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WLG Quarterly Newsletter – Autumn 2024

Where does the time go? I can't quite believe it, but we are heading into the last quarter of our first year since launching the Women's Leadership Group. I am delighted to say that we have achieved far more than I imagined we would in this period. I have been motivated by you all and your desire to see the WLG succeed.

We have activated our **working groups** and white paper events; quarterly meetings are established with great interest from guest speakers to talk and participate. We have **eight WLG partners** offering discounted services to our community, including scholarships, courses, and/or subscriptions. These partners have been handpicked to ensure alignment with our core values and goals, not only from a career perspective but also in terms of overall well-being, considering various roles women may hold, such as mothers or stepmothers, carers, partners, etc., ensuring health and wellbeing for our WLG community. We have launched the **book club** and are starting to receive books from gifted authors. We have also launched our **mentorship offering** and **podcast series**, receiving lovely comments from our audience and of course, we have launched the **Newsletter** too.

We have even been shortlisted for a **National Women's Business Award** in the Social Impact category. Charlotte and I will be attending the awards ceremony in London, late October, and whether we win or not, we are delighted to have been recognised at this early stage in our WLG journey. We are most looking forward to being surrounded by other incredible women and celebrating their successes too.

Last, but by no means least, and by the way, this wasn't in the year one launch plan... we launched the **"Origins of a Successful Female Leader"** research project with the support of Newland Partners. As with all ground-breaking research, it's grown significantly, so much so that I have been discretely working with a London-based technology partner, AND Digital, to bring a **women-centric technology** tool to market in late 2025. This tool will combine career development, health, and wellbeing. I can't say much more than that right now due to IP and similar considerations, but safe to say, as soon as we can spill the beans and have the funding secured, we will be shouting about it. In fact, we will be reaching out to you all to see who wants to be involved in the testing and customer journey initiatives.



Vicky Brook, Editor

All I ask of our members, contributors, and mentees is to spread the word about what we are achieving and what we stand for. Let's reach as many organisations, working women, and male allies as possible. Let's keep the momentum going; together, we can achieve far more.

Vicky





Meet Rebecca Mushing, Head of Planning at Wright Hassall

The old adage that if you ever need something done, ask a busy woman is completely true in the case of Rebecca Mushing. If ever there was a woman with a can-do attitude, then Rebecca is that person. Working full time while studying for her law exams, she navigated her way through Wright Hassall from secretary to paralegal to trainee solicitor before qualifying into the planning team. Fast forward to 2024 and Rebecca who is now a senior associate has been appointed head of the planning team at a pivotal time for the sector.

Her enthusiasm for planning was spotted early on by the firm's then only planning lawyer with whom she was working. He encouraged her to qualify into the team and she has never looked back. As she observes "planning law does not stand still. It is always so varied, spanning both litigious and non-litigious elements, from planning disputes between neighbours to legal agreements on a scheme for hundreds of houses; from appealing developments refused planning permission, to CPO work dealing with landowners affected by HS2. No two days, no two transactions, are the same. I just love it."

After qualifying, one of Rebecca's most notable achievements was assisting in the case of Fidler v Secretary of State. The case concerned Mr Robert Fidler who built a home without permission concealed by bales of hay in an effort to accumulate the requisite time period to be immune from enforcement. The case led to a change in the law to ensure if development was built without permission and was concealed, the immunity period for enforcement would not begin until it was revealed to the world.

After gaining two years post-qualification experience, she moved to Shoosmiths in Birmingham where she gained valuable additional experience advising on all aspects of the planning process and highway matters for a wide variety of clients including local authorities, registered providers, landowners, and developers. However, in 2018 she was tempted back to Wright Hassall to bolster the growing planning team. Six years later and Rebecca is now Head of Planning of an all-female team as well as sitting on the West Midlands committee of Women in Planning. She is an active member of the network and is keen to ensure all women are supported through their career and are encouraged into the planning sector to enable equal representation.

With a new Labour government committed to overhauling the planning regime, she relishes the challenges ahead: "It is a very interesting time for the planning sector, and with a new government in place we can expect more change on the horizon. We will wait to see whether that is positive or not for the sector and housebuilding."

As well as relishing the professional challenges ahead, Rebecca's new role, along with her involvement in Women in Planning, gives her the perfect springboard for encouraging more women into the sector: "Things are changing quickly so my message to prospective female planning lawyers – and planners – is don't be intimidated by it being a male-dominated industry. There are already many fantastic women working in planning, and they are all here, ready and willing to support you. So just go out there and give it a go – it's challenging but also incredibly rewarding and exciting: you'll never be bored."

"It's clear that there is a lot of opportunity for the sector, I look forward to developing and expanding the team"



Rebecca Mushing, Head of Planning
August 2024



Q1. What's your current role and how long have you been employed in this capacity?

Jodie – After starting with the business 9 years ago as a junior business administrator within a manufacturing facility supplying the offsite construction industry with a large selection of bespoke and specialist plasterboard, claddings and boarding kits amongst other products. I've worked my way up the career ladder to General Manager leading a team of both office and factory operatives through the day-to-day operations of the business.

Lois – My journey within the construction industry began 10 years ago as a business admin apprentice within a Mechanical & Electrical sub-contractor, developing my skills and knowledge I forged my own path progressing my way to Management Level. I've recently transferred my speciality in M&E into my current position as a Mechanical & Electrical Pre-Construction Manager within a Modular building contractor.

Q2. Who or what motivated you to have a career in Construction?

We grew up in a household that had a strong work ethic and were always encouraged to break down barriers and achieve success within anything we set our minds to. I think this instilled the desire to embark upon careers with unlimited opportunities, which we believed the construction industry offered as well as job security. With the prospect of transferrable skills and knowledge in the various sectors within the industry itself, providing a form of stability and endless options for development and progression.

Q3. What did you want to be when you were at school? If different from construction at what stage/age did you change your thinking?

From a young age we both showed a keen interest in sports, playing at national level in Football and Basketball, however as we approached adulthood it became clear that making a career from sports as a woman wasn't practical at the time with the lack of investment, exposure and opportunities available within our local area and wouldn't provide us with a stable income and career.

Q4. If there was one motivating reason you could give to inspire young women to enter into construction what would it be?

Jodie – Endless opportunities, as Lois and I highlight above the construction industry is so vast, it offers such a variety of roles and progression routes to suit all capabilities from those who prefer being hands-on to those who are technically minded.

“
WLG
Mentees
have their
say”



Q5. What unconscious barriers have you evidenced for female colleagues to overcome to get to management?

Lois – Gender bias, this was brought to the forefront on numerous occasions when male associates would automatically stereotype female staff members into roles of office administration, accounts, personal assistant positions.

Ageism, having started my career straight out of school my knowledge and skill set was built from the early stages, however you were seen in the industry as a trainee with questions and queries being directed towards older members of staff even though you held senior positions.

Q6. As a women in management how do you inspire and support your female team members and ensure they reach their full potential?

Jodie – I instil within the workforce an open culture of inclusivity and equal opportunity regardless of age, gender and diversity. I encourage and assist in every way possible such as providing training, guidance, support and setting goals that play to their strengths/weaknesses all to help them achieve their full potential.

Q7. Do you feel women in Construction are taken more seriously now than they were when you started out?

Lois – I believe small steps have been taken in the right direction, however feel there is significant movement still required to close the longstanding bias imparted by earlier generations.

Q8. If you see unconscious bias, be it in your organisations or supply chain how do you go about “calling this out”?

Jodie – Tackling it head on, pointing out how I will not stand for it as it doesn't align with my values or ethics personally and professionally. Highlighting why it is wrong, the implications of their actions because of the bias and encouraging the person(s) to think differently and be better.

Q9. What inspired you to get mentored externally through the WLG mentor programme?

Jodie – The main reason why I joined the mentor programme was to obtain a better understanding of how to strive in the position I currently hold and gain the confidence to progress to Director/Board level from people who can share their

own experiences having been in these positions knowing what it takes to be successful.

Q10. What have you benefited most, so far?

Jodie – The confidence to step outside my comfort zone and operate in the unknown, gaining different perspectives.

Q11. What one improvement do you think the construction sector needs to make to help empower and support its rising female talent (be brave!)

Lois – For me the construction industry needs to address and actively seek to fully close the gap in gender equality within the workplace. For what is known to be a male dominated environment, the industry would see significant improvements with women bringing to the table fresh perspectives, new skill sets and a more dynamic working environment into the sector which would also generate a widened pool of skilled candidates.



Topic under discussion

How to make building-site culture more family friendly

The purpose

To unpick the challenges and discuss solutions

Format (in person)

Collaborative discussion and break-out working groups with experts

Outcome

Report will be a thought leadership piece from Careers After Babies

OUTCOME TIMELINE

1

ROUND TABLE

A great round table session at Jacobs' London office for a WLG initiative in partnership with [Jessica Heagren](#) and expert [Lizzie Martin PCC](#) on International Parents Day. Talking site culture and what is "practical" to enable construction companies to unlock family friendly policies, whilst ensuring project excellence in delivery and cost terms, whilst also retaining and recruiting best in class talent.



2

FIRST DRAFT

The intended output of the session on 16th September is a Thought Leadership piece. The report will be available during the week of 15th November 2024 for those who contributed to review and feedback.



3

FEEDBACK

Feedback from the attendees will be due by 20th December 2024.



4

PUBLICATION

The report will be published on the Career After Babies and P3CL websites, on social media and to the press in early January 2025.



A heartfelt thanks goes out to Jacobs for hosting the Round Table Event in partnership with Careers After Babies and P3CL for providing the lunch. It was an incredibly valuable experience that provided insights, resources and networking opportunities for all that attended.

