

A Blueprint for Change

Measuring success and sharing good practice



Construction Industry Council

Contents

- 2 — Acknowledgements
- 3 — Introduction by Bridget Bartlett –
Chair of the CIC Diversity Panel
- 4 — Foreword by Tony Burton –
Chair of the Construction Industry Council
- 5 — Data on the diversity of built environment
professional services

Case studies

- 8 — Diversity Strategy: Setting Objectives – NHBC
- 10 — Diversity at Make – Make Architects
- 12 — The Inclusive Employer Quality Mark –
Royal Institution of Chartered Surveyors
- 14 — BRE Women’s Network –
The Building Research Establishment
- 16 — InterEngineering LGBT Network
- 17 — The Women Returners Programme –
Thames Tideway Tunnel
- 19 — Happy Engineers Get Dancing –
Institution of Civil Engineers
- 21 — RIBA Role Models Project –
The Royal Institute of British Architects
- 24 — Lendlease
- 28 — Women in Planning Network
- 30 — Network Rail – Everyone

Acknowledgements

The CIC Diversity Panel would like to thank all of the individuals and organisations who have taken part in the creation of the document:

John Attley of the National House-Building Council
Building Research Establishment
Chartered Institute of Building
Institution of Civil Engineers
InterEngineering
Lendlease
National House-Building Council
Network Rail
Make Architects
Royal Institute of British Architects
Royal Institution of Chartered Surveyors
Royal Town Planning Institute
Thames Tideway Tunnel

Production of this document is supported by NHBC.



Raising Standards. Protecting Homeowners

CIC is the representative forum for the professional bodies, research organisations and specialist business associations for professional services providers in the construction industry. It provides a single voice for professionals in all sectors of the built environment through its collective membership of 500,000 individual professionals and 25,000 firms of construction consultants.

Introduction



Bridget Bartlett
Chair of the CIC
Diversity Panel

I am delighted to introduce the 2015 Construction Industry Council Diversity Report which brings the latest findings from data sourced from across the construction industry, together with examples of good practice.

This is a significant evolution of the previous 'Data Gathering' report that the CIC Diversity Panel published in 2009 with the contributing organisations each receiving bespoke and anonymised feedback on how they compared to other participating institutions in our industry. With total coverage of over 207,000 individuals in our industry we believe this is the most comprehensive report of its type – only achievable from the spirit of collaboration from the institutions who took part.

Comparing data across organisations does have challenges, namely the protected characteristics on which data is held, classifications of some of those protected characteristics, and varying disclosure rates. Despite these challenges the smallest data set published here represents in excess of 23,000 individuals so there is plenty to draw meaningful conclusions from.

The findings indicate there is still far to go, however there are encouraging signs of increasing diversity within those entering the industry that we must continue to capitalise on to ensure the sustainable supply of talent for construction in the future.

Foreword



Tony Burton
CIC Chairman

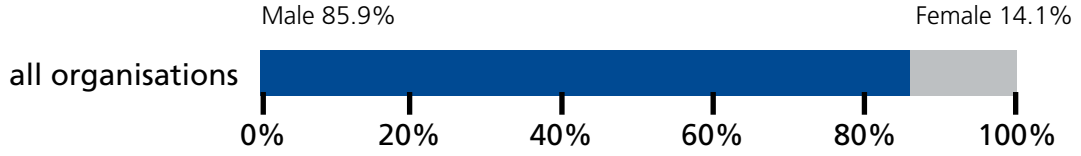
Our industry's success depends on the people we attract, their talent, ambition, creativity and drive. It stands to reason therefore that to have the best workforce we must attract from a diverse talent pool. We know that businesses perform better when they reflect the society they serve, so it is important for us, as an industry and as professionals, to monitor and measure diversity, because diversity is good for business!

Sourcing skilled staff is one of the biggest headaches facing senior management in the built environment sector. Add to this the huge challenges afforded by game-changing new digital technologies and economic, environmental and sustainability imperatives and the arguments for a bigger and more diverse pool of talent are compelling.

I would encourage all CIC members to participate in this project's ongoing development. As it stands it represents the largest known source of our professional industry data, of its type, in the UK. We now have an opportunity, going forward, to elevate the project into an agent for change and a benchmark by which built environment professional institutions can measure their progress. To build on this success we need your on-going support and participation.

