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# Equality and diversity: good practice for the construction sector

A report commissioned by the Equality and Human Rights Commission



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## Abbreviations/acronyms

BIS	Department for Business Innovation & Skills
BSI	British Standards Institute
CBI	Confederation of British Industry
CIC	Construction Industry Council
CIOB	Chartered Institute of Builders
CITB	ConstructionSkills
CLDF	Construction Leadership Diversity Forum
CPD	Continuing Professional Development
CSCS	Construction Site Certification Scheme
Cskills	ConstructionSkills
CSR	Corporate social responsibility
FMB	Federation of Master Builders
GDP	Gross Domestic Product
ICE	Institution of Civil Engineers
NWDA	Northwest Regional Development Agency
NVQ	National Vocational Qualification
ODA	Olympic Delivery Authority
ONS	Office for National Statistics
PPE	Personal Protective Equipment
SME	Small and medium enterprise
SROI	Social Return on Investment
UKCG	UK Contractors Group
WAMT	Women and Manual Trades
PARN	Professional Associations Research Network

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Thanks are also given to the membership of the Construction Leadership Diversity Forum (CLDF) who facilitated access to the Industry and have been working closely with the Commission to provide strategic leadership on this agenda. The CLDF membership includes senior representatives from all parts of the sector and was implemented following the Inquiry into Race Discrimination in the Construction Industry (Equality and Human Rights Commission, 2009, 2010a).

## Executive summary

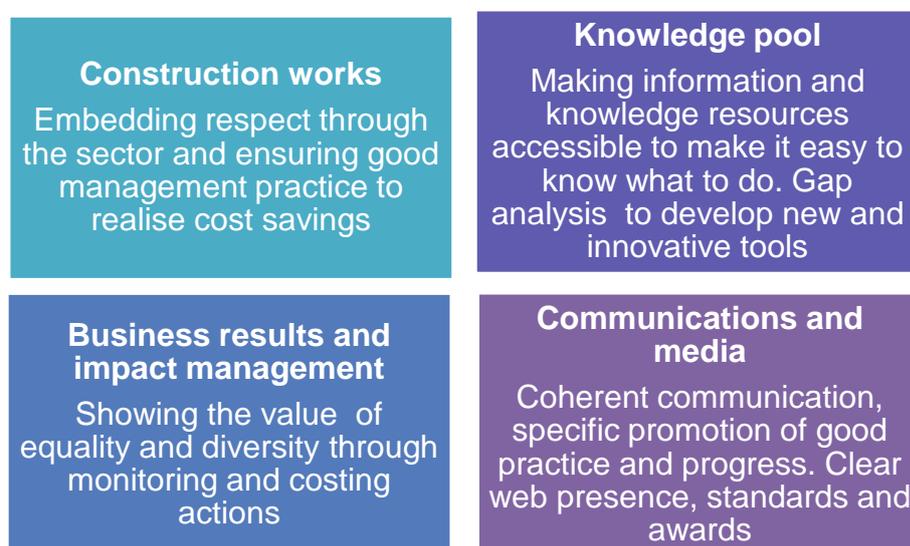
The evidence gathered during the study fieldwork demonstrated that the following can be achieved by implementing good equality and diversity practice:

- Efficiency savings through improved staff retention
- A wider pool of talent available to the Industry from under-represented groups
- A more diverse supply chain with better support for small business
- Improved on-site working relationships based on respect for everyone's differences.

This report presents a Framework for Action which was developed to show how equality and diversity could be advanced in the construction sector and was developed from the report findings. It has four themes: knowledge management, the construction workplace culture and practices, communications and business results and impact management, as illustrated in the figure below.

By working through the four themes, doing one thing from each, companies of all sizes will be able to develop a progressive equality and diversity programme.

**Figure 1: Framework for Action**



The Framework for Action has been designed to support the sector by widening access to a more diverse talent pool and supporting the supply chain. The report proposes that sector wide umbrella organisations and the main employers address the following five points at a strategic level to support businesses to achieve the Framework for Action.

1. **Explore establishing a Strategic Fund** that is overseen by the Industry to support diversity initiatives where there are clear gaps in good practice and a need for catalyst funding.
2. **Leadership:** Sector leaders demonstrating 'inclusive leadership'.
3. **Governance:** Ensuring appropriate benchmarks are set and monitored to establish learning and goals.
4. **Monitoring and KPIs:** Building on existing work to ensure measures to monitor and evaluate performance are easier to find.
5. **Communication and celebration:** Successful results from investment in equality and diversity should be celebrated and acknowledged through rewards for excellence and a joined-up ambassador programme. Sharing good practice is essential and the challenge is to ensure access to information, research and innovations.

## Background

This report was commissioned by the Equality and Human Rights Commission (the Commission) on behalf of the Construction Leadership Diversity Forum (CLDF). The report acknowledges the good work in the sector that is already underway and joins up the various threads of good practice and the gaps that exist to analyse its impact.

The Equality Act 2010 has strengthened the law on procurement and established new areas in legislation. In terms of the construction sector:

- The sector has yet to address the ageing workforce and respond to the needs of older workers with appropriate tools or new job roles. Workers who are over 50 have a number of issues to consider which include a reducing pension and possible health costs. The default retirement age ceased in April 2011, which will result in employees working longer. Employers can do more to respond and ensure there are opportunities for employment.
- Awareness of disability is very narrow and limited almost exclusively to physical disability. However companies have begun to encourage and support people with invisible impairments and there is scope to build on this.
- It is well documented by the Construction Industry Council and ConstructionSkills (for example, 'Building the future: how women professionals can make a difference', September 2009) and other industry bodies that high numbers of women qualifying as engineers and architects leave the sector within five years of joining. Implementation of inclusive work

practices are helping to address this leakage of valuable skills and experience from the Industry.

- Industry statistics highlight the lack of women in senior roles.
- Leading Industry bodies ConstructionSkills, Constructing Industry Council, The Chartered Institute of Builders and Federation of Master Builders have all found serious skills shortages in specialist areas.

## **Methodology**

For the purposes of this study the focus was age, disability, ethnicity and gender where there were most examples and evidence. However it is noted that the solutions for increasing participation of these equality groups can be applied across all the equality groups that are protected by law.

Roundtable discussion groups were held in Cardiff and London and participants sourced with the help of the CIOB, ICE and other contacts and networks. Twenty-five people signed up to attend and 17 took part in the roundtables. The main focus was to sample the perceptions and awareness of equality and diversity issues and good practice in the sector. Telephone and face-to-face interviews were undertaken with a further 25 people from a variety of organisations.

## **What we found**

The evidence gathered from the study pointed towards a number of areas that the construction industry ought to address in order to make a step change in its performance in equality, diversity and inclusion:

1. Embed respect and ensure good management practice to realise cost savings across the sector.
2. Clearer messages that encourage good practice throughout the supply chain and enable more support for small business.
3. Join up initiatives to maximise impact and avoid duplication.
4. Track the benefits of diversity through effective monitoring and costing of actions and results.
5. Ensure information and knowledge about the benefits of diversity is available and easy to use.
6. Celebrate the success stories to encourage other companies to adopt good practice.
7. Communicate and promote good practice across the Industry.

Good practice was found across a wide range of employers and some of the more innovative practice included: piloting flexible working showing how it can work for men and women; different styles of training and engaging employers to appreciate equality and diversity ranging from individual staff training to inclusive leadership and initiatives to engage with diverse local communities.

The report adds to the evidence base for the equality and diversity business case. Where possible costed examples are presented to illustrate that diversity programmes do not have to be high cost programmes. This adds to the increasing evidence that shows more gender diversity in the Boardroom leads to direct benefit to the business bottom line. The Davies report *Women on Boards* (Department for Business Innovation & Skills (BIS), 2011) showed that companies with more women on their boards were found to outperform their rivals with a 42 per cent higher return in sales, 66 per cent higher return on invested capital and 53 per cent higher return on equity.