Jacobs



P3CL People 3 Construction LTD

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WOMEN IN SPORT

Because women & girls belong

Sport can transform lives. It can give girls and women resilience, courage, self-belief, and a sense of belonging. However, it is still the case that too many women and girls are missing out, not just on these, but on the huge physical and mental health benefits of sport too. In fact, the gender play gap between men and women, boys and girls, is wider than it's ever been.

This is not inevitable, though. With a new government establishing itself in Westminster, there is a new opportunity to deliver positive change for women and girls and recognise the value of sport to their lives.

Here's how Women in Sport think the new UK Government can create the conditions to make sure all women and girls have the opportunity to discover the joy, fulfilment and lifelong benefits of sport.



1). We must make sure sport is fair for women and girls – we can ensure women and girls are given fair opportunities and resources to thrive in sport by mandating: **50-50 leadership of the sexes** on all sport organisation boards; **50-50 visibility of women's and men's sport** for all public service broadcasters; and introducing **gender impact assessments** to report on how public money is being spent between men/boys and women/girls.



2). It is time to stamp out misogyny – by introducing anti-misogyny policies we can take a step in the right direction, ensuring that misogyny is recognised and addressed. **Criminalisation of misogyny** with dedicated legislation and an independent regulator for sport would also aid efforts **tackle abuse** in sport, which we know disproportionately affects women and girls, and help sport create a more welcoming culture at all levels.

3). Improve the lives of women and girls – the result of the current gender activity gap on physical and mental health is staggering. 90% of those hospitalised with eating disorders are female. Self-harm is five times more likely in young women. Two million women in England and Wales have osteoporosis. Half of women over 50 will break a bone because of this disease, compared to 20% of men. But by **embedding sport** and physical activity in women's health strategies, using sport as **preventative health care**, and **improving the training** given to teachers and coaches, we can tackle significant gendered health inequalities effecting women and girls as well as the impacts of gender stereotyping.



Women in Sport are committed to making sure this is taken seriously by our government and key decision makers. If you want to support this crucial work, why not write to your MP today by [clicking here](#), and [subscribe to our newsletter](#) where you can stay up to date on our progress and impact.

Talking Male Allyship and Fashion with George Davies – Fashion Icon

George Davies is without doubt a living legend of UK fashion, best known for launching Next on the high street in 1982 and the Next Directory in 1987 – bringing fashion collections into customers' homes complete with fabric swatches, before going on to bring us the first supermarket fashion brand with George at Asda in 1990.

He sold the George brand to Asda in 1995 and returned to run the brand until 1999 – leaving shortly after Walmart acquired the supermarket chain - and then went about elevating Marks & Spencer's fashion offer with the Per Una brand in 2001.



Sharing a cuppa with George Davies around his dining table at his Cotswold home was just as I expected it would be given, his cheeky smile and passion for business, women in business, fashion, people and success. He was relaxed, insightful and gracious in equal measure. A man who has created and led multiple brand success stories it couldn't just be a case of good luck and fortune, so I was keen to get stuck in and find the key drivers to his business success.

What did you want to be when you were at school?

A footballer, in those days footballers maximum weekly earnings were much more modest £20.00 per week! Even way back the salaries weren't at the level the players receive today. So it wasn't driven by money. I was fortunate enough to play for England School Boys, Bangor City and Marine FC. Football was something I excelled at and enjoyed in equal measures. Stanley Matthew was my childhood inspiration.

I believe dentistry and football were the more likely career pathways? What changed your direction?

A leg break and a mother who had other intentions for my study and career put pay to me progressing. My Grammar school headmaster and mother colluded for me to attend university in Birmingham to study dentistry, but it wasn't for me, in fact I only lasted a year.

I believe your mum played a part in your fashion career? Tell me more/how?

My mother was a positive driven force, she was a tough, strong woman. Very disciplined in all she did and meticulous about her own clothing, image and quality of what she wore.



George Davies at the launch of the Next Directory. Image: Alamy

So much so, that when she grew frustrated about the quality for what was available to her to buy, she opted to source her own fabric and patterns and made her own clothing. I would observe, but unaware at the time of how this would impact my career choices and desire to enter the fashion industry.

What did your mum say when you started out in the fashion industry?

She was always supportive and encouraged whatever I wanted to do and as the years went by she seemed to enjoy my successes.

"My love of fashion is eternal; my team have the same passion as I do. Creating 3 brands in the UK - Next, George and Per Una and seeing the response from our customers was a dream come true for all of us. One of the greatest recent challenges has been launching GWD internationally, working closely with our partners enabling us to deliver sales and success above all our expectations. Exciting times ahead, with GWD launching here in the UK."
George Davies

What one fashion item do you think empowers a woman most?

Dresses! Creating collections was what I was about, so the enjoyment came from multiple garments in a collection, but I think if there was one item to frame a look it would be a dress.

How do you manage women in the workplace?

Very simple, I treat them as equal. In my organisations typically they have been 85% female and 15% male. It's not been conscious, or a strategic action, but I seem to get the best out of women in businesses and have created longevity in their service too.

I believe you created your first label when you were under 30? Were you fortunate or was it strategic?

A bit of both in all honesty, but in life you have to have a vision, believe in yourself, surround yourself with great people who share your ethos and be able to pick yourself up after setbacks.

After the dentistry u-turn I went to work for Littlewoods, worked my way up, learnt all the basics of retail, skills that equipped and shaped me for sure. I was fortuitous to see an opening for an affordable school uniforms and left Littlewoods to create my own business "school care". I had to borrow £40k to make it happen from a lender known as Northern Commercial Trust. Sadly after some years and success, they went bust and the loan was called in. This ended school care, but these learnings motivated me further.

As a male ally what one piece of advice would you give to a male leader to get the best of his female employees?

I don't ever give out advice, but I believe my success with my colleagues has come from treating them as equals, colleagues not employees. Culture to thrive, never too important to not be able to listen, and never forget a birthday!

Who's the most inspirational women you have worked with or for?

I indirectly worked with Margaret Thatcher. Got asked to her office on numerous occasions when she was looking at the high street, and retail. Me along with others would sit round the table and share our insights. She also attended store openings where she would command attention. She has a brilliant personality, very focussed in meetings and a great leader.

Why not get some fashion inspiration from Georges' latest collections.

<https://gwd.co.uk/collections/new-in-woman>

During my morning with George, he was keen to take me to a few of his businesses, so I could feel and see for myself the inclusive culture he has nurtured.

What was very apparent was the mutual respect between him and his team with lashings of longevity of service in the room. His "colleagues" as he likes to refer to them were relaxed and upbeat and participated in conversations, sharing career milestones from their journeys with George and his brands which quite literally have taken them near and far.

George is a kind and generous man too, something that I was already privy to; he supports a number of charities all of which are very close to his heart and brings him much personal joy.



Launching Per Una at Marks & Spencer in 2001. Image: Alamy (middle picture)

As I drove away from my morning with George, I felt really inspired by his energy for fashion, his love of people and life generally. Treasured times with a great male ally.

Vicky Brook - Chair Women's Leadership Group

1988: Leaves Next in December 1988.

1990: Davies launched George Clothing with Asda, designing womenswear, menswear and kids wear.

1995: Asda purchased the George brand, but Davies continued to run it.

1995: Davies founded S'porter, a company which produced complete clothing and accessories collections for football fans of clubs including Newcastle United (which he opened five stores with), Liverpool, Arsenal, Wolves and Rangers.

2000: Davies resigned from Asda following its acquisition by Walmart. At the time of the takeover, it was reported that the George Clothing brand was turning over £600m.

2001: Setting his sights on attracting a younger female customer to Marks & Spencer, Davies launched Per Una in September 2001. Within three years it was creating an annual turnover in excess of £230m and was over 10% of M&S's total womenswear sales.

2004: Davies sold Per Una to M&S for £125m, but stayed on with the company until 2008.

2009: Davies launched his fourth fashion business described as "affordable luxury" for women, called GIVE (as in George IV), with the small 'e' representing the e-commerce side of the company, though it operated in 10 stores in the UK in prime retail locations, including one on London's Regent Street.

2010: Davies launched FG4 womenswear and then kids wear for the Middle East market, with his daughter Emma Trayner working alongside him.

2011: The GIVE business was closed citing the credit crunch, tough trading times and large outgoings on its retail stores.

2021: Davies and his team, including Melanie his daughter, launched GWD womenswear in the Middle East, selling in Debenhams department stores run by Alshaya Group.

2022: GWD childrenswear was added to be sold in Debenhams stores throughout the Middle East.

2023: GWD children's wear to launched in 36 Mothercare stores in the Middle East.

2023: GWD womenswear and childrenswear launched at Pure London for wholesale, with a UK consumer website launched in September 2023.



RUMPUS

UNAFRAID OF MAKING NOISE



About Rumpus

We are Rumpus, a B Corporation-certified impact agency based in Altrincham. We offer a wide range of services, including PR and media relations, social media, website creation and management, SEO, video, and more. However, our true expertise lies in crafting content that drives meaningful impact. This means that we are unafraid of making noise. Noise that sparks conversations, transforms hearts and minds, changes public perceptions and puts places firmly on the map. We are skilled writers, content specialists and media maestros. We are also environmental advocates, campaigners for equality and seasoned philanthropists. Our commitment to B Corp principles is at the heart of everything we do, including our unwavering dedication to our clients and their respective industries.



Dr Katie Barber of Oxford Menopause Ltd has been named **CEO / Director of the Year (Women in Business)**. Her leadership and commitment to women's health have been instrumental in the company's success. Additionally, Oxford Menopause Ltd has been honoured as the **Best Health and Wellbeing Facility** for their exceptional services.

Great to see our WLG Women's Health expert and Partner [Dr Katie Barber](#) winning awards. A huge congratulations Katie so very well deserved. A reminder to our WLG members and mentees to take advantage of your member discount's in our Health section.



