

Investigating Ongoing Initiatives Promoting Equity, Diversity and Inclusion in the Construction Sector

Looking to Sweden

Churchill Fellowship 2020

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1.0 PRELIMINARIES

1.1 Executive Summary

The construction sector plays a key role in the UK's economy. However, to recover from the pandemic; address complex challenges related to climate change; the War in Ukraine; the cost of living; population growth; and technological modernisation; the industry needs to take different approaches towards attracting and retaining workers from a wider pool of talent to create a more diverse workforce ultimately reflecting the society we live in and build for.

In the next 10 years, over 170,000 workers in the UK's construction sector are likely to retire. And with women only making up 14% of the UK's construction workforce – with less than 2% working on-site and less than 1% in the trades – there is a well-identified, dire need to promote equity, diversity and inclusion (EDI) across this ageing sector to address the skills shortage.

This Fellowship looked to Sweden to explore the challenges and opportunities faced within their sector currently; to collate ongoing initiatives promoting EDI; and to determine if the 2030 top-down incentive set by the Swedish Government to increase women in construction is having an effect.

Through group workshops, questionnaires, and semi-structured interviews with multiple organisations over a 4-week stay in Stockholm and Gothenburg, common themes appeared including:

- Acknowledgement of current EDI situation within organisations and increased awareness of these statistics as both a risk and business case opportunity;

- Rolling EDI education campaigns within project teams; across company structures; collaboration between different industries; active partnerships with higher education and Government.
- Brave, active leadership who embed EDI initiatives into company's business case and values; and who encourage contribution and innovation from employees;
- Company policies to attract and retain talent;
- Open discussions about flexible working patterns across both office/site environments;
- Recognition of EDI values within workplace environment.

Future funding recommendations for active initiatives include:

- Establish a database of best practice sharing information and exemplar organisations;
- Modernisation of UK's paternity/maternity/ share-parental leave structure to represent modern-day work/life responsibilities and address gender imbalances;
- Pilot projects on-site to introduce flexible working patterns on-site.

1.2 Profile and Acknowledgments

I am Emily Carr, I am an Architect now working as a Design Manager for Kier Construction in Scotland with a passion for conservation, international development and promoting equity, diversity and inclusion in construction. I am also the Vice Chair of the Built Environment Change Makers – a group of professionals from across the industry who advocate for systemic change.

Fuelled by these passions, I have worked on various listed, high-end private developments in London as well as working alongside communities in Nepal following the devastating earthquakes in 2015. I have volunteered for several NGOs to offer my architectural/facilitation skills; learn key construction techniques; and mentor architectural students looking to gain a better understanding of STEM career paths (Science, Technology, Engineering & Mathematics).

I would like to thank the Churchill Fellowship for giving me this ethnographic research opportunity and my employer, Kier Construction, for endorsing the project from the outset even before I joined the company and for supporting my career development both in Design Management and future leadership.

Thank you also to Built Environment Smarter Transformations (BE-ST) for their extensive support as the main UK Stakeholder catalyst to amplify my findings following the Scottish Construction Accord, with special thanks to the Rank Foundation for their support.

My deepest thanks go out to every single person who kindly participated in this research in Sweden – thank you to everyone at Ikano Bostad, Byggföretagen; People Equity; Elektrikerna; NCC; JM; Serneke; Skanska; M.Y.A.W; Veidekke and Målarna. Without your input, openminded honesty and time, this project would not have developed into something that we can all learn from.

Tack från hjärtat!

*‘Change will not come if we wait
for some other person or some
other time.*

*We are the ones we have been
waiting for.*

We are the change that we seek’.

Barack Obama



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2.0 INTRODUCTION

2.1 Project Context

In the next 10 years, over 170,000 workers in the UK's construction sector are likely to retire: and with women only making up 14% of the UK's construction workforce as one example - with less than 2% working on-site and only 1% in the trades¹ - there is a well-identified, dire need to promote equity, diversity and inclusion across this ageing sector to attract and retain talent and address the skills shortage. However, this is not a 'new' complex problem as for some time, the construction industry has 'been tackling sector attractiveness issues'²:

Over the last 30 years, there has been an emphasis on improving the construction industry ever since the introduction of comprehensive initiatives and programmes recommended by both the Latham and Egan Reports published in 1994 and 1998.³ Even within the Latham Report for example, the omission of women was identified as a disadvantage to the industry, 'making it impossible to obtain the best people when half the population was excluded'.⁴

Today, the construction sector plays a key role in the UK economy. However, to recover from the pandemic; 'address complex challenges related to climate change, population growth, and technological modernisation'; the industry needs to take different approaches towards attracting and retaining workers from a wider pool of talent to create a more diverse workforce ultimately reflecting the society we live in and build for.⁵

It is important to note this is not a complex issue that only exists in the UK. As part of continued efforts to reach gender parity, other countries are trying to address the problem by setting up different targets and incentives to encourage organisations within the construction sector to improve diversity: In 2018 for example, the Swedish Government identified the construction sector was strongly male dominated, creating a problematic, sexist workplace culture for both men and women.⁶

Consequently, new targets were established to actively improve diversity so that by 2030, a minimum of '25% of all newly employed personnel in the sector would be women'.⁷ Initiatives were also put in place to recruit older professionals to target the country's aging demographic as well as offer women-only apprenticeships.⁸

1 Sarah Beale, Chief Executive Construction Industry Training Board (CITB), Women in Construction Summit Presentation, (May 2019).

2 Sir Robert McAlpine, *The Inclusive Value Project* <<https://www.srm.com/news-and-comment/proud-to-support-the-inclusive-value-project/>> [accessed 10 October 2019].

3 Dr. Shamil G. Naoum, 'Gender in the construction industry: Literature review and a comparative survey of men's and women's perceptions in UK construction consultancies' (ACSE Library 2019) p. 3.

4 Ibid., p. 3.

5 Inclusive Value Project, 'Industry Guide for the Construction Sector', Inclusive Value Report, (2020) (p. 4).

6 Regeringskansliet Sweden Government, The Government sets for more women in the construction industry, (March 08 2018) <<https://www.regeringen.se/pressmeddelanden/2018/03/regeringen-satter-upp-mal-for-fler-kvinnor-i-byggbranschen/>> [accessed 02.03.2020].

7 Ibid., [accessed 02.03.2020].

8 Zak Garner-Purkis, 'You haven't earned the right to be here': women in construction need on-site experience (Financial Times, 2020) <<https://www.ft.com/content/8a902b34-4775-11ea-aee2-9ddbdc86190d>> [accessed 02.04.2020].

Not only is Sweden's labour participation rate* considerably higher than the UK's – Sweden is ranked 14th at 0.907 compared to the UK ranked at 37th, 0.865 – Sweden is closer to gender parity than the UK. Recognised as the 'first feminist Government in the world',⁹ Sweden 'has been globally acclaimed for having some of the most progressive laws relating to gender equality and one of the highest female employment rates'.¹⁰ Gender equality is central to all policies made by the Swedish Government, as they believe 'women and men must have the same power to shape society and their own lives'.¹¹

In the recently published World Economic Forum (WEF) Gender Gap Report 2022, Sweden was ranked 5th out of 146 countries who participated while the UK was ranked 22nd¹² (Figure 1). Sweden has been part of the top 4 countries ranked by the WEF over the last 5 years with Iceland, Norway and Finland. While the UK dropped from 15th in 2017; to 18th place in 2018; 21st in 2020 and 22nd in the latest survey.¹³

Nevertheless, just as in the UK, there are still ongoing, complex problems linked to the skills shortage within the Swedish construction industry exacerbated by the pandemic, the War in Ukraine and the cost-of-living crisis.

* a measure of an economy's active workforce scored on a 0-1 scale where 1 represents gender parity.

9 Regeringskansliet Sweden Government,[accessed 02.04.2020].

10 Zak Garner-Purkis, [accessed 02.04.2020].

11 Regeringskansliet Sweden Government,[accessed 02.04.2020]

12 World Economic Forum Gender Gap Report 2022, <<https://www.weforum.org/reports/global-gender-gap-report-2022/in-full/economy-profiles-5b89d90ea5>> [accessed 20.07.22].

13 World Economic Forum <<http://reports.weforum.org/>>.

TABLE 1.1 The Global Gender Gap Index 2022 rankings

Rank	Country	Score	Score change	Rank	Country	Score	Score change
		0–1	2021			0–1	2021
1	Iceland	0.908	+0.016	74	Ethiopia	0.710	+0.019
2	Finland	0.860	-0.001	75	Colombia	0.710	-0.015
3	Norway	0.845	-0.004	76	Czech Republic	0.710	-0.001
4	New Zealand	0.841	+0.001	77	Poland	0.709	-0.004
5	Sweden	0.822	0.000	78	Liberia	0.709	+0.016
6	Rwanda	0.811	+0.006	79	Thailand	0.709	-0.001
7	Nicaragua	0.810	+0.015	80	Paraguay	0.707	+0.006
8	Namibia	0.807	-0.002	81	Ukraine	0.707	-0.007
9	Ireland	0.804	+0.005	82	Honduras	0.705	-0.011
10	Germany	0.801	+0.005	83	Viet Nam	0.705	+0.004
11	Lithuania	0.799	-0.004	84	Dominican Republic	0.703	+0.004
12	Costa Rica	0.796	+0.010	85	Malta	0.703	0.000
13	Switzerland	0.795	-0.003	86	Kyrgyz Republic	0.700	+0.019
14	Belgium	0.793	+0.004	87	Lesotho	0.700	+0.002
15	France	0.791	+0.007	88	Hungary	0.699	+0.010
16	Moldova	0.788	+0.02	89	Armenia	0.698	+0.025
17	Spain	0.788	0.000	90	Romania	0.698	-0.002
18	Albania	0.787	+0.017	91	Togo	0.697	+0.014
19	Philippines	0.783	-0.001	92	Indonesia	0.697	+0.009
20	South Africa	0.782	+0.001	93	Cyprus	0.696	-0.011
21	Austria	0.781	+0.004	94	Brazil	0.696	+0.001
22	United Kingdom	0.780	+0.005	95	Belize	0.695	-0.004
23	Serbia	0.779	-0.001	96	Nepal	0.692	+0.01
24	Burundi	0.777	+0.008	97	Cameroon	0.692	0.000
25	Canada	0.772	0.000	98	Cambodia	0.690	+0.006
26	Latvia	0.771	-0.007	99	Korea, Republic of	0.689	+0.002
27	United States	0.769	+0.006	100	Greece	0.689	0.000
28	Netherlands	0.767	+0.005	101	Azerbaijan	0.687	-0.001
29	Portugal	0.766	-0.009	102	China	0.682	0.000
30	Barbados	0.765	-0.004	103	Malaysia	0.681	+0.005
31	Mexico	0.764	+0.007	104	Brunei Darussalam	0.680	+0.002
32	Denmark	0.764	-0.004	105	Mauritius	0.679	0.000
33	Argentina	0.756	+0.005	106	Myanmar	0.677	-0.004
34	Mozambique	0.752	-0.006	107	Fiji	0.676	+0.002
35	Guyana	0.752	+0.024	108	Ghana	0.672	+0.007
36	Belarus	0.750	-0.008	109	Sierra Leone	0.672	+0.017
37	Peru	0.749	+0.028	110	Sri Lanka	0.670	0.000
38	Jamaica	0.749	+0.007	111	Vanuatu	0.670	+0.045
39	Slovenia	0.744	+0.003	112	Senegal	0.668	-0.015
40	Panama	0.743	+0.006	113	Guatemala	0.664	+0.009
41	Ecuador	0.743	+0.003	114	Tajikistan	0.663	+0.013
42	Bulgaria	0.740	-0.006	115	Burkina Faso	0.659	+0.008
43	Australia	0.738	+0.006	116	Japan	0.650	-0.006
44	Suriname	0.737	+0.008	117	Maldives	0.648	+0.006
45	Cape Verde	0.736	+0.020	118	Guinea	0.647	-0.013
46	Luxembourg	0.736	+0.011	119	Lebanon	0.644	+0.006
47	Chile	0.736	+0.020	120	Tunisia	0.643	-0.006
48	Madagascar	0.735	+0.010	121	Gambia, The	0.641	-0.004
49	Singapore	0.734	+0.007	122	Jordan	0.639	+0.001
50	Zimbabwe	0.734	+0.002	123	Nigeria	0.639	+0.012
51	Bolivia	0.734	+0.011	124	Turkey	0.639	+0.001
52	Estonia	0.733	+0.001	125	Angola	0.638	-0.019
53	Lao PDR	0.733	-0.017	126	Bhutan	0.637	-0.002
54	Montenegro	0.732	0.000	127	Saudi Arabia	0.636	+0.033
55	Georgia	0.731	-0.001	128	Niger	0.635	+0.006
56	Timor-Leste	0.730	+0.01	129	Egypt	0.635	-0.004
57	Kenya	0.729	+0.037	130	Kuwait	0.632	+0.011
58	Eswatini	0.728	-0.001	131	Bahrain	0.632	0.000
59	El Salvador	0.727	-0.011	132	Malawi	0.632	-0.039
60	Israel	0.727	+0.003	133	Côte d'Ivoire	0.632	-0.005
61	Uganda	0.724	+0.007	134	Comoros*	0.631	0.000
62	Zambia	0.723	-0.002	135	India	0.629	+0.003
63	Italy	0.720	-0.001	136	Morocco	0.624	+0.012
64	Tanzania	0.719	+0.012	137	Qatar	0.617	-0.007
65	Kazakhstan	0.719	+0.009	138	Benin	0.612	-0.041
66	Botswana	0.719	+0.003	139	Oman	0.609	0.000
67	Slovak Republic	0.717	+0.005	140	Algeria	0.602	-0.030
68	United Arab Emirates	0.716	+0.001	141	Mali	0.601	+0.010
69	North Macedonia	0.716	+0.001	142	Chad	0.579	-0.014
70	Mongolia	0.715	-0.001	143	Iran, Islamic Republic of	0.576	-0.005
71	Bangladesh	0.714	-0.005	144	Congo, Democratic Rep.	0.575	-0.001
72	Uruguay	0.711	+0.008	145	Pakistan	0.564	+0.008
73	Bosnia and Herzegovina	0.710	-0.003	146	Afghanistan	0.435	-0.009

■ Central Asia
 ■ East Asia and the Pacific
 ■ Europe
 ■ Latin America and the Caribbean
 ■ Middle East and North Africa
 ■ North America
 ■ South Asia
 ■ Sub-Saharan Africa

Notes

"n/a" indicates that the country was not covered in previous editions.

* New to index in 2022

Figure 1 – WEF Table 1.1 The Global Gender Gap Index 2022 rankings

2.2 Project Aims and Objectives

This Fellowship looks to Sweden to explore the challenges and opportunities faced within their sector currently; to collate ongoing initiatives promoting equity, diversity and inclusion (EDI); and to determine if the 2030 top-down incentive set by the Swedish Government to increase women in construction is having an effect.

Through an anthology of group workshops/ interview summaries and questionnaire analysis, this Fellowship will openly share ongoing initiatives promoting EDI across the sector and a 'toolkit' to encourage further discussions and action plan guidance.

All findings will be disseminated via the UK Stakeholders' network platforms including BE-CM workshop template and 'Kumu' EDI Intervention system.

The project conclusions and future recommendations are also due to be discussed on BE-ST's DiveIN latest programme in 2023.

2.3 Project Glossary

It is important to note that the phrase 'equity, diversity and inclusion', (EDI) is often interchanged with 'diversity and inclusion' and 'equality, diversity and inclusion', especially as the industry's understanding of all these terms evolves.

Similarly, the first exercise of the workshop deliberately interrogated people's understanding of what these words meant to them personally therefore demonstrating varied understanding of the term 'EDI'.

From all findings collated, together with developing terms used throughout the industry, the following definitions are used for each term within this research:

- Equity*:
 - o The quality of being fair and impartial;
 - o Whereas equality means providing the same to all, equity means recognising that we do not all start from the same place and must acknowledge and make adjustments to imbalances to remain fair;
 - o *It is important to note that at time of research in Sweden, the word equality was used for the above definition and so throughout this report, the term equality has been updated with equity to reflect the definition above (Figure 2).
- Diversity:
 - o Recognising and valuing our individual differences;
 - o Our mix of people with different working styles;
 - o Reflecting the communities we serve;
 - o Representation, igniting creativity, problem solving and innovation.¹⁴
- Inclusion:
 - o Creating safe, comfortable and welcoming workplaces;
 - o Feeling a sense of purpose, belonging and wellbeing;
 - o Empowering everyone through opportunities and progression;
 - o Feeling valued and respected.¹⁵

¹⁴ Kier Construction, 'Diversity and Inclusion' e-learning course for employees (2021).

¹⁵ Ibid.

- EDI – abbreviation for equity, diversity and inclusion as detailed above;
- ‘Systems change’ – systems change is an intentional process designed to alter the status quo by shifting the function or structure of an identified system with purposeful interventions;¹⁶
- ‘System’ – a system is a configuration of interaction, interdependent parts that are connected through a web of relationships, forming a whole [‘environment’] that is greater than the sum of its parts.¹⁷

¹⁶ Rob Abercrombie, Ellen Harries and Rachel Wharton, ‘Systems Change: A Guide of What it is and How to Use it’, Journal from Lankelly Chase NPC, June 2015 (p. 9).

¹⁷ Ibid.

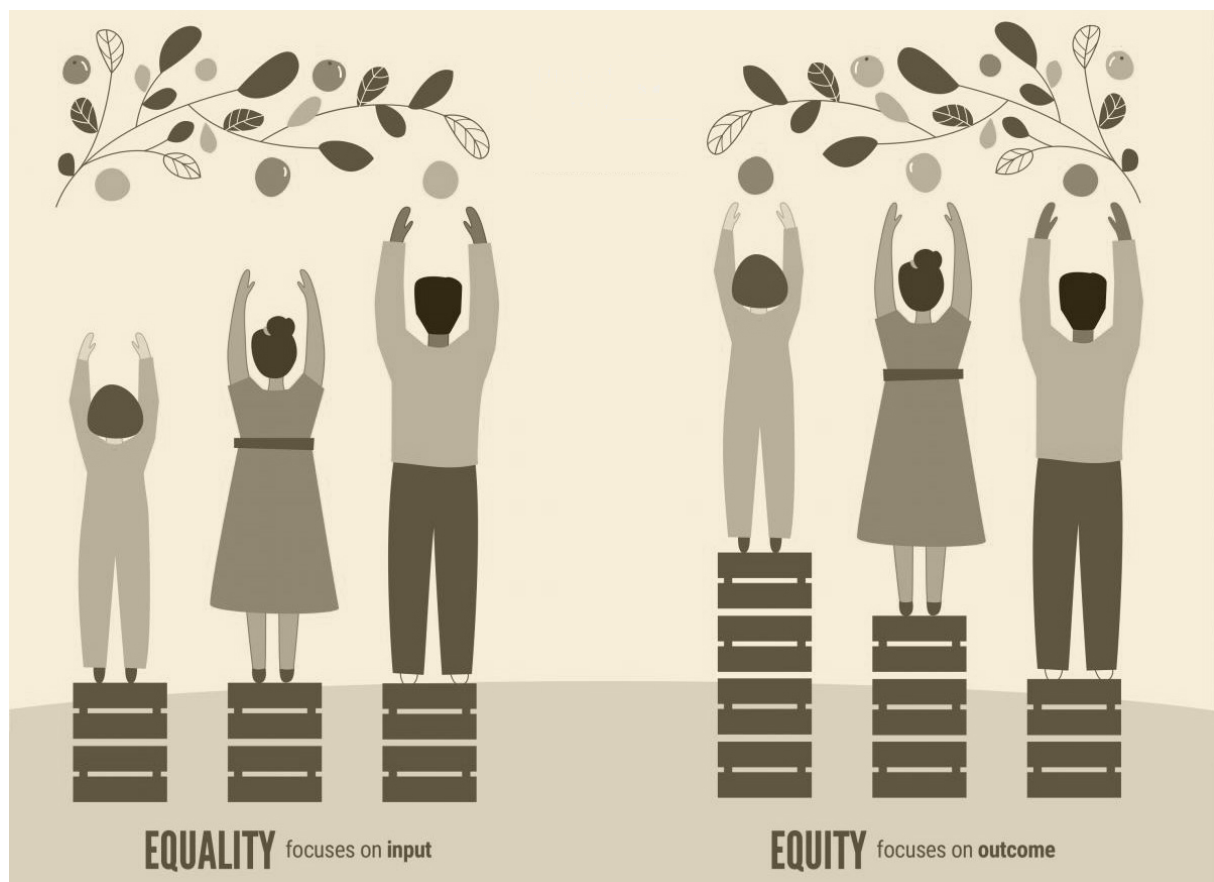


Figure 2 – United Way Equality/Equity Clarification

2.4 Methodology and Stakeholders

2.4.1 Methodology

Through group workshops, questionnaires, and semi-structured interviews with multiple organisations over a 4-week stay in Sweden (Stockholm/Göteborg) ongoing initiatives promoting equity, diversity and inclusion were collated into this report and Built Environment Change Makers EDI discussion toolkit (refer to appendices). Both were disseminated across the UK and worldwide via the UK Stakeholders' networks.

Workshops used the same discussion template (Appendix 16.7) to draw out thoughts on:

- What does EDI mean to you?
- What is pushing us forward and what is holding us back?
- What actions do we need to introduce to change what is holding us back into something that pushes us forwards?
- How do we make these actions grow?
- What advice would you give to others on this journey?

While an online survey (Appendix 16.3) looked to better understand how influential Government driven incentives can be and how 'good practice' could be showcased to drive change.

2.4.2 Stakeholders

All UK and Sweden stakeholders were recognised as taking active action to promote EDI within their organisation and wider network as well as wanting to share ongoing initiatives across both industries to contribute to wider systemic growth and future international collaboration.

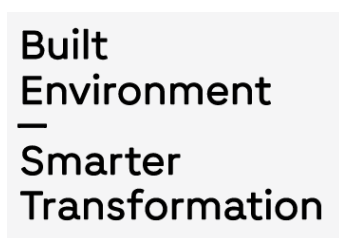
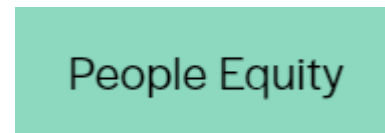
UK Stakeholders:

- Built Environment Smarter Transformations (previously known as Construction Scotland Innovation Centre) (BE-ST);
- The Built Environment Change Makers (BECM) & Network;
- Kier Construction.

Sweden Stakeholders:

- Ikano Bostad,
- Bygghälsan;
- People Equity;
- Elektrikerna Union;
- NCC;
- JM;
- Serneke;
- Skanska;
- M.Y.A.W;
- Veidekke; and
- Målarerna Union.

Figure 3 (Opposite) – UK & Sweden Stakeholders & BE-CM Network



3.0 UK STAKEHOLDERS

3.1 UK Construction Background

For decades, the construction industry has been slow to embrace the merits of inclusion. Today, women still make up 14% of the current workforce with only 1% on site.¹⁸ According to the latest Construction Skills Network report the sector will need 31,600 new workers a year until at least 2022.¹⁹ And as construction continues to become more complex responding to increasing sustainability standards and technological advancements; a 'big cultural shift needs to happen now'²⁰ to address the skills gap.

'The UK construction industry contributes £138bn annually to the national economy and employs over 3 million people. It is recognised as a diverse sector that delivers homes, services and vital infrastructure and impacts on the life of every person in Britain. However, the diversity of work carried out by the industry is not reflected in the diversity of the workforce with women making up less than 15% of the workforce. [...] With a growing skills shortage, organisations within the construction industry need to act now to encourage more women to view this as a great career choice'.²¹

In 1994 the Latham Report, 'Constructing the Team', highlighted that 'women are seriously underrepresented in the industry' and that one 'major obstacle to the industry's ability to recruit the best people is the fact that half of the population is largely ignored by the industry'.²²

Then in 1998 the Egan Report, 'Rethinking Construction,' also stated 'there is a crisis in training. [...] Too few people are being trained to replace the ageing skilled workforce, and too few are acquiring the technical and managerial skills required to get full value from new techniques and technologies'.²³

Both reports recommended the industry vigorously pursue equal opportunities, with encouragement from Government.²⁴ However 10 years on, Egan stated the industry had some 'pretty patchy results with certainly nowhere near the improvement we could have achieved, or that I expected to achieve [...] a four out of ten'²⁵ and therefore a long way still to go.

18 Go Construct, *Women in Construction* (Go Construct: Construction is a Career like no other, 2019) <<https://www.goconstruct.org/construction-today/diversity-in-construction/women-in-construction/>> [accessed 10 October 2019].

19 Inclusive Value Industry Guide, p.6.

20 Radio 4 Women's Hour, *Women in Construction*, Broadcast (26.08.2019) <<https://www.bbc.co.uk/programmes/m0007wsf>> [accessed 19.02.20].

21 Sir Robert McAlpine, The Inclusive Value Project [accessed 10 October 2019].

22 Sir Michael Latham, *Constructing the Team: Final Report of the Government/Industry Review of Procurement and Contractual Arrangements in the UK Construction Industry* (HMSO, 1994), p. 71.

23 Sir Robert Egan, *Rethinking Construction: The Report of the Construction Taskforce* (HMSO, 1998) p. 7.

24 Latham, p.72.

25 Designing Buildings Wiki, *Egan Report Rethinking Construction* (London, 2019) <https://www.designing-buildings.co.uk/wiki/Egan_Report_Rethinking_Construction> [accessed 16.04.20].

Since these reports that raised the industry's awareness of the challenges and opportunities of emerging technologies and developing different contracting relationships; 'the industry has coped with coming to terms with the paradigm based on 'chips' (microelectronics); computers and other advancements in telecommunications. However as stated by the Chief Executive of Construction Industry Training Board (CITB) in March 2018:

'...in construction, we are missing out on a huge pool of talent because the industry is not seen as a first, second or even third choice for many women. [...] On top of that, I would like to see an investment in digital skills.

That will help us become more effective, but it will also help young people see that modern construction is a forward-looking industry that is relevant to the world in which they have grown up'.²⁶

In 2018, the CITB introduced an 'Ambassador Campaign', enabling young people to learn what the industry is like first-hand as well as 'Go Construct', an industry-wide campaign highlighting exciting opportunities in the sector for young people.

Similarly, in recent years other organisations have introduced initiatives to improve EDI within their company including the following and some expanded on in sections 3.2 – 3.4:

- BE-ST's collaboration with Sir Robert McAlpine, Equate and the City of Glasgow College to generate the 'Inclusive Value Project' and guidance toolkit published 2020;
- Women-only education programme established at City of Glasgow College;
- Women-only apprenticeships to women of all ages looking to start a new career at Stopcocks Women Plumbers²⁷;
- Kier Construction Diversity and Inclusion Road Map launched 2021 – Reverse Mentoring Empower Programme launched 2022;
- And the Built Environment Change Makers Role Models Industry survey launched 2022 (Appendix 16.3);

However, as stated in the Inclusive Value Industry Guide, 'for there to be any real change in the construction sector, all employers and training providers need to play their part'.²⁸

²⁶ CITB, Construction – It's a Woman's Job (UK: Construction Industry Training Board, March 2018) <<https://www.citb.co.uk/about-citb/news-events-and-blogs/blogs/2018/03/construction--its-a-womans-job/>>-[accessed first 05.03.20].

²⁷ Radio 4 Women's Hour, *Women in Construction*, Broadcast (26.08.2019);

²⁸ Inclusive Value Industry Guide, p.6.

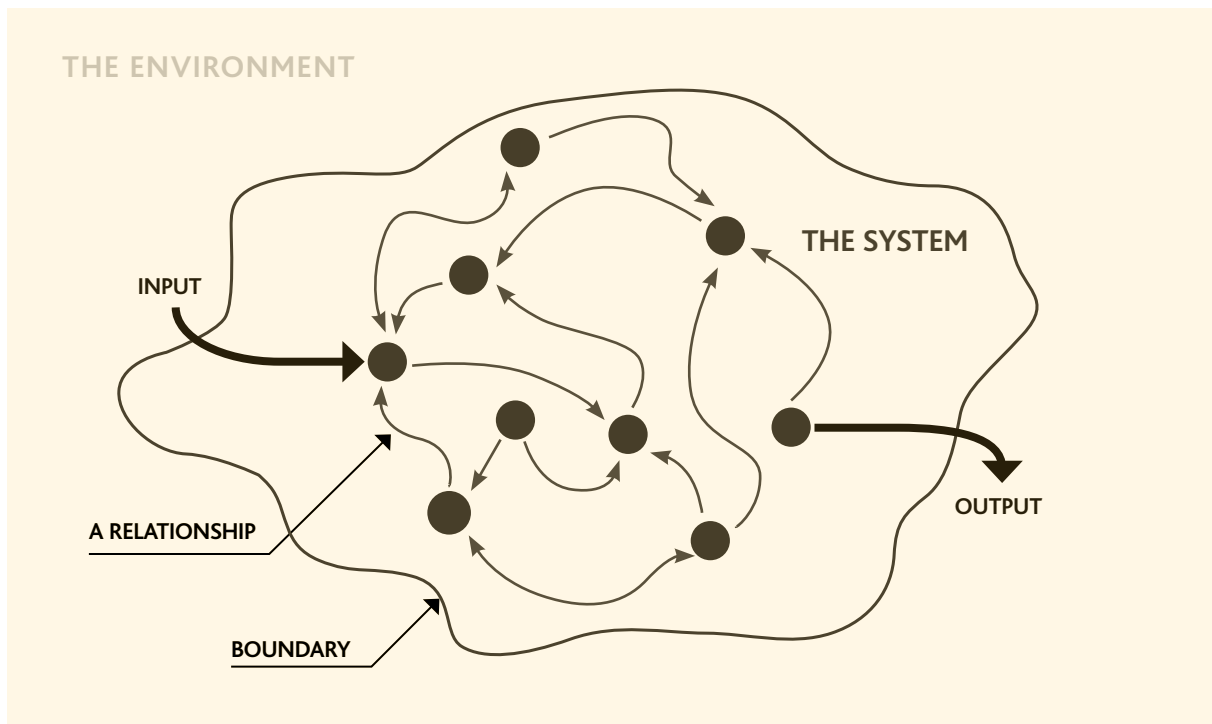


Figure 4 – System Environment Diagram by Lankelly Chase Foundation

It is imperative that not just one barrier is addressed but multiple initiatives are introduced to change all factors and networks that make the construction workplace act in a certain way:

So, unlike a ‘traditional’ problem solving sequence that relies on a linear and structured way to solve a problem – ‘with a set of data at the beginning of a process and converges onto one solution using viability and feasibility to create a plan of action to fulfil the solution’²⁹ – a different problem solving set of tools have to be designed ‘to fundamentally alter the components and structures that cause the system to behave in a certain way.’³⁰

29 Artem Cheprasov, *Design Thinking vs. Traditional Problem Thinking* <<https://study.com/academy/lesson/design-thinking-vs-traditional-problem-solving.html>> [accessed 09.04.2020]

30 Rachel Wharton and Alice Evans, *Systems Change: What it is and How to Do it* (London Funders) <<https://londonfunders.org.uk/systems-change-what-it-and-how-do-it>> [accessed 09.04.2020]

This approach is known as ‘systems change’ (Figure 4).

