CONSTRUCTION INDUSTRY FEDERATION

Kintris



CONSTRUCTION INDUSTRY PEOPLE AND CULTURE BASELINE REPORT

NOVEMBER 2026



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ABOUT THE CONSTRUCTION INDUSTRY FEDERATION

The Construction Industry Federation is the Irish construction industry's representative body. It provides a broad range of services that assist members in navigating the political, business, economic, and regulatory environment.

These services cross the full business spectrum including training, legal and industrial relations, human resources support, health and safety, industrial intelligence reports, engagement with government, statutory, and other industry bodies as the voice of construction in Ireland, and regular updates on all issues affecting the construction industry.

All services are provided on a national and regional basis from offices in Dublin, Cork, and Galway.



FOREWORD

Ireland's construction industry plays a central role in the country's economic and social development. Its ability to deliver the homes, infrastructure and facilities Ireland requires depends on the skills, commitment and experience of the people working across the sector. Understanding their experience is therefore an important part of understanding the future capacity of the industry itself.

This report establishes the first industry-wide baseline of workplace culture across participating construction organisations. It brings together the experiences of almost 1,000 employees and draws on over 47,000 data points captured. The scale of the evidence provides a valuable perspective on the strengths of the industry, the challenges experienced across workplaces and the areas that require continued leadership attention.

The findings present a sector with a strong sense of purpose and well-established foundations in areas such as safety, teamwork and commitment to delivery. They also show that employee experience is not consistent across every organisation or every stage of a person's career. Career development, recognition, management capability, wellbeing and confidence in speaking up all influence whether people can build sustainable and rewarding careers within the industry.

Safety remains fundamental to construction. The positive responses on safety systems provide important context for the wider people-and-culture findings, which show that consistent leadership, planning, recognition, inclusion and confidence to speak up all shape the day-to-day employee experience.

This baseline is a starting point. Its long-term value will come from repeating the research, broadening participation and building a reliable picture of change over time. CIF will use the evidence to inform industry discussion, support member organisations and strengthen the shared understanding of the workforce issues that will shape the sector's future.

I would like to thank every organisation and employee who contributed. Their participation has created an evidence base from which the industry can learn and against which future progress can be assessed.



Andrew Brownlee
Chief Executive Officer
Construction Industry Federation

EXECUTIVE OVERVIEW

Ireland's construction sector is operating in an increasingly competitive environment, where attracting, developing and retaining talent has become a strategic business priority. Delivering the homes, infrastructure and commercial developments required for Ireland's future will depend on creating workplaces where people choose to join, contribute and build long-term careers.

The CIF ESG Committee commissioned Kintris to establish the first industry-wide baseline of organisational culture and employee experience. Combining an Organisational Maturity Assessment with the experiences of nearly 1,000 employees, the research provides leaders with a clear view of the organisational practices and workplace experiences shaping the sector's talent pipeline.

The evidence points to an industry with strong foundations, including pride in the sector and commitment to the work, alongside clear priorities in leadership, recognition, career development, collaboration and everyday workplace experience.

These factors will influence whether people see construction as a career in which they can progress and remain over time.

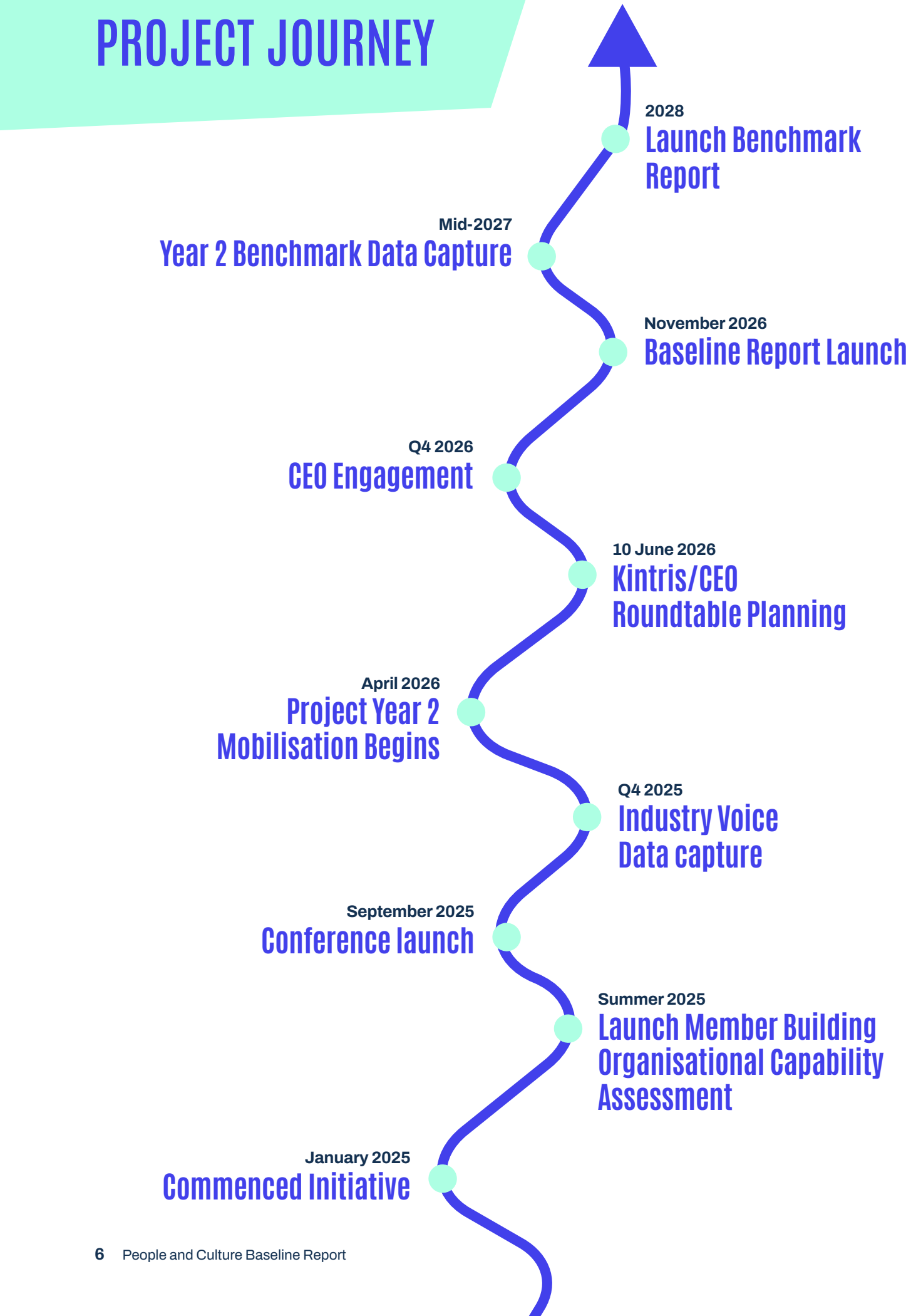
> "The long-term sustainability of construction depends not only on what the industry builds, but on whether people choose to build their careers within it."

