

The Construction Diversity Roadmap Report

Ehara taku toa i te toa takitahi, engari he toa takitini.

*Success is not the work of an individual,
but the work of many.*

**DIVERSITY
WORKS^{NZ}**

CONSTRUCTION
SECTOR ACCORD



Foreword

Tēnā koutou katoa. It is with much pleasure that we present this report and the associated online roadmap tool as final deliverables of the Construction Diversity Roadmap project. This programme of work has spanned a year of research and stakeholder engagement to reach a point where the next steps on the road towards a diverse, equitable and inclusive construction sector are identified and outlined in an accessible and achievable form.

When we started this work, we knew that many people do not perceive the construction sector to be an attractive career option, which means that diversity is limited and inclusion is restricted to the needs of a traditionally homogenous dominant group. As such, the industry is missing out on a large pool of potential employees.

We also knew that the Construction Sector Accord had a vision of a sustainable, diverse and inclusive workforce where everyone can see a good career pathway in construction.

Our work, simply put, was first to identify the critical gaps and then to map the steps to support the sector in its transformation from its current state to a new vision of diversity, equity and inclusion (DEI) success.

Construction is a complex sector with many complex problems and DEI is only one issue that needs addressing. Having said that, sometimes addressing a complex problem doesn't require complicated solutions but rather a series of easy solutions that, when applied in a considered and ordered way, create the momentum and the required change.

In our research we identified many organisations who want to make improvements in DEI – but they simply don't know where to start or are fearful of getting it wrong. Starting out on a DEI journey can indeed be daunting and the aim of this work is, therefore, to provide easy-to-access, easy-to-understand and easy-to-apply steps and solutions for those who want to make positive change for their organisations and the sector.

I commend the Construction Sector Accord for their leadership in commissioning this unique sector-wide DEI project.

The Accord has had the foresight to apply a systems lens to this work by ensuring alignment across the four transformation initiatives in the People Development workstream of the Construction Accord Transformation Plan.

As with any complex problem, the solution to the sector's diversity challenges will not be one silver bullet contained in any one report. Our collective success will lie in our ability to work cohesively across all these priority areas over the upcoming years. This is also not a problem that will be solved in the next 2–3 years; instead, it will remain an area of focus for decades to come. But we need to start somewhere, and we need to start now.

Let's find the spark and build the fire! We wish every individual and every stakeholder in the construction sector the very best in going on this journey of transformation and we look forward to celebrating the successes and providing DEI support wherever it may be needed in the future.

Maretha Smit

Chief Executive

Diversity Works New Zealand

April 2022

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Introduction

The Aotearoa New Zealand Construction Sector Transformation Plan (Jan 2020) initiated six workstreams with the objective of improving capacity and performance in the sector. *The Construction Diversity Roadmap* - comprising this report and the accompanying online tool - is an output within Workstream 03: People Development.

The report



This report provides the overview and recommendations for diversity, equity and inclusion (DEI) in the construction sector. Reference to the sector includes the Construction Sector Accord (Accord), associated government agencies, clients (both public sector and private), industry groups and organisations. The report records the goals, priorities and recommendations to support increased DEI maturity in the sector and, specifically, considers how the Accord can support this work.

The online tool



The online Roadmap tool is where individuals and businesses in the construction sector can get actionable recommendations on advancing DEI practices in their specific roles and organisations. Participants provide basic details on their role, the nature of their organisation including DEI maturity and the tool will produce a bespoke roadmap including goals, priorities, actions and avenues of support to develop their DEI capability.

An integrated approach

This roadmap is part of the diversity in construction initiative and is one of the steps and tools in the journey to empower the sector for transformational change. This report and accompanying online tool are underpinned by extensive research and designed to give sector stakeholders direction in engaging with DEI and a pathway to skills and knowledge when attracting, managing and retaining a wider diversity of talent.

The Roadmap works in alignment with the four other transformation initiatives that form the People Development workstream of the *Construction Sector Transformation Plan*:

- Build Workforce Capability
- Shape the Reform of Vocational Education
- Long-Term Workforce Plan
- Boost Construction Skills Action Plan – a new construction skills strategy

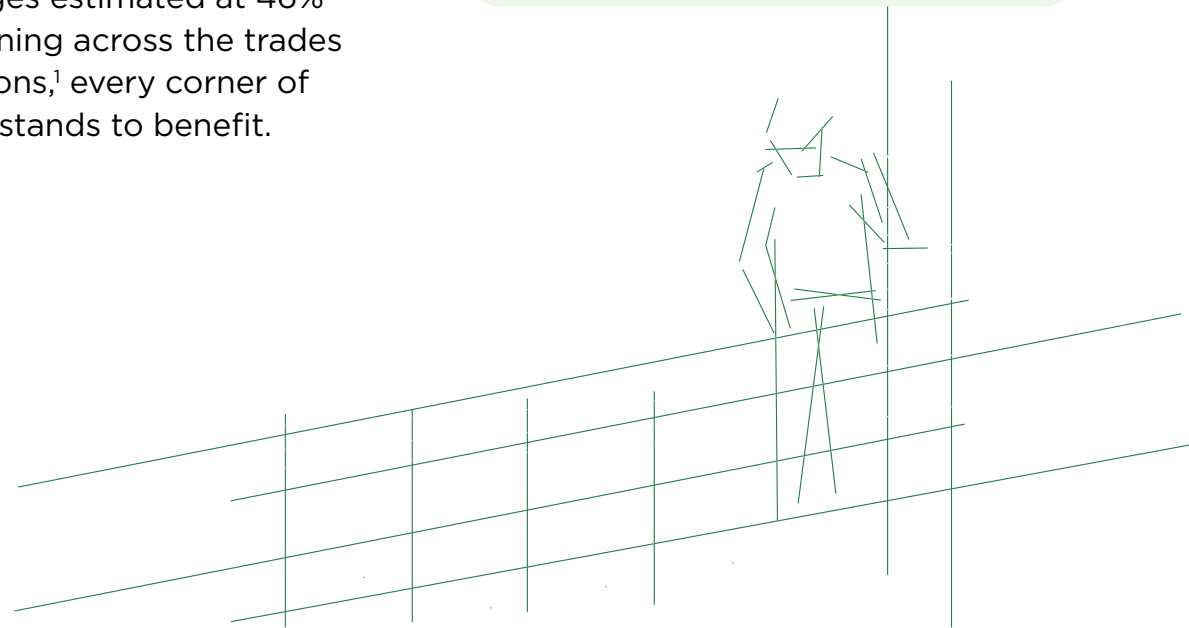
The sector's ability to build a workforce to service the existing and growing pipeline will be greatly improved if it can attract and develop talent from a wider talent pool – including women, Māori, Pacific Peoples migrants and speakers of English as a Second Language (ESL), disabled, LGBTQ+, neurodiverse, young and older workers.