‘It is a journey which can require a radical change in people’s attitudes as well as the ways people work.’

*Systems change aim to bring about lasting change by altering underlying structures and support mechanisms which make the system operate in a particular way’.*³¹

31 Rob Abercrombie, Ellen Harries and Rachel Wharton, ‘*Systems Change: A Guide of What it is and How to Use it*’, Journal from Lankelly Chase NPC, June 2015 (p. 9).

3.2 BE-ST: Built Environment Smarter Transformations – Inclusive Value Project and Industry Guidance

Following over 5 years³² of extensive research of common barriers that both men and women face within the construction industry workplace; the ‘Inclusive Value Project’ was launched in October 2019, offering ‘a free-to-use online self-assessment tool to support construction businesses identify ways they can adopt more inclusive workplace practices’.³³

This tool was accompanied by a range of support materials including a best practice guide, case studies and industry benchmarking data (Appendix 16.5 Inclusive Value Toolkit).

Further to this research in February 2020, the Inclusive Value Project partners – Construction Scotland Innovation Centre now known as the Built Environment Smarter Transformations (BE-ST); Sir Robert McAlpine; the City of Glasgow College and EQUATE – published an ‘Industry Guide to the Construction Sector’, highlighting common barriers found within the construction workplace and active suggestions to create a more inclusive working environment.

‘Employers must create a workplace environment where women want to work and where they see opportunities for progression.

Employers cannot simply pay lip service to the importance of diversity and inclusion; they must take action to address conscious and unconscious bias in the workplace, take time to recognise the barriers that women, disabled people and those from ethnic minority backgrounds may experience and make changes to policies and processes that support the recruitment, retention and progression of a diverse workforce’.³⁴

Through a range of case studies, the guide recommended several initiatives that could be introduced into an organisation’s structure and workplace to overcome discrimination and bias including:

- Leading by Example;
- Zero tolerance to discrimination and bias;
- Recruitment and Supporting talent pipeline; and
- Retention and career progression.

32 Phone Interview with Douglas Morrison, The City of Glasgow College, (07.01.2020).

33 Sir Robert McAlpine, The Inclusive Value Project.

34 Inclusive Value Project, ‘Industry Guide for the Construction Sector’, Inclusive Value Report, (2020) (p.7).

3.3 Kier Construction – Diversity and Inclusion Road Map

strategic support and acts as an escalation point for Kier’s employee networks.

At Kier, we are committed to building a more inclusive place to work. In July 2021, Kier established The Kier Diversity and Inclusion Committee to support the development of the Kier’s Diversity and Inclusion (D&I) strategy. The committee is sponsored by our Chief Executive, Andrew Davies, and chaired by Helen Redfern, Chief People Officer. The committee provides

Also launched in 2021, The Kier Diversity and Inclusion Committee announced their Roadmap documenting how they will deliver real change and set out milestones along the journey to become a more diverse and inclusive business:



Figure 5 – Kier Road Map, Launched 2021

3.4 Built Environment Change Makers – Role Models Industry Survey

The Built Environment Change Makers (BECM) are a group of professionals from across the industry who advocate for systemic change (Appendix 16.1 BECM Manifesto). Through our expanding network, we are contributing to developing opportunities and build resilience in the workforce so that the sector can transform in a way that is sustainable, inclusive and fair (Appendix 16.2 BECM Strategy).

Since our establishment in February 2021, we have explored challenges that we face in the industry and developed 3 overriding themes of change with people at the centre of each and digitalization the route to change:

- Equity, Diversity & Inclusion (EDI);
- Sustainability; and
- Skills & Careers.

We developed member profiles demonstrating transferrable skills and showcasing different career pathways into the industry for students as well as develop purposeful interventions to help SMEs explore different ways of working.

Public Launch October 2021 <https://www.youtube.com/watch?v=q4FfxbXLC5o>



Figure 6 – BECM Profiles



Figure 7 – BECM EDI Group - 'What EDI means to Us'

As part of the EDI group, we explored what EDI meant to us and interviewed numerous organisations/diversity groups to gather expertise on perceptions of the industry and ongoing contributions to its systemic change.

From this data collection we launched a role model industry questionnaire showcasing role models from across our network acting as constant sources of inspiration as well as collating their views on EDI.

After completing this survey, we will showcase stories and experiences from the diverse range of

people working in the Built Environment to change the perceived 'face of construction'.

This survey will also highlight the many challenges and opportunities people face to aid the sector's journey towards a fairer and more inclusive workforce. (Appendix 16.3).

"There is still a 'hire & fire' culture for project jobs developed from 'Lean Construction' ethos. We need ethical procurement and ethical recruitment"

"There needs to be a range of role models - lecturers, educators from diverse backgrounds to inspire and advertise different people in that role"

"The highest proportion of waste is in our developing workforce. Only 20% of young people in construction related education actually transition into employment in the industry"

"The onus is currently on under-represented grass-roots groups pushing for change which requires a lot of energy on top of the day job"

Figure 8 – BECM EDI Group - Key Quotes from 2021 Interviews

4.0 IKANO BOSTAD

4.1 Background

Established in 2005, Ikano Bostad is a residential developer working in Sweden and Denmark and is part of the Ikano Group which was established in 1988 and originally a part of IKEA. Ikano Bostad offer space-efficient, functional and sustainable homes at affordable prices for people at all stages of life. They develop, build, own and manage tenant-owned apartments, rental apartments, villas/town houses, and nursing homes. Their mission is to ‘simplify people’s lives so they can focus on living’.

Ikano Bostad are known for being a value-driven company and by being guided by their values in their decisions, they can ‘create opportunities for a better everyday life for the many people’.³⁵

³⁵ Ikano Bostad, *Board and Management Team* (Ikano Housing, Sweden, 2022).

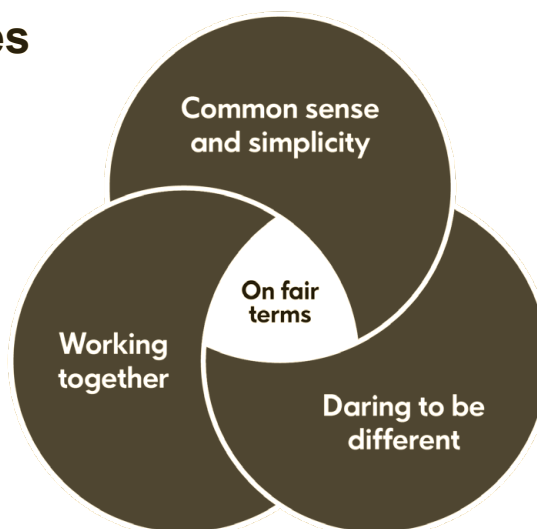
This is represented in their 50/50 Management Team, company structure and succession planning. They believe that by having transparent values, this naturally attracts people who echo those values to their company.³⁶

*‘...everything starts with GOOD and BRAVE leadership: they develop companies. [...] those are the leaders who are crushing all the old way of doing things. If you don’t have those leaders, you will never succeed’.*³⁷

³⁶ Pirjo Unnerstad, Semi-structured Interview, Ikano Bostad Head Office Stockholm, Sweden (23/08/22).

³⁷ Ibid., (23/08/22).

Our values



IKANO
Bostad

Figure 9 – Ikano Bostad Values



Figure 10 – Ikano Bostad Management Team 50/50

4.2 Ongoing Initiatives

In 2017, Ikano launched a female carpentry apprenticeship programme, 'Hentverkarna', recognising that there was a shortage of labour, a lack of women in the industry and therefore also a lack of diverse ways of working and thinking.

After developing a recruitment campaign with an external recruitment consultant, advertisements were published in newspapers, unions magazines, online and outdoor places across Stockholm including subways and bus stops – resulting in 311 applications for 16 places.³⁸

³⁸ Pirjo Unnerstad, (23/08/22).



Figure 11 – Ikano Bostad Hentverkarna Recruitment campaign advertisement, 2017

As the apprenticeship developed, the programme structure was shared with other construction organisations to encourage them to set up their own programmes.

Additionally, since 2014, Ikano Bostad have run a short-term maintenance academy across multiple residential areas in Stockholm for young adults who fell outside the labour market to learn various skills to take responsibility for their future.

By following a clear development ladder, participants gain paid, practical experience and skills and once completed, Ikano helps find jobs with other companies through their network. Through jobs across Ikano's own residential areas in Hagsätra and Västerås, almost 90 young adults have started working or studying after attending the Ikano Academy while security on the residential areas has increased.³⁹

³⁹ Ikano Bostad, Ikano Akademin (Ikano Housing, Sweden, 2022)
<<https://www.ikanobostad.se/om-oss/ikano-akademin/>>[accessed 25/09/22].



Figure 12 – Ikano Bostad Hentverkarna Recruitment campaign advertisements, 2017





Introduction 1 month	Project 1 Approx. 6 month	Project 2 Approx. 10 month	Project 3 Approx. 10 month	Project 4 Approx. 10 month
<ul style="list-style-type: none"> • Study visit • Work environment/safety • What we are building • The way we build • Reading drawings • Ergonomics • Labor law on the construction site 	<ul style="list-style-type: none"> • Handling tool • Knowledge of materials • Safe lifting • Work preparation • Practical work • Reading drawings • Handle work that can trigger a fire 	<ul style="list-style-type: none"> • Practical work • Work preparation • Reading drawings 	<ul style="list-style-type: none"> • Practical work • Work preparation • Reading drawings 	<ul style="list-style-type: none"> • Practical work • Work preparation • Reading drawings • Building theory test
Resources: • Teacher, Ikano staff	Resources: • Teachers, Ikano staff, supervisors	Resources: • Teacher, supervisor	Resources: • Teacher, supervisor	Resources: • Teacher, supervisor

Professional Certificate!



Figure 13, 14,15 – Ikano Bostad Hentverkarna Carpenters, Training Programme and Akademin Meeting 24/08/22

4.3 New Initiatives Workshop Discussions

As mentioned in section '2.4 Methodology and Stakeholders', Ikano participants carried out a group workshop with the main discussion points as follows:

4.3.1 Venn Diagram

From this 'icebreaker' exercise, there were strong opinions relating to equal pay with many comments stating 'same pay for same work'. Similarly, Ikano participants stated that 'mixed teams were the best', were most 'profitable' and how important it is that most appropriate, correct construction 'gear' be given to workers to ensure tasks are 'fair'.

'Open-mindedness' towards diverse groups and how different ways of thinking/working create

innovation opportunities is strongly valued with an overall feeling that 'equity, diversity and inclusion should be the norm'.⁴⁰

4.3.2. Reflection Sailboat

When asked to collate what was pushing Ikano forwards (sails), numerous participants mentioned their 'strong values' and how this matched with employees' personal ideology in life (especially for your people joining the company) and vice versa. Employees noted that their 'good leadership' was also pushing them forward with 'hierarchy between each level feeling flat' which in turn promoted inclusion and the 'warm, professional family [workplace] climate'.

40 Ikano Bostad Workshop Participants, Ikano Bostad
EDI Workshop, Ikano Bostad Head Office Stockholm,
Sweden (23/08/22).

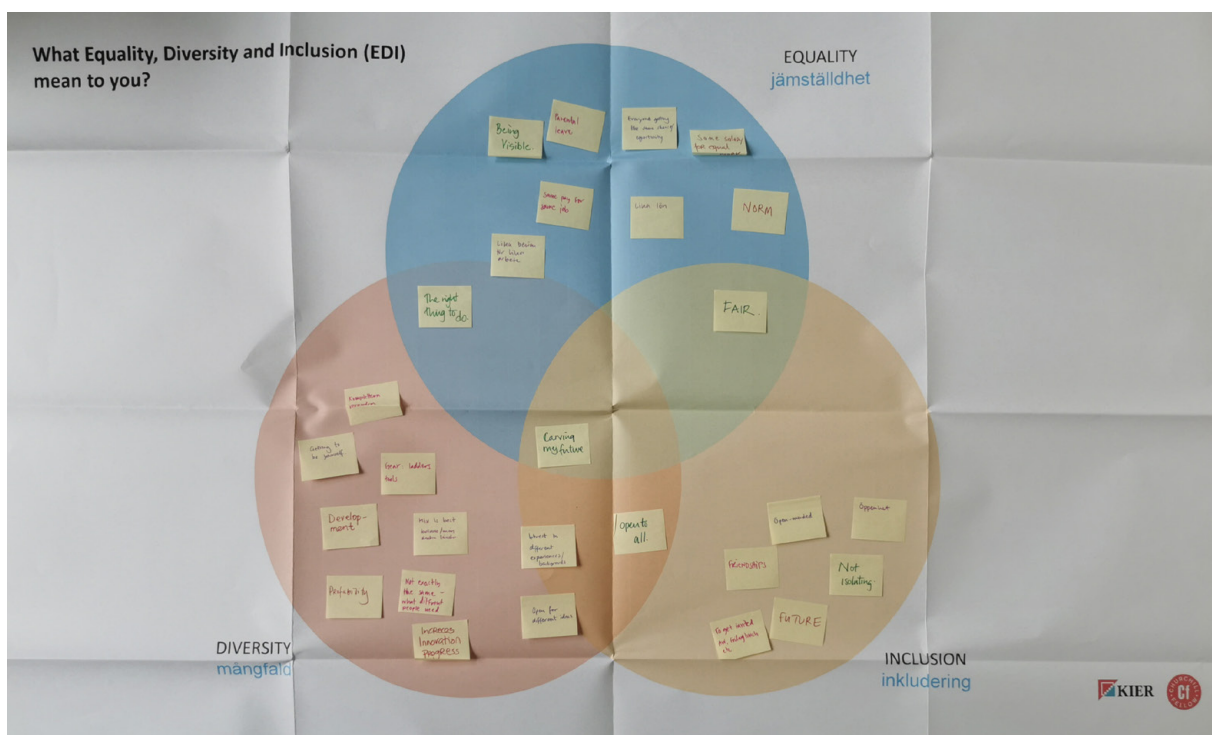


Figure 16 – Ikano Bostad EDI Venn Diagram

4.3.3. Action Tree

Participants then focused on the action ‘introducing flexible working patterns’ as part of the ‘Action Tree’ exercise investigating how this action could grow over time.

Thoughts included introducing ‘shared roles’ on-site to enable specific health and safety responsibilities to be co-owned as well as introducing a ‘time bank’ where workers could work extra hours one week to use on another week when out-of-work responsibilities required more time (eg. shared custody, single parenting).⁴²

Similarly, introducing ‘shift work’ for specific tasks on-site was discussed as well as investigating how ‘task-based flexible working’ could encourage workers to better deliver required quality on programme rather than responding to more traditional ‘paid by the hour’ incentives.

Participants also saw benefits in introducing flexible holidays found in the UK rather than the industry wide ‘summer vacation’ in Sweden as it enables projects to progress during the better-weather months with workers offered more choice when to take vacations without hindering the project.

4.3.4. Role Model Journey

To close the workshop, participants were asked to share advice as a role model for people joining the industry: There was strong agreement that choosing a ‘good, brave boss’ was in the power of the employee; that ‘knowledge does not become too heavy to carry’ so ‘ask questions’; and to existing leaders, ‘be careful with the ratio of apprentices’ on a project to ensure both trainee and supervisor benefit from time working together.

⁴² Ikano Bostad EDI Workshop, (23/08/22).

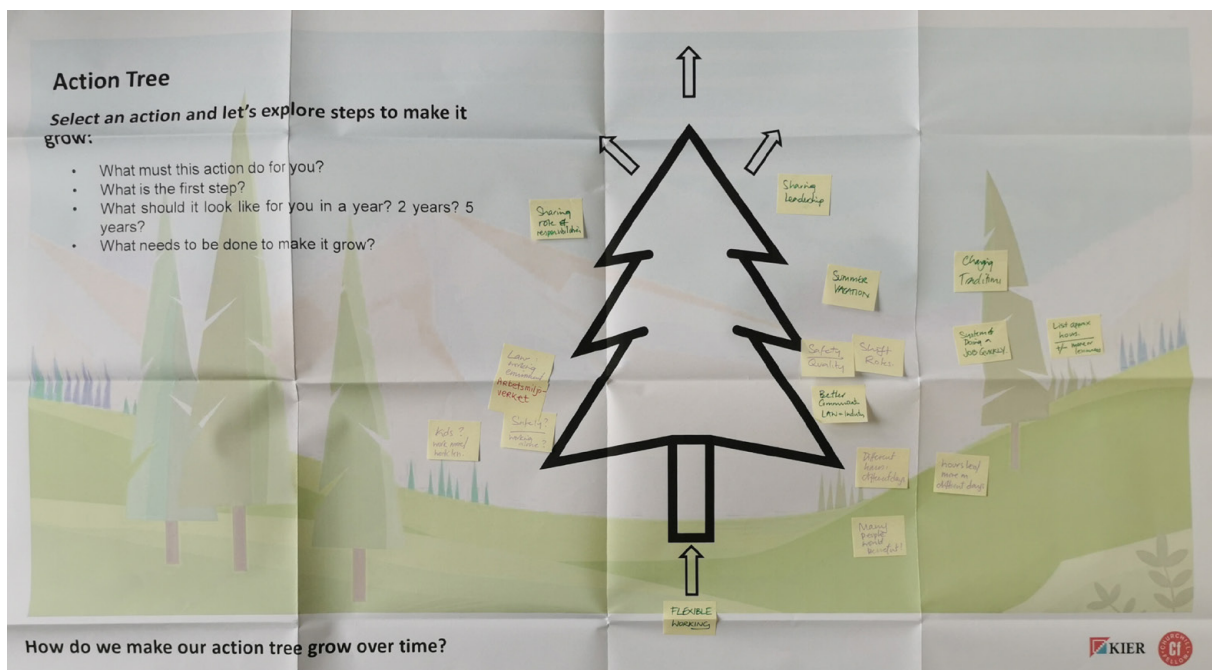


Figure 18 – Ikano Bostad Action Tree

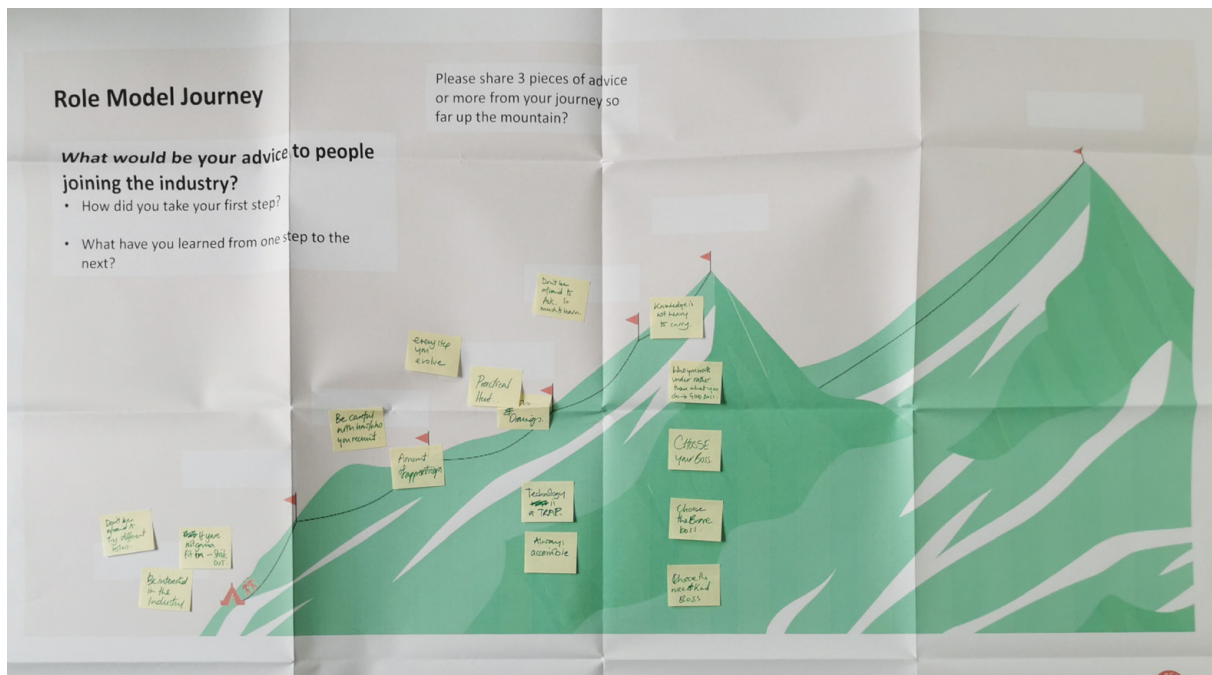


Figure 19 – Ikano Bostad Role Model Journey

4.4 Interview with Pirjo Unnerstad – Head of HR

On further discussion with Pirjo Unnerstad, Head of HR, the importance of good, brave leaders was reiterated: ‘... everything starts with good, brave leaders – they develop companies. Good managers ‘have people skills’ and enable people to be their best selves:

*[...] brave leaders are leaders who are crushing all the old way of doing things. If you don’t have those types of leaders, you will never succeed’.*⁴³

Similarly, developing strong personal values is actively encouraged at Ikano as they believe this will feed into the company’s strong values and vice versa: ‘... [It is] very important that you feel your personal values are a part of the company’s so there is not too much of a ‘big gap’ in behaviors.

If it’s a big gap, then it’s very frustrating to go into the office every day because you must adjust your personal behavior to match the company’s values. So, you want a ‘healthy gap’ so you still question the company’s goals (not brainwashed) but want to develop values together’.⁴⁴

Pirjo also stated how important it is to reward company ‘ambassadors who are being brave’ while echoing the company’s values. ‘It is vital to make people feel accountable for their actions and contributions – that they are seen and listened to’. EDI behaviours and rewards should also become part of an employee’s contract to truly change people’s mindsets.

⁴³ Pirjo Unnerstad, (23/08/22).

⁴⁴ Ibid.

As for recruitment, Pirjo noted that with every position, we always ‘whittle it down to the last male and female’ so that the most talented candidate is selected on merit alone:

*‘Introducing more women to the company adds value more than you can even measure - [power skills] such as quality of work and teamwork and time management. But women don’t change the culture [alone]. Women help men and women change the culture – this is why mixed is best’.*⁴⁵

Finally, Pirjo noted that there still is a ‘blame game’ culture at work across the sector with people only caring ‘what’s in it for me.

Consequently, there needs to be rewards for ‘sharing’ across the industry as Ikano did with their Hentverkarna programme which they shared with JM and Skanska to develop their own female carpentry programme.

‘If you don’t feel it under your skin, you aren’t going to do it. [...]

*It all comes back to being a good, brave leader who pushes for changes and challenges others to change as well’.*⁴⁶

45 Ibid.

46 Ibid.

Top 10 Power Skills:

1. Time Management
2. Communication
3. Adaptability
4. Problem-solving
5. Teamwork
6. Creativity
7. Leadership
8. Interpersonal Skills
9. Work Ethic
10. Attention to Detail

Figure 20 – Power Skills, previously called ‘Soft Skills’



Figure 21, 22 (Opposite) – Ikano Bostad Site Visit with Project Managers and Site Supervisor

4.5 Summary

Ikano Bostad employees highlighted that creating an equal company starts with 'good, brave, active leadership'.

By responding to the 2014 survey where most workers (predominantly male at the time) wanted to work in a different 'culture'; Ikano invested in advertising campaigns to recruit from the whole population, ensuring they acquired the best skills for the job.

Meanwhile, leaders recognised they overcompensated during the Henverkana programme (trainees were given 'Star treatment') so the programme was adapted and shared to challenge other companies to become more inclusive too.

Suggested interventions include:

- Introduce clear criteria of 'good' leadership with exemplar employees that epitomise 'core values and behaviours' rewarded appropriately;
- Annual Equality and gender seminars;
- Parental leave 'pay' policies that benefit mothers and fathers – to encourage them to use parental leave and return to work;
- Investigation of 'BAS-U 'certificate for safety responsibility' required on-site across in Sweden to enable flexible working patterns on-site (e.g. shifts) to be explored;

- Active contribution from Government and large companies to construction education system to increase pupil numbers;
- Female carpentry programmes with appropriate trainee: supervisor ratios and training support.



5.0 BYGGFÖRETAGEN

5.1 Background

Byggföretagen, (The Swedish Construction Federation) is a well-known industry and employer member organization for construction, civil engineering and specialized companies that want to build Sweden on a foundation of fair principles.³⁵ Byggföretagen works to ensure collective agreements that are easy for employers to apply solutions that benefit both businesses and employees.³⁶ Their vision is a 'sustainable World-class Built Environment [...] using economically and ecologically sound methods that are socially sustainable and [...] have among the lowest life cycle costs in the world'.³⁷

35 Byggföretagen, *Byggföretagen* (Byggföretagen, Sweden, 2022) <<https://byggforetagen.se/in-english/>> [accessed 05/06/22].

36 Ibid., [accessed 05/06/22].

37 Ibid., [accessed 05/06/22].

Everyone from large companies to small-medium enterprises (SMEs) with 5-10 employees can join and currently 3,800 construction companies are members of Byggföretagen, representing one third of the Swedish Construction Industry.³⁸

5.2 Ongoing Initiatives

As a member, employers and employees alike have access to training information; industry guidance; company support 'toolkits'; and employer 'recruit smart' guidelines helping small companies attract people from the entire society, not just your neighbour.³⁹

Additionally, Byggföretagen and Swedish influencer 'Byggsandra' co-founded 'The Construction

38 Siri Hallberg Björklund, Semi-structured Interview, Teams, (13/04/22).

39 Byggföretagen, [accessed 05/06/22].



Figure 23 – Byggföretagen

Woman of the Year' Awards which showcases exemplar women in construction nominated by a jury representing both trade unions and employer organisations.

Similarly, Byggföretagen are currently investigating how the industry can become more attractive and retain existing talent with research findings due to be published at the end of 2022.⁴⁰

40 Siri Hallberg Björklund, Semi-structured Interview, Teams, (13/04/22).



Figure 24, 25, 26 – Byggföretagen Employer's guide (Arbetsgivarguiden) and An award initiated by the Byggföretagen and influencer Byggsandra



Steg för steg-guider

Rekrytering

Sök...

🇬🇧 📖 ⭐ 👤

Steg för steg-guide

Rekrytering

GUIDENS STEG

Introduktion

1. Rekrytera utan att diskriminera

2. Finns möjlighet till intern rekrytering?

3. Inför rekryteringsprocessen

4. Anlita rekryteringsföretag

5. Annons

6. Urval

7. Intervju

ENDAST SYNLIKT FÖR BYGGFÖRETAGENANSTÄLLDA

Siri Hallberg Björklund Jenny Crawford

Introduktion

Den här guiden riktar sig till företag som vill rekrytera. Genom enkla medel kan rekryteringsprocessen göras lättöverskådlig, mer inkluderande och öppen för fler potentiella kandidater.

Innan rekryteringsprocessen inleds, läs [Inför anställningen](#). Där finns vidare information om bland annat skyldighet att förhandla enligt MBL, företrädesrätt till återanställning och företrädesrätt till utökad arbetstid.

5.3 Interview with Siri Hallberg Björklund – Competence Supply Expert

On speaking with Siri Hallberg Björklund, Byggföretagen Expert in Competence Supply, why promoting equity, diversity and inclusion across the construction sector was so important, she confirmed it all links back to ‘skills supply’:

‘We need skilled people because working in construction is a skill and it hasn’t always been seen like that’.⁴¹

As Byggföretagen make up a third of Sweden’s construction companies, when asked how influential Byggföretagen could be in challenging Government as the voice of the industry, Siri noted that they both challenge and invite the Government to work with them to address all issues relating to skills shortage so that in turn the Government develop incentives that their members can follow:

‘[The 2030 top-down incentive] is a very good flag from the Government [...] but it’s just theoretical as we have not received any form of plan.

We haven’t got any economical means like finances from the Government or support in any way. [...] Byggföretagen have the support of the Government so we often use [this target] when working, but it would have been better with some sort of support other than just these words’.⁴²

Convincing Byggföretagen members wasn’t the issue as many are pushing for change within their own companies and requesting ‘good practice’ initiatives from Byggföretagen that benefit all: One example mentioned was ‘changing boxes’ introduced by NCC on-site to allow both men and women to change into work gear in private – ‘Not all men want to change into their [work] clothes in front of other people’.⁴³

On discussing the increasingly more common ‘parental leave pay’ policies, Siri confirmed these aren’t mandatory but are becoming more vital in attracting people as they demonstrate ‘support to new parents’ and ‘reflect aspirations of young people which in turn benefits older people’.

‘These issues have historically been seen as “a women issue” but as you can see, most of these benefits benefit men as well: maybe they want to be active fathers for their kids, watching them grow up, not only being the ‘bank for the family?’

So, we’re talking about the different roles for men as well [such as] “I want to be soft;” “I want a workplace where it isn’t a hard climate.”