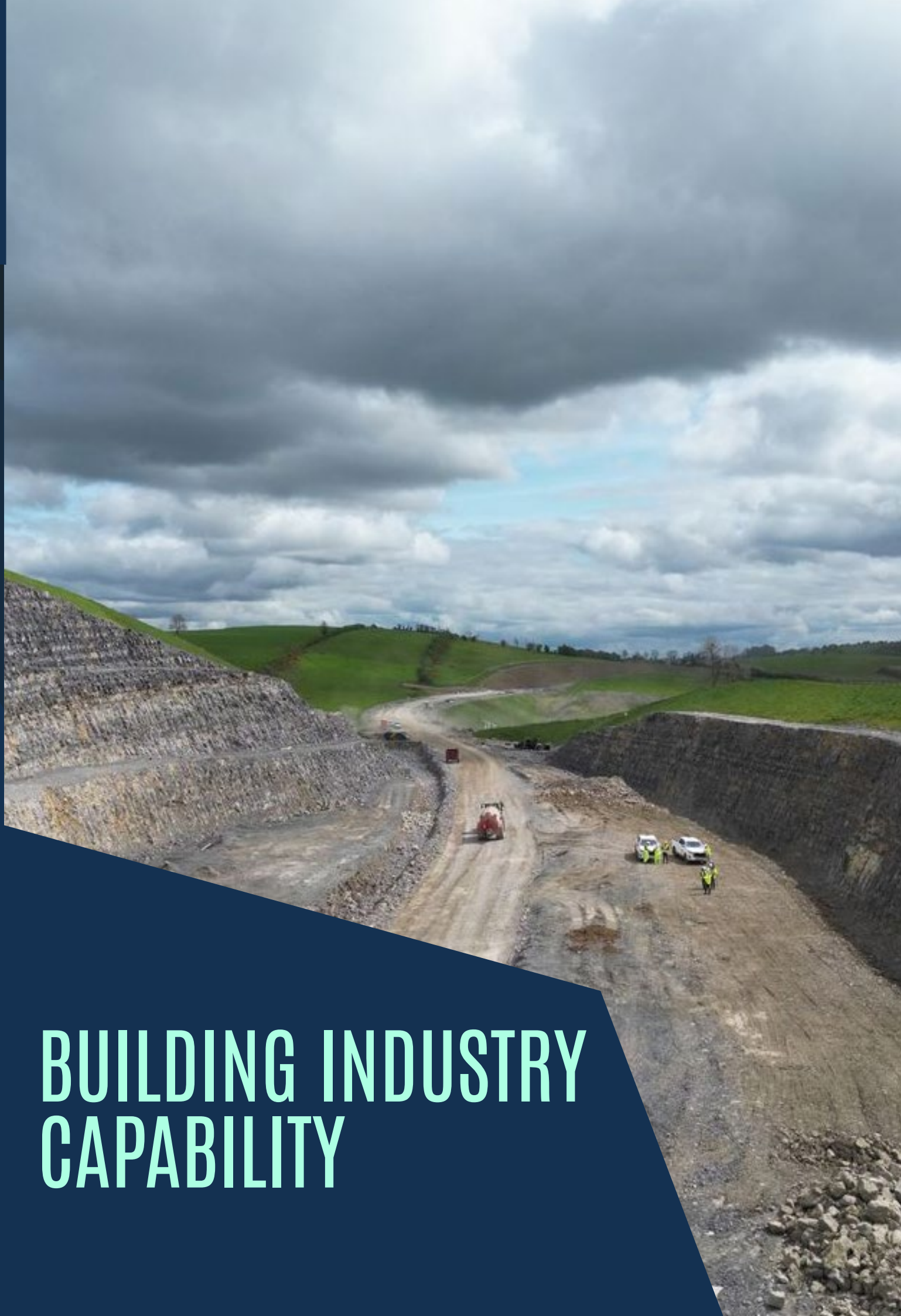


Sandra Healy
CEO and Founder
Kintris



PROJECT JOURNEY





BUILDING INDUSTRY CAPABILITY

BUILDING INDUSTRY CAPABILITY

Two perspectives. One industry baseline.

Combining organisational practices with employee experiences to build a clearer picture of people and culture across construction.

1. ORGANISATIONAL CAPABILITY	2. EMPLOYEE VOICE & EXPERIENCE
What organisations told us	**What employees told us**
233 organisations	Nealy 1000 employees
20,000+ employees represented	47,000+ data points captured
Workforce profile & representation	Psychological safety
Leadership representation	Trust & leadership
Development & progression practices	Manager performance
Wellbeing & supports	Team dynamics
Speak-up & reporting mechanisms	Career experience
Workforce sustainability practices	Health & safety perceptions
Community & social impact	Planning & collaboration
	Workplace conduct & speak-up

HELP BUILD THE NEXT INDUSTRY BENCHMARK

The future of construction depends on how organisations develop, support and retain their workforce.

Complete the **Organisational Capability Assessment** to build a clearer picture of the leadership, workforce and organisational practices that support a stronger, more sustainable industry.

SCAN TO PARTICIPATE

Contribute your organisation's data to the CIF People & Culture Baseline

BUILDING ORGANISATIONAL CAPABILITY

Building the Foundations for a Sustainable Workforce

To better understand the organisational practices shaping workforce sustainability across Ireland's construction sector, CIF member organisations were invited to complete a **Building Organisational Capability Assessment**.