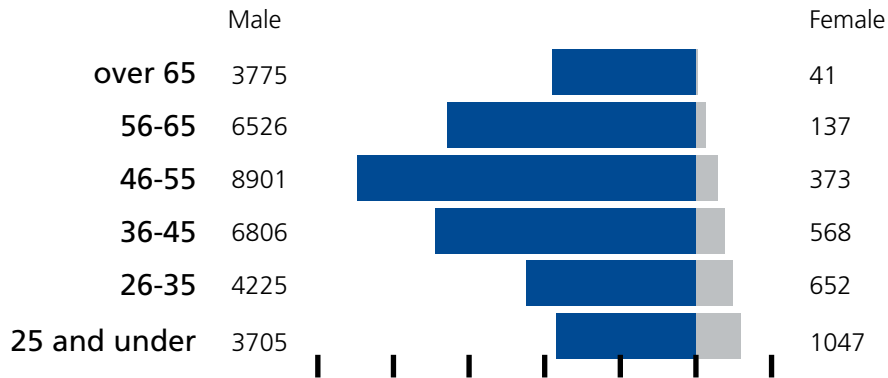
Data

Gender

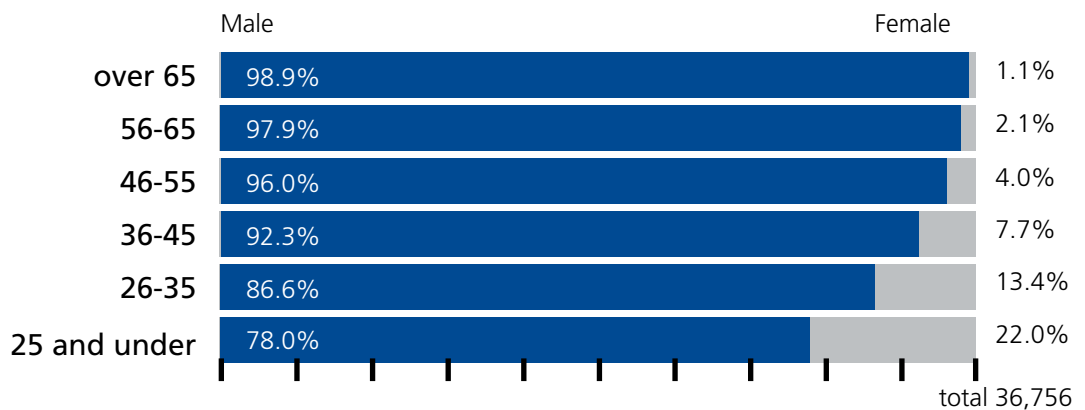


14.1% of the professional construction workforce is Female (representing 207,564 individuals). This is up from 13.5% reported in 2009.

Gender Mix by Age (numbers)

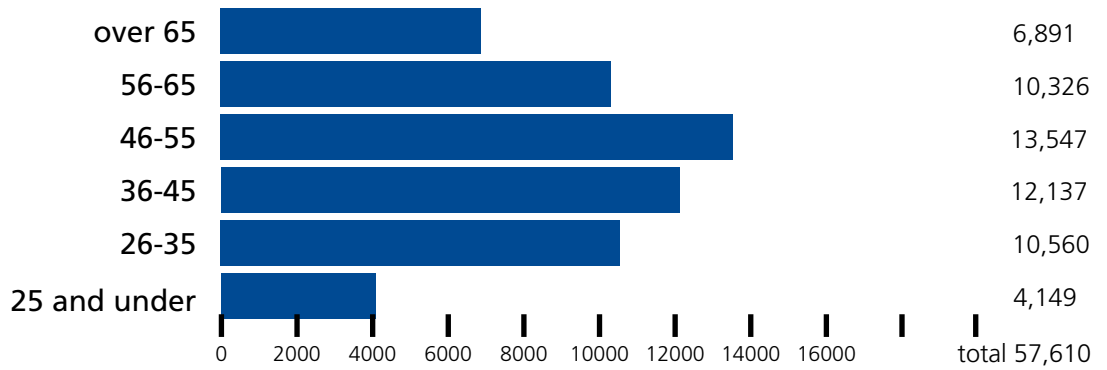


Gender Mix by Age (percentage)



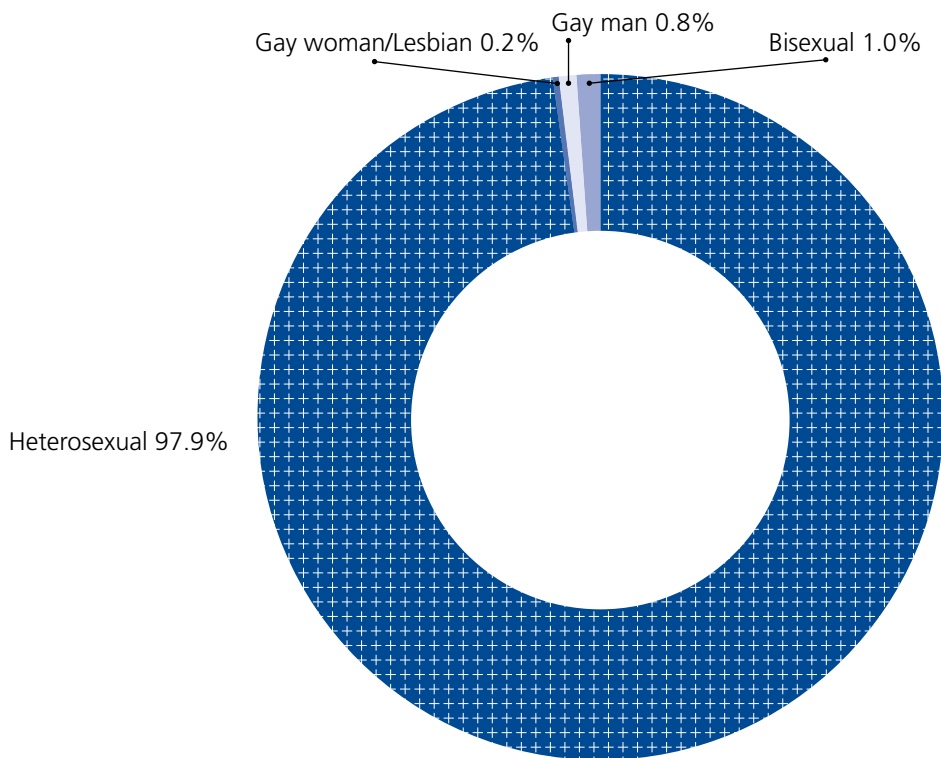
The gender mix of the construction industry varies with age. There is a notable increase in % age of females in the 25 and under banding showing the potential for significant progress. This means the industry needs to focus on retention as well as attraction.