[As a result] a lot of those issues have benefited men as well in the construction industry and I think that’s why most men in Sweden want to work with these issues – If it benefits us as well, it’s easier to be convinced’.⁴⁴

41 Siri Hallberg Björklund, (13/04/22).

54 Siri Hallberg Björklund, Semi-structured Interview, Stockholm Office, Sweden (26/08/22).

43 Ibid., (26/08/22).

44 Ibid., (26/08/22).

When discussing other items that were preventing the industry from attracting and retaining skilled workers, Siri noted that 'language barriers' across the industry could be preventing immigrants from filling the skills gap as it could discriminate certain types of people:

'Why do you need a person to speak Swedish if they are learning Swedish [as part of SFI]? Why do you have to speak fluently due to 'safety concerns' [...] this can be used to block out people for the wrong reasons.'

The future of the construction industry needs to be more flexible [with this] while still taking safety seriously'.⁴⁵

⁴⁵ Ibid., (26/08/22).

Ungdomsbarometern Youth Barometer:

Taken approx every 1-2years - recent survey suggests young people want:

- *Salary is not that important;*
- *Freedom to choose;*
- *Work/life balance;*
- *Strong personal values echoed in their work;*
- *Power to mould their own life.*

Figure 27 – Ungdomsbarometern (Young People's 'Barometer' survey)

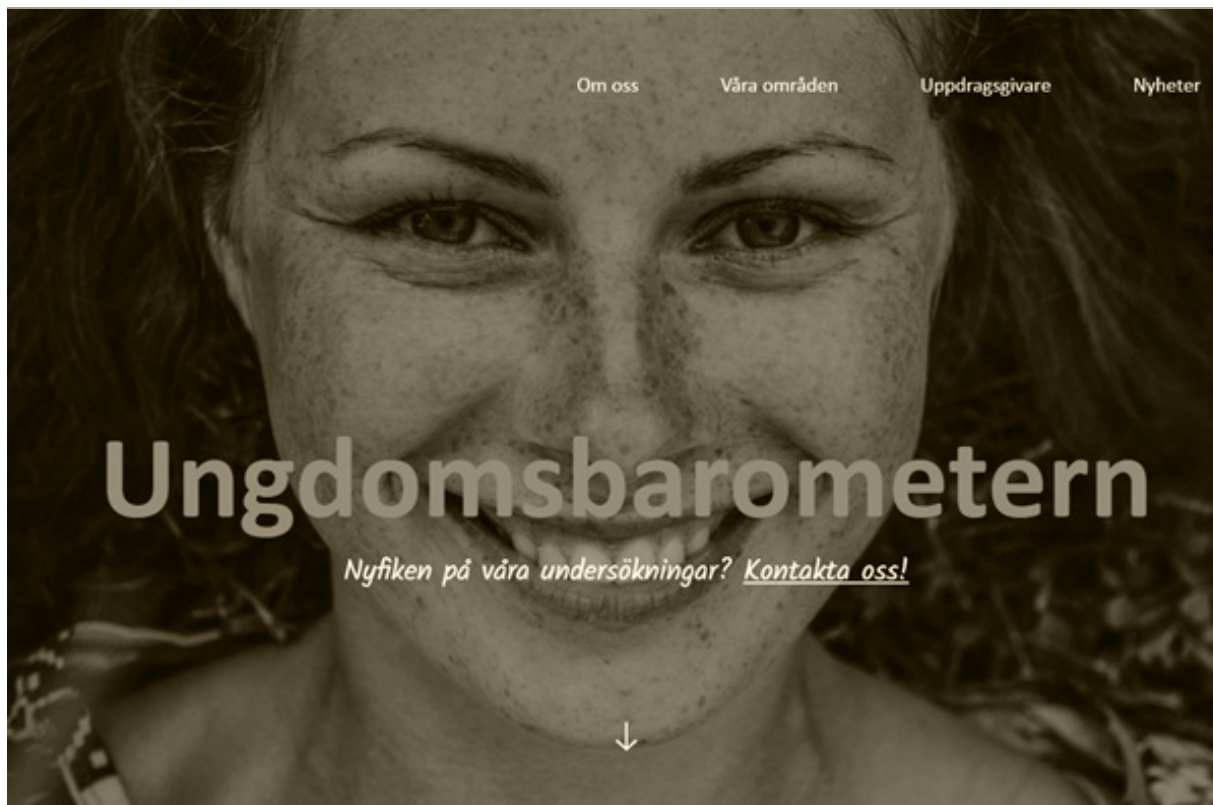


Figure 28 – Ungdomsbarometern (Young People's 'Barometer' survey)

Similarly, the 'Swedish Labour market model' could be both 'advantageous and part of the problem'.

For example, the 'collective agreements' process between Employers and Unions is 'slow and quite conservative' but once confirmed, these agreements offer each party support and protection in law: 'They keep the standard clear' and have helped make discriminatory activities such as paying people different amounts for the same work, illegal.

5.4 Summary

Siri emphasised how revaluating EDI demographics as 'business skills gaps' would benefit recruitment practices; improve staff retention by upskilling and make workplaces more inclusive.

Meanwhile, echoing aspirations of younger people would benefit older generations and keep company policies aligned with modern living.

Suggested Interventions include:

- 'Best practice database' showcasing exemplar companies; role models and inclusive initiatives;
- Government to announce guidance and financial means for companies as they elevate EDI awareness, recruitment protocol and introduce interventions to create more inclusive workplace environments;
- Introduce company surveys and policies that reflect the 'youth of today' aspirations to attract and retain talent;
- Introduce parental leave 'pay' policies that supports and encourages both parents to take parental leave and return to work;
- Health & Safety information in multiple languages.

6.0 ELEKTRIKERNA

6.1 Background

Elektrikerna trade union (also known as the Swedish Electrician's Federation) organises Sweden's electricians and is their collective voice in social debate between unions and employers.⁴⁶ Their core values are:

- Openness;
- Equality;
- Curiosity;
- Commitment; and
- Professional pride.

Elektrikerna's mission is to safeguard their members' common interests to create the best possible conditions in working life, society and continue to push for change that echoes modern day living and working.⁴⁷

6.2 Ongoing Initiatives

Following extensive research, Elektrikerna identified that only 2% of Sweden's electricians were women.⁴⁸ As part of their ongoing work to safeguard their members' interests, Elektrikerna commissioned an external investigation to explore how Elektrikerna could push for better handling of gender equality and what needs to be done to attract more women to the electrical industry.

Through semi-structured interviews, 10 women discuss how they became electricians, what their training experience of training was like and what it is like to work in the industry:

'The interviews show that they all felt vulnerable in different ways. Some more, some less. Everyone talks about sexist jokes, graffiti and disgusting toilets. Sometimes they themselves have heard or been exposed to sexist jokes or heard stories where others have been victimized.'

Physical abuse has also occurred, but few. However, most have heard of other female colleagues who have been subjected to physical abuse.

Despite the experiences and the stories, the interviewees are happy with their career choice. The freedom of the job, good conditions, fun tasks and many good male colleagues outweigh the negative experiences.

But everyone still believes that improvements must take place, otherwise the percentage of women in the industry will not increase'.⁴⁹

58 Elektrikerna, *About Us* (Elektrikerna, Sweden 2022) <https://www.sef.se/om-oss/> [accessed 15/03/22].

59 Elektrikerna, *Our Union* (Elektrikerna, Sweden 2022) <<https://www.sef.se/om-oss/vart-forbund/>> [accessed 15/03/22].

60 Elektrikerna, Focus on gender equality (Elektrikerna, Sweden 2022) <<https://www.sef.se/om-oss/fokus-pa-jamstalldhet/>> [accessed 26/09/22].

All findings were published in 2018 with subsequent projections on what the profession needs to look like by 2030 published in 2021.⁵⁰

61 Ibid., [accessed 26/09/22].

50 Elektrikerna, *About Us* (Elektrikerna, Sweden 2022) <https://www.sef.se/om-oss/> [accessed 26/09/22].



Figure 29 – Elektrikerna Member Cia tells her story (who attended SEF workshop)

6.3 Workshop Discussions

6.3.1 Venn Diagram

Elektrikerna members openly discussed and agreed that ‘equality, diversity and inclusion’ meant ‘everyone was treated of equal value’ with the ‘same rules applying to all’ and ‘people’s special talents being utilised’ so they ‘felt included’.⁵¹

6.3.2 Sailboat Reflection

When asked what aspects were pushing the industry forward (sails), members noted the ‘minimum salary in the collective agreements’ safeguarded ‘equal pay for equal work completed’ while becoming a union member offered ‘protection, encouragement and support’ for workers, ensuring they ‘knew their rights’.

However, on discussing what aspects were holding the industry back (anchors) members reiterated that ‘gender norms and old-fashioned industry and societal stereotypes’ was creating a ‘work culture where people didn’t care’ about others. Similarly, they felt there still weren't enough union members meaning the rate of change was not accelerating and attitudes towards communities (e.g. LGBTQ+) were still ‘hostile’ in regions.⁵²

⁵¹ Elektrikerna Workshop Participants, Elektrikerna EDI Workshop, Elektrikerna Office Stockholm, Sweden (30/08/22 and 01/09/22).

⁵² Ibid., (30/08/22 and 01/09/22).

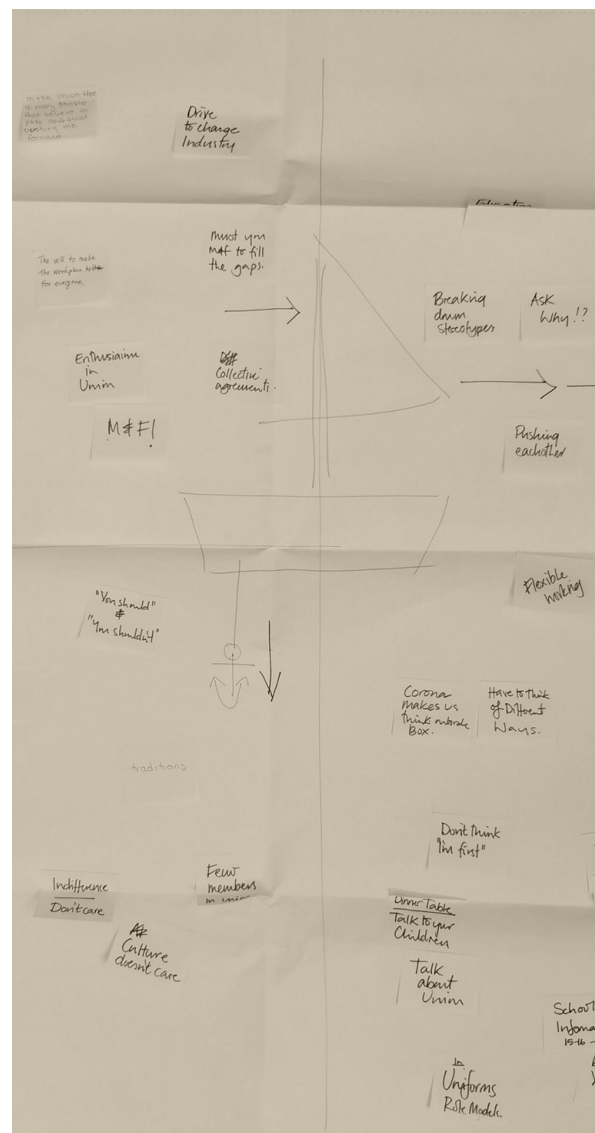
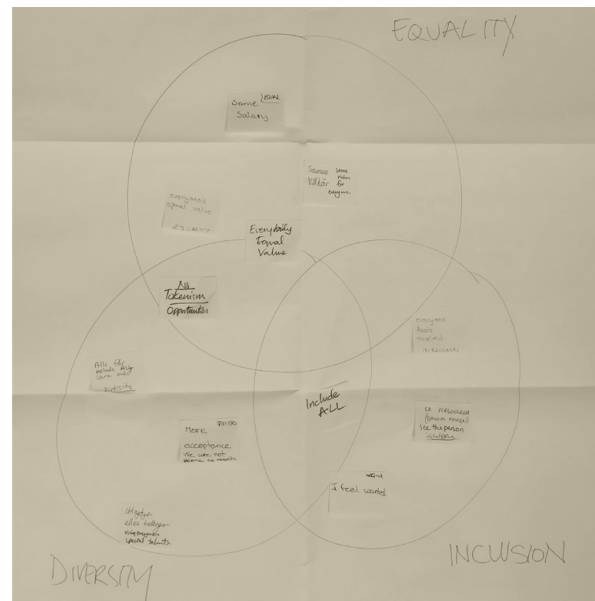


Figure 30, 31 – Elektrikerna EDI Venn Diagram and Sailboat Reflection

'... When I was working in the beginning, all the guys were like "No! She has nothing to do with us".

Now, I have worked for 10 years and they all want to work with me. The guy I work with the most was like "no, no, no" in the beginning.

But, a few years later his sister started studying to become an electrician! Now, she is working as electrician, so his attitude had to change'.⁵³

Participants then explored actions that could propel the industry forward with one member reiterating how 'COVID-19 had introduced many new ways of working so this trajectory must continue'.

By showcasing 'role models in uniforms', members felt different roles of what 'women could do' would be better disseminated to school pupils; teachers and parents, allowing pupils to select the role that fitted them best rather than the other way round.

Members also felt 'flexible working patterns' helped certain tasks become more efficient but there had to be 'choice in what works for both employer and worker'.⁵⁴

⁵³ Elekrikerna Workshop Participants, Elekrikerna EDI Workshop, Elekrikerna Office Stockholm, Sweden (01/09/22).

⁵⁴ Elekrikerna Workshop Participants, Elekrikerna EDI Workshop, Elekrikerna Office Stockholm, Sweden (30/08/22 and 01/09/22).

6.3.2 Action Tree

Finally, participants explored how 'flexible working patterns' could develop over time to drive systemic change. By 'utilising new technology for certain tasks (such as online meetings) carbon footprints could be significantly reduced and roles made more efficient.

Meanwhile, improved communication between union networks could encourage male workers to better understand EDI rights and behaviours, leading to less 'macho' attitudes on-site and more inclusive workplace environments.⁵⁵

⁵⁵ Ibid., (30/08/22 and 01/09/22).

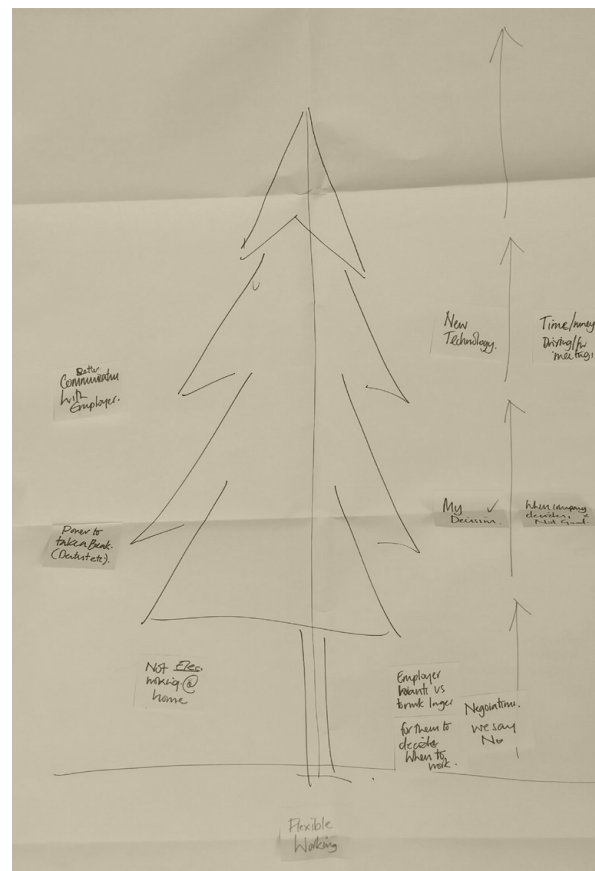


Figure 32 – Elekrikerna Action Tree

6.4 Summary

From both discussions, SEF members reiterated how important it was to ‘raise EDI awareness by focusing on male workers’ to break the macho work culture – ‘often it is the people who believe in this that take all the responsibility to make it grew – we give it all our energy’.

Meanwhile, introducing ‘role models in uniforms’ talks to schools, invisible influencers (e.g. parents) and across the industry would echo more inclusive ‘society norms’ and modern ways of living.

Participants also highlighted that flexible working patterns could work on-site in time but only if ‘both employer and worker were part of the decision making’.

Discussed interventions include:

- Role models in Uniforms’ – inspirational talks to school, influencers and work colleagues;
- Flexible working patterns for certain tasks – better use of technology not ‘shift work’;
- Site /office visits for school pupils before subjects have been selected;
- Independent organisation measuring EDI interventions on-site and showcasing ‘good practice’ online as ‘data bank’.

Figure 33 – Elektrikerna Union Members Interviews



7.0 NCC

7.1 Background

NCC is a long-standing, Nordic construction company contributing to positive impact across the industry and delivering complex projects for its customers and society including schools, hospitals, roads, bridges, offices, and houses. They work purposefully to reduce both their own and customers' environmental impact as well as develop group-wide sustainability targets and since 2018, have participated in the 'Fossil-free Sweden initiative'.⁵⁶

Guided by their strong values 'Honesty, Respect and Trust',⁵⁷ NCC has developed a set of 'Star Behaviours' that set the standard for how to act, enable change and make NCC a stronger and better company:

⁵⁶ NCC, *Sustainability Targets and Outcomes* (NCC, Sweden, 2022)

⁵⁷ NCC, *The NCC Values and star Behaviours* (NCC, Sweden, 2022) <<https://www.ncc.com/about-ncc/about-the-group/values--star-behaviors/>> [accessed 02/10/22].

- Act with passion to perform: We challenge ourselves and each other to constantly improve and outperform our targets and results;
- Build together: We work actively to ensure effective collaboration internally, in and between units, and together with our customers;
- Follow through and follow up: We take data-informed decisions, communicate them clearly and always act on what's decided; and
- Act with care: We take responsibility for our actions and use of resources. We mitigate risk and act with integrity to ensure safe, high-quality and sustainable operations.⁵⁸

⁵⁸ Ibid., accessed 02/10/22].





By actively recruiting from a relevant competence base that is as broad as possible (both men and women) NCC wants to develop a workforce that truly represents modern society, their long-term objective.

‘NCC is convinced that companies and work groups comprising employees with different backgrounds, genders, skills and experiences have greater potential to achieve better results, increase their innovativeness and simultaneously deliver greater social value’.⁵⁹

Figure 34, 35 – NCC ‘Our Offer - Yield Efficient Teams’

⁵⁹ NCC, *Diversity and Inclusion Yield Efficient Teams* (NCC, Sweden, 2022) <<https://www.ncc.com/work-at-ncc/this-is-ncc/diversity-and-inclusion/>> [accessed 02/10/22].

7.2 Ongoing Initiatives

Since 1998, NCC has been running a female network ‘Stella’ which pursues the goal of more women executives. In addition to promoting more gender-equal norms in the construction industry and working to facilitate more female managers, Stella has helped to improve parental salaries; increased flexi-time; banning discriminatory photos at the worksite; workwear for women; succession planning and influenced the formation of a Diversity Committee within NCC.⁶⁰

The network now has more than 550 members and offers network meetings, lectures and workshops.

To get more young women interested in the construction industry, NCC has involved itself in “Introduce a Girl to Engineering Day” (IGE Day), where visitors are brought to NCC work sites to understand what working as an Engineer is like.

NCC also participates in ‘PEPP’ a multi-level ‘cascading’ mentorship program, whereby NCC employees such as senior leaders act as mentors for apprenticeships; who are mentors for girls studying engineering; who then mentor girls studying at high school and so on...

PEPP brings together girls and non-binary girls from all over the country to exchange thoughts and experiences.

By lifting role models and creating tech-fidence, PEPP wants to inspire more people to participate in building the society of the future’.⁶¹

⁶¹ PEPP, *Background: PEPP Works for an Equal and diverse Society*, (PEPP, Stockholm 2022) <<https://www.blipepp.nu/om-pepp/>> [accessed 02/10/22].

⁶⁰ Matilda Lugnégård, Semi-structured Interview, Stockholm Office, Sweden (31/08/22).

Figure 36 – NCC Stella



7.3 Workshop Discussions

Workshops took place in Stockholm and Gothenburg so key points from both group discussions are compiled below.

7.3.1 Venn Diagram

For many participants in both groups, EDI represented ‘courage’ to overcome old fashioned attitudes and ‘make space for the new generation’ to ‘create a better environment for all’ where ‘men and women share responsibility’; ‘different backgrounds bring different perspectives’ so ‘growth occurs quicker’; and where ‘there’s no gender or skin colours that defines what you are able to accomplish’.⁶²

7.3.2 Sailboat Reflection

When exploring aspects pushing the industry forwards (sails) participants felt ‘strong EDI values and company strategies’ with ‘individuals challenging organisations for progress’ was seeing results across the workplace environment. Whereas, updated ‘rebranding’; ‘targeted marketing’; and ‘showcasing role models publicly’ was encouraging younger people to start a career in construction.⁶³

On discussing ‘anchors’ holding the industry back, both groups reiterated that ‘gender stereotypes’ and ‘negatives perceptions of the industry’ were preventing ‘different forms of communication being built to better understand and include different cultures’ (including language barriers). Similarly, splitting up different minorities for ‘better representation, created loneliness’.

62 NCC Workshop Participants, NCC EDI Workshop, NCC Office Stockholm and Gothenburg, Sweden (31/08/22 and 07/09/22).

63 Ibid., (31/08/22 and 07/09/22).

‘There is a difference between being represented and feeling included’.⁶⁴

Groups then discussed what ‘actions’ could propel the industry forward with participants recommending ‘to pair people up within teams and as part of onboarding process’; ‘gathering minorities into fewer teams’; and embracing ‘flexible working patterns’ to create more inclusive work environments.

‘When I worked on a building as a Supervisor, there was another Supervisor who had his children every second week. When he had the children at home, he had to take them to school and bring them home that week.’

[During these weeks] I would come to work earlier and open the door etc for our workers. And then we he did not have his children, sometimes I could come to work later because it was very far from my home.

So, we just ‘flex it’ – the site workers accept it and didn’t see it as weakness. But I know other site managers that think that if you come first and go last, you are the most important – that culture should change’.⁶⁵

64 NCC Workshop Participants, NCC EDI Workshop, NCC Office Stockholm, Sweden (31/08/22).

65 NCC Workshop Participants, NCC EDI Workshop, NCC Office Stockholm, Sweden (07/09/22).



Figure 37 – NCC (Stockholm) EDI Venn Diagram and Sailboat Reflection

Additionally, by showcasing the ‘everyday’ online as part of a rolling Vlog; social media post; YouTube channel, ‘younger generations can see we use the same technology as ‘gaming’’ and flexible working patterns can be encouraged.⁶⁶

7.3.3 Action Tree

NCC colleagues then investigated how these ‘actions’ could grow over time in pairs. Some suggested by introducing ‘more inclusive site set-up criteria’ could ensure ‘sites feel the same as regular offices’.

While other participants reiterated that ‘company policies encouraging flexible working patterns such as shift work / core hours’ would help ‘site roles and responsibilities be shared’.

Introducing ‘pre-onboarding discussions with new employees to better understand their needs and wishes could also benefit team bonding and reduce ‘feeling alone when new’.

Finally, one participant reiterated that to raise the ‘low public status of construction careers’, companies and schools need to work collaboratively via education programmes to ‘better prepare pupils for both qualifications and work’.⁶⁷

⁶⁶ NCC Workshop Participants, NCC EDI Workshop, NCC Office Stockholm and Gothenburg, Sweden (31/08/22 and 07/09/22).

⁶⁷ NCC Workshop Participants, NCC EDI Workshop, NCC Office Stockholm, Sweden (31/08/22).

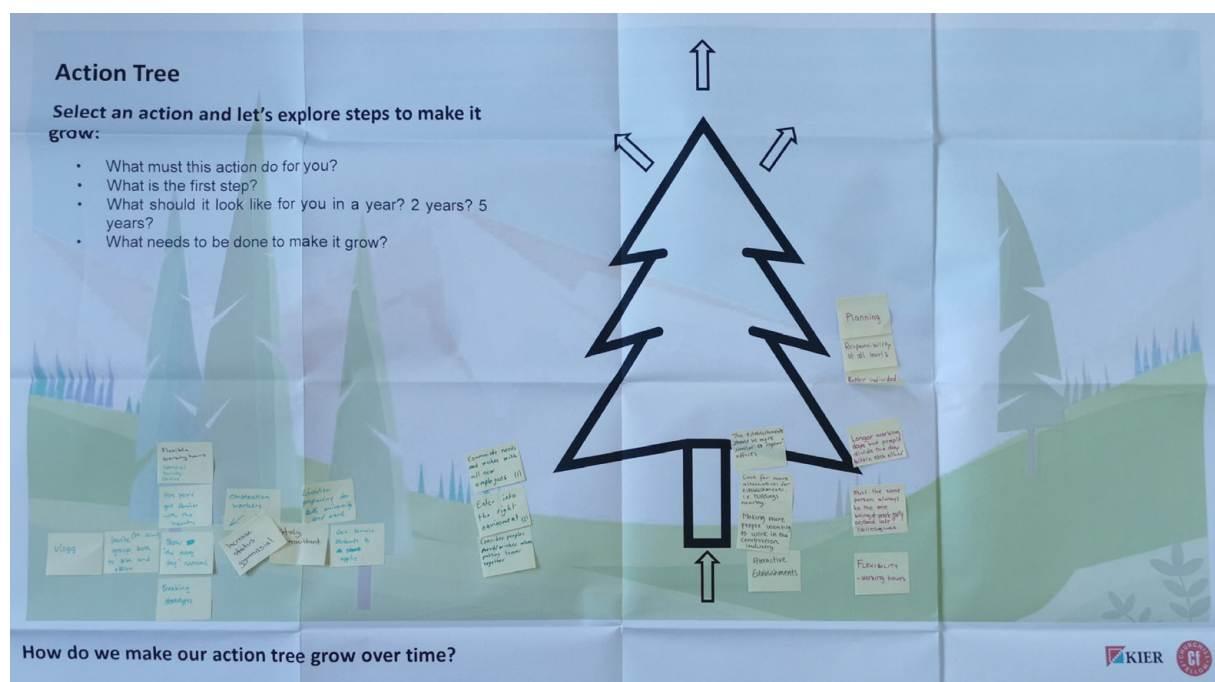


Figure 38 – NCC (Gothenburg) Action Tree

7.3.4 Role Model Journey

To close the Stockholm workshop, participants were asked to share advice as a role model for people joining the industry: NCC colleagues strongly felt that colleagues should know ‘you were not alone as you are part of a team’; and ‘everyone was new at some point’.

So, ‘by just trying and asking questions, you are contributing’ as ‘you don’t have to work all hours at 110%, to be a good worker’.

7.4 Interview with Matilda Lugnegård – HR Specialist

Following the workshop in Stockholm, Matilda Lugnegård, HR Specialist, later discussed how NCC were analysing ‘engagement’ to help better understand ‘how included’ people felt – “you need to be included if you are engaged” – as well as mapping ‘behaviour gaps’ by cross-referencing quarterly employee surveys against their Star Behaviours and company values.

By using this type of feedback, guidance on where to offer focused training to raise competence and

build skills can be offered while adding to ongoing diversity and inclusion targets.⁶⁸

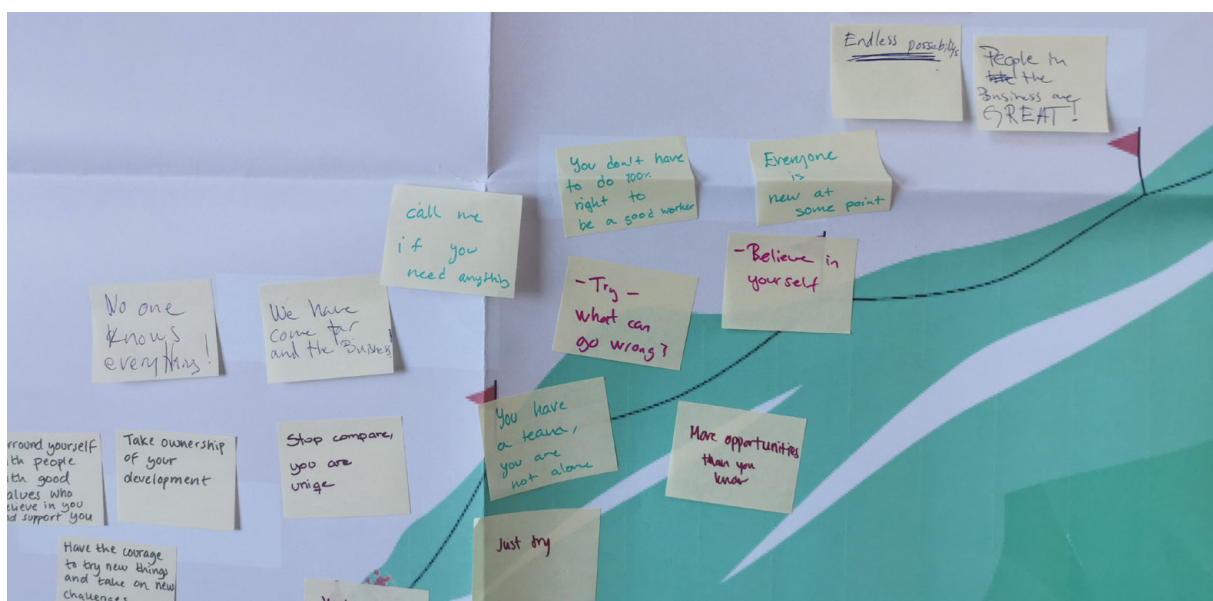
On discussing initiatives that attract younger people into the industry, Matilda noted that NCC had ‘contributed to construction education’ for schools in Stockholm and Gothenburg by facilitating part of the curriculum and offering students both ‘site and office visits’: ‘Afterall, we are the ones sitting with all the information’.⁶⁹

Lastly, Matilda reiterated that along with feedback, ‘storytelling’ played a large part in attracting and retaining competent people hence why NCC’s social media channels and involvement in the ‘PEP mentoring programme’ is so influential.

