

Embracing a culture that allows people and organisations to thrive



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Embracing a Culture that Allows People and Organisations to Thrive

Chair:



 **CONSTRUCTING
EXCELLENCE**
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David Whysall

UK Infrastructure Managing Director,
Turner & Townsend

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Embracing a Culture that Allows People and Organisations to Thrive

Panellist:



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Lydia McGuinness

Site Manager, Wates Construction and
G4C National Chair

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Wates

 **G4C**
CONSTRUCTING EXCELLENCE
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that allows people
and organisations to
thrive

Lydia McGuinness

Site Manager for Wates Construction
G4C National Co-chair

My Personal Experience

'Don't you think I get enough hassle from my wife, to have to come to work and get told what to do by a women'

'Why don't you go back to the kitchen and make Yorkshire puddings'

'I'm so glad my daughter is not as bossy as you are'

'Why are you bothering? You can't have kids and work on site?'



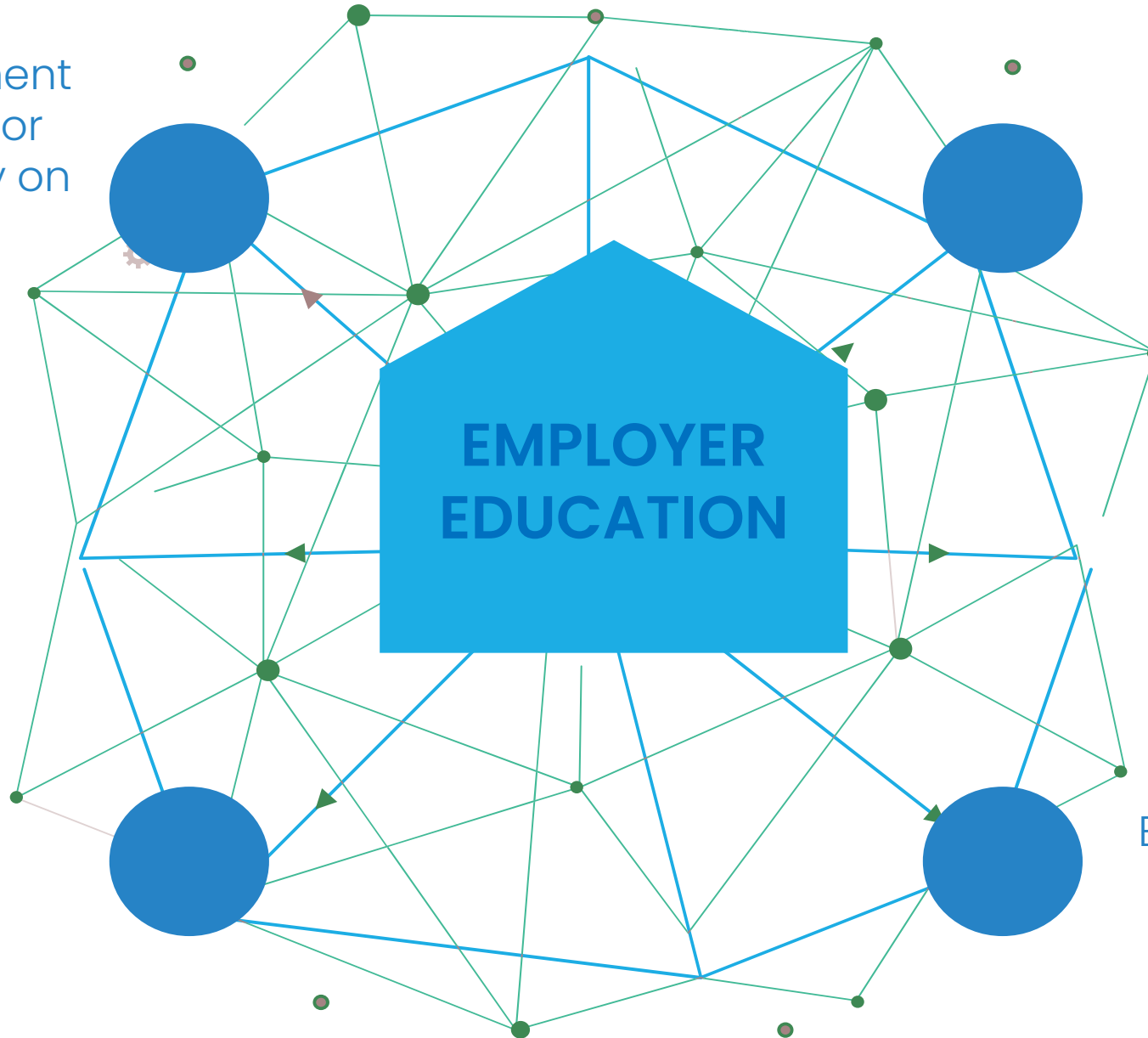
BUT WHAT HAPPENED NEXT?