The assessment examines the leadership structures, workforce profile and organisational practices that underpin workforce sustainability. The findings establish the first industry-wide baseline of organisational capability and practices that support organisations to attract, develop and retain talent while fostering safe, inclusive and high-performing workplaces.

A total of **233 Member organisations, representing over 20,000 employees**, participated. Together with the Employee Voice Baseline, these findings provide a comprehensive picture of both organisational readiness and workforce experience, creating a benchmark against which progress can be tracked.

The findings broadly reflect the wider profile of Ireland's construction sector.

Women account for 11% of the workforce in participating organisations, compared with 9.8% nationally, while women hold 17% of leadership and board positions, compared with 15.2% of senior executive roles and 9.7% of board positions across the wider construction sector. Although participating organisations perform slightly ahead of national construction benchmarks, women remain substantially underrepresented in decision-making roles.

69% of organisations track employee wellbeing, while **46%** provide access to an Employee Assistance Programme with utilisation low or untracked. One in three organisations has established a dedicated mental health and wellbeing employee group, but opportunities remain to measure impact.

With construction employment continuing to grow nationally, expanding leadership pathways, graduate and apprenticeship programmes and employee wellbeing supports will be important to strengthening the sector's future workforce.

WORKFORCE PROFILE

Workforce Gender Profile
11% Women 89% Men

People Managers
14% Women 86% Men

Senior Leadership Team
17% Women 83% Men

Graduate & Apprentice Programmes
45% of organisations

CULTURE INDICATORS

Mental Health Supports
33% Mental Health employee group

Employee Wellbeing
69% track employee wellbeing

Professional Development
83% provide learning opportunities

Speak Up
83% have speak-up/reporting channels

SUPPORTING SUSTAINABLE COMMUNITIES

Supporting Sustainable Development

The scale and reach of the industry's community contribution is significant. Construction organisations are supporting local economies, strengthening access to education and skills and investing in initiatives that improve health, inclusion and participation. Their involvement in community programmes, local sport and charitable activity reflects a broader role in the social and economic fabric of the places where they operate. Support for women's and girls' sport also shows how this investment can contribute to visibility, participation and wider social change.

This contribution is becoming more structured within organisations through social impact strategies, local supplier tracking, employee networks, volunteering and sustainability groups. The picture is of an industry whose impact extends well beyond the delivery of projects. It creates employment, develops skills, supports communities and directs resources towards issues that matter locally. Taken together, these activities demonstrate a substantial social contribution and provide a strong basis for the industry's ESG agenda.

ORGANISATION AREA	INDUSTRY ACTIVITY
With a Corporate Social Responsibility or Social Impact Strategy	25%
Supporting local community initiatives	92%
Sponsoring sports clubs, teams or events	83%
Sponsorship investment directed towards women's and girls' sport	37%
Tracking local supplier spend	37%
Providing paid volunteering days	13%
With a Mental Health and Wellbeing Group	33%
With a Women's Network	27%
With a Green Team or Sustainability Group	13%

SUSTAINABLE DEVELOPMENT GOALS SUPPORTED



THE INDUSTRY BASELINE



BUILDING THE INDUSTRY BASELINE

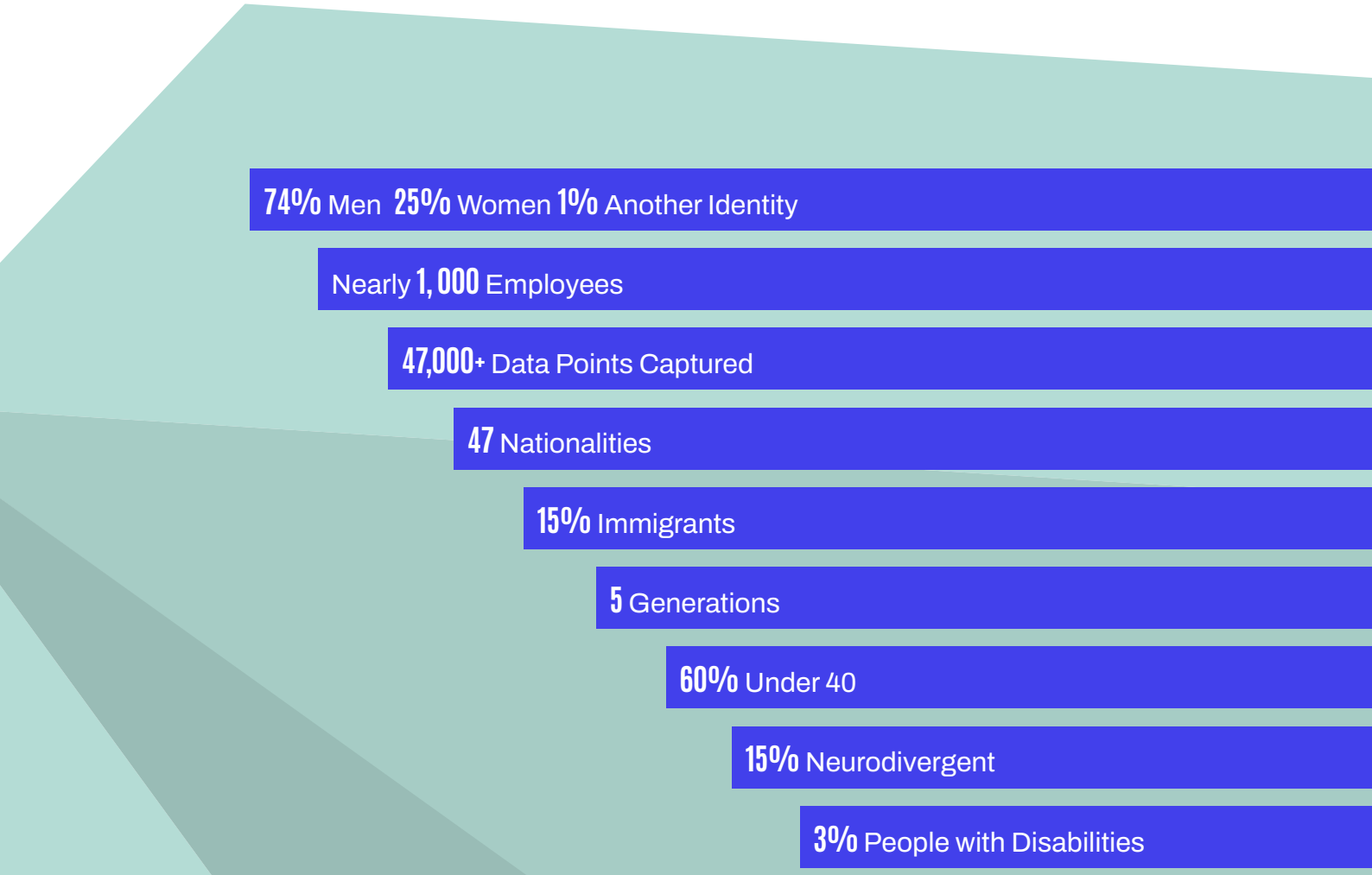
"A stronger industry starts with a clearer understanding of its people."