68 NCC, *The NCC Values and star Behaviours* (NCC, Sweden, 2022) <<https://www.ncc.com/about-ncc/about-the-group/values--star-behaviors/>> [accessed 02/10/22].

69 Matilda Lugnegård, Semi-structured Interview, Stockholm Office, Sweden (31/08/22).

Figure 39 – NCC (Stockholm) Role Model Journey



7.5 Summary

NCC employees demonstrated how vital it is that ‘workers feel included as well as represented and treated equal at every level’ as it shows colleagues they are valued and can progress to the next step, starting on your first day.

Also, they are acutely aware ‘diversity has been proven more profitable’ so by introducing ‘feedback interventions’, individuals and projects teams can check-in on workplace environment as well as recognise skills gaps for both new and existing talent.

Suggested initiatives include:

- ‘Buddy pairing’ – part of onboarding process to select best team and future project teams;
- Influencer Blog – showcase ‘everyday roles; life on-site/in the office; over social media to demonstrate different roles/skills required to work in construction;
- Targeted ‘skills’ marketing – learn from other sectors such as the gaming industry to show technology skills required in construction to younger generations;
- Flexible working patterns – shift work, core hours, use technology smarter;
- Collaborate with Schools, colleges, universities to facilitate information and correct industry mis-conceptions – pupils to visit both site and offices;

- Feedback processes to overcome ‘language/culture barriers:
 - o Traffic light check-in to monitor morale and working environment every 3 months;
 - o EDI discussion workshops in project teams;
 - o EDI ‘question time webinars’ for site / office workers.

8.0 JM

8.1 Background

Established in 1945, JM is a well-established Nordic property developer providing housing, offices, nursing-homes, shops and shopping centres in developing metropolitan areas and university towns in Sweden, Norway and Finland.⁷⁰

Long-term sustainability is at the heart of JM: From mandating electric/renewable fuels for all site and work vehicles; to testing the world's only electric piling rig (by Aarsleff)⁷¹ JM is actioning bold commitments to reduce climate-affecting emissions down to near zero by 2030.⁷²

Meanwhile, JM believe that to build attractive homes and residential areas for their customers, the team needs to truly represent society's

demographic. Their goal is for 20% of their carpenters to be women by 2030 with equal management groups across white-collar roles and senior management level (region) upwards.

'We deliver better products to our customers if we have different backgrounds and experiences.'

'Therefore, it is incredibly important that we continue to invest in diversity and equality in the long term. I am particularly proud of our successful apprenticeship program for women, which over the years has encouraged many women to take the step into the construction industry.'

Johan Skoglund, President and CEO'.⁷³

82 JM, *About JM* (JM, Sweden, 2022) <<https://www.jm.se/om-oss/verksamheten/>> [accessed 05.10.22].

71 JM, *JM Press* (JM, Sweden, 2022)<<https://www.jm.se/om-oss/nyhetsrum/2022/jm-har-testat-varldsunik-eldriven-palkran-for-att-minska-utslapp/>> [accessed 05.10.22].

84 JM, *About JM* (JM, Sweden, 2022) <<https://www.jm.se/om-oss/verksamheten/>> [accessed 05.10.22].

73 JM, *Organisation* (JM, Sweden, 2022) <<https://www.jm.se/om-oss/verksamheten/organisation/>> [accessed 05.10.22].



8.2 Ongoing Initiatives

In 2017, JM established their 4-year, women apprenticeship programme for those who want to become bricklayers, wood/carpenters, or road/construction workers.⁷⁴ Here JM leaders work with experienced labourers to ensure apprentices learn the most while working on a project.

Additionally, JM developed a podcast series where female carpenters discuss their experiences during the apprenticeship as well as making use of social media – such as YouTube and Instagram – to shed more light on what it is like ‘behind the fence’:

- YouTube Channel
<https://youtu.be/K7my2fwu2Ck>
- Podcasts
<https://open.spotify.com/show/7D3hQtLwjpWkhnrIWWQ0DS>

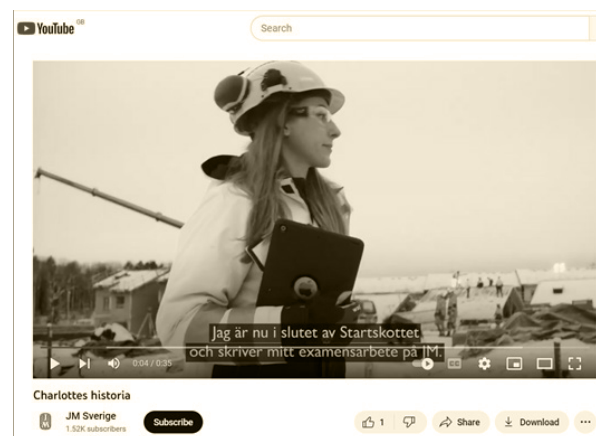
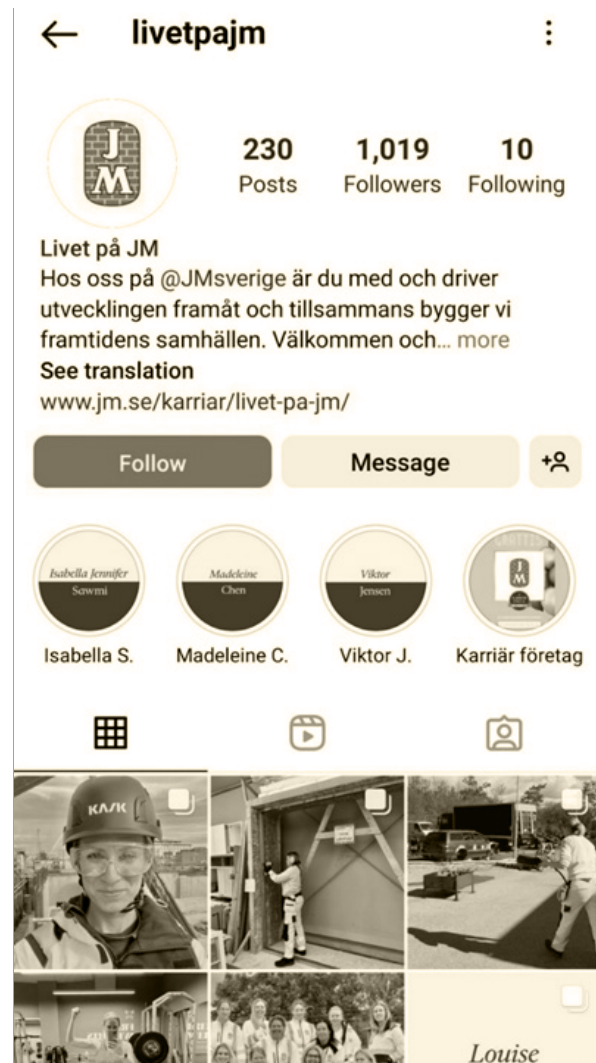


Figure 40 (Opposite) – JM ‘Sheriff’s Story’
<https://youtu.be/aWGeWzIPhoU>

Figure 41 – JM Instagram Account

Figure 42 – JM YouTube Channel

⁷⁴ Ibid., [accessed 05.10.22].

8.3 Workshop Discussions

8.3.1 EDI Venn Diagram

JM's workshop participants openly agreed that 'equality, diversity and inclusion' is the 'modern way of thinking' that 'builds team competence'; 'increases the speed of development'; and 'evolves a company'.

One participant noted that 'fewer accidents occur on-site' if there is equality across the workplace while another added it was important to find the 'balance between the fact that we are different but want everyone to be treated the same'.

'Respect is placed in the centre of equality, diversity and inclusion'.

If you have respect, people are more inclined to help each other out, [...] it all culminates into better teamwork and fewer accidents on-site'.⁷⁵

For JM, feeling included was important as it enables teams to 'solve problems together' while creating a diverse workforce that would 'transform the sector' to produce 'different types of education' and stop 'finger pointing' behaviours: 'Diversity is a must have if the organisation is to survive!'⁷⁶

⁷⁵ JM Workshop Participants, JM EDI Workshop, JM Head Office Stockholm, Sweden (05/09/22).

⁷⁶ Ibid., (05/09/22).

Figure 43 – JM EDI Venn Diagram





Figure 44 – JM Sailboat Reflection

8.3.2. Sailboat Reflection

JM participants explored ongoing initiatives pushing the organisation forward: Candidates agreed JM's 'apprenticeship programme' was propelling projects forward along with 'dedicated facilities for men and women on-site'; JM's 'female network'; and their 'mentoring programme with schools' as all contribute to increasing diversity numbers and feeling included.

'Salary incentives based on output for blue collar workers' and desirable 'parental leave policies' were also identified as positive initiatives driving JM forward.

*'We need to work with the [diversity] numbers and inclusion. [...] We need more women in the industry [to help] teams be more open-minded and we need [groups of people] together so they won't be 'the only one'.'*⁷⁷

Participants then explored what was holding JM back (anchors) agreeing that 'heavy lifting requirements on-site' with the risk that both 'men and women could hurt themselves on-site' puts people off from joining the industry, exacerbating the 'lack of understanding of different roles required in construction'.

⁷⁷ Ibid., (05/09/22).

‘Gender norms’ were identified as ‘anchors’ as ‘trans/non-binary people could feel isolated on-site with gender split facilities’: Gender split facilities can also be isolating if only one female worker on-site as it is common in Sweden to rest/eat in these blocks.

Finally, participants felt ‘a lack of rolemodels’ was holding JM back but noted that it was a delicate balance between highlighting individuals due to merit compared to protected characteristics:

‘Not every woman wants to come [in] as a ‘female role model’.

They want to be hired because they are good and be an employee like everyone else. [Instead, people] say “oh, now you’re going to change everyone and then you’re going to change the culture” but you are only one. [...]

So, we [must] get the numbers up as it’s also hard to be a role model when you’re a minority’.⁷⁸

Following the extensive discussions of ‘anchors’ and ‘sails’, the workshop concluded by discussing what actions could be introduced to change identified challenges into opportunities.

Participants agreed further amplifying the ongoing ‘podcasts’ series could attract new workforce by correcting misconceptions on the industry. While internal, EDI ‘leadership education’ programmes could give leaders the tools to ‘introduce flexible working on-site for specific packages’:

⁷⁸ Ibid., (05/09/22).

‘We have found rules for the office but that divides [the company] into two.

[...] We need overall guidelines but [they] need to give freedom for the sites to manage it and not lose working hours. It all comes back to choice’.⁷⁹

Finally, child cover was discussed with participants agreeing more holiday flexibility – particularly for Sweden’s summer vacation – should be offered to give workers more control over how to use their annual leave:

‘Even with flexible work hours, you can’t have two parents together working on-site because the [site] time doesn’t match with dog walks, school, kindergarten.

So, you need to be with someone working in another sector [but] we shouldn’t be relying on that.

This is the reality if you became a single parent, it’s really hard’.⁸⁰

⁷⁹ Ibid., (05/09/22).

⁸⁰ Ibid., (05/09/22).

8.4 Summary

Conversations with JM colleagues highlighted how important 'story telling' was to raise EDI awareness; promote inclusion by showcasing roles and good practice; and attract new talent by 'showing life behind the fence'.

It also emphasised that more work needs to be done to demonstrate that 'diversity = better' through focused education programmes that in turn offer key management roles support – such as the Project Manager – to encourage flexible working patterns and 'set the tone' of the site environment.

Suggested Initiatives include:

- Leadership training – PM role especially as these set the tone of site environment;
- Rolling story telling – podcasts; blogs; YouTube channels; social media posts;
- External Management Consultancy review of Site Manager role – what tasks could become more automated? How can better use of technology streamline tasks rather than add to commitments?
- Introduce company policies similar to health and safety to help influence behaviours – rewards and penalties.

9.0 SERNEKE

9.1 Background

Serneke is an engineering, procurement and construction company based in Sweden delivering challenging, large-scale turn-key projects.⁸¹ Serneke believe that focused sustainability work and strong community involvement go hand-in-hand with long-term growth and profitability.

In 2021, Serneke carried out 'diversity and inclusion mapping' across numerous company processes including:

- 'Key performance indicator management and follow-up;
- recruitment and succession planning;
- leadership training; work environment;
- communication and organisation policies;'

to gain a better understanding of gender distribution across the company, build diversity and inclusion awareness and develop their Diversity and Inclusion Strategy. Since then, gender distribution across the company has improved with continued work on recruitment, succession planning and leadership training.

9.2 Ongoing Initiatives

Further to the 2021 mapping, Serneke has been working with the external EDI Consultant 'People Equity' to better understand their workforce demographics; develop and disseminate unconscious recruitment bias training and meaningful shifts in cultural behaviours across all work environments.

They have developed numerous interventions promoting diversity and inclusion such as new group policies and periodic employee surveys along with a 'trainee and mentor programme' and 'management academy' exchanging experiences between employees across different levels.

Additionally, Serneke have developed a women's network 'Hertha' that works to connect women with different roles / from different departments can exchange experiences, take part in inspiration lectures, and gain opportunities to develop their careers.⁸²

⁸² Serneke, *2022 Annual Report* (Serneke International, Sweden, 2022) [accessed 22.10.22].

Figure 45 – Serneke 'Hertha' Women Network

⁸¹ Serneke, *About Us* (Serneke International, Sweden, 2022) <www.serneke.se/int/about-us> [accessed 11.10.22].



9.3 Workshop Discussions

9.3.1 EDI Venn Diagram

Throughout the workshop Serneke participants expressed both frustration with current attitudes within the industry as well as hope that change could happen if EDI issues remain ‘high on the agenda’ and leaders empower employees to embrace new mindsets:

‘Honestly, the first word that comes to mind when I see [the diagram] is frustration because I’m new to the industry [and] I’m young [so] have no idea whether I’m going to be taken seriously. [...] When I was out on-site recently, I felt like the people working for me went to other people, the males, even though they weren’t responsible for that area.

[...] So, it made me think who are they going to take seriously? What is least valued in this scenario? Is it age or being male or female?’⁸³

However, when asked what EDI means to you, candidates strongly felt that ‘being able to say hi’; ‘inviting others to speak up at meetings’; and having a strong ‘welcoming culture’ was key to ‘setting the [workplace] tone’ where ‘everyone feels represented in the organisation’.

Figure 46 – Serneke

⁸³ Serneke Workshop Participants, Serneke EDI Workshop, Serneke Head Office Stockholm, Sweden (07/09/22).



‘... people adapt to the environment they enter and it’s very hard to change that environment. [...] So, when you start a new project in the building industry which is old school, everyone already has their routines. But if you started with [a different environment] right away, like everyone’s saying hi to each other, it is going to become the new routine’.⁸⁴

9.3.1 Reflection Sailboat

On exploring what was pushing Serneke forward, participants agreed the company’s ‘willingness to learn; change; and create a big impact’ was important and they noted there has been considerable effect from leaders to better understand the company’s demographic and EDI goals by working with the external EDI consultant ‘People Equity’ (see section 13.0).

Leaders’ ‘awareness of EDI’ was also mentioned positively but participants felt other colleagues’ beliefs that ‘there wasn’t a problem’ and ‘it would

⁸⁴ Ibid., (07/09/22).

solve itself in time' could slow down changing behaviours. When asked what other items were holding them back, participants agreed the 'legacy of old industry' was stunting potential growth as well as the belief that 'it's a women's responsibility to promote women'.⁸⁵

Taking all identified 'anchors', Serneke participants explored what actions should be introduced to change these aspects into something that could propel Serneke forward (sails). Colleagues agreed that changing the existing 'work environment 'thermometer' surveys' to both analyse how teams worked with each other as well as how teams worked internally, the 'temperature' gauge could be used more accurately to identify 'macho', prejudice behaviour.

Similarly, participants agreed that introducing a 'reverse mentoring programme'; identifying / rewarding role models that echoed company's core values'; 'promoting/rewarding innovation'; and having 'accountable, active leadership in focused areas' was key to propelling the company

85 Serneke Workshop Participants, Serneke EDI Workshop, Serneke Head Office Stockholm, Sweden (07/09/22).

forward.

9.3.2 Action Tree

The last exercise of the workshop (due to time) focused on how actions identified in the Sailboat reflection discussion could grow over time. Here, Serneke participants agreed the first step was to 'acknowledge that EDI issues are a problem for the company'; and there needs to be more 'transparency' between senior management and teams to help employees 'understand why this is important to company and therefore to them'. Feedback, both positive and negative is essential to growth and helps to 'clear current tension'.

9.4 Interview with Senerke Employee

Anonymous

On further discussion with another Senerke employee, the importance of active leadership within the industry was reiterated: 'if we don't have leaders that step up, then how can we expect everyone else to do it?' In addition to 'dedicating employee time to discuss why EDI is important, leaders with the authority to action suggestions



also need to be in the room’.⁸⁶

Similarly, ‘how you grow is rooted in feedback’⁸⁷ so without ‘open feedback forums with no repercussions’, there is ‘no accountability’ or opportunity to track change.

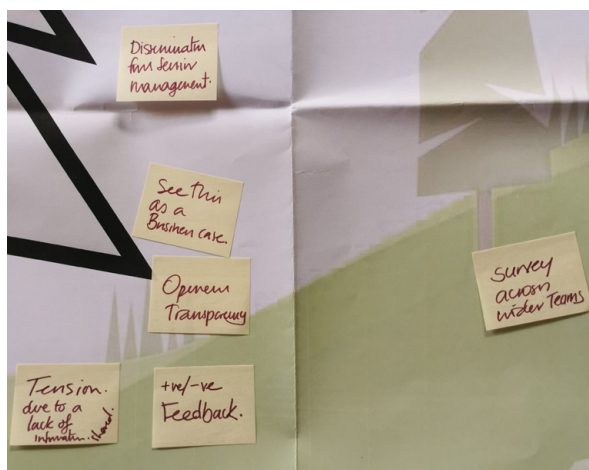
When asked whether the Swedish Government’s top-down incentive to have women making up 25% of the industry’s workforce by 2030 was changing the industry, the employee noted the statement has been helpful when working with Serneke’s leaders and People Equity consultancy firm however the target could be misunderstood to imply ‘we just need to hire more women when really the end goal is creating a more diverse workforce – we need tools to help companies achieve this target’.

The discussion further emphasised that when considering interventions looking to ‘attract’ new workforce or ‘retain’ existing talent – ‘retention is the larger of the two problems’.⁸⁸ Career development and progression criteria must not be kept ‘behind closed doors’ but openly shared with managers and employees alike to

86 Serneke Employee, Semi-structured Interview, Serneke Head Office Stockholm, Sweden (07/09/22).

87 Ibid., (07/09/22).

88 Ibid., (07/09/22).



ensure candidates are considered both on their experience, colleague feedback and potential: ‘If there is no motivation to develop people, there will be no motivation to stay’.

9.5 Summary

A dynamic discussion with Serneke colleagues demonstrated the importance of ‘practical actions set up and driven by active leadership’ with ‘open feedback’ to review and progress change.

Similarly, there needs to be clear criteria for career development / succession building; how people are treated (to prevent ‘star treatment’ due to protected characteristics); and retention accountability.

Suggested initiatives include:

- Retention accountability – acknowledge why people leave and introduce preventative actions;
- ‘Safe’ / open Feedback platforms – whistle blowing; team discussions; project milestones; annual performance reviews;
- Career Development / Promotion & Salary reviews linked to ‘power leadership skills’ and innovation/contribution to company;
- Pilot projects to analyse profit, health and safety for diverse group vs not such a diverse group.

Figure 47 (Opposite) – Serneke EDI Venn Diagram and Sailboat Reflection;
Figure 48 – Serneke Action Tree Comments

10.0 SKANSKA

10.1 Background

Working across Europe, the Nordics and the United States, Skanska is one of the world's largest development and construction companies delivering infrastructure and buildings that support healthy living and societal growth. Whether constructing a road or a particle accelerator, exploring innovative and sustainable ways to enhance the community is top priority.⁸⁹

Skanska believe that as projects require greater and greater innovation capabilities, unlocking and utilising the full potential of diverse teams with a greater diversity of thought is fundamental. They are dedicated to attracting, recruiting and advancing competent women to enlarge their talent pool in a traditionally male-dominated industry while also enforcing a zero-tolerance work culture.⁹⁰

'We know that being an inclusive and diverse company enables us to be successful, profitable and resilient, as well as providing an excellent experience for all of our employees.'

We are determined to encourage more people from under-represented groups to our industry and specifically to Skanska'.⁹¹

89 Skanska, *About Us* (Skanska Group, Sweden, 2022) <<https://group.skanska.com/about-us/>> [accessed 11.10.22].

90 Ibid., accessed 11.10.22].

91 Skanska, *Our Gender Pay Gap Report 2020 and 2021* (Skanska Group, Sweden, 2022) <<https://www.skanska.co.uk/about-skanska/sustainability/diversity-and-inclusion/>> [accessed 23.10.22].

10.2 Ongoing Initiatives

Every year at Skanska all employees sign up to Skanska's 'Code of Conduct' which provides employees with hands-on guidance to epitomise their values while various employee networks help encourage an inclusive workplace culture.⁹²

Before the pandemic Skanska UK collaborated with Timewise and Build UK on an industry-wide, flexible working programme to identify barriers and solutions to encourage flexible working practices on construction-sites.

The report was published in July 2021 and sought to encourage 'the industry to adopt more flexible working practices; make careers in construction more attractive to women; and enabling men to take on more caring responsibilities, ... [all helping] to reduce the gender pay gap in the long-term'.⁹³

92 Skanska, *Our Purpose and Values* (Skanska Group, Sweden, 2022) <<https://www.skanska.co.uk/about-skanska/skanska-in-the-uk/purpose-and-values/>> [accessed 23.10.22].

93 Skanska, *Our Gender Pay Gap Report 2020 and 2021* [accessed 23.10.22].



10.3 Workshop Discussions

Workshops took place in Stockholm and Gothenburg so key points from both group discussions are compiled below.

10.3.1 EDI Venn Diagram

Skanska employees openly agreed equality, diversity and inclusion created ‘equal opportunity, value and opportunity’ for employees who in turn created ‘better solutions’ from a ‘broader perspective; multiple ways of working;’ and ‘open-minded attitudes towards differences’.⁹⁴

One participant added that ‘inclusion was connected to mental health wellbeing, “am I good enough?”’⁹⁵ while another employee stated if you sort out inclusion, diversity will follow:

‘I’ve been on projects where we had a ‘forced diversity’ and the results weren’t that good.

*[...] If you focus on the inclusion first, then the diversity will fix itself because you can’t make it work the other way around – just bringing lots of people and then just it will happen – It might not happen’.*⁹⁶

Figure 49 – Timewise Construction Pioneers Pilot
Figure 50 – Skanska Employee Network Groups



10.3.2 Sailboat Reflection

When exploring what was pushing the industry forward (sails) participants in both workshops noted Skanska’s ‘Code of Conduct’; ‘same pay for men and women’; and ‘EDI e-learning requirements’ were changing mindsets.

Similarly, by having ‘leaders pushing for more women and younger people in the company’; ‘annual colleague surveys’; and ‘open feedback between different roles’, individuals were slowly understanding ‘why this is a problem for me?’ to then see it as an opportunity off which everyone could benefit (see textbox on next page).

On discussing aspects holding the industry back (anchors) employees highlighted that ‘never staying with the same team for the next project’ along with ‘the separate worlds of “office” and “site”’ was preventing new ways of working and thinking from becoming ‘experience’, off which the industry relies.⁹⁷

94 Skanska Workshop Participants, Skanska EDI Workshop, Skanska Head Office Stockholm, Sweden (08/09/22).

95 Skanska Workshop Participants, Skanska EDI Workshop, Skanska Head Office Gothenburg, Sweden (16/09/22).

96 Skanska Workshop Participants, (08/09/22).

97 Skanska Workshop Participants, Skanska EDI Workshop, Skanska Head Office Stockholm and Gothenburg Office, Sweden (08/09/22 and 16/09/22).

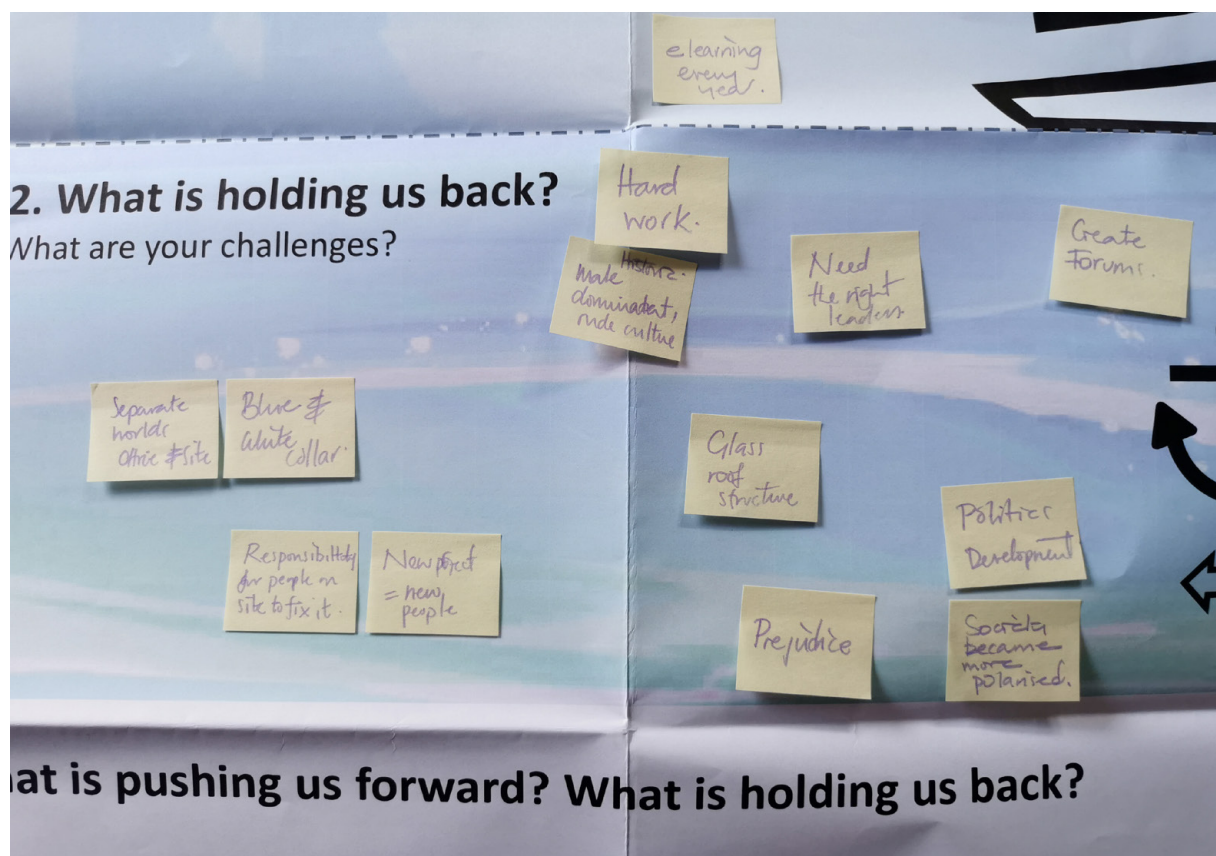
Participants also noted common misconceptions including ‘women are slower on-site therefore make less money’ and unconscious recruitment bias were preventing diversity from increasing ‘to create a tipping point’.

Participants then explored actions that could propel the industry forward with one employee reiterating that ‘safe forums to discuss EDI challenges and opportunities’ were vital to disseminate the importance of diverse teams as well create ‘rolling feedback’ to evolve from. The ‘Day in the Life training programme’ – where colleagues swap roles to better understand roles crossover e.g. Design and Operations – together with ‘an anonymous, initial recruitment stage’ would create better continuity during project development stages and ensure the best person is employed.⁹⁸

98 Skanska Workshop Participants (16/09/22).

‘We have [to help] individuals understand: “What are we doing about inclusion that is not working and why this is a problem?” If I’m a white, 40 years old male in construction, why is too few women or people from an ethnic background in the job “a problem”?’

Until they understand this as a problem, they won’t do anything to change it. [...] The next step is to teach them why [introducing] more people is a positive thing and what more people will do over time – then we will see this as a problem to solve and we are problem solvers’.





Flexible working patterns were discussed in depth with colleagues suggesting both ‘core working hours’ and ‘slightly later morning meetings’ introduced on-site to make site workplace environments more inclusive and aligned with more common, shared parenting responsibilities – ‘normal also changes’.⁹⁹

10.3.4 Role Model Journey

To close both workshops, participants were asked to share advice as role models for people joining the industry: Skanska colleagues openly agreed it was important to be proactive to ‘see problems as opportunities’; ‘ask questions and share ideas’ with the comfort that ‘the normal way doesn’t always mean the best way’.¹⁰⁰

10.4 Interview with Monica Westerberg – Head of Culture, Values and Diversity & Inclusion

Independent of both Skanska workshops, a semi-structured interview took place with Monica Westerberg, Skanska’s Head of Culture, Values and Diversity & Inclusion to gain more expert knowledge on bringing about shifts in behaviour. Here, Monica reiterated that ‘creating awareness and a sense of urgency’ is key – it is crucial you have a ‘clear Diversity and Inclusion journey’ explaining ‘why it matters to the company?’; what is the business value of D&I?; and dedicate time for employees to find out ‘what’s in it for us?’¹⁰¹

Figure 51 – Skanska (Stockholm) Sailboat
Figure 52 – Skanska (Gothenburg) EDI Venn Diagram and Role Model journey

⁹⁹ Skanska Workshop Participants (08/09/22).

¹⁰⁰ Skanska Workshop Participants, (08/09/22) and (16/09/22).

¹⁰¹ Monica Westerberg, Semi-structured Interview, Teams, Sweden (09/09/22).

Additionally, ‘feedback’ initiatives such as ‘steering cards that are linked to integrated business targets’; ‘code of conduct’; and ‘employee surveys’ ensure progress is monitored and management teams remain active/current in their involvement.