With shortages estimated at 46% for 2023 running across the trades and professions,¹ every corner of the industry stands to benefit.



To build a sustainable workforce, the sector must promote and value diversity and ensure that everyone can see a good career path in construction.

Construction Sector
Transformation Plan (Jan 2020)



¹ [Workforce Information Platform](#), accessed April 2022.



The untapped and transformational potential of a diverse workforce

Attracting and retaining diverse talent is not only about addressing the skills shortage. A more diverse workforce brings with it significant advantages to both industry and society.

Source: Cox & Blake's value in diversity hypothesis.

Benefits for the sector

It is the right thing to do. Inclusive practices can improve social outcomes and reduce inequality, resulting in higher levels of social licence to work across diverse communities in Aotearoa New Zealand.

It is the smart thing to do. You can enhance performance in areas such as talent attraction, staff retention, productivity, collaboration and innovation.

It is essentially the only thing to do. Being more diverse and inclusive can help you predict and plan for changes in the future, which is the only way to succeed in an ever-changing world.

Benefits for businesses

Cost benefits. Organisations that embrace diversity will create cost advantages through reducing employee churn, lost productivity and complaints.

Workforce benefits. Organisations with a reputation for inclusive practices will find it easier to recruit and retain talent.

Marketing benefits. An organisation with DEI embedded is well placed to meet the needs of an increasingly diverse market and clients requiring commitment to DEI in the procurement process.

Problem-solving benefits. Diversity of perspectives in problem-solving produces better decisions.

Structural benefits. Diverse and inclusive organisations are less determinant and less standardised and therefore more agile.

Glossary of terms

Diversity	The differences between people, their characteristics, attributes and backgrounds and the perspectives that they bring.
Equity	Fair outcomes for people from diverse groups achieved by addressing the barriers each of these groups face.
Inclusion	The ongoing exercise of valuing diverse groups by creating safe, welcoming and collaborative environments in which everyone can fully participate and thrive.
DEI	Diversity, equity and inclusion.
Gaps	Gaps identified by our research (see <i>Construction Diversity Roadmap Gap Analysis Report</i> (2021)).
Dominant group	The group whose values, beliefs and practices are assumed to be the most common and influential within a given environment.
Dimensions	Classifications of non-dominant groups. For the purpose of this report, diversity dimensions include women and people from the LGBTQ+ community, Māori, Pacific Peoples, migrants and ESL speakers, people from the disability and neurodiverse communities, and people facing age discrimination, including those under 25 years and those over 55 years.
LGBTQ+	The umbrella term that describes people who do not identify as heterosexual, or do not fit standard gender norms.
ESL	English as a second language.
Neurodiverse	The term used to describe natural variations in the human brain. 'Neurodiverse conditions' can, for example, include Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), dyslexia, dyspraxia, dyscalculia, dysgraphia and Tourette Syndrome.
Te Ao Māori	The Māori world view or the Māori world (Te Ao Māori) acknowledges the interconnectedness and interrelationship of all living and non-living things.
Tikanga Māori	Māori customary practices or behaviours.
Whānau	Extended family or friends; the primary economic unit of traditional Māori society. However, its meaning is also more complex and includes physical, emotional and spiritual dimensions and is based on whakapapa (genealogy).
Hapū	A subtribe or clan that functions as the primary political unit within Māori society.
Iwi	People, nation or extended kinship group often descended from one common ancestor and associated within a particular region. Also translated as tribe or a confederation of tribes.

Methodology

For system change to be effective, initiatives need to be aligned across multiple stakeholders in the system.

The Roadmap report and associated online tool is therefore designed to provide a cohesive approach across three perspectives: sector, organisation and employee (individual). Its scope encompasses construction-related professional services and contractors/specialist trades and it has a proposed time frame of two to three years (2023-2025) for the first phase of transformation.

While overall cultural transformation cannot be achieved within such a short time frame, this initial phase marks an important step in the journey towards the longer-term sector transformation and vision of success.

This report and the online tool will activate the change through a series of recommended actions and solutions tailored to specific user groups in the industry.

The design methodology is underpinned by the [*Aotearoa Inclusivity Matrix*](#) (AIM), and it has followed two phases:

Research phase

- Online and in-person research across the sector.
- The publication of the [*Construction Diversity Roadmap Gap Analysis Report*](#) (2021).

Design phase

- Design workshops - addressing five gaps from three sector perspectives, applying personas from eight priority diversity dimensions.
- The *Construction Diversity Roadmap* report, and design, documentation, build and activation of the online tool.



Phase one

Online and in-person research

To deal with a highly complex sector, the roadmap methodology has four research components:

- an online employer survey sent to the whole sector
- an online employee survey sent to the whole sector
- in-depth interviews with 18 major stakeholders to validate the survey findings
- a literature review of existing themes in DEI research in the construction sector.