People are central to the future of Ireland's construction industry. As the sector grows, organisations face increasing pressure to attract skilled talent, develop future leaders, retain experienced employees and create workplaces where people can perform at their best. Achieving these outcomes requires robust workforce intelligence.

Developed collaboratively by CIF and Kintris, the baseline brings together workforce demographics with scientific measures of culture performance and practical workforce indicators, providing a clearer picture of the factors influencing workforce performance and organisational capability.

The baseline gives the industry its first consistent view of employee experience across these areas.

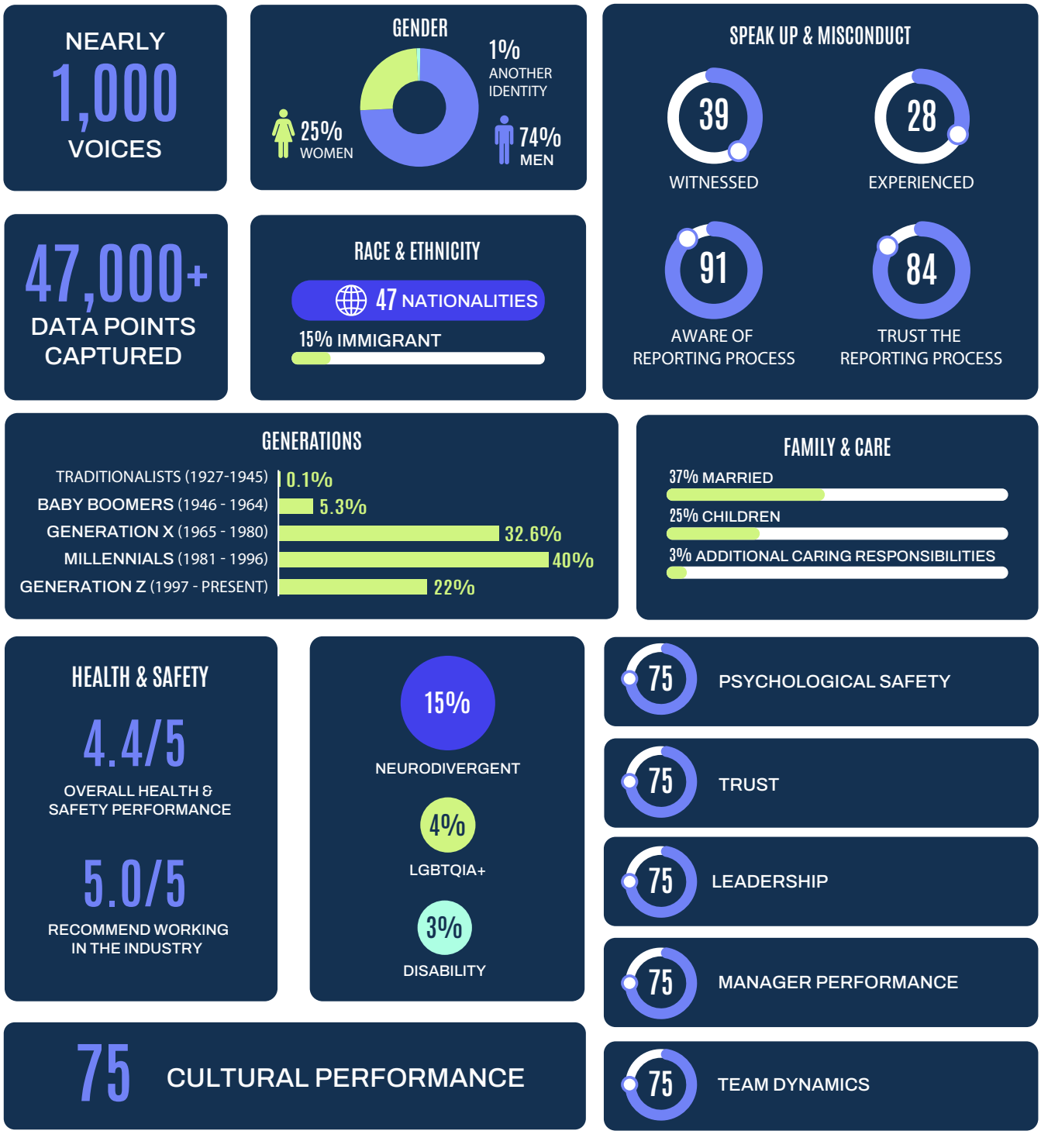
Importantly, this is the beginning of a longitudinal evidence base for the sector. As participation grows, the baseline will help identify workforce trends and measure progress over time. As participation grows in future years, the dataset will evolve into one of the most comprehensive sources of workforce intelligence available to Ireland's construction industry.



THE INDUSTRY BASELINE

This overview provides a snapshot of the employees who participated and their overall culture performance. It combines workforce demographics with key employee experience indicators to establish the baseline against which future progress can be measured.

While the findings represent the overall employee population, experiences vary across different workforce groups. The sections that follow explore these differences in more detail.



DEMOGRAPHICS

UNDERSTANDING THE WORKFORCE

The Employee Voice baseline captures the experiences of nearly 1,000 employees working across Ireland's construction industry, providing a comprehensive insight into today's workforce.