‘It’s extremely important that we don’t focus primarily on the numbers.

[Explore] what kind of culture we have? How inclusive is that culture? What kind of leadership do we have?

[...] We created initiatives within diversity and inclusion [before] 2015 but the problem was [we focused on] diversity [meaning] the culture was not inclusive so people quit.

So, you must understand what makes people feel part of belonging; what makes them feel part of the culture and the team; and what kind of behaviours are needed to create that type of workplace?¹⁰²

114 Ibid., (09/0922).



On discussing ‘flexible working patterns’ in the industry Monica noted it was important to acknowledge ‘the behavioural leap’ the pandemic caused both for technology and showing ‘working from home’ can be just as, if not more effective. However, it was also important to explore ways of working that makes people feel included thus creating a ‘cultural way of looking at flexibility’.

‘It’s something we all need to have in mind and try to help each other out and plan for that. But it’s a gradual thing and will look different depending on where you are in the business and how big the team is.

[...] The whole industry is [made up of] handicraft people who need to at work at seven at the latest, for instance, so that’s a norm across the whole business which is very hard to challenge. But as a Supervisor, you can create that flexibility and offer a fresher mindset’.¹⁰³

Finally, when asked if the Swedish Government’s top-down incentive to increase women across the industry was contributing to a cultural shift across the industry, Monica concluded we should be focusing on ‘getting more female leaders and senior leaders in production [operations in UK] not just in support units’.

Figure 53 – Skanska: ‘An inclusive organisation reflecting society’.

115 Ibid., (09/0922).

10.5 Summary

Skanska employees highlighted that just like previous attitudes towards health and safety, industry-wide behavioural shifts can occur but it takes time. It is therefore vital the industry catches up with changing norms linked with careers and parenting to become more attractive.

Participants noted time should also be given to 'ask and answer questions in a safe place', to raise competence and confidence in discussing EDI matters – 'no one wants to be the one that gets EDI "wrong". Instead, training and support should be offered to 'middle management' to set the tone of workplace environments so employees feel secure and included.

Initiatives discussed:

- Mentor programme between site and office roles;
- 'Smarter' technology – from exosuits to video conferencing/online meetings;
- Rolling communication and feedback between different roles on specific topics including EDI;
- 'A Day in the Life of' training days – more regular intervals during and between projects;
- Hidden initial stage in recruitment;
- Bonus connected to company values and behaviours.

11.1 MÅLARNA UNION

11.1 Background and Ongoing Initiatives

Målarna, 'Swedish Painters Association' is a trade union advocating for better 'working environments; employment security; loss of income protection; wages; and combating unemployment' through its negotiation with employers to form collective agreements on behalf of its 14,000 members.¹⁰⁴

Similarly, within Målarna the female network 'MIRA', 'fights against inequality and discrimination' while offering support to female members to help 'sustain and lengthen their professional careers'.¹⁰⁵

104 Målarna, *Our Organisation* (Målarna, Sweden, 2022) <<https://www.malarna.nu/om-oss/var-organisation2/>> [accessed 03.11.22].

105 Målarna, *MIRA* (Målarna, Sweden, 2022) <<https://www.malarna.nu/om-oss/var-organisation2/>> [accessed 03.11.22].

11.2 Interview with Målarna, Group discussion

On discussing aspects holding the industry back, Målarna members agreed the 'lack of consistent EDI education' has inundated the industry with 'too much jargon but no real awareness of EDI issues or a clear stance on recruitment'.¹⁰⁶ This has left many members questioning whether companies "do or do not want people from diverse backgrounds?"

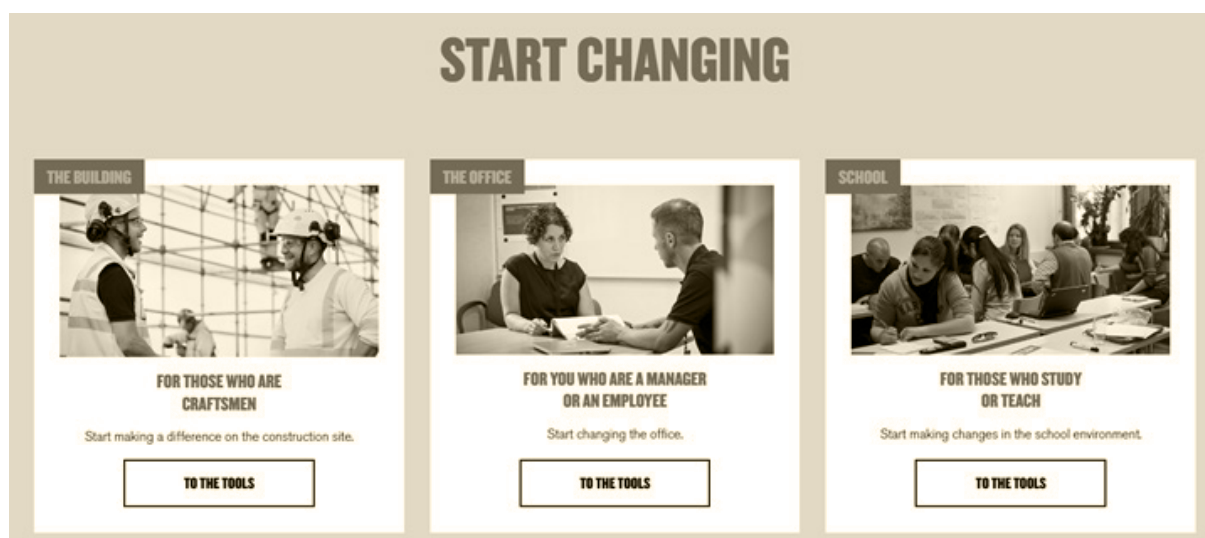
Furthermore, participants noted the way men and women were taught/treated was creating 'two different types of painters' when there needs to be a 'consistent way of teaching and treating others':

'... Women have to be 'perfect', 'neat and tidy' but people say they are then 'slow' even though the work is better quality. While men are told they are fast and make more money, but the work is poorer quality'.¹⁰⁷

106 Målarna Union Group Discussion, Semi-structured Interview, Teams, Sweden (15/09/22 and 26/09/22).

107 Ibid., (26/09/22).





When asked what was pushing the industry forward, Mälarna members mentioned the ‘Stop Macho Culture’ campaign (established by ‘Byggnads’ and ‘Bygghandels’ trade unions) was contributing to behavioural shifts by offering free online tools for employees to implement change from the bottom-up.¹⁰⁸ Additionally, participants noted that not treating EDI as ‘a women’s issue’ would accelerate ‘inclusion benefiting all’:

‘I think one of the opportunities we have is actually targeting the men in the business. Often companies are doing it wrong as they are only telling women about the inequality issue but it’s across all layers.

[...] I have a new son at home so me as a father, being with him and how I show emotions; how men treat each other; show emotions with each other; it all adds to the changing picture of “a man.”¹⁰⁹

¹⁰⁸ Stop the Macho Culture in the Construction Industry, *Home* (Stop the Macho Culture, Sweden, 2022) <<https://stopmachokulturen.nu/>> [accessed. 04.05.20].

¹⁰⁹ Mälarna Union Group Discussion, Semi-structured Interview, Teams, Sweden (15/09/22).

Even though typically there is a higher percentage of women in the painting trade compared to other trades, members reiterated that ‘better communication’ is required to publicly disseminate the benefits of working as a painter – such as good wage; usually working indoors; relatively long-term, consistent work – as well as changing misconceptions often taught at school, ‘encouraging girls to choose painting because it is easier’.

Instead, if ‘appropriate tools’ were supplied, the workplace environment would become ‘more inclusive, safer and not cause long-term health issues’.¹¹⁰

Figure 54 (Opposite) – MIRA, Mälarna Union
Figure 55 – Stop the Macho Culture Campaign

¹¹⁰ Mälarna Union Group Discussion, Semi-structured Interview, Teams, Sweden (15/09/22 and 26/09/22).

Finally, when asked if Målarna had investigated why women leave the profession, participants felt more could be done to raise awareness of prenatal health and safety as ‘pregnant women are still treated as a burden on-site rather than with respect’:

...When you start a family, you start to reflect on life so you also reflect on the painting industry – “is it harmful due to the chemicals used?”

[But due to] the jargon, “Man up, just do the work”, men keep quiet and do the work, but a mother may ask “What do I pass on to my child?”

I’ve had a lot of questions from female workers about pregnancy; how the paints affect [the body] when you’re pregnant; and how they affect you when you are a mother but never had one of these questions from a male worker. For many women there is a lot of concern as there are too many big questions marks’.¹¹¹

11.3 Summary

From both discussions, Målarna members suggested introducing the following initiatives to raise awareness of EDI understanding; redefine ‘jargon’ and ‘macho’ stigmas found across the industry; and create more inclusive workplace environments that echo rolling attitudes towards health and safety:

- Rolling education programmes
 - o Within teams – EDI discussion workshops for all colleagues;
 - o Across company – EDI ‘toolbox’ talks;
 - o Across site environment – EDI site inductions;
- Industry wide ‘information bank’
 - o To raise awareness of EDI terminology;
 - o To showcase variety of roles in the industry;
 - o To exhibit exemplar organisations;
- H&S equipment – appropriate tools for task/person to increase accessibility and prevent long-term health issues.

111 Målarna Union Group Discussion, Semi-structured Interview, Teams, Sweden (15/09/22).

12.0 CONSTRUCTION WOMAN OF THE YEAR AWARDS 2021

12.1 Emmalena Andersson, Betonmast, MYAW Founder

Emmalena Andersson, Supervisor for Betonmast, has a background in metal roofing 'but despite great professional skills, had often been told she was not good enough because she is a girl'.¹¹² By 'sharing personal accounts' across multiple platforms including construction magazines; online forums; podcasts and delivering 'inspirational 'Ted-talks' at MYAW; Emmalena is an ambitious role model committed to building an 'industry without harassment'¹¹³ and in 2021 was awarded 'Construction Woman of the Year (see section 5.2).

When asked about first experiences of the industry, Emmalena noted it was a 'power struggle' where a younger person couldn't possibly have the authority based on qualifications alone so she always had to prove herself to earn 'her place'. Emmalena reiterated the main problem was no one was 'seeing the cultural problem' so became part of the problem, even she was affected:¹¹⁴

'...if you always tell everyone "You need to be strong and stand up for yourself" you are going to turn into this 'macho' person even when you come home and you will not see it: You start not feeling

¹¹² Bygghuset, *She became construction woman of the Year 2021* (Bygghuset, Sweden, 2021) <<https://bygghuset.se/translate.google.com/2021/04/hon-blev-arets-bygghuset-2021/>> [accessed 31.10.22].

¹¹³ Plåt & Ventmagasinet, *She Fights for an Industry without Harassment* (Plåt & Ventmagasinet, Sweden, 2020) <<https://pvmagasinet.se/hon-slass-for-en-bransch-utan-trakasserier/>> [accessed 30.09.22].

¹¹⁴ Emmalena Andersson, Semi-structured Interview, Gothenburg, Sweden (15/09/22).



well and you can't see why you're not feeling well. You may be sick for a long time; you often have a cold; You're tired at night; do you yell at your kids? And that's a problem when people don't see the problem [...] we need to encourage people to talk about it'.¹¹⁵

On discussing ongoing initiatives improving the sector, Emmalena noted that 'green tags' assigned by trade unions to progressive companies were beneficial as they 'encourage good practice' and attract future talent to join the organisation.

Figure 56 – Emmalena Anderson, Interview with Plåt & Ventmagasinet, 2020

¹¹⁵ Ibid., (15/09/22).

Similarly, by introducing more ‘flexible working patterns’ for certain tasks, supervisor roles on-site could be freed up to make their time more efficient. However, when asked what other aspects were holding the industry back, Emmalena felt there was a lack of employment flexibility as ‘part-time roles did not exist’; while the 2030 Government incentive appeared ‘tokenistic’ when what the industry needs is ‘talented people who have the skills’ to be there.

Finally, Emmalena emphasised that ‘encouraging more people to open up about mental health and wellbeing’ was vital as ‘fewer and fewer people want to work in a tough, macho work environment’.¹¹⁶

116 Emmalena Andersson, Semi-structured Interview, Gothenburg, Sweden (15/09/22).



12.2 Melkam Tebeje, Veidekke

In 2018, Melkam Tebeje emigrated to Sweden from Ethiopia with an Engineering degree and a baby due in weeks. Since then, Melkam has worked tirelessly to learn a new language, navigate a different culture as well as start a new role as Production Manager at Veidekke. In 2021, Melkam was awarded ‘Most Inspiring Story’ as part of the ‘Construction Woman of the Year’ awards with external praise for her drive to show ‘women and immigrants that possibilities exist’.¹¹⁷

Melkam’s first impressions of the industry were positive as the ‘safety level and working environment were better’ and ‘more welcoming for women’ compared to Ethiopia.¹¹⁸

However, when asked what still needs to be improved, Melkam noted the ‘macho culture leading to talented people leaving:

‘Another challenge is the ‘macho culture’ – it pushes out [people] who have come into the branch [until] they quit or change companies.

*There needs to be a culture change, more conversation about it in the workplace and then support. [...] It starts from there’.*¹¹⁹

117 Bygginustrin, *I want to inspire women and immigrants and show that possibilities exist* (Bygginustrin, Sweden, 2022) <<https://www.bygginustrin.se/arbet-sliv/byggfolk/veidekkes-melkam-tebeje-jag-vill-inspirera-kvinnor-och-invandrare-och-visa-att-mojligheter-na-finns/>> [accessed 31.10.22].

118 Ibid., [accessed 31.10.22].

119 Melkam Tebeje, Semi-structured Interview, Teams, Sweden (09/09/22).

On discussing ongoing initiatives that were contributing to change, Melkam noted parental leave policies help ‘encourage women to participate in the industry’ as they represent ‘the society we want where parents are equal’.

Similarly, the increasingly more common parental-leave policies also encourage men and women to be active in their careers and family life, while generating competition between progressive companies to attract the best talent.

12.3 Summary

Discussions with Emmalena and Melkam emphasised the importance of brave, active role models and the following ongoing initiatives are driving change:

- Role Model Recognition /Awards (e.g. The Construction Woman of the Year);
- Story Telling – inspirational talks;
- Flexibility in Roles – ‘part-time’; using technology to make roles more efficient;
- Parental policies that benefit all new parents.

Figure 57 – Melkam Tebeje, Veidekke, Interview with Byggindustrin

13.0 PEOPLE EQUITY

13.1 Interview with Hedvig Öster – Founder of People Equity

In 2020, Hedvig Öster founded People Equity with a vision to ‘reinforce societal equality’ by working with the companies of Tomorrow to help them thrive from ‘a truly diverse and equal workplace with structured recruiting processes, data-driven decision-making and strong leadership’.¹²⁰

With extensive diversity and inclusion experience as ‘Executive Search’ in the finance sector and ‘Talent Manager’ within private equity, Hedvig has recently been working with construction companies, including Serneke, to develop different recruitment strategies and assess company values against actual behaviours to build consistent growth.¹²¹

Figure 58 – Global Diversity, Equity and Inclusion Benchmarks (<https://dileaders.com/gdeib/>)

120 People Equity, *About the Idea* (People Equity, Sweden, 2022) <<https://www.peopleequity.se/about>> [accessed 23.07.22].

121 Ibid., [accessed 23.07.22].

On discussing first impressions of the construction industry, Hedvig noted the sector echoed the finance industry – ‘instead of expensive suits, here you have neon jackets, underneath is basically the same ‘old’ point of views on diversity’¹²² – however, unlike the finance sector, the construction industry had much to catch up on as ‘culture is everything’:

‘Having an authentic and strong culture is key when building a people's organisation and sustainable growth.

*The combination of behaviours, systems, and practices, all guided by values is what creates a culture where great people stay and thrive’.*¹²³

When asked how People Equity assists shifts in company culture, Hedvig noted ‘the first conversations are key – ‘you can’t blame anyone

122 Hedvig Öster, Semi-structured Interview, Serneke Head Office, Stockholm, Sweden (29/08/22).

123 People Equity, *About the Idea* (People Equity, Sweden, 2022) <<https://www.peopleequity.se/about>> [accessed 23.07.22].



as no one had asked them to do anything different [...] and it had always worked before'.¹²⁴ Instead, we demonstrate that 'where companies have diverse boards or a diverse top management team, they have a stronger financial performance' so now is the time to 'use a new tool – diverse teams':

'You can't really afford not to do this – if not you, your competitor will'.¹²⁵

Hedvig later pointed out that construction companies didn't seem very good at interpreting EDI data so more needed to be done to better understand 'what' was being measured with credible EDI benchmarks, such as the free 'Global Diversity, Equity and Inclusion Benchmarks', utilised.¹²⁶

'It's easy to say "it's 50/50 here" but if a fifth of your organisation is also made up of systems where you have 100% female representatives, I'm not really sure I would call that diverse.

But if you look at the 'deal teams', where the core business and actual decisions are made, then it's more like 90/10. [...] I don't think you should go out and brag about being 50/50 as you can skew numbers anyway you want'.¹²⁷

'progression barriers' was highlighted as an area where companies could improve to better understand 'what happens every time you go up a level?' By installing a clear, well-communicated, progression criteria and collaborative career pathway discussions, it ensures the opportunity of promotion is equal to all and demonstrates different skill sets are valued:

'It's not like the people with very specific, specialist skills are getting responsibility for big projects, for example, it's the guy who's standing on the barricade screaming about all the other big projects that he has done.

Whereas, if you do small projects, you will keep doing small projects and not be promoted at the same pace. There is status from the kind of projects you do so it's very important to setup your organisation [so] you can always slice and dice your organisation in any sort of way you want to'.¹²⁸

On discussing initiatives contributing to cultural shifts, Hedvig noted the Swedish Government's 2030 incentive has been 'helpful to lean back on' when developing EDI business cases but 'could have been communicated better' as some construction companies 'weren't aware of the statement'.¹²⁹

Additionally, investigating and recognising

¹²⁴ Hedvig Öster, (29/08/22).

¹²⁵ Ibid., (29/08/22).

¹²⁶ Global Diversity, Equity and Inclusion Benchmarks, Global Diversity, Equity and Inclusion Benchmarks (GDEIB, White Heat Design, 2022) <<https://dileaders.com/gdeib/>> [accessed 30.08.22].

¹²⁷ Hedvig Öster, (29/08/22).

¹²⁸ Ibid., (29/08/22).

¹²⁹ Ibid., (29/08/22).

Similarly, Hedvig emphasised new initiatives should not just be about ‘how do we make it easier for women to work in construction’ but more ‘how do we create a more human place for everyone?’ This is especially the case for parental leave ‘pay’ policies:

‘If you want people to go on parental leave, it should be equally easy for men as for women because [currently] we have men who don't take their parental leave and that's a problem.

[...] We need a model that works for everyone. [However], you can do whatever policy you want but if the culture is that when you leave at three to pick up the kids, people look at you and think “There she goes again”, it won't matter how much money you get, it will not be perceived as something good and you won't feel great doing it’.¹³⁰

Lastly, Hedvig explained why ‘flexible working’ should be seen ‘more as a situation rather than the solution’. Instead, it is important to acknowledge ‘flexing working’ will look different for different teams and businesses – ‘leaving the house at 05:30 for a 07:00 meeting may suit some people but for parent, there’s no way they would leave their child in the cold for three hours before kindergarten opens at 08:00’.¹³¹ Instead, ‘flexible working patters’ require communication between employees, managers and teams and should be driven by a clear organisation policy encouraging communication between colleagues.

¹³⁰ Ibid., (29/08/22).

¹³¹ Ibid., (29/08/22).

13.2 Summary

Discussions with Hedvig emphasised how important it is for leaders to truly understand company demographics, focus on company culture to attract and retain talent and see ‘diverse teams’ as a new tool to generate sustainable growth. Hedvig also reiterated that competitors could copy your processes and systems, but a company’s culture is truly authentic so should be moulded by both Employee and Employer to create environment where both can thrive.

Lastly, Hedvig reiterated the Swedish Government’s target was a good start but without company support, economic fundings and more clarity on how the 25% would be achieved, was only used as a line in the sand.

Discussed initiatives included:

- Evaluate career development and succession pathways – is there internal unconscious bias?
- Family friendly policies – to encourage both parents to take parental leave and return to work;
- Flexible ways of working to develop an authentic culture based on behaviours, systems, and practices;
- Utilise ‘Global Equity, Diversity and Inclusion Benchmarks’.

14.0 CONCLUSIONS, FUTURE RESEARCH AND CHALLENGES TO THE INDUSTRY

14.1 Survey Findings

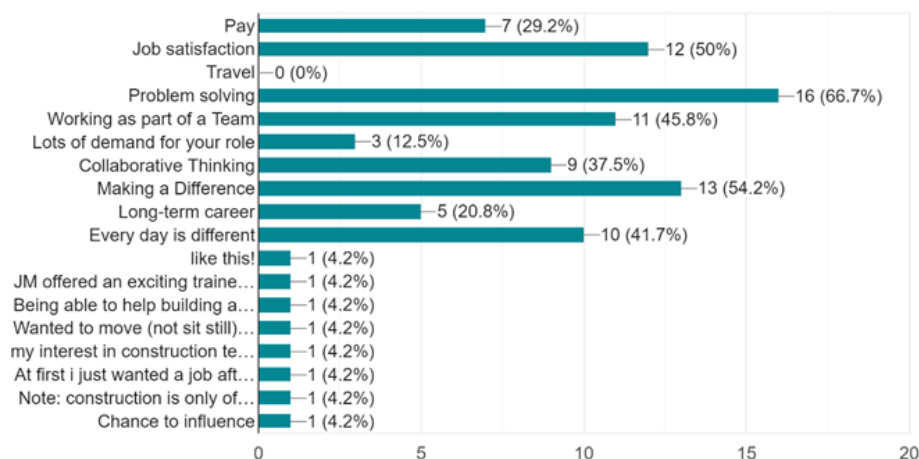
Workshop participants and interviewees completed an online survey (Appendix 16.3) to follow on from EDI discussions; investigate how influential Government driven incentives can be; and how 'good practice' could be showcased to drive change. The first initial questions looked to gain a better understanding of why people chose

a career in construction; what skills they use; and the perception of EDI across the industry.

Here, most people thought equity, diversity and inclusion is perceived above average/well across the industry with a third of people stating it was below average. While problem solving, creative thinking and collaboration were highlighted as the top 3 skills.

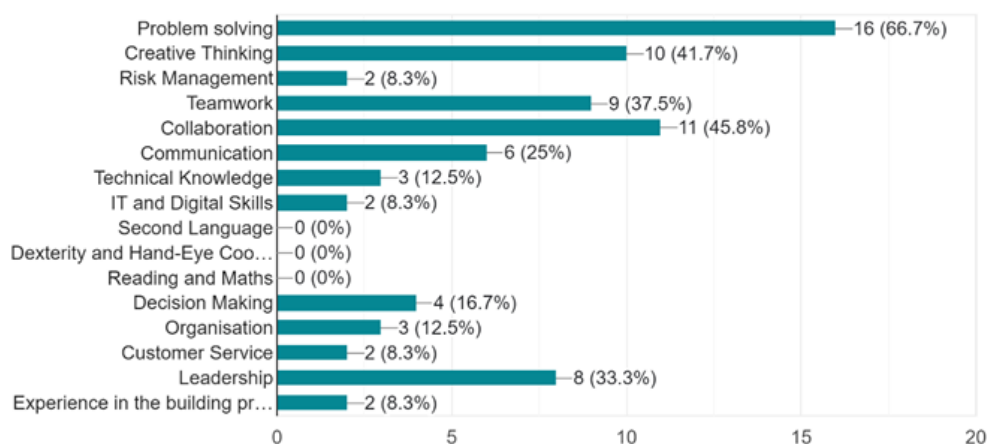
Question 2 - Why did you choose a career in Construction?

24 responses



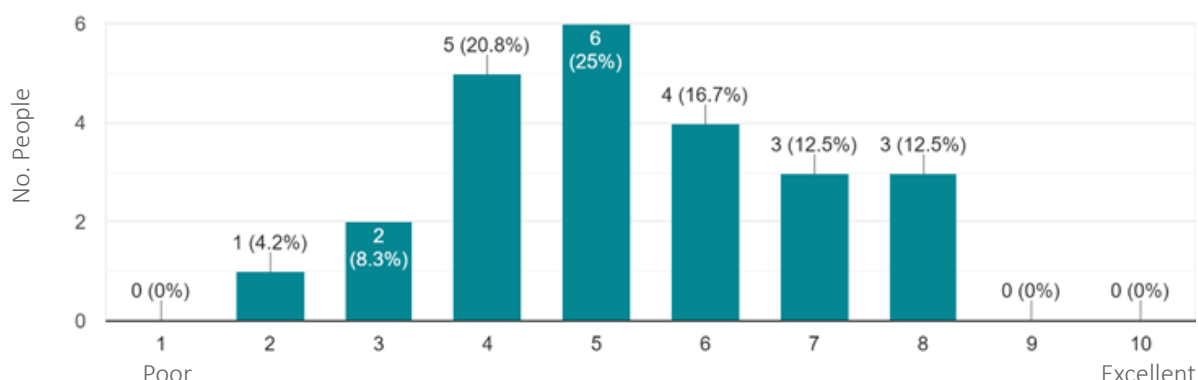
Question 3 - What are your top 3 skills that you bring to your role?

24 responses



Question 5 - How do you think Equality, Diversity and Inclusion is perceived across the industry?

24 responses



The survey then looked to better understand what could be done to improve the public image of careers in construction and if candidates had seen good or bad examples of inclusion, equality, and fairness at work.

Most people noted the industry needs to 'show it is changing and willing to change' to improve public perceptions as well as showcase exemplar projects, initiatives and inspirational stories:

- *Promotions at schools with EDI culture awareness starting at school;*
- *Show case other skills needed in the industry – problem solving, innovation, high-tech solutions and managing people;*
- *Marketing campaigns – different people, skills, roles;*
- *Showcase good practice examples and inspiring stories.*

Examples of 'Good practice' included 'zero tolerance policies'; 'company networks and

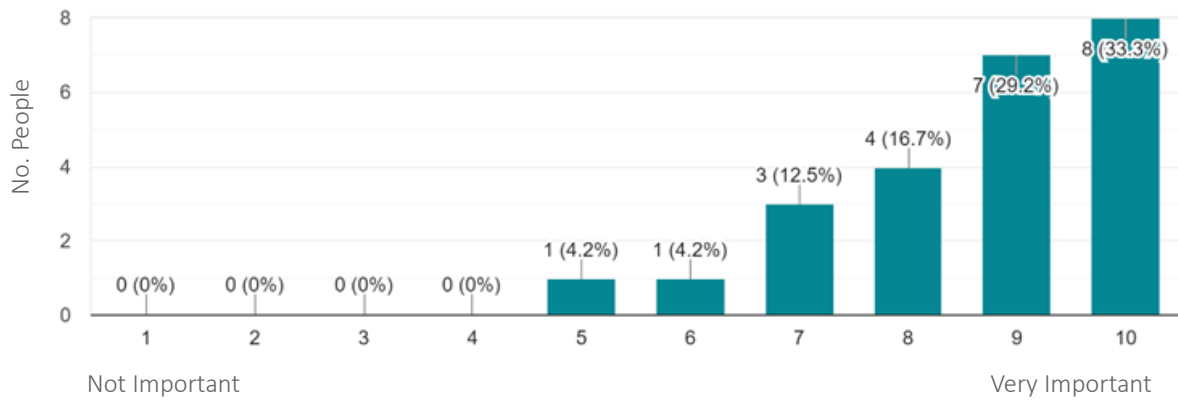
apprenticeship programmes (not just for women)'; and 'rolling EDI training':

- *Female sanitary products on-site;*
- *Inclusive, anonymous recruitment;*
- *Employing refugees as they have the skills we need – help them with learning the language;*
- *Collaboration at college;*
- *Revamping parental leave policy to facilitate women to manage work and family;*
- *Senior Managers to devote three actions that increase gender diversity in their team.*

The survey then asked whether the construction workforce should represent society and how influential the Sweden Government's top-down incentive to increase the number of women in the industry by 2030.

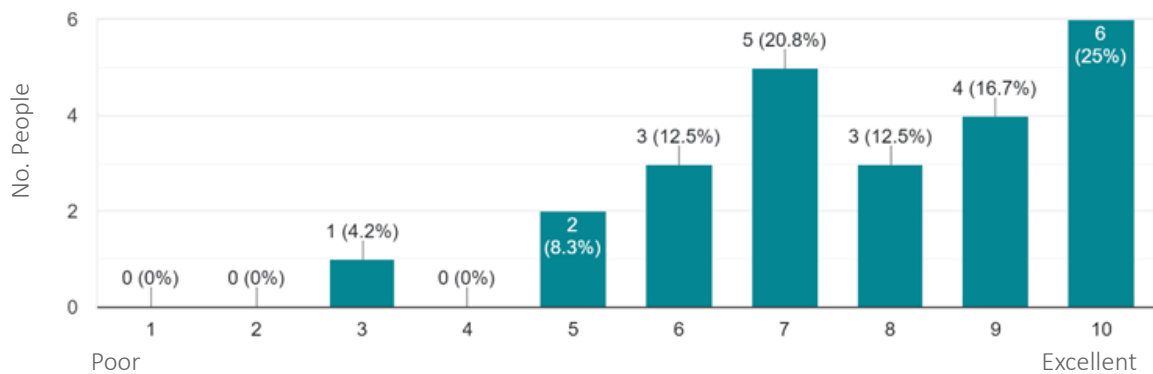
Question 9 - How important is it that the construction workforce is representative of society?