Research published

The research findings are summarised in the *Construction Diversity Roadmap Gap Analysis Report* (2021), and have resulted in the definition of the following key areas of focus for the roadmap:

- **Five gaps:** knowledge; diversity dimensions; procedural; inclusion skills; and cultural.
- **Three areas of vulnerability:** small organisations; construction, contracting and specialised trades; organisations in the South Island.
- **Four opportunities:** motivated leaders; supportive allies; critically objective diverse groups; existing best practice.

The findings have formed the foundation for the design workshops and the final Roadmap design and content addressed in phase two.



*Construction Diversity Roadmap
Gap Analysis Report (2021)*

Phase two

Design workshops

The next stage involved seven online workshops (originally planned to be in-person but moved online due to COVID-19), which addressed the five gaps, three vulnerabilities and four opportunities identified by the research.

Key insights:

- The need for leaders with power skills who model DEI.
- The need for improved cultural competence from a Te Ao Māori perspective.
- The need for best practice examples and visible DEI champions.
- The need for shared resources and knowledge.
- The need to address DEI vulnerabilities at site management level.
- The need for DEI to be a collaborative industry movement as opposed to a competitive differentiator.



What the sector told us

There is a need for leaders with power skills who model DEI

The construction sector needs confident and trained inclusive leaders who are convinced of the benefits that DEI practices can bring to New Zealand society in general and the construction sector in particular. As such, leaders need to be comfortable with their own personal learning journey and model the vulnerability that comes with a growth mindset.

There is a need for improved competence in Te Ao Māori

Aotearoa New Zealand is a nation underpinned by Te Tiriti o Waitangi/ The Treaty of Waitangi, which is widely accepted to be a constitutional document that establishes and guides the relationship between the Crown in New Zealand (embodied by our government) and Māori.

The partnership with Māori and the manner in which Te Ao Māori has shaped our nation is unique in the world. Organisations have a responsibility to embrace Te Tiriti in this context, which contributes to stronger and more robust partnerships and relationships with whānau, hapū and iwi.

There is a need for best practice examples and visible DEI champions

There is great potential in showcasing existing best practice and in amplifying the voices of individual champions and employees from diverse groups to inform, inspire and support the sector in collective action.

There is a need for shared resources and knowledge

There is no need to reinvent the wheel when it comes to DEI initiatives and there is a huge opportunity to create efficiencies and build sector capacity through sharing existing resources.

Resources and knowledge should be easy to access and, when construction organisations and employees are ready to engage, they need a readily available, clear and simple pathway to follow.

There is a need to address DEI vulnerabilities at site management level

Site managers and team leaders are crucial players and determinants for the success or failure of DEI interventions – and often they are the barriers. Inclusive leaders in the sector need the skills and tools to persuade sceptics and bring middle management on board when implementing and operating diversity programmes and initiatives.

There is a need for DEI to be a collaborative industry movement as opposed to a competitive differentiator

There has been a range of well-intentioned and effective initiatives to help foster better outcomes for a range of diversity dimensions within the construction industry but they have tended to focus on particular professional groups or segments of the market and have not been sector-wide. Going forward, there is a need to connect these groups so they can collaborate, thus avoiding the duplication and overlap that reduces the reach of the resources available and has the potential to lead to issue fatigue.

This Roadmap report and the online tool

In April 2022, this report and accompanying online Roadmap tool were shared with the industry to start the activations towards a more focused DEI strategy.



THE THEORY OF CHANGE

A more inclusive sector can be created when we connect, amplify and build on existing DEI willingness, enthusiasm and resources.

VISION

A sustainable, diverse and inclusive workforce where everyone can see a good career pathway in construction.

AUDIENCE:
Sector Stakeholders

PROBLEMS FACED

- Construction is not an attractive, inclusive career choice for many.
- The industry is missing out on a large pool of potential employees and future leaders.
- Diversity in the industry remains limited.

Five detected gaps:

- knowledge
- diversity dimensions
- procedural
- inclusion skills
- cultural gaps.

Three areas of vulnerability:

- small organisations
- construction, contracting and specialised trades
- organisations in the South Island.

Work with the willing on an iterative process

Too hard. No time. No resource

ROADMAP

- A roadmap to guide sector stakeholders, with actions to grow DEI within the construction sector as whole.

- Bespoke company roadmaps that outline goals, priorities and actions to develop DEI practices.

- Bespoke employee roadmaps that outline goals, priorities, actions and avenues of support that empower employees to thrive and champion DEI in construction.

- Sector DEI initiatives enabled by the Construction Sector Accord.

Give us a simple pathway in plain English

STEPS TO CHANGE

- Activating the Roadmap (online tool).
- Socialising DEI initiatives to raise awareness.
- Building momentum.
- Fostering collaboration and partnerships.
- Providing support.
- Measuring impact.

Four opportunities:

- motivated leaders
- supportive allies
- critically objective diverse groups
- existing best practice.

Give us clear actions

SIGNS OF CHANGE

- Increasing participation rates.
- Regulation change.
- Positive anecdotes.
- Better career outcomes.

- DEI is a priority for leaders and supported through formal and continuous action.

- Core components of DEI are achieved, and basic support systems are formally in place.

- These processes bring more diversity into the workforce.

- Career development includes DEI needs.

- Te Ao Māori practice is present.

- An informed approach to inclusive collaboration led from the top.

- Construction organisations support and enable DEI in the communities they work in.

We want easy wins

SUCCESS FUELS SUCCESS

- Construction provides an inclusive and safe working environment for people from all backgrounds.

- A high level of DEI knowledge across the sector.