Six months after our launch, the Women's Leadership Group is honoured to have been shortlisted for the National Business Women's Awards in the Social Impact category, standing alongside other esteemed individuals. Danielle Edge (Animal Edge), Claire Bolton (Apex Ability Limited), Dawn Bates (Dawn Bates International Ltd), Victoria Podmore (EWI Store), Lisa Eagling (Mathsfit), Felix Robinson (Pet Trust UK), Malgorzata Ostrowska (Red Thread Tailor) and Rosemary Hill (The Play's The Thing Theatre Company), we wish you all the best of luck. Charlotte and I are very much looking forward to celebrating our success and meeting all these inspirational people at the awards on Friday 25th October at the Leonardo Royal London Tower Bridge.

We are thrilled to have been approached by Rumpus to take part in their Whitepaper entitled "Giving Socially Conscious Businesses a voice". We hugely appreciate any opportunity to air our views and put all our effort and energy into empowering women to achieve main board positions.

The resulting paper will be extremely powerful and we will be sharing it as soon as it becomes available.

Certified



About the Whitepaper

As a B Corp, we are committed to maintaining our knowledge of social value trends in our client sectors. One of the key industries we work across is construction and the built environment, where we work with a range of clients, including Seddon, Watson Homes, and Altered Space. We are always striving to remain at the forefront of the latest news, trends, challenges and developments within the built environment industry. This drive, combined with our ethos as a B Corp, is why we are creating an insight-led whitepaper focusing on key impact areas of social value within the construction sector. These areas include:

- Equality, diversity and inclusion
- Stakeholder relations
- Charity partnerships
- Environment and sustainability

With an excess of greenwashing and virtue signalling in the media, it can be difficult for businesses to know how best to authentically communicate their social value wins. Our aim with this paper is to outline the current landscape of these social value areas in the built environment. We will be working with a wide range of industry experts insight into the state of these areas in the built environment, before bringing in our own expertise to set out best practices for communicating organisational efforts and achievements in these areas. The paper will be hosted on our website and distributed across social media in October.



NATIONAL BUSINESS

women's

AWARDS 2024

FINALIST



Women's Leadership Group

WLG Making it into the press - our community is empowering thought and change!

Developing Women in Leadership

As summer draws to a close, the UK construction sector will draw a sharp breath as it re-familiarises itself with a sizeable "to do" list. The tasks on it are exciting, no doubt, but also complex and challenging. The new Labour government has pledged to build 1.5 million new homes by 2029. The justice system is bursting at the seams, with 20,000 new prison places to be delivered to ease the strain. New schools and hospitals are desperately needed in local communities; hundreds more are to be rebuilt or refurbished due to crumbling concrete. HS2 and other critical infrastructure projects must be completed. Meanwhile, our existing building stock requires re-purpose and retrofit to meet our target for Net Zero Carbon by 2050.

Of course, these challenges bring opportunities. However, to realise these, exceptional and diverse leadership is required. To deliver the country's needs and thrive, the sector must more effectively engage and harness the full range of leadership talent available to it. One of the most important ways it can do this is by employing more women in senior board-level positions.

While there is much left to do, positive strides have been made in recent years to address the traditional barriers to female representation and equality in construction. The pandemic has ushered in new, flexible working practices, while women have reported that virtual working has helped them to find a more confident voice on a leveller playing field. Cognisance that women require specific protective equipment is growing, to the extent that a bill mandating it was presented to parliament earlier this year. The gender pay gap still exists and remains far too wide, but decreased by 4% in the last 6 years, with industry leaders including ISG, Kier and Morgan Sindall outstripping the average (CIOB).

Despite these wins, the fact remains that women make up 51% of the UK population, but under 16% of its construction industry.

And entry doesn't appear to be the problem. Construction firms now report intake rates at graduate or apprentice level of 50/50, or very close. However, women are continuing to hit blockers when it comes to securing director or board level roles, leading to drop-out

A 2024 Creditsafe report found that just 21% of construction firms list a female director – the lowest of any industry they surveyed. Zoe Price is a rare woman who has smashed through the glass ceiling, rising to the heights of CEO at construction giant ISG. She notes: "The key to changing attitudes towards women in this industry is getting more women into senior roles."



The recognition and enthusiasm from the big players appears to be there. Willmott Dixon is aiming for 50% women on its management trainee programme each year. Morgan Sindall has set explicit targets for women to make up 40% of its board, and one third of its group management team. They are absolutely right to do so. Research from McKinsey has shown that companies with diverse executive teams are 33% more likely to outperform their peers on profitability.

What is clear is that aspirational women and the construction industry need more help in coming together to turn these ambitions into reality. A joint report produced by Building and Gleds in March of this year places a firm emphasis on the need for strong female role models who can provide inspiration and mentoring to women. The report captures a telling comment from Kirsty Shrubsall, Head of Sustainability at Sir Robert McAlpine: "if you can't see it, you can't be it".

This is where P3CL's Women's Leadership Group (WLG) comes in. The WLG is chaired and led by founder, Vicky Brook, who has a wealth of experience in executive management across a diverse range of sectors including construction, HR, Banking, and Receivables Recovery, and broke into the boardroom before she turned 30.

The aim is simple: enabling talented women to reach their full potential within C-suite roles.

For an affordable membership fee, members benefit from quarterly meetings where they can learn from inspirational leaders, with in-person sessions supplemented through newsletters, videos and podcasts. If positive role models are what is needed, then WLG has them in spades. The WLG provides a safe space where women can openly share their experiences, discuss barriers, and collaboratively develop plans to tackle them. In addition, they create and offer training materials through accredited partners to deliver qualifications for members, advancing their progress up the corporate ladder. Members can also arrange mentoring partnerships to develop personal career development plans and tap into support programmes aimed at common challenges (for example, menopausal support).

Jodie, a WLG member, says: "The main reason I joined the mentor programme was to gain the confidence to progress to Director/Board level from people who can share their own experiences having been in these positions and knowing what it takes to be successful. I have benefited from the confidence to step outside my comfort zone and operate in the unknown, gaining different perspectives".

If UK construction is going to rise to its considerable challenge, then more gender diversity is needed around the boardroom table. The WLG is committed to making this happen, by challenging barriers, amplifying the voices of the women who've broken through, and connecting role models and mentors to the next generation of talented leaders. If you believe you can benefit from and support the WLG, please get in touch with Vicky at: vicky.brook@p3cl.co.uk

DAILY NEWS

Word • Business • Finance • Lifestyle • Travel • Sport • Weather

The article appeared in UK Construction Online on 20th September 2024

<https://www.ukconstructionmedia.co.uk/features/developing-women-in-leadership/>



Nicola Bird, Founder/Owner and MD of AccXel Construction School and Chief Operating Officer at K W Bell Group announced her appointment to the Gloucestershire Economic Growth Board as a representative of the construction sector.

“With a diverse background in contracting, house development, plant hire, and construction education, along with strong connections to a wide range of county construction firms from micro businesses to PLCs, I feel confident to represent the unique challenges and opportunities in our sector.”

Deloitte UK has announced a new equal family leave policy, offering all parents 26 weeks of fully paid leave from January 2025. This change is part of a broader family and carers leave package, including paid time off for neonatal care, caregiving, and fertility treatments.

A YouGov survey commissioned by Deloitte reveals that 87% of working parents consider family leave a crucial factor when choosing an employer, and over half of working mothers face challenges due to their co-parent's workplace inflexibility. Deloitte's policy aims to address these issues, supporting gender equality and improving work-life balance for all its employees.



Fiona Hathorn, CEO of WB Directors and Portfolio NED. Governance, Leadership, Remco & Investment Oversight Expert announced the release of their latest Hidden Truth research had been picked up by The Times (<https://lnkd.in/eucA5xUr>).

The research, sponsored by Women on Boards UK and Protiviti UK, includes the first in-depth analysis of the number of women in the roles of Chair, Senior Independent Director (SID), Chief Executive Officer (CEO) and Chief Financial Officer (CFO) across the FTSE All-Share and AIM companies. It found that just 13% of these top roles are held by women (436 women across 3,452 roles), despite the FTSE Women Leaders Review introducing a focus on these four roles and the Financial Conduct Authority going further to set a target for firms to have at least one woman in these positions.



Vistry Group

Congratulations to WLG Contributor Karen Shanks on her appointment as Operations Director-Vistry Works at Vistry Group. Karen transitioned into the construction industry following her career in the RAF. A highly experienced Strategist, she specialises in establishing and streamlining processes, systems and resources.

The **Women in Construction** initiative, which aimed to increase female participation in the construction industry has sadly ceased trading after several years of impactful work.

Found in 2008 as part of the Olympic development in London it expanded to become a not-for-profit organisation increasing the number of women on large projects such as the Shard, HS2 and the Olympics where it doubled the number of female construction workers.

Women into Construction

Kath Moore MBE - 2nd Managing Director at Women Into Construction CIC
6h • 5

After 16 Years of Changing the Face of Construction, Women into Construction has taken the difficult decision to cease trading.

We know that there is still much to be done to transform diversity in the Construction industry, and we are proud of all that we have achieved over the past 16 years.

Over 4700 women have had in depth support, 3000 completed industry training, 1300 completed work placements, which led to an amazing 1300 women gaining employment. We've worked with over 350 companies and forged partnerships with training providers, government agencies, local stakeholders and industry bodies to further our cause and support the industry.

Our work has transformed the lives of over 1,300 women who now work across the sector - and we know that alongside all their colleagues and supporters, this mighty army will continue to challenge and change the Construction companies in which they now work.

We wish to thank all our staff, our stakeholders, corporate members, delivery partners, programme clients and of course all the women we've had the joy to work with. We hope that the foundations we have built with all our stakeholders will allow you all to keep Changing the Face of Construction!