24 responses



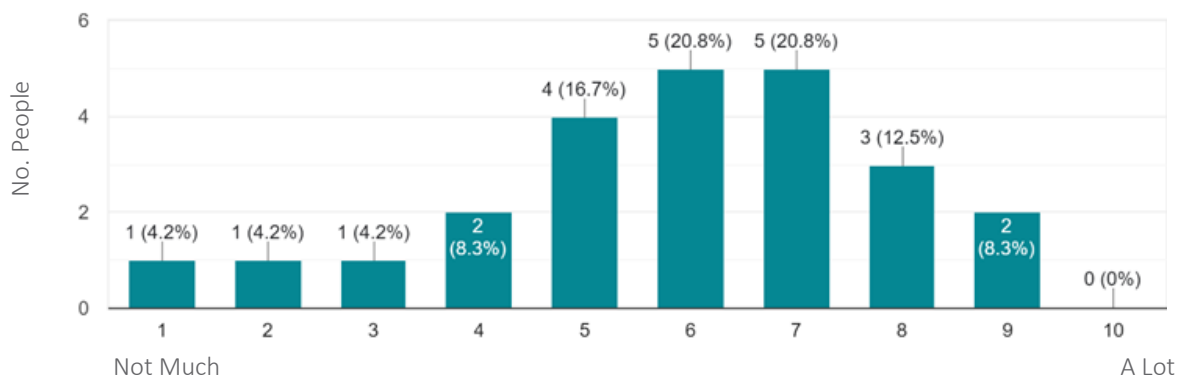
Question 11 - Do you think the Government's goal to make 25% of new employees be female by 2030 is improving equality, diversity and inclusion across the sector?

24 responses



Question 13 - How much do you think the Government's target to have 25% of new workers within the construction sector by 2030 to be female, has impacted recruitment in construction the industry?

24 responses



Most people thought the construction workforce should represent society demographics. Whereas for the Government's incentive, most people thought it was promoting EDI and helping recruitment but the responses were a wider spread. The survey then looked to better understand how influential 'contacts' were to get a job as well as exploring where else job vacancies could be advertised.

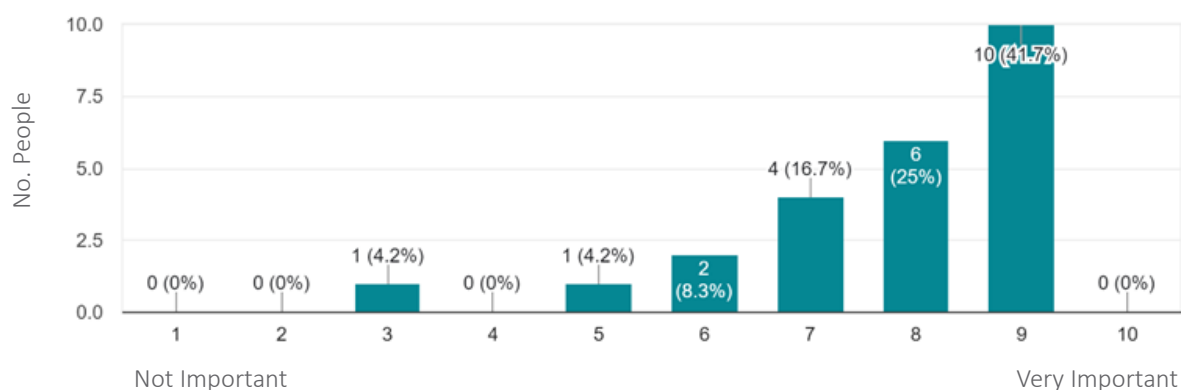
Here, candidates strongly felt that 'who you know' does make a difference when getting a job while most people felt 'career development; social media campaigns; showcasing 'work-life balance'

and competitive salaries and benefits' would encourage more people to join the sector. The most effective places to advertise vacancies were the following:

- *Online – LinkedIn; social media; Employers' websites;*
- *In places where most people are – bus stops; train stations; subways; adverts on TV; Banks, Health care;*
- *School Fairs; College and Universities.*

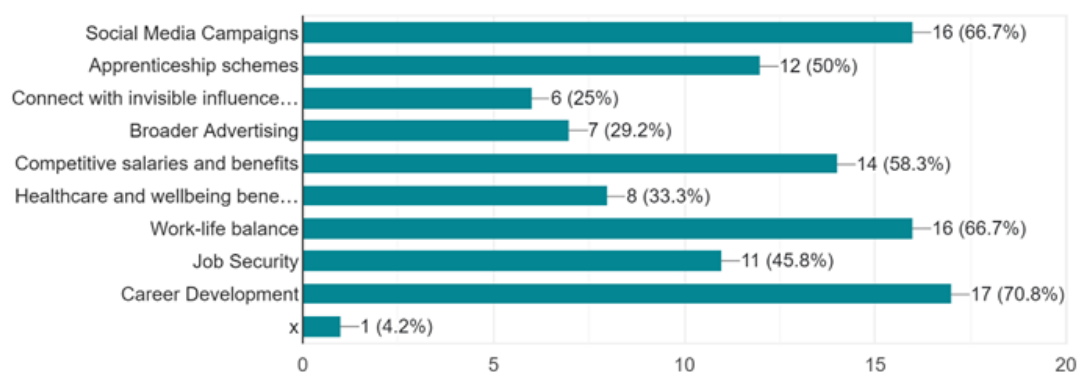
Question 14 - How important is 'who you know' that helps you find a job in the construction industry?

24 responses



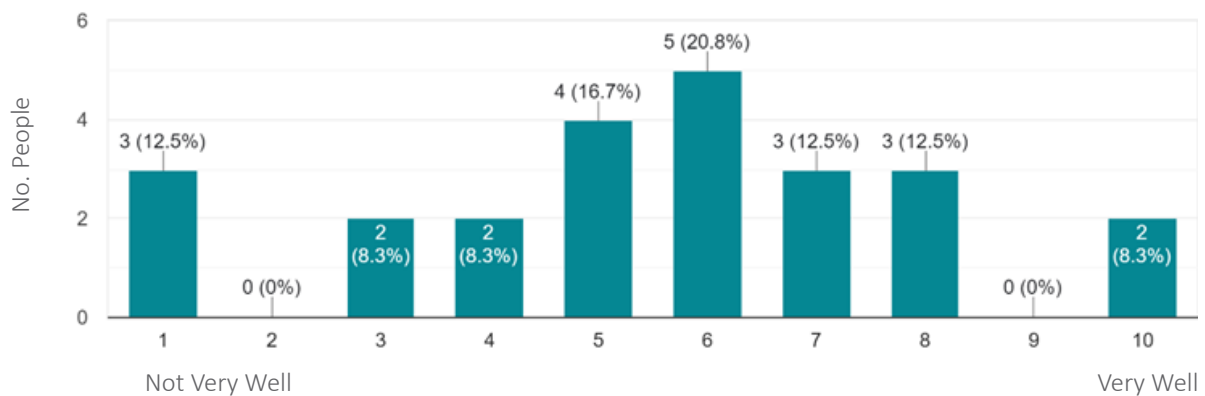
Question 16 - Other than approaching schools, how else can we encourage people to join the construction sector?

24 responses



Question 17A - How much do you think 'flexible working' would work across the site based roles?

24 responses



Candidates were then asked how well 'flexible working' could be introduced on-site; how to encourage more women into site base roles; and what should be the next step to improve EDI across the industry.

Here, most people felt 'flexible working' could be implemented on building sites but several candidates believed it would not work. When asked to explain their answers, candidates strongly felt 'it would depend on whose terms; what site and what works were taking place'.

Additionally, Employers need to provide better workplace environments and support middle management to encourage teams to explore what works for them during different stages of a project.

- Families with small children are more common nowadays so flexible working hours are a must;*
- Building requires people to work as a team in one place. The construction sector must have its working hours 07-16;*

- Even with site based roles, you still need to work alone for different tasks that could be done from home;*
- The amount of planning required to ensure everyone works together if some people are on-site at different times may become less productive;*
- Shutdown over Summer needs to change;*
- Maintenance could adjust to flexible working hours;*
- We need to focus on society's assumptions that women will pick up all the 'home/ children' tasks. Men and women need to take the same responsibility for family life.*

As for exploring how to encourage more women into site base roles, participants noted more discussions at school would encourage younger pupils into the industry while Employers should take more responsibility to create inclusive environments on-site, encourage flexible working

pattern and drive out sexist / macho behaviours:

- *Improve work/life balance, shows that you are serious with your ethics and work environment; and possibilities for development and representation;*
- *Spreading knowledge especially to men on how beneficial and important it is to have diversity – breaking the old culture of “being tough to be included” and the culture that “women are so emotional”;*
- *Marketing – develop better tools and routine for making it possible to do the same heavy work; clothing that fits properly;*
- *More than one woman on-site so not to be recognised as “the woman”;*
- *Role models – a change in society of who takes care of the kids, leaving them at school and so on;*
- *Having more women in senior roles and*

top management would show women at all levels that a long career in the industry can be done;

- *Stop telling women they can’t do the job, accept pregnancy and family life!*

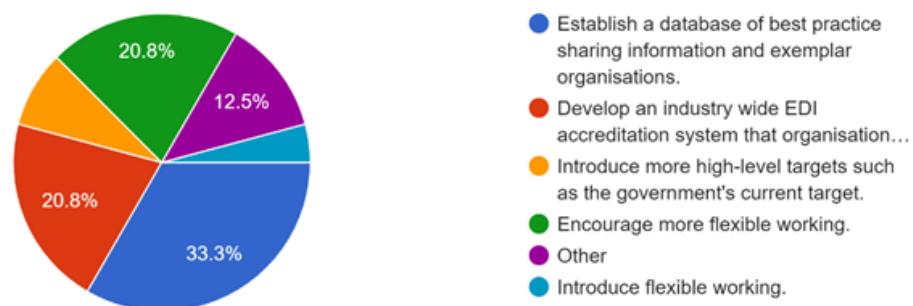
Lastly, most people felt a database of best practice sharing information and exemplar organisations should be the next step to promote EDI across the sector with a few participants adding that ‘employers and trade unions need to work together to create the structure the industry needs to get more people to apply’.

They also need to ‘collaborate with Government to change how construction is discussed during career advice sessions at school so students aren’t advised not to join it’.

Figure 59 – All Images in Section 14.1 represent collated survey responses from Sweden Stakeholders

Question 19 - What should be the next step to improve equality, inclusion and diversity across the construction sector?

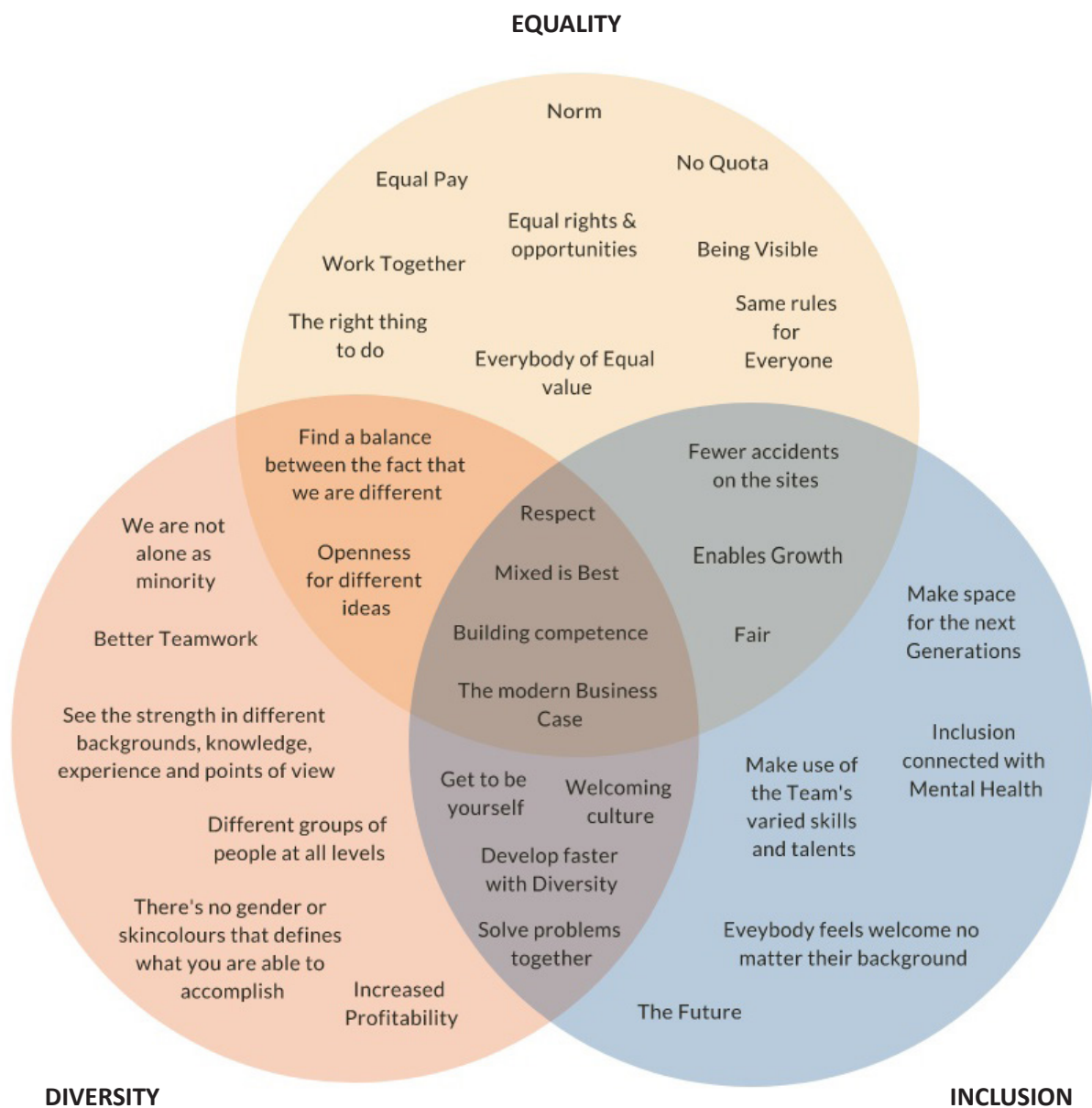
24 responses



14.2 Initiatives Conclusions

On review of all workshop discussions, interviews and survey responses, it is evident 'equality, diversity and inclusion' means multiple things to each participant. However, across all Stakeholders there is a strong, mutual understanding that 'brave leaders actioning EDI strategies' will 'build competence'; 'evolve companies' and 'mixed teams are the most effective' – EDI is the new business case for sustainable growth.

Figure 60 – Combined Sweden Stakeholders
EDI Venn Diagram



Sweden stakeholders identified numerous aspects pushing the industry forward (sails) with 'strong company values'; 'innovative marketing' and 'employee feedback cycles' being key to making the industry more inclusive and attractive.

However, it was also evident that if 'EDI is high on the agenda' but no one with the authority is present to action suggestions created during EDI discussions, enthusiasm will fade; passionate people will leave; and the process repeats itself – It's time to break the Echo Chamber.

Similarly, Sweden stakeholders reiterated many aspects holding the industry back (anchors) were based on preconceived opinions associated with gender and stereotypical roles rather than reason or actual experience. Twinned with these aspects

are 'old school' aggressive behaviours towards other workers to 'just get the job done' which has broken down collaborative working and created an 'us vs them' hostile climate – For EDI to be truly embedded, workers need to be informed better to view EDI as an opportunity to be part of a more effective and therefore more profitable team.

This has been exacerbated by public misconceptions of what skills are required across the industry and renowned prejudice environments all leading to careers in construction not only being dismissed but also actively discouraged – instead we need to showcase good practice and sought-after skills to generate an updated 'face of construction'.

It is also alarming how many female employees felt they would not progress into leadership as



Figure 61 – Combined Sweden Stakeholders 'Sails'

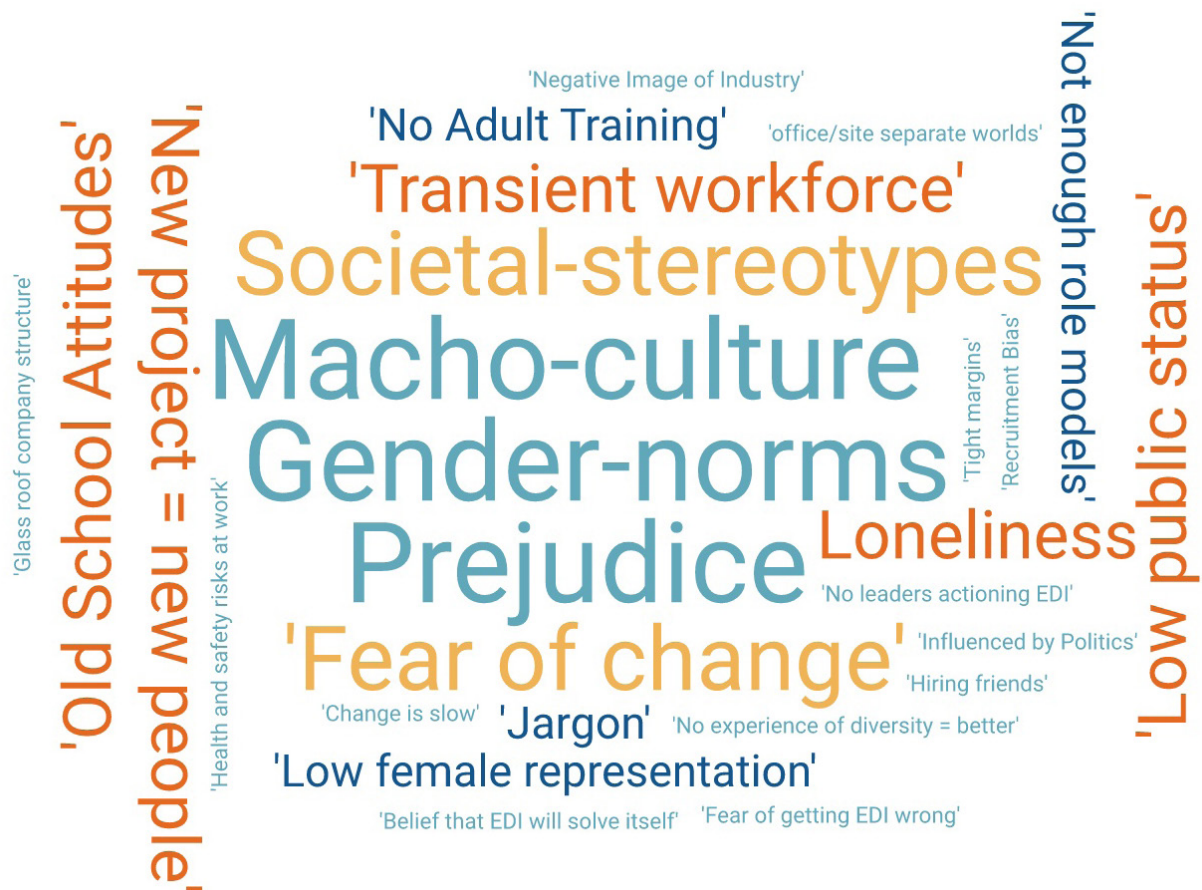


Figure 62 – Combined Sweden Stakeholders ‘Anchors’

their skills weren’t recognised as valuable and only certain people with ‘stereotypical skills’ progressed into leadership with career paths and promotion criteria hidden – ‘if you can’t see it, you can’t be it’.

It is vital the industry dramatically changes attitudes towards equity, diversity and inclusion as an opportunity to overcome the skills shortage and retain evolving talent. It is not enough to simply speak to schools in the hope younger people will join the sector when the industry needs to change from within to become more aligned with modern living. This includes the Swedish Labour Market Model as, even though respected abroad, it is conservative whereas the sector is calling for a radically different approach.

Now is the time to engage with the ‘real data’ to better understand business demographics as potential skills gaps as well as analyse career pathways and family friendly policies to prevent primary carers (often the mother) from losing out on experience required to progress into leadership. Family friendly policies should also enable secondary carers (often the father) to take parental leave without ridicule or economic repercussions.

Additionally, it is important Employers truly comprehend the delicate balance between creating an inclusive environment and producing ‘star treatment’ for a particular demographic – gender, ability and race networks should coexist with ‘everyday life’ forums discussing everything

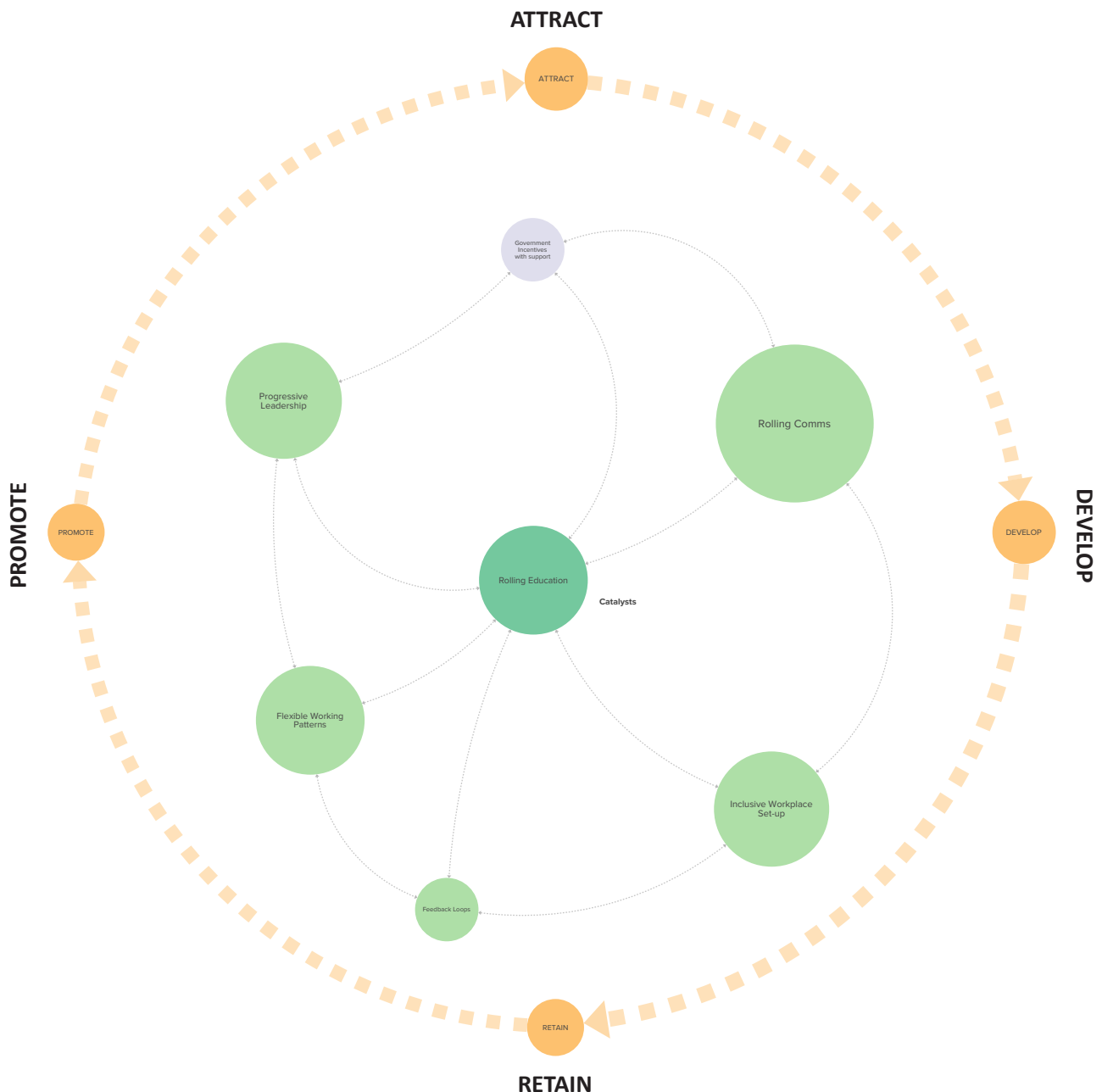
from mental health; families; menopause; seniors to retirement and long-term physical health. Meanwhile, different ways of working and rewarding 'good' managers are vital to both develop and retain talent as well as ensure EDI ambitions aren't considered surplus but integral characteristics of a modern leader.

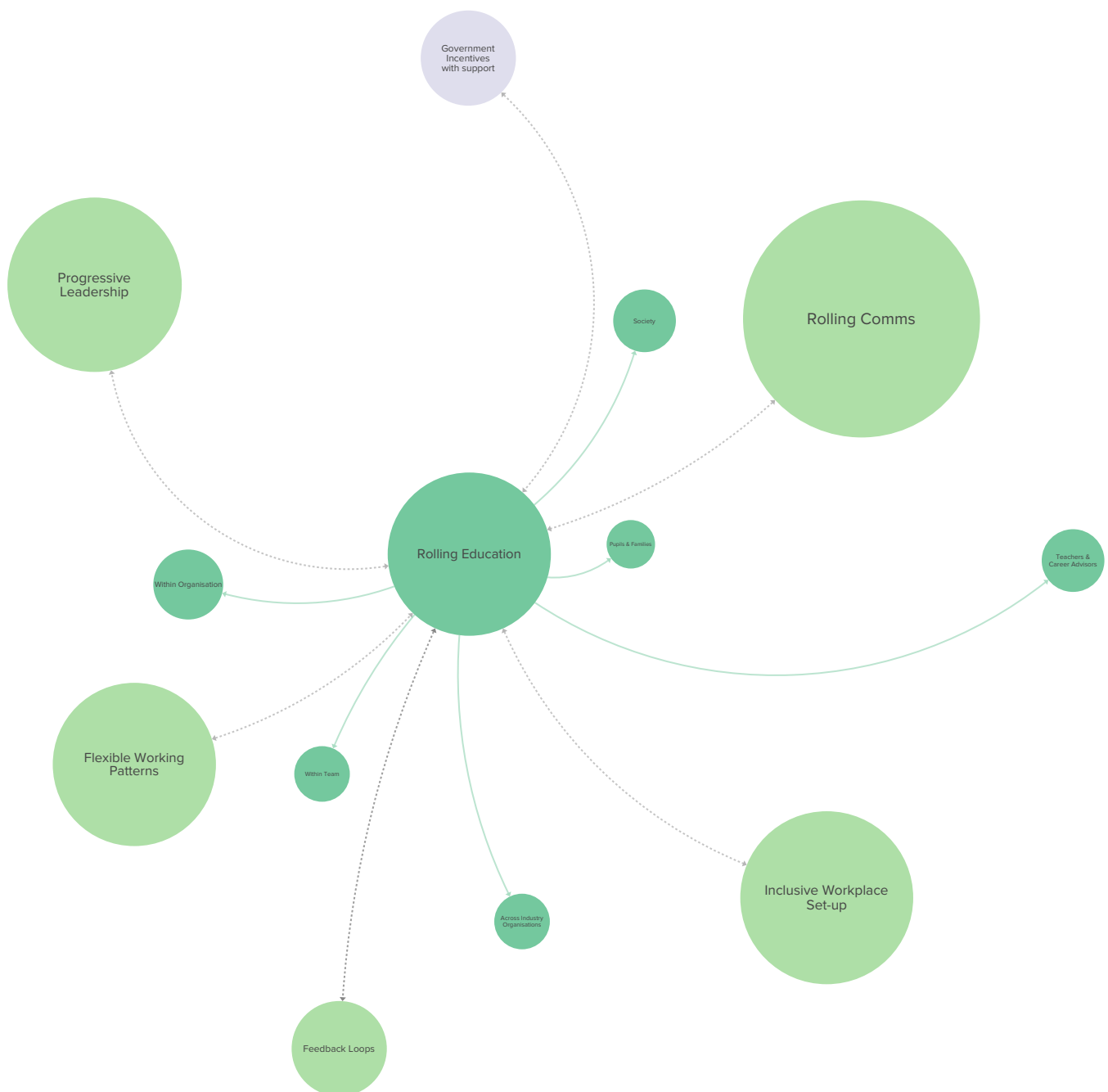
Nevertheless, now is the time to see this systemic problem as an opportunity to evolve from. From this research, there appear to be 4 connected focus areas – **Attraction; Development; Retention and**

Promotion – with 7 connected 'catalysts' feeding into each step of the cycle:

- Rolling Education;
- Rolling Communication;
- Inclusive Workplace Set-up;
- Feedback Loops;
- Flexible Working Patterns;
- Progressive Leadership; and
- Government Incentives and Support.

Figure 63 – Industry Change Cycle & Catalysts
Figure 64 (Opposite) – Rolling Education: A Multifaceted Approach





14.2.1 Rolling Education

Depending on the stakeholder, different education initiatives are required. We must understand that talking to schools will not re-educate the public's opinion of the industry – multiple approaches are required.

All education interventions need to be rolling to raise awareness of EDI and opportunity to address the skills gap; creating 'diverse teams' which research has shown are more effective and dispel conflicting jargon and misconceptions of

the 'modern face of the industry'. Government interventions are key to educate stakeholders' 'old-school' opinions of the industry while also providing the industry support to create a more desirable culture.

Suggested initiatives include:

- Skills Q&A podcasts;
- Project open days for local community;
- A Day in the Life of'... Team awareness days.



14.2.2 Rolling Communication

Rolling communication should be both online, across different social media and 'in person' to connect with different industry stakeholders.

As Generation Z are the first 'digitally-native' generation and more reliant on social media than any generation before it and spend most of their time on YouTube', focus should be given to 'show' different roles, skills and people already within and/or needed across the industry – 'if you can't see it, you can't be it'.

Suggested initiatives include:

- 'Life Behind the Hoarding' Vlogs;
- Innovative Marketing Campaigns (bus stops/ train stations; youth groups; Tik Tok and learn from other sectors such as the Gaming industry);
- 'QR' code on hoardings & newsletters updates.

14.2.3 Inclusive Workplace Set-up;

Proactive leaders must action inclusive workplace set-ups across both 'office' and 'site' environments to elevate EDI understanding across the workforce; reduce jargon and demonstrate that modern, diverse teams need modern workplaces, same as modern health and safety requirements.

Similarly, we must collaborate with the supply chain to set the standard by encouraging frequent feedback to improve collaboration and inclusion across all workplaces.

