continuous measure ranging from 0 to 9.
- **Disclosure of all in-scope characteristics (expanded definition):** This analysis examined whether employees provided a response to every in-scope characteristic, including where they selected "prefer not to say". The outcome was binary, distinguishing employees who completed all fields without leaving any blank responses from those who did not. Unlike the corresponding outcome under the core definition, employees could be classified as having completed all fields even if they selected "prefer not to say" for one or more characteristics, including all of them. This analysis was intended to capture complete engagement with the disclosure form, regardless of whether employees were willing to provide substantive information about their characteristics.

Together, the core and expanded measures were intended to help distinguish between employees' engagement with the disclosure process and their willingness to actively disclose diversity information.

Quantitative analytical strategy

BIT conducted the impact evaluation broadly following an intention-to-treat (ITT) approach, analysing employees according to their original randomised allocation. However, the evaluation deviated from a strict ITT approach by excluding 118 employees from the analysis: 50 who left Kier during the trial period, 67 who did not receive communications due to technical delivery failures or email bounce-backs, and one employee on long-term sabbatical. Checks for differential attrition found no statistically significant differences between the two trial arms in the likelihood of employees leaving Kier or emails bouncing back. This provided reassurance that the exclusions were unlikely to have biased the estimated treatment effects.

The analytical approach was specified a priori, before outcome data collection, and analyses were conducted in R. Table 2 summarises the outcome measures and analytical approach.

Table 2: Summary of analyses and outcomes

UNIT OF RANDOMISATION		Employee
UNIT OF ANALYSIS		Employee
STRATIFICATION VARIABLES		Age group (16-24; 25+), previous disclosure (all characteristics disclosed; partial or no disclosure)[2]
PRIMARY OUTCOME	**VARIABLE**	Number of in-scope characteristics disclosed by young Kier employees (aged 16-24) in Kier's MS Form submissions, one month after the start of the campaigns.
	MEASURE (INSTRUMENT, SCALE, SOURCE)	Each in-scope characteristic was converted into a binary indicator of disclosure (0 = no response or "prefer not to say"; 1 = active disclosure response). These indicators were summed across all characteristics to produce a continuous measure ranging from 0 (no characteristics disclosed) to 9 (all characteristics disclosed). The measure was constructed using disclosure data collected through MS Forms.
	ANALYSIS (REGRESSION MODEL, COVARIATES)	Linear model. Covariates included: 1) previous disclosure - binary: a dichotomous variable indicating disclosure of all diversity characteristics *except ethnicity* vs incomplete disclosure);

[2] Previous disclosure refers to diversity characteristics captured in Kier's HR system as of May 2026.

		2) previous disclosure - continuous: a continuous variable ranging from 0 to 9, derived from 9 individual binary variables indicating whether or not employees had previously disclosed each in-scope characteristic (including ethnicity); 3) employee tenure (categorical)
SECONDARY OUTCOME	**VARIABLE**	Number of in-scope characteristics disclosed by Kier employees aged 25 and over in Kier's MS Form submissions , one month after the start of the campaigns.
	MEASURES (INSTRUMENT, SCALE, SOURCE)	Continuous measure ranging from 0 to 9, constructed using disclosure data from MS Form submissions . All other measurement details were the same as for the primary outcome.
	ANALYSIS (REGRESSION MODEL, COVARIATES)	Linear model. Covariates included: 1) previous disclosure - binary: a dichotomous variable indicating disclosure of all diversity characteristics *except ethnicity* vs incomplete disclosure); 2) previous disclosure - continuous: a continuous variable ranging from 0 to 9, derived from 9 individual binary variables indicating whether or not employees had previously disclosed each in-scope characteristic (including ethnicity); 3) employee tenure (categorical)
EXPLORATORY OUTCOMES	**VARIABLE**	For employees aged 16-24 and 25+ separately: 1. Whether the employee disclosed all

		in-scope characteristics one month after the start of the campaigns (core definition) 2. Whether the employee disclosed (1) neurodivergence, (2) disability status, (3) social mobility, and (4) ethnicity one month after the start of the campaigns (core definition) a. Whether the employee disclosed disadvantaged group status for each of these characteristics b. Whether the employee disclosed non-disadvantaged group status for each of these characteristics 3. Number of in-scope characteristics disclosed one month after the start of the campaigns. This outcome uses the "expanded" definition of disclosure (including "prefer not to say" responses). 4. Whether the employee disclosed all in-scope diversity characteristics one month after the start of the campaigns (expanded definition)
	MEASURES (INSTRUMENT, SCALE, SOURCE)	For employees aged 16-24 and 25+ separately: 1. Binary indicator, coded as 1 if the employee disclosed all diversity characteristics under the core definition, and 0 if any response was blank or "prefer not to say". 2. Binary indicators, coded as 1 if the

employee disclosed their (1) neurodivergence, (2) disability status, (3) ethnicity, and (4) social mobility under the core definition, and 0 if the response was blank or "prefer not to say".

a. Disadvantaged status: A separate binary indicator for each characteristic, coded as 1 if the employee disclosed disadvantaged group status (disabled, neurodiverse, minority ethnicity or low social mobility), and 0 if the response was blank, "prefer not to say", or indicated non-disadvantaged group status (not disabled, neurotypical, majority ethnicity or high social mobility).[3]

b. Non-disadvantaged status: A separate binary indicator for each characteristic, coded as 1 if the employee disclosed non-disadvantaged group status (not disabled, neurotypical, majority ethnicity or high social mobility), and 0 if the response was blank, "prefer not to say", or indicated disadvantaged group status

[3] An employee was considered as disabled if they answered "Yes" to all three disability questions. An employee was considered neurodiverse if they answered "Yes" to this question: "Do you consider yourself to be neurodiverse?". An employee was considered to have low social mobility if they answered "Routine, manual and service / Semi-routine manual and service / Technical and craft / Long-term unemployed".

		(disabled, neurodiverse, minority ethnicity or low social mobility). 3. Continuous measure ranging from 0 to 9, calculated by converting each in-scope characteristic into a binary indicator (0 = no response; 1 = active disclosure or "prefer not to say" response) and summing these indicators. A score of 0 indicated that no responses were provided, while a score of 9 indicated that all characteristics had either an active disclosure or a "prefer not to say" response. 4. Binary indicator, coded as 1 if the employee completed all nine in-scope characteristics under the expanded definition (i.e., no blank fields), and 0 otherwise.
	ANALYSIS (REGRESSION MODEL, COVARIATES)	Logistic model to analyse (1) whether employees disclosed all in-scope characteristics one month after the start of the campaigns (core definition), (2) whether employee disclosed [1] neurodivergence, [2] disability status, [3] social mobility, and [4] ethnicity one month after the start of the campaigns (core definition), and if so, whether employees disclosed disadvantaged or non-disadvantaged group status for each of these characteristics, and (4) whether employees disclosed all in-scope diversity characteristics one month after the start of the campaigns (expanded definition).