The sector is experiencing both strong demand for skills and significant workforce change. Attracting, developing and retaining people remains a critical challenge, making employee experience central to organisational performance and long-term sustainability.

The workforce represented in this baseline reflects many of the changes taking place across the industry. Construction remains a predominantly male sector, although increasing female participation continues to be a strategic priority. At the same time, almost 60% of respondents are under the age of 40, highlighting the importance of supporting the next generation of construction professionals as they build long-term careers within the industry.

The workforce also reflects a broad range of backgrounds and experiences. Employees represent 47 nationalities, with 15% identifying as immigrants, demonstrating the important contribution internationally recruited employees make to the Irish construction sector.

Fifteen percent (15%) of employees identify as neurodivergent. Women were more likely to identify as neurodivergent (17%) than men (14%), while men were also more likely to prefer not to disclose this information (8% compared with 5% of women). This difference highlights the importance of creating workplace cultures where employees feel comfortable disclosing personal characteristics if they choose.

Five generations are represented, bringing a broad mix of experience, knowledge and expectations. This creates opportunities for learning and knowledge transfer, while requiring organisations to respond to different career aspirations and ways of working.

These findings align with wider workforce challenges facing the construction industry in Ireland. National workforce strategies continue to highlight the need to broaden participation, strengthen talent pipelines and improve retention to meet future demand for housing, infrastructure and economic growth. The Industry Voice baseline provides an important perspective on these challenges by capturing not only who makes up today's workforce, but how employees experience their workplace.

The workforce profile provides important context for understanding how culture is experienced across the construction industry. Establishing the overall Culture Performance baseline makes it possible to identify where experiences are consistent across the workforce and where they differ across workforce groups.



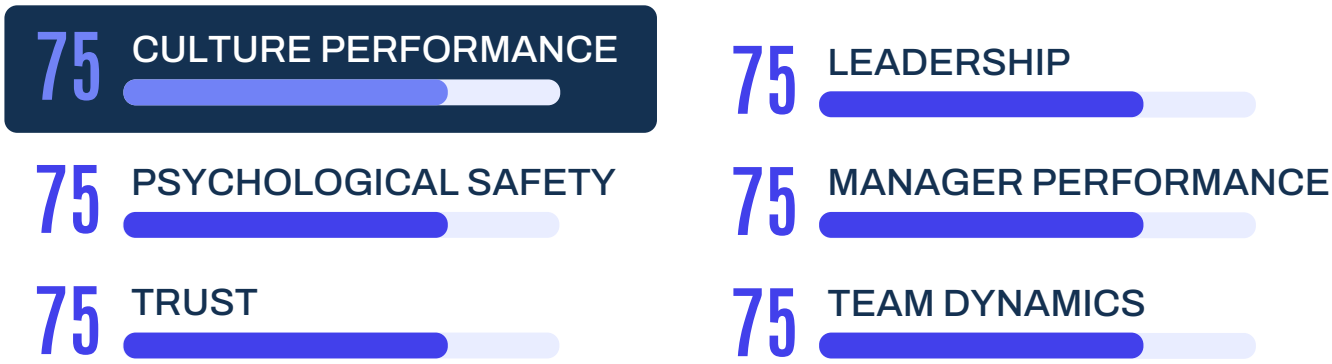
ESTABLISHING THE INDUSTRY BASELINE

The Industry Voice baseline measures Culture Performance across five interconnected dimensions: Psychological Safety, Trust, Leadership, Manager Performance and Team Dynamics. Together, these five dimensions form a scientifically validated measure of organisational culture. They establish the first industry-wide baseline for understanding employee experience and provide organisations with a reliable framework for identifying opportunities for improvement and measuring progress over time.

Across participating organisations, the overall Culture Performance score is 75 out of 100, with each of the five dimensions also achieving a score of 75. This consistency indicates a positive overall employee experience and provides a strong baseline against which future progress can be measured.

While the overall result is encouraging, it represents the average employee experience across the industry. The greatest value of the baseline lies in understanding where experiences differ across workforce groups and identifying the leadership practices and organisational factors that influence those differences. Looking beyond the overall result provides organisations with a clearer understanding of where culture is performing well and where targeted action can have the greatest impact.

The underlying results reveal the behaviours and workplace experiences that contribute most to overall Culture Performance, highlighting both the industry's strengths and the greatest opportunities for improvement.



WHAT DRIVES CULTURE PERFORMANCE

Understanding the Culture Performance Dimensions

The Industry Voice Culture Performance model is built on five scientifically validated dimensions that measure the workplace experiences shaping organisational culture: Psychological Safety, Trust, Leadership, Manager Performance and Team Dynamics. The overall Culture Performance result is reported on a **100-point scale**, while individual survey statements use a **five-point agreement scale**, where 5 represents the most positive employee experience. These underlying results provide deeper insight into the workplace behaviours shaping Culture Performance and highlight leadership practices that can strengthen employee experience.

PSYCHOLOGICAL SAFETY

Employees report a positive environment for speaking up, with r**espect and dignity (4.2/5)** and **confidence to raise concerns (4.1/5)** among the strongest results. **Feeling valued for individual contribution (3.8/5)** is comparatively lower, highlighting an opportunity to strengthen recognition and appreciation.

TRUST

Trust is strongest in relationships with immediate managers, with **manager reliability (4.2/5)** and **confidence discussing work-related issues (4.1/5)** scoring highly. Confidence that **senior leaders keep their promises (3.9/5)** is slightly lower, reinforcing the importance of consistent leadership communication and follow-through.

LEADERSHIP

Leadership is viewed positively overall, with employees rating **fair treatment by senior leaders (4.0/5)**. The results suggest that maintaining fairness, visibility and delivering on commitments will be important to sustaining employee confidence.

MANAGER PERFORMANCE

Managers are a clear strength, particularly in **acting as role models (4.2/5)**, **maintaining enthusiasm (4.2/5)** and **supporting day-to-day work (4.1/5)**. The greatest opportunities lie in increasing **development conversations (3.7/5)**, **recognition (3.8/5)** and supporting employees to **disconnect from work (3.6/5)**.