- My manager and colleague's supported and listened to me
- I felt comfortable to report the comment
- It was treated sternly and the operative was told discriminatory comments are unacceptable

We can't change everyone's mindsets

Create an environment that is accessible for everyone, especially on site

Promote a culture of trust between employers and employees so they feel comfortable to report issues, and the impact these negative comments can have



Educate managers how to empower and develop their younger staff

Stop the culture of 'it was hard for me so it needs to be hard for you' and take a preventative approach through education

'Why are you bothering? You can't have kids and work on site?'

WHO OWN'S
THIS ISSUE?

The Employer

Do you believe we have cultural issues within the industry? If so, what is the main one?

Attitude and behaviour

How women are perceived on site, and therefore given 'women tasks'

Outdated opinions

Better career routes in other industries

Some people are resistant to change

Still an 'old school' attitude

Difficult to drive change

Bias for tenure over talent

Disregard of young people in managerial roles

Industry is set in it's ways

Perception that the industry is for the non academic

Reluctance to change, falling behind other industries

Diversity

Poor Inclusivity for anyone that's not cis white male

Difficult to drive innovation

Lack of females

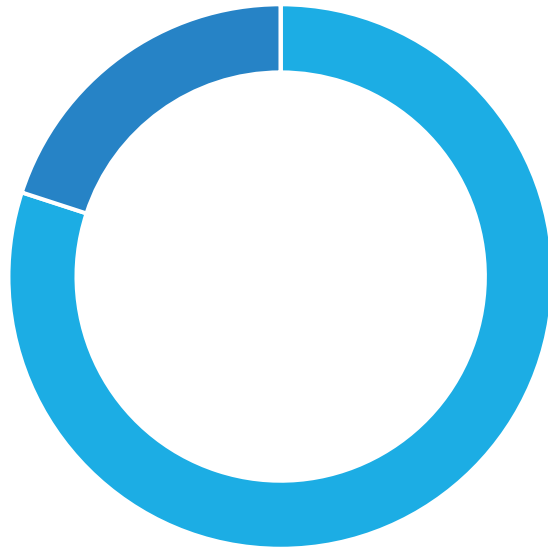
Poor work life balance, no intelligent working

Diversity is an issue

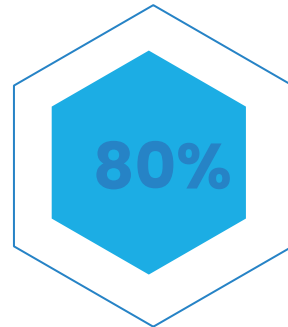
Describe the Construction Industry in one or a few words



Would you recommend the Construction Industry to another young person?