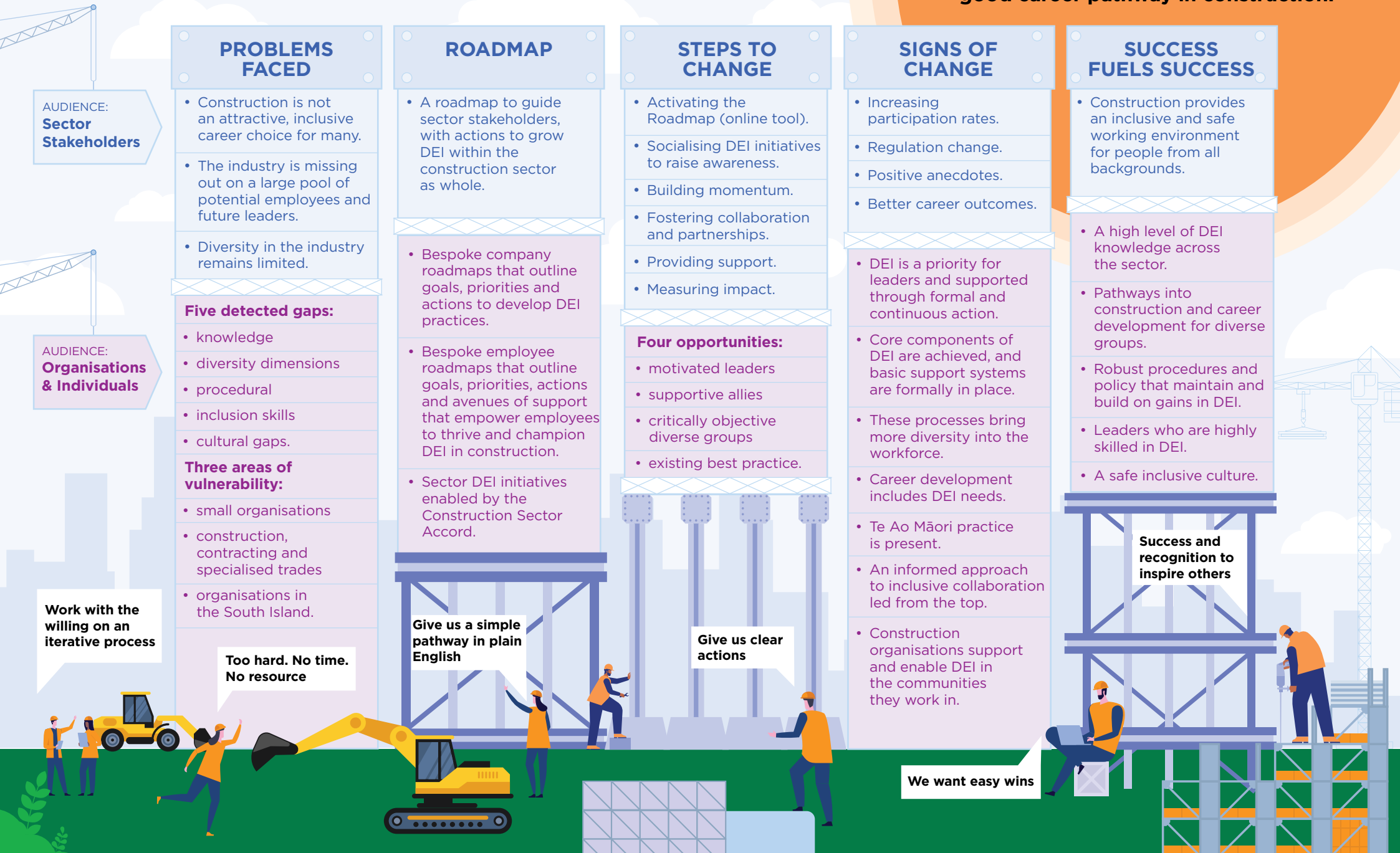
- Pathways into construction and career development for diverse groups.

- Robust procedures and policy that maintain and build on gains in DEI.

- Leaders who are highly skilled in DEI.

- A safe inclusive culture.

Success and recognition to inspire others



Recommendations: sector roadmap

Introduction

Shifting the dial on DEI in the New Zealand construction sector is a collective responsibility.

The Accord plays a pivotal role as the partnership between government and industry, and the initiator of the transformation workstreams – including diversity. The Accord can identify and empower the right delivery partners and construction sector agencies to deliver on the goals and actions outlined in this report.

A sector wide approach to DEI requires co-ordination and accountability. Without it, efforts will be disparate and risk being ineffectual.

The opportunity is to create the anchor point within the next generation of the Accord (Accord 2.0). This will drive the diversity transformation

programme, embed a common vision, and apportion accountability for the success of this work.

Through this approach, we envisage that by 2025:

- There will be a noticeable increase in the number of sector and organisation leaders who make DEI a priority through investing in their own personal learning.
- There will be a noticeable increase in the number of organisations who have implemented formal systems and DEI programmes.
- On average, construction organisations will understand how to bring more diversity into their workforce and how to be mindful of DEI in career development initiatives, and the way their everyday systems and processes apply differently to different people.

- Bicultural competence will have grown, enabling more dynamic relationships with Māori, and a marked increase in Māori representation across the sector at all levels.
- Inclusive collaboration and psychosocial safety will have been emphasised in team cultures and through all aspects of site management.

Closing the gaps highlighted in our research – knowledge, diversity dimensions, procedural, inclusion skills and cultural – is the starting point for the sector in reaching the long-term vision of a sustainable, diverse and inclusive workforce where everyone can see a good career pathway in construction.