		Linear model to analyse (3) number of characteristics disclosed one month after the start of the campaigns (expanded definition). For all analyses, previous disclosure (binary), previous disclosure (continuous), and employee tenure (categorised as [1] less than 1 year; [2] 1-2 years; [3] 2-5 years; [4] 5-10 years; [5] 10 or more years)[4] as of trial launch date (1st July 2026) were included as covariates.[5]

Implementation and process evaluation

The IPE was conducted between July and September 2026, covering the delivery of the communication campaigns and the period immediately following the trial. It aimed to understand how the campaigns were implemented and experienced, whether the mechanisms outlined in the ToC operated as intended, and what could be learned about the acceptability, effectiveness and scalability of the interventions.

The IPE used a mixed-methods approach combining quantitative implementation data with qualitative interviews. This section focuses on the qualitative component, which comprised semi-structured interviews with Kier staff involved in delivering the campaigns and employees who received them.[6] The interviews provided insight into

[4] Categories are mutually exclusive.

[5] As age group is included as stratification variable, along with previous disclosure (binary), this would typically also be included as a covariate. However, as all analyses are conducted on the two age groups separately, it would be redundant to include age group as a covariate.

[6] The trial protocol included the review of randomisation and implementation records as a separate IPE activity, covering whether employees received their assigned campaigns, challenges during allocation and monitoring, and potential spillovers. In this technical report, the methods used to assess these issues are described in the earlier section, "Monitoring randomisation, blinding and spillovers", to avoid duplication. This section therefore focuses on the qualitative interview component of the IPE.

implementation processes, employees' experiences of the communications and disclosure process, and factors that may have influenced the observed outcomes.

Research questions and areas explored

The qualitative interviews addressed three groups of research questions specified in the trial protocol, covering implementation, mechanisms of change and stakeholder experiences. Interview topic guides were developed by BIT researchers and informed by the ToC, allowing the evaluation to examine both whether the interventions operated as expected and whether any unanticipated factors influenced delivery or disclosure.

Implementation and delivery. Interviews with Kier implementation staff explored the practicalities of delivering the communication campaigns, including factors that facilitated or hindered implementation, whether operational issues could have affected delivery or trial outcomes, and improvements that could support future delivery or scaling at Kier. Staff were also asked about employee queries, concerns or resistance received during the campaigns. The interviews examined implementation fidelity at both an overall and component level, including the scheduling and distribution of emails, accuracy of campaign content, use of MS Forms for data collection and coordination across the teams responsible for delivery.

To inform the economic evaluation, implementation staff also provided information on the time and resources required to prepare and deliver the campaigns through role-specific cost pro-formas and process-mapping discussions. These activities helped identify the main implementation tasks and associated resource requirements.

Mechanisms of change. Interviews with both implementation staff and employees examined whether the campaigns activated the behavioural mechanisms anticipated by the ToC, and what factors strengthened or weakened their operation. These included whether employees noticed and understood the communications, perceived the benefits of disclosure as relevant, trusted the messenger and confidentiality assurances, and found the disclosure process straightforward. The interviews also explored whether particular features, such as the personalisation of messages, the framing of benefits or the use of MS Forms instead of Kier's HR system, influenced employees' responses.

This also provided an opportunity to examine assumptions underpinning the ToC and identify mechanisms or unintended effects not originally anticipated. In particular, employees were asked about any confusion, hesitation or irritation prompted by the communications, as well as practical or attitudinal factors affecting their willingness to disclose.

Stakeholder experiences and acceptability. Employee interviews explored perceptions of the communications' tone, clarity, relevance, persuasiveness and ease of actioning. They also considered how experiences and reactions might vary across employees, including by age, gender, work location and campaign received. The interview guide was designed to examine barriers that remained among employees who did not disclose their diversity information or selected "prefer not to say", including concerns about privacy, the purpose of data collection and difficulties accessing or completing the form. Implementation staff were also asked about the practicality, burden and overall acceptability of delivering the campaigns.

Participant selection and recruitment

Two groups were recruited for the qualitative interviews: Kier staff involved in implementing the interventions and Kier employees who received one of the communication campaigns.

Implementation staff. BIT recruited Kier staff who had been directly involved in preparing and delivering the campaigns. These included representatives from the Communications, Kier HR, Emerging Talent Recruitment (ET Recruitment) and Diversity and Inclusion (D&I) teams responsible for distributing the emails; IT and Data teams responsible for extracting, matching and securely transferring data; and members of the Diversity and Inclusion Team involved as official messengers or signatories for the behaviourally informed campaign.

All participants were already known to BIT through the feasibility study and trial preparation, so the research team approached them directly about IPE interviews. BIT provided an information sheet, privacy notice and interview details before arranging paired interviews via MS Teams. Participants did not receive a financial incentive, as their involvement was considered part of their professional responsibilities at Kier.

Kier employees receiving one of the interventions. BIT used a purposive sampling framework to recruit employees with different experiences of the communication campaigns. The primary sampling criteria were to include at least six employees from each trial arm, with at least four who had submitted their diversity information through the MS Form and four who had not. Secondary criteria aimed to include at least six female and six male employees, at least four employees aged 16-24 and at least six aged 25 or over.

To identify employees meeting these criteria, BIT used the pseudonymised trial dataset, which contained information on campaign allocation, disclosure status, age and gender. An initial sample of 150 employees was selected using this

framework, with approximately 15 expected to consent based on participation rates observed during the feasibility study. As this first group did not yield sufficient participants, BIT selected a second batch of 150 employees using the same approach, bringing the total number invited to 300.

BIT shared the selected employees' pseudonymised IDs with Kier, which contacted them directly on BIT's behalf. Kier sent an initial invitation, followed by a reminder to those who had not responded. The invitation included an information summary prepared by BIT explaining the purpose of the research, what participation involved, confidentiality arrangements and the opt-in process. Interested employees were asked to consent to Kier sharing their name, email address and basic demographic information with BIT. No identifiable information was transferred without their agreement.

Once employees' contact details were received, BIT provided the full participant documentation, including an information sheet and privacy notice, and obtained informed consent before conducting the interviews. Participation was voluntary, and employees could decline to answer individual questions or withdraw at any point. Interviews were conducted individually via MS Teams, lasted approximately 30 minutes, and participants received a £20 voucher as a token of appreciation.

An important constraint was that BIT could not link employees who opted into interviews back to their original pseudonymised trial records. Once employees agreed to participate, BIT received only their names, contact details, age group and gender, without information on their campaign allocation or whether they had submitted the MS Form. These characteristics could therefore only be confirmed during the interviews themselves. Initially, BIT did not ask prospective interviewees about their disclosure status in advance. However, as recruitment progressed and it became difficult to fill the intended interview slots for employees who did not submit the MS Form, BIT began asking prospective participants whether they recalled updating their diversity information. Their responses were used to inform interview scheduling, although disclosure status was still confirmed during the interviews themselves.