## **Summary**

The construction industry is showing green shoots of delivering on diversity. There are however still significant challenges to be faced. There are a number of pilot projects, programmes and examples of how different organisations have embraced change. The report findings provided evidence that companies were leading in certain areas but this work was often not quantified, joined up and promoted, therefore companies have been unable to realise the full benefits from their actions.

These findings support the Commission's Inquiry recommendations that the construction sector could improve equality and diversity practice by developing a coherent strategy to attract under-represented groups to the workforce and the supply chain. The concept of 'respect' adopted as a universally shared value could help to reinforce the message Industry-wide and set higher standards of inclusive behaviour. This term, 'respect' is already used by some stakeholders in varying ways and the sector has responded very positively towards adopting an Industry-wide respect agenda.

The study concludes that if each company does 'just one thing' from each theme in the Framework for Action the Industry will be a step closer to building a better workplace and supply chain that will maximise investments and reduce costs.



## **Chapter 1 Introduction**

The construction sector relies upon an established system of subcontracting, public procurement and standards that leads to a very competitive way of working that can conflict with good equality and diversity practice.

A number of recent sector-specific reports (de Graft-Johnson *et al.*, 2009; UKCG and CBI, 2009; Cskills, 2010) on equality and diversity have been produced by the sector as it seeks to make changes. These include a business case by the UK Contractors Group (UKCG) and reports from the Construction Industry Council (CIC) and ConstructionSkills. This study builds upon this work and the Commission's Inquiry to provide some financial considerations and analysis associated with equality and diversity practice.

### **1.1 The construction sector and the current economic environment**

Despite the continued economic crisis and rising unemployment, the construction sector is still experiencing skills shortages in specialist areas (see Figure 2). This is borne out by recent quarterly surveys of members of the Federation of Master Builders (FMB, 2010). The construction sector is diverse and covers a wide range of jobs including engineering, architecture, planning, surveying and specialist trades.

The sector is perceived to stand out because of the following: its transient workforce, project focus, reliance on capital investment, workforce mobility, tight timescales and deadlines, and reliance on procurement and contracting through supply chains. The structure of the sector is therefore complex as illustrated in Table 1. Less than 1 per cent of sector businesses employ more than 250 people and 93 per cent employ less than 10 (Cskills, 2010). The sector's employment is subject to usual employment practice but does rely heavily on sub-contracting and the use of supply chains to deliver work programmes.

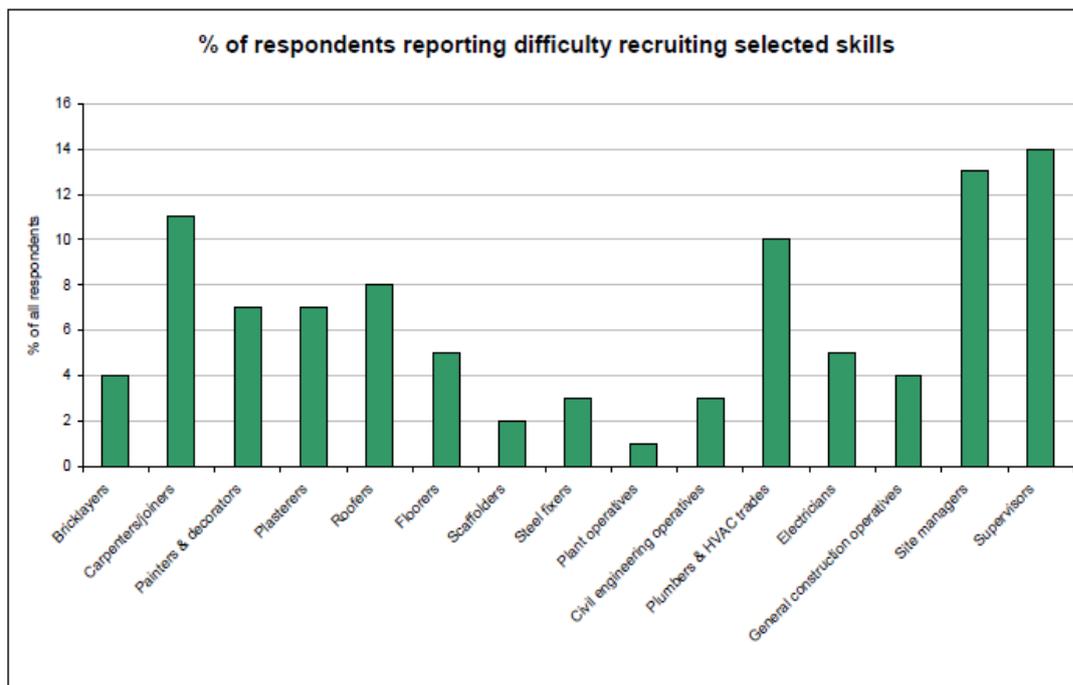
In an industry where 40 per cent of projects are reportedly publicly funded, major initiatives such as Building Schools for the Future are being cut causing additional pressure in the recession. Particular pressure has been reported on Small and Medium Enterprises (SMEs), which number around 300,000; some 99 per cent of UK construction firms (The Construction Index, 2010). The imperative to deliver good practice and support for small business is therefore crucial.

**Table 1: Illustration of the construction sector by enterprise size and employee distribution**

Number of employees	Enterprises		Employment	
	Number	Per cent	Number	Per cent
0-9	339,770	93.0	457,363	33.0
10-49	22,510	6.2	317,553	22.9
50-249	2,830	0.8	199,419	14.4
250+	425	0.1	409,676	29.6
Total	365,535	100.0	1,384,011	100.0

Source: Cskills, 2010.

**Figure 2: Reported skills shortages Q4 2010**



Source: FMB Federation of Master Builders (2010) State of Trade Survey Q4 2010. Available at: <http://www.fmb.org.uk>

## 1.2 Background

The construction industry is an important part of the economy and has a significant impact on employment. The Commission's Inquiry (2009) highlighted the following key areas:

- The construction value chain is 10 per cent of Gross Domestic Product (GDP).
- Central and local government procurement is worth £220 billion per year.
- There are **over 300 trade organisations** leading to high levels of fragmentation and poor equality outcomes.

- There is **no strategic body that regulates the whole Industry** as per the financial services or health sector.
- **No overall leadership** has led to a fragmented industry which has impacted the support for the supply chain and on initiatives to attract under-represented groups to the workforce.

In the current economic climate concerns have been raised that job losses and downsizing are impacting disproportionately on vulnerable or at-risk groups. The construction industry employs 3 million people, 8 per cent of the entire workforce – more than the financial services sector – therefore the impact on employment is significant. The sector makes an important contribution to the economy. Valued at £98.6 billion (Cskills, 2010), it contributes about 8 per cent of the UK's Gross Domestic Product (GDP) (Office for National Statistics, 2010). UKCG and Confederation of British Industry (CBI) research (UKCG and CBI, 2009) provided compelling evidence of the role of the sector and:

- The benefits of capital investment in the construction industry
- The sector's role in stimulating employment growth
- The skills shortage and the need for urgent support to take on more apprentices.

The construction sector has a track record of initiatives to encourage good practice and make changes, one example is the Considerate Constructors Scheme that ensures building sites are well maintained and sensitive to neighbours and communities. Industry bodies Constructing Excellence, CIC, Cskills, UKCG and professional associations such as the Institution of Civil Engineers (ICE) and Chartered Institute of Builders (CIOB) have produced research and guidance to improve the sector's performance in equality and diversity.