Age (UK only)

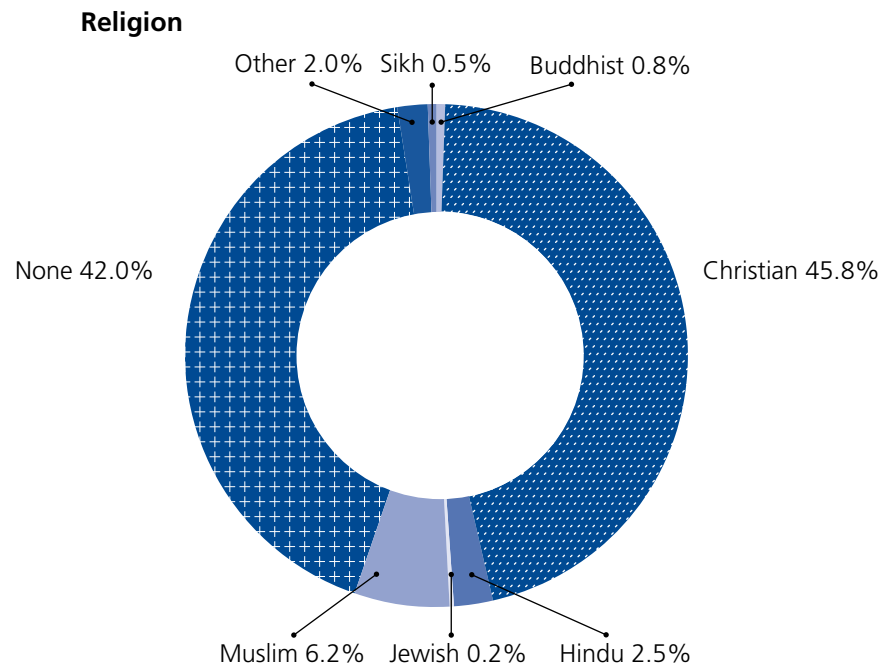


This profile suggests that more people are due to leave the industry due to age retirement, than are joining at a young age. Over 25% of the professions are aged under 35.

Sexual Orientation



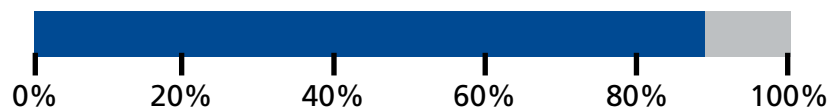
This diagram is representative of 23,683 – two of the participating institutions gathering data on sexual orientation.



The religious profile of the industry remains broadly the same as in 2009 maintaining 42% non-disclosure rate. This sample is representative of 23,960 individuals in the data set.

Ethnicity

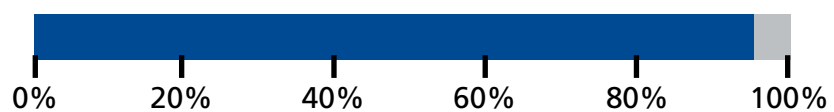
White 88.7% BAME 11.3%



Amongst those who choose to disclose ethnicity the BAME population is currently 11.3% of the construction Industry. In 2005 ethnic minorities constituted approximately 3% of the construction workforce (CIOB 2007, CITB Constructionskills). Sample size of 91,308 individuals

Disability

No Disability declared 95.2% 4.8%



Less than 5% of the industry declare disability, lower than reported disability across the UK. This table represents a sample size of 24,834.

NHBC Diversity Strategy: Setting Objectives



Raising Standards. Protecting Homeowners

John Attley

Engagement Manager, NHBC

“What gets measured gets done, and what an organisation is prepared to commit to in the public domain is likely to get done better.”



NHBC exists to raise quality standards in house building. The focus on raising standards includes a people strategy to ensure our workforce is equipped to meet current and future challenges and reflect the society we operate in. Having a set of measurable objectives with increasing focus on public disclosure is not unusual. We live in a world where what gets measured gets done, and what an organisation is prepared to commit to in the public domain is likely to get done better. You don't usually have to get too far into a company's annual report to find reference to workforce profile demographics and see whether it has recognised the benefits of having a diversity and inclusion programme.

NHBC has been increasing the level of disclosure in annual reports on diversity and inclusion for several years and will be continuing to do so as work carries on ensuring data quality is robust, and a culture of fairness becomes increasingly integrated in day-to day-behaviours.

The process of setting diversity targets can cause an element of consternation amongst uninitiated management populations. Dispelling these myths quickly is an important positive action as a well-executed diversity and inclusion strategy, where focus is on fairness for all, leads to a balancing of the workforce to reflect the community it operates in and serves. At some point a conversation about targets will have taken place in the Board room. Getting the language right in target setting is therefore an important part of the diversity and inclusion landscape. There are subtle but important differences between having 'targets', 'objectives', and 'aspirations'. All however involve the implication that an intervention will be made to effect change in the status quo and therefore careful thought must be given to committing to appropriate and achievable demographic change.

In setting aspirations it is important to be very careful to ensure both resourcing plans and employee turnover projections are accounted for to best estimate the amount of impact that could be achieved. For example, it would be unwise to commit

to aspirations in achieving total parity within 5 years with the UK workforce for parts of the business that have 20% females, with a 5% turnover rate.

In this worked example the headcount is projected to grow over a 5 year period and assumes that voluntary labour turnover is a constant 5%.

		Year 1	Year 2	Year 3	Year 4	Year 5
Headcount		100	105	110	115	120
New FTE			5	5	5	5
Voluntary leavers @5%		5	5	5	6	6
Total new starters		5	10	10	11	11
Scenario 1: Assume 50% of new starters are female	F	20 (20%)	22	26	31	36 (30%)
	M					
Scenario 2: Assume all new starters are female (% age of total headcount)	F	20 (20%)	30 (28.6%)	40 (36.3%)	51 (44.3%)	61 (50.8%)
	M	80 (80%)	75	70	64	59

In the simplistic scenario 1, over a 5 year period a 10% shift in the gender balance may be possible if all things are equal in the talent pool and recruitment operates without bias. Scenario 2 is deliberately skewed to demonstrate that even over a medium term timescale an aspiration for demographic gender equality requires a set of perfect circumstances which in all likelihood will not turn out to be the reality.

