



Civil Engineering Contractors Association

# Inspiring Change Conference & Awards 2018

Promoting inclusion and  
diversity in the wider  
community.



**FIR**

**Fairness, Inclusion  
and Respect  
in construction**

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# Introduction: inspiring change awards

Now in its third year, the Inspiring Change Awards highlight and reward organisations within the construction and infrastructure sector that have created a more inclusive culture. Creating open and inclusive workplace cultures in which everyone feels valued, and respects colleagues, is recognised as key to business success. Increasingly, clients are focussing on diversity and inclusion within their procurement policies and employees want to work in companies that recognise the importance of diversity and equality of opportunity.

Submissions to the 2018 Awards were asked to provide evidence that the organisation recognises the value of employee and/or community engagement and that they had introduced initiatives that have achieved benefits for both the business and the community. Entries needed to show how initiatives are aligned to company goals, made a sustainable and positive impact on the workforce or community in which it operates, and have delivered positive results such as:

- Attracting new employees from a wider talent pool
- Improved business performance
- Helped address gender or racial inequality in the industry
- Achieved higher retention and promotion levels
- Removed barriers to inclusion, enabling all employees and potential employees to have the same opportunities
- Increased employability rates in the community
- Helped tackle issues in today's society
- Built collaborative relationships with stakeholders and suppliers.

Judges were looking for innovative interventions that are aligned to company strategy and will inspire other employers to follow their lead. The awards recognise businesses that improve the quality of life of the workforce and their families as well as of the local community and society at large.

## Categories

The following titles will be awarded:

- Inspiring Change in the Workplace
- Inspiring Change in the Community
- Inspiring Change in Education
- FIR Inspiration Award
- Inspiring Change SME Award
- Inspiring Change Project Award

## Eligibility

The Inspiring Change 2018 Awards were eligible for all those working in the construction industry and built environment in the UK.

## Criteria

Entries were invited from organisations that have introduced innovative and creative interventions within the last two years that are aligned to the business strategy and will inspire other employers to follow their lead.

This event has been delivered with support from the CITB Flexible Fund. CITB are the Gold Sponsors of CECA's Inspiring Change Awards.



# inspiring **change** conference programme

23 May 2018, No.11 Cavendish Square



| Burdett Suite - chaired by Alasdair Reisner |  |  |
|---|--|--|
| 9.30-10.00                                  | <i>Registration</i>  |  |
| 10.00-10.10                                 | Welcome - CECA Chief Executive Alasdair Reisner  |  |
| 10.10-10.25                                 | Keynote Speaker - Chi Onwurah MP, Shadow Minister, Department for Business, Energy & Industrial Strategy   |  |
| 10.25 -11.30                                | <b>Panel 1 - Change for Growth</b>   | Keith Waller, Infrastructure & Projects Authority, HM Treasury<br>Bernadette Kelly, Permanent Secretary, Department for Transport<br>Kate Hall, Design Director, HS2   |
| 11.30-11.50                                 | <i>Refreshment break &amp; networking - Orangery</i>   |  |
| 11.50-12.40                                 | Keynote speech & Inspiring Change Awards Ceremony  | The Rt Hon, The Lord Blunkett  |
| 12.40-12.55                                 | Response from industry   | Sarah Beale, CEO, Construction Industry Training Board   |
| 13.00-14.00                                 | <i>Lunch &amp; networking - Orangery</i>   |  |
|   | <b>Burdett Suite - chaired by Ian Heptonstall</b>  | <b>Maynard Theatre - chaired by Manon Bradley</b>  |
| 14.00-15.00                                 | <b>Panel 2 - Game Changers - Inspiring the next generation</b><br>Nike Folayan, Chair, Association for Black & Minority Ethnic Engineers<br>Geoffrey Fowler, Principal, London Design & Engineering UTC<br>Susan Scurlock, Primary Engineers | <b>Panel 3 - Change Makers - An inclusive and supportive work environment for all</b><br>Babak Erfani, Senior Commercial Scheme Sponsor, Network Rail<br>Diane Lightfoot, CEO, Business Disability Forum<br>Chris Westcott, Head of Employee Relations, BAE Systems  |
| 15.00-15.15                                 | <i>Refreshment break &amp; networking - Orangery</i>   |  |
|   | <b>Burdett Suite - chaired by Ian Heptonstall</b>  | <b>Maynard Theatre - chaired by Manon Bradley</b>  |
| 15.15-16.15                                 | <b>Panel 4 - Step Change - Broadening the talent pipeline</b><br>Kath Moore, MD, Women into Construction<br>Kusai Rahal, Young Leaders Driving Change<br>Sietske van de Ploeg, Mayor's Fund For London                                       | <b>Panel 5 - Change for the better - The business benefits of an effective EDI strategy</b><br>Rebecca Foden, Smart Resourcing & Charlotte Lamping, Executive Recruitment, Transport for London<br>Michael Smyth, HR Director, GRAHAM Construction<br>Patrick Woodman, Head of Research & Advocacy, Chartered Managers Institute |
| Burdett Suite                               |  |  |
| 16.15-16.30                                 | Review & Close   | Manon Bradley, Major Projects Association<br>Ian Heptonstall, Supply Chain Sustainability School   |
| 16.30-17.30                                 | <i>Drinks reception - Orangery</i>   |  |