Recruitment outcomes and final sample

Implementation staff. Six Kier staff participated in three paired interviews, each lasting approximately 75 minutes. Together, they represented the three operational functions identified in the sampling framework, providing perspectives on the preparation, delivery and coordination of the campaigns.

Kier employees receiving one of the interventions. Of the 300 employees invited to participate, 21 consented to their details being shared with BIT, and 12 ultimately completed an interview.

Recruiting employees who had not submitted the MS Form proved particularly challenging. Once the interview slots for employees who had submitted their diversity information had been filled, BIT began asking prospective interviewees in advance whether they recalled submitting their information, to help identify employees who could fill the remaining slots. Most confirmed that they had submitted their information, while two initially reported that they had not. One of these employees completed an interview but clarified during the discussion that they had misunderstood the initial question and had, in fact, submitted the MS Form. The other did not attend their scheduled interview. As BIT was unable to recruit any employees who had not submitted the MS Form, the remaining interview slots were filled with employees who had submitted their information. Consequently, all employees in the final sample had submitted the MS Form.

The final sample comprised 12 employees who had submitted the MS Form, including eight who received the standard campaign and four who received the behaviourally informed campaign. The sample achieved equal representation by gender (six male and six female employees) and age group (six aged 16-24 and six aged 25 or over). Interviewees also represented different working environments, including site-based, office-based and office-based roles involving site visits.

Table 3: Summary of IPE interview sample

CATEGORY	SUBGROUP	COUNT
SAMPLE	Total completed	12
INTERVENTION GROUP	Behaviourally informed	4
	Standard	8
GENDER	Male	6
	Female	6
AGE	16-24	6
	25+	6
DISCLOSURE STATUS	Yes, submitted the MS Form	12
	No, did not submit the MS Form	0

The absence of interviewees who did not submit the MS Form was an important limitation of the IPE. Although some interviewees reported withholding particular information or selecting "prefer not to say" for sensitive characteristics, all had engaged with the disclosure process. The interviews could therefore explore reasons for partial disclosure or reluctance to share particular characteristics but could not directly establish why some employees chose not to submit the form at all. This limitation is particularly relevant given that the impact evaluation findings suggested that differences between campaigns were driven largely by whether employees submitted the form, rather than how much information they disclosed once they responded.

The findings may therefore underrepresent the experiences of employees who were less comfortable with, less motivated by or less able to act on the communications. These limitations should be considered when interpreting the qualitative findings, particularly those concerning barriers to disclosure and unintended or adverse reactions.

Qualitative analytical approach

Qualitative interview data were analysed thematically using the Framework approach. BIT developed a structured analytical framework based on the IPE research questions and organised interview evidence into a matrix to identify recurring themes, patterns and differences across participants. An abductive coding approach was used, with initial codes derived deductively from the ToC and refined inductively as additional themes emerged from the data. This allowed the analysis to examine anticipated mechanisms of change while also identifying unexpected findings, including unintended or adverse responses to the communications.

The analysis considered similarities and differences in experiences across trial arms and participant groups, including age, gender and working environment, where the available evidence allowed. Qualitative findings were also triangulated with quantitative impact and implementation data to assess how participants' accounts of campaign delivery and disclosure decisions aligned with, or helped explain, observed patterns in the trial results.

The qualitative analysis was led by BIT researchers, who developed the analytical framework, reviewed the interview evidence, identified and interpreted themes, and drew conclusions. Gemini NotebookLM was used as a supporting tool, primarily to assist with organising and summarising interview transcripts within the framework matrix. Researchers systematically reviewed AI-generated summaries against the original transcripts, using in-line citations to verify their accuracy and ensure that relevant context and nuance were preserved. All thematic interpretations and conclusions were made by BIT researchers.

Economic evaluation

BIT conducted an ingredients-based cost analysis, following the approach developed by Levin et al. (2018), to estimate and compare the resources required to adapt and deliver the two communication campaigns. This approach involved identifying the activities and resources associated with each campaign, estimating the time required and assigning a monetary value to these resources. As Kier already had the systems and infrastructure needed to deliver the campaigns, staff time represented the main resource cost.

The analysis distinguished between three categories of costs:

- **Campaign development and adaptation costs:** The estimated staff time required to adapt the existing communication materials, including reviewing and tailoring email content and templates for use by another employer.

These estimates represented the resources an employer would need to adapt the materials developed through this trial to its own context, rather than the original one-off costs of designing the interventions.

- **Campaign delivery costs:** The staff time required to implement each campaign, including preparing recipient lists, configuring and sending the initial emails and reminders, coordinating delivery, responding to employee queries and completing associated administrative tasks.
- **Employee disclosure costs:** The opportunity cost of employees' time spent completing the MS Form. Unlike staff delivery costs, these costs varied according to the number of employees who submitted their diversity information.

Staff time estimates were collected through cost pro-formas and process-mapping discussions with Kier staff involved in implementation, conducted as part of the IPE interviews. These exercises identified the individual tasks involved in adapting and delivering the campaigns and the time spent on each. Staff costs were calculated by multiplying the estimated time required for each activity by the average hourly wage associated with the relevant employee's job grade. Where activities supported both campaigns, such as coordination meetings, responding to employee queries or extracting data from MS Form submissions, costs were allocated equally between the two trial arms.

Employee disclosure costs were estimated by multiplying the number of employees who submitted their diversity information by the assumed time required to complete the MS Form and the weighted average hourly wage across Kier's workforce. The central estimate assumed a completion time of three minutes per employee, with sensitivity analyses using one- and five-minute completion times to assess how this assumption affected the results.

To ensure comparability between campaigns, the analysis used an equal sample size of 4,762 employees per trial arm. For the standard campaign, the calculation used the observed number of employees who submitted the form (2,030). For the behaviourally informed campaign, it used an estimated 1,669 respondents, derived from the treatment effect estimated through logistic regression. This adjustment accounted for differences in observed characteristics between the groups, rather than relying solely on unadjusted response counts.

Total implementation costs were calculated by combining campaign delivery costs with employee disclosure costs. Development and adaptation costs were reported separately, as they represented resources required to prepare the campaigns rather

than the costs of delivering them. To compare the relative costs of the interventions, BIT calculated three unit-cost measures: cost per employee allocated to each campaign, cost per employee who submitted the MS Form, and cost per diversity characteristic disclosed. These measures allowed the evaluation to consider implementation costs alongside the volume of disclosure achieved by each campaign.