BELONGING & TEAM DYNAMICS

Employees report positive team relationships, with a **sense of belonging (4.1/5)** and **strong relationships with colleagues (3.9/5)** providing a solid foundation for collaboration and organisational performance.

Leadership Insights

RECOGNITION MATTERS

Employees feel respected and supported, but recognition of individual contribution is less consistent than other aspects of the employee experience.

MANAGERS ARE A KEY STRENGTH

Strong manager relationships underpin the overall Culture Performance baseline. Increasing the quality and frequency of development conversations presents one of the clearest opportunities for improvement.

LEADERSHIP CONSISTENCY BUILDS TRUST

Employees generally trust their leaders, although maintaining confidence depends on leaders consistently delivering on commitments and communicating clearly.

THE CRITICAL ROLE OF PEOPLE MANAGERS

"Managers shape how culture is experienced every day."

People managers have a significant day-to-day influence on the employee experience. They shape how organisational culture is experienced through communication, recognition, development and support. The employee voice findings show that managers are generally viewed positively, while highlighting opportunities to strengthen key people-leadership practices.

WHAT THE DATA TELLS US

Overall, people manager performance is positive. Employees generally view managers as fair, reliable and effective role models, with ratings of 4.1 to 4.2 across these areas. This indicates that managers are providing a strong foundation for day-to-day operational delivery.

The priority is to move beyond effective day-to-day management towards more proactive people leadership. Embedding regular development discussions, meaningful recognition and healthier work and life boundaries could strengthen employee commitment, reduce retention risks and build long-term workforce capability.

This pattern is evident across the workforce. Men, younger employees and managers themselves report similar experiences of development conversations, while women report a less consistent experience of career development with younger employees more likely to experience challenges disconnecting from work. The consistency of these findings across workforce groups suggests an industry-wide capability opportunity rather than an issue affecting a single group.

The leadership implication is clear: people managers are consistently effective in leading operational delivery, but less consistent in the leadership practices that influence employee engagement, retention and long-term organisational capability. Strengthening development, recognition, feedback and coaching capability will have benefits across multiple aspects of the employee experience.

Leadership Insights



OPERATIONAL LEADERSHIP IS CONSISTENT

Managers are viewed as fair, reliable and effective role models, providing a strong foundation for day-to-day delivery.



PEOPLE LEADERSHIP IS INCONSISTENT

Development conversations, recognition, feedback and support for sustainable working are not experienced consistently across the workforce.



MANAGER CAPABILITY IS A STRATEGIC PRIORITY

Focusing on people leadership development will help organisations retain talent, build succession pipelines and sustain long-term performance.

BUILDING CAREERS IN CONSTRUCTION

“Development creates opportunity. Clear progression helps people see a future in the industry.”

Career development is a critical component of employee engagement, retention and organisational capability. The Industry Voice findings show that while employees value opportunities to learn and grow, career progression is experienced less positively than many other aspects of the workplace.

Career development is important to engagement, retention and workforce capability. The Industry employee data show that employees value opportunities to learn and grow, but are less positive about how clearly they can see their progression.

The opportunity is to make career development more visible and structured.

WHAT THE DATA TELLS US

Employees are more positive about their career development than about how clearly they can see their future progression. Organisational practices show the same gap. While **83% of organisations provide professional development opportunities**, only 30% have a documented career development framework, 35% provide leadership development programmes and 20% have documented promotion criteria. 53% provide structured performance reviews or mentoring and coaching. The findings suggest that organisations are investing in development, but clearer progression frameworks are still needed to help employees understand how they can grow over time.

WORKFORCE GROUP	CAREER PATH CLARITY	CAREER DEVELOPMENT SATISFACTION
All employees	3.6	3.8
Women	3.5	3.7
Men	3.7	3.8
Employees under 40	3.7	3.7

★ Low: 1.0 - 2.0 ★ Medium 2.1 - 3.9 ★ High 4.0 - 5.0

Employee ratings are reported on a five-point scale, where 5 represents the most positive experience.

Leadership Insights

CAREER PATHWAYS NEED GREATER CLARITY

Employees value learning opportunities, but career path clarity remains one of the weaker aspects of the employee experience, indicating that progression routes are not always visible or well understood.

DEVELOPMENT IS AVAILABLE, BUT PROGRESSION IS LESS STRUCTURED

Most organisations provide professional development opportunities, yet clear career frameworks and transparent promotion criteria are critical for helping employees understand how they can progress.

STRUCTURED PROGRESSION STRENGTHENS RETENTION

Organisations that combine development opportunities with clear career pathways, regular development conversations and transparent promotion processes are better positioned to retain talent and build future leadership capability.

WHAT MATTERS MOST TO EMPLOYEES

“What employees value most goes well beyond pay.”

Understanding what employees value most provides important insight into the factors that influence attraction, engagement and retention. Pay remains important, but employees place equal value on **team and colleagues**, with **recognition, meaningful work and work-life balance** also ranking highly.

WHAT THE DATA TELLS US

Employee priorities highlight the importance of both financial reward and positive workplace relationships. While pay remains a key factor, employees also place significant value on feeling appreciated, finding meaning in their work and maintaining a healthy work and life balance.

This suggests that attracting and retaining talent requires more than competitive pay, with workplace culture and employee experience playing an important role.

RANK	WHAT EMPLOYEES VALUE MOST
=1	Pay & Benefits
=1	Team & Colleagues
3	Recognition & Appreciation
4	Meaningful Work
5	Work-Life Balance
6	Professional Development

Leadership Insights



EMPLOYEES VALUE PEOPLE AS MUCH AS PAY

Pay and Benefits and Team and Colleagues emerged as the joint highest priorities, demonstrating that positive workplace relationships are as important as financial reward.



RETENTION DEPENDS ON THE WHOLE EMPLOYEE EXPERIENCE

Organisations that combine strong employment conditions with positive workplace relationships, recognition and work-life balance are better positioned to build an engaged and sustainable workforce.



RECOGNITION AND PURPOSE STRENGTHEN ENGAGEMENT

Recognition, meaningful work and opportunities to contribute positively shape employees’ day-to-day experience and strengthen commitment to their organisation.



