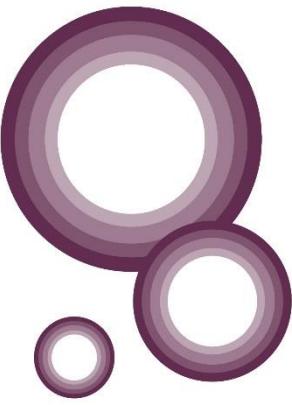


Timewise Construction Pioneers Programme

Making flexible working work in construction

September 21



Emma Stewart MBE co-founder

About Timewise

Research and Campaigns

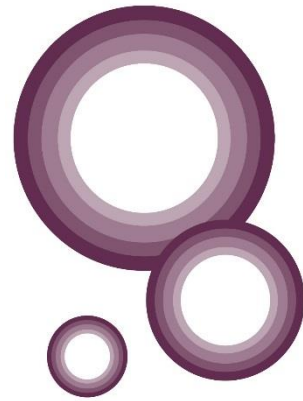
New insight to employers & policy makers to stimulate action to grow a quality flexible jobs market

Consultancy, training and change Programmes

Supporting employers & policy makers to drive cultural and operational change on flexible job design and hiring

UK's leading marketplace for good flexible jobs

Growing the quality flexible jobs market for job seekers



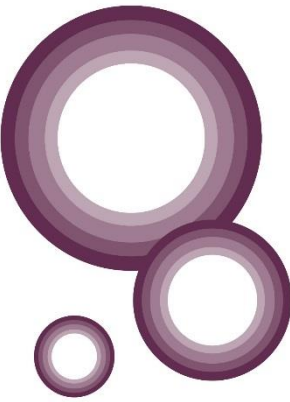
The Timewise Construction Pioneer Programme

Working together to design flexible pathways in construction to attract, retain and progress the best talent

SKANSKA



Analyse current state of flexible working on site, design, pilot and evaluate how teams can improve their flexibility at work





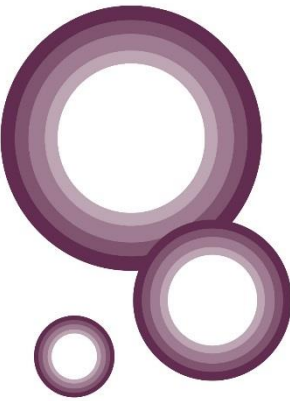
The WHY

Skills, talent, diversity: challenges

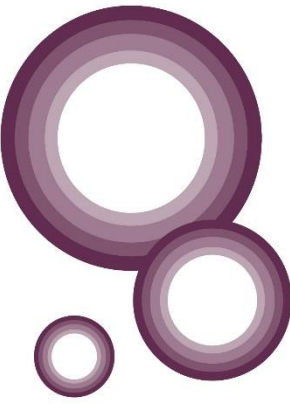
- Women comprise less than 15% of workforce in construction, 1% on site
- Ageing workforce of UK nationals (+55 years of age)
- Reduce dependency on international workforce

Working practices: drivers

- Jobs posted with flexibility lowest ratio across all sectors (11% engineering, 12% construction vs 22% national average). Site roles 2-4%
- Long hours, high stress, poor mental health. £160m per year lost in sickness
- 3 x higher male suicide rates



The WHAT: Our 'pioneer' four step approach



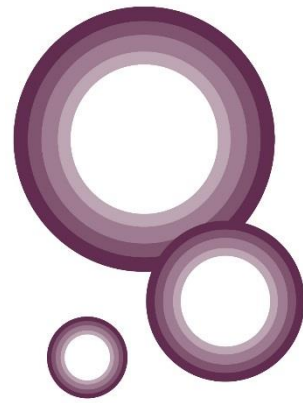
Capturing site specific
learnings, opportunities,
watch outs and sharing
recommendations

Training and on
the ground
coaching support

Codifying future
ways of working,
guidance and
frameworks

Evaluation,
review and
sharing stories

The HOW: the changes we made



Working practices

Control of working hours

Input for preferences

Well-being

Work / life balance

Culture: attitudes and behaviours

Leadership articulation of business benefits

Shift in proactive approach

Lose the stigma

Management capabilities

Enhanced capabilities to manage flex teams

Access to and understanding of supporting tools

Consistent application of approach

The RESULTS: pre & post worker survey

In the past month I have regularly worked significantly more than my contracted hours

Respondents who agreed with this statement decreased from 51% to 34%

My working hours give me enough time to look after my own health and well-being

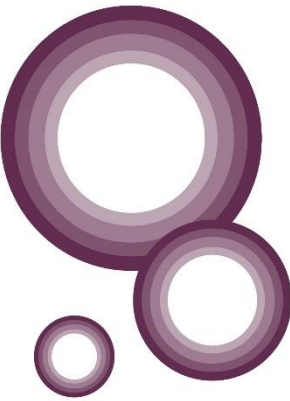
Respondents who agreed with this statement increased from 48% to 83%.