IMAGE OF CONSTRUCTION
Recent Single Network



Wates Group announced that “as part of our promise to ensure our colleagues feel invested in and cared for, we've enhanced our family leave policies.”

The following changes take effect immediately:-

- Full paid paternity/partner leave has increased from 8 weeks to 12 weeks, which can be taken at any time within the first two years of the child being born or adopted.
- Our carers leave policy now includes a week's paid leave and three weeks unpaid.
- Our family leave policies (maternity leave, shared parental leave, adoption and surrogacy policy, and carers leave) are now 'day one' employment benefits, meaning our employees are eligible for them from the first day of their employment with us.”



FACTS

- **Outward Bound** was founded in 1941
- They are a **Charity**
- Over **3000** professionals go to Outward Bound every year

“We're thrilled to partner with WLG. At The Outward Bound Trust, we specialise in behavioural development, using the outdoors to cultivate leadership through self-discovery. Achieving and excelling in senior leadership requires resilience, self-awareness, and determination. I'm excited that Outward Bound can help equip and empower more women by unearthing and fine-tuning these qualities.”

Nat Harling, Director of Business Development
The Outward Bound Trust

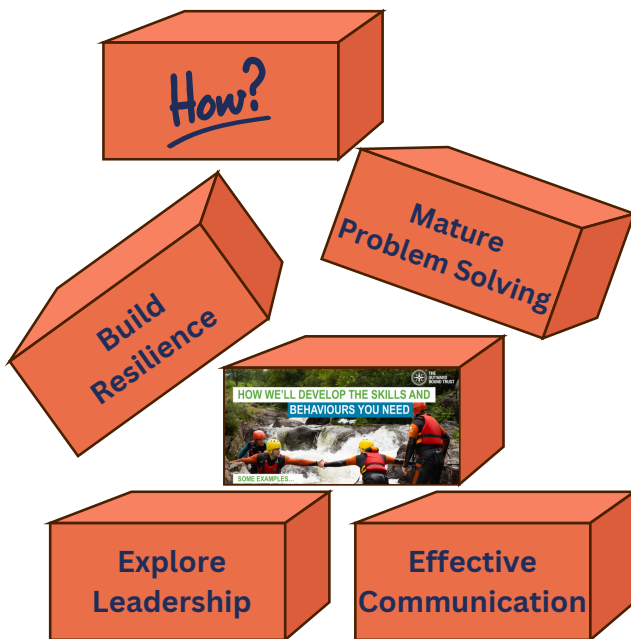
We are excited to announce a New Women's Leadership Group Partnership with The Outward Bound Trust



THE OUTWARD BOUND TRUST



The Outward Bound Trust's approach is to deliver an experiential learning programme for the Women's Leadership Group.



10% discount available through the WLG on their programmes

The offering is open to all WLG Members, Mentees and P3CL Clients

The Learning Process

REVIEW

Young people reflect on their experience and identify learning

- Draws out learning through reflection, linking to the frontload.
- May take place mid-activity or end-of-activity, indoors or outdoors.
- Uses open questions to encourage reflection and thought.
- May use active or creative methods appropriate to group needs.
- May be supported by other learning models.

ACTION

Young people engage in the experience

- This could be a single task, activity, journey, or the entire course.
- Planning is an important component of this element.

FRAME

Young people understand the purpose of the learning

- Creates a context for learning – referencing young peoples' real and quality worlds.
- Links to young peoples' own experiences of home, school, work and social life.
- Links to any previous course experience and learning.

FRONT LOAD

Young people understand the focus of the learning within the adventure

- Sets the learning agenda for the course, including opportunities and expectations.
- Establishes an intentional balance between group and individual learning.
- Acknowledges the anticipated outcomes of the course.

TRANSFER

Young people identify how they will use the learning in future

- Identifies when and how learning will be implemented in group and individual contexts once participants return to their normal lives.
- May be discussion or activity based and should link back to the frame.
- Transfers link to outcomes and are an essential part of the learning process. It's important that time is set aside on the course for young people to consider this seriously.
- Transfers should not be limited to the end of a course.





We are delighted to announce our NEW partnership with Dr Nigel Denby at Harley Street at Home



Registered Dietitian Nigel Denby has specialised in supporting women through menopause transition for over 25 years. He is the author of 10 nutrition books and regularly appears across print, television and radio.

Nigel has collaborated with Women's Health Concern, the patient arm of the British Menopause Society, to develop a Menopause Wellness Hub – an online resource for lifestyle information for women and their partners.

Nigel's practical, evidence-based approach to nutrition has successfully helped thousands of women navigate their menopause journey. His no gimmicks, no quick fixes approach helps women make simple, sustainable changes that really work.

We will be releasing a podcast with Nigel in September and he is confirmed as a guest speaker at our WLG Quarterly Meeting on 16 October 2024 at the IOD.

P3 CL People 3 Construction LTD
Women's Leadership Group

WLG – Women's Health Partner



Nigel Denby RD – Harley Street at Home

Menopause/Women's Health

****Lifetime Discount Offer****

Fantastic News for our members.

Our WLG members are offered a

20 % Lifetime discount

on either a Monthly or Annual Membership with Harley Street at Home Menopause.

To take a look at the subscription follow the link.

<https://www.harleystathome.com/join-today>

If you would like to take advantage of this offer or ask for more information please contact

Vicky Brook - vicky.brook@p3cl.co.uk

***WLG/P3CL make no profit from any partnerships**

Revolutionizing Workplace Wellness: Examples of how Harley Street at Home and their Partners are pioneering Menopause programmes

Case Study | Sussex Community NHS Foundation Trust

How one of the largest providers of community NHS health and care is trailblazing menopause support in the workplace with Harley Street at Home

Overview

Sussex Community Foundation NHS Trust (SCFT) embarked on an active listening programme to understand the individual menopause experiences of its 5,500 staff. It was clear menopause impacted every level of the organisation and action was needed to support their staff.

SCFT have joined forces with Harley Street at Home, and British Menopause Society accredited menopause specialist Doctor Zoe Schaedel to develop a unique menopause support programme to support the needs of staff through menopause transition. The unique collaboration is the first of its kind for the Trust. It aims to meet the needs of all staff affected by menopause transition and support them to be well at work.

The exciting collaboration aims to help those affected by menopause to access evidence-based medical and lifestyle support information. It also aims to help raise awareness for staff indirectly affected by menopause to build a community of understanding and support.

Outcome

While it's early days for the programme, the impact of this groundbreaking approach to menopause support at SCFT is expected to significantly improve the well-being of employees through their menopause transition and help them thrive. It aims to prevent the needless loss of incredible staff members through menopause and offer them the community support they deserve.

Approach

The holistic package of support is evidence-based and community focused, and includes:



Workplace guidance

Training for managers to better support staff who are struggling to manage work while dealing with symptoms of menopause.



Individualised understanding

A series of webinars looking at different aspects of menopause and how to manage individual menopause journeys.



Gold standard evidence and information

Menopause training and in-house menopause champions to signpost staff to accurate, evidence-based information - including workshops on how to recognise, manage and treat menopause symptoms.



Holistic support

Free access to specialist menopause support, including medical advice, lifestyle and exercise classes.

Find Out More

For a no obligation conversation about how Harley Street at Home can help employees thrive through menopause in your workplace, please don't hesitate to get in touch at nigel@harleystathome.com. We look forward to hearing from you.

About Sussex Community NHS



Sussex Community NHS Foundation Trust is the largest provider of community NHS care across Brighton & Hove, High Weald Lewes and Havens and West Sussex. Their expert teams provide essential medical, nursing and therapeutic care to adults, children and families. They work closely with GPs, acute hospitals, local authority social care, mental health trusts, charities and voluntary organisations to ensure care is coordinated to meet individual needs.

About Harley Street At Home



Harley Street at Home Menopause offers a caring and supportive online community to support individuals physically and emotionally through their menopause journey. The community provides gold-standard, evidence based and holistic menopause care to help individuals take control of their own menopause journey and help them thrive, not just survive. Their comprehensive knowledge base and team of experts helps people to understand every aspect of their menopause journey from symptoms and treatment options, to lifestyle, wellness and weight management. They help demystify all things peri menopause and menopause, and make sense of the confusion that menopause can bring. Find out more at www.harleystathome.com

About Dr Zoe Schaedel



Dr Zoe Schaedel has 15 years experience as an NHS GP with expertise in menopause care, sleep problems, sexual health and contraception. She is an accredited British Menopause Society Menopause Specialist. She is part of the team providing Women's healthcare at Myla Health.

Dr Schaedel is passionate about education and the training of future menopause specialists. She is a trainer for the British Menopause Society and supports clinicians who want to further their knowledge on women's health. She has also contributed to a number of national committees including the NHS England Menopause Improvement Programme.

Dr Schaedel's research and academic papers are published in The Lancet and Post Reproductive Health. She appeared in the Channel 5 documentary Women's Health: Breaking The Taboos and has been interviewed by a range of media organisations including Radio 4, The Independent and Grazia Magazine.

Dr Schaedel's professional memberships include the British Menopause Society, Faculty of Sexual and Reproductive Health and The British Sleep Society.



Case Study | Sussex Community NHS Foundation Trust Midpoint Engagement and Evaluation Update

An Update on how one of the largest providers of community NHS health and care is trailblazing menopause support in the workplace with Harley St at Home

Baseline Information

Prior to the start of this project, baseline data regarding the impact of menopause on Sussex Community Foundation Trust (SCFT) staff was collected through a baseline survey.

SCFT have 3278 female staff aged above 40 years old. This accounts for 59% of SCFT total staff headcount. Approximately 400 people responded to the survey.