Five goals for the sector

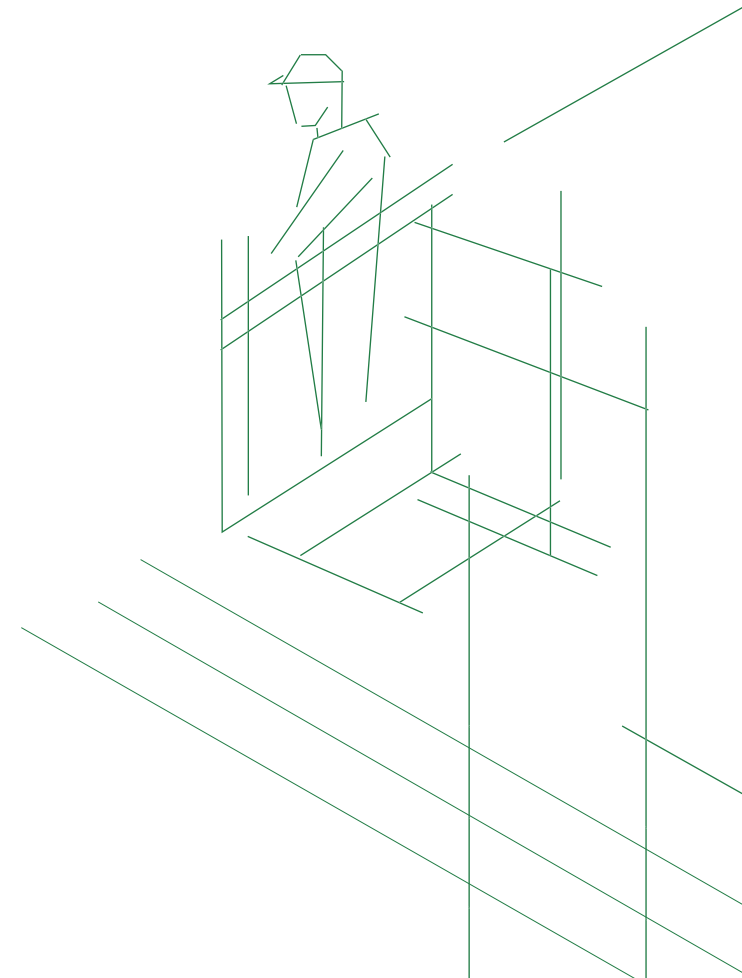
Achieving a truly diverse, equitable and inclusive construction sector will take decades, if not generations. With this in mind, this report and associated online tool are focussed on actions over the next two years that will provide a solid foundation and momentum for ongoing sector transformation.

Ultimately, workplace inclusion needs to be built within all organisations who employ people, and the online tool will provide guidance in respect of such journeys. But the Accord, as the transformation enabler for the sector, has the opportunity to play three key roles at sector level to create a macro-environment that will facilitate the ease and speed with which workplaces adopt new practices.

Those roles are:

1. **brokering sector-wide agreement for a DEI self-regulation framework**
2. **providing (or facilitating provision of) shared resources and support, and**
3. **rebranding the employee value proposition offered by the sector.**

The gaps identified in the research phase will be addressed in the short term via a set of five goals and associated recommendations. This report will specifically focus on how these goals are served through the lens of the above three key roles identified for the Accord (and/or agencies who stand in an enabling position to organisations in the sector) will assist in delivering on the five goals.



Goal 1

DEI knowledge

A high level of DEI knowledge across the sector

Priorities

Social change is ongoing, and the discipline of DEI requires a commitment to lifelong learning. During this activation phase of transformation, the priority actions are therefore aimed at building awareness and a willingness to engage, rather than aiming for technical DEI expertise.

Specifically, Goal 1 will focus on:

- a. leaders and teams understanding the need for, and benefits of, a diverse industry, and
- b. everyone having easy access to knowledge, training and best practice.



Goal 1

DEI knowledge

Recommended actions

1. Expand the *Accord Resource Hub* (or provide a dedicated portal) with a curated experience for organisations to easily navigate to:

- links to sector and external agencies who support DEI
- a library of targeted resources. (These could include matters such as local NZ Imagery that better represents diversity; sample policies; guidance on subjects like language, accommodations and/or facilities specifically relevant to certain diverse groups; etc), and
- case studies of organisations and good practice in the sector.

2. Implement a sector-wide activation campaign aimed at:

- building awareness of the rationale for DEI, especially in small organisations
- socialising the online Roadmap tool across the sector to drive adoption, and
- promoting the Accord Resource Hub as primary point of reference for organisations to navigate their DEI journeys.

3. Define key data and metrics to be tracked and agree on industry self-regulation framework in respect of targets and data.

- Recommended metrics during this phase of transformation include overall workforce demographic participation statistics, demographic information on interest expressed in respect of vacancies, and data on training attended.

Goal 1

DEI knowledge

4. Commission development of a DEI training module aimed at site management, including:

- rationale for DEI, specific considerations related to an expanded range of diversity dimensions, interrupting bias, inclusive leadership, cultural intelligence and mental health responsiveness
- delivery for the module ideally on a campus marae, which provides an environment to build cultural competence as an integrated DEI learning experience, and
- facilitating inclusion of the DEI site management module as part of WorkSafe/SiteSafe passport criteria.

5. Facilitate inclusion of a DEI module in apprenticeship training programmes, with a purpose of proactively building team inclusion capability in the next generation, including:

- concepts of allyship, and
- supporting leaders in transformation.



What does the sector ask for?

Stories about inclusion done well in Aotearoa (especially on-site).

Clear language (simple and engaging; not academic or bureaucratic).

Imagery that represents diversity in Aotearoa.

Goal 2

Diversity dimensions

Clear pathways into construction and career development for diverse groups

Priorities

For people from diverse groups to regard construction as a long-term career choice, the employment brand of the sector needs to shift. This will happen gradually if the culture of the sector changes, but it should ideally be expedited through focus on the following priorities:

- a. promoting a new inclusive employer brand, and
- b. formal organisational support structures for the attraction, engagement, career development and retention of people from diverse groups.



Goal 2

Diversity dimensions

Recommended actions

6. Define the desired employment brand for the sector and implement a public campaign aimed at:

- shifting brand perception of the sector towards one of inclusive workplaces, and
- driving consumer demand for more inclusive construction delivery.

7. Encourage participation in awards programmes to recognise and showcase diversity champions across all dimensions of diversity.