This highlights that achieving demographic equality in any of the protected characteristics in the workforce, (gender balance in this case) is not quick and easy for employers, even if the business case and strategy is robust and tactical activity well implemented. Give this a try based on what you understand about your organisation and see what it tells you.

Finding reliable benchmarks is a big part of the 'target setting' conversation and the publication of this report is a welcome addition to the diversity measurement landscape in our sector. It enables business leaders, HR and D&I practitioners to grasp a reliable benchmark for the pool of talent they are recruiting from. ●



Diversity at Make

Make is an employee-owned Architecture practice, which means every employee receives a profit share. We do not have a hierarchy or job titles; every employee is known as a partner. We take great pride in what we do and how we do it.

Why do we encourage diversity?

We believe having a diverse practice brings value to our employees, working environment and clients.

A diverse workforce culturally and socially broadens our ability to find the right solutions on projects. This fundamentally improves the service we offer our clients, and exposes employees to a variety of working styles, personalities and approaches.

The aim is to create a communication-rich environment that fosters honesty, mutual respect, openness and a can-do attitude among employees, thereby empowering and motivating them to work to a consistently high standard.

How do we encourage diversity?

— Recruitment

We recruit on merit alone, and treat all applicants fairly and equally, basing decisions solely on the aptitudes and abilities of the individual and the requirements of the job. We are a UK visa sponsor, which significantly broadens our pool of candidates.

— Induction

Every new partner goes through an extensive induction programme that explains Make's culture and policies from the outset, including our approach to diversity and equal opportunities policy.

— Training and development

We ensure all opportunities for training and career development are made equally available to employees. Our in-house training courses are open to everyone to attend. Where a particular group or level is targeted for off-site training, no one within the group is discriminated against.

— **Hours**

We take a flexible attitude to working hours and trust partners to do what they need to do to get their work done. For ad hoc schedule changes, like appointments or arrangements that require a partner to leave work early or come in late, we work on the premise that they will make up the hours lost as and when they can. We have the technology which enables partners to work from home should they need to. Partners' salary remains unaffected.

— **Flexible working policy**

We work together to find flexible solutions to address partners' personal situations. This ensures that they have a decent work-life balance and we don't lose talented people to demands like children or relatives in need of care.

All partners are eligible to apply for flexible working arrangements, even if they don't have children – this has always been the case.

— **Flat hierarchy**

We focus our organisational structure on individual projects rather than managers. This way clients receive a better service and employees are more engaged.

— **Enhanced maternity and paternity policy**

We offer female partners full pay for 6 weeks, half-pay for 20 weeks, Statutory maternity pay (SMP) for 13 weeks at SMP, and unpaid leave for 13 weeks. Men receive 2 weeks paternity leave at full pay.

— **Profit share**

All employees are partners in the business, meaning we distribute profits to each employee. Furthermore, each employee gets the same benefits package. Both policies encourage an inclusive, fair and highly motivated working environment. ●

The RICS Inclusive Employer Quality Mark



At the RICS Diversity & Inclusion Conference in June 2015 the RICS launched a new initiative to encourage employers to adopt six principles to make their workforce inclusive and competitive. The RICS had been working across the sector to learn best practice from the growing number of industry-led initiatives as well as learning from how other professions are tackling the diversity challenge. The RICS concluded that simply improving recruitment will not be sufficient to develop a diverse profession – the culture of the workplace needs to change so that the new recruits will be welcomed and will see strong career prospects regardless of race, gender or background.

The RICS Inclusive Employers Quality Mark asks employers to adopt and continually improve against six principles:

- **Leadership and Vision** – commitment to increasing the diversity of the workforce
- **Recruitment** – engage and attract new people to the industry from under-represented groups; best practice recruitment methods
- **Staff development** – training/promotion policies that offer equal opportunities for career progression
- **Staff retention** – flexible working arrangements/adaptive working practices
- **Staff engagement** – an inclusive culture where all staff engage with developing, delivering, monitoring and assessing the diversity and inclusivity policies
- **Continuous improvement** – continually refreshing and renewing the firm’s commitment to being the best employer; sharing and learning from best practice across the industry



Accompanying each principle are multiple ‘proof points’, against which signatories will be required to assess – on a bi-annual basis – the actions they are taking and the outcomes to date. RICS use the assessment to document the outcomes and trends for the profession as a whole – the first report will be published in June 2016.

“If current workforce statistics about our industry don’t improve, Britain will stop building in 2019.”

“I am delighted to be launching the Inclusive Employer Quality Mark. This marks the step change that the profession needs – and has only been made possible with the support and encouragement of a number of leading firms, both large and small, in the industry. With shifting employee needs, expectations and demographics, along with a competitive war for talent, we all recognize that we must focus on attracting, engaging and retaining talent with the right skill set to help us deliver a sustainable future.”

“Firms that pledge their commitment to the Quality Mark will gain a strong competitive advantage as their inclusive employer approach will allow them to engage more effectively and efficiently with their clients and their supply chain.” Louise Brooke Smith, President of RICS 2014-15.

Kim Worts, External Affairs Director at RICS added: *“If current workforce statistics about our industry don’t improve, Britain will stop building in 2019. We must ensure this does not happen. We need to bring more skilled and qualified people into our sector, but until we change the culture in the workplace, we are not going to attract the brightest and the best. The Quality Mark is all about sharing best practice and recognising and promoting the work of firms – whatever their size – who are meeting the challenge. An inclusive workforce is a competitive workforce, mirroring both their clients and the community. Real change will not happen overnight, but we ask firms to commit to the journey with us”.* ●

Past president of RICS Louise Brookes-Smith addressing the Diversity & Inclusion conference in June 2015.