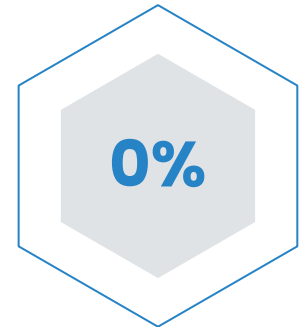
■ Yes ■ Maybe



YES

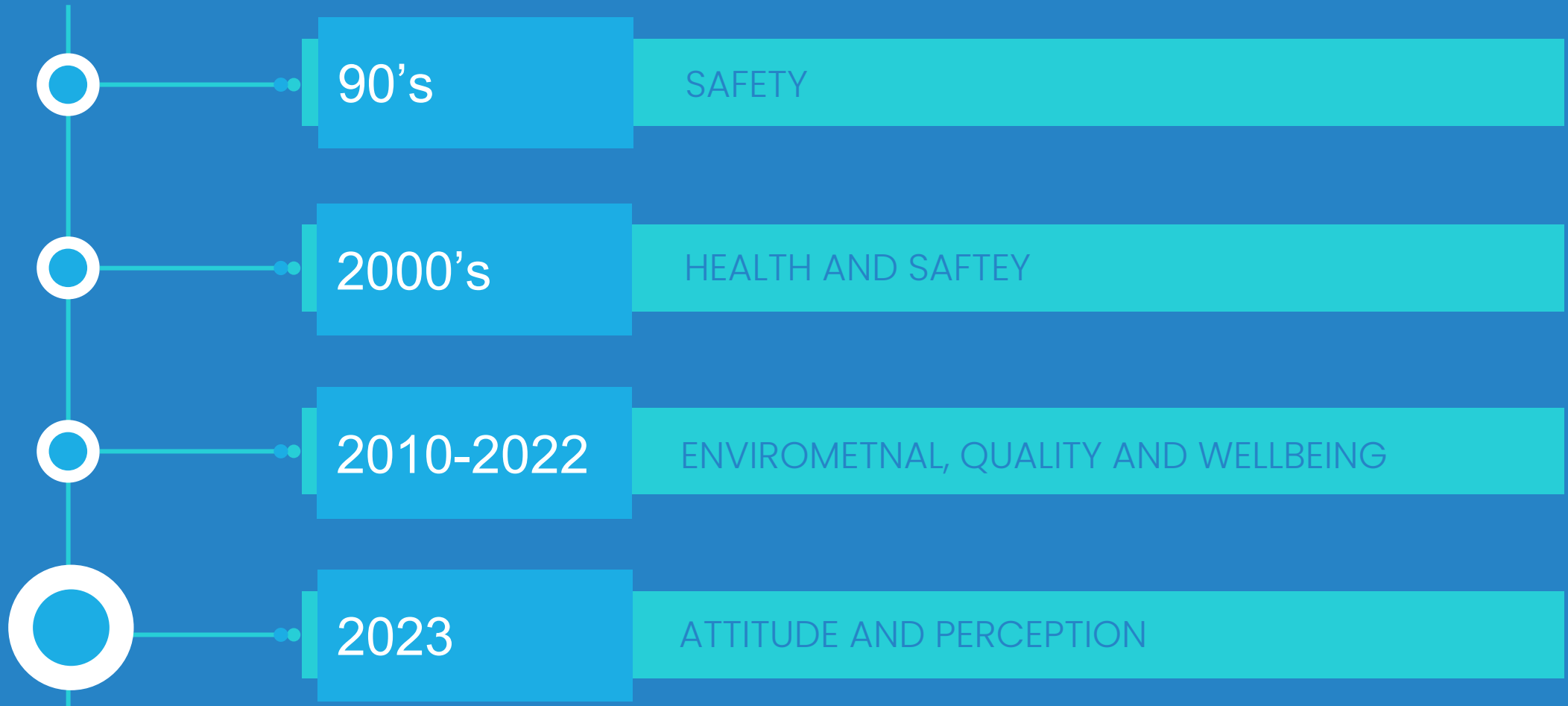


**MAYBE with
change**



NO

Industry Focus





DIVERSITY AND INCLUSION WILL CHANGE CULTURE AND CREATE INNOVATION



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Tracey Collins

Head of Diversity and Inclusion, Kier Group

#ceconference2023

Kier D&I Journey

Construction Excellence

Tracey Colins - Head of Diversity & Inclusion



Diversity & Inclusion– Its core to our business success

- Beginning of 2021 – Stopped to audit our current position
- This audit shaped our D&I Roadmap
- Understanding our data to help us to focus our plan
- Partner with organisations to support the journey
- Relunched/formed employee networks
- Leadership buy in and sponsorship are vital
- Don't forget to collaborate – peers, supply chain partners, clients, other organisations
- People need support/training & education