The Professional Associations Research Network (PARN) and the Strategic Forum for Construction have also made a call to action for all Industry firms to: *'Endeavour to achieve a better industry and exceed current best practice.'* However more work needs to be done to join up these initiatives and benchmark what good practice looks like for the whole Industry.

Good equality and diversity practice has led to different outcomes. The impact of the Olympic Delivery Authority's (ODA) approach to diversity in the supply chain sets a standard for the sector and the Commission has produced guidelines on good practice (Bux-Ryan *et al.*, 2010; Equality and Human Rights Commission, 2010b). Construction companies Willmott Dixon (Chadney, 2006) and Wates (Wates, 2010) are two examples of companies who have reported that their work on equality and

diversity has given them a competitive advantage – driven by their internal values and beliefs. In contrast the study also found reported evidence of companies that have completed equality and diversity measures only in pursuit of public sector contracts or simply to achieve a ‘tick box’ compliance function.

Experience of other sectors shows that organisations usually go round the ‘diversity loop’ three or four times, making small steps of progress each time, becoming more sophisticated as they progress.

The CLDF is providing leadership across a fragmented UK construction sector to drive forward good equality and diversity practice. The Industry has failed to appeal to and recruit and retain or advance, women, ethnic minority groups and disabled people (de Graft-Johnson *et al.*, 2009, CIC and Cskills 2009). For a sector with potential employment growth, these under-represented groups offer an obvious talent pool. This highlights the need for a clear framework to achieve good practice.

The CIC and Cskills report (Graft and Johnson 2009) reports:

- Inconsistent data monitoring
- A number of professional bodies have yet to take diversity seriously
- Poor record of employing people who are from under represented groups: 13.5 per cent are women, 2 per cent are from black, Asian and ethnic minority groups, 14 per cent have some form of impairment.

### **1.3 Methodology**

This study focuses on examples of what works in the sector. For the purposes of this study the focus was age, disability, ethnicity and gender where there were most examples and evidence. The solutions for increasing participation of these equality groups can be applied across all the equality groups that are protected by law.

The fieldwork for the study included:

- Consideration of the costs stakeholders place on equality and diversity
- Consultation with over 30 organisations through interviews and roundtables
- Completion of a literature review of Industry-specific activity in relation to equality and diversity.

Roundtable discussion groups were held in Cardiff and London and participants sourced with the help of the CIOB, ICE and other contacts and networks. Twenty-five people signed up to attend and 17 took part in the roundtables. The main focus was to sample the perceptions and awareness of equality and diversity issues and good

practice in the sector. Telephone and face-to-face interviews were undertaken with a further 25 people from a variety of organisations.

A list of organisations and stakeholders consulted is in Appendix 1. Study participants included chief executives, vice presidents and members of senior management teams, diversity leaders, site managers, recent graduates, representatives of women's organisations, project leaders and consultants.

The report presents a summary of the challenges the sector faces in meeting equality legislation and building an inclusive workforce and supply chain in relation to age, disability, ethnicity and gender of workers. The associated benefits of equality and diversity and the potential costs involved in not taking action are presented alongside workplace initiatives being used by employers.

#### **1.4 Findings**

The consultation for this report provided evidence that simply being different can mean a worker is subjected to workplace bullying or harassment that can lead to unsafe practices. Taking a diversity-inclusive approach to health and safety would, according to some interviewees, help ensure that diversity is considered at every level within a company.

‘A “gender-neutral” approach to risk assessment and prevention can result in risks to female workers being underestimated or even ignored altogether. When we think about hazards at work, we are more likely to think of men.’

Industry director

The study also found a number of issues that need to be addressed which include:

- Traditional, paternalistic culture (that is attitudes, perceptions and practices that shape the construction working environment)
- Pressures on middle managers and leaders to consistently deliver projects on time as the most important factor
- Weak supply chain management and lack of supplier diversity
- Lack of communication re equality and diversity progress and emerging issues that require focus
- Weak focus on human resource management
- Lack of detailed data on employees and recruitment practice
- Downward trends in skill levels, quantity and diversity of entrants to the construction job market



## Chapter 2 The diversity challenges in the sector

This chapter provides an overview of the four equality and diversity dimensions that we used for the study: age, disability, ethnicity and gender. The purpose is to provide a context for the analysis of the equality initiatives presented later (Chapter 3).

### 2.1 Age

Age and disability are often closely associated. Construction-related disability correlated with age and time served is prevalent (Ardnt *et al.*, 2005) with musculoskeletal diseases and external causes limiting work capability, leading to an increased proportion of occupational disability for workers within the sector. Heavy, physical workloads when added to normal ageing effects were found to lead to premature physical decline and ill health, often resulting in workers leaving the Industry before they expected to retire.

‘Health and safety policies in industries such as construction need to focus more on management strategies and risk management, rather than on individual behavioural safety.’

Older Men, Work and Health Report, 2008

Extending Working Lives (Barrell *et al.*, 2011) examines the economic impact of working for longer and will help the sector to embed good practice which can include:

- Placing older workers in positions where they can train younger workers in more complex tasks
- Assigning older workers to health and safety roles
- Engaging manufacturers in improving tool design
- Introducing greater flexibility and reorganising the working day (currently being trialled, see Chapter 4).

The sector stands to lose valuable skills and experience with the retirement of the older generation in the next five to 10 years (CIOB, 2010). The Strategic Promotion of Ageing Research Capacity (SPARC) research programme (Leaviss, Gibb and Bust, 2008) noted not only the void left behind from lost experience, but also how older workers reluctant to retire can still add value to the workforce. Older workers in the construction industry were found to be committed, valued and appreciated for their skills, but as they age they slow down and become less productive. Research for SPARC found it was down to the approach of the site manager whether older workers were retained for their experience, work ethic and knowledge to pass on to younger workers.

## 2.2 Disability

Addressing disability in the construction sector goes beyond the mechanics of inclusive construction design and fabrication into wider employability, its impact on society and economic regeneration. The underemployment of fit for work disabled people in the construction sector at just 14 per cent compared to 50 per cent in the general population suggests plenty of scope for improvement (de Graft-Johnson *et al.*, 2009).

Evidence from the consultation suggested a need for greater education of the sector's employees, to build better understanding about the Social Model of Disability:

'Disability is caused by the way society is organised, rather than by a person's impairment or difference. The Social Model of Disability looks at ways of removing barriers which restrict life choices for people with impairments or differences. When barriers are removed, disabled people can be independent and equal in society, with choice and control over their own lives.'

[www.equalityhumanrights.com](http://www.equalityhumanrights.com)

Awareness of disability was limited in nearly all cases to physical and visible disability and, most commonly, to people in wheelchairs. During a discussion about reasonable adjustments and wheelchairs, one participant said:

'It seems like an awful lot of expense to go to for just one person – why can't they lower their wheelchair?'

The conversation progressed, with some difficulty, to dyslexia. Invisible disability rarely came up as a topic. In contrast, awareness on the 2012 Olympics and Paralympics sites was high, where disability training to on-site construction workers is given as part of ODA's statutory duty as a public body. The ODA experience is that invisible or 'hidden' disability is more prevalent than reported and that many Industry workers have conditions such as dyslexia, failing sight or hearing, high blood pressure or asthma. Roundtable participants gave the following reasons for non-disclosure:

'If they tell the employer, everyone else will know.'

'They will be seen as weak or less able to do the job.'

'Worried about becoming a safety burden on others.'

'It's not OK to be open about disability in the macho working culture of the construction industry.'

Crossrail was one of few construction industry firms actively engaged in tackling disability issues, declaring a public commitment to disability action at the most senior level.