Feedback and data collected in the baseline survey suggested:

- Nearly 70% of respondents felt their work was affected by their menopause.
- Of these 70%, only 8% took sick leave specifically due to their menopause symptoms.
- Staff were either struggling to concentrate whilst at work due to their menopause symptoms, or they were taking time off work and stating alternative reasons for their absence.
- Over one-third of respondents have felt unable to work effectively at one time or another due to their menopause.
- One-fifth of respondents felt their career progression prospects were affected by their menopause.
- 40% of respondents did not feel supported at work with their menopause.
- Disturbed sleep, memory lapses, poor concentration, anxiety, mood swings, irritability and low mood affected more than 50% of respondents.
- Fatigue, vasomotor symptoms, night sweats, headaches, weight gain, joint pain and stress affected more than 50% of respondents.
- Only one-third of respondents accessed Hormone Replacement Therapy (HRT) to help manage their menopause symptoms.
- Approximately three-quarters of respondents wanted SCFT to provide more information on the topic of menopause.
- Nearly two-thirds of respondents wanted more support from SCFT about menopause and work, and were unaware of the previous support available.



Project Engagement

The following information is in regard to engagement up to 31st March 2023.

Menopause Champions

There have been 56 Menopause Champions recruited across SCFT, who are receiving menopause training.

Menopause Champions can be identified with the below email signature.



Menopause Champion

We are here to support and guide all SCFT staff

[The Pulse > Health and Wellbeing > Menopause](#)

Membership Uptake

Currently, 329 SCFT staff have signed up for an annual membership to www.harleystathome.com.



Project Timeline

Date	Activity
18th October 2022	Project launched, to coincide with World Menopause Day. Project announced and SCFT staff encouraged to register interest to become a Menopause Champion.
Limited activity over Winter due to NHS Winter pressures and industrial action.	
19th December 2022	SCFT Menopause Champions welcome meeting. Staff introduced to role of Menopause Champion and overview of project.
4th January 2023	SCFT Menopause Champions given tour of www.harleystathome.com



25th January 2023	SCFT Menopause Champions training webinar: <i>What is Menopause?</i> 24 attended LIVE and 29 attended through the recording at a later date.
2nd February 2023	Entire SCFT staff menopause webinar: <i>What is Menopause?</i> 32 attended LIVE and 81 attended through the recording at a later date.
23rd February 2023	SCFT line managers webinar: <i>How Can I Support Members of My Team Experiencing the Menopause?</i> 27 attended LIVE and 8 attended through the recording at a later date.
23rd March 2023	SCFT Menopause Champions training webinar: <i>Nutrition and Weight Management at Menopause.</i> 36 attended LIVE and 6 attended through the recording at a later date.
30th March 2023	Entire SCFT staff menopause webinar: <i>Nutrition and Weight Management at Menopause.</i> 31 attended LIVE and attendance through the recording is unavailable currently.

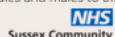
Monitoring Progress

A follow-up survey is currently in circulation within SCFT, to gather midpoint progress and feedback.

Current written feedback received following webinars from SCFT staff includes:

- I am grateful for the support on offer to myself and my colleagues.
- Thank you - really informative. Brilliant, clear delivery.
- Thank you - super informative and made me feel very positive moving forward.
- I'm so grateful for this resource.
- Helpful presentation - thank you!

The last feedback point on the above list was from a male line manager, proving our effectiveness at reaching both females and males to offer menopause education and support.



Find Out More

For a no obligation conversation about how Harley Street at Home can help employees thrive through menopause in your workplace, please don't hesitate to get in touch at nigel@harleystathome.com. We look forward to hearing from you.

About Sussex Community NHS



Sussex Community NHS Foundation Trust is the largest provider of community NHS care across Brighton & Hove, High Weald Lewes and Havens and West Sussex. Their expert teams provide essential medical, nursing and therapeutic care to adults, children and families. They work closely with GPs, acute hospitals, local authority social care, mental health trusts, charities and voluntary organisations to ensure care is coordinated to meet individual needs.

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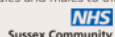
About Myla Health



Myla Health was set up to give women suffering needlessly with symptoms, of perimenopause, menopause and other reproductive health issues, the time, care and treatment they need to feel healthy and happy again. They have a network of excellent independent Doctors, offering face-to-face clinics, as well as online appointments, to give personalised, expert care across the country.

Dr Olivia Hum and Dr Zoe Schaeffer have 30 years of experience as NHS GPs between them and are experts in women's health, hormonal health and contraception. Both are British Menopause Society (BMS) accredited menopause specialists and trainers. Olivia and Zoe are skilled educators, passionate about training other clinicians and improving the healthcare experienced by women throughout the UK.

[Click here to join today](#)





Delighted to announce our NEW partnership with Inside Coaching



Suzanne is an accredited leadership coach specialising in supporting traditionally male dominated industries to retain talented mums.

She has launched a leadership development programme just for working mums – helping them to stay, progress their careers and thrive.

Designed to equip aspiring leaders with the tools and confidence to lead their teams and to influence and inspire others.

This programme runs over 12 months. Delivered online, with each module broken down into bite size practical learning steps. Perfect for busy professionals, juggling work and family life.

INSIDE LEADERSHIP

The development programme engineered with working mums in mind.

Designed to equip aspiring leaders with the tools and confidence to lead their teams and to influence and inspire others.

This programme runs over 12 months. Delivered online with each module broken down into bite size practical learning steps. Perfect for busy professionals, juggling work and family life.

Work based learning transfer is supported through Action Learning Sets and 1:1 Leadership coaching. Providing a rich learning experience enhanced by peer support.

This is the perfect programme to nurture and develop parental talent.



INSIDE LEADERSHIP



The Careers After Babies report published earlier this year revealed a 32% drop off in women in management positions after having children. Maybe this is a trend you've noticed in your organisation too?

At INSIDE Coaching we recognise that you've invested a lot in the talented women in your workforce. Supporting their professional development, family friendly policies and flexible working. We are inviting you to take it one step further by sponsoring your talented mums to attend this 12 month leadership development programme - designed with mums in mind. Everything from the content to the scheduling of each session has been specifically engineered to support learning transfer and tangible outcomes.

INSIDE Leadership is a CITB assured programme - offered at an incredible introductory rate and eligible grant funding to qualifying organisations. It provides excellent value for money and will set you apart as a family friendly employer.

Enrolling now for Autumn 2024.



IDENTITY & SELF AWARENESS

This module supports aspiring leaders to explore their leadership identity and how to use mum-brain as a leadership advantage



NURTURING RELATIONSHIPS

In this module aspiring leaders explore communication styles and preferences. Learning how to use neuroscience backed techniques to nurture successful relationships



SETTING A VISION

Visionary leaders understand the process of change and can support others. In this module your aspiring leaders learn how to lead change with the brain in mind.



INSPIRE & MOTIVATE

Your aspiring leaders will get to grips with the neuroscience of motivation and reward and explore the characteristics of great leadership. Learning how to inspire, motivate and nurture talent in your organisation.



DEVELOPING KEY LEADERSHIP SKILLS

Your aspiring leaders develop a neuroscience backed leadership toolkit and reflect and document their experience of putting it into practice. Creating a leadership evidence portfolio.



EMBRACING DIVERSITY

Led by a renowned expert in inclusive leadership - this module will facilitate your aspiring leaders to go beyond lip service to really dig deep and learn the skills to build inclusive teams and create belonging.





PROGRAMME ELEMENTS

Six virtual half day modules delivered via zoom - supported by additional learning resources on the ultimate learning transfer platform. Designed to take your aspiring leaders from knowing do doing - every time.

Four 1:1 Leadership Coaching sessions with an experienced and accredited coach. Providing your aspiring leaders with all of the support they need to really integrate their learning back in the workplace

Leadership Evidence Portfolio documenting learning and progress throughout the programme

£1995.00 investment
Early bird price £1340
CITB Registered Organisations may be eligible for grant funding
Contact us to explore this further.

KEY DATES

Monday 16 September - Workshop 1

Monday 11 November - Workshop 2

Monday 13 January - Workshop 3

Monday 3 March - Workshop 4

Monday 12 May - Workshop 5

Monday 7 July - Workshop 6

INSIDE
LEADERSHIP
WITH SUZANNE LINDSAY



TO TAKE ADVANTAGE OF THIS INTRODUCTORY OFFER -
AND EXPLORE GRANT FUNDING - GET IN TOUCH TODAY
SUZANNE@INSIDE-COACHING.CO.UK

[Click here for web page](#)

INSIDE
LEADERSHIP
COACHING

Head to our Competition page for the chance for one of your returning to work Mums to win the opportunity to be enrolled on the Spring 2025 cohort of the Inside Leadership programme or one of the other fantastic opportunities being offered by WLG and their incredible partners.



Excel

Excel is the UK's leading supplier of raw, laminated and bonded sheet materials to the offsite construction industry.

Established in 1997 Excel Laminating Ltd is an independent family run business, renowned for its service, technical innovation and excellence of product. Working out of their modern 80,000 ft2 manufacturing facility in Hull, East Yorkshire, Excel is a proud supplier to those companies who are at the cutting edge of modern methods of construction. It prides itself on delivering a wide range industry leading products, including a large selection of bespoke and specialist plasterboard. From external cladding to internal laminated linings, underfloor heating panels to bespoke boarding kits for bathroom PODS and roof and floor cassettes we are confident that we have a product and solution to meet our customer's construction needs.

01482 326866

sales@excel-laminating.co.uk

www.excel-laminating.co.uk

P3CL People 3
Construction
LTD

Recruitment and Head Hunting

P3CL Recruitment Services

- We are a multi-faceted people centric consultancy who specialise in permanent and contractor recruitment for the construction sector.
- We offer permanent and contractor recruitment for Construction Head Office, Site and Manufacturing roles.
- HR strategy and project delivery including diversity and inclusion/social value consultancy typically for existing clients for whom we recruit as part of a wider brief of offering.
- We have good breadth of experience across all construction phases including Head Office, Consultancy and site roles.
- We leverage on the fact we have not only hired for these roles as an agency, but prior to this we sat client side and hired and managed teams of people in these roles.