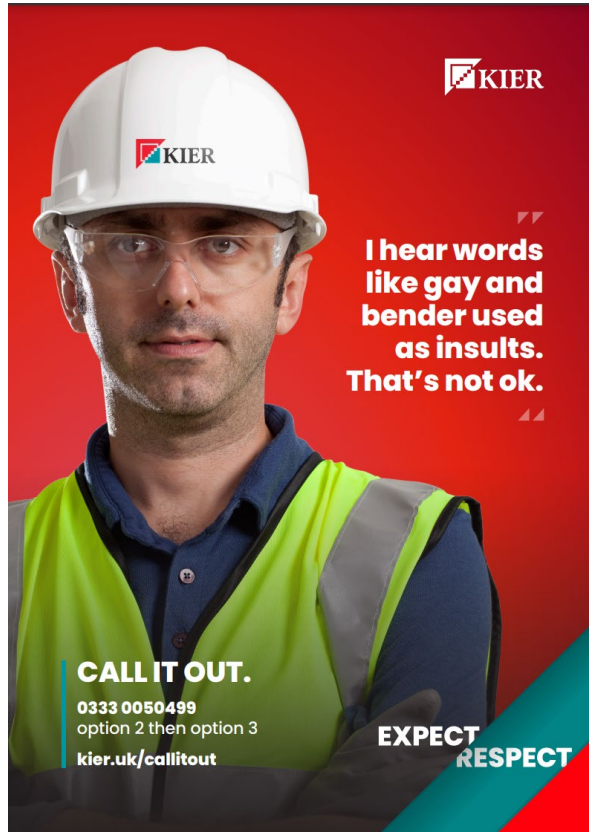


Becoming Family Friendly

- **Maternity Leave/Shared Parental Leave** – Enhanced our policies
- **Introduced Parental Leave** – 8 weeks paid
- **Adoption Leave** – Aligned to Maternity Leave
- Introduced a **Pregnancy Loss Policy**
- Introduced a **Surrogacy Policy**
- Introduced **Menopause Guidance**
- Encouraging **Agile & Flexible working** for all (partnering with Timewise for sites)
- Encouraging **part time working** and **job shares**



Everyone Should Expect Respect

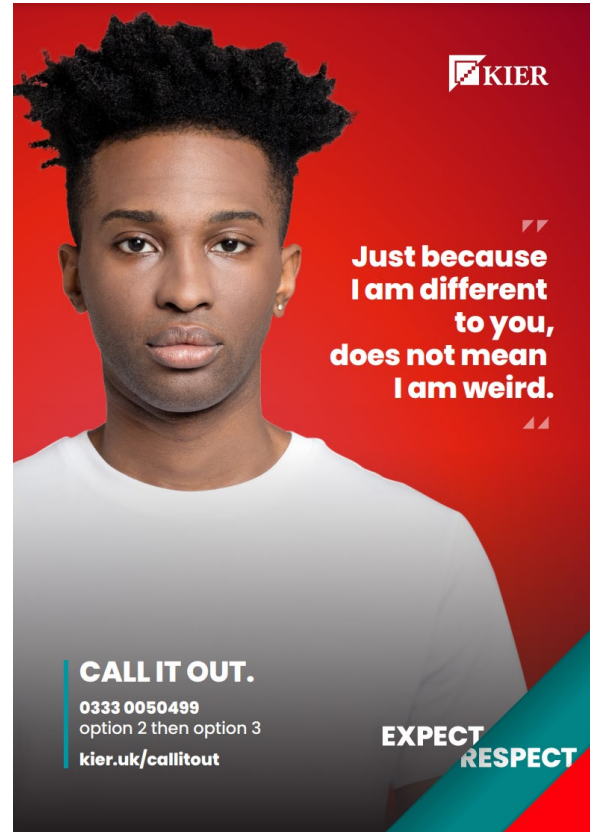


KIER

I hear words like gay and bender used as insults. That's not ok.

CALL IT OUT.
0333 0050499
option 2 then option 3
kier.uk/callitout

EXPECT RESPECT



KIER

Just because I am different to you, does not mean I am weird.

CALL IT OUT.
0333 0050499
option 2 then option 3
kier.uk/callitout

EXPECT RESPECT



FIVE RESPECT BASICS

We should all expect respect at work. That's why Kier has created the five respect basics, which everyone working for us is expected to follow.

- 1. BANTER IS NOT AN EXCUSE**
(The joke's not funny when it upsets someone else)
- 2. CALL IT OUT**
(Heard or seen something offensive or that makes you or someone else feel uncomfortable? Say something or report it on the confidential call it Out line 0333 0050499 option 2 then option 3)
- 3. BE OPEN MINDED**
(Take the time to learn and listen to what others have to say)
- 4. RESPECT EACH OTHER**
(Everyone's experiences are different, and they all matter)
- 5. TAKE ACTION**
(Kier has a zero-tolerance approach to harassment and bullying)

Visit www.kier.co.uk/diatkier to find out more.