‘Crossrail prides itself on its commitment to deliver a world class railway, accessible to everyone. We will be working with accessibility groups throughout the design and construction of the railway so that no priority group is disadvantaged either during the building of Crossrail or when it becomes operational. We are determined that when it opens in 2017 Crossrail will be at the forefront of driving discrimination from the transport sector.’

Terry Morgan, Crossrail Chairman

ConstructionSkills’ advice is that there is no excuse for disability discrimination:

‘Make sure that health and safety is not used as an excuse to discriminate, even if this is not the intention. Risk assessments should be sensible, not over cautious, and you may need to consider adjusting the task to make it possible for a worker to do a job safely before discriminating against them. For example, a plant operator with restricted movement might need to use a vehicle with a particular type of controls.’

Construction Plant Competence Scheme

[www.Cskills.org](http://www.Cskills.org)

The main concern raised in the roundtables about disabled people on site were the health and safety implications. The UK Health and Safety Executive promotes good practice in disability equality at work and health and safety risk assessment and provide checklists, special tools and guidance on their website.

### **2.3 Ethnicity**

The Commission Inquiry into Race Discrimination in the Construction Industry found that visible ethnic minorities are still persistently under-represented in construction training, employment and in the procurement supply chain.

The Commission's research on procurement shows that ethnic minority groups have higher rates of self-employment (7 per cent)<sup>i</sup> and business start-ups but they also face persistent barriers to obtaining procurement contracts (Smallbone *et al.*, 2008). There was little evidence among firms participating in this study of activity aimed specifically at increasing and supporting ethnic diversity in the workforce or the supply chain. One example of good practice was the Balfour Beatty sustainability report (Balfour Beatty, 2009) which explains why ethnicity matters to them:

'We want to maintain an environment where diversity is valued. We need to be responsive to the needs of our employees, customers and the community at large and regularly review our policies to make sure they are legally compliant. Cultures, ethnicity, education levels and use of language vary considerably across the Group. Embracing this diversity can help us to appeal to a wider range of customers, suppliers and local people within the communities in which we operate.'

There is a strong focus on ethnic diversity in apprenticeships and helpful guidance (Black Training and Enterprise Group, 2010a and 2010b) from the National Apprenticeship Service. The firm T Clarke cites clear business benefit from involvement:

'T Clarke is not averse to taking on [ethnic minorities]. The major contractors are gearing up to that as well. Within the domestic market, [ethnic minority] apprentices that go on to become graded operatives are very useful to a business, especially in an environment where we are working in different communities.'

Implementing positive action programmes will help to counter the trend identified by the Commission that discrimination is more likely in an economic recession and more prevalent in the private sector than the public sector (Wood *et al.*, 2009). Chapter 3 demonstrates that equality and diversity initiatives do not have to be costly. The recession presents an opportunity for construction firms to take stock of current practice as they prepare for economic recovery.

Employers can start to make progress through simple but important changes: for example, ensuring that job selection is advertised with open application forms rather than CVs or personal recommendations (or word of mouth in the pub).

Commission Inquiry report, 2009

<sup>i</sup> It should however be noted that there is some variation between different ethnic groups. Self-employment rates for Black Africans (4 per cent) and Bangladeshis (5 per cent) are lower than Pakistani (11 per cent), Indian (7 per cent) and Chinese (9 per cent).

Positive action measures are useful (and legal) ways of increasing the diversity of the workforce and encouraging ethnic minorities to compete for work opportunities. Construction employers can take advantage of new legal provisions (Equality Act 2010)<sup>ii</sup> that broaden the scope to address discrimination and disadvantage in employment.

## 2.4 Gender

Women in construction initiatives have been slow to show progress in increasing the percentage of women in construction, especially on site. There are still few women in senior positions (de Graft-Johnson *et al.*, 2009, Campayne *et al.*, 2007). The belief is that greater leadership and legislative engagement is required to make a significant change. Some stakeholders saw gender as the priority issue for action while others felt that it was already dealt with:

‘The belief is that construction is not for women because of unsociable hours, it’s dirty, it’s not for them. A lot of this is about perception.’

Senior manager, CLM

‘Difficult to separate issues for women from broader issues. They are generic issues facing anyone.’

Female quantity surveyor

‘There’s not really been many problems at all, most people accept you on site.’

Samantha Paul, apprentice builder on Olympic site (BBC News website, T Coyle, 2010)

Half of the middle managers interviewed for this report were women and it was predominantly the female practitioners that said there was not enough action or progress and that there are still overtly discriminatory comments that pervade the sector, quoting one example:

‘I won’t employ her she’ll be having babies soon.’

Site manager to female contractor firm employee

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<sup>ii</sup> The new provisions of the 2010 Equality Act permit an employer to take account of a job applicant’s protected characteristic in recruitment and promotion where there is a tie-break situation, that is when two candidates are ‘as qualified’ as each other.

Positive action programmes can help to build confidence, introduce role models and offer experience. Leicester City Council's positive action<sup>iii</sup> programme for women in construction led to over 100 women becoming professionally qualified (Leicester City Council, 2011).

Training programmes have been explored that tackle unconscious bias and are presented in Chapter 4.

### **Positive Action Investment by ODA**

The ODA committed to targets to engage women on site and set up a series of measures including:

- Running taster days for local women on big machinery.
- Supporting prospective employees with child and health care.
- Targeting local colleges for female prospective recruits.
- On-the-job learning for women on site including work placements.
- A programme referred to as 'chicks with bricks'.

Getting the workplace culture right is also a vital step in retaining women. A company-wide training initiative (Skanska) created a 'yellow card' effect for tackling inappropriate behaviour and comments, giving colleagues the tools and confidence to discuss challenging comments or behaviours. Workplace flexibility is also vital to retain women (Opportunity Now, 2001). The study also found that women can make a positive difference to the workplace in the way people treat each other (CIC and Cskills, 2010).

## **2.5 Development of equality and diversity practice**

Among stakeholders consulted encouraging signs of 'green shoots' emerged of effective diversity programmes and initiatives making visible impact. Other people we spoke to saw organisations improving only superficially and lacking evidence of real progress. For example, one female construction professional's comments suggested inertia in building a more diverse construction workforce:

'The sector is still in the prehistoric phase of sophistication when it comes to equality and diversity.'

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<sup>iii</sup> Positive action describes the steps that you can take as an employer to encourage people from groups with different needs or with a past track record of disadvantage or low participation to apply for jobs.

This chapter has dealt with some of the issues relating to age, disability, ethnicity and gender but this list is not exhaustive. Good practice targeted initially at one diversity strand can have an impact across others. Flexible working, for example, is a diversity-friendly tool to attract and retain talented women, but benefits men, older workers and disabled people. Providing dedicated training is also a useful tool to help embed equality and diversity thoughtfulness into 'business as usual' routines.



## **Chapter 3 Building the business case for equality and diversity**

This chapter draws together examples, arguments and some costs to form a basis for developing a business case for equality and diversity based on the findings from this study. The chapter concludes with high level actions to share the costs of developing tools and benchmarking.

### **3.1 The risk of not delivering on diversity**

Impending changes in the law from April 2011 mean that companies must review and address their practices urgently or face legal challenges. In particular, there should be:

- Greater awareness of and engagement in equality and diversity issues
- More thorough sector-wide effort that is connected and collaborative to ensure cost savings in development and delivery, to achieve reinforcement of the messages and wider benefit to the whole sector.

If these measures are not adopted then the employee can implement the employment tribunal process. The employment tribunal is to be avoided as the costs are prohibitive and include the following:

- The tribunal
- Preparation of the case
- Management of the process
- Legal fees
- Internal disciplinary and grievance procedures.