BRE Women's Network

The BRE Women's Network was launched on International Women's Day in March 2013 with a mission to inspire women to join and remain in the construction and property sectors by showcasing the positive contribution that so many are making across the sector.

Founding staff volunteers wanted to provide BRE's diverse portfolio of 600+ built environment professionals with access to networking and professional development events locally (at head office in Watford) as an alternative to London (where these type of activities are usually held).

From the outset members decided to hold events that appeal to both men and women so that everybody is aware of the challenge of the underrepresentation of women in the construction and property industry and STEM fields.

In its first year, the Network held four events: Inspire, Involve, Learn and Lead; each building on the previous event and open to the wider industry. These events were fully subscribed and attended by 240 people. Speakers represented men and women from a range of companies including: WSP, Carillion, Carbon Disclosure Project, Atkins, and Jacobs.

Two of these events were workshop training sessions provided by external coaches. Feedback from participants was fantastic and inspired BRE staff to continue coordinating events for the following year:

"My career would have suffered had I not turned up today. It's what I have needed to give myself a kick-start for a while"

"It made me think about my personal lessons and experiences and how I can channel these in a positive way."

Other events have included webinars and coffee mornings (for BRE staff). The network of volunteers planning these activities continues to grow and further events are being planned.

Outside of the BRE Women's Network events, staff in the Network have been involved in other industry initiatives. Helen Pineo, Associate Director for Cities at BRE, founded the BRE Women's Network and now sits on the Construction Industry

“My career would have suffered had I not turned up today. It’s what I have needed to give myself a kick-start for a while.”

Council Diversity Panel. The Network also helped coordinate an event for the IET’s Engineering Open House Day in July 2015.

The network is fully supported by the BRE Group Board and specifically by the Chief Executive, Peter Bonfield who actively looks for ways to support the progression of women in the business. In particular, he has encouraged the organisation to support women returning from maternity leave, ensuring that they can access opportunities for promotion. ●

InterEngineering LGBT Network



InterEngineering started up in late 2014 after The Royal Academy of Engineering held a discussion on diversity. It was felt that engineering was falling behind its counterparts in industry, such as banking, so Mark McBride-Wright and Tom Wallace joined forces to create InterEngineering, which held its first event in December 2014.

InterEngineering aims to provide a welcoming, supportive, safe and confidential space for all LGBT people within engineering, to meet, share and discuss views, experiences or concerns. Its aim is to promote diversity and inclusion changes within industry in order to retain and attract LGBT engineers in the workforce.

InterEngineering has hosted a number of networking and educational events with the aim of providing an environment which enables LGBT engineers, in different companies, to meet and discuss improvements the profession could be making and share best practice for growing company support.

InterEngineering has also hosted a site tour and launched a campaign to share and collect experiences and resources of LGBT people working in engineering, and promote wider initiatives within the industry to help promote diversity.

Within the engineering industry, it is recognised that there is a leaky talent pipeline. LGBT diversity initiatives within engineering have been non-existent until only very recently. Intersection between minority groups in engineering is important. Mark McBride-Wright and Tom Wallace founded InterEngineering at the end of 2014 and they have since brought together enthusiastic engineers, engineering firms and institutions to start employee resource groups (ERGs) in organisations, in order to create a more inclusive culture for LGBT engineers.

For further information visit www.interengineeringlgbt.com. ●



Thames Tideway Tunnel: Women Returners Programme



In April 2015, Thames Tideway Tunnel in partnership with a pioneering initiative called Women Returners became the first organisation outside the financial sector to launch a 'returnship' programme, aimed at helping professionals back into work after a career break.

All seven professionals who took part were offered positions with Thames Tideway Tunnel after they completed the programme, which included opportunities in business planning, legal, stakeholder engagement, operations management, asset management and financial modelling.

At the time, Rachel Tomkins, who took up the role of Operations Manager after completing the returnship said: *"The past 12 weeks have provided me with an invaluable opportunity to prove myself, in the workplace, after a considerable career break. With Thames Tideway Tunnel and Women Returners, we've been offered great mentoring support and advice to successfully make the transition back to full time work. I'm absolutely thrilled to have been offered a permanent role on such an exciting project and I hope many more women and companies can benefit from this scheme."*

“I hope this encourages other engineering and construction companies to follow suit, and to realise they could be missing out on a hugely valuable pool of talent.”

Julie Thornton, Head of HR at Thames Tideway Tunnel said: *“We have been delighted with our first cohort of returners; each has been a huge asset to our team over the past 12 weeks, demonstrated by the fact that they have all landed positions on the project. I hope this encourages other engineering and construction companies to follow suit, and to realise they could be missing out on a hugely valuable pool of talent.”*

Women Returners help professional women re-launch their careers and support organisations offering paid assignments to those who have been out of the workforce for two years or more. Julianne Miles, Director of Women Returners said: *“We are delighted that all seven returners have been offered roles at the end of the Tideway Returner Programme. This powerfully demonstrates the effectiveness of returnship programmes in enabling professional women who have taken a long break to relaunch their careers. I hope that it helps other companies to see how they can benefit from returnships.”*

The Tideway’s Inclusivity Programme, Encompass, celebrated its first anniversary on National Women in Engineering Day (23 June) and TTT staff joined 864 engineering and construction workers who gathered in Westminster on the day to smash the world record for the largest communal jumping high-five.

Speaking after the event Andy Mitchell, Thames Tideway Tunnel’s CEO, said *“The next step is to start breaking records for recruiting women into engineering and construction. It’s been a year since I said I want us to achieve gender parity on the project by the end of construction in 2023.”*

Encompass was set up to understand the barriers for minority groups within the project and develop a clear strategy to address these. The group organises quarterly events which are open to all staff. The initial focus has been on gender diversity, however, there are also groups in place to look at disability and BAME (Black Asian Minority Ethnic) which are now coming to the fore.