Taking Targeted Action – Focus for 2023

RefuAid

- Mentoring programme specifically for Engineers
- Work placement & job opportunities

10,000 Black interns

- Summer intern placements for black & minority ethnic placements

STEM returners

- Launching January 2023
- 12-week, paid placements for STEM professionals out of work for 12+ months
- Returners get access to OU courses, mentoring and other support tools delivered by STEM returners

Making Ground

- Mentoring programme for women in custody to support with work readiness
- Kier training academies within custody to provide key skills and qualifications ahead of release
- Ongoing work to provide education and support to other construction employers considering launching their own programmes to maximise opportunities for people in custody



- ✓ Making employment opportunities more accessible
- ✓ Providing specific pathways to promote diversity and inclusion
- ✓ Seeking skills in untapped talent pools



Thank you



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Jennifer Castle

Director, LHC

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LONDON AND
SOUTH EAST
PROCUREMENT

The ADS1.1 and MDC1 Frameworks – working with micro-SMEs and evaluating EDI

Jennifer Castle – Director, London
and SE



Why an Architect Design Services framework? (ADS1.1)



Objectives of the ADS1.1 framework

	ADS objectives/purpose
1	To reduce barriers to entry to bid for and win public sector work and open up opportunities to a broad range of companies.
2	To appoint a range of medium, small and micro businesses with a diverse leadership and employee make-up that reflects the region this framework will serve , that offer good track record with sound systems and methodology.
3	To deliver Social Value, local employment, local representation and reduce inequalities in the profession through appointments to the framework.
4	To offer a compliant as well as flexible direct award option that meets a wide range of client needs.

3. Project Delivery

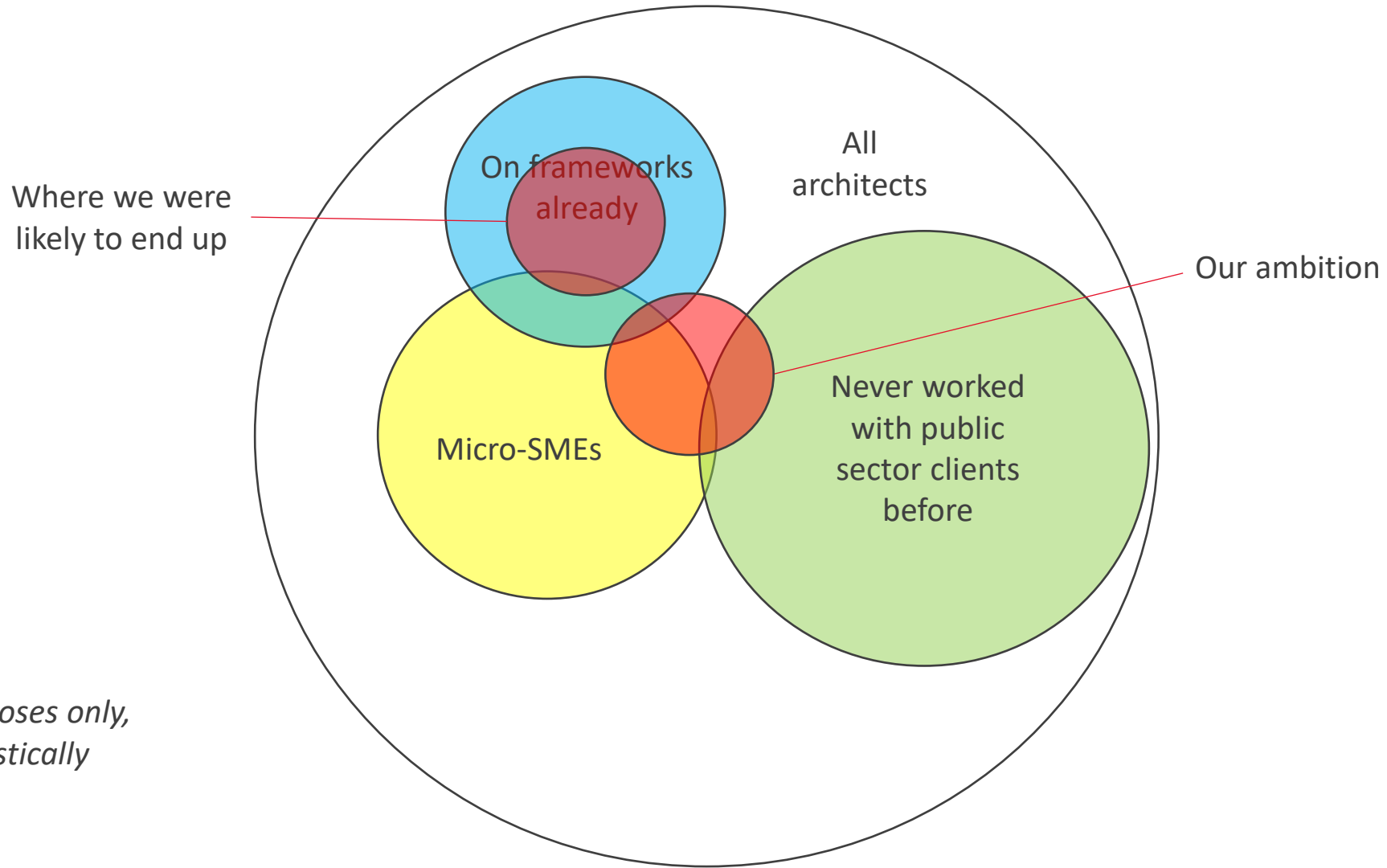
- a. Engage proactively with LHC, LHC Client, LHC Clients' consultants, other Appointed Companies and supply/sub-contract companies on all aspects of each LHC Project
- a. Establish Project KPIs with the LHC Client which may include:
 - 1. Defects at practical completion
 - 2. Safety (accident incidence rate)
 - 3. Predictability - cost
 - 4. Predictability - time
 - 5. Client satisfaction
 - 6. Resident/end-user satisfaction
 - 7. Social valueand full compliance with KPI reporting
- a. Fully comply with the supply and/or installation of works, supplies and/or services specified under the Frameworks Documents
- a. Treat the resident / end-user with dignity and respect at all times and fulfil the requirements of resident engagement exercises
- a. Respond positively and pro-actively to any complaints or incidents, changes of status or personnel or any issues that impact the Framework Programme, either positively or negatively.

