

DiveIN

Take a plunge into diversity

Built
Environment
—
Smarter
Transformation

What is DiveIN?

DiveIN is a programme delivered by BE-ST to promote diversity and inclusion in the built environment. We have been collaborating with industry to provide valuable tools, provoke discussion and empower people.

The project's aim is to help create a more diverse and inclusive construction sector in Scotland to make it a fair and attractive sector to work in, and so ultimately meet the demand for skills needed to deliver zero carbon. The project, now in its second phase, is based on wide industry training and engagement designed to give it the tools needed to develop and embed impactful diversity and inclusion programmes.

Key stakeholders: Balfour Beatty, Equate and funded by the Workplace Equality Fund



The programme

The trainees: Balfour Beatty

Balfour Beatty is one of the largest construction and infrastructure companies in the UK. They recognised that change needs to happen internally and across the whole sector. Balfour Beatty are currently on a D&I journey and looking to create impactful change, specifically around ethnic minorities.

Change starts at the top

By undertaking training with Radiant and Brighter, the programme is targeting those in leadership roles at Balfour Beatty to start the change from the top of the organisation. Although change must occur at every level, leadership roles have the power to start making substantial changes in an organisation, from culture through to recruitment.

By targeting leaders and management, the programme aims to see a real impact within Balfour Beatty and the wider industry.



The programme

The trainers: Radiant and Brighter

Micheal and Pheona Matovu, founders of Radiant and Brighter, know first-hand some of the challenges ethnic minorities' experience in the UK. They themselves faced unemployment after migrating here due to the lack of support available to them.

They founded Radiant and Brighter to turn their focus towards training organisations and individuals to help provide support for migrant communities in Scotland. Now they have a long track-record of bringing D&I to large organisations, having run many successful programmes of bringing more minorities onboard some household names.

The organisation is supported by the Scottish Government Social Innovation Partnership fund and, in this programme with BE-ST, the Workplace Equality Fund.



Approach to the training

Kirsty Duncan

When first running our DIVEIN programme with Balfour Beatty, we took a comprehensive approach to address the specific challenges faced by people of minoritised ethnic backgrounds in the industry.

We partnered with Radiant and Brighter as trainers, who were highly qualified and had expertise in diversity and inclusion, and who understood the unique challenges faced by ethnic minorities in the construction industry.

We then delivered bespoke training relevant and engaging training content that was designed specifically for the construction industry and the managers participating in the programme.

We used a variety of delivery methods, including interactive workshops and group discussions, to ensure that the managers were actively engaged in the training process. After the training programme was completed, we conducted evaluations and follow-up activities to assess its impact and gather feedback from the managers. This helped us to make any necessary improvements to the programme and ensure its sustainability. This will lead to positive outcomes for the company, including increased representation and engagement of ethnic minorities and reduced bias and discrimination.

The journey

5 workshops, 5 themes

BE-ST and Radiant and Brighter ran 5 sessions with Balfour Beatty on topics that would take the participants on a journey through areas of diversity and inclusion, expand their views and challenge their beliefs and biases.

They were asked about their experience with D&I before, and were encouraged to reflect and feedback on each stage of the journey.

Getting people talking

Radiant and Brighter believe that honest, open and direct conversations around these areas plant the seeds needed for change beyond the workshops.

Participants overwhelmingly shared the specific areas where they felt they had learned something.

Ethnicity,
Diversity and
Equality



Implicit Bias



Engagement with
Diverse
Communities and
Cultures



Cross-culture
Communication



Anti-
Discrimination,
Inclusion and
Anti-Racism

"We need to continue to share knowledge and educate people to understand the role we all have to make society fairer."

"I have had some conversations with the team about this topic since the training so I suppose that encourages the promotion of the topic."

"I am very much more aware of different types of unconscious bias now."

"Great to talk openly. My circle isn't very diverse so fully intend to find a podcast to address that."

"I need to go away and challenge myself to engage with communities from minority backgrounds so that I get more comfortable with language and my behaviour."

"It will make me represent Balfour Beatty in a more positive way."

"An insight into lived experiences. Thinking about everyday words around D&I differently i.e. anti racism and what true allyship would mean."

Case study



Carol Milligan
Finance Director

A conversation with two leaders at Balfour Beatty

We sat down with Naila Akram, Head of Social Impact, and Carol Milligan, Finance Director, at Balfour Beatty to find out more about their experience with the training and its impact so far.

"An eye opener"

Naila and Carol were part of the first Balfour Beatty cohort of Radiant and Brighter's training. Balfour Beatty wanted to take tangible action on addressing barriers to diversity and engagement and this training was one of the first steps in that broader strategy.

Sessions consisted of a reflection on the previous topic, input on the new one, and interactive break out rooms. Hearing Micheal and Pheona (Radiant and Brighter) share their lived experiences as minorities in Scotland was eye opening, according to Carol, and they were perfect for facilitating the training.



Naila Akram
Head of Social Impact

Case study

One of the other impactful aspects of the training, they said, is because they weren't taking the training with strangers: they were sharing experiences with the people they work closely with, opening the floor to more listening and close-to-home truths. After the training, Naila and Carol reported having conversations about D&I with colleagues outside the meetings and seeing people become more confident in their day-to-day.

"A 10 hour investment into making the job easier"

When asked why they did the training from a business perspective, the main benefit they saw was positioning Balfour Beatty in a better position to attract new and better talent.

But they also saw the benefit on-the-ground in actually making their jobs easier by having more understanding, empathy and communication between one and other. Before the training, both Carol and Naila felt intimidated by the 10 hour course-time. After the training, they saw the time well-spent as an investment in themselves and the business, and are looking to do more. They are now hoping to take the training to site managers next, bringing this approach to the "legs of the octopus" at Balfour Beatty.