Suggested initiatives include:

- Rolling EDI Toolbox Talks;
- Facilities for All;
- Refer to and implement GDEIB benchmarks;
- Inclusive site inductions – multiple languages including Health & Safety and EDI;
- Introduce rolling feedback processes;
- EDI discussion workshops such as BECM Template (Appendix 16.4).

Figure 65 – Rolling Communication

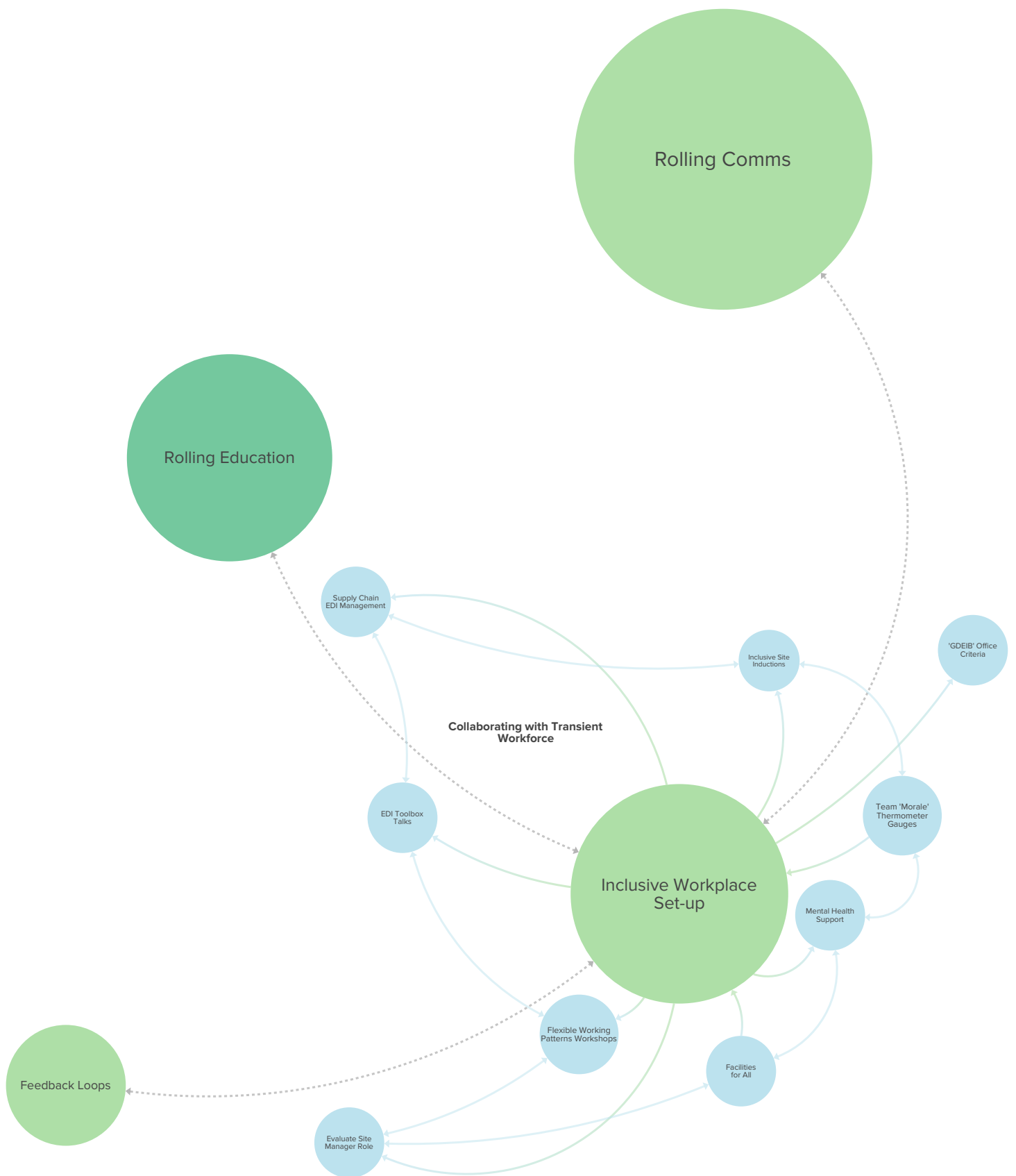
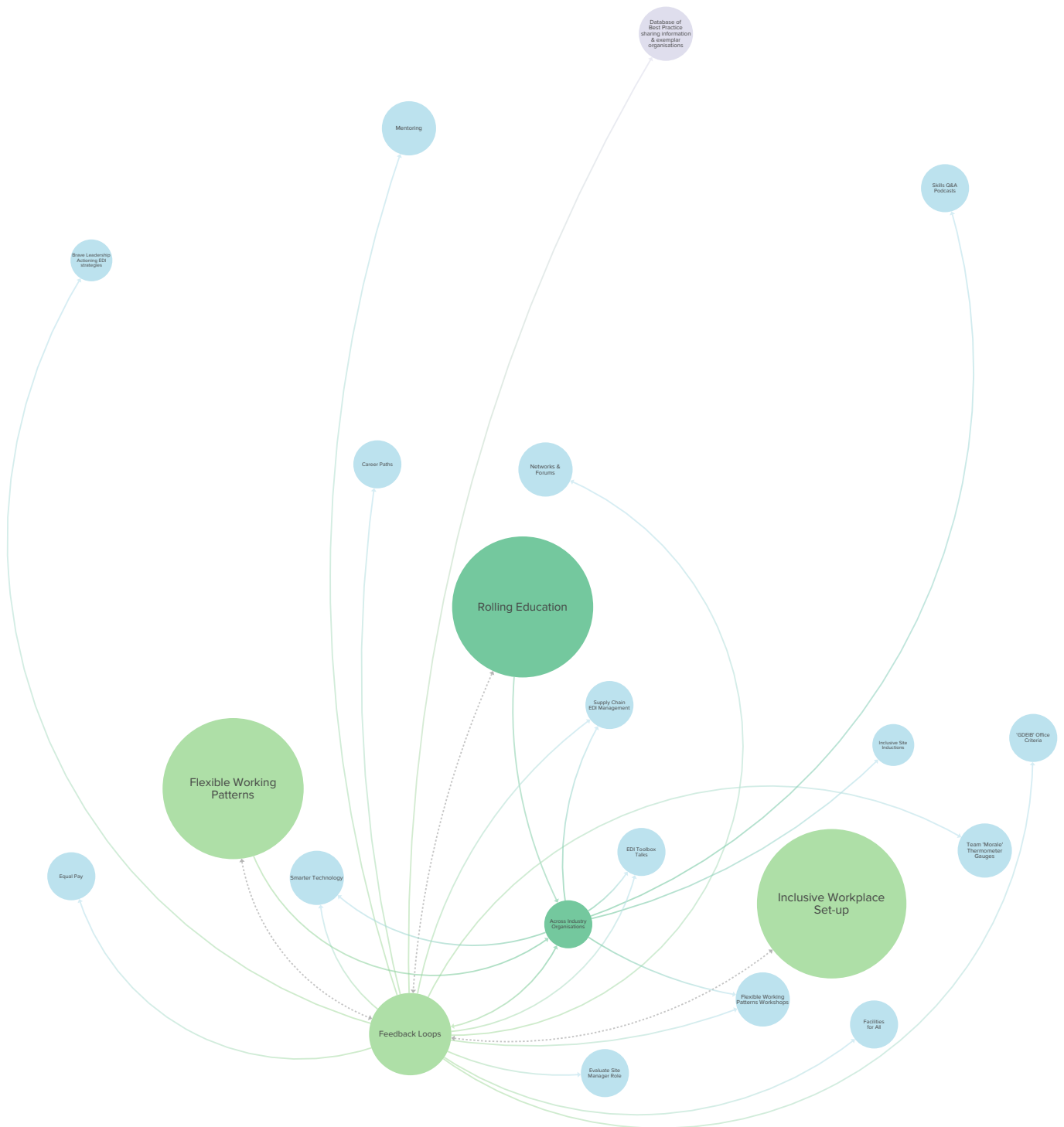


Figure 66 – Inclusive Workplace Set-up
 Figure 67 (Opposite) – Feedback Loops



14.2.4 Feedback Loops

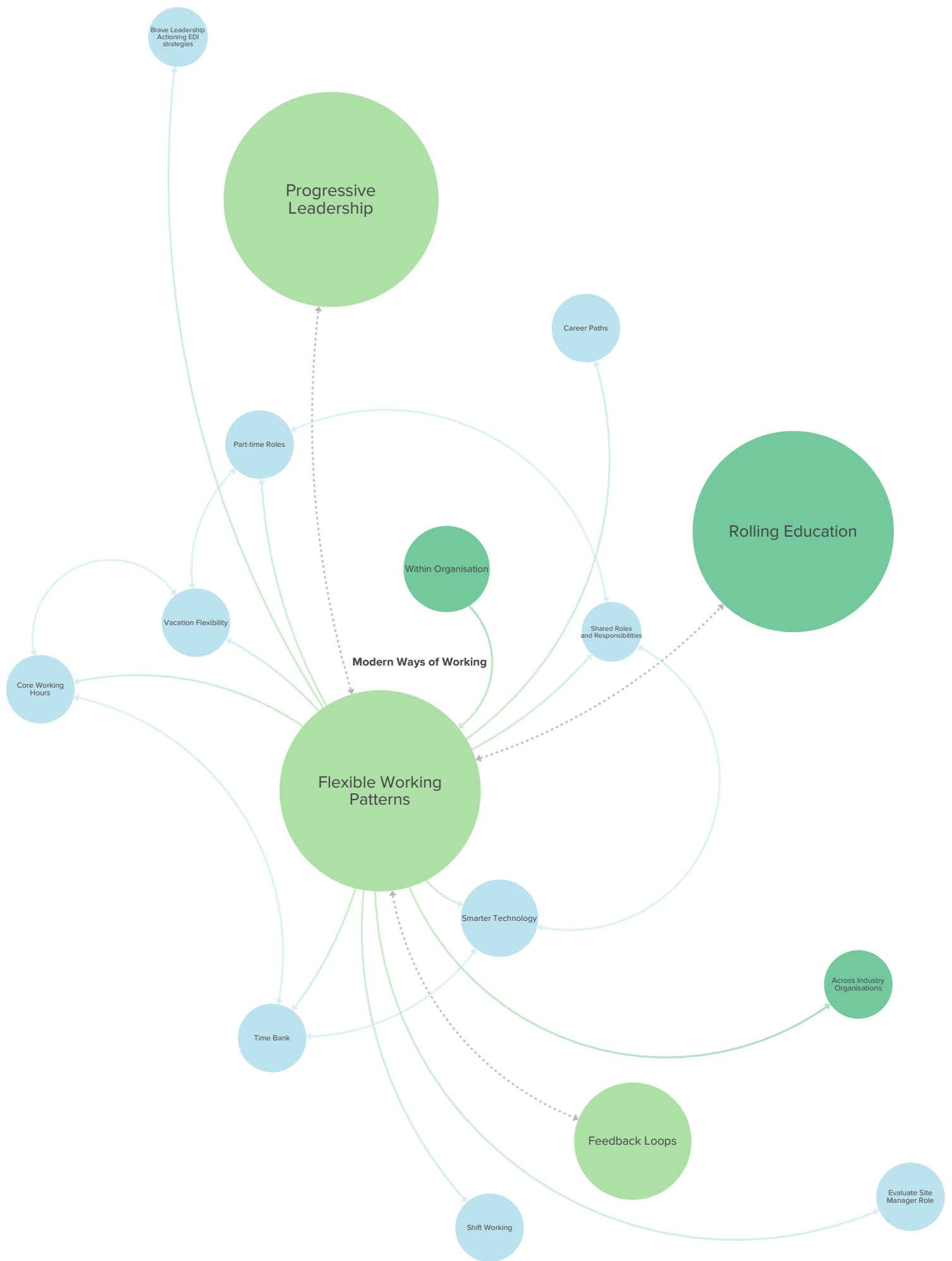
Feedback helps develop, retain and promote talent into progressive leaders to then re-start the cycle.

Again, depending on different stakeholders, feedback loops would focus on different skills, relationships and roles – from internal team morale/risks and opportunities for growth; to relationships with subcontractor’s transient workforce and how using smarter technology

harnessed during the pandemic could rationalise key roles to develop and promote current talent – career pathways need to be a two-way street.

Suggested initiatives include:

- Team Morale ‘thermometer’ gauges’ during project life cycle;
- EDI / flexible working patterns discussions workshops with supply chain;
- Evaluate Site Manager Role.



14.2.5 Flexible Working Patterns

Company leaders must acknowledge that until there is a culture that explores and supports flexible working patterns to enable diverse teams to thrive in both 'office' and 'site' workplace environments, they are permitting discriminatory and exclusive work principles.

Instead, proactive leadership should action explore and utilise flexible working patterns in ALL office environments as it is not only a key attraction and retention driver, it allows teams to work effectively for the task at hand – flexible working pattern are a modern 'tool' to be more effectively utilised.

Suggested initiatives include:

- Shared roles and responsibilities;
- Project Management training and support to embed flexible working patterns on-site;
- Collaborate with supply chain;
- Pilot project funding.

14.2.6 Progressive Leadership

Only brave, modern leaders will develop modern companies.

Leaders need to be held accountable to action EDI interventions within their organisation while holding other stakeholders to account (eg. Supply chain and Government) to create the tipping point the industry needs to overcome the skills gap – all industry stakeholders are responsible for presenting the new 'face of construction' to elevate career statuses and re/up-skilling processes to retain and promote talent.

Progressive leaders also need to implement clear criteria of 'power' skills echoing company core values and behaviours to develop, retain and promote future leaders – EDI is the modern business case.

Suggested initiatives include:

- Equal pay is imperative;
- Implement and grow from feedback-loop interventions;
- Family friendly policies;
- Reverse mentoring;
- Encourage discussions relating to flexible ways of working so diverse teams can be most effective;
- 'Buddy' onboarding;
- EDI accreditation status / GDEIB level as part of business targets.

Figure 68 (Opposite) – Flexible Working Patterns

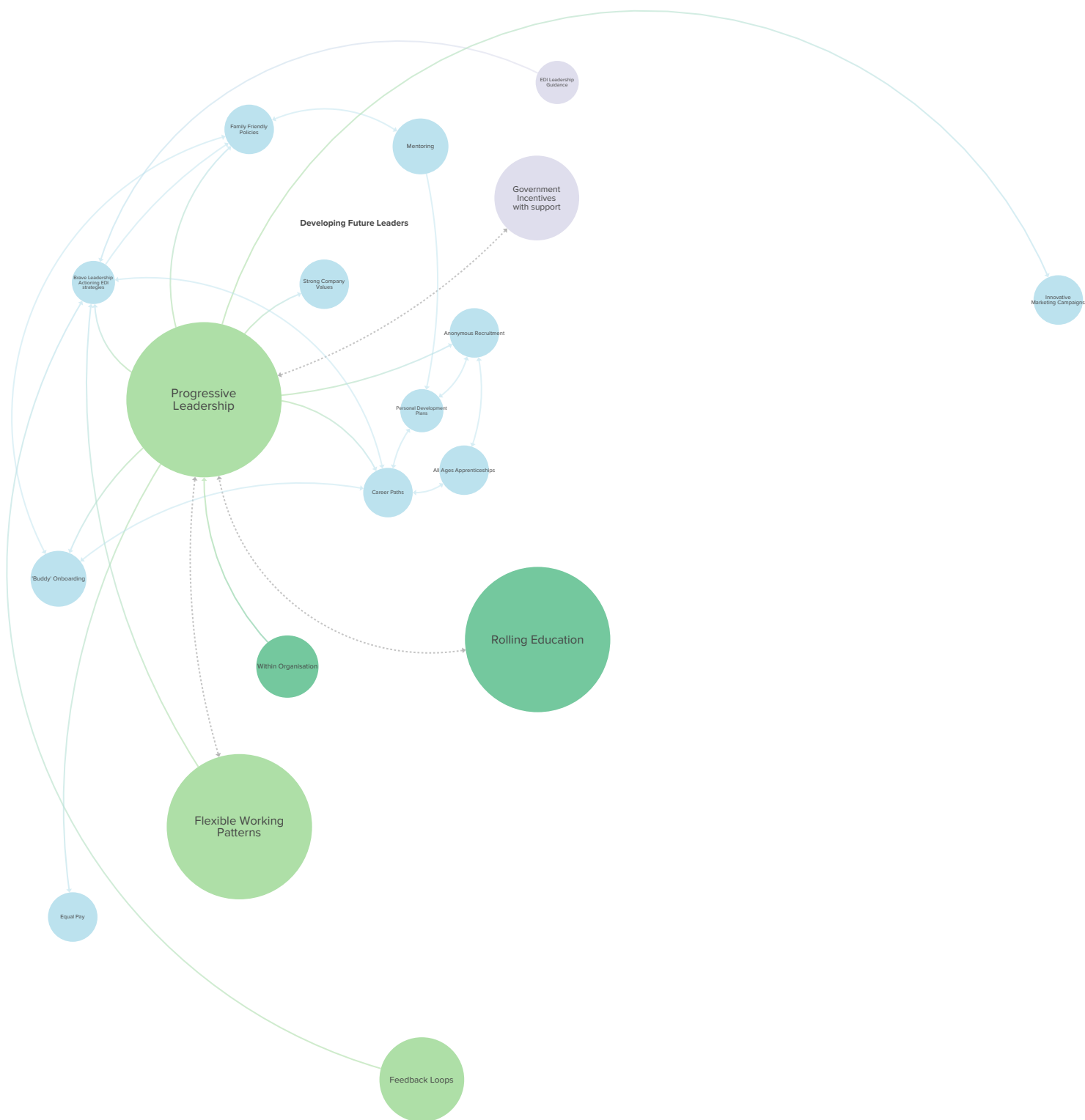


Figure 69 – Progressive Leadership

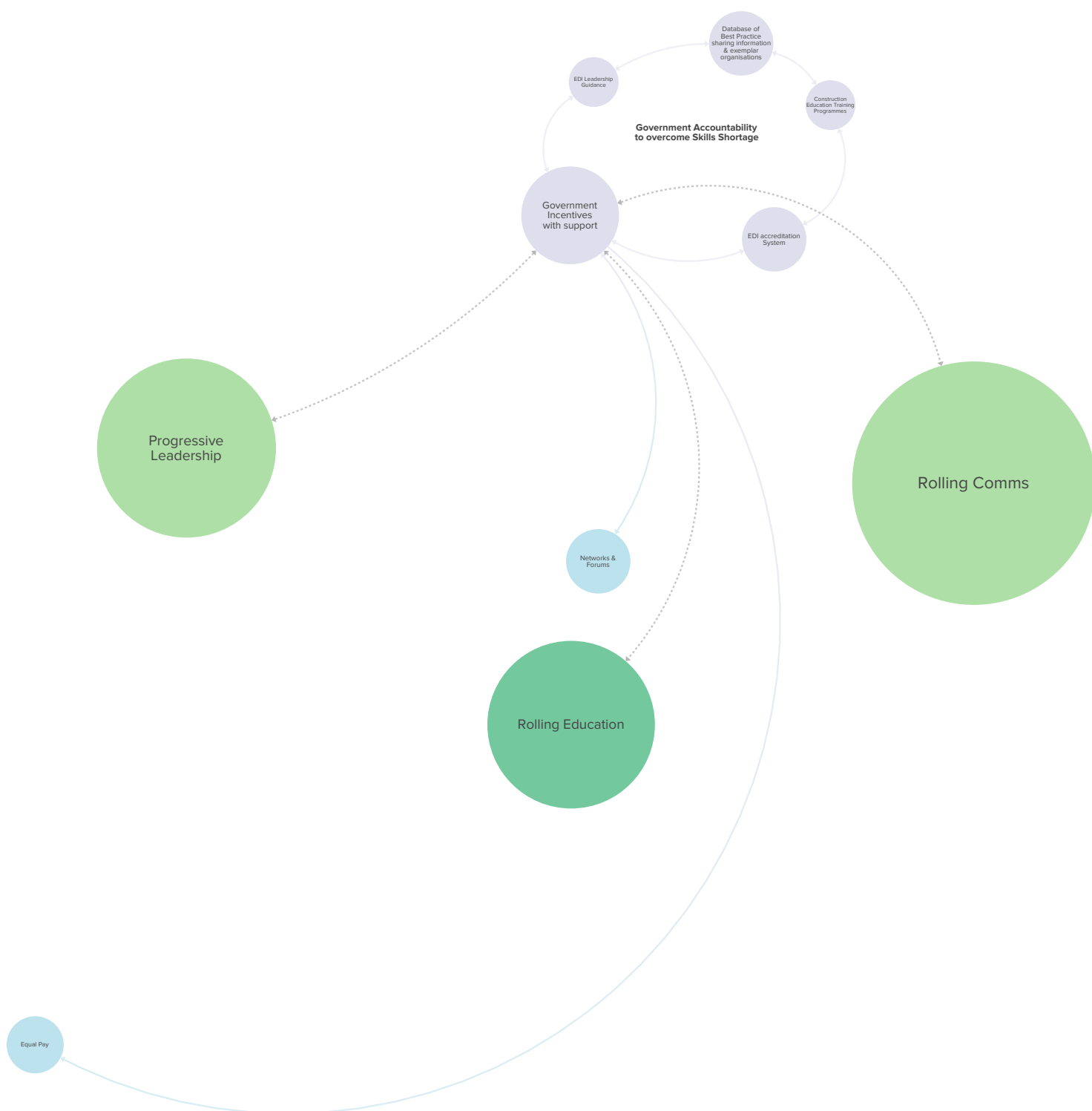


Figure 70 – Government Incentives & Support

14.2.7 Government Incentives and Support

This research shows the Swedish Government's incentive to have women making up 25% of newly employed personnel in the sector by 2030 is predominantly behind company EDI milestones and at best only a foundation to develop from rather than an avenue for meaningful guidance or support.

Instead, participants agreed Government incentives need to be backed up by clear guidance and financial support to help small-medium enterprises (SMEs) action EDI policies.

Finally, by establishing an independent EDI Database showcasing good practice; EDI guidance for Employers; and successful initiatives stories; Governing bodies can demonstrate the industry's 'old-school' attitudes are shifting and hallmark what the future of the industry will look like to attract, develop, retain and promote talent.

Suggested initiatives include:

- EDI Database sharing 'Good practice' and EDI guidelines;
- Funding for pilot projects;
- Develop & endorse EDI accreditation status.

Overall, each catalyst and connected initiative make up an EDI system of change flowing through the 4 focus areas – attract, develop, retain and promote.

By developing future leaders; holding Government to account; showcasing different roles, skills and 'faces of construction'; actively collaborating with the transient workforce and embracing modern ways of working; we can develop a more inclusive workplace where diverse teams thrive and equity, diversity and inclusion are utilised as the modern way to overcome the skills gap.

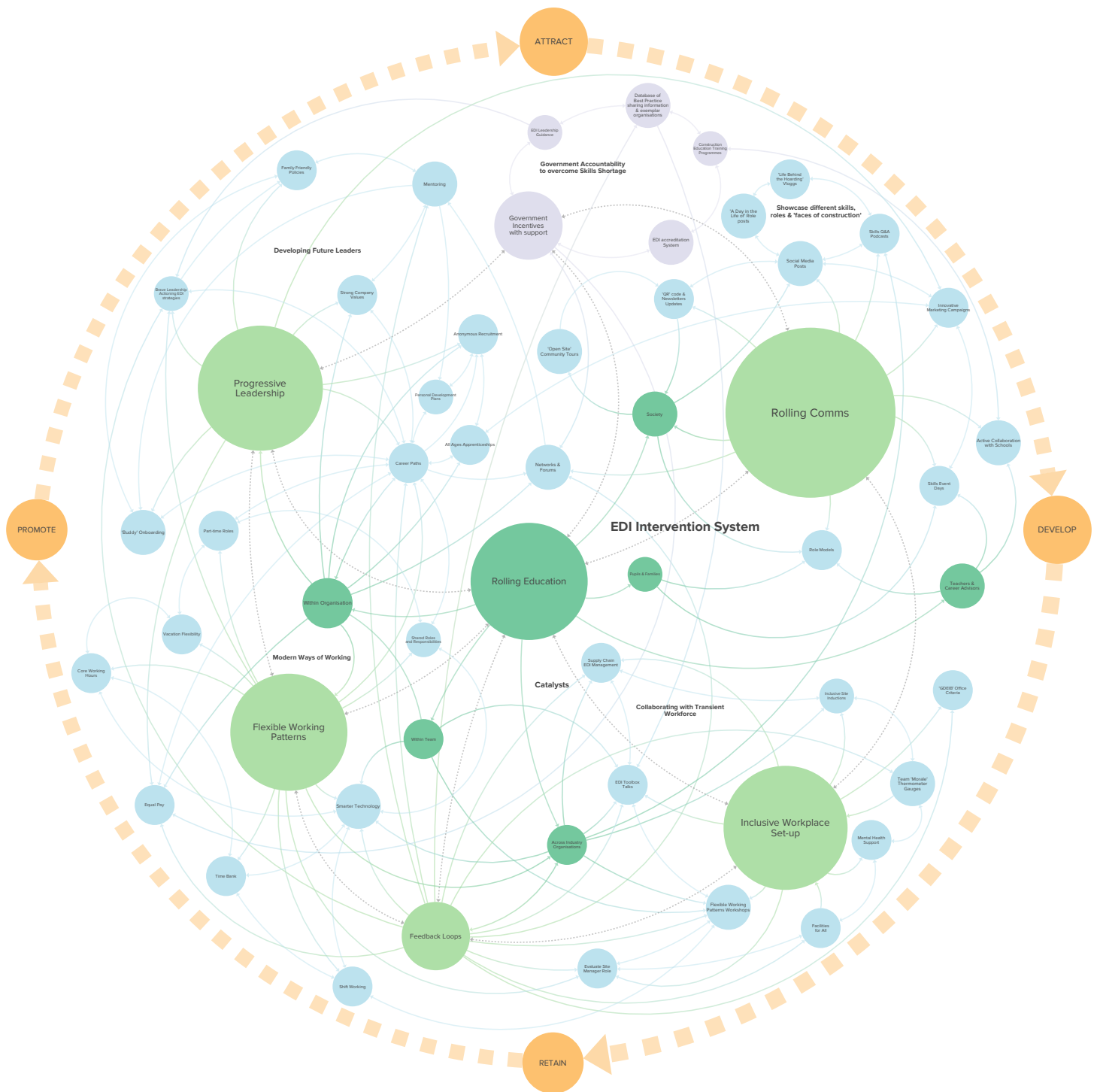


Figure 71 – EDI Initiatives System of Change

Legend

- Dotted arrows - connection between catalysts
- Solid arrows - intervention connection with catalyst
- Circle size - total number of connections

Interventions were then compiled into 'short-term'; 'medium-term' and 'long-term' timeframes to demonstrate many initiatives could be implemented immediately to attract; develop; retain and promote skills across the sector.

Consequently, it is important to note that each initiative provides an opportunity to bring about change across the industry – all we need is the 'status quo' to embrace this shift.

As all catalysts are connected across this cycle, when different EDI interventions are introduced, this EDI system will bring about lasting change by altering underlying structures and support mechanisms found across the sector.

Figure 72 – Intervention Suggested Timeline

Short-term - Now	Medium-term - next 2 years	Long-term - 5-year goal
Strong Company Values	Evaluate Site Manager Role	Vacation Flexibility (Sweden & UK)
Anonymous Recruitment	Construction Education Training Programmes	Shared Roles and Responsibilities (on-site)
Role Models	EDI Leadership Guidance	EDI accreditation System
'Open Site' Community Tours	All Ages Apprenticeships	
Family Friendly Policies	Supply Chain EDI Management	
Mental Health Support	Database of Best Practice sharing information & exemplar organisations	
Skills Event Days	EDI Toolbox Talks	
'A Day in the Life of' Role posts	Active Collaboration with Schools	
Equal Pay	Government Incentives with support	
Social Media Posts	Innovative Marketing Campaigns	
Skills Q&A Podcasts	Mentoring	
'Life Behind the Hoarding' Vlogs	Core Working Hours	
Career Paths	'Buddy' Onboarding	
'GDEIB' Office Criteria	Pilot Flexible Working Patterns on-site	
'QR' code & Newsletters Updates	Inclusive Site Inductions	
Flexible Working Patterns Workshops as part of inductions	Team 'Morale' Thermometer Gauges	
EDI Toolbox Talks	Part-time Roles (Sweden & UK)	
Personal Development Plans	Time Bank	
Brave Leadership Actioning EDI strategies	Shift Working	
Facilities for All		
Smarter Technology		
Continue to implement Flexible Working Patterns		
Networks & Forums		

14.3 Industry Opportunities and Further Research

One of the main industry opportunities to bring about this overdue, systemic change is to develop an industry-wide, 'best-practice' database. By sharing EDI terminology; guidance echoing the GDEI Benchmarks; recommended interventions and exemplar organisations; the sector can dramatically improve both the public's perceptions of the industry as well as showcase the variety of roles, skills and people needed to address the skills gap.

Similarly, Government bodies and large construction companies should contribute to current construction curriculum together with 'All Ages' apprenticeships and re/up-skilling programmes to increase diverse numbers at all levels. Meanwhile, funding for pilot projects utilising flexible working patterns and collaboration with the supply chain to develop inclusive, site workplace environments is well overdue.

Further research would look to introduce and evaluate different flexible working patterns on-site while working with main contractors; subcontractors; and agency workers to better understand how smarter technology could streamline certain tasks. Similarly, research should focus on mental health figures and 'inclusion ratings' to determine if critical data such as suicide statistics are linked to a lack of feeling included in the workplace environment.

Finally, an action call to current leaders across both sectors:

If all the above interventions were identified and compiled in just 4 weeks, think how much could be achieved if brave leaders action EDI discussions within their organisation and call on the Government and other stakeholders to implement support and create a 'good-practice' database.

Now is the time to be a modern leader in a modern company and challenge the industry to evolve a new image, one you helped create. If you don't act now, your competitors will – can you really afford to miss out on this opportunity?