The average cost and number of awards made at tribunal are summarised in Table 2 (extracted from the UKCG business case for diversity). The maximum award that has been made is £1.5 million for a race case. When added to the costs of preparing for a tribunal hearing, estimated by one FTSE company at £125,000 to defend in management and legal time, the advantage in avoiding this kind of process is clear. There are other costs associated with grievances and cases that never make it to tribunal or are settled out of court including internal management and legal costs, lost work time and productivity, sickness and absence as a result of a case being raised. Figure 3 illustrates this.

**Table 2: Compensation awarded by tribunals in cases associated with race, sex, disability, religion, sexual orientation and age discrimination**

	<b>Race</b>	<b>Sex</b>	<b>Disability</b>	<b>Religion</b>	<b>Sexual orientation</b>	<b>Age</b>
	<b>(£000)</b>	<b>(£000)</b>	<b>(£000)</b>	<b>(£000)</b>	<b>(£000)</b>	<b>(£000)</b>
<b>No of claims</b>	68	173	81	3	4	21
<b>Maximum award</b>	£1,353,432	£113,106	£388,612	£24,876	£63,222	£90,031
<b>Average award</b>	£32,115	£11,025	£27,235	£10,616	£23,668	£8,869

Source: Reproduced with permission from the UK Contractors Group Business Case for Diversity (2010) using data extracted from Employment tribunal and EAT statistics (GB) 1 April 2008 to 31 March 2009.

### **Employee turnover**

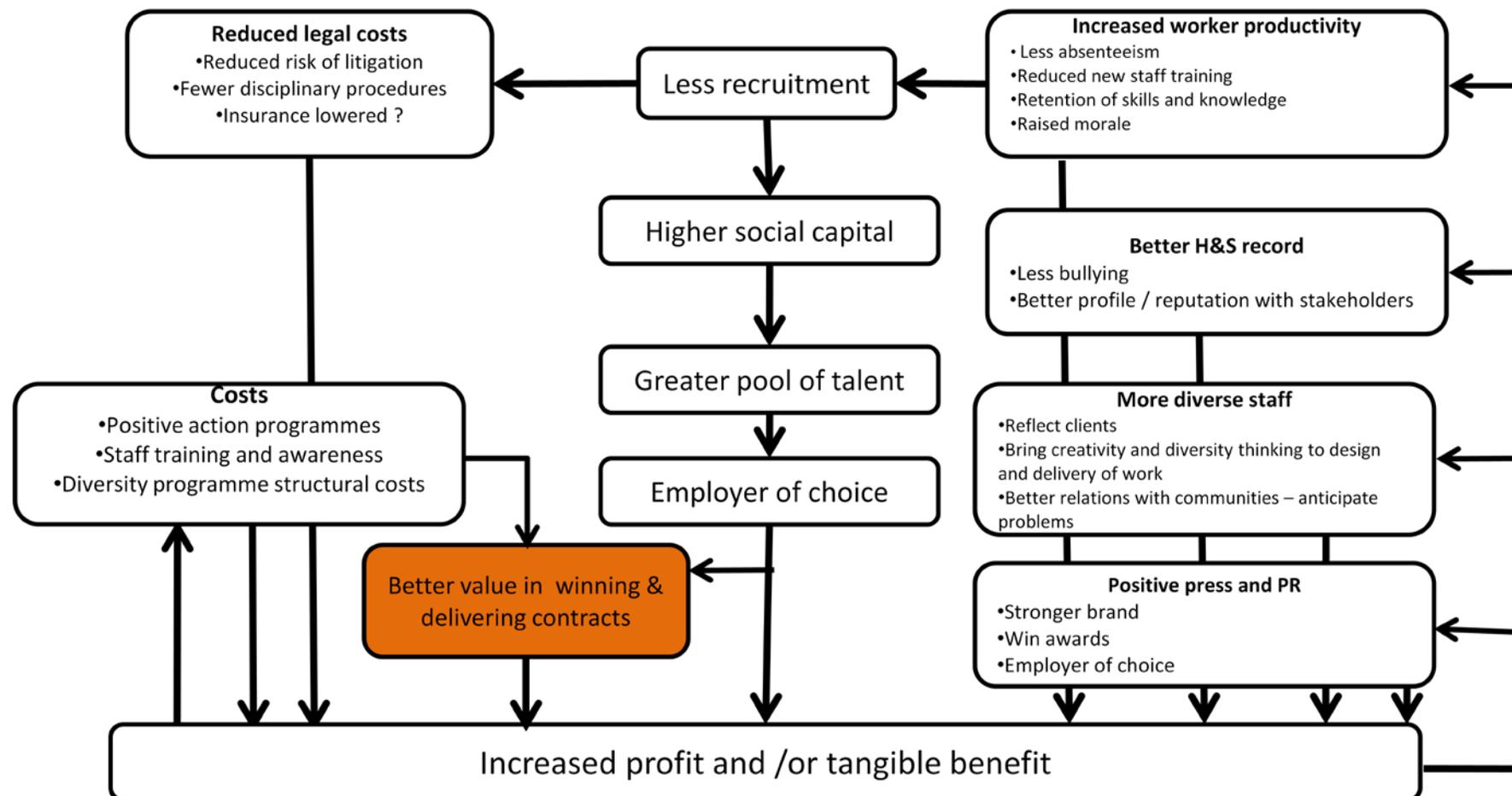
A company's investment in recruiting from a diverse talent pipeline is easily lost when an employee leaves. Loss of any employee is expensive. Investment in training, intellectual capital and corporate and client knowledge is irreplaceable, in addition to the tangible costs of:

- Hiring new employees
- Paying temporary replacement or agency employees
- Missing delivery or completion deadlines which may risk financial penalties for poor performance
- High employee turnover which can lead to low morale and reduce productivity.

It has been estimated that a 10 per cent reduction in employee turnover was worth more money than a 10 per cent increase in productivity, or a 10 per cent increase in sales. Employment turnover costs are covered extensively by organisations such as the Chartered Institute for Personnel and Development and in frequent articles.<sup>iv</sup>

<sup>iv</sup> For example <http://www.webpronews.com/expertarticles/2006/07/24/employee-retention-what-employee-turnover-really-costs-your-company> and <http://www.cipd.co.uk/hr-resources/factsheets/employee-turnover-retention.aspx>

Figure 3: Diagrammatic representation of the costs and benefits of equality and diversity



## **Absenteeism**

Absenteeism related to work can be classed as a health and safety issue and may be due to a workplace accident. The participants in this study agreed with the well documented view held by organisations such as the CBI, IPD and Acas that lack of equality and diversity practice leads to the following: lowered morale, less effective teamwork, damage to a company's reputation, lost business, wasted talent and loss of expertise.

The estimated cost to UK plc annually of absenteeism varies from £10-£12 billion (Acas website, 2011) to £17 billion (CBI and Pfizer, 2010), and is based on an average of 7.4 days absent per year per employee. These studies suggest that lost work days can lead to lowered morale, less effective teamwork, damage to a company's reputation, lost business, a waste of skilled talent and a loss of expertise.

### **3.2 Delivering equality and diversity in the construction sector**

This section outlines the positive steps that can be taken to deliver on diversity, presenting examples and corroborated costs of developing and delivering projects and programmes.

#### **Improving recruitment**

Recruiting from a diverse pool of talent often requires existing processes and procedures to be reviewed. Training of recruitment interviewers so that they are inclusive and compliant with the law is essential and does not have to be expensive. Law firms, support groups and trade associations offer training and advice seminars on these issues, often free as part of a marketing strategy.

‘Changing the approach in recruitment and being proactive in advertising, for example changing the agencies we use, and developing new ways of recruiting and expanding where you go to... so a small cost but more change of approach.’