Feedback from senior management training*

75%

said this was their first D&I training

90%

said this was their first one focusing on race

87%

said the course equipped them to better encourage and promote equality and diversity in the workplace

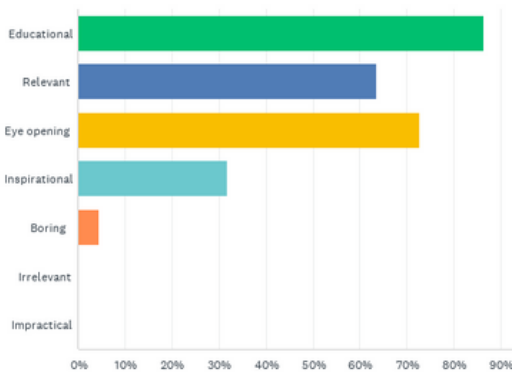
100%

felt more equipped to better identify non-verbal communication from diverse cultures

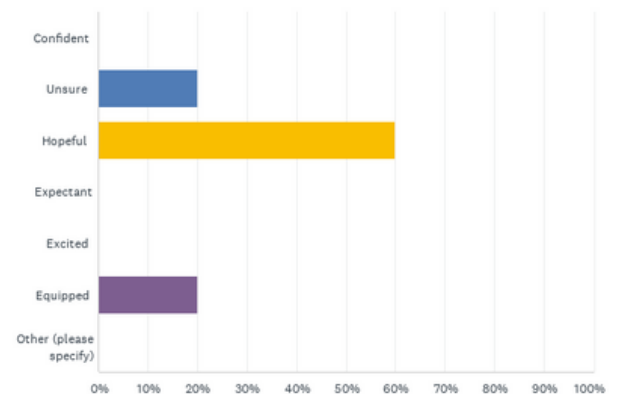
100%

said it increased their understanding of unconscious bias

Feelings about the course



Feelings at the end of course



Findings from webinar

Deeper dive into diversity and inclusion

Antiracism training

- Provides awareness and understanding
- Is a starting point to the journey -not a solution in and of itself

Good training...

- Provides historical context
- Is best delivered by experts with lived and learned experience
- Provides understanding of the forms of racism and how they present
- Equips learners with adequate understanding for **practice**

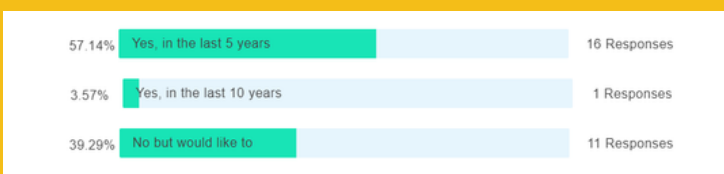
This list is not exhaustive

Watch on YouTube

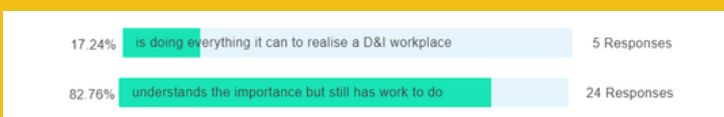
This webinar focused on the key learnings from the training and the next steps Balfour Beatty will take to make their organisation more diverse and inclusive.

Learnings from attendees:

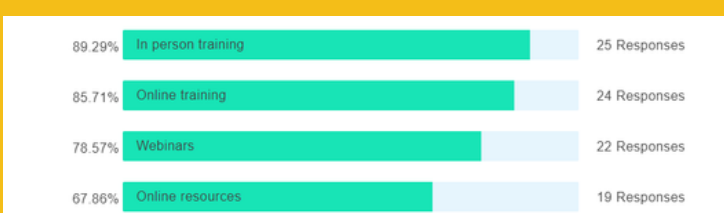
1. Have you had training previously to help support education around ethnic minorities?



2. Which statement best describes your organisation. My organisation...



3. How do you think you could improve your knowledge?



Equity and inclusion resources

Anti-racist employment strategy - A Fairer Scotland for All



Fair Work action plan: becoming a leading Fair Work nation by 2025



Equate Scotland



DiveIN



Radiant and Brighter



CITB Equality and Diversity Overview 2021-2025



BE-ST Equity and Inclusion Statement



BE-ST Toolbox Talks



Next steps

After completing the initial phase of training 30 of the senior leadership team from Balfour Beatty, we have outlined next steps to take with our DIVEIN programme:

- 1. Ongoing training and support:** We will provide ongoing training and support to the managers to help them continue to promote D&I and add anti-racism practice within their teams. This can include additional workshops, online courses, mentorship, and diversity and inclusion champions.
- 2. Sustainability:** We will ensure that the training programme is sustainable by encouraging that diversity, inclusion and anti-racism practice is woven into the company's policies, procedures, and overall culture. We will encourage managers to continue the conversation and drive change within the company.
- 3. Measuring impact:** We will establish metrics to measure the impact of the training programme on the company, such as increased representation and engagement of people of minoritised ethnic backgrounds, reduced bias and discrimination, and improved inclusivity.
- 4. Expansion:** We will consider expanding the programme to other construction companies and their managers. This can help to create a more diverse and inclusive industry and promote best practices in diversity and inclusion.
- 5. Collaboration:** We will collaborate with industry organizations, diversity and inclusion experts, and other stakeholders to continue to raise awareness and drive change in the construction industry.

By taking these next steps, we can ensure that the DIVEIN programme continues to have a positive impact and that the training and support provided to the managers from Balfour Beatty is sustained over time.

DiveIN

Are you interested in getting involved?

Or know an organisation that might?

Contact Kirsty @ kduncan@be-st.build to find out more.