Ethical review

The evaluation was classified as high risk under BIT's internal ethics procedures, primarily because it involved processing special category personal data, including information relating to disability, sexual orientation, transgender status and religion. The project underwent two rounds of ethical review and received approval to proceed. The first review was completed on 16 December 2025 and covered an earlier three-arm RCT design, which was subsequently found to be unfeasible. A second review, covering the final two-arm RCT design described in this report, was completed on 17 June 2026, two weeks before the trial launch.

BIT's internal ethics review process is aligned with the Government Social Research (GSR) Ethical Assurance for Social Research in Government and with ESRC governance guidance for research ethics committees. In accordance with BIT's procedures for high-risk projects, the evaluation was reviewed by two trained ethical reviewers.

The ethical review considered risks associated with processing sensitive employee data, maintaining the validity of the randomised evaluation, safeguarding participants during qualitative interviews, and ensuring voluntary and informed participation in evaluation activities. Table 4 summarises the main considerations and the measures established to address them.

Table 4: Key ethical considerations and how they were addressed

ETHICAL ISSUE	WHY THIS ISSUE AROSE	HOW IT WAS ADDRESSED
PROCESSING OF SENSITIVE PERSONAL DATA (IMPACT EVALUATION)	The impact evaluation required processing employees' diversity information, including special category data relating to disability, sexual orientation, transgender status and religion. Processing this data introduced confidentiality risks, including the potential re-identification of individual employees.	A Data Sharing Agreement (DSA) was established between Kier and BIT. Employee identifiers were pseudonymised by Kier before transfer, with re-identification keys retained by Kier. Data were transferred and stored securely, with access restricted to authorised researchers. Only information necessary for the evaluation was processed, and findings were reported in aggregate form.
TRANSPARENCY ABOUT THE TRIAL AND ITS AIMS DISTORTS BEHAVIOUR (IMPACT EVALUATION)	Informing employees that different communication campaigns were being compared could influence their disclosure behaviour, affecting the validity of the trial results.	The campaigns were delivered as routine Kier internal communications, without explicitly referring to the evaluation. A post-trial debrief was conducted by Kier to explain the study's purpose, methods and findings once doing could no longer influence employees' disclosure behaviour.

CONFIDENTIALITY AND SAFEGUARDING DURING QUALITATIVE INTERVIEWS (IPE)	Interviews explored potentially sensitive topics, including diversity disclosure, workplace inclusion and concerns about data privacy. Participants could share identifiable information, disclose experiences of discrimination or workplace misconduct, or experience discomfort when discussing personal matters.	Interviews followed BIT's safeguarding procedures. Participants could skip questions, pause or stop interviews, and request deletion of their data within 72 hours. A safeguarding escalation procedure was established for sensitive disclosures, involving designated safeguarding leads at BIT and Kier. Recordings and transcripts were stored securely, and identifying information was removed from reported findings.
VOLUNTARY AND INFORMED PARTICIPATION IN IPE AND ECONOMIC EVALUATION ACTIVITIES	Employees and implementation staff were invited to participate in qualitative interviews. As invitations came through their employer, participants could have felt obliged to take part or worried that declining could negatively affect their roles or workplace relationships.	Participation was voluntary and required informed consent. Kier shared contact details with BIT only for individuals who had agreed to be contacted for qualitative interviews. Participant information emphasised the voluntary nature of participation, withdrawal rights and the absence of consequences for declining participation. Consent procedures were tailored to each activity, and identifiable information was stored separately and retained only as necessary.

Data protection

Given the sensitive nature of the information used in the evaluation, data protection considerations were incorporated into the research design and implementation. BIT and Kier acted as joint data controllers, with responsibilities for data sharing and processing established through a DSA signed on 1 October 2025. A Data Protection Impact Assessment (DPIA) was also completed before the trial.

Under these arrangements, Kier was responsible for providing the employee data required for the impact evaluation, while BIT collected additional information through interviews and cost pro-formas for the IPE and economic evaluation. The legal basis identified by BIT for processing personal data was legitimate interests under Article 6(1)(f) of the UK GDPR, with the processing of special category information undertaken for research purposes under Article 9(2)(j).

Several safeguards were implemented to minimise risks to participants' privacy and confidentiality:

- **Data minimisation:** Data collection and processing were limited to the information necessary to address the evaluation's research questions.
- **Pseudonymisation:** Kier replaced employee identifiers with pseudonymised identifiers before transferring data to BIT. Information that could directly identify individuals was retained separately by Kier.
- **Restricted access and secure storage:** Access to research data was limited to authorised BIT researchers working on the evaluation, using secure, access-controlled folders and workspaces.
- **Consent and withdrawal:** For activities involving direct data collection, participants were informed about the purpose of the research, how their information would be used and their rights regarding participation and withdrawal.
- **Confidential reporting:** Findings were reported in aggregate or anonymised form, with identifying details removed from qualitative quotations and other research outputs.
- **Data retention and disposal:** The agreed retention period was six months after the end of the project contract, after which research data would be securely destroyed.

Evaluation timeline

The project was delivered in several stages, beginning with the initial feasibility study, followed by a period of trial redesign, an extended feasibility study and implementation of the RCT in July 2026. The impact evaluation, IPE, and economic evaluation activities were subsequently undertaken, with findings brought together in the final evaluation report. Table 5 summarises the main activities and their timing.

Table 5: Timeline of evaluation activities

DATES	ACTIVITY
JULY 2025 - JANUARY 2026	**Initial feasibility study.** BIT worked with Kier and YFF to understand existing diversity disclosure processes, identify barriers to disclosure and assess the feasibility of different interventions. Activities included a review of existing workforce data and disclosure processes, a rapid evidence review, an employee pulse survey, individual employee interviews, mini-group discussions to test intervention prototypes, and workshops involving BIT, Kier and YFF. BIT developed an initial ToC and proposed a three-arm RCT comparing positively and negatively framed communication campaigns against a no-communication control group, with disclosure measured through Kier's HR system. The feasibility study concluded in January 2026 that this design was feasible in principle.
FEBRUARY - APRIL 2026	**Review of operational constraints and implications for the trial.** Technical and operational changes at Kier affected employees' access to Kier's HR system, preventing the original evaluation design from being implemented as intended. YFF, Kier and BIT considered the implications for intervention delivery, outcome measurement and the trial's comparison groups. The inability to use Kier's HR system for outcome data collection meant that a revised disclosure route and evaluation design were required.
MAY - JUNE 2026	**Extended feasibility study and trial redesign.** BIT worked with Kier and YFF to develop a revised two-arm RCT comparing a standard communication campaign with a behaviourally informed campaign, using MS Forms for disclosure and outcome data collection. Activities included obtaining updated workforce information, revising sample size and power calculations, refining the randomisation approach, redesigning the communication materials and updating the ToC. BIT also reviewed the MS Form, including question