Service Levels – What do we actually need?

3. Project Delivery

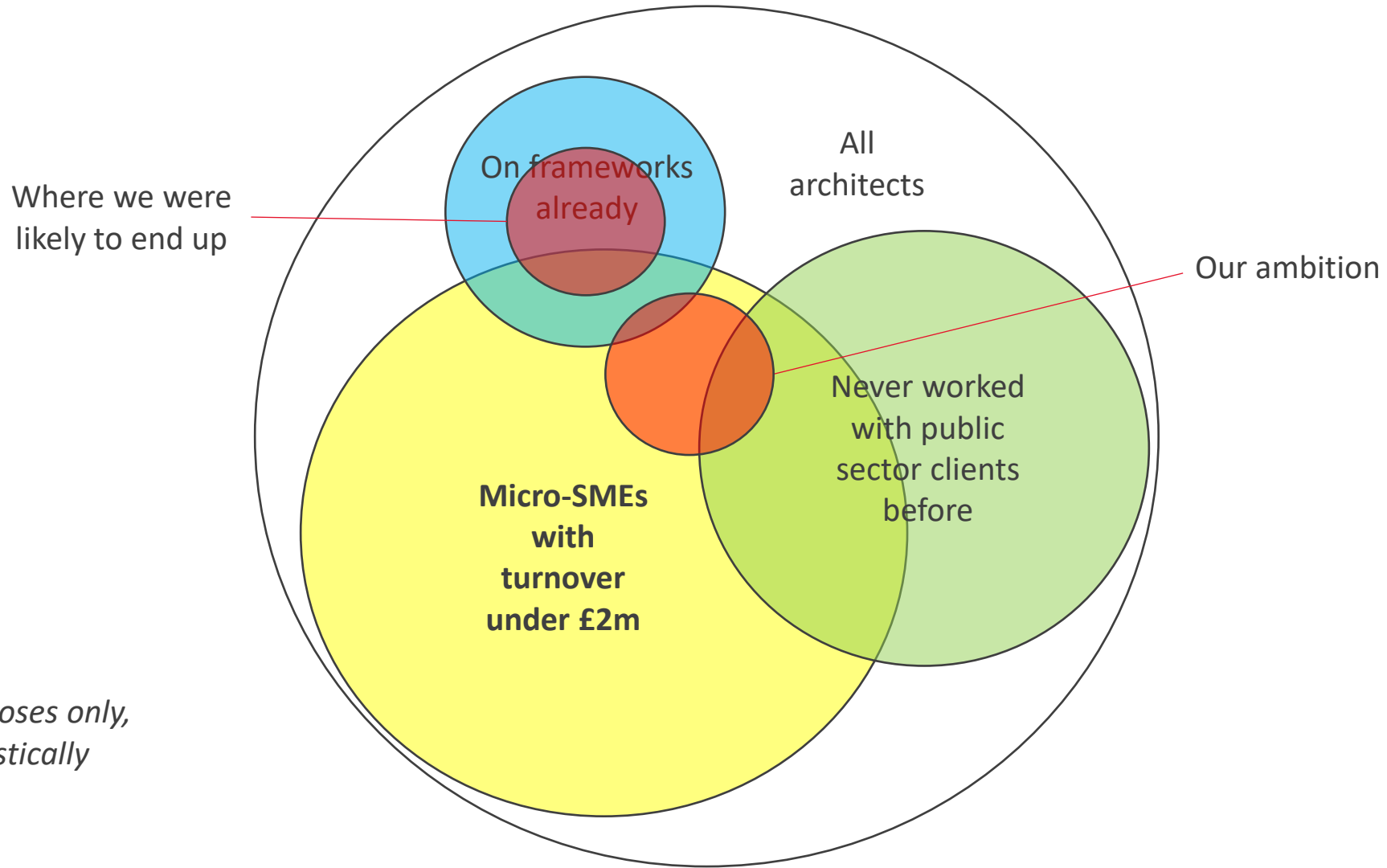
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Perception of the Market