# FIR Toolkit

**FIR** Fairness, Inclusion  
and Respect  
in construction



Help make our workplaces more inclusive and better for everyone

Use the FIR Toolkit for Construction – free resources

Join the FIR Ambassadors network

Host or come along to events

The FIR Toolkit is now available for uploading to company Learning Management Systems free of charge. For more details contact: [tolu@supplychainschool.co.uk](mailto:tolu@supplychainschool.co.uk)

Visit: [www.supplychainschool.co.uk/FIR](http://www.supplychainschool.co.uk/FIR)

The FIR Toolkit has been developed by industry for industry:

Work led by



in association with



Balfour Beatty



GRAHAM



SKANSKA



UK

Part funded by



*This project has been delivered with support from the CITB Flexible Fund, which aims to ensure that the construction industry has the right people, with the right skills, in the right place, at the right time, and is equipped to meet the future skills demands of the industry.*

# inspiring **change** awards 2018

CECA would like to thank:

**Gold Sponsor**



**Sponsors:**



# inspiring **change** awards 2018

CECA would like to thank:

## 2018 Supporters





# Speaker Biographies

## **Chi Onwurah MP**

Chi Onwurah is Member of Parliament for Newcastle upon Tyne Central and since October 2016 has been Shadow Minister for the Department for Business, Energy and Industrial Strategy. From January 2013 – September 2015 Chi was Shadow Cabinet Office Minister leading on cyber security, social entrepreneurship, civil contingency, open government and transparency. From October 2010 – January 2013 she was Shadow Minister for Innovation, Science & Digital Infrastructure working closely with the science and business community, with industry on broadband issues, and on the Enterprise and Regulatory Reform Bill. Chi continues to encourage women in STEM. Chi is a Chartered Engineer with a BEng in Electrical Engineering from Imperial College London and an MBA from Manchester Business School.



## **Lord Blunkett**

Lord Blunkett has served in public life for over 40 years. From Leader of England's fourth largest city to Home Secretary at the time of 9/11 he has taken on some of the most challenging roles in politics. Few senior politicians have experienced quite so many ups and downs, and none have achieved high office having been blind since birth. David is a former Secretary of State for Education and Employment, covering education and skills from early years, schooling, post-sixteen skills and apprenticeships, higher education and equal opportunities. David stepped down as an MP after an impressive 28 years, and now sits in the House of Lords. As well as giving an insider's take on the political landscape, he talks with authority on managing change, social responsibility, and the benefits of diversity, alongside his own lessons in overcoming adversity.



## **Sarah Beale, Chief Executive, CITB**

Sarah became Chief Executive of CITB in January 2017. Since then, she has led CITB through a successful consensus process and launched the three-year Vision 2020 programme of reform which will see the organisation become more responsive and accountable to industry. More recently, she fronted the launch of the organisation's new, reforming 2018-2021 Business Plan to help make the Vision 2020 programme become reality. Sarah's previous CITB role was as Chief Financial Officer and Corporate Performance Director in 2014, having covered the Corporate Performance Director role in 2013. She has worked in a range of other senior roles including Finance Manager, National Experienced Worker Assessment Manager, Head of Finance and Planning, Head of Overseas and Head of Customer Services. Prior to CITB, Sarah worked mainly within the financial sector, in both commercial environments and not-for-profit organisations. She has led on several transformational programmes, including company mergers, systems development and a variety of people and management-related projects.