SAFETY CULTURE

FROM COMPLIANCE TO SAFETY CULTURE

"The industry's next opportunity is moving from safety compliance to safety culture."

Safety remains a fundamental feature of construction culture. Across eight occupational H&S statements, participating employees reported positive perceptions of the resources, practical procedures, management support and authority available to work safely, with scores ranging from 4.2 to 4.5 out of 5. These results describe employee perceptions; they are not an audit of regulatory compliance or safety outcomes.

A separate set of questions examined project planning and collaboration. Involvement of trade partners, advance removal of constraints and collaborative replanning received somewhat lower ratings of 3.8 to 3.9. These questions relate more closely to production planning, Last Planner practices and site culture than to core H&S and highlight opportunities to strengthen coordination and blame-free problem solving.

Alongside these strengths, the qualitative feedback presents a more complex picture. Unsafe practices remain a recurring feature of employee experience. Safety violations, pressure to compromise safe working practices, inconsistent management practices and blame-oriented behaviours were reported as affecting the working environment.

These findings point to the importance of greater consistency in how safety systems are applied through planning, supervision and day-to-day operational decision-making.

Taken together, the findings show a contrast between strong perceptions of formal safety systems and continued reports of unsafe experiences and operational pressures.

For industry leaders, this reinforces the importance of considering safety culture alongside operational culture, including planning, collaboration, leadership and how concerns are addressed in practice.

ESTABLISHED STRENGTHS	LEADERSHIP PRIORITIES
Strong confidence in health and safety systems, management support and the authority to stop unsafe work (4.2–4.5).	Planning, constraint management and collaborative replanning remain less consistent (3.8–3.9).
Safety is widely viewed as an organisational priority and concerns are generally acted upon.	Poor planning, delivery pressure and inconsistent management continue to affect safe working.
The industry has built a strong foundation for safety.	Safety violations and pressure to compromise standards remain part of the employee experience.

SAFETY CULTURE INSIGHTS

The results show a difference between employees' confidence in core health and safety systems and their day-to-day experiences of workplace behaviour, planning and teamwork.

OCCUPATIONAL HEALTH & SAFETY

Employees report positive perceptions of formal safety systems, including the resources and authority to work safely, established procedures and visible management support.

AREA	EVIDENCE	ORGANISATIONAL IMPLICATION
Safety resources and authority	Time, people and equipment to work safely: **4.4**. Ability to stop unsafe work with management and team support: **4.5**.	Employees generally have confidence in the formal authority and resources available to protect safety.
Safety procedures and response	Practical safety protocols: **4.3**. Reporting of incidents and near misses leading to improvements: **4.4**. Visible management response to safety observations: **4.4**.	Safety procedures and reporting arrangements are well established and supported by management action.
Safety under delivery pressure	Safety prioritised over schedule and cost: **4.2**. Support to follow procedures under tight deadlines: **4.3**.	The overall results remain positive, although these are among the lower-rated core safety measures.

WORKPLACE CULTURE, CONDUCT & COLLABORATION

Employee feedback highlights opportunities to strengthen planning, collaborative working and accountability, alongside concerns about misconduct and unsafe behaviours in everyday working practices.

AREA	EVIDENCE	ORGANISATIONAL IMPLICATION
Project planning and collaboration	Trade partner involvement: **3.9.** Constraints cleared in advance: **3.8.** Collaborative, blame-free replanning: **3.9.**	These findings highlight opportunities to strengthen production planning, early constraint removal and collaborative, blame-free problem solving.
Experience in practice	Feedback identifies late engagement, tight timelines, blame culture, poor constraint management and variation between planning processes and site delivery.	Operational and management practices influence the consistent application of safety standards.
Unsafe behaviour	**39%** had witnessed misconduct and **28%** had experienced it. Safety violations, unsafe practices, improper PPE use and pressure to work unsafely were recurring themes.	Unsafe behaviour remains present despite strong confidence in safety procedures and reporting systems.

These measures relate to production planning, Last Planner practices and site culture rather than core H&S.

"Safety culture is measured by everyday experience."



FROM INSIGHT TO ACTION

A FRAMEWORK FOR ACTION

"The evidence is clear. The next step is leadership action."

The baseline identifies where leadership effort and focus can have the greatest impact. The priority now is to turn the evidence into consistent action across organisations, projects and teams.

1. LEAD THE CULTURE

- Set clear expectations for behaviour and how work gets done
- Build trust, respect and confidence to speak up
- Make culture visible through everyday leadership decisions and behaviours

2. STRENGTHEN PEOPLE MANAGERS

- Equip managers to recognise, develop and support their teams.
- Build people-leadership capability at every level.
- Hold managers accountable for both delivery and employee experience.

3. BUILD THE FUTURE WORKFORCE

- Make career progression clearer and more visible.
- Strengthen recognition, feedback and development conversations.
- Create the conditions for people to build sustainable careers in construction.

4. USE EVIDENCE TO DRIVE DECISIONS

- Use culture experience data alongside operational and business measures
- Track where experience differs and where action is needed
- Use evidence to challenge assumptions and guide priorities

5. ACT COLLECTIVELY AS AN INDUSTRY

- Share learning and effective practice
- Strengthen the evidence base through continued participation
- Use the benchmark to track progress and raise standards across the sector



FROM BASELINE TO PROGRESS

"This baseline becomes more valuable when more organisations participate, leaders act on the evidence and we measure what changes."

CIF WILL	AS AN INDUSTRY LEADER, YOU CAN
Build the evidence base through continued measurement and broader participation	**Participate** | contribute your organisation's data and employee voice
Turn evidence into insight by identifying emerging trends and priorities	**Use the evidence** | bring the findings into leadership and workforce discussions
Support shared learning by bringing leaders together around what works	**Act** | focus on the workforce issues most relevant to your organisation
Track progress and show how employee experience changes over time	**Measure** | track progress and contribute again so we can see what is changing

HELP SHAPE THE NEXT INDUSTRY BENCHMARK

Give your employees a voice in the future of construction.

Encourage your employees to participate and contribute their experiences to build a clearer picture of workforce representation, workplace culture and the experiences that shape people's working lives in construction.

SCAN TO PARTICIPATE

INDUSTRY PRIORITIES

The findings are clear. What happens next is down to leadership.