	wording, order and response options, and worked with Kier to resolve outstanding implementation requirements relating to data access, email distribution, reminders and campaign sign-off.
LATE JUNE 2026	**Randomisation and trial preparation.** Kier provided BIT with a pseudonymised dataset of eligible employees, including the variables required for stratified randomisation. BIT randomised employees into the two trial arms, using previous disclosure and age group as stratification variables, and returned the allocation records to Kier. Kier matched the pseudonymised IDs to employees' contact details and prepared the recipient lists for each campaign.
W/C 29 JUNE 2026	**Final implementation checks and campaign set-up.** Kier prepared the email content, employee names, email addresses and trial arm allocation information for distribution through MS Power Automate. The team configured the initial emails and reminders and conducted pre-launch checks of the communication process. Final preparations also covered the MS Form and procedures for identifying employees who had already responded and should not receive subsequent reminders. **Trial protocol finalisation and registration.** BIT finalised the revised evaluation protocol and pre-registered it on the Open Science Framework (OSF) on 30 June 2026, before the launch of the trial. **Trial launch and initial communication.** Kier distributed the initial standard and behaviourally informed email campaigns to employees according to their randomised allocations on 1 July 2026. Both campaigns directed employees to an MS Form to submit their diversity information. Following the communication wave, implementation records were shared with BIT to check that communications had been distributed according to the randomisation records.

13 JULY 2026	**First reminder.** Kier sent reminder emails to employees who had not yet submitted the MS Form, using the messaging corresponding to their allocated campaign. BIT reviewed the associated delivery records against the original randomisation dataset.
23 JULY 2026	**Second reminder.** Kier sent a final reminder to employees who had still not submitted their diversity information. BIT reviewed the associated delivery records against the original randomisation dataset.
29 - 30 JULY 2026	**Trial completion and outcome data transfer.** The MS Form closed to new submissions on 29 July 2026, marking the end of the four-week trial period. On 30 July 2026, Kier shared the outcome data required for the impact evaluation with BIT.
LATE JULY - SEPTEMBER 2026	**Evaluation data collection and analysis.** Following receipt of the final trial outcome data, BIT conducted the impact evaluation, including data cleaning, balance and attrition checks, primary and secondary outcome analyses, and exploratory analyses. In parallel, BIT carried out the IPE, conducting three paired interviews with six Kier implementation staff and 12 individual employee interviews, followed by thematic analysis. Cost information for the economic evaluation was collected through staff cost pro-formas and process-mapping discussions as part of IPE interviews, and subsequently analysed to estimate and compare the costs of the two campaigns.
SEPTEMBER - NOVEMBER 2026	**Evaluation reporting and review.** BIT synthesised the findings from the impact evaluation, IPE and economic evaluation and drafted the main evaluation report and accompanying technical report. Both reports underwent review and revision, incorporating feedback from YFF and Kier to refine the presentation, interpretation and implications of the findings.

Findings

This section provides supplementary findings and detailed analyses from the impact evaluation, expanding on the results presented in the main evaluation report. Findings from the IPE and economic evaluation are presented in full in the main report and are therefore not repeated here.

Randomisation balance

Table 6 reports the normalised differences between the two campaign groups for historical disclosure, age group and tenure. All four values were below the pre-specified threshold of 0.25, indicating adequate balance on the variables assessed.

Table 6: Randomisation balance across trial arms

VARIABLE	NORMALISED DIFFERENCE
HISTORICAL DISCLOSURE (BINARY)[7]	-0.014
HISTORICAL DISCLOSURE (CONTINUOUS)	-0.005
AGE GROUP	-0.002
TENURE	0.007

Primary, secondary and expanded-definition outcomes

Table 7 presents the full ordinary least squares (OLS) regression results for the primary outcome among employees aged 16-24 and the secondary outcome among those aged 25 and over, alongside their expanded-definition counterparts. All four models

[7] Historical disclosure in Kier's HR system was calculated in two ways. Previous disclosure (binary) is a composite binary variable, indicating all eight diversity characteristics disclosed vs. partial disclosure or no characteristics disclosed (this variable excluded ethnicity). Previous disclosure (continuous) is a composite variable capturing the total number of diversity characteristics previously disclosed by the individual, ranging from zero to nine (including ethnicity).

include historical disclosure and employee-tenure covariates; standard errors and model diagnostics are reported in the table.

Table 7: Primary, secondary, and expanded-definition outcomes (OLS)

	CORE (16-24)	CORE (25+)	EXPANDED (16-24)	EXPANDED (25+)
TREATMENT	-0.907***	-0.603***	-0.927***	-0.636***
	(0.285)	(0.091)	(0.294)	(0.094)
HISTORIC FULL DISCLOSURE (BINARY)	-0.245	0.617***	-0.390	0.505***
	(0.436)	(0.157)	(0.456)	(0.162)
HISTORIC DISCLOSURE (CONTINUOUS)	-0.085	0.345***	-0.088	0.339***
	(0.144)	(0.020)	(0.148)	(0.021)
TENURE: 1-2 YEARS	0.014	-0.189	-0.039	-0.166
	(0.367)	(0.188)	(0.380)	(0.192)
TENURE: 2-5 YEARS	-0.351	0.730***	-0.432	0.692***
	(0.459)	(0.190)	(0.482)	(0.196)
TENURE: 5-10 YEARS	0.947	1.338***	0.931	1.275***
	(1.043)	(0.199)	(1.086)	(0.205)
TENURE: 10 OR MORE YEARS		1.553***		1.517***
		(0.203)		(0.209)
TENURE: UNKNOWN	-1.821***		-1.870***	

	CORE (16-24)	CORE (25+)	EXPANDED (16-24)	EXPANDED (25+)
	(0.264)		(0.272)	
CONSTANT	3.735***	0.593***	3.980***	0.853***
	(1.188)	(0.224)	(1.227)	(0.232)
OBSERVATIONS	739	8506	739	8506
R^2	0.019	0.050	0.020	0.044
ADJUSTED R^2	0.009	0.049	0.010	0.044
RESIDUAL STD. ERROR	3.878 (df = 731)	4.197 (df = 8498)	3.995 (df = 731)	4.324 (df = 8498)

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

Heteroskedasticity-robust standard errors in parentheses.

Residual standard errors are the conventional (non-robust) estimates.

Exploratory analyses

Table 8 presents the logistic regression estimates for disclosing all nine in-scope characteristics, using both the core and expanded definitions for each age group. The treatment coefficients are negative in all four specifications; the table also provides the covariate estimates and model fit statistics.