*For illustrative purposes only,
not to scale or statistically
representative*

Reality of the market



*For illustrative purposes only,
not to scale or statistically
representative*



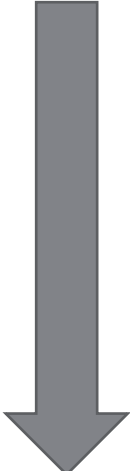
Removing common barriers

Lot	Value Band (construction value)	Value Band (construction value)	Value Band (construction value)
1. Masterplanning	Any contract value / no min turnover		
2. Education	£0-5m (no min turnover)	£5m-20m (£500k turnover)	£10m+ (£1m turnover)
3. New Homes	£0-5m (no min turnover)	£5m-20m (£500k turnover)	£10m+ (£1m turnover)
4. Commercial	£0-5m (no min turnover)	£5m-20m (£500k turnover)	£10m+ (£1m turnover)
5. Conservation	Any contract value / no min turnover		
6. Public Realm	Any contract value / no min turnover		
7. New Design	Any contract value / no min turnover		

Removing common barriers

- Short-listed based on a structured EDI question
- Face to face interviews with all of the architects
- Scoring criteria included delivery of framework objectives, EDI and engagement with “hard to reach communities”

Levels of organisational EDI awareness



- 1. Unconscious _____
- 2. Conscious _____
- 3. Conscious _____
- 4. Conscious _____
- 5. Embedded _____

No steps taken

No steps taken yet

Steps taken

Improvement/review

Progressive/impactful

More likely to have diverse leadership and diverse employees

The challenge in assessing organisational EDI is that practices will attempt to sell themselves as more evolved than they really are

Conversely there are some that are very progressive who struggle to sell themselves for what they bring

This is why it was worth investing so many hours in face to face interviews

The EDI journey

Having policies in place

Updating and change processes to remove barriers

Seeking out disadvantaged communities for outreach/work placements

Learning, sharing, sponsoring, influencing wider profession

Step 1

Step 1000

Signing up to diversity charters

Updating and improving recruitment methods

Data monitoring and tracking e.g. pay gap and employee diversity

Engaging with minority networks, mentoring, advocating

Spearheading industry change and innovation

Objectives of the Multi-Disciplinary Consultancy framework

	MDC1 objectives/purpose
1	To reduce barriers to entry to bid for and win public sector work and open up opportunities to a broad range of companies.
2	To appoint a range of medium, small and micro businesses with a diverse leadership and employee make-up that reflects the regions this framework will serve , that offer good track record with sound systems and methodology.
3	To deliver Social Value, local employment, local representation and reduce inequalities in the profession through appointments to the framework.
4	To offer a compliant as well as flexible direct award option that meets a wide range of client needs.