Areas we cover:

- The North East
- The North West
- Yorkshire
- Midlands
- South East
- London





L&Q

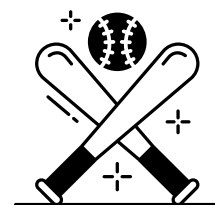


PRODUCTION GET TOGETHER

ROUNDERS TOURNAMENT



The decision to organise something for the whole Operation team at LQ wasn't an easy task. We wanted to meet within an outdoor environment and forget about work for a minute or two. One thing that was coming to our minds was Rounders. Who doesn't like rounders and who doesn't like sport? Sport can bond, join, connect, and build new relationships between people very easily. A team playing attitude is one of the best meanings of sport as well in construction and that is why we wanted to reconnect with that theme once again.



The location of our event wasn't the easiest to choose, but in the end the Queen Elizabeth Olympic Park was a spot on location. Despite the weather - rain and wind, we didn't give up. We had a reasonable amount of people from all of our departments including Construction, Design, Commercial and the Construction Planning team. After a few rounds of mini tournaments, we had a winner and the trophy was presented by our Production Director, which was fun too.

I hope we can organise more events like this in the future, this doesn't take too much time to organise, and is such a simple theme - team bonding and networking, which can be brought together in sport.





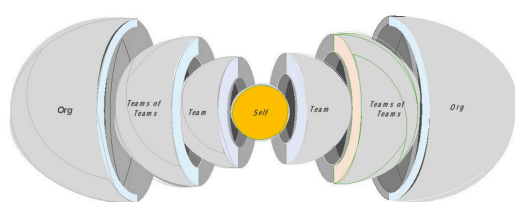
THE CAUSE EFFECT

The Art of

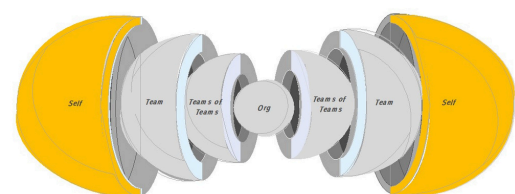
Leadership and Thriving

My discoveries about personal growth have been mostly influenced by the science of emotion and the impact emotions have on how we show up and ultimately perform. Through my own growth path I have gained much insight and beliefs that now form my practice with teams and it is this that has caused me to challenge traditional organisational performance theory, doctrine, and systems. In this article I offer you an alternative way of thinking to consider, a proposition that aims to inspire a world where we can go further than performance, to a symbiotic and more sustainable growth path. In this proposition there is a balance to observe, where both the organisation and the individual grow and perhaps more importantly thrive. The vehicle for cultivating this mutuality is an understanding of the science of emotion and mood and how we use this understanding to inform the part we all play in organisations, our communities, teams and relationships for thriving. To explore these possibilities at The Cause Effect our starting point is understanding our leadership impact.

How we perceive Organisational impact



The reality of how impact is experienced



The reality of how impact actually manifests itself is starkly different from A to B and reframing thinking in this area is one of the key shifts and points of our 'unlearning'.

In B, alternative model, the 'self' layer is in fact the nutshell, the external market and customers experience the individual impact of the organisations people, their leadership, behaviours, their self-awareness and energy and this impact is felt by all those who come into contact with them.

If you consider for a moment all the touch points your people have with the external landscape surrounding your organisation, it matters how that customer feels after an interaction with them, it matters what stories they tell, it matters how they show up on good days and on the not so good, it matters how they carry an organisations culture and operating model and values because all these interactions coalesce and directly influence how the organisation is itself experienced. Your customers or clients, and competitors, don't feel your organisations' operating model, or organisation structure or strategic objectives, and governance, as in chart A, they experience your individual unique people and who they are, how they are feeling today, influenced by mood, emotions, sleep, food, workload etc. and if you've done a good job at inspiring your people with or co-creating a purpose that provokes emotion then they will carry this torch from the inside to the outside.

Embracing a new way of thinking here and unlearning traditional doctrines helps individuals and teams wake up to why they need to consider specific practices to grow into their own leadership style, how visible they are, how self-aware they are, how they self-manage and the opportunities this brings. It helps them to take targeted action and consider their impact in a very focussed way and this is an important key that opens a door to the success for leadership growth and teams that thrive.

Leadership impact of Self

WHAT | My Technical Leadership

My technical ability to take part in the team architecture (skill + experience), often we refer to this as our Content.

HOW | My Leadership of Me

The thriving competencies of
 1. Self-Awareness - leads me to see myself
 2. Self-Management - leads me to build resilience
 3. Social-Awareness - leads me to see others
 4. Relationship Management - leads me to build connections authentically as I am.

WHY | The impact of my technical and self Leadership

The words that our clients use when they experience this impact

- Energised
- Inspired
- Flourishing
- Courageous
- Thriving
- Leading

Leadership of Ourselves

Imagine a future with organisations are designed intentionally for mutual growth, where business operating models offer not just the technical capabilities that deliver the commercial value chain but also the framework for leadership growth. By this I mean your individual growth that goes beyond your professional expertise and experience, "Your What". In our vision "Your How" takes on equal importance of how you lead yourself and live and thrive in your role and where you intentionally bring these two parts of you together you ignite a personal purpose, "Your Why" becomes the place beyond how you perform, it is your place of impact, flourishing and thriving.

If you'd like to learn more about our leadership coaching for your team or you are interested in how we can help you, or someone like you, to thrive, please drop us a line to ruthbaily@thecauseeffect.com. Our Leadership of Self programme is a rich and supportive 16-week voyage of self-discovery where we help you to discover the science and biology of emotions and how to harness and cultivate your personal leadership (of you).



Ruth Baily
Founder and Managing Director

Leadership Impact of Self

Leadership Impact of Self. The WHAT we will all recognise, your CV filled with your technical/professional content and here many organisations most often help you deepen this expertise over time, eg. the stages through competency development in your field. The HOW, is what we call 'Leadership of Self' and is possibly the least well-established development area. In this vision, each one of us takes ownership for our emotional wellbeing, for who we are and how we interact with others in the team. What we find in our clients is when the WHAT and the HOW combine together, a powerful transition happens, that typically intangible thing called 'purpose' emerges from the inside. Our clients tell us is that what they experience is much more than performance, they speak about a totally living inside a new version of themselves, and that it's a practice, a momentum, as described in the verb, the doing word, below. The art of 'thriving' has in it a practice of growth, which helps us and those around us prosper, succeed and flourish.

thrive

[θraɪv] verb

to grow, develop, succeed. it is to prosper; to flourish. to be your best self.

Dictionary Definition of Thriving

So, this has become our vision at The Cause Effect, getting to the art and heart of leadership. Inside our leadership and coaching programmes, we don't help client teams be excellent at WHAT they do, in general they really do know this, we support them discover how to thrive in the process. We all spend most of our life on autopilot, repeating behaviours and emotions that are products of events, experiences and feelings that have shaped us, some good, and some challenging, our subconscious autopilot replicates behaviours that can limit our impact. People who truly understand and harness their emotions are able to practice and grow new behaviours, liberate self limiting constraints, find purpose, create better connections with people, transform their personal impact and thrive.



To Celebrate

'International Men's Day'

Is the 19 November and to recognise this important day we will be hosting a Round Table Event with

Mark Freed & Gary Ford

Co Founders of 'Men for Inclusion'



International Men's Day (IMD) is celebrated on 19 November every year and is marked in around 80 countries worldwide. It celebrates the positive value men bring to the world, their families and communities.

'Men for Inclusion' specialise in guiding men and leadership teams to actively embrace their pivotal roles and responsibilities in transforming and fostering inclusive workplace cultures.

Purpose:

Get expert advice on how to stimulate conversations, and review case studies on how businesses can utilise male allies and colleagues to embrace inclusive cultures and behaviours. It's action focussed to drive cultural change!

The meeting will take place in London on Thursday 21 November 2024

Time 14.00 - 17.00
venue TBC

Limited space available.
Open to members, mentees,
contributors and P3CL clients



Mark Freed



Gary Ford

Established in 2021 by Mark Freed and Gary Ford, Men for Inclusion emerged from frustration with slow progress on inclusion across all industries. The mission: to empower men in majority groups to champion inclusion for social and economic benefits. We're expediting enduring change by engaging more men in advocating for diversity and inclusion.



Nigel Denby: Biography



Harley Street at Home
MENOPAUSE

Registered Dietitian Nigel Denby has specialised in supporting women through menopause transition for over 25 years. He is the author of 10 nutrition books and regularly appears across print, television and radio.

Nigel has collaborated with Women's Health Concern, the patient arm of the British Menopause Society, to develop a Menopause Wellness Hub - an online resource for lifestyle information for women and their partners. He has also produced guidance for the British Menopause Society to help healthcare professionals support their patients with menopause nutrition and weight gain.

Nigel's practical, evidence-based approach to nutrition has successfully helped thousands of women navigate their menopause journey. His no gimmicks, no quick fixes approach helps women make simple, sustainable changes that really work.

Nigel is the founder of Harley Street at Home. The online community was established in 2020 to help women navigate their menopause transition through the pandemic. The community has since grown to over 75,000 members and has been praised globally by the medical community and women alike.

Introducing Simon Palmer Technology Consultant to our WLG Community

Simon is supporting
Vicky Brook - Chair of Women's Leadership Group with future technology offerings and initiatives.

"Simon brings extensive technology capability and experience as well as sharing a desire to support women in business and the WLG initiatives.

I am naturally delighted to have the opportunity to work with Simon a committed male ally and in developing some exciting new technology for the exclusive benefit of women".