Table 8: Disclosure of all nine in-scope characteristics (Logit)

	CORE (16-24)	EXPANDED (16-24)	CORE (25+)	EXPANDED (25+)
TREATMENT	-0.665***	-0.530***	-0.241***	-0.294***
	(0.185)	(0.169)	(0.048)	(0.045)
HISTORIC FULL DISCLOSURE (BINARY)	0.288	-0.247	0.478***	0.227***
	(0.273)	(0.246)	(0.079)	(0.076)
HISTORIC DISCLOSURE (CONTINUOUS)	-0.049	-0.047	0.184***	0.171***
	(0.081)	(0.075)	(0.012)	(0.011)
TENURE: 1-2 YEARS	0.139	-0.037	-0.092	-0.056
	(0.233)	(0.218)	(0.092)	(0.089)
TENURE: 2-5 YEARS	0.186	-0.245	0.452***	0.321***
	(0.297)	(0.270)	(0.095)	(0.091)
TENURE: 5-10 YEARS	0.784	0.441	0.794***	0.615***
	(0.546)	(0.510)	(0.101)	(0.097)
TENURE: 10 OR MORE YEARS			0.865***	0.736***
			(0.103)	(0.099)
CONSTANT	-0.859	-0.150	-2.473***	-1.833***
	(0.677)	(0.625)	(0.123)	(0.115)

	CORE (16-24)	EXPANDED (16-24)	CORE (25+)	EXPANDED (25+)
OBSERVATIONS	738	738	8506	8506
LOG LIKELIHOOD	-377.69	-424.92	-5150.71	-5542.32
AKAIKE INF. CRIT.	769.38	863.84	10317.42	11100.65

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

Logit coefficients (log-odds) shown with standard errors in parentheses.

Table 9 provides the full logistic regression estimates for disclosure of neurodiversity, disability, ethnicity and social mobility among employees aged 16-24, using the core definition of disclosure. All four treatment coefficients are negative; the estimates relate to whether a substantive response was provided, regardless of the status disclosed.

Table 9: Disclosure of priority characteristics, employees aged 16-24, core definition of disclosure (Logit)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
TREATMENT	-0.504***	-0.578***	-0.513***	-0.479***
	(0.172)	(0.173)	(0.168)	(0.172)
HISTORIC FULL DISCLOSURE (BINARY)	-0.049	-0.158	-0.215	-0.022
	(0.251)	(0.252)	(0.246)	(0.253)
HISTORIC DISCLOSURE (CONTINUOUS)	-0.065	-0.040	-0.046	-0.063
	(0.075)	(0.077)	(0.075)	(0.075)
TENURE: 1-2 YEARS	0.138	0.006	-0.018	0.004

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
	(0.219)	(0.220)	(0.216)	(0.222)
TENURE: 2-5 YEARS	-0.112	-0.216	-0.259	-0.100
	(0.277)	(0.276)	(0.270)	(0.277)
TENURE: 5-10 YEARS	0.477	0.403	0.451	0.667
	(0.521)	(0.521)	(0.510)	(0.513)
CONSTANT	-0.300	-0.336	-0.177	-0.312
	(0.633)	(0.643)	(0.627)	(0.631)
OBSERVATIONS	738	738	738	738
LOG LIKELIHOOD	-412.77	-412.78	-426.36	-412.95
AKAIKE INF. CRIT.	839.54	839.56	866.71	839.90

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

Logit coefficients (log-odds) shown with standard errors in parentheses.

Table 10 reports the corresponding models for employees aged 25 and over. As in the younger cohort, the treatment coefficients are negative across all four priority characteristics, and the full adjustment covariates are shown.

Table 10: Disclosure of priority characteristics, employees aged 25+, core definition of disclosure (Logit)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
TREATMENT	-0.297***	-0.302***	-0.314***	-0.248***
	(0.046)	(0.046)	(0.045)	(0.046)
HISTORIC FULL DISCLOSURE (BINARY)	0.269***	0.273***	0.241***	0.373***
	(0.076)	(0.076)	(0.076)	(0.077)
HISTORIC DISCLOSURE (CONTINUOUS)	0.173***	0.172***	0.174***	0.177***
	(0.011)	(0.011)	(0.011)	(0.011)
TENURE: 1-2 YEARS	-0.082	-0.122	-0.079	-0.079
	(0.089)	(0.089)	(0.089)	(0.090)
TENURE: 2-5 YEARS	0.315***	0.312***	0.320***	0.402***
	(0.092)	(0.092)	(0.091)	(0.093)
TENURE: 5-10 YEARS	0.636***	0.598***	0.628***	0.702***
	(0.097)	(0.097)	(0.097)	(0.098)
TENURE: 10 OR MORE YEARS	0.729***	0.699***	0.738***	0.753***
	(0.099)	(0.099)	(0.099)	(0.100)
CONSTANT	-1.923***	-1.890***	-1.841***	-2.153***
	(0.116)	(0.116)	(0.115)	(0.118)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
OBSERVATIONS	8506	8506	8506	8506
LOG LIKELIHOOD	-5480.73	-5484.46	-5535.19	-5375.87
AKAIKE INF. CRIT.	10977.45	10984.92	11086.38	10767.74

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

Logit coefficients (log-odds) shown with standard errors in parentheses.

Table 11 reports exploratory logistic regressions for responses identifying a disadvantaged status on each priority characteristic among employees aged 16-24. These models concern the number of recorded disadvantaged-status responses, not the probability of disclosure among all employees who actually belong to the group, since their status is unknown when they do not respond.

Table 11: Disclosure of disadvantaged status, employees aged 16-24 (Logit)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
TREATMENT	-0.102	-0.059	-0.280	-0.225
	(0.314)	(0.323)	(0.380)	(0.321)
HISTORIC FULL DISCLOSURE (BINARY)	-0.848**	-0.345	0.085	-0.100
	(0.421)	(0.463)	(0.720)	(0.470)
HISTORIC FULL DISCLOSURE (CONTINUOUS)	-0.107	-0.061	0.019	-0.205*
	(0.135)	(0.137)	(0.428)	(0.119)
TENURE: 1-2 YEARS	-0.222	-0.346	-0.212	-0.910**

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
	(0.387)	(0.423)	(0.420)	(0.461)
TENURE: 2-5 YEARS	-1.445***	-0.820	-2.606**	-0.898*
	(0.518)	(0.532)	(1.112)	(0.521)
TENURE: 5-10 YEARS	-0.560	0.466	-14.748	-1.217
	(0.873)	(0.783)	(861.873)	(1.148)
CONSTANT	-0.977	-1.840	-2.804	-0.498
	(1.113)	(1.146)	(3.358)	(1.002)
OBSERVATIONS	738	738	738	738
LOG LIKELIHOOD	-161.38	-155.97	-116.46	-157.25
AKAIKE INFO. CRIT.	336.76	325.94	246.93	328.51

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

Logit coefficients (log-odds) shown with standard errors in parentheses.

Table 12 provides the corresponding disadvantaged-status estimates for employees aged 25 and over. These results should be interpreted with the same limitation: they compare observed disclosure of particular statuses across campaign groups, rather than disclosure rates within known disadvantaged populations.

