

CASE STUDY

Diversity and Inclusion at Fulton Hogan



Project Owner

Fulton Hogan

Project Overview

At Fulton Hogan our purpose is creating, connecting, and caring for communities. Our large geographic footprint and the strong sense of pride and ownership within our regional businesses and project sites means that we are locals, and seek to give back to the communities we live and work in.

Fulton Hogan is committed to ensuring all our employees thrive, providing a safe and inclusive workplace is just a start to remove existing barriers to achieve future success.

Project Initiatives

Inclusive amenities on site

The Brunt Road site office is lifting the standards of our industry by providing a safe and inclusive workplace. With equal female and male toilets, a parents room, prayer room and gender neutral toilets it supports the diversity of our people.

Knowing the importance of a safe working environment, when planning the site compound, the team took a collaborative approach during which it was identified that the female bathrooms were too close to the entrance walkway which was not appropriate. With this feedback the layout was changed to ensure a comfortable working environment for all.

Parents room

Providing proper facilities on site for working mothers supports the commitment they have made to both their career and their family. The parents room provides a secure space without having to leave work to take short breaks for expressing milk. Having a parents room on a construction site creates an inclusive and supportive workplace while promoting a healthy work-life balance.

Gender neutral toilets

Gender neutral toilets accommodate individuals of all gender identities and expressions, providing equal access for everyone and eliminating potential discomfort or discrimination based on gender. With the highly transient nature of the workforce on construction sites, gender neutral facilities ensure that everyone has access to the basic necessities, removing bias and improving psychological safety.

Prayer room

Having a designated prayer room supports the well-being of employees, offering them a space where they can practice their religious beliefs. This removes the need for employees to find alternative places to pray, enhancing productivity, creating a sense of belonging and contributing to overall job satisfaction.



Wellbeing

Recreational activities at site

Fulton Hogan know that people within the construction industry have a higher likelihood of experiencing burn out than those in other industries due to the demands at work. At the Brunt Road site office, the team have activities such as basketball, football, table tennis and badminton available to use during breaks, encouraging the staff and workforce to increase their physical activity and social health.



The research tell us that physical activity and social connection can lower rates of anxiety and depression, and as such we know that offering activities for workers during working hours may help to decrease the likelihood of burn out and reduce the turn over of our employees.

People with higher levels of physical activity are also more likely to follow a healthy diet, thus reducing the prevalence of long term health conditions that are generally seen in higher numbers within our industry.

Fatigue Management

Effective fatigue management is crucial to ensure the safety and wellbeing of our teams. At Brunt Road we have ensured the team have access to education which outlines the importance of sleep and fatigue management. This has been done through the facilitation of Fatigue Awareness Training and a sleep support toolbox which provides information on the importance of sleep and what to do to support healthy sleeping habits, especially during times of increased workload and when working different shift patterns.

During overnight works the team foster open communication between workers and management regarding workload and schedules to ensure any concerns related to fatigue are raised early, this ensures issues are addressed promptly and workers health and wellbeing remain a priority.

Flexible working arrangement

Supporting flexible working arrangements is a priority at Brunt Road. Formal and informal flexible working arrangements are currently in place for all employees through individualised flexibility plans. Whilst we know that formal plans are important to ensure that our employees can appropriately manage their work life rhythm, we also know that things in life can often change and as such we actively promote regular flexibility discussions to ensure that we continue to meet the needs of our employees. We know that by providing adequate time for life, through tailored flexibility plans and the 5-day working week, our team have the ability to prioritise their life outside of work – improving work life balance is shown to have a direct correlation to improved mental and physical health.

Support for women on site

Currently women make up only 13 per cent of the building and construction industry's workforce and, of those, only 2 per cent are trades or front line workers. Fulton Hogan recognises that increasing female participation in the construction industry requires long-term planning and change at multiple levels of the industry to ensure that our workplace is inclusive on site and in the office.

The project has established the 'In Her Boots Working Group', made up of females from across the business including supervision, labour, traffic control, engineers and site office staff that meet once a month and have closed door/open floor conversations with fellow team members about various issues relating specifically to women on a construction site.

The group discuss barriers that exist for women in the field with the aim of driving change and supporting each other while ensuring that steps are taken to improve conditions at both a company and industry level.

The women from across the Fulton Hogan projects are supported by their Managers to attend the meetings in person at various locations, creating connections and having the challenges they face be shared across the sites.

From the 'In Her Boots Working Group', common issues they face have been raised and steps are taken to make changes, including alterations to women's whites, sanitary bins in female porta-loos, sanitary products on site and flexible working arrangements.

Surveys were distributed to get a better understanding of the issues that women in industry face and how we can continue to support each other to make change.

Creating lasting change across the business

The group was developed to work alongside the Women in Construction Steering Committee (WiCSG).

The WiCSG is a group that has been formed within the business whose purpose is to "understand the barriers that exist for women, drive change and promote a sustainable, diverse and psychologically safe environment".



Leaders from across the business have presented at the meetings, including Alliance General Manager Dean Riha, Executive General Manager - People, Safety & Sustainability Sarah Marshall and National Marketing and Communications Manager Nina McHardy. The group have also run an externally facilitated Communities of Practice session which was attended by over 150 staff of all genders from across Victoria who were invited to understand more about unconscious bias and participated in an interactive panel session.

Attendance and interest has been so strong that we are looking at expanding the 'In Her Boots Working Group' next year to accommodate this demand. Feedback has been positive, indicating strong engagement from our female workers.

Outcomes and Achievements

- The introduction of Inclusive amenities on site including gender neutral toilets, a parents room and a prayer room. We know that providing a range of inclusive amenities on site leads to improved feeling of psychological safety resulting in a comfortable working environment for all of our staff regardless of gender or religion.
- We know that supporting the wellbeing of our staff through flexible work arrangements, social connection through onsite recreational amenities and appropriate fatigue management has a direct correlation to both their physical and mental health, reducing the turnover of our workers, reducing the frequency of mental ill health and ensuring that they stay within the industry that can offer so much but historically has also taken its toll.
- Through supporting the introduction of the 'In Her Boots Working Group' as well as the 'Women in Construction Working Group' we are empowering our people to drive important change within our business and the wider industry with the ultimate goal of making our industry more appealing for those already in it as well as those looking to join. We know that diversity is not only important for the health and wellbeing of our workforce, but its important for business.
- From a recent survey the scores indicate a high level of organisaiton fairness, over 80% of respondents agreed on this project, people are treated the same regardless of other gender.
- Participants also indicated that at the Brunt Road Level Crossing Removal project they are supported by having facilities to engage in sport and leisure (table tennis and basketball) that help them to relieve stress and be physically active.

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Empowering women in the construction industry isn't just about breaking barriers, it is about strength, diversity and innovation that elevates the entire industry.

Dean Riha, Alliance General Manager – Fulton Hogan.

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Contact us

For more information or to get involved in shaping the Culture Standard, please contact us:

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