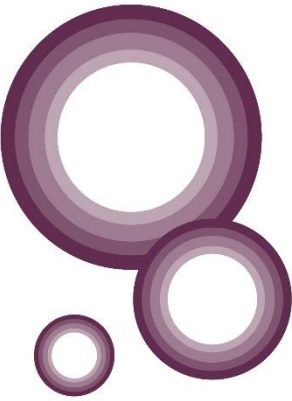
I feel guilty if I start later or finish earlier than the other people on my site

Respondents who agreed with this statement decreased from 47% to 33%.

If someone works from home, I am not sure they are working as hard as they would be on site

Respondents who agreed with this statement decreased from 47% to 33%.





There has definitely been a positive impact on productivity. Morale is much better and the guys are working harder"

"I now get to see more of my son and this is very important to me personally and knowing I can do this motivates me to get my work done quicker"

Labour turnover is down on the sites where they have implemented flexible working

THE CONCLUSION

The programme demonstrated that **Flexible working CAN work on frontline operation construction sites.**

We saw a positive shift in attitudes to flexible working and improvements in wellbeing.

There was NO detrimental effect on the budget or programme on any of the pilot sites/projects and some of the feedback demonstrates that enhanced performance can be achieved.

"I would now definitely choose a job like this with flexibility over the bit extra in money"

"Previously I was eating out of a tin because it was late and that was a quick way but now I'm enjoying cooking, feeling healthier and more energetic already"

"I must admit I didn't even know where my daughter's class room was. But now I've experienced being part of it I will be sticking with working like this even though things are now easing back"

Working in a more agile way has not cost me/the project anything. Work is still getting done and people are getting to meet their own preferences too

"The gangs are getting on great, better than before. The change in the way we work has brought out the best in people"

Recommendations for construction firms

1. Determine a clear vision with senior leaders advocating the benefits of flexibility

2. Consider options for flexibility in every role to ensure fairness and inclusivity

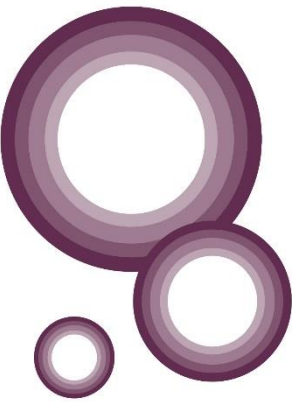
3. Equip managers with skills and capabilities to design flexible jobs and to manage flexible teams