# Speaker Biographies

## **Bernadette Kelly CB**

Bernadette Kelly became Permanent Secretary at the Department for Transport on 18 April 2017. From September 2015 to April 2017 she was Director General, Rail Group in DfT. Prior to that she was a Director General at the Department for Business, Innovation and Skills (BIS) from April 2010. Bernadette joined the Civil Service after graduating. She has spent most of her career working on public policy in relation to business and the economy. She has led work in government to reform the planning regime for major infrastructure; boost housing supply; establish the Competition and Markets Authority; strengthen utility regulation; reform corporate governance; and on industrial strategy and local growth and devolution. In addition to DfT and BIS, Bernadette has worked in the Department for Communities and Local Government, HM Treasury, the Cabinet Office and the Prime Minister's Policy Unit; as well as on secondment to ICI plc. Bernadette was made a Companion of the Order of the Bath (CB) in 2010.



## **Keith Waller, Infrastructure & Projects Authority**

Keith Waller is a Senior Adviser to the Infrastructure and Projects Authority in HM Treasury. A Fellow of the Institution of Civil Engineers, Keith has been involved in nuclear, energy and infrastructure projects for 30 years. From 2010, Keith was seconded as a Senior Adviser into the Office for Nuclear Development in DECC to act as a bridge between government and industry in the development of the policy and delivery environment to enable the UK's new nuclear programme. Also in 2010, he began work with Infrastructure UK (the predecessor to the Infrastructure and Projects Authority) in HM Treasury. His work led to the publication of the UK's first National Infrastructure Plan and development of the Infrastructure Cost Review.



## **Kate Hall, HS2 Ltd**

Kate Hall is the Design Director for HS2 Ltd, leading the expert teams responsible for the system wide specification, subsequence assurance and provision of expert guidance across the whole portfolio of architecture and civil engineering (in all its forms including geotechnical, structural, tunnelling and highway engineering). Kate's portfolio also includes leadership of the Design team. Kate's background is as a Chartered Civil engineer, her career in the last 21 years has encompassed some very significant and high profile infrastructure projects in the UK and internationally working for Arup. She has also worked with UKRC/ WISE to drive initiatives on diversity, gender balance and inclusion in engineering. In 2010 she was awarded "Professional of the Year" by Women in Construction and in 2011 she was Winner for Lloyds First Women Awards.



# 2018 Judges



**Belinda Blake, EDI Manager, Highways England**

Belinda Blake joined Highways England in September 2016 as an EDI manager to support the business and supply chain in meeting Highways England ambition to embed equality, diversity and inclusion in all they do. Belinda has worked in the equality field for over 14 years acting as a critical friend to the private, public and voluntary sectors to improve equality of access and opportunity for employees, customers and communities.



**Manon Bradley, Development Director, Major Projects Association**

Manon is the Development Director of the Major Projects Association undertaking the day to day delivery of the Association including the management of staff and budgets. She has specific responsibility for maintaining strong relationships with key stakeholders including CEOs and key leads in Government departments, consultancies and contracting organisations. She is also the lead on the Gender Balance initiative which aims to support members to improve the gender balance within their major projects. In this capacity she heads up the Infrastructure Client Group Equality, Diversity and Inclusion group. Manon is a competitive drug-free power-lifter. In the 14 years that she has been competing she has won 11 World Championships, 9 European Championships, and has held 6 World Records and a host of British titles and records.



**Mark Hansford, Editor, *New Civil Engineer***

Mark Hansford is Editor of *New Civil Engineer* (NCE) and has a First Class MEng in Civil Engineering from the University of Birmingham. He spent three years as a practicing engineer with leading consultant Atkins before joining NCE in 2000. Recently Mark has been championing cause of gender equality in the industry and is a proud supporter of engineering disaster relief charity RedR, of which NCE is a patron. Mark is a keen supporter of advancing industry best practice and is a founder member of the Infrastructure Leadership Board, established to oversee research being carried out as part of the Infrastructure Leadership Programme, a project to identify preferred characteristics of supply chain companies operating in the UK infrastructure sector.