Table 12: Disclosure of disadvantaged status, employees aged 25+ (Logit)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
TREATMENT	-0.280***	-0.141*	-0.307***	-0.086
	(0.105)	(0.079)	(0.105)	(0.063)
HISTORIC FULL DISCLOSURE: BINARY	0.175	0.382***	-0.437***	0.287***
	(0.167)	(0.122)	(0.164)	(0.102)
HISTORIC DISCLOSURE: CONTINUOUS	0.069***	0.116***	0.119***	0.081***
	(0.026)	(0.020)	(0.032)	(0.015)
TENURE: 1-2 YEARS	-0.184	0.025	-0.042	0.066
	(0.198)	(0.156)	(0.168)	(0.125)
TENURE: 2-5 YEARS	0.060	0.438***	-0.359**	0.267**
	(0.199)	(0.156)	(0.181)	(0.128)
TENURE: 5-10 YEARS	0.181	0.700***	-0.752***	0.440***
	(0.210)	(0.162)	(0.210)	(0.133)
TENURE: 10 OR MORE YEARS	-0.115	0.593***	-2.026***	0.614***
	(0.223)	(0.166)	(0.303)	(0.134)
CONSTANT	-3.460***	-3.669***	-3.071***	-2.758***
	(0.261)	(0.203)	(0.294)	(0.160)
OBSERVATIONS	8506	8506	8506	8506

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
LOG LIKELIHOOD	-1557.28	-2404.66	-1531.36	-3357.91
AKAIKE INF. CRIT.	3130.56	4825.33	3078.71	6731.82

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

Logit coefficients (log-odds) shown with standard errors in parentheses.

Table 13 presents the complementary analysis of responses identifying a non-disadvantaged status among employees aged 16-24. As with the disadvantaged-status models, these estimates reflect observed reporting of a status and do not establish differential willingness to disclose among the underlying population.

Table 13: Disclosure of non-disadvantaged status, employees aged 16-24 (Logit)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
TREATMENT	-0.573***	-0.671***	-0.515***	-0.497***
	(0.191)	(0.190)	(0.178)	(0.189)
HISTORIC FULL DISCLOSURE (BINARY)	0.315	-0.073	-0.277	-0.007
	(0.284)	(0.274)	(0.259)	(0.277)
HISTORIC DISCLOSURE (CONTINUOUS)	-0.044	-0.026	-0.047	0.005
	(0.082)	(0.084)	(0.075)	(0.085)
TENURE: 1-2 YEARS	0.248	0.123	0.050	0.300
	(0.244)	(0.240)	(0.234)	(0.241)
TENURE: 2-5 YEARS	0.409	0.008	0.026	0.194

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
	(0.308)	(0.300)	(0.283)	(0.304)
TENURE: 5-10 YEARS	0.808	0.198	0.759	1.128**
	(0.568)	(0.588)	(0.517)	(0.535)
CONSTANT	-1.185*	-0.870	-0.477	-1.389*
	(0.692)	(0.701)	(0.636)	(0.712)
OBSERVATIONS	738	738	738	738
LOG LIKELIHOOD	-357.82	-362.94	-392.27	-360.60
AKAIKE INF. CRIT.	729.64	739.88	798.53	735.19

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

Logit coefficients (log-odds) shown with standard errors in parentheses.

Table 14 reports the same non-disadvantaged-status models for employees aged 25 and over.

Table 14: Disclosure of non-disadvantaged status, employees aged 25+ (Logit)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
TREATMENT	-0.256***	-0.281***	-0.268***	-0.260***
	(0.047)	(0.048)	(0.046)	(0.053)
HISTORIC FULL DISCLOSURE (BINARY)	0.230***	0.117	0.337***	0.219***
	(0.077)	(0.078)	(0.078)	(0.083)
HISTORIC DISCLOSURE (CONTINUOUS)	0.171***	0.154***	0.165***	0.189***
	(0.011)	(0.012)	(0.011)	(0.014)
TENURE: 1-2 YEARS	-0.048	-0.144	-0.074	-0.144
	(0.091)	(0.093)	(0.092)	(0.101)
TENURE: 2-5 YEARS	0.308***	0.155	0.425***	0.297***
	(0.094)	(0.095)	(0.094)	(0.102)
TENURE: 5-10 YEARS	0.619***	0.368***	0.830***	0.566***
	(0.099)	(0.100)	(0.099)	(0.108)
TENURE: 10 OR MORE YEARS	0.767***	0.512***	1.046***	0.490***
	(0.101)	(0.102)	(0.101)	(0.110)
CONSTANT	-2.127***	-1.969***	-2.179***	-2.745***
	(0.119)	(0.121)	(0.118)	(0.137)

	NEURODIVERSITY	DISABILITY	ETHNICITY	SOCIAL MOBILITY
OBSERVATIONS	8506	8506	8506	8506
LOG LIKELIHOOD	-5295.14	-5110.98	-5357.55	-4436.64
AKAIKE INF. CRIT.	10606.28	10237.97	10731.10	8889.29

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

Logit coefficients (log-odds) shown with standard errors in parentheses.

Table 15 reports zero-inflated Poisson (ZIP) models for each age group, with separate components for the likelihood of zero disclosure and the number of characteristics disclosed in the count process. The treatment estimates are statistically significant in the zero-inflation component but not the count component, consistent with differences arising primarily from whether employees submitted information at all.

Table 15: Zero-inflated Poisson robustness checks

	ZIP (16-24)	ZIP (25+)
COUNT: TREATMENT	-0.013	0.003
	(0.049)	(0.012)
COUNT: HISTORIC FULL DISCLOSURE (BINARY)	0.050	0.028
	(0.070)	(0.018)
COUNT: HISTORIC FULL DISCLOSURE (CONTINUOUS)	-0.000	0.005*
	(0.021)	(0.003)
COUNT: TENURE: 1-2 YEARS	0.020	-0.006
	(0.063)	(0.023)
COUNT: TENURE: 2-5 YEARS	0.039	0.015

	ZIP (16-24)	ZIP (25+)
	(0.080)	(0.022)
COUNT: TENURE: 5-10 YEARS	0.026	0.024
	(0.133)	(0.023)
COUNT: TENURE: 10 OR MORE YEARS		0.020
		(0.024)
COUNT: CONSTANT	2.128***	2.099***
	(0.179)	(0.029)
ZERO: TREATMENT	0.513***	0.307***
	(0.168)	(0.045)
ZERO: HISTORIC FULL DISCLOSURE (BINARY)	0.215	-0.211***
	(0.246)	(0.076)
ZERO: HISTORIC FULL DISCLOSURE (CONTINUOUS)	0.046	-0.170***
	(0.075)	(0.011)
ZERO: TENURE: 1-2 YEARS	0.018	0.080
	(0.216)	(0.088)
ZERO: TENURE: 2-5 YEARS	0.259	-0.304***
	(0.270)	(0.091)
ZER0: TENURE: 5-10 YEARS	-0.451	-0.595***
	(0.510)	(0.097)

	ZIP (16-24)	ZIP (25+)
ZERO: TENURE: 10 OR MORE YEARS		-0.700***
		(0.099)
ZERO: CONSTANT	0.177	1.772***
	(0.627)	(0.114)
OBSERVATIONS	738	8506
AKAIKE INF. CRIT.	1702.07	25513.80

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

Conventional standard errors in parentheses. Count and zero-inflation components shown separately.