4. Trial new approaches at a team level, before embedding and scaling out successful learnings

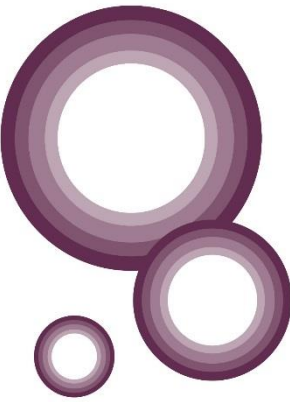
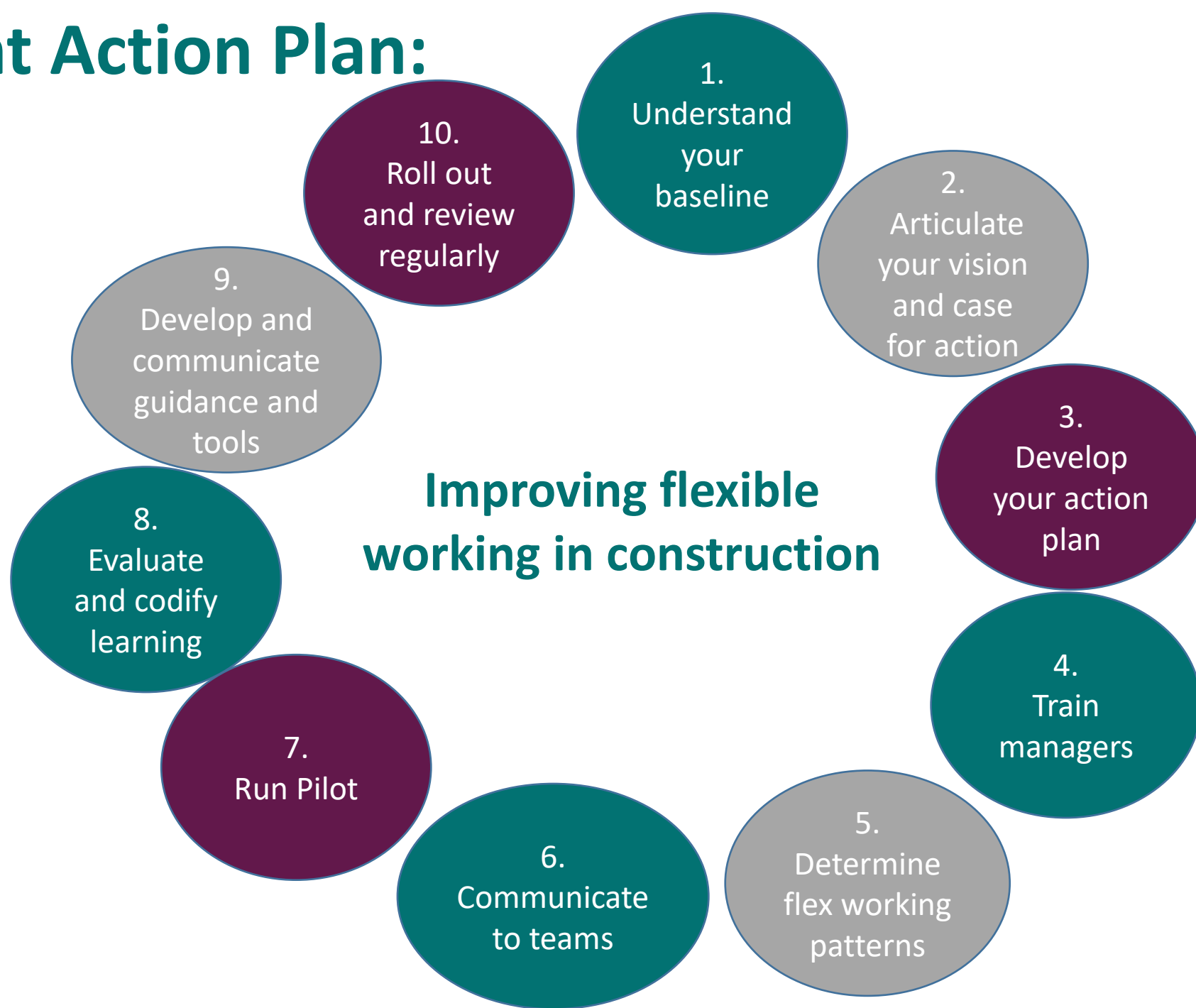
5. Advertise roles with flexible working from the point of hire

6. Measure the return on investment of flexible working in terms of project performance and productivity.

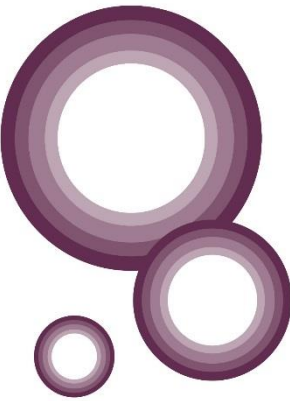
7. Share insights with clients, to improve understanding of the positive benefits of flexible working



10 Point Action Plan:



A 'call to action' for the Construction Leadership Council



We are seeking commitment from the CLC to advise that enabling flexible working for all construction roles is critical to addressing future workforce priorities from enhancing wellbeing, diversity and inclusion to attracting and retaining talent.

Within this overarching commitment we are proposing 3 specific actions the industry can take....

1. Advocate and promote our **10 point action plan** for improving flexible working for all roles in construction
2. Commit to **measure the ratio of jobs advertised as flexible at the point of hire**, through the new Talent Retention Scheme Jobs Portal, and then trial prompts to encourage recruiters to offer flexible working in their job adverts
3. **Embed flexible job design training into existing leadership and management programmes**, to build capabilities.

Questions