**Ian Heptonstall, Director, Supply Chain Sustainability School**

Ian chairs the Industry's Fairness, Inclusion and Respect Leadership Group and is the founding Director of the Supply Chain Sustainability School, a multi-award winning online school for the construction industry that seeks to build the sustainability skills of suppliers to the UK's major construction contractors. Ian is also Director of Action Sustainability, a sustainability consultancy that advises property developers, infrastructure companies and major contractors on how to deliver improved sustainability performance through their supply chains.



#### **Alan O'Neile, Head of Communications, CSCS**

Alan O'Neile has led the communications and consultation on Nationally Significant Infrastructure Projects requiring submission to the Planning Inspectorate. He is Head of Communications for CSCS, the leading skills certification scheme within the UK construction industry. CSCS cards provide proof that individuals working on construction sites have the required training and qualifications for the type of work they carry out. In his role, Alan's focus is on reinforcing CSCS's position within the industry, maximising awareness of the scheme to industry stakeholders and encouraging the development of a fully trained and qualified workforce. His role also sees him responsible for all media activity and relationships with key industry stakeholders.



#### **Andrew Percy, Business Development Manager - Health, B&CE**

Andrew Percy is B&CE's Business Development Manager - Health, focusing on developing and managing the business relationship strategy with the construction industry and occupational health industry. He joined B&CE in 2010 as a Key Relationship Manager, looking after some of the largest construction clients, Federations, trade unions and non-construction customers relating to The People's Pension. Since B&CE acquired Constructing Better Health in 2016, Andrew has been focusing on customer and stakeholder engagement, as it works to develop its new occupational health proposition. Previously, he was employed at the National Federation of Builders, managing the Midlands, East and South West regional member contact programmes.



#### **Christine Townley**

Christine is a qualified civil engineer who joined the Construction Youth Trust in 2004 and was instrumental in growing the Trust significantly and increasing its reach. She is passionate about young people and skills and works tirelessly to bridge the gap between communities and construction. While at the Trust Christine developed two key programmes, 'Budding Builders' and 'Budding Brunels,' both of which aim to remove barriers to construction trades and professions especially for young people from disadvantaged communities. Through her work at the Trust Christine also championed diversity and as part of this drive worked with the industry to set up the Trust's awards for young professionals, The Duke of Gloucester's Young Achievers Scheme. Christine left the Trust in early 2017 and continues to champion young people and skills with great passion. Over recent months she has been working for a major developer supporting it to engage the local community and provide meaningful opportunities for training and jobs.

# Inspiring Change in the Community

## Balfour Beatty

**Company:** Mears Group

**Project:** Tradeswomen into Maintenance

**Number of employees:** 6,000

**Synopsis:** Mears Group's Tradeswomen into Maintenance Project is a CITB-sponsored project which aims to increase the number of female trade operatives and apprentices through the Social Housing Building Maintenance sector. The project is directed by a steering group from the sector who are committed to ensuring that the future sees an increasingly diverse operative workforce. The project is aimed at providing easy access to some practical tools to help recruit more women into the industry.

Sponsored by:



**Company:** Balfour Beatty

**Number of employees:** 14,000 (UK)

**Project:** Women Returners

**Synopsis:** The construction and infrastructure industry is part of the fabric of our daily lives. It impacts almost every element of our work, travel, and leisure, and makes a significant contribution to the economy. Yet although half the country's working population is female, women make up just 13% of the construction sector's workforce and this figure is brought into sharp focus by the skills shortage the industry is facing. Figures for other minority groups are also reflective of the challenges the construction and engineering sector face. Balfour Beatty are striving for better, and are collaborating internally across business units, and externally with suppliers and clients, to inspire change. As part of this, Balfour Beatty has collaborated with 'Women Returners.' Women Returners is a consulting, coaching, and networking organisation which specialises exclusively in enabling the return to work of experienced professionals after an extended career break.