For more information about the Women Returners initiative, visit www.womenreturners.com. ●



ICE: Engineering Happiness Tribute



On 19 September 2014, the civil engineers behind some of the capital's most iconic infrastructure projects put on their dancing shoes, to show the public – young people in particular – how happy they are to be engineers and the diverse and exciting careers on offer to them through choosing maths and physics at school.

They were filmed dancing to the catchy hit single 'Happy' by American singer Pharrell Williams, which had reached number one in more than a dozen countries and caught the imagination of billions.

The song had spawned a huge number of internet covers – from actress Gwyneth Paltrow who performed her version for the 100th episode of TV show Glee, through to the BBC1 Breakfast team. The special 'Engineering Happiness' tribute, produced by the Institution of Civil Engineers (ICE) London, in association with Bechtel, went viral and showcased engineers in a new light to all. It has been viewed over 100,000 times, by people all over the world.

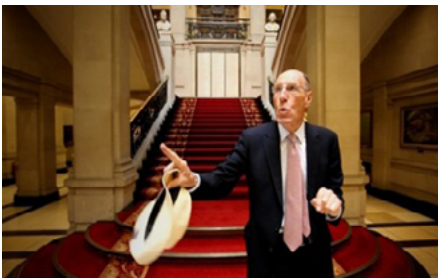
London infrastructure projects and teams featured in the film included Crossrail, Queen Elizabeth Olympic Park, the Thames Barrier, London Underground, Walton Bridge, Kings Cross Station and the Hammersmith Flyover.

Some well-known civil engineers and politicians took part and are spotted happy and dancing in the film including Sir John Armitt, who led the delivery of the London 2012 Olympic Games venues and infrastructure, ICE's Director General, Nick Baveystock

Civil engineers show they are happy to be upgrading Victoria Station



Year 10 students at the Central Foundations Girls School in Bow engineer some happiness



Civil engineer Sir John Armitage happy and dancing at ICE's One Great George Street headquarters



Link to the film on YouTube:
<https://www.youtube.com/watch?v=z4zymdaEJIA>

and Cllr Victoria Borwick AM, Deputy Mayor of London. Members of the public and students also featured.

On release of the film Mayor of London, Boris Johnson, commented: *"I welcome ICE's imaginative approach to celebrate and promote the huge role engineers play in London and I hope it will encourage more young people to opt for this rewarding career. Engineering ingenuity is at the heart of London's prosperity and success. Mega-infrastructure projects such as Queen Elizabeth Olympic Park, Crossrail and the Thames Tideway Tunnel are set to ensure London remains a world leading city and can cope with a population boom over the next decade."*

ICE London Director, Miranda Housden, explained the objectives behind the project: *"We know many young boys and girls are gifted with the attributes, skills and interests that sit at the heart of engineering – a fascination with the latest technology, a need to design, create and build things, and an inquisitiveness about how things work and why. Many of these are also naturally adept at maths and physics."*

"Yet only half of 11-14 year olds would consider a career in engineering, and less than one in ten plans to be an engineer once they finish their education. This is because they don't know enough about the profession and the exciting and rewarding careers that are in their grasp, and also carry the perception that engineering is uncreative and boring."

"We wanted to bust this myth, showcasing through the communication networks young people use and the music they listen to, some of the awe inspiring projects civil engineers are delivering and who our people really are – creative, smart, diverse teams whose work makes a difference to our lives every single day whether protecting us from flooding, getting us to work, ensuring we have clean water or designing and building magnificent sporting venues."

"What better way to do this than through a tribute to Pharrell Williams' 'Happy' hit. We are encouraged by how many people watched and shared our 'Engineering Happiness' film and joined us in inspiring the next generation of engineers." ●

The RIBA Role Model Project



Architecture is becoming an increasingly inclusive profession, one that offers rich possibilities for a wide range of talented individuals.

In common with many technical sectors – whilst there is evidence of positive intent around diversity and inclusion, leadership in the profession remains relatively homogenous and the data shows that there are significant challenges in attracting, retaining and developing individuals who are different from the dominant norm.

As part of a wider programme of equality, diversity and inclusion work the RIBA has identified 12 role models who explain how they have been able to forge careers within architecture. In doing so they send a message to others who may share one or more aspects of their identity – such as gender, background, ethnicity, disability, sexual orientation or education – that this could be a profession where they might thrive.



Role models provide proof of the different ways in which it is possible to be successful, they challenge stereotypes and suggest ways of navigating the inevitable highs and lows of a competitive career.



In this extract from a longer interview RIBA President Jane Duncan talks about the value of inclusive leadership.

“For me inclusion comes down to one word – fairness. If a person is prevented from accessing opportunities because of their social background, their physical appearance, or any other aspect of their identity then that’s both unfair and a ridiculous waste of talent. Ability is not hidden inside any particular shell.



The process of architecture is inherently diverse. To make any building happen you need to engage with a huge variety of people from clients and craftspeople, through to electricians, planning officers and accountants. In some ways being an architect is like being the conductor of a building orchestra and if you have a better mix of players, you simply have a better outcome.

I also value the difference of opinion that comes with having a diverse team – it brings the constructive tension that is

Images by Pari Naderi featuring
Elsie Owusu OBE
Satwinder Samra
Fionn Stevenson



From top clockwise: Stephen Ware, Sofie Pelsmakers, Thomas Aquilina and Darren Bray

“It’s not rocket science: if you have a loyal, interested and innovative team, then they will be productive high-performers who deliver great work and make you more money.”