Vicky Brook



Simon Palmer is an experienced technology executive, most recently through his tenure at Frasers Group. His contributions spanned various domains including operations, eCommerce, innovation and responsibility for all aspects of Group IT and Data.

He is actively involved in the Reed Women in Technology Mentoring Program, where he shares his extensive knowledge and experience to support and empower women pursuing careers in technology.



New Survey Finds More Women Bullied at Work Than Men

WORKPLACE BULLYING SURVEY RESULTS 2024



WRIGHT HASSALL CONDUCTED RESEARCH ON 1,026 EMPLOYEES IN THE UK AND FOUND THAT...

1 IN 10

didn't think intimidation was bullying



21%

didn't think that spreading rumours about a person was bullying

BLAH BLAH!! BLAH



6%

didn't believe that any of the mentioned behaviours in the survey would be considered bullying

New research on 1,026 employees in the UK found that **50%** of people have either been bullied at work or witnessed it, of those, **59%** were women, and **47.80%** were men.

It found that almost half of women considered shouting at work to be bullying (**47.5%**) compared to **36.5%** of men and **75%** of women agreed that exclusion from meetings could be bullying compared to 60% of men.

The survey discovered that **44%** of women believe abrupt emails could be bullying with **32%** of men saying they believe them to be.

Alarmingly **78%** of women agree that isolation is a form of bullying compared to **57%** of men and **90%** of women believed that intimidation was bullying compared to a close **85%** of men.

Men are split almost 50:50 on whether or not they have experienced bullying at work (**47.80% v 44.30%**). Whereas **59%** more women (**56.30%**) have experienced them than those who haven't (**35.50%**).

WRIGHT | HASSALL

A disturbing **26.22%** of all people do not know what to do if they are being bullied at work. It also uncovered that 1 in 4 women believe they could get support at work but aren't aware of a bullying policy

The biggest disparity when experiencing it comes in the age group 45-54, where **68%** more people say they have experienced or witnessed bullying than haven't.

Tina Chander, Head of Employment law at Wright Hassall, says: "The survey findings show a clear disparity between female and male experiences at work, so this is something that HR and business leaders should take into account when looking at how to prevent bullying.

"Some workplaces may tolerate bullying behaviour such as shouting from senior colleagues and write it off as people simply 'being passionate', but this behaviour can cause serious problems, especially if an employee decides to make a formal complaint and take the employer to a tribunal; the costs and reputation damage associated with this can be crippling.

THE SURVEY REVEALED



think that shouting at work doesn't count as bullying



didn't think jokes about a person could be considered bullying



didn't believe that exclusion from group meetings to be bullying behaviour



felt that abrupt emails wouldn't be classed as bullying

A disturbing

26.22%

do not know what to do if they are being bullied at work

68%

of those aged 45-54 say they have experienced or witnessed bullying than haven't



"In today's world, where there is so much more awareness about what behaviour is acceptable or not, it's upsetting to see that almost **50%** of men and more than half of women have experienced it.

"It's time for workplaces to focus bullying reporting activity on them and make sure that everybody knows what support is available to them. At the very least, a workplace should have a bullying and harassment policy in place, but there's no point in having a policy if no one is aware of it.

"It's everyone's responsibility to fix the problem of workplace bullying. HR plays a vital role, as do the leaders, but it's up to colleagues to care for one another and speak up when behaviour is wrong. No one should suffer in silence."

By Sarah Jordan
Head of Marketing

www.wright Hassall.co.uk

WHO IS RESPONSIBLE FOR FIXING THE PROBLEM?

13% Weren't sure

34.90% & 37.10% Younger age groups (18-24 and 25-34) put more emphasis on HR sorting out bullying

26.7% of older respondents think it should be HR to sort out bullying

47.80%



of men

59%



of women

HAVE EITHER BEEN BULLIED AT WORK OR HAVE WITNESSED IT

WRIGHT | HASSALL



In the previous edition of our newsletter, I discussed the new Right to Request Flexible working legislation which came into force on the 6th April 2024, in this quarters addition I will be discussing another piece of legislation that also came in on the 6th April and that is Carers Leave. Under this new legislation, employees will be entitled to take a week of unpaid leave to undertake caring responsibilities under the **Carers Leave Act 2023**.

The right to take carers leave begins on day one of employment and can be taken to “provide or arrange care for a dependant with a long-term care need”. This means any dependant of the employee who has an illness or injury requiring care for more than 3 months, dependants with a disability or for those who require care because of old age.

Key Points of the New Legislation...

- Employees can request carers leave from the 1st day of employment
- Carer's leave will be unpaid.
- Carer's leave can be taken in half days or single days with a notice requirement of double the length of requested leave.
- Employees can take a maximum of one week of carer's leave in a rolling 12-month period
- The right to carer's leave is intended for planned activities or assistance provided by an employee to somebody dependent upon them who has a long-term care need.
- Carer's leave is not the same as time off for dependants leave, which is for emergency situations.
- It is possible to postpone carer's leave for up to one month where it would unduly disrupt the employer's business.
- An employee can make a complaint to the employment tribunal that they have suffered a detriment or been dismissed due to taking carer's leave.
- Dismissing an employee for taking carer's leave will be automatically unfair.

The new carers leave legislation joins existing “family friendly” laws which are helping support working families to balance work with family commitments. These include:

Parental Leave

- This is unpaid leave taken to care for a child aged under 18 years by employees who are biological or adoptive parents or who have formal parental responsibility for the child.
- The entitlement for leave (18 weeks in total, 4 weeks in any one year) is per child.
- Both parents can take leave in respect of the same child but must have worked for the employer for at least one continuous year to be eligible.

Shared Parental Leave

- This can be taken by an employee who is eligible for either maternity or adoption leave to end their leave early and to share the remainder of the time allowed with their partner up to the maximum of 50 weeks.
- In the UK, an employee must give at least eight weeks' notice of their intention to take SPL.
- The couple is entitled to 37 weeks of Shared Parental Pay (statutory rate)



Dependant Leave

- This is unpaid time off to deal with an emergency relating to a dependant (spouse, child, parent or someone living in the same house who is dependent on the employee).
- In the UK, there is no qualifying length of service for this right, and no limit on the time that can be taken, although it should just be to deal with the emergency and make arrangements for cover.

The new carers leave and flexible working legislations are welcome additions to the existing family friendly legislations and will help alleviate the stress of juggling work and care responsibilities for many working parents, employers must ensure their policies reflect the new changes and manage carer leave requests (and any other leave requests) appropriately and fairly.

Events – Future

P3 People 3
Construction
LTD
Women's Leadership Group



P3 People 3
Construction
LTD
Recruitment and Head Hunting

We are delighted to announce a
great guest speaker line up for our
Quarterly Women's Leadership Group Meeting
in October at the IoD in London



Guest Speakers



➤ Lavina Mehta MBE

Book signing by Lavina to celebrate the
launch of her book 'The Feel Good Fix'

- Harley Street at Home
- Outward Bound Trust
- Men for Inclusion



Harley Street at Home
MENOPAUSE



Men for
Inclusion

Wednesday 16 October 2024

Time: 14.00 – 17.00

Members / invitation only event



**People 3
Construction
LTD**

Women's Leadership Group



December Networking Christmas Drinks

Date/Location
to be announced in November



**People 3
Construction
LTD**

Women's Leadership Group

Lots of exciting
events are in planning
for 2025 including a 24
hour WLG Retreat!
Final schedule
to be released mid
November.



To Celebrate

'International Men's Day'

is the 19 November and to recognise this important
day we will be hosting a Round Table Event
with

Mark Freed & Gary Ford

Co Founders of 'Men for Inclusion'

International Men's Day (IMD) is celebrated on 19 November every year and is
marked in around 80 countries worldwide. It celebrates the positive value men
bring to the world, their families and communities.

'Men for Inclusion' specialise in guiding men and leadership teams to actively
embrace their pivotal roles and responsibilities in transforming and fostering
inclusive workplace cultures.

Purpose:

Get expert advice on how to stimulate
conversations, and review case studies on
how businesses can utilise male allies and
colleagues to embrace inclusive cultures
and behaviours. It's action focussed to
drive cultural change!

The meeting will take place in London
on Thursday 21 November 2024
Time 14.00 – 17.00
venue TBC

Limited space available.

Open to members, mentees,
contributors and P3CL clients

The Sister of all Women Five-a-side football fund raiser

Why? - To raise awareness for WLG and funds and awareness for WIS.
"Sowing grass roots for boardroom success"

What? A female centric, team motivational, sporting fundraiser event as we are on
a mission to get the importance of women's team sports on the career agenda.

When? - Late Spring 2025 – out of season at a football stadium.

WLG will host the largest female 5-a-side competition (multi sector participation) WIS, NHS, Policing,
Construction, Infrastructure, MMC, Law, Consultancy, Design, Government, Comms, Armed Forces, Utilities,
Banking & Finance etc.. Dare I say it ... *become a record breaker?*

Entrance fees to be paid for by the organisation submitting a team £500 Per Team .

Sponsorship / Marketing Opportunities:
Ideally looking to host at a football stadium
Programme Sponsors
Kit Sponsors
Trophy Sponsors
Refreshment Sponsors
Referee Volunteers
Medical Team Volunteers
Professional Photographer Sponsor



WLG Mentorship Membership for Aspiring Middle Managers

We are committed to empowering, motivating, and supporting female construction talent to reach their full potential. We will actively open career pathways and support our members in breaking down barriers for their management development and career progression.

This membership is designed for women in, or aspiring to, management positions.