Thank you

LHC

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Eloise Francis

Director of Innovation, BRE

#ceconference2023



Building a culture for innovation

Eloise Francis, Director of Innovation,
Building Research Establishment

25TH JANUARY 2023



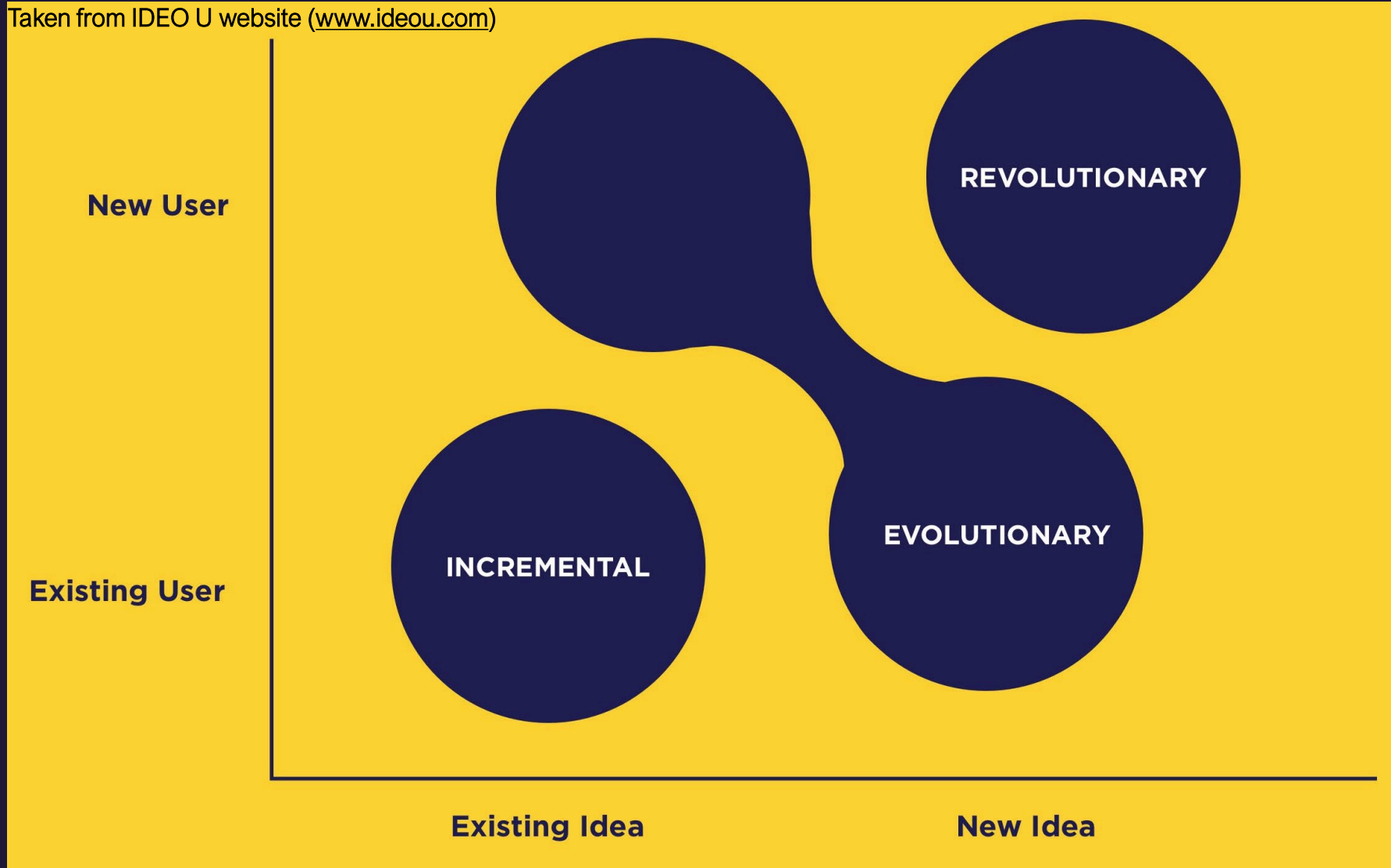
What do we mean by Innovation?

Innovation is the ability to generate and implement new ideas that could result in the introduction of new products, new services or new ways of working – or improvements in these

It needs creativity to look past the obvious (idea generation) and a solution orientated mindset

What do we mean by Innovation?

Taken from IDEO U website (www.ideo.com)



What do we mean by Culture?

'It's the way we do things around here'

It comprises the patterns and characteristics of human behaviour as well as customs, beliefs, values, social norms & habits

Where is the construction industry now? Perception or reality?

Cultural perceptions:

- Slow to change
- Not inclusive or accessible
- Lowest cost wins
- Lack of care
- Un-skilled/ un-professional
- Labour intensive
- Traditional
- Delays and poor quality
- Repeated mistakes
- Poor collaboration
- No accountability
- Risk adverse
- Lack of trust



Tier 1/2 contractors & clients striving for improvement

Divided & insular sector
Poor resilience
High suicide rates
Incremental innovation
Resistance to change

Micro & small enterprises not seeing, understanding or embracing change



／ Thank you

slido



A thriving culture

ⓘ Start presenting to display the poll results on this slide.

slido



Audience Q&A Session

i Start presenting to display the audience questions on this slide.