8. Advocate for the removal of structural barriers that prevent people from diverse groups entering and progressing in construction this includes:

- recognising foreign qualifications and/or clear pathways to bridge the gaps between foreign qualifications and local standards
- enabling alternate assessment options for neurodiverse learners
- providing facilities on site for personal needs (e.g. toilets and religious accommodation, and
- allowing flexible working arrangements for people with care responsibilities.

9. Establish sector-wide employee networks to support people from diverse groups in small organisations without the scale to justify internal support networks.

Goal 3 Procedures

Robust procedures in place to maintain and build on gains in DEI

Priorities

Implementation of formal procedures presents one of the highest barriers to advancing organisational DEI. Specifically, this goal will focus on ensuring that:

- construction organisations understand the need for, and benefits of, having formal structures,
- construction leaders have access to a set of templates and ready-to-use formal documents, and
- construction organisations are rewarded for implementation of formal procedures.



Goal 3

Procedures

Recommended actions

10. Advocate for DEI criteria to be included within the public construction and infrastructure procurement framework, including:

- submission of relevant policies and supporting data
- strategies to achieve DEI outcomes and targets, and
- application of DEI considerations in engaging subcontractors.

11. Implement a DEI employer accreditation framework to recognise and incentivise high standards of formalised practice and conduct.

12. Establish industry-wide procedures for data collection to establish baselines and monitor progress.

13. Maintain, expand and promote resources available on the Accord Resource Hub (#1 above), including:

- best practice recruitment templates, processes and advertising options to attract people from various diverse groups
- best practice career development templates and processes, specific to diversity dimensions, with specific reference to supporting neurodiverse people in their career development, and
- links to external agencies who support specific diversity dimensions.

Goal 4 Inclusion skills

**Inclusive behavioural
skills are highly valued**

Priorities

Inclusive workplaces require a commitment to growing the skills to efficiently manage differences, dissent, cultural meaning and diverse thinking. Development of these skills need to be prioritised through:

- easy access to relevant behavioural skills training, and
- support with processes to handle dissent.



Goal 4

Inclusion skills

Recommended actions

14. Establish a panel of fit-for-purpose training programmes and providers for behavioural skills at preferential industry rates, including programmes specifically for:

- empathy and perspective-taking
- active listening, assumption testing and conflict management
- cultural intelligence
- inclusive collaboration
- mitigating bias and prejudice, and
- relational bridge building (in and out groups).

15. Establish a mentoring platform where leaders from DEI-mature organisations can support others who are just starting, including:

- support with managing through situations of conflict, and
- leaders supporting leaders who are concerned about making mistakes in the DEI journey.

Goal 5 Cultural

Safe and healthy workplaces, rooted in bicultural competence

Priorities

The construction sector has many cultural aspects to be proud of, including resilience, solidarity and community participation. The challenge is to retain these positive cultural qualities while making space for alternative world views which bring additional cultural benefits. To this effect, the priorities of Goal 5 are to:

- a. partner with Māori to integrate Te Ao Māori values and concepts into mainstream construction culture
- b. generate a healthy curiosity about cultural and personal differences and an awareness of the adverse impacts of some historically acceptable practices on diverse groups, and
- c. focus on mental health for all as a primary component of workplace health and safety responsibility.



Goal 5 Cultural

Recommended actions

16. Partner with Māori and appoint a construction kaitiaki to support, navigate and connect the sector into relevant training and practices, including:

- build sector-driven relationships with whānau hapū and iwi, and
- leverage Te Ao Māori as an entry point for overall cultural change through the inclusion of Te Ao Māori values and concepts within minimum standards of the proposed employer DEI accreditation framework (#11 above).

17. Facilitate improved migrant integration through:

- inclusion of minimum standards related to migrant induction and cultural support within the proposed employer DEI accreditation framework (#11 above), and
- shared pastoral support services for migrants.

18. Promote the importance of mental health support as a mandatory employer obligation, including:

- provide recommendations regarding fit-for-purpose mental health first-aid training providers (#14 above), and
- introduce mental health training and reporting as part of the proposed employer DEI accreditation framework (#11 above).

19. Promote psychosocial safety in the workplace, through:

- access to resources and information about available training to identify, intercept, manage and report on bullying and harassment in the workplace (#1 above)
- inclusion of bullying and harassment training as part of WorkSafe/SiteSafe passport criteria, as well as the proposed employer accreditation framework (#11 above), and
- advocating for tougher investigation procedures and sanctions in respect of workplace bullying and harassment.

Indicators of success

- adoption of the online Roadmap tool as starting point in DEI journeys
- industry-wide agreement on DEI self-regulation, reporting and employer DEI accreditation
- analytics of the use of information on the Accord Resource Hub
- inclusion of a DEI module as part of WorkSafe/SiteSafe requirements
- inclusion of a DEI module as part of apprenticeship training
- increase in DEI training programmes attended, and
- a shift in overall workforce demographic participation statistics.