Skanska manager

Sensitivity to more diverse candidate pools can ensure a fairer interview for all. Examples include: open days prior to the interview for minority candidates, training on unconscious bias for interview panel members and ensuring a diverse interview panel, briefing notes on interviewing disabled candidates. One roundtable participant said:

‘I chose Kier because of the woman on the interview panel and rejected others because there were no women.’

Steps to build a diverse candidate pool easily and to increase the number of diverse employees include paying specific attention to:

- Job role definition.
- Offering open days to enable potential candidates to visit your premises.
- Images used and placement of adverts.
- Training of the interview panel.
- Reasonable adjustments at interview for disabled applicants or those with a health condition.
- Ensuring there is a diverse panel.
- Structuring the induction appropriately.

Knowledge gained can be used to demonstrate the organisation's diversity ethics in Pre-Qualification Questionnaire (PQQ) and tender processes as well as to enhance value for money and mitigate against discrimination. The Commission has produced guidelines to aid in this (Equality and Human Rights Commission, 2010c).

### **Improving career progression and retention**

A well-structured induction system can be enhanced by other support mechanisms targeted at minority groups including:

- Mentoring
- Network meetings, and
- Personal development workshops.

The aim is to enable minority employees to feel that they fit in and are valued by the company. This can be achieved by creating natural opportunities for professional development, to raise their profile, gain broader skills and build internal networks. However, there have been criticisms against these actions in that they can be seen to help employees fit a mould, rather than encouraging the organisation to adopt an inclusive culture. Internal networks may be aimed specifically at, for example, women or ethnic minority groups or more broadly at young professionals, for example see the Parsons Brinckerhoff case study. Networks do not have to be expensive to operate, as participants in this study explained:

- Typically £1,000-£5,000 will cover leaflet, programme development, refreshments and speakers costs.

- More advanced networks are endorsed by the CEO or a board member. These may empower members to develop a work programme and submit ideas to different business functions, for example communications, research, outreach and personal development courses. Each business function then considers submissions based on merit, which can range in cost from a few hundred pounds to £10,000.
- Network members can be further supported with career coaching and attendance at personal development conferences with budgets typically reaching up to £50,000 for 20 staff.

To be successful they also require line management support to permit employees flexibility to commit a small part of their work time to the network. For smaller organisations, encouraging employees to join external groups can aid career confidence.

Parsons Brinckerhoff (PB) has an internal 'professional growth network' which was set up 12-13 years ago. It is targeted at young professionals to enable them to develop leadership skills and to fill the gap in skills needs for early career professionals. It is a platform to let staff 'find their feet' confidence- and leadership-wise and is based around recruiting, mentoring and training. There is a new core committee each year with a team of advisers from the senior management team, which is a way of helping to bring talent to the attention of leadership at PB.

A 5 per cent increase in training participation could increase construction production by 4 per cent. That production output increase would boost GDP by £40 billion per year (CSkills, 2010; Abdel-Wahab *et al.*, 2008).

### **Flexibility**

Flexibility has wide appeal to many people including parents, disabled people and people approaching retirement, and is good for all as it enables a healthy work–life balance. When flexibility was raised at the roundtables most people could only see the barriers and problems. One older (male) site manager spoke out though:

'Flexibility can work. I have seen it. It needs one brave contractor to pilot it.'

Interviews revealed at least two pilots in progress, at Wates and Balfour Beatty.

Flexible working in the construction sector is something of an oxymoron, with long days on site and long commutes an accepted way of working for many decades.

Wates responded to feedback from its predominantly male staff about their expectations of work–life balance, finding that they would value an increased level of flexibility in their working week.

In addition to creating an IT platform to support mobile working, Wates developed and piloted a site-based, team-led, working choices dialogue that allowed each team member to express their work–life preferences, and for the team to develop ways to accommodate each other.

Despite much initial cynicism, making their choices happen has received only positive feedback and is to be adopted as the norm for all project starts.

Favourable comments include:

‘The best benefit has been allowing the lads with young kids to leave early and pick them up from school. That’s what it’s about in the modern world.’

The costs for a pilot flexibility programme include extra training and management time, as well as monitoring the impact on productivity and site morale.

For Balfour Beatty, the business case is proven. They have realised operational improvements in efficiency citing evidence of better interdependence and communication between teams, better time recording and that health and safety cover has increased – not decreased – with more flexibility.

<http://www.flexibility.co.uk/cases/Balfour-Beatty.htm>

## Professional accreditation

Offering a fair professional review to all can be achieved by designing and delivering diversity training modules supported by guidance notes to reviewers. The Institution of Civil Engineers (ICE) has reviewed ICE's institution's literature and review process, and also developed training for reviewers on disability issues. Further support to professional bodies is available through PARN, sharing good practice and innovation through annual meetings, reports and collaborative work.

Professional bodies could include, as part of the professional review:

- Assessment of candidate's awareness of equality and diversity in the workplace, environment and design
- Training assessors to be diversity aware.

There is a cost, but the benefit is far reaching, raising the skill and professional competence levels in the sector. Each society or institute which has been professionally reviewed should deliver fair benefits and access to all of its members or potential members. For example, delivering training on dyslexia to 30 people will cost around £7,500 to develop and deliver. An estimated breakdown of costs is shown in Table 3.

**Table 3: Illustrative costs of training provision for professional body reviewers**

<b>COST</b>	<b>BENEFIT</b>
<b>£1,000 for trainers provided by the British Dyslexia Society</b>	Trained 30 people
<b>Travel costs and food for 30 participants est . £150 per person – circa £4,500</b>	Ensured that candidates were treated fairly and an individual appreciation at the review panel and provided equality of opportunity for disabled people.
<b>Staff management time est. 10 days circa £200 per day – £2,000</b>	Increased the awareness of fair treatment among senior professionals (the reviewers) and this will then cascade beyond ICE into the Industry. Improved application processes and improved interviewing techniques with tailored questions and appreciation of the challenges faced by the applicant.

## **Careers advice and role models**

Some construction professionals blamed careers advisers for the low numbers entering the sector and poor knowledge about the different training and job opportunities. Several participants quoted the sector as being perceived as a 'job for bad boys'. The professional membership institutions and the Sector Skills Councils run a variety of schemes and activities to raise awareness of apprenticeships and the opportunities across the many jobs available in the sector.

Future Morph, a careers site run by the Science Council, is well established, showcasing people, their jobs and work experience programmes such as The Year in Industry, which is supported by various employers including building group Balfour Beatty. The CIC published a Career Adviser's Toolkit (CIC, 2011) to address the opportunities in the construction sector. Role models, referred to as ambassadors, ensure that (mostly) young professionals are given time out of work to speak or take part in hands-on activities in schools and the community.

Initiatives like these are helpful but a co-ordinated message and a concerted effort are needed to address the perceptions of the Industry by young people, teachers, parents and the careers services.

## **Work placements**

Work placement schemes offer the opportunity for under-represented groups to experience working in the sector to see what it is like. This type of programme has been operated in a number of areas with success; the ODA being one such example. This can be used (within the law as an example of positive action)<sup>v</sup> to target groups such as local ethnic minority communities, women or disabled people.

Typical costs quoted by research participants for this type of approach are an average £500 per supported placement based on 13 weeks at two days per week (cost includes items such as travel, subsistence and childcare). In addition, to ensure smooth running, it is advisable to appoint one person to co-ordinate the scheme as part of their job. This can cost up to £15,000 per annum including all employee on-costs (or can be bought in as/when needed, through specialist advisers or project managers at £300-£500 per day ex VAT).

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<sup>v</sup> Clarifying the difference between positive action and positive discrimination is still required in the sector.