Making People *Smile*



**Company:** Morson International

**Number of employees:** 1,000

**Project:** The Women in Engineering Pledge

**Synopsis:** Morson launched a campaign to encourage more women to take up careers in engineering by pledging to double the number of female engineering contractors it employs by 2020. According to the Women's Engineering Society, female engineers make up less than 10% of the workforce - doubling this number would add an extra 96,000 people to the workforce.

To encourage more women into engineering, Morson works closely with the University of Salford, the Girls' Network, and regularly profiles female engineers through its case-study series.

**Company:** R&W

**Number of employees:** 380

**Project:** The R&W Academy

**Synopsis:** Always seeking to innovate wherever possible, R&W recently developed and launched the R&W Academy, a unique over-arching entity encompassing all the valuable work R&W does to help boost job opportunities among the wider community. The Academy spans all areas of the business across all job roles and, in a business with 380 employees, the Academy has been the driving force behind a 25% uplift in skilled employees.



# Inspiring Change: Education Award

Sponsored by:



**Company:** Ardmore

**Project:** Pre-Apprenticeship Programme

**Size of the workforce:** 320



**Synopsis:** Ardmore's pre-apprenticeship programme is geared towards the needs of the communities the company works alongside. In the past this has included academic-focussed workshops, ready-to-work courses, CV writing to include literacy and numeracy training, and a four-week practical workshop working with local colleges that allow candidates to sample some of the different trades, and follow-on training to gain a CSCS card.

**Company:** Balfour Beatty

**Project:** Perth Transport Futures

**Size of the workforce:** 14,000 (UK)

**Synopsis:** The Balfour Beatty team at the Perth Transport Futures Project partnered with Class of Your Own to deliver 'Design, Engineer, Construct!' - a bespoke accredited learning programme for high school students, focussed on the built environment. Through financial backing and direct classroom support, pupils at Perth Academy are gaining a first class insight into the construction industry, access to cutting-edge equipment, and a unique opportunity to develop lifelong skills.

# Balfour Beatty



**Company:** BAM Construct

**Project:** Ready, Steady, Girls Construct! Employability Programme

**Number of employees:** 80

**Synopsis:** The Ready, Steady, Girls Construct! Employability Programme was designed to introduce and attract female pupils into the construction industry by providing industry insight, training, employability skills, and work experience. The initiative took place over a ten week period with a group of 10 S3 female pupils from Lourdes Secondary School in Glasgow. Nine of the participants successfully achieved a SVQ1 level qualification.

**Company:** R&W

**Project:** CEGA Apprenticeship Programme

**Size of the workforce:** 380



**Synopsis:** R&W are part of an alliance group which has developed the CEGA (Civil Engineering Groundworks Apprenticeship) - a unique and revolutionary apprenticeship programme set to tackle the industry's skills shortage locally. The two-year apprenticeship provides paid opportunities to people of all backgrounds, whilst at the same time offering the opportunity to gain a recognised qualification. Unlike other day-release apprenticeships, CEGA apprentices first compete an intensive 20 week training period, giving them the skills to work safely and know they're making a valuable contribution on a live site.





**Company:** Siemens

**Project:** 'SeeWomen' Stage Show Event

**Number of employees:** 8

**Synopsis:** Siemens has created the 'SeeWomen' stage show event and teacher training programme that highlights current modern STEM female role models within industry. The show is aimed at girls aged 11-14 years of age and the outcome is to overcome the current skills gap and gender imbalance within the engineering industry. The show explores women's groundbreaking contributions to science, technology, and engineering, and identifies a range of careers within STEM. It challenges stereotypes and preconceptions girls have such as 'STEM is dull, boring, or just for boys.' Overall the show encourages girls to revise and reflect upon their aspirations prior to taking their options so they can fully consider future career choices.

**Company:** Ferrovial Agroman Laing O'Rourke (FLO) Joint Venture

**Project:** Northern Line Extension SLNT Plan

**Size of the workforce:** 500+

**Synopsis:** The Ferrovial Agroman Laing O'Rourke JV (FLO) designed a Strategic Labour Needs and Training (SLNT) Plan for the Northern Line Extension Project comprising a comprehensive skills and education programme that consists of various events and engagements with young people at all stages of their education and of all abilities. This programme includes continued engagement with local schools to deliver workshops around employment skills, careers in the industry, and routes into employment, offering work experience and participation in support of a pre-apprenticeship pilot programme.