The mentorship programme is tailored to the individual needs of each member. We will work with you to address the sorts of issues women commonly face including:

- Lacking confidence in their management abilities
- Setting very high standards of their own performance
- Use of language and terminology in a business meeting setting
- A reluctance to put themselves forward for management positions
- Attributing success to 'the team' rather than themselves
- Being appropriately assertive
- Establishing authority with reluctant subordinates
- Worrying about losing their identity in order to succeed

We also know, from our experience and research, that certain management styles tend to suit some women better than others. So we will cover some of those during their mentorship journey, including:

- A coaching approach to management
- Transformational and transactional leadership
- Influencing rather than ordering
- Learning the art of networking within your organisation
- Managing female health challenges and the impact on self-confidence
- Juggling the challenges of running a home and being a mum, step mum, carer, granny as well as having a career and ambition



What Mentorship membership will include:

Each member can expect:

- 4 virtual one-to-one mentoring sessions per year from a P3CL WLG partner
- 1 career health check with an HR expert
- Attendance at the annual WLG summit (September 2024)
- Regional Networking events twice yearly (guest speakers and refreshments)
- Independent networking with other group members
- Online use of our WLG Mentorship Membership Logo/Badge
- Early access to WLG articles and inspirational podcast
- WLG member goody bag (Eco travel cup, exec notebook, WLG jelly beans, WLG coffee and cake voucher, WLG stress ball and pen)
- 10% Discount WLG approved training and qualifications with our education partners.

Cost & Funding options

Cost £425.00 p.a.

- Personal: quarterly or annual by DD
- Company funded: annual by DD * 10% discount for corporate members of 10 +



If you have any questions or would like to enrol please contact me at vicky.brook@p3cl.co.uk



Women's Leadership Group



Competition Time

To celebrate our new partnership with
Inside Coaching



We are offering our WLG Community and or P3CL clients the chance for one of their returning to work mums to be enrolled on the Spring 2025 Cohort FOC

How to enter:

Like and share on LinkedIn tagging in a colleague or nominating yourself

or

Email your nomination to Vicky Brook

Regardless of how you are applying you must include a reason why you or your employee should be nominated

Closing Date:
30 October 2024

Winners will be announced
15 November 2024

Entries will be judged on content of the reason provided

INSIDE
INSIDE
COACHING

WITH SUZANNE LINDSAY



We are delighted to share with our WLG Community an exceptional opportunity for a Scholarship with Saïd Oxford Business School

Oxford Advanced Management and Leadership Programme Scholarship

Value

A partial programme fee reduction based on individual circumstances.

Eligibility Criteria

Female senior leaders at or near the top of their organisation. Typically, you will have held senior roles for at least ten years.

Selection Criteria

Applications are reviewed by the business development team and candidates are invited to an interview with the Programme Director. The application and interview outcome are presented to the Director's Committee to award the scholarships.

For more information, please follow this link

<https://www.sbs.ox.ac.uk/oxford-experience/scholarships-and-funding/oxford-advanced-management-and-leadership-programme-scholarship>



Saïd Business School

Competition Time

We are delighted to announce that we are offering 3 free of charge Mentorship Memberships Commencing January 2025

What's the benefits:

- 4 virtual one-to-one mentoring sessions per year. (Each mentee is paired to an appropriate mentor after a discovery session with the HR lead)
- Career health check with an HR expert before the mentoring ceases.
- Attendance at the annual WLG summit or a WLG working group of their choice.
- Regional Networking event (guest speakers and refreshments).
- Access to independent networking with other group members.
- Early access to WLG Newsletters, articles and inspirational podcast and competitions.
- WLG member goody bag (Eco travel cup, exec notebook, WLG jellybeans, WLG stress ball and pen)
- Discount off any of the partnered companies' services including Educations, Training, Health and Wellbeing.

How to enter:

Like and share on LinkedIn tagging in a colleague or nominating yourself

or

Email your nomination to Vicky Brook

Regardless of how you are applying you must include a compelling reason as to why you or a colleague would benefit from this Mentorship



Closing Date
Friday 1 November 2024

Winners will be announced
Friday 15 November 2024

Entries will be judged on content of the compelling reason



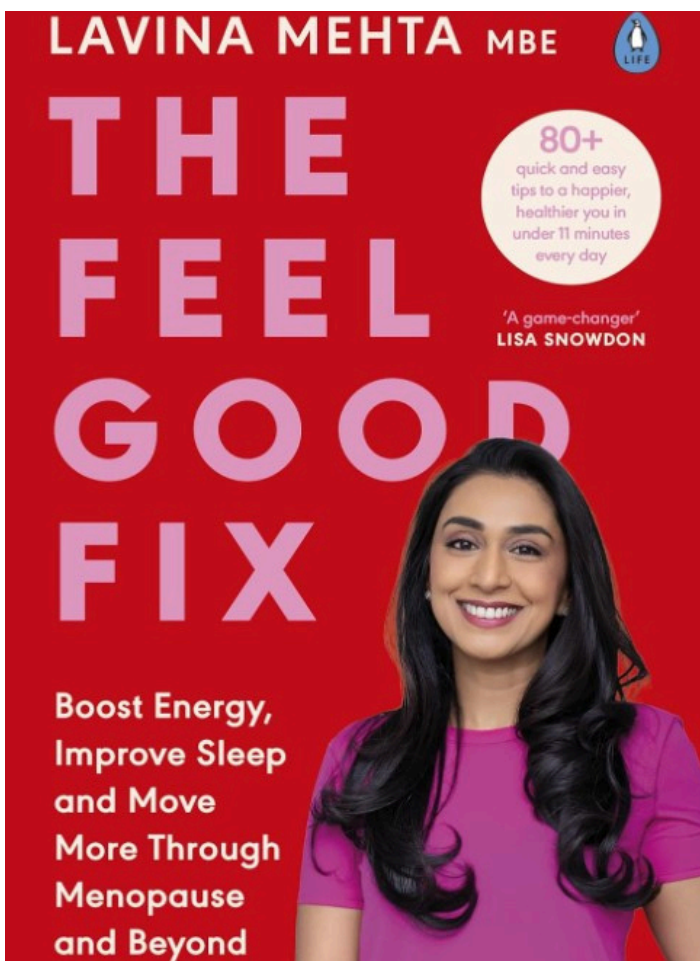
P3 CL People 3 Construction LTD

Women's Leadership Group



Welcome to the WLG Book Club

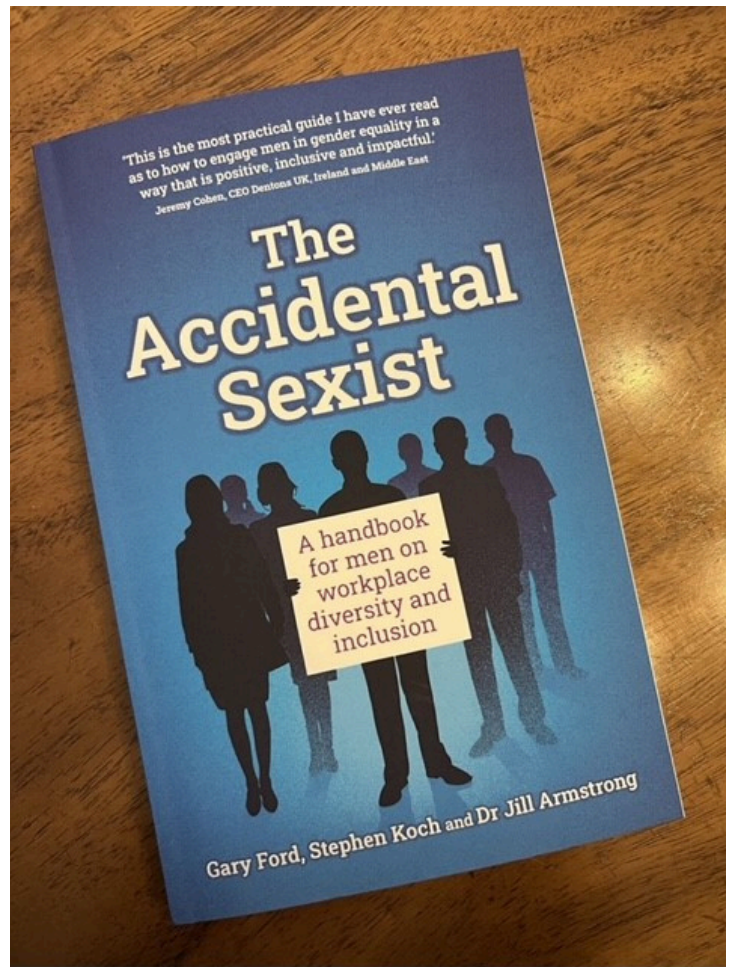
Help each other share the Good Reads and avoid the not so good. Send your recommendations to pippa.shirley@p3cl.co.uk and they will be featured in the next Newsletter.



"The Feel Good Fix" - Lavina Mehta MBE

I had the pleasure of a meeting with [Lavina Mehta MBE](#) talking about WLG, health, wellbeing, mental health and creating the foundations for success. Her new book is out and I am delighted to share that we have now added it to our WLG book club we are on a mission to get health and wellbeing on our agenda. Lavina has also kindly agreed to talk at our Quarterly Women's Leadership Group Meeting in October at the IoD in London.

If you would like to pre-order a signed copy of Lavina's book, please email pippa.shirley@p3cl.co.uk with your dedication and either send a cheque or we can send BACS information.



"The accidental sexist" - Gary Ford

Who's up for a book review?

I am delighted to share that we have been gifted a book for our WLG book club from [Gary Ford Men for Inclusion](#) co author of The Accidental Sexist. Gary and [Mark Freed](#) as featured on our last podcast and the book got a mention, so if you're in our WLG community and up for a challenge, then please do DM us. A highly recommended read to prevoke some thought and stimulate action



We have had some great feedback on the first edition of our newsletter, so thank you all, but please keep it coming and send through any feedback or content suggestions to me at Pippa.shirley@p3cl.co.uk. So conversation igniter for this month...."How do you measure inclusion in your work place?"
Pippa Shirley
WLG Marketing Associate