LEADERSHIP CAPABILITY IS BECOMING A STRATEGIC DIFFERENTIATOR

The role of leaders and people managers continues to evolve. Beyond delivering projects, they are increasingly expected to develop people, support wellbeing, reinforce culture, maintain safety standards and retain skilled employees. The data shows that managers are performing strongly across many aspects of their role while also highlighting opportunities to strengthen recognition, development conversations and performance feedback.

CONSISTENCY SHAPES EMPLOYEE EXPERIENCE

Positive perceptions of leaders are reflected across the industry, yet employee experience continues to vary between organisations, projects and teams. The wider evidence on misconduct, project delivery and career development suggests that consistent application of organisational standards remains an important area of focus.

LEADERSHIP INFLUENCES WORKFORCE SUSTAINABILITY

Leadership capability influences more than employee engagement. It shapes attraction, retention, career progression, safety culture and organisational performance. Organisations that continue to invest in leadership capability are likely to be better positioned to develop talent and respond to future workforce challenges.

THE BASELINE CREATES AN OPPORTUNITY FOR COLLECTIVE LEADERSHIP

For the first time, the industry has a shared evidence base describing the employee experience across the construction sector. This provides leaders with an opportunity to benchmark progress, share learning and work collectively to strengthen the industry's reputation as a place to build a career.



“People can have very different experiences of the same organisation depending on their manager or team. Having visibility of those differences helps leaders identify where support is needed and create a more consistent experience across the business.”



EAMONN STAPLETON

CHAIR ESG COMMITTEE CIF, VICE PRESIDENT, CIF

“We have always had a sense of what some of our people and culture challenges might be. Having the data behind that gives us something much more powerful: evidence that enables us to have better conversations, prioritise action, and measure our progress over time”



JEANETTE MAIR

HEAD OF ECONOMIC & POLICY RESEARCH, CIF

“Our company culture shapes the day-to-day experiences of our employees and contributes to overall performance. Gathering better insights will help us understand what matters most to our people, celebrate what is working well and focus on the areas where positive change can have the greatest impact.”



HELENA KIERNAN
HR DIRECTOR, BENNETT CONSTRUCTION

“In a highly competitive market, attracting great people is only part of the challenge. Retaining and developing them is just as important. By understanding what matters most to our employees, what keeps them engaged, and where we can improve their experience, we can create an environment where people feel valued, supported, and motivated to build their careers with us.”



JAN GLYNN
HEAD OF HR, PJ HEGARTY

LEADERSHIP PRIORITIES FOR THE INDUSTRY

“Leadership sets the conditions for culture, but sustainable cultures are built by developing leadership capability at every level.”

The findings show a consistent level of confidence in senior leadership across the industry. Employees generally perceive senior leaders as fair and believe they act with integrity, providing an important foundation for organisational culture. The next leadership challenge is not strengthening trust in senior leaders, but ensuring the leadership behaviours expected throughout the organisation are experienced consistently by those responsible for leading others.

WHAT THE DATA TELLS US

Leadership is one of the industry’s most consistent cultural strengths, with similar results across demographic groups. Employees report positive perceptions of senior leaders’ fairness and integrity, suggesting organisations have established a solid foundation of trust.

However, managers who are responsible for creating the day-to-day employee experience - report inconsistent levels of development conversations, recognition, feedback and support themselves. This presents an important leadership priority. If organisations expect managers to develop, recognise and support their teams, those same leadership behaviours need to be experienced consistently by managers through their interactions with senior leaders.

The findings suggest the opportunity for industry leaders is to strengthen leadership capability throughout the organisation, ensuring the behaviours that shape culture are modelled consistently from the executive team through every level of leadership.

Leadership Insights



LEADERSHIP IS BUILT ON TRUST

Employees report consistently positive perceptions of senior leaders’ fairness and integrity across workforce groups, providing a strong foundation for organisational culture.



MANAGERS NEED TO EXPERIENCE THE LEADERSHIP EXPECTED OF THEM

Managers are expected to coach, develop and recognise others, yet their own experience of development conversations, recognition and feedback remains inconsistant. Strengthening leadership capability begins with ensuring managers experience these behaviours themselves.



LEADERSHIP CAPABILITY IS THE NEXT COMPETITIVE ADVANTAGE

The industry’s next opportunity is not simply building trust in senior leadership, but embedding consistent leadership practices across every level of the organisation. Organisations that develop leaders who consistently support, develop and recognise their managers will be better positioned to strengthen engagement, retention and long-term organisational performance.

BUILDING MORE THAN INFRASTRUCTURE



Construction companies are helping build stronger communities through grassroots sport, youth development and local partnerships.



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ABOUT KINTRIS

Culture intelligence that drives measurable business results.

Kintris is a culture intelligence platform that helps organisations understand their people, strengthen leadership and make better business decisions.

Combining behavioural science, employee voice, advanced analytics and industry benchmarking, Kintris provides leadership teams with a clear, evidence-based understanding of organisational culture and workforce performance.

As the culture intelligence partner to CIF, Kintris has supported the development of this industry baseline, helping construction leaders understand the factors influencing talent retention, leadership effectiveness, psychological safety and long-term workforce sustainability.

FROM INSIGHT TO ACTION

Our platform enables organisations to understand how their culture impacts business performance, identify emerging workforce risks and make evidence-based decisions that strengthen talent retention, organisational effectiveness and long-term sustainability.



Better intelligence. Stronger cultures. Better business outcomes.

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REPORT PUBLICATION

This report presents the first industry-wide benchmark of organisational culture and employee experience in Ireland's construction sector, commissioned by the CIF ESG Committee and developed in partnership with Kintris. Drawing on data from CIF member organisations and employees working across the sector, it provides an evidence-based assessment of organisational practices, workplace culture and the factors influencing workforce sustainability.

The report draws on an Organisational Maturity Assessment with member firms and employee representation and experience data.

The analysis identifies the cultural and organisational factors influencing workforce performance, talent development and retention.

The benchmark establishes a baseline for measuring progress, identifying shared challenges and informing collective action to strengthen organisational effectiveness, workforce resilience and the long-term sustainability of Ireland's construction sector.

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