**Company:** ESH Construction

**Project:** Shared Summer Placement

**Number of employees:** 670

**Synopsis:** The Shared Summer Placement is a bespoke programme allowing undergraduate students from all backgrounds to take part in a paid summer placement, providing them with invaluable skills and experience of working on real-life construction projects. Students are provided with a unique opportunity to gain an overview and understanding of capital infrastructure projects, from conception to completion. Placements are tailored to each individual student's needs, rotating around the different companies participating in the programme.

# inspiring **change:** Workplace



**Company:** Barhale Ltd

**Project:** Engineering Better Mental Health Management & FIR Ambassadors scheme

**Number of employees:** 900

**Synopsis:** Barhale is a leading provider of civil infrastructure with people truly at the centre of what the company does. Barhale want to help people to have a healthy mind as well as a healthy body and environment. The company wants to help create a workplace that promotes a positive mental health culture, help people at all levels to understand the causes, signs, and symptoms of poor mental health, and guide them through both internal and external support.

Sponsored by:



**Company:** BAM Nuttall

**Project:** Building Diversity Programme

**Number of employees:** 3,000

**Synopsis:** BAM Nuttall's Building Diversity Programme focusses on enhancing the company's inclusive and open culture by utilising a number of strategies including BAM's network of Diversity Champions. BAM Nuttall is fostering a workplace where everybody is able to be authentic, have equal access to opportunities, and work to their full potential. The initiative also strives to promote the business and the wider industry as having accessible careers, and BAM Nuttall works closely with peers and sector groups to drive this change.





**Company:** Breheny Civil Engineering

**Project:** Non-English Speaking Support Programme

**Number of employees:** 478

**Synopsis:** On construction projects, changing conditions require quick reactions to verbal communications, and the inability to communicate in English could create a particularly high risk to health and safety. This programme supports all employees who struggle to communicate in English through providing translators, multi-lingual literature and media, and policies and procedures which give authority and guidance. These measures have not only reduced risk, but have made the business more inclusive and welcoming.

**Company:** Danny Sullivan Group

**Project:** DSG's Mental Health Programme

**Number of employees:** 1,500

**Synopsis:** Established in 1986, the Danny Sullivan Group (DSG) currently directly employs around 1,500 people in the civil engineering, highways, nuclear, rail, security, tunnelling, aviation, and utilities sectors. DSG's Mental Health Programme promotes positive mental health, encourages better physical health, and supports overall wellbeing, which in turn makes sites safer. It aims to provide the workforce with the skills to recognise the symptoms of common mental health problems, provide support to prevent any mental health problems from getting worse, and guide individuals effectively towards the right support services. DSG has presented the programme to many clients and industry colleagues, sharing knowledge to assist people should they wish to set up similar initiatives within their own organisations.



**DANNY SULLIVAN  
GROUP**

**Company:** Kier Infrastructure & Overseas

**Project:** Fairness, Inclusion & Respect

**Number of employees:** 20,000

**Synopsis:** At Kier, the company's strategic objectives are to attract, retain and motivate high-performing teams and to embrace innovation and technology across the business. Kier's core values of enthusiasm, collaboration, and forward-thinking are being leveraged to support innovation. A balanced business attracts and retains the best people. The goal is to create a culture where people can bring their whole selves to work; a culture where the company drives innovative change and breaks down the barriers to success. As a founder member of the Supply Chain Sustainability school, Kier champions Fairness, Inclusion, and respect (FIR).



**Company:** VGC Group

**Project:** Fairness, Inclusion & Respect

**Size of the workforce:** 1,165

**Synopsis:** VGC Group wanted to make a step-change to their promotion of Fairness, Inclusion, and Respect (FIR) across the whole workforce, and to improve their ratio of under-represented groups. After incorporating EDI and FIR into the corporate objectives, VGC's ongoing programme is expected to show industry-leading results in the next staff diversity survey. Partnerships with organisations including the 5% Club, Buildforce, FIR in Construction, the National Association of Women in Construction, and the Samaritans, have all had impact at all levels across the business.