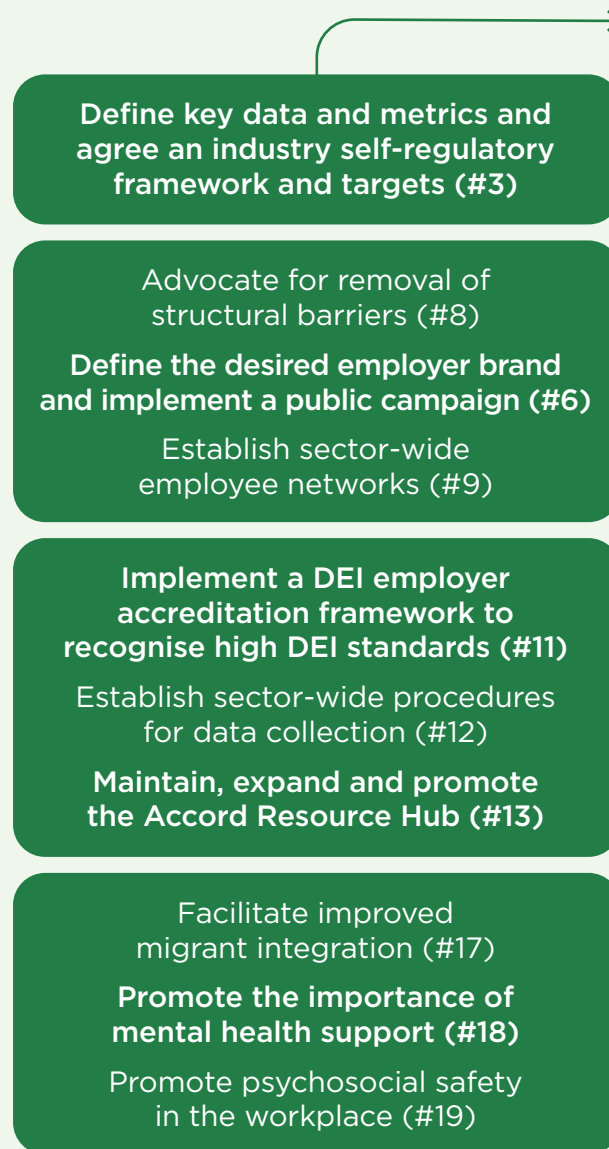


Implementation horizons

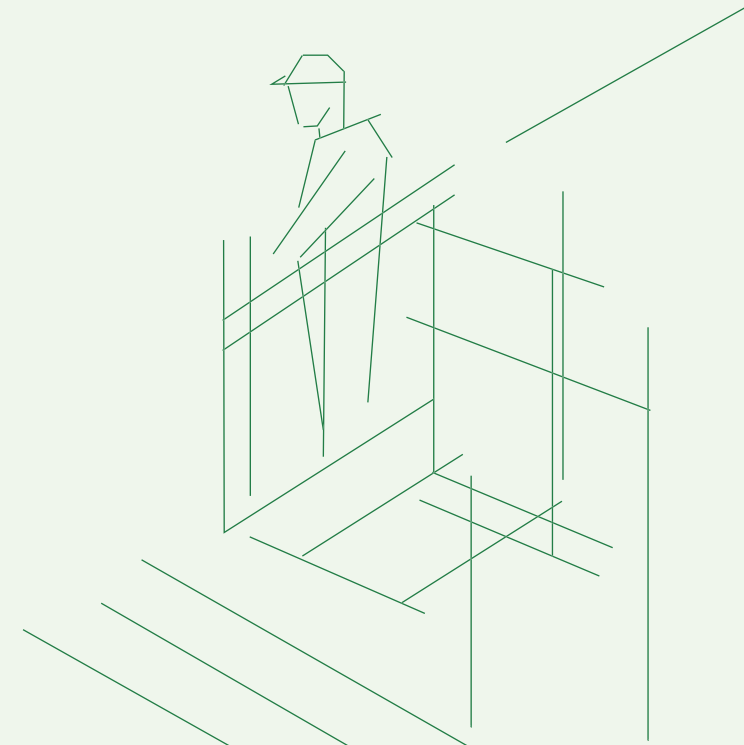
Mobilise (1-12 months)



Accelerate (9-24 months)



Embed (18+ months)



The online tool: organisational and employee roadmaps

The online Roadmap tool accompanying this report is a platform where construction organisations, leaders and employees can find the why, what and how to begin or progress their DEI journeys.

An online tool has been developed as an accessible point of entry to DEI engagement, framed in clear simple language that provides a tailored roadmap outlining simple actions that lead to easy wins. The bespoke roadmap output (a PDF) is generated based on the user's answers to a series of questions.

The online Roadmap tool is designed to:

- empower the willing and provide a pathway for engaging in DEI
- signpost and leverage existing activity and avoid replication
- help develop knowledgeable leaders with the required power skills
- drive positive culture change
- help build DEI literacy, and
- provide a pathway for ongoing assessment and measurement.

Consideration for the Accord

The online tool has been built to demonstrate an effective, easily accessible solution to connect construction stakeholders with pathways to engage in DEI.

There is an opportunity to develop this concept further and the Accord should consider further funding for developing the online Roadmap tool to its full potential.



Go to the [online Roadmap tool](#).

Case studies



Growing the number of female plumbers in Wellington

After an apprenticeship application by a female worker was turned down by 25 businesses, she finally got a 'yes' from Hutt Gas and Plumbing director Colleen Upton. This provoked Colleen and her co-directors to drive awareness of the lack of diversity in the industry, starting in their own workplace.

Today, their business employs 6 female plumbers in their team of 28. By providing a safe, inclusive and diverse environment, Hutt Gas and Plumbing now have a demand for apprenticeship placements.

Their existing team welcomed the development of a more diverse mix of people and today the male plumbers collaborate with the female plumbers, sharing solutions and best practices.

'By training more female apprentices, we hope to see more female-owned plumbing companies in the future, thereby increasing opportunities for future female apprentices,' says Colleen. 'We've had to bust a lot of myths and we've seen the female plumbers do the same job as the guys, and they do it well.'