Table 16 reports quasi-binomial models that account for the bounded proportion of in-scope characteristics disclosed. The treatment coefficients remain negative for both age groups, supporting the direction of the main OLS findings under an alternative model specification.

Table 16: Quasi-binomial robustness checks

	QUASI-BINOMIAL (16-24)	QUASI-BINOMIAL (25+)
TREATMENT	-0.526***	-0.293***
	(0.167)	(0.044)
HISTORIC FULL DISCLOSURE (BINARY)	-0.142	0.266***
	(0.245)	(0.075)
HISTORIC DISCLOSURE (CONTINUOUS)	-0.047	0.174***
	(0.076)	(0.011)
TENURE: 1-2 YEARS	0.009	-0.089
	(0.212)	(0.087)
TENURE: 2-5 YEARS	-0.201	0.331***
	(0.265)	(0.090)
TENURE: 5-10 YEARS	0.468	0.630***
	(0.507)	(0.095)
TENURE: 10 OR MORE YEARS		0.727***
		(0.098)
CONSTANT	-0.274	-1.906***
	(0.632)	(0.114)
OBSERVATIONS	738	8506

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

Heteroskedasticity-robust (HC1) standard errors in parentheses.

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Appendices

Appendix 1: Microsoft (MS) Form diversity questions

Section 1: About You

1. First Name (Required to answer; Text)
2. Last Name (Required to answer; Text)
3. Employee Number (Required to answer; Text)

Section 2: Ethnic Origin & Language

4. Ethnic Origin (Single choice)
    a. White - English, Welsh, Scottish, Northern Irish or British
    b. White - Irish
    c. White - Gypsy/Irish Traveller
    d. White - Roma
    e. White - Other
    f. Asian/Asian British - Chinese
    g. Asian/Asian British - Indian
    h. Asian/Asian British - Pakistani
    i. Asian/Asian British - Bangladeshi
    j. Asian/Asian British - Other
    k. Black / African / Caribbean / Black British - African
    l. Black / African / Caribbean / Black British - Caribbean
    m. Black / African / Caribbean / Black British - Other
    n. Mixed - White and Black African
    o. Mixed - White and Black Caribbean
    p. Other ethnic group - Arab
    q. Other ethnic group - Other

r. Mixed - White and Asian
s. Mixed - Other
t. Prefer not to say

5. What is your main language? (Single choice)
    a. English
    b. Other (including sign language) - please state in next question
6. [If Q5 == "Other"] Please list your main language. (Text)

Section 3: Gender & Sexuality

7. Which gender identity do you most identify with? (Single choice)
    a. Female
    b. Male
    c. Gender Fluid
    d. Inter-sex
    e. Non-binary
    f. I use another term
    g. Prefer not to say
8. [If Q7 == "I use another term"] If you prefer to use another term to describe your gender identity, please define. (Text)
9. Do you consider yourself to be Transgender? (Single choice)
    a. No
    b. Yes
    c. Prefer not to say
10. What term best describes your Sexual Orientation? (Single choice)
    a. Heterosexual / Straight
    b. Gay
    c. Lesbian
    d. Bisexual
    e. I use another term
    f. Prefer not to say

11. [If Q10 == "I use another term"] If you prefer to use another term to describe Sexual Orientation, please define. (Text)

Section 4: Disability & Health

12. Do you consider yourself to have any physical or mental health conditions or illnesses lasting, or expected to last, 12 months or more? This can include, but is not limited to, diabetes, a mental health condition, arthritis, a heart condition, or a neurodivergent condition such as dyslexia, dyspraxia, ADHD, autism or Tourette's. If this applies to you, please answer Yes here - we'll also ask a short follow-up about neurodivergence specifically. A formal diagnosis is not required to answer yes below. (Single choice)
    a. Yes
    b. No
    c. Prefer not to say
13. [If Q12 == "Yes"] Do any of your conditions or illnesses reduce your ability to carry out day to day activities? (Single choice)
    a. Yes, a lot
    b. Yes, a little
    c. Not at all
    d. Prefer not to say
14. Do you consider yourself to have a neurodivergent condition such as dyslexia, dyspraxia, ADHD, autism or Tourette's? You do not need to have a formal diagnosis to answer yes. (Single choice)
    a. Yes
    b. No
    c. Prefer not to say

Section 5: Social Mobility

15. What was the occupation of your main household earner when you were aged about 14? (Single choice)
    a. Clerical and intermediate e.g. secretary, office clerk, call centre agent, nursery nurse
    b. Long-term unemployed (claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year)

c. Middle or junior managers such as office manager, retail manager, bank manager, restaurant manager, warehouse manager

d. Modern Professional such as teacher, nurse, physiotherapist, social worker, musician, police officer (sergeant or above), software designer

e. Routine, Manual and Service such as machine operative, security guard, farm worker, HGV driver, cleaner, porter, packer, labourer, waiter or waitress, bar staff

f. Semi-routine Manual and Service e.g. postal worker, caretaker, receptionist, sales assistant

g. Senior Managers e.g. finance manager, chief executive

h. Small business owners who employed less than 25 people such as corner shop owners, small plumbing companies, retail shop owner, single restaurant or cafe owner, taxi owner, garage owner

i. Technical and craft such as motor mechanic, plumber, printer, electrician, gardener, train driver

j. Traditional Professional e.g. solicitor, doctor, accountant, scientist, engineer

k. Other such as retired, this question does not apply to me, I don't know

l. Prefer not to say

Section 6: Religion

16. What is your religion or belief? (Single choice)

a. Muslim

b. Jewish

c. Prefer not to say

d. Sikh

e. Buddhist

f. Christian (including CoE, Catholic, Protestant and all other denominations)

g. Hindu

h. No religion

i. Any other religion

17. [If Q16 == "Any other religion"] If you selected "any other religion" please detail. (Text)

Section 7: Military Connections

18. Are you ex-forces personnel? (Single choice)
    a. Yes
    b. No
    c. Prefer not to say
19. Are you currently serving as a reservist? (Single choice)
    a. Yes
    b. No
    c. Prefer not to say

Section 8: Caring Responsibilities

20. Are you currently a carer? A carer is someone who has significant caring responsibilities for an individual, not including routine childcare responsibilities. They may undertake activities such as helping with personal care, mobility or managing medication.
    a. Yes
    b. No
    c. Prefer not to say