## **Tackling perceptions: A 'try then buy' approach adopted by Buckingham Group**

Buckingham brought three women apprentices to the Olympic park. They offered the opportunity to see what it was like. 'The recruits have impressed the men' according to an ODA source and it has really helped support the whole respect agenda on harassment and bullying. The consensus is that it has had a very positive effect.

### **Culture and attitudes**

During the fieldwork, paternalism was identified as a blocker to women's progression in the construction culture. Changing this can be hard, tools such as cultural audits and staff surveys can be expensive. Other approaches include effective leadership, staff training and induction, and establishing a baseline for standards of interpersonal behaviour founded on a simple premise of respect.

A number of interviewees mentioned the idea of zero tolerance for inappropriate behaviours, comments and humour on sites. This approach has helped employees to 'have the conversation' to tackle comments or behaviours with colleagues, preventing escalation into a grievance or worse.

'At Astins we work with individuals on site to ensure they have the right notion of mutual respect, so that individuals understand Astins and vice versa. They talk about this as part of the company's values and about how Astins works. The point is to encourage the conversation because the other person may be part of a solution that I don't have as a manager, so let's talk about it.'  
(Astins Director)

Feedback from members of construction women's networks are that women can experience an inhospitable culture but tend to 'walk rather than talk' and will leave the sector. Documenting this is difficult and, without hard evidence, it is hard to justify the cost for investing further in female retention. However this study found evidence that suggested that increased numbers of women in the workforce improve the workplace culture.

### **Equality and diversity training**

Training programmes take many forms, estimated costs are shown below in Table 4, but they can transform 'the way things are done around here'. Training can take many forms from online to work-based role play, and needs to be part of a robust

wider programme to reap the full benefit. Improvements in the standard of behaviour at work through training can improve health and safety as discriminatory practice can lead to bullying, pressurising employees and causing them to act in an unsafe manner.

An in-house employee training programme for 200 employees has been estimated at £150 per head and an outline is provided for guidance. This has been independently corroborated by industry diversity professionals. The benefits will be improving the overall workplace culture and reducing an organisation’s exposure to disciplinary actions and employment tribunals.

**Table 4: Estimated costs for delivering equality and diversity training**

<b>Number of employees</b>	<b>Estimated cost of training (£)</b>
<b>50</b>	7,500
<b>400</b>	60,150
<b>2,000</b>	300,000

The Commission’s online Equality and Diversity Toolkit (PARN, 2008) provides helpful ideas for implementing training and other tools, with a variety of informative resources and thought-provoking suggestions.

The Arup approach was to develop their own internal programme in 2009 because the previous training made people feel uncomfortable talking about issues of bias and stereotyping.

The Arup Inclusive Leadership programme focuses on five tools that leaders can use to create inclusive environments at work delivered in a four-hour workshop. Participants are given practical tools for managing their personal unconscious bias in different situations, and asked to consider how they can influence others to do the same. The work is also integrated into existing programmes, with elements already incorporated into the Arup graduate recruitment and leadership development training. The programme is funded partially through the diversity budget and partially through the learning and development budget. The programme is being delivered by the leadership to their teams and the outcomes communicated via Arup’s quarterly diversity report, available to all staff through Arup’s newsletter and intranet.

## Equality and diversity infrastructure

The costs of delivering on diversity can be very modest to achieve good practice which includes elements of each of the following, modified to be relevant to smaller organisations:

- Reviewing the organisation’s recruitment processes and making sure they are inclusive
- Recruiting a leadership team that operates in an open and transparent way drawn from a credible inclusive talent pool
- Ensuring all business processes have consideration of equality and diversity in them
- Establishing an equality scheme and key indicators to measure progress and capture data.
- Monitoring and analysing employee data
- Promoting good equality and diversity practice to your workforce and suppliers
- Establishing a working group to oversee funding of equality and diversity projects across the business
- Delivering mandatory workforce-wide training programmes typically at £150 per employee
- Introducing and monitoring positive action programmes.
- Appointing an expert diversity team to manage and oversee best practice.

Appointing a diversity specialist can cost anywhere from £15,000 to £70,000 with the same amount added for employment costs so a budget of £30,000 to £140,000 should be allowed. However smaller companies can access information, advice and training from an external diversity adviser for around £300 to £600 per day plus VAT.

**Table 5: Estimated costs for setting up a diversity programme structure – a typical corporate approach gathered from the consultation process**

<b>Diversity lead</b>	<b>£15-70,000</b>
<b>vary according to organisational size</b>	
<b>Employment costs on top of their salary</b>	<b>£15-70,000</b>
<b>External diversity adviser</b>	<b>£300-£500 per day ex VAT</b>
<b>Programme costs</b>	<b>variable</b>

The British Standards Institute (BSI) PAS 91 requirements for PQQs contain optional modules on equality and diversity, which are set to become more stringent (BSI, 2010).

‘The scope and nature of what is generally regarded as essential prequalification questions in relation to construction-related procurement may

change over time. For example, the formal inclusion of questions relating to equality and human rights is seen as only a first step in this topic area and it is intended that the equality and diversity questions will be enhanced in future.’  
BSI

Contractors who evidence their commitment to tackling equality and diversity stand to compete more effectively for public sector contract opportunities.

### **3.3 Impact of improved equality and diversity**

The Davies report *Women on Boards* (BIS, 2011) links diversity in the boardroom with bottom line benefit: companies with more women on their boards were found to outperform their rivals with a 42 per cent higher return in sales, 66 per cent higher return on invested capital and 53 per cent higher return on equity.

Employees who are respected and valued as part of a team in a positive working environment are encouraged to be creative and take responsible risks. This leads to stronger teams, new ideas and innovation in delivery to clients. Stronger teams lead to higher productivity and can also have a wider impact:

‘A better gender balance within the construction workforce makes an important positive contribution to wider society and helps safeguard UK economic sustainability.’  
(CIC and CSkills, 2010)

The following quotes are from taken from fieldwork and the literature review.

Professionals who participated in this study (and who had not been selected for their pro-diversity beliefs) indicated that a diverse workforce is better behaved and harder working. They demonstrated the importance of improved equality and diversity through their comments in the interviews and roundtables:

‘Quality of work from diverse teams is of equal if not higher standard – meaning better value for money for the client.’

‘Better on-site working relationships – based on respect for everyone’s differences – means greater efficiency savings in use of management time.’

‘A respectful working environment means people can perform consistently to their best ability – optimising quality of performance and results.’



## Chapter 4 Conclusion: goals and next steps

Strong leadership and general good management practice in employee recruitment and relations mean that building and managing a diverse workforce can become the norm - provided that there is an inclusive construction workplace culture built on awareness and respect for everyone's difference.

The conclusions are that for employers, taking a 'tick box' or risk mitigation approach means that hidden costs can arise such as higher absenteeism, employee turnover and poor retention rates. These must be added to the risk of litigation and tribunal preparation and ultimately settlements. These potential liabilities need to be considered in the face of strengthening legislation that came into effect in April 2011, broadening the legal scope of the UK equality and diversity legislation.

### 4.1 Goals

The high number of SMEs and tendering processes has produced a competitive and fragmented environment. The sector also faces skills challenges as a proportion of the workforce faces retirement and the usual source of people dries up. Collective effort is needed to address the perceptions of the sector as not being a good place to work.

Aside from natural competitive advantage from in house diversity programmes, the sector wide umbrella organisations and the main employers could collaborate in a strategic way to tackle this. A series of goals are outlined below that identify ways the sector could move forward in a coherent way to ensure good practice and that support systems are not lost through the recession.