Case studies



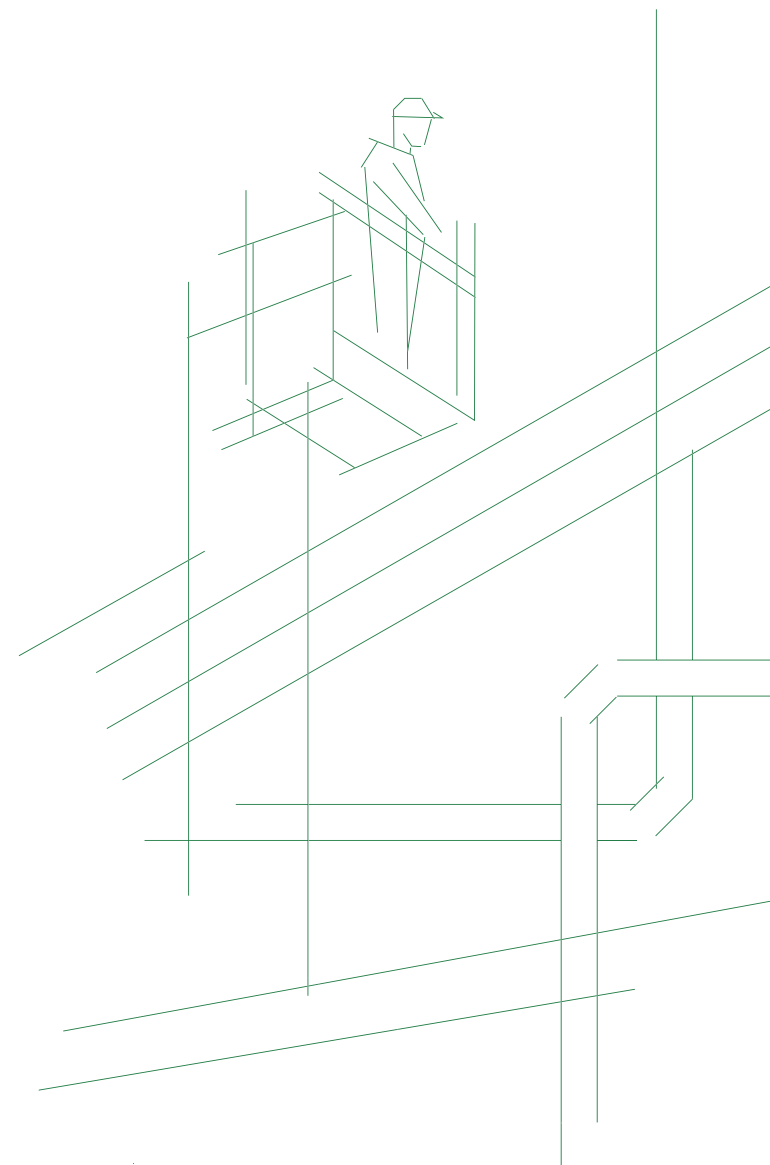
Creating a culture where neurodiversity is understood and embraced

Auckland Transport (AT) is part of a group working alongside Brain Badge to advance career pathways for neurodiverse candidates and employees. 'We're looking at greater accessibility to employment,' says Brett Bishop, People Experience Lead at AT. 'Not simply because it is the right thing to do, but to incorporate the advantages neurodiversity brings to an organisation – a whole world of new thinking, creation, innovation and problem-solving.'

AT has successfully worked with neurodiverse individuals alongside Autism NZ, and has joined a new foundation group run by Brain Badge and which includes KiwiBank and The Warehouse Group.

Together, the group is co-creating a new certification system for attracting, recruiting, supporting, developing and retaining neurodiverse people. 'Brain Badge is helping us implement the tools, strategies and culture needed to thrive,' says Brett. 'Diversity of thought brings innovation, new directions and broader perspectives.'

This requires leadership that is affiliative, humanistic and encouraging to create an environment where people feel safe and are open to showcasing who they are and what they can offer.'



Case studies



Supporting Māori women into construction careers

Te Ara Whanake Wāhine Toa is a Māori leadership programme for wāhine run by Downer New Zealand. It is designed to encourage and support more women into trades, businesses and leadership roles. Construction supervisor Roimata Maihi is one of the facilitators, using her own journey and experience to help other wāhine develop their leadership skills.

Roimata is also a mentor for Hawkins' Ako Whakaruruhau (Mentoring Learners) programme, helping wāhine to enter and develop their career in a male-dominated industry.

Ako Whakaruruhau engages with schools, marae, tertiary campuses and those looking for an opportunity or who perhaps need a second chance.

'We help place women into a trade they're interested in,' says Roimata. 'This could be inside Hawkins or with one of our partner companies, and then we support them through their apprenticeship or cadetship. Some apprentices attend an education skills programme once a week, and everyone gets together twice a year, supported by the executive team, to celebrate graduations and achievements.'



Case studies



Paving the way for a career in construction for disengaged youth

Deconstruction company Trow Group runs Open Classroom, a careers programme designed for disengaged Māori and Pasifika youth. Programme facilitators introduce the young learners to the deconstruction industry and help discover each intern's interests before supporting them on a pathway to attain new skills and confidence, guiding them towards their first job placement or trades training.

The programme shows potential career pathways, so participants can see how an entry-level labouring role becomes a steppingstone to opportunities, not the only possible destination.

'We remove the barriers to getting their first job with the support and mentoring they need to succeed,' says Lili Kawaguchi, the programme lead. 'We know that, culturally, Māori and Pasifika youth may never ask for a higher-level job, thinking they may not be good enough or are just ma (shy) to ask how they get into higher-paid roles. So, we connect them to people in roles that they may see themselves in, to learn their journey. We want them to get inspired and have the confidence to stand out and speak up.'

Trow Group continues with pastoral care for 12 months after the initial programme ends, checking in with individuals weekly.

They have a goal to reach 200 youth by the end of FY 2023, in partnership with the Ministry of Education. They want to turn lives around and bring some strong new talent and energy into the construction industry.

Towards success

Transformational change will require dedication, time, resources and support, despite an already stretched sector.

The Accord is driving change, with a clear vision for diversity, equity and inclusion – and the sector has champions leading the change.

The Construction Diversity Roadmap report and online tool provide a supportive, collaborative, sector-wide framework for improving DEI within the sector and a clear, readily accessible pathway for construction organisations and individuals to follow.

The next step is yours.

*Ko te tūmanako me haere tahi tātou
Let us do this together*



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