**Company:** Vinci Construction UK

**Project:** Creating Open & Inclusive Cultures

**Size of the workforce:** 3,500

**Synopsis:** In early 2017, and following on from their Leaders in Diversity Programme, VINCI Construction UK Ltd's Executive Board recognised the importance of and benefits arising from creating an open and inclusive supply chain. Through formalising the process, and creating an environment where the supply chain partners' input was valued, the business will develop and grow collaboratively.

**Company:** Morgan Sindall

**Project:** Positive Cultural Change

**Number of employees:** 3,577

**Synopsis:** Construction is traditionally, and remains, a male-dominated industry, generalised as having long hours and difficult site conditions - a culture which has not always been appealing to those who want to balance family life with a career. Morgan Sindall, under the leadership of HR Director Dawn Moore, has sought to implement positive cultural change, behaviours, and ways of working, to change perceptions and create an organisation which values work/life balance and will encourage people to either stay within, or consider starting, a career in the industry.

# MORGAN SINDALL

# inspiring **change:** Small & Medium-Sized Enterprises

Sponsored by:



**Company:** Arc Academy UK Ltd

**Project:** The Ex-offenders into Construction Project - Wales

**Number of employees:** 40

**Sub-category:** Community

**Synopsis:** Funded by CITB, the ARC Academy UK training and employment project has the overall aim of enabling ex-offenders with an interest in the construction sector to acquire the relevant skills to fully participate in the workplace. ARC provides support for both the individual with an offender background and for employers, delivered through both individual mentoring and educational courses.



**Company:** Mackenzie Construction

**Project:** canal college®

**Sub-category:** Education

**Number of employees:** 9

**Synopsis:** Mackenzie Construction is aware that investment in young people is vitally important for the future of the company. Through engagement with canal college® Mackenzie Construction has tapped into a new and valuable resource to help young people enter the industry. canal college® is an outdoor pathway to learning that engages with young people who have been let down by the system and have been recruited to become full-time employees working towards a Modern Apprenticeship in Construction.







**Company:** Wills Bros

**Sub-category:** Education

**Initiative:** Wills Sisters

**Size of the workforce:** 20

**Synopsis:** On the 8<sup>th</sup> March 2018, to coincide with International Women's Day, Wills Brothers rebranded itself to 'Wills Sisters' for 24 hours to highlight the important work women do within the company. The campaign was promoted on social media so as to draw attention to the fact that construction is #notjustformen, with a view to attracting more women into the industry to meet the skills shortage.

**Company:** MB Roche & Sons Ltd

**Sub-category:** Workplace

**Initiative:** Women in Construction

**Number of employees:** 15

**Synopsis:** Women represent less than 1% of the construction industry workforce on site. As a small, family-run civils contractor, M.B. Roche & Sons Ltd saw this as a potential growth opportunity to inspire the workforce of tomorrow and address the industry skills gulf. This is being achieved through M.B. Roche & Sons Ltd's original initiative of employing a female apprentice groundworker.



**Company:** DXI Regeneration Ltd

**Sub-category:** Community

**Initiative:** Southport Brownies Civil Engineering Challenge

**Number of employees:** 55

**Synopsis:** DXI Regeneration invited Southport Brownies to visit a live construction site in February 2018, as part of their CECA North West-sponsored Civil Engineering Challenge, a programme designed by civil engineer and Guider Pippa Higgins. Despite the cold weather, the Brownies were very enthusiastic and have successfully completed the challenge. DXI is committed to encouraging the next generation of civil engineers, and increasing the diversity of the industry.



**Company:** MPI Ltd

**Initiative:** Trainee Installer Programme

**Sub-category:** Community

**Number of employees:** 70

**Synopsis:** MPI's Trainee Installer Programme was initially introduced to bring local labour to projects across the UK and increase the skilled labour pool within the Signalling Installation Sector. It is also a tool to reduce the risks associated with travelling a skilled workforce, reduce the dangers of fatigue, and to bridge the skills gap for IRSE-licensed installation staff.