- 1. Strategic fund:** Establishing a fund with a strategic oversight from the Industry will deliver outcomes more effectively when tied to a series of agreed goals. The shared funding of key groups will improve effectiveness and direction for example of key initiatives or groups and support the adoption of the key message of respect throughout the sector.
- 2. Leadership:** leaders can demonstrate their intent by strengthening 'inclusive leadership' skills.
- 3. Governance:** This can ensure appropriate benchmarks are set and monitored to establish learning and goals.
- 4. Monitoring and KPIs:** Tools to monitor and evaluate performance exist but are hard to find. Developing and collating these in collaboration will share the costs. Existing site monitoring and performance programmes can be used to report on this, for example, as part of the Considerate Constructors Scheme.

**5. Communication and celebration:** Successful results from investment in equality and diversity should be celebrated and acknowledged through established Industry standards and awards for excellence. Spreading good practice is essential and a major challenge is to help firms get started on the road to equality and diversity by enabling access to information, research and innovations.

## 4.2 Facing up to the challenges

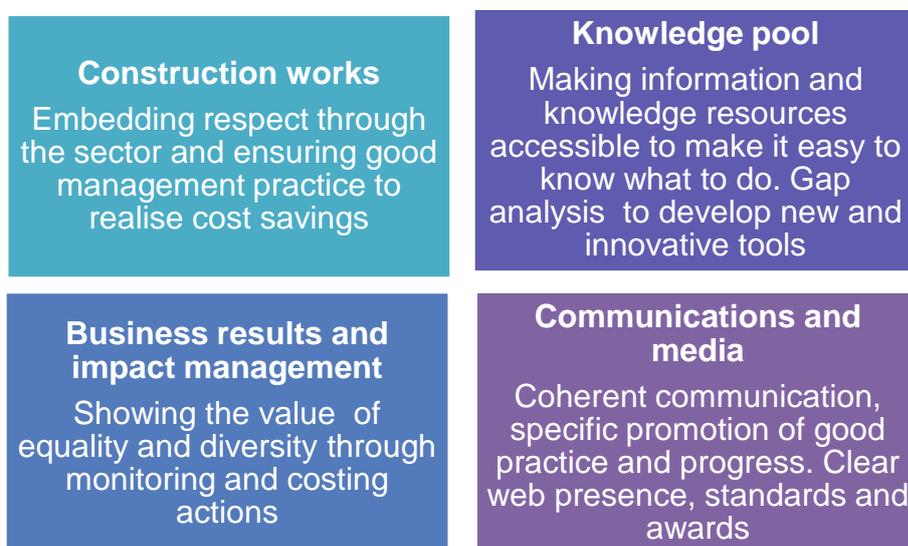
### A framework for delivering diversity in construction – do just one thing

Currently equality and diversity innovations, ideas and information are spread across different sites and specialist groups. Diversity related jargon is often impenetrable to sector professionals. A straightforward, sector wide diversity message is called for, based on respect. Fieldwork for this report found several instances where the term ‘respect’ is already used. Positive feedback was received to the suggestion for wider adoption of respect principles.

Based on the fieldwork, gaps were found that are preventing many companies and organisations from realising the full benefits of their diversity related actions. These fell into four themes. This report calls on companies of all sizes to do ‘just one thing’ to make better progress on equality and diversity in each of the themes: knowledge management, work place culture and practices, communications and media, and business results and impact management.

To help firms to work around the challenges, this section describes the themes for action.

**Figure 4: Framework for Action**



## **Knowledge pool**

Information and knowledge buried in research reports, websites and databases is often inaccessible or not distributed and, as a result, not used. Every organisation can take responsibility for helping to build up a key part of the knowledge hub and avoid repeating studies, research, action plans and projects that already exist.

Action within this theme will improve information and accessibility and include: a getting started guide, good practice, expertise, information, learning from research and evaluation, and the Industry context.

## **Construction works**

Challenging cultures requires shared ownership of change across the management infrastructure and deliberate strategic intent from the board. Tackling unconscious bias has been shown to have a positive effect.

Training and awareness should become more widespread and included within study programmes at all levels, within the professional institutions' professional reviews, site certification schemes and through the supply chain.

Action within this theme will create a more respectful, flexible, and hospitable construction working environment, inclusive for all types of difference.

## **Communications and media**

Improved communications are needed – with shared ownership of core messages about the sector and the value of its work.

Delivery through existing schemes and programmes – for example, the CSCS site registration scheme – would include a short slide presentation to spread the message and set a standard of expected behaviour. As part of a communications strategy, the sector could develop a single resource of case studies and accredit them with a logo of excellence.

The Industry's outreach and community programmes, such as ambassador schemes, could be linked with organisational equality and diversity and recruitment targets and offered as part of Continuous Professional Development.

Action within this theme would encompass all diversity dimensions through a simplified message and widespread campaign of 'respect', relevant to all sizes of firm.

## **Business results and impact management**

Diversity and impact data can help monitor an organisation's internal performance and comparisons with peer organisations can help to raise standards. While larger corporate organisations can dedicate people power to this, smaller firms may find it harder to compare their progress.

Easy-to-use, online sector-specific comparison tools will help to engage more companies and share good practice. Trade organisations can play a role by anonymising results across peer organisations. Collective participation will share development costs and help to raise standards.

Addressing the skills gap by building a more diverse talent pipeline requires a sector-wide approach, greater collaboration and knowledge-sharing.

'Respect' adopted as a universally shared value would help to reinforce the message Industry-wide and set acceptable standards of behaviour.

## **4.4 Conclusion**

This study provides a Framework for Action that can be used by the sector to implement change. By joining up the debate and stimulating collaboration the sector will maximise its resources and impact while it seeks to deliver good equality and diversity practice. The CLDF is well placed, with Industry engagement, to achieve the following:

- Create an Industry-wide dialogue and action on what is good equality and diversity practice
- Identify areas for improvement
- Focus effort on activities that will promote change.

Construction is an industry with the power to influence and shape lives beyond its own workforce for generations. The whole sector can benefit from collaborative and coherent marketing messages targeted at under-represented audiences. This study provides a practical tool to help achieve this aim. The key message is by doing 'just one thing' the sector will be better placed to achieve good equality and diversity practice.

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## **Career-related websites**

Career Advisors Toolkit

[http://server1.inzu.net/images/greenedd/my\\_site/downloads/CICCareerAdvisorsToolkitJan2011.pdf](http://server1.inzu.net/images/greenedd/my_site/downloads/CICCareerAdvisorsToolkitJan2011.pdf)

ConstructionSkills Ambassadors

<http://www.cskills.org/education/schools/constructionambassadors/>

Future Morph <http://www.futuremorph.org/>

STEM Ambassadors <http://www.stemnet.org.uk/content/stem-ambassadors>

The Year in Industry <http://www.yini.org.uk/>

## **Appendix 1: Collaborating and participating organisations**

### **Organisations represented at roundtables**

Aecom, Arup, Atkins, Balfour Beatty, Capita Symonds, Chartered Institute of Builders, Construction Youth Trust, Engineering Council, Institution of Civil Engineers, Institution of Structural Engineers (IStructE), Jane Wernick Associates, Kier, Mansell Construction Services Ltd, Olympic Delivery Authority, Parsons Brinckerhoff, Skanska UK, TPS Consult

### **Organisations consulted and or interviewed**

Arup, Astins, Capita, Capita Symonds, Confederation of British Industry, Constructing Equality, Construction Industry Council Diversity Forum, ConstructionSkills, Construction Youth Trust, EC Safety Solutions, Federation of Small Businesses, FSquared Ltd, Institution of Civil Engineers, Laing O'Rourke, New Economic Forum, Olympic Delivery Authority, Skanska, UK Contractors Group, Wates, Win That Bid, Women & Manual Trades

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