“I also value the difference of opinion that comes with having a diverse team.”



the lifeblood of a genuinely creative environment. On a personal level, I like to enjoy myself in my working life; if I didn't have fun doing it I would just stop. I take sheer pleasure from being among a diverse and interesting group of human beings.

It should be no surprise that those companies who are most inclusive are doing extremely well. It's not rocket science: if you have a loyal, interested and innovative team, then they will be productive high-performers who deliver great work and make you more money. We need to be more explicit about linking inclusion with business strategy and the bottom line.

I need and want collaborators: if we are going to be really inclusive and reach lots of people we need lots of voices, not just one.”



Caroline Buckingham
and Dan Benham

The full interviews can be found here www.architecture.com/RIBArrolemodels. ●



Lendlease

Lendlease is a world leader in delivering end-to-end property solutions driven by our vision to Create the Best Places. We specialise in developing large, complex, mixed-use regeneration schemes and taking these from cradle to grave. This is possible due to our expertise in development, construction, infrastructure, fund management and asset management.

Why invest in employee health and wellbeing?

Investing in health and wellbeing just makes good business sense – if people are feeling great, they'll be more productive and engaged, and as a result more creative and innovative. We recognise that this is a cultural shift, especially for the property and construction industries, but it's one that we are especially proud to be leading.

How are we investing in employee health and wellbeing?

We've developed a health and wellbeing strategy that combines awareness, prevention, health solutions and a support structure to empower our employees in a way that enables them to be at their best.

The strategy is underpinned by a Health and Wellbeing Framework, developed following employee health checks, online





assessments, workshops and surveys. The framework focusses activities in four areas:

- Supporting healthier minds
- Developing healthier bodies
- Building healthier places
- Creating healthier cultures

Investment in these categories is targeted to the needs of our employees based on employee health baseline data. This baseline was created from aggregated employee healthcheck data, ensuring that each initiative has maximum impact on overall employee health. The baseline is repeated every two years so that we can measure our strategic impact.

“We became the very first company in our industry to publicly commit to and acknowledge employee mental health.”

Key Activities and Outcomes to Date:

- **Mental Health** – Employees can access a network of more than 100 Mental Health First Aiders who operate across our European business. More than 300 employees have also received mental health awareness training, all of which is combining to reduce stigma and create a more open dialogue on this often hidden topic.

On the 22 October, 2015 we became the very first company in our industry to publicly commit to and acknowledge employee mental health by signing the



Time to Change Pledge, England's biggest programme to challenge mental health stigma and discrimination. In signing the pledge, we hope to inspire our industry peers to do the same.

Our focus in this area responds to industry statistics which show that poor mental health and suicide rates are higher in the construction industry than any other professional sector.

- **Cancer Prevention** – Our targeted cancer screening programmes have identified more than 30 cases of previously undetected skin and prostates cancers, referred 30 more employees to their GPs for monitoring and have improved cancer detection awareness for more than 500 employees.

Cancer screening programmes are provided in response to our data which showed that 53 per cent of employees weren't protecting themselves in the sun and that nationally one in eight men will develop prostate cancer in their lifetimes. Currently at Lendlease Europe ~70 per cent of the workforce is male.

- **Increased Overall Health** – 800 employees have engaged with our personal fitness device programme following the results of an in-house pilot. Across the pilot group blood pressure improved by 20 per cent, waist measurements decreased by ten per cent and sleep quality improved by 24 per cent. Through our programme employees are 80 per cent more active, 20 per cent have lost weight, 14 per cent have reported an overall improvement in their mental wellbeing and 31 per cent have reported increased interaction with their colleagues.

This programme was established after our baseline data showed that employees had high blood pressure, elevated BMIs and they self-reported that they got inadequate sleep.

- **Wellbeing Leave** – in August 2015 we introduced Wellbeing Leave which allows employees to book additional leave to focus solely on them without it impacting their annual leave allowance. We encourage our employees to take time

“Spending a day doing something for them has a positive impact on morale, and helps employees return to work feeling more engaged and energised, overall this increases the mental and physical resilience of our employees.”

off once a quarter. Wellbeing Leave empowers our people to take a proactive approach to their health and wellbeing; taking a break when they really need it. Spending a day doing something for them has a positive impact on morale, and helps employees return to work feeling more engaged and energised, overall this increases the mental and physical resilience of our employees.

- **Flexibility** – We have a key focus on health, safety and wellbeing as well as an importance on actively encouraging work-life balance and a flexible approach to working. Nearly half (41 per cent) of our employees now work on a flexible basis and they show higher levels of engagement too. Flexibility will become part of our DNA.
- **EAP** – This year we changed our Employee Assistance Programme provider to the Validium Group as we recognised the value that a comprehensive and speciality service can provide when our employees are faced with managing unexpected events and everyday difficulties.
- **Health Benefits** – In addition, to the aforementioned programmes we also offer a wide range of company funded health benefits such as, Private Medical Benefit, Eye Care Vouchers, Life Assurance and Nuffield Wellness Checks.

Employee engagement has also increased as a result of the above activities:

- The results of our recent Employee Engagement Survey showed a five per cent increase in our ‘Commitment to our People’ and we outperformed global benchmarks for our commitment to employee health and wellbeing.
- Between 40 to 60 per cent of employees routinely engaged in our health and wellbeing programmes.

Our focus on employee health and wellbeing has been recognised with a BITC Responsible Business Award and a finalist place in the CITB Pride of Construction Awards in November 2015. ●



Women in Planning

Founded in 2012 Women in Planning is an informal network for women who work in town, urban and spatial planning or related professions. The network is completely run through online and social media tools including WordPress, Eventbrite, LinkedIn, Twitter and Facebook. It is run on a volunteer basis by a group of practicing planners who include its two founding members Charlotte Morphet and Alison Mackay, as well as other members Mary Fortune, Annabel Osborne and Sara Sweeney.