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16.0 Appendices

- 16.1 BECM Strategy
- 16.2 Sweden Research Survey
- 16.3 BECM EDI Workshop Tool

OUR Strategy

Purpose

The Built Environment Change Makers are a group of professionals from across the industry, who advocate for systemic change. We will develop opportunities and build resilience in the workforce, so that the sector can transform in a way that is sustainable, inclusive and fair.

We are architects, sustainability professionals, engineers and project managers at various stages of our careers. We all have different passions; embedding sustainability, enhancing skills development, promoting diversity

and inclusion and embracing digitisation.

However, one thread ties us together - change. We want to resolve the problems that we see and we want to build resilience for the future.

Meet your Change Makers



Chair



Vice Chair



Vice Chair

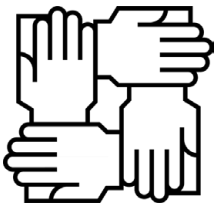


Vice Chair



Vision

Starting now, BE Change Makers will challenge the Built Environment sector to transform into one that is sustainable, inclusive and fair. We believe that all these futures are interdependent therefore must happen together.



An Inclusive Future



A Fair Future



A Sustainable Future

An Inclusive Future

The problem

We are working in an industry that does not represent our society.

15% of the current workforce made up by women

13% of the current workforce are from ethnic backgrounds

The industry's current workforce is not reaching its potential due to a lack of diverse ways of thinking and working.

We will:

- Celebrate role models of change
- Present exciting career opportunities for everyone
- Showcase ongoing initiatives promoting a more diverse and talented workforce

A Fair Future

The problem

There are gaps of opportunity across the sector, at many levels. This includes skills gaps, a mismatch of employee supply and demand and an education system that is focused on gaining degrees, rather than accessible pathways for everyone.

We will:

- Create new routes into the sector, paving the way for equal and fair opportunities for everyone
- Advocate for equality in these routes, identifying cases of career switching and upskilling, aligning skills where they are needed most.
- Challenge the sector to create a workforce with equal pay and opportunities; and a better alignment of skills regardless of background.

A Sustainable Future

The problem

The built environment is responsible for:



We will not resolve these problems unless sustainability is placed at the heart of decision-making

We will:

- Showcase good practice and leadership on sustainability
- Ensure sustainability remains a priority
- Advocate for sustainability in education and training

Equality, Diversity and Inclusion in the Sweden Construction Sector - A Learning Survey

This questionnaire is part of an exciting new venture led by the Built Environment Change Makers (BECM) [BE-ChangeMakers](#) showcasing ongoing initiatives and role models promoting Equality, Diversity and Inclusion (EDI) across the construction sector.

This study looks to showcase stories and experiences from the diverse range of people working in the Built Environment in order to change the perceived 'face of construction'. It will also highlight the many challenges and opportunities people face to aid the sector's journey towards a more fair and inclusive workforce.

From this survey, 'role model profiles' will be developed and published across the BECM network, offering advice for new employees together with examples of 'best practice'.

We welcome role model questionnaires from anyone working in the industry and identifies as belonging to an under represented group. This may be based on ethnicity, gender, religion, disability, neurodiversity or sexual orientation.

There are 20 questions and will take approximately 15 minutes.

* Required

Example Profile



Question 1 - What is your current role within the industry?

Question 2 - Why did you choose a career in Construction? *

Tick all the apply

Check all that apply.

- ☐ Pay
- ☐ Job satisfaction
- ☐ Travel
- ☐ Problem solving
- ☐ Working as part of a Team
- ☐ Lots of demand for your role
- ☐ Collaborative Thinking
- ☐ Making a Difference
- ☐ Long-term career
- ☐ Every day is different
- ☐ Other: _____

Question 3 - What are your top 3 skills that you bring to your role? *

Tick all that apply

Check all that apply.

- ☐ Problem solving
- ☐ Creative Thinking
- ☐ Risk Management
- ☐ Teamwork
- ☐ Collaboration
- ☐ Communication
- ☐ Technical Knowledge
- ☐ IT and Digital Skills
- ☐ Second Language
- ☐ Dexterity and Hand-Eye Coordination
- ☐ Reading and Maths
- ☐ Decision Making
- ☐ Organisation
- ☐ Customer Service
- ☐ Leadership
- ☐ Experience in the building process
- ☐ Other: _____

Question 4 - What have been your key milestones in your career so far?

Question 5 - How do you think Equality, Diversity and Inclusion is perceived across the industry? *

Mark only one oval.

Poorly

Excellent

Question 6 - What opportunities do you face or have faced in your career because of your race, gender, connections, education, privilege...? *

Question 7 - What challenges do you face or have faced in your career because of your race, gender, connections, education, privilege...? *

Question 8 - Have you seen any good or bad examples of inclusion, equality and fairness at your work? *

Please list as many as you can and why you think they are good or bad.

Question 9 - How important is it that the construction workforce is representative of society? *

Mark only one oval.

Not important

1

☐

2

☐

3

☐

4

☐

5

☐

6

☐

7

☐

8

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9

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10

☐

Very Important

Question 10 - What more can be done to improve the public image of careers in the construction industry? *

Question 11 - Do you think the Government’s goal to make 25% of new employees be female by 2030 is improving equality, diversity and inclusion across the sector? *

Mark only one oval.

Poorly

Excellent

Question 12 - Where do you think the best place to advertise job vacancies in construction is to reach the most people? *

Question 13 - How much do you think the Government's target to have 25% of new * workers within the construction sector by 2030 to be female, has impacted recruitment in construction the industry?

Mark only one oval.

Not much

1

☐

2

☐

3

☐

4

☐

5

☐

6

☐

7

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8

☐

9

☐

10

☐

A lot

Question 14 - How important is 'who you know' that helps you find a job in the construction industry? *

Mark only one oval.

Not important

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

6 ☐

7 ☐

8 ☐

9 ☐

10 ☐

Very important

Question 15 - Please explain your answer to Question 14.

Question 16 - Other than approaching schools, how else can we encourage people * to join the construction sector?

Tick all that should be promoted.

Check all that apply.

- ☐ Social Media Campaigns
- ☐ Apprenticeship schemes
- ☐ Connect with invisible influencers such as family members
- ☐ Broader Advertising
- ☐ Competitive salaries and benefits
- ☐ Healthcare and wellbeing benefits
- ☐ Work-life balance
- ☐ Job Security
- ☐ Career Development
- ☐ Other: _____

Question 17A - How much do you think 'flexible working' would work across the * site based roles?

Mark only one oval.

Not very well.

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

6 ☐

7 ☐

8 ☐

9 ☐

10 ☐

Very well.

Question 18 - What needs to be done to encourage more women into site based roles? *

Question 19 - What should be the next step to improve equality, inclusion and diversity across the construction sector? *

Please select from drop-down list below.

Mark only one oval.

- ☐ Establish a database of best practice sharing information and exemplar organisations.
- ☐ Develop an industry wide EDI accreditation system that organisations can sign up to and adopt.
- ☐ Introduce more high-level targets such as the government's current target.
- ☐ Encourage more flexible working.
- ☐ Other

If you selected 'Other', please explain you answer.

Question 20 - As a role model, what would be your advice to people joining the industry? *



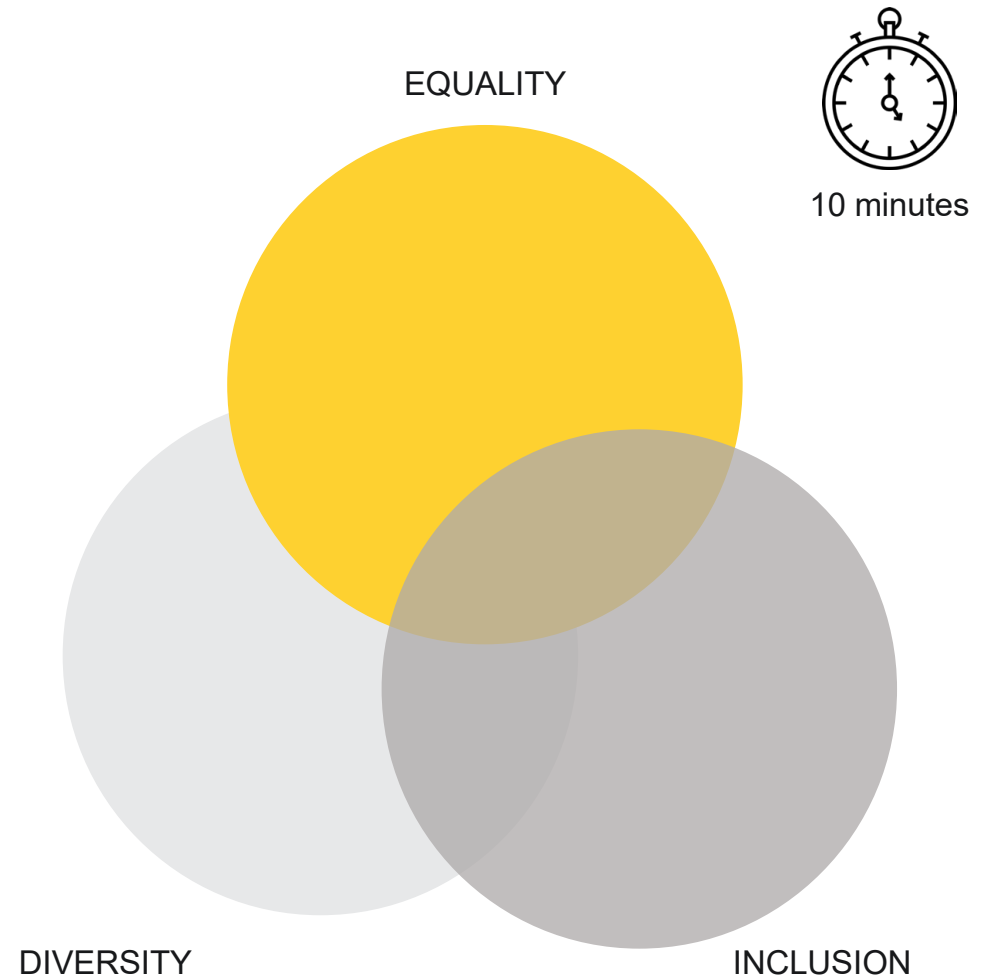
Equality, Diversity & Inclusion

Discussion Workshop

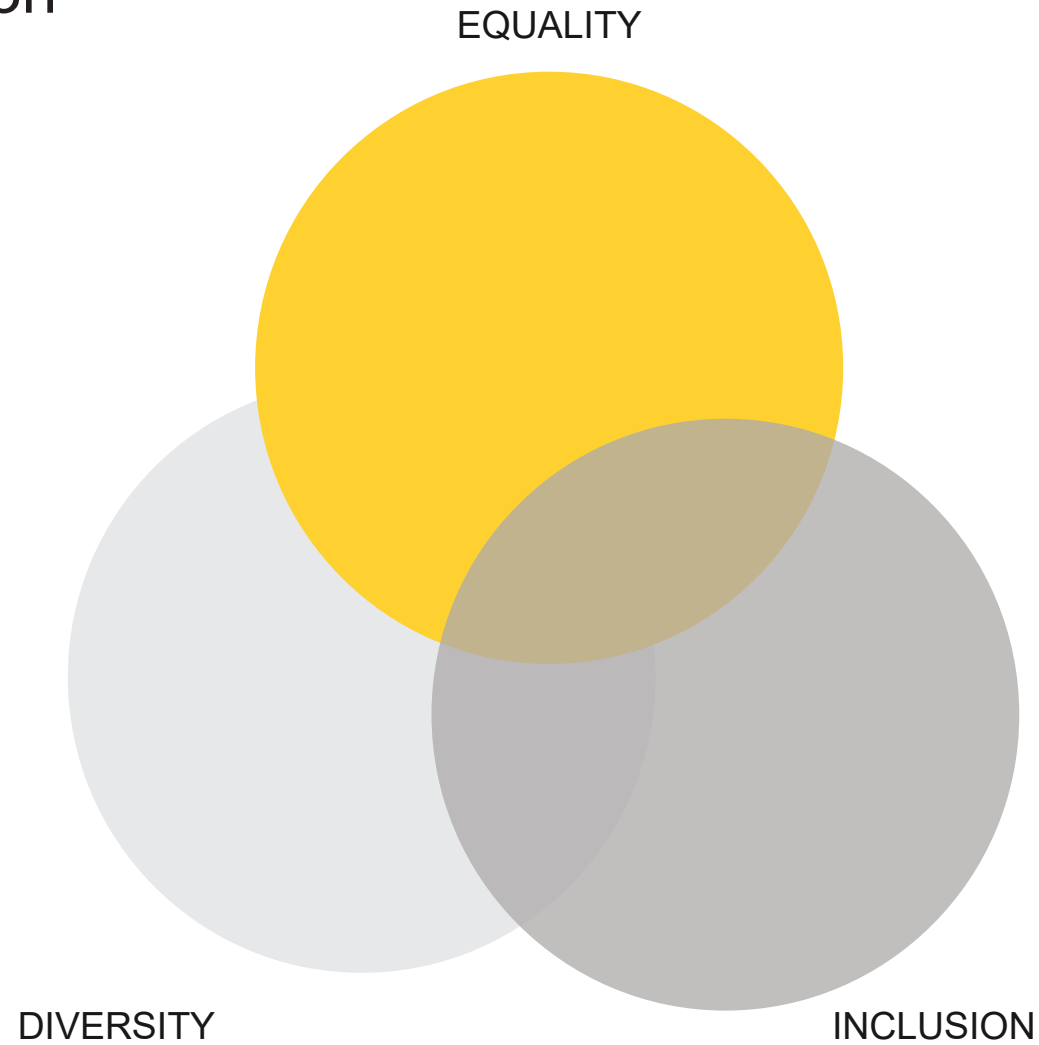
In partnership with Kier

What does Equality, Diversity and Inclusion (EDI) mean to you?

- Take a couple of minutes to write down what 'equality', 'diversity' and 'inclusion' means to you.
- Then we will get into pairs to share our thoughts?
 - Were there any similarities?
 - Differences?
 - Surprises?
- We will then hear a few comments from some pairs.
- This will take about 10 minutes.

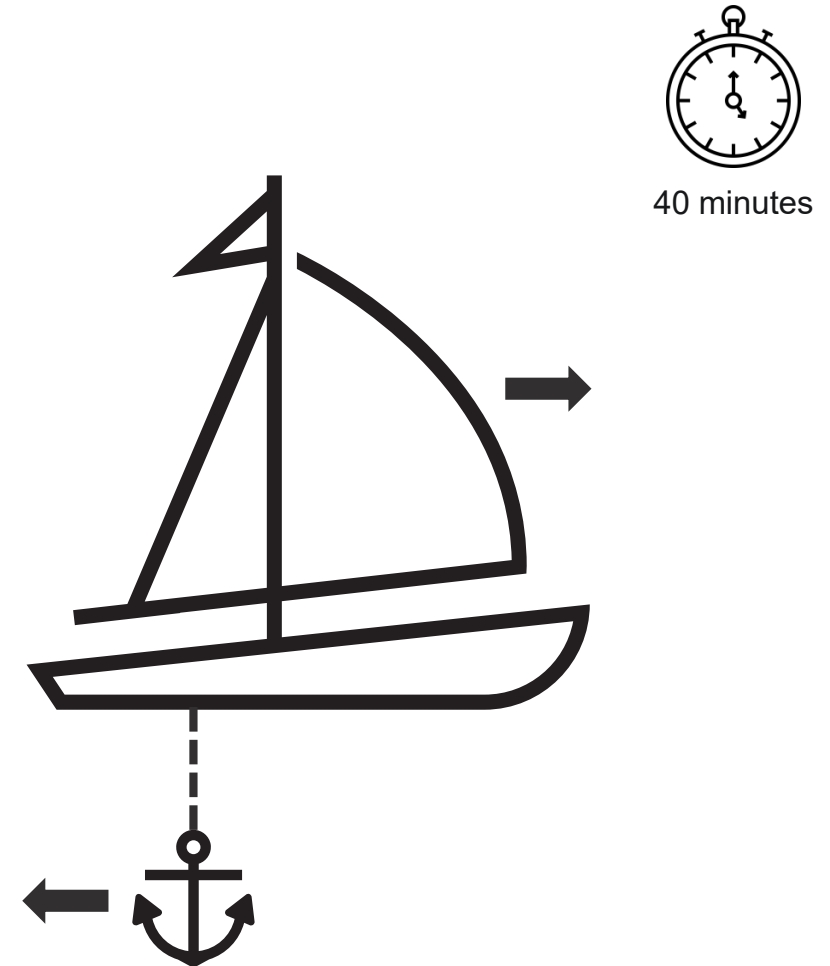


What does Equality,
Diversity and Inclusion
(EDI) mean to you?



What is pushing us forward? What is holding us back?

- Take a few moments individually then as a group to explore:
 - What is holding us back?
 - What is driving us forwards?
 - What are the opportunities?
 - What are the challenges?
- Lastly, what action/initiative could change what is holding us back into something that pushes us forward? What could change a challenge into an opportunity?
- This will take about 30-40 minutes.

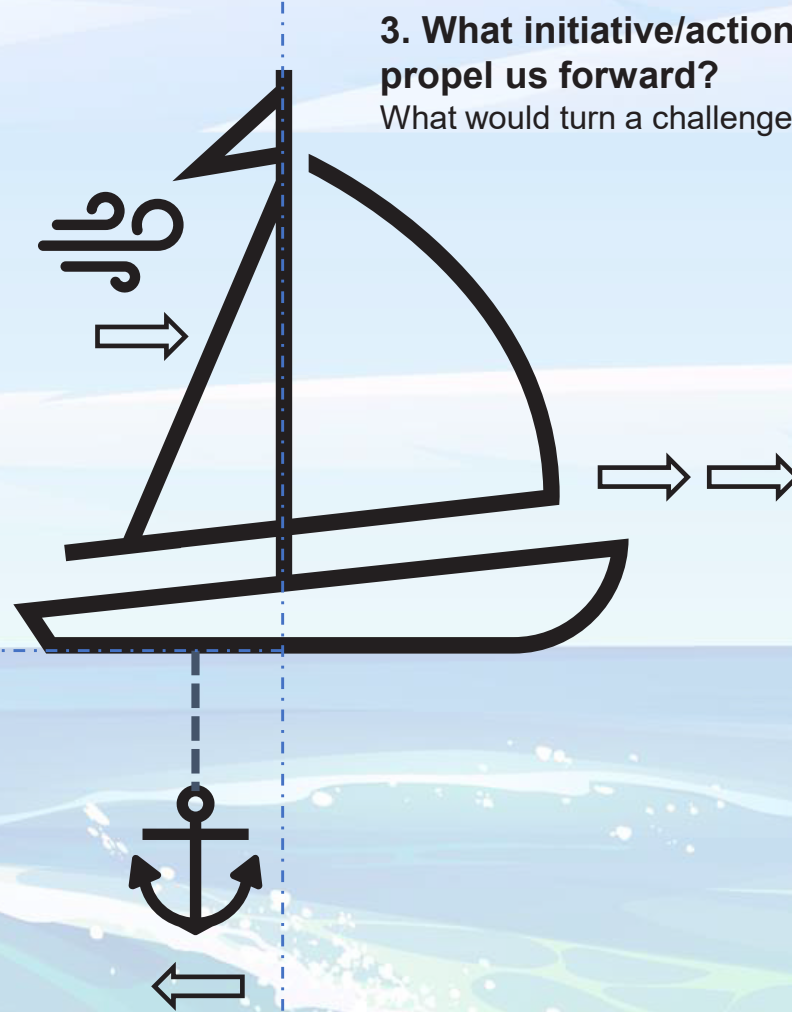


1. What is pushing us forward?

What are your opportunities?

3. What initiative/action could be introduced to propel us forward?

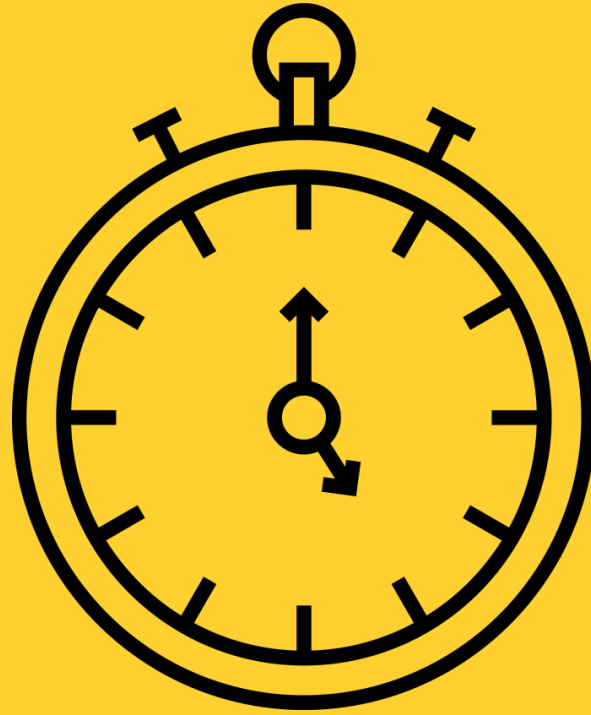
What would turn a challenge in to an opportunity?



2. What is holding us back?

What are your challenges?

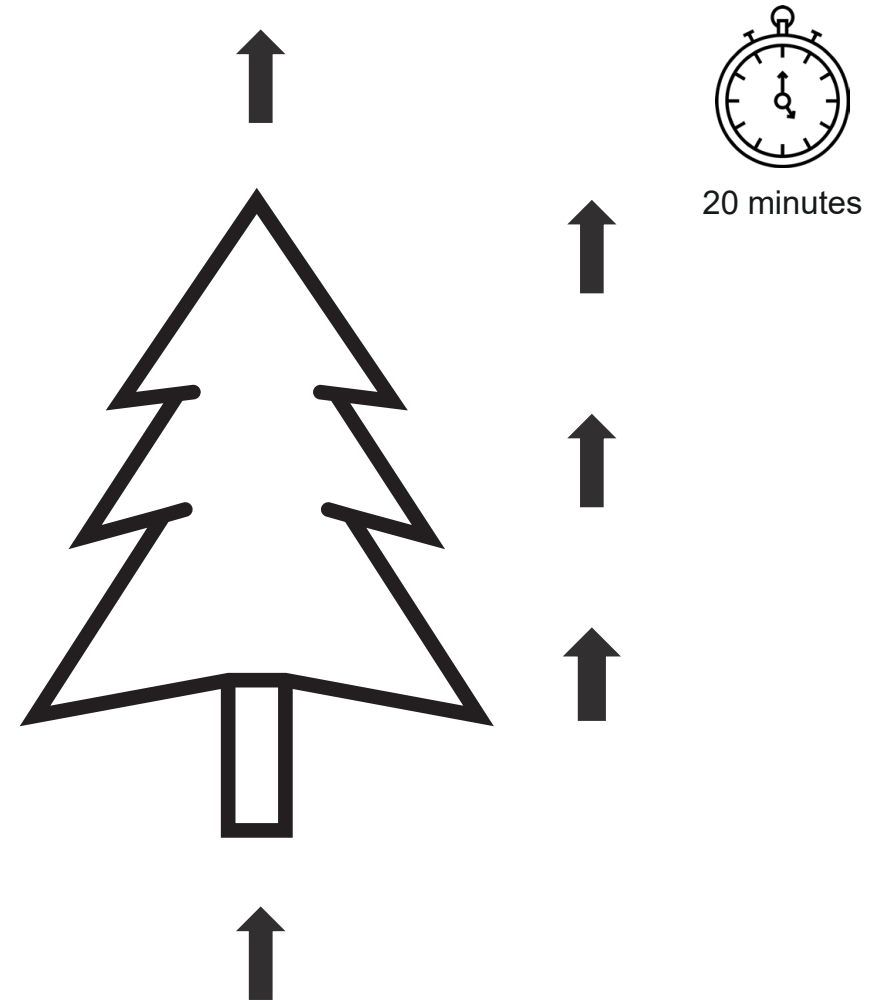
What is pushing us forward? What is holding us back?



10 minute break

Ongoing Initiatives...

- In groups, let's explore an action and break it down into steps:
 - What should this action do for you?
 - What is the first step?
 - What should it look like for you in a year? 2 years? 5 years?
 - What needs to be done to make it grow?
- For example – if we were to introduce flexible working, what does this mean to you?
- This will take about 15 minutes then we will share to the other group for approx. 15 minutes.



Action Tree

Select an action and let's explore steps to make it grow:

- What must this action do for you?
- What is the first step?
- What should it look like for you in a year? 2 years? 5 years?
- What needs to be done to make it grow?

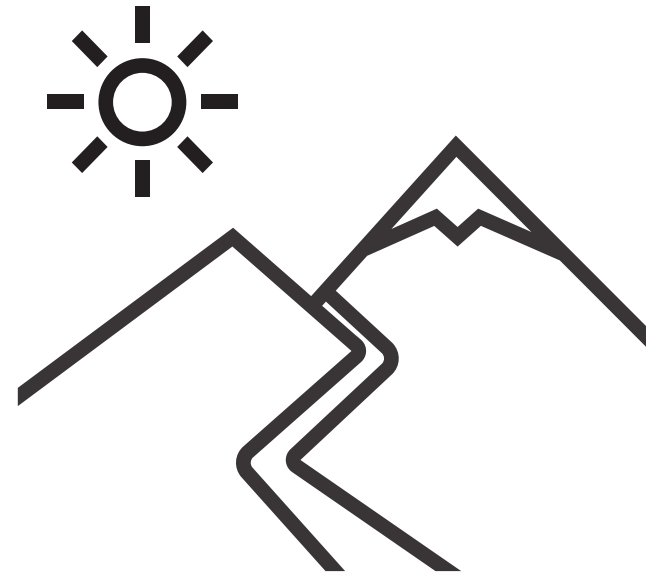


How do we make our action tree grow over time?

Closing Thoughts

Role Model Advice...

- As a role model, what would be your advice to people joining the industry?
- Please share 3 pieces of advice or more from your journey so far up the mountain.
 - How did you take your first step?
 - What have you learned from one step to the next?

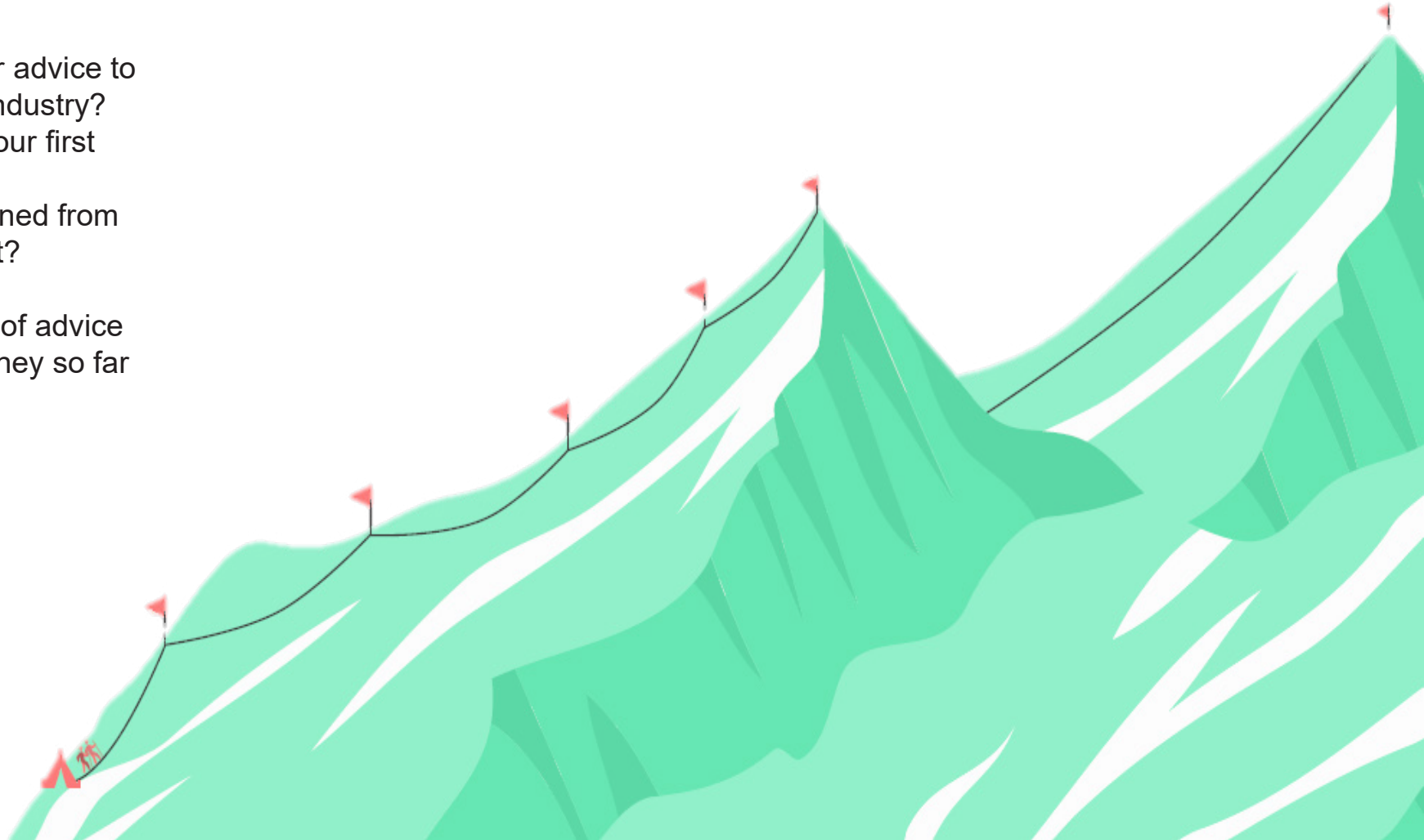


10 minutes

Role Model Journey

- What would be your advice to people joining the industry?
- How did you take your first step?
- What have you learned from one step to the next?

Please share 3 pieces of advice or more from your journey so far up the mountain?





BUILT
ENVIRONMENT
CHANGEMAKERS