# inspiring change Project Award

Sponsored by:



**Company:** BMV (BAM Nuttall Ltd, Morgan Sindall plc, & Volkerfitzpatrick JV)

**Project:** M5 Oldbury Viaduct

**Value of the project:** £104,000,000

**Number of employees:** 500

**Synopsis:** The M5 Oldbury Viaduct provides an excellent opportunity to improve the capacity and capability of the industry. To this extent BMV are proactively engaging local organisations to employ local apprentices; source people from a diverse pool of talent; employ disabled and long term unemployed people; and take opportunities to break down pre-conceptions of the industry. BMV is committed to leaving a lasting legacy for the region and the industry overall.

**Company:** Ferrovial Agroman Laing O'Rourke (FLO)

**Project:** Northern Line Extension

**Sub-category:** Community

**Value of the project:** £1 billion

**Number of employees:** 500+

**Synopsis:** The Ferrovial Agroman Laing O'Rourke (FLO) Strategic Labour Needs and Training Plan for the Northern Line Extension (NLE) offers work placements to the diverse community surrounding the NLE project. One such example is the JV's work with Women into Construction, to offer placements to women who do not have experience in the industry, removing barriers that they may face when entering the sector. Through this, FLO has successfully employed placement candidates on a full-time basis.





**Company:** GRAHAM Construction

**Sub-category:** Workplace

**Project:** Highways England OD East Contract

**Value of the project:** £18,500,000

**Size of the workforce:** 65 (+ supply chain)

**Synopsis:** The GRAHAM OD East FIR Champion team held an accredited 'Introduction to FIR' workshop (partnering with Action Sustainability and CITB) aimed at providing advice to and sharing best practice with the Client, extended Supply Chain and Peers. Attendees learnt about leading edge FIR policies/processes and tips on how to implement them to increase employee engagement. GRAHAM believe that this programme has the potential to be an exemplar model for the industry embedding best practice FIR.

**Company:** Balfour Beatty

**Project:** Perth Transport Futures

**Sub-category:** Community

**Value of the project:** £35,000,000

**Number of employees:** 80

**Synopsis:** The Balfour Beatty Team at Phase One of the Perth Transport Futures Project have been working closely with the Scottish Prison Service to develop a range of employability opportunities for those with a background of offending aimed at up-skilling, providing work experience and ultimately aiming for sustainable employment opportunities.

The logo for Balfour Beatty, featuring the words "Balfour Beatty" in a bold, blue sans-serif font.



**Company:** Jackson Civil Engineering

**Sub-category:** Community

**Project:** Leicester Conveyancing Scheme Phase 3

**Value of the project:** £1,300,000

**Size of the workforce:** 10

**Synopsis:** The Build Your Future Construction Employment Initiative is a shining example of construction teams working in partnership with local authorities and communities to address the employment and skills challenges faced by our industry, and society at large. Through the Leicester Conveyancing Scheme Phase 3 Jackson Civil Engineering were able to deliver an initiative that will positively impact the wider construction industry in the years to come, and help to build an industry workforce fit for the future.

# inspiring change: FIR Inspiration Award

Sponsored by:



This award was open to any individual operating with the UK's construction industry. It will recognise an individual who has championed Fairness, Inclusion and Respect principles within the scope of their work.

CECA want to shine a spotlight on an inspirational individual who has initiated positive change to help create an inclusive workplace or taken action to attract talent into the industry from more diverse backgrounds. Candidates did not need to be in a leadership or senior role, but do have to have succeeded in making a difference and been able to influence and inspire others in their organisation and/or beyond.

Judges were looking for an individual who is an inspirational role model and has:

- demonstrated their commitment to FIR principles and inspired others
- tackled issues to influence change within their workplace or the construction industry
- made significant, innovative and outstanding contributions to promoting a culture of Fairness, Inclusion and Respect within their scope of work either in their workplace or beyond.

Candidates for the 2018 FIR Inspiration Award were nominated by a third party.

**FIR** Fairness, Inclusion  
and Respect  
in construction

[www.supplychainschool.co.uk/FIR](http://www.supplychainschool.co.uk/FIR)



*Above: Balfour Beatty's Major Projects Quality Director Amanda McKay won the inaugural Inspiring Change FIR Inspiration Award in 2017.*

## Notes