The network welcomes all involved in the profession whether private, public sector, academics, third sector or students, professional institution member or not and regardless of position at work, or length of time in the profession.

The aim of the network is to empower women to be confident professionals in planning by:

- Fostering personal development;
- Creating networking opportunities which allow for sharing of experience and knowledge;
- Nurturing professional and personal relationships;
- Supporting professional development by presenting different career paths in and outside of planning;
- Identifying inspirational role models and;
- Increasing the profile of women working in planning.

The aims are fulfilled through networking events which can be a drinks reception or an invitation to listen to an inspirational female speaker. The most successful event series has been Proud of Women where members have listened to inspiring female speakers including Janet Askew RTPI President 2015, Jane Duncan now RIBA President, Louise Brooke-Smith Past President of the RICS and Michele Dix now Managing Director of Crossrail 2.

Jane Duncan
RIBA president



Words of wisdom from Proud of Women events series:

1. Gaining confidence is all about practice
2. Leave your comfort zone and take opportunities given to you
3. Be resilient
4. Have a 5 year plan
5. Be knowledgeable in your specialism

Membership is gained simply by joining our LinkedIn Group which has over 778 members.

Follow our blog: <https://womeninplanning.wordpress.com/>

Join our LinkedIn group: <https://www.linkedin.com/groups/Women-in-Planning-4402575/about>

Follow us on Twitter: @WomeninPlanning

Like us on Facebook: [https://www.facebook.com/](https://www.facebook.com/WOMENINPLANNINGUK)

WOMENINPLANNINGUK. ●

Network Rail – Everyone



At a public meeting at the end of 2014, Network Rail’s chief executive, Mark Carne, expressed the view that “labels around gender, disability, ethnicity, religion and sexual orientation have no place in business today and that a truly diverse organisational culture is one where people are able to be 100% themselves, where they don’t have to act, to conform, or pay lip service to stereotypical norms of behaviour.”

It is perhaps not surprising therefore that Network Rail’s diversity and inclusion strategy is named ‘Everyone’ to encompass all minority groups and tackling the low proportion of women in its workforce is a major part of Network Rail’s strategy.

To improve its gender balance the company has adopted the WISE (Women In Science and Engineering) Ten Point Plan and committed to the mix of projects and targets outlined below.

- The first is a UK-wide ‘Girls in IT – Could IT B U?’ competition launched in 2014 which will be held annually until 2016. Network Rail set itself targets to raise awareness of the competition among 2,000 girls aged 16-18 in 2014, 3,000 girls in 2015 and 4,000 girls by 2016.



Network Rail set itself targets to raise awareness of the competition among 4,000 girls aged 16-18 by 2016





- It will also work with five secondary schools within the Milton Keynes community reaching 500 14-18 years old girls per year, and 2,500-3,000 young people by 2018; running work experience weeks and working through the outreach programmes such as mentoring.
- Network Rail will work to meet the University Technical College's (UTC) target of attracting 30% female students to join the first intake in 2017. A university technical college is a secondary school for pupils aged 14-19. As well as the national curriculum, UTCs offer students an education programme focused on science, technology, engineering and mathematics (STEM). Network Rail will be opening the doors of its own University Technical College (UTC) in Westminster to a first intake of 225 students in September 2017. It received approval from the Department for Education in January to build the impressive five-storey college – the Sir Simon Milton UTC – on land it owns near Victoria station. UTCs are sponsored by a university – in this case, the University of Westminster – and a number of businesses. Network Rail is the lead employer partner, with others including Transport for London, Crossrail and BT Fleet. It will promote opportunities for female applicants from UTCs to secure careers in technology and engineering by providing appropriate role models and mentors at the point of career decision-making.
- Network Rail will encourage 30% more women to apply to its Group Business Services IT Graduate and Placement Programme by 2018, through engaging with women on Computer Science and IT degree courses and hosting lunches and presentations on University campuses.
- The company will also be recruiting 500 apprentices in the next three intakes, and aims to significantly improve its attraction rates of females wishing to join its scheme to at least 12% by 2016.

Mark Carne is convinced that there is a proven correlation, across multiple sectors and geographies, between diversity and inclusion on the one hand, and innovation and high performance

“...Diversity and inclusion aren’t just nice-to-haves political correctness; they are powerful tools to help any organisation improve its performance.”



on the other. To support this view he cites his own experience of when women started to become a much more visible presence on the oil and gas platforms in the North Sea 20 years ago, and the difference they made. *“The extreme macho and unsafe culture that was a hallmark of the industry in the 70s and 80s”, he says, “changed dramatically and forever”.*

Today just 15.2% of Network Rail’s work force is female and Carne believes that until this increases to 30% – a level seen as a tipping point for organisations looking to benefit from gender diversity – the macho culture will remain. He is an advocate of positive action (not to be confused with positive discrimination) to bring about change. *“Structured, continuous improvement”* he says *“is dependent on people being willing to challenge the status quo. If things stay the same, they can’t improve. Diversity and inclusion aren’t just nice-to-haves political correctness; they are powerful tools to help any organisation improve its performance.”*

His ambition for Network Rail is to create a high performing culture so that it is seen as succeeding, and it can be trusted, and thereby become an industry that the best want to join.

Network Rail is taking some big steps to enhance its attractiveness as an employer across all minority groups. The company has six active staff support networks – Inspire (the women’s network), Cultural Fusion (black, Asian and minority ethnic staff network), Archway (lesbian, bi-sexual and transgender staff network), Can Do (disabled staff network), Myriad (network for staff who are carers) and the Multi-faith forum. ●



Construction Industry Council

www.cic.org.uk

 @CICtweet

Copyright © Construction Industry Council 2016